

SEASON'S GREETINGS

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FOR 2010.



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Communities big and small will host RWC 2011 teams (credit Tourism New Zealand)

TAKING RWC 2011 ACROSS NEW ZEALAND

Communities, big and small, across New Zealand have been given a chance to share in the excitement of Rugby World Cup 2011 (RWC 2011) following the decision to allocate hosting rights to 23 centres.

The announcement was made by Rugby New Zealand 2011 Ltd (RNZ 2011) CEO Martin Snedden at a function in Auckland on Friday.

"We as a nation are passionate about Rugby so it's fantastic that we can bring RWC 2011 to the backyards of so much of New Zealand."

23 centres – 16 in the North Island, seven in the South Island – will host at least one of the 20 participating teams when they start arriving from August/September 2011.

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TAKING RWC 2011 ACROSS NEW ZEALAND CONTINUED

"This announcement is particularly exciting for many smaller centres which applied to host teams outside the 13 match venues already named." Ten additional centres have been selected:

Bay of Islands
Rodney
Tauranga/Mt Maunganui
Taupo
Gisborne
Wanganui
Masterton
Blenheim
Ashburton
Queenstown

"We have said all along that we wanted as many communities as reasonably possible to get a first hand taste of this exciting Tournament. This announcement is a really important component in bringing to life New Zealand's Stadium of Four Million.

"It's a great opportunity for everyone. Teams will be able to experience more of New Zealand's rich culture and spectacular scenery and these hosting communities will be able to showcase themselves, their hospitality and attractions to the world.

"We are also announcing that teams will use a total of 47 training grounds across the country for the duration of RWC 2011. This mixture of Rugby club, school and public training facilities will help many communities get even closer to Rugby's showpiece Tournament as well as giving teams an outstanding platform for their preparations.

"What is really fantastic is that teams and fans can experience our passion for the Game in Rugby's grassroots where our traditions are strongest.

"For example, Tonga and Samoa will train at one of the oldest clubs in the country, the Ponsonby Rugby Club. Ponsonby boasts an honours board stacked with All Blacks such as Bryan Williams, Andy Haden, Joe Stanley and Carlos Spencer as well as first class facilities at its Western Springs ground.

"Teams will also train at several schools which have a proud tradition of Rugby such as Southland Boy's High, Christ's College, New Plymouth Boy's High and Rotorua Boy's High.

"I am confident that all of the hosting communities will take advantage of this once-in-a-lifetime opportunity and give teams and fans a friendly welcome, great service and a Kiwi experience they will treasure forever," concluded Martin Snedden.

Each of the host centres will also be integrated into the RWC 2011 Festival to be wrapped around the Tournament which aims to ensure people around the country have the opportunity to take part in the RWC 2011 experience.

Rugby World Cup Ltd Chairman Bernard Lapasset said the Team Hosting announcement was another important milestone towards making RWC 2011 an outstanding Tournament.

"I have no doubt RWC 2011 will be a great success because teams will receive wonderful support from the hosting communities which I know are passionate about Rugby."



The tourist Mecca of Queenstown will host teams for RWC 2011

CEO MESSAGE: PIECING THE PUZZLE TOGETHER

MARTIN SNEDDEN

I've always thought of the RWC 2011 project as a giant jigsaw puzzle, with our organisation and others charged with making sure that we have all the individual puzzle pieces and that these pieces slot together into the right configuration.

As 2009 draws to a close, it feels like the puzzle is steadily and surely coming together as it should.

The most visible signs of this have been the announcement of the full match schedule in March, the announcement on Friday of the regions, cities and towns across New Zealand who will host the participating teams, and the excellent construction progress that has been made at each of the match venues, most particularly Eden Park.

Behind the scenes, RWCL and RNZ 2011, with others, have been beavering away on the creation of the operational platform upon which the core Rugby Tournament will be delivered.

Two weeks ago we announced, to a generally positive audience, the ticket

price structure for the 48 matches. From the outside, the setting of ticket prices probably looks like a fairly straightforward exercise yet, internally, it took us more than 12 months of hard slog to feel confident that we had found the right balance. This is the same for a whole range of operational tasks which, whilst not being as visible as ticketing, are extremely important.

At the same time we and others have been putting in place a wide range of preparations to help New Zealand cope with the likely huge influx of RWC visitors. Accommodation and transport have been two areas receiving particular focus. How well we are going in these areas will, in the first instance, be put to the test as our Official Accommodation Bank puts in place accommodation arrangements to meet the operational needs of the Tournament (teams, referees, officials, etc) and the first wave of booking requests by the official travel and hospitality providers.

There is one massive task which goes across the top of the whole RWC 2011 project and that is the leadership challenge

of keeping an ever-growing and diverse group of stakeholders working together in a more-or-less aligned and cohesive manner.

As we get closer to the Tournament, the number of individuals and organisations wanting to somehow support the project is mind-boggling. All of these people and organisations bring their own piece to the collective puzzle.

What we have been doing all year, and will be doing right through until October 23, 2011, is trying to make sure that each participant understands the overall vision and philosophy for this event and works together. My feeling at the moment is that the alignment and cohesion is pretty good but we must retain that until the conclusion of the Tournament.

Two thoughts to finish with. Firstly, the project is in good heart at the end of 2009. Secondly, regardless, there can be no room for any complacency.

Happy Christmas and New Year to all and many thanks to those who have been partnering with and helping us this year.



Martin Snedden observes construction at Eden Park (credit Eden Park Redevelopment Board)



RWC 2011 ticket prices are comparable to RWC 2007 (credit Getty Images)

POSITIVE RESPONSE TO RWC 2011 TICKET PRICES

Fans have responded positively to the recent release of ticket prices for RWC 2011. The prices which start from as low as NZD \$15 for children and NZD \$30 for adults for pool matches, have been designed to enable as many New Zealanders as possible to experience top-class Rugby in their own backyard.



Fans enjoy RWC 2007 (credit Getty Images)

While tickets to the big matches including the Final, semi-finals and some All Blacks matches will be on par with other global sporting events, over two-thirds of tickets are at or below current New Zealand test match prices.

“RWC 2011 is one of the world’s greatest sporting events and will be a once in a lifetime opportunity in such a Rugby-loving country as New Zealand,” said RNZ 2011 CEO Martin Snedden. “Hosting such an event in New Zealand is a fantastic chance for us to showcase New Zealand and the prices mean the vast majority of matches are priced at a level all New Zealanders can access”.

The most expensive ticket to the Final at Eden Park will go for NZD \$1,250, however 10,000 tickets to the big match will be available for NZD \$390, a price which many Kiwis consider “reasonable”.

Snedden said that prices reflected the status of RWC as one of the world’s largest sports events balanced against making the event accessible for the New Zealand and global public.

“We believe the ticketing policy will result in each match being played in front of full venues, underlining New Zealand’s love of Rugby and its place as a host of major international events. It will be a wonderful festival of Rugby

with an incredible atmosphere for 45 days throughout the whole country”.

Children’s priced tickets will be available for all pool matches and the Bronze Final.

Said Snedden, “Many matches will be played during the day and we’re keen to see as many families as possible enjoy the RWC 2011 experience.

“There will be at least one match at every venue which a family of four can enjoy for between \$90 and \$120 plus booking fees”.

An exciting innovation, and a first for a Rugby World Cup, will be the introduction of a payment plan which will allow fans to pay for their tickets in installments.

“We’re conscious that ticket prices for some matches will be well beyond what Kiwis are used to paying, so we are introducing a payment plan that will allow fans to do so in installments.”

Further details will be issued with the Official Ticket Sales Launch in 2010.

To keep up to date on all the latest ticketing information, please visit www.rugbyworldcup.com/tickets.

IRB GENERAL ASSEMBLY UNDERLINES RUGBY'S GLOBAL GROWTH

The IRB held its 2009 General Assembly in Dublin on November 30 and 31.

Representatives of the six IRB Regional Associations and 109 of the IRB's national Member Unions were in attendance.

Over the two days the General Assembly received updates on all major current IRB projects and focused in particular on the redevelopment of the IRB Strategic Plan which lays out the vision, mission and values of the IRB. The General Assembly is held once every two years with the next one scheduled to be in Auckland in the week building up to the RWC 2011 Final.

With around 95% of the IRB's revenues coming from RWC, the generation of significant surpluses from RWC tournaments have allowed unprecedented investment and growth in the Game. At the time of RWC 1987 the IRB had 16 Member Unions and it now has 116. This growth led directly to the IOC's decision in October to include Rugby Sevens in the 2016 and 2020 Olympic Games, a decision which will greatly accelerate growth in developing

Rugby areas such as Asia, Africa, Eastern Europe and South America.

The net RWC 2007 surplus of £122.4m (around NZD \$280m) has underwritten a range of major funding initiatives including annual national Union grants and the IRB's Strategic Investment Programme. In 2005 the IRB launched a £30m global Strategic Investment Programme and this was enhanced in 2008 with an additional £48m programme which is now in place between 2009 and 2012.

These targeted development programmes aim to increase global playing standards through a number of high performance, Union management and tournament structure initiatives. They are enhanced by the other key areas of annual IRB expenditure:

- Annual development and tournament grants to national Unions and regional associations
- Investment in all major IRB tournaments including the IRB Sevens Series, world age grade events, women's events and regional qualifiers for all IRB events

- Global educational and training initiatives
- Costs of test match officials and judicial officials
- Hosting meetings and reviews of all aspects of the Game
- Global promotions including Total Rugby television programme and all IRB / RWC websites
- Regional Development Managers based locally throughout the world.

All investments are monitored and managed by the IRB's Regional Development Managers in the respective regions and the respective Regional Associations. The rewards of the investments were evident at RWC 2007 with the performance of Fiji, Tonga, Georgia and Portugal. We are looking forward to even greater competitiveness at RWC 2011 as a result of the investments made possible by the RWC funds.



Teams such as Portugal will benefit from RWC 2011 revenue (credit: Getty Images)

MAORI TOURISM COUNCIL LAYS DOWN CHALLENGE TO INTERNATIONAL FANS



Hikoi-A-Waka (credit Maori Tourism Council)

“Want to find out more about the haka, Maori culture and people? Then see you in New Zealand in 2011!” This was the challenge made by the Maori Tourism Council to thousands of Rugby fans throughout the northern hemisphere during the All Blacks 2009 tour.

The distinctive “Hikoi-A-Waka” van shadowed the All Blacks over 7,000 kilometres, profiling Maori culture and tourism experiences and intriguing locals wherever they stopped.

“New Zealand is not just about spectacular scenery; New Zealand is also about our peoples and our culture. Rugby fans have made it clear when they get here, as well as watching some world class Rugby, they also want to find out more about Maori culture,” said Maori Tourism Council Chief Executive Pania Tyson Nathan.

“The opening match will see the All Blacks haka met by the Tongan side’s breathtaking Kailao challenge. It will be a spine tingling Polynesian welcome like no other.”

Throughout their hikoi or journey, the team on board “Hikoi-A-Waka” were inundated by requests for information on Maori tourism experiences, culture and of course: the haka. They were supported by expert cultural ambassadors from the London-based kapa haka team Ngati Ranana and led by Maori Tourism Council RWC 2011 Project Manager Tutehounuku (Nuk) Korako.

“The unique spirit of New Zealand is captured best by our haka, it is something that unites Kiwis when we are away from home, making us feel proud and homesick at the same time. To the rest of the world the haka is something totally unique to and symbolic of our nation,” says Mr Korako.

“When thousands of Rugby fans arrive in New Zealand - the home of the haka – in 2011, the Maori Tourism Council and Maori communities are promising them a welcome they will never forget.”

This year for the first time the Council has grouped together Maori tourism operators throughout New Zealand and connected them directly to tourism wholesalers and global operators. The objective is to provide a one stop shop for inbound tourism wholesalers and certainty for operators.

“This approach has been recognised by the Tournament Organisers and will be used to help market other Maori services such as marae stay bookings,” said Ms Tyson Nathan.

Maori Tourism Council will be working closely with Rugby Travel and Hospitality NZ limited (RTH) and their official travel and hospitality agents to enhance visitor experiences for RWC 2011.

For more information, please visit the Maori Tourism Council website: www.maoritourism.co.nz/get-on-board.



QUALIFICATION UPDATE



USA Fans at RWC 2007 (credit Getty Images)

Qualification for RWC 2011 is drawing closer to completion as two further teams have recently been confirmed for the Tournament line-up. The United States (USA) claimed the Americas 2 spot to enter Pool C, while Namibia secured its qualification into Pool D.

Americas 2

In the battle for the Americas 2 qualification position, the USA and Uruguay played a home and away two-match series.

The Americans got off to a strong start in match one in Montevideo with two early tries giving them a 13-3 half-time lead. Uruguay made a last minute comeback to score 13 points in the final six minutes thrilling the 2,000-strong home crowd. But it was the Americans who won the match 27-22 retaining a narrow five-point lead going into the next match.

In match two, the Eagles secured their qualification with a convincing 27-6 win at Lauderhill, Florida in front of 2,237 spectators.

While Uruguay racked up a number of penalties, USA Captain Todd Clever provided motivation to his team, scoring two of the team's four tries in the second half to secure the victory and the Americas 2 qualification spot.

USA will face Australia, Ireland, Italy and a European qualifier in Pool C at RWC 2011, playing matches in New Plymouth, Wellington and Nelson.

Uruguay will have one last chance to qualify through the cross-continental play-off.

Africa 1

A week after the Americas 2 play-off, Namibia claimed the Africa 1 qualification position for RWC 2011 after defeating Tunisia over a two-match series with an aggregate score of 40-23.

The first match, played at the Stade El Menzah in Tunisia was closely fought. Namibia scored early with a try to full back Chrysander Botha. Some excellent work by the Namibian forward pack took the visitors into half-time with a 10-6 lead. A converted try in the second half brought the score

to 15-13 but the more experienced Namibians scored a penalty in the 77th minute to secure a five-point lead, winning the match 18-13.

On 28 November, the two sides met again for the second leg in Windhoek, Namibia where the home side defeated the visitors 22-10. Tunisia held the lead 10-9 at halftime but were penalised heavily in the second half. A try by number eight Tinus du Plessis and accurate kicking from Namibia's Emile Wessels were enough to secure Namibia the win.

Namibia will compete at RWC 2011 in Pool D, facing Fiji then Samoa in Rotorua, South Africa in Auckland and Wales in New Plymouth.

Tunisia will have one last chance to qualify through the cross-continental play-off.

KEEPING THE FREIGHT TRAIN ON TRACK

In this issue, we chat with Team Services Manager, Michelle Tapper who has been very busy in the lead up to the recent appointment of Team Bases and running a successful Team Manager's Meeting in London in November.



Michelle Tapper (credit RNZ 2011)

What does your role involve?

MT: I manage the relationship between RNZ 2011 and the Team Managers of the 20 teams that will participate in RWC 2011. This involves liaising with them on arrangements for their teams whilst here in New Zealand; every detail from organising the team hotels to the laundering of their playing kits. This can be quite a challenge given the varied expectations which go hand-in-hand with the variety of cultures represented in the 20 different teams.

What skills and experience are needed for this role?

MT: I would say diplomacy, a calm head, an attention to detail and most importantly an adaptable sense of humour that can traverse through a multitude of different cultures.

What is your background?

MT: I had an amazing opportunity to be part of three America's Cup campaigns and worked for the New Zealand Olympic Committee in management roles with the Athens 2004 Olympic Games team and as team manager for the Torino 2006 Winter Olympic team. These roles gave me a great appreciation for the huge variance in support structures that exist between different sporting codes and what it takes to extract the best from people to achieve optimal performance.

I also worked for Auckland Rugby and the Blues Franchise which provided an excellent insight into the Rugby environment. The New Zealand Rugby Community is a warm and humbling environment full of wonderful characters and an extraordinary number of volunteers crucial to the success of the Game in New Zealand.

It is easy to see why international visitors who travel here for RWC 2011 will experience the ultimate in Rugby hospitality!

How has your experience at other major international events prepared you for this role?

MT: I have worked in a number of major international sporting environments and with a large cross section of different sporting codes and athletes and people from a variety of different cultures. These experiences have given me the tools required to be understanding in our approach to each team's requests and respectful of the different cultural protocols within each team. It has also given me the knowledge and skill set required to "Keep the freight train moving forward without letting it be derailed by an acorn," to quote my good friend and Olympic rower Chris White.

How did the recent Team Manager's Meeting help build your key relationships?

MT: The purpose of the Team Managers Meeting in London was to bring together each of the Managers from the 14 qualified teams to discuss the planning that has been conducted to date and to allow them to provide us with their feedback on the planning that is to take place over the next 12 months. Gaining input from the Team Managers on all logistical planning for their teams is a key tool in creating strong relationships founded on integrity and respect. In addition to the successful delivery of the logistical aspects of the Tournament will be the major contributors to the team's experience here in New Zealand.

How will your role change closer to the Tournament?

MT: Team Services are currently in a planning phase, therefore there is a large emphasis on the development of policies, systems and procedures for the Tournament. We also frequently host Team Manager Site Visits around New Zealand. Closer to the Tournament this will move into an operational phase, which will involve testing all systems and processes and the implementation of the policies in preparation for the event.

What is the most challenging part of your job?

MT: Definitely time management. As the Tournament start date will not move there is constant pressure to meet deadlines which to most people would seem absurd given the Tournament still appears to be a long way off. As we host a large number of Team Site Visits this involves a lot of time on the road. Keeping the plans progressing whilst fulfilling the requirements of teams is a fine balancing act and one that Tom Waterhouse, who has recently joined the Team Services team, will better help me to manage.

What is the most rewarding part of your job?

MT: Showcasing our fabulous country to the visiting Team Managers and Team Officials and introducing them to the great people in the regions that are going to help make RWC 2011 an unforgettable experience for each team. New Zealand will deliver this event with true colour and vivacity that will make this a unique Rugby World Cup. As a proud kiwi it is a huge honour to be part of this outstanding event.



Prime Minister John Key visiting the construction site (credit Otago Stadium)

OTAGO STADIUM CONSTRUCTION UNDERWAY

The new Otago Stadium in Dunedin is taking shape as it rises rapidly from the ground. Standing in what will be the centre of the pitch, you already get a sense of the exciting atmosphere that will be felt in New Zealand's newest sporting venue.

The main South Stand has reached level four, with just one more level to go. Every day more and more rows of seating bleachers are put in place. Viewed under time lapse photography, construction looks like a rolling Mexican wave as the cranes work from one end of the stadium to the other. Piling work on the North Stand is complete and the first columns to support the seating tiers are now in place and clearly visible.

Otago Stadium will be New Zealand's only fully-roofed, natural turf stadium and the only roofed stadium for RWC 2011.

A first for New Zealand, the transparent roof will allow sunlight through to enable the grass to grow underneath and protect players and spectators from the weather.

The roof construction is a major undertaking. Raising the 130-metre long main roof truss into position promises to be a spectacular sight.

The lift, scheduled for the first part of next year, will require what is understood to be the biggest crane operation of its type in New Zealand. Each of the roof truss sections will be put into place by a 400-tonne crane at one end and two 280-tonne cranes at the other.

Anyone worried about Rugby balls hitting the roof need not panic. The internal roof height will be 37-metres above the centre line of the pitch; while the highest up-and-under Rugby kick observed in international games played at sea level is 29.4-metres (by way of comparison, typical Rugby goal posts are around 16 metres tall).

Construction of Otago Stadium is on track for completion by August 2011 in time to host RWC 2011.

CRUISE SHIPS SAIL INTO RWC 2011

In a Rugby World Cup first, fans travelling to New Zealand for the 2011 Tournament will have the opportunity to travel in style aboard a number of cruise ships, brought in specifically for the event.

Three cruise ships will cater for up to 6,000 fans, offering a unique Rugby World Cup experience for overseas visitors and ease pressure on accommodation in the major centres.

Two cruise ship companies, Adventure World and CruiseCo, have been named amongst the 20 Official RWC 2011 Travel Agents.

Two ships will berth in Wellington and another in Lyttelton near Christchurch, before all three move to Auckland. The ships will offer visitors easy access to the Rugby action, city attractions as well as a luxury travel experience.

While packages are yet to be finalised, package deals are likely to include onboard accommodation in Wellington or Christchurch for the quarter-finals, followed by a cruise up the New Zealand coast to the Bay of Islands. They will reach Auckland in time for the semi-finals then depart for a further week of sailing before returning to Auckland for the Final.

Cruise ships are no strangers to New Zealand shores and during the 2005 British and Irish Lions tour 671 fans stayed aboard the Pacific Sun.

The official RWC 2011 Travel Packages will go on sale from January 1, 2010. For more information, please visit www.rth2011.com



Cruise ship in Wellington Harbour (credit Positively Wellington Tourism)

BRIEF SNIPPETS

- The official RWC 2011 Online Shop was launched in September 2009. The store, which can be accessed at www.rwcshop.com or via www.rugbyworldcup.com will supply fans around the world with an exclusive range of apparel and merchandise. The first RWC 2011 Super Store was opened at Auckland's Viaduct Basin and will also stock the full range. More stores will open across the country over the next two years.



The Official RWC 2011 Online Shop

- RWC 2011 has launched a new Twitter page as part of its social media strategy. The site will provide regular short news updates on all the latest news on RWC 2011. To visit the site, please visit www.twitter.com/rugbyworldcup. The RWC 2011 Facebook page recently hit 120,000 fans and is rapidly becoming one of the most vibrant online Rugby communities. To join us on Facebook, please visit www.facebook.com/rugbyworldcup.



The Official RWC 2011 Twitter page

- RWCL and Rugby Travel and Hospitality Ltd (RTH) have announced the 20 Official Travel Agents (OTAs) and two Official Corporate Hospitality Agents (OCHAs) for Rugby World Cup 2011. These agents will ensure Rugby supporters from around the world are offered a wide choice of travel and hospitality packages. The first official Travel packages for the Tournament will go on sale from January 1, 2010 and Corporate Hospitality packages from February 1, 2010.
- RNZ 2011, RWCL and the IRB were involved in a range of meetings and promotional activities surrounding the Bledisloe Cup test help in Tokyo, Japan in November. Tourism New Zealand also did its bit to help promote RWC 2011 by placing the trademark Giant Rugby Ball at the foot of the Tokyo tower. Over six days, the Ball hosted more than 14,000 visitors who watched a 10-minute, 360-degree

virtual tour of New Zealand. The ball also hosted a number of government and trade events, strengthening New Zealand-Japan relations.

- JSports has been announced by RWCL as the Japanese broadcast rights holder for RWC 2011. The Tournament will be broadcast through JSports terrestrial, BS, CS, internet and mobile platforms allowing more Japanese than ever before to tune in to RWC.
- Italians who can't make it to New Zealand for RWC 2011 will be able to watch the Tournament on SKY Italia. The deal, recently announced by RWCL, underlines SKY Italia's commitment to the promotion of the Game in the country, heading an extensive broadcast portfolio that also includes the RBS Six Nations from 2010, Tri Nations and Heineken Cup.



The Official RWC 2011 Facebook page

Gilbert has been awarded the contract to supply balls to RWC 2011 and RWC 2015. The UK-based firm has a strong relationship with the Tournament and has been supplying balls since RWC 1995. The ball design incorporates elements of the distinctive Tournament look and feel. The official replica ball is already available for sale through the Online Shop, the Auckland superstore and Rebel Sport stores across New Zealand.



The Official RWC 2011 Replica Ball (credit: RWCL)