

RUGBY new zealand 2011 LTD NEWSLETTER

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Planning on track – (from left) RWC Minister Clayton Cosgrove, IRB Chairman Bernard Lapasset, Prime Minister Helen Clark, RWCL Managing Director Mike Miller, RNZ 2011 Chairman Jock Hobbs, RNZ 2011 CEO Martin Snedden

Message from France 2007: Get started now!

The organisers of France's record-breaking Rugby World Cup (RWC) have delivered a timely reminder to Rugby New Zealand 2011 Ltd and its delivery partners – the clock is always ticking.

Senior members of the France 2007 Organising Committee, led by CEO Etienne Thobois, were in New Zealand in February for an historic RWC 2007 debrief with RNZ 2011 and with the management of RWC rights-holder Rugby World Cup Limited (RWCL). It is the first time in RWC history that one organising committee has been able to formally brief the organisers of the next tournament.

Among the key learnings extracted from the France 2007 experience were the critical need to use time wisely, the importance of the volunteer programme and clear definition of roles and responsibilities.

Martin Snedden describes the debrief sessions as being immensely valuable to New Zealand and provided an "accelerated learning curve" for the 2011 tournament.

"The notion of urgency – that time is of the essence – came through clearly. In many functional areas, the French organisers highlighted that the planning and preparation cannot start early enough and that they wished they had started planning in some areas much earlier.

"It's also clear now that for all major events, a large, capable and well-trained volunteer workforce is vital both to the operational success and to the image of the event. Volunteers should be and will be a major feature of our RWC."

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ABOUT RUGBY NEW ZEALAND 2011 LTD

RUGBY NEW ZEALAND 2011 LTD (RNZ) WAS ESTABLISHED IN JUNE 2006 AND IS THE ORGANISATION RESPONSIBLE FOR THE PLANNING AND DELIVERY OF RUGBY WORLD CUP 2011 IN NEW ZEALAND ON BEHALF OF ITS SHAREHOLDERS: THE NEW ZEALAND RUGBY UNION AND THE NEW ZEALAND GOVERNMENT. RNZ 2011 LTD IS GOVERNED BY A SIX-MEMBER BOARD OF DIRECTORS CHAIRED BY CURRENT NZRU CHAIRMAN JOCK HOBBS. THE NEW ZEALAND RUGBY UNION WAS SELECTED AS THE HOST UNION FOR RUGBY WORLD CUP 2011 BY THE INTERNATIONAL RUGBY BOARD COUNCIL IN NOVEMBER 2005.

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Early clarity of roles and responsibilities right across the variety of tournament delivery agents and partners from RWCL to RNZ 2011 to host regions and venues was absolutely critical.

“We are very grateful to Etienne and his team for all the help they have extended to us, as we are to RWCL for their significant assistance in ensuring this RWC 2007 debrief was constructive and meaningful.”

France 2007 Organising Committee CEO Etienne Thobois said he could see the value of the intensive debrief for all parties.

“Rugby World Cup 2007 was a great event for France and a wonderful experience. To be able to reflect on all of the positive elements, which contributed to that success, as well as other areas of learning, has been gratifying – and even therapeutic for my team. I wish Martin Snedden and all of the RWC 2011 team good luck for the next Tournament.”

The visit also coincided with the arrival of the first RWCL staff in New Zealand with senior managers Kit McConnell and Ross Young now working fulltime in RNZ 2011’s offices for the next three-and-a-half years to promote a coordinated delivery of the tournament.

RWC 2007 was a record breaker

Rugby World Cup Limited (RWCL) has confirmed that Rugby World Cup 2007 was the most successful tournament in its 20-year history, smashing all previous attendance, broadcast and economic impact figures and reinforcing its stature as one of the world’s largest sporting events.

For the first time, more than 2 million people attended a Rugby World Cup, with the total attendance reaching 2.25 million. This represents an average match attendance of 47,000 across the 48 tournament matches in France, Scotland and Wales, with a 97% attendance rate across the 42 matches held in France.

Other highlights were:

- 119 international broadcasters covering 202 territories televised the tournament.
- RWC 2007 reached a potential cumulative reach of over 4.2 billion (up 800 million on RWC 2003).
- Live coverage reached 8,500 broadcast hours (up from 5,500 hours in 2003).
- Television coverage doubled in Spain, Italy, Portugal and across Asia, while increased coverage was also achieved in Russia, India, Canada and the USA.
- RWC 2007 matches were the top six viewed programmes of any description in France during 2007 – with over 20 million viewers tuning in to watch the France versus England semi-final at Stade de France, bettering the figure achieved for the 1998 soccer World Cup final involving France at the same stadium.
- The RWC Final attracted a total television audience of 61 million, an increase of 43% on the 2003 Final and the fourth biggest audience for a sports event globally in 2007.
- Rugby World Cup 2007 attracted 400,000 additional visitors to France, delivering a total economic impact of €4 billion.

Growth of the Rugby World Cup 1987–2007

	<i>Total Cumulative RWC Television Audience</i>	<i>Total RWC Match Attendance</i>
1987	0.23 billion	0.6 million
1991	1.4 billion	1 million
1995	2.3 billion	1.1 million
1999	3.1 billion	1.7 million
2003	3.4 billion	1.9 million
2007	4.2 billion (<i>record</i>)	2.24 million (<i>record</i>)

CEO Update



Whether you agree with him or not, it would be unwise to dismiss out-of-hand recent comments by (former All Blacks hooker, now coach of Wales) Warren Gatland that Kiwis are prone to arrogance, self-obsession, and holding an over-inflated view of our importance in the wider scheme of things. It reminded me of published comments of a similar nature made by a couple of British journalists after the All Blacks departure from RWC 2007.

Over the past few months, as our organisation has started to develop our “big picture” thoughts about what we want RWC 2011 to look like, we have time and time again kept returning to the imperative that New Zealand must fully grasp the fact that our Rugby World Cup is not “all about the All Blacks” and our team winning the Holy Grail. Instead, it must be about us acknowledging that it is a privilege to be given the opportunity to host an event which has genuine worldwide sporting significance and it must be about us doing the event justice both for ourselves and for the international rugby community.

We cannot and will not be able to do this if we are as Mr Gatland describes. To successfully deliver this event we are going to have to be generous hosts, welcoming, supporting and looking after all participating teams and their supporters. Arrogance and self-obsession can have no place. Most of us will want to see the All Blacks succeed, but this perfectly reasonable desire must not be allowed to

detract from our aim of looking after all of our guests as if they are our best friends.

We know, from the Lions tour in 2005 and from the experiences of RWC 2003 in Australia and RWC 2007 in France, that visiting rugby supporters are good-natured, sporting and fun-loving. They will passionately support their own teams but will gracefully accept that things don't always go as hoped for and won't allow those setbacks to detract from their main aim of enjoying their experience of a different country and its culture.

We have got to make sure that, come September–October 2011, we are collectively in the right frame of mind to give these guests the time of their lives.

In the narrow sense, our organisation's role is to deliver an operationally excellent tournament. That is our core and most important function.

But we take the view that there is a much wider, golden opportunity here. That is to galvanise our country into delivering a “RWC festival” where people right across our nation, regardless of their interest in rugby, join together to initiate, organise and participate in a wide range of sporting, cultural and social activities which will all mesh together to provide visitors and Kiwis alike with great experiences and enduring memories of this special time in New Zealand's history.

If we succeed then, come 22 October 2011, we will have created something uniquely Kiwi and, in the process of doing so, we will have had a fantastic time – who knows, we may even have caused Mr Gatland to change his view of his people.

Martin Snedden

Chief Executive, Rugby New Zealand 2011 Ltd



RWC 2011 pool group draw set for December

As anticipated, RWCL has confirmed it will use the IRB World Rankings to seed teams for the RWC 2011 pool group allocation draw, set to take place in December.

It is the first time in RWC history that the rankings have been used in this way. The rankings cut-off date will be 1 December 2008, following the last of the November international matches in Europe. Previously, the RWC seedings were based on teams' finishing positions at the preceding RWC tournament.

Outgoing RWCL Chairman Dr Syd Millar said the RWCL Board felt that the rankings are a more accurate record of a team's position at any given time and will provide the best possible chance of achieving evenly matched pools. "Ideally we would have liked to have the draw in 2009 but this would not allow enough time to negotiate and confirm venues for the 48 matches and the associated team base camps."

RNZ 2011 has welcomed the decision which allows them to move ahead with greater certainty around their match and team allocation planning for the tournament.

RWC 2011 Tournament Format

RWC 2011 in New Zealand will comprise 20 teams allocated into four pools of five. Twelve teams have qualified automatically from RWC 2007 in France; and eight teams will come through the RWC 2011 qualifier programme, which begins in the Caymans in April 2008.

The 12 automatic qualifiers are the Rugby World Cup champions South Africa, runners-up England, losing semi-finalists Argentina and France, losing quarter-finalists Australia, Fiji, New Zealand and Scotland, and Ireland, Italy, Tonga and Wales, who each finished third in their respective pools.

Teams will be banded to try and ensure evenly matched pools. Band 1 will include the teams ranked 1-4, Band 2 teams 5-8 and so on down to Band 5, made up of qualifiers Africa 1, Asia 1, Americas 2 and Playoff (Europe 3 v Americas 3). One team from each band will be randomly drawn to make up each pool.

Match and team allocation process - on the move

RWC 2011 regional coordination groups will be freshly loaded with match and team hosting information after a series of regional briefings, which have come on the back of the confirmed timeline for the pool match allocations for RWC 2011.

During February and March, the RNZ 2011 Tournament Services team, accompanied by RWCL management, tracked from north to south to provide potential host regions with the latest updates on the allocation of matches and teams for RWC 2011. Briefings and site visits were held in Whangarei, Auckland, Hamilton, Napier, New Plymouth, Wellington, Blenheim, Nelson, Greymouth, Christchurch, Timaru, Ashburton, Queenstown and Invercargill. These briefings were attended by representatives from all the regional working parties throughout the country.

Following RWCL's announcement of the new seedings mechanism for RWC 2011, RNZ 2011 was also able to confirm an updated timeline for the allocation process.

While the allocation of the venues for the four quarter-final matches and the Bronze Final (played by the losing semi-finalists) is on track to be confirmed in the third quarter of 2008, the allocation of the 40 pool-phase matches and team bases will be finalised in the first quarter of 2009. These decisions are timed to follow RWCL's announcement in late 2008 of the team seedings and the pool group compositions.

RNZ 2011 also confirmed in February that Eden Park will host the Final, as agreed in New Zealand's Bid for RWC 2011, and both semi-finals, subject to conclusion of venue hire and city support agreements currently under negotiation with the Eden Park Trust Board and Auckland City Council.

RNZ 2011 Ltd commenced its match and team allocation process in April 2007 with a series of initial briefings to interested regional groups around the country. Since then, RNZ 2011 management have conducted regular regional workshops detailing the requirements as well as the opportunities and benefits of hosting matches or teams during RWC 2011. These regional workshops will continue throughout 2008.

Stadium Update

Significant progress has been made in early 2008 on the two major stadia redevelopment projects being undertaken for Rugby World Cup 2011

The demolition of the Number 1, 2 and 3 Stands at Christchurch's AMI Stadium in January was a key milestone in the venue's \$60 million upgrade.

Ground improvement and laying the foundations for the new stands will commence this month.

Construction of the new stand will start in June and is due for completion in December 2009.

Once completed, the stadium's permanent seating will increase to 41,000, with the potential for additional temporary seating to be added for major events such as RWC 2011.

Meanwhile, the Eden Park Redevelopment Board has continued to progress planning for the new Eden Park.

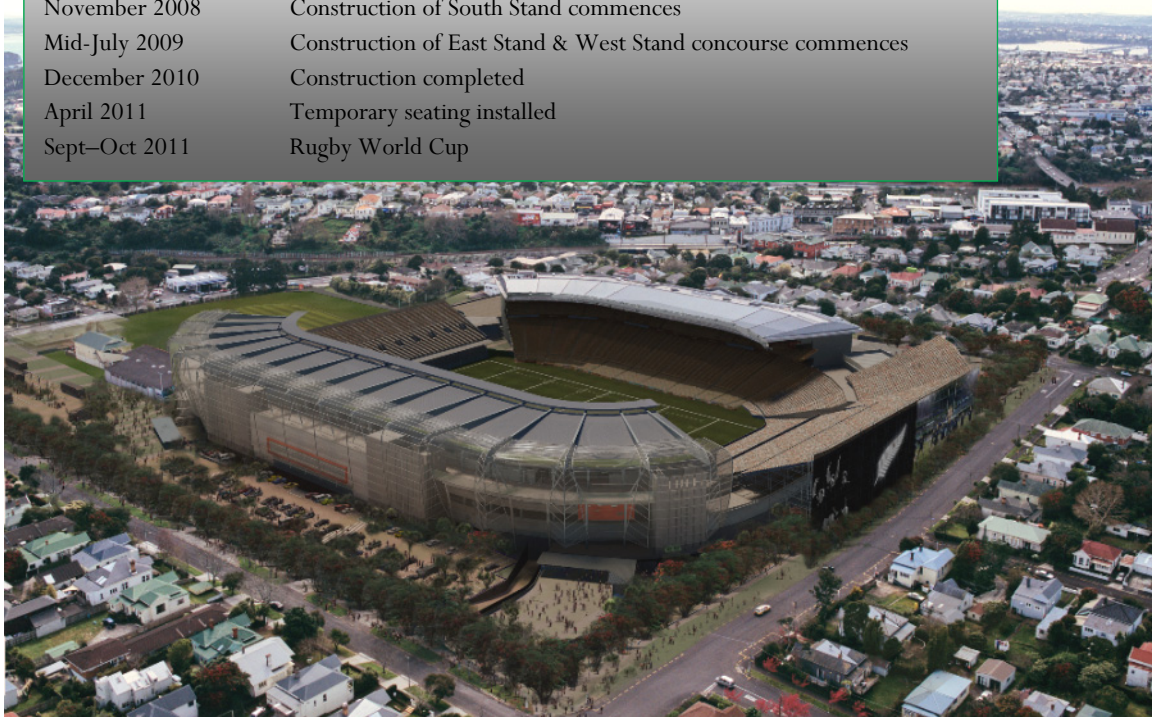
The project funding, boosted by a proposed commitment of \$10 million from the Auckland Regional Council is now more than 90% secure.



Above: Demolition of the Number 1, 2 and 3 Stands signaled the start of redevelopment works at AMI Stadium

Eden Park Redevelopment Timeline

Dates	Key Milestones
May 2008	Developed design completed
August 2008	Demolition of South Stand commences
November 2008	Construction of South Stand commences
Mid-July 2009	Construction of East Stand & West Stand concourse commences
December 2010	Construction completed
April 2011	Temporary seating installed
Sept–Oct 2011	Rugby World Cup



New Zealand's Le Ball is Le Hit!

Tourism's New Zealand's giant, inflatable ball proved you didn't have to kick goals to score points in France's capital during Rugby World Cup 2007.

Backed by the New Zealand Government, the ball was established to promote New Zealand as host country for RWC 2011 and on any measure the ball and the campaign supporting it, achieved that and more.

During the final two weeks of the tournament, significant numbers of media and public visited the ball, which was located near the foot of the Eiffel Tower in Paris, while a number of media used the ball as a backdrop to their RWC programmes and updates.

The ball featured in a total of 150 international media outlets and was exposed to more than 137 million readers, listeners and viewers.

More than 24,000 people visited the ball made up of visitors from the UK (24 percent), French locals (21 percent) and Australians (11 percent). Research conducted with them showed that nearly all (99 percent) enjoyed the experience and an impressive 70 percent said they intended to visit New Zealand within the next couple of years.

The now world-famous ball has since been stored securely with planning and discussions already underway on its next destination.



Accommodation bank up and running

An "accommodation bank" has been launched by RNZ 2011 with the aim of securing and managing all of the accommodation services required to ensure New Zealand can deliver on its obligations as host of the tournament.

After a hotly contested tender process, Wellington-based Williment Travel Group (WTG) has been appointed to manage the service and will be responsible for negotiating and securing accommodation services for both the operational and the commercial needs of RWC 2011, including teams, officials, VIPs, sponsors, media and travelling supporters on official tour packages.

New Zealand's ability to service these accommodation requirements will be a vital component of the successful delivery of the tournament. This centralised booking agency approach provides an efficient mechanism for bringing together accommodation providers and customers in a coordinated way during a period of high demand.

Key factors in RNZ 2011's decision to appoint WTG were the strength of WTG's existing relationships in the New Zealand accommodation industry and its experience in previous rugby events. WTG has been an Official Travel Agent for every RWC since 1987 and also played an integral part in the highly successful Lions tour of New Zealand in 2005.

WTG has now commenced negotiations with hotels nationwide as it seeks to secure room inventory on agreed terms and conditions including room rates.