



A timely pin – (L-R) Rugby World Cup Ltd's Kit McConnell, New Zealand Prime Minister John Key and Rugby New Zealand 2011 CEO Martin Snedden at Parliament following the presentation to Mr Key of his "1000 Days to Go" pin.

1000 days to go...

For the first time in the lead-up to Rugby World Cup 2011, the number of days left until the opening game will drop into triple figures as we mark 1000 days to go on December 13.

As Rugby New Zealand 2011 Ltd (RNZ 2011) CEO Martin Snedden is fond of saying, we are now more than half-way along the journey from New Zealand's successful bid to host Rugby World Cup 2011 (RWC 2011) to the delivery of the Tournament in September and October 2011.

"Staging an event of the magnitude of Rugby World Cup is a complex exercise with a rather detailed timeline featuring lots of little milestones. But crossing the threshold of 1000 days to go is a major milestone and one that is well worth acknowledging."



To celebrate the 1000-day mark, RNZ 2011 Ltd struck a special "1000 days to go" pin which was offered through giveaway promotions in most of New Zealand's daily newspapers on December 13.

Two unique gold versions of the pin were also crafted and presented to the representatives of the two major shareholders in RNZ 2011, the New Zealand Government and the New Zealand Rugby Union.

Martin Snedden presented a gold pin to New Zealand Prime Minister John Key and presented the other gold pin to NZRU Chairman Jock Hobbs.

*** 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 IS GOVERNED BY AN EIGHT-MEMBER BOARD OF DIRECTORS CHAIRED BY CURRENT NZRU CHAIRMAN JOCK HOBBS. THE NZRU WAS SELECTED AS THE HOST UNION FOR RUGBY WORLD CUP 2011 BY THE INTERNATIONAL RUGBY BOARD IN NOVEMBER 2005.

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Pool Draw brings Rugby World Cup 2011 into view



Rugby New Zealand 2011 Ltd Chairman Jock Hobbs and Rugby World Cup Ltd and IRB Chairman Bernard Lapasset at the Pool Draw

A spectacular venue and a star-studded rugby cast added extra glamour to the Rugby World Cup 2011 Pool Draw held in the shadow of London's famous Tower Bridge.

Held inside Tourism New Zealand's giant rugby ball, the draw has given international rugby fans their first view of the match-ups which will be on offer during the pool phase of Rugby World Cup 2011.

And it didn't disappoint.

As the teams were drawn by Rugby New Zealand 2011 Ltd Chairman Jock Hobbs they were read out by Rugby World Cup Limited and IRB Chairman Bernard Lapasset and added to the pools.

Anticipation reached its climax as the top four seeds were added to complete the pools bringing with it several mouth-watering match-ups including:

- New Zealand versus France in a repeat of the 1987 Rugby World Cup Final in Pool A;
- Argentina against England and England versus Scotland in Pool B;
- Australia playing Ireland in Pool C; and
- Current Rugby World Cup holders South Africa against current Six Nations champions Wales in Pool D, a pool that also features Fiji and may also feature Samoa through qualification.

The completion of the Pool Allocation Draw will accelerate the planning for, and interest in, the New Zealand Tournament, says RNZ 2011 Ltd CEO Martin Snedden, who was in London for the event.

"This is an outstanding draw for our role as organisers with so many exciting match-ups across each of the pools. Rugby fans around the world will now be analysing their team's pool and, we hope, will want to be there to see the contests unfold."

The draw was based on the rankings of the 12 pre-qualified teams as at November 30.

Pool Structure

The Pools, as announced by Rugby World Cup Limited, are:

Pool A	Pool B	Pool C	Pool D
New Zealand	Argentina	Australia	South Africa
France	England	Ireland	Wales
Tonga	Scotland	Italy	Fiji
Americas 1	Europe 1	Europe 2	Oceania 1
Asia 1	Play-off Winner	Americas 2	Africa 1

Martin Snedden says work is now underway on mapping the pool matches to the applications received from interested regions around New Zealand.

"We've had 18 regions from across New Zealand express interest in hosting matches or teams. Over the next few months we'll be working closely with Rugby World Cup Limited to take the 40 pool matches that the draw has thrown up and allocate them to venues around New Zealand."

Decisions on match venues, as well as the match schedule, are expected to be announced in March or April 2009 following a recommendation by the Board of RNZ 2011 to Rugby World Cup Limited. Team bases will be announced in late 2009.



CEO Update



So there are 1000 days to go until RWC 2011 kicks off – are we going to be ready???

If you ask me for an honest opinion, and if it is based on how things are tracking at the moment, then the answer is, or more accurately the answers are **yes, yes and no probably not.**

Yes, despite having to deal with and resolve a regular series of major issues (frankly, inevitable in a project of this magnitude) the **core rugby Tournament** – 20 teams, 48 matches, and everything that goes with that including stadia being ready on time and satisfactory accommodation and transport solutions being in place – will be ready.

Yes, the nationwide **Rugby World Cup festival** that will be wrapped around the core Tournament will be ready. The festival concept has extremely strong support and all the regions hosting matches and team bases are gearing up to do a great job of showcasing their communities and assisting us to deliver something which is truly **“uniquely New Zealand.”**

No, probably not relates to whether or not, *as things are going at present*, New Zealand will take full advantage of this once-in-a-generation opportunity to create a genuinely strong and lasting **legacy**.

Whilst doing a terrific job of delivering the core Tournament is essential, and is RNZ 2011's highest priority, the fact remains that the core Tournament business case, on its own, doesn't quite stack up. It is forecast to be costing \$310 million. Our one source of revenue is match tickets and we are forecasting sales of \$280 million. So, there is a strong likelihood that the core Tournament will be run at a significant loss. Nothing's changed since the bid process. The Government and the NZRU went into this with their eyes wide open.

So what's the justification for holding the event? It must be because the hosting of this very major event provides our country with an unprecedented opportunity to leverage off the Tournament to create tangible, strong enduring benefits for ourselves.

And that is where I start to get worried about the progress (or, perhaps, lack of) that we are making towards the creation of those benefits.

Don't get me wrong. There are already a number of legacy initiatives underway and making reasonable headway. For example, by the time of the start of the Tournament, there will be a number of sports stadia across New Zealand that will have been dramatically improved.

My main two concerns are (1) that the overall approach to legacy, at the moment at least, is too fragmented and desperately needs to have much better strategic clarity, visibility and articulation, and also cohesion between those organisations involved in driving the creation of the legacy benefits; and (2) the key organisations involved must look hard in the mirror and ask themselves whether they have yet fully focussed on and committed themselves and a fair share of their resources towards this aspect of the RWC 2011 opportunity.

The responsibility for the legacy area rests not only with RNZ 2011 but also with our two shareholders and with key leadership organisations within the regions. This is not just a public sector role. Private sector interests must get themselves fully tuned in to the potential opportunities and start working on the best of these now. There has to be a much better quality of interaction between the public and private sector. On a daily basis, I see examples of the two sectors, to their mutual detriment, consciously keeping themselves at arms length from each other. I am not advocating that the public sector “interfere” in things that are the domain and responsibility of the private sector. It is about creating much better clarity and understanding of roles and how the two sectors can work together more productively. This is an area crying out for leadership. New Zealand is far too small and exposed to be able to afford such fragmentation. One of the greatest legacies from RWC 2011 could be that the opportunity is used as a catalyst by leaders across all sectors in New Zealand to genuinely collaborate to work out a high level vision of where our country is heading and how we can work together to get there. This is not about conformity. It is about making the best possible use of our many strengths.

We have 1000 days to go to make the best use of this legacy opportunity. That is still sufficient time if we have the desire. The question I pose now, and which needs urgent attention, is “do we, as a nation, genuinely have that desire?”



Draw accelerates match and team allocation process

The completion of the RWC 2011 Pool Allocation Draw will provide Tournament organisers with another key piece of the jigsaw relating to the awarding of pool matches and team bases to regions during 2009.

It follows the submission of proposals on October 31 from regional groups representing 18 different regions across New Zealand interested in hosting Pool Matches or visiting teams during Rugby World Cup 2011.

Martin Snedden said practically every part of the country has been exploring how they can be a part of Rugby World Cup 2011.

“The response has been exceptional and demonstrates how much New Zealand regions want to be involved in this once in a lifetime opportunity. It provides the country with the perfect platform to deliver on our collective vision of a Stadium of Four Million.”

Of the 18 regional proposals, 11 have applied to host pool matches, comprising 16 separate match venues, while seven regions have applied to host teams only.

In addition to the 40 pool matches, this process also includes proposals to create team bases for the 20 teams either in the lead-up to the Tournament or between matches.

The regions which applied to host Pool Matches are: Northland, Auckland, Hamilton,

Bay of Plenty, Hawke’s Bay, Taranaki, Manawatu, Wellington, Nelson Tasman Region, Christchurch and the Southern Region (Otago/Southland). Auckland and the Southern Region’s proposals contain three venues while the Bay of Plenty’s proposal includes two venues.

All of these regions have also included applications to host teams as part of their proposals.

Those regions which have applied to host teams only are: Marlborough, Tairāwhiti (Poverty Bay/East Coast), Taupo, Aoraki Region (Timaru), Ashburton, West Coast, and Wanganui.

“The proposals are of exceptionally high quality and reflect the unity, passion and support of the participating regional groups. Already our match and team allocation people have begun working with regions on confirming key details which will help us make the recommendation to Rugby World Cup Limited about match and team base allocations early next year.



RNZ 2011 CEO Martin Snedden receives the Bay of Plenty region’s proposal from former NZRU Councillor and RWC 1987 Organising Committee member, Dick Littlejohn; Kihī Ngatai (Teuranga Moana); Tupara Morrison, bid coordinator; and Trevor Maxwell (Te Arawa).





New Minister for the Rugby World Cup, Murray McCully

The election of the new National-led Government in October has heralded a number of changes to the office-holders responsible for the New Zealand Government's involvement in Rugby World Cup.

Prime Minister John Key has taken on the Tourism portfolio, which is a key part of the Rugby World Cup-related promotion and activity, while Murray McCully will be the new Minister for Rugby World Cup, as well as holding responsibility for the Foreign Affairs and Sport and Recreation portfolios.

Gerry Brownlee will be the Associate Minister for Rugby World Cup and will also be Minister for Economic Development, which oversees the Government's Rugby World Cup office.

Martin Snedden welcomed the new appointments which underline the new Government's commitment to, and support of, Rugby World Cup, and the opportunities it presents.

"We have had a very strong signal from the Prime Minister that he sees Rugby World Cup as a key opportunity over the next three years and beyond.

"We welcome his support, which was highlighted by his appearance at the opening of Tourism New Zealand's giant New Zealand Ball in London on his first overseas trip as Prime Minister."

Martin Snedden also paid tribute to the significant support provided to Rugby World Cup 2011, both during the Bid and during the planning stages by the former Prime Minister Helen Clark, Rugby World Cup Ministers Trevor Mallard and Clayton Cosgrove and the Government.

"We are most grateful for the support provided by the former Prime Minister and her Government which was instrumental in New Zealand winning the right to hosting the Tournament and then progressing the plans for hosting the Tournament with the full backing of all branches of Government. This was a first for major events in New Zealand and was pivotal to all that has been achieved so far for 2011."

Ticketing Manager appointed

Karen Grassie has been appointed to the critical role of Ticketing Manager for Rugby New Zealand 2011.

Karen has over 10 years senior management experience within the ticketing industry. Most recently she has been employed as Ticketing and Accreditation Manager for the Rugby League World Cup. Prior to that she spent seven years with Ticketek overseeing their involvement in Rugby World Cup 2003 and 2001 Goodwill Games. Her Rugby World Cup 2003 role as Project Manager for Ticketek saw her establish the Ticketek RWC project department, and managing installation of a 56 -seat Call Centre, recruitment, training, information services, process design, ballot systems, sales channel strategy and ticket fulfilment.

Karen brings a project management focus to this critical programme as well as strong IT skills, including the deployment of new technology. She commences her role on February 2, 2009.



Ticketing Update

RNZ 2011's GM Marketing and Communication, Shane Harmon, provides an update on ticketing for RWC 2011



Tickets from the first ever Rugby World Cup match from 1987 and the Final

Rugby fans have a lot to look forward to in 2009 as planning for RWC 2011 moves up a gear. In March it is expected that RNZ 2011 will announce the match schedule for the Tournament in addition to the venues where those matches will be held. The Pool Allocation Draw on December 1 threw up some mouth-watering clashes, so much so, that it is difficult to identify the traditional "pool of death". Beyond the big matches between first and second in each pool, there are many pool deciders such as England v Scotland, Argentina v Scotland, Ireland v Italy, South Africa v Fiji, Wales v Samoa to list but a few. The question on most fans lips will be "How do I get to a game?"

RNZ 2011 has been developing the ticketing strategy for the Tournament over the past six months and hopes to be able to provide a recommended approach to Rugby World Cup

Limited once the match schedule is finalised in March. From then, we get down to the finer details of mapping venues, working out ticket allocations for the Commercial programme (hospitality, sponsors, travel etc), building the technology platform to support tickets-on-sale, as well as developing the marketing strategy.

We expect to be in a position in the latter half of 2009 to be able to tell New Zealanders and the rest of the world about our plans, and most importantly how fans can buy tickets.

An event of the scale of Rugby World Cup provides many challenges in relation to ticketing. Inevitably the main challenge is about striking a balance:

- between ensuring a successful commercial programme with broad access to tickets for the New Zealand and international public;
- between rewarding a passionate and loyal Rugby Community while ensuring tickets to every match are available to the wider public;
- between ensuring as many New Zealanders as possible can attend games while at the same time opening our arms to tens of thousands of international visitors; and
- between achieving financial targets while ensuring that most matches are affordable and accessible.

RNZ 2011 has a revenue target of approximately \$280 million in ticket sales. This is almost ten times the revenue from the hugely successful Lions tour in 2005. Inevitably this will mean that prices for some matches, in particular the knockout matches, will reflect the global nature of this event.

While prices won't be set until 2009, a review of RWC 2007 in France shows average quarter-finals prices of around \$350 (New Zealand dollars) with semi-finals around \$550. It is expected that these types of prices will only apply to a small number of matches. The aim is to make as many as 75% of all matches reflective of typical Super 14 or test match prices. In determining prices RNZ 2011 are examining other major global events, New Zealand based events, as well as conducting extensive research. RNZ 2011 expects that the majority of tickets will be sold to New Zealanders. The experience of 2003 and 2007 suggest that upwards of 70% of tickets will be sold in the host country.

What is clear, is that there is an increasing sense of excitement among New Zealanders about hosting the largest event that this country has ever held. No doubt this will increase when fans know what matches are being held near where they live.

Stay tuned for more details in 2009!



RNZ 2011 conducts stakeholder Survey

Delivering the best possible Rugby World Cup in 2011 requires the co-operation of a significant number of stakeholders and delivery partners. Therefore building, fostering, maintaining and strengthening these relationships is vital for RNZ 2011 throughout both the preparation and the delivery phases of the Tournament.

In order to understand the level of buy-in amongst stakeholders RNZ 2011 recently surveyed key groups about its strategic plan, as well as its performance and communication during 2008.

Surveys were issued to stakeholders representing Regional Coordination Groups (RCGs), Government and its agencies, the NZRU and Provincial Unions, Accommodation providers, Stadium Operators, Media Organisations as well as the IRB and its partners.

Overall results were positive and signified a real unity of purpose across different groups. There was almost universal awareness of RNZ 2011's strategic plan, and support for that plan amongst stakeholder groups scored 9 on a scale of 1-10 (10 being very supportive, 1 being unsupportive).

The Match and Team Allocation (MTA) process that RNZ 2011 embarked upon earlier in the year was also well received. This was a major undertaking by RCGs. The level of information required for an event of this scale cannot be taken lightly. Support for the process averaged 7.9 out of 10, and communication and assistance from RNZ 2011 during the process scored 8.5.

RNZ 2011 valuing its stakeholders scored 8.2, as did its communications with stakeholders. When questioned if RNZ 2011 supported stakeholders' RWC related goals, the score was 7.7, which suggests we can improve our understanding in this area.

Confidence in RNZ 2011's ability to deliver a superb Tournament ranked 8.3.

Overall the results were positive, with plenty of room to improve further. RNZ 2011 values the feedback and will take it on board moving into 2009.

Ready for kick-off



Tourism New Zealand's Giant Ball played host to the Rugby World Cup Pool Draw in London on December 1

Rugby World Cup 2011 Script Unveiled

New Zealand 2011

Rugby World Cup Limited (RWCL) took the opportunity of the RWC Pool Draw to reveal the country-specific script that designates New Zealand as host of the 2011 Tournament.

RWCL Chairman Bernard Lapasset unveiled the striking script to the assembled media and team representatives at the Pool Allocation Draw event.

“Development of the new script began in September last year and during the design process over 150 concepts were created. Many different inspirations were explored to create a distinctly New Zealand feel.

“Creative consultants and local artists worked with us on the design to ensure it reflected New Zealand’s proud Maori culture. The inspiration for the design was the Koru - the fern frond – a traditional Maori symbol that expresses potential and determination and for the Tournament - growth and new life through Rugby,” added Lapasset.

The design has been developed to work alongside the recently refreshed Rugby World Cup 2011 event mark as well as the family of the Tournament visual components. The shape and composition of the script has also been carefully designed in order for it to work across the inventory of Tournament licensed products and branding.

Martin Snedden said the creation of the script would add to the New Zealand flavour of RWC 2011.

“One of the key principles driving our strategy for RWC 2011 has been the concept of ‘uniquely New Zealand’. Leaving our country’s thumbprint on this event underpins everything we do.

“We want visitors to enjoy a unique Kiwi experience in 2011, and we want New Zealanders to be proud that this event is taking place there

“The creation of script, as well as the process and level of engagement that RWCL undertook demonstrates that they share that vision too,” he said.



Rugby World Cup Limited and IRB Chairman Bernard Lapasset appears below the new script at the Pool Draw.