

REPUTATIONAL CAPITAL AND OLYMPIC EVENTS: A CASE STUDY OF WHISTLER LIVE!

by

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Abstract

Mega events such as the Vancouver 2010 Winter Olympic and Paralympic Games present unique opportunities to increase the economic and social capital required by destinations to be competitive on the global tourism stage. Engaging Games and community stakeholders in the networks needed to organize and deliver such events is central to creating sustained and positive legacies. Network building and maintenance can occur at a variety of levels and scales. Effective and sustained networks depend on and are shaped by the social and reputational capital created through the process of managing various dimensions of the event. One of the more recent Games' dimensions used as a vehicle for creating social capital is the Cultural Olympiad.

This dissertation creates and tests the utility of a conceptual model in identifying how event organizers strategically select stakeholders and nurture network relations to build the reputational capital needed for sustained competitiveness. It builds this model based on premises and principles emerging from literature related to corporate social responsibility, social capital development, reputational capital creation, Olympic mega-event legacies, tourism destination branding and community based sustainability planning. The study tests the model's usefulness through a case study of the stakeholders, networks, and outcomes created in the development and delivery of Whistler's portion of the 2010 Winter Games Cultural Olympiad – 'Whistler Live!'. It explores the ways in which Whistler engaged its stakeholders and partners so as not only to meet its immediate Olympic goals, but also to contribute the longer term reputation and sustainability of the resort community.

Keywords: Mega Events; Legacy planning; Reputational Capital; Corporate Reputation; Host-Destination Reputation; Tourism Policies and Community Development; Olympic Stakeholders Engagement; Market-Driven Management; Dynamic Capabilities; Olympic legacies; Olympic and Paralympic Games; Vancouver 2010 Winter Games; Cultural Olympiad; Whistler Live!.

To all volunteers of the Olympic and Paralympic Games

from Torino 2006 to Vancouver and Whistler 2010 they changed the colour of the jackets
but they all shared the same 'Olympic spirit'

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Glossary

COC	Canadian Olympic Committee.
CPC	Canadian Paralympic Committee
CTV	CTV Olympics - Canada's Olympic Broadcast Media Consortium
EA	Environmental Assessment
FHFN	Four Host First Nations Lil'wat, Musqueam, Squamish, Tsleil-Waututh
IOC	International Olympic Committee
OGGI	Olympic Games Global Impact study
PCH	Canadian Heritage – Patrimoine canadien
RCMP	Royal Canadian Mounted Police
RMOW	Resort Municipality of Whistler
Tourism BC	Tourism British Columbia
VANOC	Vancouver Organizing Committee
WAC	Whistler Arts Council
Whistler 2020	Whistler strategic plan for 'moving toward a sustainable future'

Chapter One: Introduction

Festivals and events are increasingly integral components of tourism destination management strategies, and serve as attractions for both local and international visitors. Typically, festivals are positioned in host community as re-occurring celebrations of tradition, demonstrations of culture and civic values, manifestations of local pride, and opportunities for generating localized social and economic benefits (Mayfield and Crompton, 1995; Chalip and Costa, 2006; Formica and Uysal, 1998; Gnoth and Anwar, 2000; Getz, 2007; Picard and Robinson, 2006; Quinn, 2006; Pugh and Wood, 2004; Williams et al., 1995). In contrast, mega-events are normally non-recurring spectacles of limited duration with unique status and the power to enhance the awareness, capacity, competitiveness and profitability of the host destination (Ritchie, 1984; Hall, 1989; Dimanche, 2002; Getz, 2005). From a tourism management perspective, mega-events are a form of large-scale 'special event tourism' that requires high levels of interaction and collaboration amongst a wide array of stakeholders in order to deliver targeted beneficial outcomes for local and regional communities (Reid and Arcodia, 2002; Kearins and Pavlovich, 2002; Parent, 2008). Olympic and Paralympic Games are specific types of mega-events with the potential to generate both term short benefits as well as longer lasting positive legacies for the host destination. Conversely, their large magnitude and reach can lead to magnified negative outcomes if not managed strategically and effectively.

Many studies have assessed Olympic Games impacts from economic and infrastructural perspectives, primarily identifying the economic effects of these events and their associated festivals (Ritchie 1984; May, 1995; Spilling, 2002; Cashman, 2002; Kang and Perdue, 1994; Teigland, 1996; Kasimati, 2003; Essex and Chalkley, 2003, 2004; Hiller, 2003, 2007). In addition, some relatively recent investigations have explored some of the social and cultural benefits that such events can generate and it is increasingly apparent that these special events can provide favorable social benefits that remain as lasting competitive advantages for host regions (Ritchie, 2000; Freadline et al., 2006; Glynn, 2008; Mihalik, 1994; O'Brien, 2006; Zhang and Zhao, 2009; Ponsford and Williams 2010; Dansero and Putilli, 2010; Kaplanidou and Karadakis, 2010).

Mega-events need to be carefully planned and integrated in long-term strategies to produce benefits and meet community based sustainable development goals (Williams et al., 1995; Bramwell, 1997; Ritchie, 2000; Gursoy, Kim and Uysal, 2004; Pugh and Wood, 2004; Getz 2005, 2008). An important part of this approach is to foster participation in and community ownership of event initiatives that lead to an equitable distribution of tangible and intangible benefits and costs (Richards and Hall, 2000; Lade and Jackson, 2004; Warburton, 1998; Capriello and Rotherdam, 2011). The aim of local authorities and event organizers is therefore to develop and deliver appealing products and experiences that satisfy visitors' and locals' expectations and potentially produce long term legacies (Pugh and Wood, 2004; Capriello and Fraquelli, 2008).

The focus on the extent to which intangible assets and positive legacies for community development can be stimulated by events is rather less explored in the literature and difficult to analyze (Chappete, 2003; Shipway, 2007; Kaplanidou and

Karadakis, 2010), despite an underlying assumption amongst many mega-event proponents that considerable positive social capital is generated by such initiatives (Arcodia and Withford, 2006; ElKhashab, 2010). This study explores the creation of intangible legacies and the possible reputational benefits that mega-event hosting communities may capture through strategic management practices. The aim of this research is to develop a conceptual model that identifies ways in which mega-events can be strategically used to build capabilities that help nurture valuable contributions to community development, enhance reputation amongst stakeholders, broader community groups, and finally increase access to external organizations and networks that can bring valued and otherwise inaccessible resources to the community. Host communities are comprised of dynamic adaptative systems influenced by social-economic and ecological factors (Folke et al., 2005) They require effective human and community capacity that can respond to rapidly changing market conditions, mitigate conflicts and adapt to emerging circumstances, whilst preserving or strengthening the identity of the destination (Bryant and Wilson, 1998; Berkes, Colding and Folke, 2003; Farrell and Twining-Ward, 2005; Morellato, 2008).

Positive reputation is a rare and difficult to amass resource (Amis, 2003; Barney, 1991) that is crucial for creating competitive advantage (Deephouse, 2000; Hall 1992). The intention of this work is to offer a contribution to current academic and applied discussions on leveraging community benefits and consequent competitive advantages from cultural events associated with mega-events like the Olympic Games. The research uses the recently completed Cultural Olympiad's Whistler Live! Program associated with the 2010 Vancouver Winter Olympic and Paralympic Games to explore various

dimensions of the model developed in this dissertation. It focuses specifically on highlighting the importance of a network-based stakeholder approach for building the intangible long-term strategic asset called “reputational capital” (Fombrun, 1996).

In the context of this research, “host-resort reputation” is a place based term related to tourism destinations and is in part influenced by how well the combined efforts of all corporate and public partners in the tourism value chain collectively respond to the visitor’s demands. Reputation and an organization’s social legitimacy influence stakeholder’s perceptions and community member respect (Puncheva, 2008; Ponsford and Williams 2010). Furthermore, the host-resort reputation is a key factor in the experiential nature of tourism context where tourism experiences is based not only on the character of the physical and cultural environment but also on the destination’s ability to develop those capable human resources needed to deliver the products and services (Conlin and Titcombe, 1995, cited in Vengesayi, 2003, p 641). Reputation is an important strategic intangible asset inside the host community to afford resources, social licence to operate, to shape relationships, to build and reconfigure competences, capabilities and the overall general resilience of the host destination. Reputation is an important asset outside the host destination to enhance destination brand image and affect people’s perceptions for the destination and communicate destination attributes improving visitors’ and residents’ satisfaction, beliefs and attitudes with the venues.

Under the pressure to host the “once in a life time” event and to develop and deliver a cultural and celebrative program that showcase local identity, traditions, culture, the host destination is an extremely dynamic system characterized by multiple components interacting and changing together on varying spatial and temporal scale.

Reputation involves the ever-changing interactions of factors that shape social relationships and individual experiences within the physical features of the place.

1.1 Research Rationale

Despite growing interest in the strategic use of mega-events to contribute to community development objectives, the state of knowledge on the creation of lasting legacies for the hosting community is limited, especially with respect to the identification and analysis of intangible outcomes. Consequently this research is very exploratory in character and focuses on the intangible assets of reputational capital and capabilities enduring as lasting legacies from mega-events.

Increasingly, strategic marketing approaches are being used to help host regions and their communities leverage long term benefits from mega-events (Buhalis, 2000; Pugh and Wood, 2004; Singh and Hu, 2008; Capriello, Fraquelli, 2008). Buhalis (2000) identifies the importance of marketing as a strategic mechanism, in conjunction with other planning and management tools, for facilitating regional development objectives. Singh and Hu (2008) emphasize the importance of mega-event organizing strategies being carefully integrated and aligned with destination marketing strategies in order to fully capitalize on the “Olympic” advantage for the long run. Adopting a strong market orientation is believed to lead to: the satisfaction of visitors’ needs while meeting organizational objectives (Crompton and Lamb, 1986); the delivery of a superior performance (Day and Wensley, 1988); and the fostering of community support (Lade and Jackson, 2004).

This study suggests that the potential of an effective host destination mega-event leveraging strategy centres on the implementation of principles related to three concepts:

- Market-Driven Management (paradigm for event management)
- Stakeholder collaboration network (structure relational/organizational)
- Corporate Social Responsibility (practices/initiatives).

In this scenario, reputation is a key element of success as an asset and value. Reputation has been scarcely explored with respect to tourism businesses or destinations, but has an important role to play. As stated by Vengesai et al. (2009), the “reputable destination guarantees the quality of the experience that they would enjoy from past performance of the destination.” (pp 643).

Within the development and delivery of an articulated cultural and entertainment program associated to the Winter Olympic Games, event organizers can strategically develop the ‘ability to integrate, build and reconfigure internal and external competencies in a stakeholders’ network to address rapidly changing environment. Valuable resources (tangible, intangible, and financial) and rare competencies (human) are fundamental assets for competitive advantage in tourism destination settings. However, they need to be combined and integrated with a package of skills and knowledge exercised through organizational processes (Day 1994, 2000).

It is the author’s contention that a Reputational Capital Assessment tool can and should be developed to measure empirically the intangible assets based on reputation emanating from the hosting of mega events such as Olympic cultural events, as well as other more localized festivals and events.

1.2 Research Objectives and Questions

1.2.1 Research Purpose

The purpose of this research is to develop a conceptual model which describes ways in which mega-events can be strategically used to develop the social and reputational capital needed for long-term competitiveness and sustainability. The overarching goal is to develop a systematic assessment method and measurement process for examining the reputational capital and capabilities generated as a result of the cultural programming associated with the Games. This involves:

- I: Proposing a model for describing how reputation capital is generated through mega-events in resort destinations, strengthening stakeholder network relations;
- II: Defining a systematic assessment method and developing related performance indicators and investigative processes for examining ‘host destination reputational capital’ emanating from the development and delivery of mega-events.
- III: Analyzing the intangible legacies for the host-destination community, and identifying the internal organizational and broader contextual factors in a mega-event delivery that enhance the development of positive reputational capital.

1.2.2 Research Questions and Lines of Inquiry

The following specific research questions direct the focus of the investigation:

- RQ 1: What are the key components of a model that describes the development of capabilities and reputational capital in resort destinations hosting mega-events?
- RQ 2: Who are the key stakeholders shaping the development of reputational capital in resort destinations hosting mega-events?

RQ 3: What are the key dimensions of an ideal model for assessing the presence and direction of reputational capital in resort destinations hosting mega-events?

RQ 4: What qualitative and quantitative methods and measures of reputational capital can be used among resort destination stakeholders?

To answer the research questions, the following lines of inquiry are explored:

- Factors contributing to reputational capital development in the context of resort community festival management;
- Methods of engaging and strengthening stakeholder engagement in the context of resort community festival management;
- Methods of assessing resort community reputation derived from the hosting of events.

1.3 Research Approach

This exploratory investigation employs a triangulated multi-method approach to frame and guide data collection and interpretation (Opermann, 2000). This includes an extensive literature review to frame the conceptual basis for the work, and a case study involving both qualitative and quantitative research approaches. The case study uses a set of survey methods to collect relevant data and information elaborating on themes identified in the literature review: semi-structured active interviews with key informants, online survey with event organizers, on site intercept survey with follow-up online interviews of resident and non-resident stakeholders. Data were collected during the Games and subsequent months following their conclusion (from February 2010 to December 2010) with the support and formal approval of the Whistler Live! organizers.

1.3.1 Literature Review

A literature review provides the theoretical background and rationale needed to unfold and refine the lines of inquiry taken here and shape its conceptual framework. The

research directions pursued in this dissertation are framed by literature coming from several disciplines. The guiding theories are related to the following disciplines as applied to mega events: marketing, tourism policy, and community development. The review leads to an integrated conceptual model built on key dimensions of the theories explored. Figure 1.1 presents this interdisciplinary analysis undertaken for contextualizing and identifying principles, understanding current knowledge and highlighting the significance of this study.

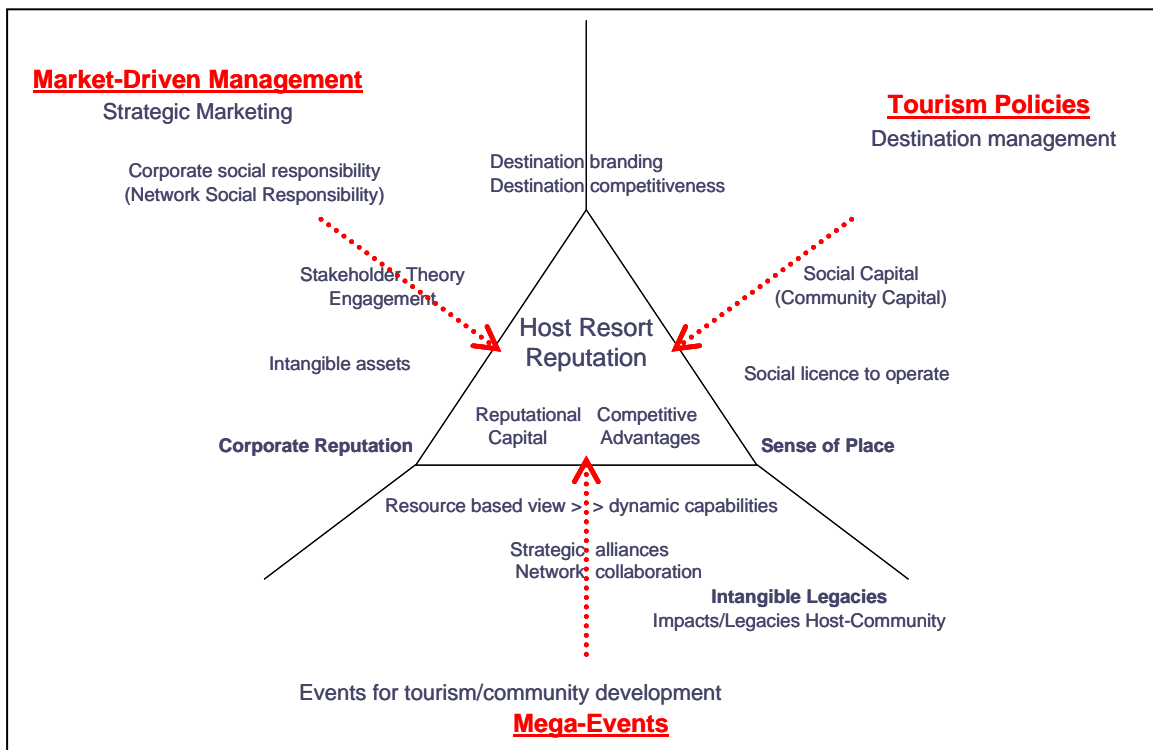


Figure 1.1 Interdisciplinary Literature Review

1.3.2 Case Study

The place under consideration is Whistler, a four-season mountain destination with a permanent population of about 11,000. Whistler is a ‘Resort Municipality’ with a well established corporatist governance structure (Gill and Williams, 2011). It has a defined vision and strategic plan for guiding it towards its preferred future. This Vision

and subsequent Comprehensive Sustainability Plan were initially created through extensive consultations with community stakeholders. The plan and its implementation are developed around a set of guiding principles which provide a frame of reference for managing emerging opportunities and challenges. In the context of this research, one of these opportunities involved managing the development and delivery of a large mega-event, the Whistler portion of the Olympic and Paralympic Winter Games.

Whistler provides a useful case-study environment. Not only did it host the 2010 Games, together with Vancouver, but it also developed and delivered Whistler Live!. This was a comprehensive cultural and entertainment festival that lasted the duration of the Games and was targeted at residents, visitors and athletes. It also has a governance structure and community committed to becoming more sustainable. As such it formally recognizes the importance of maintaining its high quality natural resources for visitors' and residents' appreciation. It strategically used its engagement in the Games to accelerate its journey toward the sustainability vision, and heighten its reputation as a place to live, work and play (RMOW, 2006).

1.3.3 Survey Instruments

This research program involved the use of several complementary data collection and survey instruments. These were used at varying points during and after the Games between February 2010 and December 2010. Interviews with key informants were semi-structured and conducted in person using the active interview method. The quantitative data collection involved the collaboration with several partners who provided various technical, financial and physical resources. A multi-purpose survey instrument was designed and developed together in a consortium of tourism research groups (Ministry of

Tourism, Culture and Arts British Columbia, Tourism Whistler, the Resort Municipality of Whistler, Simon Fraser University, Tourism Richmond, the City of Richmond and Tourism Vancouver). Face-to-face intercept interviews were conducted by a team of trained interviewers coordinated by the author in Whistler during each day of the Games and follow-up surveys were conducted via on-line or mail-back methods between 3 and 8 weeks after the Games. Chapter 4 presents details on the survey instruments and the data collection.

1.4 Research Significance

The research is a multidimensional investigation characterized by an exploratory approach and a very particular case study. It is guided by themes of different disciplines integrated around overarching theories and streams of literature related to destination management and leveraging legacies from Olympic mega-events. Its specific focus on Cultural Olympiad related dimensions of the Games is unique, and no studies have explored how such activities influence the reputation of the hosting regions. This is perhaps because the notion of Games related Cultural Olympiad was first formally introduced in a Winter Olympics context in Torino 2006, and expanded in the Vancouver Winter Olympic Games and Paralympic Games in 2010.

The examination of the Cultural Olympiad's influence on host destination reputation is also innovative. It contributes to a growing strategic management interest in how to leverage legacies from the planning and delivery stages of mega-event projects that will contribute to the long term competitiveness and sustainability of host destinations. Finally, the study offers unique and practical insights into methods for assessing the presence and direction of reputational capital resulting from the

management of Olympic related and other cultural mega-events. It uses Whistler - British Columbia, one of Canada's premier destination resorts, as the setting for exploring the utility of the model as a diagnostic and monitoring tool for assessing reputational capital generated by such mega events. The direct inside view of the author while working with the support of the event organizers and local authorities provide another unique perspective on the development of reputational capital through mega-event management.

1.5 Organization of Dissertation

The remainder of this dissertation's organization is illustrated in Figure 1.2: Chapter two presents the relevant literature and the theoretical background of the study; Chapter three outlines the conceptualization of the constructs, model and scales; Chapter four describes the empirical research design and data analysis; Chapters five reports the findings; and Chapter six and seven contain discussion, and conclusions.

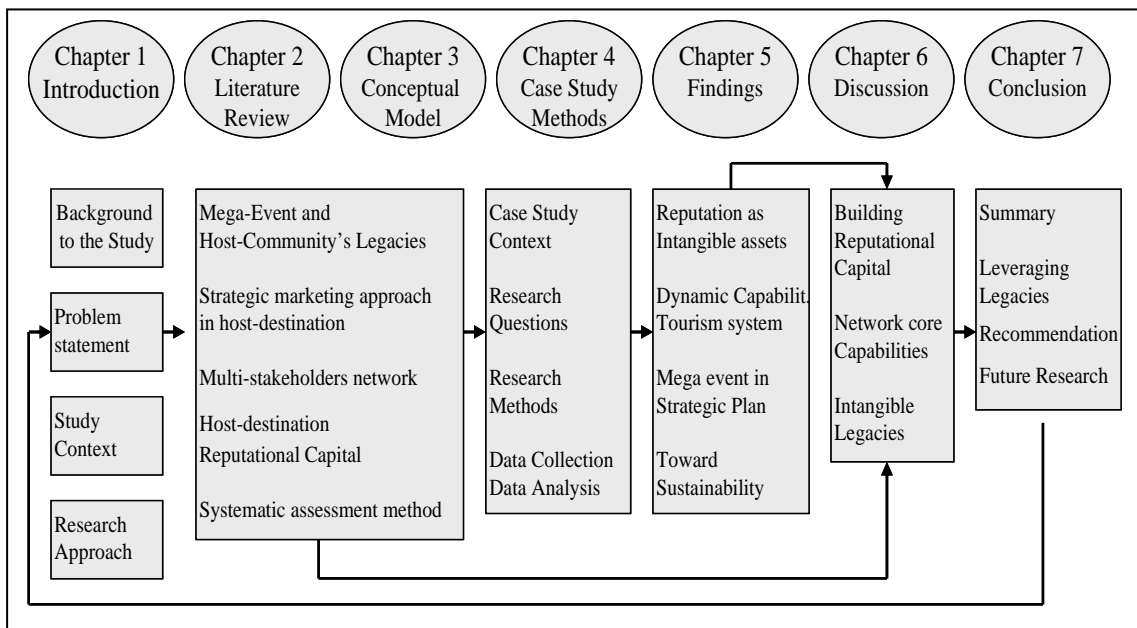


Figure 1.2 Dissertation structure

Chapter Two: Literature Review

The following sections review overarching theories and common streams of literature from academic fields related to the dissertations focus. They included sections related to tourism policy and mega-event, destination competitiveness, strategic marketing, corporate social responsibility, corporate reputation, and community based capabilities. Collectively they inform the development of this dissertation’s guiding conceptual framework. The conceptual framework that emerges from this review suggests ways in which mega-events can be strategically used to leverage legacies for the host-destination. It provides a systematic assessment method and key indicators for identifying the intangible asset based on reputation. Figure 2.1 depicts the theoretical framework and themes addressed in the process of leveraging reputational capital legacies.



Figure 2.1 Theoretical Framework for leveraging Reputation Capital in the host-destination

2.1 Mega-Event and Host-Community's Legacies

In the 'ramp-up' period preceding the staging of mega events such as the Olympic and Paralympic Games, the host destination experiences some of its most uncertain, intense and challenging moments. It is at this time that the diverse interests, positions and investments of local authorities, national governments, sponsors, international media, local associations, local and foreign event-organizers, and several other public and private stakeholders converge on the host community with the intent of shaping the Games to their various purposes. It is also the time when all of the individual capacities, resources and power of these stakeholders must be collectively managed to achieve the Games' myriad goals. In the case of the Winter Games, the host-destination is usually a mountain destination where socio economic activities are wrought by the physical characteristics of the local environment.

“To capitalize on the once in a life time opportunity for better positioning and promoting of the destination” is a piece of rhetoric often repeated in the media as well as by Games' proponents and strategic planners associated with organizing various editions of these mega events. Increasingly, this rhetoric is used by host destinations to rationalize efforts not only to position and brand the place, but also to achieve wider community development goals (Buhalis, 2000; Kotler and Haider, 1993, Dwyer and Kim, 2003; Ritchie and Crouch, 2003; Mazanec, Wöber and Zins, 2007). However, as stated by Essex and Chalkely (2003) staging the Games does not necessarily translate to successful legacies and efforts to gain positive lasting benefits should be embedded into broader strategic planning efforts and actions of the host destination well before the mega-event happens (Pugh and Wood, 2004).

The Games, as compared with most other mega-events are logistically longer and strategically more complex, largely because of the extensive involvement of both public and private investments (Singh and Hu, 2008). While the actual staging of the Olympics takes only 16 days, the process of planning for the delivery begins almost a decade earlier. It continues through an extended ramp-up phase that involves many layers and types of stakeholder engagement and interaction. This effort is put forth with the expectation that a Games delivery that will lead to positive legacies remaining in the host-destination for many years. As the investment in mega-event planning and leveraging increases, so does interest in knowing more about the types of legacies that can be leveraged and what strategies can be used to capture them.

2.2 Destination competitiveness and attractiveness

The concept of ‘tourism destination competitiveness and attractiveness’ is defined as the ability of a destination to provide social, physical and economic benefits to the destination population as well as a satisfying experience to the tourist (Vengesai, 2003). This topic, emerging in the tourism and marketing literature, is especially relevant in today’s global market-place, where the effects of increasing competition, unprecedented access to information, the spill-over effects of economic, social and environmental crises, and the availability of multiple travel and leisure options are pervasive. Ritchie and Crouch’s (2003) framework identifies a comprehensive collection of factors characterizing tourism destination competitiveness. It also suggests how the synergies between these factors shape the attractiveness and prosperity of destinations, enhance the well-being of destination residents, and preserve the natural capital of destinations for future generations (Ritchie and Crouch, 2003). Buhalis links these perspectives to

concepts of sustainability. He states that “tourism destination competitiveness should also include the sustainability of local resources for ensuring the maintenance of long-term success as well as the achievement of equitable returns on resources utilised to satisfy all stakeholders” (Buhalis, 2000 p106). Vengesai (2003) elaborates further on this perspective suggesting that in order to deliver satisfying experiences, there is a need to integrate the resources and talents of a variety of different industry stakeholders who in combination contribute to the destination’s attractiveness and subsequent competitiveness. Vengesai and others emphasize the experiential nature of tourism and argue that the competitiveness of tourism experiences is founded not only on the character of the physical and cultural environment but also on the destination’s ability to develop the human resources needed to deliver the desired products and services (Conlin and Titcombe, 1995, cited in Vengesai, 2003, p 641). In most tourism settings and arguably in all event contexts, “consumers form expectations about the quality of the tourist product offered at any point of time. These expectations define the collective reputation of the tourism resort...” (Calude and Zaccour, 2009, p797) Destinations require effective human and community capacity that can respond to rapidly changing conditions, mitigate conflicts, and adapt to emerging circumstances, whilst preserving and strengthening the identity of the destination (Bryant and Wilson, 1998; Berkes, Colding and Folke, 2003; Farrell and Twining-Ward, 2005). The interaction of the components can shape physical and social relationships in the place, as well as the individual experiences of stakeholders (Stedman, 2003).

2.3 Strategic marketing approach in host-destinations

From a marketing perspective, the Games are increasingly used by host destinations to not only position and brand host places in tourism markets, but also to achieve wider destination and community development goals, or as Ritchie (2000) suggests “turning 16 days of Games in 16 years of legacies”(p 155). The Games not only offer a unique opportunity to develop a range of physical infrastructure and programs that benefit host destination residents and visitors, but also provide less tangible possibilities to forge and consolidate the human capabilities, as well as economic, social and reputational capital required by communities to be competitive on the global tourism stage. Central to achieving these benefits is strategically fostering participation and community ownership of event initiatives that lead to an equitable distribution of tangible and intangible benefits and costs (Richards and Hall, 2000; Warburton, 1998; Lade and Jackson, 2004). The aim of local authorities and event organizers should be to develop and deliver appealing Games experiences to satisfy visitor and resident expectations and produce targeted longer term positive legacies in the process (Wood and Pugh, 2004; Dwyer and Forsyth, 2009; Capriello, Fraquelli, 2008).

A strategic marketing approach is required to help host regions and their communities to leverage long-term benefits from mega-events and to aid the local government in incorporating mega-events into long-term strategies and location-marketing plan (Pugh and Wood, 2004). To clarify the difference between strategic marketing and operational marketing, Table 2.1 contrasts their features.

Operational Marketing	Strategic Marketing
Action-oriented	Analysis-oriented
Existing opportunities	New opportunities
Non-product variables	Product-market variables
Stable environment	Dynamic environment
Reactive behaviour	Pro-active behaviour
Day-to-day management	Longer range management
Marketing function	Cross-functional organization

Table 2.1 Contrasting operational and strategic marketing. (source: Lambin et al. 2007)

Buhalis (2000) identifies the importance of marketing as a strategic mechanism, in coordination with planning and management, for facilitating regional development objectives. Singh and Hu (2008) emphasize the importance of mega-event organizing strategies being carefully integrated and aligned with destination marketing strategies in order to fully capitalize on the “Olympic” advantage in the long run. According to Mayfield and Crompton (1995), the development and delivery of well-crafted marketing strategies, together with community involvement and early planning and management activities are key factors in the success of events. Lade and Jackons (2004) stress the importance of a “strong market orientation in the planning and development cycle of a regional festival” (Lade and Jackson, 2004, p 4).

This dissertation recognizes the importance of strategic marketing of the tourism destination hosting a mega-event and reinforces the literature traced here, promoting the adoption of a Market-Driven Management (MDM) approach in the way to incorporate the mega event into a long-term strategy for the host-destination.

2.3.1 Market-Driven Management paradigms

Market-Driven Management (MDM) is rooted in concepts related to strategic management and marketing. However, its particular focus is on the development and implementation of market sensing and customer linking capabilities that allow organizations to respond to market requirements and anticipate changing conditions in ways that lead to superior profitability and competitive advantages (Shapiro, 1988; Kohli and Jaworski, 1990; Webster, 1992; Day, 1994; Brondoni, 2003; Lambin, 2007).

Central to this orientation is increasing the capacity of the organization to develop and sustain a corporate culture and capacity devoted to understanding, attracting, and retaining valued customers (Day, 1994, 1998). This involves harmonizing internal operational structures with externally-oriented strategic thinking (Day, 1998; Arrigo, 2009). Day (1998) identifies four interwoven dimensions that an organization should develop and reinforce with its employees in order to mobilize its MDM aspirations.

These include establishing:

- a set of beliefs, values and behaviours that constitute the integrated and flexible organizational culture needed to focus on understanding and satisfying both the latent and the expressed needs of valuable customers (Desphande' and Webster, 1989; Day, 1998);
- the strategic thinking processes needed to build the capacity of the organization to generate relevant customer and competitive market intelligence, disseminate this intelligence across departments, and translate it into responses that extend across the entire organization (Kohli and Jaworski, 1990);

- the market-sensing and customer-linking capabilities needed to inform strategic thinking process (Day, 1994), which could lead to organize and exploit resources and capabilities (Sciarelli, 2008) and considered on to a global scale (Majocchi, Zucchella, 2003);
- the organizational structures needed to facilitate the coordinated application of functional resources internal to the firm, required for the creation of superior customer value (Webster, Deshpande' and Farley, 1993; Shapiro, 1988).

Figure 2.2 shows the main elements of a Market Orientation (source Day, 1998, p 11)



Figure 2.2 Market-driven organization. (source: Day, 1998, p 11)

Webster's (2002) definition summarizes the main components and interactions in a market-driven orientation approach, and identifies its significance in current economies.

“To be market-driven is more than simply customer driven and it requires more than a customer orientation. While a customer orientation remains as the prime idea within the marketing concept, to be market-driven also means being aware of competitors' product offerings and capabilities as they are viewed by customers. It means understanding the intersection of customer needs and company capabilities in the context of competitors' product offerings as these three things come together in the customer's

definition of value. To be market-driven requires that all decision making is informed by customer information, competitive intelligence, and a clear concept of the company's value proposition" (Webster, 2002, p 132).

2.3.2 Characteristics of a market-driven organization

The marketing literature broadly recognizes the need for organizations to become market responsive, especially due to the growing complexity of the global and interconnected market-place. This need is driven by the continuously changing nature of customer preferences and behaviors, as well as the increasingly shifting character of competition (Brondoni et al., 2007; Lambin, 2008; Majocchi, Zucchella, 2003). Firms and organizations need to develop an "outside-in" thinking process (Day, 1998; Brondoni et al., 2007; Sciarelli, 2008) that continually scans the market in order to adapt their strategies to changing conditions (Majocchi, Zucchella, 2003) and provides valuable solutions to the organization's direct and indirect customer, as well as other market stakeholders (Lambin et al., 2007, 2008; Vallini and Simoni, 2009).

MDM organizations are especially proficient at anticipating the moves of their competitors (Day, 1998; Brondoni, 2008), and they favour the continuous development of capabilities and skills in a process of organizational learning (Shapiro, 1988; Slater and Narver, 1995). Day (1998) highlights seven distinctive clusters of capabilities and behaviours associated with MDM organizations:

- Offer superior solutions and experiences;
- Provide superior customer value;
- Convert customer satisfaction into loyalty;
- Energize and retain employees;
- Anticipate competitors' moves;
- View marketing as an investment, not a cost;
- Nurture and leverage brands as assets. (Day, 1998, p 8).

For a MDM organization, time is a resource and major consideration in responding to changing market situations and other environmental conditions affecting the organization's ability to achieve and sustain competitive advantages (Brondoni, 2008; Rancati, 2009). Therefore, the organizational structure must establish processes and protocols that support rapid responses and the fast generation and dissemination of knowledge about stakeholders' needs. Generally this means developing collaborative leadership styles, decentralized organizational forms, strong interactions between the different functions and information flows that facilitate the effective spread of knowledge (Corniani, 2000; Sciarelli, 2008). The development of market sensing capabilities requires continuous interactions between the organization and stakeholders through an effective network of relationships (Arrigo, 2009). An MDM organization creates stable and collaborative ties with key players in its environment and clarifies its commitments and responsibilities towards them (Arrigo, 2009). A MDM organization recognizes its responsibility to society as whole, rather than just focusing on its narrower short-term interests. It takes charge of not only its economic-legal requirements, but also its social and environmental responsibilities (Arrigo, 2009; Capriello and Fraquelli, 2008).

2.3.3 Importance of Market-Driven Management in Mega Events

Several authors suggest that adopting a market orientation in the event management leads to: the satisfaction of visitors' needs while meeting organizational objectives (Crompton and Lamb, 1986); the delivery of a superior performance (Day and Wensley, 1988); and the fostering of community support (Lade and Jackson, 2004). The extent and forms of community involvement and event ownership created are affected by stakeholder power relations and networking processes (Capriello and Rotterdam, 2008).

Consequently, an MDM approach can favour the appropriate identification of stakeholders, as well as their salience and power relations. In their analysis of the application of MDM principles in the event industry, Capriello and Fraquelli (2008) point out how “in order to involve key players inside a community, event organizers should possess marketing-relating capabilities based on relationship competencies” (pp 5). Event organizers must also develop effective networking processes inside and beyond host community stakeholders in order to access needed resources (Capriello and Fraquelli 2008). Furthermore, an MDM approach can lead to build and configure internal and external competencies and capabilities amongst a collaborative network in order to respond effectively to rapidly changing environments (Brondoni, 2003; Sciarelli, 2008).

Host destinations are comprised of dynamic adaptive systems influenced by social-economic and ecological factors (Folke, 2005) and characterized by multiple components interacting and changing together on varying spatial and temporal scale. They require effective human and community capacity that can respond to rapidly changing market conditions mitigate conflicts and adapt to emerging circumstances, whilst preserving or strengthening the identity of the destination (Bryant and Wilson, 1998; Berkes, Colding and Folke, 2003; Farrell and Twining-Ward, 2005).

The way in which the mega-event organization manages its responsibilities and inter-relationships with its strategic stakeholders helps determine its reputation. Building a capital of reputation enables organizations to take advantage of available assets, coordinate activities, develop strategic alliances, and meet the dynamic requirements and characteristics of being an adaptive system ‘place’. In the context of this study the place is the host-resort destination which is seeking to meet the requirements of its stakeholders

and in the process meet its own goals that included enhancing the destination's reputation. Figure 2.3 depicts the how the use of a cultural program associated with the Games can be used under a Market-Driven Management approach and within the promotion of social responsible initiatives to create a network of collaboration and generate valued destination reputation capital.

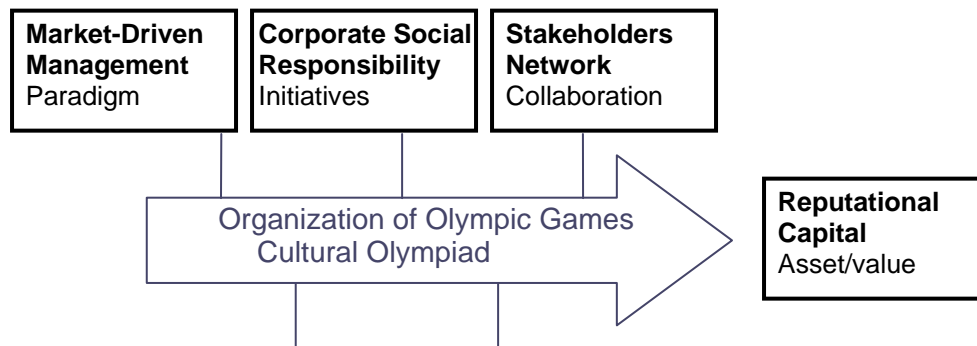


Figure 2.3 Main components for leveraging reputation in the host-destination.

2.4 Mega-event and strategic alliances network

The social network that supports and facilitates the delivery of mega-events in a host destination is composed of public, private and community stakeholders. Through the complex set of relations needed to develop and deliver the event, the stakeholders reinforce and sometimes create new relations within and beyond the host community. The extent of those network relationships depends on the specific resource needs of the event. Stakeholder interdependence and resource dependencies generate different forms of collaboration as well as inter-organizational and cross-sectoral partnerships that influence the benefits generated for the host community (Stokes, 2004, 2008; Capriello, Fraquelli, 2008).

The literature on inter-organizational relationships, strategic alliances and network provides a range of theoretical paradigms to explore and explain the sets of stakeholders interacting. These paradigms include models related to resource-based theory of the firm (Peteraf, 1993; Wenerfelt, 1984), transaction costs economics (Williamson, 1979), relationship marketing (Gronroos, 1994; Berry, 1995), strategic management (Prahalad and Hamel, 1990), and network relationship models that impact on strategy (Axelsson, 1995; Gulati, 1999; Stokes, 2008). Inter-organizational relationship models are also proposed to explain the role and importance of such networks in tourism contexts (Jamal and Getz, 1995; Bramwell and Lane, 2000; Selin, 1994, 1995; Wang and Xiang, 2007; Getz, 2008; Denicolai, Cioccarelli and Zucchella, 2010). For example, there is a growing interest in how networks contribute to strategy formation (Gulati, 1999) especially in event tourism (Stokes, 2008; O'Brien and Gardiner, 2006; Getz, 2008). Inter-organization networking facilitate the flexible integration of competencies (Denicolai et al., 2010), shared knowledge and shared learning (Grant, 1996; Bouckeu and Sungsoo, 2002 cited in Stokes, 2004), accessibility to network resources (Dyer and Singh, 1998), a predisposition to innovation at the destination level (Pechlauner et al., 2006 cited in Denicolai et al., 2010) and a general stimulation of development and renewal of tourism competencies (Denicolai et al., 2010).

The Resource-based view (RBV) argues that the ability to mobilize and combine firm assets - tangible, intangible and human ones- leads to the creation of capabilities possessed by employees, organizational units or controlled by independent firms (Denicolai et al., 2010 p 261, citing Wernerfelt, 1984; Wernerfelt, 1995). Network analysis provides a framework for understanding how these patterns of relationships in a

stakeholder environment can influence an organization's behavior. (Capriello, Fraquelli, 2008, p 6, citing Nohria, 1992). Denicolai et al.(2010) combine theories related to the resource-based view and network analysis to describe how such networks of collaborations can be used as strategies to “empower and develop the owned knowledge base through inter-organizational learning process” (p 261). Network initiatives not only have the potential to combine different superior abilities within tourism destinations, but also ensure inter-organizational learning as well as to stimulate the creation of a shared vision at a destination level that leads to “networked tourism core-competence” (p 265).

Event management activities are dependent on network partners for financial, staffing, and expertise resources (Long, 2000, p 58). To be successful in the development and delivery of mega-events, event organizers, local authorities, local businesses, and community organization must interact in a focused fashion. To maximize success, event managers may encourage collaboration between stakeholders and engage network building to obtain resources and grow the activities (Capriello and Fraquelli, 2008; Andersson and Getz, 2008). But for achieving a wider goal of consolidating tourism policies for the development of community capabilities, network building initiatives should be pursued within a local learning environment. As confirmed by Denicolai's et al. (2010) findings, inter-organizational learning and social capital have an important role to play in developing the dynamic capabilities within a tourism destination. A network approach which “embraces informal mechanisms such as trust and knowledge sharing is necessary” (p 265). In her analysis of event tourism knowledge networks, Stokes (2004) also recognizes that “relationship-based, rather than transaction-based networks tend to reduce conflict and increase trust and shared commitment in planning and managing

public events” (Stokes, 2004, p 114). Nevertheless, she points out that major-events networks can have different forms, characteristics, types of relationships and even different decision-making processes in its multiple sub-networks. For example, vertical relationships between event suppliers and producers often coexist with horizontal relationships between local constituents and government event agencies. As well, network leaders sometimes prefer informal cooperation and sporadic communication rather than collaboration and consensus building in order to quickly respond to changing opportunities. Wang and Xiang (2007) distinguish five modalities in which tourism alliances function. They are arranged in a continuum based on their relative levels of formality, integration, structural complexity: affiliation, cooperation, coordination, collaboration, and strategic focus. In a strategic network all the tourism organizations involved have a shared vision and use a system orientation, in the way they act together to achieve common group objectives. (Wang and Xiang, 2007, p 81).

Within strategic alliances, tourism core-competence can become ‘networked core-competence’. This is situation in which, “superior ability – based on the exploration, the exploitation and the combination of experience, strategic resources and efficient organizational practices – leads to the development of a unique and inimitable competitive advantage (Denicolai et al., 2010, p 261). Inter-organizational relationships and networks can be effective vehicles for knowledge management by providing an avenue for exploring ways in which stakeholder engagement in event tourism might be enhanced (Stokes, 2004). Higher organizational performance can be achieved within capability of managing collaborative relationships with diverse stakeholders (Ayuso et al, 2006). Key to this process is ‘reputation’. At the host destination level, local networks are

characterized by a complex blend of social, cultural and economic factors in which attention, impressions, expectations, perceptions and, in one word, reputation holds an important role to play amongst the multi-stakeholders' network.

Before exploring the concept of reputation and how mega-event may help shape an overall host destination reputation, the following section presents brief descriptions of theoretical elements involved in the process to engage stakeholders and create network of alliances for gaining competitive advantage.

2.4.1 Stakeholders theory

The term "stakeholder" has been already frequently used in this dissertation that it is time to properly introduce it, by using Freeman's (1984) definition. He describes a stakeholder as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (p 46). Although this definition received many criticisms for suffering from ambiguity and vagueness in scope (Fassin, 2009) and being too 'all-inclusive' with number of possible stakeholders that could be unlimited, including media, competitors, future generations (Donaldson and Preston, 1995; Mitchell, Agle, Wood, 1997; Philips et al., 2004), it remains the most known definition in the literature.

Stakeholder theory is concerned with the nature of the relationships between the firm and its stakeholders (Waddock and Smith, 2000; Ayuso e al 2006) and states that corporation identifies stakeholders and assess their salience in term of their ability to influence the firm's business (Mitchell et al., 1997). Under the resource dependence perspective (Frooman, 1999), the corporation should consider developing relationships

with stakeholders that have the ability to provide a resource that relevant to the corporation in achieving its primary objectives (Pfeffer and Salancik 1978 cited in Frooman, 1999 pp197; Wernerfelt 1984). Following a broader view, the relevance of moral claims, pressure groups and activist social stakeholders can affect companies' vitality (Wood, 1995; Donaldson and Preston , 1995; Fassin, 2009; Frooman, 2010) and managers might want “an exhaustive list of all stakeholders in order to participate in a fair balancing of various claims and interests within the firm’s social system” (Mitchel et al., 1997, p 859).

Stakeholder model achieved popularity for the power of its visual schema and its simplicity (Fassin, 2009).

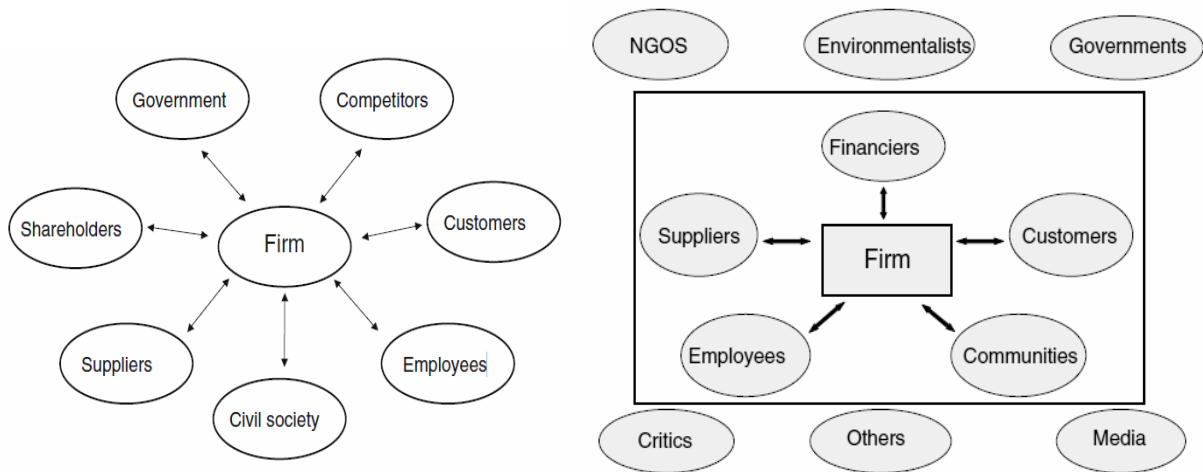


Figure 2.4 Stakeholder Model: original (on the left) and adapted version (on the right) (sources: Freeman, 1984, 2003; Fassin, 2009)

Freeman (1984) originally presented the model as a map in which the firm is a central hub and stakeholders are elements of managerial capitalism model (Freeman, 1984, 1999): shareholders, customers, suppliers, employees; with the addition of competitors and external stakeholders such as government and communities or civil society (Figure 2.4, left). In 2003, Freeman, changed the original schema, reducing to five internal

stakeholders: financiers, customers, suppliers, employees and communities and introducing six external ones: governments, environmentalists, NGOs, critics, the media and others (Figure 2.4, right). These are not linked to the central hub but not less relevant (Freeman, 2004).

Scholars usually classify stakeholders into primary and secondary groups (Clarkson, 1995; Post et al., 2002; Ayuso et al., 2006). Stakeholders in the primary group are essential for the business itself to exist and usually they have a formal contract (owners, employees, customers and suppliers); the secondary group includes social and political stakeholders who play a fundamental role in achieving business credibility and acceptance of its activities (Ayuso et al., 2006). The debate on how to identify stakeholders as well as the best ways of classifying them is rich with case study contributions (Freeman, 1984; Wood, 1991; Mitchell et al., 1997; Hitt et al, 2002; Fassin, 2009) These studies explore different themes at a variety of scales. Frooman (2010) summarizes in a categorization schema (Table 2.2) several different classifications based on financial stake (Clarkson, 1995), legitimacy, power and urgency (Mitchel et al, 1997), internal/external boundaries (Carroll, 1989, cited in Frooman, 2010), social/economic (Wood, 1994), direct/indirect (Frooman, 1999) and so on.

Researchers	Categorization schema
Freeman & Reed, 1983 (p. 173)	narrow—vital to the success of a firm wide—any group or individual affecting or affected by a firm (c.f., Preston & Post, 1975, pp 95–98)
Freeman, 1984 (p. 53)	legitimate—hold similar values and agendas for action as a firm illegitimate—hold vastly different values/agendas for action as a firm
Freeman, 1984 (pp. 142–143)	cooperative potential—able to help a firm achieve its objectives competitive threat—able to interfere with a firm’s objectives
Carroll, 1989 (p. 21)	internal—those inside the organization’s formal boundaries external—those outside the organization’s formal boundaries
Wood, 1994 (p. 171)	single issue—focused on one aspect of firm’s operations multiple issue—focused on several aspects of firm’s operations
Wood, 1994 (p. 171)	social—concerned with how the firm’s activities affect issues usually not expressed in terms of dollars or tangibles economic—involved in the supply/distribution of firm’s material and financial resources

Clarkson, 1994 (p.5)	voluntary—bear risk due to investment of value in a firm involuntary—at risk by a firm’s activities
Clarkson, 1995 (pp. 106–107)	primary—engage in essential transactions with a firm secondary—engage in non-essential transactions with a firm
Mitchell, Agle, & Wood, 1997 (pp. 865–870)	urgent—exert claims that are time-sensitive and critical legitimate—exert claims deemed appropriate by societal norms
Frooman, 1999 (p. 200)	powerful—able to force others to act in particular ways. direct—possess a resource critical to a firm indirect—lack a resource critical to a firm
Friedman & Miles, 2002 (p. 8)	compatible/incompatible—whether ideas and material interests are shared necessary/contingent—whether parties are dependent/integrally connected
Rowley & Moldoveanu, 2003 (p. 208)	interest based—have shared material interests identity based—value common identity gained by membership
Phillips, 2003 (pp. 30–31)	moral—contribute to the firm’s success derivative—have power and can affect the firm
Hart & Sharma 2004 (p. 10)	core—have power, legitimacy, or urgency fringe—remote, weak, poor, isolated, no legitimate, nonhuman
Pajunen, 2006 (p. 1265)	minor—have no influence on organization’s survival potential—have potential to influence on organization’s survival governing—have direct influence on organization’s survival
Su, Mitchell, & Sirgy, 2007 (p. 308)	core—managers responsible for firm’s strategic decision-making major—supply critical resources or can harm firm directly peripheral—influence the major stakeholders, and thus the core indirectly

Table 2.2 Stakeholder Categorization Schemes (source: Frooman, 2010, p163)

In this list the Mitchel et al (1997) offer one of the most recognized contribution for the stakeholder identification and salience by focusing on measuring dimensions of power, legitimacy, and urgency. Power is defined as the ability to apply a high level of direct economic reward or punishment, coercive, normative or physical force, and/or positive or negative social influence (Davis and MacDonald, 2010; Pfeffer, 1981 and Etzioni, 1964 cited in Mitchel et al, 1997). Legitimacy is defined as the acceptability or appropriateness of an entity’s actions within some socially constructed systems of norms, beliefs, and definitions (Davis and MacDonald, 2010; Wood, 1991 cited in Mitchel et al, 1997). Urgency is defined in terms of criticality and temporality in the way into which stakeholder claims call for immediate attention. “A stakeholder claim is urgent within it is important and when delays in attention are unacceptable” (Agle, Mitchell and Sonnenfeld, 1999, p 508 cited in Mitchell et al, 1997).

The combinations of these three dimensions is at the base of their classification of stakeholders' typology and is depicted in the Venn diagram (Figure 2.5)

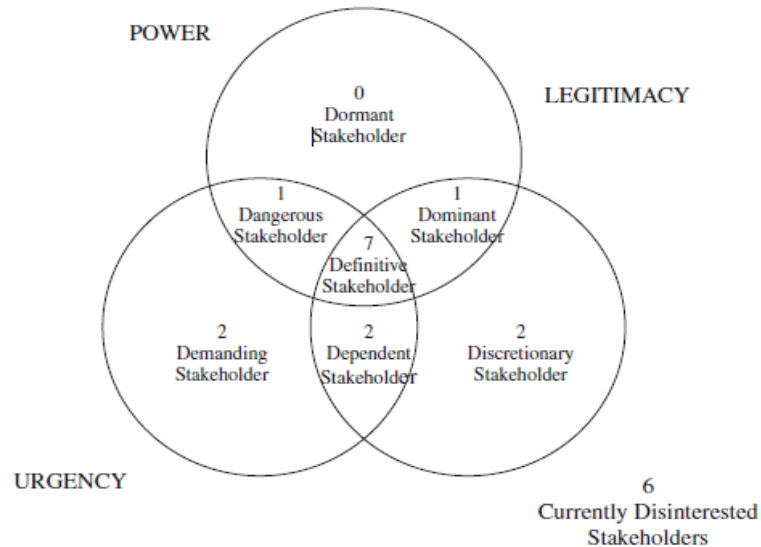


Figure 2.5 Stakeholders Typology (source: Mitchell et al, 1997, p 874)

Salient stakeholders hold all three attributes and have the ability to influence the organization in the immediate future (Mitchell et al., 1997). Recently, growing attention is dedicated to social stakeholders that have a stake in an issue more than a direct stake in a firm and how these groups can exert a pressure and grievance indirectly on the firm among allies and networked connections (Wood, 1995; Sacconi and Degli Antoni, 2009; Frooman, 2010; Davis and MacDonald, 2010) or through protests, civil suits and citizen advocacy with important consequences for firm's reputation (Matingly and Greening, 2002; Bliss, 2002; Eesley and Lennox, 2006). Fassin (2009) distinguishes these groups in three categories:

- 'Stakeholders', whose have a concrete 'stake', a real loyal interest in the firm;

- ‘*Stakewatchers*’, who do not really have a stake themselves but who protect the interests of real stakeholders (e.g. pressure groups and watchdogs as consumer associations, investor associations, activists that watch the stake of community and the environment);
- ‘*Stakekeepers*’, who have no stake in the firm but have influence and control. They impose regulations and constraints, while the firm has a little reciprocal direct impact on them. (e.g. independent regulators, gatekeepers as governments, courts, certification organizations, independent evaluation bodies but also press and media) (Fassin 2009, p121).

Firms’ profitability and prosperity depend on the management ability to reach economic but also social aims and simultaneously satisfy multiple stakeholders (Martino, 2010). Management needs to effectively subdivide, recognize and prioritize stakeholder claims in order to define strategies and allocate resources. It is not possible to treat each potential stakeholder in the same way, so it becomes important to identify parameters for determining salience and to adopt a perspective for the parameter's analysis (Andriof et al., 2002 cited in Martino, 2010).

Most of the studies present stakeholder analysis from managers and CEOs perspectives. This characterizes stakeholder theory as firm focussed. However a growing literature suggests that firms are no longer considered the centre points, but exist in a broader network with stakeholders (Neville and Mengue, 2006; Frooman, 2010).

“Firms exist in multiple networks simultaneously, a firm might be at the center of one of its networks ... but at the periphery on another of its networks... Furthermore, everyone in a network is, in some sense, a stakeholder of everyone else in the network and there is no clear focal point” (Frooman, 2010, p 164).

A multi-stakeholder network approach shifts the emphasis from discrete, individual stakeholder relationships to the aggregation of these relationships. Social network theory

proposes that actors (stakeholders) become embedded in social structures through their relationship with other actors in society (Granovetter 1985; Rowley, 1997; Gulati and Gargiulo 1999). This enforces the principle that corporations may engage stakeholder's interests even if there is not a direct interest for its resources but at the rate of a link with a salience stakeholder. As Frooman (2010) claims, social stakeholders ought be defined in terms of the issue more than in term of the firm and the question in identifying stakeholders' environment would therefore be "Who is a stakeholder for the issue?" rather than "Who is a stakeholder of the firm?" (p 164).

Once identified, the aim is to establish a stakeholder dialogue and involvement and this is also integrally linked to the principles of 'sustainability' (Gill and Williams, 2005). Especially on a community level, positive stakeholder relationships can lead to collaborations mutually benefiting on economic, environmental and social issues for community sustainable development. Nowadays, an increasing number of corporations are exploring also co-operative relationships with non-governmental organizations (NGOs) that address the management of companies' internal operations and their social responsibility activities (Wood, 1991; Rondinelli and London, 2002), moving relationships from competition to co-optation and collaboration (Kramer, 2000, cited in Andersson and Getz, 2010).

2.4.1.1 Stakeholder engagement

Stakeholder engagement has been defined as practices that an organization undertakes to involve stakeholder in a positive manner in organisational activities. According to Phillips (2004), the involvement of stakeholder is mutually benefiting scheme. It is a process of consultation communication, dialogue and exchange.

Value can be created, traded and sustained because stakeholders can jointly satisfy their needs and desires by making voluntary agreements with each other (Philips, 2004; Marcoux, 2004). Parties to an agreement are willing to accept responsibility for the consequences of their actions. A weak force allows a basic stakeholder by stakeholder negotiation, a strong force ensures the possibility of new deals and stakeholder knowledge integration (Ayuso et al, 2006). Each stakeholder is important for the deal to be sustainable. Some secondary stakeholder relationships may well be important because they influence the primary ones (Marcoux, 2004). Table 2.3 illustrates specific strategies needed for effective stakeholder engagement (Marcoux, 2004). Accurately identifying stakeholders and creating the circumstances suited to effective dialogue with them are keys to successful engagement (Cragg 1996; Williams, Gill and Ponsford, 2007; Lawrence, 2002; Marcoux, 2004). Reputation is an important factor in the engagement process and later this dissertation analyzes essential elements for engagement and effective collaboration: Trust, Transparency, Inclusiveness, Responsiveness, and Commitment.

Identification	Accurately identifying stakeholders
Establish Trust	Trust is needed for engagement strategies to be effective
Transparency	Transparency can be characterized by honesty, integrity, and openness.
Encouraging Inclusiveness	Inclusiveness refers to the level of involvement that organizations give their stakeholders in decisions that affect them or that they can affect.
Ensuring Responsiveness	Responding to stakeholder issues in a proactive, timely, and appropriate manner builds trust and credibility
Demonstrating Commitment	The success of any relationship depends upon the level of commitment of all participants

Table 2.3 Stakeholder Engagement - effective strategy phases
(adapted from Marcoux, 2004, pp 84-90)

2.4.2 Corporate Social Responsibility amongst Stakeholders' Network

The concept of Corporate Social Responsibility (CSR) in a tourism context is bound up with the idea of sustainable development and enhancement of the quality of life in the local community, as it includes ethical concerns related to socio-cultural and environmental impacts on a destination (Swarbrooke, 2003). Corporate Social Responsibility can be used to not only access required resources and a social license to operate in mega-event management (Cunningham et al, 2004; Ponsford and Williams 2010), but it could be also an antecedent to build the motivation and availability of local host community stakeholders to proactively participate in the event delivery, and post-event legacy building (Seitanidi and Ryan, 2007). The embracing of social responsibility practices and the interaction of stakeholder responses to CSR initiatives as part of dynamic learning system (Davis and MacDonald, 2010) is beyond the whole process of building reputational capital for the host destination.

2.4.2.1 CSR in a nutshell

Corporate Social Responsibility (CSR) can be explained as “the firm’s consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm... to accomplish social benefits along with the traditional economic gains which the firm seek” (Davis 1973, p 312). This means that a company accepts its responsibility to society as whole, rather than just on the narrow short-term interests of its organization (Capriello, Fraquelli, 2008). The role of companies in society has always been a subject of study and corporate responsibility in particular has been analyzed in the past half century from many perspectives: economic, political, social, corporate, ethical, etc. These multiple keys of interpretation might be the reason why an

unanimous and shared definition of CSR has never been reached. (Dahlsrud, 2008, Arrigo, 2009; Carroll and Shabana, 2010).

CSR is a construct still in popular use that competes and overlaps with similar and complementary concepts such as corporate citizenship, business ethics, stakeholder accountability and sustainability (Schwartz and Carroll, 2003; Werther and Chandler, 2005). It includes strategies employed by an organization to integrate identified economic, social and environmental imperatives into their planning, development, operational activities, and conduct (Williams, Gill and Ponsford, 2007). As Arrigo (2009) points out, “this does not mean simply carrying out sporadic efforts of corporate giving, sponsorship or cause-related marketing. ... [It is] the commitment by a company to answer for its business and any associated economic and social effects” (p 3). CSR objectives are similar to those associated with the business pursuit of sustainable development and the triple bottom line and often involve the creation of innovative and proactive solution to societal and environmental challenges through collaboration with a range of stakeholder groups (Williams et al, 2007; Arrigo, 2009). In this sense CSR is considered a key stakeholder relationship-building activity (Waddock and Smith, 2000; Bhattacharya et al, 2009; Davis and Macdonald, 2010) and the value of CSR lies not only in separate stakeholder relationships, but also in the collective assimilation of these relationships in integrated multi-stakeholder networks (Peters, 2007).

2.4.2.2 Brief History of CSR

Over the decades the concept of Corporate Social Responsibility has continued to grow in importance and significance and several scholars have produced rich reviews and retrospectives, chronicling its growth since post World-War II and beyond (Pinkston and

Carroll, 1996; Pharand, 2005; Peters, 2007; Arrigo, 2008; Dahlsrud, 2008; Martino, 2010). I invite interested readers to follow these references in bibliography for a detailed historical analysis and an estimation of how many different definitions and thousands of publications exist, whilst I report here only few highlights for better understanding CSR concept evolution. “The function of the Executive” written by Barnard (1938) is one of the pioneering works but it is Bowen (1953) to be traced at the origin of CSR. He treats firms as moral/social agents when he defines CSR as “the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (Bowen , 1953, p 6 cited in Peters, 2007 and Martino, 2010).

The discussion opened by Bowen proceeds over the decades with two different opposed positions: profit maximization as unique duty for businessman from one side (Friedman, 1962, 1970) and a more extensive consideration of business responsibilities in the society on the other side (Frederick, 1986; 1998; Davis, 1973). Friedman, Nobel Prize winner for the Economics, declines that civil responsibility is subversive because the only goal for a Firm is to maximize its stockholder’s profit:

“..there is one and only one social responsibility of business: to use its resources and engage in activities designed to increase its profit so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud” (Friedman, 1970, p126).

As answer to Friedman’s (1962) ‘stockholders’, Stanford Research Institute (1963), in an internal memorandum uses for the first time the term ‘stakeholders’ to refer “those groups without whose support the organization would cease to exist.” (ndr. By assonance coincidence, Friedman’s stockholders have seen the emerging of stakeholder theory developed and championed in the 1980s by Freeman).

Many authors followed one another in the last thirty years introducing models (Carroll, 1979, 1991; Schwarz and Carroll, 2003; Donaldson and Preston, 1995), management tools (Matten and Moon, 2005; ISO-CSR, 2004; AA1000APS, 2008; AA1000SES, 2011), financial performance considerations (Preston, 1978; Wood, 1991; Davenport, 2000; Panayiotou et al., 2009) normative and instrumental implications (Clarkson, 1995; Wu, 2010). The debate on positive economic impact on corporate financial performance related to social responsibility initiatives lasted for years and is still open but it is generally recognized, and illustrated by business cases, that the adoption of CSR practices can help the firm to gain competitive advantage (McGuire et al., 1988; Werther and Chandler, 2005). Especially in dynamic and competitive environments, where intangible assets assume importance in outperform competitors, it becomes necessary to recognize and demonstrate social forms of responsibility (Arrigo, 2009).

In Europe, CSR became politically relevant in 2000 at the Lisbon Summit where strategic points for competitiveness and integration were defined. The 'Green Book' of European Union (GB-EU, 2001) defines CSR as: "the voluntary integration of social and environment firm's matters into their commercial activities and relations" (p 5). Various standard-setting initiatives have developed in recent years that are designed to induce companies to adopt more systematic, progressive and visible CSR policies. Companies are increasingly often asked to demonstrate that their actions and policies meet various predetermined social and ethical criteria. Doing so can help to build reputation; failing to do so can be a source of reputation risk (Fombrun 2005). This recent explosive growth in the demand of ratings of CSR has inducted a proliferation of players and evaluations agencies, ratings methodology, and CSR indices (Marquez and Fombrun, 2005). The

interest in CSR in the European Union and around the world has also induced the proliferation of new conferences, specific journals, news magazines, books, dictionaries, encyclopedias, websites, discussion lists and blogs. Since Barnard (1938) and Bowen (1953) pieces, CSR has been going through so many frameworks, interpretations and elaborations, sometime driven by company's own interest where CSR is more a flag than a practice, sometime driven by the company's ability to know how to meet its stakeholder expectations by solving social issues. By understanding the connection between CSR and the competitive environment allows companies to identify where to focus socially-responsible policies and optimize the return on these policies (Arrigo, 2009). By investing in socially-responsible activities, organizations can also lead to the creation of moral and reputational capital, which enhances the stakeholders' perceptions respect its competitors and organization-specific assets.

“CSR is the right thing to do, at a minimum to do no harm, and maintain fairness and dignity of all people. CSR is remedial in that large corporations have the obligation to fix problems they create. Large corporations also have a responsibility since they have greater resources and CSR is just good business from a long-term perspective” (Porter G., 2009).

2.4.2.3 A Three-domain model of CSR

CSR addresses business management themes in three different categories: *economic responsibility* to investors and consumers, associated with the need to produce value and employment and closely linked to the economic function; *legal responsibility* to government and the law, which is mandatory envisaged by existing regulations and related sanctions; and *environmental, social, ethical, philanthropic or discretionary responsibility* for the social effects of the company's activities. (Schwarz and Carroll, 2003; Pharand, 2005; Arrigo, 2009). Figure 2.6 shows this 'Three-Domain Model of

CSR' that Carroll presented with Schwartz (2003) readapting his previous famous framework 'Pyramid of CSR' (1991), based on the four-part model conceptualized in 1979 and largely utilized by numerous theorists and empirical researchers (Schwartz and Carroll, 2003).

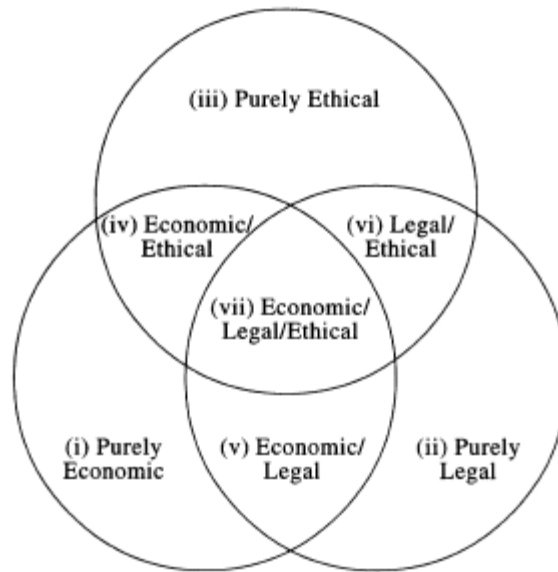


Figure 2.6 The Three-Domain Model of CSR
(source: Schwartz and Carroll, 2003, p 509)

The reasons for changing the renowned Pyramid of CSR are principally: 1) to solve a possible misunderstanding about the philanthropic category. Now subsumed under the ethical and/or economic domains, reflecting the possible differing motivations for philanthropic activities (voluntary and discretionary by nature and so not really a responsibility). 2) to adapt a framework where no hierarchy between domains could be suggested and the overlapping nature of CSR domains could be captured. (Schwartz and Carroll, 2003).

2.4.2.4 Network Social Responsibility

Although the widely recognition that economic action take place more and more through business network, multi-stakeholder partnerships and inter-organizational relationships, the issue of social responsibility is still mainly treated at the corporate level and rarely at the network one (McGuire et al., 1988; Wheeler et al., 2003; Zucchella, 2007). With the term “Network Social Responsibility” (NSR), Zucchella (2007) shifts the emphasis from CSR initiatives and distinctive core elements bounded inside the firm to a network governance where the adoption of some shared social values plays a critical role. Grounding on Fichter and Sydow (2002), she states that conditions for enabling networks to support corporate responsiveness are: 1) size of the network; 2) nature of ties, as strength of strong ties; 3) presence of hubs, as hierarchical/coordination element. (Zucchella, 2007, p 5, citing Fichter and Sydow, 2002).

Moving from CSR (corporate social responsibility) to NSR (network social responsibility), Zucchella considers shared values as pre-requisite or output. Pre-requisite if the network governance and management rests upon partners selected also on the base of pre-defined standards of social responsiveness (Geringer, 1991, cited by Zucchella, 2007). Output, if appropriate governance mechanism and management practices, progressively aligns partners to shared values and corresponding “good practices” of social responsibility (Zucchella, 2007, p 5). Both cases involve a strong role of the hub-organization and the adoption of knowledge sharing, training, and best practices such as: partner selection (Geringer, 1991); resources commitment (Waddock and Smith, 2000); and codes of conducts (Nooteboom, 2004). Resource commitment is extended to the integration of management practices, reporting systems and CSR office; codes of

conducts are supporting the network coordination in defining shared values and standards and involve development of trust, training and auditing activities and not just publishing some guidelines (Zucchella, 2007).

The implementation of network shared values and principles, incorporated in a network code of conduct, should rest upon the development of network governance procedures for partnership monitoring, conflict management, objectives alignments, reporting and performance assessment. The study on the cultural Olympiad program in Whistler analyzes this implementative process for aiming network shared values and principles, the role of the hub-organization, and the presence and support of network governance practices and procedures. The network of partnerships in a mega event host destination has two sources of rule compliance: a multilateral agreement between multi-stakeholders, and legitimacy as “acceptance and justification of shared rule by a community” (Bernstein, 2005, p 142, cited by Backstrand (2006, p 291). The effectiveness of networked governance practices is evaluated in term of the participatory quality of the decision making process and problem solving capacities under the aspects identified by Backstrand (2006) in his study on multi-stakeholder partnerships for sustainable development: transparency, balanced representation of different stakeholder groups, forum for collaboration and deliberation between public, private and civil society actors, information sharing, and accountability and reporting mechanism. (Backstrand, 2006).

2.4.2.5 Social Licence to Operate

There is an important growing trend, the public-private partnerships PPPs. While Civil society participation in decision-making has been increased, consensus on

important issues has not been forthcoming. Important examples exist where the multi-stakeholder dialogue provides what has been referred to as a 'social license to operate' but more often this result is not reached and industries and communities and their organizations have very diametrically opposed points of view.

As stated Williams et al. (2007), “the ability of corporations to develop and maintain social licenses to operate hinges upon the extent to which good relationships with community stakeholders are formed and managed”. They argue that “where power can be balanced to form and constitute a healthy tension between community groups and corporations, there exist greater opportunities for positive relationships” (Williams, Gill, Ponsford, 2007, pp133-144).

2.4.3 Dynamic capabilities

Dynamic capabilities refer to the ability of an organization to achieve new form of competitive advantage changing its valuable resources over the time and do so persistently (Ambrosini and Bowman, 2009). Grounding on Leonard-Barton (1991), Teece et al (1997) define ‘dynamic capabilities’ as:

“the firm’s ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments. Dynamic capabilities thus reflect an organization’s ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions” (Teece, Pisano, Shuen, 1997, p 516).

According to Teece et al. (1997), the term ‘dynamic’ refers to the capacity to renew competences so as to achieve congruence with the changing business environment; the term ‘capabilities’ emphasizes the key role of strategic management in appropriately adapting, integrating, reconfiguring internal and external organizational skills, resources, and functional competencies to match requirements of a changing environment (p 515).

The dynamic capabilities perspective is considered an extension of the resource based view - RBV (Wernerfelt 1984; Barney, 1991) in the sense that better explain how successful firms demonstrated “timely responsiveness and rapid and flexible product innovation, along with the management capability to effectively coordinate and redeploy internal and external competences” (Teece and Pisano, 1994, cited in Teece et al., 1997).

Paradigm	Intellectual roots	Representative authors addressing strategic management questions	Nature of rents	Rationality assumptions of managers	Fundamental units of analysis	Short-run capacity for strategic reorientation	Role of industrial structure	Focal concern
(1) Attenuating competitive forces	Mason, Bain	Porter (1980)	Chamberlinean	Rational	Industries, firms, products	High	Exogenous	Structural conditions and competitor positioning
(2) Strategic conflict	Machiavelli, Schelling, Cournot, Nash, Harsanyi, Shapiro	Ghemawat (1986) Shapiro (1989) Brandenburger and Nalebuff (1995)	Chamberlinean	Hyper-rational	Firms, products	Often infinite	Endogenous	Strategic interactions
(3) Resource-based perspectives	Penrose, Selznick, Christensen, Andrews	Rumelt (1984) Chandler (1966) Wernerfelt (1984) Teece (1980, 1982)	Ricardian	Rational	Resources	Low	Endogenous	Asset fungibility
(4) Dynamic capabilities perspective	Schumpeter, Nelson, Winter, Teece	Dosi, Teece, and Winter (1989) Prahalad and Hamel (1990) Hayes and Wheelwright (1984) Dierickx and Cool (1989) Porter (1990)	Schumpeterian	Rational	Processes, positions, paths	Low	Endogenous	Asset accumulation, replicability and inimitability

Table 2.4 Strategic management paradigms for competitive advantage (source: Teece et al, 2007)

Table 2.4 summarizes salient characteristics of strategic management paradigms for gain competitive advantage.

Starting from the ‘competitive forces approach’ developed by Porter (1980) the firm moved from creating defensible positions against competitive forces to ‘strategic conflict approach’ balancing strategic investments, pricing strategies, signalling and the control of information. Under the ‘resource-based view’, a firm uses specific capabilities and assets (tangible and intangible) as sources of competitive advantage.

Dynamic capabilities are a set of specific and identifiable organizational processes that alter the resource stock by acquiring, integrating, recombining and releasing resources (Eisenhardt and Martin, 2000; Martino, 2010). Ambrosini and Bowman (2009) consider dynamic capabilities comprised by four main processes:

- *Reconfiguration*, transformation and recombination of assets and resources;
- *Leveraging*, replicating a process across business units, extending a resource by deploying into a new domain;
- *Learning*, connected to knowledge management and also the improvement of efficacy and effectiveness in performing tasks;
- *Creative integration*, as ability to integrate assets and resources resulting in a new resource configuration (Ambrosini and Bowman, 2009).

In her analysis on the dynamic capabilities, Martino (2010) builds on Mody (1990) and recognizes inter-organizational collaboration and partnership as important vehicle for learning processes with also the potential “to recognize dysfunctional routines and preventing strategic blind-spots” (p124). The learning captured by the development of dynamic capabilities should be translated into organizational processes, routines, and resources that are substantive competencies (Ali et al. 2010).

Organizational learning process is one of the typology of dynamic capabilities that event organizers should enforce within the network of strategic alliances and later in the discussion, I analyze other event / tourism related capabilities that can be developed in the extremely changing environment that the host destination faces during the ‘ramp-up’ period preceding the staging of mega-events. Dynamic capabilities and social license to operate can be facilitated by reputation of the local authority and event organizers. A mountain resort destination with refreshed networked core competences and capabilities can better position itself on the global tourism stage with a renewed reputation.

2.5 Reputational Capital

Reputation is an idle and most false imposition; oft got without merit, and lost without deserving. (William Shakespeare, Othello)

2.5.1 Corporate Reputation

The term 'reputation' is derived from the Latin root "Reputatus pp of Reputare". It refers to the "...the estimation on which a person, thing, or action is held by others (Mahon, 2002, using dictionary Webster's 1983). As a concept, reputation can be viewed from multiple disciplinary perspectives. From strategic management and marketing viewpoints, reputation is generally acknowledged as a source of sustained competitive advantage (Hall, 1992; Mahon, 2002; Schreiber, 2008; Kowalczyk and Flatt, 2008, 2011; Barney, 1991; Claude and Zaccour, 2009, Walker, 2010; Roberts and Dowling, 2002). Increasingly it is positioned as an important attribute to possess when operating in highly competitive markets (Walker, 2010).

Reputation has been explored in relation to companies and corporations. In that context, it refers to a "perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of its key constituents when compared with leading rivals" (Fombrun, 1996, p 72). It is measured in terms of the aggregation of multi-stakeholders' perceptions of "how well organizational responses are meeting the demands and expectations of many organizational stakeholders" (Wartick, 1992, p 34). As such it reflects collective perceptions and evaluations regarding an organization's ability to create value for its stakeholders (Petkova, 2006; Fombrun, 1996; Rindova and Fombrun, 1999; Dowling, 2001).

Past research studies have examined reputation as an intangible asset or resource. These investigated its role in influencing financial performance (Hall, 1992; Deephouse, 2000; Dentchev, Heene, 2003; Davies et al 2003); crisis management outcomes (Mahon, 1999, 2002); as well as antecedent and customer-related consequences (Walsh, Mitchel, Jackson, Beatty, 2009; Rindova, Williamson, Petkova, Sever, 2005). Over the past decade a distinct shift and extension of existing reputation studies has emerged that focuses on identifying the non-economic antecedents of reputation (Roberts and Dowling, 2002; Rindova et al 2006; Flatt and Kowalczyk, 2008). Critical parts of this strain of investigation examine what management strategies and processes influence an organization's reputation and social legitimacy amongst community stakeholders (Puncheva, 2008). The overriding question is to what extent can managers build strategic advantage by generating favourable perceptions about the organization between and within key stakeholders, forging what Fombrun labels "Reputational Capital"? (Fombrun, 1996). Reputational capital in this context is a form of intangible wealth related to "what accountants call goodwill and marketers call brand equity" (Fombrun, 1996, p 11). Available literature suggests that companies with a large stock of reputational capital amongst stakeholders can charge premium price for products and services, achieve lower costs of labour, improve loyalty from employees, benefit from a greater freedom (latitude) in decision making and have a cushion of goodwill when crises hit (Fombrun, 1996; Rindova and fombrun, 1999; Grund, 1996).

Fombrun views corporate reputation as a "collective representation of a firm's ability to deliver valued outcomes to multiple stakeholders. His research gauges a firm's relative standing both internally with employees and externally with stakeholders, in both

its competitive and institutional environments.” (Fombrun and Van Riel 1997, p10).

Davies et al (2003) also believe that reputation can be a significant differentiator between firms, as well as a possible source of competitive advantage. They identify three main causally linked elements of reputation:

- Identity – how the company see itself;
- Image – how external stakeholders see the company;
- Desired image – what the company says it is. (Davies et al, 2003, p 62)

They believe that there is an opportunity to manage the external image by managing the internal identity (Davies et al, 2003, p 76). Their ‘Corporate reputation chain’ (p 76) model is divided into internal and external components with the purpose to help managers to forge links along this ideal chain for harmonizing identity and image.

Each component provides a focus and set of factors to consider when managing and measuring reputation (Figure 2.7).

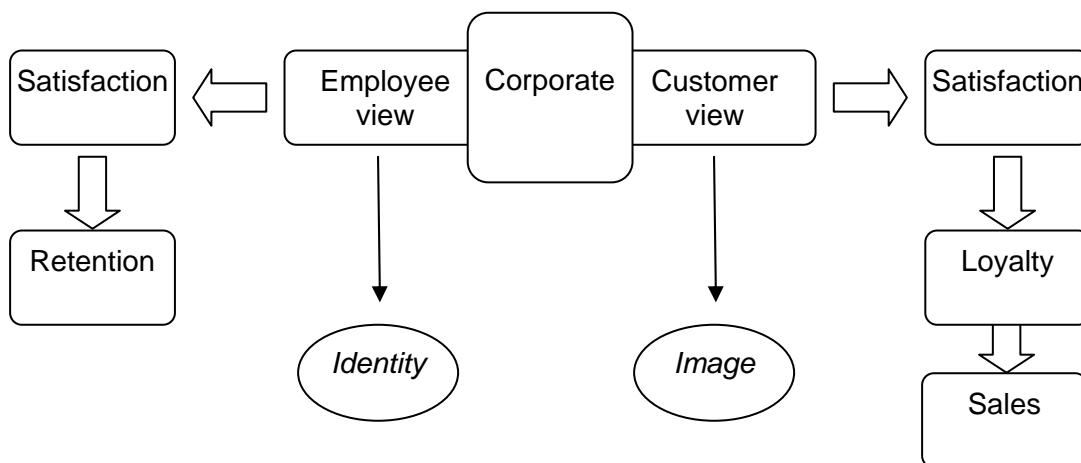


Figure 2.7 Corporate reputation chain. (source: Davies et al. 2003)

Dentchev and Heene (2003) claim that effective communication is a critical part of a firm's reputation management process. Their research underline's the importance of sending "the right signal to the right stakeholder". They suggest that a targeted and personalized signalling strategy characterized by the release of simplified messages that are consistent with the firm's actions, helps to minimize the possibility of adverse and unexpected reactions (Dentchev and Heene, 2003,2005). Other research suggests that while reputation is also shaped by the information signals sent by other information intermediaries (Fombrun and Shanley, 1990), but in most cases it is based on stakeholders' perceptions, memories and interpretations of the firm's actions (Fombrun and Foss, 2001; Mahon, 2002). Moreover, other literature suggests that stakeholder's perceptions of reputation are often the result of a complex network of interactions between the firm and its stakeholders, as well as exchanges amongst the stakeholders themselves (Rindova, 1997; Mahon, 2002).

Petrick, Scherer, Brodzinski, Quinn, and Ainina (1999) illustrate the components of corporate reputation describing leadership practices that enhance reputation in the "eyes of relevant stakeholders":

Successful global strategic leaders achieve reputations for **trustworthiness** among employees through exemplary management practices **empowering** and retaining employees, and **instilling** shared pride. They earn reputations for **credibility** among investors by showing profitability to individual and institutional stockholders, maintaining a stable return on investment, and **nurturing** financial growth prospects. Successful global leaders obtain reputations for **reliability** among customers and suppliers by ensuring quality, service, and innovation. They gain reputations for **responsibility** among community and public constituencies by prudently **stewarding** organizational, social and natural assets. Finally, successful global leaders achieve reputations for **accountability** among government and competitor interests by complying with regulations and building a level playing field for fair competition. (Petrick et al., 1999, p 60, words highlighted by the author).

2.5.2 Reputational Capital in Context

Reputation concepts are embedded in both the theoretical and applied literatures. (Mahon, 2002). Varying perspectives on its meaning and role in management contexts exist. For instance, Resource dependency and Resource based View (RBV) theories consider reputation to be an intangible resource and in particular a ‘positional capability’ in the way into which is a consequence of past actions and decisions. In this sense “position may reside in the length of time it would take a competitor to achieve one’s position” (Hall, 1993, p 610). According to Kowalczyk (2008), corporate reputation is a link, a mediator between corporate culture and financial performance. In contrast, Peters’s (2007) positions reputation more closely to corporate social responsibility (CSR) theory and considers it as a link in the relationship between CSR-CFP (Corporate Social Responsibility and Corporate Financial Performance) (Nevile 2005, cited by Peters 2007, p 40).

Other literature more closely aligned with brand management and marketing, positions reputation in various ways within their domains. For instance, Kuhn’s ‘brand equity pyramid’ model (2008) considers reputation as an attribute of brand image. In contrast, Hannington’s (2004) ‘brand reputation iceberg’ considers a positive reputation the biggest part under the water and views it as critical to brand success. Caruana (1997) highlights an existing confusion made by both practitioners and academics in the uses of terms and sometimes ‘corporate reputation’ is seen as synonymous of ‘corporate image’ (Dowling, 1993 cited in Caruana, 1997). Similarly, reputation emerges in the lexicon of destination management literature as being part of the image of a host region and the tourism organization’s that manage them (Vengesayi and Mavondo, 2004).

Term	Significance	Question
Identity	Consists of an organization's defining attributes, such as its people, products, and services. (Argenti and Druckenmiller, 2004)	Who are you? (Argenti and Druckenmiller, 2004) How the company see itself (Davies et al, 2003)
Image	A reflection of an organization's identity and its corporate brand (as result of communication). The organization as seen from the viewpoint of one constituency. Depending on which constituency is involved (customers, investors, employees, etc), an organization can have many different images. (Argenti and Druckenmiller, 2004)	What do constituencies think of who you are and who you tell them you are? (Argenti & Druckenmiller, 2004) How external stakeholders see the company (Davies et al, 2003)
Brand	<p>A brand that spans an entire company (which can also have disparate underlying product brands). Conveys expectations of what the company will deliver in terms of products, services, and customer experience. Can be aspirational. (Argenti and Druckenmiller, 2004)</p> <p>A brand can be defined as a "name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group and to differentiate them from those of competitors". (Kotler, 1991, p 442)</p> <p>A brand as a specific relationship created within a defined segment of the population for the promotion of a particular product. Through the brand, customers attribute functional and symbolic value to a product and in this sense, brand ties a product to specific expectation, delivering a promise (Brondoni, 2000)</p> <p>Brand is the intangible asset associated with expected experience in a customer's mind when they deal with an organization (Atkins et al., 2006, p 8)</p>	Who do you say you are and want to be? (Argenti and Druckenmiller, 2004)
Brand equity	<p>is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand (Keller, 1993, p p 2) (Band Knowledge is composed by two components: Brand Awareness and Brand Image)</p> <p>expression of brand value stating that brand equity "shapes the value, at a certain time, of a brand perception (awareness and image) that has been established given a specific demand value" (Brondoni, 2000, p 10).</p> <p>is the value of a brand and derives from four main dimensions: brand awareness, perceived quality of the brand, brand associations and brand loyalty (Aaker, 1991).</p>	
Reputation	<p>The collective representation of multiple constituencies' images of a company, built up over time and based on a company's identity programs, its performance and how constituencies have perceived its behavior. (Argenti and Druckenmiller, 2004)</p> <p>represents a firm's past actions and describes a firm's ability to deliver value outcomes to multiple stakeholders (Mahon, 2002; Fombrun, 1996; Wartick, 1992, Petkova, 2006)</p> <p>Reputation wider concept than brand and takes in the perspective of all stakeholders regarding all aspects of an organization's performance or behaviour (Atkins et al., 2006, p 5) [including also how they experienced the brand]</p>	What do all constituencies think of who you tell them you are and what you have done? [performance, behavior, actions] (Argenti and Druckenmiller, 2004)

Table 2.5 Key terms explanation (adapted from Argenti and Druckenmiller, 2004, p369)

Table 2.5 summarizes the contribution of several authors concerning the positioning of reputation in a management context (Argenti, Druckemiller, 2004; Hannington , 2004; Schreiber, 2008; Davies et al , 2003; Atkins et al., 2006; Christopher and Gaudenzi, 2009) and attends to provide significance for key terms used in the literature.

This study purposefully links reputation to tourism destination branding strategies. More specifically it explores those features which contribute to a resort's reputation and ultimately contribute to perceptions shaping in branding strategies. It recognizes the importance of physical attributes as well as cognitive, affective and behavioural factors as being integral parts of destination image, and destination brands, but claims reputation is a wider concept than brand image, due to its multidimensional character and dependence on a broader set of aggregated stakeholder perceptions built over time (Fombrun and Van Riel, 1997).

According to Vegesayi (2003), "reputation has been scarcely applied to the tourism industry but has an important role to play in moderating the relationship between tourist and the travel destinations. To tourist, visiting a reputable destination guarantees the quality of experience that they would enjoy from the past performance of the destination (Vegesayi, 2003, p643). To the destination, owning a positive reputation could mean increase its attractiveness and competitiveness. A positive reputation is a rare and hard to imitate resource (Amis, 2003; Barney, 1991) and is crucial for creating competitive advantage (Deephouse, 2000; Hall 1992).

2.5.3 Reputation as an intangible resource

Hall (1992, 1993) in his discussion of the role of intangible resources in business strategies provides a taxonomy of intangible resources and how they contribute to sustainable competitive advantage and business success. These intangible resources and capabilities are classified as assets or competencies and they include:

- the intellectual property rights of patents, trademarks, copyright and registered designs;
- trade secrets;
- contacts and licenses;
- data bases;
- information in the public domain;
- personal and organizational networks;
- the know-how of employees, professional advisers, suppliers and distributors
- the reputation of products and company;
- the culture of the organization; e.g., the ability of the organization to react to challenge, to cope with change (Hall, 1993, p 607).

His framework gives structure to intangibles on the base of different characteristics such as:

the ‘having’ capabilities represented by intangible assets, e.g. patents	&	the ‘doing’ capabilities represented by skills and competencies, i.e. know-how
intangible resources which are ‘people dependent’ e.g. reputation	&	intangible resources which are ‘people independent’, e.g. databases
intangible resources which can be protected in law, e.g. trademarks	&	intangible resources which cannot be protected in law, eg organizational networks

(Hall, 1993, p 609)

In the context of this dissertation, Hall's study identifies the extremely significant role of reputation as positional asset and source of sustainable competitive advantage.

Competitive advantage, in the marketing literature, refers to what in the market is observed as "positional superiority, based on the provision of superior customer value or the achievement of lower relative costs on the resulting market share and profitability performance" (Day and Wensley, 1988, p2). It implies the ability of a company to create and maintain sustainable differential capabilities respect its direct competitors and all the competitive forces individuated by Porter (1980) in his famous analysis. The Porter's Five Forces model of competitive position is composed by: threat of new entrants to start to compete, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services, and rivalry among existing players (Porter, 1980).

Intangible resources in general and reputation in particular is a key factor in the scenario of modern competitive markets where competitive advantage is no longer obtained solely on the basis of appeal to targeted customers. The differentiation among competitive forces can be sustained when what Coyne (1986) calls 'gap in the capability' (pp 57) and Hall (1992) refers as 'capability differential' (p 136) exist. Distinctive capabilities emerge in large part through the leveraging of intangible resources that are more difficult to substitute or imitate by competitors than tangible resources (Petrick et al., 1999). Hall extends Coyne's model of sources of sustainable competitive advantage and distinguishes capabilities based on competencies/skills (functional and cultural) and capability differentials based on assets (positional and regulatory).

The functional capability of a company or an organization relates to the ability to do specific things using knowledge, skill, as well as the general experience of employees,

collaborators, and partners. Cultural capability refers to the habits, attitudes, beliefs and values which permeate the individuals and groups comprising the organization.

Regulatory capability is derived from the possession of legal entities (defendable in law) like patents, copyright, intellectual property rights, trade secrets, contracts. Positional capability is a consequence of previous actions and decisions. In this sense “position may reside in the length of time it would take a competitor to achieve one’s position” (Hall, 1993, p 610). Table 2.7 shows the association of intangible resources with these capability differentials and the collocation of reputation.

Reputation is considered a crucial, valuable, rare and imperfectly imitable intangible resource and source of sustainable competitive advantage (Barney, 1991; Hall, 1992, 1993, Deephouse, 2000). Classified as an asset, it is a “fragile resource; it takes time to create, it cannot be bought, and it can be damaged easily” (Hall, 1993, p 613).

Type of Capability Differentials

	Functional	Cultural	Positional	Regulatory	
People Dependent	Know-how	Ability to react to challenge, to cope with change learn			Competencies / Skills
					“doing”
People Independent			Reputation of products/company		Assets
			Data bases	Contracts & license Trade secrets Intellect. property	“having”

Table 2.6 A framework of intangible resources and capabilities.
(Source: Hall, 1993 p 611)

2.5.4 Corporate reputation assessment

Much literature focuses on the conceptualization and measurement of corporate reputation (Money and Hillenbrand, 2006; Longsdon and Wood, 2002; Davies et al., 2003; Schwaiger, 2004). The emerging evidence of the value of this important intangible asset (Hall, 1993) and a growing cross-disciplinary interest (Shamma, Salah, and Hassan, 2009) has induced a proliferation of studies on the measurement of corporate reputation (Wartick, 2002; Deephouse, 2000; Caruana and Chircop, 2000; Lewellyn, 2002; de la Fuente Sabate and de Quevado Puente, 2003; Helm, 2005; Walsh, Beatty, Shin, 2009; Cravens et.al. 2003).

“Reputation can be and has been measured in many ways” (Davies 2003, p 137).

The perceptual nature of corporate reputation and its inclusion of impressions emanating from multiple stakeholders are common characteristics to the different Indexes, Score-cards, Quotients, Scales, Rankings used to measure reputation (Wartick, 2002).

The following section presents an overview of conceptual models in the literature informing this dissertation’s perspectives on reputation capital.

2.5.4.1 Existing assessment frameworks for corporate reputation

Several examples of reputational capital measurement approaches and applications exist. In combination they provide insights into those dimensions of reputation that are central to the concept of corporate reputation. The following list briefly summarizes these approaches.

- Fortune's list on American 'most admired companies' -MAC-

This annual rating uses the perceptions of more than 10000 executives, directors, and financial analysts to rate the reputation of the 10 largest USA companies in a range of industrial sectors. Overall 8 criteria are used in this assessment. They are: quality of management, quality of products and services, innovations, long-term investment value, financial soundness, employee talent, use of corporate assets, social responsibility and overall company results (Caruana, Chircop, 2000).

- Reputation Quotient -RQ-(Fombrun,Gardberg,Sever,1999)

This multidimensional measurement construct is composed of 6 dimensions and 20 attributes derived after a long refining process along 2 pilot tests and focus group. It uses a broader range of criteria than the ones used by the Fortune's list and extends the survey also to employees, investors, and customers of firms and organizations and not only financially oriented stakeholders. Dimensions explored include: Emotional appeal, products and services, vision and leadership, workplace environment, financial performance, social responsibility. It considers reputation as attitudes and feelings about the specific qualities of the organization (Wartick, 2002; Shamma, Salah, and Hassan, 2009). From the early steps taken in the USA, the development of this instrument has explored its cross-cultural generalizability also in European countries (Gardberg and Fombrun, 2002).

- Corporate Personality Scale (Davies et al., 2003) -CPS-

Grounded in Aaker's (1997) research on brand personality, this assessment scheme identifies 7 characteristics of differentiation. They are categorized as: agreeableness, enterprise, competence, chic, ruthlessness, informality, and machismo. Some authors use the term 'personification metaphor' to interpret the product brand's personality traits at a corporate level. In their research, they developed and applied a 'corporate reputation chain' (Davies et al., 2003) to pinpoint internal and external perspectives and used aggregated scores concerning corporate identity and image indicators of corporate reputation.

- Customer-based Corporate Reputation Scale -CBRscale- (Walsh et al 2007,2009)

This measurement system examines 5 interrelated dimensions and 15 items in its assessment of corporate reputation. The 5 dimensions explore the extent to which the company under review is perceived to: be customer oriented, reliable, financially, socially and environmentally responsible, as well as possess good employees, quality products and services. Authors present two versions of the CBR Scale: the original one with 28 attributes associated to the 5 dimensions and presented in different online surveys proposed to marketing students of major universities in UK and Germany (2007); the "CBR-Short" version with a selection of 15 attributes for better meeting practitioners' exigencies (2009).

- Reputation Index -RI - (Cravens et al, 2003)

This evaluation system uses a standardized set of factors, as well as unique indicators to measure company reputation. The authors position their Reputation

Index (RI) as a “standardized set of common as well as unique component measures that would be consistent across companies and industries” (Cravens et al, 2003, pp205). Common components of the RI examine perceptions of the firm’s: products / services; employees’; attitudes toward management; external relationships with suppliers, partners, investors and competitors; innovation and value creation processes?, financial strength, ethics policies, strategy, culture, and intangible liabilities (information infrastructure). In their research, a survey of 650 CEOs listed ‘products and services’ and ‘is a company you can trust’ as most important components of the Index. Cravens et al 2003) point out the importance of establishing a weighting scale for each of the reputation items identified, and the need to move toward a standardization of the measurement and management indices and approaches for measuring corporate reputation.

The literature is rich in contributions and retrospectives concerning studies assessing corporate reputation (e.g. Caruana and Chircop, 2000; Wartick, 2002; de la Fuente Sabate and de Quevedo Puente, 2003). It is relevant to highlight the idea to consider customer and non-customer subdivided perspectives in the assessment process (Shamma et al., 2009), and the consideration of reputation measures in a broader context including reputation’s antecedents and consequents (Money and Hillenbrand, 2006). The Reputation Quotient developed by Fombrun remains one of the most commonly used approaches to measuring corporate reputation (Shamma et al., 2009; Wartick, 2002). In 2009, and 2010 the Reputation Institute (directed by Fombrun) extended its reputation focus to include studies of ‘Country Reputation’. Grounding in items related to his Reputation Quotient, the new application was developed to assess “the degree to which

people trust, admire, respect, and have a good feeling for a place” (Reputation Institute, 2009). In 2009, 22,000 consumers from the G8 countries (Canada, France, Germany, Italy, Japan, Russia, UK, and USA) rated 34 countries and country brands using a score card comprised of 11 attributes grouped into 3 categories. These indicators explored the extent to which the countries were perceived to have:

- Appealing Environments – a beautiful and enjoyable country with an appealing lifestyle
- Advanced Economies – production of innovative, high quality, and technological advanced products and services. Important contributors to global culture
- Effective Governments – presence of a favorable environment for doing business; adoption of progressive social and economic policies. Responsible participation in the global community (Reputation Institute, 2009).

While this approach and focus has only been in place for the last two years; it has the potential to provide valuable information to help country governments in the identification of the reputation weaknesses and strengths of their areas. As recognized by Nicolas. G. Trad during his presentation of the results of the study conducted in 2010 (webinar online, September the 27th 2010), the application of the scale in tourism destinations requires local refinements to the measurement instruments and the consideration of more specific performance indicators. However, this study provides a starting point for identifying destination reputation factors important for identifying the reputation of such places for living, working, visiting and investing.

2.5.4.2 Common characteristics of existing frameworks

The identification of stakeholders’ perceptions concerning specific reputation items is common to all of the models previously described. A survey instrument is used

to collect opinions of stakeholders, usually invited to respond to a set of structured reputation items. Increasingly the responses are collected via an on-line survey. A combination of executive /management (e.g.MAC) and customer (e.g.CBR) rating systems are employed to collect the impressions of multiple stakeholder groups. The aggregated scores of their responses are then reported as various reputation indexes (e.g.RQ, RI, CR, CPS).

Constructs are usually multidimensional and generally adopt Likert-type scales to collect cognitive and affective responses (RQ, CR, RI, CBR-scale). Data are aggregate to compose quotients and indexes for rating purposes but also analyzed separately in the different dimensions within focusing on particular items. Exploratory factor analysis and component analysis are sometimes used to help explain and /or categorize the reputation responses received (Fombrun, Gardberg, and Sever, 2000; Walsh et al 2007).

In some cases, the reputation models focus on measuring reputation through behavioural expressions of customer loyalty (e.g.CBR-scale), other times items related to awareness are included (e.g. RI), and in one case personality associations (e.g. CPS) were used. But, generally, key performance indicators deal with affective measures (e.g. attitude, consideration, affinity, esteem, relevance, preference, perceived value, differentiation) and satisfaction/dissatisfaction (e,g, RQ, RI, CR, CBR-scale). Common dimensions of reputation considered include:

- product and services quality (MAC, CBR-scale, RI, RQ, CR);
- economic and financial strength (RQ, RI, CR, CBR-scale);
- employee (RI, CBR-scale) and workplace characteristics (RQ);

- culture-strategy (RI), vision leadership (RQ), governance (CR);
- social (and environmental) responsibility (RI, RQ), or way to ethically manage relationships (CBR-scale)
- overall appeal(RQ, CR), or “looks like...” items (CBR-scale)

However, despite these emerging trends in approaches to assessment and attributes considered, there are challenges in clearly selecting a measurement system that is universally applicable. These problems relate to:

- a) Establishing and/or refining the “weighting scale” for emphasizing the relative importance of the reputation of items explored. Some researchers suggest that the the application of prioritization techniques such as the analytic hierarchy process will help address this issue (Cravens et al, 2003).
- b) Recognizing and addressing the possibility that attributes may vary in relative importance amongst different categories of stakeholders. As pointed out by Fombrun (Fombrun and Gardberg, 2006) employees may respond to questions about vision and leadership with different levels of confidence and significance weightings than customers. Therefore, a model for the multi-stakeholder perceptions needs to be sufficiently common across different stakeholders within the possibility to present specialized sections for targeted stakeholders, respecting the idea to “send the right signal to different stakeholders” (Dentchev, Heene, 2004, p 56).
- c) Integrating more open-ended investigative approaches into approaches “...to elicit image [reputation] dimensions and ... produce richly detailed contextual

brainstorming sessions and ... input for subsequent quantitative analysis” (Wartick, 2002, p 385, citing van Riel et al. 1998, p 326). Wartick also expresses his concerns about a “not resolved definitional issues relating to the role of stakeholders in the development of reputations” (p 386) and a general necessity to improve theory development related to corporate reputation.

All of these are aspects to consider and address by developing the conceptual model and survey instruments for this investigation.

2.5.5 Strategic and perceptual approach for corporate reputation

Corporate reputation is considered to be a strategic asset and the most important intangible resources of an organization (Barney, 1991; Hall, 1992, 1993). It is often measured by examining the perceptions, impressions, and beliefs of stakeholders concerning specific conceptual dimensions of reputation (Fombrun et al., 2000; Cravens et al, 2003; Walsh et al 2009). Money and Hillenband (2006) integrate both strategic and perceptual approaches in their adaptation of Walsh and Wiedman’s (2004) framework that considers corporate reputation and its related antecedents and consequences contexts.

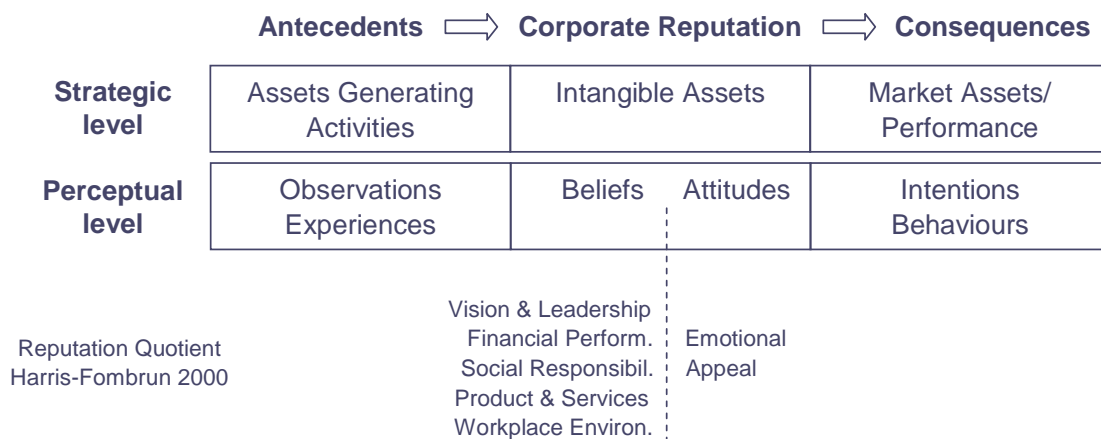


Figure 2.8 Reputation within causal framework of value creation (source: Money and Hillebrand, 2006)

Reputation's antecedents focus on what can be done to develop a positive reputation. Reputation's consequences are values and outcomes of reputation and its effects on organization's performance. This framework helps contextualize and orient corporate reputation measures and illustrates how they are linked to the beliefs and attitudes of stakeholders (Money and Hillenbrand, 2006). According to Money and Hillenbrand (p 7), the Fombrun's "Reputation Quotient" provides information about intangible assets within the firm on a strategic level and a measure of both beliefs and attitudes of stakeholders, at the perceptual level (Figure 2.8).

Chapter Three: Conceptual model

The following sections summarize models used to shape the conceptualization and assessment of “Host-resort destination reputation”. The reputation gained by a destination hosting a mega-event such the Olympic and Paralympic Games is a central theme in the process of leveraging intangible legacies for the host community. The reputation of host-destination relies on the organizational ability and reputational capital shaped by local authority and event organizers amongst the network of collaboration created between and within the host-community during the process of organizing and delivering the event. For the purposes of this research, existing corporate related models focused on the intangibles have been modified and refined for use in a place-based tourism destination context.

3.1 Building Reputational Capital

Reputational capital is an asset that provides competitive advantages and corporate market value to firms through personal and organizational networks (Fombrun, 1996). In this research, it refers to the perceived ability of an organization to work well with its partners and interact with the stakeholders present in the host-destination.

Reputation is not something that an organization necessarily gains quickly. As stated by Rindova 1997), it takes time to build and requires consistency of cues over time and across situations. It reflects the corporate personality, identity and image of an

organization (Davies and Miles 1998). It is the result of consistent information signals over time, which can lead to shared beliefs and trust (Dentchev and Heene 2003).

Reputation is articulated and granular at the same time. It reflects the reaction of people to past behaviors and actions and is built from first hand experience and from the referred experience of others (Hamington 2004). Following Mahon's analysis (2002) on the role that reputation plays between organizations and stakeholders:

Reputation is both an estimation of a person/thing and the actions the person thing has taken over time. Internal or external stakeholders, who have preselected set criteria, make these estimations. More precisely, evaluators have biases and expectations of corporations that (a) can be different from each other and (b) can and do change over time. Evaluators expect, based on past behavior, and they make decisions based on their expectations (Mahon 2002).

3.1.1 Reputational capital and stakeholder networks

Forging reputational capital for an organization is a long process in which social responsible initiatives, information and communication play remarkable role. In this process it is important to understand stakeholder perceptions of organization and adjust strategies accordingly. The following Figure 3.1 conceptualizes a path that leads to the formation of reputational capital in stakeholder networks. Along this path, the adoption of strategies for nurturing stakeholder engagement and enhancing corporate reputation are fundamental. Stakeholder engagement is the practice that an organization undertakes to involve stakeholders in a positive manner in organisational activities.

Figure 3.1 highlights the implications of stakeholder engagement on the enhancement of reputation and vice versa. According to Peters (2007), "each positive stakeholder group relationship potentially provides a separate firm sub-reputation and a unique source of reputational capital" (Peters, 2007, p 10 citing Fombrun 2000).

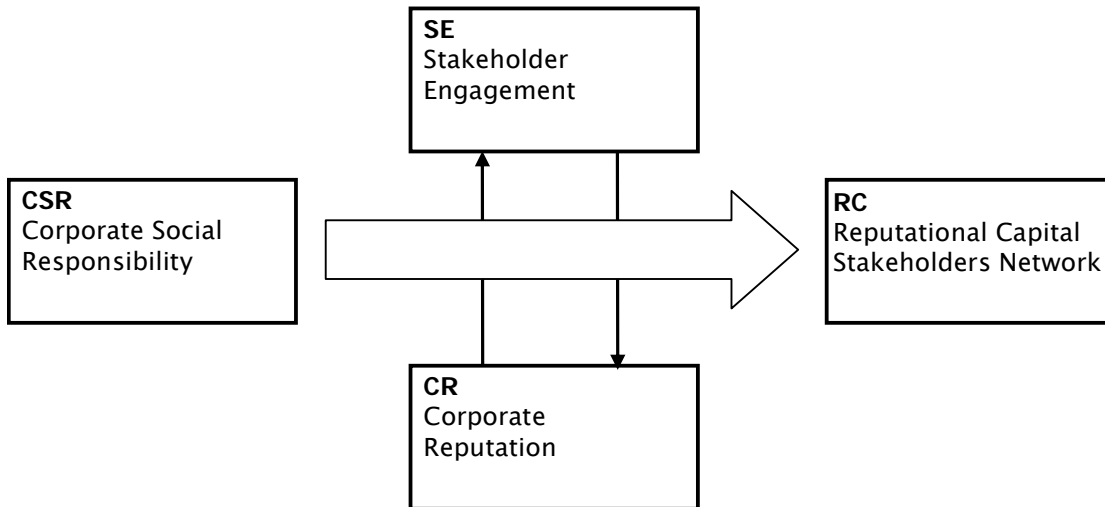


Figure 3.1 Theoretical Framework for Reputational Capital

In his study, Peters considers two structural attributes of a stakeholders' network: extensiveness and consistency.

- Network extensiveness refers to the number of distinct stakeholder relationships the organization maintains.
- Network consistency relates to the level of stakeholder interconnectedness. It refers to the extent to which stakeholder groups are directly or indirectly related to each other. Individuals not only consider their personal interactions with the organization but also the overall CSR behaviour of the organization when evaluating network consistency. Exaggerated inconsistencies in the organization's treatment of network members could negatively impact perceptions of it and its reputational capital. Network consistency and the consideration of interconnectedness help to engender credibility, trustworthiness and affinity with multiple stakeholder constituents (Peters, 2007).

Peters's findings provide support for the positive influence of Corporate Social Responsibility practices on reputation but no support for a significant influence on reputation from either the structural network's attributes he considered (network extensiveness and network consistency) (Peters, 2007). This study recognizes the importance of a multi-stakeholder network approach and so the relevance of structural network attributes but, in my opinion, structural network attributes might be considered along with network quality indicators and network transaction characteristics. In other words more than the physical configuration of nodes in the network it might be important to assess the interactions and relations that happens among these connections. Therefore, social capital dimensions, both structural and cognitive, should be considered when assessing network of partnership contributions to reputational capital development. For example, an assessment method might still involves the counting of connections but more importantly it should establish perceptive measures of network partners' satisfaction and expectations of organizational initiatives. Moreover, an assessment method should consider features of the network's approach and performance with respect to communication and engagement initiatives, and verify the presence of practices for fostering shared vision or culture, together with other measures of organizational behaviour.

Following this line of thinking, Sacconi and Degli Antoni (2009) explain how the adoption of CSR practices influence cognitive social capital development in the chain of relationships existing amongst stakeholders, as well as the character of structural social capital in the network of partners. According to their idea of conformist preferences, "stakeholders characterized by cognitive social capital do not get only an economic

payoff by cooperating with a firm who conforms with ethical principles of cooperation. They also get an ideal utility [value] that originates from the fact of cooperating with a firm who respects the principles with which they want to conform” (Sacconi and Degli Antoni, 2009, p 18). In their example, if a firm decides to stop cooperating with ‘weak stakeholders’, because its material payoffs are higher without those cooperation, then it stops conforming with the ideal CSR principle. A strong stakeholder with conformist preferences to CSR principles might concern about the fulfilment of the duties towards all the stakeholders, when the firm behaves opportunistically with the weak stakeholders. In this sense, the strong stakeholder lose its ideal utility. This motivates the existence of the chain of relationships beyond the idea of a ‘virtuous circle’, between the level of Social Capital and the implementation of CSR practices:

“a) the level of cognitive SC plays a key role in inducing the firm to adopt and observe CSR practices that respect all the stakeholders; b) the decision of adopting formal instruments of CSR contributes to create cognitive SC that is endogenously determined in the model; c) the level of cognitive SC and the decision of adopting CSR practices creates structural SC in terms of a long term relationship between the firm and the weak and strong stakeholders.” (Sacconi and Degli Antoni, 2009, p 1).

Corporate Reputation, provides strong guarantees to stakeholders that their support will not be abused (Dentchev and Heene 2003, Pancheva, 2008), and also enhances the ability to negotiate more attractive contracts and to attract potential employees (Fombrun 1996) and, in a mega-event context, also volunteer forces (Bang, 2009). In this sense corporate reputation is a vehicle for nurturing engagement amongst stakeholders characterized by cognitive social capital. In this context, stakeholders provide portions of the network’s overall reputational capital. Figure 3.1 depicts how this possible virtuous circle between enhancing corporate reputation and nurturing stakeholder engagement is

facilitated by CSR practices and leads to the formation of reputational capital in stakeholders network.

3.1.1.1 Social capital dimensions amongst stakeholder's network

Social capital in this research is understood as “features of social life-networks, norms and trust that enable participants to act together more effectively to pursue shared objectives” (Putman, 1995, p 67). Social capital contributes to collective action through networks characterized by shared norms, values, reciprocity, and trust that facilitate cooperation, flow of information, and creation of intellectual capital and economic development (Coleman, 1988, 1994; Putman, 1995; ElKhashab, 2010). Cognitive and relational dimensions, typically present in social capital assessment tools, extend dimensions of the network structure to consider stakeholders engaged in effective collaborations (Nahapiet and Ghoshal, 1998; Narayan and Cassidy, 2001; Frank, 2005; Grootaert et al, 2004). Network “structure and composition” defines the patterns of relationships between actors but the quality and intensity of interpersonal ties is determined by “cognitive” factors (Pavlovich, 2008, cited by ElKhashab, 2010). According to Uphoff (2000), the cognitive component is derived “...from mental processes and resulting ideas, reinforced by culture and ideology, specifically norms, values, attitudes, and beliefs that contribute cooperative behaviour and mutually beneficial collective action” (Uphoff, 2000, p 218). Building on the Australian Social Capital Framework (Australian Social Capital Framework and Indicators, Australian Bureau of Statistics, 2004), ElKhashab (2010) identifies lines for inquiring about network structure, transactions and quality as uncovered through cognitive questions about social capital. For this study, I elaborated on her framework by including components related to

a broader and explicit concept of shared culture and highlighted aspects of engagement previously identified in the literature. Figure 3.2, shows the result of this elaboration on the various dimensions of each type of social capital. This research considers cognitive aspects of social capital throughout the process of leveraging stakeholders' engagement and uses the identified dimensions for framing parts of the survey's instruments used to explore partnership networks associated with the cultural dimension of this case study's megaevent.

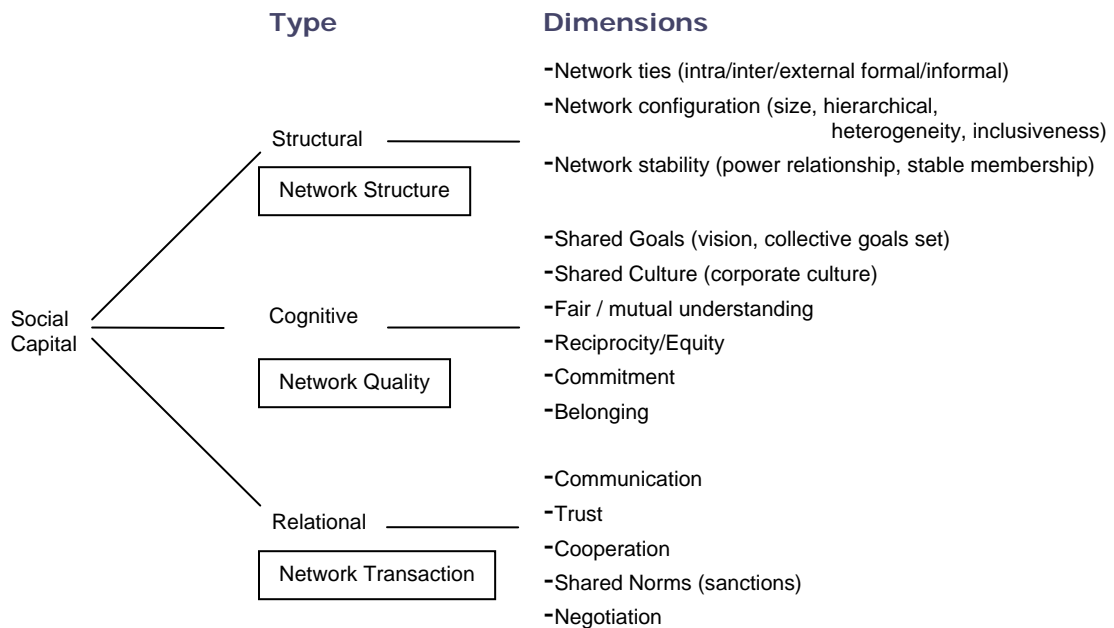


Figure 3.2 Social Capital dimensions.
(adapted from Australian Bureau of Statistics, 2004 and ElKhashab, 2010)

3.1.2 Steps toward Reputational Capital

The following model of sequential phases, takes into account frameworks derived from related research areas. The cognitive dimension of social capital indicated by Nahapiet and Ghoshal (1998) provides indicators to consider when nurturing stakeholder engagement and activation of partnerships: shared goals, shared culture, fair mutual understand, reciprocity equity, commitment, and belonging. The partnership life cycle

model described by Caffyn (2000) highlights the relevance of partnerships characteristics to consider during partnership growth. He distinguishes six phases and provides key characteristics for each of them: Pre-Partnership, Take-off, Growth, Prime, Deceleration, Continuation or After Life. The value creation process in a tourism business network presented by Lemmetyinen and Go (2009) presents strong partnering capability and knowledge creation as important factors for future-oriented value production. These characteristics are linked to the general principles and considerations identified by Jackson in his book on the generation and sustaining of Reputational Capital (Jackson 2004). Figure 3.3 summarizes the goals and the main actions to undertake in the different steps toward the forging of reputational capital: establish pre-conditions, nurturing stakeholder engagement, building partnership collaboration, ensuring consistency between actions and information released, keep monitoring and understanding different opinions and perception of multi-stakeholders (also reported in Appendix A).

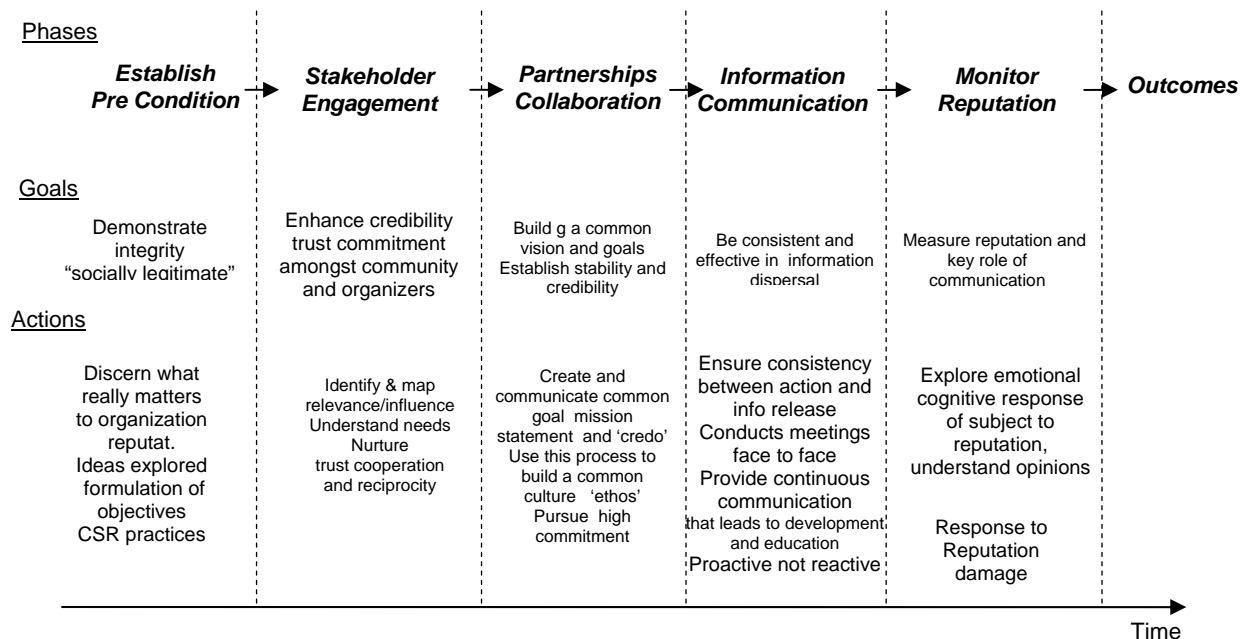


Figure 3.3 Phases for building Reputational Capital amongst stakeholders

The evaluation of corporate reputation is the first step in deciding to enter into an exchange relationship (Kazoleas, Kim and Moffitt 2001). An organization is perceived as 'socially legitimate' when its behaviour and outcomes conform to the norms of the society in which it operates. Stakeholders use the information about the institutional actions to estimate whether it is socially legitimate. An organization is believed to be 'pragmatically legitimate' on the base of perception of the fit between organizational actions and outputs and the economic standards promoted within an industry (Handelman and Arnold 1999). Therefore, stakeholders may evaluate the benefits of a prospective relationship but different stakeholders have various interests and expectations about an exchange relationship and they use different criteria. Central in this process is the consistency and effectiveness of the information released in a continuous communication and the assessment of stakeholders' perceptions and satisfactions. The satisfaction with the exchange might encourage further transactions. A later part of this dissertation explores these different phases in the context of the case study analyzed.

3.2 Stakeholder identification

The identification of stakeholders and their salience is critical to building effective relationships for event managers and providing wealth, value, or satisfaction for all primary stakeholders. By implementing studies and models from stakeholder theorists, scholars of tourism policy and event management provide contribution to event stakeholder classification. Grounding on Clarkson (1995) and Mitchell et al. (1997), Reid and Arcodia (2002) distinguish event stakeholders in 'Primary' and 'Secondary'. Primary stakeholder are those on whom the event is dependent such as employees, volunteers, sponsors, suppliers, spectators, attendees, and participants. Secondary stakeholders

include the host community, government, essential services, media, tourist organizations, and business (Reid and Arcodia, 2002). Comparing case studies in Canada and Sweden, Getz, Andersson and Larson (2007) classify external festival stakeholders as: *'facilitators'*, who provide resources and support; *'regulators'*, usually government agencies; *'co-producers'*, other organizations and persons who participate in the event; *'allies and collaborators'* such as professional associations and tourism agencies; and *'impacted'*, mainly the audience and the community (Andersson and Getz, 2008, pp 204, citing Getz et al., 2007). Adapting from Freeman (1984), Sautter and Leisen (1999) depict a map of stakeholder groups considering: employees, local businesses, residents, activists tourists, national business chains, competitors, and government. Using an empirical approach, Andersson and Getz (2008) examine the perceived dependence of stakeholder by providing a list of 15 possible stakeholders and asking respondents to indicate their opinion on the level of dependence. Stakeholders considered are: paying customers (as opposed to the general public), municipality, police and public services, local artists and performers, international artists and performers, artist booking agency, used venues, the media, local sponsors, international sponsors, independent organizations that help in the event production, suppliers, government agencies, food and beverage providers, salespeople of products at the festival (Andersson and Getz, 2008). Although little research on mega-sport event stakeholders has been undertaken, the literature contains different studies with different stakeholder identification and, even if some categories are usually present across studies, a generalization on the stakeholder types is not possible. Kearins and Pavlovich (2002), for example, focus their attention on environmental lobby and watchdog groups in green event management by presenting the

case of Greenpeace Australia as NGO involved with the National Olympic Committee (NOC) for the Sydney 2000 Olympics. Similarly, Parent (2008) considers national sport organizations, local newspapers, aboriginal communities and different government agencies at local and national level for the Pan American Games held in Winnipeg (Manitoba) in 1999.

In this dissertation, I present a stakeholders map to describe key stakeholder groups identified in the context of the organization and delivery of cultural and celebrative program connected to the XXI Olympic and Paralympic Winter Games. I believe that the typical types of stakeholders that are associated with tourism/festival destinations should be identified not only on the basis of their role and relationship with the event organization but also considering the surrounding community. The corporate-community stakeholder relationships is embedded in the place who host the mega-event. Especially in the context of mountain resorts, like the case of Winter Games, a place-based model is needed to capture the distinct features that characterize resort destinations and relationships within the host-community. Two conceptual models are therefore considered together with the classifications presented above:

- the Kotler-Haider-Rein's (1993) model for stakeholders and levels of place marketing;
- the stakeholder model of corporate-community relations ideated by Gill and Williams (2005).

Kotler et al. (1993) highlight the importance of collaboration between the public and private sector and the need to involve all stakeholders in shaping a place's future (p 18). They consider local/regional government, business community and citizens in a

place marketing plan relationship for “making the place hospitable and enthusiastic about attracting new companies, investment, and visitors to its community” (p 20).

Gill and Williams (2005) explain the complexity of interactions between corporate stakeholders and community stakeholders and how these relationships are interlaced within the context of a place characterized by a unique set of attributes reflecting the economic, political/regulatory, socio-cultural and biophysical environments. Their list of primary stakeholders includes: customers, employees, suppliers, competitors and shareholders on the company’s side; and local government, community leaders, residents, local businesses, NGO and community groups on the community side. In a mountain resort, relations are extended also outside the place to commuting work force, second homeowners, tourists, external suppliers and corporate headquarters. The corporate-community relationship is a dynamic equilibrium of reciprocal dependencies. As Gill and Williams point out “While the corporation represents the main economic driver upon which the community depends, the corporation is also dependent on the community, not only to provide regulatory approval for its development plans [e.g. ski developments on public lands], but also to maintain a high quality environment and service level to complement the corporation’s image” (Gill and Williams, 2005, p 312).

3.2.1 Place-based model for Mega-event Stakeholders Network

The stakeholders identification in the context of Cultural Olympiad hosted in a mountain resort is driven by classifications and models introduced above integrated in an hybrid mapping structure. The mapping structure for mega-events stakeholders

relationships should be representative and considerable of features derived from three arguments presented in the previous chapter on the theoretical dissertation:

- the shifting in stakeholder theory toward networked models respect the usual consideration of a central hub with stakeholders around (2.4.1);
- the importance of hub-organizational in the network to support and develop strategic alliances and sustain network social responsibility practices (2.4.2.4);
- the coexistence of different types and levels of inter-organizational relationships among multiple sub-networks with a central role of strategic alliances between main partners for networked event/tourism core-competence (2.4).

I conceptualize a model where local authority, arts' associations, sports' associations, community groups, tourism bureau and local businesses representatives are key elements of strategic alliances created for organizing and delivering a mega-event incorporated in a broader strategic plan for the host-destination tourism development. Together they are the event organizers and they establish different inter-organizational relationships with stakeholders locally but also outside the mountain resort. Local businesses sub-network could be composed by stakeholders across sectors of accommodation, food and beverage, retails, transportations, amusement recreation and other business services. Sports and Arts associations encompass also education and health associations, non-profit and non-governmental organizations, and community groups. The model is hybrid because to these stakeholder groups overlaps two main stakeholders category: spectators, distinguished in residents and visitors; and all those who contribute to event delivery, distinguished in volunteers and task force. The figure 3.4 greatly simplifies the complexity of the various interactions and possible linkages between stakeholder groups. For example, volunteers are in many instances residents; other residents may be part of

the community groups and associations; local businesses may function as suppliers or sponsors. In the case of the Olympic and Paralympic Games the complexity of relationships between event organizers and their stakeholders is amplified by the presence of local, provincial, and federal institution representatives, local organizations, suppliers as well as other more global media, sponsors and actors in both public and private sectors.

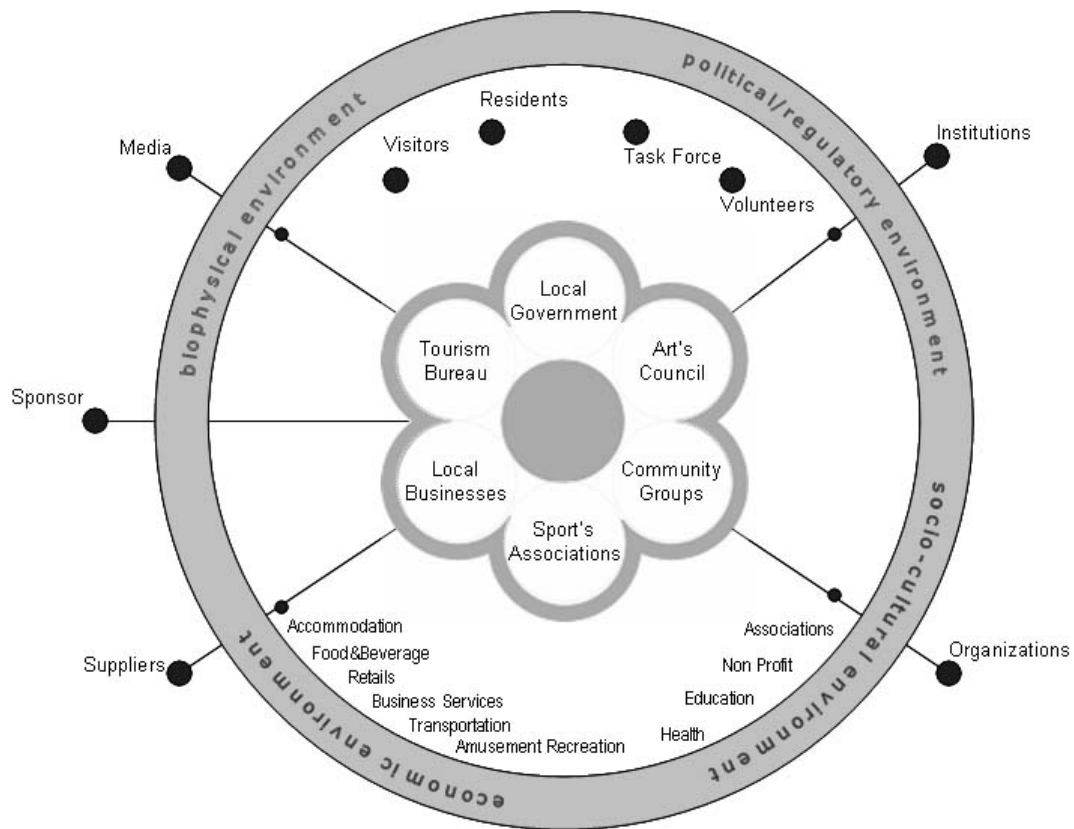


Figure 3.4 A place based model of mega-event stakeholders

The local government is the organizational hub in the network and later in the discussion, I present a version of this model where stakeholder identification is nailed in the specific case study with the support of the manager of strategic alliances for Whistler Live!

3.3 Shaping mega-event host-destination reputation

The theoretical frame guiding this work is based on a conceptual model that illustrates the path towards greater competitive advantage and sustainability associated with the hosting of mega-events. It considers the model for community ownership of event managed under a market-orientation approach (Capriello, Fraquelli, 2008, p 10). It begins with festival management organizations enacting social responsible strategies as part of their corporate mandate. This leads them to the application of specific and targeted stakeholder engagement strategies, and through these engagement strategies to the nurturing of positive reputational capital with these stakeholders. More specifically, the reputation of communities is in part shaped by the reputation of local businesses and organizations operating in these places. The way in which these stakeholders operate not only influences the type of social licence to operate bestowed on them by the community, but also helps configure the types of capital and competencies available to both the event organization and the community's stakeholders.(-i- Figure 3.5)

The accumulated reputational capital in turn becomes a contributor to the host destination's ability to compete more effectively for needed resources, and as such to become more sustainable. Amongst networks of partners and stakeholders, reputation drives strategic alliances, resource accessibility, capabilities development and reconfiguration (-ii- Figure 3.5). Figure 3.5 summarizes this process of forging (shaping) the Host-resort reputation.

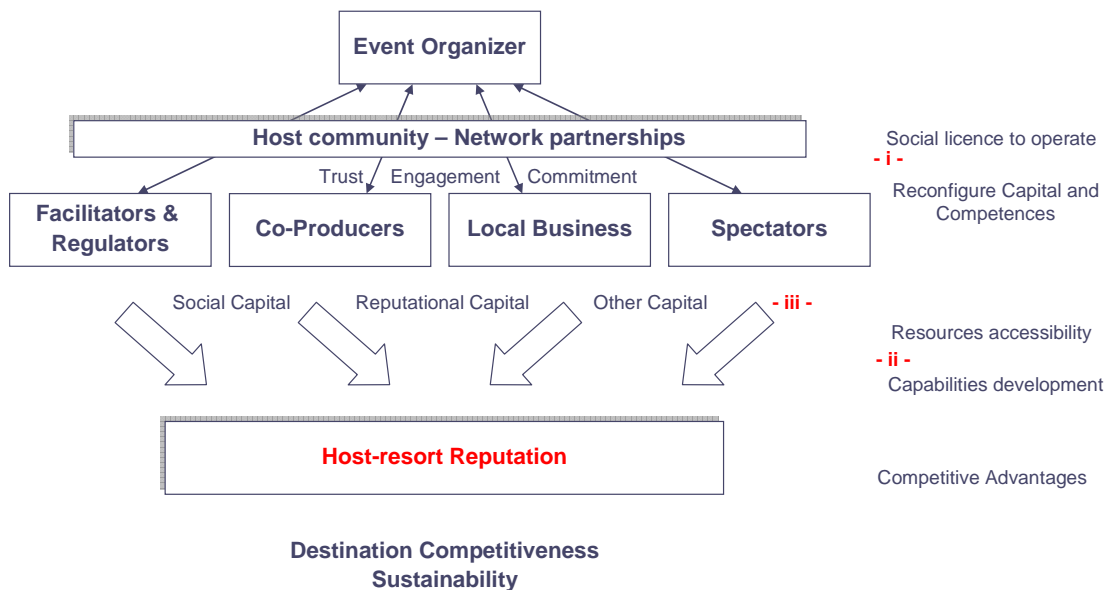


Figure 3.5 Fostering host-resort reputation
(inspired by ‘community ownership of event’, Capriello and Fraquelli, 2008)

The management of mega-events by local organizations provides community’s with a strategic platform on which to build and showcase the skills, capabilities and responsiveness of themselves and their strategic partners. The way in which the mega-event organization manages its responsibilities and inter-relationships with its strategic stakeholders determines not only its access to needed resources, but also the extent of its transaction costs. Equally important, it also contributes to overall reputation of the event organization and the community hosts the event. While crafted by the behaviour of single organizations, reputation is like social capital in the sense that by partnering with other organizations in the community, it helps shapes the reputation of the entire host destination (-iii- Figure 3.5).

3.4 Host-Resort Destination Reputation

In a tourism context, the multi-faceted and holistic nature of visitor experiences is shaped by an array of encounters prior to and during the visit (del Bosque and del MarGarcia, 2009, Kwon and Vogt, 2009, Helm, 2007). The host destination's reputation is in part influenced by how well the combined efforts of all corporate and public partners in the tourism value chain collectively respond to the visitor's demands. In a mega-event context, the seamlessness of their interactions and responsiveness to stakeholder requirements is shaped by local governance systems employed by the event organizers to manage the network of partners. The strategic management attributes addressed and the processes of management employed shape the event's delivery and in part the reputation of the organizers and their partners.

While the actions of event management actors contribute directly to corporate reputation, other attributes beyond their direct responsibility also play a role in shaping a destination's wider reputation. Typically they relate to the management of other resources critical to stakeholder experiences. These include how supporting and core destination attributes such as psychography, infrastructure, accessibility are managed (Ritchie and Crouch, 2003) and how relationships between visitors and residents are managed (Kotler, Haider and Rein, 1993). For instance the management of event volunteers can play a significant role in shaping how visitors and residents perceive the reputation of the event organizers and destination community. Indeed, the reputation of the event organization prior to the event may affect both the extent and type of volunteer engagement (Bang, 2009).

3.4.1 A proposal definition of host destination reputation

A host-destination's reputation relies on the reputation of that network of organizations participating in the governance and delivery of specific services deemed important to key markets. It extends beyond solely corporation responsibilities, to include the management of attributes deemed relevant to visitors and residents. Bases on these perspectives, this dissertation offers the following definition of host- destination reputation.

The host-resort destination reputation is a multidimensional construct that describes the overall appeal of the host-destination and the resort organization's ability to understand and meet the needs and the expectations of its target markets, as aggregate of multi-stakeholders' perception.

The following section outlines that combination of corporate and non corporate management dimensions/themes that provide the collective foundation of factors central to host destination reputation.

3.4.2 Towards the identification of Host-destination reputation dimensions

While the preceding review of existing frameworks for the assessment of reputation offer a foundation of factors to consider and measurement methods to employ in examining reputation capital. However, little of what is available is customized to the unique characteristics of resort destinations – especially those hosting mega-events. The Reputation Quotient developed by Fombrun et al. (2000) is considered an inspiring reference model due to its recognition and consolidation of measures for corporate reputation over a decade and its recent adaptation in the development of Country Reputation. However, an adaptation of Fombrun's framework needs to take into account

dimensions belonging to the literatures of destination competitiveness, ‘sense of place’, branding, mega-event management, sustainability and strategic planning.

Categories of customers’ perceptions on hosting a mega event

Physical characteristics	Natural features of the host destination What is present in the host-resort.
Activities / Products / Services	What is available / provided /organized by a tourism industry, municipality, local business and organizations.
People / Atmosphere created	‘sense of place’ and the interlaced factors of social/cultural relationships and individual experiences within the place community. A consequence of community ownership.
Event related characteristics	attraction significance addressed specifically by the event hosted. It highlights features from the previous categories related to the particularity of the event.
Vision / Effective Governance	The way in which the event is organized and delivered. how well organizational responses are meeting the demands and expectations of many organizational stakeholders.

Table 3.1 Factors contributing to customers’ perceptions on mega event host destinations

Table 3.1 presents a categorization of perceptions’ for destinations hosting mega events. The first three categories complement Kotler’s ”audit instrument for a place and related to aspects of infrastructure, attractions, people” (Kotler et al, 1993 p136). The other two regard the specifics of hosting mega-events and the way in which such phenomena are organized and integrated in broader destination planning and policy. All of five categories are particularly related to spectators’ perspective. However, host-destination reputation is also linked to the perceptions of those strategic partners interacting directly with the host organization in the staging of the meg-event. Their perceptions of the host destination based on their mega-event experiences with the local organizers also contribute to the destination reputation in a meaningful fashion. The performance measures in this context reflect those discussed earlier in this chapter. .

Performance indicators in this context include those associated with economic and managerial aspects of mega-event management, as well as perceptions of the overall governance capacity of the community with respect to issues such as environment, social responsibility and sustainability. Consequently, an expanded set of indicators is created considering the following main sources:

- Reputation Quotient developed by Fombrun et al. (2000), CountryRep instruments created by Reputation Institute in 2009, and Reputation Index envisioned by Cravens et al (2003) as attempt in standardizing.
- The Destination Competitiveness framework introduced by Ritchie and Crouch (2003), and the Destination Competitiveness determinants discussed by Dwyer and Kim (2003).
- Dimensions conceptualized by Konecnik and Gartner (2007) concerning customer-based brand equity for a destination.
- Event-organizer reputation priorities (e.g. public government documents provided by Department of Canadian Heritage - Government of Canada, the Resort Municipality of Whistler, Whistler Arts Council, VANOC Cultural Olympiad).
- The Whistler 2020 comprehensive sustainability plan (Whistler 2020).

Several sets of literature have helped shape the development of the reputation indicators used in this dissertation's model. The identification of reputation indicators for a host-destination follows the scale development model indicated by Spector (1992) and used by Fombrun et al. (2000) where construct definition and scale design are the first two steps; followed by a pilot test, administer the scale and analyze items, and validate the scale. (Spector, 1992 cited by Fombrun et al, 2000) The follow section presents the scale design. (Table 3.2, Figure 3.7 and also Appendix B summarizes them.)

3.5 Host-resort reputation dimensions and key performance attributes

The overall themes of Esteem, Admiration, Trust, and Feeling present into Fombrun's et al. (2000) Reputation Quotient (RQ) has been enriched with another the theme in this dissertation: 'Pride'. Community Pride is largely recognized in the literature as a desired effect of hosting a mega-event and is considered to be an important factor in shaping event community ownership and the 'spirit of a place' (Dwer, Mellor, Mistilis, Muler, 2000; Lade and Jackson, 2004; Gursoy, Kim, Uysal, 2004; Getz, 2007). In this dissertation's case study, the generation of civic pride was also a major objective of the mega-event's cultural sponsors (i.e. Department of Canadian Heritage - Government of Canada and Cultural Olympiad –VANOC).

The common reputation dimensions present in Fombrun's et al. (2000) and other related frameworks (section 2.5.4.2), are adapted to the context of host destination. They include stakeholder perceptions of the host destination's: 'appealing environment', 'products and services', 'vision and governance', 'working arrangements / partnerships', 'financial performance', and 'social responsibility'. Two new dimensions are introduced 'cultural significance', and 'alignment with sustainability' for assessing the significance of the event considered and the perceived alignment with the remarkable sustainability strategy presents in the host-resort studied.

This design process takes into account the multidimensional strengths of a tourism destination highlighted by Ritchie and Crouch (2003). Their analysis adopts, adapts and extends Porter's (1990) model for source of economic competitiveness of a nation to a destination context and explain the evolution of competitiveness along the dimensions reproduced in figure 3.6.

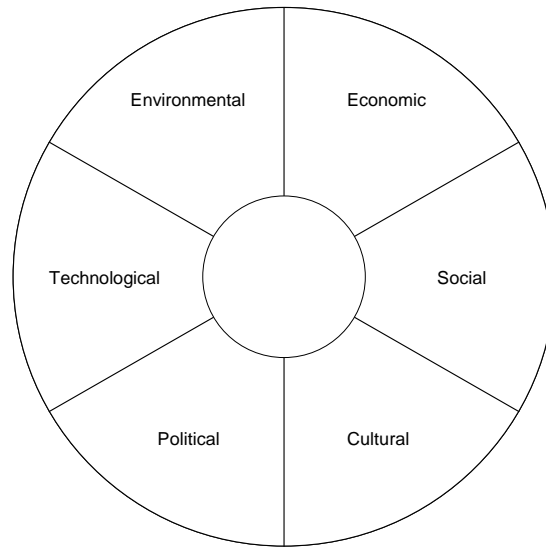


Figure 3.6 The multidimensional strengths of a tourism destination

Porter’s model is certainly an important and highly recognized contribution in the evolution of thinking of economic competitiveness for a nation. As Ritchie and Crouch point out, Porter’s diamond may not be entirely relevant to a tourism destination that requires smaller-scale regional models. However, both Ritchie and Crouch model and Porter’s diamond provide the background and a number of insights to keep in mind during the development of any framework or scale linked to destination, its competitiveness and its resilience.

3.5.1 Appealing Environment

In a corporate context, the RQ considers the ‘emotional appeal’ as a dimension for capturing how much the company is liked, admired, and respected (Fombrun, and Foss, 2001). In ‘Country Rep’ (CR) (Trad, Pinskiar, Fombrun - Reputation Institute, 2009) the ‘appealing environment’ explores how beautiful and enjoyable a country and the lifestyle is perceived. In the context of a destination hosting a mega-event, this dimension aims to

capture the general appeal of the destination extended to the unique atmosphere created by the event. 'Appealing environment' and 'products and services' are the dimension more close to the large existing literature on the destination's image and destination's brand image. Consequentially, several attributes could be considered along the 'functional – psychological' axis described by Echtner and Ritchie's (1993) in their model for destination's image or, following a marketing perspective, from different brand associations. The availability of the destination brand strategy, provided by Tourism Whistler, helped to restrict the brand associations for the host-resort brand-image. In this study :

'natural beauty' refers to the presence and quality of flora, fauna, water, and other natural features of destination landscapes. It is what Ritchie and Crouch (2003, 2006) call those 'physiography and climate' factors in physical settings that shape overall destination competitiveness. It is an indicator present also in the 'Country Rep';

'good place to host events' refers to the RQ dimension expressed as 'general good feeling'. It provides an indication of how stakeholders feel about the host destination especially with respect to mega-event staging. It is also a way to verify the perceived compatibility of the event with the destination and its ability to generate an enjoyable atmosphere. The atmosphere and a general alignment between Olympics and destination identity is also a vehicle for effective destination marketing (Singh and Hu, 2008);

'community pride and belonging' refers to a dimension of atmosphere related to the strength of community pride instilled as effect of the event hosted (Gursoy, Kim, Uysal, 2004).

3.5.2 Products and Services

The “Perception of the quality, innovation, value, and reliability of the ... products and services” (Fombrun, and Foss, 2001, p 1) can be easily translated from corporate to resort context. It involves cognitive opinions on the quality of products and services provided at the host destination to the event stakeholders. In this study:

‘quality of recreation/hospitality products and services’ refers to the quality of products and services. It is a very common attribute across the different assessment tool reviewed (e.g. RQ, item 6; CR, item 4; and RI, item 1);

‘good value for money spent on products and services’ refers to customers’ feeling in a relation cost-value and it is an indicator present in both corporate reputation model (e.g. RQ) and tourist satisfaction model consider good value for money in the assessment of perception on quality of services (del Bosque and Martin, 2008). It also helps to understand willingness to pay a ‘premium price’ for recognized added value;

‘good infrastructure/technology for hosting events’ refers to event infrastructures and innovativeness. Other tools, in other contexts consider ‘technology attribute’ as an indicator of products’ innovativeness and company know-how (RQ), or a perception on technologically advanced country (CR). In Whistler’s events, there is emphasis on the technology and a goal to set the new global benchmark for Live Sites! production, using high tech components and digital system for the entertainment in an extremely innovative and experimental way (RMOW, 2008).

3.5.3 Cultural Significance

This dimension gathers perceptions on the cultural significance of the event. Not in sense of evaluation of narrative, or the way in which performances and exhibitions are

realized but the contribution of Whistler Live! to enforce cultural goals declared by event organizers. The emphasis on using Whistler Live! for enhancing Canada's and Whistler cultural position is the effort shared by several funding institutions and arts' associations, at local and inter-provincial level (e.g. Department of Canadian Heritage – Government of Canada, VANOC Cultural Olympiad, Resort Municipality of Whistler, and Whistler Arts Council). At local and provincial level, several attributes are already considered in statistic to assess the number of artists, the cultural associations, schools, programs activated / sponsored, or the percentage of local artists on artists from other provinces. This study considers the reputation of a host resort therefore the focus is on the component experiential of the event attended by local as well as international visitors and how the event is able to enrich their experience culturally. This dimension has a statement to probe the specific event, a statement to probe the promotion of local culture, and statement to probe culture from other places, more specifically the interaction with culture from other places. This last item aims to consider the cultural enrichment that may be facilitated at an host Olympic city by the multicultural interaction as legacy that remain in the city. An example is what happened in the Barcelona 1992 Games when the Olympics and also the first version of Cultural Olympiad helped to open the city after its Franco era with a festive and multi-cultural Olympic celebrations.

'supports the spirit of the Olympic Games refers to the perception of how well the delivered program could facilitate the creation of the festive atmosphere of celebrations and supports the 'Olympic spirit';

'promotes/showcase Local Identity and Aboriginal Culture' refers to the perception on how well the delivered program supports and promotes aboriginal culture;

‘encourages interaction between people from different ethnic and multi-cultural backgrounds’ refers to the ability to carry on the event encouraging interaction between people from different ethnic and multi-cultural backgrounds.

3.5.4 Working/Partnership

In a corporate reputation model this dimension is related to the workplace environment and the quality of employees; in the host-resort model the focus is on the network of strategic alliances and collaborations constituted for organizing and staging the “once in a life” event. Specific themes need to be addressed to partners for understanding the reputational capital gained by the network and the creation and reconfiguration of resources and capabilities. Therefore, attributes of this dimension are based on general stakeholders’ perceptions of the partnerships and the working/learning environment. In this study they include:

‘partnership management capacity’ refers to the existence and longevity of alliances for partners, and how event organizers are able to sustain the quality and duration of relationships;

‘provides a positive working environment / learning development’ refers to the ability to establish a learning environment to develop new skills and share resources;

‘works with credible partners to support stronger resort community’ refer to the declared goal of strengthen the “partnership for success of the community” (RMOW, 2006). The accent on having the community development in mind is stressed by Ritchie (2000) and it is an important component of the follow dimension.

3.5.5 Vision/Governance

Corporate reputation indicators explore perceptions of the extent to which company has a clear vision, strong leadership (Fombrun, and Foss, 2001) and effective governance (Reputation Institute, 2009). This is an important dimension in the host resort context and corresponds with Ritchie and Crouch's (2003, 2006) 'policy attribute' in their competitiveness assessment model. The governance indicators elicit perceptions about how effectively the mega-event organization managed the immediate needs of the event, as well as contributed to broader destination long-term goals. "Creating right environment for athletes, visitors and residents"; "preparing for extraordinary Games"; "enhancing arts, culture"; and "community engagement" are examples of tactical goals declared by the Resort Municipality of Whistler (RMOW, 2006). They are under the umbrella of strategic use of events within local government (Pugh and Wood, 2004; Dwyer and Forsyth, 2009) where community participation and involvement is a key factor (Lade and Jackson, 2004). The attention on community development is central for the dimension vision/governance. Using Ritchie's (2000) words: "unless the event is carefully and strategically planned with destination and community development in mind, it can be difficult to justify the large investments required" (Ritchie, 2000, p 155). Key performance attributes for the assessment of perceptions on 'vision/governance', as same as for 'working/partnership' and 'social responsibility' dimensions, could be differently specialized for particular categories of stakeholders with an inside view and understanding of the event's delivery. Additional and deeply analysis of particular perceptions will be considered in the assessment of Host-resort reputation but for the purpose to collect aggregate perceptions amongst all stakeholders, the follow common components of effective governance are considered:

'has qualified and organized leadership' refers to the overall quality of the leadership and derived by an adaptation from 'excellent leadership'(RQ), 'run by effective government'(CR), and 'CEO personal reputation' (RI));

'uses the event as part of long term plan / goals', refers to ability to implement effectively integrate the delivery of the mega event in a broader plan for the destination and the demonstrated ability of decision-makers to have a specific vision for the future;

'gets community benefits from events that it hosts', refers to an effective governance community-driven;

'meet visitors / residents needs' this refers to the 'identification and responsiveness to customer needs' (RI) but imply something more. It is a proactive way to anticipate and understanding expectation. Enhancing the resort experience and exceeds visitors expectations is a general consideration of the resort as a good place to live/visit. According to Kotler, et al (1993) places need to balance the needs and wishes of local people with projects that will offer return and visitors satisfaction. In order to assess both sides, this attribute could be split in two distinct statements. Other assessment tools have similar attributes, such as, 'enjoyable country' and 'appealing life-style' (CR).

3.5.6 Social Responsibility

This dimension focuses on overall perceptions of how local governance and event organizers are dealing with social issues, adopting progressive social economic policies, charitable endeavours, ethics policy, procedures for ethics violation.

‘conducts its activities in socially responsible ways’ refers to an overall ability to demonstrate social responsibility. It’s an indicator of gained social legitimacy;

‘effectively engages local community members’ refers to inclusiveness and ability to engage and keep engaged valuable members of the community;

‘encourages volunteers to play an important role in making it an hospitable place’ refers to activities implemented to sustain volunteer forces and get the volunteer involved and part of the resort overall experience . The role of volunteer in mega event is is recognized in the literature. How event organizers support volunteer role in delivery the mega-event. According to Bang (2009), the organization reputation has also a direct and indirect effect on the level of volunteer commitment (Bang, 2009).

3.5.7 Financial/Economic Performance

In the context of mega-event host-resort destination, this dimension is about the perceptions concerning n the ability to maximize business success and capitalize on economic opportunities in the host destination. This is the dimension where attributes are adapted by similar study in the corporate context:

‘offers a relatively low risk investment environment for business’ refers to an adaptation of ‘looks like a low risk environment’, from corporate context;

‘has the assets and financial tools needed for future economic growth’ refers to an adaptation of ‘looks like a company with strong prospects for future growth’;

‘is well-positioned to outperform other resort destinations in the future’ refers to adaptation of ‘tends to outperform its competitors.

3.5.8 Alignment to Sustainability Plan

The strategic sustainability plan developed by Whistler seeks to reinforce its reputation through the promotion and encouragement of community activities that perform according to a set of recognized sustainability principles. The sustainability indicators explore the extent to which the mega-event stakeholders perceive Whistler's reputation with respect to sustainability to have increased as a result of their Whistler Live! experiences. Three indicators are used to examine reputation in this context:

'conducts its activities in environmentally responsible ways' refers to activities for stewarding the environment;

'strong vision for accelerating its journey toward sustainability' refers to the claim in the sustainability plan and many times communicated and enforced. It is an assessment on how it is perceived;

'has engaged its community in promoting sustainable practices' refers to an aspect very similar to the community engagement, already considered in the social responsibility dimension. This specific attribute focuses on the practices and strategic objectives identified in the plan developed in consultation within the community.

Once again, community participation and involvement is an important matter in the context of hosting a mega event. Several attributes across the different dimensions are similar aspects of the central theme of community ownership of the event and community development strategy: 'inspires community pride and belonging', 'gets community benefit from events', 'effectively engages local community members', and 'has engaged its community in promoting sustainable practices'.

Figure 3.7 summarizes the host destination reputation dimensions and the identified key performance attributes.

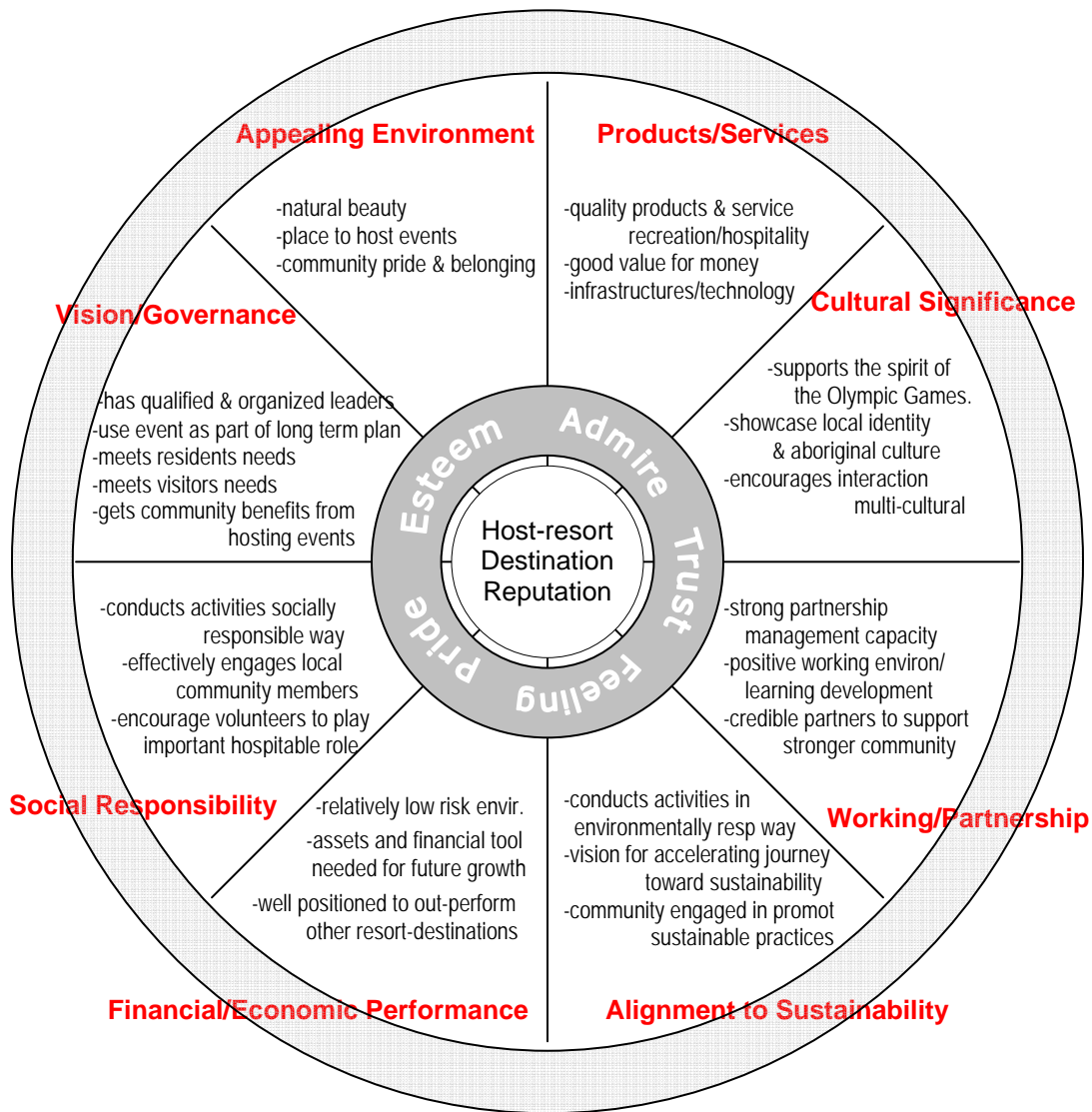


Figure 3.7 Host-resort reputation dimensions and key performance attributes

For better understanding the origin of each attributes and tracing their reference, Table 3.2 précis details on their references.

Dimension / key performance attribute	Reference – origin
Appealing Environment	
has natural beauty	Tourism Whist.- CR (1) - Ritchie & Crouch, 2003
good place to host events	Adapted from RQ (1) - Singh and Hu, 2008
event inspires community pride and belonging	Gov. of CAN – Getz, 1997 - Lade & Jackson 2004
Products and services	
high quality products and recreation/hospitality services	Quality attributes in Konecnik & Gartner, 2007
good value for money spent on products and services.	RQ (6) – CR (4) - RI (1)
good Infrastructures/technology for hosting events	Quality services/experience in Ritchie&Crouch, 2003
	RQ (7) del Bosque 2008
Cultural Significance	
supports the spirit of the Olympic Games	RQ (5) – CR (6) - RMOW
promotes/showcase Local Identity and Aboriginal Culture	Gov. of CAN - VANOC – Whistler arts council
encourages interaction between people from different ethnic and multi-cultural backgrounds	Gov. of CAN - VANOC – Whistler arts council
Vision / Governance	
has qualified and organized leadership	Gov. of CAN friendly atmosphere in Konecnik & Gartner, 2007 – Kotler et al. 1993
uses the event as part of long term plan/goals	Destination policy in Ritchie and Crouch, 2003
meets visitors / residents needs	RQ (8) – CR (9) – RI (12, 13)
gets community benefits from events that it hosts	RQ (9) – King et al,2000 – Pugh & Wood, 2004
	CR (2,3) – RI (41) – Kotler, Haider, Reinn, 1993
	Pugh and wood, 2004 - Derret 2003 – Singh 2008
Working / Partnership	
has strong partnership management capacity	RQ (11) – RI (20, 21, 23, 24) Stokes, 2004
provides a positive working environment / learning development	RQ (12) – RI (6, 10)
works with credible partners to support stronger resort community	RQ (13) – RI (25, 26) - Ritchie, 2000
	RMOW partnering for success
Social Responsibility	
conducts its activities in socially respons. ways	RQ (14, 16) – CR (10,11) - RI (36, 48, 49, 51)
effectively engages local community members	RQ (14, 16) – CR (10,11) - RI (36, 48, 49, 51)
encourages volunteers to play an important role in making it an hospitable place	Bang, 2009
Financial/Economic Performance	
offers a relatively low risk investment environment for business	CR (8) RMOW maximize business opportunities
has the assets and financial tools needed for future economic growth	RQ (18)
is well-positioned to out-perform other resort destinations in the future	RQ (20)
	RQ (19)
Alignment to Sustainability	
conducts its activities in environmentally responsible ways	RMOW Whistler 2020 sustainability strategies
strong vision for accelerating its journey toward sustainability	RQ (15) – RI (32)
has engaged its community in promoting sustainable practices	RMOW
	RMOW

RQ = Reputation Quotient (Harris and Fombrun, 2000)
CR = Country Rep (Reputation Institute Trad, Pinskiar, Fombrun, 2009)
RI = Reputation Index (Cravens, Goad Oliver, Ramamoorti, 2003)
Gov of CAN = Department of Canadian Heritage, Government of Canada
RMOW = Resort Municipality of Whistler

Table 3.2 Host-resort reputation dimensions and key performance attributes

3.6 Reputation assessment in a mega-event host-destination context

Corporate reputation is based on the perceptions of multiple stakeholders and how they perceive their experiences in dealing with the organization or what they have heard about the organization (Fombrun 1996; Davies and Miles 1998). This dissertation adapts corporate models to the particular dynamic system of strategic alliances created in a resort destination that hosts a mega-event, It is proposed that the overall reputation of the hosting resort is built on the perspectives of two primary groups of stakeholders: ‘spectators’ and ‘partners’.

- Partners are members of the internal collaborative network of stakeholders who contribute to the preparation and delivery of the event.
- Spectators are external stakeholders, who participate to the delivered event. They are the customers who shape a portion of the destination’s reputation through their words and actions after the event is over.

According to the reputation chain defined by Davies et al.(2003), the subdivided views on ‘identity’ and ‘image’ are shaped by satisfaction with a series of linkages and interactions encountered through experiences. Figure 3.8 shows desired outcomes at the end of the reputation’s flow such as ‘commitment’, ‘bonding’ and ‘pride’ for partners and ‘word of mouth’ and ‘good feeling’ for spectators.

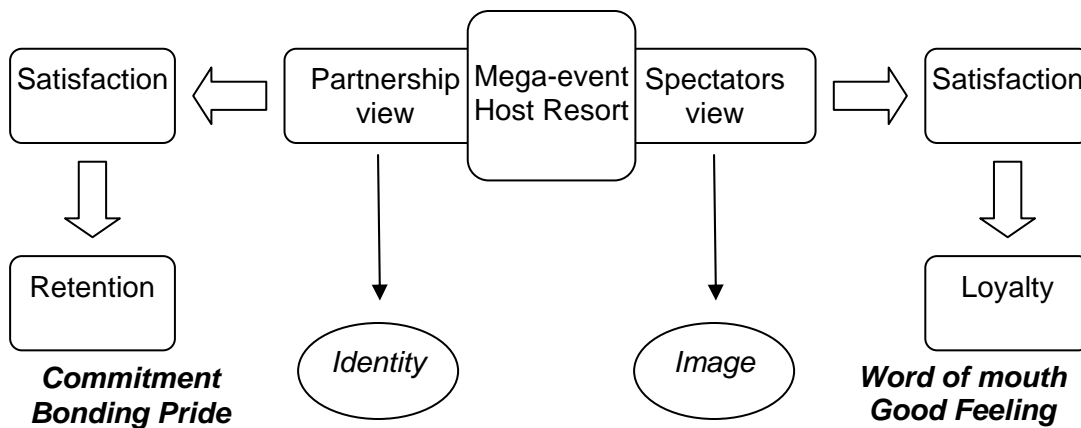


Figure 3.8 Mega-event hosting resort reputation chain
(source: adapted from Davies et al. 2003)

3.6.1 Multi-stakeholders perceptions assessment

The scenario of a resort community that hosts a mega-event, is reach of a multitude of internal and external stakeholders (section 3.2.1). For example, suppliers, investors, sponsors, and volunteers are stakeholders with some internal views of the event organization and different levels of involvement in event specific activities. Accordingly, their respective levels of knowledge and perceptions of the host destination and the organization of the mega-event is specific to their individual experiences. Therefore the framework for the assessment of perceptions contains a common set of indicators that can be individually assessed by different stakeholder. Given the range of experiences encountered by stakeholders, it is important to identify the variations and similarities in perceptions expressed by each group. For the purposes of this study, the stakeholders include: tourists, residents, Olympic-travellers, local entrepreneurs, volunteers, sponsors, investors, associations, organizations, suppliers, media, local authorities, government agencies.

3.6.2 Measuring spectators response - considerations for survey instruments

Tourism destinations offer services and experiential products which are produced and consumed simultaneously. Therefore, the reasoned or emotional perception of spectators' needs, expectation, and satisfaction should be evaluated with respect to functional and experiential dimensions (Koneckik and Gartner, 2007).

Reasoned perception is the outcome of a rational analysis, is what people believe. Emotional perception, is the outcome of an emotional bond, is what people feel. Therefore, perceptions should be assessed by indicators and statements able to gather what respondents feel, what they know, and furthermore, what they do. In this scenario, the studies on customers' responses in the marketing discipline provide a valid support to measure cognitive, affective, and behavioural response. Experiential benefits related on what it feels like to use a tourism service or participate to a specific initiative created within the event can be evaluated in the same way that functional benefits are perceived as advantages during the use of product and its attributes (Oliver, 1993; Ritchie and Hudson, 2009). Spectators can be divided in residents and visitors (or tourists) and for both groups the literature on branding a destination typically adopt to the same categories for classifying response levels: cognitive, affective, and behavioural (delBosque and Martin, 2008; Kwon and Vogt, 2009).

Analyzing the key measure of customer response, Lambin (2004, 2008) considers cognitive response the one relates to retained information and knowledge; affective response the one concerns attitude and evaluation; and behavioural response the one referring to action and behaviour during and after the purchase. He presents these

response levels as a sequence of stages reached “successively and in this order: cognitive (learn) – affective (feel) – behavioural (do)” (Lambin, 2008, p156).

Cognitive response

Awareness – Saliency – Familiarity – Recall – Recognition – Knowledge – Perceived Similarity.

Affective response

Attitude – Consideration – Affinity – Esteem – Relevance – Preference – Intention to buy – Perceived value – Differentiation.

Behavioural response

Fact-finding behaviour – Trial purchase – Repeat purchase – Share of category requirement (exclusivity) – Loyalty – Bonding – Satisfaction/dissatisfaction

Table 3.3 Key measures of customer response. (source: Lambin, 2008)

The design of survey instruments for the assessment of spectators’ perceptions should consider statements across these three levels of responses for probing what spectators know, feel, and do. A comprehensive survey instrument should also present statements and questions that collect opinions and perceptions not only through structured standardized questions, but also with open-ended probes. Open ended questions solicit the respondents’ provide options for respondents to express their top of mind remarks concerning topics from past and immediate experiences they have encountered without the structure of pre-determined frames of reference established by the researcher.

Whilst the assessment of key performance indicators on reputation’s dimension can take the advantages of statements presented in standardized question with responses collected using Likert-type scaling, other responses could be collected with open ended questions and the key measures of customer responses could be used for the classification.

The assessment of the host resort reputation can benefit from studies of the metrics used in marketing. Typically, dimensions of awareness and image guide the measurement of product and brand studies. There are a range of metrics used by firms to assess customers' perception and evaluate the effectiveness and correctness of information flows targeted to customers. Awareness and image provide indications on the customers' perception and in particular awareness is associated to memory and image is associated to the degree of acceptance of a brand (Brondoni, 1987). According to Brondoni (1987), awareness and image can be considered with respect to communication effects: memory about a brand provides an indication of the awareness, while the degree of acceptance (or non-acceptance) of brand association, is an indication of brand image (Brondoni, 1987). Brand awareness measures consumers' knowledge of a brand's existence and, generally, it is considered composed by brand recall (consumer correctly generate the brand from memory) and brand recognition (consumer correctly discriminate the brand) (Keller, 1993). The term 'Top of mind' is used for the first brand recalled. Therefore levels of brand awareness are: top of mind, brand recall (unaided), brand recognition (or aided recall), unknown. The development of open-ended questions in the survey took advantage of top of mind recall of respondents to explore their awareness about a variety of sponsorship and dimensions of destination reputation.

3.6.3 Additional factors for specific perspectives

In addition, reputation can be examined with partners in the context of engagement initiatives, shared culture, and sustainability practice. Table 3.4 shows statements of reputation dimension related to how well the event organizers are conducting their operations with respect to engagement strategies identified in 2.4.1.1:

transparency, inclusiveness, responsiveness, and commitment to consultation, communication and dialogue exchange. Table 3.5, instead, shows statements for perception about different elements identified as part of shared culture, and table 3.6, shows statements on perception about specific strategic goals for sustainability.

Kept me informed about what was happening during the Whistler Live! planning phase
Kept me informed about what was happening during the Whistler Live! delivery phase
Made me feel like I was welcome to participate in planning and delivery of Whistler Live!
Responded to my Whistler Live questions and needs in a timely fashion
Provided me with the information and resources I needed to do a good job
Took my perspectives into account when planning and delivering Whistler Live!
Communicated with me in a respectful manner
Encouraged me to use my judgment when caring out my Whistler Live! responsibilities

Table 3.4 Partners perspective – Engagement initiatives

a common vision with respect to expected outcomes
a common goals with respect to expected outcomes
a common understanding of expected roles and responsibilities
a common culture with respect to how to work with one another
a common trust with respect to living up to agreements

Table 3.5 Partners perspective - Shared culture

Enriching Community Life
Enhancing the Resort Experience
Protecting the Environment
Ensuring Economic Viability
Partnering for Success

Table 3.6 Local community perspective – Sustainability

Chapter Four: Methods

The goal of this research is to develop a systematic assessment method and measurement process for examining the reputational capital and capabilities generated as a result of the cultural programming associated with the Games. It uses a case study of reputation capital associated with the Resort Municipality of Whistler's extensive Games' related cultural and celebration programme (Whistler Live!) to test the utility of the model. A triangulated multi-method research strategy guides the investigation (Oppermann, 2000). Framed by topics and factors emerging from the preceding literature review, the case study's research strategy includes both qualitative and quantitative data collection components. These include face to face interviews with key informants (e.g. Cultural Olympiad –VANOC, Whistler Chamber of Commerce, Whistler Arts Council, CTV Olympics - Squamish Nation, Canadian Heritage; RMOW), online surveys with these key informants, extended to the entire group of Whistler Live! organizers and their partners, as well as intercept and online interviews with resident and visitors spectators attending Whistler Live!. Collectively these data collection systems provide a wealth of information suited to interpreting the reputational capital generated by this event (Downward and Mearman 2004). They also help reduce potential biases associated with single method forms of inquiry by providing a means of cross-checking one set of perceptions against another, thereby increasing the trustworthiness of the findings (Decrop 1999, 2004). The following sections describe research objectives and questions, the rationale beyond the use of Whistler case study of the Cultural Olympiad, the data

collection methods used, the types of data analysis employed, and the strengths and limitations of the research design.

4.1 Research Objective and Questions

The overarching purpose of this research is to develop a conceptual model that can be used to describe how mega-events can be strategically used to shape reputational capital and competitive sustainable advantage for host destinations. The overriding goal is to design a systematic assessment method for examining the dimensions of reputational capital associated with the cultural and celebrative program of the Olympic and Paralympic Games. The following specific research questions direct the focus of the investigation:

RQ 1: What are the key components of a model that describes the development of capabilities and reputational capital in resort destinations hosting mega-events?

RQ 2: Who are the key stakeholders shaping the development of reputational capital in resort destinations hosting mega-events?

RQ 3: What are the key dimensions of an ideal model for assessing the presence and direction of reputation capital in resort destinations hosting mega-events?

RQ 4: What qualitative and quantitative methods and measures of reputation capital can be used among resort destination stakeholders?

4.2 Case Study Rationale

A case study was used to explore the research questions. Case studies are empirical examination that “investigate contemporary phenomena in depth and within their real life context” (Yin, 2009, pp18). Case studies can 1) provide description, 2) test theory, and 3) generate theory (Eisenhardt, 1989). In this research, the case study fulfils

all three purposes. 1) It provides a practical environment in which to describe how multi-stakeholder collaborations emerged, were managed and culminated in reputation capital for the host destination. 2) It offers a relevant context in which to test the relevance of the conceptual model's reputation dimensions. 3) It generates and /or reinforces principles and best practices for proactively integrating sustainability considerations into the planning and leveraging of reputation capital legacies for such mega-events destination.

4.2.1 The Cultural Olympiad and Celebration Program

The father of the modern Olympic Games, Pierre de Coubertin, originally recommended the idea of a Cultural Olympiad to the nascent IOC in 1906. Coubertin always intended for art to be an integral part of the modern Olympic Games and he attempted to introduce culture into the Games since the beginning. In the 1900 and the 1904 Games, a last minute change in the location of the host city saw the cultural plans excluded (Good, 1999). In 1906, Coubertin organized an Advisory Conference on “the incorporation of the Fine Arts in the Olympic Games and Everyday Life” and IOC accepted his proposal to include competition of the arts – The Muses Pentathlon in painting, architecture, music, sculpture, and poetry - in the Games and to encourage artistic performance at sporting events more generally. The London 1908 Games, hosted the first limited version of the Olympic Art Competitions and Stockholm 1912 was the first city to develop a substantial cultural programme. (Gold and Reville, 2007, cited by Pappalepore, 2011) At the 1949 annual meeting in Rome, the IOC decided to replace the Art Competitions with recommended exhibitions showcasing the country's art, without any formal medal awards. Since 1952, cultural programmes have been included in the

Olympic Games but with its competitive aspect lost, its relevance and awareness have decreased (Pappalepore, 2011). As Good states, “Over the years, the Cultural Olympiad’s role has been decreased as little more than entertainment for the IOC executive members and their partners” (Good, 1999, p 4). With the 1984 Los Angeles Games, a renewed profile of the Olympics increased the competition between countries for the right to stage the Games, and host cities are now spending millions on the Cultural Olympiad. The Barcelona 1992 Games represented a turning point in the history of the Olympics Cultural Programme, with a series of four annual arts festivals covering the period of the Olympiad and culminating in an Arts Festival to coincide with the Games. This format has been adopted by all subsequent summer Olympic host cities.

The International Olympic Committee Charter states, “the host city shall organize a programme of cultural events” (IOC, 2007, p 80). Despite its association with the most recognized symbol in the world, the Cultural Olympiad has not raised its international public profile. According to Good (1999) the reason why the Cultural Programme was often under funded is related to the increasing cost of the Games to the host cities and the fact that cultural programmes rarely appear in the media. The relatively smaller dimension of the Winter Games in comparison to the Summer Games, usually brought even less expectation around the arts festival or cultural programme. Cortina d’Ampezzo 1956 was the first winter host city to offer cultural activities in addition to sports competitions, but it was only with Torino 2006 that the concept of a Cultural Olympiad was embraced fully by a winter host city (Pappalepore, 2011).

In Vancouver and Whistler 2010 for the second time, the Cultural Olympiad programme was actually associated with the Winter Games. For introducing its

characteristics, purposes and the strategy behind its development, I decided to report the words collected during a personal interview to the creator of Canadian Cultural Olympiad during the Bid phase in 2001 and 2002 and coordinator of Culture and Celebrations at VANOC in all the years that lead to the Games.

The IOC mandate asks you to show case the culture of the host nation. We wanted to do much more than that. We wanted to do it well. We also wanted leave very strong legacies in the community. We not only wanted to show case the strengths of community but also work with the local community in order to strengthen the community and have the Games and the Cultural Olympiad given them opportunities to strengthen creatively their own organizational infrastructure.

Because of the cultural diversity and because we are such a young country, we wanted to create a sense of cultural celebration throughout the Games communities across Canada. We wanted to make sure we were contributing to Canada's Games goal. We wanted to make sure that we left a stronger audience, a stronger market, so the idea is that you want to be able to do things that are very impressive. They have to be unique and excellent so it is up to the calibre of the Olympic and Paralympic Games. (Burke Taylor, Cultural Olympiad - VANOC)

Since the beginning, the key word for developing and implementing such an ambitious programme was "partnership". By bringing partners together, it was possible to broaden the programme and gain more resources, but also in the process reach more communities across Canada.

If you only have your resources, you can only build it this big. But if you say come on in, be a part of it, we'll respect your interests and we'll build this thing together. Then you get to build something much bigger with much more lasting impacts not only here but also back in Quebec, Ontario and New Brunswick. ... I started in 2005, and by 2006 the core program plan was in place. By 2007, I put together the first set of partners to do a commissioning program.... to put together 6.5 million dollars to create commissions on new work for theatre, dance, music, visual art. So we were saying we are doing our best in this community and we want to make sure the artists of this region can rise to the occasion. If we are going to put you on a global stage, you want to be ready for prime time.

In 2007, we started to do commissions. In 2008, we started to do festivals; we did the first cultural Olympiad festival in 2008, and a second bigger one in 2009, and then a third one in 2010 was the big one. These were ways to get the public aware of the cultural Olympiad and what was coming and to get people to think in terms of the Games being more than just a sport. (Burke Taylor, Cultural Olympiad - VANOC)

With these premises in mind, the Cultural Olympiad programme in Whistler met and merged within the solid local celebrative programme –Whistler Live! It had its own unique characteristics as a formally designated “Host Mountain Resort” for the 2010 Winter Olympic and Paralympic Winter Games.

Whistler. You’ll notice that there really are no professional arts venues in Whistler. You could not do an arts festival in Whistler and it’s a community that’s more oriented to the outdoors. So it was just natural for us, the cultural Olympiad, to be more engaged with the celebration sites. All of those difference sites along the stroll. We put a lot of effort into making sure that the entertainment and engagement on the stroll was of a very high calibre and very engaging of the visitor. And we worked on some of the programming for the plaza but that was more contained for the ceremonies. ... We were close partners. It’s not simple to describe. We approached it as partners. Whether it was Cultural Olympiad or Whistler live! Whistler live! was the identity of the stroll. That was the city’s own branding. (Burke Taylor, Cultural Olympiad - VANOC)

4.2.2 Whistler Host Mountain Resort

Located about 120 kilometres north of Vancouver, Whistler BC is a four-season mountain resort community with a population of around 11,000 permanent residents, 1,500 seasonal residents, and 11,000 second home owners, participating in an economy largely fuelled by tourism industry. Whistler attracts an estimated two million visitors annually to its mountains for a range of winter and summer activities. According to a seasonal visitor survey conducted in the last two years by Tourism Whistler, the ‘visitors’ area of origin is mostly from Canada (approx 32%-54%), followed by the USA (approx 21%-29%), Europe (approx 14%-20%), Asia Pacific (6% – 11%), with other countries

only making up 3%-8% (Tourism Whistler, 2011). The two adjacent and integrated mountains, Whistler Mountain and Blackcomb Mountain, contain 200 marked runs, over 8,000 acres of skiable terrain, 14 alpine bowls and 3 glaciers. Over the last 10 years, the ski resort has averaged approximately 11% market share of ski visits in the Canadian market and approximately 2.7% market share of ski visits in the North American market (MDA – Whistler Blackcomb, 2011).

In 1975, with real estate booming and no local governing body or public works in place, the Province determined Whistler needed a local government and recognized its potential to become a destination resort. In the same year, Whistler was incorporated as a “Resort Municipality”, the first designation of this kind in Canada and the city council developed a Master Plan for the community. Within a controlled growth management approach, Whistler set a ‘bed unit’ capacity indicator for tracking the magnitude and mix of residential and commercial accommodation growth and in 1989 established a new cap of 52,500 bed units as maximum limit to respect environmental limits such as water and sewage capacity. This limit was entrenched in the people’s minds and in the real estate’s market for 15 years, many times challenged, retouched of 434 units in 1999, and expanded after an extensive consultation process from 2002 and 2004 (Gill, 2007,pp 140)

From its earliest days as a winter destination for skiers in the 1960s, its founders envisioned Whistler as a place that would eventually host the Winter Olympics. Whistler was Canada’s candidate for the 1976 Winter Games but hopes were dashed when Montreal became the host city for 1976 Summer Games. For the 1980 Games Canada accepted Vancouver and Whistler’s bid, but the Provincial government withdraw the bid. In 1988, Vancouver and Whistler made another attempt to host Canada’s Winter Olympic

Games, but lost to Calgary. In 1998, Whistler and Vancouver jointly go after the Games and become Canada's candidate for the 2010 Games. Finally, in 2003, Whistler and Vancouver awarded the 2010 XXI Winter Olympic and Paralympic Games.

Linked to the original dream, was the notion that through adherence to a clear vision, a carefully crafted development plan, and an effective management strategy, the area would build the physical, social and reputational capital needed to eventually host the Olympics. With the Olympics would come opportunities to strategically leverage benefits of lasting importance to the sustainability of the community and surrounding region. Not the least of these benefits was a strong image and recognized reputation for Whistler as a place to live, work, and play.

In the last decade, recognizing the importance of maintaining its high quality of natural resources for visitor and resident appreciation, the community made a strong commitment to becoming a more sustainable community via a range of environmental but also social and economic strategies reflected in its development plans (RMOW, 2000, 2004). This commitment was awarded by UNEP in 2005 and is accentuated in its current strategies plan in Whistler 2020 (<http://www.whistler2020.ca>).

4.2.3 Whistler Live!

While many of Whistler's initiatives were linked to realizing strategic benefits related to the deliverance of sport dimensions of the Games, specific opportunities were also identified with respect to leveraging advantages from hosting Olympic cultural celebrations. Reflecting its distinct mountain community character and unique positioning as the first formally designated Olympic Host Mountain Resort, Whistler

enveloped its own version of the Olympic Cultural Olympiad. While embracing the goals of the IOC, VANOC and the Federal Government's Lives Site program, Whistler strategically linked Whistler Live! programming to a more localized and specific set of outcomes. The intent was to provide extraordinary experiences that enhanced the capacity and reputation of Whistler as a place for residents, visitors and other stakeholders to engage in and enjoy arts, culture, and heritage in a community equally rich in sport and culture (for more details, see Appendixes Q, R,S,T).

In February of 2010, The Resort Municipality of Whistler, working in conjunction with Heritage Canada, the Whistler Arts Council, the Vancouver Organizing Committee, and other commercial sponsors and organizations, produced and delivered Whistler Live!. This 27 day cultural festival was the largest and longest running event of its kind ever held in Whistler. Working in close partnership with the creative community, it showcased Canadian and International arts and popular culture in such diverse forms as music, dance, painting, visual arts, film, street performances, outdoor spectacles, digital media experiences, and sport celebrations (Appendixes Q, S).

Whistler Live! was an outdoor integrated network of stages, screens and performance sites throughout the Whistler villages stroll that provided unique, free programming each day throughout the 2010 Olympic and Paralympic Winter Games. It was strategically designed to be the catalyst for a wide range of legacies including enhanced reputation capital, as unfolded further in this dissertation.

4.3 Data Collection

To examine reputation capital development, the perspectives of multiple stakeholders ‘touched’ by Whistler Live were explored. Their views were unearthed through three complementary but different data collection systems:

- a set of semi-structured active interviews;
- a standardized online survey;
- an integrated set of on-site face to face intercept interviews and follow-up online surveys. .

Each data collection process targeted a specific group of stakeholders and occurred either during the Games (February 12- 28 2010, or in the 10 month period after the completion of the event. Before describing these data collection processes, a description of the survey design process is provided.

4.3.1 Survey instruments design

Initially a conceptual framework of reputation capital dimensions was established via a review of pertinent literatures related to marketing tourism destination, corporate reputation, and corporate social responsibility. Dimensions of reputation capital in this literature were either retained or modified to reflect destination and sustainability related tourism priorities mentioned in the tourism management literature (section 3.4). A stakeholder perception to assessing the host destination’s reputation. A battery of 26 reputation items, grouped into 8 overriding dimensions emerged (Figure 3.7). They formed the core reputation capital elements incorporated into the customized surveys employed by each stakeholder group. Other items related to the building of this

reputational capital were also probed using a combination of closed and open-ended questions. Depending on the relevance of these secondary items to specific stakeholder groups, some items were either not explored at all, or extended into more elaborate questions (e.g. event organizers' partners elaborated on a series of 'engagement' performance items not relevant to spectator groups). However, in all cases respondents were asked to respond to a common set of reputation questions. In all of these cases a Likert-type scaling procedure was used to measure responses to the dimensions explored.

4.3.2 Key Informant Interviews

“One of the most important sources of case study information is the interview” (Yin, 2009). Using this method, key informants provide insight into specific issues and can suggest sources of evidence to support their concerns. Semi-standardized interviews containing open-ended questions concerning specific dimensions of reputation capital formed the framework for key informant interviews conducted in this study. The open-ended questions explored also themes related to their network experiences. An active interview method was used to facilitate the face to face discussions. I choose this method because the knowledge respondents held came from diverse experiences. By conducting a flexible active interview, using open-ended questions, more freedom to probe issues and experiences as they emerged was facilitated (Palys and Atchinson, 2008). In keeping with accepted active interview protocols, my role was to only ask the respondents for clarifications or elaborations on issues as opposed to controlling the dialogue in the search for specific preconceived evidence (Holstein and Gubrium, 1995). Interviews, by their nature, involve an interaction between two individuals and “narratives ... are constructed in situ, a product of talk between interview participants” (pp 2) where the

respondent act as a receptacle of knowledge and the interviewer must be aware of where the knowledge come from and how it is derived (Holstein and Gubrium, 1995).

4.3.2.1 Interview process

All interviews, with the exception of two, were conducted in person at a time and location of the respondents' preference. These happened in Vancouver or Whistler between February 2010 and July 2011. The exceptions were 2 interviews conducted by telephone. Interviews lasted from 45 minutes to one hour and a half. At the beginning of each interview the purpose and specific objectives of this research were explained and a verbal consent to proceed was sought. Only respondents who voluntarily agreed to participate were interviewed. Each respondent's replies were collected using a digital voice recorder and written notes. Interviews were subsequently fully transcribed and summarized according to their overriding themes.

4.3.2.2 Respondents selection

Respondents were selected from groups participating in the management and delivery of Whistler Live! Particularly engaged and relevant representatives from these groups were identified and introduced to the researcher by the Whistler Live! manager of strategic alliances. A total of 13 individuals were interviewed. Table 4.1 shows the organization from which these individuals were selected.

All the participants received a solicitation letter (Appendix H) by email and were asked to read an attached consent form (Appendix G) prior to participating. Key Informants interviewed were also invited to participate to the online survey (4.3.3) after the active interview. The link to the online survey was sent by email.

Organization	Position - role	Number of interviewed
Government of Canada (Canadian Heritage)	Policy Priorities 2010 Games	2
Chamber of Commerce	President	1
Tourism Whistler	Marketing /communication directors	2
Omega	Marketing Operation Manager	1
CTV	Executive VP	1
Boombox	Executive Director	1
Arts' Council	Executive director	1
Resort Municipality of Whistler	Executive director	1
VANOC	VP - creator of Cultural Olympiad	1
Whistler Blackcomb	President	1
Squamish Nation	Project Negotiation and Development	1
Total number of respondents		13

Table 4.1 Distribution of interviewed by organization

4.3.3 Event organizers-partners - Online survey

An online survey was tailored to the network of partners and collaborators involved in the development and delivery of cultural and celebrative program Whistler Live!. The Survey was divided into four sections covering: information about the participants; respondent perceptions on host-destination reputation dimensions; respondent perceptions on engagement initiatives; and other perceptions on partnership process (Appendix F and I).

A Likert-type scaling procedure was employed to capture key informant overall perceptions of various aspects of the destination's reputation (Appendix B and F). In this type of process, each item explored is expressed as an assertion rather than a question and the respondents indicate the level to which they agree or disagrees with the assertion (Palys and Atchinson, 2008, pp176). These types of measurement systems are particularly useful when the researcher want to cover 'a lot of ground' within a limited time frame, or to compel the respondent to take an overall position with respect to their feelings about an issue (Palys and Atchinson, 2008). Responses were coded and scored

from 1 (strongly disagree) to 5 (strongly agree). In addition the survey provided opportunities for the respondents to offer open-ended elaborations on why their close-ended responses were as they were.

Beyond the reputation focused questions, the survey explored various dimensions of how Whistler Live! engaged its partners and organizers in its various management practices. These probes focused on gaining an appreciation of how these interactions led to the development of core network capabilities amongst these stakeholders. Table 4.2 illustrates the survey design process, and shows how engagement themes were unearthed through various lines of inquiry and questions.

.Theme	Line of Inquiry	Question in the survey
Transparency	How are communicate strategies and initiatives?	Kept me informed about what was happening during the <u>planning phase</u>
		Kept me informed about what was happening during the <u>delivery phase</u>
Inclusiveness	How stakeholders involved in decision making	Made me feel like I was welcome to participate in planning and delivery
Responsiveness	Responsiveness EConsideration of question presented and answering time	Responded to my Whistler Live questions and needs in a <u>timely fashion</u>
		Provided me with the information and resources I needed to <u>do a good job</u>
		Took my perspectives into account when planning and <u>delivering</u>
Commitment	How stakeholder can give support and not only opinions?	Communicated with me in a <u>respectful manner</u>
		Encouraged me to use my judgment when caring out my <u>responsibilities</u>

Table 4.2 Line of Inquiry for engagement Initiatives

4.3.3.1 Partners survey - respondents selection and responses collected

The targeted population was the entire network of Whistler Live! organizers and partners, directly invited by the manager of strategic alliances to participate. All the

participants received a solicitation letter (Appendix H) by email and were asked to read an attached consent form (Appendix G) prior to participating.

Key Informants interviewed (4.3.2) were also invited to participate to the online survey after their personal interviews. A total of 61 respondents were invited to participate in this online survey in August of 2010. An initial reminder to participate was distributed in September 2010, and a final follow-up request was sent out in December of 2010. Finally an additional three respondents were invited to participate later in 2011, after the execution of the face to face interviews was completed. Overall, 40 respondents completed the survey. Table 4.3 shows the distribution of respondents by organization.

Organization	Number of respondents
Resort Municipality of Whistler	9
Whistler Live! task force	5
Arts' Council	5
Squamish Nation	1
Whistler Blackcomb	3
Tourism Whistler	1
Chamber of Commerce	2
Government of Canada	1
VANOC	1
Omega	1
Boombox	2
Incognito event décor	1
RCMP	1
Rocki Mountain Produc.	3
CTV	1
WL Media	1
not declared	2
Total number of respondents	40

Table 4.3 Distribution of partners respondents by organization

4.3.4 Spectator Intercept in-situ and Follow-up Surveys

The perspectives of Whistler Live! spectators concerning Whistler's reputation were explored via a two-stage survey procedure that involved an initial intercept survey and a follow-up online survey (Pol and Pak, 1994). The initial intercept survey collected in-situ information concerning the socio-economic, trip and event behaviours and overall impressions of Whistler Live! as the event unfolded. It also provided a roster of potential respondents who agreed to participate in a follow-up survey about Whistler's reputation after their Games time experiences were complete. Intercept data, in Whistler, were collected by the author and a team of 20 trained interviewers working as part of the Olympic Tourism Consortium Research Working Group. The face to face intercept interviews (Appendix N) were conducted for the 17 days of Olympic Games with respondents at either 'visitor staging' areas prior to scheduled Olympic competitions, the entrance of the competitions' venues, or along Whistler's Village stroll, before or after the completion of those sport events (Appendix M).

The follow-up reputation focussed surveys were conducted via on-line or mail-back surveys (Appendix O and P) between three and 8 weeks after the Games. In both cases, a combination of closed and open-ended questions was asked. While the intercept survey was primarily concerned with getting the socio-demographic, overall trip behaviour, and overall Olympic impressions of spectators, the follow-up survey was more interested in knowing informants impressions of the Whistler reputation emerging as a result of their Whistler Live! experiences. The intercept survey was implemented by members of Simon Fraser University's Centre for Tourism Policy and Research with support from the BC Ministry of Tourism, Resort Municipality of Whistler, and Tourism

Whistler. As such it addressed a range of spectator travel and Games' behaviour, attitudinal, perceptual and expenditure features related to their overall visits in Whistler and at other Games venues. Some of these included probes of overall impressions of Games time and destination experiences that related to tourism branding issues. When probing dimensions of Whistler's reputation, a core set of 'must know' questions were posed to all respondents, and a sub-set of secondary 'nice to know' queries were randomly asked of these same people. Questions on host-destination reputation in the online survey followed the same survey structure used for event organizers (part 1 in Appendix F) and the same Likert-type scaling procedures. The collaboration between BC Ministry of Tourism, Culture and Arts and the National Olympic Committee VANOC help to provide information on the ticketed sample frame.

4.3.4.1 Spectators Respondents

In Whistler, 2348 persons were approached and asked to participate in the intercept survey. Overall, 1745 unique respondents completed the 10 minute interview and their responses were recorded using Palm Pilot interview recording technologies. Of these, 1086 agreed to participate in the follow-up survey Overall, 1024 agreed to participate on line, and 62 were willing to take part via posted mail-back surveys.) In the end 506 actually completed the follow-up surveys.

4.3.5 Survey Instruments and data collection techniques used in this research

Table 4.3 summarizes the different survey instruments and data collection technique used in this research with an indication of the responses collected.

Data collect techniques	Target	Sample	Tools used	Collaboration with
Semi-structured Face to face Interviews	Key informants Event Organizers	13 interviewed	in person or via telephone digitally recorded	RMOW Events' organizer, Tourism Whistler,
online survey	Whistler Live! event Organizer and partners	61 invited 40 completed	website based on- line survey and e-mail invitation	RMOW Events' organizer
on site face to face intercept survey and interview online follow up	Olympic Spectators Visitors and residents attending Olympic Venues/ Celebration sites	1745 intercepted 1086 agree follow up 506 completed follow-up	Palm pilots and dedicated software for intercept. follow-up website based on-line survey and mail back for follow-up	BC Ministry of Tourism, Culture and the Arts, Tourism Whistler, RMOW, SFU, Tourism Vancouver, Richmond

Table 4.4 Survey Instruments and data collection techniques used in this research

4.4 Data Analysis

The combination of quantitative and qualitative data collected through triangulated investigation procedures provided the data to explore the various dimensions of reputation noted in this study preceding chapters. Combining data from multiple sources is increasingly recognized as an important approach to addressing complex research questions like those in this case (Sandelowski, 2000; Bryman, 2006; Plano Clark et al. 2010). Integrating quantitative and qualitative data enriches the data available for the evaluation and allows survey findings to be verified from multiple perspectives (Nykiel, 2007). Simultaneously, it raises challenges with respect to aligning the focus and structures of the data collection systems employed, which in turn effects the ability to compare data emanating from the various methods employed (Sale, Lohfeld, and Brazil 2002, cited in Plano Clark et al., 2010). According to Plano Clark et al.(2010), “The most straightforward strategy for merging quantitative and qualitative data is to present and interpret the two sets of results in a conclusion section of a manuscript” – *‘Merging in a*

Discussion' (pp156). Another strategy is '*Merging by data transformation*' and implies a process of "quantitizing" qualitative information or "qualitizing" quantitative information. Within a data transformation process quantitative data on participants can be transformed in qualitative data. Sandelowski (2000, p 253), citing Tashakkori and Teddlie (1998), describes five kinds of narrative or qualitative profiling: modal, average, comparative, normative, and holistic. A modal profile is a verbal description of a group of participants around the most frequently occurring attributes. Table 4.4 summarizes several techniques identified by Plano Clark et al.(2010) for three different merging strategies.

Merging Strategy	Techniques
In a discussion	Compare findings method by method for corroboration
	Develop a more complete picture by presenting two complementary sets of results
	Identify divergence and alternative perspectives across the methods
With a matrix	Explore differences in qualitative findings based on quantitative categories
	Examine differences in qualitative findings based on statistical differences in continuous variables
	Examine differences in the quantitative results based on a qualitative typology
By data transformation	Develop a new quantitative variable based on qualitative findings to test for relationships with other variables
	Consolidate quantitative and qualitative information to develop a better variable to use in statistical analyses

Table 4.5 Merging Strategies for integrating qualitative and quantitative data-sets (source Plano Clark et al. 2010, p 163)

This research combined perspectives of different respondents using different data collection techniques to gather multiple stakeholders' perceptions. Many of these

perspectives were related to themes and dimensions of reputation that cross-cut through each data collection procedure. Despite some variations in how the various themes and dimensions were probed, the combined techniques provided a rich source of data for exploring the study's research questions. By eventually merging the results in a discussion about the topic and its research questions, a more complete picture by of reputation capital emerged that was more complete than would have been the case had a singular method (with its own data probing and logistical biases) been employed (Decrop 1999).

The discussion that emerges from this inquiry integrates quantitative data collected from spectators (both visitors and residents), vent collaborators, and other key protagonists associated with the Cultural Olympiad. The qualitative insights emerge primarily from the personal interviews, in addition to a few open-ended questions in the surveys. These findings are used to elaborate on the more quantitatively focused surveys conducted and to cross-check quantitative findings that offer unclear direction. This approach provides a practical means of cross-checking one result with another, and increasing the trustworthiness of the findings (Decrop 2004).

For the analysis of these the qualitative data, Yin (2009) suggests using several interactive processes. These include developing initial statements or propositions about what transpired, comparing responses received with those propositions, and revising the propositions accordingly.

In this study, opinions from different key informants are grouped together and compared following themes related to the broad survey questions and complementing themes explored in the personal interviews. Adopting an 'Explanation-building' analytic

technique (Yin, 1993) comments are categorized according to how they help explain the case with respect to details, links and, eventually, patterns. It helps inform and inspire the refinement of principles and the study's conceptual models, as well as explain empirical findings emanating from the surveys.

More specifically the qualitative evidence collected was used to revise the model for building reputational capital and verify statements coming from the surveys concerning various dimensions of the host destination reputation. Additional and unanticipated comments helped to form the insights into those management factors influencing the development of the case study destinations reputations capital.

For the analysis of quantitative data on the destination-reputation statements, non-parametric statistics are used to summarize and describe Olympic spectators survey responses. Their overall responses are used as base for statistical comparison between different stakeholder groups of residents and visitors. Residents are persons who live in any of the area with an Olympic venues. The 'Sea to Sky Corridor' is the name generally used to identified those living the highway corridor that connects Whistler, with Metro Vancouver and Richmond. Visitors are subdivided by the region of origin: other places in Canada, and International. Significant differences between groups of respondents are analyzed using summary frequency distribution, and mean score statistics. Chi Square and ANOVA significant difference tests are used to identify statistical similarities and /or differences in responses to the attributes probed.

The same quantitative analysis is used to summarize and describe data collected in the event organizers survey. In both instances, a grand mean for the collective set of attribute responses to specific reputation dimensions are established. In addition, a

Sperman rank coefficient is used to compare the extent the views of spectators and partners convergence.

The findings chapter of this dissertation summarizes these quantitatively measured perspectives and where appropriate offers additional qualitative insights provided by respondents that help explain why they feel the way they do about the scores provided.

4.5 Study limitations and strengths

4.5.1 Limitations

Case study research is often criticized for providing very little basis for scientific generalization and building theory (Eisenhardt, 1989; Yin, 2009). In this case, the knowledge associated with this research related specifically to the Whistler Olympic experience. While this study's findings may be applicable to other areas, further comparative research would be worthwhile in confirming, rejecting or modifying the relevance of the results to other jurisdictions. Given the multi-layered and unique character of destinations hosting mega-events such as this case study's cultural celebration, it is highly likely that customized procedures of investigation would be needed. Notwithstanding this situation, many of the protocols and principles for structuring and collecting the data in this case provide a useful foundation on which to develop relatively comparable approaches and data for testing the transferability and appropriateness of the theoretical models and case study findings to other places.

In the assessment of multi-stakeholder perceptions an important group of stakeholders emerged. They were entrepreneurs and local businesses providing tourism services in the host destination, but not directly engaged in the delivery of Whistler Live!

Unfortunately, limited time and resources meant that these stakeholders and Whistler experience makers were not interviewed. Incorporating their views more fully would improve overall understanding of Whistler's reputation as shaped by Whistler Live!.

Weakness associated with qualitative research and interview methods employed in this study include potential bias associated with the researcher's interpretation of the meanings of comments received (Yin, 2009). However, in this case, the dual nature of the active interview may have helped to minimize interviewer bias as well as assist in developing more reliable results.

Finally the adoption of a triangulated approach highlights the complexity and challenge inherent by merging research methods in practice. Greater triangulation of the results through the inclusion of documentary evidence provided by local newspaper opinion pieces, local tourism organizations and government agencies would have broadened the ring of informants shaping the reputation.

4.5.2 Strengths

Earlier in this dissertation, the theoretical significance of this research was introduced as a contribution to international academic discussion on how cultural programs associated with mega events can be a vehicle for leveraging legacies for host communities, and how the adoption of strategic marketing approach can create networks of strategic alliances that help reconfigure the tourism capabilities of host destinations. This research's introduction of a method and scale for assessing the Host-Resort Reputation is an innovative contribution to such discussions, and it could support future monitoring initiatives designed to assess the strategic value of hosting such events. The

model and scale might also have implications for application in other non-megaevent contexts where projects are undertaken in ways that lead to a stronger destination reputation.

The case study's Whistler focus is another strength. Whistler is a unique destination with a peculiar strategic focus on specific sustainability goals. It is also an interesting model of how local authorities have been able to integrate the development and delivery of the Olympic Games and its related cultural and celebrative programs into its comprehensive planning and programming initiatives.

This study findings help refine and highlight aspects of this integration process that represent potential practices that could be passed on to future host destinations interested in leveraging non-traditional benefits from the Games and /or other mega events.

Chapter Five: Findings

5.1 Mega-event stakeholders model for Whistler Live !

The mega-event stakeholder model introduced earlier in the dissertation (section 3.7.1) highlights the network of strategic alliances created for organizing and delivering a mega-event which is designed to align with and support a host destination's strategic plan. In that model, event organizers are not only responsible for operating within the boundaries of such plans, but also interacting with event stakeholder networks outside the destination. In this case study the major partners in Whistler were identified with the help of the Manager of Strategic Alliances for Whistler Live!. They included: Resort Municipality of Whistler, Chamber of Commerce, Tourism Whistler, Whistler Arts Council, Whistler Blackcomb, First Nations (Figure 5.1). The list was extended to include the Whistler 2020 Development Corporation and the Whistler Sports Legacies organizations because of their roles in shaping post-event legacy opportunities.

I decided to depict the network of partners in the model as petals of a daisy. More than the exact number of petals, what is relevant is how these petals come together and bond, as well as, how they all interconnect to become one entity recognized by all the actors locally at the place. In addition, they are connected externally to provincial and international networks. In various forms, all petals eventually have collaborations with all others. The specific type of governance existing in Whistler and this interdependency is

recognized and emerged in the interviews conducted (Table 5.1). As the following quotations from key informants suggest, the networks associated with orchestrating Olympic cultural events are dynamic and ever-changing in their composition.

<p>Well there is no formal structure, but the main bodies in the committee work closely together. Us -Whistler Blackcomb, the municipality of Whistler, and Tourism Whistler and that might also include the Chamber and may also include other different bodies, depending on what the challenge or opportunity might be. (Dave Brownlie, Whistler Blackcomb).</p>
<p>I was the only person from a cultural organization at that table. Everybody else was from the city. The City of Vancouver, the City of Richmond, the City of West Vancouver, the province of British Columbia, the Four Hosts First Nations. Government, government, government, and then there was me – Art Council. I was the only non-government person at the table, which was unique. (Doti Niedermayer, Whistler Arts Council).</p>
<p>You cannot run a major event in Whistler unless you have the community support and the community is the Resort Municipality, Whistler Blackcomb who allows you on the mountain to do event, Tourism Whistler who helps you with the hotel operators and the infrastructures you need and the Chamber of commerce. (Shawn Pozer, Boombox).</p>
<p>Really from 2002 and onwards, we’ve been working with organizations such as the 2010 Commerce Centre; we’ve been working with our local resort partners, so the Resort Municipality of Whistler, Tourism Whistler, Blackcomb, VANOC to underlay the strategic framework. I believe the strategic framework really helped us to work as a team. (Fiona Famulak, Whistler Chamber of Commerce).</p>
<p>We had a lot of work to do and a lot of strategies to put together. So we worked with our RMOW and Whistler Blackcomb, along with Tourism Whistler, we worked with them for years. (Rick Chisholm, CTV –Canada’s Olympic Broadcast Media Consortium).</p>
<p>We learned very early on that there’s something very special about Whistler and they call it “Whistler Inc”. That is the RMOW which is the municipality, tourism Whistler, the mountain and the Whistler Arts Council. What that means is that everyone understands that they are interdependent. The mountain only succeeds when the community succeeds, tourism only succeeds when the mountain succeeds. They all are interdependent. ... That’s very interesting as a model. A lot of communities are not that tight, they’re not that clear on their interdependency. Whoever you’re dealing with, you know that it’s connected and that they are going to be talking to each other and so everybody takes a holistic approach, everybody takes kind of a unified approach. (Burke Taylor, Cultural Olympiad – VANOC – National Organizing Committee).</p>

Table 5.1 Key informant commentary concerning Whistler Live! governance networks.

In the daisy representation, each petal is at the top of secondary hierarchical or relational networks with large numbers of nodes and connections. For example the Chamber of Commerce has over 800 network partners of its own, and the Art’s Council has its own network of artist’s and event organizers. Figure 5.1 identifies the names of sponsors, suppliers, media, institutions, and organizations involved in the development and delivery of Whistler Live!

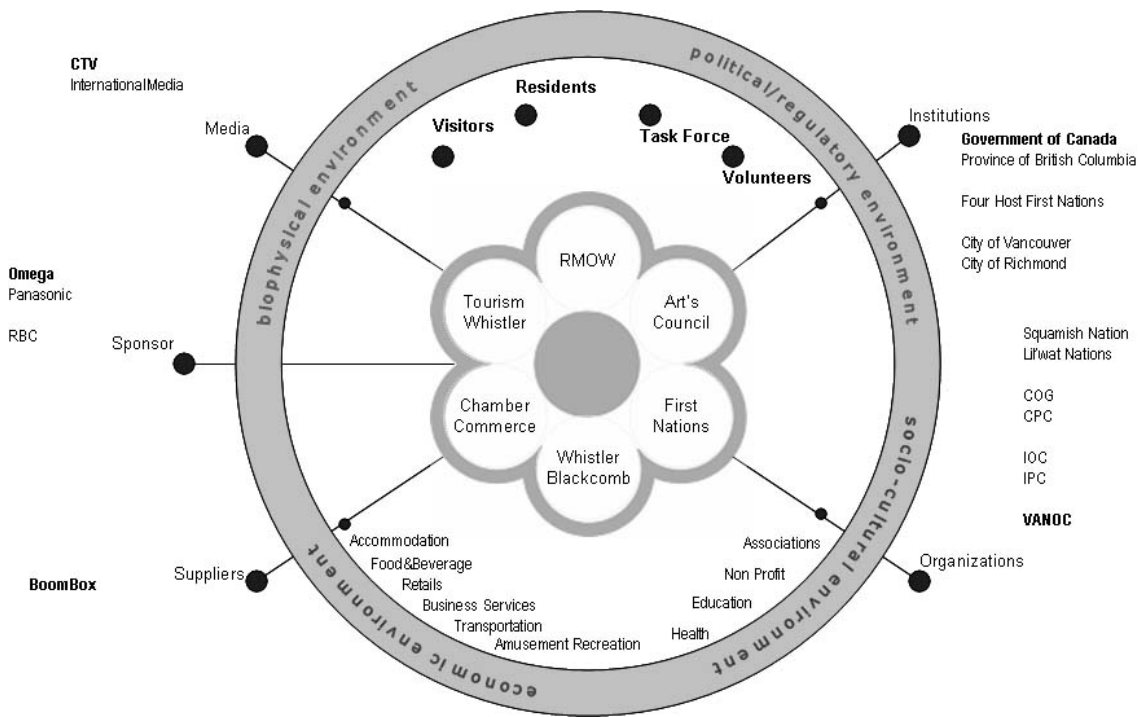


Figure 5.1 Place based model of mega-event stakeholders for Whistler Live !

5.1.1 Resort Municipality of Whistler

The Resort Municipality of Whistler (RMOW) is Whistler’s municipal government led by an elected council and administered by an executive team and staff on behalf of 11,000 permanent residents and two million annual visitors. The municipality has aligned its corporate structure to reflect the priorities set out in the Comprehensive Sustainability Plan ‘Whistler2020’ to allow it to track progress toward the goal of

becoming the premier mountain resort community. Whistler was Canada's first resort municipality, with entirely new form of government and at the time of incorporation in 1975, fewer than 1,000 people lived in Whistler. (<http://www.whistler.ca/>) (<http://www.whistler2020.ca>)

5.1.2 Tourism Whistler

Tourism Whistler is the official sales and marketing organization for the resort of Whistler. As a not for profit, member-based organization, its role is to drive the tourism industry in Whistler while generating business for its members. Tourism Whistler's mission is to achieve global recognition as the ultimate year-round, sustainable mountain resort experience. (<http://www.whistler.com>). In collaboration with the RMOW, Tourism Whistler delivered several initiatives as part of a plan for “Capitalizing on tourism opportunities” and positioning Whistler as the Host Mountain Resort for the Games. For example: to maximize visitation before, during and after the Games; to maximize positive exposure of Whistler through accredited and non-accredited media; to deliver visitor information services for ensuring an exceptional visitor experience; to contribute to maximize exposure to Whistler's Arts, Culture and Heritage; and to delivery a plan that maximizes sustainability related brand awareness and tourism opportunities. (Strategic Framework, RMOW 2006)

5.1.3 Whistler Blackcomb

Whistler Blackcomb provided the official alpine skiing venues for the Olympic and Paralympic Winter Games situated in the Resort Municipality of Whistler. Key informants interviewed in this dissertation commonly refer to it as the corporation that

manages the “mountain”. Whistler Blackcomb’s revenue is primarily generated by lift operations and other related snow business activities, including ski school, food and beverage operations, retail and rental operations, and other related or ancillary activities, including lodging (<http://www.whistlerblackcomb.com>).

At the time of the Bid, the skiing venue was owned by Intrawest. Intrawest was the company that created Blackcomb ski operations in the eighties and then developed its network of resorts at many North American mountain destinations (e.g. Mont Tremblant, Steamboat, Winter Park, Snowshoe Mountain and Stratton Mountain). The Intrawest network also included Canadian Mountain Holidays, the largest heli-skiing operation in the world and Club Intrawest (a private resort club with exclusive locations around the world). Intrawest marketed and sold real estate at its resorts in North America and was headquartered in Vancouver. On October 26, 2006, Intrawest's shares were de-listed from both the New York Stock Exchange and the Toronto Stock Exchange, due to the acquisition by Fortress Investment Group LLC (<http://www.intrawest.com>). In the years before the Games it was transitioned into another entity. Its resort business and operations were carried by the partnerships between Whistler Mountain Resort Limited Partnership and Blackcomb Skiing Enterprises Limited Partnership. On November 9, 2010, “Whistler Blackcomb Holdings Inc., together with the Partnerships [indicated above] and the Non-Material Subsidiaries [“certain other resort-related entities”], completed an initial public offering and concurrently acquired, directly and indirectly, a 75% interest in each of the Partnerships, and 100% of the Non-Material Subsidiaries for aggregate consideration of \$618 million” (MDA, WhistlerBlackcomb, 2011) (<http://www.whistlerblackcomholdings.com>)

Nowadays, Whistler Blackcomb Holdings Inc. is listed on the Toronto Stock Exchange under the symbol "WB". Throughout these transitions, many of Whistler-Blackcomb's management personnel remained the same throughout the Games, although they often were faced with differing governance models. These changes affected their ability to engage in Whistler Live! initiatives.

5.1.4 Whistler Chamber of Commerce

Established in 1966 and instrumental to the establishment of the Resort Municipality of Whistler, the Whistler Chamber of Commerce is the leading business association in Whistler. Its mandate is to create a vibrant and successful economy. Representing over 800 members, the Whistler Chamber of Commerce is the 'Voice of Business' in Whistler (<http://www.whistlerchamber.com/>).

I manage over 800 local businesses. Our challenge as a chamber is to engage as many businesses as possible, to prepare them for the Games and to support them during the Games. We were working with former Olympic cities, local, national and federal government agencies, and local partners and VANOC to really understand what the business community needed to be prepared (Whistler Chamber of Commerce)

5.1.5 Whistler Arts' Council

The Whistler Arts Council (WAC) is a registered charity established in 1982 with a mandate to build and integrate the arts into the fabric of the community of the Resort Municipality of Whistler and surrounding areas. When it formed, the Arts Council was the only arts, culture, and heritage related organization in the community. Over the past 23 years this situation has changed dramatically. As the community has expanded and matured, so have the number and type of community groups and organizations in all these three areas. So too has the understanding of the role that the arts plays in building a

healthy community, as well as strengthening the cultural and economic foundation of Whistler (Strategic vision 2015 - WAC, 1995).

Since February of 2003, the Whistler Arts Council participated in an annual festival celebrating Whistler's involvement in the Games. This festival brought together local and regional artists to create and perform alongside national performers. What was once called Celebration 2010™ is now called the Whistler Winter Arts Festival; an event continues as an post-Games annual celebration. The local programming and the relationships WAC built with the RMOW, VANOC, Tourism Whistler and fellow cultural groups like the Whistler Film Festival, Whistler Museum & Archives and Whistler Writer's Group was exceptionally instrumental in ensuring that the region's Sea-to-Sky Corridor artists had opportunities to take part in Whistler Live! arts and culture celebrations. (<http://www.artswhistler.com>)

5.1.6 Host First Nations

The Vancouver 2010 Olympic and Paralympic Winter Games were held within the traditional and shared traditional territories of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh. On November 24, 2004, the chiefs and councils of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh. First Nations entered into an historic Protocol Agreement in which they agreed to coordinate their collective efforts to host and support the Games. As a result, the Four Host First Nations Society was formed. All four Chiefs of these Nations had previously participated in the official delegation travelling to Prague in support of Vancouver's Bid to host the Games. In this regard, the Chiefs of Musqueam and Tsleil-Waututh Nations signed their Memorandums of Understanding with the Bid Corporation, one day before Vancouver was selected as the winning Host

City in Prague. On July 2, 2003 Vancouver and Whistler were awarded the rights to host the 2010 Olympic and Paralympic Winter Games. It was acknowledged that the First Nations participation and support for the Games contributed to the final selection of Vancouver.

The Four Host First Nations were proud to be amongst the official hosts of the Vancouver 2010 Olympic and Paralympic Winter Games. This marked the first time in history that Indigenous peoples were formally recognized by the International Olympic Committee as Official Partners in the hosting of a Games. First Nations were convinced the Games could be transformational not just for Aboriginal peoples, but for the non-Aboriginal people in Canada. (<http://www.lilwat.ca>) The history of Aboriginal / government relations and treaties in Canada and in British Columbia in particular is controversial. The Royal Proclamation of 1763 declared that only the British Crown could acquire land from First Nations ('Crown land'), and that was typically done through treaties. In most part of Canada the British Crown established treaties with first Nations before Confederation but not in BC. When BC joined the Confederation in 1871, only 14 treaties were signed. In the province with the highest presence of Aboriginal people the government of BC took the position that, since British Columbia did not recognize Aboriginal title, there was no need for treaties. It wasn't until the 1970s that Aboriginal peoples in Canada were able to get some definition of Aboriginal rights from the supreme Court of Canada and it wasn't until the 1990s that BC and Canada set up a formal treaty process (BC Treaty Commission, 2000). In the context of this case study it is relevant to point out that several decades of diatribes, conflicts, and court cases had discouraged investment and economic development in BC. Only with two Supreme Court

of Canada landmark rulings with the Haida and Taku River Tlinglet Nations in 2004 were more proactive initiatives started to bring some resolution to land and resource relations with Aboriginal people. As circumstances would have it, several of the venues for the Games in Whistler were held on traditional and shared traditional territories of the Squamish and Lil'wat First Nations. As such, VANOC and its Whistler Games partners were obliged to consult and accommodate the interests of these Nations.

5.1.6.1 Squamish

The Squamish Nation is comprised of descendants of the Coast Salish Aboriginal peoples who lived in the present day Greater Vancouver area; Gibson's landing and Squamish River watershed. The Squamish Nation have occupied and governed their territory since beyond recorded history. The Nation's population is scattered among nine communities stretching from North Vancouver to the northern area of Howe Sound and consist of 23 villages encompassing 28.28 sq. Km (Total area of Squamish Nation Traditional Territory is 6,732 sq. km.). 2,239 of the 3,324 Squamish Nation members live on-reserve and membership is determined by marriage and birth right. The Squamish Nation's main source of revenue is derived from leases and Squamish owned businesses. The Squamish Nation is seeking a resolution for the long outstanding claim to their traditional territories. Presently, Squamish Nation is in the third stage of six stages of the British Columbia Treaty Commission's process. The Chief and Council members are elected every 4 years (<http://www.squamish.net>).

5.1.6.2 Lil'wat

The Lil'wat Nation is an Interior Salish community in Mount Currie, located approximately 160 kilometres from Vancouver and 22 km north of Whistler. It has a membership of over 1800 people, with approximately 1400 of its members living on reserve, and it is the fourth largest on-reserve community in B.C. The Lil'wat Nation's 797,131 hectare traditional territory is about one quarter the size of Vancouver Island and includes the Whistler area and the Callaghan Valley. The Chief and Council members are elected every 2 years (Lil'wat Nation, 2007 - <http://www.lilwat.ca>).

5.1.7 Other stakeholders

5.1.7.1 Government of Canada – Canadian Heritage - Patrimoine canadien

Canadian Heritage is responsible for formulating policies and delivering programs that help all Canadians participate in their shared cultural and civic life. Canadian Heritage support initiatives that engage Canadians and make them proud of Canadian rich and diverse heritage. The Department plays a vital role in the cultural and civic life of Canadians offering financial support to organizations who contribute to departmental objectives related to culture, arts, heritage, official languages, citizenship and participation, Aboriginal, youth, and sport initiatives. The Department's main activities involve funding community and other third party organizations to promote the benefits of culture, identity and sport for Canadians, which represents approximately 80 percent of its total budget. On September the 4th 2009, the Minister of Canadian Heritage and Official Languages, responsible for the Program entitled "Celebration and Commemoration Program", signed a "Contribution Agreement" with the Resort

Municipality of Whistler for 6.5 million dollars funding of the proposal project called “Whistler Live!” (Appendix V: contribution agreement). (<http://www.pch.gc.ca/>)

5.1.7.2 VANOC

VANOC was established on September 30, 2003. The Committee’s mandate is to support and promote the development of sport in Canada by planning, organizing, financing and staging the 2010 Olympic and Paralympic Winter Games. VANOC is guided by a 20-member board of directors nominated by the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and two of the four “Host” First Nations. VANOC’s team reached approximately 1,400 full-time employees, 3,500 temporary employees and 25,000 volunteers in 2010. VANOC’s corporate structure includes 8 departments and 53 functional business units, including one for Sustainability one for Aboriginal Participation and one for Cultural Olympiad, Celebrations and Cerimonies (VANOC 2010).

The IOC mandate asks you to showcase the culture of the host nation. We wanted to do much more than that. We wanted to do it well. We also wanted leave very strong legacies in the community. We not only wanted to showcase the strengths of community but also work with the local community in order to strengthen the community and have the Games and the Cultural Olympiad given them opportunities to strengthen creatively their own organizational infrastructure. (Cultural Olympiad - VANOC)

5.1.7.3 Media: CTV Olympics - Canada's Olympic Broadcast Media Consortium

Established in 2007 Canada's Olympic Broadcast Media Consortium (a.k.a, CTV Olympics) is a joint venture set up by Canadian media companies Bell Media and Rogers Media to produce the Canadian broadcasts of the 2010 Winter Olympics and the 2012 Summer Olympics in London, United Kingdom. CTV broadcasted an average of 22

hours per day of Olympic coverage during the Games. It focussed on the major events and highlights but also presented Whistler' stories directly from the core of the resort community's village.

We knew the people of Canada would love Whistler. If we only did the competition, it could be anywhere in the world. But it wasn't anywhere in the world, it was Whistler, it was in our backyard. (CTV)

5.1.7.4 Supplier: BoomBox (broadcasting supplier)

BoomBox is a Canadian company situated in Vancouver and Quebec Half of its staff is French speaking, with the remainder being English speaking or both. They have produced live events and television sports spectacles for over 12 years. They had also produced many other sports events in the resort of Whistler prior to the Games. These included: world cup skiing , alpine snowboarding, and free style events. The Resort Municipality of Whistler- RMOW- hired BoomBox to produce Whistler Live!. In this role they were responsible for creating a closed circuit network of 14 television screens, and provided the content for these venues from 9 AM until 10 PM everyday during the Games.

5.1.7.5 Sponsor: Omega (technical sponsor)

Omega is a Swiss company and has been a major sponsor for the Olympic Games since 1932. This tradition continued for the 2010 Games, and Omega was a technical partner in Whistler's initiatives. As expressed by the Omega representative:

We are technical sponsor, we are the sole agency for the time keeping. We are providing a service for the time keeping and we are paid for that. We also have an agreement for our [brand] association with the Olympic Games. (Respondent Omega, translated by the author)

5.2 Spectators' profile and response

Over the period of the Olympic Games in Whistler, almost 2000 on-site intercept interviews were used to recruit spectators for the online components of the survey and solicit preliminary responses to the Games and Whistler Live! celebrations. More than half of the respondents were general paying spectators going to Olympic taking part in sport viewing events (Table AD.5 and AD.6 in Appendix D). Intercepted ticketed visitors were mostly paying spectators who were attending the Games sporting events. Much fewer were members from sponsoring organizations and national Olympic teams and volunteers. Table 5.2 shows the categories of ticketed visitors.

Visitors' Status	Other CAN	Internat.
A general paid spectator	72.7%	81.5%
A member of the media	0.0%	0.5%
A member of a national Olympic team (athlete, trainer)	0.0%	1.6%
A member of a sponsoring organization of the Games	3.6%	3.8%
A volunteer	10.9%	5.9%
Other	12.7%	6.7%
n	55	372

Table.5.2 Visitor with tickets categories – onsite collection during the Games

Visitors were equally distributed by gender, but tended to be clustered most heavily by age in the 25-34 and 45-54 year categories. (Tables AD.1 and AD.4, Appendix D).

Residents has a higher propensity to be younger than visitors and were most concentrated (36%) in the 25-34 year category. (Table AD.1, Appendix D). Principally spectators at the Olympic events declared a high level of education and an annual household income greater than 65,000 \$(CAD). Tables AD.2and AD.3, in Appendix D, provide more details on spectators distribution. Generally, intercepted visitors from other parts of Canada had already been to Whistler (93%) and a high percentage of the

International visitors (69%) had visited Whistler previously. Most of visitors were at their first Olympic experience. A few international visitors (24.1%) and few spectators from other Canadians (9.4%) indicated that they had previous attendance at Olympic Games (Tables AD.8, AD.9, Appendix D).

For a great majority of visitors (77.8% visitors from other parts of Canada and 79.8% international visitors), their trip purpose was primarily to attend the Olympics for either tourism or business reasons. This situation existed for people from other parts of Canada, as well as international visitors and most frequently stayed in Whistler one week (44.2% for visitors from other part of Canada and 30.7% for International visitors). A third (29%) of International visitors stayed for the 2 weeks covering the full length of the Games. As such they indicated an interest in attending more than the sporting events. The Cultural Olympiad program integrated with Live Sites! in Whistler seemed to have positively affected positively the experiences of the intercepted visitors. About 43% of the other Canadian and 74% of the international respondents indicated that their experiences in Whistler had somewhat or significantly increased their interest in visiting the destination again in the future (Table 5.3).

Visiting Whistler in the future. Has your interest level...	Other Canada	Other International
Decreased	1.0%	0.3%
No change	56.3%	25.3%
Somewhat increased	23.1%	31.9%
Significantly increased	19.6%	42.5%
n	199	320

Table 5.3 Interest in visiting Whistler in the future.

The responses collected about the affects of Whistler Live! on their experience were even more revealing and suggested that the event had positively changed their

perspectives of Whistler. They were asked to provide their personal opinion on the influence of Whistler Live! on the destination’s reputation. A remarkable 74% of locals, 67% of other Canadians, and 76% of Internationals claimed that it had increased Whistler’s reputation somewhat or better (Table 5.4).

Response	Sea to Sky	Other Canada	Other International
Decreased	1.1%	1.9%	0.4%
Somewhat decreased	0.0%	0.0%	0.9%
No change	25.3%	31.0%	21.3%
Somewhat increased	27.6%	20.9%	31.1%
Increased	46.0%	46.2%	46.4%
n	87	158	235

Table.5.4 Spectators perceptions of affects of Whistler Live! on Whistler’s overall reputation.

The findings clearly suggested that the majority of spectators from all market origins felt that Whistler Live! had increased their impressions of Whistler’s overall reputation. However, it did not provide perspectives on what those aspects of that reputation that were particularly strong. The next section presents results to the analysis conducted to answer these and other research questions.

5.3 Host-Resort Reputation Assessment

Whistler Live!’s spectators and partners provided their perspectives concerning the destination’s reputation via a combination of structured on-line surveys and face to face interviews. Spectators included international and Canadian visitors, as well as local residents who attended the event. Partners were representatives from those public and private sector organizations that participated in the planning, sponsorship, and /or delivery of the event. The following sections summarize their responses to the dimensions of reputation explored in this research.

5.3.1 ‘Appealing Environment’ Reputation Assessment

Whistler’s appealing environment was scored highest of all the reputation dimensions assessed by this study’s spectators and partners. This reputation was based on a combination of natural and social attributes that were reinforced by Whistler Live! staging and programming activities.

5.3.1.1 Spectators’ Responses

Collectively, all spectator groups (e.g. residents, visitors from other parts of Canada and international guests) strongly agreed that Whistler not only “has a natural beauty” (mean score 4.85), but also “is a good place to host events” (mean score 4.55). In addition, it was perceived to have the have a strong ability to host events that “inspire community pride and belonging” (mean score 4.39). No statistically significant differences (.05) in the scores assigned to each of these attributes were apparent amongst the three spectator groups (Table 5.5). In combination, these individual attribute scores created a grand mean ‘Appealing Environment’ index score of 4.6 (Table 5.5).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes	F Score	
	Sea to Sky	Other CAN	Internation	All	Sample Sizes**	F	Sig.
has natural beauty	4.89	4.81	4.89	4.85	57/172/126/355	1.59	0.205
good place to host events	4.68	4.53	4.52	4.55	56/165/118/339	1.49	0.228
event inspires community pride and belonging	4.59	4.38	4.21	4.39	17/39/19/75	1.34	0.269
Overall ‘Appealing Environment’ dimension				4.60			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.5 Spectator’s mean responses to ‘Appealing Environment’ reputation dimension

5.3.1.2 Partners’ Responses

Partners also strongly agreed (grand mean 4.75) that Whistler Live! had helped enhance the host destination’s ‘appealing environment’ reputation (Table 5.6) . However,

they scored attributes associated with social aspects of environment reputation higher than natural attributes. For instance, they rated Whistler’s reputation as a place that “inspires community pride and belonging” (mean 4.86) at the top of their list. In addition, they strongly felt (mean 4.78) that Whistler was a “good place to host events”. While also scored high (mean 4.59), Whistler’s reputation as a place having “a natural beauty”, ranked third (Table 5.6).

Reputation Attribute	Mean Scores*
inspires community pride and belonging	4.86
good place to host events	4.78
has natural beauty	4.59
Overall ‘Appealing Environment’ dimension	4.75

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.6 Partners mean responses on ‘Appealing Environment’ dimension (n=37).

It is difficult to determine what aspects of Whistler Live! led to their perspectives for the area’s appealing environment perceptions. The guiding vision of Whistler Live! was to “deliver a uniquely Whistler winter celebration of sport, culture and entertainment that will captivate, inspire and create lasting memories for residents, athletes and visitors” (RMOW, 2006). The partners were very committed to this vision. Indeed the emphasis on creating a sense of celebration throughout the Games’ community was embedded in the initial strategy of those partners involved with the initial strategic planning and programming processes of the Bid Corporation in 2001 and 2002, and was reinforced in the ‘Bid Book’ submitted to the IOC in January 2003. The appealing sense of celebration was the auspicated outcome in the mandate for the Cultural Olympiad, in the Multi-Party Agreement, and every agreement signed by the Resort Municipality of Whistler for the development of Games Venue and the Games Live Sites programme. These intentions were best summarized by the following key informant remarks:

In Canada culture is important because of the cultural diversity and because we're such a young country. Creating a sense of cultural celebration throughout the games communities ...we wanted to make sure that we left a stronger audience, a stronger market, by doing things that are very impressive. They have to be unique and excellent. To the calibre of the Olympic and Paralympic Games. (Cultural Olympiad- VANOC).

The first positive signal of participation arrived during the Games' test events that happened with about 100 days prior the mega-event. Local community was not sure about its feeling about the Olympics and the usual controversial scenario that every host cities experiences before the Games raised also some strong opposition in the host mountain resort of Whistler. It was only at the Games time that something changed in the responses and participation of local community. Using the words of a partner Informant:

I think the people of Whistler discovered a new level of pride in themselves. All the people who were there now felt part of something that 30 minutes before they did not feel. There was an emotional bond and connection that occurred. (Boombox).

In addition, the media were ready to capture and broadcast this desired effect as highlighted by a media informant:

We made it a priority to establish a hosting site in the middle of village. We thought that Whistler offered us an opportunity to celebrate in a smaller community than in Vancouver, the accomplishments we were expecting from our Canadian teams in a beautiful Canadian setting. (CTV)

Overall, Whistler's celebrations associated with Whistler Live! raised the sense of pride not only locally in the host venues but all over the country spreading new perceptions of the host-resort's reputation. As key informants indicated:

I wouldn't have suspected that an Olympic Games would do to a community or a province or even a country. When you watched TV and you watched what happened in Vancouver and Whistler and what happened across the country – how proud Canada was. It was amazing to see how proud Canadians were. (Whistler Arts Council).

It brought sense of pride and excitement in our community, not just for the artists, but for the athletes, the young kids. (Squamish)

I believe we Canadians tonight are stronger, more united, more in love with our country and more connected with each other than ever before. these Olympic Games have lifted us up. If the Canada that came together on opening night was a little mysterious to some, it no longer is. Now you know us (J. Furlong, VANOC at closing ceremony).

5.3.2 ‘Social Responsibility’ Reputation Assessment

Spectators and partners provided similar high ratings of the attributes associated with ‘Social Reputation’, as shown in table 5.7 and 5.8. It is the dimension where responses collected between respondents are more in accord. This solid consensus could be considered as indicator of effectiveness and efficacy in the implementation of social responsible strategies during the planning and deliverance of Whistler Live!.

Social responsibility practices is highly perceived in unison by all different respondents internally and externally the resort.

5.3.2.1 Spectators’ Responses

Whistler social responsibility reputation has been perceived high amongst spectators of Whistler Live! (4.29). The way into which “volunteers has been encouraged to play an important role in making Whistler an hospitable place” is the statement that scored the highest rate (4.62). It recognized the fundamental role of volunteer forces in staging a mega-event and the way used in Whistler to augment volunteers involvement. The other two items “conducts its activities in socially responsible ways” and “effectively engages local community members” were rated the same between spectators (4.13). No statistically significant differences were apparent amongst the three spectator groups (Table 5.7).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes Sample Sizes**	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
encourages volunteers to play an important role in making it an hospitable place	4.69	4.57	4.66	4.62	54/155/108/317	1.19	0.306
conducts its activities in socially responsible ways	4.2	4.09	4.14	4.13	10/32/22/64	0.07	0.935
effectively engages local community members	4.29	4.06	4.13	4.13	51/126/78/255	1.52	0.222
Overall 'Social responsibility' dimension				4.29			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.7 Spectators mean responses on 'Social Responsibility' dimension

5.3.2.2 Partners' Responses

Partners were involved in establish a social legitimacy within the delivery of the mega-event. 'Delivering the dream' (RMOW, 2008) was the name chosen to present the strategic objectives identified and the commitment of all the partners so reach them between and within the Whistler community. Their responses on statements probed were uniform with only some decimal points of difference in the mean scores in Table 5.8.

How Whistler Live! "encourages volunteers to play an important role in making Whistler an hospitable place" was at the top also of partners' responses (4.27). The recognized "social responsible ways to conduct activities" was the second (4.22), followed by "effectively engagement of local community members" (4.19). Overall the statements on social responsibility reputation composed a grand mean score of 4.23 (Table 5.8).

Reputation Attribute	Mean Scores*
encourages volunteers to play an important role in making it an hospitable place	4.27
conducts its activities in socially responsible ways	4.22
effectively engages local community members	4.19
Overall 'Social Responsibility' dimension	4.23

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.8 Partners mean responses on 'Social Responsibility' dimension (n=37).

5.3.3 Vision and Governance Reputation

. Whistler's focus on using the Olympics to leverage long term benefits from the Games and its cultural events was shaped by its vision and governance priorities as far back as the Bid phase. This sentiment is supported by local and government key informants:

Somebody had the vision to use the Games as a catalyst, to smooth forward certain aspects of Whistler. We had this community Whistler 2020 plan, that was already in process. I would say that people at the municipality were visionaries and recognized that the Games could be a catalyst to forward a bigger strategic plan for the community of Whistler. (Whistler Arts Council)

A Federal Hosting Policy was the support of bidding and hosting projects with capacity to realize sport, social, cultural, and economic benefits... for the first time a multi-party agreement was signed in the Bid phase and it allowed the partners to begin planning immediately after the Games were awarded. (Canadian Heritage)

5.3.3.1 Spectators' Responses

In this study, five attributes related to the Vision and Governance reputation dimension were probed with spectators and partners. Spectators scored Whistler's ability to "meet visitors needs – exceeds visitors expectations" highest (mean 4.53) with respect to governance reputation (Table 1.9). This was followed by agreement with the governance notion that "Whistler has qualified and organized leadership" (mean 4.41). From a vision alignment perspective, Whistler Live! spectators felt that "Whistler gets community benefits from events that it hosts" (mean 4.25), and that "Whistler uses events as part of long term plan / goals" (mean 4.08). Both residents and visitors agreed that their Whistler Live! experiences suggested that "Whistler meets residents needs" (mean 4.08). For the most part, no significant differences (.05) were apparent in the responses of the spectator groups with respect to these attributes. The only apparent differences of opinion emerging from this analysis was associated with the degree into

which Whistler gained benefits for its residents and community. Here, residents were more convinced than their visitor counterparts that host events brought benefits to them and their community. Overall, the collective ‘Vision and Governance’ reputation dimension received a grand mean score of 4.27 (Table 5.9)

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
meets visitors needs	4.56	4.46	4.6	4.53	57/173/125/355	1.65	0.193
has qualified and organized leadership	4.45	4.44	4.33	4.41	11/27/18/56	0.22	0.805
gets community benefits from events that it hosts	4.23	4.26	4.24	4.25	52/133/79/264	0.02	0.978
uses the event as part of long term plan/goals	4.27	3.96	4.14	4.08	11/28/14/53	0.64	0.533
meets residents needs	4.4	4.01	4.03	4.08	52/150/108/310	4.05	0.018
Overall ‘Vision / Governance’ dimension				4.27			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.9 Spectators mean responses on ‘Vision and Governance’ dimension

5.3.3.2 Partners’ Responses

The ability to understand and meet needs of both residents and visitors was the result of a close collaboration and a shared corporate culture between partners and their strengthen capability to reconfigure organization structures and controls to face Olympic challenges. The same five items were probed also amongst the event organizers and their partners. Overall respondents reported a 4.19 average rating (grand mean). Overall, statement “Whistler has qualified and organized leadership” received the highest rating (mean 4.38), followed by “Whistler meets visitors needs” (mean 4.30), “Whistler gets community benefits from events that it hosts” (mean 4.24), “Whistler uses the event as part of long term plan” (mean 4.11), and “Whistler meets residents needs” (mean 3.92). The direct involvement of partners in the event organization and in the tourism related activities in the Whistler resort could be a reason for this order in the scores (Table 5.10).

Reputation Attribute	Mean Scores*
has qualified and organized leadership	4.38
meets visitors needs	4.30
gets community benefits from events that it hosts	4.24
uses the event as part of long term plan/goals	4.11
meets residents needs	3.92
Overall 'Vision / Governance' dimension	4.19

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.10 Partners mean responses on 'Vision and Governance' dimension (n=37).

Indeed Whistler's leadership and confidence in its ability to organize events and important international events was emphasized in the key informant interviews. As one Whistler Live! organizer indicated:

We do events all the time, we don't need the Games to do the Ski world cup. We don't need the Games to do the world biggest mountain festival in the summer.. We have the same model which is a mix of sports, culture entertainment and sometimes enter the time sports and enter the time culture. Events are what we do! (Resort Municipality Of Whistler).

Whistler's strategic approach to all its Olympic activities were perceived to have created new partnerships, new capabilities and helped catalyze new initiatives and legacies for the local community. As two other local key informants suggested:

I truly believe that the partnerships that were formed, leading up to and during the Games are really one of the intangible legacies of the Games. I really believe that we worked really well as a team and it's that type of partnership that will carry forward as a community going into the future. To me that's one of the important things that we all experienced and will all benefit from in the future. (Chamber of Commerce)

We were visible and we were there dedicated 100% to the message to the Whistler people. This really is a Whistler initiative. (Boombox)

5.3.4 Working Partnership Reputation

5.3.4.1 Spectators' Responses

While spectators were not directly involved with the organizational aspects of the partnerships, they did experience the relative seamlessness of the partners working together. As a consequence of those experiences, their perceptions of Whistler's partnering activities were quite positive. They expressed highest levels of agreement about the "strong partnership management capacity"(mean 4.19) and "positive working environment" (mean 4.13) that Whistler seemed to have. These positive feelings extended over in their opinions concerning the presence of "credible partners to support stronger resort community" (mean 4.01). Collectively the grand mean working partnerships reputation score was 4.11 (Table 5.11).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes	F Score	
	Sea to Sky	Other CAN	Internation	All	Sample Sizes**	F	Sig.
has strong partnership management capacity	4.27	4.17	4.18	4.19	52/149/104/305	0.28	0.755
provides a positive working environment/learning development	4.21	4	4.24	4.13	14/25/21/60	0.57	0.567
works with credible partners to support stronger resort community	4	4.07	3.92	4.01	51/127/78/256	0.72	0.486
Overall 'Working / Partnership' dimension				4.11			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.11 Spectators mean responses on 'Working / Partnership' dimension

5.3.4.2 Partners' Responses

Partners' grand mean for this reputation dimension was slightly higher (4.35) than that provided by spectators. The statements presented in the survey received a very similar rate amongst the partners. The "credibility of partners in supporting stronger resort community" was the highest (mean 4.38), followed by their perception on the

created “positive working environment and learning development” (mean 4.35). Almost at the same level also their opinion on “strong partnership management capacity” (4.32).

Reputation Attribute	Mean Scores*
works with credible partners to support stronger resort community	4.38
provides a positive working environment / learning development	4.35
has strong partnership management capacity	4.32
Overall ‘Working / Partnership’ dimension	4.35

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.12 Partners mean responses on ‘Working / Partnership’ dimension (n=37).

I think that engagement all around was crucial. I think partnership is crucial. Those entities outside of Whistler were as crucial as the local partnerships that we had in the resort. (Chamber of Commerce).

The working environment created during the planning and delivering of Whistler Live! reached previously unattained positive levels Several insights into these relationships and alliances were provided by key informants associated with Whistler Live! For the most part, these insights related to how the network of alliances formed, was configured and grew within the resorts, and strengthened the capabilities of all involved. There was an evolution in the partnerships as Whistler Live! preparations and delivery phases unfolded.

As key informants indicated:

Before the Olympics and now after the Olympics all these groups operate independently. They know about each other, they are friendly. Maybe they can share resources but they have very defined responsibilities and rules. Sitting in those meetings at that time it was special: all the rules could change all the persons in that room needed to work in a capacity than we never interacted and worked before. You saw some overlapping, you saw some staff leave their positions temporarily and led to other positions just for the Games. (Boombox)

When you work with the people from Whistler you quickly realize that they bring a huge passion of where they live and where they work to their everyday job. (CTV)

Crucial to this partnering process and in the whole planning and delivery of the event was a document that partners created together, beside the multi-party agreement and all other formal agreements signed locally and at provincial and federal level-Strategic Framework

The strategic framework is internal, in-resort document. It is not an agreement, it's just. we all agreed that there is no formal agreement. We agree...Fiona you and your team do this, Doti you and your team do this, ...Each of us assigned something and ... we gave the name 'SFLAT'. Which stand for 'Strategic Framework Lead Agency Team'. ... The best part of our formal agreement, no lawyers involved. (RMOW)

Within the 'strategic framework' the pressure of this 'once in a life time' event was translated into an agreed upon commitment to a different order of network organization that had previously not occurred in Whistler. The comments of the following key informants emphasized this point:

By distributing the responsibility, you're creating opportunity but you're also distributing the responsibility and now everybody has to work together because they all are responsible and they all have a lot to lose and a lot to gain. And that's what made everybody come together. I didn't come to the table because of you. I came to the table because of me, and I needed you, and you needed me, and we all knew that we all needed each other to make it successful. (Arts Council)

We had strategic framework meetings every month and at the table there would be the resort partners, and those discussions were really helpful to understand what is going on with the partners... it was a really good way to share information ...It was a really good working format. (Whistler Chamber of Commerce)

The trust in partners was unlimited. (Canadian Heritage).

I believe this is the best way to do most things. Bring people together, create partnerships, leverage resources. (VANOC)

One year before the Games, my effort was pleasing and responding and learning about the objective of local partnerships. (Boombox)

5.3.5 Products and Services Reputation

Overall, items used for assessing perceptions on quality, innovation, value, and reliability of the host-resort’s products and services were better rated by event organizers and their partners than spectators.

5.3.5.1 Spectators’ Responses

Spectators gave Whistler’s product and services reputation a positive grand mean score of 4.07 (Table 1.13). Spectators were most convinced (mean 4.46) that Whistler had “good infrastructure and technology for hosting events”.

They also recognized (mean 4.21) that Whistler had “high quality products and recreation/hospitality services”, but they were less convince (mean 3.54) that it offered “good value for money spent on product and services”. Indeed this was the lowest scored reputation attribute explored with spectators (Table 5.13).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes Sample Sizes**	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
good Infrastructures/ technology for hosting events	4.58	4.44	4.44	4.46	55/154/106/315	1.08	0.341
high quality products and recreation/hospitality services	4.29	4.19	4.22	4.21	7/43/27/77	0.06	0.945
good value for money spent on products and services.	3.4	3.64	3.44	3.54	52/166/115/333	1.68	0.189
Overall ‘Products and services’ dimension				4.07			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.13 Spectators mean responses on ‘Products and services’ dimension

5.3.5.2 Partners’ Responses

Partners were more positive (grand mean 4.54) than their spectator counterparts, that Whistler’s product and service reputation was good. Their rating of the destination’ products and services was very positive (mean 4.62). This was evident particularly with

respect to the technological infrastructure needed to host events (Table 5.14). As one key informant indicated in the context of technology and equipment quality:

I do events at many others ski resorts in the world, not only in North America. Whistler is one the few places that has good infrastructures for doing events and festivals. Whistler is prepared and it's very difficult to provide the same level of experience to your customer. (Boombox)

They too were concerned about the destinations cost value relationships. They rated its reputation with respect to “good value for money spent on product and services” relatively low (mean 3.92) (Table 5.14). Much of their concern related to the value side of the equation. As one key informant elaborated:

I pay extremely high taxes for the size of the community and I expect extremely high standards of living as results and so far I've not been disappointed. My first trip to Whistler was in 1974 (Boombox) .

Reputation Attribute	Mean Scores*
high quality products and recreation/hospitality services	4.62
good Infrastructures/technology for hosting events	4.54
good value for money spent on products and services.	3.92
Overall 'Products and services' dimension	4.36

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.14 Partners mean responses on 'Products and Services' dimension (n=37).

5.3.6 Cultural Significance Reputation

The opportunity to give Canada a bit more of a reputation for being a cultural destination for cultural tourism purposes, that was one of our goals as well showcasing the culture of the host nation, strengthening the local community, showing the local community, creating a sense of celebration. So that you maximize participation in the cultural programs and in the Games, without necessarily having to have a ticket to a sporting event. (Cultural Olympiad - VANOC)

Whistler Live! helped solidify the resort's local and Canadian cultural reputation.

It was mandated to showcase the cultural priorities of internal and external stakeholders.

For instance the Government of Canada, as sponsoring partner, placed particular emphasis on using Whistler Live! as a vehicle for engaging Canadians and making them proud of Canada's rich and diverse heritage. In contrast, local and provincial attention focussed on highlighting the area's local identity and the aboriginal culture of the First Nations. In Whistler Live!, local celebrations was blended with federal government programming priorities, as well as cultural Olympiad events. It sought to leverage the 'Olympic spirit' and the unique atmosphere the international and Canadian audience experienced during the Games. This was the cultural challenge and opportunity Whistler Live! offered to Whistler. Cultural reputation attributes probed dealt with how well Whistler was able to perform these various tasks by considering the interest on multi-cultural backgrounds of the financial funding organizations.

5.3.6.1 Spectators' Responses

Overall spectators' respondents reported a 4.16 average rating (grand mean) on these performance indicators. These result would have been lower without the response collected on the statement "Whistler supports the spirit of the Olympic Games" that reported a very high score between spectators (mean 4.78). The other items probed did not receive a high score. "Whistler encourages interaction between people from different ethnic and multi-cultural backgrounds" received a lowly score (mean 3.96). The statement probed on "Whistler promotes/showcase Local Identity and Aboriginal Culture" reported an even lower score (mean 3.74). Table 5.15 shows the details of mean responses collected amongst groups of spectators.

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
supports the spirit of the Olympic Games	4.86	4.79	4.74	4.78	57/173/125/355	0.91	0.40
encourages interaction between people from different ethnic and multi-cultural background	4.18	3.80	4.08	3.96	22/59/37/118	2.72	0.07
promotes/showcase Local Identity and Aboriginal Culture	3.89	3.64	3.78	3.74	27/56/41/124	0.72	0.49
Overall 'Cultural Significance' dimension				4.16			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.15 Spectators mean responses on 'Cultural significance' dimension

5.3.6.2 Partners' Responses

Partners's response reported the same phenomenon noticed amongst spectators of a scissors in the scores grouped in this dimension. Partners strongly agreed that "Whistler supports the spirit of the Olympic Games" (mean 4.46). But the other two items reported low results. Both the statements "Whistler encourages interaction between people from different ethnic and multi-cultural backgrounds" and "Whistler promotes/showcase Local Identity and Aboriginal Culture" received the same score (3.97). Overall the grand mean for this dimension is aligned with other values encountered (4.14 grand mean) but the differences of mean scores across statements require further considerations.

Reputation Attribute	Mean Scores*
supports the spirit of the Olympic Games	4.46
encourages interaction between people from different ethnic and multi-cultural backgrounds	3.97
promotes/showcase Local Identity and Aboriginal Culture	3.97
Overall 'Cultural Significance' dimension	4.14

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.16 Partners mean responses on 'Cultural Significance' dimension (n=37).

Comments collected between event-organizers could support a better understanding of these common pattern in the differences detected amongst both

spectators and partners and provide further evidence. The opinions of key informed interviewed are subdivided in three sets in order to consider different propositions linked to the cultural significance emerged by an analysis conducted following a ‘explanation-building’ approach (Yin, 2009).

5.3.6.3 Proposition #1: Augmentation of celebration with Live sites! – Olympic spirit

What made it amazing was the people that came to Whistler and the international fans of the sport. When it actually happened, you do see what the Olympics Games is. It’s like the only time the world comes together and celebrates without any ego or fighting. I mean you’re actually able to celebrate your country and your culture and your team and there’s no putting down anyone else. It’s a time where people were able to celebrate being Swiss, being Austrian, being Norwegian, being Canadian, being American and everybody was happy, just celebrating, it was unbelievable. I’ve never seen anything like that. (Whistler Arts Council)

This ‘spirit of the Games’ as a festive atmosphere based on free entertainment initiatives is experienced by other Olympic host-cities. In Sydney, for example, the Live Sites! program created a “thriving festive atmosphere ... on city streets and throughout Olympic precincts” (Garcia, 2001, pp205). This atmosphere overflows and overlaps the cultural significance dimension with the emotional ‘appealing’ derived by celebration of civic pride (section 1.2.1). Typically this emotional build-up in a host-city follows a common life-cycle and move from the ‘fear’ felt during the pre-Games development for culminating in a shared celebration during the Games (Garcia, 2001; Arcodia and Whitford, 2006). Key informants provided more evidence and an explanation for the high response scores expressed by partners and spectators:

The community was very afraid by the Games, very uncertain, very confused by the Games until two weeks before, even then they were so confused. And then as soon as then the Games started, everybody was fine. (Resort Municipality of Whistler)

Whistler Live! brought sport, it brought music, it brought arts and culture and it was louder and busier than it's ever been before, but really it captured the essence of Whistler. It was just a bigger, happier, louder version of how Whistler is most of the year because we have local and international people come on a regular basis. We have concerts and sports. (Chamber of Commerce).

It was phenomenal, it was great, it animated the village, it added to the energy, it was a super positive experience for anyone who came to the village during the Games. (Whistler Blackcomb)

5.3.6.4 Proposition #2: Understanding local strengths – stage the Olympic along the stroll

The Whistler Live! formula for programming was a mix of sport celebration, music, and local arts. It was staged along the resort's unique stroll in what was referred to as 'outdoor living-room' where residents and visitors were able to enjoy cultural dimensions of resort life in Canada and elsewhere. Differently than any other previous host cities, Whistler integrated the Live Sites! program with the Cultural Olympiad. Characteristic strengths of the resort were embedded and showcased in the physical staging of the events, as well as the cultural programs presented. This led to a unique flow of audiences through the village and past its various commercial and cultural entities. Not only Whistler was staging the show but Whistler was 'on the stage' and part of the show. When a mega-event is hosted in a resort, the whole resort become the stage. When event organizers recognized that Whistler does not have indoor infrastructures for staging concerts and arts' performance, they made the whole resort-village become an infrastructure for outdoor performances. As key informants indicated:

I think what was so fantastic was that the arts and the sports came together. The sports appreciated the arts because it's animated. And the arts appreciated the sports because they saw how elite athletes were and how exciting this was. They can work together really well. And especially for a resort like Whistler because we are recreational resort. People don't come here to go to the art gallery, they don't come here to go to the symphony, they come here to hurdle themselves down the mountain. For

the recreational side of Whistler to appreciate the artistic side, was a huge gain And I think with Whistler Live! during the Olympics, it was a huge recognition of the value of art because of the cultural animation that happened in the village during the Olympics. And that's a huge change for Whistler I think. It really catapulted the art and the appreciation of the art into a whole new dimension during the Games. (Whistler Arts Council)

What we noticed was every time we put out arts or culture or music on the big screens people came by, looked, smiled, stayed for a few minutes, and then they moved away. ... as soon we put Olympics sport on the screen, people stopped and did not move. (Boombox)

We focused on our strengths in our community and our arts community. Our strengths are writers, ... great photographers ... and we have an amazing number of painters ... So we established what we are going to showcase, what we're going to highlight. We're going to say, that is the best of what we have. This is what we're going to focus our time on. ... As a small mountain town, with limited resources, time and money, you really do need to be real about your strengths and focus on your strengths, rather than trying to make it up We're not going to create the philharmonic orchestra in six years. (Whistler Arts Council)

We decided early that it was going to be free, it was going to be outside and there weren't really any venues. So we want to make sure that we have a budget to celebrate and make it outside, and everybody has to adapt. In the five years leading up, we had a festival in February. We were all very used to being outside and knowing what works and what didn't. (Whistler Arts Council)

5.3.6.5 Proposition #3: Aboriginal Culture Promotion

Spectators and partners rated Whistler's reputation with respect to promoting local identity and Aboriginal culture to be relatively low. This was unanticipated as much rhetoric and effort was placed on showcasing the Aboriginal cultural dimension. Whistler Live! conducted a daily unique activity together with First Nations storytellers and long-time locals at the Blackcomb bridge. Here the attendees told stories of the 'Corridor', myths about Whistler and tales about traditional Aboriginal legends. It was held near but

away from the main village “where the sun sets by the warm glow of a winter fire with local musicians playing sets for the last half hour each night” (Whistler Arts Council programs, Appendix S). First Nations stories together with other Whistler stories were also made part of the video contents broadcasted in the daily programming on the big digital screens in the village. A cooperative of First Nations artists was also involved with the Arts’ gallery inside the Athletes’ village. It was another intimate experience offered to people who wanted to explore Whistler behind the entertainment on the stroll.

The following series of opinions collected from key informants helps explain the mismatch between anticipated responses and those received concerning this aspect of Whistler’s reputation probed.

The First Host Nations became partners right from the beginning. We had an office dedicated to maximizing Aboriginal participation. (VANOC)

Two of them were involved with Whistler... not without difficulty. Anything of that complexity and especially with that kind of history and divisions between Aboriginal and non-Aboriginal peoples in Canada let alone British Columbia. ...It’s a very sensitive area of activity. The Supreme Court of Canada has said you have to take into account the Aboriginal interests in anything that you do, in any public interest project or private sector. (VANOC)

There are around 197 different nations in British Columbia. That’s more than the rest of Canada combined. And then we have more than 25 different languages that we speak here. Whereas there are three or four in the rest of Canada. (Squamish)

There’s not a lot of First Nations people in Whistler. They live in Squamish and Vancouver. But for the BC Arts Council, years ago it became a priority to engage First Nations populations in provincial arts ...So we had already been working towards creating bridges and programming initiatives. Then there was the building of the Squamish and Lil’wat Cultural Centre, which was related to the Olympics so we’ve had many conversations leading up to the Olympics. (Arts Council)

To my knowledge Squamish was not involved in any of the meetings with Whistler. I think it's just positioning-wise, we're down here and in Squamish, so we're not as close to Whistler in our daily activities. We weren't really connected, not to the live sites, whereas down here we were involved...a rock band played with Gregor Robertson (ndr Vancouver's mayor) at the live site show in Vancouver. (Squamish)

I think what really happened in Whistler is that they really depended mostly on the Squamish Lil'wat Cultural Centre to be the representative ... they are already there, they have got a good facility...we were involved heavily at the Athletes' Village. They [VANOC] approached us and said: "Would you be willing to run the gallery space in the Athletes Village?" we met with all the artists and they said 'let's do it'. ...some of our families will volunteer, and we accepted... Then there were very few spectators. It was only if they were invited into the athlete's village, if they could get through the security gates. (Squamish)

The Aboriginal participation was something that Whistler and the Cultural Olympiad both were absolutely committed to. It wasn't just the traditional Aboriginal culture. We and they wanted to ensure that some of that was there on exhibition at the Squamish cultural centre. But also strongly ensure that people knew Aboriginal culture and creativity as very contemporary thing as well. We have lots and lots of Aboriginal people who were involved in a very contemporary way with popular culture, popular music, art forms in every way. (VANOC)

It was really important for us when we were saying that we were going to tell our story. Well what story is that? Is it just the ski town story? The ski boom story? Or even of the story of the people who have lived here for centuries way before the white man. It's part of the story of Whistler... and so we did. (Whistler Arts Council)

The history of our flood ... I was invited to go and sing a song as well to enhance them. ... we just collaborated together last minute on things. So it did merge a lot - they did merge a lot of First Nations in the performance. (Squamish)

5.3.7 Sustainability Reputation

5.3.7.1 Spectators' Responses

Overall spectators were not highly convinced about the extent to which Whistler had achieved its sustainability plan. Their overall level sense of Whistler's sustainability

reputation was the lowest (grand mean 4.0) of all the dimensions measured. Its highest attribute rating (mean 4.07) was associated with the statement that “Whistler conducts its activities in environmentally responsible ways”. Its “vision” received a lower reputation score (mean 3.98) and Whistler’s reputation as a place that “engaged its community in promoting sustainable practices” was only 3.96. (Table 5.17).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes Sample Sizes**	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
conducts its activities in environmentally responsible ways	4.00	4.07	4.08	4.07	8/41/25/74	0.02	0.976
strong vision for accelerating its journey toward sustainability	4.14	4.01	3.83	3.98	51/140/89/280	2.23	0.109
has engaged its community in promoting sustainable practices	3.85	4.16	3.75	3.96	20/43/32/95	2.44	0.092
Overall ‘Alignment to Sustainability’ dimension				4.00			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.17 Spectators mean responses on ‘Alignment to sustainability’ dimension

5.3.7.2 Partners’ Responses

The same items probed amongst partners received a little better result. Event organizers directly had to deal with Whistler’s strategic objectives for sustainability and they were aware about practices activated between and within the local community.

We paid a lot of respect to what Whistler was all about. They’re so proud of it [sustainability plan]. It’s got to fit in and we made that happen. We ended up building a structure and at the end of the Games we gave that structure to Whistler as a legacy piece. (CTV)

The roll out of Whistler 2020 obviously is going to continue, and I think the Chamber has stronger relationships with its partners because of the Games and will support and will be supported in Whistler 2020. (Chamber of Commerce)

The statement “Whistler has engaged its community in promoting sustainable practices” reported the highest score (mean 4.27), followed by “Whistler conducts its activities in environmentally responsible ways” (mean 4.11). “Whistler has a strong vision for accelerating its journey toward sustainability” was the last (mean 4.03). Overall, the grand mean was 4.14 (Table 5.18).

Reputation Attribute	Mean Scores*
has engaged its community in promoting sustainable practices	4.27
conducts its activities in environmentally responsible ways	4.11
strong vision for accelerating its journey toward sustainability	4.03
Overall ‘Alignment to Sustainability’ dimension	4.14

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.18 Partners mean responses on ‘Alignment to sustainability’ dimension (n=37).

The residents in Whistler are committed to the sustainability idea and being here as pristine playground forever. The Olympics allowed them to enjoy unprecedented financial funding from dear partners and Government of Canada to put things in place that would have been put in place but maybe not for an another 20 years. This accelerated a plan and a path toward sustainability. (Boombox)

The words of key informed ‘Boombox’ explain how 17 days of Games hopefully could become 17 years of legacy when the Olympics were integrated in the long term plan for the host destination. Whistler sought to reinforce its sustainability reputation through the promotion and encouragement of community activities. Whistler Live! was also intended to highlight the communities sustainability stories. The following remarks by key informants reinforce the efforts pursued to make Whistler’s sustainability story known

We showed many videos during Whistler Live ! on sustainability on what we are doing with recycling, garbage, the quality of life and resources. (Boombox)

It was an opportunity to showcase those things we were doing in the community with regards to sustainability to people that come here and ... maybe they take some of those ideas back to their own homes and communities. (Whistler Blackcomb)

5.3.8 Financial / Economic Performance Reputation

Three items related to financial and economic performance dimension were probed with spectators and partners. These are reported in the following sections.

5.3.8.1 Spectators' Responses

Overall spectators' respondents reported a 4.25 grand mean on this reputation dimension. The reputation attribute concerning Whistler being "well positioned to out perform other resort destination in the future" received the highest average rating (mean 4.38). In addition spectators agreed that Whistler "offers a relatively low risk investment environment" (mean 4.25), and that it had "the assets and financial tools needed for future economic growth" (mean 4.11) (Table 5.19).

Reputation Attribute	Respondent Group Mean Scores*				Group sample sizes Sample Sizes**	F Score	
	Sea to Sky	Other CAN	Internation	All		F	Sig.
is well-positioned to out-perform other resort destinations in the future	4.29	4.19	4.62	4.38	7/27/26/60	2.6	0.083
offers a relatively low risk investment environment for business	4.25	4.21	4.35	4.25	16/39/20/75	0.24	0.788
has the assets and financial tools needed for future economic growth	3.91	4.13	4.17	4.11	11/32/23/66	0.35	0.71
Overall 'Financial / Economic Performance' dimension				4.25			

*Mean scores based on response scale ranging from strongly disagree = 1 to strongly agree =5.

** Sample sizes reported in Sea to Sky, Other Canada, International, and Overall sequence.

Table 5.19 Spectators mean responses on 'Financial / Economic Performance' dimension

5.3.8.2 Partners' Responses

The same three attributes were probed with Whistler Live! partners. Overall respondents reported an overall grand mean financial /economic performance reputation grand mean score of 3.72 (Table 5.20). Highest attribute ratings were associated with “Whistler is well positioned to out perform other resort destination in the future” (mean 4.30), followed by “Whistler has the assets and financial tools needed for future economic growth” (mean 3.59) and “Whistler offers relatively low risk investment environment” (mean 3.27). The last two statements scored the lowest rate overall between partners in the whole set of statements probed. It seems that spectators and respondents with an outside perspective had a better opinion on the financial and economic potential performance of Whistler. This finding could be explained as consequence of post-Olympic uncertainty that might affect some people with an inside point of view in the resort. Using the words of one of the key informed:

There's a real concern that there's not enough tax dollars to do basic services. I think there's a bit of an intellectual wrestling going on as to how essential this is both to the community and to tourists. I'm hoping that it won't take too long for people to understand that this is part of the economy as well as part of the enjoyment factor. This is part of what drives tourist interests as well. The same dollar satisfies both the local resident and the visitor so it's a really good investment. (VANOC)

Reputation Attribute	Mean Scores*
is well-positioned to out-perform other resort destinations in the future	4.30
has the assets and financial tools needed for future economic growth	3.59
offers a relatively low risk investment environment for business	3.27
Overall 'Financial / Economic Performance' dimension	3.72

* Response scale ranging from strongly disagree = 1 to strongly agree =5.

Table 5.20 Partners mean responses on 'Financial/Economic Perform.' dimension (n=37).

Whistler reputation with respect to economic and financial matters was considered and reinforced after the Games in a report issued by Whistler Blackcomb Holdings Inc, when it acquired 75% of the interest in the resort business operations and went listed on the Toronto Stock Exchange. In that report, it is highlighted the “Significant global exposure from Olympic Winter Games; Improved access to Whistler as a result of significant infrastructure enhancements; Regional population growth.” (Investor Kit – Whistler Blackcomb, 2011). In this report it also noted that:

“Sales of season passes and frequency cards in the 2010/2011 ski season reached 166,000 units and \$43.3 million, the highest level in the history of Whistler Blackcomb. Resort revenue in the period October 1st, 2010 June 30, 2011 increased by 21.5%, over the same period in the prior year, due to increased skier visits.” (MDA – WhistlerBlackcomb , 2011, p 4)

5.4 Overall Reputation Index

Whistler’s reputation was measured using the grand mean responses of Whistler Live!’s spectators and partners. The perceptions of spectators and partners concerning each of the reputation dimensions and associated attributes were reported in this section. The overall spectator-based index was the grand mean of each of the reputation dimension mean responses offered by those respondents. Responses were collected after Whistler Live! was completed. The overall partner-based index was similarly calculated based on the perspectives offered in either face to face interviews or on-line surveys conducted during or after Whistler Live!’s delivery.

Based on the responses collected, Whistler’s overall spectators-based reputation index was 4.22 out a possible score of 5, where ratings range from 1 represents the minimum value possible (strongly disagree) and 5 corresponds with the maximum level in the respondents’ perceptions (strongly agree).

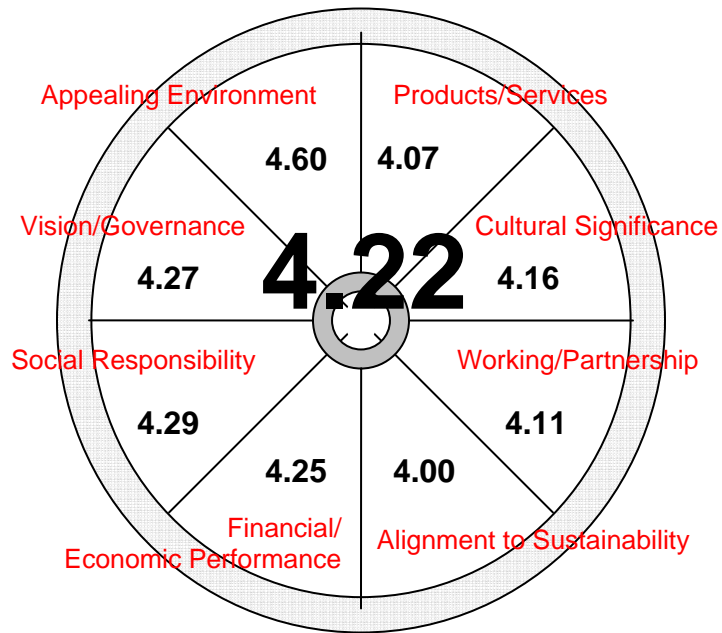


Figure 5.2 Spectators-based reputation index and grand mean reputation dimension scores

Figures 5.2 and 5.3 show respectively the spectator-based reputation index and the partners-based reputation index within the details of grand mean scores.

In this overall index, highest scores were associated with Whistler’s reputation as a place for demonstrating natural beauty (4.85), supports the spirit of the Olympic Games (4.78), encourages volunteers to play an important role in making it an hospitable place (4.62). Lowest mean scores were associated with items concerning the showcase of local identity and aboriginal culture (3.74), and the good value for money spent on products and services (3.54).

Attributes of Host-Destination Reputation	Mean
has natural beauty	4.85
supports the spirit of the Olympic Games	4.78
encourages volunteers to play an important role in making it an hospitable place	4.62
good place to host events	4.55
meets visitors needs exceeds visitors expectations	4.53
good Infrastructures/technology for hosting events	4.46
has qualified and organized leadership	4.41
event inspires community pride and belonging	4.39
is well-positioned to out-perform other resort destinations in the future	4.38
gets community benefits from events that it hosts	4.25
offers a relatively low risk investment environment for business	4.25
high quality products and recreation/hospitality services	4.21
has strong partnership management capacity	4.19
provides a positive working environment / learning development	4.13
conducts its activities in socially responsible ways	4.13
effectively engages local community members	4.13
has the assets and financial tools needed for future economic growth	4.11
uses the event as part of long term plan/goals	4.08
meets residents needs	4.08
conducts its activities in environmentally responsible ways	4.07
works with credible partners to support stronger resort community	4.01
strong vision for accelerating its journey toward sustainability	3.98
encourages interaction between people from different ethnic and multi-cultural backgrounds	3.96
has engaged its community in promoting sustainable practices	3.96
promotes/showcase Local Identity and Aboriginal Culture	3.74
good value for money spent on products and services.	3.54

Table 5.21 Spectator-based mean reputation attributes index scores

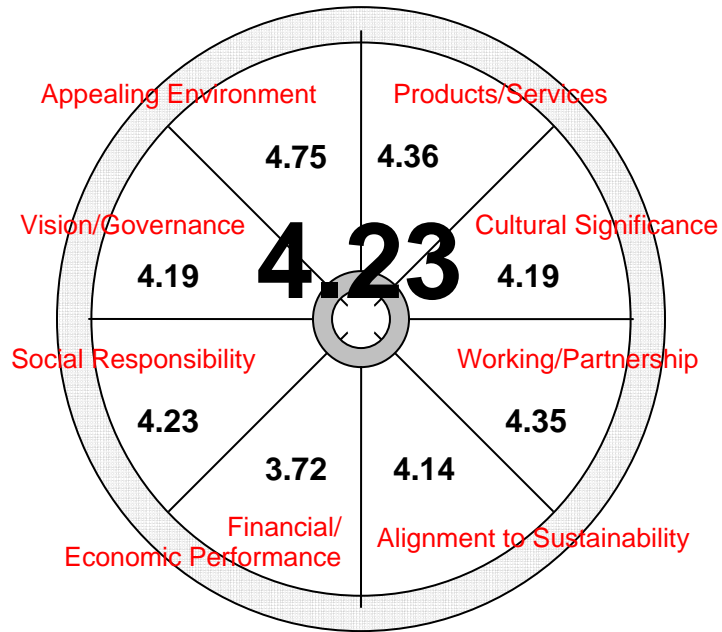


Figure 5.3 Partners-based reputation index and grand mean reputation dimensions scores

Whistler’s overall partners-based reputation index was 4.23. Overall, their highest mean scores were assigned to reputation dimensions related to event inspiring community pride and belonging (4.86), good place to host events (4.78), high quality products and recreation/hospitality services (4.62), Lowest average scores were related to financial and economic performance. For example, perceptions were lowest with respect to items concerning: has the assets and financial tools needed for future economic growth (3.59), offers relatively low risk investment environment for business (3.27). Those factors deemed most positive for partners were quite similar to those of spectators. For instance the perception that Whistler is a good place to host events, has a natural beauty, good infrastructures/technology for hosting events and a qualified and organized leadership were highest for both spectators and partners.

As the findings suggest, generally the views of both groups of respondents were directionally similar. To validate this perspective, a Spearman rank correlation analysis was conducted on those attributes that were directly comparable. Overall, the Spearman Rank Correlation was $r_s = 0.610$ and the p -value = 0.002558 (significant). This statistic helps confirm the close comparability of the stakeholders on these reputation aspects. Appendix C shows the items compared between the two groups and the calculation of the correlation coefficient.

Considering attributes where Whistler scored the lowest level in responses, spectators and partners had different perceptions of Whistler’s reputation. For instance, spectators’ responses scored low on cultural significance indicators such as the way into which Whistler promotes local identity and Aboriginal culture; and items related the Whistler strategy for the sustainability. Instead partners’ perceptions are concerning about financial and economic performance. However, spectators and partners together ranked the value for money spent on product and services as one of the lowest.

Attributes of Host-Destination Reputation	Mean
event inspires community pride and belonging	4.86
good place to host events	4.78
high quality products and recreation/hospitality services	4.62
has natural beauty	4.59
good Infrastructures/technology for hosting events	4.54
supports the spirit of the Olympic Games	4.46
has qualified and organized leadership	4.38
works with credible partners to support stronger resort community	4.38
provides a positive working environment / learning development	4.35
has strong partnership management capacity	4.32
meets visitors needs exceeds visitors expectations	4.30
is well-positioned to out-perform other resort destinations in the future	4.30
encourages volunteers to play an important role in making it an hospitable place	4.27
has engaged its community in promoting sustainable practices	4.27
gets community benefits from events that it hosts	4.24

conducts its activities in socially responsible ways	4.22
effectively engages local community members	4.19
uses the event as part of long term plan/goals	4.11
conducts its activities in environmentally responsible ways	4.11
strong vision for accelerating its journey toward sustainability	4.03
promotes/showcase Local Identity and Aboriginal Culture	3.97
encourages interaction between people from different ethnic and multi-cultural backgrounds	3.97
good value for money spent on products and services.	3.92
meets residents needs	3.92
has the assets and financial tools needed for future economic growth	3.59
offers a relatively low risk investment environment for business	3.27

Table 5.22 Partners-based mean reputation attributes index scores

5.5 Open ended Reputation Responses

Spectators and events organizers were invited to provide their opinions also using open ended questions which collected respondents' remarks outside the structured part of the on-line survey. For spectators' top of mind responses concerning Whistler as a destination, their favourite moments during their Whistler experience. Partners were asked open ended questions concerning how Whistler reputation has been changing as a result of Whistler Live!

For the purpose of this research the open-ended comments of spectators and partners were classified using the category of customer responses discussed earlier in the literature review. Indeed, the festive atmosphere of celebration created within locals and the visitors is the top-of-mind response in the words used by spectators for describing Whistler as destination (57.3%) and in their words used to describe their favourite moment of the 2010 experience (50.3%) (Table AE.1 in Appendix E). Partners were asked to describe with a word or a sentence how Whistler Live! contributed to change Whistler reputation and again most of responses were statements and words linked to the festive atmosphere created (42.4%) (Table AE.3, Appendix E).

Appendix E shows the details of spectators and partners responses to open ended questions. This impressive percentage of top of words related to the atmosphere created with Live Sites! celebration also helps confirm the relevance of this element of reputation. According to the words used by event organizers and their partners, the characteristics related to the particular event delivered has a very important role in the changes of Whistler's reputation (30.3%) (Table AE.2, Appendix E).

The quality of products, services and activities facilitated in Whistler was remembered in the spectators' comments (10.7%) and it is considered relevant for enhancing the resort reputation by the Whistler Live! organizers (15.2%) (Table AE.3, Appendix E). The role of an effective governance for enhancing the reputation of the resort is well perceived by event organizers (12.1%) and this effective governance emerged also in some words used by spectators to describe Whistler resort (3.6%) (Table AE.1, AE.3, Appendix E).

5.6 Insights on other Intangible Outcomes

. Event organizers and their partners provided valuable additional viewpoints on other intangible assets and outcomes related to the social and reputational capital forged amongst the network of strategic alliances created during the delivery of the mega-event. Their responses were collected during and after the event via the semi-structured face to face interviews conducted. The following section summarizes their opinions and perceptions on intangible lasting aspects, relevant in the context of host-resort reputation explored in this research.

5.6.1 Partnership Development

Partners were asked how well the event organizers conducted the different phases of the involvement process. In particular strategies for engagement, presented in chapter 2 (Table 2.3), were probed. These related to :

- Transparency: How to communicate strategies and initiatives?
- Inclusiveness: How partners are involved in decision making?
- Responsiveness: Consideration of question presented and answering time
- Commitment: How partners can give support and not only opinions?

In addition, they were asked about the effectiveness the communication strategies employed by Whistler Live! in planning and delivering this cultural event.

Table 5.23 shows the questions asked and the mean scores reported for the different engagement initiatives.

Engagement - initiatives	4.38
Communicated with me in a respectful manner	4.59
Kept me informed about what was happening during the Whistler Live! delivery phase	4.41
Provided me with the information and resources I needed to do a good job	4.41
Encouraged me to use my judgment when caring out my Whistler Live! responsibilities	4.38
Kept me informed about what was happening during the Whistler Live! planning phase	4.32
Responded to my Whistler Live! questions and needs in a timely fashion	4.32
Took my perspectives into account when planning and delivering Whistler Live!	4.32
Made me feel like I was welcome to participate in planning and delivery of Whistler Live!	4.27

Table 5.23 Partners mean responses on engagement initiatives

All the initiatives scored highly, especially those associated with the delivery phase of Whistler Live! Overall, responsiveness, inclusiveness and the information flow were rated similarly (mean 4.32) and dealt with planning as well as deliver functions. Factors related to communication were scored especially high in the delivery phase (mean 4.59). Overall, the grand mean for Whistler Live! management performance was 4.38.

The memories of key informant ‘Chamber of Commerce’ provide further details on how engagement initiatives were expanded to include people beyond the immediate network of strategic alliances.

We hosted a number of events for both our employers and their employees. Information sessions, focus discussion groups, monthly lunch-on events... In January, we hosted an employee event because we wanted to make sure that our employees were ready. We also hosted an event called “Let the Party Begin”: we brought in information from VANOC, from Whistler Live!, the resort municipality, and BC transit so there were bus passes available with transportation information. Community services were there because we wanted to make sure that nobody was being treated unfairly. We budgeted for 300 people to attend and 1100 people attended. There was full engagement from our businesses. (Chamber of Commerce)

The improvement of reputation is also the reason for a technical sponsor to participate to the Olympic and Paralympic Games and join the network of partnerships at the resort. Even if with motivation derived from an external perspective, the attention on intangible assets is shared as the intention to work on own abilities, bringing new competences in the resort:

If we are doing this and we are putting all of these efforts is because we believe to improve the reputation of our company. ... We want people aware about our involvement as technical sponsor of the Games and about the quality of the service we provided as time keeping. More than generate revenue during the Games, our goal is to demonstrate our competency. (Omega, translate by the author)

The voice of an other external partner highlights how engagement initiatives had the tendency to lead to effective collaborations and “early engagement”.

We worked with all those people very closely over a period of two years. It ended up being a relationship with a lot of respect for each other. ... we came in at a level and we understood each other very very quickly. (CTV)

Moving from engagement to a closer collaboration, another question inquired how the partnering processes were facilitated. Partners in the network were asked to indicate their level of agreement /disagreement with statements concerning their organization’s overall involvement in the development and delivery of Whistler Live!. Table 5.24 shows the questions asked and the mean scores reported for the different initiatives where partners were involved.

Partners - involvement	4.27
Read documents / emails / website information provided by Whistler Live!	4.47
Helped deliver the Whistler Live! program	4.47
Shared pertinent information / knowledge with Whistler Live! management	4.33
Attended orientation / planning sessions organized by Whistler Live!	4.28
Provided unanticipated additional resources (technical, human, financial) as needed by Whistler Live! management	4.25
Responded to resort community issues identified by Whistler Live! management	4.19
Helped define Whistler Live! goals and strategies	4.19
Helped define how Whistler Live! management would work with its partners	3.97

Table 5.24 Partners mean responses on involvement activities of Whistler Live!

Overall, the values reported are high with a grand mean of 4.27. The initiatives where partners felt their organization was less involved were perceived to have occurred at the strategic level (e.g. definition of goals / strategies (mean 4.19), responding to resort community issues (mean 4.19), and partnership development (mean 3.97). Partners felt their organizations were more involved in operative tasks such as providing unanticipated additional resources needed by Whistler Live! management (mean 4.25), attending orientation / planning sessions (mean 4.28), and sharing pertinent information and knowledge (mean 4.33). The activities where partners felt their organization more involved were directly related to the delivery of Whistler Live! program (mean 4.47) or reviewing communications and information received (mean 4.47).

This trend could be a natural consequence of the incredible intensification of activities in the ramp-up to the Games. This perspective is captured in the words of the manager of the strategic alliance

We worked over the last two years monthly, then on specific projects 2-3-4-5 times each week. For Whistler Live! 5 times each day. It became very intense, to the point that it became our life for 1 year. (RMOW)

By attending meetings in the resort in person was the way in which partners collaborated and strengthened the partnerships. It was a process and outcome that built with time and that brought the partners into a more effective and incredibly responsive space during the Games. Two informants reinforced the value of the processes used by Whistler Live! to nurture strong partnerships.

Nothing beat an in person face to face meeting in Whistler was the most productive way to communicate. (CTV)

The last two years, there were monthly meetings and once we were into Games mode we started the daily meetings and it worked really well because we were in constant contact with each other. ... The partners were coming together physically around a table every morning. We would then communicate with our membership through e-mail, we called them Biz-Alert (Chamber of Commerce)

In the last quotes, 'Chamber of Commerce' refers to a daily newsletter created by Chamber of Commerce for providing daily valuable and concise information to more than 800 businesses in the resort (Appendix U). It is an example of new network communication process activated during the deliverance of the mega-event. By sharing information and knowledge, the Chamber of Commerce undertaken a neuralgic role as interface between event managers and local businesses:

The Chamber of Commerce issued a business survey to a sample of its businesses during the Games, over certain sectors. We wanted to understand what was happening at those businesses, at the grassroots

everyday of the Games... it allowed us to share that information with the partners at the table. It really helped them share information and resolve issues. (Chamber of Commerce)

Partners were also asked to share their perceptions of partner sharing experience with the Whistler Live! management team. Their overall responses to five probes are captured in Table 5.25.

Partners - sharing	4.47
a common vision with respect to expected outcomes	4.53
a common goal with respect to expected outcomes	4.50
a common culture with respect to how to work with one another	4.50
a common trust with respect to living up to agreements	4.47
a common understanding of expected roles and responsibilities	4.33

Table 5.25 Partners mean responses on elements of shared culture

Overall the partners were very positive about their sharing experiences (grand mean 4.47). This perspective was highest with respect to sharing “a common vision with respect to expected outcomes” (mean 4.53), followed by “shared goals” (mean 4.50) and “a common culture with respect to how to work together” (mean 4.50). Not far behind in the rating were favourable expressions concerning shared “common trusts with respect to living up to agreements” (mean 4.47) and “a common understanding of expected roles and responsibilities” (mean 4.33). Elaborations on these feelings were offered by several key informants. Their comments included:

Never before these partners had shared a common goal and the value of that goal was perceived to be so important .. a cliché expression but a “once in a life time experience” (Boombox)

To create that sense of the celebration around the entire region was my plan. It takes a long time and it takes a lot of money. But mainly it takes a lot of partners so everybody brings something to the table... Because there’s a lot of trust there. He and I had worked together on this for a long time and so when we talked about partnership together we meant it. (VANOC)

All the event organizers felt that partnerships developed added an intangible value built over the time on trust and reciprocal understanding. It was believed to be something that would affect the governance of the resort well after the Games. This viewpoint was reinforced by key informants.

At least while the current people are in the same positions, you will see a short hand and a willingness to pick up the phone and share other ideas. ...what are the benefits to me, or to the new project, or to the new customer. (Boombox)

we worked really well as a team and it's that type of partnership that will carry forward as a community going into the future. To me that's one of the important things that we all experienced and will all benefit from in the future. (Chamber of Commerce)

5.6.2 Network core competence / shared learning

The network of event organizers and their partners, in the dynamic and rapidly changing environment experienced in the years before the Games led to new organizational processes, new way to acquire, integrate, recombine and release resources, skills and what literature calls 'dynamic capabilities'.

Event organizers in the network of alliances faced many 'Olympic challenges' and went together through a wide range of reconfiguration, leveraging, learning, and creative integration processes. The learning associated with these activities is exemplified in the comments offered by the following informants:

I think the opportunity to do something like that, with those kinds of resources available, people learn what they can do and accomplish and go beyond where they have been before. The capacity what they can actually accomplish has definitely grown. (Whistler Blackcomb)

There is a word in English, it is a very strange word, it's 'capacity'. Capacity typically means how much can you put into a box, stadium, how many people, how much water. But I believe that capacity is also the level

of professionalism, and I think all of us improved our level of professionalism in working on the Games. We became efficient and we became more collaborative. There was a very great product, Whistler Live! but also prediction, security, everything was there. (RMOW)

The Olympics and Paralympics just happened to be the largest events, ever. We delivered and I think what we've learned as a community, will help us to deliver events, all kinds of events. I think the intention is to build on that and to attract other events in the future. We leverage that. We take our lessons and we leverage that. (Chamber of Commerce)

5.6.3 Refreshing Destination Awareness

Event organizers and their partners provided valuable opinions also on the extent to which enhanced awareness of Whistler happened during the Games. Their viewpoints on this were captured via comments concerning Whistler Live!

Approximately 10,800 credited and unaccredited media ..reached an estimated 3.5 billion viewers. As a result of the significant media coverage, awareness of ...Whistler has increased dramatically. According to surveys conducted by Tourism Whistler, top of mind awareness grew from 19% to 42% in Germany, from 48% to 62% in Australia and from 32% to 45% in the United Kingdom following the Olympic Winter Games (MD&A – WhistlerBlackcomb, 2011).

The awareness of the Whistler resort has dramatically increased. we see it on peoples lists as a place they want to go to, but given other economic challenges, currency fluctuations, we are not seeing the results we want... I think it will come overtime. (Whistler Blackcomb)

Whistler is now a world-class resort that millions of people know about because of the exposure that has come out of the Games. I think it's huge. We are now on the international map and it's up to us, through our partnership to ensure that we stay there. (Chamber of Commerce)

I think the aftermath could truly be for 15 - 20 - 25 years If we keep reminding people of 2 things: 1. we hosted the Games and 2. the biggest strength of the Olympic brand remains strong because if they do something to ruin their brand, then our association is ruined. (RMOW)

I think the big end is outside. The community will benefit because other people recognised what we did and what we can do. (RMOW)

Chapter 6: Discussion

Whistler is a tourism based community that is on its way to developing a more emphatic event component. They had the basic infrastructure, but most people thought of it entirely as a place to ski or bike or hike or paddle or whatever. But now, I think they can start to think of Whistler as a place to attend events.... People want more of this experience and that is from the local resident point of the view and the visitor point of view. (Burke Taylor, Cultural Olympiad - VANOC)

Reputation has an important role to play in the context of tourism destinations. To tourists, visiting a reputable destination guarantees the quality of the experience they would enjoy from the destinations past performance (Vengesayi et al., 2009). For destinations in possession of a positive reputation there is, by definition, an increase in attractiveness and competitiveness. A positive reputation is a rare and hard-to-imitate resource (Amis, 2003; Barney, 1991) and is crucial for creating competitive advantage (Deephouse, 2000; Hall 1992). This study considers the reputation of a mountain resort that hosts a mega-event as a multidimensional construct that includes not only the overall appeal of the host-destination but also the resort organization's ability to understand and meet the needs and the expectations of its target markets. It is an aggregate of multi-stakeholders' perceptions (3.4.1). The network of organizations participating in the management and delivery of services inside and outside the resort affects the perceptions, beliefs, and attitudes of different market actors, such as consumers (visitors and residents) as well as investors, information mediators, suppliers, businesses, associations, and even competitors.

Generally, the assessment of reputation is determined by examining the perceptions, impressions, and beliefs of stakeholders concerning specific conceptual dimensions of reputation (Fombrun et al., 2000; Cravens et al, 2003; Walsh et al 2009). This research integrates both strategic and perceptual approaches discussed in the literature (2.5.5 - figure 2.8) and uses a case study to explore ways into which mega-events can be strategically used to develop reputational capital in the host destination. It considers the reputation's antecedents - what can shape a positive reputation - and also the reputation's consequences – the outcomes for host-destination competitiveness and sustainability. After presenting the processes for building reputational capital as expressed in the literature related to governance and as exemplified in the case study findings, the discussion moves on to highlight the dimensions of the host-resort reputation discovered throughout the course of various surveys and interviews. In the last part of this chapter, the disquisition is enriched with insights learned from the case study and from my own behind-the-scenes observations of what transpired at Whistler Live!.

6.1 Building Reputational Capital Within Mega-events

The planning and delivery of the cultural and celebrative programme associated with the Games in Whistler facilitated three processes, which together nurtured and enhanced reputational capital and tourism capabilities for the host resort. Explicitly, it

- I: strengthened collaborations and partnership amongst resort's organization;
- II: shaped, reconfigured and developed network core capabilities - assets and competences; and shared knowledge, goals and responsibilities;
- III: enhanced capabilities, information, and reputation into resort capabilities and resort reputational capital.

6.1.1 Strengthened partnership development

In planning, staging and hosting the Games, the Resort Municipality of Whistler (RMOW) recognized a unique opportunity to establish strategic alliances and strengthen partnerships to deliver an extraordinary experience (RMOW, 2006). The RMOW demonstrated the importance of implementing effective engagement initiatives to positive reputation development and confirmed the significant role that high attention to communication and information support can play in shaping feelings about an organization (Table 5.20). Effective engagement practice can lead to trust, transparency, inclusiveness, and responsiveness (2.4.1.1). Moving from engagement to collaboration is an important step in the management process, and the RMOW shifted relationships with its partners towards a platform of shared understanding. This is a situation central to the process of true partnership development. As depicted in Figure 6.1, shared goals, common corporate culture, fair and mutual understanding, a rapport of reciprocity/equity are aspects of an effective collaboration that facilitate commitment and belonging.

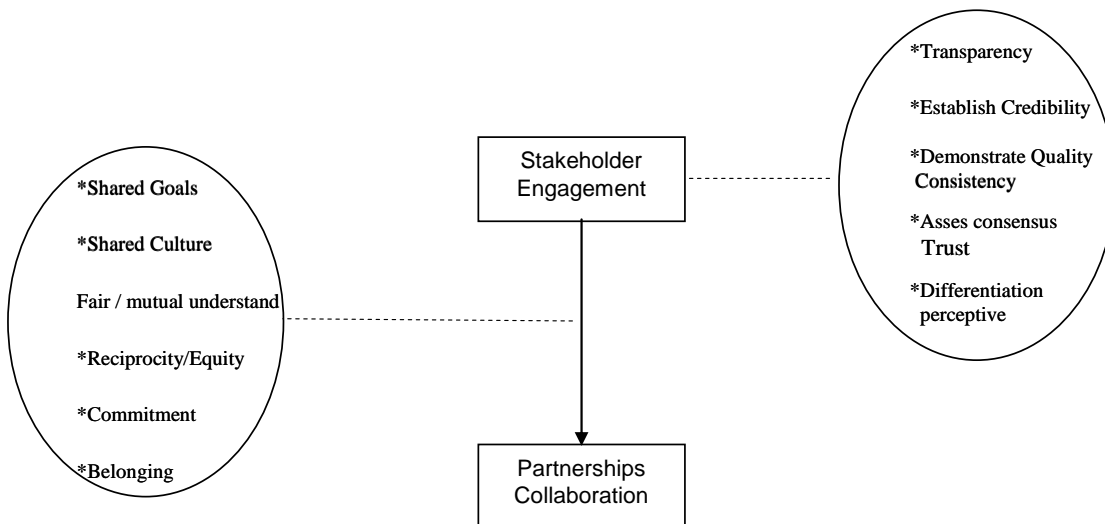


Figure 6.1 Engagement and partnering aspects.

The findings suggested that a common corporate culture was nurtured and that led to collaborations among several ordinarily disparate partners (Table 5.22). Following a social capital principle, shared norms and mutual understanding enabled collaborators to act together more effectively and to pursue shared objectives (Putman, 1995). In this sense, cognitive and relational factors determined the quality and intensity of interpersonal ties (Pavlovich, 2008) within the structural connections of the network. This strengthening of relationship quality was reinforced in the key informant interviews:

People are collaborating more and there are new organizations that are growing in the community. (Boombbox)

It ended up being a relationship with a lot of respect for each other. (CTV)

I believe that the people of the organisation have very high levels of feeling. The senior people of all organizations already worked well together but now I believe we work even better and so I think the key stakeholder organizations, the senior manager team, they have been strengthen. (RMOW)

Whistler after the Games is now a community that probably feels like they've been able to do something collectively together that was very successful. Whereas I think before there were problems working together and there wasn't really a singular focus. (Arts Council)

The partners that I interacted with for the first time in their history were put in a situation where the dynamic was that we all share the common goal. (Boombbox)

In this circumstance, the influence of corporate social responsibility (CSR) practices affects the reputation of all participating organizations and in turn shapes beliefs and attitudes amongst stakeholders. This type of synergetic effect of CSR practices on reputation in a multi-stakeholder network is noted by others (Peters, 2007). Sacconi and Degli Antoni (2009) explain how the adoption of CSR practices influences cognitive social capital development in the chain of relationships existing amongst stakeholders, as

well as the structural character of the network of partners. Especially between public, private and not for profit organizations, the effectiveness of partnership approaches is influenced by the presence and /or absence of trust amongst the stakeholders, which is in turn largely shaped by the type of interactions experienced (Seitanidi and Ryan, 2007). Strong stakeholders with conformist preferences to CSR principles might be concerned about initiatives addressed not only to them but also to weak stakeholders with less power in the relationships. Corporate reputation provides strong guarantees to stakeholders that their support will not be abused (Dentchev and Heene 2003, Puncheva, 2008), and also enhances ability to negotiate more attractive contracts to attract potential employees (Fombrun 1996) and volunteers in a mega-event management context (Bang, 2009). Corporate reputation is a vehicle for nurturing engagement amongst stakeholders characterized by cognitive social capital (Ayuso, 2006). It is a result of consistent information signals over time, which can lead to shared beliefs and trust (Dentchev and Heene 2003). This motivates and explains the existence of a chain of relationships: more stakeholders engaged bring more resources and knowledge, and each positive relationship potentially provides other boost to reputation; more reputation and CSR practices amongst the network attract other stakeholders. The underlying idea is a 'virtuous circle' along the path from the implementation of CSR practices towards reputation capital (Figure 3.1). Key informants supported this perspective through some of their comments:

I think the reputation of the individual members of the partnership increased during the Games because we were all able to help each other. If there was disagreement, we were able to resolve it so there was no one party going off in a different direction. It helped collaboration, helped us understand each other much better and I think we problem-solved better because we were aiming for the common goal. (Chamber of Commerce).

The common goal, which was mentioned several times by those interviewed, was to deliver an extraordinary event within goals focused on satisfying the 11 strategic objectives identified in the “strategic framework”. Later more attention will be dedicated to Whistler’s strategic framework, but what is relevant to notice here is the characteristic link between Games participation and a set of wider long-term plans for sustainability, seeking social legitimacy. In this case, CSR practice encouraged inclusive participation as a cohesive element in leveraging partnerships and nurturing reputation under the principles of sustainability.

Key informant ‘Chamber of commerce’ words also bridge to another important proposition about the reputational capital amongst the networks of partners:

I think the reputation of the group was high because it comprised individual partners who are solid and have good reputations in their own right and therefore the sum of the parts is greater than the whole. I think the reputation of the group that worked in partnership and that would include local and outside was raised because of the Games. (Chamber of Commerce)

These remarks align with Peters’s (2007) ideas concerning reputation network stakeholders: “each positive stakeholder group relationship potentially provides a separate firm sub-reputation and a unique source of reputational capital” (Peters, 2007, p 10 citing Fombrun, 2000). This concept becomes even more relevant during the organization of a cultural event when organizers strategically involve partners with a recognized reputation in order to acquire their assets and gain credibility and efficacy in the community engagement process. As indicated by Key Informant ‘Arts Council’:

It was the vision of the person.... The smart guy who recognized for any credibility he [needed] to connect ...people or the organization that had credibility. “They have the credibility and they have the capacity and they have the reputation and they have all the things that they’ve worked

towards. So I can use that”. They’re responsible for this strategic framework as Art cultural and heritage for the Olympic Games...Same with the Chamber of Commerce, for the business opportunities. (Arts Council)

Figure 6.2 shows the process of strengthening partnership development and creating a platform between and within the host resort organizations. This platform is also associated with the Olympic stakeholders’ model identified in the case study of Whistler.

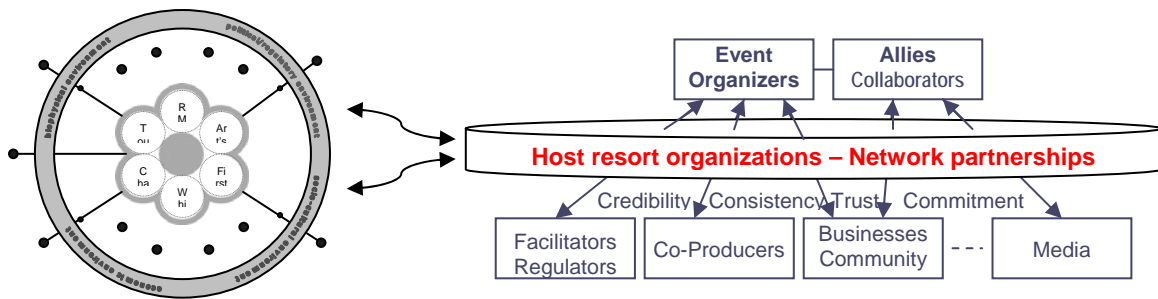


Figure 6.2 Process I: Strengthen partnerships development

6.1.2 Network core capabilities / shared learning

The platform/network of partnerships is the terrain for consolidating relationships and mobilizing the exchange of information and resources. Festival and event management activities are based on resource interdependencies between partners in terms of finance, staffing, and expertise (Capriello and Fraquelli, 2008). Sometimes an incentive for participation in an event network is derived from the importance of sharing knowledge and learning (Stokes, 2004) and sometimes event organizations work with stakeholders through informal personal relationships. Therefore, the network may be branched according to different levels of commitment. Networks of collaborations are fundamental not only for maximizing event success from a resource-based or knowledge-based view (Stokes, 2008). They are also critical prerequisites for nurturing destination innovation and strengthened competitiveness. They can provide flexible reshaping and

integration of competencies, and also lead to an integrated response to global market forces and transaction cost challenges (Beritelli et al., 2007; Gill and Williams, 2011). If tourism is conceptualized as a network of interacting service providers rather than a channel of distribution, the coordination of cooperative activities is an antecedent for enhancing the value-creation process in tourism settings (Gnoth, 2002, cited by Lemmetyinen and Go, 2009). A good example of the value-creation process is a collective learning process in which trust is consolidated through interactions amongst the network actors (Lemmetyinen and Go, 2009). When the event is at the scale of the Olympic Games, any relationship, previous experience, or competency has the possibility of shifting to a new and higher level because of the perceived urgency of the “once in a life time” opportunity. It has the power to reconfigure organizational processes, to shape abilities, and to foster the atmosphere of learning together. As one key informant so clearly stated:

These were ways to get the public aware of the cultural Olympiad and what was coming and to get people to think in terms of the Games being more than just a sport. ... A way of getting them thinking of the opportunities to come and it gave us a chance to learn how to work together. This extended to creative projects as well as marketing, promotions and funding issues.(Bombox)

The network of event organizers and their partners, in the dynamic and rapidly changing environment experienced in the years before the Games developed new ways to acquire, integrate, recombine and release resources and to build upon functional competences and what literature calls ‘dynamic capabilities’ (Teece et al. 1997). Ambrosini and Bowman (2009) consider dynamic capabilities to be comprised of four main processes (2.4.3):

- *Reconfiguration*, transformation and recombination of assets and resources;
- *Leveraging*, replicating a process across business units, extending a resource by deploying into a new domain;
- *Learning*, connected to knowledge management and also the improvement of efficacy and effectiveness in performing tasks;
- *Creative integration*, as ability to integrate assets and resources resulting in a new resource configuration (Ambrosini and Bowman, 2009).

Other scholars differentiate capabilities in term of a hierarchy where:

- *Operational* (zero-level) are routines geared towards operational functioning;
- *Dynamic* (first-order) are dedicated to the modification of operational routines
- *Learning* (second-order) facilitate the creation and modification of dynamic capabilities (Winter, 2003 and Easterby et al. 2007 cited by Ali et al. 2010).

The ‘Olympic challenges’ faced from the Bid to the delivery of the cultural and celebrative programme evolved and changed in countless ways over time. What is relevant for the purpose of this research is that addressing these challenges becomes a source of competitive advantage (Barney, 1991; Day, 1994; Teece et al. 1997; Sciarelli, 2008; Ali et al, 2010). In the context of tourism destination, several capabilities can be developed in a network. Several studies discuss network capabilities: Lemmetyinen and Go (2009) identify required key capabilities for managing tourism business networks; Rodriguez and Rodriguez (2008) present a model of strategic evaluation of a tourism destination based on internal and relational capabilities; Stokes (2004) focuses her framework on the analysis of events-based tourism knowledge networks, considering another set of capabilities; Wang and Xiang (2007) address their study on collaborative destination marketing. The assets and capabilities that all partners in the Olympic network could individually and collectively access are rich. Several key informants mentioned some of these opportunities based on their direct experiences.

For example, when it was not possible to forecast visitor behaviour, a market oriented initiative was put into action through the Chamber of Commerce's network and its ability to rapidly collect pertinent information from local hoteliers that addressed this important information gap. Key informants describe this developed capabilities as asset.

I think was that for the first time ever we asked one question and we did not know the answer: when come the Olympics who is our audience, who we are talking to, who is gonna be here? (Boombox)

We were able to work with our resort partners to determine that every night, there would be between 50 and 55 thousand people in the resort. We were able to identify the profile, to clarify that every 3 or 4 days there would be new guests... we were able to communicate to our memberships and they were able to take that information and plan accordingly. (Chamber of Commerce)

The market related capability within a market-driven management orientation shared amongst the event network was positively perceived by collaborators. It helped consolidate the destination's reputation for strong and effective governance built within the network of partners.

The governance mechanism developed amongst the network of partners for delivering Whistler Live! involved aligning partners with shared values and corresponding "good practices" of social responsibility. The process shifted individual corporate social responsibility to collective network social responsibility by adopting knowledge sharing, training, and resources commitment (Wang and Xiang, 2007; Zucchella, 2007). This embracing of social responsibility practices as part of the destination's overall reputation was considered to be very favourable by the partners surveyed (5.2.4). The ability of reputable organizations to establish and maintain good relationships with community stakeholders during the planning phase of the event is the

foundation of a possible community ownership of an event (Getz, 2005). It facilitates the gaining of social license to operate inside the community ecosystem (Gill and Williams, 2005).

Figure 6.3 summarizes the process of developing reputational capital amongst multi-stakeholder networks. It identifies network core capabilities (assets, competences, capitals, legitimacy, values created), which in combination lead to the building of host-resort reputational capital.

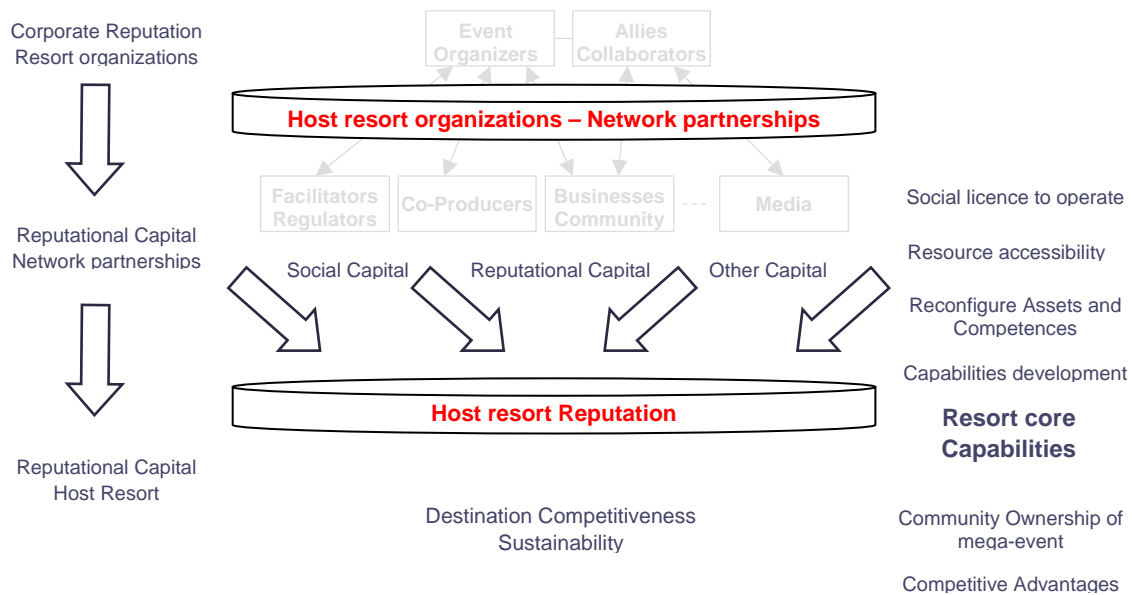


Figure 6.3 Process II: building over the network towards host-resort reputational capital: network core capabilities

6.1.3 Enhancing resort capabilities and resort reputational capital

The host resort's reputation is a multidimensional construct and relies on the reputation of the network of organizations participating in the governance and delivery of specific services deemed important to key markets (3.4.1). Tourism destinations are complex and adaptive systems where numerous interrelations are generated in the natural,

socio-cultural, economic and political environment. Perceptions of people who live in, visit, work at and /or invest in a resort are affected by natural features, services available and the interlaced factors of social/cultural relationships linked to individual experiences within the place community.

The capabilities of organizations and businesses become the collective capabilities available at the host-resort. They can also affect the resort's physical and cultural character, which in turn shape its market appeal - interconnected hospitality services, transportation access, landscape aesthetics, heritage distinctiveness, as well as volunteerism, social cohesiveness, celebrations etc. Tourism resort core competences, are superior abilities based on the exploration, exploitation, and combination of experience, strategic resources, and efficient organizational practices. (Denicolai, Cioccarelli, Zucchella, 2010). These resort core competences, together with the capital of reputation built amongst stakeholders inside and outside the resort, are sources of intangible assets and enhance the whole host-resort reputation. A boosted resort-reputation is a unique, intangible and inimitable advantage for the competitiveness and resilience of the destination. Figure 6.4 outlines the sequence of processes for developing reputational capital using mega-events in a host destination.

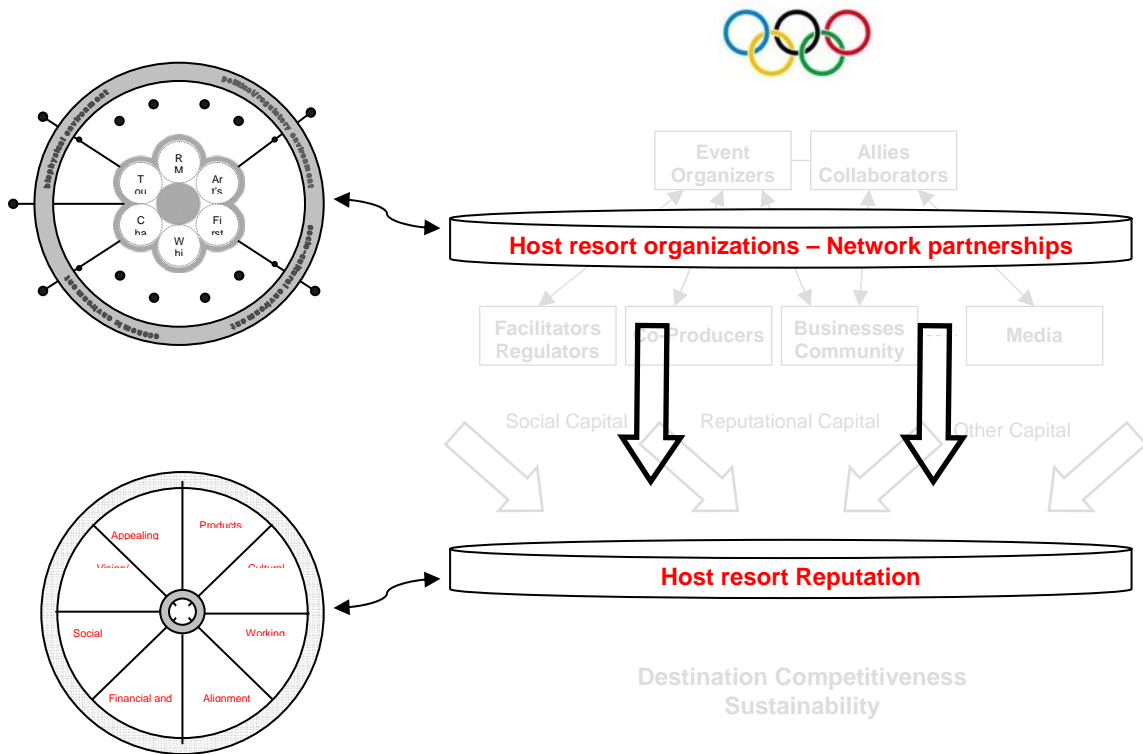


Figure 6.4 Process III: Enhancing resort capabilities and resort reputational capital

In this model, the Cultural Olympiad and celebration program is the vehicle for enhancing the whole host-resort. Still, what is this host-resort reputation composed of? The model depicted in Figure 6.4 links the identified dimensions of the host-destination's reputation and their assessment framework, at the end of the building processes. The next paragraph explores these dimensions of the host-resort reputation and discusses the findings which emerged by using the conceptualized assessment framework in Whistler during the last Winter Olympic and Paralympic Games.

6.1.4 Mega-event best practices within reputational capital steps

Forging reputational capital is a long process in which socially responsible initiatives, inclusive information sharing and on-going communication play important roles in shaping stakeholders' perceptions. By monitoring and understanding these perceptions, an organization can adjust its strategies accordingly and align activities to strategies and to the market stakeholders. The model presented in (3.1.2) details a sequence of goals and main-actions to undertake in different steps towards the forging of reputational capital amongst stakeholders. Those goals and actions were verified between Whistler Live! organizers and their partners by using a section of the online survey and active interviews conducted in-person. The responses collected and analyzed not only provided a confirmation on the sequence and effectiveness of goals and actions to undertake, but also produced new evidence from the case study. The findings imposed an order of relevance on the initiatives of engagement and on the aspects of common culture (section 5.4.1, Tables 5.23, 5.24, 5.25). The staging of Whistler Live! provided evidence on how the different activities and best practices during the planning and delivery of the mega-event relied on a certain level of collaboration, increasing trust, commitment, and reputation gained. Figure 6.5 shows a revised version of the model (3.1.2) with a parallel progression of best practices possible in the host resort under the time line.

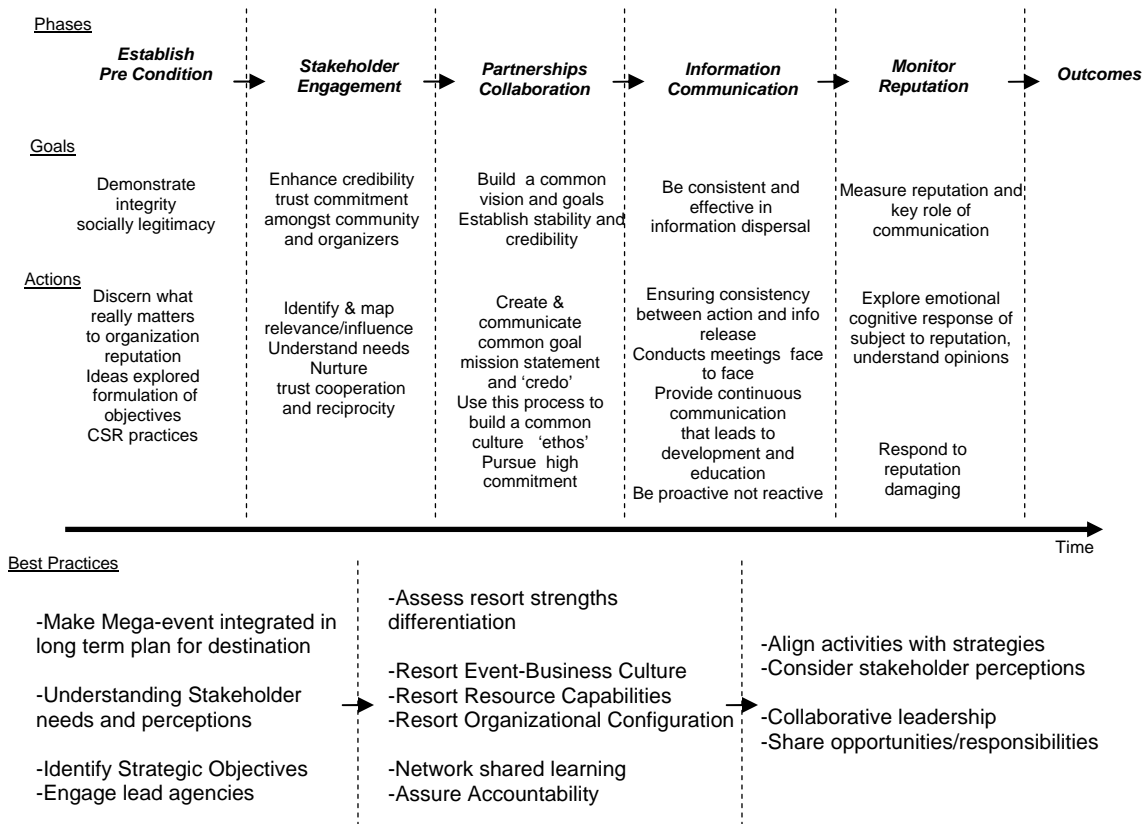


Figure 6.5 Mega event Best practices within Reputational Capital steps

A common goal and high commitment can be pursued only after strategic objectives and the lead agencies have been identified. It is an antecedent for developing resort-capabilities and shaping organizational configuration. Providing information continuously and consistently with the actions undertaken ensure to send right signals to the right stakeholder, and enhance credibility and reputation. Communication within the network of partners leads to the development of education and ensures accountability with financial funding organizations. Communication to the extensive group of Olympic stakeholders can reduce potential conflicts, and if sustained by consistency in the actions, facilitating social legitimacy and trustworthiness. Understanding stakeholder needs and

perception is crucial to developing the ability to satisfy visitors and residents, creating the event successfully in the short-term and aligning strategies made for the community with the community in the long-term, raising reliability and a reputation for integrity. A common culture and a learning environment where resources and capabilities are becoming resort resources and resort capabilities is possible only when exemplary management practices empower collaborators, instilling high commitment. Deliverance of events at the caliber of the Olympics requires a collaborative approach and collaborative leadership implies dependability to share opportunity and responsibility. Communication is central to all the phases of event management and, when combined with monitoring activity, facilitates a proactive approach to stakeholders perceptions, solidifying reputation. Monitoring the reputation and understanding how reputation dimensions are perceived helps to align actions with strategies.

Monitoring activities are important to reduce risk of reputation damage. For example, sometime engagement initiatives rely on intensive communication, and recipients feel that they are sharing more documents than real responsibility and it starts to be draft a line between decision-makers and decision-readers. The reputation grows when stakeholders perceive that this line is moved towards inclusiveness, according to social responsibility perspective.

Resort core capabilities can be shaped and reconfigured in the 'ethos' of an instilled common culture. When investments in staging the biggest global event can be translated into strengthened competences and abilities in the resort, an intangible legacy of renewed capabilities and enhanced reputation can last after the closing ceremony.

6.2 Host resort reputation dimensions

The host-resort reputation's dimensions and supporting attributes were measured by spectators and event network partners. The findings indicate that few differences exist between the respondent groups with respect to each attribute examined. The Spearman Rank Correlation index helps to confirm the notion that partners and stakeholders were largely of the same opinion on these Whistler's reputation aspects.

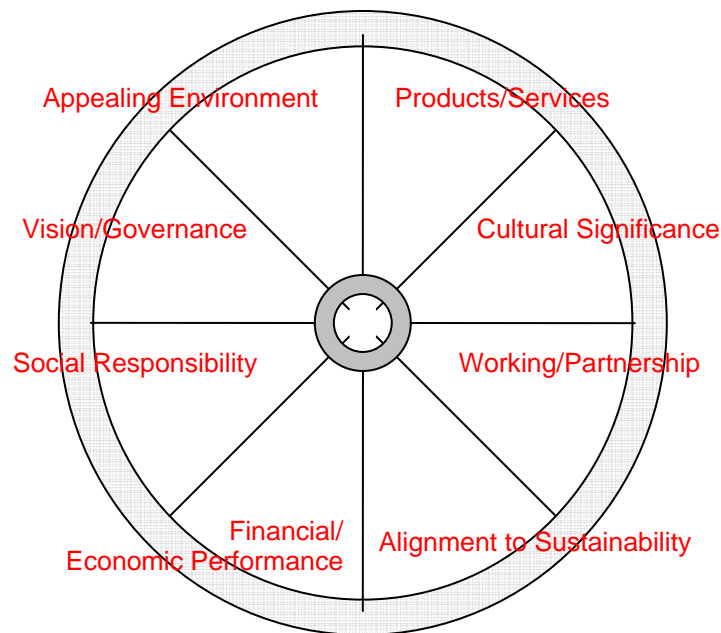


Figure 6.6 Host resort reputation dimensions

6.2.1 Appealing Environment

To create an appealing environment beyond the extended area's natural beauty requires a long conditioning process in which community 'buy in' must be cultivated over time – including during the Games. Although the literature recognizes the role of hosting a mega event in enhancing the community pride and creating the 'spirit of place' (Derrett, 2003; Lade and Jackson, 2004; Gursoy, Kim, Uysal, 2004; Arcodia and

Whitford, 2006; Hiller, 2007; Minnaert, 2011), event organizers were not sure of community 'buy in' prior to the Games. As one Whistler resident and Whistler Live! partner indicated:

A lot of residents of Whistler were unsure about their feelings about the Olympics. Some of them were not excited, they were like: "We are a small town, live us alone. Don't ruin our paradise. Don't come here." That was 7 years before. As the Olympics got closer, you had their voices become louder: "Don't come here" and you had few more people say: "Oh, this is going to be fun". Then when we got almost right before the Games everyone said: "Look, it's coming, you can't stop it". It was almost like a public relation campaign and we decided that our role would be to give to residents of Whistler the best Olympic experience for free.
(Boombboxgroup)

I believe that the success of strategies to get residents on the side of the organizers was the result of many capillary engagement initiatives in the community prior to the event. Early engagement and the attention of event organizers to community priorities meant that more opportunities existed to fully understand and address the priorities of different community, businesses sport and cultural associations. By addressing their needs, greater social legitimacy was created, and this led to greater ownership of the event by the community, which was expressed in the form of civic pride.

Overall, Whistler's celebrations associated with Whistler Live! raised the sense of pride not only locally, but across the country. This perspective was highlighted in the findings. The reason for these high scores on this reputation's dimension might be related to the intrinsic affective type of responses solicited by this dimension and its potential to comprehensively encompass attributes also from other dimensions. The 'appealing environment' that contribute to making Whistler a 'good place for hosting events' is holistic in nature.

6.2.2 Social responsibility

The embedding of social responsibility perspectives and concepts into Whistler's strategy development and programming for the Games resulted in the second strongest overall positive reputation scores on this dimension and its attributes. Establishing social legitimacy enhances stakeholders' willingness to establish relationships by generating goodwill, trust, and respect. (Puncheva, 2008). Social responsibility practice is considered a key stakeholder relationship-building activity (Waddock and Smith, 2000; Bhattacharya et al, 2009; Davis and Macdonald, 2010). The embracing of social responsibility practices and the interaction of stakeholder responses to social responsibility initiatives is beyond the whole process of building dynamic learning system (Davis and MacDonald, 2010) and reputational capital for the host destination. Social responsibility is also an antecedent to instilling motivation and availability of local host community to proactively participate in event delivery, and post-event legacy building (Seitanidi, Ryan, 2007). The Resort Municipality's Olympic planning framework highlighted this approach, when it stated:

Whistler has committed to ensure the Games are executed to the highest possible standard, accessible to a wide range of people. ... Whistler has also committed to its residents that the Games be undertaken in a fiscally responsible manner... is committed to global sustainability and must ensure our role in the Games moves us further toward a sustainable future. (Strategic framework, RMOW, 2006).

Partnerships and alliances have always played an important role in the Whistler community progress toward environmental, social and economic sustainability.

For instance, arts and cultural projects were undertaken by the Whistler Arts Council (WAC), a Whistler Live! partner, by involving its network of members in

multiple membership, sponsorship, strategic alliance, grants, and other related activities. The effort was to build and integrate arts into the fabric of the community and Whistler Live! prior to the Games (Strategic Vision 2015, WAC, 1995). Similarly, the Games catalyzed Whistler Accessibility Project, another example of initiative that helped build Whistler's social legitimacy. With the assistance of community partners it increased the capacity of the destinations infrastructure to accommodate disabled athletes and spectators during the Olympic and Paralympic - Whistler Accessibility Project - Barrier Free Route (Strategic Framework RMOW, 2006).

Fostering volunteerism and enhancing community pride and spirit were also objectives behind Whistler's Olympic leveraging strategy. In the respect, Whistler developed and implemented plans and programs to:

- maximize opportunities for Whistler residents to participate in the 2010 Winter Games Volunteer program in order to ensure that a strong local core group is able to assist in 'Welcoming the World to Whistler';
- host volunteers and build community connectedness through a 'Volunteer Home Stay' initiative;
- create a volunteer bureau to assist local organizations meet their volunteer requirements leading up to, during and after the Games (Strategic framework RMOW, 2006).

This focus on community involvement was highlighted by Whistler Live! partners interviewed in this study. As one key informant indicated:

That was definitely one of our strategies. To ensure that we involve the community as much as possible at the highest level. (Burke Taylor, Cultural Olympiad - VANOC)

Effective engagement of community in Whistler did not happen without attendant issues and complications. Organising the Olympic Games involves great commitments by host cities in terms of financial, political and human resources and this typically creates a

growing anxiety over public spending and investments that may be unjustifiable (Minnaert, 2011). For instance, many Olympic cities in the past have only rhetorically addressed the need for social programs that would make the Games more inclusive or greener. Whistler seemed to have anticipated this possibility, and made a commitment to implement decisions in a socially responsible way - one aligned with its sustainability strategy for Whistler 2020. This was appreciated by spectators and partners alike, who felt it contributed positively to the destination's social reputation.

The 2010 Olympic and Paralympic Winter Games are not an “end” in themselves but rather a “catalyst” that has the capacity to accelerate Whistler’s journey toward achieving its vision of becoming the premier mountain resort community – as it moves toward sustainability. The Games will assist Whistler in achieving its priorities (RMOW, 2008).

6.2.3 Vision and Governance

The Resort Municipality of Whistler sought a direct linkage between local priorities and the activities it pursued for the Games. Its “Whistler 2020” vision and accompanying strategic priorities were seen to have positively shaped the destination’s reputation. That reputation extended from how the host resort was managed in general to how the Games would be planned, to how the local community would get lasting benefits from the event, to how the event’s visitor expectations would be met while still meeting the needs of residents. Findings support the presence of a qualified and organized leadership leading the governance of the resort. The voices of key informants explain the perceived development of effective governance capabilities in the following section on working and partnerships. Spectators and partners perceived that the Whistler Live! organizers placed emphasis on meeting the needs of both the local community and visitors. The literature emphasizes this importance of seeking to understand and bring

together residents' with visitors' needs, so as to satisfy all simultaneously (Kotler et al. 1993). The hosting of the Games has to be a part of a strategic long term plan for the destination's governance (Ritchie, 2000; Pugh and Wood, 2004; Dwyer and Forsyth, 2009). The long term perspective and these superior abilities in understanding and meeting visitors and residents needs, together with the shaping of a common culture are elements facilitated by a market-driven orientation of the organization.

6.2.4 Working Partnership

This dimension complements the governance dimension. They are linked together, and obviously a positive working environment leading to partnerships is a consequence of a governance system characterized by attention to effective engagement. The dynamics of the working environment created during the planning and delivering of Whistler Live! were unprecedented in an event-planning context. The strong collective management capacity of the partners, the commitment to supporting and reinforcing resort community priorities, and opportunities to participate in learning systems were expressed by key informants delivering Whistler Live! Spectators' perspectives echoed this sentiment. Because of their direct role in shaping Whistler Live!, the partners were in a particularly good position to judge the internal reputation of the event organization. Their views are revealing in this regard:

I call it an intangible legacy because you can't really touch or taste it. It's a way of working. The partnerships that were formed and the way that we worked during the Games can be replicated. It is and will continue to be replicated as we move forward. So whether it's Whistler 2020, whether it's a tourism strategy, whether it's a retail strategy, whether it's an arts and culture strategy. Whatever the community issue of the day, whatever needs to be implemented, I think we will benefit because our partnerships are much stronger now. (Chamber of Commerce)

6.2.5 Products and Services Reputation

This dimension is commonly explored in country and company reputation assessments. It examines cognitive responses to the quality of products and recreation/hospitality services provided in the host destination. It is an indication of customer satisfaction that is shaped by the competencies of the tourism operators delivering the product and/or services. Whistler is known as a first class ski resort and findings confirm that locals as well as international visitors expect high quality in the services available. They also are sensitive to cost-value relationships with respect to these products and services, and their response on the “good value for money spent on products and services” scored a low value. High quality of products but not equivalent recognized value for money spent for that product is usually an indication of a not fully established willingness to pay a ‘premium price’ by recognizing differentiation of that product or service on the market.

Whistler Live!, with its giant television screens spread along the Village stroll, its glass-studio for broadcasting, and its extensive use of optical fibre for the screening of digital content enhanced Whistler’s reputation as a technologically innovative place with the infrastructure needed to host events in a compelling outdoor environment.

6.2.6 Cultural significance

The atmosphere created by celebrating the ‘Olympic spirit’ was perceived to have inspired community pride and belonging not only locally but also around the country and contributes to enhance the emotional appealing of the destination. The evidence shows that ‘Olympic spirit’ was raised by experiences at the Live Sites!. This festive atmosphere is at the top of the scores reported on the statement for cultural significance and it is at the

top of the scores reported on the inspiration of community pride and belonging. It is also at the top sentences collected with open ended questions. Overall, more than half -57% - of the comments offered by them talked about the positive nature of the ‘people – atmosphere created’. Similarly, about 42% of the words and comments offered by the partners on what helped Whistler to enhance its reputation mentioned this same reputation factor.

The cultural program helped expand the multiple narratives that attract diverse audiences, by providing a stage for reinforcing genres and symbols that promote interest in ceremonies and rituals (Chalip, 1992 cited by Garcia, 2001). It helped the host community facilitate the development of a contemporary cultural identity and enhanced the wellbeing of the community by facilitating a type of inter-cultural socialization (Garcia, 2001; Arcodia and Whitford, 2006). Usually, Cultural Olympiad programs present a classical and erudite component of Art to showcase the different multi-cultural and multi-faced characteristics of the country. Live Sites are free entertainment initiatives not associated with the cultural Olympiad. At least this is what happened recently in other host Olympic cities, such Sydney for example. Whistler Live! offered a program that was ‘down to earth’ and rooted in narratives and symbols consistent with the host destination’s heritage and integrated with the Cultural Olympiad program who embraced representation and performance from other parts of Canada as well as internationally. The literature already advocated and touted the integration of the two programs as possibility “to go beyond mere entertainment to provide cultural events that offer a relevant story, a string set of values, a source of identification, and, ultimately a chance for long-term

legacies” (Garcia, 2001, pp205). But, in the 2010 Games, it was the first time that the two programs merged together.

The communication was the same, the look was the same. When people walked in the streets of Whistler, they didn’t see a difference between the Cultural Olympiad and Whistler Live!. That was the goal. Two programs, but you couldn’t tell the difference. We decided right at the beginning that this was how it was going to be and you’d never know that they weren’t two hands working together. And it was tough but it manifested itself as one program. But it was definitely two different programs. We were not VANOC and VANOC was not Whistler. They had their staff and we had ours. They had their objectives and we had ours. (Arts Council)

It was two producers working together really closely. But it took a lot of work. Six years of working together. I mean I’ve been on this since the bid. My job was to integrate the community into the cultural celebrations. The cultural Olympiad job was to bring in artists from across Canada, and France and Slovenia and Slovakia. So we worked together, and I think we worked together really well. (Arts Council)

The successful integration of the two programs not only augmented the event during the Games (Proposition #1 - 5.3.6.3) but also enriched the strategy and actions undertaken in the years before the Olympics for strengthening the local community helping artists to being ready and prepared for the main global stage of the Games (Proposition #2 – 5.3.6.4).

On a more critical note, spectators and partners were not particularly positive in their assessment of Whistler’s reputation as a place that showcases its Aboriginal culture (Proposition #3 – 5.3.6.4). Analyzing this weakness with further insights amongst key informants, it seems that the showcase of Aboriginal culture, in Whistler, may have reached a limited numbers of spectators in a very unique and valuable interaction (e.g. storytelling at the edge from town and forest, an artists’ cooperative inside the athletes’ village, Squamish and Lil’wat cultural centre, and video contents produced). Whilst in

Vancouver the programming was extended also to First Nation bands performing at Live Sites!, and artists exhibition at the aboriginal pavilion. The findings present comments as collected and they seem to suggest that inclusion of Aboriginal culture in Whistler may be at an early stage, and there is an indication of a process only beginning.

The engagement of Aboriginal (Squamish and Lil'wat people) in the Games will be remembered as an important milestone in the development of positive relations in Whistler. Historically, their presence in the daily life of the resort has been limited. However the Games and Whistler Live! provided a venue for improving these relationships and partnerships. The development of the Olympic-related Squamish Lil'wat cultural centre remains as a legacy that can be used to enhance cultural linkages in Whistler. How it will help shape Whistler's future reputation remains to be seen.

6.2.7 Alignment to Sustainability

Sustainability, with its reports, tools, indicators, and even language was an hot topic for the 2010 Games. In the Vancouver and Whistler region -Sea to Sky corridor- the sustainability theme served as model and framework for decision making for the Games as a whole (Holden et al., 2008). A commitment to sustainability principles and actions was especially strong in Whistler.

Whistler attempted to showcase and enhance its sustainability planning and programming reputation through Whistler Live! initiatives through movies, stories and media broadcasts during the event. Sustainability was component in the reputation that Whistler wanted to achieve through Whistler Live! and its participation in the Games. Partners were more convinced than spectators that Whistler's sustainability reputation

was increased as a result to Whistler Live! initiatives. Effective engagement of the local community in planning and programming activities was perceived to be Whistler's most positive strength with respect to sustainability initiatives. However, overall it was apparent that Whistler Live! may have raised awareness of the community's efforts and actions to move its sustainability agenda forward, but were less convinced that it had established a credible positive reputation in this regard. This may be due to a lack of appreciation of the many subtle and often less apparent activities pursued in the name of sustainability.

6.2.8 Financial / Economic Performance

While spectators and partners considered Whistler well-positioned to out-perform other resort destinations in the future, partners were most concerned about the resort's access to the assets and financial tools needed for future economic growth and investment. These perceptions were largely related to the potential slump in momentum that was expected to follow the Games. There was a perceived uncertainty about growth in a post-Games environment. Data were collected amongst partners in the months immediately after the Games and probably this could have had an influence on the opinions of the respondents. The major business operators in Whistler utilized a reinforced reputation under economic and financial aspects in the communication to its investors. A review of the documentation that the Whistler Blackcomb Holdings Inc released in the year after the Games indicates "Resort revenue in the period October 1st, 2010 June 30, 2011 increased by 21.5%, over the same period in the prior year, due to increased skier visits" (MD&A – WhistlerBlackcomb, 2011, p 4). A WhistlerBlackcomb representative suggested that this result was at least partially due to the Olympic related

reputation that the host destination developed. However, the informants also indicated that it was too early for determining how long it is the “leg from the Olympics.”

6.3 Case study lessons learned

The most important thing were two words that in English begin with ‘M’: The model and the money... we help you to build your capacity and put on a programme in feb’07, feb’08, feb’09 and you will be ready for the big show. In that way we bring in more the community and we bring in more the people who are “the facilitators” for us. Instead to start a department in the municipality to do this, when there is an organisation who has hundreds people doing that every day. (RMOW)

What better way to start the analysis of key success factor in planning and delivery Whistler Live! than following the indications of key informant from Resort Municipality of Whistler.

6.3.1 Model: Strategic Framework Lead Agency Team

Crucial to the partnering process was an internal in-resort document that partners subscribed together, four years before the Games, for formalizing their commitment and responsibility to reach (RMOW, 2006).

11 strategic objectives provide the basis for what must be achieved, and how it can be achieved...Each strategic objective contains a risk analysis, a set of assumptions, key deliverables, and identifies the lead agency responsible for delivering it.... In addition to the municipal departments, lead agencies include Tourism Whistler – for the maximizing tourism opportunities objective, and the Chamber of Commerce, which is responsible for the business-readiness strategy. The Whistler Arts Council will implement the arts, culture and heritage plans. (RMOW, 2006, p 2)

Common to all the strategic objectives was the importance of community involvement and the embedding Games preparations into wider planning initiatives related to Whistler

2020. A summary of this strategic framework was published two years before the Games as communication tool and formed the framework for leveraging benefits from the Games (RMOW, 2008). The importance of this strategic framework resides in the consolidated vision of reputable leaders and their networks involved in the plan's development. The lead agencies were facilitators. Their stock of reputation and dyadic network of connections established allowed them to move forward in a positive and cooperative fashion on a variety of Olympic and Whistler Live! fronts. This reputation provided the agencies with a 'social licence to operate' and an 'insurance of authenticity'

As key informants suggested:

There was an authentic desire from the Cultural Olympiad -VANOC to create an authentic program. So they were absolutely depending on the Arts Council and the local community. We knew we needed each other. There was a definite understanding on all levels of what everyone had to offer and the importance of everyone at the table. (Arts Council)

Our reputation as an organization did grow during the Games because we were the conduit between our grassroots businesses and the team that was delivering the Games. We were the main artery and we were able to ensure that information ran both ways. (Chamber of Commerce)

6.3.2 Money: financial funding

Whistler received an unprecedented amount of funding, and the Resort Municipality of Whistler (RMOW) was in charge of managing those funds for its Games and Whistler Live! pursuits. The lead agencies identified in the strategic framework received money during the three years before the Games to build up local infrastructure capacity, competences and services. Basically, the donors said:

We give you dollars to help you build your capacity and put on a programme in Feb '08, Feb '09 and you will be ready for the big show. we give you ... dollars to put up services programme and the media relationship programme. (RMOW)

The following comments collected from key informants interviewed provide insights and depict some reasons for these unprecedented levels of funding.

This was an initiative by the resort of Whistler to give back to the residents of Whistler. (Boombox)

Whistler put the word Winter in the Winter Olympics and was the only time broadcasters could see people walking through the village with skies ...not rain clothes. The world saw great visual pictures of the community celebrating it was really important for an international media, it was almost like a featured film and we provided all the extras. (Boombox)

It provided what we called the “stuckness” to allow people at destination to stay. Otherwise you would spend 3 hours to go through the security to go to the Olympic alpine venue, you would watch the alpine racing and then go back to Vancouver. The resort of Whistler has no benefit to that model of a visitor going to the sports event and immediately being ‘bused’. (Boombox)

6.3.3 Early engagement

One of the key factors influencing the ability to work collectively towards building a strong reputation was the development of engagement strategies and subsequent social capital early in the planning process. This reality was expressed clearly by the following informants.

We have a history here of 27 years. ...the municipality engaged us because we had the connections to the community. ... if they wanted community involvement, they came to us because we had the community involvement. (Arts Council)

Overall, I think that the businesses get engaged really well. It was important for them to get engaged early. (Chamber of Commerce)

I was also working on the bid back in 2001, 2002, 2003... In 2007, we started to do commissions. In 2008, we started to do festivals, These were ways to get the public aware of the Cultural Olympiad ...It was a way of engaging the local community and getting them involved earlier. (VANOC)

So we wanted the artists to have an opportunity to sell throughout the Olympics and Paralympics so we started working with them about 5, 6 years before the Olympics to get them ready for the Games. (Squamish)

6.3.4 Olympic pressure

A city is awarded to host the Olympics 7 years before the event and in the 3 years before, the Bid process is already shaping strategies and commitment for the Games. Therefore, the ramp up process that leads to the Games is over a period of 10 years and characterized by the feeling that the ‘once in a life time’ enormous event is coming. In the last 3 years, the ‘Olympic pressure’ or ‘urgency of the Olympics’ is high and has the power to induce otherwise impossible changes. Insights from key informants have already touched some aspects and unprecedented outcomes:

that time it was special...all the persons in that room needed to work in a capacity than we never interacted and worked before. (Boombbox)

When there is something with a goal and tangible objective and you get there and have the opportunity to do that and succeed. ..I think it does rally the community. (Whistler Blackcomb)

We are now considered like equal partners, almost equal government and we are included in any sort of activity event ... It’s probably taken about thirty years completely like this. First and foremost together we found agreement about land, and created working relationships. (Squamish)

6.3.5 Concept “see the Games through Whistler’s eyes”

Event organizers demonstrated a superior ability to strategically target the local community. Whistler Live! was an initiative of the resort municipality RMOW to give the residence of Whistler the best Olympic experience possible and to organize an entertainment program following the formula experienced many times to bring together sports, music, arts, festival and to animate the village for creating a place for the community to gather and celebrate.

“See the Games with Whistler’s eyes” was a key success factor and it was a concept spread and shared at all level of the network of organizing partners. To show Whistler’s characteristics, hire local people, have local artists together with famous guests, bring the television in the hearth of the village with enormous digital screens and show Whistler’s stories on those screens together with Olympics competitions. Put Whistler protagonist in front and behind the camera in a transparent broadcasting studio to let people see residents producing the show. Make evident that they are Whistler residents who are organizing the Olympics with 100 videos about Whistler produced in a film festivals or with local and international media collaborations. To present Whistler, show its surrounding mountains, its bears, its wildlife, its community, its services, its activities, its idea for the sustainability. To see the Games with Whistler’s eyes meant also to give priority to Whistler’s athletes in communications with spectators; interrupting concerts when medal were awarded, interviewing gold medallists in the middle of the village, broadcasting to the rest of the country from different corners in the village’s pedestrian stroll. A few comments from key informants complete the picture:

It was important to be transparent with the message and to have them see that people in the studio, most of them live in Whistler full time. So we used many local crew and the residents would see other residents in the studio and they said: “This really is a Whistler initiative”.(Boombox)

The priority was to tell the story about Whistler. So through true Whistler’s eyes, if you showing sports and there is an event where is a Whistler athlete or a sports that is dear to the heart of Whistler that should take priority over any other sport at that hour. So the directive was custom-tailored the programming so they appeal to the Whistler residents. The same thing happened with the arts and music and culture. (Boombox)

We thought that Whistler offered us community stories... (CTV)

6.3.6 Market-driven orientation

The lead agencies demonstrated many of the principles of Market-Driven Management in their actions. In particular, they demonstrated a superior ability to understand and meet the needs of residents, visitors, local business, external media and financial sponsors. While a challenging exercise, their ability to share information, experiences, and approaches to getting the job done in a market responsive fashion allowed to achieve much more than what would have happened on their own. Event organizers and lead agencies instilled in the network of partnerships a common goal and a shared business culture, created a learning environment, reconfigured organizational structures and faced the Olympic challenges in a rapidly changing environment developing core network capabilities. Table 6.1 shows mega event translated strategies linked to market-driven orientation features.

Insights collected amongst event organizers and lead agencies present some examples of this orientation:

These partners at the base level shared a common goal and the value of that goal was perceived to be so important. (Boombox)

We had three of our staff members, over the period of the Games, moved to Whistler Live. Therefore we changed the staffing model of the organization. (Chamber of Commerce)

Market-driven orientation features	Mega-event translated characteristics
<p>Emphasis on creation of an integrated, flexible organizational culture which facilitates the flow of information between the various parties, even through informal channels (Sciarelli, 2008; Kohli and Jaworski, 1993).</p> <p>The business corporate culture is disseminated in the organization through inter-functional coordination (Lambin et al., 2007).</p> <p>ORGANIZATIONAL CONFIGURATION BUSINESS CULTURE</p>	<p>Emphasis on creating a shared vision and shared culture between and within partners in the strategic alliance network.</p> <p>Lead-agency as inter-functional facilitators</p> <p>RESORT INC. INTERDEPENDENCY SHARED EVENT-BUSINESS CULTURE</p>
<p>Emphasis on long term development philosophy that reconciles quantitative approach to growth with the goal of satisfying demand (Majocchi, Zucchella, 2008).</p> <p>LONG TERM – STRATEGIC PERSPECTIVE</p>	<p>Mega-event integrated in a long term plan for the host destination sustainability.</p> <p>LONG TERM – STRATEGIC PERSPECTIVE</p>
<p>Superior ability to understand satisfy retain not only value customers but all actors of global market (Goldsmith, 1996; Brondoni et al., 2007).</p> <p>Superior value solutions to firm’s direct and indirect Market stakeholders (Lambin et al., 2007).</p> <p>ABILITY TO UNDERSTAND AND SATISFY INVOLVED MARKET STAKEHOLDERS</p>	<p>Emphasis on increasing satisfaction of identified valued stakeholders -visitors, residents, workers, investors.</p> <p>Superior resort value in living/visiting/working/investing.</p> <p>ABILITY TO MEET NEEDS OF VISITORS / RESIDENTS AND OTHER STAKEHOLDERS</p>
<p>Corporate culture, corporate information system, corporate identity (Corniani, 2000; Brondoni 2010)</p> <p>INVESTMENT ON CORPORATE INTANGIBLE ASSETS</p>	<p>Event business culture, Reputational Capital</p> <p>INVESTMENT IN RESORT INTANBIBLE ASSETS</p>
<p>DEVELOPMNET CAPABILITIES</p> <p>market sensing / organizational learning. (Day, 1994; Slater and Narver, 1995)</p>	<p>DEVELOPMENT CAPABILITIES</p> <p>tourism core competences destination management-delivery events experience.</p>
<p>Corporate Social Responsibility (Arrigo, 2009)</p> <p>Network Social Responsibility (Zucchella, 2007)</p>	<p>Social license to operate</p> <p>Social legitimacy</p>
<p>Environment/Context</p> <p>Time based / dynamic / changing market</p> <p>Competition forces lead market-orientation (Day, 1998; Brondoni, 2008)</p>	<p>Environment/Context</p> <p>dynamic / place based / adaptative</p> <p>Resilience to economic and climate changes</p>

Table 6.1 mega event translated strategies linked to market-driven orientation features.

The demonstrated ability to establish legitimacy in the community and develop the capacity to understand stakeholder needs is a topic already unfolded in this dissertation.

The comment from a key informant demonstrates how this approach was shared also amongst suppliers:

Our winning formula was: a) our experience in a world class events, b) our connection to the Whistler community, and c) our ability to hire a network of local residents and that allowed us to come in with a good price but also more importantly a better creative understanding of the community's needs. (Boombbox)

The following contributions provide a commentary on the developed system for facilitating flow of information between lead agencies and their members, and an example of the process activated to understand new tourists' profile, proactively preparing the businesses to expected changes in their revenues, or simply control the crowd in the resort.

We were able to clarify Olympic guests come to visit but they're only here for 3 or 4... That's a market a business is trying to target ...Working with the partners, we were able to confirm [to 800 businesses], time of events, when we expect events to load in, to load out, what the time medal ceremonies would start and therefore the volume of people likely looking for food and beverage. (Chamber of Commerce)

The Olympic guest is a very unique type of guest in that they tend to stay on the main thoroughfare of the Games. In our case, it was the main village stroll. ...One street over.. they didn't feel the impact of the Games until day 3, 4 sometimes 5. (Chamber of Commerce)

What we noticed was every time we put out arts or culture or music [on the giant screen in the village] people came by, looked at it, they smiled, they stayed for a few minutes, and then they moved away. ...When we were programming things, we would have the resort or the police saying "Hey, there are too many people in this area we need to move these people!" No problem, put on music, put on arts, put on culture (Boombbox)

6.4 Corporatization of resort

Whistler is a formally designated resort-community, administered within a municipal governance system which incorporates practices that can lead to what Rothman describes as the ‘corporatization of a place’ (Rothman 1998).

The “Resort Municipality of Whistler” (RMOW) was officially designated in 1975 by an act of the provincial government with the purpose to encourage tourism growth as well as control and manage the development. (Gill, 2000) Whistler has a different financial and taxation power. Whistler was “built” by private investors attracted by favourable investment terms and the idea to create a unique ski-resort position in the competitive North America market. The Resort Municipality created a land development company to “sell strategic portions of the RMOW land base to developers willing to comply with and contribute to the long term development and ‘build out’ of Whistler’s official community plan”. (Gill and Williams, 2011, p 8)

Whistler was innovative in its governance since it began with a “pro-growth governance model ... placed in the hands of an elite set of resort stakeholders who would guide the development of Whistler’s customized growth machine model” (Gill and Williams, 2011, p 7). The elected members of council were automatically directors of the Land Company. As growth ensued, it shifted its focus from being a ‘growth machine’ to managing growth for commercial and community purposes. As it reached the build out goals it was seeking, it shifted again to a more sustainability oriented model of governance. This new approach put the emphasis on meeting a vision build around establishing a less commercial and more community based vision that included economic, social and environmental priorities. The new sustainability model still required

tourism to work, but emphasized capitalizing on diverse set of technical, natural and social capital the destination contained. Whistler Live! was conceived and managed as a business that was intent on improving the resort's reputation as a business friendly place that was driven by more than simply economic goals. This required having strong social and reputational capital built through collaborations amongst a diverse set of stakeholders.

The attention to the quality of visitors and residents experiences in the resort has always been high in Whistler, although a healthy tension always exists between 'resort' versus 'community' stakeholders that keeps everyone focused on making sure the overarching vision is being addressed. It encourages community involvement in decision-making and 'owning of the plan' for the sustainability journey. Whistler used the urgency of the Olympics for leverage opportunities related to its vision.

The following comment by key informant highlight the corporate like attention to strategy that pervades Whistler governance structure and behaviour.

Whistler has a very good sense of self. Whistler has a lot of confidence in themselves in their abilities and it's interesting to see Whistler perception of their place in the world. It's a resort. I think it is the only resort community in Canada. So the rules are different in Whistler. People thinks that they're special and they are. But they also think that this will never end. They think that because this mountain is here, the money is always going to come. But global warming and different entities have shown them that ... it's an hard work and you have to keep working. (Boombox)

6.5 Intangible Legacy

The concept of Olympic Games' legacy is growing in the literature and concrete example of tangible legacies are usually identified in urban planning, sport infrastructures, media centres, employment and business opportunities, services such transportation, power plants, roads, telecommunication network and so on. More difficult to identify and measure are the intangible legacy (Preuss, 2007; Kaplanidou and Karadakis, 2010).

Kaplanidou and Karadakis consider four areas of intangible legacy: diffusion of knowledge, amongst employees and also across organizations; emotional capital for hosting community, such as pride, feeling of empowerment; social change, such as social inclusion and accessibility; image enhancement, such as awareness of the destination (Kaplanidou and Karadakis, 2010).

Garcia in her analysis of Sydney 2000 Games presents, probably for the first time the LiveSites! Program as festive street atmosphere during the Games not associated with the cultural program "Olympic Arts Festival -OAF". She claims that "It is possible to go beyond mere entertainment to provide cultural events that offer a relevant story, a strong set of values, a source of identification, and, ultimately, a chance for long-term legacies. In the Sydney case, a better integration of both programs (i.e., integration of the OAF themes with the LiveSites! activities) could have resulted in a much stronger and more successful Festival"(Garcia, 2001, p 205).

Ten years after Sydney in the XXI Winter Games, Whistler Live! saw the integration wished by Garcia of the Cultural Olympiad with the LiveSites! enhancing audience appealing by augmenting the event and by generating added narratives.

Whistler Live! was a success based not only on the direct perceptions of spectators but also and more importantly on its strategic use to build reputational capital and consequent other intangible legacies within and between lead agencies, allies, partners, and extending the range, local businesses, the host community and other stakeholders.

Using entertainment as vehicle for generating a festive atmosphere creates also opportunities to promote the arts and culture in a popular way, merging sports and cultural narratives and solidifying the cultural community with a multi-years program.

This dissertation attempts to identify how a capital of reputation could be nurtured amongst multi-stakeholders. Reputation needs time to be forged but the process of building reputational capital and resort capabilities carry other intangible legacies:

- Moving forward in a bigger strategic plan (sustainability, inclusiveness)
- Strengthening Partnership Development
- Shared learning – diffusion of knowledge
- Celebration of community pride – empowerment
- Awareness of the Destination

Whistler is a sport community and has the reputation of being a number one ski resort in North America. With the Games, Whistler's reputation increased in other components like cultural and festival programming. (Canadian Heritage).

6.5.1 Another Olympic Lasting legacy

The village square was the stage of Whistler during the Games and was also the place where three Whistler's athletes in the Olympics and Paralympics were invited after the Games to receive a commendation from the mayor of Whistler. Julia Murray, Davey Barr, and Ashleigh McIvor came to be honoured by a local audience including groups of schoolchildrens, and everyone gathered to come and see Whistler athletes. When the mayor said: "What do you have to say to the people of Whistler?" Ashleigh McIvor with a golden medal around her neck stood there and looked to the kids and said: "I'm you, I'm just like you. I grew up in Whistler. I went to the same school .." and she named a teacher from her youth. "Miss Alison taught me" and the kids said to one another: "She had the same teacher?" McIvor continued, "I learnt to ski at the Whistler camp and I was a red star..."

That moment when she stood there with her gold medal and talked to the kids was powerful, and I believe it will be part of the lasting legacy in Whistler. McIvor is now involved as an ambassador for a provincial program. She visits schools to remind the kids about the importance of being physically active every day.

Chapter 7: Conclusion

The purpose of this research was to develop a conceptual model that identifies ways in which mega-events can be strategically used by host-destinations to build the reputational capital needed for long-term competitiveness and sustainability. The model explained how the planning, staging, and delivery of the cultural and celebrative program associated with the Olympics can be used to strengthen competences and abilities in the host-resort, foster reputational capital amongst stakeholders, develop resort core capabilities, and enhance the whole host-resort reputation.

The research also developed a systematic assessment method and measurement process for examining the reputational capital and resort capabilities generated as a result of the cultural programming associated with the XXI Winter Olympic and Paralympic Games in Whistler.

7.1 Summary of Findings

7.1.1 Objective #1: Conceptual models – fostering reputational capital

Several objectives guided this research. The first was to identify the key stakeholders in shaping the development of reputational capital in resort destinations hosting mega-events (RQ#2) and to conceptualize how participating in the planning and delivery of the Cultural Olympiad program strengthens network partnerships and generates this capital in the form of reputation. The following question was posed in

RQ#1: What are the key components of a model that describes the development of capabilities and reputational capital in resort destinations hosting mega-events?

The 'Place-based model for Mega-event Stakeholders Network' realized in chapter 3, and grounded in the literature review (3.2.1), was actualized and validated by key informants from Whistler Live! (5.1). These informants responded to probes concerning research question #2. A conceptual model for building reputational capital in a mega-event context was initially prototyped in chapter 3 (3.1.2 and 3.3). Its design, however, and the answer to research question #1, arrived only in chapter 6, where the analysis and integration of qualitative and quantitative data collected helped to elaborate on the model's components and guided its revision (6.1.1, 6.1.2, 6.1.3).

The evidence provided by the case study and the Whistler Live! best practices led to the identification and development of a conceptual model that helped explain how reputational capital can be developed through mega events. Learning to what extent Whistler Live! was a success from the viewpoint of spectators, and, more importantly, how it was strategically used inside the host community, enriched the framework's insights into the different steps needed to build the type of engagement and collaboration that leads to enhanced reputation (6.1.4).

The model highlights the importance of instilling a sense of commitment between lead agency and event organizers' partners, building the 'credo' and 'ethos' typical of a shared business culture, during the planning and delivery of the event. Continuous communication to the extensive group of Olympic stakeholders can reduce potential conflicts, and, if sustained by consistency in the actions and social responsible initiatives, can facilitate social legitimacy and trustworthiness. In a resort, the nurturing of reputation

amongst stakeholders facilitates access to knowledge and resources, reconfigures organizational structures, and creates a shared learning environment in which they become more responsive to the dynamic scenario of mega-event delivery, and more proactive to meet the needs of both residents and visitors in a long term. The model recognizes the strengthening of partnerships as an antecedent for boosting competences, forging a renewed set of resort core capabilities, and enhancing the whole reputation of the host resort.

Constant throughout this process is a demonstrated ability of the lead agencies to understand the needs of valuable stakeholders (residents, visitors, local business, suppliers, external media, financial sponsors), to invest on intangibles, to have a long term perspective, and a more general adherence to a market-driven orientation principles. This is a confirmation of the identified path in the literature towards strategic management in the planning of destinations within the purpose of effective integration of mega-events for aiming strategic objectives.

The resort reputational capital developed through such approach during the planning, staging and delivery of Cultural Olympiad integrated in Live Sites! can lead to unique and inimitable characteristics which may serve as advantages lasting well beyond the closing ceremonies of the Games.

7.1.2 Objective #2: method for assessing host-resort reputation

The second objective of the study was to develop a systematic investigative process for examining the key dimensions of an ideal model for assessing the presence and direction of reputational capital in resort destinations hosting mega-events? (RQ#3).

Chapter 3 explained how the host resort's reputation is a multidimensional construct and relies on the reputation of the network of organizations participating in the governance and delivery of specific services deemed important to key markets (3.4.1). To answer research question #3, it was necessary to bear in mind that tourism destinations are complex and adaptive systems where numerous interrelations are generated in the natural, socio-cultural, economic and political environment. Therefore, perceptions of people who live, visit, work and/or invest in a resort are important. Their perceptions are affected by the ways in which natural features are managed together with services available, and the interlaced factors of social/cultural relationships within the local community. Literature from tourism research on destination brand and mega events provides a useful and reinforcing base of the destination's attributes, as well as indicators, for assessing mega event's impacts. Literature from marketing provides the basis of attributes for assessing corporate reputation and customers' response. The identification of key dimensions for an ideal model for host-resort reputation (3.4.3) passed through several phases of identifying key dimensions of the reputation construct, designing measure scales and survey instruments, and collecting the perceptions of multiple stakeholders. Similar studies, albeit in the area of corporate reputation, inspired this assessment formulation process and indicated the proper way to analyze the data and validate the scale.

The data collection processes used in this research involved a combination of more quantitatively oriented intercept and on-line surveys, as well as a more qualitatively focused personal interviews (4.3.5). Two online surveys, personal interviews with key executive organizers, and daily intercept interviews at the Olympic venues over the whole period of the Olympic Games were possible only because of a strong connection

that had developed between the event organizers, a consortium of tourism destination managers, Simon Fraser University's Centre for Tourism Policy and Research, and provincial and federal tourism and heritage organizations. In essence, the reputational capital that existed amongst these players facilitated the development of the reputational capital assessment method refined in this study.

The findings associated with research question # 4 show that people perceived Whistler Live! as contributing significantly to enhancing Whistler's reputation. This perspective was held by spectators from varying regions as well as the full range of Whistler Live! partners (5.2). Overall, it appears that Whistler shifted its reputation from being a ski-place to that of an 'event-resort' with infrastructures and abilities to effectively host events under a sustainable approach that considers first priority for its community. The ability of Whistler Live! to enhance civic pride in the community and create a special atmosphere for both residents and visitors was perceived to be linked to the destination's solid governance and social responsibility. Whistler gained awareness from people all over the world, increasing pride locally and indeed across Canada.

The findings also indicate that Whistler's reputation for the promotion of its Aboriginal culture does not match the positive ratings normally associated with many other of its reputation attributes. This weaker cultural reputation may be due to only a recent recognition of the importance of highlighting this part of the destination's culture. Findings suggest that inclusion of Aboriginal culture in Whistler may be at an early stage, and there is an indication of a process only beginning. VANOC took impressive steps to embed Aboriginal culture into all aspects of the Games (athletic and cultural), but it was comparatively less evident in Whistler than in Vancouver. Nevertheless, it seems that the

showcase of Aboriginal culture in Whistler may have reached a limited numbers of spectators in a very unique and valuable interaction.

While infrastructure (e.g. the Squamish and Lil'wat Cultural Centre) was built as a Games' legacy, the extent of Aboriginal culture in event programming was limited. However, the development of this Centre helped position Aboriginal groups for greater participation on cultural event programming in Whistler for the future. I am confident that Whistler will be able to face the challenge of bridging positive relations with Squamish and Lil'wat First Nations and in the process bring reputational advantages to the community.

Whistler Live! was the fusion of two programs usually associated with the Games. For the first time the free entertainment initiative that had already created festive street atmosphere in other host cities - Live Sites! - was fully integrated with a Cultural Olympiad program that embraced and showcased representations of arts and culture from the whole country that hosted the Games as well as cultural aspects of other nations. However, overall Whistler Live! was primarily a 'down to earth' festival rooted in narratives and symbols consistent with the host destination's heritage. Strategic actions taken in the planning process for Whistler Live! strengthened and conditioned the arts' community for the Games times and in this sense started to shape reputational capital in the host community many years before 2010. As such, the Whistler Live! case study played a useful role in this dissertation by enriching the process of conceptualizing the model for building reputational capital with a notion of mega event best practices.

7.1.3 Objective #3: reputation consequents – leveraging legacies

The third objective of the study was to analyze those antecedent and consequent conditions which helped leverage reputational capital for the host destination. The main components for leveraging reputational capital in the host-destination envisaged in Chapter 2 were:

- Market-Driven Management – as a paradigm to adopt
- Corporate Social Responsibility – as initiatives / practices to implement
- Stakeholders Network – as a collaborative model

These elements shaped the theoretical framework shaping the study and guided the analysis of Whistler’s Live! with respect to all that unfolded to influence the destination’s reputation. Chapters 5 and 6 provided many insights in this regard. Key success factors that expedited the development of positive reputational capital in a mega-event delivery were:

- Organizational structure - Strategic Framework Lead Agency Team – SFLAT
- Financial funding
- Early engagement
- Urgency of the Olympic
- Events as a part of a bigger strategic plan
- local sensitivity – social legitimacy - “see the Games through Whistler’s eyes”

Chapters 5 and 6 also provided many insights on the consequent leveraging of intangible legacies, such as:

- Moving toward a bigger strategic plan (sustainability, inclusiveness)
- Strengthening Partnership Development
- Shared learning – diffusion of knowledge - network resort core competence
- Celebration of community pride – empowerment
- Awareness of the Destination.

7.1.4 Research contribution to literature

There is a growing interest in ways to leverage the Olympic experience and gain both immediate and longer-term legacies for host destinations. Many calls have gone out for integrating Olympic hosting initiatives into wider strategic planning processes in host centres. This research contributed to the relatively unexplored area of intangible legacies created in the host community within a mega event and their assessment.

The assessment frameworks for host-resort reputation (3.4.3 and 6.2) and the systematic method defined by this research could support further studies and monitoring activities on reputation capitalized by destinations. They may also serve academics and practitioners in their analysis of destination reputation and its effects on different stakeholders in the tourism markets and in the community development.

The conceptual model built in Whistler to shape reputational capital (6.1) and develop intangible assets together with the systematic tools for its assessment could be used with the best practices learned in Whistler to help shape the planning and management of Olympic legacies. Passing the torch from one host Olympic city to another is a proposition that could be extended to cities that host non-Olympic, but still significant, sports mega-events, as well. Nowadays mega events are growing in number and frequency. They include: the FIFA World Cup, America's Cup, the Rugby World Cup, the Commonwealth Games, and the Pan American Games, Pan Arabic Games; the list could be extended to non sport events such as the Milano Expo, and any other large event that affects the regular life of a destination. In Rio for the first time, two of the biggest mega events are happening only two years apart (the FIFA World cup 2014 and the Olympics in 2016). This is a sign that destinations are using mega events as vehicles

for urban regeneration as well as to establishing relationships in the global economy. Destinations see these events as means of focussing funding, planning, marketing, and development efforts on objectives that will lead to traditional infrastructure development as well as enhanced reputation and greater sustainability.

The strategic governance of mega-events in host destinations is crucial to success in executing a long-term plan for the destination and its community development. The intangible assets created help constitute the resilience capabilities required for destination competitiveness under a sustainability focussed regime. Reputation has an important role to play in destination attractiveness because it affects the emotional bond and rational analysis of people interested in living, working, visiting or investing in that destination.

More studies are expected on this topic, and it seems that the attention to these issues is growing. Over the time of the realization of this dissertation, numerous reputation reports on countries and most recently cities were communicated and received considerable attention. Still, none of these studies have explored reputation in the context of resort destinations. While there are distinct differences in the character of resort destinations when compared to other locations, many of the same reputation dimensions, attributes (in customized forms) and measurement scales overlap in all these cases. This suggests a level of convergent validity exists with respect to what has been presented in this dissertation, and helps confirm the potential utility of this model and its assessment procedures in other Olympic and mega-event management contexts.

7.2 Recommendations for Further Research

The following section summarizes research endeavours that are possible venue for further investigation.

7.2.1 Assessment businesses and residents perspective

The evidence from interviews collected confirms the importance of local businesses as a salient stakeholder group. Commercial activities, hospitality services, hoteliers, restaurants, retailers, suppliers, and distributors are all particularly affected by the mega events. Early engagement and continuous consistent communication are keys for helping businesses prepare for Games time and take steps to anticipate interruptions in their regular activities and revenues. A systematic assessment of local business perspectives concerning the host destination's reputation prior to and after Whistler Live! would help to more fully capture the impact of the event's management systems on development of this form of social capital.

This study's assessment of resident perspectives was based solely on their views at the time of the event. In reality, their views on Whistler's reputation may have commenced forming well prior to the delivery of Whistler Live! To gain a fuller appreciation of how the event shaped resident perspectives it would be useful to explore their pre, in-situ and post event viewpoints. While collecting such information in a time-series fashion over these time periods would have been a good strategy to follow, this study did not have the resources to do so. Hence a post-Games review is the 'next best' option, which remained available. Several on-line, intercept, and postal based survey methods could be used to explore resident's perspectives in Whistler.

7.2.2 Validating the scale for host-reputation indicators

The 8 dimensions and 26 key performance indicators identified in the assessment framework for host resort reputation might contain some redundancy. This is to be expected since the dimensions were theoretically derived from a number of sources, and in some cases adapted and refined from other reputation assessment studies done in other places and contexts. Whistler's strategic sustainability plan added an additional set of attributes to be explored in this study. As such, this may have generated some overlap with other items already in the framework (e.g. alignment to sustainability and social responsibility). In addition, the 'supports the Olympic spirit' attribute may be highly correlated with the 'event inspires community pride' attribute, likewise the cultural significance of the event is expected to overarch the overall appealing of the resort.

While this study focussed on exploring the processes used to develop the social and reputational capital attributes identified in this exercise, other research might address the extent to which these a priori dimensions and related attributes could be reduced to a more manageable number. Other assessment studies related to the corporate reputation of firms have used exploratory factor analysis and principal component procedures to examine the multi-dimensionality of reputation in a resort context, as well as reduce and simplify the number of attributes needing to be explored.

7.2.3 Monitoring Reputational Capital - Software design recommendations

A major component of this study's work involved developing and testing a model for assessing resort reputation in a specific mega-event management context. A critical part of this work involved developing an assessment framework and associated reputation

data collection process for evaluating and communicating the reputation results. A systematic prototype on-line survey software tool was created and used in this study. Based on this experience, further research might focus on extending the prototype I developed into useful software tool for facilitating such monitoring activity in other resort contexts.

My suggestion for the development of this software is to take advantage from the three-tier architecture of the prototype, where respondents participate in a survey using their web-browsers, a web application on the server tier, stores data from respondents in a database. A new application could be designed and developed with monitoring features and share the same data base for presenting reports grouped by stakeholders and trends over the period. The database could also be modified in order to store perceptions collected during the planning and delivery of mega events in other destinations. Data collected from perceptions of different stakeholder groups at different destinations could be useful for analyzing trends across the reputation dimensions and eventually generate inferences. Event managers will have the benefit of the information technology system during the whole lifecycle of the event. Academics and practitioners will benefit from the base of knowledge built across different venues and different mega-events.

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Appendix A - Steps to Building Reputational Capital amongst stakeholders in a mega-event context

Establish the Preconditions

Goal: Demonstrate integrity and “socially legitimate”

Actions:

- Identify what really matters to organization reputation. Ideas explored / objectives
- CSR practices

Stakeholder Engagement

Goal: Enhance credibility, trust and commitment amongst stakeholders with respect to the probable outcomes of selected development activities

Actions:

- Identify and map stakeholders based on their importance/relevance/influence
- Effectively engage stakeholders and keep engaged
- Increase/develop trust, cooperation, and reciprocity by providing updated information, inviting inclusive participation, being responsiveness to stakeholder requests

Start Partnerships / Development Collaboration

Goal: Build a common vision and goals through the development of shared values; Establishing stability and credibility.

Actions:

- Develop a common goal mission statement ‘credo’ Common Culture ‘ethos’
- Be transparent and provide clear communication about strategies and activities
- Instil a high personal and collective commitment to preparing and delivering the event to a high standard t

Information / Communication

Goal: Be consistent and continuous in information transfer

Actions:

- Ensure consistency between stated goals, action and information sharing
- Conduct meetings face to face
- Communicate effectively continuously consistency
- Development and education
- Proactive not reactive

Assess Reputation

Goal: Measure your reputation and key role of communication

Actions:

- Reputation analysis, understand opinions, monitoring progress
- Explore emotional cognitive response of subject to reputation

Maintenance:

- Coordination of activities – multilayer network - Leadership role
- Collective decision making Shared norms

Appendix B - Host-resort reputation attributes and dimensions

Appealing Environment

(Emotional appeal and compatibility with event)

has natural beauty
good place to host events
event inspires community pride and belonging

Products and services

(Cognitive opinion on what is provided by tourism industry)

high quality products and recreation/hospitality services
good value for money spent on products and services.
good Infrastructures/technology for hosting events

Cultural Significance

(Attraction significance – related to event considered)

supports the spirit of the Olympic Games
promotes/showcase Local Identity and Aboriginal Culture
encourages interaction between people from different ethnic and multi-cultural backgrounds

Vision / governance

(Effective governance and satisfaction of strategic goals)

has qualified and organized leadership
uses the event as part of long term plan/goals
meet visitors / residents needs (enhancing the Resort experience / exceeds visitors expectations)
gets community benefits from events that it hosts

Working/ Partnership

(Working environment -Partnering for Success)

has strong partnership management capacity
provides a positive working environment / learning development
works with credible partners to support stronger resort community

Social Responsibility

(social legitimacy - dealing with social issues)

conducts its activities in socially responsible ways
effectively engages local community members
encourages volunteers to play an important role in making it an hospitable place

Financial /Economic Performance

(Economic attractiveness - maximize business opportunity)

offers a relatively low risk investment environment for business
has the assets and financial tools needed for future economic growth
is well-positioned to out-perform other resort destinations in the future

Alignment to Sustainability

(Sustainability -host-destination sustainability plan)

conducts its activities in environmentally responsible ways
strong vision for accelerating its journey toward sustainability
has engaged its community in promoting sustainable practices

Appendix C - Spearman's rank correlation

Calculation of Spearman's Rank Correlation

$$\rho = \frac{\sum_i (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_i (x_i - \bar{x})^2 \sum_i (y_i - \bar{y})^2}}$$

$$\text{rho: } r_s = 538.75 / (883.5 * 882) ^{0.5} = \mathbf{0.610}$$

degrees of freedom: **20**

P-value: **0.00255818988857983**
(Significant)

The statistic confirms that the Ranking of the scores of the reputation scores by the two groups are highly similar.

Attributes of Host-Destination Reputation with same wording in Partners and spectators surveys	Avg. Partn.	Rank Partn	Avg. Spectat	Rank Spect
good value for money spent on products and services.	3.919	3.5	3.54	1
promotes/showcase Local Identity and Aboriginal Culture	3.973	5.5	3.74	2
encourages interact. people different ethnic & multi-cultural background	3.973	5.5	3.96	3.5
has engaged its community in promoting sustainable practices	4.270	13	3.96	3.5
strong vision for accelerating its journey toward sustainability	4.027	7	3.98	5
works with credible partners to support stronger resort community	4.378	17.5	4.01	6
conducts its activities in environmentally responsible ways	4.108	8.5	4.07	7
meets residents needs	3.919	3.5	4.08	8.5
uses the event as part of long term plan/goals	4.108	8.5	4.08	8.5
has the assets and financial tools needed for future economic growth	3.595	2	4.11	10
effectively engages local community members	4.189	10	4.13	12
conducts its activities in socially responsible ways	4.216	11	4.13	12
provides a positive working environment / learning development	4.351	16	4.13	12
has strong partnership management capacity	4.324	15	4.19	14
high quality products and recreation/hospitality services	4.622	20	4.21	15
offers a relatively low risk investment environment for business	3.270	1	4.25	16.5
gets community benefits from events that it hosts	4.243	12	4.25	16.5
is well-positioned to out-perform other resort destinations in the future	4.297	14	4.38	18
event inspires community pride and belonging	4.865	22	4.39	19
has qualified and organized leadership	4.378	17.5	4.41	20
good place to host events	4.784	21	4.55	21
has natural beauty	4.595	19	4.85	22

Appendix D - Profiles of spectator respondents by market origin segment

Table AD.1 Spectators age groups

Age	Sea to Sky	Other Canada	Other International
Under 24 Years	12.2%	11.6%	12.2%
25-34 Years	36.0%	22.1%	24.8%
35-44 Years	18.7%	17.9%	17.6%
45-54 Years	13.7%	25.6%	23.4%
55-64 Years	10.8%	16.1%	17.4%
65 Years or Older	8.6%	6.7%	4.8%
N	139	285	501

Table AD.2 Spectators highest level of education completed

Highest level of education	Sea to Sky	Other Canada	Other International
Less than High School	0.7%	0.4%	0.2%
High School	18.2%	12.0%	9.4%
Some Technical, College	8.0%	16.3%	9.0%
College or Technical Diploma	29.2%	18.7%	20.7%
University Degree	34.3%	39.2%	38.6%
Masters/PHD Degree	8.8%	13.1%	21.3%
Other	0.7%	0.4%	0.8%
N	137	283	498

Table AD.3 Spectators approximate annual household income (in CAD \$)

Annual household income	Sea to Sky	Other Canada	Other International
Less than \$25,000	19.8%	8.1%	8.4%
\$25,000 to \$49,999	28.8%	14.9%	11.6%
\$50,000 to \$64,999	17.1%	14.9%	15.6%
\$65,000 to \$99,999	14.4%	22.6%	17.8%
\$100,000 to \$149,999	12.6%	20.4%	18.6%
\$150,000 plus	7.2%	19.0%	28.0%
N	111	221	371

Table AD.4 Gender of respondents

Gender	Sea to Sky	Other Canada	Other International
Male	47.5%	50.2%	51.8%
Female	52.5%	49.8%	48.2%
N	141	293	527

Table AD.5 Spectators – attendance to 2010 Olympic Games competition

Response	Sea to Sky	Other Canada	Other International
Yes	65.5%	58.9%	68.5%
No	34.5%	41.1%	31.5%
N	145	299	550

Table AD.6 Spectators – number of tickets owned for 2010 Olympic Games

Tickets	Sea to Sky	Other Canada	Other International
1	28.4%	34.3%	19.2%
2-4 tickets	47.4%	48.6%	52.3%
5-9 tickets	14.7%	12.0%	24.3%
10+ tickets	9.5%	5.1%	4.3%
N	95	175	375

Table AD.7 Visitors - trip planned on the base of the 2010 Olympic Games

Response	Other Canada	Other International
Yes	77.8%	79.8%
No	22.2%	20.2%
N	18	104

Table AD.8 Visitors - Prior visit to Whistler

Response	Other Canada	Other International
Yes	93.2%	69.4%
No	6.8%	30.6%
N	295	395

Table AD.9 Visitors - Previous attendance to other Olympic Games

Response	Other Canada	Other International
Yes	9.4%	24.1%
No	90.6%	75.9%
N	299	547

Table AD.10 Visitors - Overnights

Days away from home	Other Canada	Other International
Less than 1 day	0.0%	0.2%
1 day	29.5%	1.9%
2-7 days	44.2%	30.7%
8-14 days	8.8%	29.2%
15-21 days	8.1%	15.1%
22+ days	9.5%	23.0%
N	285	535

Appendix E - Stakeholders' open-ended responses

Reputation dimension	n	%
people - atmosphere created	240	57.3%
physical characteristic	114	27.2%
Activities/products/services	45	10.7%
vision/effective governance	15	3.6%
event related characteristics	5	1.2%
	419	100.0%

Table AE.11 Spectators Whistler reputation descriptions

Reputation dimension	n	%
people - atmosphere created	165	50.3%
event related characteristics	80	24.4%
activities/products/services	59	18.0%
vision/effective governance	9	2.7%
physical characteristic	4	1.2%
blank (no code)	11	3.4%
	328	100.0%

Table AE.12 Spectators favourite parts of their 2010 experience

Reputation dimension	n	%
people - atmosphere created	14	42.4%
event related characteristics	10	30.3%
activities/products/services	5	15.2%
vision/effective governance	4	12.1%
vision/effective governance	0	0.0%
	33	100.0%

Table AE.13 Partners sentences to capture how Whistler Live! help change Whistler reputation as a resort community

Appendix F - Online Survey Structure - Whistler Live! Partners

Building Tourism Destination Reputational Capital: An Olympic Case Study of Whistler's Lives' impacts on the Resort Municipality of Whistler' British Columbia.

This project is part of a larger research program exploring the effects of the recently completed 2010 Winter Olympic Games. This research focuses on how Whistler Live's organization and delivery affected Whistler's reputation as a resort community. Your participation in this survey is voluntary, and you may choose not to respond to any question or terminate the survey at any time. If you have any questions, concerns or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics by email at hweinber@sfu.ca or phone at 778-782-6593. Your response will be stored offline in a secure password-controlled cache until September 2012, after which they will be destroyed. Individual records will be identified using a code for data analysis and all records will be destroyed once the data analysis is complete. Your responses will be analyzed in aggregate and will not be identifiable in any publications. Copies of the results from this study may be obtained by contacting: Massimo Morellato (massimom@sfu.ca), or Dr. Peter Williams (peter_williams@sfu.ca). By filling out this questionnaire, you are consenting to participate.

PART A. About You:

A.1) Name:

A.2) Position/Title within the organization:

A.3) How long were you personally involved in activities related to the development and/or delivery of "Whistler Live!"? ____ Years and ____ months

PART B. About Whistler Live! and Whistler's Reputation

B.1) Based on your personal experiences, what word or phrase best captures how Whistler Live! will help change Whistler's longer term reputation as a resort community?

B.2) Based on your overall "Whistler Live!" experience, please indicate the extent to which you agree or disagree with the following statements.

“Whistler Live! helped Whistler strengthen its reputation as a resort community that: ”

is a good place to host events	*				
uses cultural and sporting events effectively to events inspire community pride and belonging					
has natural beauty					
provides high quality products and recreation/hospitality services					
provides good value for money spent on its products and services					
provides good infrastructures/technology for hosting events					
supports the spirit of the Olympic Games					
showcases Local Identity and Aboriginal Culture					
encourages interactions with people from different ethnic multi-cultural backgrounds					
has good and organized leadership					
has a clear vision about its desired future					
meets visitors and residents needs					
gets community benefits from events that it host					
has strong partnership management capacity					
provides a positive working environment / learning development					
has credible partners to build strong community					
conducts its activities in socially responsible ways					
effectively engages local community members					
encourages volunteers play an important role in making it an hospitable place					
offers a relatively low risk investment environment for businesses					
recognizes and is ready to capitalize on business development opportunities					
has the assets and financial tools needed for future economic growth					
is well-positioned to out-perform other resort destinations in the future					
conducts its activities in environmentally responsible ways					
has a strong vision for accelerating its journey toward Sustainability					
has engaged its community in promoting sustainable practices / lasting legacies					

*(Responses range on a scale from: strongly disagree to strongly agree)

PART C. About Event Management and Whistler Live!

C.1) Based on your personal experiences with Whistler Live!, please indicate the extent to which you agree/disagree with the following statements.

“The Whistler Live! event management team” :

Kept me informed about what was happening during the Whistler Live! planning phase	*				
Kept me informed about what was happening during the Whistler Live! delivery phase					
Made me feel like I was welcome to participate in planning and delivery of Whistler Live!					
Responded to my Whistler Live questions and needs in a timely fashion					
Provided me with the information and resources I needed to do a good job					
Took my perspectives into account when planning and delivering Whistler Live!					
Communicated with me in a respectful manner					
Encouraged me to use my judgment when caring out my Whistler Live! responsibilities					

*(Scale ranging from strongly disagrees to strongly agree)

C.2) To what extent do you feel that Whistler Live! increased or decreased reputation as a premier resort community compared to what it was:

Five years before the Games	*				
Two years before the Games					
One month before the Games					
Since the Games completion					

*(Scale ranging from greatly decreased to greatly increased)

PART D. Whistler Live! Partners Network:

D.1) Please indicate the extent to which you agree /disagree with the following statements concerning your organization’s overall involvement in the development and delivery of Whistler Live!

“Member(s) of my organization regularly”:

Read documents / emails / website information provided by Whistler Live!	*				
Attended orientation / planning sessions organized by Whistler Live!					
Responded to resort community issues identified by Whistler Live! management;					
Shared pertinent information / knowledge with Whistler Live! management					
Provided unanticipated additional resources (technical, human, financial) as needed by Whistler Live! management					

Helped define Whistler Live! goals and strategies					
Helped define how Whistler Live! management would work with its partners					
Helped deliver the Whistler Live! program					

*(Scale ranging from strongly disagree to strongly agree)

D.2) Considering your experience in the preparation and/or delivery of Whistler Live!, to what extent do you agree /disagree with the following statements:

When partnering with Whistler Live! management team, I felt we shared:

a common vision with respect to expected outcomes	*				
a common goals with respect to expected outcomes					
a common understanding of expected roles and responsibilities					
a common culture with respect to how to work with one another					
a common trust with respect to living up to agreements					

* (scale ranging from strongly disagrees to strongly agree)

D.3) What additional reputation do you feel your organization gained through its involvement in the Whistler Live! program?

Thank you for participating in this survey. The final results will be available later this fall. If you would like to read the findings, an electronic copy of the findings will be made available to you upon request. Simply check the box and we will ensure you get access to it.

Appendix G - Online Survey Consent Form - Whistler Live! Partners

Investigator: Massimo Morellato, Graduate Researcher, Centre for Tourism Policy and Research, Simon Fraser University, and PhD Candidate, Università degli Studi di Milano – Bicocca.

This research is being conducted with the permission of the Simon Fraser Research Ethics Board. The chief concern of the Board is for the health, safety and psychological wellbeing of research participants. By submitting this form in conjunction with your completed on-line survey, you will be signifying that you have received a document which describes the procedures, whether there are possible risks, the benefits of this research study, that you have received an adequate opportunity to consider the information in the documents describing the study, and that you voluntarily agree to participate in the study.

Purpose and goal of this study: This study is part of a larger research program at SFU's Centre for Tourism Policy and Research exploring the effects of the recently completed 2010 Winter Olympic Games. My research focuses on how the organization and delivery of "Whistler Live!" influenced Whistler's reputation as a resort community. The overriding goal is to develop a systematic assessment method for measuring the reputational capital generated through Olympic mega-events.

Participant Rights: Should you wish to obtain information about your rights as a participant in this survey, or about the responsibilities of the researcher, or if you have any questions, concerns or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics by email at hweinber@sfu.ca or phone at 778-782-6593.

Participant Requirements: You are asked to voluntarily participate in this survey. It involves answering a series of questions concerning your perspectives about the development, delivery, and effects of the Whistler Live! program.

Risks to the participant, third parties or society: The risks of this study are minimal. Your identity will be kept confidential, you may decline to answer any of the questions, and you may withdraw from the study at any time.

Benefits of study to the development of new knowledge: Your responses will help to systematically identify: legacies that Whistler Live! created for Whistler; best practices and key lessons in Olympic Games cultural programming that can shared with other local and international event organizers.

Statement of confidentiality: All of your personal responses to this survey will be kept confidential to the full extent permitted by the law. Unless your consent is explicitly requested and granted, no specific names, titles, or identifiers will be used in the final report that would allow readers to attribute a reference to a particular person. With your permission the interview will be recorded and materials will be maintained in a secure location.

Interview of employees about their company or agency: The interview is fully voluntary in nature. The Director of "Whistler Live!" has provided written support for this research, and encourages "Whistler Live!" partners and volunteers to participate. However, no additional consent will be sought from each respondent's employer, agency, or organization with which they are affiliated. Your individual responses will be kept fully confidential.

Contact of participants at a future time or use of the data in other studies: Please state whether or not you can be contacted again at a future time to obtain further information pertaining to this research as necessary. The data obtained from this research will not be used in other studies.

Data Security: All data collected will be coded and analyzed by the primary investigator (Massimo Morellato) using computer technology. The data will be stored electronically on a USB memory stick in possession of the primary investigator (Massimo Morellato). Transcriptions will be held until September 2011, after which they will be destroyed.

Right to withdraw: I understand that I may withdraw my participation at any time. I also understand that I may register any complaint with the Director of the Office of Research Ethics at address below:

Dr. Hal Weinberg Director, Office of Research Ethics hal_weinberg@sfu.ca
Office of Research Ethics Simon Fraser University 8888 University Drive
Multi-Tenant Facility Burnaby, BC V5A 1S6

Copies of the results from this study may be obtained by contacting: Massimo Morellato (massimom@sfu.ca), or Dr. Peter Williams (peter_williams@sfu.ca).

Appendix H - Online Survey Respondent Solicitation - Whistler Live! Partners

Dear Respondent,

I am a doctoral student in the School of Marketing and Enterprise Management at the Università degli Studi di Milano-Bicocca. As part of my program, I am studying with researchers at Simon Fraser University's Centre for Tourism Policy and Research. Together, we are examining the effects of the recently completed 2010 Winter Olympic Games. We would like to learn your perspectives on how the organization and delivery of "Whistler Live!" influenced the reputation of Whistler as a premier resort community.

As a person who helped with the development and delivery of Whistler Live!, your views are particularly important. Would you kindly take part in the following on-line survey. Your participation is completely voluntary and your personal responses will be kept strictly confidential. They will only be reported as part of the collective findings provided by all people answering this survey. To participate in this survey, follow the instructions provided. After you have completed the survey, simply press the submit button.

By submitting your responses, you will also be signifying that you have received a document which describes the procedures, possible risks, and benefits of this research. In addition it will confirm that you have received an adequate opportunity to consider the information in the document and that you voluntarily agree to participate in the research. .

Thank you for your time,
Massimo Morellato

PhD Candidate
Marketing and Enterprise Management
Università degli Studi di Milano – Bicocca
+39 02 6448 3141

Researcher,
Centre for Tourism Policy and Research,
Simon Fraser University, Office: TASC1 8412
+1 778 846 8323

The project is expected to be completed by January, 2011. Electronic copies of the findings will be made available to you upon request. This research has been approved by the Director, Office of Research Ethics, on behalf of the SFU Research Ethics Board in accordance with University policy R20.0, www.sfu.ca/policies/research/r20-01.htm.

Should you wish to obtain information about your rights as a participant in research, or about the responsibilities of researchers, or if you have any questions, concerns or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics by email at hal_weinberg@sfu.ca or phone at 778-782-6593.

Appendix I - Online survey website - Whistler Live! Partners

Simon Fraser University - XXI Winter Olympic and Paralympic Games Survey - Mozilla Firefox

File Edit View History Bookmarks Tools Help


http://www.whistlervivepartners.rem.sfu.ca/

Getting Started Latest Headlines Table - a new concep... Example 26.2: Princip...

Welcome!



Welcome to Simon Fraser University's survey on Whistler Live! experience during the XXI Olympic and Paralympic Winter Games.



This project is part of a larger research program exploring the effects of the recently completed 2010 Winter Games. This research focuses on how Whistler Live's organization and delivery affected Whistler's reputation as a resort community.

By filling out this questionnaire, you are consenting to participate. This survey will take about 10 minutes to complete.

Before starting this survey, please tell us.....

Your Name: Name of your Organization:
Position/Title within the Organization:

How long were you personally involved in activities related to the development and/or delivery of "Whistler Live!?" years and months.
(e.g. Directly as a sponsor, volunteer, staff. Indirectly as a business person, politician, media)

As a token of appreciation for your participation in this study, you will be eligible to win a Whistler's lithograph or a selection of Italian wines and "grappa".

Your participation in this survey is voluntary, and you may choose not to respond to any question or terminate the survey at any time. If you have any questions, concerns or complaints about the manner in which you were treated in this study, please contact the Director, Office of Research Ethics by email at hweinber@sfu.ca or phone at 778-782-6593. Your response will be stored offline in a secure password-controlled cache until September 2012, after which they will be destroyed. Individual records will be identified using a code for data analysis and all records will be destroyed once the data analysis is complete. Your responses will be analyzed in aggregate and will not be identifiable in any publications. Copies of the results from this study may be obtained by contacting: Massimo Morellato (massimom@sfu.ca), or Dr. Peter Williams at Simon Fraser University's Centre for Tourism Policy and Research (peter_williams@sfu.ca) after this research is completed.

This study is being conducted by the Centre for Tourism Policy and Research at the School of Resources and Environmental Management, Simon Fraser University.

<http://www.whistlervivepartners.rem.sfu.ca/whistler2010PrivacyPolicy.php>

Appendix J - Interview Guide - Key Informants Event Organizers

I.1) What is your overall impression of the Whistler Live! experience during the XXI Olympic and Paralympic Winter Games?

I.2) In what ways did your organization contribute the most to the Whistler Live program's development and delivery?

I.3) From your perspective, what words best capture to common vision and goals (if any?) that were shared amongst the Whistler Live! team and its partners?

I.4) Whistler Live ! was the result of synergy built by the partners over time. How and to what extent did the urgency of the Olympics and its due date, affect the creation of this synergy?

I.5) To what extent do you feel that the synergies and collaboration built during the Games will remain as assets to your organization and Whistler in the future?

I.6) How and to what extent do you feel that Whistler's reputation as a resort community has been altered as a result of the Whistler Live! experience?

I.7) Best advantage and best disadvantage that Whistler had from Whistler Live! and the Olympics

Other additional questions - optional

I.A) How and to what extent do you feel that Whistler Live! experience affect the reputation of your organization?

I.B) Whistler Live! was the result of several partners. Could you help me to identify the main actors ?

I.C) What do you think about Cultural Olympiad program and Whistler Live! in particular ?

I.D) Collaboration. Did the reputation of partners influence your participation? Trust and credibility in developing relationship? What was the way used to communicate?

I.E) Whistler Live! and Whistler 2020. Whistler and strategic plan for the sustainability. Any practices of Whistler2020 in which you or your organization are involved?

Appendix K – List of Interviewed - Key Informants Event Organizers

- Burke Taylor, creator of Cultural Olympiad in Canada- VP VANOC;
- Fiona Famulak, president of Whistler Chamber of Commerce;
- Doti Niedermayer, executive director of Whistler Arts Council;
- Rick Chisholm, executive VP CTV Olympics - Canada's Olympic Broadcast Media Consortium;
- John Rae, executive director Whistler Live! - RMOW;
- Dave Brownlie, President Whistler Blackcomb;
- Gilles Allemann, Marketing Operation Manager Omega;
- Shawn Pozer, executive Boombox;
- Sheryl Fischer, Project Negotiation and Developmnet - Squamish Nation;
- Arlene Schieven, Vice president Tourism Whistler;
- Casey Vanden Heuvel, Director Communication Tourism Whistler;
- W.Rod Windover, Manager Policy Priorities 2010 Olympic and Paralympic Winter games Federal Cecretariat Canadian Heritage;
- Roseline Roy, Policy and Program Manager Canadian Heritage

Appendix L – List of Onsite Intercept Trained Interviewers - Olympic Spectators

“REMMers” trained interviewers: Master and PhD students at School of Resource and Environmental Management – Simon Fraser University, involved in data collection:

- Adam Baylin-Stern
- Adam King
- Amy Thede
- Anita Kalcheva
- Brian Bylhouwer
- Colby - James Knox
- David Angus
- Kirsten Thicke
- Philip Stoker
- Rachel White
- Sandra Warren
- Sean Broadbent
- Shannon Jones
- Stefanie Jones
- Tyson D. Daoust

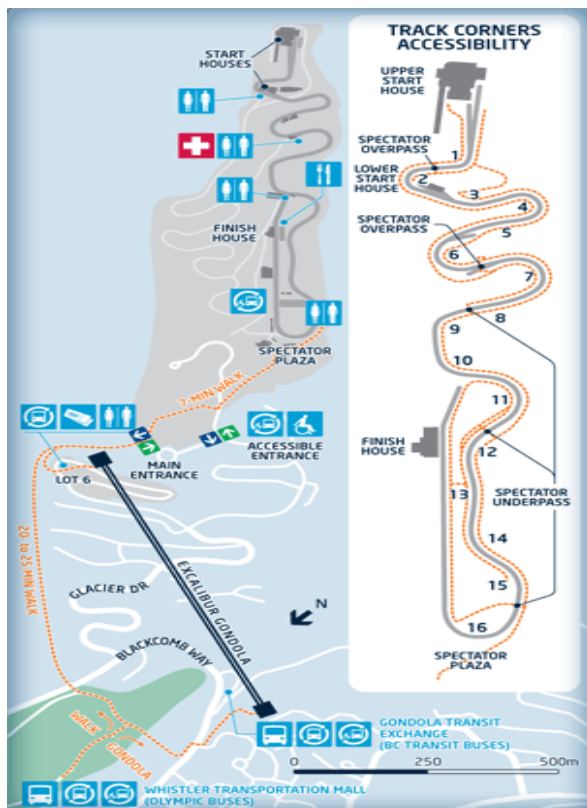
Appendix M - Onsite Intercept Interview Locations - Olympic Spectators

Whistler

- Whistler Creekside
- Whistler Sliding Centre (figure left)
- Whistler Blackcomb Gondola
- Whistler Transfers Hubs (I, II, III, IV)
- Whistler Village Stroll
- Whistler Village Square
- Whistler Skiers Plaza
- Whistler Medal Plaza (figure right)

Vancouver

- BC Place
- Canada Hockey Place
- Pacific Coliseum
- UBC Thunderbird Stadium
- Vancouver Olympic Centre
- Transit HUB SFU - BCIT
- Transit HUB Capilano-Langare
- Transit HUB Lonsdale
- Live city yaletown
- Live city downtown



Appendix N - Onsite Intercept Interview Template - Olympic Spectators

This template was implemented in an electronic questionnaire and installed on 10 Palm Pilots used in Whistler during the 17 days of Olympic Games by a team of trained interviewers. Paper copies of the questionnaire were carried by interviewers in English, French, Italian and Spanish. This appendix reproduces only the Whistler Live ! section of the questionnaire. This part of the research has been conducted collaborating with the Olympic Tourism Consortium Research Group.

INTRODUCTION

SCREENER SECTION

MAIN SURVEY SECTION

WHISTLER LIVE SECTION

I'd like to ask you a few questions about your experience at the Cultural and entertainment events, especially the Whistler Live events during the Games.

WLSCR Have you or do you plan to attend the Cultural and entertainment events during the Games?

NO → Go to DM1 YES → Go to WL1 DK/NR → Go to DM1

WL1. How many days/evenings do you plan to attend the Whistler Live events and /or other cultural and entertainment events in each of the following communities during the Games?

WL2. Which of the following sources did you use to find information about the Whistler Live events? *CHECK ALL THAT APPLY*

WL3. Please indicate how important or unimportant were these information sources in helping you decide to attend the Whistler Live events?

NOT IMPORTANT AT ALL
 SOMEWHAT UNIMPORTANT
 SOMEWHAT IMPORTANT
 VERY IMPORTANT
 DK/NR

SHOW CATEGORIES CHECKED IN QUESTION WL2

WL4. Please indicate how important or unimportant the following factors were in your decision to attend the Whistler Live events?

NOT IMPORTANT AT ALL
 SOMEWHAT UNIMPORTANT
 SOMEWHAT IMPORTANT
 VERY IMPORTANT
 DK/NR

OPPORTUNITIES TO:

- CELEBRATE THE ACCOMPLISHMENTS OF CANADA'S OLYMPIC ATHLETES
- SEE/EXPERIENCE OLYMPIC 'SPIRIT'
- SEE /EXPERIENCE CANADA'S OVERALL CULTURAL DIVERSITY
- SEE /EXPERIENCE CANADIAN ARTS AND CULTURE
- SEE/EXPERIENCE CANADIAN ABORIGINAL CULTURE
- SEE / EXPERIENCE INTERNATIONAL ARTS, CULTURE, AND ENTERTAINMENT
- SEE /EXPERIENCE WHISTLER'S CULTURE(S)
- SEE /EXPERIENCE WHISTLER'S NATURAL/PROTECTED AREAS
- HEAR/EXPERIENCE CANADA'S FRENCH LANGUAGE

WL5. Based on what you have experienced so far at Whistler Live, please indicate to what extent it affects your level of interest in the following aspects.

DECREASED
 NO CHANGE
 SOMEWHAT INCREASED
 SIGNIFICANTLY INCREASED
 DK/NR

- LEARNING MORE ABOUT CANADA AS A CULTURAL TOURISM DESTINATION
- SKIP IF SEA-TO-SKY RESIDENTS** VISITING WHISTLER IN THE FUTURE
- VISITING OTHER PARTS OF BC IN THE FUTURE
- VISITING OTHER PARTS OF CANADA IN THE FUTURE
- ASK IF INTERNATIONAL VISITORS** ATTENDING MORE CANADIAN CULTURAL EVENTS IN THE FUTURE

WL6. Based on your experience, how do you think Whistler Live extent has Whistler's reputation as a world mountain resort destination increased or decreased?

DECREASED
 SOMEWHAT DECREASED
 NO CHANGE
 SOMEWHAT INCREASED
 SIGNIFICANTLY INCREASED

DEMOGRAPHICS SECTION

RECRUITMENT SECTION

Appendix O - Follow-up online survey structure - Olympic Spectators

This appendix reproduces only the Whistler Live ! section of the survey. This part of the research has been conducted collaborating with the Olympic Tourism Consortium Research Group.

Hidden screeners

Email message

How was your Olympic experience?

During the recent Vancouver 2010 Olympic Winter Games, you participated in a brief survey conducted by *the 2010 Games Host Cities & Tourism Organizations* about your experiences and activities. Thank you again for your insights and perspectives.

At that time, you agreed to take part in a post-Games survey. Now that you have had some time to reflect, we would appreciate learning more about your experiences and impressions of the Games. We value your opinions and the information that you provide will be used to help us prepare future events and programs to the best standards possible as well as enhance future visitors' experiences in British Columbia.

Your responses and personal information will be kept strictly confidential and used only for this study.

As a token of our appreciation for your time and support, by completing and submitting this survey, your name will be entered in a draw to win a 32 GB iPod Touch (valued at CAD\$300). The draw will be held in May 2010.

Please click [here](#) or the following link to start the survey.

www.SurveyURL.com

Instruction page

Main survey section

IF INTERVIEWED AT LIVE SITES OR 'WHISTLER LIVE' CHECKED IN Q4

Whistler Live was the on-going cultural arts and entertainment programs that you experienced during your time in Whistler Village during the Games. We would like to learn more about your impressions of that program and Whistler.

1. Based on your overall Whistler Live experience, how satisfied or dissatisfied were you with the opportunities it provided to...

	Satisfaction Level					Don't Know	N/A
	Very dissatisfied		Neither	Very satis			
See/experience Whistler's natural /protected areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See /experience Whistler's culture(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Celebrate the accomplishments of Canada's Olympic athletes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See/experience Olympic 'spirit'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See /experience Canada's overall cultural diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hear / experience Canada's French language	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See/experience Canadian arts and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See/experience International arts, culture, and entertainment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See/experience Canadian Aboriginal culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Based on your overall Whistler Live experience, to what extent do you feel it helped increase or decrease **your impression** of Canada's reputation as a country that ...

	Decreased		Significantly Increased		DK	N/A
Showcases the cultural values and priorities of Canadians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages Canadians to express their diverse culture(s) to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds pride in Canadians about their country and its people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engages Canadians from a diversity of ethnic and multi-cultural backgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes natural heritage as an integral part of Canadian culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages creative excellence in Canadian cultural expression	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages cultural expression by First Nations and other Aboriginal People	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes cultural expression through French (Canada's Official Language)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Based on your overall Whistler Live experience, please indicate to what extent you agree or disagree with the following statements about Whistler as a resort community.

	Strong Disagr	Disagree	Neutral	Agree	Strong Agree	DK	No Opin
Whistler is a good place to host events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is a good place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has a strong vision for becoming more sustainable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler works with credible / reputable partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has qualified people managing its events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler effectively involves local community members in its programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler gets community benefits from events that it hosts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler volunteers play an important role in making it an hospitable place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Randomly add four categories</i>							
Whistler can be trusted to host well run cultural/arts events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler can be trusted to host well run sports events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler events inspires community pride and belonging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler encourages interact. between people of different cultures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler conducts its activities in socially responsible ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler conducts its activities in environmentally respons. ways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is accessible to those with disabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler promotes sustainable practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler provides high quality products and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has local organizations that can be trusted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a clear vision about its desired future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is well-positioned to out-perform other resort destinations in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler provides a positive working environment for employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has the assets needed for future economic growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has many local businesses that are committed to being more sustainable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler operates its activities in a financially responsible fashion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is a good place to invest in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler can be trusted to host well run cultural/arts events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Based on your overall Whistler Live experience, what three words best describe Whistler as destination? _____

5. In your opinion, which two organizations and /or sponsors contributed most to Whistler Live’s reputation as a cultural event? _____

Impressions of Whistler section

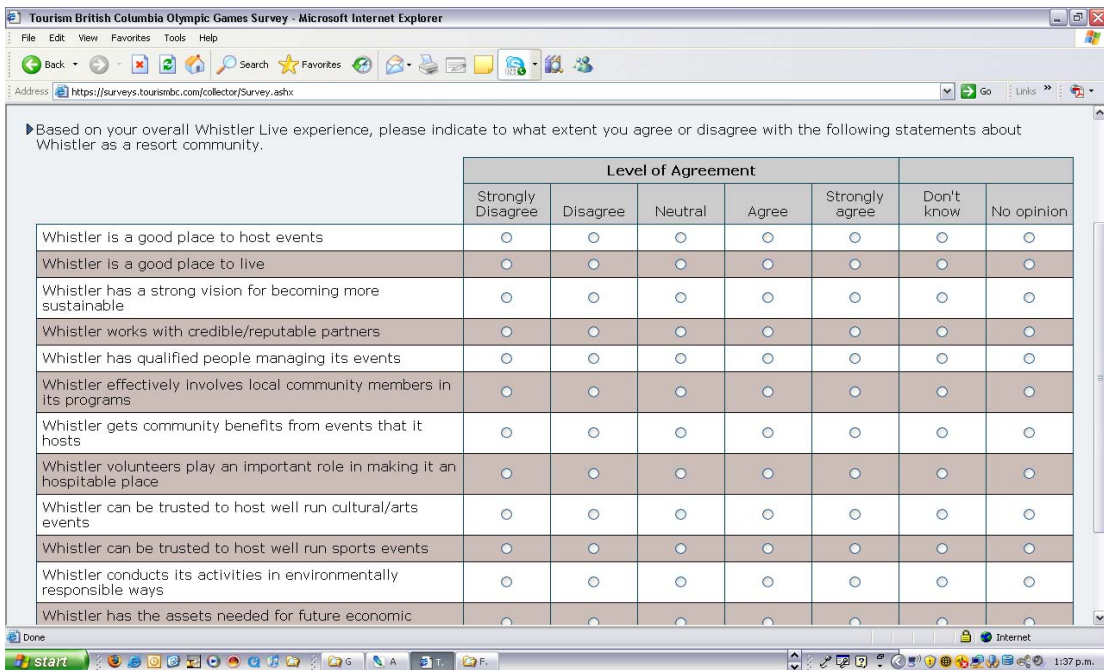
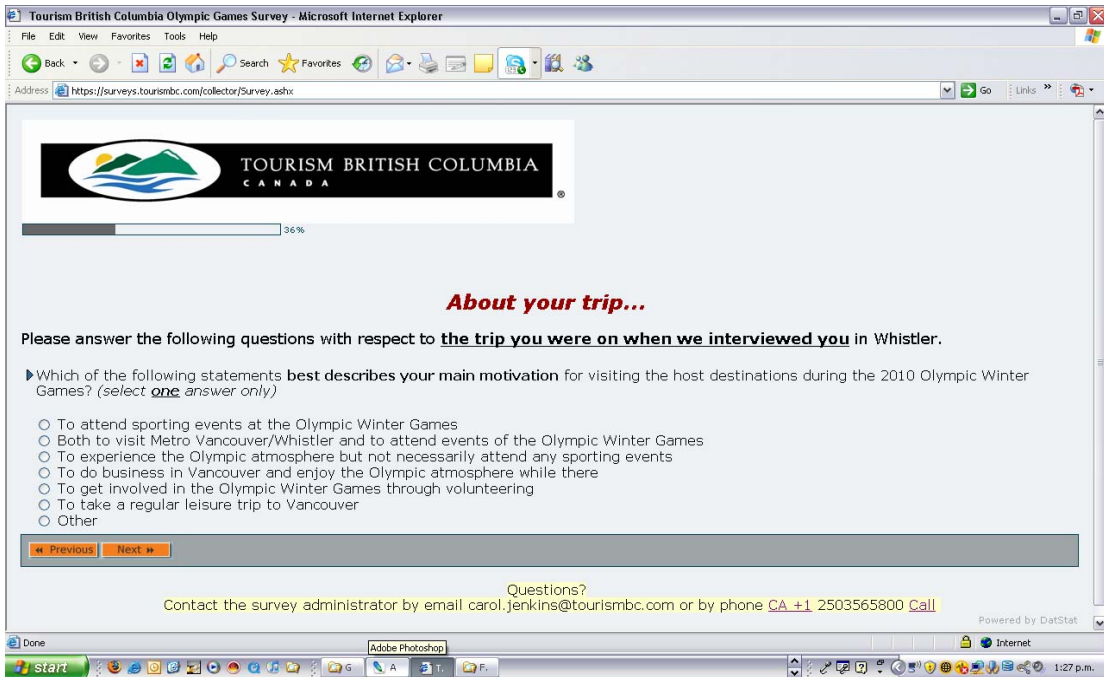
6. Please indicate the extent to which you agree or disagree with the following statements regarding your impressions towards Whistler.

	Strong Disagree	Disagree	Agree	Strongly Agree	DK	No Opini
Whistler is genuinely welcoming, friendly and down-to-earth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is exciting and lively with a spirit of youthfulness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has natural beauty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt the spirit of the Olympic Games in Whistler	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is world-class	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is a family-friendly destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A vacation in Whistler provides good value for my money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler is a great destination for a winter vacation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Randomly add five categories</i>						
Whistler offers authentic cultural experiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has positive emotional appeal for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler encourages me to explore its culture(s) more deeply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler encourages interactions with its people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler encourages interactions with people from other countries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler celebrates the accomplishments of local people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler has people who are proud to be its residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler delivers world class arts /entertainment programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler values its natural environment and wildlife heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler promotes First Nation and other Aboriginal cultural programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler promotes more sustainable forms of community activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whistler offers authentic cultural experiences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How did your Whistler Live experience impact your ratings of the above statements?
 Decreased - No change - Somewhat increased - Significantly increased - Don’t know

About you section and thank for participating

Appendix P - Follow-up survey website - Olympic Spectators



Appendix Q - Whistler Live ! in numbers



- 27 days and nights of program
- 15 hours/day Live Studio
- 7 integrated network sites
- 15 concerts at Whistler Medals Plaza during the Olympics
- concerts at Whistler Medals Plaza during the Paralympics
- 38 Bands at Village Square during the Olympics
- 34 Bands at Village Square during the Paralympics
- 60 artists were in the Whistler Live! ArtWalk
- 50+ street performers, actors and artists performed at Town Plaza
- 10 Artists painted 18 mega canvases live at Town Plaza
- 5% of Whistler Live! talent featured First Nations programming
- 23% of Whistler Live! acts featured Francophone artists
- 20% of Whistler Live! acts featured local artists
- Daily Story telling, Fire and Ice ski show, continuous broadcast of sport, arts and entertainment in the network of screens across Village Stroll

Programming Genres

- Live performance 35%
- Street performance 10%
- Live art 5%
- Sport broadcast 25%
- Photography 10%
- Short Film 5%
- Whistler Live ! 10%

Appendix R - Whistler Live ! - Village Stroll Map



Appendix S - Whistler Live! - Whistler Arts Council Programs

The Whistler Arts Council is working with Whistler Live! to develop programming for the Village Stroll, including street entertainment and live painting throughout the 2010 Olympic and Paralympic Winter Games from February 12 - March 21, 2010. Artists at Work on the Stroll brings artists from across B.C. to the Village to paint live for passersby, as local musicians play alongside.

Whistler Live! ArtWalk

will showcase works by local artists and artisans for Games-time visitors to discover and purchase during the 2010 Winter Games

Whistler Live! GOBOs

Visual art will create a vibrant light show during The Fire & Ice Remix. Local painters' pieces will be etched into glass to become GOBOs (Goes Before Optics), which will be placed over the massive stage lights. The artists' images will be projected onto the snow-covered mountain base each night to add an artistic visual element to the DJ sets and athletic snow show of huge air.

Whistler Live! Artists at Work on the Stroll

programming for the Village Stroll, including street entertainment and live painting. In Town Gazebo, beside The Gap, these artists will create huge masterpieces in acrylic and spray paint as local musicians play alongside. The artists will also exhibit prints of their original artwork to truly animate their tent on the stroll

Whistler Live! "CORE SHOTS!" Screen Photography Exhibit

digital photo exhibition for Sea-to-Sky photographers to showcase their work during the 2010 Winter Games in a way that will entertain the masses! Slideshows of outdoor photography will be shown on the 9 plasma screens along Village Stroll from the base of the mountains to Marketplace. Selected photos will be shown as 3-5 minute slideshows between concerts and performances, or individual photos will be used as backdrops to these performances.

Whistler Live! CUT-OUTS

One-of-a-kind, locally created, painted wooden cut-outs will be situated along the Village Stroll during 2010 Winter Games to give residents and visitors the opportunity to take a piece of Whistler home with them in a photo.




Whistler Live! Storytelling at Blackcomb Bridge

Fiction and non-fiction writers, First Nations storytellers and long-time locals provide tales of the Corridor, urban myths of Whistler and traditional Aboriginal legends while the sun sets by the warm glow of a winter fire. Local musicians play acoustic sets for the last half hour each night.

Appendix T - Whistler Live ! - Olympic Programming Feb 13, 2010

Time	Skiers Plaza	Mountain Square CTV Studio CTV Anchor Broadcast Studio	Village Square	Village Common Whistler Live! Studio
6 - 8 am	Venue Replenishment		Venue Replenishment	Venue Replenishment
8 - 8:30 am	Whistler Live! Morning Show		Whistler Live! Morning Show	Whistler Live! Morning Show
8:30 - 9 am				* Highlights & Schedules
9 - 9:30 am				* Athlete & Artist Interviews
9:30 - 10 am				* French & English
10 - 10:30am	Mens Alpine Pre-show		Mens Alpine Pre-show	Mens Alpine Pre-show
10:30 - 11 am				
11 - 11:15 am	Mens Downhill		Mens Downhill	Mens Downhill
11:45 - 12:30 pm				
12:30 - 1 pm				
1 - 1:15 pm				
1:15 - 2 pm	LT Mens 5000 Meter		Band #2 - 1:30 - 2:45	Whistler Live! Apres Show
2 - 2:30 pm	Mens Ski Jump Ind		Band #3 - 3:00 - 4:15	* Photography
2:30 - 3 pm	Whistler Live! Apres Show		Band #4 - 4:45 - 6:00	* Short Film
3 - 3:30 pm				* Athlete & Artists Interviews
4 - 4:30 pm	Womens F-style Skiing			* French & English
4:30 - 5:30 pm	Mens Luge		Whistler Live! Pre-medals Show	Canadian Womens Hockey Can vs. Slovakia
5:30 p.m.			Medals Ceremonies	Medals Ceremonies
5:30 - 6 pm			Medals Plaza Concert	Medals Plaza Concert
6 - 6:30 pm			Fire & Ice	Fire & Ice
6:30 - 7 pm			WL! Late Show	WL! Late Show
7 - 7:30 pm				
7:30 - 8:30 pm	Medals Plaza Concert			
8:30				
8:30 - 9 pm	Fire & Ice			
9 - 10:00 pm				
10:00 p.m.	WL! Late Show			
11:00 p.m.				

Time	Town Plaza	Village Stroll	Whistler Live! Inside	WCP
6 - 8 am	Venue Replenishment		Whistler ArtWalk	
8 - 8:30 am	Whistler Live! Morning Show			
8:30 - 9 am				
9 - 9:30 am				
9:30 - 10 am				
10 - 10:30am	Mens Alpine Pre-show			
10:30 - 11 am		Village Animation: * Live Art * Street Performers * Street Theatre		
11 - 11:15 am	Mens Downhill			
11:45 - 12:30 pm				
12:30 - 1 pm				
1 - 1:15 pm				
1:15 - 2 pm	Whistler Live! Apres Show			
2 - 2:30 pm				
2:30 - 3 pm				
3 - 3:30 pm				
4 - 4:30 pm	Village Animation			
4:30 - 5:30 pm	* Live Art			
5:30 p.m.	* Street Performers			Doors Open
5:30 - 6 pm	* Street Theatre			Pre-show
6 - 6:30 pm				
6:30 - 7 pm				

 CTV Sport Broadcast
 Whistler Live! Studio Broadcast
 Live Programming

Appendix U - Whistler Live ! – Chamber of Commerce Biz Alert Feb, 17 2010

	Whistler Chamber OF COMMERCE	Olympic Biz Alert #7
February 17, 2010		
February 17 - Games-time Business Update		
Today's Business Highlights:		
<ul style="list-style-type: none">• Whistler Today Hotsheet (2 pages)• Whistler Today Newsletter (4 pages)		
For an archive of Games-time Business Updates click here .		
<i>*The Whistler Today Newsletter and Whistler Today Hotsheet are produced by the Resort Municipality of Whistler.</i>		
		GO CANADA!
		
		CONTACT US
		Whistler Chamber of Commerce
		201 - 4230 Gateway Drive
		Whistler, BC VON 1B4
		Tel: 604.932.5922
		Fax: 604.932.3755
		www.whistlerchamber.com

Appendix T - Whistler Live ! – Formal Agreements

CONTRIBUTION AGREEMENT

BETWEEN: **HER MAJESTY THE QUEEN IN RIGHT OF CANADA**
as represented by the Minister of Canadian Heritage and Official Languages (hereinafter called "the Minister" and including any person duly authorized to represent her/him).

AND: **RESORT MUNICIPALITY OF WHISTLER**, an independent, non-partisan body corporate established by an act of the British Columbia Legislature, having its head office in Whistler, represented by Mr. John Rae, Manager, Strategic Alliances, (hereinafter referred to as the "Resort Municipality").

WHEREAS the Minister is responsible for the Program entitled "Celebration and Commemoration Program", hereinafter called the "Program";

WHEREAS the Resort Municipality has submitted to the Minister a proposal for the funding of a Project called *Whistler Live!* which qualifies for support under the Program; and

WHEREAS the Minister wishes to provide financial assistance to support the Project.

THEREFORE, in consideration of their respective obligations set out below, the parties agree to the following:

1. PURPOSE OF CONTRIBUTION

The Minister agrees to enter into this Contribution Agreement hereinafter referred to as "the Agreement", in order to grant financial assistance to the Resort Municipality solely for the purpose of implementing the Project described in Annex "A" of this Agreement entitled: "*Whistler Live!*".

2. MAXIMUM AMOUNT OF CONTRIBUTION BY THE MINISTER

Subject to all conditions indicated in this Agreement, the Minister agrees to contribute a maximum amount of \$5,000,000.00 towards eligible expenses, for carrying out the Project.

3. TERM

3.1 The present Agreement will take effect on the date when all parties will have signed and will cease, subject to its termination on a prior date, one year (365 days) after the expiration of the activity period as indicated at clause 3.2.

3.2 Subject to termination, the Agreement covers the activities described in Annex "A" of this Agreement for the period commencing on 2009/04/01 and ending on 2010/03/31. Only goods and services rendered within the prescribed time period shall be considered as eligible expenses.

3.3 All obligations of the Resort Municipality herein shall, expressly or by their nature, survive termination or expiry of this Agreement, until and unless they are fulfilled or by their nature expire.

4. OBLIGATION TO INFORM THE PUBLIC

The Resort Municipality hereby agrees that a public announcement with respect to this Agreement may be made by the Minister in the form of a press release, press conference or otherwise and that all reasonable and necessary assistance in the organization of the public announcement, as the Minister sees fit, shall be provided.

5. ACKNOWLEDGMENT

The Resort Municipality shall acknowledge the contribution received from the Minister in any promotional activity related to the Agreement in a manner prescribed in "Annex E".

GAMES VENUE USE AND CEREMONIES COOPERATION AGREEMENT

THIS AGREEMENT made as of the 15th day of September, 2009.

BETWEEN:

**Vancouver Organizing Committee for the
2010 Olympic and Paralympic Winter Games**

("VANOC")

AND:

Resort Municipality of Whistler

("RMOW")

WHEREAS:

- A) VANOC has been formed for the purpose of planning, organizing, funding and hosting the Games.
- B) The IOC has designated the RMOW as the Host Mountain Resort for the Games.
- C) The RMOW, as Host Mountain Resort, has a significant responsibility to contribute to the success of the Games and, as such, will work with VANOC to deliver extraordinary Games.
- D) VANOC, through its sport production department, will be responsible for all aspects of Medals Plaza including producing the Medals Ceremonies and the Nightly Concerts.
- E) The RMOW, together with the Whistler Arts Council, will be producing the Whistler Live! Program in Whistler Village.
- F) VANOC, through its Cultural Olympiad program, will provide programming and programming services to support the Whistler Live! Program.
- G) VANOC will work with the RMOW and the Whistler Arts Council to create a seamless experience that integrates the Whistler Live! Program with the Cultural Olympiad, the nightly Medals Ceremonies and the Nightly Concerts.

In consideration of the foregoing recitals and the mutual promises, the parties agree to the following:

1. DEFINITIONS

- 1.1. The following terms, when capitalized in this Agreement and the Recitals, will have the following meanings, unless the context clearly indicates a different meaning:

LIVE SITES COORDINATED PROGRAMMING AGREEMENT

THIS AGREEMENT dated for reference the 19th day of February, 2009,

AMONG

AND CITY OF VANCOUVER ("COV")

AND CITY OF RICHMOND ("COR")

AND CITY OF SURREY ("COS")

AND RESORT MUNICIPALITY OF WHISTLER ("RMOW")

(collectively, the "Government Partners" and each, as the context may require, a "Government Partner")

AND VANCOUVER ORGANIZING COMMITTEE FOR THE 2010 OLYMPIC AND PARALYMPIC WINTER GAMES ("VANOC")

WHEREAS:

- A. Capitalized terms used in these recitals and defined in Section 1.1 of this Agreement shall have the meanings respectively ascribed thereto;
- B. Each of the Government Parties intends to develop and deliver a Live Site with entertainment provided by Artists and, possibly, some Community Artists;
- C. VANOC intends to develop and deliver the Cultural Olympiad with entertainment also provided by Artists and, possibly, some Community Artists;
- D. VANOC has in-house expertise and infrastructure to contact, engage and service Artists;
- E. COV plans professional programming on two Live Sites for a total of 40 days;
- F. COR plans professional programming on one Live Site for a total of 17 days;
- G. COS plans professional programming on one Live Site for a total of 13 days;
- H. RMOW plans professional programming on multiple stages of its Live Sites for a total of 25 days;