

Destination and Event Marketing

A Case Study in the 2007 C&D Xiamen International Marathon, Xiamen, China

by

Hong Sun

A thesis

presented to the University of Waterloo

in fulfillment of the

thesis requirement for the degree of

Master of Arts

in

Recreation and Leisure Studies - Tourism Policy and Planning

Waterloo, Ontario, Canada, 2007

@ Hong Sun 2007

AUTHOR'S DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Abstract

Events have been recognized as one of three contributors to destinations. Event tourism has become a new tourism alternative in recent years. This research examines the relationships between the marketing and organizing of a recurring hallmark sport event and the marketing of a tourism destination hosting the event in terms of how their marketing strategies can be coordinated for multiple benefits. The specific purposes of this paper are: (1) to look at the destination marketing and the event marketing strategies during and after a recurring hallmark sport event by the destination marketers and the event organizing committee, (2) to examine the stakeholders relationships in destination marketing and sport event marketing for multiple benefits, and (3) to develop an incorporated destination marketing model in sport events that is relevant to China.

The results of the research reveal both applicability and incongruence between the two contexts in terms of the organization structure, stakeholders and their relationships, and strategic integrated planning procedures. In addition, the finding of this research supports the view that coordination of event marketing and destination marketing could generate more benefits for both event and destination organizations. However, there currently is no significant integration, especially in the planning procedures in the case of Xiamen. The researcher - by referring to the literature and the situations in Xiamen - thus proposes three strategies for considerations in future integration, and formulates a tentative integrated planning model in the context of China.

Acknowledgement

There are many people I want to thank during the research and my two-year studies for degree competition. I hope I can list all of them but I may forget someone in the journey. I would like to extend my appreciation and thankfulness for all the people that helped me even I may not mention below.

First of all, I would like to thank my supervisor Steve L. J. Smith, who not only continually supported my research but also helped me out of many traumatic conditions during the two years. His ideas and suggestions at different stages of my research greatly helped me designed, implemented, analyzed, and presented the research successfully. His effort to obtain all the required documents from GSO when I was implementing research in China one day before Christmas break significantly expedited my research. In addition, his support in my academic traumatic period during Sep 2006 - Dec 2006, and in my personal painful periods during the two years not only helped me achieve my studies successfully, but also helped me grow mature, professional, and strong. There is a long list of examples I can make, but all of them concluded with my gratefulness.

Second, I would also like to thank my committee members Mark Havitz and Barbara Carmichael. Their trust and support not only helped me complete this research, but also gave me great confidence during the two years studies. Mark Havitz has been helping me since my first year when I newly came to Canada. His encouragement and evaluation greatly helped me adapt to the studying environments in Canada, and achieved all the success after that. Barbara Carmichael raised a number of very valuable points

and questions during my study, all of which were gradually clarified and helped to complete the research.

Additionally, I would also like to thank the Graduate Committee in Recreation and Leisure Studies and Geoffrey Wall from Environment Studies, University of Waterloo. I really appreciated their support and trust last September, especially the comments by Geoffrey from Korea at that time. I am really thankful for all the support and help from all of the Recreation and Leisure Graduate Committee and other people helping me during the process.

The support from my friends and family in China, and organizations in Xiamen (which are listed at the end of the thesis) cannot go without mentioning. The research involved frequent contacts with government departments, and thus the networking from my family and my friends, and the connections of all the listed organizations were very contributing to the study. In addition, I would like to express my best wishes to all the theory seekers in destination and event marketing in China, and thank you for all their hard working and support on my research.

Thank you very much to all of you!

Table of Contents

Chapter One Introduction	1-8
1.1 Introduction.....	1-4
1.2 Purposes of the research.....	5
1.3 Research objectives and questions.....	5-7
1.4 Significance of the Study	7-8
Chapter Two Literature Review	9-47
2.1 Destination marketing.....	11-24
2.2 Event marketing.....	24-39
2.3 Sport tourism and sport event.....	39-47
Chapter Three Methodology	48-81
3.1 Methodology literature review.....	48-68
3.2 Research methodology.....	68-81
Chapter Four Data Report	82-111
4.1 Xiamen destination marketing and its players.....	83-95
4.2 XMIM Event marketing and its players.....	95-110
4.3 The integration of destination and event marketing in Xiamen.....	110-111
Chapter Five Discussion and Conclusions	113-137
5.1 Research results of destination marketing.....	113-117
5.2 Research results of event marketing	117-124
5.3 Suggested strategies for future integration.....	125-133
5.4 Conclusions and limitations.....	134-138
Appendix	139-151

Appendix One: Recruitment letter.....	139-140
Appendix Two: Request to serve as a volunteer.....	141-142
Appendix Three: Recommending letter for serving as a volunteer.....	143-144
Appendix Four: Interview guideline.....	144-151
Reference.....	152-156

List of Tables

Table 2-1 Media management action for key event stakeholder groups.....	43
Table 3-1 Relevant situations for different research strategies.....	50
Table 3-2 Case study tactics for four design test.....	55
Table 3-3 Six sources of evidence: strengths and weaknesses.....	60
Table 3-4 Research interviewees.....	76
Table 4-1 Objectives of Xiamen destination development.....	92
Table 4-2 Brands of Xiamen.....	94

Lists of Illustrations

Figure 2-1 Literature review structure	10
Figure 2-2 Dynamic wheel of tourism stakeholders.....	17
Figure 2-3 A conceptual framework for region strategic marketing planning of tourism.....	21
Figure 2-4 Destination marketing planning.....	23
Figure 2-5 Function-based committee system event organization.....	27
Figure 2-6 Event strategic marketing planning.....	31
Figure 2-7 Portfolios of destination events.....	33
Figure 2-8 Event management system in destination context.....	35
Figure 2-9 Strategic marketing model specific to event and event tourism.....	37
Figure 2-10 Major stakeholders in sport event media management.....	41
Figure 2-11 Sponsorship structures.....	46
Figure 3-1 Maintaining a chain of evidence.....	62
Figure 3-2 Map of China and Map of Fujian.....	70
Figure 4-1 Current relationships between XMTB and other government departments.....	84
Figure 4-2 Relationships between the DMA and the Municipal Government and its departments.....	87
Figure 4-3 Structure of the 2007 XMIM organization committee.....	97
Figure 4-4 XMIM event marketing.....	101
Figure 4-5 Event packaging procedures.....	105
Figure 4-6 2006 XMIM sponsorship tier structure.....	107
Figure 5-1 Model of strategic destination market planning in Xiamen.....	117
Figure 5-2 XMIM stakeholders wheel.....	119

Figure 5-3 XMIM event marketing strategy.....123

Figure 5-4 A suggested event portfolio for Xiamen and neighboring cities.....126

Figure 5-5 Management system of Xiamen event portfolio in destination context.....129

Figure 5-6 An integrated model of event portfolio and destination marketing.....131

Chapter One

Introduction

1.1 Introduction

Tourism is a powerful economic force providing employment, foreign exchange, income, and tax revenue (Hudson 2005). World Tourism Organization (UNWTO) estimated that in 2002 international arrivals generated receipts of US\$463 billion, supporting over 200 million jobs (8.2% of total employment). In China, where tourism is booming with annual visitor arrivals and tourism receipts from 1980 to 2000 rising from US 617 million to US 16.2 billion in terms of the receipts, and from 5.7 million to 83.4 million in terms of the tourism arrivals; and the number of hotels increase from 2,000 to 10,481 with a total number of rooms from 293,827 to 948,185 rooms from 1990 to 2000 (He 2001). Tourism has become a growing sector by generating a great tourism receipts to destinations globally. However, there are substantial competitions among tourist destinations for the growing domestic and international tourism markets because some destinations - or destinations as promoted - become substitutable due to lack of competitive edges over others.

Although differed from each other, destinations share certain characteristics, and their success in attracting tourists will depend upon the quality of three essential factors: (1) adequate attractions, (2) amenities or facilities, and (3) accessibilities for tourists (Holloway 1998). On one hand, attractions, which will differ a destination from others, are very important to the destination, and thus receive primarily attention

from tourists. On the other hand, tourists may admire a destination's attractions, but they may never visit the destination if it is established with insufficient amenities and accessibilities, both of which may also contribute to the tourism receipts. In other words, destination marketing should coordinate the attractions, the amenities, and the accessibilities in order for competitive advantages. This procedure requires sophisticated marketing planning and product development increasingly attract visitors while providing them with satisfying memorable experiences in a profitable way, and at same time enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations (Ritchie and Crouch 2003).

Events have been recognized as one of three contributors to destination image (Kotler 1993). Event tourism, as one of the tourism alternatives, is defined by Getz (1997, p 16) as: "(1) the systematic planning, development, and marketing of events as tourist attractions, catalysts for other development, image builders, and animators of attractions and destination areas; (2) a market segment consisting of those people who travel to attend events, or who can be motivated to attend events while away from home, emerged as a new typology of tourism". Getz (1997) further states that event tourism is more than a pure event promotion process to tourists, and event managers and coordinators should use events as a means to secure resources, help achieve destination goals, and satisfy visitors (Getz 1997). It also provides a good chance for the communications among destination stakeholders and event organizers,

and enhances destinations' images to its targeted market. Thus, events can be an essential and critical element in destination marketing.

In terms of sport tourism, Hudson (2005) and Kurtzman (2005) present five sport tourism activities: sport tourism events, sport tourism attractions, sport tourism tours, sport tourism resorts, and sport tourism cruises. Among the sport tourism activities, the impacts that sport events bring to destinations are more dramatic than any other events and sport activities do. Sport events provide new and better opportunities for host cities to attract travelers, especially pleasure travelers and business travelers. They demonstrate the capacities of host cities at different levels according to the magnitudes of the events, and draw much more attention from stakeholders, participants, and spectators than other types of events and sport activities of equivalent magnitudes. Due to the higher media coverage and the enthusiasm of sport fans, they are increasingly seen as providing more important competitive advantages by generating more visitors to the host destinations. In addition, they are also popular platforms for sponsors to introduce or promote their products and ideas, thus providing corporations with good opportunities to enhance their images and to increase sales of their products (Fan 2002). The above-mentioned overwhelming advantages enable sport events of a greater potential for closer links with destination marketing. From the perspectives of destination marketers, sport events can either be considered as destination attractions for sports fans *per se*, or as services provided for business travelers and local communities. Thus, the coordination between sport events and destination marketing illustrates that, on one hand, research on destination

marketing should include more, and even emphasize, the opportunities sport event offer to the host destinations; and on the other hand, sport events marketers need to broaden their understanding of their activities as contributing to the marketing of the destinations in which the events are held.

The integration of tourism and sport events has not only contributed greatly to tourism destinations, but also attracted the interest of a number of researchers in the tourism literature in recent years (Weed and Bull 2004, Standeven and Knop 1999, Hudson 2003). In contrast, the level of published research on sport event marketing in the context of destinations is still limited, compared to the importance of the phenomenon in tourism. Among this limited research, most is based on western situations and assumptions. In recent years, the concept of destination marketing has been adopted in China, but the research theories are still developing. The differences between the west and east in terms of political, economic, and cultural environments, it is necessary to perceive the sport events in destination marketing separately with tolerance to their similarities. It is this recognition of the potentially symbiotic relationships between destination marketing and sport event marketing, and of the different contexts between Chinese and western worlds that form the foundations of this research. The overall goal of this project is to examine the connection between sport event marketing and destination marketing from the perspectives of destination marketers, events organizers, and stakeholders in Chinese political, economic, and cultural assumptions.

1.2 Purposes of the research

This research examines the relationships between the marketing and organizing of a recurring hallmark sport event and the marketing of a tourism destination hosting the event in terms of how their marketing strategies can be coordinated for multiple benefits. Drawing on all the points raised above, the specific purposes of this paper are: (1) to look at the destination marketing and the event marketing strategies during and after a recurring hallmark sport event by the destination marketers and the event organizing committee, (2) to examine the stakeholders relationships in destination marketing and sport event marketing for multiple benefits, and (3) to develop an incorporated destination marketing model in sport events that is relevant to China.

1.3 Specific research objectives and questions

The objectives of this research are:

1. To develop a case study in the 2007 Xiamen International Marathon (XMIM), with special reference to the connections between the organizing and marketing of the marathon and the broader destination marketing of Xiamen.
2. To examine the organization structures of the event organization and the destination marketing organization, and the relationships among the event organizers, the stakeholders, and the destination marketers in the Chinese context.
3. To select western models of destination marketing, event marketing, and their integrated strategic planning appearing in research journals, to develop

observations about the applicability of the models examined for their application to the Chinese political and cultural system, and to suggest, where feasible, modifications to those models. Alternatively, new models might be developed.

These objectives are translated into the following questions:

1. Who are the players in destination marketing for Xiamen; who are the players in the organizing, operating, and marketing of the XMIM; how are the players organized in their respective organizations; and what are their roles, responsibilities, and objectives of their involvement?
2. How do the destination marketers and the Event Committee implement the marketing strategies in Xiamen destination marketing and the XMIM marketing respectively; what are the processes they running through?
3. How do the XMIM Event Committee and the destination marketers (key players) in Xiamen work together to accomplish their objectives by formulating integrated strategies, especially those related to sport tourism promotion?
4. Who are the other stakeholders in sport and destination marketing in the context of the XMIM; how do they communicate with the key players/decision-makers and with each other?
5. How relevant are common destination marketing and sports marketing models, as presented in the Western tourism research literature, to destination and sport

marketing in the Chinese context; are there elements that should be added or modified to make these models relevant to China, or is a new model required?

1.4 Significance of this study

The importance of events to destinations has been emphasized in the previous literature (Getz 1991 1997 2003, Carlsen and Taylor 2003, Derrett 2003, Long 2000). Most of the prior research in this area concentrates on either special events and festivals (Derrett 2003, Long 2000), or mega-events such as the Olympics and their impacts (Carlsen and Taylor 2003), but seldom on routine events and annually recurring sport events such as international marathons that attract many athletes and spectators to the host cities every year. The recurring sport events, especially those hallmark ones, boast the profiles of the host cities and are strongly connected to the communities in a long time range, and thus require more attention than they have received in the destination context.

The results of this research will provide insights into certain aspects of destination marketing and sport (event) tourism in a new context: China. Moreover, some results may be of value to sport organizers and destination marketing organizations (DMOs) in other countries. More generally, this research will contribute to the limited research literature in the incorporation of sport event marketing and destination marketing.

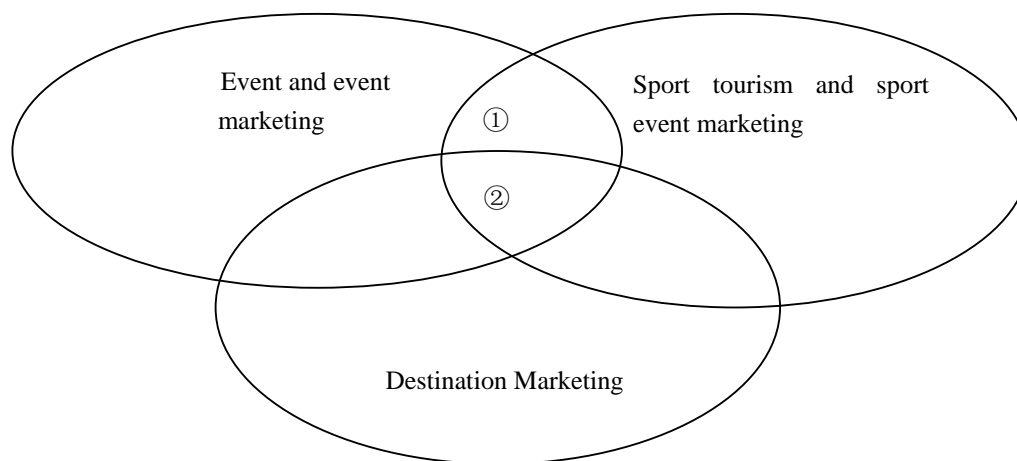
To fulfill the research objectives, the following sections cover the literature review

on destination marketing, event marketing, and sport tourism; and the methodology of case study.

Chapter Two

Literature Review

Destination marketing, sport event tourism, and their management have received increased attention from researchers in recent years (Health and Wall 1992; Pike 2004; Kotler, Haider and Rain 1993; Laws 1995). Some of the literature on destination marketing concentrates on the destination marketing from the perspectives of consumers in terms of destinations' images (Grosspietsch 2006), and tourists' satisfaction, motivation and loyalty (Lam and Hsu 2006, Yoon and Uysal 2005); some focus on the competitiveness of a destination in tourism development with other substitutions (Ritchie and Crouch 2003; Dwyer, Forsyth, and Rao 2000); others may be interested in destination marketing from strategic perspectives such as the formation of destination marketing alliances (Telfer 2001) or the strategic planning process (Heath and Wall 1992). The contribution of sport events to destinations has also been discussed in previous literature (Carlsen and Tailor 2003; Fredline, Leo and Deery 2003). The literature review below covers three areas: destination marketing, event and event marketing, and sport tourism and sport events management. Figure 2-1 below illustrates the overlap of these three subjects, which is the focus of this research.



①: Sport event management and marketing ②: Destination marketing in sport event

Figure 2-1 Literature review structure

The overlap of the three ovals (see ②) illustrates the focus of this research: sport events in destination marketing with the examination of overlap with their marketing strategies. The literature review is to look at the models and the concepts of destination marketing and event marketing, particularly sport events in destination marketing contexts. It should be emphasized that these models and concepts have generally been developed based on western environments. One purpose of this research, as noted in Chapter 1, is to examine the western approaches to destination marketing and sport event marketing in the Chinese context. Thus, the purposes of the literature review are to provide an academic framework for the field research; to present the key concepts of selective models in destination marketing, sport event marketing, and event tourism which need future examinations in terms of their applicability in China; and to provide a theoretical summary on the key features and assumptions of a common western integrated model of destination marketing and

sport event marketing for future data analysis.

2.1 Destination Marketing

This section summarizes the literature on the definitions, the characteristics, and the trends of destination marketing; the structures of DMOs and the stakeholders' relationships; and the selective destination marketing models.

2.1.1 Definitions and characteristics of destination marketing

“Destination” is very difficult to define because of the presence of a wide range of stakeholders who interact with and within a destination (*e.g.*, actual and potential tourists; local public and private suppliers; residential community; other external operators), each with a different perception on the destination (Minghetti 2001). Thus, there are a number of different definitions on “destination” (Kotler, Haide, and Rein 1993; Buhalis 2000). For the purpose of this study, “destination” is defined as a geographical region because this definition enables DMOs to be accountable for planning and marketing the region and to have the power and resources to undertake actions towards achieving its strategic objectives (Buhalis 2000). Destinations cannot be marketed as enterprises due to the dynamics of interests and benefits sought by their stakeholders. In addition, destinations are not saleable because they are not single entities with owners that can control sale. Destinations are communities comprised of homes, government, businesses, institutions, and so on.

The competitiveness and attractiveness of a destination depend upon the quality of

three factors: attractions, amenities, and accessibilities (Holloway 1998). Tourism destinations - aiming to establish competitive positions and images in a highly competitive environment, or to satisfy the increasing demands and expectations of increasingly sophisticated and experienced consumers - rely on destination marketing strategies incorporating the above three factors (Seaton and Bennett 1996, Minghetti 2001). Effective destination marketing strategies are usually implemented to facilitate the achievement of tourism policies, which should be coordinated with the regional development strategic plan (Buhalis 2000). These strategies focus on favorable responses/images from consumers of different geographic areas, social demographic groups, and lifestyles for a complex array of reasons, including traveling purposes, individual motivation(s), time available, seasonalities, and availability of other discretionary spending opportunities (Pike 2004). Thus, destination marketing strategies aim at generating the awareness of and the interest in a destination from tourists, and attempt to present a seamless experience for them by incorporating all the tourism suppliers (Buhalis 2000). To reach this aim, destination marketing should be a systematic approach that encompasses considerations of resources, attractions, infrastructure, information and communications, services, travel patterns, and impacts. Destination marketing should also be concerned with long-term goals of the destination, policy development, and should specify the methods suitable for achieving those objectives (Getz 1991).

2.1.2 Destination marketing organizations (DMOs)

The mechanism that facilitates regional development objectives and rationalizes the provision of tourism - in order to ensure that the destination strategic objectives are achieved – is a destination marketing organization (DMO) (Buhalis 2000). As the name implies, DMOs are the organizations undertaking destination marketing, typically at a local or regional level. DMOs usually have no direct control over the products they represent, nor over the packaged offerings by intermediaries such as airlines, tour wholesalers, and travel agencies. They may or may not have political or legislative power, but must have the financial means to manage resources rationally and to coordinate stakeholders with different objectives. Thus, a DMO, as a critical component of the destination tourism industry, is often expected to communicate and market a large and diverse range of destination attributes, including natural features, commercial and non-for-profit facilities and amenities, and people (Blain *et al.* 2005, Pike 2004). In terms of the functions, DMOs are obligated to (1) produce a coordinated strategy for tourism within the region in liaison with the local municipalities and other parties in the region; (2) represent the interests of the region and the interests of the tourism industry at the destination; (3) encourage the development of tourism amenities and facilities that meet the changing needs of markets; (4) market the region by providing reception and information services and undertaking miscellaneous promotional activities (Heath and Wall 1992, Holloway 1998).

DMOs emerged either as government departments or as industry association collectives with a plethora of specific DMO structures (Pike 2004). Flagestad and Hope (2001) summarize two alternative structures of DMOs: the “community model” and the “corporate model”.

The community model of DMOs, which is common in Europe, is mainly concerned with promoting cooperation and the widest possible harmonization of the objectives among the individual operators within a destination (Kaspar 1995, cited in Flagestad and Hope 2001). It is established for political and structural reasons, and thus the destination marketing relies on the political and administrative institutions of the community, *i.e.* local government, or a DMO with local government participation or influence (Flagestad and Hope 2001). Thus, these DMOs are perceived as mainly marketing devices and policy domains in which planning and decisions are based on stakeholder collaboration and numerous compromises and intended to demonstrate the important status of the tourist board and government in leading and coordinating all the resources (*including* tourism resorts and tourism operators). This model reflects this organizational structure “without much substance” and “with strong elements of politically driven management” (Flagestad and Hope 2001).

The corporate model of DMOs, which is widespread in North American, is represented or dominated by a business corporation, or a strategic partnership among business units of service providers (Flagestad and Hope 2001). This organizational structure or administrative framework of these DMOs may be seen to have similarities

to the organizational structures of firms in terms of the variety of ways ranging from bureaucratic, multi-tiered organizations, to cooperatives and more loosely coupled networks. The service providers of the destination may be viewed as profit centers managed within a company under a local DMO.

In addition, as opposed to either simply a private agency or a government branch, non-for-profit DMOs are usually seeking public-private partnerships (PPPs) (Pike 2004). PPPs, at both a regional and local levels, are generally governed by a private-sector board that is appointed by and reports to a government representative (Pike 2004). In the establishment of some DMOs' structure, a PPP is a way of ensuring that destination marketing programs are industry-driven but also accountable to public funders (Pike 2004). Alliances between the private sectors and public sectors are particularly important in destination marketing because there is usually a congruence of objectives between the two sectors: attracting more tourists and can benefit not only the narrow financial objectives of tourism operators, but also the more diverse social objectives of public sectors (Palmer and Bejou 1995). Each role is crucial to the performance of the entire tourism system by reinforcing the entire stakeholder alignment, and will certainly benefit the destination.

2.1.3 Stakeholders in destination marketing and their relationships

One of the best and most common ways to implement destination marketing successfully - which might not be easily achieved but is vital to succeed - is to establish a cooperative atmosphere by seeking to get stakeholders working together in

the common cause of promoting their shared destination (Sautter 1999, Heath and Wall 1992). DMOs usually boast a wide range of resources representing competitive advantages to guarantee their roles. The resources include nature resources, cultural resources, human resources, travelers' goodwill (*e.g.*, traveler's ancestral links to the destination; friends or relatives; perceived values, and levels of previous visitation and satisfaction), developed resources (*e.g.* accessibility, infrastructure, and range and capacity of man-made attractions), financial resources, legal resources, information resources, relationships with different sectors in destination, and implementation resources (*e.g.* sustainable tourism development planning, brand development, positioning, and promotion) (Pike 2004). All the sectors or individuals in these resources may be holding the stake of the destination marketing, or have the potential for being stakeholders. To demonstrate the stakeholders involved in DMO, some authors have utilized a "wheel model" (Palmet and Bejou 1995). The one shown in Figure 2-2 by Buhalis and Fletcher (cited in Buhalis 2000) is the most common - or ideal - one because the key stakeholders of the destination are coordinated on the basis of similar interests, benefits, and responsibilities.

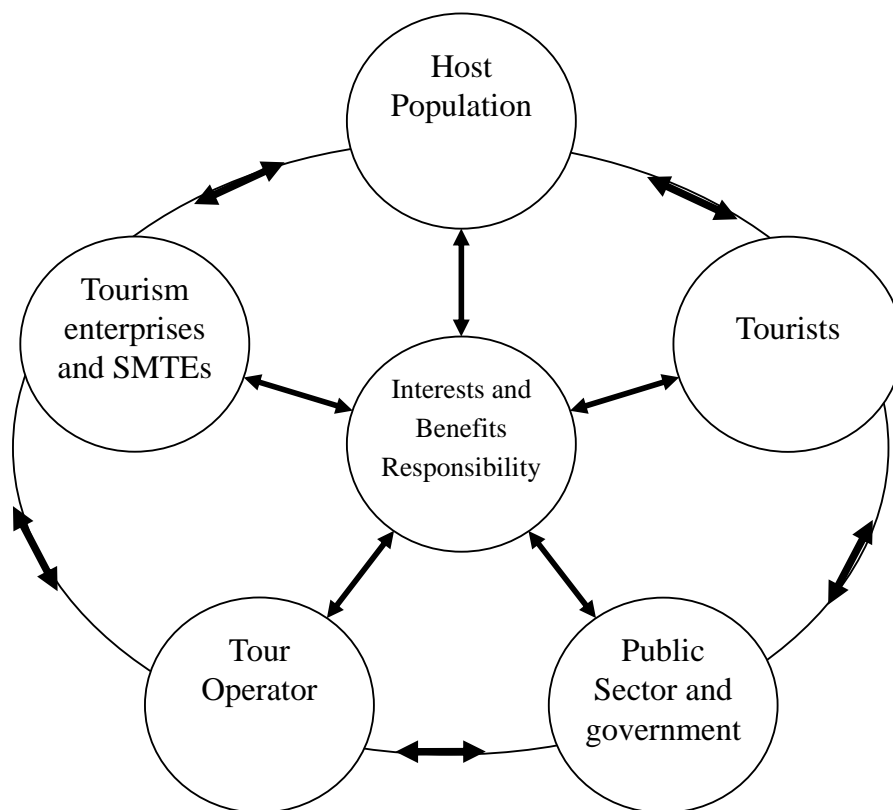


Figure 2-2 Dynamic wheel of tourism stakeholders (Source: Buhalis 2000, adapted from Buhalis and Fletcher 1995)

Tour operators, tour wholesalers, or destination marketers are classified as the intermediaries that bridge the gaps between destinations and their tourists (Sautter and Leisen 1999). Small and medium-sized tourism enterprises (SMTEs) offer most of the tourism services and products, while destination marketers provide leadership in the development of innovative products and create local partnerships for “the delivery of seamless experiences” (Buhalis 2000, p 99). The participation of the host population or the community will enhance the destination marketing to benefit local economic without sacrificing the community’s concerns (Derrett 2003, Getz 1997).

All the above participants play primary roles in a destination. To effectively manage the stakeholder wheel, there are three key components that need to be understood: (1) to identify the stakeholders and their respective perceived stakes, (2) to effectively manage the organization's relationships with its stakeholders, and (3) to manage a set of transactions or bargains among the stakeholders (Freeman 1984, cited in Sautter and Leisen 1999)

The public sector, which includes government agencies at several levels, is an essential player in the tourism sector (Elliott 1997). In destination management, the DMOs' operations should ensure the development of the tourism sector with maximum prosperity. Government's recognition of the economic value of tourism activities to communities has to a large extent been responsible for the proliferation of DMOs world-wide, meaning establishing good relationships with the public sector is essentially important to DMOs (Pike 2004). Thus, government intervention has been perceived as necessary to tourism in terms of stimulating economic growth, providing infrastructure, protecting resources, managing exogenous events, stimulating social benefits, and minimizing the risk of market failure (Pike 2004).

There are four main roles government can play in destinations. First, government acts as a major operator with the authority and power to provide the political stability, security, and the legal and financial framework for tourism, to guarantee the quality of the services and products for tourists, and to minimize the negative impacts to community through legitimating and supervision (Buhalis 2000,

Elliot 1997). Second, government is a guardian of the image to assume responsibility for marketing, set the conditions for hospitality services development, and introduce and implement legislation within the free and fair competition of a well-organized market economy (Lickorish *et al.* 1991). Third, government involvement can also provide the regulatory environments, and essential infrastructure and services needed by tourism businesses. Finally, the government can act as a catalyst to bring individual operators together as a strategic unit that - through their cooperative efforts - might become capable of becoming financially self-sufficient and multiple beneficial (Mules 1998).

Although government has a responsibility to manage the relations with the tourism sector, how far the responsibility extends will depend upon the government's ideology of the day and the prevailing political culture of the country (Elliot 1997). The power and perception of the proper roles of government differs from countries to countries depending on factors such as political culture, the political and economic power holders, and their perceptions of tourism industry (Elliott 1997). In practice, the government's roles in tourism and destination marketing require good communication, cooperation, and a sensible degree of direction and devolution of functions (Lickorish *et al.* 1991).

2.1.4 Strategic destination marketing planning framework

Besides the organization structure and the stakeholder relationships, a strategic planning perspective is also important for destination marketing aiming for

destination sustainability and long-term cooperation among stakeholders. With regard to the destination marketing planning, there is a large body of related research from different perspectives. This section on strategic planning illustrates two different versions of strategic destination marketing procedures.

Heath and Wall (1992) propose a version of strategic planning in a top-down diagram shown in Figure 2-3.

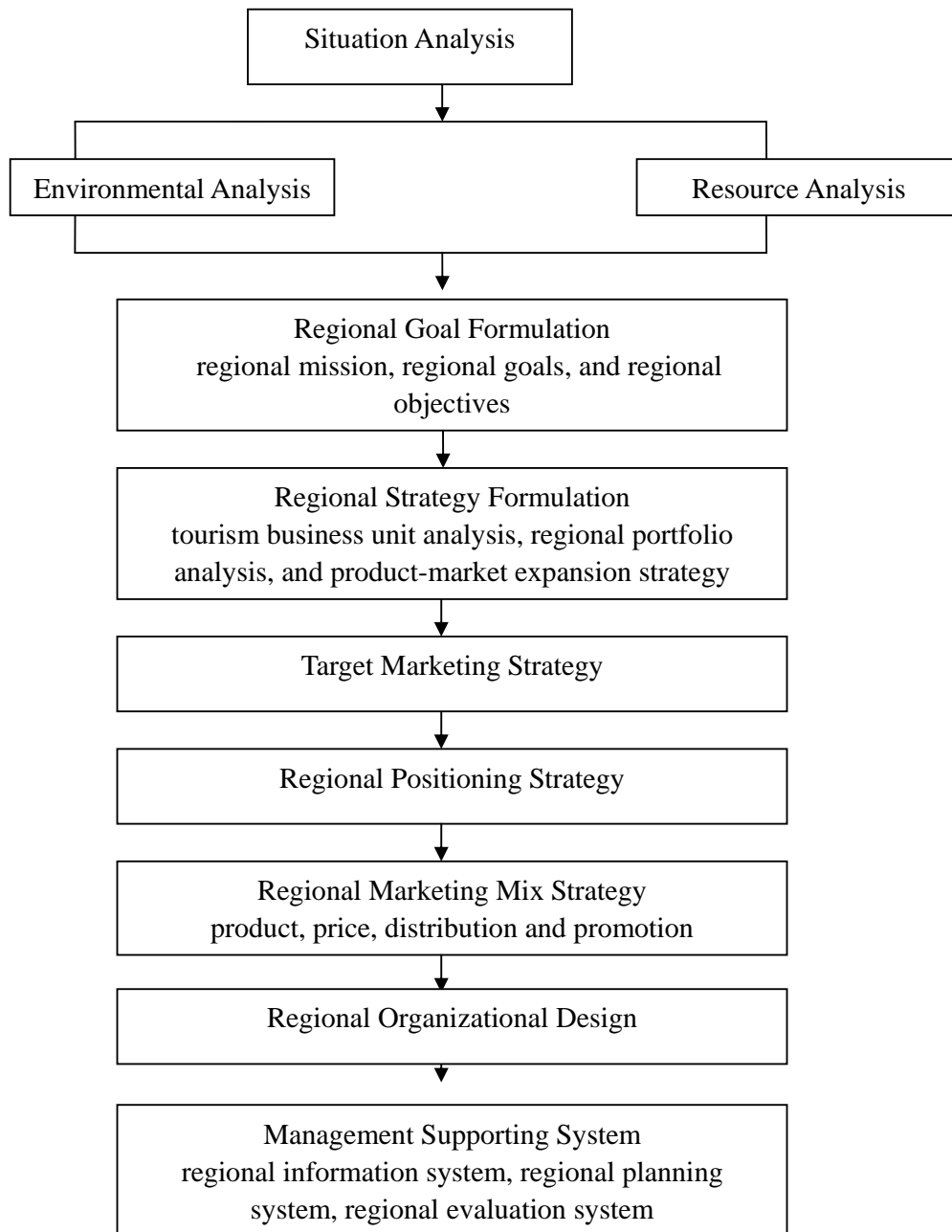


Figure 2-3 A conceptual framework for region strategic marketing planning of tourism (Source: Heath and Wall 1992, p 12)

Figure 2-3 is a proposed framework for tourism destination marketing planning. It begins with a situation analysis including environmental analysis and resource analysis. Heath and Wall (1992) further identify that environment analysis consists of the analysis of the macro environment (social, political, technological, economic,

and demographic factors), the competitive environment (the suppliers of tourism offering the products and services for the same customers or target markets), and the marketing environment (the groups and other organizations that DMOs work with directly). The resources analysis includes the analysis on accommodation, transportation, events and attractions, outdoor recreation and parks, business and conference, travel services, retail trade, and hospitality (Heath and Wall 1992). Based on the situation analysis, goal formulation (mission, regional goals, and regional objectives), strategy formulation (*including* tourism business unit analysis, destination portfolio analysis, and product-market expansion), targeting strategy, positioning strategy, and marketing mix (4Ps) are implemented in a top-down order. These procedures will finally determine the organizational structure and other technology supporting systems (*including* information system, regional planning system, and regional evaluation system). This model is based on an analysis of the approaches to strategic planning, and is put forward as a framework that can be adopted and applied by regional tourism organization in both public and private sectors (Heath and Wall 1992).

In addition, Laws (1995) formulated another alternative model illustrated in Figure 2-4.

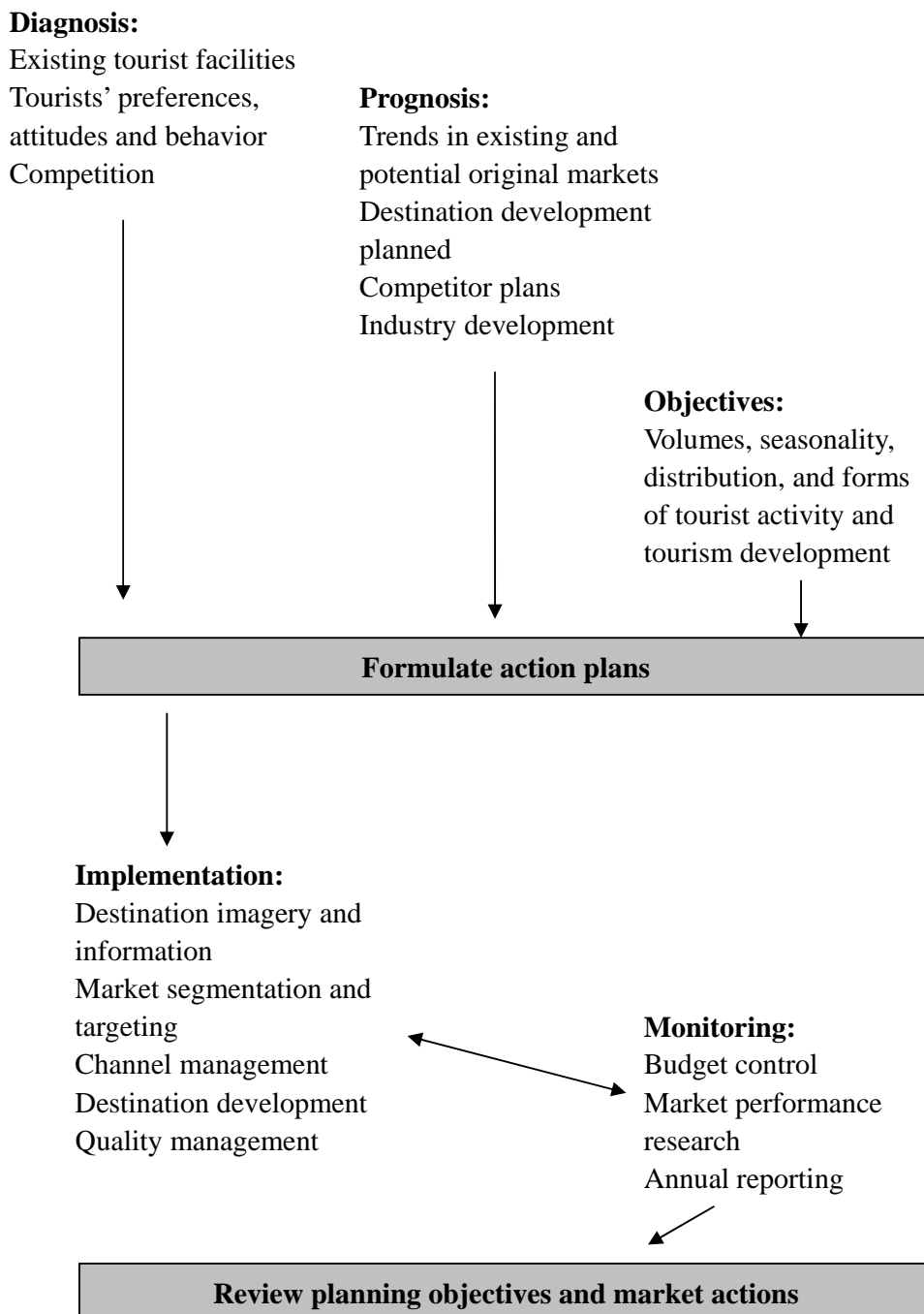


Figure 2-4 Destination marketing planning (Source: Laws 1995, p 106)

Figure 2-4 proposes two main stages in destination marketing planning: (1) action formulation including three procedures of “diagnosis”, “prognosis”, and marketing

objectives formulation; (2) action review and revision, meaning the changes of the strategy in light of experience and evolving circumstances under a control system. “Diagnosis” is an analysis of an organization’s market performance, consumers’ behaviors and attitudes, and competitors’ strengths as well as other factors that could be significant such as changes to relevant legislation or trends in the market sectors of interest (Laws 1995). “Prognosis” is the examination of the trends in existing and potential markets, the previous destination development plans and the competitor plans, and the industry development. The third step is to formulate the marketing objectives in terms of volumes, seasonality, distribution of the tourism products and service, and forms of tourist activities and tourism development.

Destination marketing planning is an iterative process in the sense that the plan is changed in light of experience and evolving circumstances (Laws 1995). The final and key aspect of the planning process is a control system through which the implementation of the plan is monitored and results are evaluated as a basis for further planning. Both the internal operation of an organization and circumstances in the market can lead to revision of planned targets (Laws 1995).

2.2 Event Marketing

Events have long been playing important roles in human society (Shone and Parry 2004). They constitute one of the most exciting and fastest growing forms of leisure, business, and tourism-related phenomena (Getz 1997). This section will include the literature review on the definition and categories of events, the event organization

structures, the event marketing strategies, and the integration of event marketing and destination marketing.

2.2.1 Definition and categories of events

According to Getz (1997), events are transient, and every event is a unique blending of duration, setting, management, and people. Events can be categorized by a variety of criteria. For examples, they can be generally divided into: ordinary events and special events (Jago and Shaw 1998). A special event is a “one-time or infrequently occurring event outside the normal program or activities of the sponsoring or organizing body”, and one that, to the customer or guest, is an opportunity for leisure, social, or cultural experience “outside the normal range of choice or beyond everyday experience” (Getz 1997, p 4). Other events, which do not meet the requirements of criteria by Getz, are considered as ordinary events. Events can also be grouped according to the generators, including government sectors, event corporations, public space authorities, tourism bodies, convention bureaus, media, community sectors, and sports, arts, ethnic associations and organizations *etc* (Allen *et al.* 2002). The sectors from which events emanate (the event generator) usually determine the nature of the events through the organization structure and the purposes of the events. Most events generated by government agencies or public-private groups are service-oriented, such as fostering sports, health or social integration, or to stimulate economic development; events which are produced by entrepreneur usually are profit-oriented and set out to make money through admission

charges, merchandizing, sponsorship, media revenue, and perhaps the rental of service. Non-profit events, organized by volunteer boards or companies, are used as tools to support specific causes such as charities, arts, political parties, community projects, or companies' public relations *etc.* (Getz 1991, 1997).

2.2.2 Event organizational structure

There are dramatic differences among the structures of event organizations in terms of the management hierarchy, the employees, and the sectors involved. There is no best way to structure an event organization, as much depends on the environment and unique circumstances facing the organizers (Getz 1997). In west, event organization can be categorized into committee system-based organization and network organizations (Getz 1997). Committee system based organizations are further classified by Getz (1997) into (1) function-based organizations (2) program-based matrix organizations, and (3) team framework organizations. Among the committee system, functional committee based structure, which is best for "voluntary organization" or organizations in which staff are paid and have a higher degree of accountability and competence, is the most common in west (Getz 1997, p 137).

Function-based system: Figure 2-5 demonstrates two hypothetical event function-based committee system organizations, one with all-volunteer (Figure 2-5(a)) and the other with paid staff (Figure 2-5(b)).

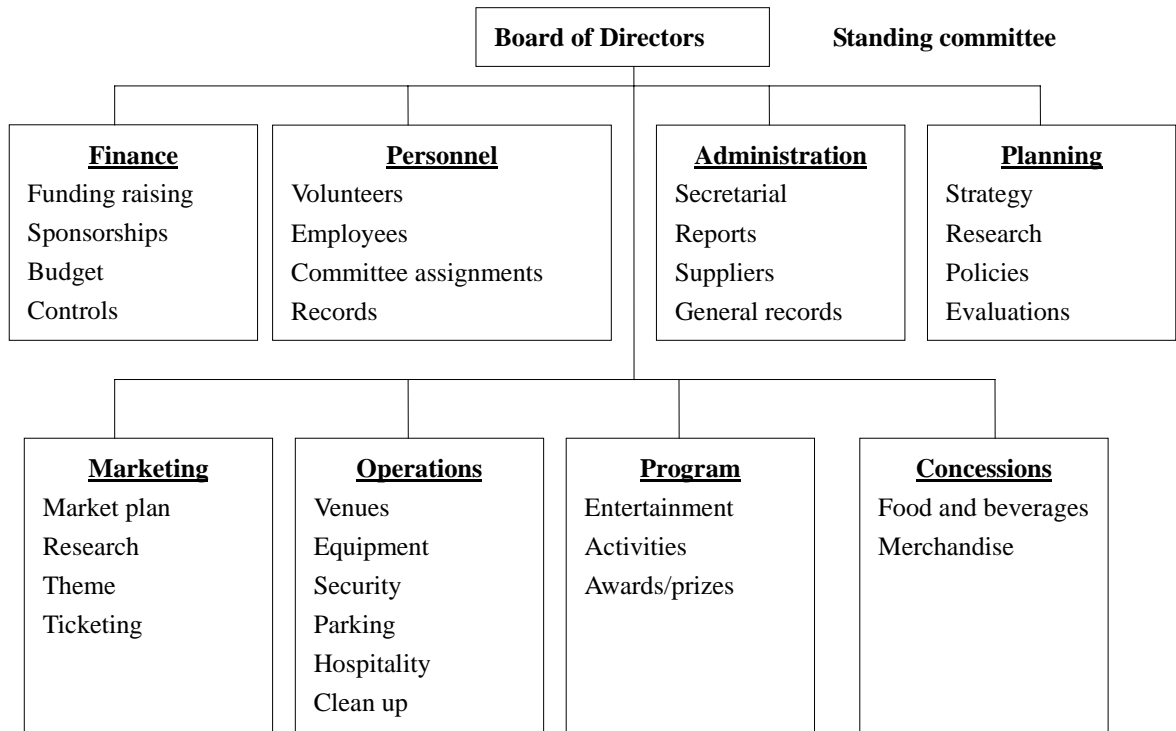


Figure 2-5(a) Organizational chart for a nonprofit event incorporating a function-based committee system (no paid staff) (Source: Getz 1997, p 136)

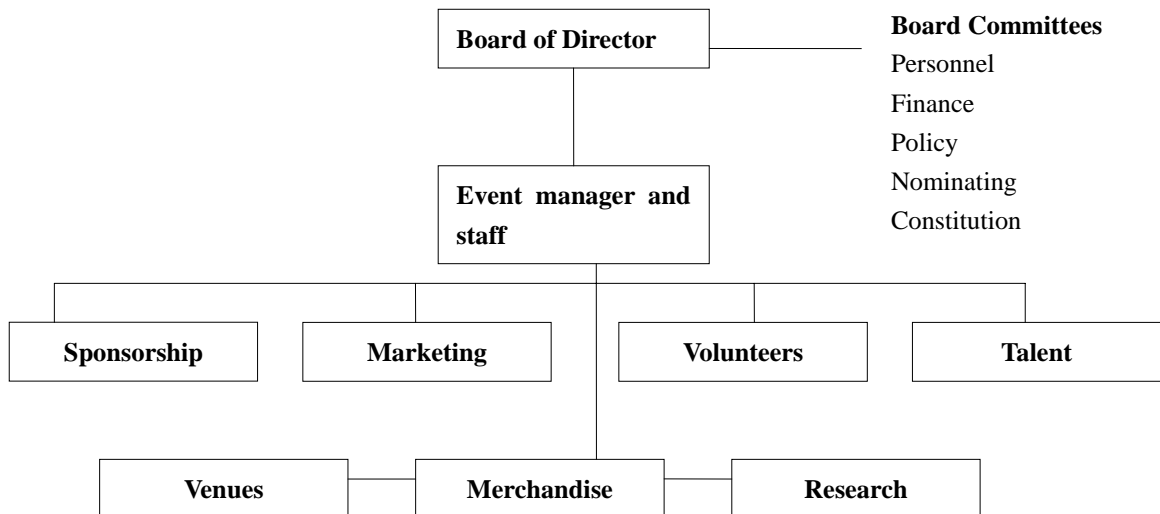


Figure 2-5(b) Function-based committee system for event organizations with paid staff (Source: Getz 1997 p 137)

For the function-based and all-volunteer committee system, some or all of the board directors (maybe just the officers or executive committee) chair the standing committee with the responsibilities of consulting and coordinating for all the other functional departments (Getz 1997). Sub-committees may exist under the main standing committees, and occasional *ad hoc* committees are established (Getz 1997, p 137). This structure is based on “departmentalization” or the grouping of related tasks, and encourages clear specialization of labor (Getz 1997). In the organization model with paid staff, paid employees are usually working with a Board of Directors and an event manager. The structure also has several function-based sub-committees, including sponsorship management, marketing, volunteers, talents, and research. These sub-committees may be staffed by volunteers whose work is overseen by the paid staff.

Program based matrix structure: this structure - in which committees or groups are organized by treating the various aspects of an event program as separate but related entities (*e.g.*, organizers of a multi-venue sport event may choose to have separate committees with responsibility for all tasks associated with the event delivery at each location) - has several inherent advantages such as allowing groups/individuals to engage directly with the tasks at hand, and facilitating inter-group communication and cooperation (Allen *et al.* 2002). In this structure, committees or working groups are established to deliver a specific program element (Getz 1997).

Teamwork committee system: the teamwork is a notable feature of many event organizations, some of which have only one team constituted as the Board of Directors, and others of which have separate committee functions as a team (Getz 1997). It can both develop from a function-based structure and/or a program-based structure, and can also be treated as one team or several teams each responsible for one - or more - function(s) and/or program(s).

Besides the committee system-based organizational structures, network organizations are a new type of organizational structure consisting of a number of independent organizations. Getz (1997) describes four structures and outlines the relationships and the cooperation intensity in these networks. The first is a loose, temporary alliance of equal partners who come together to create an event. These event organizations are usually larger than the ones structured in other basis in terms of the number of employees because they enlist the services of a variety of firms and organizations. The network is more than a “virtual organization”, which will disappear after the event (Allen *et al.* 2002). The second is a grouping in which one organization acts as a coordinator, or a new organization is established to produce an event. The third is an organization in which a core group manages and produces an event, but the affiliates are assigned or subcontracted elements of the core group. The model is common when some event organization takes on affiliates to host a specific event. The fourth is for a large event that links with smaller events, each of which has their own organizations, but none of these organizations are permanent (Getz 1997). All these multi-organizational structures not only acknowledge the

budget through contracts, but also provide access to a large number of staff beyond the capacity of any individual organization to employ through the ability to tap into the skills of specialist firms on an as-needed basis (Allen *et al.* 2002).

2.2.3 Event marketing

Event marketing, according to *Advertising Age*, is now an intrinsic part of any marketing plan (Goldblatt 1997). Along with advertising, public relations, and promotions, events serve to create awareness and persuade prospects to purchase goods and services (Goldblatt 1997). To maximize the prospects, events should be preceded by viewing in a broad strategic context.

Allen *et al.* (2002) suggest that marketing strategy should be considered only after an event's mission is set, broad overarching objectives are decided, and external and internal environments are scanned. Allen, *et al.* further suggest that an event marketing strategy should be based on the market needs (consumer behaviors, market segmentations, market awareness, market gaps, and market share), the event organizational goals (mission, corporate objectives, business strategy, and strategic market position), the event organizational capability (resource audit, strengths and weaknesses, competitor analysis, and industry analysis), and the opportunities (competitive opportunities, environments scan, market attractiveness, and threats). To more specifically demonstrate the procedure of strategic marketing planning, Getz (1997) outlines a framework shown in Figure 2-6.

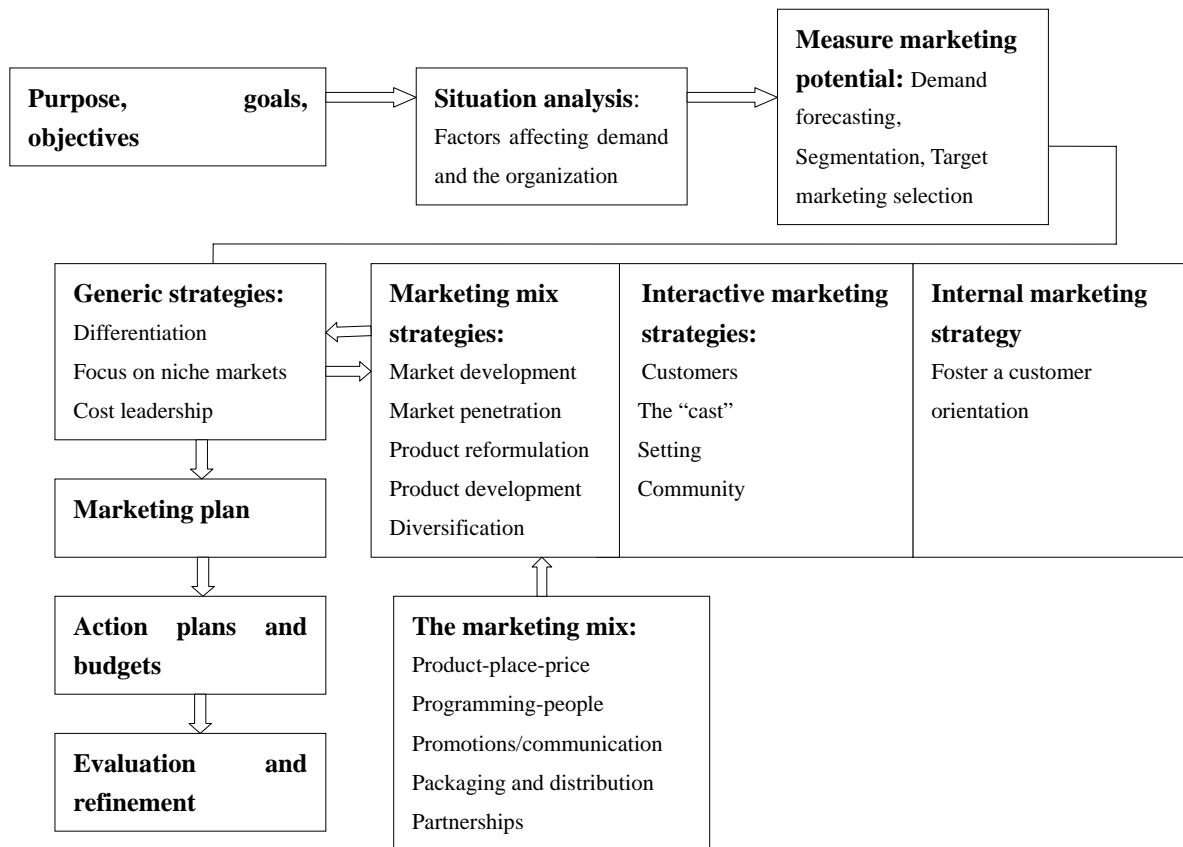


Figure 2-6 Event strategic marketing planning (Source: Getz 1997, p 255)

Figure 2-6 illustrates the event marketing planning process drawing from an overall strategic planning process. The model demonstrates the main stages of event strategic marketing process starting from the establishment of purposes, goals, and objectives, to a situation analysis that includes looking at the factors affecting the demands and organization of an event. Based on the goals and situation analysis, event managers need to measure the market potential in terms of demand forecasting, segmentation, and target market selection, and select an appropriate generic strategy that will guide and be influenced by future marketing mix strategies, interactive marketing strategies, and internal marketing strategies. After the marketing plan is

formulated, the plan should be implemented under a proper budget control, and be refined and evaluated over time.

2.2.4 Coordination between events and destination marketing

Events often play a key role in bringing people to the destinations, especially for business and leisure travelers (Hudson 2005). In particular, events are often introduced to cope with seasonality and to boost tourism receipts during normally quiet times of year (Hudson 2005). Thus, an event can not be successfully staged without coordinating with the destination marketing of the host city. Actually, DMOs usually include events as one or more of the community's tourism products. For tourism destinations, the aim of destination marketing is to raise awareness of a destination and increase visitation by creating a unique brand that positions and differentiates the destination from others (Jago *et al.* 2003). Events, either playing as a core attraction in or added value to a destination, provide media value and draw tourists; and thus assist to achieve the goals of destination marketing (Getz 1997).

2.2.4.1 Event portfolio for destinations

As the development of event tourism, it is more likely that DMOs and event organizations are willing to develop an event portfolio. However, for destinations in order to enhance image, it is not easy to decide which event(s) or event package should be staged because consumers' overall impression develops their images of a destination after their visitation. To better understand what event package and how

to evaluate the status of events in tourism destinations, Getz (1991) presents an evaluation tool: portfolio analysis (analysis the range of products offered, each with its own value and costs, market share, and profitability). Within any destination there is likely to be evident a hierarchy of events (Figure 2-7) because almost all events have tourism and community value, but only some are capable of generating major tourism demand in a specific destination (Getz 1997).

Possible measures of “Value”

- Growth potential
- Market share
- Quality
- Image enhancement
- Community support
- Environmental value
- Economic benefits
- Sustainability
- Appropriateness

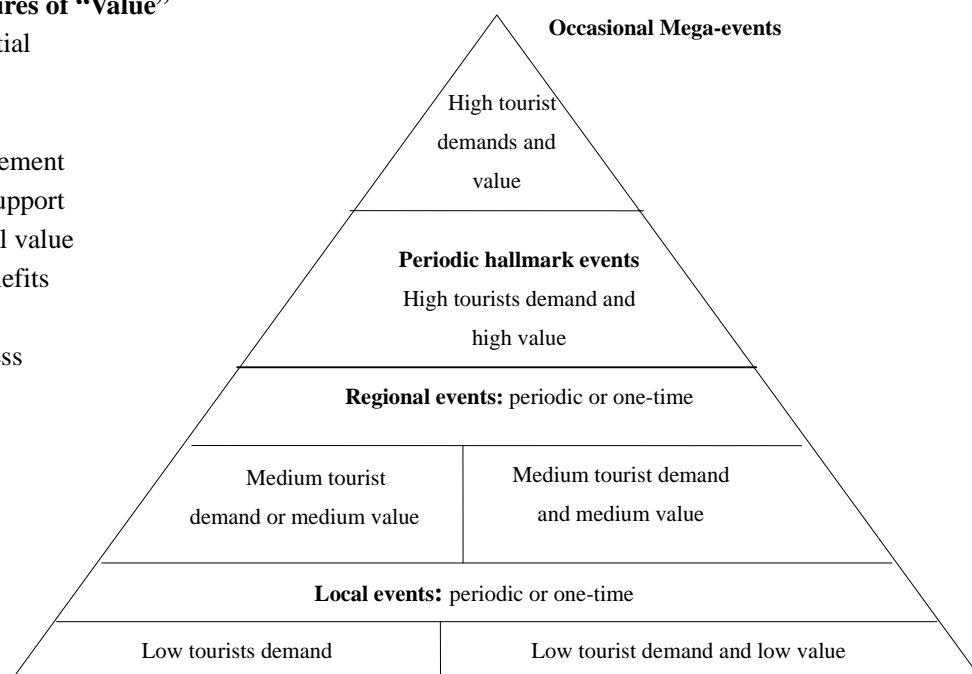


Figure 2-7 Portfolios of destination events (Source: Getz 1991, p 113)

According to Figure 2-7, events within a destination can be grouped according to two criteria regardless the destination’s competitive position: (1) the demand measured by the trends of attracting tourists), and (2) the value in meeting other tourism goals such as media coverage, image enhancement, theme development,

sustainability (Getz 1991). The values of events are measured by such factors as potential growth of the event, market share of the tourists, quality of contributing to the tourism industry, image enhancement of the destination, community support, environmental value, economic benefits, sustainability, and appropriateness (Getz, 1991). Thus, the occasional mega-events and periodic hallmark events usually have high tourist demand and high value, the regional events have medium tourist demand and/or medium value, and the local events usually have low tourist demand (and maybe low value).

There is a trend of an increasing blending of internal and external marketing by coordinating and communicating among major events and other associated events in recent time (Goldblatt 1997). For example, event managers use smaller events to promoting larger events; funders of smaller scale events use micro events to promote themselves by targeting different market segments, and thus generating excitement about a community's entire event portfolio (Goldblatt 1997). Thus, marketing activities of major events can cause a number of associated events organized by the same or related event committee(s), enhance the awareness of the associated smaller events, and increase the sale of the smaller events retail products. Smaller and associated events market themselves through advertising, promotions, public relations, and thus influence or participate in similar marketing activities of major events. The internal marketing and external marketing between smaller events and larger events provides synergy by expanding the bases of the local hospitality industry, and may help solve problems of seasonality for destinations.

2.2.4.2 Events in destination environment

As Getz (1997) suggests, no event takes place in isolation and every management task impinges on others; hence, managers must learn to think and act systematically. In other words, in the context of destination, event marketing needs to marry the goals of destination management with the purposes of better implementing events and projecting positive images to destinations. Getz (1997) adapts one of his models with Frisby in relation to event management in a destination context (Figure 2-8).

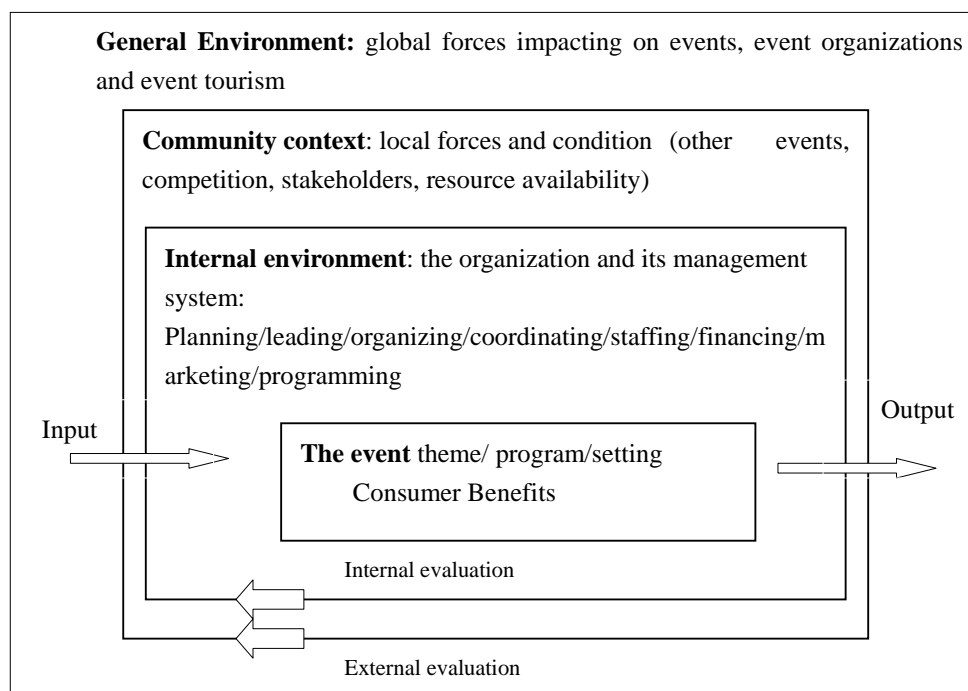


Figure 2-8 Event management system in destination context (Source: Getz 1997, p 13, adapted from Getz and Frisby 1988)

Events, with their focuses on consumer benefits, are in the center of internal environment, community context, and general environment. The internal environment usually refers to the event supporting environment systems, including

their organization and management system. The community context can be interpreted as the tourism destinations where events occur; and the general environment usually refers to the external forces that will influence the destinations, and certainly influence the events there. Neither destination development nor events can go beyond the general environment. For example, destinations generate inputs in terms of talents, venues, and other facilitated and experienced components to events while events produce output such as stakeholders' interest and tourism receipts, which will also benefit the destinations. This process should be based on a sound understanding of marketing and be subject to thorough internal and external evaluations. To better coordinate event marketing and destination marketing, an integrated approach will be more necessary.

2.2.4.3 Integrated model of event marketing and destination marketing

For events to play a significant role in destination marketing, Buhalis (2000) suggests three conditions should be met, which are (1) consistent target markets for both events and destination marketing, (2) incorporated images portrayed or promoted by the events and the destination, and (3) related feature/attributes projected by the events and the destination (Buhalis 2000). All the three conditions can be achieved through an integrated strategic planning in event and destination marketing, presented in Figure 2-9.

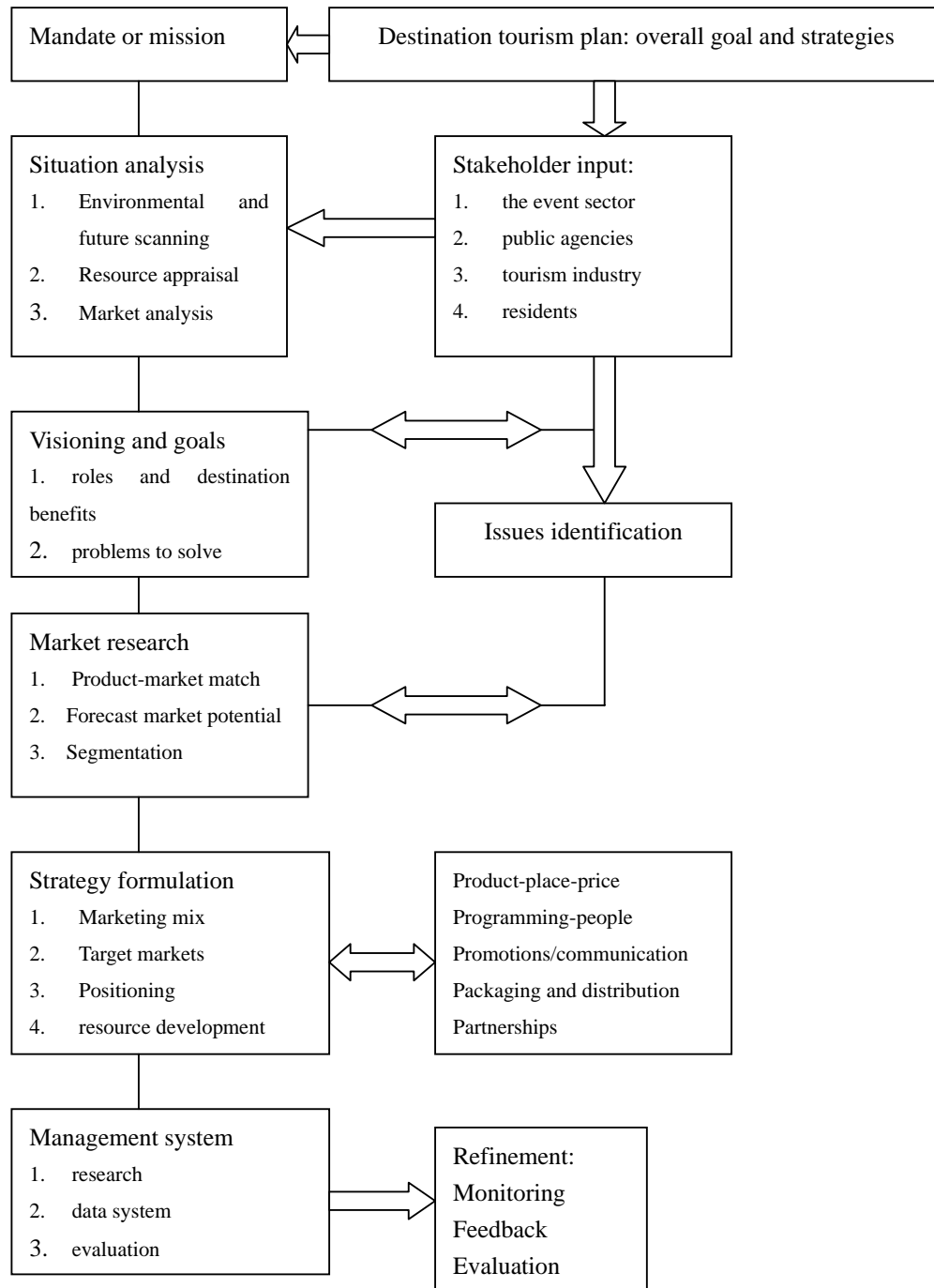


Figure 2-9 Strategic marketing model specific to event and event tourism (Source: Getz 1997, p 94)

Figure 2-9 illustrates a strategic destination marketing planning to event tourism.

This model is considered as the most suited to the “combined efforts of government

and industry for destination area and for general tourism and event policy formulation” (Getz 1991, p 139). The mandate or the mission of an event in terms of why the event exists would be influenced by the overall goals and strategies of destination tourism plan. Then, in the second stage of the strategic marketing, stakeholders from event and destination sectors will be influential and their benefits will be considered in situation analysis in terms of economic environments; social, cultural, and demographic environments; political environments; and technological and physical environments. In addition, the destination’s desired benefits will influence the formation of the visioning and goals, which is the heart of the strategic planning because it is a process of setting the broad outline of a strategy or identifying elements of a desired future (Getz 1997).

After the prior processes, issues such as the reciprocal benefits and conflicts will arise, and event organization needs to decide the ones as their priorities and the ones that will be set aside. All the issues identified will further influence the event products, the forecasting of the market need and the segmentations. Strategy formulation is to integrate ideas from various committees in terms of marketing mix strategies, targeting strategy, positioning strategy, and event resource development strategy (Getz 1997). Finally, the refinement of final version of event marketing planning should incorporate the monitoring in destination development, and feedback and evaluation from destination stakeholders. To implement the strategic plan, the event organization needs to ensure a shared vision that all stakeholders can accept, maximum shareholders involvement in the entire process, develop strategies rather

than detailed blueprints, focus on the shared results, and develop action plans with time lines and assigned responsibilities in event management (Getz 1997).

2.3 Sport Events and Sport Tourism

This part of literature review will look at sport events from the sport tourism perspectives by concentrating on an overview on sport tourism and the key issues of sport event marketing, *i.e.*, media and sponsorship.

2.3.1 Integration of sports and tourism

Today, sports are regarded as the world's largest social phenomenon (Zauhar 2004). Furthermore, Travel and Tourism is one of the world's largest industries, responsible for 200m jobs and over 10% of global GDP (WTTC 2003). As the dramatic increasing integration between sport and tourism, sport tourism has over recent years experienced a significant increase in attention from both the academic and media community (Zauhar 2004). This integration is not new, but now a growing phenomenon, being among the world's largest and fastest growing industries in the economy (McCartney 2005). There are five sport tourism activity categories: sport tourism events, sport tourism attractions, sport tourism tours, sport tourism resorts, and sport tourism cruises (Hudson 2005, Kurtzman 2005). The possible synergy of the sport and tourism, through various sport events, has become an increasing area in previous research (McCartney 2005). Sport event tourism is recognized as "a substantial and highly desirable niche market in sport tourism" (Getz 1997, 2003).

It is defined as the development and marketing of sport events to obtain economic and community benefits, while to the customer, it is travel for the purpose of participating in, or viewing a sport event (Getz 2003). From the definition, it might be necessary for some sport event tourism stakeholders to re-conceptualize events as tourism products that are high in quality, priced right, packaged carefully, and integrated with other tourism and hospitality services (Getz 2003). Thus, the events organizations/sport organizations and DMOs are essential to be further developed in terms of the coordination of their policies to support sport event tourism.

2.3.2 Sport event stakeholders in media context

Due to the importance of media in sport events, event managers and key stakeholders should collaborate their media activities to promote sport events and destinations, and at same time fulfill their own benefits (Getz and Fairley 2004). Media converges is the most significant contribution that sport events generate to destinations. Getz and Fairley (2004) present a model of major stakeholders in sport event media management context demonstrated in Figure 2-10.

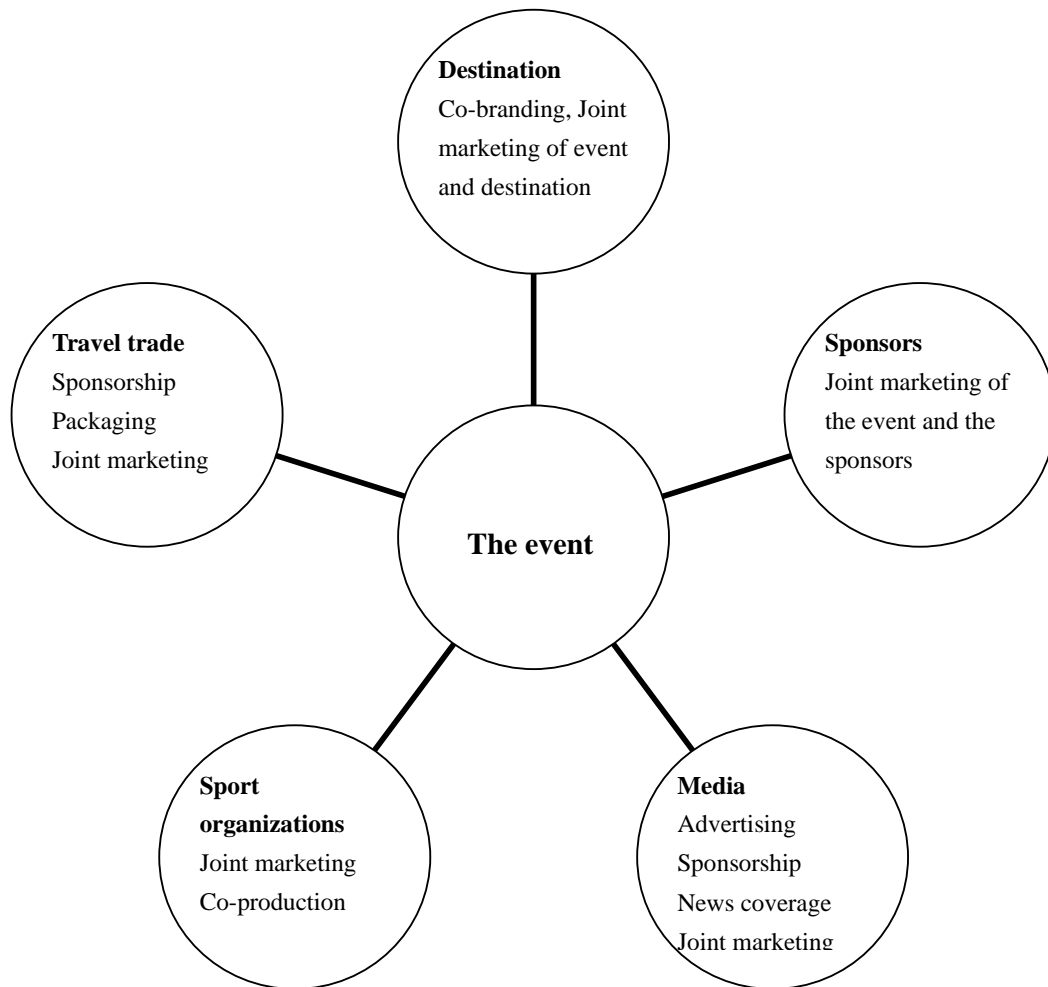


Figure 2-10 Major stakeholders in sport event media management (Source: Getz and Fairley 2004)

Events organizers usually require an incentive and assistances to produce sport events (Getz and Fairley 2004). From Figure 2-10, the major stakeholders in sport event media management include DMOs, travel trade organizations, sport organizations, media, and sponsors. The sport organization leadership and strategy usually involve coordination with DMOs and event organizers, due to the constraints normally found in most destination marketing budgets and the desire for co-branding.

Destination marketers should explicitly recognize their co-branding responsibilities and cooperate with event organization in required actions (Getz and Fairley 2004).

Events are organized in cooperation with sponsors and usually involve joint marketing for their mutual benefits. The roles of sponsors start to overlap with each other when, for example, travel trade (*e.g.* airlines) or media become sponsors with the aim of promoting the events and destinations by co-hosting a sport event with event organizing committee. However, different from event organizing committee, the media have other roles in terms of event advertising, purchasers of event access/broadcast rights, and news-gathering/reporting. The travel trade can act other than sponsors but as agents of the event to help package and market it independently (Getz and Fairley 2004). Getz and Fairley (2004) also present the media actions of various stakeholders involved in sport events (Table 2-1):

Stakeholders	Actions
Event Organizers	<ul style="list-style-type: none"> ● Utilize media relations professionals, photographers, and videographers ● Develop long-term media relationships ● Secure media sponsorship ● Use the event web site to feature the destination and link to tourism site; incorporate potential visitor experience (stories and packages) ● Employ imagery consistent with the destination ● Co-brand through use of the destination name ● Place destination sign at event ● Provide destination information to all participants and visitors
Destination Marketing Organization	<ul style="list-style-type: none"> ● Require assisted events to adopt destination promotional goals and actions ● Prepare video “postcards” and feature stories ● Build an integrated branding campaign around major events ● Develop and assist events that reinforce desired images or help repositioning (co-branding) ● Arrange “fan” tours for events

Corporate Sponsor	<ul style="list-style-type: none"> ● Co-marketing should include destination imagery ● Sponsors should use event and destination-related material (e.g., videos) in their own promotions and B to B contacts
Travel Trade	<ul style="list-style-type: none"> ● Create package for events to sell in target countries/regions ● Sponsor events and incorporate destination imagery in all promotions ● Travel agents to promote the event and destination together
Media	<ul style="list-style-type: none"> ● Sponsorship deals with media should specify destination promotion goals and methods ● Media will sell advertising space to DMOs ● Media will purchase coverage in some cases ● News coverage can be improved through cultivation of media (e.g., “fan” tours; hospitality)
Sport Organizations	<ul style="list-style-type: none"> ● Participating sport organizations should promote the destinations as well as the event ● Sports and their governing bodies should be long-term allies of the DMO.

Table 2-1 Media management action for key event stakeholder groups (Source: Getz and Fairley 2004)

From Table 2-1, different stakeholders focus on different media activities. Event organizers concentrate on the long term relationship with media and the connections with destination marketing. DMOs emphasize to promote destinations by participating in event organizing and to co-brand destinations with events. Corporate sponsors focus on the creation of their own benefits through event promotion and destination promotion. Travel trade assists the process of event marketing, destination marketing, and co-branding by creating packages for events to sell in target countries/regions, sponsoring events and incorporating destinations’ imagery in all promotions, and promoting events and destinations together. Sport organizations target good relationships with event organizers and DMOs by

promoting destinations in their event promotion, and establishing long-term allies with DMOs in their marketing activities. All these activities can not be achieved without the media participation.

2.3.3 Sport (event) sponsorship structure

Sponsorship is a commercial transaction in which two parties agree by way of an offer a marketing service ranging from advertising, through banner displays and hospitality services, to a full blown marketing plan involving public relations, advertising, and promotion (Goldblatt 1997). As Lagae (2003, 2005) argues, sport is the area in which sponsorship has developed furthest.

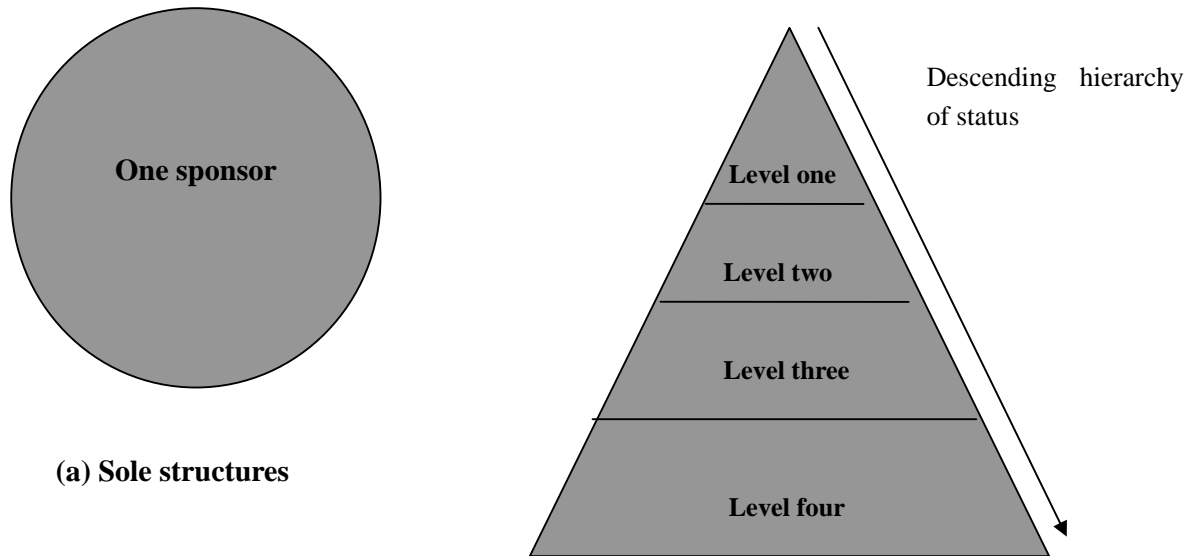
Sport sponsorship [is] any commercial agreement by which a sponsor, for the mutual benefits of the sponsor and sponsored party, contractually provides financing or their support in order to establish an association between the sponsor's image, brand or products and a sponsorship property in return for rights to promote this association and/or for the granting of certain agreed direct or indirect benefits arising from the playing of sport (Lagae 2005, p 35).

Thus, sport sponsorship means the same as “promotional sport rights”, which includes the right to mention the logo or the brand name of a sports project (Lagae 2003, 2005). It is the logical entry into sport marketing and maybe the most important element of sport marketing.

Sport sponsorship is also a highly developed communications tool with much of the spending being focused on sport events (Masterman 2004). Event sponsors

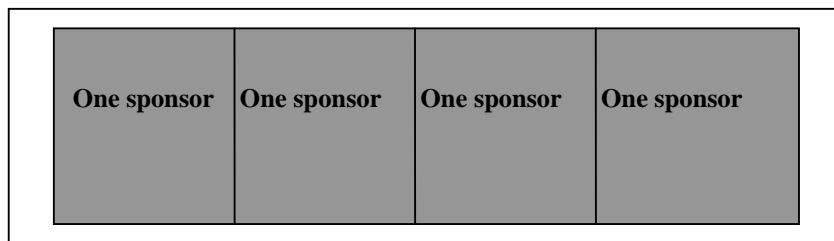
provide much needed funding for events to help achieve the quality of them, however, they also require the events' own financial resources to meet their objectives of increasing awareness, enhancing image, trailing products, and providing sales or hospitality opportunities. For example, they may require event organizers to commit a certain amount of marketing dollars, some level of hospitality services, and/or a long-term relationship contract (Goldblatt 1997). On the other hand, events benefit from additional exposure through sponsorship such as using tag lines in advertising to inexpensively increase the exposure, shelf space in sponsors' retail stores, a public relations campaign. In addition, events raise their status by being associated with celebrities on contract with sponsors involved in the events. Many sponsorship arrangements are short-lived, whereas the creation of longer term partnership, which requires longer term arrangements, is often highly desirable for events organizers (Getz 1997). To attract sponsorship, event organizers need to think how they can provide benefits by assessing the benefits they can offer and the benefits sponsors are asking, and decide the time length of agreement and the mutual benefits both parties are looking for (Allen *et al*, 2002).

There are three basic structural approaches in building sponsorship programs (Figure 2-11).



Note: Each tier can be one or more sponsors

(b) Tiered sponsorship structure



(c) Flat sponsorship structure

Figure 2-11 Sponsorship structures (Sources: Masterman 2004, p 198)

Figure 2-11(a) illustrates the sponsorship structure where one sponsor is involved with the sport event no matter the extent of the rights offered (Masterman, 2004). Figure 2-11(b) demonstrates a pyramid model where there are levels of incremental status determined by the amount of payment received and types of benefits offered (Masterman 2004). The higher level of sponsorship pays more than the next level below, and receives more benefits in terms of title rights (a status that involves the

sponsor in the title of the event and also in the event logo graphic), presentership rights (a status that allows acknowledgement of the sponsor alongside the title of the event, as opposed to being a part of it, and also possible inclusion within the event logo graphics), and category rights (sponsors with category rights enjoy uncompetitive status with the event in that they are the sole representation from the sector/market in which they operate) (Masterman 2004). Figure 2-11(c) shows that all sponsors enjoy the same status though not necessarily the same types of rights or benefits and do not always pay the same (Masterman 2004).

Chapter Three

Methodology

As the first research objective indicates, this research develops a case study in China. The reason is that the case study methodology enables researchers to have closer contact with case site(s), and thus allows comparison between the west and Chinese contexts with regard to the research topics. This chapter illustrates the field research methodology with a start from a literature review on case study methods.

3.1 Methodology Literature Review

Case study, as a research design, requires a thorough understanding in terms of their appropriate application, the guiding principals, and the implementation process. The following literature review provides general information on case study introduction, the conditions of using case studies, types of case studies, reliability and validity in case studies, and case study design, all of which instruct the researcher to implement the case study of this research.

3.1.1 Introduction

Case study, together with biography, phenomenology, grounded theory, ethnography, are five common qualitative traditions of inquiry (Creswell 1998). The use of case studies as a distinctive approach to research, originates in the early 20th century from political science, sociology, evaluation, urban studies, and other social sciences. According to Oxford English Dictionary, the phrase of case study (or case-study) can

be traced back to 1934 after the establishment of the concept of a case history in medicine. Its use for the creation of new theory as a research methodology in social science has been further developed by the sociologists Glaser and Strauss (1967).

The case study is described as an empirical inquiry in which the number of variables exceeds the number of data points - a situation that normally prevents any statistical analysis (Yin 1993). In addition to the situations where there are more variables of interest than observations or data points, Yin (2003a) notes three other distinctive features of cases studies. First, a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and the context are not clearly evident. Second, the case study inquiry relies on multiple sources of evidence, often with other disciplines and protocols (rather than intuition and good intentions) for accuracy and alternative explanations. Finally, although this third feature is not unique to case studies, case studies benefit from the prior development of theoretical propositions to guide data collection and analysis. Thus, the case study approach involves a comprehensive research design including the need to spell out logic of enquiry, explicit data collection techniques, and specific approaches to data analysis. In this sense, the case study approach is not merely a data collection tactic or a mere research design feature, but a “comprehensive research strategy”, which can be seen to satisfy the three tenets of the qualitative method: describing, understanding, and explaining (Xiao and Smith 2005, Tellis 1997).

3.1.2 The conditions of using case studies

Yin (1993) suggests that the case study method is appropriate when investigators desire to: (1) define and study topics broadly, (2) examine contextual conditions and not just the phenomenon of study in isolation from its environment, and (3) need to rely on multiple sources. When choosing case study research strategies over others, researchers should consider three conditions, *i.e.* (1) the type of research questions posed, (2) the extent of control an investigator has over actual behavior events, and (3) the degree of focus on contemporary as opposed to historical events (Yin 2003a, 2003b). Table 3-1 summarizes how a researcher would examine these three conditions in each of the three columns, showing how each condition is related to five major research strategies (Yin 2003a).

Strategy	Form of Research Question	Requires Control of Behavioral Events	Focuses on Contemporary Events
Experiment	How, why?	Yes	Yes
Survey	Who, what*, where, how many, how much?	No	Yes
Archival Analysis	Who, what*, where, how many, how much	No	Yes/No
History	How, why	No	No
Case Study	How, why	No	Yes

Note: * "What" questions when asked as part of an exploratory study pertain to all five strategies.

Table 3-1 Relevant situations for different research strategies (Source: COSMOS Corporation, cited in Yin 2003a, p 43)

Table 3-1, column 1 illustrates the first and most important condition for differentiating among the various research strategies: the types of research questions.

A basic scheme for the types of questions is the series: “who”, “what”, “where”, “how”, and “why”. “What” questions refer to either exploratory questions - which is a justifiable rationale for conducting an exploratory study, and all the five strategies can be used - or a form of “how many” / “how much” line of inquiry where a survey would be an advantageous strategy over a case study to enumerate the “what”, “who” and “where”; similarly are likely to favor survey strategies or archival record when the research goal is to describe the incidence or prevalence of a phenomenon or to predict outcomes (Yin 2003a). However, “how” and “why” questions are likely to lead to the use of case studies because these questions deal with operational links that need to be traced over time not just mere frequencies or incidence (Yin 2003a). Analyses and interpretations are then needed after these data collected from over time, which is not easily achieved by a survey or an archival record.

Extent of control over behavior events (Table 3-1, column 2) and the degree of focus on contemporary as opposed to historical events (Table 3-1, column 3) are the further distinctions among history, case study, and experiment, if the research questions used are “how” and “why” (Yin 2003a). Histories are the preferred strategy when there is virtually no access to control any secondary documents and cultural and physical artifacts as the main sources of evidence. Experiments are done when an investigator can manipulate behavior directly, precisely, and systematically, while the case study is preferred in examining contemporary events but when the relevant behaviors cannot be manipulated (Yin 2003a). However, case study and history can sometimes overlap, although case studies have a unique strength

because of the ability to deal with a full variety of evidences, such as document, artifacts, interviews, and observations (Yin 2003a).

In summary, case studies are most suitable for research when a “how” or “why” question is asked about a contemporary set of events over which the investigator has little or no control (Yin 2003a).

3.1.3 Types of case studies

There are three approaches to case studies: exploratory, explanatory, and descriptive (Yin 1989). An exploratory case study (whether based on single or multiple cases) is designed to explore those situations - in which the intervention is evaluated without clear single set of outcomes - aiming to defining the questions and hypotheses of a subsequent study, or to determining the feasibility of the desired research procedures (Yin 1993). An explanatory or causal case study presents data bearing on cause-effect relationships and explaining how causes produce effects in real life interventions that are too complex for the survey or experimental strategies (Yin 2003a). A descriptive case study presents a complete description of a phenomenon in real-life context in which an intervention has occurred (Yin 1993).

3.1.4 Reliability and validity in case studies

Construct validity and reliability are especially problematic in case study research, and have been a source of criticism because of potential investigator subjectivity (Tellis 1997). Some methodologists (Tellis 1997, Creswell 1994, Yin 1993)

recommend a solution to the problem by implementing triangulation, first used in the context of case studies by Denzin in 1978 (Creswell 1994).

Triangulation, based on an analogy to a technique long-used in navigation, mapping, or signal detection, implies that a single point is considered from multiple independent sources (Decrop 1999). It was developed from topography and first used in military and navigation science. Today, the concept, when applied to the social sciences, means looking at the same phenomenon from multiple angles (Decrop 1999). In the case study context, triangulation is the process of interpreting the meaning of an observation with additional observations that provide grounds for affirming or revising that interpretation (Stake 1995). Triangulation should be considered from the very start of the research design, but the strategy of triangulation really proves its usefulness at the stage of data analysis (Decrop 1999).

There are several protocols of triangulation, including data source triangulation (to see if the phenomenon or case remains the same at other times, in other spaces, or as persons interact differently), investigator triangulation (to look at the same scene or phenomenon by other researchers), theory triangulation (to select co-observers, panelists, or reviews from alternative theoretical viewpoints to extend the extent of investigators' description and their agreements on the interpretation), and methodological triangulation, which is most recognized to increase confidence in the interpretation by following multiple method approaches (Denzin 1984, 1989, cited in Stake 1995). The concept of triangulation is based on the assumption that any bias

inherent in particular data sources, investigator, and method would be neutralized when used in conjunction with other data sources, investigators, and methods (Creswell 1994). The method potentially limits personal and methodological biases, and enhances the validity of the results; because the idea behind the triangulation is that one can be more confident with a result if different perspectives lead to the same result.

In addition, Yin (2003a) suggests that research designs need to be developed in the maximization of four conditions to enhance the validity and reliability (Table 3-2), which are the criteria for judging the quality of a case study research.

Test	Case Study Tactics	Phase of Research in Which Tactic Occurs
Construct Validity	● Use multiple source of evidence	● Data collection
	● Establish chain of evidence	● Data collection
	● Have key information review draft case study report	● Composition
Internal Validity	● Do pattern-matching	● Data analysis
	● Do explanation-building	● Data analysis
	● Use logic models	● Data analysis
External Validity	● Do time-series analysis	● Data analysis
	● Use theory in single-case studies	● Research design
	● Use replication logic multiple-case studies	● Research design
Reliability	● Use case study protocol	● Data collection
	● Develop case study database	● Data collection

Table 3-2 Case study tactics for four design test (Source: COSMOS Corporation, cited in Yin 1989, 2003a, 2003b)

Construct validity, which deals with the use of instruments and measures for the concept(s) being studied, is to develop a sufficiently operational set of measures and “subjective” judgment used to collect the data (Yin 1989). According to Table 3-2, three tactics should be used for construct validity: using multiple sources of evidence, establishing chain of evidence, and having key information review the draft case study reports.

Internal validity is the criterion used for explanatory or causal studies - not

descriptive or exploratory studies - and examines the causal relationship established in a study by extending the case study logically to a broad inference (Yin 1989). It can be achieved during the analysis stage by using the tactics of pattern matching, explanation-building, using logic models, and doing time-series analysis (Table 3-2) Yin (2003a, 2003b).

External validity refers to whether a study's findings can be generalized beyond the immediate case study through replication of the findings in a second or even third neighbourhood (Yin 1989, 2003a). It needs to be determined at the beginning of research design as either a single case study or multiple cases study.

Reliability is used to demonstrate that the operations of a study - such as data collection - can be repeated with the same result. Reliability can be achieved through the use of formal case study protocols and the development of a case study database (Yin 1993). General way of approaching the reliability problem is to make as many as operational steps as possible to conduct research (Yin 1989, 2003a).

3.1.5 Case study design

According to Yin (1993), Creswell (1994), and Borum (1991, cited in Yin 1993), the case study design involves the procedures of (1) identifying study site, (2) collecting data, (3) establishing protocol, and (4) analyzing data.

3.1.5.1 Identifying the empirical field

Identifying the empirical field - *i.e.*, study site - is the first task for a case study. The previous literature on the instruction of this issue involves the identification of the unit of analysis, and the decisions on the number of targets case(s) in terms of a single case or multiple cases and the setting.

The first and most important step is to identify the unit of analysis. The research questions should be pertinent to the unit of analysis. Thus, as Yin (1993) insists, the entire design of the case study as well as its potential significance is strongly influenced by the choice of the unit of analysis. Yin (2003b) notes that the units of analysis should be separated from the units of data collection: the latter may be individual people, while the former should be organizational.

In addition, case study design can be either single or multiple (Tellis 1997). Yin (2003a) provides five rationales for a single case: (1) when it represents the critical case in testing a well-formulated theory; (2) when the case represents an extreme case or a unique case; (3) when the case is a representative or typical case; (4) when the case is a revelatory case; and (5) when the case is a longitudinal case. Single-case studies are used to confirm or challenge a theory, or to represent a unique or extreme case, and require careful investigation to avoid misrepresentation and maximize the investigator's access to the evidence (Yin 1994, Tellis 1997). Yin (2003a) also recommends that an operational definition is needed and some precautions must be taken to ensure that the case in fact is relevant to the issues and questions of interest.

In addition, selection criteria should also be established including the criticality for the theory being tested, the topical relevance to the research topic, and the feasibility and access to the study site.

3.1.5.2 Data collection

The quality of data collected is directly related to the construct validity. Yin (2003a) suggests maximizing the benefits of the six generic sources of data collection by following three principles: (1) using multiple sources of evidence, (2) creating a case study database, and (3) maintaining a chain of evidence.

1. Multiple sources of evidence

Data collection for a case study is relatively straightforward (Xiao and Smith 2005). Stake (1995) and Yin (1989, 1994, 2003a) identify at least six sources of evidence in data collection, each with its strengths and weaknesses shown in Table 3-3.

Sources of Evidence	Strengths	Weaknesses	Examples
Documentation	<ul style="list-style-type: none"> ● Stable - can be reviewed repeatedly ● Unobtrusive - not created as a result of the case study ● Exact - contains exact names, references, and details of an event ● Broad coverage - long span of time, many events, and many settings. 	<ul style="list-style-type: none"> ● Retrievability - can be low ● Biased selectivity, if collection is incomplete ● Reporting bias - reflects bias of author ● Access - may be deliberately blocked 	<ul style="list-style-type: none"> ● Letters, memoranda, and other communications ● Agendas, announcements and minutes of meetings, and other written reports of events ● Administrative documents: proposals, progress reports, and other internal records ● Formal studies or evaluations of the same "site" study

			<ul style="list-style-type: none"> ● Newspaper clippings and other articles appearing in the mass media or in community newsletters
Archival Records	<ul style="list-style-type: none"> ● Same as above for documentation ● Precise and quantitative 	<ul style="list-style-type: none"> ● Same as above for documentation ● Accessibility due to privacy reasons 	<ul style="list-style-type: none"> ● Service records ● Organizational records ● Maps and charts of the geographical characteristics or layouts of a place ● Lists of names and other relevant items ● Survey data ● Personal records
Interviews	<ul style="list-style-type: none"> ● Targeted focus directly on case study topic ● Insightful - provide perceived causal inference 	<ul style="list-style-type: none"> ● Bias due to poorly constructed questions ● Response bias ● Inaccuracies due to poor recall ● Reflexivity - interviewee gives what interviewer wants to hear 	<ul style="list-style-type: none"> ● Unstructured interview ● Semi-structured interview ● Structured interview
Direct Observations	<ul style="list-style-type: none"> ● Reality - cover events in a real time ● Contextual - covers context of event 	<ul style="list-style-type: none"> ● Time - consuming ● Selectivity - unless broad coverage ● Reflexivity - event may proceed differently because it is being observed ● Cost - hours needed by human observers. 	<ul style="list-style-type: none"> ● Observation of meetings ● Sidewalk activities ● Factory work ● Classrooms

Participant Observation	<ul style="list-style-type: none"> ● Same as above for direct observations ● Insightful into interpersonal behavior and motives 	<ul style="list-style-type: none"> ● Same as above for direct observations ● Bias due to investigator's manipulation of events 	<ul style="list-style-type: none"> ● Being a resident in neighbourhood that is the subject of a case study ● Taking some other functional role in a neighbourhood ● Serving as a staff member in an organizational setting ● Being key decision maker in an organizational setting
Physical Artifacts	<ul style="list-style-type: none"> ● Insightful into cultural features ● Insightful into technical operations 	<ul style="list-style-type: none"> ● Selectivity ● Availability 	<ul style="list-style-type: none"> ● A technological device ● A tool or instrument ● A work of art

Table 3-3 Six sources of evidence: strengths and weaknesses (Source: Yin 1989, 2003a)

Table 3-3 describes the general issues to be considered when choosing data sources from documentation, archival records, interviews, direct observations, participant observation, and physical artifacts. Each of these six sources has both strengths and weaknesses, and no single source has a complete advantage over all the others (Yin, 2003a). Actually, “a variety of sources are highly complementary, and a good case study will therefore want to use as many as sources as possible” (Yin 2003a, p 85). The procedures for collecting each type of evidence must be developed and mastered independently to assure the proper use of each source (Yin 1989).

In terms of qualitative interviewing, there are three approaches involving different types of preparation, conceptualization, and instrumentation. The unstructured

interview is the most open-ended approach - relying entirely on the “spontaneous generation of questions in the nature flow of an interaction” - with maximum flexibility to pursue information in what ever directions appear to be appropriate within guiding purposes (Patton 2002). A semi-structured interview is implemented with a guideline, which serves as a basic checklist by outlining a set of issues to be explored with each respondent before the interview (Patton 2002). The structured interview requires carefully and fully wording each question before the interview in the sense that “the respondent supplier his or her own words, thoughts, and insights in answering the questions, but the precise wording of the questions is determined ahead of time” (Patton 2002, p 346).

2. Creating a case study database

The second principle of data collection is to create a case study database, which is a way to organize and document data collected for the case study. The purpose of this step is: (1) to ensure the researchers have a clear and orderly record of the data collected - what, where, when, and how, and (2) to enable other investigators to review the evidence directly and not be limited to the written reports (Yin 1989). In this way, the database will increase markedly the reliability of the entire case study. To accomplish this task, there are four components of database - notes, documents, tabular materials, and narratives (Yin 1989, 2003a, 2003b).

3. Maintaining a chain of evidence

As shown in Figure 3-1, the third principle for increasing the reliability of data in a case study is to maintain a chain of evidence (Yin 1989). The purpose of this principle is to make the researchers move from one portion of the case study to another with clear “cross-referencing to the methodological procedures and the resulting evidence” (Yin 1989, p 103).

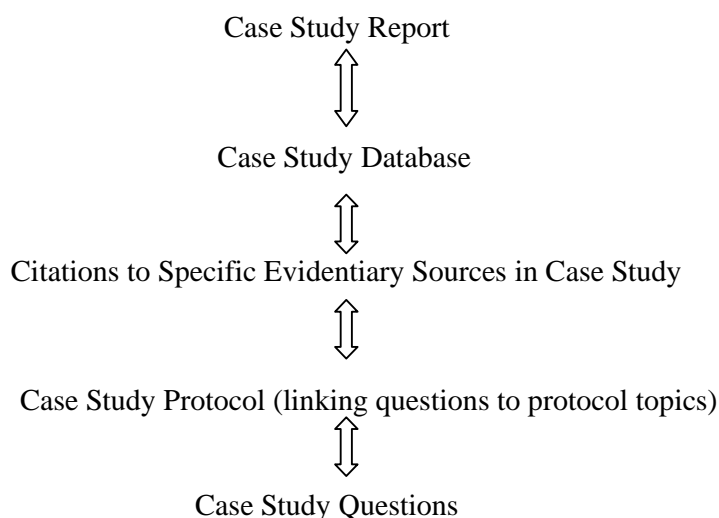


Figure 3-1 Maintaining a chain of evidence (Sources: COSMOS Corporation, cited in Yin 2003a)

Figure 3-1 illustrates that: first, the report of the research should have made sufficient citation to the relevant portions of the case study data based by citing specific documents, interviews, or observations; second, the data base should reveal the actual evidence and indicate the circumstances under which the evidence is collected (time and place of the interview); third, the circumstances should be consistent with the specific procedures and questions contained in the case study protocol and initial research objectives and questions, showing that the data collection

is actually following the procedures stipulated ahead; and fourth, the protocol should indicate the link between the content of the protocol and the initial study questions (Yin 1989). Thus, this strategy will enable an external observer follow the derivation of any evidence from the initial research questions to ultimate case study conclusions (Yin 1989). In other words, the chain of evidence is to make the external observers to trace the steps in either direction from conclusions back to initial research questions, and vice verse (Yin 1989).

3.1.5.3 Protocol of case study

To implement a case study, a protocol is essential being more than a questionnaire or instrument (Yin 2003a). A protocol is a standardized agenda for the investigators' line of inquiry. It is a major way of increasing the reliability of case study research, and is intended to guide the investigators in carrying out the data collection from research (Yin 2003a). A case study protocol should include the following information (Yin 2003a, p 69):

- An overview of the case study project (project objectives and auspices, case study issues, and relevant reading about the topic being investigated)
- Field procedures (presentation of credentials, access to the study site, general information, and procedural reminders)
- Case study questions (the specific question that the case study investigator must keep in mind in collecting data, “table shell” for specific arrays of data, and the potential sources of information for answering each question)

- A guide for the case study report (outline, format for the data, use and presentation of other documentation, and bibliographical information)

3.1.5.4 Data analysis

The analysis of case study evidence is “one of the least developed and most difficult aspects of doing case study” (Yin 2003a, p 109). It involves organizing the details about the case, categorizing the data, interpreting, synthesizing, and generalizing all the collected data (Creswell 1994, Stake 1995). To achieve a valid and reliable conclusion, Yin (2003a) identifies three strategies: (1) relying on theoretical propositions, (2) setting up frameworks based on rival explanations, and (3) developing case study descriptions.

Relying on theoretical propositions: this is the preferred strategy for case study data analysis (Yin 2003a). The proposition helps to identify the usefulness or un-usefulness of data, organize the entire case study and to define alternative explanations (Yin 2003a). It is especially useful in guiding case study in terms of answering the “how” and “why” questions (Yin 2003a).

Thinking about rival explanation: this is related to the first in that the theoretical proposition has included the rival hypotheses, and is trying to define and test rival explanations (Yin 2003). Thus, it is another critical part of case study analysis.

Developing a case description: this is used to develop a descriptive framework

of the case study (Yin 2003a). This is less preferable than the previous two but serves as an alternative when having difficulties making either of the other approaches (Yin 2003a).

In addition, the investigators must show that the analysis relies on the relevant evidence. They need include all major rival interpretations in the analysis and address the most significant aspect of the case study. Finally, they should use prior expert knowledge to further the analysis (Yin 1993). Practically, the above three strategies can be used in practicing five specific techniques for analyzing case studies (Yin 2003a), which are pattern matching, explanation building, time-series analysis, logical models, and cross-case synthesis (Xiao and Smith 2005). The first four techniques, which are discussed below, are applicable whether a study involves a single - or a multi - case (Yin 2003a).

Pattern-matching: pattern-matching is the most desirable mode of analysis technique used in case studies. This technique is used to compare an empirically established pattern with a predicted one or several alternative predictions (Tellis 1997, Yin 1989). Internal validity is enhanced when the patterns coincide (Tellis 1997; Yin 2003a, 2003b). The overall concern remains the degree to which a pattern matches the predicted one (s) (Yin 1994).

Explanation-building: explanation building is another technique applied in field research. The purpose of this technique is to analyze the case study data by building an explanation about the case (Yin 2003a). Yin (2003a) proposes the series of

explanation-building, which are (1) making an initial theoretical statement or an initial proposition about policy or social behavior, (2) comparing the findings of an initial case against such a statement or proposition, (3) revising the statement or proposition, (4) comparing other details of the case against the revision, (5) comparing the revision to the facts of a second, third, or more cases, and (6) repeating this process as many times as is needed.

Logic models: logical models are used to establish a chain of evidence, which is staged in repeated cause-effect-cause-effect patterns (Yin 2003a). In this chain, a dependent variable at an early stage becomes the independent variable for the next stage (Peterson and Bickman 1992, Rog and Huebner 1992, cited in Yin 2003a). The use of logic models as an analytic technique consists of matching empirically observed events to theoretically predicted events but in sequential stages which deserve to be separated from pattern matching (Yin 2003a).

Time-Series Analysis: an important objective of case study is to examine the relevant “how” and “why” questions about the relationship of events over time, not merely to observe the time trends alone (Yin 1989). The objective of time-series analysis is to identify the specific indicator(s) to be traced over time.

In addition, to enhance the high quality analysis, Yin (2003a) identifies three main principles that require attention in the phase of data analysis. First, the analysis should show that the researcher has attended to all the evidence. In other words, the analysis should show how it sought as much relevant evidence as was available.

Second, the analysis should address, if possible, all major rival interpretations. Third, the analysis should demonstrate your best analytic skills by using the researchers' prior, expert knowledge in the case study.

To sum up, the quality of the data analysis does not depend on which technique is used but on the principals of showing all the evidence, addressing all major rival interpretations, addressing the most significant aspect in the case study, and using unique prior and expert knowledge in the case study (Yin 2003a). It is helpful to get familiar with various tools and manipulative techniques, but every case study should nerveless strive to "have a general analytic strategy - defining on priorities for what to analyze and why" (Yin 2003a, p 109).

3.1.5.5 Case study report

Reporting a case study means bringing its results and findings to closure (Yin 2003a). The reporting of a case study needs to follow the compositional process in terms of identifying the audience for the report, developing the compositional structure, and following certain procedures such as having report reviewed by independent parties who have been the subject of the case study (Yin 1989). The compositional structure refers to the ways in which the chapters, sections, subtopics, and other components of a report (Yin 2003a). Yin (2003a) observes that there are six approaches for compositional structure: linear-analytic structure (the sequence of subtopics starts with the issues or problems being studied and a review of the relevant prior literature), comparative structure (repeating the same study two or more times, comparing

alternative descriptions or explanations of the same case), chronological structure (the sequence of chapters or sections might follow the early, middle, and later phase of a case history), theory-building structure (the sequence of chapters or sections will follow some theory-building logic), suspense structure (involving the linear-analytic structure described previously), and unsequenced structure (the sequence or chapters assumes no particular importance). Researchers can select one of the six approaches according to the need of a research.

3.2 Research Methodology

This research is a case study in Xiamen destination marketing and the marketing of 2007 C&D Xiamen International Marathon, China, focusing on the research questions identified at the beginning of the paper. The field research generally follows a protocol, which addresses the topics as:

- Brief introduction to the study site of Xiamen - as a tourist destination - and the Xiamen International Marathon
- Data collection method
 - The sources of evidences
 - The identification of organizations and interviewees
 - The data collecting procedures
- Case study data analysis methods and procedures

3.2.1 Introduction to the case study site

Xiamen, located in the southern part of Fujian province, directly facing Taiwan with the Taiwan Straits in between (Figure 3-2 (a)). As noted in “Branding Xiamen”, Xiamen (Figure 3-2 (b)) is a beautiful city leaning on rocks and mountains and surrounded by the sea (p 60). It is honored as the “Garden of the Sea” and “Pearl on the Eastern Sea” with its beautiful scenery and the island ring road. In addition, Xiamen is a city of recreation and entertainment, including round-island traveling, marine recreation, forest activities, golf, and nightlife. Every year, tens of thousands of tourists come from other parts of China as well as from international origins to Xiamen. Xiamen Tourism Bureau (XMTB) estimates that, by 2010, the number of overseas visits will reach 1.65 million with the receipt of over \$US 1.1 billion; the number of domestic tourists will reach 21.8 million with the tourism income of 21.6 billion RMB; and the tourism industry will produce 6.13% of overall GDP in Xiamen (XMTB 2002).



Figure 3-2(a): Map of China



Figure 3-2(b): Map of Fujian Province

China National Tourism Administration (CNTA) implemented a destination marketing system in 2002. The development of the destination marketing system was driven in part by the decision of CNTA to urge cities to develop information technology for their tourism sector as well as to integrate the individual industries in the tourism sector to provide better services for tourists. In fact, the establishment of an information system - destination marketing system (DMS) - for a tourism destination is one of the measures set by CNTA in its “best tourist city” appraisal, and Xiamen is one of the ten cities in China enacting and applying the destination management system to its tourism development.

The idea of hosting Xiamen International Marathon (XMIM) started from a proposal in the 2002 Xiamen People’s Congress by Chen Yongqin, a member of Communist Party of China, Xiamen Committee, and President of Chase Group Co.

Ltd., Fujian (Li 2003). In March 2003, the first XMIM was successfully held after a very short planning period of three months without any funding from government. After five years development, the XMIM has become one of the two main annual Marathon events in China, along with the Beijing International Marathon (first held in the October 1981). The 2007 XMIM is hosted with the Sixth World Congress of International Marathon and Road Running Association, reflecting Xiamen's emergence as one of the world's three major marathon cities. The participants in the 2007 XMIM came from 40 countries across five continents with a total number over 25,000; and the number of the spectators has reached 30,000 (XMIM 2007). In terms of the number of professional athletes, 17 world-known international running athletes and 150 domestic professional runners enhance the level of competition of the event. Moreover, the significant and increasing number of Taiwan participants involved in this event, from 55 participants in 2003 to over 150 in 2007, and the cooperation between Xiamen and Taiwan during this event contribute to the communication between the two sides of the straits (XMIM 2005, XMIM 2007).

Before the XMIM - according to the survey by Xiamen Statistics Bureau (XMSB) - more than 20 tourism enterprises promoted their tourism products abroad (XMSB 2002 - 2006), and some overseas airlines seized the opportunities of the high season by implementing new promotions (XMSB 2005). In addition, XMTB encourages mainly six tourism agencies to attract before and receive the athlete travelers after the event (XMSB 2005, 2006). During the Marathon period, 35 hotels out of 52 (2004), 40 out of 51 (2005), 30 out of 42 (2006) reached in excess of 80% occupancy - some

even exceeding 98%. Major tourism resorts in Xiamen have received a dramatic increase in the number of tourists than the other months of that statistic year (XMSB 2004 - 2006). Thus, the XMIM is seen as having a dramatic influence on Xiamen tourism businesses.

3.2.2 Data collection method

The data collection method section includes the sources of evidence, the identification of organizations and interviewees, and the data collecting procedures.

3.2.2.1 The sources of data

As noted in the literature, case studies typically draw on multiple data sources. The data for this field research were derived from internet, newspapers, internal documents, published books, participation observation, and interviews. Newspapers, internal documents, and interviews are the main sources of the evidences.

Internet: The data collected from internet included the profiles and the history of the XMIM, the development of destination marketing in Xiamen, the organization structures of the Event Committee and the Xiamen Tourism Bureau, and the Xiamen Municipal Tourism news reports.

Newspaper: The newspapers reviewed were the *Xiamen Daily* during March 2005, March 2006, and December to March 2007; and *Strait Channels* during March 2006 and December to March 2007. The data from these newspapers included the

news on the Marathon; the reports on the cooperation of the XMIM with Taiwan, Xi'an, and Dalian Marathons; the contributions of the cooperation; the statement of the Municipal Government and its administrative departments with regard to the XMIM; and the interviews to Deputy Director of State Sports Administration, Mayor of Xiamen, Director of *Xiamen Daily*, and the international experts on sports sponsorship and public relationships.

Documents: Documents acquired concerned both the XMIM and destination marketing. The documents obtained from the XMIM Event Marketing Sub-committee were: (1) the communiqués of the Event Committee; (2) the introduction of the Xiamen Media Development Co. Lit (MID); (3) the contracts of the 2007 media cooperation and the 2007 XMIM sponsorship; (4) the general marketing scheme for the 2007 C&D XMIM and its associated events; (5) the MID annual report; (6) the reports on the 2007 XMIM marketing and communication, and the market value of the XMIM; (6) the internal records including summary and lessons from the Dalian International Marathon, and the lessons of the XMIM marketing from the previous four years experiences; (7) the Guangzhou press conference and the agendas; (8) the minutes of weekly meetings from December 27, 2006 to March 29, 2007.

The documents obtained from the Tourism Bureau were: (1) the blueprint of Xiamen destination management and its explanatory edition, (2) the introduction and future development of XMTB and Asia-Pacific Development, Co. Lit; (3) the lessons

on the Xiamen destination marketing from previous five years development; (4) the report on the marketing survey on Xiamen destination marketing target market. In addition, the reports on “what XMIM brings to Xiamen” (2002 - 2006) were also obtained from Xiamen Statistic Bureau.

Other publications: other publications collected included marketing brochures of Xiamen Holiday Traveling Agency, “Branding Xiamen”, “Xiamen Tourist Guide”, “Live the 2005 XMIM”, and “the 2006 XMIM Summit Forum”.

Participant observation: the researcher served as a volunteer in the XMIM Marketing Sub-Committee - from December 27, 2006 to March 29, 2007 - and participated the activities of event planning, sponsorship selection, media resources distribution and management, and marketing strategy formulation. By participating in the previous activities, the researcher observed who participated in the process, who played leading roles, what benefits they were concerned with, and how the dominant individuals’ benefits were reflected in the final decision. In addition, the researcher observed what the procedures they were running through, the voices spoken against the dominants, and what resulted.

Interviews: the data that were obtained via interviews were the incentive policies by the Tourism Bureau during the XMIM, the roles of the travel agencies and tourism enterprises, the organization structure of the Tourism Bureau, the roles and responsibility of Asia-Pacific Development, Co. Lit, the current situation of destination development in Xiamen, the orientations of the event marketing from

2005 to 2007, the marketing concept of the XMIM, the public relationships with media and government, the status of the XMIM in Xiamen, and the manifestation of Xiamen via the Marathons.

3.2.2.2 The identification of organizations and interviewees

The recognition of organizations helps to identify the interview questions to the specific representatives, and to discover the responsibilities of the organizations that are involved in both destination marketing and event organizing. The organizations that are involved in this study were the Municipal Government and its administrative departments, the Municipal Sport Administration, Xiamen Media Group & the Municipal Broadcasting and Television Administration, the Municipal Tourism Bureau, Xiamen Asia-Pacific Tourism Development Co. Lit, Xiamen C& D Corp Co. Ltd, the Event Committee - Marketing Sub-Committee (MID), 361° sports Co. Lit, Marathon Committees in other cities of China, China Travel Agency (Xiamen Branch), Yingda Ads Design, Co. Lit, and Dahua Promotion Co. Lit.

Most of the anticipated interviewees were from government departments. Due to their busy schedule, no formal or semiformal interviews could be arranged. The interviewees who accepted the informal interviews are listed in Table 3-4.

Date	Interviewees or the positions
2007- 01-11	Manager of Marathon Tourist Reception, China Travel Service, Xiamen
2007-01-11 2007-01-17	IT Dept Manager, Xiamen Asia-Pacific Development, Co. Lit.
2007-01-15	Director of the Business Developing, MID
2007-01-16	The Director of the Public Relationship, MID
2007-01-21	Xiao, Xiangming, the Business Department, MID
2007-01-22	Deputy Director, Xiamen Asia-Pacific Development, Co. Lit.
2007-01-26	Director of the Tourism Marketing, Xiamen Tourism Bureau
2007-03-10	President of MID

Table 3-4 Research interviewees

3.2.2.3 Data collecting procedures

The preliminary data collection began with on-line information on the XMIM and Xiamen destination marketing. After the researcher arrived at the case study site, the newspaper reviewing - undergoing with other methods of data collection - ran from the middle of December, 2006 to the end of April, 2007.

To approach the organizations, letters of introduction (Appendix One) in both English and Chinese were sent out to the above organizations. In addition, letters offering to serve as a volunteer were sent with the introduction letters to MID (Appendix Two) and the Tourism Bureau (Appendix Three). During the next two weeks, the researcher fully utilized the personal, friends', and family's social

networks for recommendations to the above organizations. Two weeks later, the researcher started to contact the organizations. Eventually, MID agreed to accept the volunteering but no formal or semi-formal interviews were agreed by the other organizations due to their busy schedules. However, the researcher did prepare a concrete interview guide (Appendix Four) before the field research, listing all the questions and topics that were anticipated to discuss with the representatives of each organization. The researcher spent one week reading them and re-deciding the sources of the anticipated data, some of which were anticipated to derive from interviews that were impossible to arrange. In addition, studying the interview guide helped the researcher to catch the points that may not possible to obtain from other sources, and thus the researcher can seize any possible chances for informal interviews - without any guidelines - to discuss the selective points with rich informants.

Second, to collect concrete data on destination marketing, the researcher initiated contacting with representatives in Xiamen Asia-Pacific Development, Co. Lit, including Director of the DMS. During the informal conversations with them, the researcher obtained some general information related to the research, such as the development of the destination marketing in Xiamen, and the organization structure of the Tourism Bureau. After that, the researcher summarized the information and sent it to Director of the DMS for correction and permission to use in the research. In addition, because of the impossibility of more formal interviews, the researcher started to collect the documents in relation to Xiamen destination marketing in terms

of the strategic planning process, the organizational structure, and the roles of the stakeholders and their relationships. Under the help of Director of the Planning Department, Xiamen Tourism Bureau, the researchers obtained the blueprint of the destination marketing (and its explanatory version) and the internal reports on the lessons of the DMS from previous four years, and were permitted to use them as evidence in the research.

Third, the participation in the Marketing Sub-committee of the Event Committee provided good opportunities to observe the marketing activities of the XMIM, and the communication between the Marketing Sub-committee and the other players before and after the event. All the above mentioned documents on the XMIM were obtained from MID when the researcher served as a volunteer there. In addition, serving as a volunteer in MID also allowed the researcher to have informal conversations with rich informants. Actually, all the above interviewees from MID were informally interviewed during working breaks.

After each informal conversation and internal meetings, the researcher submitted a report to MID President Secretary for permission as research data. All the above data have been approved to use as evidence in this research.

3.2.3 Data analysis strategy

A database was established during the field research from the interviews, the documents, the archival records, and the participant observation, all of which were

gathered, categorized, interpreted, synthesized, and generalized according to the general questions of the research design in the topics of destination marketing, event marketing, and their strategic integrations.

3.2.3.1 Data translation

Due to the languages differences, the first task for the researcher is to translate the data reports from Chinese to English. The researcher spent last two weeks in Xiamen, reading the data, outlining the data report in Chinese and English, and listing the uncertainties and difficulties during the translations. After that, the two versions of outlines were examined by two translators from Xiamen Jinsan Translation and Consulting Ltd, both of who provided very valuable advices to the listed uncertainties and difficulties when the researcher was translating. In addition, the translated data reports were also reviewed as essay samples by tutors from Writng Clinic of University of Waterloo, who provide one-to-one writing advises to international graduate students. The researcher also discussed the uncertainties and difficulties during the translation with the tutors to ensure the advices by the two translators were perceived and interpreted same as the original Chinese version try to deliver. All the vague points in the translated data reports are clarified and re-written during the one-to-one meetings.

3.2.3.2 General strategy

The data analysis was structured along the lines of examining information collected,

pertaining to destination marketing, event marketing, and their strategic integration. The researcher adopted the data analysis strategies of relying on the research proposition and developing a case description. The goal was to fulfill the research objectives described in Chapter 1. In other words, all the summarized data and reports are related to the research questions, and were to compare models from the western literature with the reality observed in Xiamen. The assumptions of both the western and Chinese models are examined if differences are observed. New models or modification to the current models are proposed according to the research objectives. Finally, the data analysis reports are developed under the frame of the destination marketing, the event marketing of the XMIM, and the integrations of destination marketing and event marketing, each with models in China context.

3.2.3.3 Specific analytic techniques

To implement the case study analysis and comparison with western models, three techniques were used.

Pattern matching: the researcher broke the models from literature review down into general patterns, including the components, the relationships among the components, and the causal links; summarized the patterns from the descriptions in Xiamen's case; reviewed the patterns of the corresponding models in the literature; and selected one model with the closest patterns for further modification.

Explanation building: after the differences were formulated, the research

explored the reasons and provided explanations for the differences with regard to each topic. These reasons and explanations helped to propose modifications to the existing models.

Logic model: according to the differences of the patterns and the explanations, the final step of the analysis was to build logic models on the destination marketing procedures and their organizational and stakeholders' relationships, the event marketing procedures and their stakeholders' relationships, and finally the destination marketing in sport event in Chinese context. Empirical data were reorganized to change the models from the literature review by changing the components, the layouts of the arrows, and even the whole system. If no model with close pattern exists, the researcher directly formulated a new one according to the data report.

3.2.3.4 Data report

According to Yin (2003a), the data report was structured under the linear-analytic structure (the sequence of subtopics starts with the issues or problems being studied and a review of the relevant prior literature). Thus, the following data were grouped according to the problems being studied and a review of the relevant prior literature, which are (1) destination marketing and players, (2) event marketing and players, and (3) integrated destination and event marketing.

Chapter Four

Data Report

This section provides a description on the collected data with regard to the three topics: the destination marketing in Xiamen, the XMIM event marketing, and the integration of Xiamen destination marketing and the XMIM event marketing. After each description, revision and comparison with each corresponding model are implemented and new or modified models - if necessary - are presented in next chapter.

4.1 Destination Marketing and Its Players

This section addresses four of the research questions: (1) who are the players in Xiamen destination marketing, (2) what are the roles, responsibilities, and objectives of their involvement, (3) how the destination marketing organization - if there is - in Xiamen is organized, and (4) how the destination marketing stakeholders work together.

4.1.1 Destination marketing organization structure and stakeholders

China National Tourism Bureau (CNTB) advocated a destination marketing system (DMS) in the document of “establishing Golden Journey to promote the DMS in the secondary city of major provinces” in 2002 (XMTB, 2004). Under the Golden Journey project, XMTB, which is a sub-organization under CNTB, takes the responsibility of destination marketing and, in particular, establishing and maintaining

the DMS in Xiamen. Due to a lack of experience in destination management, XMTB and Xiamen Planning Bureau invited European Tourism Institution - German (ETI) on the behalf of Xiamen Municipal Government to formulate the Xiamen Tourism Destination Development Blueprint. During the blueprint formulation, ETI adopted the proposals and suggestions by the domestic experts from Beijing, Tianjing, Shanghai, Wuhuan, Kunming, Fuzhou, and Xiamen. XMTB is authorized to implement and explain the blueprint.

According to ETI (2003, cited in ETI, 2005b), XMTB is currently governed by one manager and three deputy managers. It consists of four departments: the tourism promotion department, the resources planning department, the administrative management department, and the general offices. The promotion department is responsible for market development strategy formulation, market annual report, destination branding, market analysis, market promotion strategy, tourism products development, events organizations, external relationships, and tourism souvenir development. In terms of the players and relationships, Figure 4-1 illustrates the current relationships of XMTB with other government and departments.

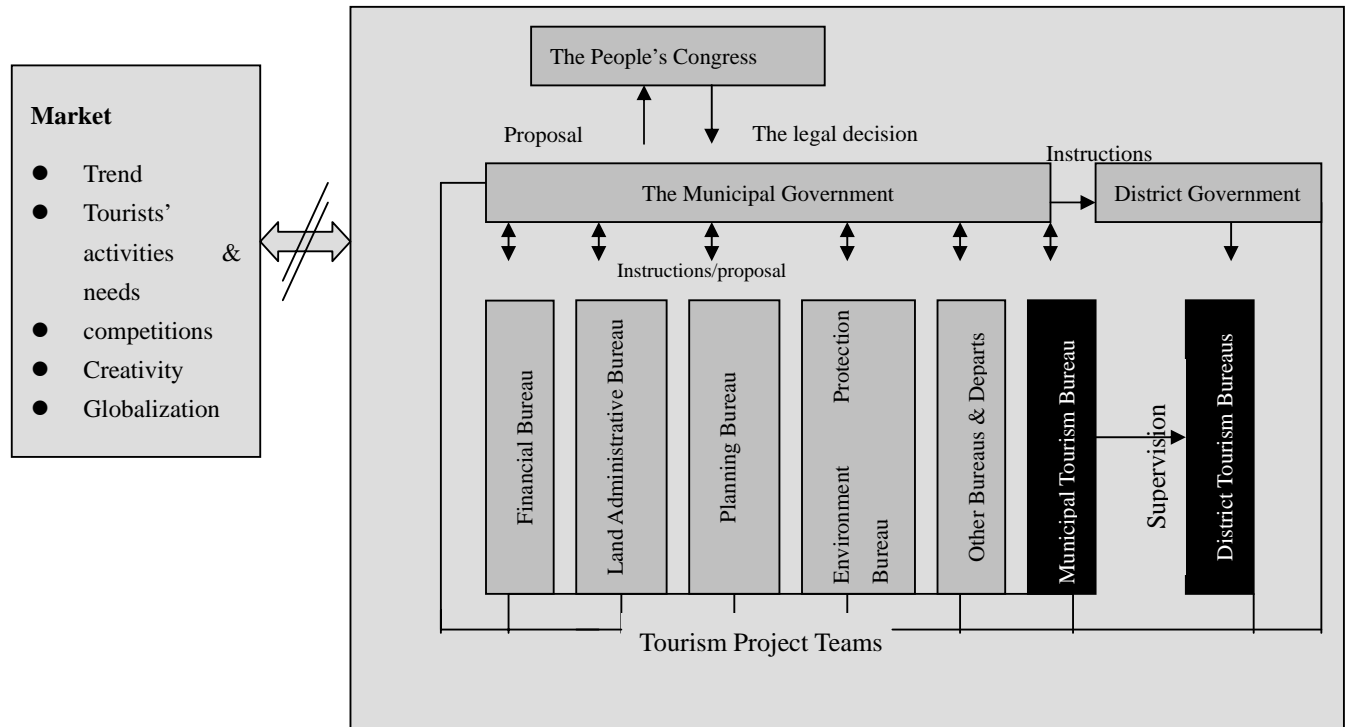


Figure 4-1 Current relationships between XMTB and other government departments (Sources: ETI, 2003, cited in ETI, 2005b, p 263)

Figure 4-1 reveals the current relationships of XMTB with other players in destination marketing process. The major problem of this model is that there is a lack of ties or access to information from market forces. The approval of a major tourism project and decision usually involves complicated and redundant bureaucratic procedures from the Municipal Government to the departments such as the Financial Bureau, the Land Administration Bureau, the Planning Bureau, and the Environment Protection Bureau. The complicated procedures and the isolation from markets lead to inflexibility of tourism strategies and inefficiency of tourism organizations. In addition, lack of professionals in tourism, information technology, and destination marketing is another potential problem in the structure.

Responding to the current situations, ETI proposes the-most-urgent suggestions and the future directions in the path of reforming the organization structure and the players' relationships in destination marketing. Four short-term objectives are formulated. First, a tourism leading team - composed of the representatives from 17 related departments and directly under the mandate of Mayor of Xiamen - should be established to coordinate the previous complex relationships and simplify the administration process of major projects. Second, it is important to improve the administrative relationships among tourism bodies (especially the relationships among the tourism leading team, XMTB, and the District Tourism Bureaus), and establish a close connection with markets and tourism enterprises. Third, it is helpful to encourage the establishment of tourism associations, which are under the supervision of XMTB but independent of government administration. Finally, it is also suggested to establish companies directly responsible for the tourism resorts development and marketing to improve the management efficiency.

The future direction - maybe the best solution - is to establish a Destination Marketing Agency (DMA) to coordinate a number of independent enterprises, organizations, and partners in tourism industry. The new DMA, although empowered a certain authorities by the government and XMTB, is neither a government nor an administrative organization, but an independent organization under certain supervision, and seeking efficiency and effectiveness in destination management. DMAs have never been practiced in China. In Xiamen's situation, a particular need to establish a DMA is to dispense the responsibilities of XMTB to

coordinate the destination development and to supervise tourism projects from diversified perspectives. With the key aim of seeking effectiveness and efficiency in the management, it is crucial to guarantee the DMA's finance and human resources independency under certain supervision. Thus, for Xiamen, it is feasible either to transfer the current unstructured Xiamen tourism associations to (a) structured DMA(s); or to establish a totally new DMA, and co-exist with the tourism associations. The DMA, implanted with new staff and new responsibilities, co-exist with XMTB and travel agencies with the priority mission of managing the destination from a strategic perspective. Moreover, it is suggested to disintegrate the District Tourism Bureaus (DTB) by establishing a regional destination marketing agency instead. In addition, to ensure the sufficient funding and market-oriented operation, a private - public - partnership (PPP) model is recommended. This partnership should include tourism agencies and enterprises with financial strengths to the Board of DMA. Thus, co-financing among travel agencies, tourism enterprises, government, and DMAs is the core concept of a PPP model in Xiamen.

The responsibilities of XMTB and DMAs may be distributed in the following way. The former is in charge of tourism industry management, infrastructure development, resources planning, enterprises evaluation, and professional training, while the latter is accountable for strategy formulation and evaluation, marketing research, brand management, and marketing implementation (ETI, 2005a). Eventually, the destination management structure of Xiamen is either a two-tier (XMTB - Travel agencies and associations) or a three-tier system (XMTB - DMA - Travel agencies and

associations).

Moreover, to direct the destination marketing fit the trends of Xiamen urban development, a supervised committee is also proposed to coordinate the planning strategy by different government departments, and, at same time, supervise the destination management strategy by DMAs.

Summarized from the above description, the new relationship of the DMA and other government departments is illustrated in Figure 4-2.

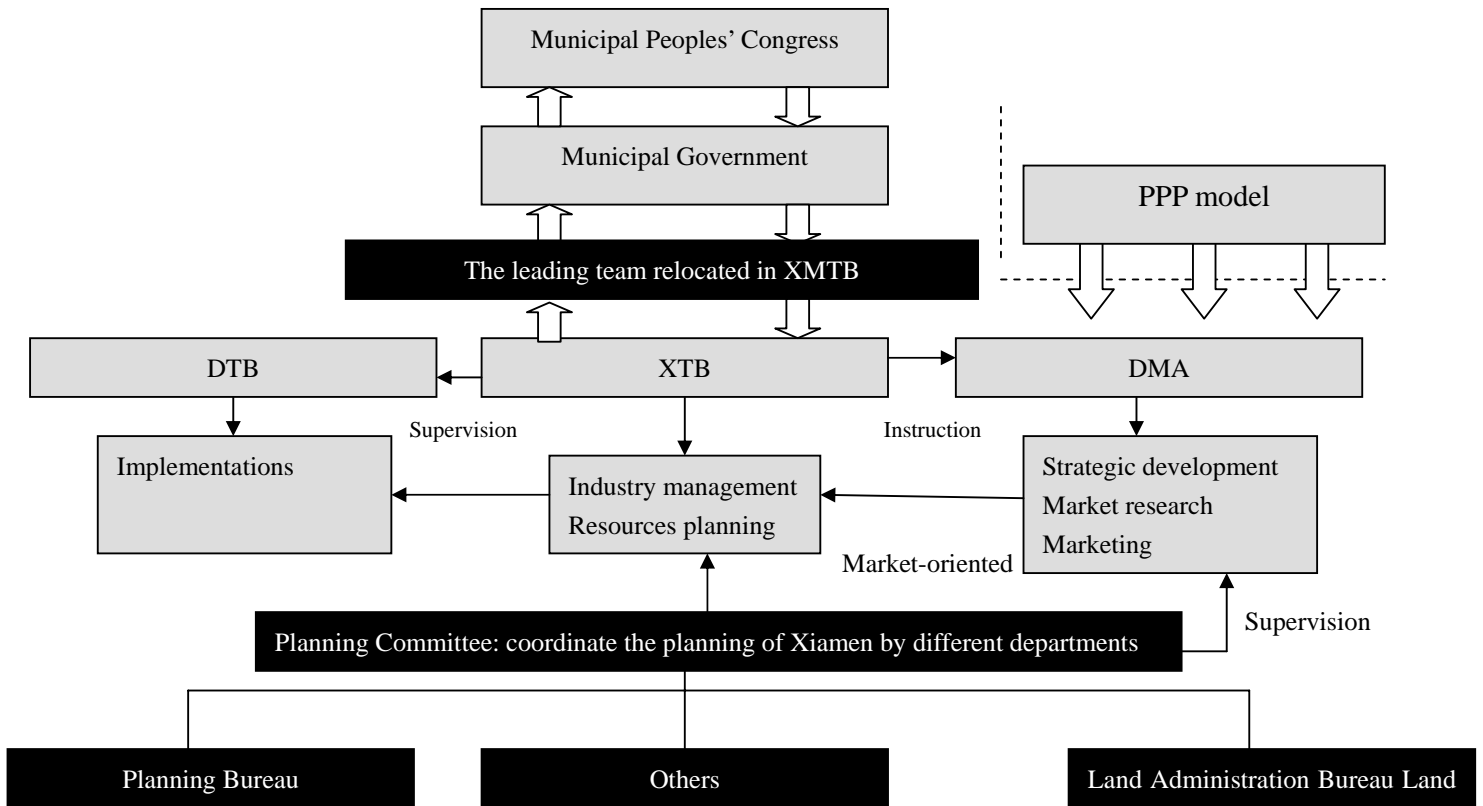


Figure 4-2 Relationships between the DMA and the Municipal Government and its departments (Sources: ETI, 2003, cited in ETI, 2005b, p 276)

The establishment of DMAs will enhance the status of Xiamen as a tourism

destination in tourism market. It assists the tourism destination management in the magnitude of local, regions, and across-regions. In addition, collective strategic marketing planning and financing will optimize the efficiency of destination management and enhance the destination images of Xiamen. However, the DMAs do not eliminate competition among individual tourism enterprises. This is a new competition, which means the tourism enterprises can cooperate in some marketing activities such as marketing research, but still compete with each other in others such as the service quality they provide. In addition, the collective participants of the tourism enterprises in destination marketing activities through the platform of the DMA generate much more dramatic influence than any individual ones do. As ETI labels it, “coopetition”.

4.1.2 Destination marketing procedures

The destination marketing blueprint is developed under the joint mandate of Xiamen Municipal Government and XMTB. As stated in the blueprint, the direction of the destination development and marketing needs to be consistent with the vision of urban development in Xiamen: one of the main Special Economic Zones and an important port and tourism city on the southeast coast of China.

The destination management process begins with a situation analysis in social background, natural and man-made resources, market, and infrastructure and facility system.

The second step is a SWOT analysis of the destination's tourism resources, human tourism resources, tourism supplies and products, tourism infrastructures, tourism marketing, and tourism organizations and their management. The blueprint suggests that Xiamen destination development should seize opportunities, such as the stabilized and prosperous political and economic external environment, and oncoming mega-events in China especially the 2008 Beijing Olympic Games and the 2010 Shanghai World Expo. Thus, the mission of Xiamen tourism development is to cultivate a unique, diversified, and influential set of themed-tourism products; implement a systematic and intensive tourism destination management system; encourage collaborations among enterprises, the neighboring areas, and the two sides of Taiwan Strait; and apply integrated destination strategies.

With regard to the market analysis, the market for Xiamen tourism is segmented by regions into domestic markets and international markets (including Western Europe, North America, Oceania, Northeast Asia, Southeast Asia, Hong Kong, Macao, and Taiwan). According to the characteristics of each segment, the targeting strategy of Xiamen destination marketing is formulated to primarily target the overseas inbound travel market, maintain the domestic travel market, and explore the local residency outbound travel market. (1) To increase the overseas inbound travel market, it's obligated to maintain the basic market from Taiwan, Hong Kong, Macao, and overseas Chinese; to focus on the Southeast and Northeast Asia market; and to expand the Europe and Oceania area market. (2) To expand the long-range domestic travel market, it's important to maintain the short-range and inter-province travel

market; to focus on the markets of Zhangjiang Delta, Zhujiang Delta, and the urban regions around Bohai Bay; and to extend the markets into other provinces. (3) To explore the local residency outbound travel market, the priorities are to promote Taiwan, Hong Kong, and Macao as the priority destinations; to market Southeast and Northeast Asia as the major destinations; and to encourage the outbound travel to Europe and Oceania areas.

Third, based on the above analysis, ETI formulated the goals and visions for Xiamen destination development. In short term, Xiamen is aiming to be one of the major tourism capitals and port cities in South of China, one of the best ecological coastal tourism cities in China, and a famous tourism destination in South Asia. In long term, Xiamen will become a global tourism destination. In addition, seven objectives are proposed in the areas of tourism infrastructures and supporting systems, tourism products, target market, tourism enterprises, ecology, tourism organizations and management, and the status of tourism industry (Table 4-1).

	Short range (to 2010)	Long range (to 2020)
Tourism infrastructure and supporting system	<ul style="list-style-type: none"> ● Exceed the tourism zone integration ● Improve the infrastructures and services facility out of Xiamen island* ● Widely use the international standards in service quality, and ecological and environmental protection ● Appraise the Best Tourism City 	<ul style="list-style-type: none"> ● Fully integrate the tourism zoned in Xiamen and rounded bays ● Optimize the infrastructure out-of Xiamen island* ● To be a branded destination in China coastline tourism
Tourism product	<ul style="list-style-type: none"> ● Fully enhance the service quality in tourism industry ● Explore the tourism themes products under the general theme “Sweet Xiamen”, and four sub-themes 	<ul style="list-style-type: none"> ● Complete establishing the tourism theme products and destination brand ● Establish a range of across-region tourism products ● To be a famous destination brand in East Asia and Pacific Area
Target market	<ul style="list-style-type: none"> ● Implement themed marketing to corresponding target markets ● To become a stable tourism destination for international tourism operators ● Maintain the Asia market, focus on the long range European market, and expand the market out of Xiamen ● Explore the short range leisure market ● Encourage the outbound tourism 	<ul style="list-style-type: none"> ● Establish a global fame by projecting destination images ● Complete a full-dimension of inbound market sources ● Sustain the outbound tourism
Tourism enterprises	<ul style="list-style-type: none"> ● Build a range of reputed tourism enterprises at different sizes by transforming the state-owned enterprises and large companies ● Develop 2 to 3 famous enterprises ● Attract world-known hotel management companies, foreign tourism agencies, airlines, and cruise companies 	<ul style="list-style-type: none"> ● Create an environment of competition-cooperation for both domestic and foreign enterprises ● Full dimensions and mutual open policies for foreign enterprises into Xiamen ● Encourage local enterprises to operate from a global perspective
Social and ecological	<ul style="list-style-type: none"> ● Enhance the awareness of environment protection among the tourists, local residency and tourism employees ● Explore the job opportunities in tourism 	<ul style="list-style-type: none"> ● Contribute the tourism to different aspects of urban development in terms of economics, arts, culture, environment and ecology ● Complete establishing a City of Education, City of Technology, and City of Arts

	<ul style="list-style-type: none"> ● Enrich the destination brands as “Garden City”, “City of Arts”, “City of Leisure”, and “City of Exhibitions and Events ” 	
Tourism organizations and management	<ul style="list-style-type: none"> ● Enhance the efficiency and effectiveness of tourism organizationS ● Implement the market-oriented and strategic marketing strategy ● Establish an effective information system ● Implement inter marketing strategy and marketing mix effectively ● Encourage the tourism association’s development ● Improve the tourism organization management under the international DMA models 	<ul style="list-style-type: none"> ● Improve the functions of the tourism administrative departments ● Make the best use of the roles of tourism associations in destination marketing ● Improve the tourism laws and regulations
The status of tourism industry	Tourism is a supporting industry for domestic economic and the service industry	Tourism industry is an important supporting industry for domestic economic and a dominant service industry

Note:* The main and centered island of Xiamen, which is composed of three small islands

Table 4-1 Objectives of Xiamen destination development (Sources: ETI, 2005b, p 26)

To fulfill the goals and visions, it is necessary to provide satisfying tourism products to each target market, *i.e.*, to develop a positioning strategy. A positioning strategy is regarded as the basic tourism destination strategy in the blueprint with the purpose of influencing the perceptions of the target markets to Xiamen. To achieve that, themed marketing is projected. The development of the themes corresponds with the characteristics of the targeted market, *i.e.*, different themes are developed for each market. In addition, the themes are also promoted at two levels: general theme and sub-themes. “Sweet Xiamen” is the general theme of Xiamen tourism positioning strategy. Under this general theme, the sub-themes are formulated as

“Gate to Minnan and Taiwan”, “Humanities Chinese Villages”, “Garden City on the Sea”, and “City for Exhibitions and Events”. The blueprint also provides a concrete marketing strategy and the reasons for specific targeted market under each theme or themes combination.

Destination branding starts with a practical task - an appraisal of the destination’s logo. However, a more fundamental and strategic task is to incorporate the brands of Xiamen, the brands of the six districts, and the brands of the world-famed enterprises in Xiamen (Tourism Bureau Document, 2007). Brands of Xiamen are interpreted as “Charming City”, “City with Great Events and Festivals”, and “City of Culture”, each with its contents shown in Table 4-2. Moreover, Xiamen is composed of six districts with their own functions and projected images. The respective functions of the six districts are the Business Center, the Logistic Area, the Ecological Human Settlements, the Recreation and Commercial Districts, the Culture Tourism and Education District, and the Heavy Industry District. In destination branding, the different images of the districts will be integrated according to their functions in the context of the positioning themes on the basis of the current land control and environmental regulations. In other words, to fulfill the themed marketing, the images of the six districts will be re-evaluated and re-promoted with concerns to the integrated contributions to the brands of Xiamen and the positioning strategy. In addition, Xiamen is a place where a number of globally recognized enterprises are located (*e.g.*, Dell China, Coke Cola China). By incorporating the brands of the global enterprises will definitely help Xiamen establish as a global tourism destination attracting

world-wide business travelers who are the main market for event tourism. This is a good example of brand integration of a city and branded enterprises.

Brands of Xiamen	Content
Charming City	<ul style="list-style-type: none"> ● the sweetest city and the best place for people to live ● moving towards its goal of a city for leisure and holiday tourism
City with Great Events and Festivals	<ul style="list-style-type: none"> ● Xiamen International Marathon ● China International Fair for Investment and Trade ● Xiamen Float Parade ● China Xiamen International Tourism Festival
City of Culture	<ul style="list-style-type: none"> ● folk arts and crafts ● customers ● orchestra ● museum ● folk music troupe and local operas

Table 4-2 Brands of Xiamen (Sources: MID and Genshenzhiye, 2005)

In addition, a so-called support system and its management are identified in the strategic plan as well. This so-called support system includes the infrastructure and services, an information platform for tourists (such as information websites, information centers, hotel information), the six elements of tourism development (transportation, accommodation, dining, activities, shopping, and entertainment), and a crisis management system. The six tourism elements, promoted on the basis of traditional 4P marketing strategy, provide a framework for developing and implementing the marketing plan.

Finally, regional tourism cooperation is another important characteristic of Xiamen destination marketing. Xiamen is a small island. Thus, the cooperation with neighboring cities to establish a more positive collaborative is an important

long-term marketing objective. The cooperation with the two sides of Taiwan Strait and three areas (Hong Kong, Macau, Taiwan), the cooperation with Zhangzhou, Quanzhou, and Xiamen (the major cities of Minnan District), and the cooperation with Minnan District, Canton District, and Changjiang Delta (the main three districts along the Southeast coastline) are all on the agenda.

4.2 Event Marketing and Its Players

The following discussion solves the research questions: (1) who are the players in organizing, operating, and marketing the XMIM, (2) what are their roles, responsibilities, and objectives of their involvement, (3) how the Event Marketing Sub-committee stage the event, (4) who are the stakeholder in the XMIM, and (5) how they communicate with the key players/decision-makers, and with each other.

4.2.1 The XMIM organization structure and its stakeholders

The 2007 XMIM is organized by China Athletic Association (CAA) and Xiamen Municipal Government, and co-organized by China CCTV Sports Channel, Xiamen Municipal Sports Administration, and Xiamen Media Group (XMIM, 2007). The representatives of the municipal government and the main administrative departments, and other major stakeholders assume offices in an event committee to guarantee the success of the event. The organization structure of the XMIM Event Committee and the stakeholders relationships reflect that the XMIM is staged by coordinating the government behaviors and market operation.

The XMIM Event Committee is directed by Mayor of Xiamen and Deputy Minister of State General Administration of Sport. Both of them assume the office of president of the Event Committee. There are five vice presidents who are the officers from CPC Xiamen Committee, Xiamen Publicity Department, and National and Provincial Administration of Sport. All of them lead, instruct, and supervise the organizing process of the event. General Director of Xiamen Municipal Sport Administration serves as General Secretary in the Event Committee, assisted by the vice secretaries, and fourteen officers from CPC Xiamen Committee, Communist Youth League of China (CYLC) Xiamen, different divisions of Xiamen municipal government, two peripheral district governments of Xiamen, Xiamen Municipal Sport Administration, and Xiamen C&D Group Co. Ltd. (the titled sponsor from 2006 to 2008). Further, the members in the organization include twenty-one officers from four areas: sports administrations and associations (National Sport Administrative, Xiamen Municipal Sport Administrative, National Running Association), municipal works and administrations (Xiamen Education Bureau, Xiamen Finance Bureau, Xiamen Urban Management Office, Xiamen Parks Administration, Xiamen Statistics Bureau, Xiamen Industrial and Commercial Bureau, Xiamen Letters and Calls Bureau, Xiamen Foreign Affairs Office, Taiwanese Affairs Office, Xiamen Reception Office, Xiamen Roads Administration, and Xiamen Weather Station), local media and venues (Xiamen International Conference and Exhibition Center, Xiamen Television Station, Xiamen Daily), and Xiamen Tourism Bureau.

The Event Committee, shown in Figure 4-3, consults and coordinates for all the

other functional sub-committees:

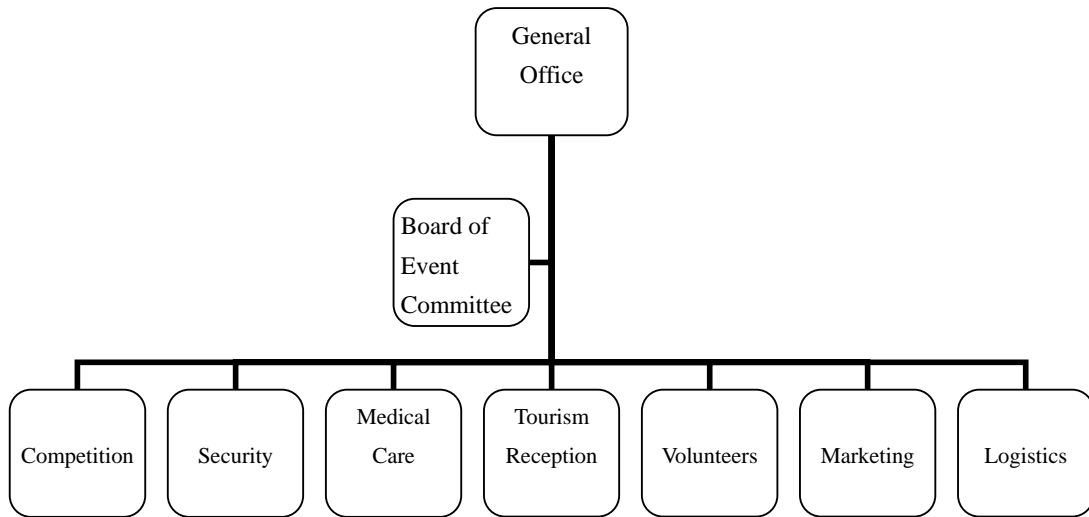


Figure 4-3 Structure of the 2007 XMIM organization committee (Sources: XMIM, 2006b)

The general office is located in the building of Xiamen Municipal Sport Administration. All the departments below the General Office take their own responsibilities to guarantee the success of the event.

The marketing strategies are developed and implemented by Xiamen Media Industry Development, Co. Lit (MID), which is an affiliated company of Xiamen Media Group. The Marketing Sub-committee - MID - is not an administration department under government but a company with close ties to the Municipal Government and Xiamen Media Group. MID consists of a public relationships department, a business department, a branding department, and an implementation department. The public relationship department is responsible for communicating with other sub-committees in the Event Committee, expediting the document process

by different government administrative departments, and maintaining a positive relationship with the government and its administrative departments. The business department, which is the core of the Marketing Sub-committee, aims to attract and maintain good relationships with the sponsors at different tiers for the XMIM and the associated events. The business representatives seek the best reward for their clients by combining the media and the on-spot advertising resources equivalent to the amount of their sponsorship, and supervise the implementing process. The branding department is in charge of communicating and establishing optimistic relationships with media for the event promotion. The implementation department takes the responsibility for developing advertising items and arranging them properly on the events sites. Besides the XMIM and the associated events, MID is active in the marketing of a number of other events through cooperation with the media in/out of Xiamen, such as “Branding Express” and “In the City”. After three years development, MID has established a platform and been attracting a wide range of attention on the event marketing, and is now aiming to be an independent and professional event marketing consulting company in China.

Besides the Municipal Government, Xiamen Media Group, the sponsors, and the above-mentioned bodies, the XMIM stakeholders also include local residents, participants, and spectators, and co-workers (*e.g.*, Yingda Ads Design, Co. Lit, Dahua Promotion Co. Lit)

To sum up the key stakeholders’ roles and their relationships, the XMIM includes

the following five characteristics.

Firstly, Xiamen Municipal Government - the organizer of the XMIM - authorizes Xiamen Media Group and Xiamen Sport Administrative Bureau to take the respective responsibilities of event marketing and race competition. However, conflicts still exist among Xiamen Municipal Government, the Marketing Sub-committee (MID), Xiamen Media Group, and Xiamen Sport Administrative Bureau. For example, the Municipal Government, which aims to maximize the contributions of the event to the economy and the spirit of the city, encourages the amateur athletes and the local residents to participate. The Sport Administration Bureau, which is responsible for the race competition, seeks professional runners and enhances the popularity of the event to world-wide professional athletes. MID, which is mainly in charge of attracting sponsors and organizing associated events, seeks the attractiveness of the events for higher media exposure and the spectators' attention, and explores advertising resources during the events for sponsors.

Secondly, the organizing of the events involves a number of approvals by government administration departments, such as the Urban Development and Administration Bureau and the Transportation Bureau. The processing of some of the MID documents may be slowed or even rejected by the administration departments. In some situations, the MID will communicate with these departments on behalf of Xiamen Media Group - a government department - to expedite the process. In others, Mayor and President of the Event Committee, and the

corresponding representatives in the Event Committee, will coordinate the conflicts.

Thirdly, the mode of the sport event marketing by MID provides great practice and experience for sport event marketing in the context of China. MID is establishing cooperation with a number of Marathon committees in other cities of China to share and maximize the marketing resources, and to seek a better model of sport marketing for China. Until the end of the 2007 Marathon, MID has been cooperating with the Xi'an Marathon Event Committee, the Dalian Marathon Event Committee, and the Taiwan Marathon Event Committee.

Fourth, the diversified associated events, which will be further discussed in next section, is one of the brightest spots of the XMIM event marketing by MID. In addition to the MID's events, XMTB (in 2006) and Xiamen International Exhibition and Conference Center (in 2007) also bundle their own events with the XMIM such as the Xiamen Float Parade and the Sixth World Congress of International Marathon and Road Running Association. These events enhance the popularity of the XMIM and create a festive atmosphere for Xiamen.

Finally, the XMIM has been contributing to the relationships between Xiamen and Taiwan in terms of the increasing participants from Taiwan, the supplying of Taiwan bananas for the event, and the communications between the XMIM Event Committee and the Taiwan NGOs.

In terms of the cooperation between the Tourism Bureau and the Event Committee,

as mentioned above, XMTB packaged their own event “Xiamen Float Parade” with the XMIM. In addition, the Tourism Bureau encourages six main tourism agencies by promoting new tourism packages to attract the runners outside of Xiamen to participate and extend their stay in Xiamen. During the marathon period, the agencies developed a number of new tourism products specific for the outsider runners, *e.g.* the tour route from Xiamen to Jinmen (an island that belongs to Taiwan but is very close to Xiamen). In the official webpage of Xiamen DMS, the Tourism Bureau also provides a link to the XMIM, as one of the event packages and tourism products in Xiamen destination development. Moreover, the representatives from the six main tourism agencies and the Tourism Bureau are assuming positions in the Event Committee with the responsibility of registration and reception for these runners from outside Xiamen.

4.2.2 The XMIM marketing procedures

The core of the XMIM event marketing is to brand the event and to attract a diversity of sponsors, especially the world-known sponsors (XMIM, 2005 to 2007). The general framework of the XMIM event marketing is demonstrated in Figure 4-4.

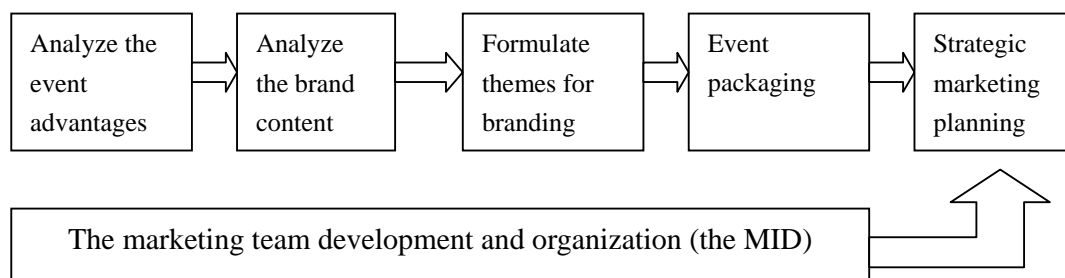


Figure 4-4 XMIM event marketing planning (Source: MID, 2007)

1. The event advantages

The success of the XMIM derives from four advantages. First, as discussed in the previous section, the XMIM has gained great support from the Municipal Government and the host community, which are vital to successfully host an event in China. Second, the Event Committee implements a cooperative and organized planning procedure via a functional committee-based organization structure to ensure an effective and efficient planning procedure. Third, Xiamen boasts the most beautiful running course in the world with a mild climate and a clean environment. Finally, the event is digitized by 40 media companies, and also lives on China Central Television - Sport Channel (CCTV-5), which is the primary sport channel in China. This digitalization is continuous during the whole race.

2. The brand content

The contents of the XMIM brands inherit the spirit of marathons - competition, health-orientation, and community participation, and also integrate the characteristics and advantages of the XMIM - the attractive race course, the affiliated entertainment, the holiday and festive atmosphere, and the international profile. During the period before the 2008 Beijing Olympic Games, the joint brand contents of the XMIM will contribute to the core mission of the Municipal Government and the State Government in 2007, *i.e.*, to promote nationwide fitness and to build a more harmonious society.

3. Event branding themes

The event branding themes are developed and renewed with the development of the XMIM. The theme for the XMIM from 2003 - 2005 was “with your participation, we will be better”. The reason for the theme was that the event is first held in 2003, and the priority was to attract participants. However, the theme for the event from 2006 to 2007 is “run for health, run to the world”, which indicates that the developing event is aiming to win global fames. Under the event themes, the marketing ideas by the Marketing Sub-committee to attract the sponsors were formulated as “Triple Your Brands” (2005), “Let the Brand Run” (2006), and “Perpetual Pace” (2007). “Triple Your Brands” (2005) indicates that the Event Marketing Sub-committee aims to achieve triple benefits for the event sponsors under the amount of their sponsorship. “Let the Brand Run” reveals four advantages that are beneficial to the sponsors and accelerate the growth of the sponsors’ branding process, including: (1) the four advantages of the events itself; (2) global attention by the increasing number of media (from 35 in 2004 to 45 in 2006) from outside Xiamen with a media coverage of 6 billion population (C&D Xiamen International Marathon, 2006); (3) extension of the brand reputation and decent repay via the associate events, which not only enhance the impact of the XMIM into a broader community, but also generate larger revenues for the sponsors; (4) the rate of 1:2.5 sponsor benefits in the 2005 XMIM analyzed by Xiamen University. “Perpetual Pace” (2007) aims to build the event as a first-class world-known sport event with consistent development, and the sponsors are encouraged to sign three-year co-branding contracts.

4. Event packaging

Event packaging develops the event into a platform with a combination of increasing marketing values, and demonstrates the values to the sponsors. The activities for packaging the event involves public welfare advertisement, the associated events (concerts, Cheerleading Competitions, Lovers' Marathon, China International Sporting Goods Expo, International Marathon Summit Forum, and Marathon Carnival), and press conferences (Hangzhou Press Conference, Guangzhou Press Conference). The public welfare advertisements broadcasted together with the top sponsors' commercial advertisements on the main media (or played in the sponsors' points of sale) develop the social image of the sponsors and demonstrate the amalgamation of public welfare and commercial activities for the XMIM. The diverse associated events last for an entire year. These year-long events offer unique contributions to the XMIM by expanding the influence of the XMIM in terms of the space and the time, and building the XMIM as an industrial chain. The press conferences, which are held in other regions of China, broaden the influence of the XMIM in other parts of China by eliminating the geographical restrictions. All these packaged events and activities are promoted by media integration strategy, meaning more valuable media exposure for both the events and the sponsors. This packaging process enhances the event brand and the social benefits, and in return benefits the event operation. It is a virtuous circle demonstrated in Figure 4-5.

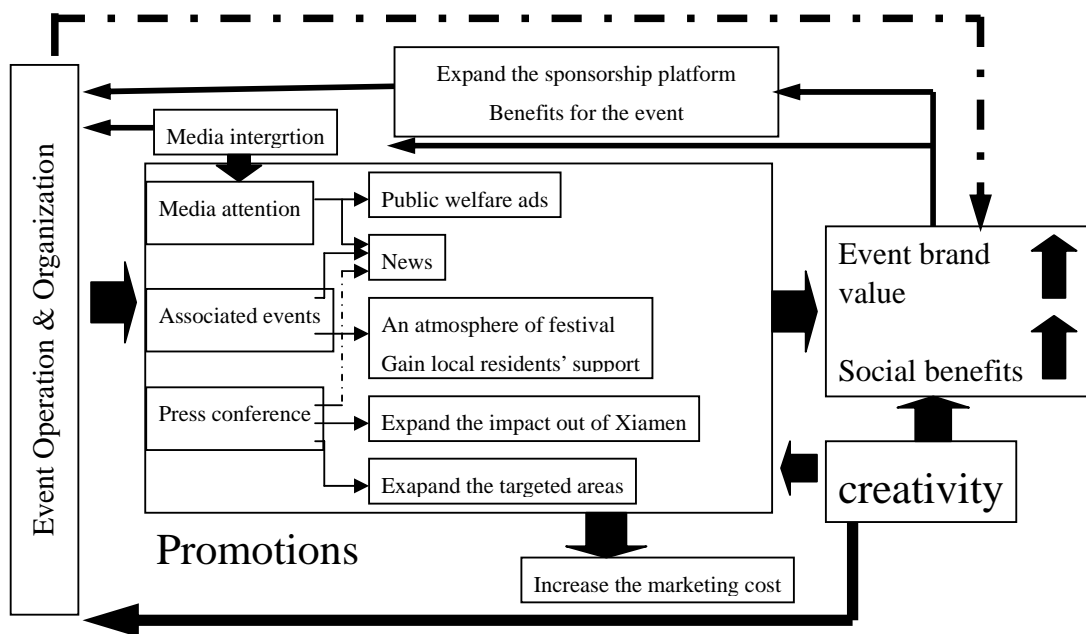


Figure 4-5 Event packaging procedures (Source: MID, 2007)

In addition, the marketing value of the event is demonstrated in the annual sponsorship brochure for sponsors. The brochure not only presents the event information, the advantages, the sponsorship tiers, and the corresponding rewards for sponsorship, but also introduces their key marketing models: the $1 + 2 > 3$ sponsorship and the one-to-one marketing model. “ $1 + 2 > 3$ ” is the summary of the sports branding enhancement strategy for the next three years by the Event Marketing Sub-committee. It is designed to consolidate, enhance, and protect the rights, benefits and privileges of the sponsoring corporations, which also secures the marketing rights of the XMIM in respective long-term perspectives (XMIM, 2006b).

The one-to-one marketing model is a customer relationship management (CRM) strategy, emphasizing personalized interactions with customers. The personalized

interactions is thought to foster greater customer loyalty and better return on marketing investment (MID, 2007). The Event Marketing Sub-committee develops a sponsorship plan according to the actual demands and circumstances for each sponsor, with the value evaluation in advance and sponsorship effect evaluation afterwards. In addition, the marketing representatives constantly communicate with the sponsors and supervise the implementation of their commercial rights during and after the event.

5. Strategic marketing planning

The marketing team development and the event packaging, both of which have been discussed in the previous sections, are the parameters for the event strategic marketing planning. In Xiamen's case, the strategic marketing planning includes (1) expanding the market, (2) improving sponsor cooperation, and (3) integrating media resources (MID, 2007).

First, expanding the market indicates the Event Marketing Sub-committee is seeking the sponsors previously from Xiamen and neighbouring areas to the enterprises with national and global reputations. To accomplish this, the Event Marketing Sub-committee establishes cooperation with well-known marketing companies outside Xiamen, and implements Internet marketing as well. For example, Dahua Marketing Co, Ltd. is authorized by the Event Marketing Sub-committee to plan and arrange the 2007 XMIM Guangzhou Press Conference, and to enhance the popularity of the event in Guangzhou and its surrounding areas.

Moreover, the Marketing Sub-committee authorized SINA - one of the famous websites in China - as the only website to broadcast the event online, and Tengxun Company (QQ) - one of the main communications software developers in China - to be the only Internet sponsor. The participation by these two corporations undoubtedly increased the attention of the young people in China and overseas, and thus enhanced the brand recognition among the young generation. The young generation is the main consumer of sporting goods, and also the market that most of the sponsoring corporations are targeting.

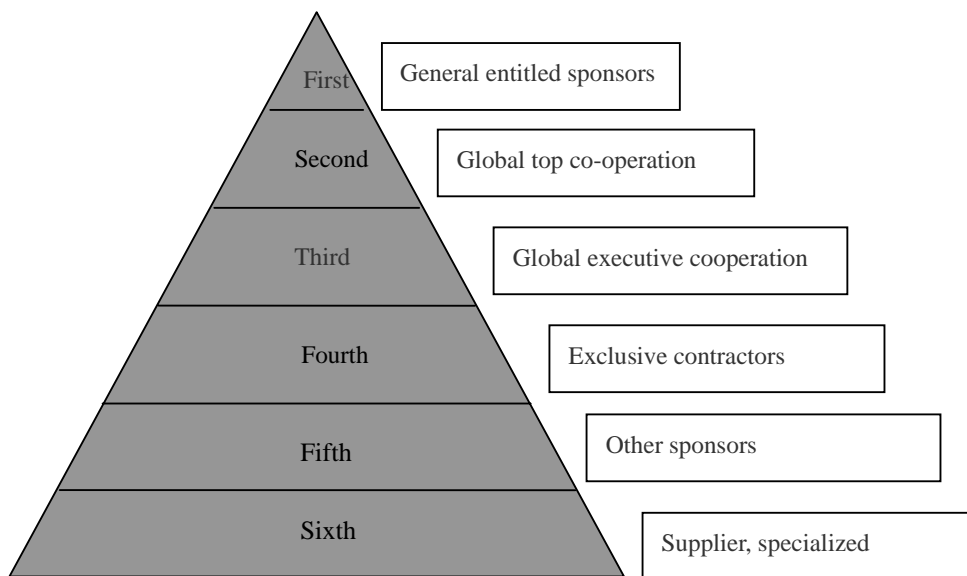


Figure 4-6 2006 XMIM sponsorship tier structure (Sources: XMIM, 2006b)

The sponsorship tier are operated under the five principles, which are (1) preferred opportunity for the higher tier of sponsors than the lower ones, (2) possibility of upgrading the sponsorship tier, (3) benefits equivalence for sponsors in the same tier according to the amount of the donation, (4) exclusivity (*i.e.*, sponsors

with contracts with the Event Marketing Sub-committee for their exclusive rights to provide specific products and services for this event) and co-exclusivity (*i.e.*, two or more suppliers appointed by the Event Marketing Sub-committee to provide a range of similar products), and (5) brands protection on the XMIM and other enterprises by seeking sponsors with a reputation of good quality products, positive images, and a leading status in their market. According to the manager of the XMIM Business Department, the total amount of funding for the 2007 XMIM reached 12 million RMB (1.7 million CAD) and the total value of sponsorship-in-kind is 8 million RMB (1.2 million CAD). Apart from the continual increase of the funding by sponsorships and partnerships, most of the main sponsors signed long-term sponsorship and partnership contracts under the $1 + 2 > 3$ strategy, especially those sponsors at the top three tiers. The sponsoring corporations include (1) world famous companies with the intent of implementing sports marketing strategy for the next few years (*e.g.*, Tsingtao Beer), (2) domestic companies with a long term strategy of developing international market (*e.g.*, C&D), and (3) newly-established companies with the willingness to grow with the XMIM (*e.g.*, 361°).

In the strategic planning, the Marketing Sub-committee formulates three directions for the sponsorship development in the future. (1) Focusing on the sponsors with large amount of investment and reducing the total number of the sponsors to generate more advertising opportunities and increase the rewards for the main clients; (2) attracting the branded enterprises globally with similar marketing concepts in order to improve the compatibility between the event and the sponsors,

enhance the popularity of the event in the domestic and international market, and in return benefit the sponsors; (3) branding the event to attract sponsors and enhancing the interactive marketing between/among the event and the sponsors to increase the sponsors' rights during the events, and establish a platform aiming for multiple benefits for the event and the sponsors. According to Zhang Sijie, President of MID, if the sponsors can participate in the event operation and marketing - for example, playing the event public welfare ads in their points of sale in China and overseas - they will generate more marketing impacts by reaching a larger geographical range than the Event Marketing Sub-committee can do. Moreover, he is now leading MID to establish a reunion platform to generate more communication opportunities among sponsors, and will eventually benefit the event branding.

Third, the media integration strategy incorporates all the media resources by the following five means to establish an effective media resources operation platform. (1) Relying on the advantages of Xiamen Media Group, who is independently implementing a media integration strategy with media resources in Xiamen neighboring area, including Xiamen Television Station, Xiamen Broadcasting Station, and Xiamen Straits Channels; (2) establishing a stable, strategic, and cooperative partnerships with dominant media such as CCTV-5; (3) exchanging the advertisement resources of Xiamen Media Group with the ones of other media companies; (4) promoting the event as well as the associated events collaboratively to extend the media exposure and time range; and (5) providing valuable news to all the media companies. In addition, MID is also seeking to purchase a certain number of media

resources but more focusing on mutual cooperation with other media companies to reduce the marketing expenses.

4.3 The Integration of Destination and Event Marketing in Xiamen

In this study, the integration of the XMIM event marketing and Xiamen destination marketing are interpreted in terms of (1) the coordination of the two organizations, and (2) the integrated strategic planning process.

As discussed before, MID and XMTB are responsible for the XMIM event marketing and Xiamen destination development and marketing. Superficially, there is no significant coordination between MID and XMTB, because the former is an independent company seeking the maximum benefits and stable relationship for/with event sponsors, while the latter is a government administrative department responsible for the tourism development and marketing consistent with the core mission of the Municipal Government. However, MID is currently affiliated with Xiamen Media Group which a major media resource owned by the Municipal Government. Thus, both organizations have close ties with the Municipal Government, as discussed before, reflecting the government behaviors in event marketing and destination marketing respectively. Thus, the coordination of the two organizations exists in terms of the roles of the Municipal Government, who has power to regulate or influence both of the organizations, even in seeking further cooperation.

In terms of the integrated planning strategy, destination marketing is at the phase

of concept-building and model-seeking by adopting the theories from the West; it is now in the stage of facility and service improvement, especially information technology development, but without an approved strategic planning process. Also, the core of the XMIM Event Marketing Sub-committee is co-branding with the sponsors for multiple benefits. All of the strategies implemented by MID is to enhance the sponsors' benefits and establish a long term cooperative relationships with sponsors. Although the event does dramatically contribute to Xiamen, which the Municipal Government wishes to promote as a major tourism destination on the west coast of Taiwan Strait, the Event Marketing Sub-committee has not established a marketing strategy from the broad perspective of destination development.

However, there were some incentive policies by XMTB to incorporate the XMIM in the destination development. For example, XMTB encouraged six main tourism agencies to formulate new tourism packages and attract the outside tourists (both domestic and international) before the XMIM, and package the XMTB's events (*e.g.*, Float of Parade) with the XMIM to attract more media attention (Getz, 1991). According to Cen (2005), TV broadcasting can provide in-depth coverage, not just of the event itself, but of the human element in the athletes' performances, as well as, the spirit of a city. When digitizing and broadcasting the XMIM, the three-hour live broadcasts also presented the destination under the titles of "Humanistic Xiamen", "Scientific Xiamen", "Xiamen of Folks and Customers", "Branded Xiamen", "Xiamen in the Sports", and "Modern Xiamen" (Chen, Yang, Chen, 2006). The media not only broadcasted the event, but also depicted the spirit of Xiamen on the

basis of the branding themes.

Chapter Five

Discussion and Conclusions

Based on the previous data description, this chapter discusses the relevance of the models from the west literature with the reality in the Chinese context. Thus, the models that are discussed below include the models of (1) the destination marketing organization structure and stakeholders' relationship, (2) the destination marketing strategy, (3) the event organization structure and stakeholder relationships, and (4) the integrated event and destination marketing planning. The following sections focus on how relevant the above models, as presented in the Western tourism research literature, to destination and sport event marketing in the Chinese context. New elements may be added or modified into the western models, or new ones maybe established if required, in order to make them relevant to China.

5.1 Destination Marketing

Xiamen is a newly established destination seeking destination resources collaboration and facilitates development, market-oriented organization structure reform, effective strategic planning model, and mutual cooperation with other neighboring destinations. First of all, the XMTB is the dominant organization in destination marketing, as shown in Figure 4-1. The problem of the current organization structure for destination development is that one department takes 80% of the responsibility of determining the success of the destination marketing in terms of the workload (ETI, 2005a, p 264). The overwhelming of the workload alone with the excessive

administration procedures will significantly limit the efficiency and effectiveness of XMTB. In the blueprint, it has been proposed that the organization's structure should follow the destination marketing strategy - in other words, the form of the organization should follow the functions it takes. ETI proposed to improve the organization structure, and eventually to establish independent DMA(s) seeking partnerships with public sectors and tourism enterprises.

From the previous description, the main stakeholders of the destination marketing in Xiamen are the public sectors. The main suggestion by ETI - no matter short term or long term - is to improve the relationships with the government and its departments. However, in seeking partnership with tourism enterprises, the tourism agencies and SMTEs will play more roles in destination marketing. In addition, according to the distribution of the responsibility between DMAs and XMTB, the future stakeholders in DMAs will share interest, benefits, and responsibilities with the public sector.

By reviewing the patterns of Xiamen strategic destination marketing planning and the frameworks (Figure 2-3, Figure 2-4) in the first section of literature review on destination marketing, Figure 2-3 by Heath and Wall (1992) is believed to be the model closer to the Xiamen's situation. However, to more precisely model Xiamen's destination marketing procedures, several modifications are needed. First, the destination management process begins with a situation analysis, including the social background analysis, the resources analysis, the market analysis, and the infrastructure and facility system analysis. The researcher grouped the four aspects

into three categories which are environmental analysis, resources analysis, and market analysis. Second, SWOT analysis is implemented along with resources integration and market segmenting, and followed by targeting strategy.

After that, the visions will be formulated and direct the formulation of the future destination marketing strategy. As the Municipal Government instructs, the vision of Xiamen destination marketing should be consistent with the nature of urban development. The future formulated strategy, as discussed in the blueprint, will include the positioning strategy; the branding strategy; the marketing mix 4P strategy, and the strategies on the six elements of tourism industry (food services, accommodation, activities, traveling, shopping, and entertainment), and the establishment of supporting systems (information technology, souvenir development, tourism shopping and entertainment centre, and crisis management system).

Some of the elements, such as the six elements of tourism industry, are not discussed by Heath and Wall (1992). In addition, the cooperation with other destinations and neighboring cities is vital during the destination marketing strategy implementation for a new destination like Xiamen. Finally, Heath and Wall (1992) notes that the destination marketing organization should follow the needs of the destination marketing strategy. In Xiamen, however, it is not realistic to transform the organization structure and the roles of players, especially the roles of the government in a short time range. Tourism management has been administrated under government for decades, and thus it is not as easy as it proposed in document to

take over. Although some of the government departments and/or their leaders have realized the needs of the organization transformation, it may take several years - or even longer - to establish an ideal form in the context of China political situation. Thus, the task of re-organization in Xiamen is to reform the current organization structure to maximally meet the need of destination development without compensating the main supervisors of the major government and its department.

The modified model is illustrated as Figure 5-1.

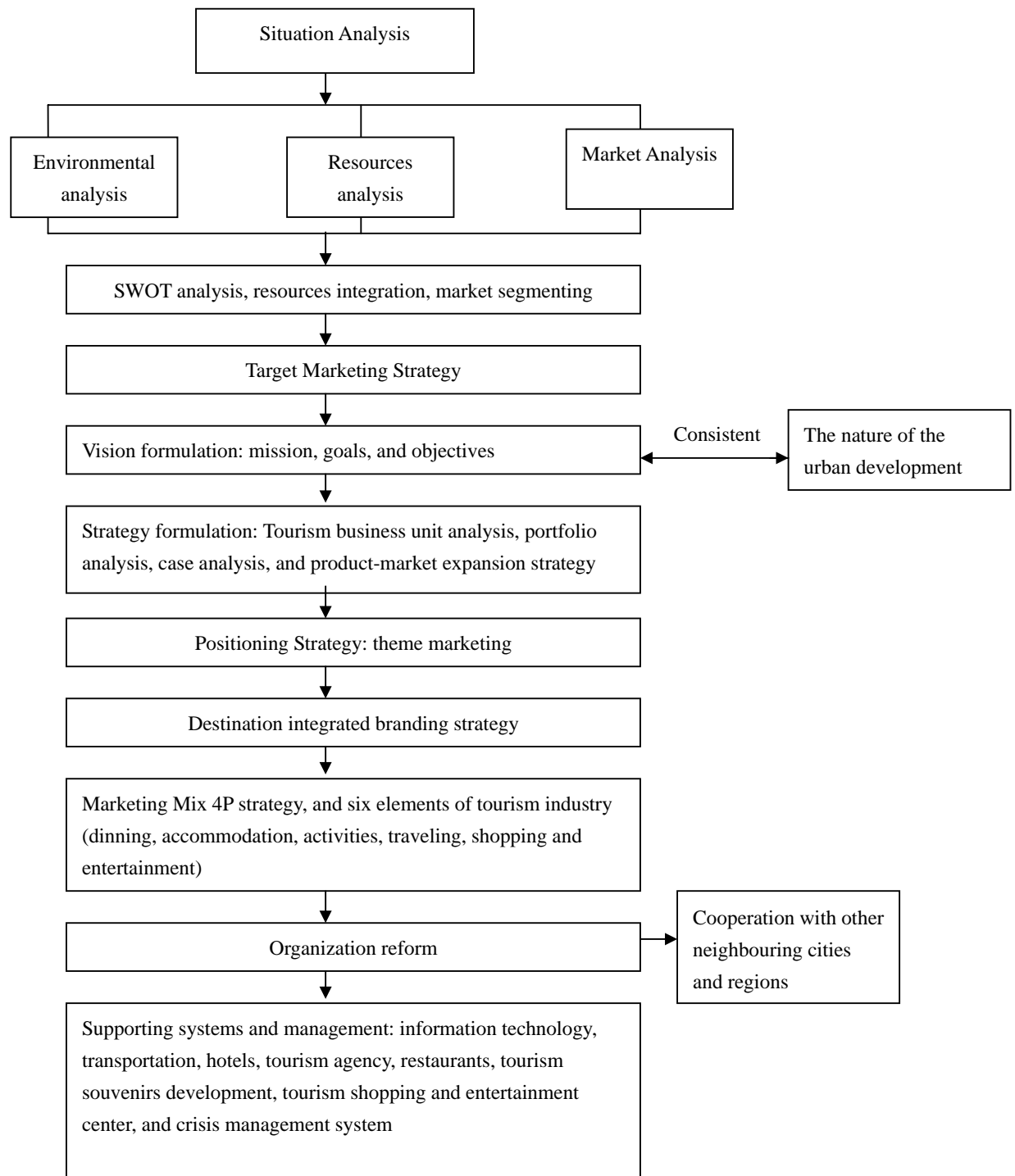


Figure 5-1 Model of strategic destination market planning in Xiamen (Modified from Health & Wall, 1992)

5.2 Event Marketing

The XMIM is generated by public sector aiming to fostering sports, health, and social integration; and stimulate economic development. However, it is also co-organized by a public-private enterprise MID, who is responsible for making money for the event and public sector through merchandizing, sponsoring, media revenue, and rental of services. The organization structure of the Event Committee demonstrated in Figure 4-3, shares great similarities with the functional committee-based event organization structure in Figure 2-5(b). Two differences are observed. Firstly, the XMIM has a general office located in the Municipal Sports Administrative Department under the direction of Mayor, instead of the Board of Directors in Figure 2-5 (b). All the functional Sub-committees are composed of teams with paid staff. Part-time volunteers, although do consist of the organization teams, are not assigned with concrete and major responsibilities.

Based on the above description on the event stakeholders, a new model of the stakeholder relationships in the XMIM is demonstrated in Figure 5-2.

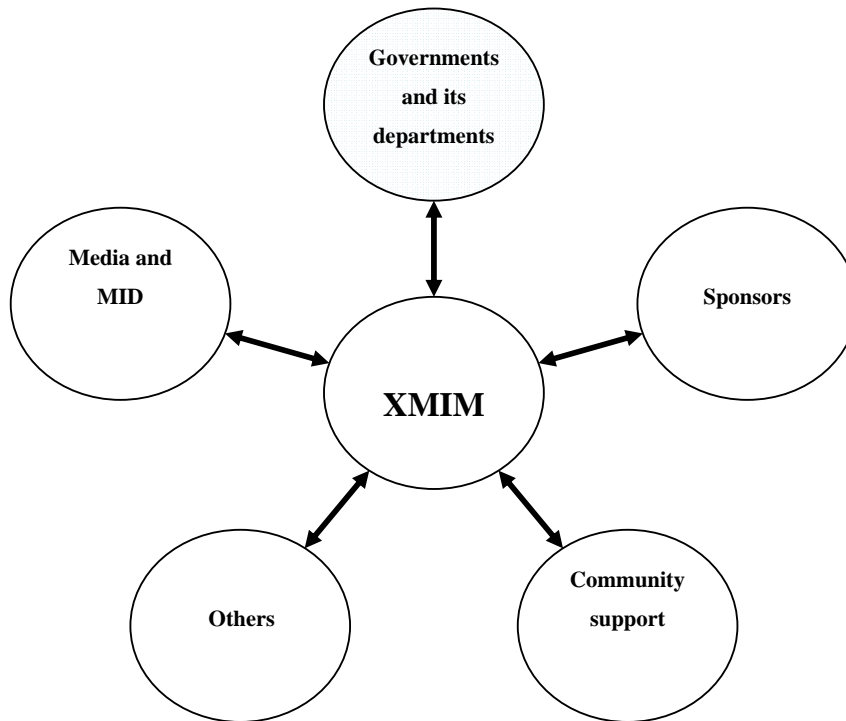


Figure 5-2 XMIM stakeholders wheel

The organization of the event is the coordination of government actions and market operations. From Figure 5-2, the stakeholders' relationships are concluded into four categories in terms of the importance to the event.

First, government support is the most dominant role in the stakeholder wheel in terms of the legitimacy, authority, and power. The category of government and its departments includes the Municipal Government, the administrative departments, the Sport Bureaus. The Municipal Government formulates the objectives and goals of the events, establishes the Event Committee, and provides great support for the event organization, while the event contributes to the vitality of the city and the economic development, which is one of the missions of the Municipal Government. The

administration departments approve - or disapprove - the events in a number of areas under certain regulations and laws. The Sport Bureaus, which are the Xiamen Sport Administration and the CAA, co-produce the event in terms of the race competition, while the event contributes to the sports development in Xiamen and enhances the awareness of health-oriented life style in Southeast China.

Second, the Marketing Sub-committee and the sponsors ensure the success of the event marketing in terms of the marketing implementation, funding, and attractiveness,

Media company and MID, who are responsible for the event marketing, are the first body directing the event organization and planning. Xiamen Media Group, one of the main media resources under the Municipal Government, is responsible for the marketing strategy formulation, sponsorship development, and media management for the event, while the events bring the Media Group a great amount of advertising and other revenues. MID, a company authorized by Xiamen Media Group as an affiliated company, takes over the responsibility of the event marketing formulation and implementation, while the event enhances the popularity of MID and benefits its long term development.

Sponsors guarantee the organization of the event by providing money, sponsorship-in-kind, and services, while the event brings the sponsors great rewards in terms of advertising revenue, acknowledgement, and brand enhancement.

Third, the event is greatly supported by the host community, and the committee is also seeking external cooperation, such as co-workers, tourism agencies.

The host community is the context for the event, and the support from the community is the key aspect for the vitality and longevity of the event, while the event enhances their awareness of health and provides them with great entertainment and festive celebrations.

Other stakeholders participating in the events include the peer cities marathon event committees, Xiamen Tourism Bureau, Taiwan NGOs, and travel agencies, and other co-workers. The respective roles and the benefits are:

- Peer cities, *e.g.*, Xi'an and Dalian, seek cooperation with the XMIM Event Committee via mutual government communication, while the event provides valuable experience to them in producing sport events.
- Xiamen Tourism Bureau, the current tourism marketing organization in Xiamen, coordinates with the Event Committee in terms of the policy for tourism enterprises during the event; in addition, the Tourism Bureau packages their own events with the XMIM to build a destination event package, while the event, on the other, enhances the popularity of Xiamen as a leisure coast destination and enriches the contents of this brand.
- The communication and cooperation between the Taiwan NGOs and the XMIM Event Committee contribute to the relationships of the two sides, and the support from Taiwan enhances the popularity of the XMIM in a larger

geographical range.

- The travel agencies attract and receive a large number of runners from outside of Xiamen for the event, and thus diversify the origin of the participants and enhance the influence of the event globally, while the event, as a new tourism product for these tourism agencies, increases their tourism receptions, revenues, and popularity.
- Co-workers assist the Event Committee implementing the advertising strategy, while the event provides them great rewards such as free advertising for their company, and a large number of potential clients.

Compared to Figure 2-6 on the strategic event marketing planning, the XMIM Event Sub-committee undergoes another version of procedures according to the previous description with some similarities in the contents. A tentative model is formulated in Figure 5-3 to demonstrate the procedures.

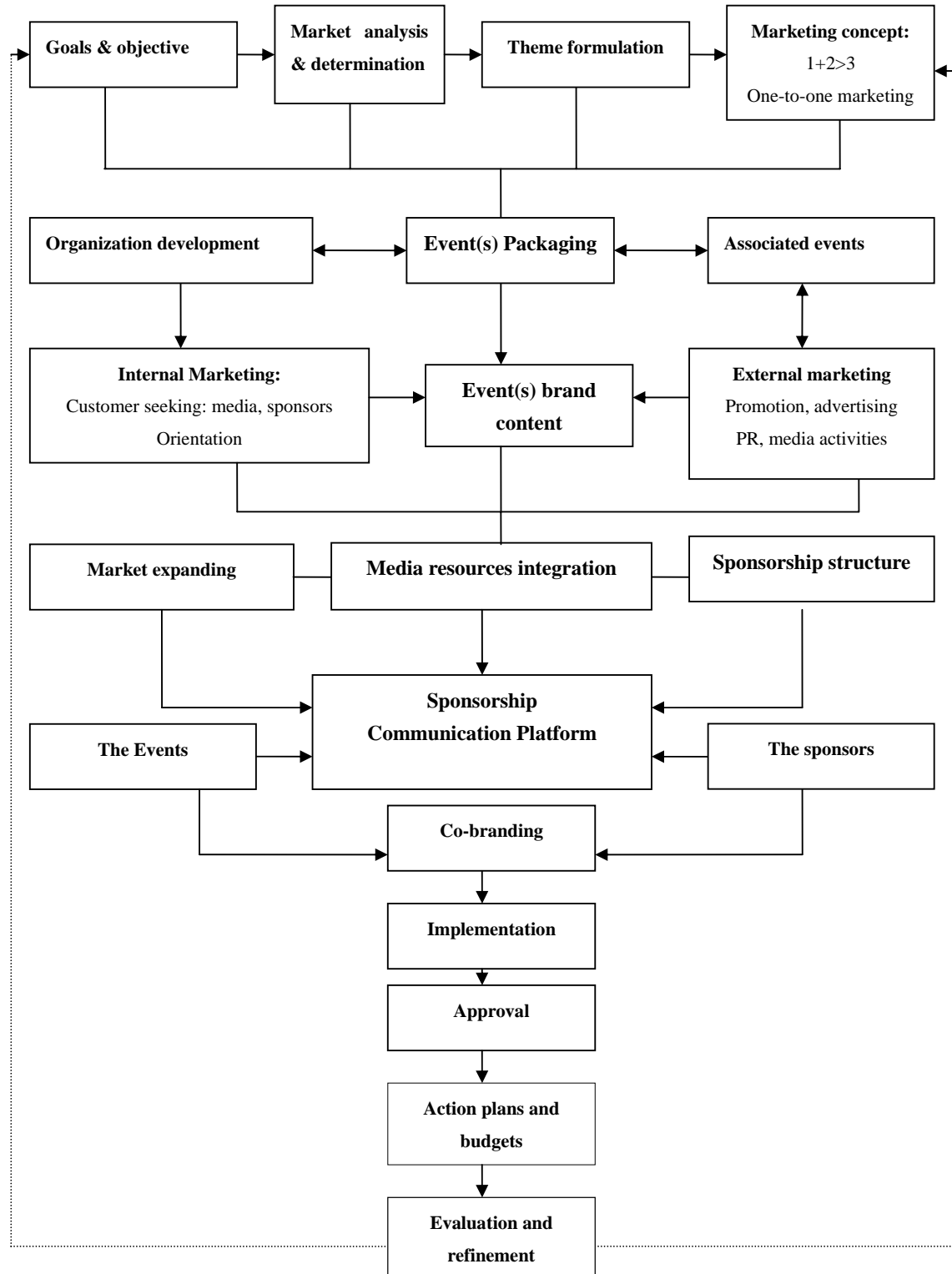


Figure 5-3 XMIM event marketing strategy

The XMIM marketing concentrates on the benefits of and the relationships with event sponsors. Packaging the event is one of the core stages because it targets to sponsors directly and provides them with a deeper understanding of the XMIM marketing strategy. Thus, before packaging the event, the Marketing Sub-committee formulates goals and objectives, analyzes the market situations and the commercial values, establishes marketing themes, and proposes the marketing concepts for the event, all of which will guide the following event packaging. In addition, the Sub-committee implements internal marketing and external marketing in term of the developing organizational team and planning a diverse of associated events in order to seek and better serve targeted clients, and enhance the attractiveness and time duration of the XMIM.

All the above procedures contribute to or determine the brand contents of the XMIM. Based on the brand and its contents, three strategies are implemented: market expansion strategy, media integration strategy, and sponsorship strategy. The three strategies are aiming to establish a sponsorship communication platform in a large scale. In this platform, the organizers and marketers of the events communicate with the sponsors as their main client to achieve co-branding marketing effect with shared interests and benefits. The implementation of the above procedure requires approvals by related government departments, and action plans and budgets proposition. In addition, the above procedures are evaluated and improved annually.

5.3 Suggested strategies of the integration between destination and event marketing

Compared to Figure 2-9, the Xiamen case does not present a clear picture of the integration in destination and event marketing during the planning process. The reason is that the strategic destination marketing plan is not fully developed in Xiamen, regardless of a further strategic integration with event marketing. However, as discussed previously, the cooperation between XMTB and the XMIM Event Marketing Sub-committee do exist. Due to the value events add to destinations, as discussed in the literature, and the contributions of the XMIM as a hallmark event to Xiamen, three strategies are proposed for future integration: (1) establishing a new event portfolio by incorporating the current events and/or new events, (2) reforming the organizations' structures - especially the tourism administrative organizations – and the relationships between/among the event organizations, and (3) placing the event portfolio in the destination context.

First, it is essential to expand the current event package to a long-term portfolio that includes the hallmark event (the XMIM), major regional events, and local events. Currently, although XMTB did package their own events with the XMIM, the efforts were inconsistent depending on the existence of the major events by XMTB. In other words, XMTB packages the minor events with the XMIM only when they do not implement a major event during that year. In the future, the separated and discontinued event packaging should be generated into a long term portfolio for maximum benefits for Xiamen event tourism. Based on the criteria Getz (1991)

presented on the event values in an event portfolio, a proposed event portfolio for Xiamen in the near future is demonstrated in Figure 5-4.

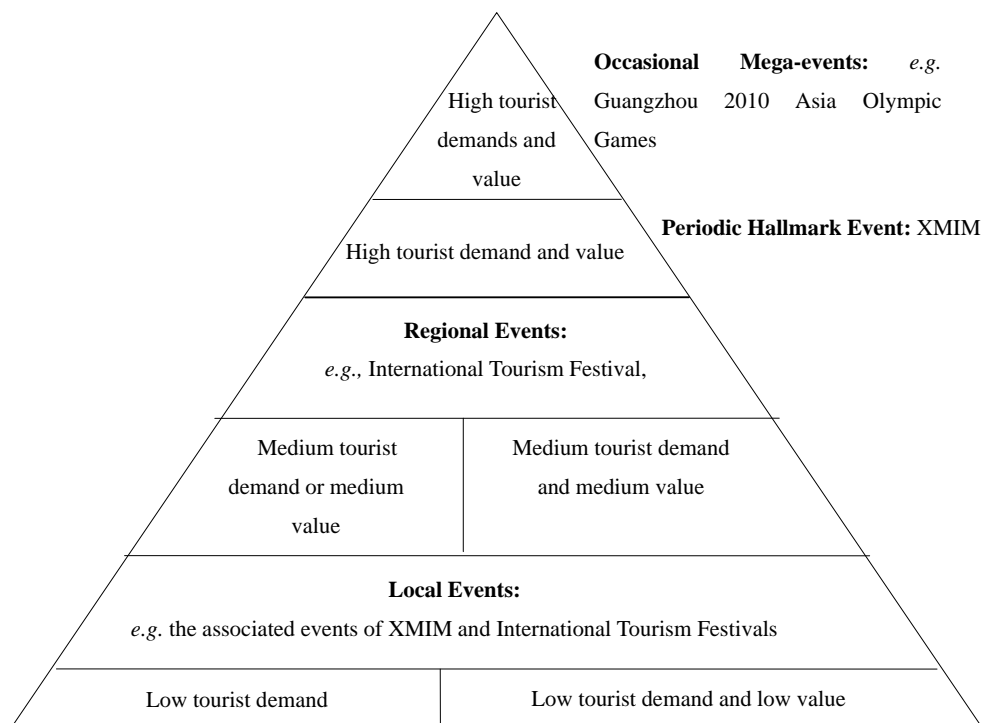


Figure 5-4 A suggested event portfolio for Xiamen and neighboring cities

By referring to Figure 2-7, the events in the portfolio are incorporated with different values and different purposes in terms of their contribution to Xiamen and their attractiveness to the targeted segmentations. First of all, the events hosted in Xiamen should be integrated from a strategic perspective including the periodic event (the XMIM), the regional events (*e.g.*, the International Tourism Festival), and the local events (*e.g.*, the Float of Parade). In addition, according to Lin Zhaojun, the Manager of DMS in Xiamen, the destination will expand beyond Xiamen, integrate the neighbouring cities, and establish the neighbouring region (*e.g.*, Minnan Region)

as a collaborative destination. Thus, the sport events - especially the mega ones - hosted in the neighbouring cities of Xiamen will dramatically contribute to Xiamen if coordination can be established. For example, the neighbouring city Guangzhou, the largest city in southern China, will host the 2010 Asia Olympic Games, which is a good opportunity for Xiamen to develop its own hallmark event for destination development.

In addition, to better implement the event portfolio involved with neighboring cities, it is important to guarantee the communication and cooperation through the mutual Municipal Governments or the Tourism Bureaus. When the models of DMA are accepted and established in Xiamen and neighboring cities, the communication between DMAs to DMAs will be an alternative. In that case, the relationship among DMAs, the Municipal Governments, and the Tourism Bureaus, which has been previously discussed, will be another important issue.

Second, it is important to establish more efficient organization structures with fewer hierarchies. Actually, in Xiamen, the Event Committee - which is directly under Mayor, is composed of a number of representatives from different government departments. This structure expedites the administrative processes during event planning. For destination marketing, although the proposals have not been implemented - *i.e.*, to establish an independent organization DMA and a leading team directly responding to the government and its administrative departments, at least the future direction has been formulated.

In terms of the relationship between MID with DMAs, some of the tourism enterprises under DMAs can also be the sponsors - the main client - for MID. Actually, the titled sponsor C&D owns one of the main tourism agencies - C&D Tourism Agency - in Xiamen. In the previous events, C&D Tourism Agency, as a small division of C&D, did not play a major role in the Event Marketing Sub-committee. In the future, as the development of the integration of destination and event marketing, the roles of the tourism enterprises and DMA will influence the event marketing either in a broad communication platform or by sponsoring the event.

Third, the event portfolio should be placed in the context of the destination, indicating that the development of the event portfolio can be restricted or improved by the environments of the destination. According to Figure 2-8, the management system of the Xiamen event portfolio is demonstrated in Figure 5-5.

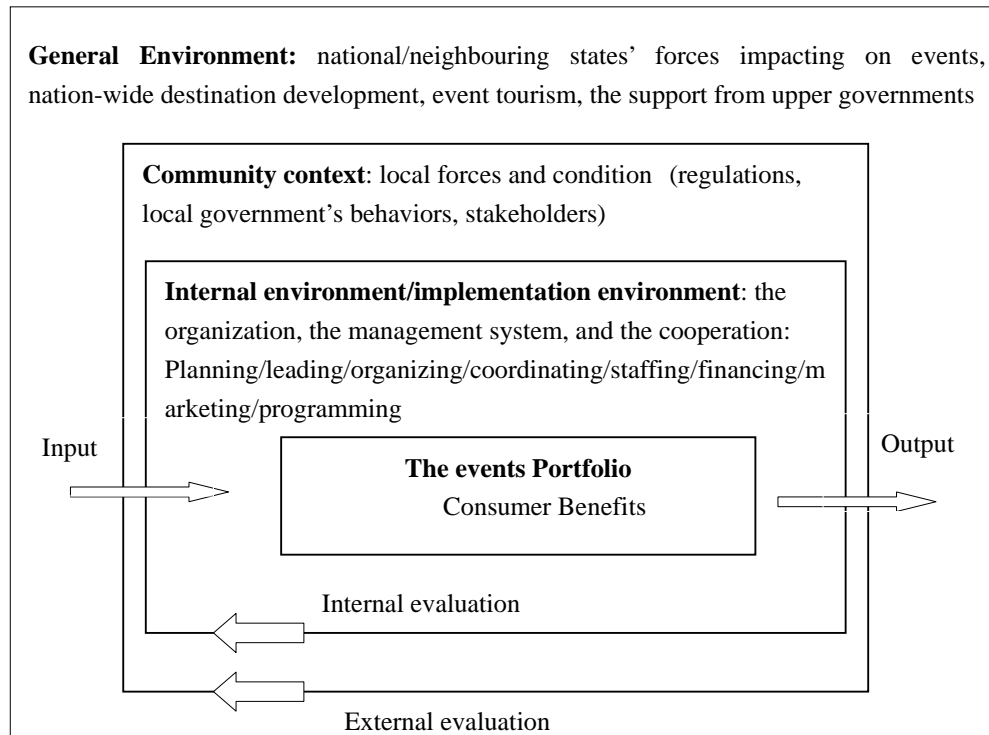


Figure 5-5 Management system of Xiamen event portfolio in destination context (Modified from: Getz, 1997, p 13)

From Figure 5-5, the customers for the event portfolio will be the events sponsors (currently) and the targeted tourists (as proposed in the future). Events need to be managed in the center of destination environments in terms of the internal environment, the community context, and the general environment. The internal environment in Xiamen will be the events supporting environment systems including the organizations and management systems, such as the coordination between DMAs and events planners. An efficient organization and leading team is the most important factor to implement an effective strategy. The community context of the destination refers to the local forces and conditions that will support - or restrict - the customers' benefits and the implementation stages, such as the regulations, the local

government's behaviors, and the other stakeholders' intention. The general political environment in China is such that external forces influence the development of the event portfolio in destination context, these factors including national forces impacting on events, nationwide destination development, event tourism, and support from seniors governments. For example, the 2008 Beijing Olympic, the 2010 Guangzhou Asia Olympic, and the 2010 Shanghai World Expo have gained the national governments' support on event tourism and national wide fitness, which is a great chance for coordinating between destination marketing and event marketing in Xiamen. In addition, as the literature suggests, this coordination process should be based on a sound understanding of marketing and be subject to thorough internal and external evaluations.

To better demonstrate the integrated planning of event marketing and destination marketing in Xiamen, the researcher proposes a new model (Figure 5-6) by referring to Getz (1997) and the above descriptions.

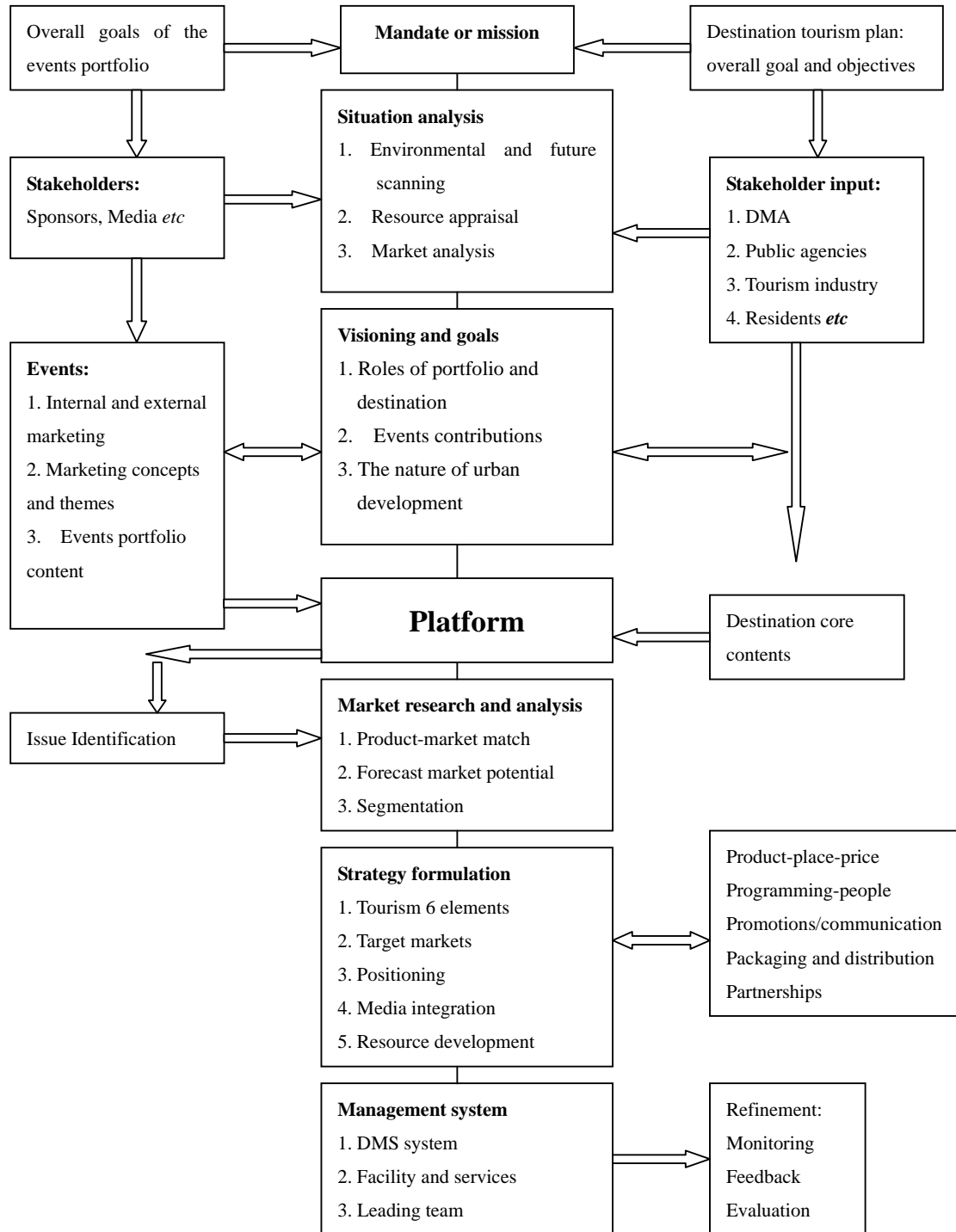


Figure 5-6 An integrated model of event portfolio and destination marketing

From Figure 5-6, the mandate and mission of the integration are synthesized from

the overall goals of the events portfolio marketing strategy and the destination marketing strategy. It is necessary to elaborate from the theme(s) for a single event - even a core hallmark event - and establish themes and marketing concepts for an event portfolio via internal and external marketing. The event portfolio contents will contribute to vision and goals formulation for the integration between event and destination marketing.

Moreover, the stakeholders from both event sector and destination sector with different benefits will be considered in situation analysis in terms of economic environments; social, cultural, and demographic environments; and political, technological, and physical environments. The stakeholders' benefits will be integrated into the visions and goals formulation by viewing the roles of event portfolio and destination, events contributions, and nature of urban development, all of which will in return help to identify the incorporated contents for destination and the event portfolio marketing. In addition, the destination marketing stakeholder's benefits, conflicts, and priorities will be defined, and the destination core contents will be observed and established.

In XMIM event marketing, a platform integrating all the resources during the event has been established for multiple benefits by MID. In the future, it is suggested to expand the platform and incorporate the core contents of the event portfolio and the destination. In this platform, core issues - which will determine the market research in terms of the product-market match, the forecast market potential,

and the segmentation - need to be identified for long term integrations. Strategy formulation is to integrate ideas from marketing research and analysis in terms of six tourism elements, target markets, positioning, media integration, and resource development. The strategy is implemented and refined from the tactics of product-place-price, programming-people, promotions/communication, packaging and distribution, and partnerships. All the above procedures are based on the management system establishment including the DMS system, facility and services, and a leading team. Eventually, the entire strategy needs to be refined and monitored with feedback and evaluation.

Compared to Figure 2-9 by Getz (1997), Figure 5-6 makes three main contributions. First, instead of incorporating one single event in destination marketing by Getz (1997), the researcher proposed to incorporate an event portfolio in destination context. The event portfolio not only diversifies the destinations from others in broader contexts, but also employs a larger body participating in the integration, resulting in wider range of support from diverse bodies contributing to the integration. Second, to identify the prior issues, a platform, which has been established by MID in XMIM, is suggested to be expanded for the maximization of multiple benefits. Third, the strategies on tourism six elements are necessary in destination marketing strategic formulation. In the future integration, the events portfolio needs to be assessed to coordinate with the tourism six elements in destination marketing.

5.4 Conclusions and Limitations

This research aims to examine the structure and stakeholder relationships of an event organization and destination marketing organization, and the respective and integrated destination and event marketing strategies. Western models in the related topics were identified in academic journals. These models were then assessed against the reality of the Xiamen case study findings, to examine their applicability in the Chinese political and cultural system.

The results of the research reveal both applicability and incongruence between the two contexts in terms of the organization structure, stakeholders and their relationships, and strategic integrated planning procedures. In addition, the finding of this research supports the view that coordination of event marketing and destination marketing could generate more benefits for both event and destination organizations. However, there currently is no significant integration, especially in the planning procedures in the case of Xiamen. The researcher - by referring to the literature and the situations in Xiamen - thus proposes three strategies for considerations in future integration, and formulates a tentative integrated planning model in the context of China.

Destination marketing is in an early stage of facility and service improvement, and is not fully developed in Xiamen in terms of the organizational development and strategic planning procedures. It is still under the administrative mandate by XMTB (Figure 4-1). However, XMTB has adopted the theories on destination marketing

from Europe, and proposed a blueprint for future destination marketing development, which include the improvement of organization structure, the stakeholders' relationships, and strategic destination marketing planning.

The concept of their anticipated organization DMA (Figure 4-2) is similar to the community model of DMO - previously discussed in the literature review of this research in terms of its roles, functions, and concerns - seeking a PPP model, which is a new trend of destination marketing organization development. The stakeholder wheel, shown in Figure 2-2, is applicable to Xiamen in the future according to the description on the players in the Xiamen destination marketing, but the public sector may play more important and collaborative roles than it does in the Western stakeholder wheel (Figure 4-2). In addition, in terms of the marketing procedure - as depicted in the blueprint - the future destination marketing planning is similar to the model by Health and Wall (1992) with certain modifications shown in Figure 5-1.

The event organizational structure (Figure 4-3) is similar to Figure 2-5(b) with two differences discussed above. After examining all the players in the XMIM, a new stakeholder wheel involved in Xiamen is proposed in Figure 5-2. Compared to Figure 2-6 by Getz (1997), XMIM event marketing seems undergo different procedures with the ones by Getz (1997). However, they do share some similarities in terms of the contents in the marketing strategies. For example, both models indicate the importance of differentiation and diversification in event marketing, and the marketing mix strategy including marketing development and penetration

(marketing expand strategy in Xiamen's case), the interactive marketing strategy (one-to-one marketing concept in Xiamen), the internal marketing strategy, and the 7P tactics. The main characteristics of the XMIM event marketing - different from Figure 2-6 in terms of the contents - is that the XMIM Marketing Sub-committee put great effort on the external marketing through associated events with extra emphasis on the packaging to and the communication with sponsors. However, in building the sponsorship structure, the Marketing Sub-committee adopts the model of tiered sponsorship structure, which is shown in Figure 2-11(b),

Finally, in terms of the integration of the XMIM event marketing and the destination marketing - which are discussed in the previous section - the researcher did not find significance integration in Xiamen's case in the planning procedures. Thus, the researcher proposes three strategies (Figure 5-4, Figure 5-5), and formulates a new model of integrated planning (Figure 5-6) for future coordination.

This research was implemented and analyzed by incorporating the case study tactics from literature to ensure the maximization of the case study validity and reliability. First, during the research design, the single-case study was formulated and directed by theories from literature in related to the research topics and the case study methodology. Second, before the data collection, a case study protocol was established as a guideline to ensure the collecting procedure to be carefully implemented, and a case study database was developed with concrete sources. Third, the data analysis was instructed by two data analysis strategies - relying on

propositions and providing descriptive pictures under the certain topics, and implemented by adopting three main techniques for single-case studies - pattern-matching, explanation-building, and logical models. Finally, most of the description drafts have been reviewed by certain authorities and/or key informants for correction and permission to use as research data. All the above tactics enhance and assure the construct validity, internal validity, external validity, and reliability of this research.

There are two limitations during the implementation of the research that may need further attention by future researchers on related topics. First, there were limited chances for formal, in-depth interviews during the data collection stage. The reason is that most of the anticipated interviewees are representatives from government departments on busy schedules, and they were generally unwilling to spend time with the researcher in in-depth interviews. In addition, the interviews that were conducted after had to be informal, in the sense they were conducted in social environments, with very limited opportunity to probe responses. Further, the researcher was often unable to confirm information provided by respondents or to conduct follow-up interviews. Instead, the research had to rely on documents and newspapers. Second, all of the data were obtained in Chinese and translated into English after the field research. Although the researcher has obtained assistance from a translation company in China and the Writing Clinic in University of Waterloo, there is still a risk of misunderstanding and misinterpreting due to language differences, especially in the context of technical material or professional jargon.

In summary, it is hoped that this paper provokes additional research on the integration of destination marketing and sport event marketing, especially in terms of the organization corporation and strategic planning in a different context. In China, the future research on this topic is suggested to establish a close connection with the local government and language institutions, the participation and support of whom will enhance the quality and application of the research outcome. In addition, the support from the government will enable the researcher to provide deeper understanding in the selective topic without obstacles during the field research, such as the refusal to the interviews by representatives from government administrative department.

Special Thanks

1. 2007 Xiamen International Marathon Marketing Committee, Xiamen Media Development Co. Lit.
2. Xiamen TV & Broadcasting Station, Xiamen Media Group
3. Media Planning Department, Xiamen Media Group
4. Sport Channel, FJ TV Station, FJ Media Group
5. Faculty of Management and Faculty of Statistics, Xiamen University
6. Southeast Marketing Co. Lit, Tingdao Beer
7. Promotion Unit and Planning Unit, Xiamen Tourism Bureau
8. Xiamen Asia-Pacific Development, Co. Lit.
9. Xiamen Municipal Statistic Bureau
10. China Travel Service of Xiamen
11. Tongzhouhang Sport Culture communication Co. Lit
12. Xiamen International Bank
13. Xiamen Jinsan Translation and Consulting Lit.
14. Writing Clinic, University of Waterloo

Appendix One

Recruitment letter

Department of Recreation and Leisure Studies
University of Waterloo
Waterloo, ON, Canada N2L 3G1
001-519-888-4567

Dear Sir or Madam:

This letter is an invitation to consider participating in a study I am conducting as part of my Master's degree in the Department of Recreation and Leisure Studies at the University of Waterloo, Canada, under the supervision of Professor Stephen Smith.

Destination marketing has grown its importance in China. However, the models used to guide much destination marketing in China are based on western political, economic, and cultural assumptions. This research aims to understand destination marketing in the Chinese context, and to develop guidelines and models appropriate for Chinese tourism, using the Xiamen International Marathon as a case study. The purposes of this research therefore are:

1. To examine destination marketing and event marketing strategies associated with the Xiamen International Marathon
To examine the stakeholders relationships in destination marketing and sport event marketing, and
To develop destination marketing models for sport events relevant to the Chinese experience

I believe that because of your position, your insights and experiences will be help provide me with essential information in this project.

Your co-operation is, of course, entirely voluntary. Participation involves an interview of approximately one hour in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without ant negative consequences by advising me. With your permission, the interview will be audio-recorded to facilitate collection of information, and later transcribed for analysis.

Shortly after the interview has been completed, I will send you a copy of the transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that your wish. All information you provide is considered

completely confidential. Your name will not appear in any thesis or report resulting from this study but information you provide may be identified by your position title.

Data collected during this study will be locked permanently in my personal locker and personal computer, and will be only reviewed by researchers associated with this project, if necessary. There are no known or anticipated risks to you as a participant in this study.

I am hoping you will be able to share some of your experience. The proposal for this study has been reviewed and approved by the University of Waterloo's Office of Research Ethics. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes of this office at 1-519-888-4567 (ext. 36005).

Thank you in advance for your assistance. I will contact you by telephone or e-mail later in December to ask about your willingness to participate. If you agree to participate, I will send you a copy of the interview questions two days before the interview. I will also be asking you to sign a written consent form required by the Office of Research.

If you have any questions, please do not hesitate to e-mail me at h4sun@uwaterloo.ca or call at 86-136 9698 0046; you may also contact my supervisor, Stephen Smith, as at sjsmith@healthy.uwaterloo.ca.

Sincerely,

Hong Sun

Appendix Two

Request to serve as a volunteer

Hong Sun
Recreation and Leisure Studies
University of Waterloo
Waterloo, ON, Canada N2L 3G1
Tel (Cell): 001-519-590-8367
Tel (China) 86-13696980046
Tel (Home):001-416-225-2667
Email: h4sun@ahsmail.uwaterloo.ca

Dear Sir or Madam:

I am a Chinese student, from Xiamen, pursuing graduate studies in the Department of Recreation and Leisure Studies, University of Waterloo, Canada. I am undertaking research on destination marketing and sport event marketing in Chinese context.

To supplement my research and understanding of sport and destination marketing in Xiamen, I would like to serve as a volunteer from December, 2006 to March, 2007 in a marketing department of event organizing committee. In addition to contributing to the success of the Xiamen International marathon, I am hoping my work as a volunteer will help me better understand:

- Sponsorship selection procedures
- Media strategy
- Use of the media resources for the marketing activities,
- Other marketing activities
- The role of the Xiamen Broadcasting Station
- Joint marketing strategies of the organizations involved in marketing and event organizing

I will be grateful if I am permitted to be a volunteer in the event planning process, committee meetings for sponsorship selection, media resources distribution, and marketing strategy formulation, *etc*, depending on the opportunities in your subcommittee. By participating in these activities, I will be able to observe who participates, who plays what roles, and what the benefits they are concerning with. In addition, I will have the chance to observe their procedures and what the results of their work.

After my involvement, I will provide you with a copy of my observations and conclusions to obtain your permission to use them in my research.

My faculty supervisor, Stephen Smith, and I will be the only people that have the access to all the information collected, and thus the data is considered completely confidential. There are no anticipated risks of revealing the agenda, documents, and other important information of the event marketing strategies and activities.

Thank you for your consideration of my request. Please feel free to contact me if you have any questions.

I will be in touch with you by e-mail or telephone later in December to talk about any volunteer opportunities.

Sincerely

Hong Sun

Appendix Three

Recommending letter for serving as a volunteer

Dear Sir or Madam:

This letter is a recommending letter from Hong Sun for serving as a volunteer in Tourism Promotion Unit, Xiamen Tourism Bureau to assist a master degree project in destination marketing and event marketing in the Department of Recreation and Leisure Studies at the University of Waterloo, Canada. The University of Waterloo is an internationally respected university. It has been consistently ranked as the most innovative university and the best comprehensive university in Canada by the national Canadian news magazine, *Macleans*. As a leader to research in tourism policy and planning, researchers from the University of Waterloo have conducted studies around the world; these studies not only contribute to a better understanding of tourism as an economic activity and development strategy, the findings also assist local agencies improve their competitiveness and sustainability. It is from this tradition that we are approaching you.

This research aims to understand destination marketing in the Chinese context, and to develop guidelines and models appropriate for Chinese tourism, using the Xiamen International Marathon as a case study. The purposes of this research therefore are:

2. To examine destination marketing and event marketing strategies associated with the Xiamen International Marathon
3. To examine the stakeholders relationships in destination marketing and sport event marketing, and
4. To develop destination marketing models for sport events relevant to the Chinese experience

To supplement the research and understanding of sport and destination marketing in Xiamen, Hong Sun would like to serve as a volunteer from December 2006 to March 2007 in Tourism Promotion Unit, Xiamen Tourism Bureau. She would like to participate in the activities related to the Xiamen destination marketing and the communication between the Tourism Administration and the Xiamen International Marathon Marketing sub-committee, and communicate the people in the two sectors with the research topics as:

- The concept of the destination marketing by the Xiamen Tourism Administration
- The concrete destination marketing strategy implemented by Tourism Administration
- The roles and the contribution of the International Marathon in Xiamen destination marketing

- The sharing interests and conflicts between the Tourism Administration and the Event committee
- The communication and strategies between the Tourism Administration and the Event committee
- The Joint marketing strategies between the Tourism Promotion Unite, Xiamen Tourism Bureau and event marketing subcommittee

During her participation, she should provide you with a copy of her observations and conclusions to obtain your permission to use them in the research. Her faculty supervisor, Stephen Smith, and she will be the only people who will have the access to all the information collected, and thus the data is considered completely confidential. There are no anticipated risks of revealing the agenda, documents, and other important information. In addition, we will share our research outcome at the anticipated time of the beginning of October 2007.

We will be greatly appreciated if the Tourism Promotion Unite, Xiamen Tourism Bureau would allow Hong Sun to serve as a volunteer in the Xiamen Tourism Bureau. In addition, she has been involved in marketing for four years for her Bachelor degree and Tourism Master Program for the past two years. We hope that she can bring marketing expertise and enthusiasm to your organization.

If you have any questions, please do not hesitate to e-mail her at <h4sun@uwaterloo.ca> or call at 86-136 9698 0046; you may also contact the Chair of the research committee, Stephen Smith, as at <slsmith@healthy.uwaterloo.ca>.

Chair of the research committee: Steve Smith

Researcher: Hong Sun

Recreation and Leisure Studies, University Of Waterloo

Appendix Four

Interview guideline

Table-1

Xiamen International Marathon (XMIM) event organizing committee:
<p>Questions:</p> <p>Part one: General information on the XMIM</p> <ol style="list-style-type: none">1. The brand of the XMIM, as perceived by the XMIM event organizing committee2. The goals, objectives, and missions of the XMIM3. The contribution of the sponsors to the XMIM in the organizing and branding processes4. The responsibilities of sponsors, and the reasons for current sponsorship structure5. The co-branding process of the XMIM and the destination branding <p>Part two: Event organizing committee: structures, responsibilities of the stakeholders, and their relationships</p> <ol style="list-style-type: none">1. The sector for which the XMIM event organizing committee responsible in its event marketing activities2. The key stakeholders and their goals, objectives, and responsibilities3. The roles of the Municipal Government, the International Exhibition and Conference Center, and the sport and tourism sectors in the XMIM event organizing committee4. The responsibilities and roles of the XMIM tourism and marketing subcommittees5. The relationships among the event stakeholders in event organizing committee6. The principals for handling conflicts among the XMIM stakeholders7. The media activities and other marketing activities of the event organizing committee <p>Part three: Event organizing committee's roles in destination marketing and event marketing in the destination context</p> <ol style="list-style-type: none">1. The event organizing committee's roles in destination marketing in terms of (1) their participation in DMO and destination marketing strategy formulation; (2) incorporating the goals of destination marketing into event marketing; (3) responsibilities of XMIM event organizing committee in destination marketing; (4) interactions with other destination marketing bodies to contribute to destination marketing.2. The event marketing planning procedures in destination context in term of the flows of their procedures, the participation of destination marketers in event planning, the 7Ps marketing mix, and the establishment of a positive event image.

3. The support on the XMIM from the destination and the DMOs
4. The relationships and marketing efforts between the International Marathon and other events and sport activities in Xiamen
5. The contributions and the roles of the event portfolio to the destination
6. The coordination of destination stakeholders' representatives and event stakeholders in event organizing committee and event marketing
7. The contribution of the event brand to the destination brand
8. The media activities of the DMOs and the coordination with the media activities of the event

Table-2

Xiamen Municipal Sport Administration
<p>Questions:</p> <p>Part one : General information on the Municipal Sport Administration in the XMIM</p> <ol style="list-style-type: none">1. The responsibilities, objectives of the Municipal Sport Administration in the XMIM event organizing committee2. The media activities of the Municipal Sport Administration in the XMIM and other sport activities3. The roles and the contributions of the 2007 Six Congress of International Marathon and Running Association - hosted at same time - in/to the XMIM <p>Part two: The sport sectors in Xiamen destination marketing</p> <ol style="list-style-type: none">1. The Municipal Sport Administration's roles in destination marketing in terms of (1) participation in DMO and destination marketing strategy formulation (2) incorporating the goals of destination marketing into their sport activities management; and (3) roles and responsibilities of the Municipal Sport Administrative in destination marketing; (4) interactions and relationships with other destination marketing bodies to contribute to destination marketing.2. The support from the Municipal Sport Administrative to Xiamen's destination marketing3. The relationships of the sport portfolio in destination marketing, from the perspectives of the Municipal Sport Administrative (Are they combined with a major tourism product package? Do they add same value to Xiamen destination? Do they share the same theme and core brand with each other? Are they sharing same brand with destination? Do they corporate together when interacting with destination stakeholders?)4. The contribution of the Municipal Sport Administrative in Xiamen destination marketing and co-branding strategy5. The goals, objectives, and procedures of sport tourism in Xiamen

6. The relationship between the Municipal Sport Administration and the Municipal Tourism Bureau
7. The roles of sponsors in the development of sport tourism in Xiamen

Table-3

Xiamen Municipal Government CPC Committee
Questions:
Part One; the Municipal Government in the XMIM
<ol style="list-style-type: none">1. The anticipated benefits and duration of the XMIM from the Municipal Government2. The relationships between the Municipal Government and the other bodies in the event organizing committee3. The roles and responsibilities of the Municipal Government for the XMIM in its organizing, marketing and branding processes
Part Two: the Municipal Government in destination
<ol style="list-style-type: none">1. The time and the reasons for Xiamen to implement destination marketing2. The goals, objectives, and characteristics of Xiamen destination marketing3. The involvement of the Municipal Government in destination marketing in terms of (1) leadership in DMO and destination marketing strategy formulation (2) incorporating the goals of destination marketing into their urban renewal plan; and (3) main interest, goals, and responsibilities of the Municipal Government in destination marketing; (4) interactions with other destination marketing bodies to contribute to destination marketing4. The trends of Xiamen destination development and destination marketing, from the perspective of the Xiamen Municipal Government5. The parties and organizations involved in destination marketing/DMO, and the key stakeholders6. The relationships between the Municipal Government and the other bodies in destination marketing7. The structure, goals, roles, and functions of the Xiamen DMO8. The essences of Xiamen destination subsystem and Xiamen destination marketing, from the perspectives of the Municipal Government; the reflection and emphasis on these essences in Xiamen destination marketing activities9. The core brand of Xiamen. from the Xiamen Municipal Government's perspectives10. The process of the Xiamen destination branding strategy11. The goals, objectives, and procedures of Xiamen destination co-branding strategy with XMIM12. The responsibilities of the Municipal Government in destination branding and co-branding

13. The roles of the Municipal Government in Xiamen's sport tourism development and in coordinating the sport policy maker and the tourism policy maker

Table-4

<p>Xiamen Municipal Tourism Bureau Asia Pacific Development Corporation</p>
<p>Questions:</p>
<p>Part one: Destination marketing in Xiamen</p>
<ol style="list-style-type: none">1. The reasons, benefits, goals, objectives of implementing destination marketing in Xiamen2. The roles and responsibilities of the Municipal Tourism Bureau in Xiamen destination marketing3. The understanding of destination and destination marketing by the Municipal Tourism Bureau in terms of the definitions, characteristics, and trends4. The parties and organizations involved in Xiamen destination marketing, and their respective roles, goals, objectives, and responsibilities5. The relationships between the Municipal Tourism with the other bodies in destination marketing6. The resources under the management of the Municipal Tourism, and roles of these resources in destination marketing7. The structure of DMOs, the reasons for that structure, the roles of the Municipal Tourism in the structure, and the key players in the structure8. The relationships among those key players9. The goals, objectives, responsibilities, mission of the Xiamen DMO10. The core brand of the Xiamen destination, from the perspectives of the Municipal Tourism11. The contributions of the Municipal Tourism to Xiamen destination core brand establishment and destination branding12. The process of DMO's marketing strategy formulation, and the sectors involved in and influence the formulations13. The roles and responsibilities of the Municipal Tourism in destination marketing strategy formulation14. The factors that influence the decisions by the Municipal Tourism in destination marketing strategy15. The service sectors included in the Xiamen DMO's marketing channels and routes, and their responsibilities and targeted market16. The definitions and roles of tour agencies and tour operators in destination marketing17. The relationships between tour agencies and tour operators with the Municipal Tourism Bureau18. The roles of Asia-Pacific Development Corporation in Xiamen destination marketing

19. The relationships between the Asia-Pacific Development Corporation with the Municipal Tourism and the other bodies in destination marketing

Part two: the tourism meaning of the XMIM and other events and sport activities

1. The roles, anticipated benefits of the XMIM and other events and sport activities as a portfolio in Xiamen tourism development
2. The role of the Municipal Tourism Bureau in the XMIM event organizing committee and in the XMIM marketing planning formulation
3. The relationships between the Municipal Tourism Bureau with the other bodies in the event organizing committee
6. The roles and responsibilities of the Municipal Tourism Bureau in co-branding process of the destination and the XMIM
7. The status and development of event tourism and sport tourism, and the roles of the Municipal Tourism in this development
8. The co-ordination of the Municipal Tourism Bureau, as the tourism policy maker, with sport policy makers to establish sport tourism destination in Xiamen in policy making process
8. The roles of sponsors in Xiamen sport tourism and event tourism
9. The media activities of the Municipal Tourism in event tourism and sport tourism

Table-5

Xiamen Municipal Broadcasting and Television Administration

Questions:

Part one: Media in tourism and destination promotion

1. The roles of the Municipal Broadcasting and Television Administration in Xiamen destination marketing in terms of (1) participation in DMO and destination marketing strategy formulation (2) incorporating the goals of destination marketing into their media activities; (3) goals, objectives and responsibilities of the Municipal Broadcasting and Television Administration in destination marketing; (4) interactions with other destination marketing bodies to contribute to destination marketing.
2. The status and roles of the Municipal Broadcasting and Television Administration in Xiamen DMO, and the relationships with other key stakeholders in DMOs
3. The reasons for the involvement of the Municipal Broadcasting and Television Administration in the DMO
4. The essences of Xiamen destination and destination marketing, perceived by the Xiamen Municipal Broadcasting and Television Administration
5. The new responsibilities, opportunities, and contributions for Xiamen Municipal Broadcasting and Television Administration in new electronic environment in destination marketing

Part Two: Media activities for the XMIM

1. The media resources under the management of the Municipal Broadcasting and Television Administration, and the integration of the media resources for the 2007 XMIM
3. The media's goals and objectives in XMIM event marketing
4. The reasons, roles and responsibilities of the Municipal Broadcasting and Television Administration in the XMIM event committee.
5. The relationships between the Municipal Broadcasting and Television coordinate with other stakeholders in XMIM event marketing

Part three: co-branding between the destination and the event, and between sponsors and the event

1. The participation of the Xiamen Municipal Broadcasting and Television Administration in event strategic marketing planning formulation, especially the branding strategy in the context of destination marketing.
2. The integration of the media resources for co-branding of destination and event
3. The relationships of the destination branding and event branding in terms of their media activities
4. The responsibilities and contribution of the Municipal Broadcasting and Television Administration to co-branding of the destination and event
5. The media activities of the sponsors, the DMO, and the event organizing committee, and their commonalities and relationship
6. The contribution of the sponsors' media activities to the event branding and even to the destination's branding

Table-6

Sponsors:
Questions:
Part one: event sponsors in destination marketing context
<ol style="list-style-type: none">1. The involvement of the event sponsors in Xiamen destination marketing in terms of (1) participation in DMO and destination marketing strategy formulation (2) incorporating the goals of destination marketing into their marketing strategy (3) responsibilities of the event sponsors in destination marketing; (4) interactions with other destination marketing bodies to contribute to destination marketing2. The interests, goals, responsibilities of event sponsors in destination marketing3. The event sponsors' support and contribution to Xiamen's destination marketing4. The relationships between event sponsors to other bodies in destination marketing5. The contribution of the sponsors to the XMIM event brand6. The reasons for sponsoring the XMIM7. The anticipated benefits of the sponsors from the XMIM8. The reasons for and roles of event sponsors involved in the XMIM event organizing committee

9. The relationship between the event sponsors cooperate with other bodies in the event organizing committee
10. The roles of the XMIM sponsors in other events and activities
11. The reasons for the multiple or long term sponsoring
12. The benefits and contributions of marketing sponsor's brand and products through the events to both event and sponsors
13. The sponsor's join-marketing strategies and branding enhancement strategy with event organizing committee
14. The media activities of the event sponsors
15. The relationships between the sponsors' media activities with the media activities by the event organizing committee and the DMO
16. The contribution of the event sponsors to the co-branding process

References

1. Allen, Johnny; O'Toole, William; McDonnell, Ian & Harris, Robert (2002), *Festival and Special Event Management*, John Wiley & Sons Australia Ltd.
2. Blain, Carmen; Levy, Stuart E.& Richie, Brent J.R. (2005), *Destination Brand: Insights and Practices for DMOs*, *Journal of Travel Research*, Vol.43 (2005), pp 328-338
3. Buhalis, Dimitrios (2000), *Marketing the Competitive Destination of the Future*, *Tourism Management*, Vol.21 (2000), pp 97-116
4. Carlsen, Jack & Taylor, Anne (2003), *Mega-events and Urban Renewal: the Case of the Manchester 2002 Commonwealth Games*, *Event Management*, Vol.8 (2003), pp 15-22
5. Catherwood, Dwight W. & Van Kirk, Richardd L. (1992), *the Complete Guide to Special Event Management*, John Wiley & Sons
6. Cen, Chuanli (2005), *the Roles of TV Broadcasting in a Sport Event*, *Xiamen Daily*, March, 26, 2005
7. Chen, Dagen; Yang, Qihang & Chen Lin (2006), *Marathon On Live*, China Broadcasting & TV Press
8. Creswell, Jogn W. (1994), *Research Design: Qualitative and Quantitative Approach*, Sage Publications
9. Creswell, John W. (1998), *Qualitative Inquiry and Research Design*, Sage Publications
10. Decrop, Alain (1999), *Triangulation in Qualitative Tourism Research*, *Tourism Management*, Vol.20 (1999), pp 157-161
11. Derrett, Ros (2003), *Making Sense of How Festivals Demonstrate a Community's Sense of Place*, *Event Management*, Vol.8 (2003), pp 49-58
12. Dwyer, Larry; Forsyth, Peter; & Rao, Prasada (2000), *the Price Competitiveness of Travel and Tourism: a Comparison of 19 Destinations*, *Tourism Management*, Vol.21 (2000), pp 9-22
13. Elliott, James (1997), *Tourism, Politics, and Public: Sector Management*, Routledge
14. ETI (2005a), *Xiamen Destination Development Blueprint*, European Tourism Institution
15. ETI (2005b), *Xiamen Destination Development Blueprint (explanatory edition)*, European Tourism Institution
16. Fan, Ying & Pfitzmaier, Nico (2002), *Event Sponsorship in China*, *Corporate Communications: an International Journal*, Vol.7 (2) (2002), pp 110-116
17. Flagestad, Arvid & Hope, Christine A. (2001), *Strategic Success in Winter Sports Destinations: a Sustainable Value Creation Perspective*, *Tourism Management* Vol.22 (2001), pp 445- 461
18. Fredline, Liz; Jago, Leo & Deery, Margaret (2003), *the Development of a Generic Scale to Measure the Social Impacts of Events*, *Event Management*, Vol.8 (2003), pp 23-37

19. Getz, Donald (1991), *Festivals, Special Events, and Tourism*, Van Nostrand Reinhold
20. Getz, Donald (1997), *Event Management & Event Tourism*, Cognizant Communication Corp.
21. Getz, Donald (2003), *Sport Event Tourism: Planning, Development, and Marketing*, cited from *Sport and Adventure Tourism*, edited by Hudson, Simon (2003), the Haworth Hospitality Press.
22. Getz, Donald & Fairley, Sheranne (2004), *Media Management at Sport Events for Destination Promotion: Case Studies and Concepts*, *Event Management*, Vol.8 (2004), pp 127-139.
23. Glaser, Barney & Strauss, Anselm (1967), *The Discovery of Grounded Theory*, Aldine Transaction
24. Goldblatt, Jeff Joe (1997), *Special Events, Best Practices in Modern Event Management* (2nd Edition), Van Nostrand Reinhold
25. Grosspietsch, Michael (2006), *Perceived and Projected Image of Rwanda*, *Tourism Management*, Vol.27 (2006), pp 225-234
26. He, Guangwei *et.al.* (2001), *the Yearbook of China Tourism Statistics*, National Tourism Administration of the People's Republic of China
27. Heath, Ernie & Wall, Geoffrey (1992), *Marketing Tourism Destination*, Jogn Wiley & Sibs Inc.
28. Holloway, Christopher J. (1998), *the Business of Tourism* (5th edition), Addison Wesley Longman
29. Hudson, Simon (2003), *Sport and Adventure Tourism*, the Haworth Hospitality Press.
30. Hudson, Simon (2005), *Marketing for Tourism and Hospitality, a Canadian Perspective*, Nelson. Thomson Canada Lit,
31. Jago, L. & Shaw, R. (1998), *Special Events: a Conceptual and Differential Framework*, *Festival Management & Event Tourism*, Vol.5 (1) (1998), pp 21-32
32. Jago, Leo; Chalip, Laurence; Brown, Graham; Mules, Trevor & Ali, Shameem (2003), *Building Events into Destination Branding: Insights from Experts*, *Event Management*. Vol.8 (2003-2004), pp 3-14
33. Kotler, Philip; Haider, H. Donald & Rein, Irving (1993), *Marketing Places: Attracting Investment, Industry and Tourism to Cities, States, and Nations*, Simon & Schuster Inc.
34. Kurtzman, Joseph (2005), *Sport Tourism Categories*, *Journal of Sport Tourism*, Vol.10 (1) (2005), pp 15-20
35. Lam, Terry & Hsu, H.C. Cathy (2006), *Predicting Behavioral Intention of Choosing a Travel Destination*, *Tourism Management*, Vol.27 (2006), pp 589-599
36. Lagae, Wim (2003, 2005), *Sports Sponsorship, Marketing, and Communication*, Prentice Hall Publication
37. Laws, Eric (1995), *Tourist Destination Management: Issues, Analysis and Policies*, Routledge, London and New York

38. Lickorish, Leonard J. *et al.* (1991), *Administrative Structure for Tourism Development in Developing Tourism Destination: Policies and Perspectives*, Longman Publication
39. Li, Yuhua (2003), Interviewing Chen Yongqin, a Member of Communist Party of China, Xiamen People's Congress.com <<http://www.xmrd.gov.cn/show.aspx?id=78>> (retrieved Mar 15, 2003)
40. Lin, Weizhen & Xu, Xiaoxuan (2005), "Marathon: a New image Card of Xiamen", <http://www.qzwb.com/gb/content/2005-03/25/content_1585590.htm> (retrieved March 25, 2005)
41. Long, Philip (2000), *After the Event: Perspectives on Organizational Partnerships in the Management of a Themed Festival Year*, *Event Management*. Vol.6 (2000), pp 45-59
42. Masterman, Guy (2004), *Strategic Sports Event Management: an International Approach*, Elsevier Publication
43. McCartney, Glenn James (2005), *Hosting a Recurring Mega-event*, *Journal of Sport Tourism*, Vol.10 (2) (2005), pp 113-128
44. MID (2007), *Official Report on the Marketing of the Xiamen International Marathon*, Internal Record, Xiamen International Marathon Event Committee
45. MID & Genshenzhiye (2005), *Branding Xiamen: Guide to Brand Business & Travel in Xiamen*, Gift Book of 2005 Xiamen International Marathon, Hainan Photography & Art Publication
46. Minghetti, Valeria (2001), *From Destination to Destination Marketing and Management: Designing and Repositioning Tourism Products*, Annual International Conference by Ciset (The international centre of studies on the tourist economy of the University of Venice on 15 and 16 March, 1999), John Wiley & Son, Ltd.
47. Mules, Trevor (1998), *Event Tourism and Economic Development in Australia*, Duncan Tyler, Yvonne Guerrier, and Martin Robertson: *Managing Tourism in Cities*, John Wiley & Sons Ltd.
48. Palmer, Adrian & Bejou, David (1995), *Tourism Destination Marketing Alliances*, *Annals of Tourism Research*, Vol.22 (3) (1995), pp 616-629
49. Patton, Michael Quinn. (2002), *Qualitative Research and Evaluation Methods* (3rd edition), Thousand Oaks CA, Sage publication
50. Pike, Steve (2004), *Destination Marketing Organizations*, Elsevier Inc. Publication
51. Ritchie, J. R. Brent & Crouch, Geoffrey I. (2003), *the Competitive Destination: a Sustainable Tourism Perspective*, CABI Publication
52. Sautter, Truly Elise. & Leisen, Birgit (1999), *Managing Stakeholders: a Tourism Planning Model*, *Annals of Tourism Research*, Vol.26 (2) (1999), pp 312-328
53. Seaton, V. A. & Bennett, M. M. (1996), *Marketing Tourism Products, Concepts, Issues, Cases*, International Thomson Business Press
54. Shone, Anton & Parry, Bryn (2004), *Successful Event Management, a Practical Handbook* (2nd edition), Thomson Learning
55. Stake, Robert E. (1995), *the Art of Case Study Research*, Sage Publications
56. Standeven, Joy & Knop, De Paul (1999), *Sport Tourism, Human Kinetics*

57. Telfer, David J. (2001), Strategic Alliances Along the Niagara Wine Route, *Tourism Management*, Vol.22 (2001), pp 21-30
58. Tellis, Winston (1997), Introduction to Case Study, the Qualitative Report, Vol.3 (2) (1997), Available online <http://www.nova.edu/ssss/QR/QR3-2/tellis1.html>
59. UNWTO
<http://www.world-tourism.org/regional/europe/PDF/SPEECHES/2004/moscow/23_march_04.htm>, <www.world-tourism.org> (retrieved on July 20th, 2006)
60. Wagen, Lynn Van Der & Carlos, Brenda R. (2005), *Event Management for Tourism, Cultural, Business, and Sporting Events*, Upper Saddle River, New Jersey
61. Weed, Mike & Bull, Chris (2004), *Sport Tourism: Participants, Policy, and Providers*, Elsevier Publication
62. Wikipedia (2006), <http://en.wikipedia.org/wiki/Case_study>, <http://en.wikipedia.org/wiki/Triangulation_%28social_science%29> (retrieved on September 20th, 2006)
63. WTTC (2003), <<http://www.wttc.org/frameset1.htm>> (retrieved on July 10th, 2006)
64. Xiao, Honggen & Smith, Stephen L. J (2005), *Case Studies in Tourism Research: a State-of-the-Art Analysis*, *Tourism Management*, Available online 27 December 2005, www.sciencedirect.com
65. XMIM (2005), 2005 Xiamen Xiabin International Marathon Marketing Brochure, MID
66. XMIM (2006a), 2006 Xiamen C&D International Marathon Marketing Brochure, MID
67. XMIM (2006b), Xiamen International Marathon Official Website <<http://www.xmim.org/>> (retrieved on December 20th, 2006)
68. XMIM (2007), 2007 Xiamen C&D International Marathon Marketing Brochure, MID
69. XMSB (2002), the Statistics of “What the 2002 Xiamen XIAXIN International Marathon Brings to Xiamen”, Internal Records, Xiamen Statistic Bureau
70. XMSB (2003), the Statistics of “What the 2003 Xiamen XIAXIN International Marathon Brings to Xiamen”, Internal Records, Xiamen Statistic Bureau
71. XMSB (2004), the Statistics of “What the 2004 Xiamen C&D International Marathon Brings to Xiamen”, Internal Records, Xiamen Statistic Bureau
72. XMSB (2005), the Statistics of “What the 2005 Xiamen C&D International Marathon Brings to Xiamen”, Internal Records, Xiamen Statistic Bureau
73. XMSB (2006), the Statistics of “What the 2006 Xiamen C&D International Marathon Brings to Xiamen”, Internal Records, Xiamen Statistic Bureau
74. XMTB (2002), <<http://www.xmtravel.gov.cn/index.asp>> (retrieved on May, 14th, 2003)
75. XMTB (2004), Reports on the Four-year Development of DMS in Xiamen, Internal Records, Xiamen Tourism Bureau
76. Yin, Robert (1989), *Case Study Research: Design and Methods* (rev. edition), Beverly Hills, CA, Sage Publication.

77. Yin, Robert (1993), *Applications of Case Study Research*, Applied Social Research Method Series, Sage Publication
78. Yin, Robert (1994), *Case Study Research: Design and Methods* (2nd edition.), Beverly Hills, CA, Sage Publication
79. Yin, Robert (2003a), *Case Study Research: Design and Methods* (3rd edition), Thousand Oaks, Sage Publication
80. Yin, Robert (2003b), *Applications of Case Study Research* (2nd edition), Sage Publication
81. Yoon, Yooshik & Uysal, Muzaffer (2005), an Examination of the Effects of Motivation and Satisfaction on Destination Loyalty: a Structural Model, *Tourism Management*, Vol. 26 (2005), pp 45-56
82. Zauhar, John (2004), Historical Perspectives of Sport tourism, *Journal of Sport Tourism*, Vol.9 (1) (2004), pp 5-101