

RUGBY WORLD CUP 2011

“1000 DAYS TO GO” – A SNAPSHOT OF PROJECT PROGRESS

The first match of Rugby World Cup 2011 (RWC 2011) will kick off in New Zealand on Friday 9 September 2011. The milestone of “1000 days to go” comes up this Saturday, 13 December 2008.

This milestone is an opportune time to take a look at how Rugby New Zealand 2011's (RNZ 2011) preparations for delivery of this tournament are proceeding. The following is a high-level snapshot view of RNZ 2011's progress to date.

It should be noted that there are a number of other organisations also working hard on preparations for RWC 2011. Whilst this snapshot primarily focuses on progress made within RNZ 2011's immediate orbit, we are grateful for the commitment of and the progress being made by those organisations.

STRATEGY

- RNZ 2011's strategic vision and goals for the delivery of RWC 2011 have been finalised. A one-page summary of these is attached.
- There already appears to be strong widespread awareness of and support for key strategic concepts of “a stadium of four million” and “Rugby World Cup festivals”.

MATCH & TEAM ALLOCATION (MTA)

- The development, delivery and communication of the MTA strategy has been enhanced considerably by the formation, 18 months ago, of regional RWC 2011 coordination groups. There are now 22 of these nationwide. Membership of each typically consists of local government, regional tourism, provincial rugby unions, potential match venue owners and other community representatives. Rather than deal with a plethora of individual organisations in each region, RNZ 2011 channels all MTA communications through these groups. These groups are likely to ultimately evolve from an initial focus on bidding for MTA hosting rights into RNZ 2011's regional core tournament and festival delivery agents.
- This process has been used to educate regions about the opportunities and obligations associated with hosting RWC 2011 matches and team bases.



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- The venues for each of the 8 knockout matches were announced on 4 September 2008. Eden Park will host the Final, Bronze Final and both semi-finals. Christchurch and Wellington will each host two quarter-finals.
- On 31 October 2008, RNZ 2011 received a total of 18 regional proposals for the hosting of the 40 pool matches and the pool phase team bases.
- On 1 December 2008, the Tourism New Zealand “giant rugby ball” in London was the venue for the IRB Pool Allocation Draw. Each of the 20 participating teams, 12 of whom have already qualified, were placed into one of the four pool groups.
- RNZ 2011 is now creating a full playing draw and schedule, including pool match venues. This is likely to be announced in mid-March 2009.
- RNZ 2011 and Rugby World Cup Ltd (RWCL) have had an initial meeting with the current team management of most of the 12 countries that have already qualified and RNZ 2011 now has a direct line of communication with each of those teams. Team bases will be confirmed by the end of 2009.

VENUE REDEVELOPMENT

- The redevelopment of Eden Park is currently on schedule. The design of the redeveloped stadium has been finalised and is fully compliant with the RWCL / NZRU Host Union agreement requirements. Two of the three resource consents have been secured. The application for the third, which allows for the construction of the temporary facilities for RWC 2011, is now being prepared. Funding for the project is 95% in place. Fletcher Building Ltd has been contracted to undertake the construction work and has been on site since May 2008. The South Stand has been demolished ahead of schedule. The redeveloped stadium is due for completion in late 2010. The capacity of this stadium for RWC 2011 will be 60,000.
- Likewise, the redevelopment of Stadium Christchurch is proceeding according to schedule and will be complete and fully operational by early 2010.
- The upgrade of McLean Park in Napier is proceeding well and will also be complete more than a year prior to the start of the tournament.
- Upgrades of stadia in Nelson and Whangarei are likely to take place if RWC 2011 pool matches are allocated to those regions.
- The future of the proposed stadium in Dunedin is currently uncertain but should be decided early in 2009.

TICKETS

- RNZ 2011’s ticketing strategy is currently being developed and is likely to be announced later in 2009.
- RNZ 2011 has already publicly indicated that ticket prices for the 8 knockout matches, as well as the opening match and a small number of others, will be expensive in New Zealand terms but relative to the RWC 2007 prices for those equivalent matches.
- This will be balanced against prices for the remaining pool matches which are likely to be at levels at or below current All Blacks’ domestic test match prices. Some of these prices will be equal to or below current Super 14 prices.

- Whilst RWCL has a right to claim more than half of the tickets for each match, based on history RNZ 2011 believes that more than 70% of all match tickets will be purchased by New Zealanders, with the Final and semi finals being split evenly between New Zealanders and visitors.
- Initial work has been undertaken to explore existing ticket technology options and potential ticket service provider partners.

RUGBY WORLD CUP FESTIVAL

- All 22 MTA regional RWC 2011 coordination groups fully support the “festival” concept.
- Many regions, subject only to the finalisation of the allocation of pool match venues and team bases, are already fast advancing their festival planning. Each of the regional hosting proposals commits to delivery of a top quality regional festival to support RNZ 2011’s delivery of the core rugby tournament.
- The recently released “New Zealand 2011” script as well as the tournament look and feel (stadium livery, street banners, tournament script, etc.), currently being finalised by RWCL, have a distinctly New Zealand flavour, something which will enhance the overall festival flavour.

ACCOMMODATION

- More than 60,000 visitors are likely to come to New Zealand during this tournament. Half of these are likely to be here during the last two weeks of the tournament, from the quarter-finals onwards. Our accommodation infrastructure will be thoroughly tested during those final two weeks.
- To mitigate this risk, in late 2007 RNZ 2011 established the RWC 2011 Official Accommodation Bank (OAB). Williment Travel Group was appointed to manage the OAB. The objective of the OAB is to put in place a mechanism for orderly management of New Zealand’s accommodation resources to ensure that the needs of the tournament (i.e. teams, officials, organisers, together with the sponsors, media and fans travelling on official tour packages) are satisfied.
- This initiative has received very strong support from New Zealand’s hotel industry, with the four major hotel chains and many independent hotels committing large amounts of their respective bed inventories to the OAB on fully agreed terms including 2011 room rates.
- Despite the success so far of this initiative, it still seems likely that OAB demand will exceed land-based supply. As a result RNZ 2011 is currently investigating possible use of cruise ships for the final two weeks of the tournament.

DOMESTIC TRANSPORT

- Some of the issues RNZ 2011 is facing with respect to accommodation also apply to domestic air and land transport. Once again, resources in New Zealand are limited so marshalling and excellent management of existing resources is essential. RNZ 2011 has commenced discussions with key players in these sectors.

- Whilst the transport issues within the Auckland region have been the subject of considerable focus, the solutions to these have not yet been finally agreed.

VOLUNTEERS

- Initial scoping of a 5000-strong volunteer force has been completed. The focus of this project will go well beyond match venues and will include a presence in city / town centres, transport hubs and other targeted areas.

LEARNINGS

- A key feature of the initial phase of the RWC 2011 project was the work undertaken by RNZ 2011 and others to study and take learnings from a variety of recent major events.
- Thanks to RWCL and the French Organising Committee of RWC 2007, RNZ 2011 had full behind-the-scenes access to that tournament, before during and afterwards. In February 2008, the senior management teams of those two organisations spent a week with RNZ 2011 Management fully debriefing on all aspects of that event. This was an invaluable learning experience.
- RNZ 2011 have also looked at particular aspects of the Sydney 2000 Olympic & Paralympic Games, RWC 2003, FIFA Football World Cup 2006 in Germany, the Melbourne Commonwealth Games 2006, ICC Cricket World Cup 2007, Euro 2008, World Youth Day 2008 in Sydney, the Beijing Olympics 2008 and the 2008 Rugby League World Cup. We are also keeping a watching brief on preparations for future events such as the Vancouver Winter Olympics 2010, FIFA Football World Cup 2010 in South Africa and the London 2012 Olympic Games.
- The recent FIFA Women's Under 17 World Cup, staged in New Zealand in late 2008, was another very useful learning experience.
- RNZ 2011 has also had direct access to a number of key individuals involved in delivering major events. Some have since been employed or contracted by RNZ 2011.
- RNZ 2011 has just commenced working with a range of tertiary institution researchers with a view to seeking their assistance to undertake targeted research between now and 2011, the results of which can be used to assist with our event preparations.

ORGANISATION FOUNDATIONS

- RNZ 2011 headquarters have been established in Wellington. Sufficient space has been secured to allow for staff expansion throughout the project.
- The CEO and full senior management team is now in place. The CEO reports to a board of 8, chaired by Jock Hobbs and consisting of three Crown appointees, three NZRU appointees and two independent directors.
- Three senior and experienced RWCL Management staff have relocated from the IRB's headquarters in Dublin and are now living in Wellington and working out of RNZ 2011's headquarters. There is daily interaction between RNZ 2011 and RWCL on a wide range of issues. The relationship is strong. There are a number of joint RWCL / RNZ 2011 initiatives now underway covering

such areas as project and risk management, insurance and information technology.

NEW ZEALAND GOVERNMENT

- Under the leadership of the Minister for Rugby World Cup and the Ministry of Economic Development, the Government Rugby World Cup Office was established in late 2007. This Office assists with facilitation between RNZ 2011 and the various government agencies assisting us to prepare for this event. RNZ 2011 currently has working relationships with 26 central government agencies.
- This Office is also responsible for facilitating central government initiatives to leverage off the RWC 2011 opportunity. A high level Government RWC 2011 strategic framework is in place, a copy of which is attached.
- Various government agencies now have dedicated RWC 2011 teams assisting this Office and RNZ 2011 with preparations both for the core tournament and the wider festival and legacy opportunities.
- Tourism New Zealand's "giant rugby ball" has been a tremendously successful initiative, both at the Eiffel Tower in Paris during RWC 2007 and next to the Tower Bridge in London during the All Blacks' visit in late 2008. This initiative has helped raise international awareness of our hosting of RWC 2011 and, because of its unique and innovative design, has helped to increase the confidence of the international rugby community in New Zealand's ability to host an excellent RWC 2011 event.
- The passing into legislation of the Major Events Management Act was a significant milestone. This Act provides important but still balanced protection for the commercial entities investing heavily in the tournament.
- The decision by the Government to align the October 2011 school holidays with the final two weeks of the tournament was of significant logistical assistance to tournament organisers.

PROJECT FOUNDATIONS

- The RWC 2011 Master Schedule, which maps out the timing for completion of the wide variety of project tasks, and which was initially created in 2006, has been thoroughly reviewed and updated.
- Annual business planning, directly linked with the strategic plan and aligned with the Master Schedule, is in place.
- A sophisticated project management framework, including a performance tracking system, has been installed.
- Likewise a risk management framework has been in place since 2006. This framework is used to ensure that robust processes are in place to allow serious tournament risks to be identified and assessed early, then managed on an on-going basis.
- For example, the redevelopment of Eden Park was identified in 2006 as RNZ 2011's most critical tournament risk. The full extent of that risk was then analysed. This analysis covered areas such as design, resource management and funding. Steps were put in place to manage and mitigate

the risk. The risk has then been the subject of intensive management focus since that time.

- RNZ 2011's Tournament Budget, created in late 2005 and modified in September 2006, has been the subject of a major review during the latter half of 2008. This will continue into early 2009 and is due for completion once the full tournament playing draw and schedule, including pool match venues and the ticketing strategy, have been finalised. This process included a full review of the finances relating to RWC 2007.
- A comprehensive finance management system has now been installed. An information technology and telecommunications framework has been scoped and a tender process to appoint an IT & T systems integrator is nearing completion.

RELATIONSHIPS & COMMUNICATIONS

- RNZ 2011's philosophy, right from the start of this project, has been that the success of the tournament will largely depend on the nature and quality of the relationships between a wide range of key stakeholders. Whilst RNZ 2011 will provide some central leadership and management, we will be heavily dependent on the competency and enthusiasm of our various stakeholders, particularly in the regions, to deliver a special event experience.
- RNZ 2011's focus throughout the life of the project so far has been to create and foster those key relationships. Stakeholder survey feedback at the end of 2008 indicates that, in general, this approach is working.
- The focus on this between now and 2011 will intensify rather than relax, particularly as the range of "key stakeholders" inevitably continues to broaden.
- The RWC 2011 website is up and running (www.rugbyworldcup.com) and will be enhanced next year once the tournament playing schedule has been confirmed.
- Newsletters are being distributed on a quarterly basis to a growing database.
- The interaction with media, both domestic and international, has been robust and regular and has resulted in significant coverage of RWC 2011 stories through a wide variety of outlets.
- The "1000 Days To Go" promotion has received excellent nationwide media support and has further helped to raise general public awareness of the event.

ISSUES

There are, and throughout the life of the project, will always be significant issues. Those have included:

- Securing widespread public support for the event and for RNZ 2011's strategic approach to delivery of both the core tournament and also the wider event including the festival and legacy opportunities;
- A range of issues surrounding the venue for the RWC 2011 final including the initial debate on whether it should have been a redeveloped Eden Park or a waterfront stadium;

- Having settled on Eden Park, a range of issues around its redevelopment including design, funding and resource issues including neighbourhood concerns;
- Finding the right balance nationwide when determining allocation of matches;
- Finding the right balance when determining match ticket prices and accessibility;
- Managing the risk surrounding the ability or otherwise of New Zealand's accommodation and transport infrastructure to cope with the international visitor influx, particularly during the final two weeks of the tournament;
- Generating appropriate urgency and action from the key stakeholders involved in the delivery of the event;
- Coping with the actual and potential effects of the global economic crisis on the event;
- Creating and maintaining strong key stakeholder alignment and unity throughout the life of the project;
- Ensuring that the RWC 2011 opportunity is used properly to drive the creation of tangible, strong and lasting legacy benefits for New Zealand.

Martin Snedden
Chief Executive
Rugby New Zealand 2011 Limited

11 December 2008

RNZ 2011's strategy for the delivery of RWC 2011

PHILOSOPHICAL PRINCIPLES DRIVING RNZ 2011's STRATEGY

The four key Philosophical Principles underpinning our Vision and Key Strategic Goals for RWC 2011 are:

- “a platform for superb rugby” : rugby is at the heart and core of this major sporting event - our main priority is to provide the best possible organisational base for the players and the Tournament;
- “a Rugby World Cup festival” : leveraging off the huge interest in this rugby event to inspire a nationwide festival and celebration;
- “a stadium of four million” : delivering this event in a way which engages, embraces and unites all New Zealanders;
- “uniquely New Zealand” : leaving our country's unique thumbprint on this event.

RNZ 2011's VISION FOR RWC 2011

RWC 2011 will be an outstanding tournament and festival creating enduring benefits for Rugby and for New Zealand as well as great memories for everyone involved.

RNZ 2011's KEY STRATEGIC GOALS

- Goal One : Delivering an operationally excellent tournament.
- Goal Two : Achieving capacity crowds and achieving the RNZ 2011 budgeted financial result or better.
- Goal Three : Inspiring a nationwide Rugby World Cup festival.
- Goal Four : Creating enduring benefits.

