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**The Development of Winter Games in China:
The Case of the Beijing 2022 Winter Olympics**

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Introduction

The Olympic Games are a mega-event that is held every four years and draws millions of viewers around the world; at the Rio Olympic Games for instance, 7.5 million tickets were sold, and local fans had to enter a drawing to be qualified for tickets (Xinhua, 2015). Besides, the 2012 London Olympic Games attracted over 900,000 additional tickets over previous Games in popular sports (Flint, 2012). The interests in bidding and holding the Olympics are growing among the most populated and prominent cities (Dansero & Puttilli, 2010). This article mainly analyzes what the future of Chinese winter sports will be, and what would be the future impacts on tourism, the regional economy and sports marketing practices on China and Beijing in becoming the host of the 2022 Winter Olympics.

In 2015, at the 128th session of the IOC, Beijing, together with its nearby Zhangjiakou City won the bid of the 2022 Winter Olympic Games (Yang & Li, 2015). This is the first time that China applied to host the Winter Olympic Games. Furthermore, it is the first time for China to have the opportunity to host a Winter Olympics, and it is also the third time for China to host the Olympic Games—the other two are the 2008 Beijing Olympic Games and the 2014 Nanjing Youth Olympics.

Beijing will become the first city that hosts both the Summer and Winter Olympics in sports history despite there being several countries that have already hosted both the Summer and Winter Olympics (i.e. United States, France, Italy, Canada, Germany and Japan). Although most winter sports have not been overly popular in China, skiing is a different story, the number of participants in skiing in China were 12.5 million person-times, and the growth margin was

21.36% compared to 2013-2014 and 98.41% in 2009-2010 respectively (You, 2016). According to You, the core participants of winter sports in China are only 1 million, and most of those participants are experiencing winter sports or participating because of the local environment.

History of Winter Sports

Winter sports are firstly defined as sporting events which are hosted in the environment whose temperature is below 0 degree Celsius (32 degree Fahrenheit) and most events take place on the ice and snow. Winter sports range from traditional skating to hockey, from natural ski areas to artificial ski field. Winter sports are the challenges that humans announce to nature, and they are also a product that expresses a new form of bodybuilding in the cold weather (Monnin, 2002).

Most big winter sports countries usually have a developed skiing industry and a large winter sports population. Winter sports powerhouses are mostly western countries except Japan and Korea. Both Asian countries have a considerable history and tradition of winter sports and a sizable skiing industry, especially Japan. In fact, Japan has led Asian winter sports for several decades. Recently, as China has become one of the largest economies in the world, the winter sport industry has been established, especially skiing. (Li, 2017).

History of the Olympic Games

The first Olympic Games could be traced to 776 B.C, which had lasted nearly 12 centuries until 393 A.D (Olympic Games, 2017). The ancient Olympic Games were essentially created for the religious festivals of the cult of Zeus (Olympic Games, 2017). Nowadays, the Olympic Games could be divided into two games: Summer Olympic Games and Winter Olympic

Games.

The first modern Summer Olympics was held in Athens, the capital city of Greece, in 1896. However, many people see the 1896 Olympic Games as unsuccessful because there were only 16 countries participating in the Games; the majority of the athletes were coming from Greece. But the 1896 Olympic Games was still the first official international sporting event in the world (Olympics 30, 2017).

The Winter Olympic Games started later compared to the Summer Olympics. The first Winter Olympic Games was held at Chamonix, France, in 1924. Like the 1896 Summer Olympic Games, the first Winter Games were not recognized as a genuinely global mega event as today's Games. The 1924 Winter Olympic Games was initially referred to as the "International Sports Week 1924." After the 1926 International Olympic Committee Session, the so-called "Week" was morphed into the first Winter Olympic Games. Similarly, the Winter Olympic Games also became a regular mega event held every four years (Ron, n.d.).

The Winter Olympic Games series was interrupted by the Second World War but resumed in 1948. Additionally, in 1992, there were both Summer and Winter Olympic Games (Ron, n.d.). After the 1992 Winter Games, the International Olympic Committee decided to host another Games in 1994. Ever since, the Winter Games and the Summer Games have been two separate Olympic Games held alternately.

Not only had the scheduling of the Winter Games been revised, the kinds of the sports in the Olympic contests also changed multiple times. Sports such as luge, short track speed skating, Alpine skiing, freestyle skiing, skeleton, and snowboarding had been kept permanently, but

several sports, like curling, military patrol and so on, had been discontinued and reintroduced several times (Monnin, 2002). There are also some sports such as speed skiing and bandy that are remarkably popular in many countries but have never been included in the Olympics (Monnin). As for the number of the sports in the Winter Olympic Games, the 2018 Games hosted by Pyeongchang, Korea, will have a total of 15 different winter sports in the competition. (NBC Olympics, 2017).

When the infancy of winter sports, the participants and countries of the first Winter Olympic Games were limited. The most important reason is that most of participating countries were northern countries, and those countries had relatively greater environments and surroundings for winter sports. In 2014, the Sochi Winter Games, however, had a total of 84 countries and areas that came to Russia to compete with each other (Monnin, 2002). Furthermore, the latest 2014 Sochi Winter Games had 2,873 athletes compared to the 2002 Salt Lake City Winter Games which had 15 kinds of winter sports, there were a total of 2,531 athletes that participated in the Games, based on the Salt Lake Organizing Committee's report (2010).

Not only had the number of participating athletes increased, but the participating countries in the Winter Games now encompass tropical and subtropical countries (SLOC, 2010). This aspect illustrates that now Winter Olympic sports would not be exclusively owned by those well-known winter sports powerhouses but truly by everyone. The countries such as the Netherlands and Russia have large numbers of winter sports competitors, and they would be able to host winter sport games almost every year. However, tropical countries join in the winter sports by traveling, visiting, and building artificial arenas to enjoy the allure of winter sports

(Monnin, 2002). Hence, the foundation of winter sports in tropical countries is relatively weaker than northern countries, and there is a smaller winter sports population in those countries.

The slogan of the 2022 Winter Olympics is “Joyful Rendezvous upon pure ice and snow.” The slogan aims to run an athletes-centered Games, to ensure sustainable development, and most importantly, to host an economical Games (Yang & Li, 2015). The 2022 Winter Games plans to have the 15 major events, which would be divided into 102 smaller games.

In reality, Beijing does not appear to be a perfect city to host the Winter Olympic Games because Beijing is in the region of relatively temperate continental climate. Unlike Norway or Finland, Beijing does not usually have a remarkable snow accumulation, and most ski slopes near Beijing are artificial snow. So why did China still chase the bidding process of the 2022 Winter Games? According to the *Jinghua Daily* (2016), it analyzed the reasons in three aspects – the most important reason was to encourage more people to take part in the winter sports. The Chinese government aims to increase the winter sports’ population by 300 million after hosting the 2022 Olympic Games. The Chinese government also hopes more cities in China would maintain winter sports infrastructure after the 2022 Games.

The second reason is an array of environmental initiatives in China. That is, China hopes that the development of winter sports in the region would be connected to green-economics in Beijing and Zhangjiakou City after hosting the Winter Games (Wang & Mo, 2016). In recent years, Beijing and its nearby cities are being disturbed by the smog problem. According to experts, it would take about 50 years for China to get rid of the smog problem in the region completely (Guo, 2015). But, in order to incorporate the “pure ice” slogan, which means cleaner

air and water in China, Li Fang, the director of Beijing Environmental Protection Department (EPD) promised that the department will try to at least decrease the air and water pollution by 40% in 2022 (Wang & Mo, 2016). The government took initiatives by shutting down high energy consumption companies, having traffic restrictions based on the last digit on a license plate, purifying the coal energy and so on (Tina, 2016).

The last reason is the sustainable development of the Olympic Legacy and promotion of Olympic value (Wang & Mo, 2016). The Bird Nest was built for the 2008 Olympic Games as the opening and closing ceremony facility, and it was used to hold the track & field events. After the 2008 Olympics, many facilities such as the Bird Nest, however, were seldom used unless for several big events like concerts and track & field world championships. Due to the lack of use of 2008 Olympic facility, China intends to transform the existing under-used structures to multifunctional sport complexes. A total of 12 venues will be used for the 2022 Beijing Olympic Games, and 11 of them are the legacies of the 2008 Olympic Games (Tang, 2015). For example, the “Water Cube” usually runs for swimming and diving; in 2022, it will be used for curling (Tang, 2015). Also the National Stadium will host hockey games, Wukesong Stadium will host the short-track speed skating, etc. (BWOC, 2016). Furthermore, Beijing hopes to show it is dexterous in dealing with both Summer Games and Winter Games. Beijing and Zhangjiakou “borrow” water from northwest reservoirs (Inner Mongolia Province) to create more ice and snow to guarantee the working needs of the facilities (Dong, 2015)

On May 1, 2015, the IOC published an investigatory report that compared the countries bidding for the 2022 Winter Olympic Games, i.e., China and Kazakhstan (IOC, 2015). According

to the report, the IOC confirmed that Beijing and Zhangjiakou had superior capacity to host the Games, and highly rated Beijing's strategy to operate a sustainable Winter Olympic Games by using the existing facilities. The Assessment Chairman Alexander Zhukov said Beijing definitely had the ability to host the Winter Olympics by 2022 (IOC, 2015).

According to Zhang (2015), among a total of five candidates (China, Poland, Ukraine, Norway and Kazakhstan) submitted the application to host the 2022 Winter Olympic Games, Beijing does not seem to be the best candidate to host the Olympic Games. However, China was the only country that proposed to have more than one city to host the Winter Games. That is, the 2022 Winter Olympics will be hosted by three regional divisions in the countries. One of them is Zhangjiakou Division. The Division has a total of 8 fields, 2 of which are existing facilities, and all the skiing contests except alpine skiing during the 2022 will be competed in the Division (Dada, 2015). The third region is Yanqing that is located in the northwest part of Beijing, the capital of China, and will build 5 more fields by 2022. Alpine skiing and sledding will be hosted at Yanqing division (Dada, 2015).

In conclusion, Beijing won the bid among 5 candidates competed for the 2022 Winter Games by its unique advantages to become the first city to host both Summer and Winter Olympics. For this study, the focus is on three research questions:

1. How would China make the 2022 Winter Games successful?
2. What would be lessons from previous Olympic Games to create a positive legacy for the 2022 Winter Games?
3. How would hosting the Winter Olympic Games affect winter sports in China?

This project will examine various sources including the 2016 Winter Sport Report and the 2016 Chinese Winter Sport Report. In addition, this study is an exploratory investigation based on an extensive literature review. In the literature review, the researcher will explore a variety of relevant areas, i.e., socioeconomic and cultural infrastructure that would make the 2022 Winter Games successful, lessons from previous Olympic Games, and current trend and future of winter sports in China. It will also explain the strategy to prepare the 2022 Games executed by the country and governing bodies.

Literature Review

Previous Winter Olympic Games

Based on the research questions, how could China make the 2022 Winter Olympic Games successful? The author thinks that it is necessary to review the previous Winter Games. The first reason is that examining previous Winter Olympics could help people understand the history of previous Olympics so that we can learn from past experiences. Another reason is that studying previous Olympic Games can help the author to find the similarities and differences between Beijing and other cities.

The 2006 Turin Winter Olympic Games was held in the northwest of Italy. Turin is the third biggest city of Italy, and like Detroit, Turin is the Car City in Italy. The total cost of the 2006 Winter Olympic Games was 2.7 billion dollars (Conley, 2005). Most of the fields were repurposed fields; even the Press Center was the old workshop of FIAT. The fields might be not as surprising as other Olympic fields, but the natural sceneries of Turin are extremely beautiful. The 2006 Turin Winter Olympic Games was honored as the most environmental Winter Olympic

Games (Conley, 2005).

The most recent Winter Games is the 2014 Sochi Olympic Games, which was Russia's first time to host the Winter Olympic Games. Russia is considered a country that is half in the sea and half in the snow. In order to host the Games successfully, Russia spent nearly 7 years constructing the fields, and President Putin also exerted great efforts on it. Russian media commented that "the Olympic Games back to Russia after 35 years, it is the honor of Russia, and it is also a milestone to Russia." (Zaitchik, 2014)

As the articles mentioned before, the purpose of China wanting to host the Winter Games is mainly because of boosting the development of Chinese winter sports. However, Putin said, "Russia needs something to cheer its people up after the experience of Chechnya and the dissolution of the Soviet Union (2013)." In addition, 65% of Russians considered the 2014 Sochi Winter Olympic Games as their personal responsibility (Zaitchik, 2014). Because Russia thought so highly of the Winter Games, the 2014 Sochi Olympic Games was the most expensive Winter Olympic Games so far. Russia spent 51 billion dollars on the Olympics in total—3 billion dollars came from the government and the remainder money came from Russian enterprises (Zaitchik, 2014).

According to the *Rossiyskaya Gazeta* (2015), after 7 years of construction, Sochi built 11 Olympic fields and spent a large amount of money on security. Since many western countries considered Russia a country filled with terrorist attacks, the Russian government hired 40,000 security officials to ensure the safety of the athletes, coaches and audience. Putin called the security system of the Sochi Olympics "a fort".

Before the 2022 Beijing Winter Olympic Games, PyeongChang, South Korea, will host the 2018 Winter Olympic Games. The 2018 PyeongChang Winter Olympic Games will be hosted at PyeongChang County, Jeongseon County, and Gangneung County (Sun, 2017). Similar to China, South Korea is an Asian country, and it is also Korea's first time to host the Winter Olympic Games. What is Korea doing to prepare to host the Games? The completion rate of South Korea's 6 new fields is 96.3%, and there are also 5 non-competitive fields (Olympic Village) that will be completed by the end of 2017 (Sun, 2017).

Different from Russia, South Korea has proper funding to prepare for the Olympic Games. Besides hosting the Games successfully, South Korea hopes the Olympic Games can boost the economy of PyeongChang and its nearby cities. In Gangneung, there is a museum that visitors can go to and learn information about the 2018 Olympic Games via Virtual Reality and a 4D theater (Sun, 2017). By using the VR technique, visitors can "play" the Games, and they can also experience the appeal of winter sports.

In conclusion, Turin was successful in using previous facilities; Russia spent plenty of money on security; and South Korea planned to make efforts on boosting the cities' economies by hosting the Winter Olympic Games. Every country or city has its unique characteristics when hosting the Winter Games: some of them focus on profits while some of them focus on environmental protection. For Beijing Winter Olympics, the Chinese government concerned about many of the above aspects including potential profits, environment, and economic development. According to Xi Jinping, the Chairman of China, Beijing should be an "all in one" capital, which means Beijing should be a multi-functional city (Lin, 2017). Beijing has realized

its multi-functional goal in economy, politics, and culture; but in sports, it does not have much experience on hosting winter events. In order to realize the “all in one” policy in sports, Beijing fought itself for the opportunity to host the 2022 Winter Games. Beijing has the legacy of the 2008 Summer Olympics, and it has paid attention to take measures to protect the environment by reducing pollution and coping with sand storms. Furthermore, Beijing also hopes to develop the economies of the co-host city Zhangjiakou and Beijing’s suburb Yanqing District by hosting the Winter Games.

Socioeconomic Impact of Winter Games

In recent years, various international sports competitions have entered the Chinese market, and its commercialized competition has also promoted researcher studies on the economics of the competition. Large sports events can boost investment, create more employment opportunities, drive and optimize the economic development of a country. It can also improve the city's comprehensive strength and speed up its economic development (Sun, Wu & Wei, 2016). This article aims to talk about the economic influence that the Winter Games would have on the Chinese winter sports industry.

Currently, industries that relate to the mega sports events can be divided into two aspects. First, along with sport itself, there is sports media, sports betting, entertainment and the sports equipment industry. Second, with the sports service as the core, there is lodging, catering, tourism, shopping, transportation and construction to supplement the industry (Cong, 2002). Furthermore, the impact of sporting events on regional economic growth can be divided into short-term economic growth and long-term economic growth (Sun, Wu & Wei, 2016).

Sports events of short-term economic growth are mainly reflected in: 1. The increase of the investment demand (Yu, 2007), which means more venues construction needed to be built, more facilities needed to be perfected, and more equipment needed to be purchased. On the other hand, related facilities around a host city also need to be built and upgraded, such as transportation and urban environment. 2. A surge in consumer demand (Yu, 2007), means the Winter Games will impact the host city's residents' consumption tendencies. On the other hand, competitors and tourists will also give a rise in the demand of the venue, accommodation, transportation, entertainment, and shopping in a short period of time. 3. Sports marketing. The television and digital media rights and sponsorship rights are often the biggest sources of revenue for the event economy (Yu, 2007). According to Dong & Liu's research (2015), the TV broadcast's income was 1.28 billion dollars in the 2010 Vancouver Winter Games, and the 2014 Sochi Winter Games was 1.26 billion dollars. So, the Winter Games will not only boost the economy in facilities and tourism but also in broadcast and sponsorship rights.

In order for long-term economic growth to happen, the venue constructions need higher hardware requirements (Yu, 2007), which means the construction needs to include higher technology. On the other hand, sport events will also provide plenty of learning opportunities, such as language training of big events and sports popularization education (Yu). The development of Chinese winter sports is still in an initial phase, so the Beijing Winter Games would bring large numbers of learning opportunities to China. Besides, every major sporting event will be accompanied by long-term jobs, such as new facilities maintenance and management.

In 2002 South Korea-Japan World Cup, South Korea itself generated \$1.35 billion dollars of sales, \$307 million dollars of income, and \$713 million dollars of value added to the nation by 57.7% of the total tourists arrived during the World Cup (Lee & Taylor, 2005). Not only mega-events can bring economic impacts to the hosting cities and countries, it can also impact on the image and awareness of the host cities. Ritchie and Smith found that the image and awareness were dramatically increased due to the impact of 1988 Calgary Winter Olympics in their 5-year study (1991).

The Beijing winter Olympics will be a booster for the development of the ski industry, which provides an opportunity for the international development of the "made in China" industry. In addition, the Winter Olympics in Beijing will link industries to the event creating a marketing chain around the ski industry (Sun et al., 2016). With today's market being largely online, the ski industry will use the Internet as a platform to further develop and supplement their ventures (Wang & Zhang, 2015). At present, the Internet focuses more on App investments (Wang & Zheng, 2015). Investors could only put a small investment into an App then have a high return. This investment way will be one of the mainstreams of Chinese investors for the foreseeable future.

The Environment in Beijing

Even though many countries in the world have hosted the Olympic Games, Beijing is the first city to host both Summer and Winter Olympics, so why could Beijing be so inclusive to host both Games? Beijing is located in the northern part of the North China Plain, backed by Yanshan, adjacent to Tianjin Province and Hebei Province (Yang, 2013). Beijing, with an

average altitude of 43.5 meters, also has the Beijing Plain with a range of heights from 20 to 60 meters, with an average altitude of its mountains being about 1,000 to 1,500 meters (Yang, 2013). The Beijing plain will probably be the place where the Winter Olympics will be held.

The climate of Beijing is a typical north temperate semi-humid continental monsoon climate. Beijing has distinct seasons, spring and autumn, summer and winter (Wu, 2014). Beijing's winter is up to 5 months. If one place's winter average temperature at 0 DEG C . people usually define its winter as 3 months (Dec - Feb). The average temperature in January, while in winter, in Beijing is -4 DEG C; the mountain is below -8 DEG C; the extreme minimum temperature is -27.4 DEG C at the Beijing Plain. In addition, the winter precipitation accounts for 2% of the annual precipitation, often more than a month of continuous precipitation (snow) records (Wu, 2014).

The climate and the location of Beijing provide advantages to host the Winter Games, but in order to successfully host an international mega event, factors such as economic strength and social capacity are also significant. Based on the Beijing government's report in 2016, clean-energy car and equipment manufacturing industry increased their production by 79.5% and 18.9% respectively in the first 6 months (Beijing Government, 2016). In addition, during the first 6 months in 2016, the income of new service industry in Beijing was 350 billion RMB, and the income of the hi-tech service industry was 617 billion RMB (Beijing Government, 2016). Huge numbers of financial analyses and reports have illustrated that Beijing has the economic strength to host an international mega event.

The Development of Winter Sports in China

The 2017 Sapporo Asian Winter Games just finished on Feb. 25. China finished in third place; Japan and Korea finished in first and second place (Bai, 2017). Obviously, Japan is in the dominant country in Asian Winter Games. The biggest reason is Japanese winter sports' history. Skiing in Japan has been carried out for more than 50 years and is one of the basic sports in Japan; this helps Japan become highly competitive in Asia. As for China, skiing has barely existed more than ten years (Bai, 2017).

China plays a significant role in the Summer Olympic Games since Chinese athletes hold many Olympic records of the Summer Olympic Games. But China does not possess the same position in the Winter Olympic Games because winter sports are not popular in China. The average audience rating of the 2017 Sapporo Asian Winter Games is 0.22%, but a regular Chinese Basketball Association match could have 0.6% audience rating. Even a regular Chinese Volleyball League match's audience rating could be 0.3% (CCTV, 2017).

Ice hockey is a highly market-oriented occupation of collective ball sports in the world, Japan and South Korea have the potential to enhance the level of ice hockey in recent ten years since they established a complete system and implemented the campus Hockey League. Short-track speed skating and ice hockey are relatively "hotter" than other winter sports in China. From the inception of Chinese ice hockey, it has been declining in popularity for many years. Leading up to the successful bid for the 2022 Winter Olympic Games in Beijing, the revival of Chinese ice hockey is on the agenda (Bai, 2017). However, the foundation of Chinese hockey is so weak that it is difficult to the reverse the current downfall in a short period of time.

Even though winter sports are not widely practiced in China and do not have a wide popularity, the Chinese people have the enthusiasm, manpower, and determination to develop the winter sports. Back to the history of the 2008 Summer Olympic Games, the slogan at that time was “One World, One Dream.” Before the Games, China could only be called as a big sport country rather than a strong sport country (Li, 2016). The 2008 Summer Olympic Games made China unite its people to develop the Olympic spirit, which will last in every Beijing citizen’s blood as another kind of “legacy,” and the spirit will be passed from one generation to the next generation (Li, 2016). Hence, China has the social capacity and the foundation to prepare for the winter sports in the next several years.

Advantages and Disadvantages of Beijing Hosting Winter Olympics

The biggest advantage for Beijing to host the 2022 Winter Olympic Games is that Beijing had the experience of hosting the Summer Olympics. Due to 2008 Beijing Olympic Games, Beijing is able utilize and improve some of the Olympic venues through reconstruction to meet the needs of the event. Beijing also has a wealth of experience in terms of hosting big sporting events. In addition to the 2008 Olympic Games, Beijing has held many sessions of World Cup short-track speed skating and Figure Skating World Grand Prix tournament (Hu, 2014).

Although Beijing does not have excess landscape to build venues for Winter Games, the nearby city—Zhangjiakou, has good natural conditions and facilities. Beijing has a rich heritage of the 2008 Olympic Games. Meanwhile Zhangjiakou possesses complete and sufficient conditions for snow sports as well as Yanqing has natural conditions for the construction of high-

level venues (Bai, 2015).

Beijing has large completed venues. As the world's second largest economy, abundant funds and investment have adequate protection (Bai, 2015). From the standpoint of transport, Beijing is the capital of China, which has convenient transportation, the public transport is well developed to accommodate a large portion of travelers and spectators. In addition, Beijing is building a railway to Zhangjiakou; It takes only an hour to get from Beijing to Zhangjiakou.

The greatest disadvantage for Beijing to host the Games would be the air pollution. To be specific, the real concern is haze (Tina, 2016). Fog and haze are a state of atmospheric pollution, and it is a general description of the amount of suspended particulate matter in the atmosphere (Tina, 2016). Nowadays, the fog and haze have been considered a disastrous weather.

The most concerning issue in Beijing's environment is the haze problem. When China applied for the 2022 Winter Olympic Games, the Chinese IOC promised that it will fix the haze problem by 2022. The haze problem is also a huge concern to the IOC as well. What has Beijing implemented to resolve the haze problem? Reducing fire coal, limiting the number of driving cars, advocating people to purchase e-cars, promoting pollution reduction, cleaning the air, and so on. Controlling air pollution has become the first priority in Beijing right now (Tina, 2016).

Furthermore, China plans to devote 105 billion dollars to fix the haze problem. Not only for the 2022 Winter Olympic Games, but also for the greater good to the citizens who live in Beijing. From my standpoint, the 2022 Games is a premiere chance for the Chinese government to show their determination to fix the haze problem. Prior to 2016, Beijing eliminated old motor

vehicles in total of 865,000; completed the upgrade of the more than 8,800 diesel buses; and achieved the goal of nitrogen oxides reduction by 60% (Tina, 2016). Besides, in 2015, there were only 45 cities in China met the world air quality standard, however, China has over 500 cities in total (Hu, 2015). Based on the Beijing Environment Report in 2017, the year of 2016 produced less 23.7% polluted air than the year of 2012 (SouthFortune, 2017). In order to make the air cleaner, 1.9 million Beijing citizens changed from burning coal materials to electronic heating method (SouthFortune, 2017). All the efforts made by Beijing were to help Beijing become a cleaner and more competent city to host the 2022 Winter Olympic Games. Table 1 contains a summary of advantages and disadvantages of hosing Beijing Winter Olympics.

Table 1. Advantages and Disadvantages of Beijing Hosting Winter Olympics

Advantages	Disadvantages
Has experience and heritage for hosting 2008 Summer Olympics	Bad air quality in recent years
Has the wealth to host mega events	
Has the experience of hosting winter sports	

Preparations for the 2022 Winter Olympic Games

According to Beijing Winter Olympic Committee (BWOC)’s report (2016), the BIWOC, together with the IOC, the Chinese Paralympic Committee (CPC), and Chinese central

government built a special group to prepare the 2022 Winter Olympic Games and the 2022 Winter Paralympic Games. The venue construction and renewal are the most important task for the BIWOC. The BWOC is strictly complying with the IOC to build world-class Olympic venues and provide an excellent environment for the athletes.

Beijing Division's plan and design work is mainly concentrated in 2016 and 2017 and the national speed skating venue will start its construction in 2017. By the end of 2019, all permanent facilities and temporary facilities for the test matches will be completed; all venues are projected to be completed by August 2021. Similarly, Yanqing Division's plan and design work are also concentrated in 2016 and 2017. The main venues will start their construction in 2017. By the end of 2019, the national alpine skiing center, National Center for testing and sledge race permanent facilities and temporary facilities are projected to be completed.

Zhangjiakou division is the main division that will serve for snow competitions. By the end of 2019, Genting Ski Park and Ski Field will be completed (BWOC, 2016).

The transportation is the second significant priority in BWOC's preparation plan despite Beijing already having a well-developed public transportation system. Unlike the 2008 Olympic Games, Beijing has to cooperate with Zhangjiakou to host the Games this time. Beijing is not only building a railway from Beijing to Zhangjiakou, but also planning to build a subway line to Yanqing. Moreover, Zhangjiakou is also planning to build a railway to Yanqing so that these three divisions can connect with each other, just like a triangle (BWOC, 2016).

The BWOC also put efforts on water diversion. Zhangjiakou and Yanqing divisions' existing water can meet the basic demand of hosting snow events. In order to meet the needs of

extreme weather conditions, the BWOC has developed a corresponding water diversion plan.

The artificial snow of Yanqing Division comes from 5 kilometers outside the stadium;

Zhangjiakou Division's artificial snow will be delivered from the Cloud State reservoir which rests 30 kilometers outside the stadium (BWOC, 2016).

Although the audience ratings showed that winter sports are not as popular as other sports, the successful bid for the Winter Olympics in Beijing has greatly stimulated the enthusiasm of the Chinese people to pay attention to and participate in winter sports. The people who regularly take part in winter sports have increased significantly. 31 provinces and cities in the country have carried out ice and snow sports. The number of people participating in winter sports in Beijing area has reached 6 million, which indicates an increase of 30% (BWOC, 2016).

In 2016, the Thirteenth National Winter Games was held in Xinjiang successfully. It not only promoted winter sports in Northwest China, but also boosted the development of culture, sports and tourism in its surrounding areas. China also has held two consecutive "national popular ice and Snow Festival" activities, each of them lasting over 4 months, and each of the 34 provinces had athletes participate in these activities (BWOC, 2016).

In order to prepare for the 2022 Winter Olympic Games, Beijing government took measures firstly, built new venues, cultivated winter sports and water diversion and so on. In the year of 2016, China levered the preparation of the 2022 Winter Olympic Games to the primary mission of China in next 5 years (Zhai, 2016). Bian's (2016) study estimated that Chinese sports industry would be increased by 50 billion RMB in 2025; all the construction work and project operation would bring 600,000 additional jobs in Beijing and its surrounding areas. The

preparation of the Games also brings in benefits to Beijing citizens in addition to grow the economy of the city.

Strategic Planning and Solutions for the Beijing 2022 Winter Olympics

Due to the scale of new planning and infrastructure development that accompany each Winter Olympic Games, it is imperative that China should also have an indirect objective to generate urban, city and regional transformation. The profitability objective should be merged with the need to leave a long-term positive impact on the host communities, so as to leverage the huge financial and social costs brought about by sporting events of a global scale. For example, Dean (2014) notes that the Turin Olympics played an important role in the redevelopment of the city's buildings and facilities that enhanced accessibility within the city itself. Most of the Olympic facilities in Turin were located in the southern part of the city, which offered the chance of renewal for old industrial areas and abandoned real estate complexes (Dean, 2014). Consequently, it was in tandem with the Turin's strategic plan of urban regeneration and innovating a new identity for the city and its populace (Dean, 2014).

On the other hand, a global-scale sporting event without a long-term plan for the host cities might have devastating financial consequences. Reviewing previous Winter Olympics, one easily comes across the city of Lillehammer (Norway) as a candid example of where the reality of a poorly planned Olympic event can have disastrous effects on the host city and the country as a whole. Teigland notes that two years after the Winter Games were held in Lillehammer, about 40% of the full-service hotels in the town went bankrupt. Additionally, two new large alpine facilities in the town were sold for less than USD\$1 to prevent bankruptcy due to excessive debts

(Teigland, 1999). In comparison with Turin, Lillehammer was a small town with just a population of 23,500. Compared to Sochi's 400,000 or Turin's 900,000 populace, the community lacked most necessary facilities and infrastructure to host the events. In line with its weak strategic plan of regional development through tourism, the town of Lillehammer developed facilities for a mega-sized event that the town could not sustain in the future. Consequently, Lillehammer suffered an oversupply of facilities that its small population and tourism industry did not need in the long run. Lillehammer's case represents the effects of poorly planned Winter Olympics, which do not put the dynamics of the host population into consideration.

Infrastructure and Real Estate Oriented Strategic Plan

Although the Olympics Games have the potential of more than \$1 billion dollars in revenue generation, it can also leave the host country with billions of dollars in debt. One particularly has to take into consideration the rising cost of hosting these games for any developed country. For example, according to Statista (2016), the Sochi Winter Olympics had a cost overrun amounting to 289%. Additionally, almost all Winter Olympics Games have run up a loss (McCarthy, 2016). A good example is the Nagano Olympics that left a per capita debt equivalent of more than USD 20,000 (Flyvbjerg and Stewart, 2012). Therefore, the objective of any strategic plan for the Olympics should be to develop economic incentives that outweigh the cost of hosting the event for any host city or country for that matter.

Additionally, it is important to note in relation to the real estate-oriented infrastructure plan, there should be a holistic concept in the plan to portray respect to the environment, and the development of a lasting legacy after the Olympic Games end. According to the IOC (2014) new

recommendation for bidding cities in 2020. There should two different budgets for the organization of the Olympic Games; the long-term investment of infrastructure and the operational budget. In this way, the infrastructure development for the Beijing 2022 Winter Olympic Games should internalize a long-term infrastructure development plan (and budget), which ensures the maximum use of the sporting facilities to guarantee the longevity of the legacy left from hosting the Olympic Games. Moreover, the longevity of the infrastructure developed is tied to its interaction with the social and physical environment. Hence, infrastructure should optimally interact (in a positive manner) with the natural resources available and the people living in the host cities.

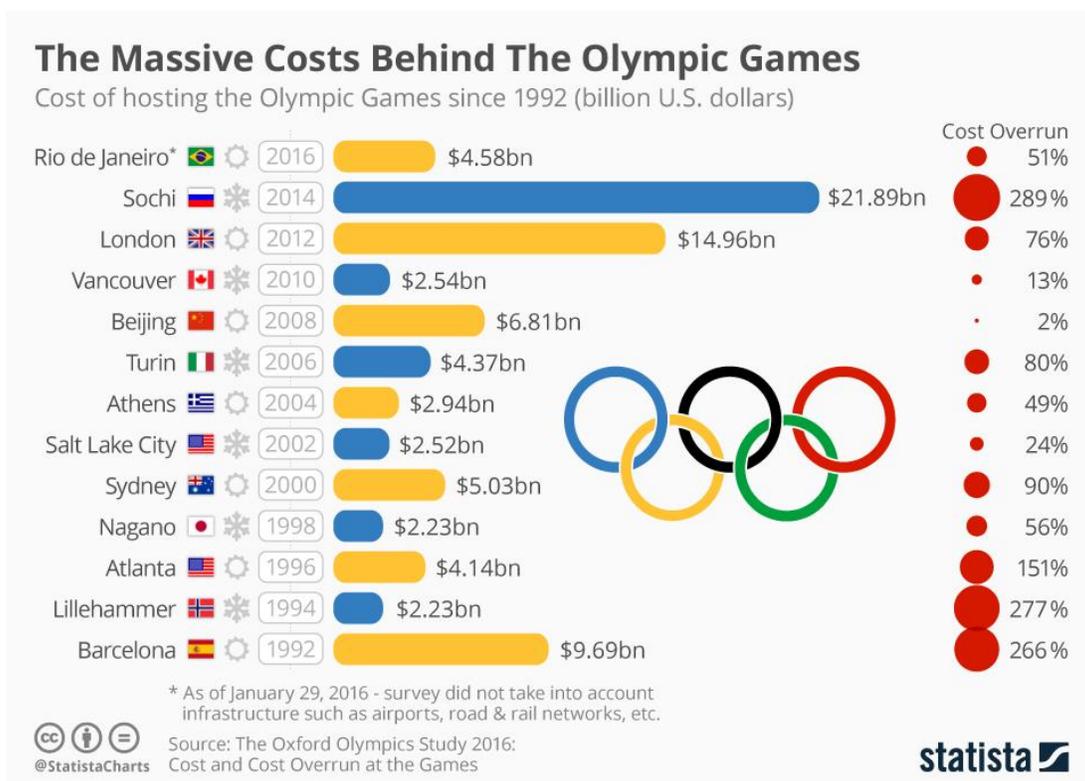


Figure 1. A chart comparison for the cost of hosting both Summer and Winter Olympic Games (Source: McCarthy, 2016).

Tourism has been cited as a major income source for cities hosting the Olympics Games,

even after the events come to a close. Rosenbaum (2009) suggests that most economic impact studies concentrate on the parameters of job creation and visitor spending to substantiate the economic benefits brought about by hosting the Olympics Games. These studies invariably project large inflows of money that will have long-term positive effects on the economy (Rosenblum, 2009). However, the benefits associated with an influx of tourism are difficult to track. There are many related issues that affect the determination of the true effects of tourism in the legacy period of hosting the Olympics. Additionally, the influx of tourism brings about a rise in the cost of security. For example, cost against terrorism usually accompanies host countries, which would in turn affect the long-term benefits derived from a consistent inflow of tourists into a country (Rosenblum, 2009). Therefore, tourism ought to be only one major strategic objectives why China should be building infrastructure to host the 2022 Winter Olympics.

Alternatively, a good strategic plan should be oriented towards the development of reliable public infrastructure and real estate incentives to stimulate urban growth in the co-host cities such as the city of Zhangjiakou and Yanqing. In recent times, cities held Olympic Games have strategically located their venue clusters to stimulate urban growth in particular areas. This is a formidable initiative that should accompany the construction of Olympic venues as a form of development strategy (Dean, 2014). For example, the Olympic legacy associated with development of transport infrastructure around the region has the potential of changing the urban landscape through a transit-oriented development design; elevating existing transport corridors into long-term venues of investment. As a result, the host cities of Beijing, Zhangjiakou, and Yanqing can reap immediate benefits for logistical and industrial operators. The improvement of

local transport infrastructures between the cities of Zhangjiakou, Yanqing, and Beijing would allow greater connectivity between Beijing as a commercial and industrial center raising the profiles of these local towns.

Planned Infrastructure Development and Risk Management

Risk assessment for global-scale sporting events is generally analyzed from a host perspective. The key to success for any Olympic Games lies in the ability of its managers to deal with a variety of risks (Hanstad, 2012). Due to the complexity, cost, and duration of the 2022 Winter Olympics, the event will be faced with unforeseen events and setbacks that can reduce the long-term value of the legacy acquired by hosting the Olympics Games. Risk management strategies are diverse, so as to address the various specific issues that affect a large-scale program such as the Beijing 2022 Winter Olympics.

Areas of Possible Risk Reduction

Hanstad (2012) notes out of a study of Winter Olympic Games that there are five generic areas of focus for risk reduction in Winter Olympic Games (Hanstad, 2012, p.189). These areas are:

- i) Practical aspects including infrastructure development, living conditions of the athletes and logistics.
- ii) Health-related issues including illness, injuries, nutrition, and accidents.
- iii) Mental factors including community expectations and goal-setting processes.
- iv) Coaching and leadership including collective sentiments and relationship with both tourists and host communities.

- v) Media including access to athletes and media coverage of events.

Practical Aspects, Including Infrastructure Living Conditions and Transport

The fact that the Beijing 2022 Winter Olympics hosted by three cities in three different regions present a logistical challenge that could bring negative repercussions when it comes to hosting the athletes and maintaining high standards of nutrition and health. For example, the distributed hosting of the Turin Winter Olympic in 2006 caused cases of illness within the athlete population. China can reduce this risk by establishing aspects of special accommodation and constructing food and hygiene facilities around the Olympic villages. Also facilitating the accommodation of inspection and liaison officers for a period of at least six months before the event could provide a special protocol for the monitoring of event operation and the host environment (Hanstad, 2012).

Human resources are as important as physical infrastructure built for the community as the legacy of the Games, the athletes, and the tourists. Therefore, on top of developing a proper logistical network between the three host cities, China should host the games during a strategic period where there is a sufficient inflow of an affordable labor force, strong community support and positive interaction between such workforce and community. For instance, hosting the event in February would naturally coincide with the Chinese New Year festivities where there will be plenty of student volunteers and community attachment to boost customer service and tourism (IOC, 2015). Although this would bring up security issues involved with such a large influx of people, the benefits accrued from the use of volunteers and running the special events would outweigh the costs. It is also important to note that this period coincides with the best climatic

conditions for hosting a Winter Olympics event.

Since the construction and development phases of any Olympics events are multifaceted involving a variety of business and monitoring institutions, there is need to ‘colonize’ risk as an objective of operation, internal management and control (Jennings, 2012). The objectification of risk assessment and management within the various units in the Winter Olympics is a strategy that has been followed since the 1980s. China should also follow this path by mainly institutionalizing a risk management strategy prior to the 2022 event and after the event will have been held. This would enable the collection of risk management data, which would be instrumental in the elimination of potential losses and liabilities that plagued previous Winter Olympic Games (Jennings, 2012). China should rely on a centralized and conventional process of threat and hazard assessment that links infrastructure development with other core functions such as marketing and economic development. Consequently, the event operators would enhance their risk financing and loss-control mechanisms. A risk management plan suited for the investors involved in the development phase of the Beijing Winter Olympics would mitigate costs through risk insurance plans and the evaluation of data to minimize overhead costs in terms of labor and outsourcing resources from outside the host cities.

Health-Related Issues

A high influx of spectators and tourists during and after the Olympic Games may bring health and environmental problems. For example, it is estimated that during the Beijing 2008 Olympics, 1.2 million tons of emissions were generated. International flights accounted for more than 60% of the total emissions, while the competition venues and accommodation centers

accounted for around 20% of the total carbon emission (UNEP, 2009). Although the 2022 Winter Olympic Games in Beijing would be a significantly smaller event than the Summer Olympics of 2008, it is still important for China to pay attention to the host cities' public health preparedness and monitoring ability (Jennings, 2012). It has been noted that such health and environmental risks tend to 'spill over' to become societal risks and institutional risks. Institutional risks may be in the form of financial and legal liabilities, threats to reputation and legitimacy, operational vulnerabilities and accountability to the wider public.

Therefore, China needs to operationalize a multi-agency approach towards mitigating the health and environmental risks. Of importance to the 2022 Beijing Winter Olympics would be China's ability to enhance openness towards the events stakeholders such private catering institutions, tourists and the general public on its public health initiatives. This approach is unlike China's tendency of control and order, which tends to create communication gaps especially during the times of disaster. Implementing surveillance and reporting systems for public health incidences from on-site health facilities and in other areas around the host cities would enhance China's capacity of handling potential threats in real time. Such surveillance systems typically include frequent reporting mechanisms at the both the institutional and public level (Lekka et al., 2010). In addition to a robust public health surveillance scheme, China should also assess and control its pollution levels progressively. Air pollution seems to be an inherent area of risk for China, and that means the event organizers for the 2022 Winter Olympics should pay particular attention to a unique initiative that would progressively reduce carbon emissions and enhance waste management in the host cities. Ideally, China would have to charge with a long-term

legislation and alternative technologies to presents itself with an image of environmental consciousness (Lekka et al., 2010).

Intangibles, Including Community Expectations and Goal Setting Processes

Hanstad (2012) notes that in most Olympic Games, strategic-level goals are often not realized. The failure to achieve these goals contributes to high levels of uncertainty and pessimism which lead to public mistrust of institutional-led public projects. The breakdown of trust between the local communities, private investment institutions, and the government certainly curtails any further development that would occur in the host cities after the Olympic Games. Therefore, China should follow a conscious policy of preventing the community leaders and private institutions from creating unattainable development targets. It is especially of importance that there should be a regulated marketing and advertising environment to prevent the private sector from selling dreams rather than the reality. On the other hand, there should be a consistent communication of attainable goals with the host communities during the development and hosting period of the 2022 Beijing Winter Olympics to foster the realistic level of public and international expectation. For instance, it would not be wise for China to market the Winter Games based on the expected performance of its athletes. In the case that the athletes fail to achieve success in the competition (considering that Winter Sports are relatively new), it would significantly erode overall value of hosting the Games.

Stakeholder Relationship Networks

The role of leadership in project organization is to coordinate and support teams. In the Turin Winter Olympics, the leadership in complex institutional contexts was not exemplary.

Hence, it led to digressions and confusion in the communication process. For example, some of the Olympiatoppen coaches and athletes had not met prior to the event. As a result, there were various situations where there was a lack of coordinated efforts across the different units of the operation. Evidently, this could have a negative impact on the image of the Games (Hanstad, 2012). Therefore, there is a need for China to develop clear competencies and role clarification for the various stakeholders during the pre-Olympic and post-Olympic stages of the 2022 Beijing Winter Games.

The availability of an event-guided interaction protocol between the various infrastructure developers, the IOC and government representatives, athletes, tourists and the general public creates positive relationships that may last after the event has been held. Additionally, situating the athletes' villages in the same location, and the various development leaders of the various units of the event would increase cooperation and enhance the level of coordination among units that is needed to host the events successfully (Hanstad, 2012). Another viable strategy would be to create the necessary infrastructure, in such a way that tourists will be able to settle in before the events. Nevertheless, China should rely on the global mass media and private marketing companies to engage with tourists, athletes (and their families) prior to the Beijing 2022 Winter Olympics.

Media Access and Control

Media coverage of a global event such as the Olympics Games significantly affect the outcomes of a country's initiative to market itself internationally. For this reason, China should come up with a set of agreement with media stakeholders and should establish a criterion of

openness in media coverage (Kristiansen & Hanstad, 2012). One unique problem with China is its restrictive media policy, which could potentially cripple its ability to communicate with the outside world. Therefore, China should be willing to allow a mutual level of free media coverage on the Olympic events and issues affecting the overall image of the hosting cities.

The country should invest in training its representatives during the pre-Olympics and post-Olympics phases on communication protocols that highlight the positive aspects of the event and the host cities. It would be a good promotional idea for China to use the influence of A-list athletes to promote its tourism and investment initiatives that will be carried out during the Olympic events. Hanstad (2012) notes that there is a tendency by the media to exaggerate News coverage on athletes and their teams, which causes unnecessary tension to the athletes, their families, and the media. It would be required that China invests in information monitoring technology, and dispute resolution mechanisms to solve these incidences in case of such disputes. A good relationship with both the domestic and international media is necessary to achieve an objective approach to marketing the host cities and the Games. This is good for both because people heavily rely on the media to form social biases and perception concerning certain people and regions of the world before they make investment and travelling decisions. It would, thus, be a good initiative for the government to help its domestic media platforms access clear coverage of events before, during and after the Olympic Games since it is best suited to represent the country's agenda on an international level. Additionally, the organizers of the 2022 Beijing Winter Olympics should seek to develop key media partnerships with selected global media powerhouses to counter alternative views generated by false media (Hanstad, 2012).

Post-Olympics Strategic Initiatives

A majority of host cities and countries fail to acquire the optimum benefits of hosting the Olympic events due to weak post-Olympic initiatives to promote the use of developed sporting facilities that were being used during the Olympic Games. However, China is a unique exception due to the existence of a sufficient population in the host cities. Hu (2015) notes that during the post-Olympics stage of the 2008 Beijing Summer Olympics, there was an advantageous consolidation of the Chinese sporting culture, the sports industry and mass media. The maintenance of a planned economy based on an elite sports system was consistently identified as a government objective since it would tap into the legacy acquired from hosting the Winter Olympics. One has to consider that China is lagging behind in the development of winter sports. Thus, it provides ample opportunity for strategic growth by introducing new interactive sports that would generate income by using the Olympic Games infrastructure. Nevertheless, a new industry strategically focused on supporting the development of winter sports in China would emerge as a new direct area of investment for both domestic and international investors.

There have been sufficient nationwide changes in policy, which shows that China recognizes the development of winter sports in China as a key strategic area of investment. Additionally, the media has gradually exposed the general public to high-profile winter events, which encourages both direct and indirect investment in this area (Wei et al., 2010). The presence of a large consumer market in China offers the opportunity to grow the winter sport industry with minimal risk of failure. It is because China's middle class is one of the largest in the world, and it is more likely to spend on leisure activities such as winter sports, which receive

positive reception by the mass media and in cinemas (Hu, 2015). Similarly, the Chinese government should develop and initiate public policies supporting winter sports in the education system and the public in general. Consequently, a surge in interest in winter sports would create a concomitant development of the sporting industry, especially in the host cities. This would be the most viable post-Olympic strategy initiated by the Government on behalf of its people in favor of a developing winter sports social and economic environment.

Summative of this proposed strategic plan, it is evident that the success of the 2022 Beijing Winter Olympics depends on the organizers' capacity to orient the event's infrastructure development program towards future investments in the industry and real estate in the host cities. Additionally, this strategic plan recognizes the vital importance of a plan based on a formalized risk management specialized at the institutional level but centralized at the government level. The organization of the 2022 Beijing Winter Olympics is based on an underlying reality that substantial risks are meant to crop in such an event of a complex nature. Therefore, as a part of the overall strategic initiatives of the Chinese government and its private partners, the main objective should be to mitigate these risks that erode the positive effect acquired from hosting the Olympic Games. Eventually, China will be able to reap the foreign investment and tourism opportunities that are available after hosting the Olympics.

Conclusion

Incorporating the uniqueness of Chinese government and demographic composition, China has its advantages of being a successful host of 2022 Beijing Winter Games. With two other surrounding cities hosting the Winter Games, Beijing can be separated out from other host

cities in the history with its exceptional geographical advantages. Past Winter Games are studied for the purpose of retaining successful experiences and avoiding mistakes. The paper focused on two of most recent Winter Games—2006 Turin Winter Games and 2014 Sochi Winter Games for references. With 2022 Beijing Winter Games approaching and China, Chinese people have the enthusiasm, manpower, and determination to develop the winter sports. The facilities are built for the Winter Games would also be utilized for developing winter sports after the event.

Among the applicants to host the 2022 Winter Olympics Games, China was the only country that had intentions of hosting it in three cities—the city of Zhangjiakou, which is responsible for all skiing contests except alpine in the proposed 2022 Olympics, and Beijing and Yanqing that would host alpine skiing and sledging. For this reason, China had to consider the past winter games to gain an understanding of various operational concerns associated with the Winter Games. The 2006 Turin Winter Olympics Games hence became of interest as a case study. Turin had a competitive advantage over other cities since it had beautiful sceneries despite the fact that the majority of its fields were renovated to serve other purposes (Conley, 2005).

On the other hand, Russia, the host of 2014 Winter Olympics, had to undertake a 7-year strategy to improve its fields due to its geographical disadvantages. However, the emergence of Russia as a success story was a result of a greater percentage of Russians taking the Winter Olympics as their political responsibilities, coupled by the huge amount of investment that came from the government. The government also had to spend a substantial amount of money to put up a “fort” to change the perception of many western countries that considered Russia a hub for terror activities (Zaitchik, 2014).

Since the summer Olympics was held in Beijing, international sport competitions have established various foundations for further development in the Chinese market. This has led to the boosting of investments, creation of job opportunities and creation of a speedy economic growth to a country (Sun et al., 2016). The advanced contemporary broadcasting technology would promote Chinese skiing industry to the entire world. Likewise, the Winter Games will introduce the highest competitions in winter sports to the region.

The favorable natural environment around Beijing was not the sole reason for the IOC's selection but other variables such as strong regional economy and sociocultural capacity. Beijing successfully increased clean-energy car production to a rather significant value by 79% together with the production of other equipment by 18.9% (Beijing government, 2016). With such considerations, it was recognized that Beijing was more than ready to host an international event of such magnitude (Beijing government, 2016). While the Chinese would boast that they keep various records of athletic performance in the Summer Olympics, it may not be the case in the Winter Sports since it is not popular in China (CCTV, 2017). In spite of these drawbacks, the citizens of China are confident that they will host the Winter Olympics successfully. The Summer Olympic Games that had taken place earlier had set a base for the Olympic spirit from generation to generation (Li, 2016).

However, Beijing had a looming crisis that would require urgent attention to safeguard its position to hold the competitions. It had to solve the haze menace which posed an environmental concern. The IOC mandated with the implementation of strategies to reduce coal consumption, restrain the driving of cars, and encourage activities that may clean the air (Tina,

2016). In the implementation phase, the national speed skating venue will build from 2017 to 2019. It is to the expectation that by 2019 both temporary and permanent structures and their operational testing will be completed. During this period, the Zhangjiakou division for snow competitions, Genting Ski Park and Sky field, should be completed (BWOC, 2016).

A key determinant to the success of the 2022 Winter Olympics is the country's ability to focus on the administration of infrastructure with the standards of the Olympic Games rather than focusing on the infrastructure by the citizens after the games. . Moreover, the success story of Turin for accommodating Olympics was as a mere result of their objective city planning being in line with the recommendation of the Olympics capacity. According to International Olympics Committee (2012), the project dubbed HECTOR was put in place to blend the ski jumping venue of Pragelato into the landscape by use of related visible features of its contours.

Additionally, the hosting cities of China should elevate their strategy to improving the infrastructure in a bid to stimulate growth in the hosting cities in the future. Such infrastructure is to be in use by the influx of tourists for the Olympic occasion; hence, locals will benefit from the same. Although tourism is regarded by most economies as a means of creating jobs and stimulating consumptions, it still remains unclear what direct benefits it has on the economy due to the various interdependencies. More so, tourism industry is likely to increase various security costs such as counter-terrorism measures (Rosenblum, 2009).

Due to the scheduled time frame of the Winter Olympics, the event is likely to meet various uncertainties that characterize occasions of such magnitude. Developing risk of management plans will enable the management team to predict on the future outcomes and

develop strategies that will combine to reduce legal liability and extent of risk (Jennings, 2012).

Hence, it may be essential for the planning to put into consideration multiple aspects of health and nutrition, infrastructure and living conditions, human resources and the physical structure and logistics. China's major plan should also reflect on health hazards posed by the streaming number of people in the country. Such large number of incoming tourists would require regulatory inspections of accommodation facilities to ensure health standards and preparedness. This is likely to create a positive reputation for the host country (Jennings, 2012).

The government of china should seek to delegate certain responsibilities of health to the private health sector. It should seek to offer incentives to the private parties and offer a sense of inclusivity and openness. China ought to seal communication gaps among different government agencies, implement surveillance, and report protocols in the event of a disaster. The reliance on a network is necessary for collection and dissemination of information from the field and thereafter reporting to the relevant central command center. The level of preparedness in the event of an outbreak of a disease should be managed based on a set of coordinated efforts such as ensuring the human resource at the facilities is well trained, putting in place a control team, and developing an outbreak response procedure for certain contingencies (Geneva, 2012).

China should also emphasize on limiting the expectations of the public to avoid instances of disappointments among the stakeholders, which will result to decline in the morale of citizens in case they fail to attain the set goals as in the case of Lillehammer (Norway) Winter Olympics. China should hence include professionals in the goal setting stage to prevent the occurrence of drafting unattainable goals. At this level, China should also seek to communicate

critical goals with host cities to implement attainable goals (Hanstad, 2012). The case of countries coping with debt after Olympic Games is also a considerable to consider in China's 2022 Olympics. This is because certain costs of building infrastructure would have spill over effects to an extent that a vicious debt cycle would follow. A country seeking to hold a major event should put in place financial logistics prior to the event so as not to suffer from the post-event debt crisis (Teigland, 1999).

China should learn from the failure in the Turin Winter Olympics. Hence, it should seek to promote cohesiveness among leading constituencies and stakeholder. The leaderships should also implement elaborated plans to create clear responsibility of different agencies and to create a unified and streamlined communication process. The divergence of roles to be used by China must be crafted in a manner that provide for clear role clarification of each team leader and provide a concrete platform for the leaders to interact and share ideas. Ultimately, this will reduce un-cooperation among individuals whilst promoting a spirit of teamwork (Hanstad, 2012).

With such a global event taking place, media will cover everything about the event and nation. Hence, it would be wise for China to set a coherent media strategy on media coverage. This is because certain negative occurrences during the event can expose the country to criticism from the entire world. China should take advantage of the media coverage to disseminate a positive image to the outside world and modify its inflexible media policies to accommodate foreign media personnel. It also is advisable that the media staff should be taken through rigorous training of Chinese media on safety measures prior to the Olympics games. Also, China

should put in place information management technology and adopt dispute resolution mechanisms should certain unfavorable occurrences occur (Hanstad, 2012).

China in the coming Olympics games should create positive dynamics in various sectors, which may result in lasting economic benefits to the country. Furthermore, China with its historical controversial human rights record might seize the opportunity to reform its negativity. With the country under the spotlight before, during and after the Olympics, there might be an opportunity to create an influx of investments from abroad as well as create opportunities for local funds (Dean, 2014; Lee & Taylor, 2005; Li & Xiao, 2007). Since the cities will undertake the construction of infrastructure for the event, the various facilities will prove to be useful even after the event by the citizens of China especially for diverse cultural festivities. However, at the same time, many facilities may end up not being fully utilized by locals. Thus, the government body should seriously ponder and prepare for how the facility can be used after the event to maintain or ultimately increase the usage of the structure and revenues in the future.

The 2022 Beijing Winter Olympic Games would be successful if the analysis and past Winter Olympic Games' experiences are taken into considerations. The economic impact and the development of winter games in China have a bright future based on this research project's analysis and literature review.

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