



# Results of the 2010 Olympic Legacy Project

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## Executive Summary

This survey among tourism and hospitality business operators about their expectations leading up to the 2010 Games, and about their experiences during the Games, provides several important pieces of information to those who want to understand how businesses were impacted during the Games and to those whose businesses will be impacted by future Olympic Games.

The results, particularly as they related to staffing levels and the ability to fill vacancies during the Games, should be interpreted in the context of the employment market in the time leading up to the Games. Data from BC STATS—the central statistical agency for BC—showed that the unemployment rate for those working in the accommodation and food services sector in the Lower Mainland in 2008 was 3.4%. In 2009, it rose to 6%. This level of ‘excess capacity’ obviously had a significant impact on the ease with which employers could attract and retain staff for the Games.

### *More businesses expected an increase in staffing levels than actually experience an increase*

Overall, just over half of businesses (57%) expected staffing levels to increase during the Games—46% actually increased staffing levels during the Games. Four in ten (41%) businesses report that their staffing levels were not impacted during the Games. Of course, the experience of businesses regarding staffing depended, in part, on how close they were to an Olympic venue. Just over half of businesses (53%) not operating near an Olympic venue indicated that staffing levels did not change during the Games. Contrast this with 34% among those operating near a venue.

However, even among those operating near an Olympic venue, what was experienced did not quite match what was expected. 70% of businesses operating near a venue expected staff levels to increase; 57% actually experienced an increase.

### *Many businesses experienced sales increases, but not as high as expected*

With all of the excitement and optimism that the Games brought to Vancouver and Whistler during the time leading up to the Games, it is probably not surprising that many businesses tended to over-estimate the increase in business that the Game would bring. For example, among accommodation operators—who were equally likely to expect, and to experience, an increase—the average percentage increase observed in sales (42%) did not quite meet expectation (51%). Bars and Pubs were the only establishments for which sales appeared exceed expectations.

### *How businesses are impacted depends on how close they are to Olympic venues*

There was a high level of optimism among businesses prior to the games regarding how their sales would be impacted. Overall, three-quarters of businesses we surveyed (76%) expected sales to increase during the games. However, 62% indicated that they actually experienced an increase—and 22% experienced a decrease in sales.

The high expectations for sales among businesses not operating near an Olympic venue were, in many cases, not realized during the Games. Furthermore, even among businesses operating in Downtown Vancouver, but not close to an Olympic venue, experienced sales activity that fell well short of their expectations. The Vancouver experience suggests that businesses have to be very close to an Olympic-related venue to experience a significant increase in businesses. Businesses that were not operating near an Olympic venue encourage similarly located businesses in future Games to moderate their expectations accordingly.

### *Heightened expectations may be the result of not fully understanding the Olympic visitor*

A common theme in these results is that many businesses were expecting an increase in business activity that was not realized. While high expectations were likely driven in part by excitement regarding the Games themselves and positive feelings regarding the Olympic brand, they may also have been affected by a lack of a full understanding of the Olympic visitor. Many visitors to these Games were on tightly planned schedules, moving from event to event, or venue to venue. Certainly, the many media personnel that came to these Games probably did not have any opportunity to explore Vancouver or Whistler beyond their itinerary associated with the Games.

It is likely that many non-media visitors had the same experience. Many of them are also likely to have pre-planned itineraries, and do not have free time to explore aspects of the city that do not relate directly to an Olympic event. They are here first and foremost to watch the Olympics, live and on television. Taking time to shop, eat at renowned restaurants away from Olympic venues, or explore non-Olympic aspects of the city is probably not on the agendas of most Olympic visitors. A clear understanding of the Olympic visitor, and the experience he or she is seeking, is an important aspect of the planning process for businesses.

### *Businesses offer five key recommendations to those planning for London and Sochi*

While businesses offered a range of useful suggestion for how to attract and retain staff during the games, five recommendations emerged:

- 1. Plan early.**  
Decide on a staffing plan well before the Games. It is never too soon to start getting organized.
- 2. Moderate the expectations of businesses not operating near Olympic venues.**  
The 2010 Games illustrated that businesses not operating near venues should not expect large increases in business activity.
- 3. Be flexible with staff scheduling.**  
Staff can be kept motivated and retained if employers maintain flexible scheduling so that staff can attend events and enjoy the Games.
- 4. Ensure transportation is in place.**  
There should be a clear plan in place for how staff will get to and from their work location.

5. **Keep staff informed about events in the local area.**

Ensure that staff understands fully what events are happening in the local area and how the business might be impacted on a day to day basis. This will create positive impressions among visitors who ask for assistance and it will help businesses to changes and shifts in business traffic more efficiently.

## Background and Objectives

As the BC tourism industry's partner for a range of human resource issues, go2 has a vested interest in understanding how businesses prepared for and managed, their operations during one of the largest events ever held in BC—the 2010 Vancouver/Whistler Winter Olympic Games.

During the early stages of planning for the Games, it was recognized that it was essential that tourism-related business be adequately resourced in order to create a positive impression among visitors and thus, hosting a successful Games.

Go2 commissioned the survey reported here for two primary reasons:

- ✓ To gain an understanding of how businesses prepared for, and managed, during the Games from a human resource perspective; and,
- ✓ Help tourism and hospitality operators whose businesses will be impacted during the 2012 games in London and 2014 games in Sochi.

The valuable information provided by the HR managers and planners who participated in this survey is an important complement to other data that will be generated about the impact of the Games.

### Survey Objectives

There were several key questions we addressed in the survey:

- To what extent did businesses expect sales to be impacted during the games?
- How did actual sales compare to what businesses were expecting?
- How did businesses adjust their staffing practices during the games?
- To what extent did businesses expect staffing levels to be impacted during the games?
- How did actual staffing levels during the games compare with expectations?
- What strategies did businesses use in order to ensure staff retention during the games?
- To what extent did employees have issues related to transportation and accommodation, and how were these issues mitigated?
- How did the experiences of businesses differ, based on whether or not they were located near an Olympic venue?

## Survey Method

NRG's partners at go2 provided NRG with four different lists of businesses. These lists formed the basis of our sampling.

### Business Lists Provided to NRG for Sampling Purposes

- Food and Beverage Establishments
- Accommodations
- Attractions
- Whistler (all types)

### Survey Process

The survey was conducted between March 19 and April 12, 2010. We gave participants the option of participating by telephone or via an online survey. 331 participants chose to complete the survey by telephone; 20 opted for online. Given the nature of the survey, participants were screened to ensure that they were the most appropriate person to speak with at that business. Specifically, the participant had to confirm that he or she was the person at the business who was “most knowledgeable about how your business prepared for, and was impacted by, the Olympics from a staffing and HR perspective”. The survey took an average of 12 minutes to complete.

### Characteristics of the Businesses that Participated

Our goal was to collect survey data as quickly as possible after the games were over so that business owners and managers could recall accurately their expectations and experiences. However, we also wanted to apply a high degree of rigour to our sampling method, so that our results would reflect the experiences of a broad range of businesses that were undoubtedly impacted in different ways by the games.

We did this by setting survey quotas for each sample group and, in the case of the food and beverage, within this group. The areas we surveyed are group into three categories—Downtown Vancouver, Outside Downtown Vancouver (businesses elsewhere in the Lower Mainland and along the Sea to Sky Corridor), and Whistler. The tables below show the types businesses we surveyed and their characteristics.

**Types of Businesses Surveyed by Region**

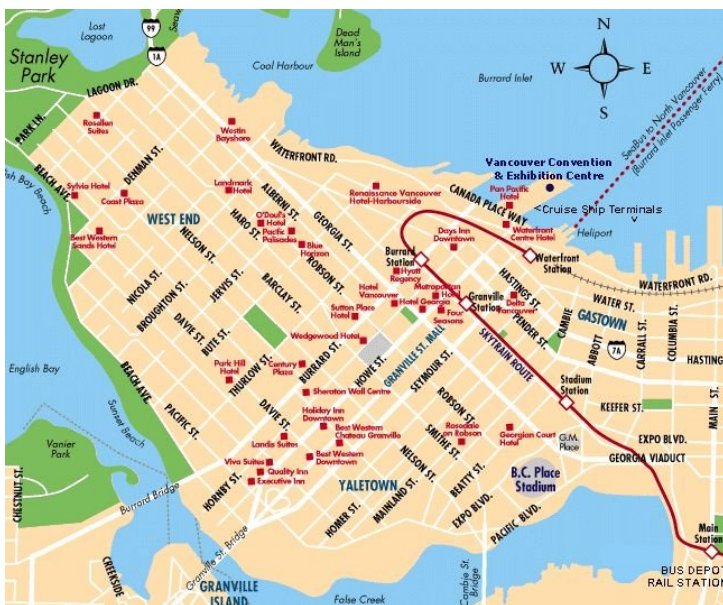
	Overall	Downtown Vancouver	Outside Downtown (but not Whistler)	Whistler
<b>Total # surveyed</b>	<b>351</b>	<b>126</b>	<b>159</b>	<b>66</b>
<b>Food and Beverage</b>	60%	75%	62%	28%
<b>Accommodation</b>	27%	22%	33%	20%
<b>Attraction</b>	5%	3%	4%	8%
<b>Retail*</b>	8%	--	--	44%

\*Retail businesses were only included in the Whistler business list.

The Food and Beverage surveys were conducted among HR managers in bars and pubs, casual dining restaurants, fine dining restaurants and quick service food outlets. Where appropriate we comment on the different experiences among these groups throughout this report.

The Attractions we surveyed included museums, golf courses, tour operators, parks and entertainment venues.

The map below shows the area sample for Downtown Vancouver.





### Number of Employees

Given the nature of the survey, we also wanted to ensure that we interviewed businesses that ranged in size with regard to how many employees they typically have on staff in the month of February. The table below shows the distribution of employees by type of business.

Number of Employees by Business Type					
	Overall	Food/Bev	Accommodation	Attraction	Retail
<b># of employees</b>					
<b>1 – 10</b>	36%	31%	34%	36%	72%
<b>11-20</b>	26%	29%	25%	14%	17%
<b>21-50</b>	22%	25%	20%	29%	7%
<b>51and over</b>	15%	13%	21%	21%	3%
<b>Prefer not to answer</b>	1%	2%	--		1%

### Businesses Operating Near an Olympic Venue

Given that the experiences of businesses were likely to be different based on whether or not they were located near an Olympic venue, we asked those participants from outside Whistler if their business is located near an Olympic venue. In total, over half (56%) of these businesses indicated being located near an Olympic venue.

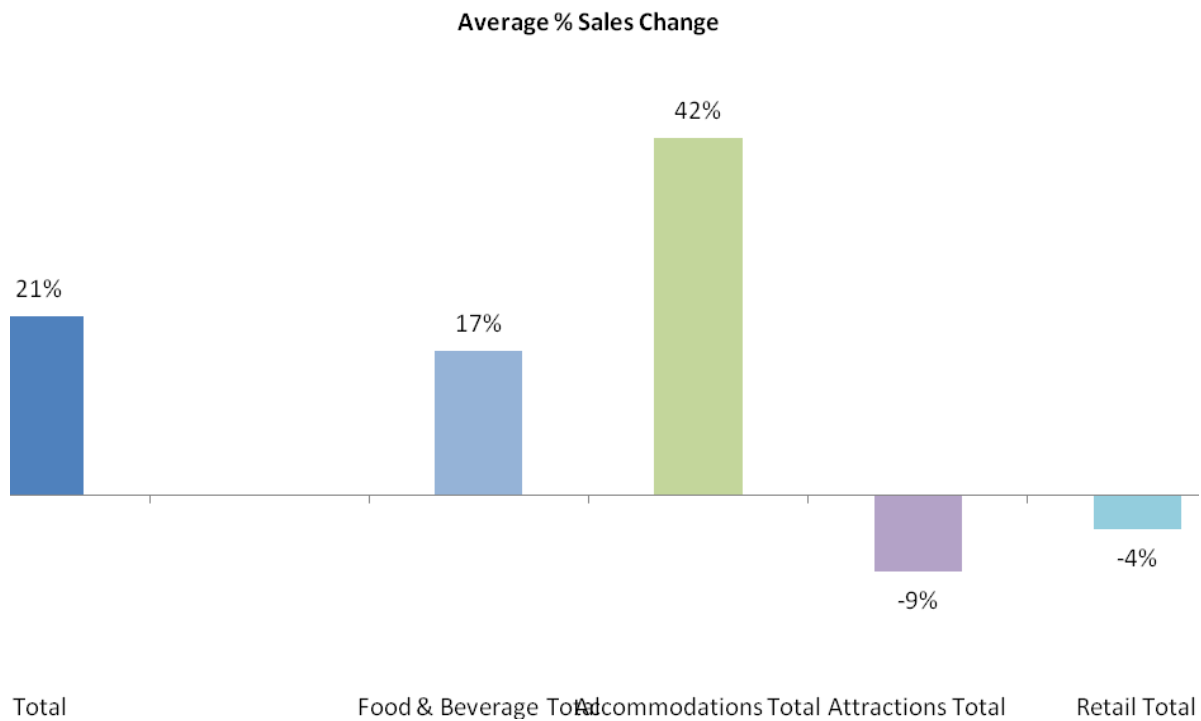
*56% of the businesses surveyed outside Whistler indicated that they were located near an Olympic venue.*

## Survey Results

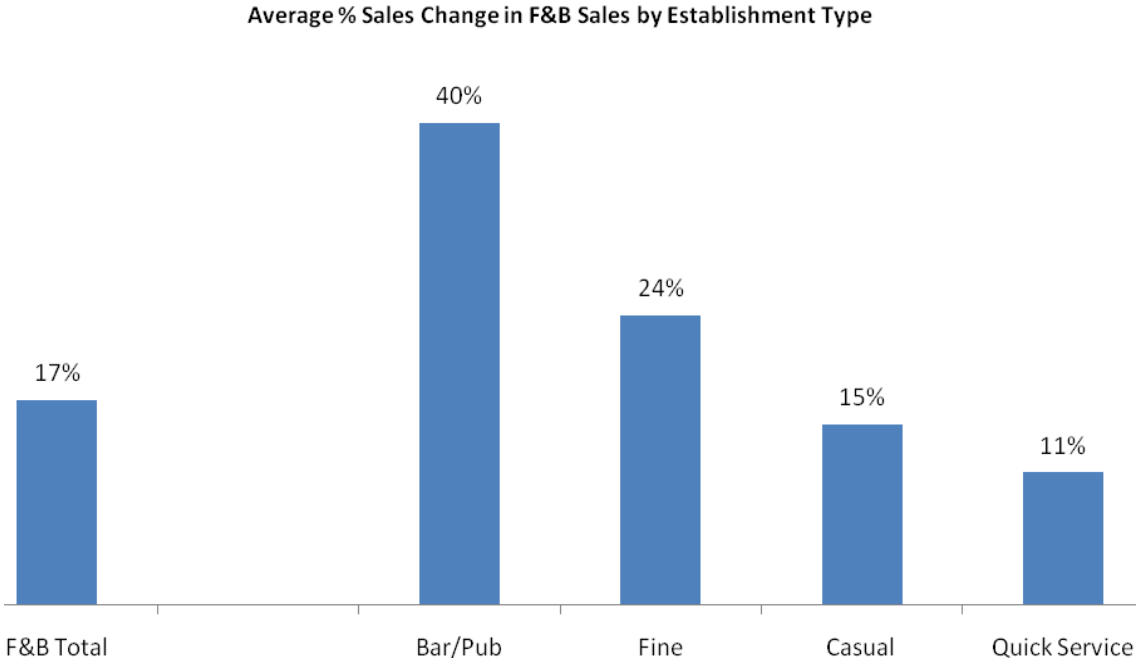
The detailed results of the survey are presented in this section. Where significant we highlight and discuss differences based on the type of business and whether or not that business was near an Olympic venue.

### Sales during the Games: Impact of the Games

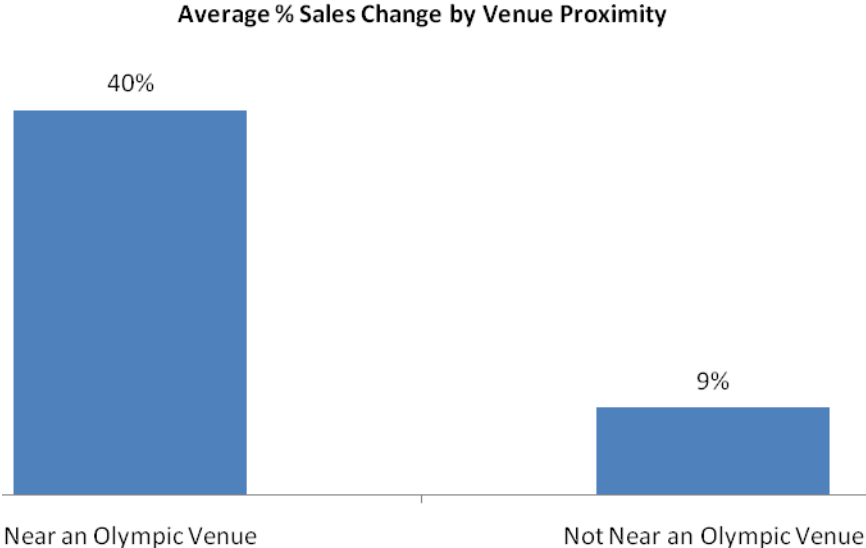
On average, survey respondents reported a sales increase of 21% during the Games. This ranged from a high of a 42% increase in Accommodation sales to a low where, on average across locations, Attractions operators reported a 9% decline.



Among Food & Beverage, Bars and Pubs saw the largest increases in sales with an average of 40%.



Proximity to venues was a key determinant in the magnitude of increased sales. In fact, sales increased an average of 40% for business located near venues while those not located near venues average a 9% increase in sales.



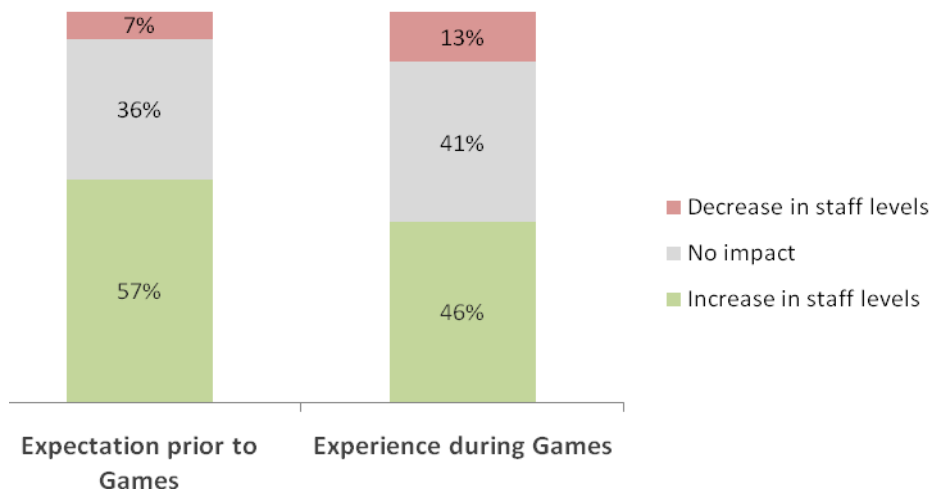
## Staffing Levels during the Games: Expectations and Reality

An important part of this survey was to also understand how businesses expected staffing levels to be impacted during the games—and how they were actually impacted. Note that the results reported herein regarding staff levels refer to businesses expectations and experiences for the number of staff, as opposed to hours or FTEs.

The percentage of businesses experiencing an actual increase in staffing levels during the Games was lower than the percentage that expected an increase prior to the games. Over half of businesses (57%) expected staffing levels to increase. However, only 46% indicated that they experienced an actual increase in staffing levels during the Games.

It may be that many businesses simply thought they would get more customers and would be able to come closer to ‘maximizing’ their capacity during the games without over-taxing it. It may also be the case that many businesses expected to rely on overtime to be put in by existing employees in order to meet the greater demand. Overall, 32% of businesses reported that their employees worked overtime hours more than usual during the Games.

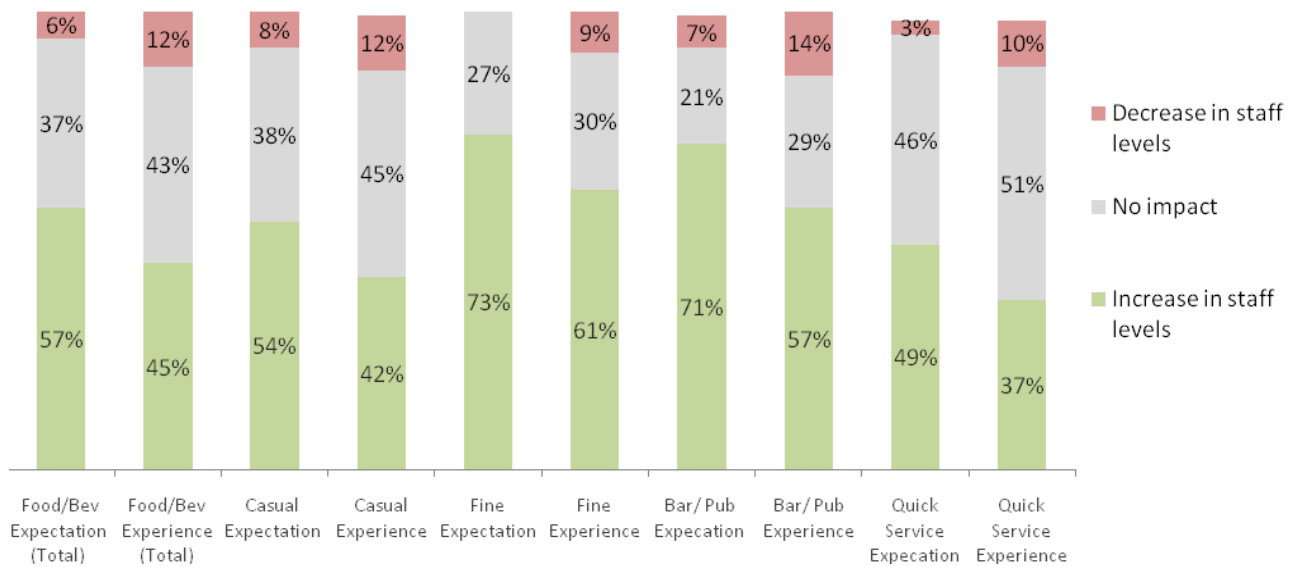
Expectations and Reality of Staffing Levels for Games



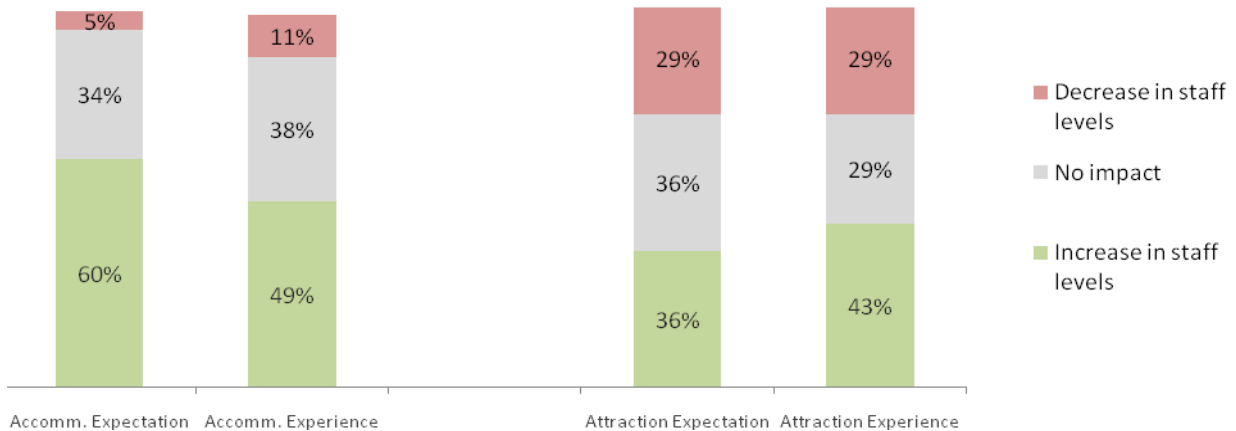
**Staffing Level by Business Type**

Across all business types (except attraction) the percentage of businesses indicating that staff levels increased during the Games was lower than the percentage businesses that expected an increase in staffing levels prior to the Games. The experiences of Fine Dining restaurants and Bars and Pubs are particularly noteworthy. They had notable percentages of businesses indicating that staffing levels actually decreased during the Games. They also had the highest percentages with staff working more overtime than usual during the Games (57% for bars and pubs; 52% for fine dining).

**Expectations and Reality of Staffing Levels for Games (Food and Beverage)**



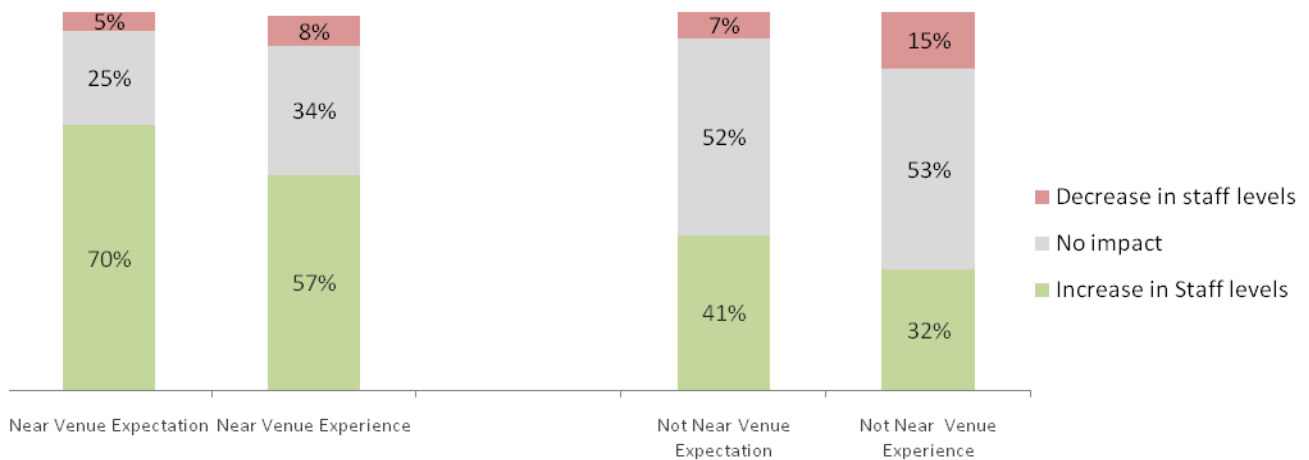
Expectations and Reality of Staffing Levels for Games (Attractions and Accommodations)



**Staff Level by Venue Proximity**

While 70% of those businesses near an Olympic venue expected staffing levels to increase during the games, only 57% indicated that staffing levels actually increased. This difference was mostly due to businesses reporting that the Games had “no impact” on staffing levels as opposed to those reporting that staff levels decreased. Again, a substantial percentage of businesses near venues (45%) relied on staff working more overtime than usual to address capacity challenges.

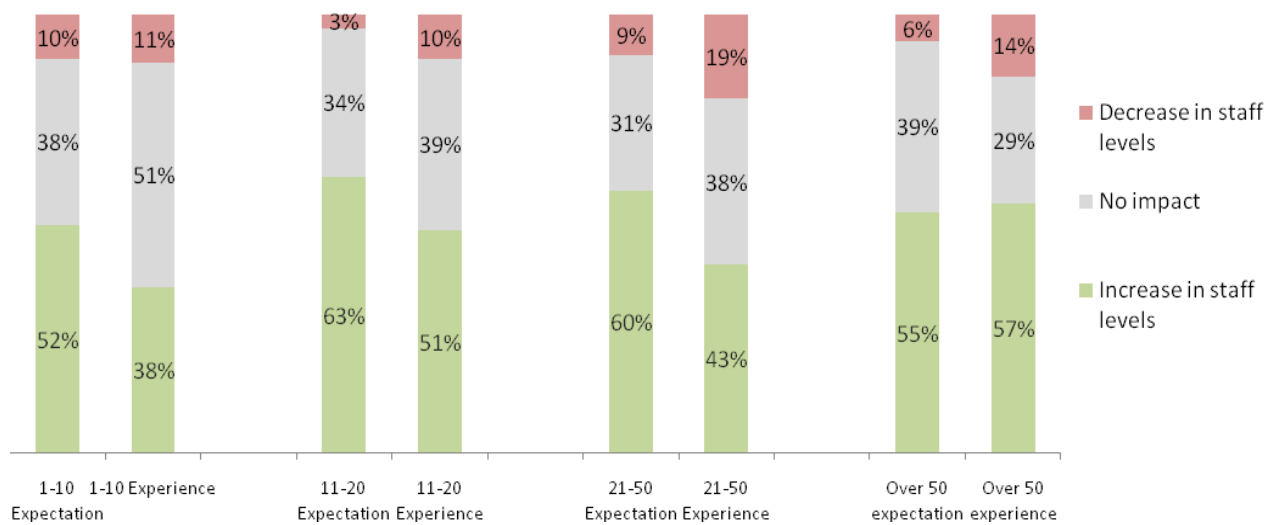
Expectations and Reality of Staffing Levels for Games (Near Venue/ Not Near Venue)



### Staff Level by Size

The majority of businesses, regardless of the number of employees at that business during a typical February, expected staff levels to increase during the Games. Businesses with less than 50 employees were similar in that their expectations regarding staff in increases were not realized during the Games. Businesses with over 50 employees were unique in that equal percentages expected an increase and actually experienced an increase. However, even among this group, the percentage experiencing an actual decrease in staffing levels was higher than the percentage expecting an increase.

Expectations and Reality of Staffing Levels for Games (Size of Business)

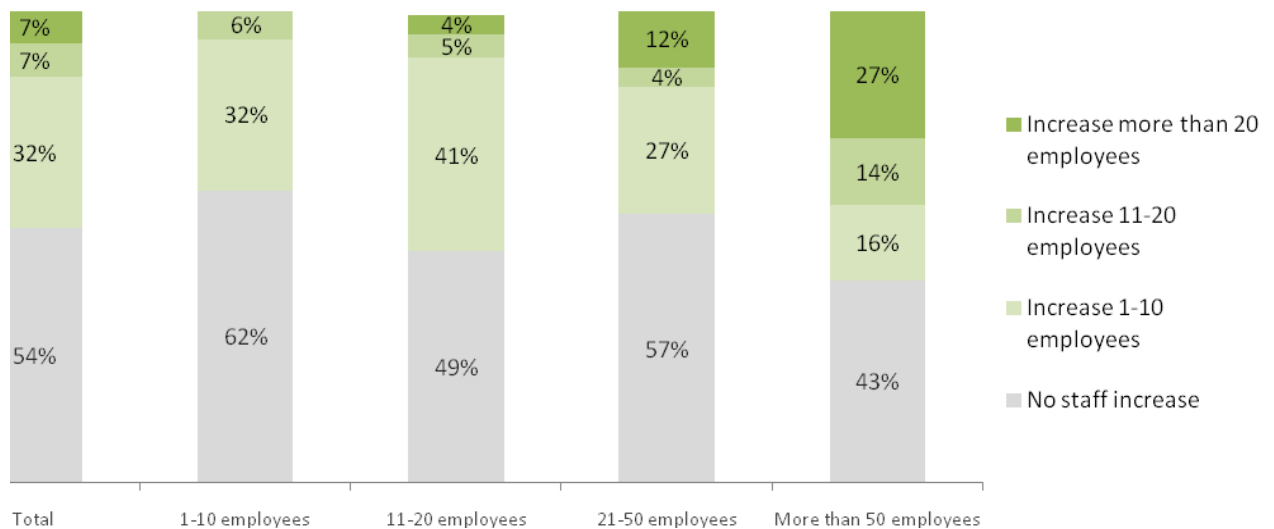


Overall, during the games, 54% of businesses surveyed reported that they did not increase staffing levels during the Games. One-third of businesses added between one and 10 employees, and 14% added more than 10 employees. Given the results presented earlier, we know that most of these staff additions were part-time staff.

Note the range of experiences among businesses with more than 50 employees—43% indicated no increases in staffing during the games, while 57% did. A closer look at the data by type of businesses showed that large food and beverage operations were more likely to increase their staffing levels during the Games (68%) than large accommodation operators (47%). Therefore some of the range of experiences can be attributed to how different types of operations chose to deal with staffing.

Also, businesses with over 50 employees were much more likely to have employees work more-than-usual overtime during the games (51%) than businesses with fewer employees (29%). It may be that some larger businesses relied heavily, if not exclusively, on overtime put in by existing staff to meet increased demand.

Magnitude of Staffing Increases by Size of Business





Survey participants who experienced staff increases were also asked if they experienced staff increases for several different categories of staff. 89% of those noting an increase said that they experienced staff increases for food and beverage, 47% for culinary, 60% for bar staff, 24% for managers and supervisors, 59% for front line customer service staff, 86% for housekeeping, and 59% for front desk staff.

### Effort to Retain Staff

Businesses were asked whether or not they used each of nine measures listed in the table below in order to make sure staff remained with them during the Games. Flexible scheduling was the most common measure used. In fact, over half (54%) of accommodation operators relied on flexible scheduling to ensure that staff remained with them during the Game. Bars and Pubs were the most likely to offer staff tickets to events.

Overall, 62% of businesses surveyed used at least once of these measures to retain staff during the Games.

**What Businesses Did to Retain Staff during the Games**

<b>Measure</b>	<b>Total</b>	<b>Food/Bev Total</b>	<b>Food/Bev Casual</b>	<b>Food/Bev Fine</b>	<b>Food/Bev Bar/Pub</b>	<b>Food/Bev Quick Service</b>	<b>Accomm.</b>	<b>Attraction</b>	<b>Retail</b>
<i>Flexible scheduling</i>	44%	37%	36%	39%	29%	39%	54%	43%	59%
<i>Provide meals</i>	23%	29%	29%	36%	29%	27%	16%	--	10%
<i>Provide uniforms</i>	22%	21%	24%	18%	7%	19%	23%	21%	24%
<i>Provide tickets to events</i>	15%	11%	9%	9%	29%	14%	19%	--	41%
<i>Contests/ Prizes</i>	15%	14%	18%	6%	7%	15%	15%	7%	21%
<i>Retention bonuses</i>	13%	14%	13%	6%	7%	15%	9%	--	24%
<i>Wage increases</i>	5%	7%	9%	3%	7%	3%	3%	--	7%
<i>Transit passes</i>	5%	5%	5%	9%	--	3%	3%	--	14%
<i>Provide Accommm</i>	4%	3%	4%	3%	--	2%	3%	--	14%
<b>NONE OF THESE</b>	<b>38%</b>	<b>41%</b>	<b>44%</b>	<b>45%</b>	<b>36%</b>	<b>37%</b>	<b>31%</b>	<b>50%</b>	<b>24%</b>

## Job Vacancies Just Before or During the Games

One-quarter of businesses had job vacancies they needed to fill either just before, or during, the Games. The percentage of businesses needing to fill vacancies was similar for businesses of different types and sizes.

Businesses were generally successful in filling these vacancies—70% filled all of their vacancies, 14% filled some of their vacancies, and only 15% of businesses were unsuccessful in filling any vacancies.

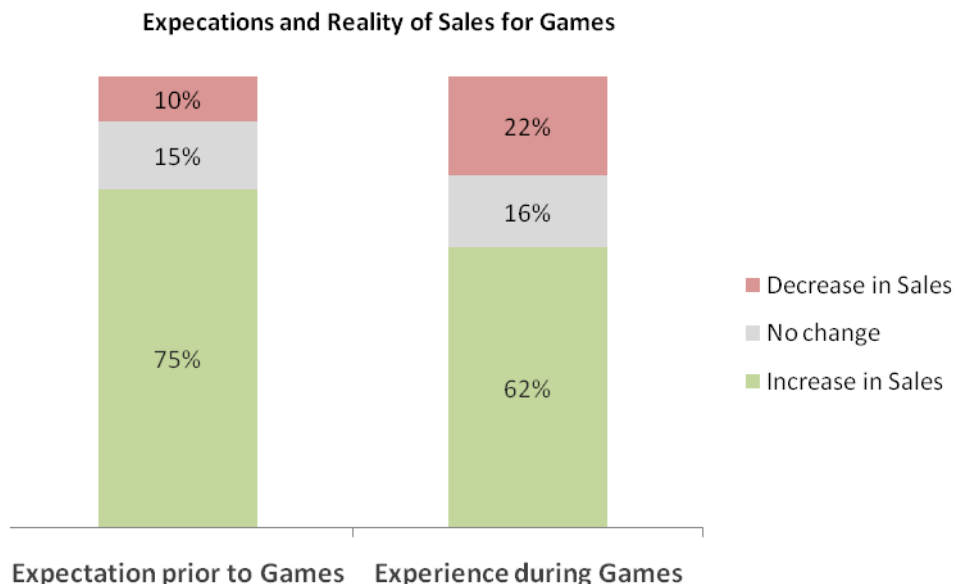
Those who were successful in filling vacancies filled their vacancies most commonly through advertising positions (55%), drop-ins at the business location (22%) or through employee referrals (20%).

Among those who did not fill vacancies, the most common types of vacancies that could not be filled were for food and beverage, culinary and front line customer service staff.

## Sales during the Games: Expectations and Reality

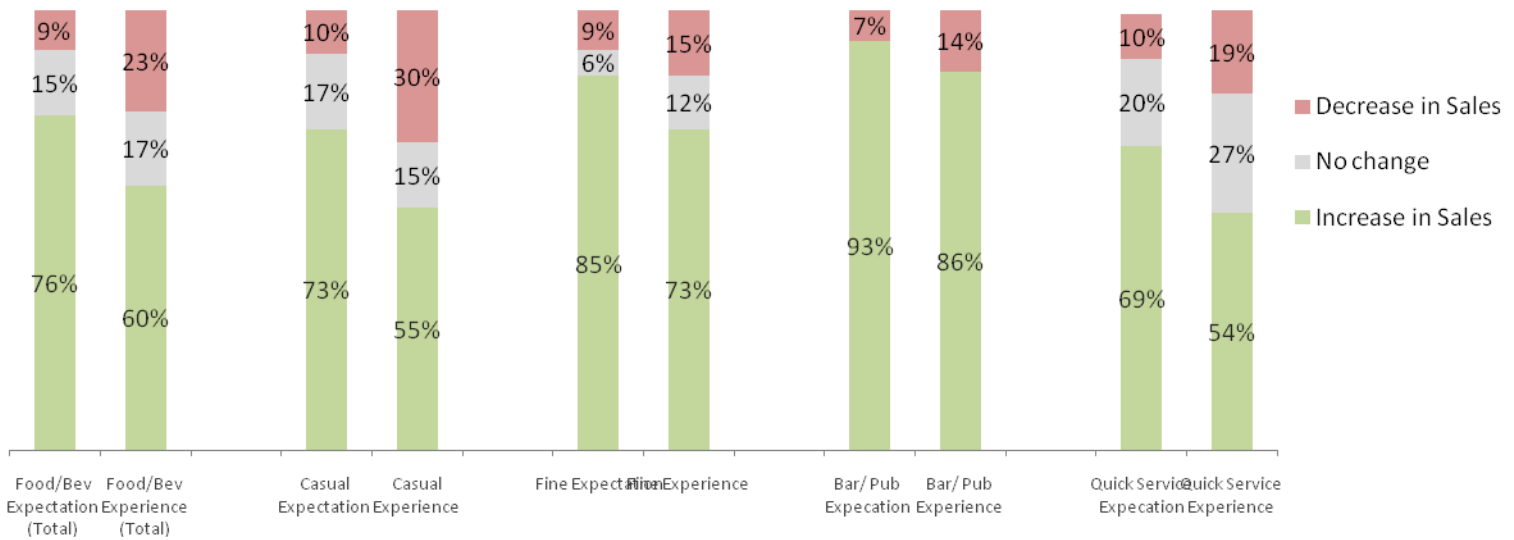
An important part of this survey was to understand how businesses expected their sales to be affected by the Games—and the extent to which these expectations matched what actually happened to sales for these businesses during the Games.

Overall, three-quarters of businesses expected an increase in sales during the Games, and only 10% expected sales to decrease. In most cases, these expectations were not fully realized. In fact, 22% of businesses indicated that sales went down during the Games.



Across types of businesses, the gap between expected sales and actual sales was not the same. For Food and Beverage, the high expectations among Bars and Pubs were met in most cases. However, the other food and beverage operators, such as Casual Dining, were less likely to experience the increased sales that they expected.

Expectations and Reality of Sales for Games (Food and Beverage)



This gap between expected and actual sales was evident even among casual and quick service restaurants in the Downtown Vancouver Core (Downtown). Fully 92% of quick service restaurants Downtown expected an increase in sales—only 62% experienced an increase, and 23% actually experienced a decrease. Casual restaurants Downtown fared somewhat better—90% expected an increase, and 78% said that sales did increase. However, 14% said that sales actually decreased during the games.

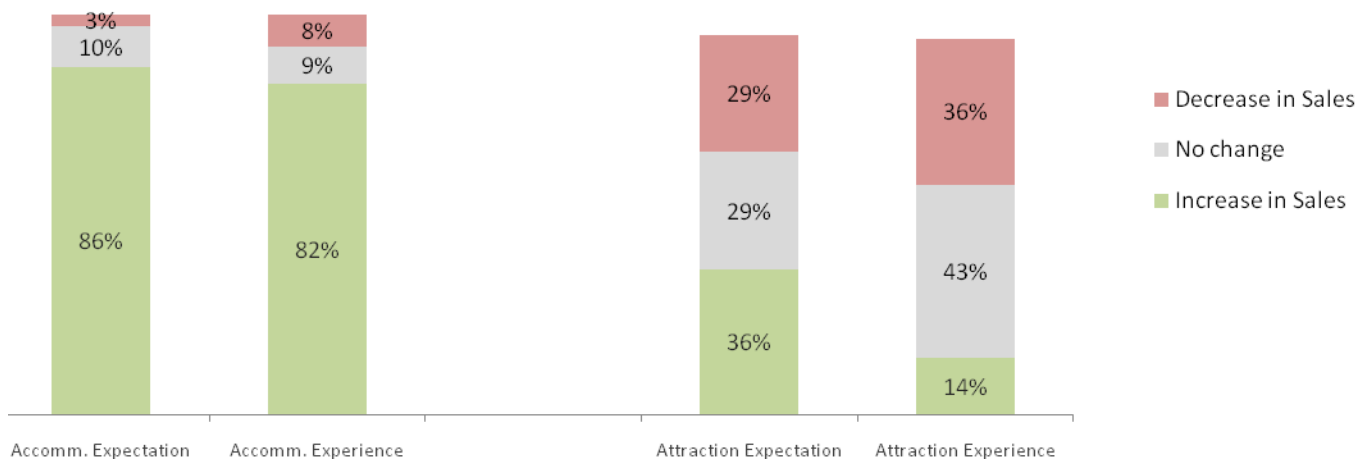
A closer look at the data showed the reason for these results. Downtown businesses showed equal levels of optimism regarding expected sales increases, regardless of whether or not they were near an Olympic venue.

92% of businesses Downtown located near a venue expected sales to increase during the games, as did 90% of Downtown businesses not located near a venue. However, while 89% of businesses Downtown located near a venue experienced an increase in sales, only 52% of Downtown businesses not located near a venue experienced an increase. In fact, 28% actually experienced a decrease in sales.

Accommodation operators generally had high expectations regarded expected sales during the Games, and among a strong majority of these operators sales did in fact increase.

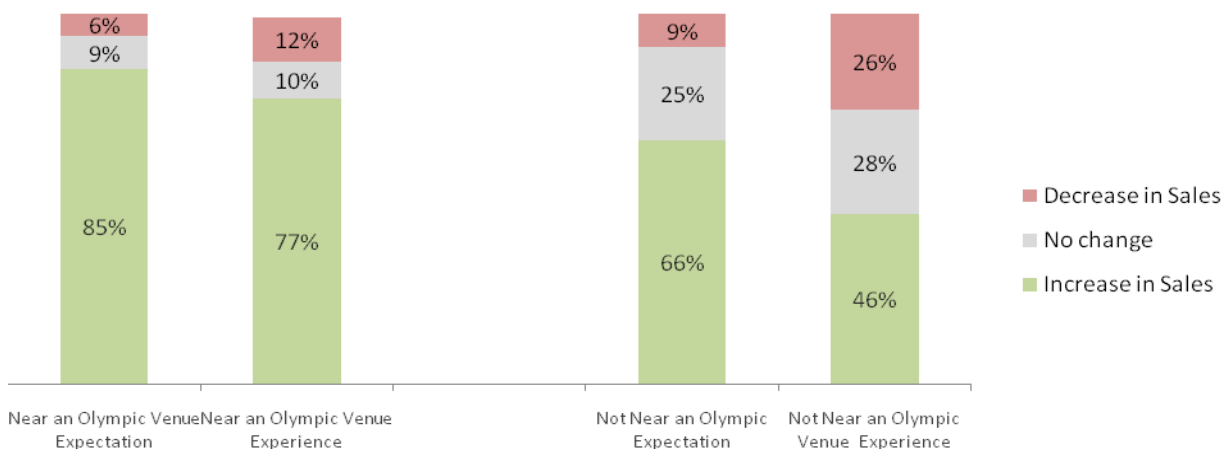
Those operating attractions were not nearly as optimistic regarding sales during the games. They were right to moderate their expectations—only 14% said sales increased during the games, and almost three times as many said sales decreased.

Expectations and Reality of Sales for Games (Attractions and Accommodations)



The results below show expectations for sales and experienced sales, based on whether or not a business was operating near an Olympic venue. Consistent with the results for the Downtown core mentioned earlier, these overall results again show the relatively sharp contrast between expectations and reality for those not operating near an Olympic venue.

Expectations and Reality of Sales for Games (Near Venue/ Not Near Venue)



The substantial majority (84%) of businesses that were expecting either an increase or decrease in sales during the Games were able to provide us with a specific estimate of the percentage by which they expected sales to either increase or decrease. This enabled us to compare, on average, the magnitude of what was expected versus the magnitude of what was experienced.

### Differences by Business Type

Consistent with the results presented earlier, in most cases, expectations regarding sales turned out to be too optimistic. Even among accommodation operators—who were equally likely to expect, and to experience, sales increases—the average increase observed did not quite meet expectations (51% increase expected; 42% increase obtained.)

The high sales expectations among Fine Dining establishments—who on average expected an increase of 45%—contrasted sharply with what they experienced, a 24% increase. This gap is not likely to be due to whether or not the fine dining restaurant was near an Olympic venue because 67% of the Fine Dining restaurants we surveyed were located near an Olympic venue. These restaurants may have simply over-estimated visitors' interests in high-end cuisine.

Not surprisingly, perhaps, Bars and Pubs were the only establishments in which sales actually exceeded expectations.

**Average Sales Expected and Observed: Total and by Business Type**

<b>Average Percent Sales</b>	Total	Food/Bev Total	Food/Bev Casual	Food/Bev Fine	Food/Bev Bar/Pub	Food/Bev Quick Service	Accomm.	Attraction	Retail
<i>Expected</i>	+31%	+27%	+25%	+45%	+32%	+19%	+51%	-5%	+13%
<i>Observed</i>	+21%	+17%	+15%	+24%	+40%	+11%	+42%	-9%	-4%
<i>Difference (Obs-Exp)</i>	-10%	-10%	-10%	-21%	+8%	-8%	-9%	-4%	-17%

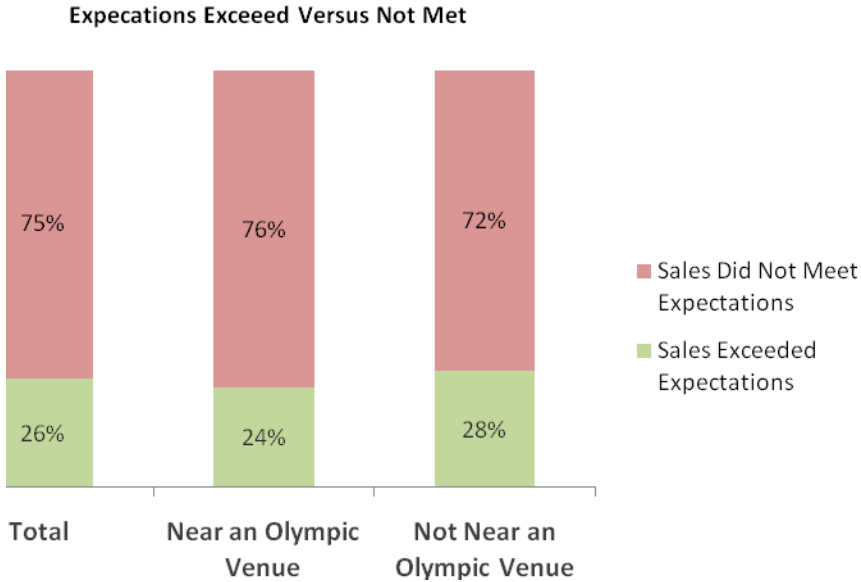
### Differences by Venue Proximity

Overall, those near venues experienced increases similar to expectations. However, those operators not located did not meet expectations despite the more modest initial expectations regarding the percentage that sales would increase (on average expecting a 22% increase). The table below shows average sales expectations and observed sales (in terms of percent increase), based on whether or not a business was near an Olympic venue.

<b>Average Sales Expected and Observed: Near an Olympic Venue</b>		
<b>Average Percent Sales</b>	<b>Near an Olympic Venue</b>	<b>Not Near an Olympic Venue</b>
<i>Expected</i>	+45%	+22%
<i>Observed</i>	+40%	+9%
<i>Difference (Obs-Exp)</i>	-5%	-13%

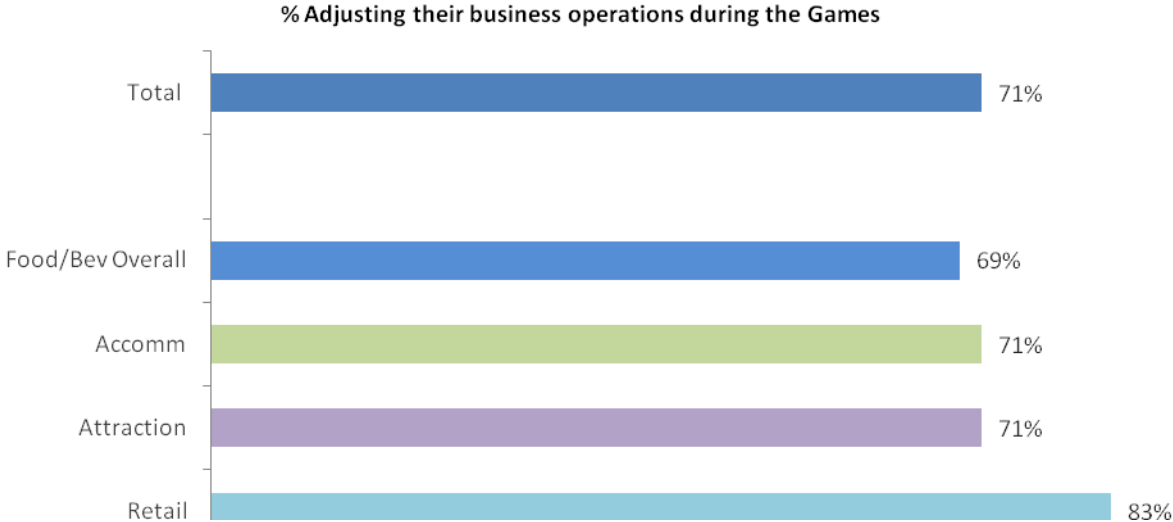
We used the sales expectations data and the data on what was experienced with regard to sales to calculate the percentage of businesses for which sales exceeded expectations and the percentage for which sales did not meet expectation. Overall, among three-quarters of businesses we surveyed, sales did not meet expectations. The results are similar for those operating near an Olympic venue and those away from an Olympic venue. Given that 77% of businesses near a venue actually experienced a sales increase, suggests that their expectations were too high going into the Games.

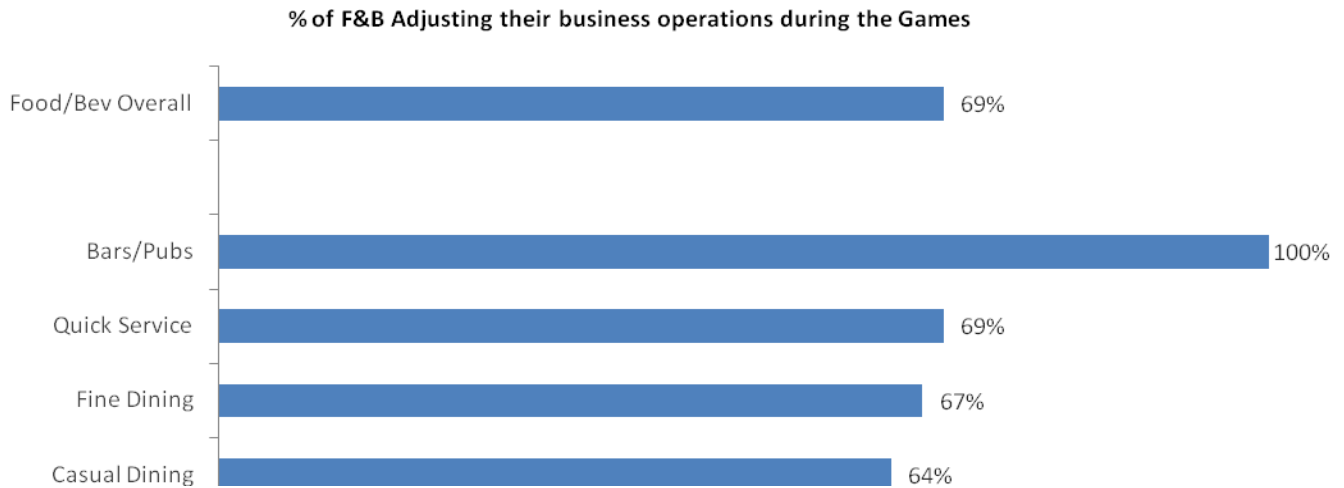




### Adjusting Operations during the Games

Across all types of businesses surveyed, the strong majority made adjustments to their operations during the Games.





The table below shows what businesses did to adjust their operations. Consistent with their high expectations regarding sales, Fine Dining restaurants were highly likely to have expanded their hours, both on weekends and weekdays. Bars and Pubs were also relatively likely to expand hours on both weekends and weekdays.

With the exception of quick service restaurants (who were less likely to hire additional staff overall), businesses were much more likely to hire more part-time staff than full-time staff during the games. In general, businesses were twice as likely to hire part-time staff as opposed to full time staff.

## Ways Business Operations Were Adjusted During the Games

Action	Total	Food/Bev Total	Food/Bev Casual	Food/Bev Fine	Food/Bev Bar/Pub	Food/Bev Quick Service	Accomm.	Attraction	Retail
<i>Expanded hours on weekends</i>	49%	58%	52%	91%	71%	46%	31%	40%	50%
<i>Expanded hours on weekdays</i>	49%	57%	52%	86%	64%	46%	31%	30%	54%
<i>Hired more part-time staff</i>	46%	51%	54%	55%	43%	24%	40%	20%	46%
<i>Hired more full time staff</i>	23%	24%	22%	23%	29%	24%	20%	10%	33%
<i>Reduced staff/hours</i>	10%	9%	13%	--	7%	7%	8%	20%	12%

## Potential Issues: Transportation, Security Zones, Securing Accommodations

Businesses were asked whether or not transportation, getting through security zones or securing accommodations became issues for their staff during the Games. Overall, three-quarters (74%) of businesses surveyed did not indicate that any of these became issues during the Games. Overall, 20% said that transportation was an issue, 7% said security zones were an issue and 6% said securing accommodations was an issue.

Bars and pubs and fine dining restaurants were most likely to indicate that transportation was an issue for their employees (28%). Attraction operators were more likely to indicate issues with security zones (14%). Bars and pubs were more likely to indicate that securing appropriate accommodations for staff was an issue (21%).

The businesses that did have issues were asked what steps, if any, they took to mitigate problems for their staff. Most commonly, these businesses provided flexible scheduling (27%), assisted staff with transportation (15%) and gave staff relevant information on how to deal with issues (14%). Just under a third of businesses (31%) did not take any steps to mitigate problems for their employees.

## Attending Information Sessions to Help Plan for the Games

Overall, 37% of those surveyed indicated that they had attended information sessions or events designed to help plan for staffing and other Games-related issues. Accommodation operators (45%) and Attraction operators were more likely to attend these type of sessions and events, compared to food and beverage operators (26%).

Those operating near an venue were somewhat more likely (35%) to attend sessions and events than those not operating near a venue (28%).

## Experiences of Whistler Businesses Surveyed

We examined the survey results for Whistler businesses and generally found a pattern similar to the pattern observed for the survey population as a whole. With regard to staffing levels, 59% of these businesses expected a staffing increase during the games—48% reported an actual increase. The gap between expectations and what actually happened was somewhat larger for the retail businesses surveyed (59% versus 43%) than for the food and beverage businesses surveyed (79% versus 74%) and accommodation operators (55% versus 45%).

Similar results were found with regard to expected and observed sales. With regard to sales, 73% expected an increase, and 58% reported an actual increase in sales during the games. Again, the gap between expected and actual sales was larger for the retail businesses surveyed (59% versus 38%) than for the food and beverage businesses surveyed (95% versus 84%) and accommodation operators (82% versus 82%).

## Recommendations from Businesses

The survey asked businesses for their recommendations that will help businesses plan their recruitment and retention strategies for the 2012 Games in London and the 2014 Games in Sochi.

Many different kinds of suggestions were offered. However, common themes emerged. Below some of the recurring themes are listed, along with the specific comments from businesses.

### Plan Early

*“Plan early and expect the unexpected to happen. The most pleasant experience you will have is dealing with Olympic guests.”*

*“Get on hiring early. Make sure people are very well trained in a number of different areas so you can move them.”*

*“Prepare staffing levels early. Expect the organizing committee to give short lead time in confirming reservations. Hope for the best expect the worst.”*

*“Target schools that have tourism programs and recruit early and recruit more than you actually need, like 20%.”*

*“Start early, do not wait until the month before. Staff need to be hired, trained and retrained (some terminated) months before to ensure they are ready to handle the extreme business levels.”*

### **Moderate Your Expectations if Your Business is Not Near a Venue**

*“Don't make plans unless you're in the 12 block radius, if you're in that core, your life will be turned upside down.”*

*“Tell the people in the outside areas not to get too excited about it because it doesn't happen. The volumes of people are staying in the core area. If you're not in the core area, it doesn't affect you”.*

*“If you're by an event, be prepared. If you're more than 2 km away, you may see a decrease.”*

*“Only people that get impacted are where the main hub is. Like the downtown. Don't worry about the suburbs, the tourists will not drive there.”*

*“It was such a shock for us - the hype on it. Unless you are front and centre of an event like within a kilometre that your business will not be affected for food and beverage.”*

### **Be Flexible with Staff Scheduling**

*“Keep them motivated and talk to them and do your scheduling on their interests.”*

*“Just be flexible with their time so they can enjoy the games”.*

*“Give them time to go and experience the events. Get them involved and get them excited.”*

### Staff Transportation

*“Make sure the transportation is available. There were concerns about this- about going home after the events, because the SkyTrain shut down before 2 am and people were trying to get home at 4 am and there was no transportation for them at this time. It's like "come out and party" but yet there was no transportation to bring these people home at 4 am.”*

*“Ensure their ability to get to and allow flexibility on start times.”*

### Inform Staff

*“Having your staff aware of local things, and how to get to the venues”.*

*“Give them every bit of information about their area; about everything from transportation to security and everything in between.”*

*“Just be really organized, well staffed and keep your staff well informed of events going on around the hotel and in the area.”*