

# YOUR GUIDE TO **BUSINESS OPPORTUNITIES** AROUND RUGBY WORLD CUP 2011



# THE TEAM HELPING YOU PREPARE FOR RUGBY WORLD CUP 2011

THE GUIDE HAS BEEN DEVELOPED BY THE ECONOMIC DEVELOPMENT WORKSTREAM OF THE AUCKLAND REGIONAL STEERING GROUP FOR RUGBY WORLD CUP (RWC 2011).

**If you need further information please contact the following organisations:**

#### **AucklandPlus**

AucklandPlus is the Economic Development agency for the Auckland region and chairs the Steering Group's Economic Development workstream. The agency works with local, regional, national and international agencies to boost the performance of the region's economy. A key aim of AucklandPlus is to generate a virtuous cycle of business growth and skills development; one that will increase business productivity drives international competitiveness and connect people's participation in education, training and the labour force.

#### **Tourism Auckland**

Tourism Auckland encourages international and domestic visitors to come to Auckland, stay longer and spend more. Tourism Auckland represents the region on key local and national tourism forums.

As the region's mandated destination marketer, Tourism Auckland is leading Auckland's RWC 2011 destination marketing and visitors services work. This will ensure Auckland enjoys optimal visitation, and that visitors have a positive experience when in Auckland.

**Funding support is provided by:**

#### **New Zealand Trade & Enterprise**

New Zealand Trade and Enterprise is the New Zealand Government's national economic development agency.

NZTE works to stimulate New Zealand's economic growth by helping to boost export earnings, strengthening regional economies, and delivering economic development assistance to industries and individual businesses.

NZTE's role in RWC 2011 is to help New Zealand businesses, industry sectors and regions prosper when the world comes to New Zealand.

**Thanks also to:**

Auckland City Council

Auckland Regional Chamber of Commerce

Auckland Regional Council

Committee for Auckland

Employers & Manufacturers Association Inc (Northern)

Enterprise Franklin

Enterprising Manukau

Enterprise North Shore

Manukau City Council

Ministry of Economic Development

Ministry for the Environment

North Shore City Council

Pacific Economic Development Agency

Papakura District Council

Rodney Economic Development Trust

Waitakere Enterprise

*Images supplied courtesy of the member organisations of the Auckland Regional RWC 2011 Steering Group and Allblacks.com*

# AN OPPORTUNITY UNLIKE ANY OTHER FOR AUCKLAND BUSINESS

The world is coming to Auckland in 2011. The teams of twenty nations, their fans, media and dignitaries, will converge on New Zealand's largest city as the gateway to Rugby World Cup 2011. Some will stay throughout the Tournament. Others will venture around the country, as the ultimate festival of Rugby unfolds in a stadium of four million. But all eyes will turn to Auckland for the final stages.

With the right advice and approach, the Tournament offers a fabulous opportunity for regional businesses. So that's what this guide is all about: how to put yourself and your business on the path to growth and prosperity, by making the most of RWC 2011.

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## AUCKLAND'S OPPORTUNITY

### **An opportunity unlike any other for Auckland business**

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With the right advice and approach, the Tournament offers a fabulous opportunity for businesses. So that's what this guide is all about: how to put yourself and your business on the path to make the most of RWC 2011.

### **An opportunity for every type and size of business**

You might think a world-class tournament like RWC 2011 will only create openings for big, well-known companies that are experienced in such events. Or that opportunities are confined to supplying the materials and services for staging the competition. In fact, a variety of industries can potentially benefit from RWC 2011. The opportunity is what you make it.

Some of the business opportunities are obvious. They may come directly from the staging of the Tournament or catering to the influx of visitors. But even these opportunities can be better exploited through choosing the right approach or with the benefit of appropriate staff training. So, within these pages, you'll find specific business guidance on supplying to Tournament organisers and associated businesses, as well as a guide to what's available (and where) in terms of training.

But the opportunities for Auckland business don't end there. The lead-up to the event will be a time of preparation around the region. Infrastructure is being upgraded; consumables and equipment needed for every aspect of the event will be purchased. Training and match venues are being re-vamped. All of this offers opportunities for different sectors of Auckland business. And independent analysis

predicts a spending boost to the Auckland economy of \$267 million.

This guide can help your business get a share of all this, through better business planning, improving your knowledge of the tender process or learning from others' experience of major sporting events. So, specifically, what business opportunities will there be?

There are, broadly, seven areas of opportunity:

- You can tender for an official RWC 2011 licence or subcontract to licence holders
- You can supply goods and services to RWC 2011, for pre-tournament preparation and during the matches themselves.
- You can seek out business from those organisations associated with the Tournament, including the sponsors, teams, officials and international media.
- You can join the RWC 2011 commercial family as an Official Sponsor or Official Supplier.
- If you are a visitor-facing business, or a business located in a high traffic area such as around a match venue or Fan Zone, you can benefit from the huge influx of people coming here for the Tournament
- You can seek out contracts or subcontracts related to the infrastructure build-up for the Tournament
- You can subcontract your services or cluster with other firms on the opportunities above.

## MOST IMPORTANT OF ALL – ACT NOW!

The handy tear out section at the front of this guide offers the top 10 things you can do now to prepare for kick-off.

This is not just a chance to benefit from a one-off 'bonanza'. It is a chance to put your unique business offering in front of regional, national and global audiences, for long-term benefit. One serious tip for making the most of RWC 2011, applicable to any business, is to start getting involved as soon as possible.

So get on the website and get registered. Then you'll keep up to date with developments and specific opportunities, training and workshops as they arise:

[www.auckland2011.com/business](http://www.auckland2011.com/business)

Also, start drafting a new business plan that incorporates RWC 2011, including realistic targets, resource allocation and financing.

**Kick off really is just around the corner...**



# OVERVIEW AND POTENTIAL

## Tournament information

The Tournament begins on Friday 9 September 2011 with Auckland hosting the opening match between New Zealand and Tonga.

Qualifying is already under way around the globe. You'll find the current state of play on who the top 20 teams contesting RWC 2011 will be at [www.rugbyworldcup.com](http://www.rugbyworldcup.com)

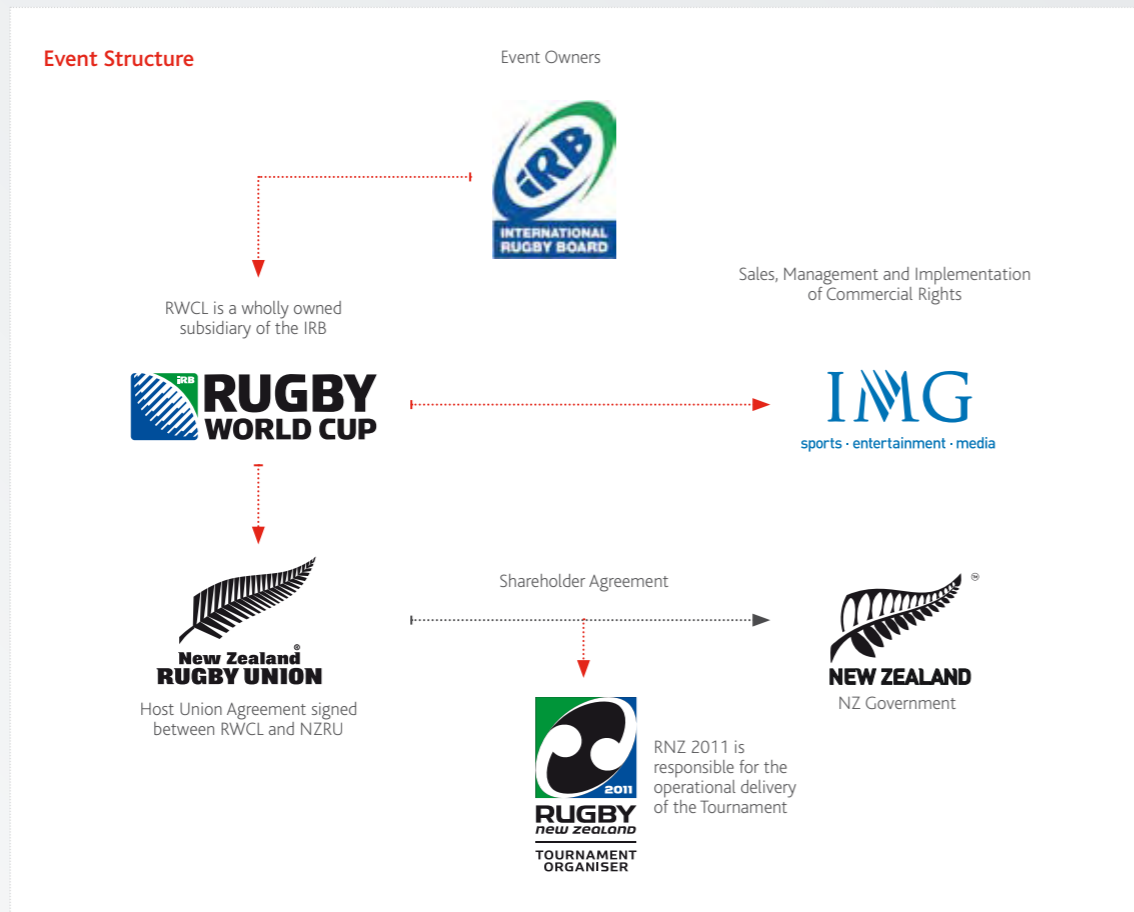
Plus the entire business end of the Tournament will take place at Eden Park – the Semi-Finals, the Bronze Final and Final.

This is how the pools are constructed, including positions still being contested in qualification matches, and the schedule of matches to be played in Auckland (for the full Tournament schedule, visit [www.rugbyworldcup.com](http://www.rugbyworldcup.com)).

Pool A	Pool B	Pool C	Pool D
New Zealand	Argentina	Australia	South Africa
France	England	Ireland	Wales
Tonga	Scotland	Italy	Fiji
Canada	Europe 1	Europe 2	Samoa
Asia 1	Play Off winner	Americas 2	Africa 1

## RWC 2011 AUCKLAND REGION MATCH SCHEDULE

Date	Match	Pool	Match	Venue
Fri Sept 9	1	A	New Zealand v Tonga	Eden Park
Sat Sept 10	4	A	France v Asia 1	North Harbour Stadium
Sat Sept 17	16	C	Australia v Ireland	Eden Park
Thurs Sept 22	22	D	South Africa v Africa 1	North Harbour Stadium
Sat Sept 24	25	A	New Zealand v France	Eden Park
Sun Sept 25	26	D	Fiji v Samoa	Eden Park
Fri Sept 30	33	D	South Africa v Samoa	North Harbour Stadium
Sat Oct 1	36	B	England v Scotland	Eden Park
Sat Oct 15	45		SF1: W QF1 v W QF2	Eden Park
Sun Oct 16	46		SF2: W QF3 v W QF4	Eden Park
Fri Oct 21	47		Bronze Final	Eden Park
Sun Oct 23	48		Final	Eden Park



#### Economic impact of RWC 2003:

- Generated A\$494 million in additional industry sales in the Australian economy
- Created an additional 4,476 full and part-time jobs
- Provided the Australian Government with an additional A\$55 million in revenue
- Provided an additional A\$27.3 million in longer-term tourism spend in 2004 and 2005

#### Tournament organisation and commercial partners

As a major international event, RWC 2011 requires a structured organisation covering the international and host country needs.

The International Rugby Board ([www.irb.com](http://www.irb.com)) owns the Rugby World Cup event, which is managed globally by Rugby World Cup Limited (or RWCL – visit [www.rugbyworldcup.com](http://www.rugbyworldcup.com)).

The Tournament being held in New Zealand is known as Rugby World Cup 2011 and the operational delivery of the Tournament is managed by Rugby New Zealand 2011 Limited (RNZ 2011), a partnership between the New Zealand Government and the New Zealand Rugby Union.

Without the efforts of the organising team, staging RWC 2011 would be impossible. Similarly, the Tournament depends on the support and sponsorship of Worldwide Partners.

For RWC 2011, Emirates Airline, MasterCard and Heineken are confirmed as Worldwide Partners. Emirates, the first Worldwide Partner to be announced for RWC 2011, has always had a strong affiliation with Rugby. MasterCard Worldwide is proud to be an Official Worldwide Partner and the official payment system of RWC 2011. And Heineken has a long association with international Rugby – including the Rugby World Cups in South Africa in 1995, Australia in 2003 and France in 2007.

#### Economic benefit to Auckland

What will RWC 2011 be worth to Auckland? The additional direct economic benefit to the region is estimated at NZ\$267 million.

Of course, the Tournament will deliver other benefits that are extremely hard to estimate or even quantify. The legacy it will leave, for example, in the form of upgraded sports facilities and venues. Then there is the Tournament's role as a catalyst for upgrading infrastructure and improving public spaces.

Mostly, this guide focuses on how you can get a share of the \$267 million in direct economic impact. But many of the principles and planning tools will be of just as much help in gaining business indirectly.

Perhaps the best available picture on overall economic impact is provided by RWC 2003 in Australia. Both our countries are in the same part of the world, similar distances from the big northern hemisphere Rugby nations and from South Africa. See left hand column.



#### Visitors to RWC 2003 in Australia:

- Around 65,000 international visitors from UK/ Europe, Asia Pacific, Africa and the Americas
- 49% from the UK/Europe, nearly 30% from New Zealand/Asia, 16% from Africa and 5% from the Americas
- Around A\$410 million spent on RWC tickets and related holiday expenditure
- Average international visitor spend of A\$6,308, staying in Australia for 3 weeks
- Additionally, Australians purchased RWC tickets valued at A\$136.6 million and made nearly 180,000 interstate trips to attend matches, spending an estimated A\$142.6 million on travel.

## WHO'S COMING TO AUCKLAND

#### A 20 nation army

Well before the first kick-off, the 20 qualified teams and their entourage will descend upon New Zealand. Auckland, more than anywhere, will be the focal point.

Surrounding every team will be their coaching, management and medical staff. Then there will be dignitaries, match officials and family. Every participating country will be sending media representatives and, for some, this can involve scores of people.

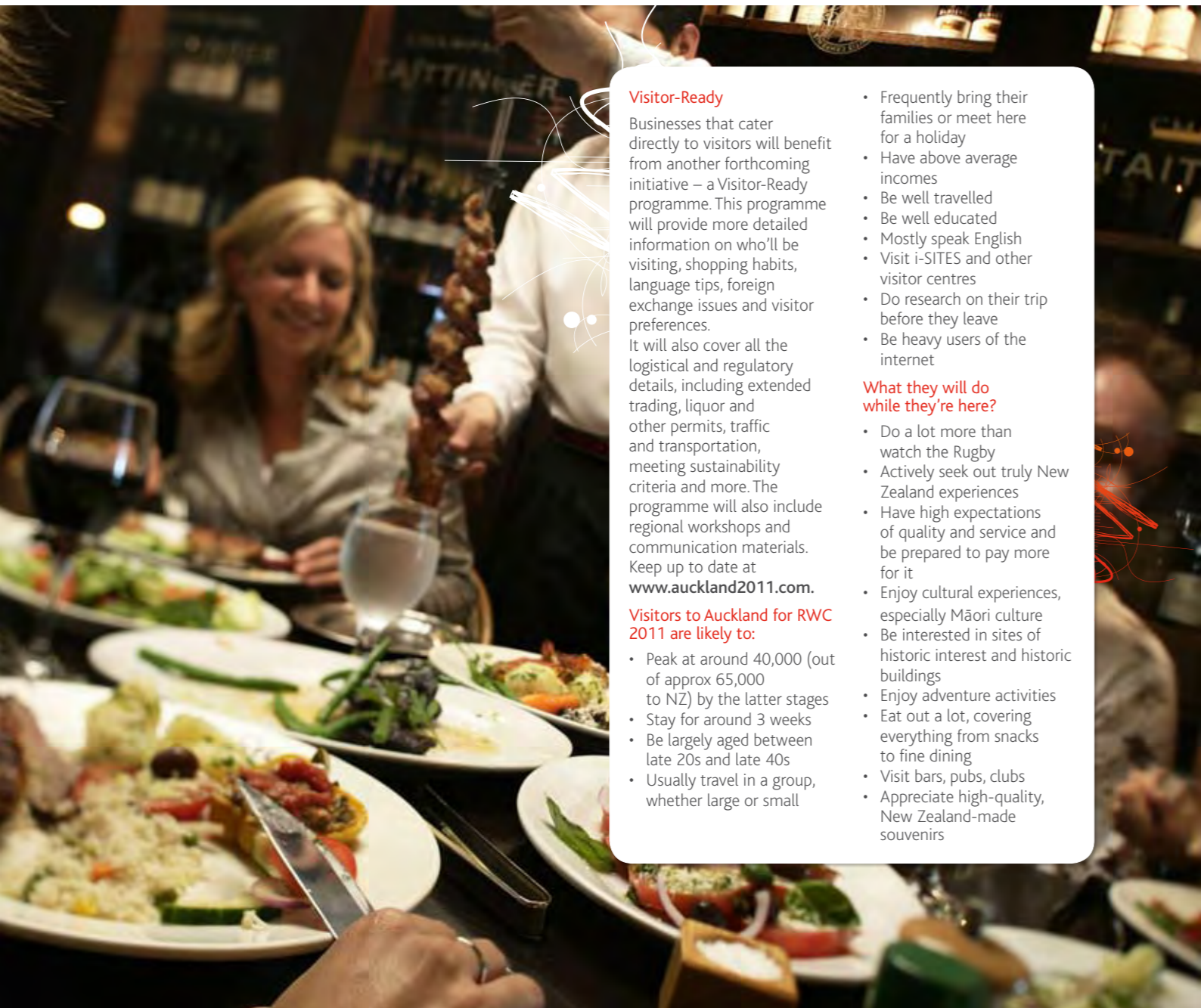
Finally, there are the fans. Some will turn this trip into a family holiday, while others will book-end their RWC 2011 experience with excursions around the country.

All told, 12 teams will play at least one game in Auckland

at either Eden Park or North Harbour Stadium, so the fans from those countries are bound to be spending at least some time here.

Inevitably, the vast majority of overseas fans will arrive and depart through Auckland. And, with eight pool games (including the opening match of the Tournament), both Semi-Finals, the Bronze Final and Final being played here, there's a big incentive for visitors to make Auckland their New Zealand home base. And many of the biggest teams have also expressed a preference for an Auckland base, especially if they expect to be in at the business end of the Tournament.

For tourism, hospitality and retail businesses especially, this influx offers significant potential for extra business.



**Visitor-Ready**

Businesses that cater directly to visitors will benefit from another forthcoming initiative – a Visitor-Ready programme. This programme will provide more detailed information on who'll be visiting, shopping habits, language tips, foreign exchange issues and visitor preferences. It will also cover all the logistical and regulatory details, including extended trading, liquor and other permits, traffic and transportation, meeting sustainability criteria and more. The programme will also include regional workshops and communication materials. Keep up to date at [www.auckland2011.com](http://www.auckland2011.com).

**Visitors to Auckland for RWC 2011 are likely to:**

- Peak at around 40,000 (out of approx 65,000 to NZ) by the latter stages
- Stay for around 3 weeks
- Be largely aged between late 20s and late 40s
- Usually travel in a group, whether large or small

- Frequently bring their families or meet here for a holiday
- Have above average incomes
- Be well travelled
- Be well educated
- Mostly speak English
- Visit i-SITES and other visitor centres
- Do research on their trip before they leave
- Be heavy users of the internet

**What they will do while they're here?**

- Do a lot more than watch the Rugby
- Actively seek out truly New Zealand experiences
- Have high expectations of quality and service and be prepared to pay more for it
- Enjoy cultural experiences, especially Māori culture
- Be interested in sites of historic interest and historic buildings
- Enjoy adventure activities
- Eat out a lot, covering everything from snacks to fine dining
- Visit bars, pubs, clubs
- Appreciate high-quality, New Zealand-made souvenirs

**Visitor: an at-a-glance guide**

It's impossible to be precise about visitor numbers for RWC 2011 and their exact make-up in advance. But what we can do is paint a picture based on past experience of the Tournament in this part of the world (namely RWC 2003 in Australia), knowledge of the kind of visitors who are attracted to New Zealand and an understanding of Rugby followers in visiting nations.

**Better knowledge generates better business**

While all the visitors share a passion for Rugby, it's important to understand and respect visitors' preferences and expectations.

Of course, although we can assume much about the visitors, there will always be those who sit outside the expected demographics. Visitor budgets will range from backpackers to five star plus. Business travellers who are entertaining clients may want the best and be prepared to pay for it – luxury lodge accommodation, a helicopter trip

to a deserted fishing spot, chartering a yacht or dining out. Equally, there will be opportunity to cater for those at the more budget conscious end of the scale.

This surge in visitor numbers will present a challenge to many businesses. And if yours is a visitor-facing business offering a high quality experience to low numbers, gearing up to reap the most from RWC 2011 will be especially challenging. The type of business you have, and its location, will greatly influence the level of impact that RWC 2011 will have on your business. Providing the right balance between having enough staff, and having too many staff, will require some thought by each business.

If yours is a business likely to be greatly impacted by RWC 2011, then training is an important consideration for you – especially for part-time and temporary staff. You'll find a list of quality training providers in section 9, so start planning now to ensure you have ways to get new staff up to speed, and able to meet the needs and expectation of your potential customers.

# GETTING INVOLVED

RUGBY WORLD CUP 2011 OFFERS AN ENORMOUS RANGE OF OPPORTUNITIES FOR LOTS OF DIFFERENT TYPES OF LOCAL BUSINESS. SOME ARE OBVIOUS, LIKE SUPPLYING THE PHYSICAL NEEDS OF STAGING THE GAMES, OR PRODUCING LICENSED PRODUCTS. IT'S ALSO CLEARLY GOING TO BENEFIT THE HOSPITALITY SECTOR. BUT THE CHANCES FOR YOU TO GET INVOLVED GO WAY BEYOND THIS.

**RWC 2011 COMMERCIAL STRUCTURE**



The Tournament will bring opportunities for businesses large and small, and the potential benefit will last well after the final whistle. In fact, achieving a lasting legacy of economic benefit is one of the key aims of the region's RWC 2011 Steering Group.

Our immediate aim is to help you get the most from RWC 2011, by giving you the information you need and assisting you to build your business capability. So let's look at the specific areas of opportunity and how your business can get involved.

**Opportunity #1. Become an official RWC 2011 licence holder**

Rugby World Cup Limited has granted master licence rights to Licensing in Motion (LIM), a joint venture between Velocity Brand Management, Sport and Entertainment Ltd and Sportfolio. LIM will sub-license companies to produce all types of merchandise for RWC 2011 for sale across all global territories, with the exception of South Africa and Europe.

Local companies who have already secured rights are as follows:

**ACP Media Ltd Publishing**  
Publishing

**Antics Marketing Ltd**  
Plush & Polyresin e.g. Plush: bears, kiwis, keyrings, travel pillows, novelty balls up to sizes TBC and baby rattles ; Polyresin: photoholders, photoframes and figurines (non-player specific unless approval has been sought and granted from individual players)

**Apparel House**  
Children's and infant's apparel and accessories

**Brand Integrity**  
Brand Protection – Anti-counterfeit stickers for supply to RWC 2011 Official Licensees

**Burley Sekem**  
Scarves and beanies (Australia)

#### Croxley Stationery Ltd

Stationery including exercise books, journals, A5 diary, supporter paints, Bostik adhesives

#### CCC

Adult's apparel, headwear, scarves and beanies

#### Lucky Harvest

Soft shell bags including school bags, sports bags, backpacks, weekend bags, wet bags, shopping bags, tote bags and credential holders

#### Peros Ltd

Umbrellas and ponchos

#### Saint Publishing Ltd

Calendars, diaries, cards (postcards)

#### Savill Coordinates Ltd

Belts, pet accessories and leather products including men's leather and webbing dress belts and buckles; Pet accessories including collars and leads; Leather products including wallets, travel wallets, luggage tags, A4 and A5 compendiums, leather coasters & key rings

#### Skye Group

Neckwear – Ties and ladies' handkerchief scarves

#### Trofe

Giftware supporter items, including pins, keyrings, bottle openers, magnets, stickers, medallions, cufflinks, body tattoos and lanyards

#### Yetimo

Promotional products and premiums excluding all the above

Refer to [www.auckland2011.com/business](http://www.auckland2011.com/business) for updates on the status of the licensing programme and see the 'Past examples' box for the types of licensed merchandise created for previous Rugby World Cup events.

If you would like to express interest in becoming an official sub-Licensee for RWC 2011, you can obtain a copy of LIM's Request for Proposal document by contacting them directly: LIM (NZ) Ltd, Rugby World Cup 2011 New Zealand Licensing, PO Box 1710, Auckland, email [rfp2011@velocitybrandmanagement.com](mailto:rfp2011@velocitybrandmanagement.com).

RWC 2011 shops will be opening from September 2009, so act now to get your products on the shelves! You can stay in touch with licences being issued by LIM by registering for free email notification at [www.auckland2011.com/business](http://www.auckland2011.com/business).

The potential list for licensed products is very long indeed. Stay in touch with the licensing process at [www.auckland2011.com/business](http://www.auckland2011.com/business).

#### Opportunity #2. Supply goods and services for RWC 2011

Rugby World Cup is considered the third largest sporting event in the world today. After the FIFA World Cup and the Olympic Games, no other global occasion commands the same interest in terms of television audiences, spectator numbers, travelling supporters, corporate support, retail sales and media interest.

Staging this incredible event is going to take a lot of doing, and there are many opportunities to work on RWC 2011 between now and the Tournament's end.

Within the Auckland region, the two epicentres of this activity will be North Harbour Stadium and Eden Park.

The Tournament however is bigger than the games taking place at the venues. For example, training venues (to be announced by early 2010), Volunteer Centres and Fan Zones (large outdoor areas with big screens and public hospitality) will need to be created or upgraded and may need:

- Security fencing
- Temporary toilets
- Staging
- Lighting (stage lighting and wayfinding)
- Signage
- Flags and banners
- Furniture hire
- Telecommunications equipment
- Office equipment and stationery supplies
- Turf and field upgrades
- Floodlighting
- Big screens
- Security services
- Club room upgrades including upgrades to changing facilities
- Traffic management equipment
- Gym equipment upgrades
- Medical services
- Cleaning/waste management
- Queuing/pedestrian management systems

A national tenders website specifically for RWC 2011 is live (you'll find the link from [www.auckland2011.com/business](http://www.auckland2011.com/business)), where much of this work will be announced. Registering for tenders will create a profile of your business that can aid selection, but you don't need to have made contact before to submit a bid or proposal. For larger, more complex bids the opportunity may start with a request for Expressions of Interest (EOI) on the site. Organisations that are most qualified, based on their EOI, will then be contacted for fuller proposals. Simpler bids may proceed direct from an invitation on the website or from contacting suppliers among those registered.

Plus, stay in touch with your local communities to see where smaller-scale festival events will be held.

#### Opportunity #3. Supply the teams, sponsors, international media, officials and guests

RWCL have appointed Rugby Travel & Hospitality (NZ) Ltd (RTH NZ) to create, manage and implement the Official Travel and Hospitality Programme for RWC 2011. This follows their successful delivery of the programme in France for RWC 2007.

RTH NZ will be appointing a network of global Official Travel Agents to create and sell a range of travel programmes, designed to excite Rugby fans. As well as match tickets, the packages will offer a wide range of content at a variety of prices. Travel programmes will encourage fans to follow the Tournament around the country, with time and opportunity to experience New Zealand's highlights.

A network of Official Corporate Hospitality Agents will be appointed to sell the Official Hospitality Packages worldwide. But RTH NZ has entire responsibility for managing and coordinating the fulfilment of the programme. The requirements for this will include everything from banquet chairs to the linen, security services to fencing and caterers



#### Previous Rugby World Cup licensed merchandise included:

- Official Rugby balls
- Souvenir merchandise such as key rings, coffee mugs, posters and cards
- Collectible figures
- Whistles
- Clothing, including replica jerseys and other kit, sports apparel, casual clothing and supporters' apparel
- Flags and banners
- DVDs, CDs, games, computer accessories
- Watches

#### Hospitality programme in France for RWC 2007:

- 29 caterers
- 250 different menus
- 135 different wines
- 55,000 bottles of wine
- 32,000 bottles of champagne
- 10,000 waiting staff
- 1.5 million pieces of designer china, cutlery and glassware
- 110,000 hospitality gifts
- 15,000 tables and 13,000 chairs hired



to hostesses. Other key needs will include infrastructure and venue fit-out as well as the highest quality entertainment. It's a massive undertaking and RTH NZ is determined to set new standards when it comes to quality of hospitality provided at the Tournament. For more information on the Official Travel and Official Hospitality programmes, visit [www.rth2011.com](http://www.rth2011.com)

#### Opportunity #4. Become part of the RWC 2011 commercial family

As outlined above, opportunities still exist at all levels to become part of the RWC 2011 family of sponsors. The commercial rights to RWC 2011 are being managed on behalf of Rugby World Cup Limited by IMG, who have provided this service since the 1995 Tournament.

At a Tier 1 Worldwide Partner level, the necessary investment will mean that such opportunities will usually appeal to large scale global corporations.

At level 2, your company could become an Official Sponsor of the Tournament here in New Zealand. Potentially, it doesn't matter what kind of product or service your business offers, so long as it is outside the worldwide exclusive categories held by Tier 1 Partners. The Tier 2 investment level is likely to fit best with large New Zealand companies operating internationally.

Tier 3 Tournament Supplier is related to specific supply needs, and typically could include telecommunications/IT, motor vehicle supply, soft drinks, insurance, fuel, etc.

To specifically talk about sponsorship or official supply opportunities, contact IMG directly. Email [jonathan.kritzinger@imgworld.com](mailto:jonathan.kritzinger@imgworld.com), phone 09 968 5775 or visit [www.imgworld.com](http://www.imgworld.com).

#### Opportunity #5. Tap into the visitor market

It's estimated that over 60,000 overseas visitors will be coming to New Zealand for the Tournament, and many will extend their trip to enjoy a longer holiday. Many of them will arrive and depart from Auckland.

The Tournament starts here and the whole business end of RWC 2011 takes place here. And that means visitors will gravitate towards Auckland, including domestic fans who will want to follow the All Blacks all the way to the Final.

This influx represents an enormous opportunity for hospitality, entertainment, tourism and retail businesses. To make the most of it, ensure that you tailor your offering to meet the needs and expectations of visitors. If you haven't already done so, read the section on 'Who's coming' on page 7 to understand the profile of visitors expected for the Tournament.

Auckland is going to create a series of 'Fan Zones' around the region that will become focal points for visitors and residents. Featuring live acts, music, big screen displays of the matches, and with food and beverages on offer, you may be able to play a part in Fan Zones themselves. Check at [www.auckland2011.com/business](http://www.auckland2011.com/business) for details of any tender opportunities.

The Fan Zones will also create a 'ripple effect' for adjacent businesses or those who can station themselves on routes with high pedestrian traffic. Two of the biggest for Auckland are planned adjacent to North Harbour Stadium and on Queen's Wharf.

Catering to visitor expectations may mean you need to seek an extension of opening hours, reconfiguration of premises or other things that require official permission. Look on your local council website for information on how to apply for new or revised permits.

While the vast majority will speak English, visitors will be coming from all four corners of the world, and your business may benefit from appropriate language skills. That could come from employing the right staff, or you could consider some basic training for your current employees. The most useful languages will probably be Japanese and French. Stay in touch with the qualification stages to see which nations will make the final 20 teams to compete.

#### Opportunity #6. Contribute to infrastructure development

There are massive plans in process to upgrade Auckland's infrastructure for RWC 2011. From new train lines and stations to stadium redevelopment and the creation of Fan Zones, a lot of construction, fit-out and technology installation work will be taking place across the region. Again, make sure you stay up to date with tenders by registering at [www.auckland2011.com/business](http://www.auckland2011.com/business).

It could be that your company offering lies outside those conventionally considered in infrastructure plans. So if you can see how to contribute to making RWC 2011 the greatest Rugby World Cup ever in a world-class city, contact your local council with a brief explanation.

#### Opportunity #7. Be a subcontractor and/or join forces with other firms

For enormous international events like this, most companies need help to meet what's required of them. Given Auckland's and New Zealand's economic scale, relying on subcontractors and joining forces with other companies is bound to be widespread. This applies to all of the areas of opportunity outlined previously.

Whether you want to be the lead contractor on a project, or someone else gets there first, stay in touch with the awarding of RWC 2011-related contracts in your business area. Ensure your credentials presentation is the best it can be before seeking a sub-contract. You may even consider approaching a likely contract winner in advance to offer your services. In any event, you'll want to stand out from the competition if you want to be selected.

Take a good look at companies around you and see which you feel you could work with to gain a contract or sub-contract. It may be that you join with more than one company, forming a 'cluster'. Together, you may find that you have the scale and mix of skills to fulfil a tender's requirements when you could not do so alone.

### Case study: Eventium Limited – clustering to succeed

Eventium provides strategic consultancy services to those involved in the planning and delivery of major events. It is a small firm but one with an innovative business model. The company has been established as an alliance of practitioners, not employees, with a wide range of skills including legacy planning, major event bidding, design and production, events marketing, sponsorship, operational planning, legal and events policy to offer an end-to-end service to clients. This low-risk, high-value model has allowed Eventium to demonstrate capability, capacity and resource, and leverage more substantial contracts.

For Rugby World Cup 2011, the company prepared Auckland's bid for match and team allocations, wrote the Auckland Legacy Plan for RWC 2011 and scoped programmes for economic development and community engagement at national and regional levels.

## TEN TIPS FOR A SUCCESSFUL PROPOSAL

Requests for Proposals (RFP) and requests for Expressions of Interest (EOI) will usually describe the goods or services needed and the circumstances in which they will be used, while seeking proposals to meet those needs at a reasonable cost.

Price is hardly ever the only consideration in selecting the contract or bid winner and the other criteria will be set out in the RFP or EOI document. These can include your ability to meet any minimum royalty or licensing fee guarantee, RWC 2011's environmental and economic sustainability goals, Māori or Pacific Island participation and social responsibility. But whatever the specifics, there are some general principles you should always follow if you want your bid to be successful:

### #1 Answer every question thoroughly.

Make a list of all the RFP's requirements and follow each with a full description of how your proposal meets it. Don't just rely on assertions or promises – provide evidence of your abilities, capacity and experience. Show how you can, and will deliver on time and on budget.

### #2 Understand and write for your audience.

If you know who will be evaluating your proposal you can set the right level of technical detail in the bid. But the golden rule is, wherever possible, use plain English.

### #3 Use a glossary if it helps.

Even if you know the evaluation group will include technically-literate people, not everyone involved in the process will be. Include a glossary that defines your terms, and avoid the technical people having to act as translators.

### #4 Be consistent.

Throughout your proposal, always use the same terms, units, currencies and quantities. Ensure they match those in the RFP or EOI. Follow the order and hierarchy established by the RFP and keep the format the same for each section.

### #5 Show sustainability.

Communicate initiatives you have taken to make your business more sustainable, whether through waste reduction, energy conservation, emissions reduction or even social programmes, and explain how it fits with RWC 2011's sustainability objectives. It could be what separates your bid from the rest.

### #6 Use design to differentiate.

You can template your documentation in advance to save time. But ensure the document looks as though it has been designed from scratch for this bid.

### #7 Demonstrate understanding.

Most tenders will include relevant information on overall objectives and plans, as well as key issues. If not, you should be able to find them quickly on the organisation's website. Ensure your bid takes account of these and clearly articulates how your business will help achieve them.

### #8 Don't assume they know your business.

Even if you know people on the evaluation committee or you've worked with them before, make sure your proposal includes a full picture of your business including relevant experience and expertise. The winning bid has to be selected on the basis of what's included, not information that's not in your bid.

### #9 Make doing business with you easy.

The tender will have set out specific needs. Have you shown that you can meet them? And try not to apply conditions. Conditional bids are rarely selected.

### #10 Develop and stick to a timing plan.

Make a clear note of the close-off date and time for submissions. Then draw up a timing plan that allocates adequate time for each section of your proposal to be completed. This is best done as a 'critical path' to submission date. One tip is to look for ways to do jobs in parallel rather than having to wait for one to be completed before starting another.



## MAJOR EVENTS MANAGEMENT ACT

### Respecting commercial rights surrounding RWC 2011

Major international events such as Rugby World Cup attract huge global audiences. Association with such major events offers many benefits, which is why so many organisations look to be sponsors or official licence holders. Many countries hosting such events have developed event-specific regulation to ensure that event organisers, sponsors and other official partners such as licensees are not undermined by unauthorised commercial exploitation.

In New Zealand, the relevant legislation is the Major Events Management Act 2007 (the Act), designed to prohibit representations that suggest persons, brands, goods or services have an association with a major event when they do not. RWC 2011 has been declared a 'major event' under the Act, prohibiting ambush marketing, ticket scalping and unauthorised associations, and protecting words and emblems connected to the Tournament.

You can find a link to the full text of the Act at [www.auckland2011.com/business](http://www.auckland2011.com/business), but the major provisions are these:

- 'Ambush' marketing by association. You cannot state or imply that you (or your business, goods or services) are connected to RWC 2011 when you (or they) are not. Any use of the protected RWC 2011 words or emblems (which are set out in full at [www.legislation.govt.nz/regulation/public/2008/0250/latest/whole.html](http://www.legislation.govt.nz/regulation/public/2008/0250/latest/whole.html) and include the name of the Tournament) will create a presumption that the Act has been breached, unless one of the listed exclusions apply. These exclusions include that the representation (or person making the representation): has the authorisation of RWCL; is one of personal opinion made for no personal gain; is (in accordance with honest practices) made for the purpose of reporting news, information or criticism; is (in

accordance with honest practices) made by an existing business continuing to carry out its ordinary business activities; or is (in accordance with honest practices) necessary to indicate the intended purpose of goods or services.

- Using disclaimers such as 'unauthorised' or 'unofficial' will not excuse you: the provisions still apply.
- 'Ambush' marketing by intrusion. Certain areas may be declared 'clean zones' or 'clean transport routes' for a 'clean period'. Partly, this will be to ensure the Tournament sponsors and organisers are not disadvantaged commercially by others intruding into the Tournament. This will prohibit any street trading (but not an existing business operating out of existing permanent premises) within the clean areas (for the duration of the clean period), any form of advertising in the clean areas or that can be seen from there, and any forms of advertising that are distributed in or intentionally taken into the clean zone or transport route (eg. brochures, branded promotional items).
- No ticket scalping. Selling or trading any ticket for a value greater than the initial sale price is illegal.
- Pitch invasion. Going onto the playing surface or propelling any object onto the playing surface without permission is prohibited.

The Act is administered by the Ministry for Economic Development. For links to the Act and its related Orders, visit [www.auckland2011.com/business](http://www.auckland2011.com/business).

The above information is only an outline. If you have any concerns about contravening the Act or commercial rights restrictions surrounding the Tournament, see the relevant links and information at [www.auckland2011.com/business](http://www.auckland2011.com/business), and consider taking legal advice.





## MĀORI/PACIFIC ISLAND BUSINESS OPPORTUNITIES

NOWHERE ELSE IN THE WORLD HAS MĀORI AS TANGATA WHENUA. AND NOWHERE OTHER THAN AUCKLAND WILL YOU FIND SUCH A LARGE POPULATION OF PACIFIC PEOPLES IN ONE PLACE.

Tourism New Zealand and Tourism Auckland research shows how discovering something of Māori and Pacific culture is always high on visitors' agendas. So making the most of these unique drawcards is a sensible part of any business plan for RWC 2011. Māori and Pacific Island culture will feature widely in the Tournament itself. Some of the opportunities this presents, and you may want to consider, include:

- Supply to opening and closing ceremony events particularly around the opening match featuring New Zealand v Tonga
- Supply to cultural and festival programme, including the many Fan Zones around the region and community engagement programmes
- Contribute to the Official Corporate Hospitality and Travel programme (see page 11, Opportunity #3) via catering, entertainment, music, etc
- Supply to welcome events, including team welcomes at Auckland International Airport
- Supply of indigenous content to Official Broadcasters and media agencies
- Interpretation/translation services for te reo Māori
- Merchandising and gift programmes – please contact LIM (NZ) Ltd in this regard – see page 11 for contact details.



Major opportunities will also arise for Māori and Pacific businesses in the tourism sector. Extensive research by Tourism New Zealand and Tourism Auckland shows that the sort of visitor we expect for RWC 2011 – generally well travelled, well educated and with higher disposable income – are the most keen to participate in cultural tourism. Specifically, in their travels here, they definitely want to experience something of Māori and Pacific culture. Some of the ways to respond to this include:

- Promoting visits and Marae stays as an accommodation option (Auckland's accommodation sector will be severely stretched by the latter stages of the Tournament)
- Add a Māori dimension to existing tourism product, eg visits to Gulf islands. This adds value and provides a competitive edge
- Add a RWC 2011-related dimension or theme to an existing Māori or Pacific Island attraction, such as Tamaki Hikoī, Otuaatua Stonefields, Otara Markets, etc
- Think about how historical or heritage aspects can be enhanced by including a Māori or Pacific Island view: local iwi legends, stories of Pacific Island migration to Auckland and their experiences here, etc.

Whatever business sector you are in, an effective way to stay in touch with opportunities is to sign up for business networks specifically for Māori/Pacific Island enterprises. And bringing an appropriate cultural dimension to your offering can be easier than you think. Consulting elders and kaumatua in your community is a good start, so explore your ideas with them or one of the organisations listed at the back of this guide.



## SUSTAINABILITY

There's no getting away from it: demonstrating that your business cares about sustainability is no longer a 'nice-to-have'. More and more businesses are adopting the principles of sustainability and applying them to their operations. And, in the context of RWC 2011, being able to show sustainable business practices will be an absolute requirement.

### What does a sustainable business look like?

A 'sustainable business' is one which uses a minimum of natural resources and puts as little waste as possible into the environment. For many people, it means a business that is concerned as much for the social and environmental consequences of its actions, as for its profitability.

### What are the benefits of being a sustainable business?

Adopting sustainable business practices benefits the bottom line because sustainability creates efficiencies, which makes good business sense.

Potential benefits include:

- Saving money by reducing your operating costs (e.g., using less energy, water)
- Reducing your environmental impact and associated costs (e.g., waste disposal costs)
- Increasing your competitiveness through innovation and improving environmental performance
- Improved ability to attract capital investment

- Identifying and managing risks associated with the environmental impacts of your business (e.g. avoiding on-site spillages)
- Enhanced image and positive customer response
- Strengthening supplier commitment
- Being seen as a responsible employer, increasing your ability to attract and retain employees.

### Sustainability at RWC 2011. What every Auckland business needs to know

For RWC 2011, the primary sustainability focus is on minimising the overall environmental impact of the Tournament. Relevant objectives have been drafted for the Auckland region and the ability to demonstrate compatibility with these objectives will be vital for all businesses involved in RWC 2011.

### Getting started with Envirostep. Benefiting businesses and environment

You don't have to become a 'sustainable business' overnight! The important thing is to make a start. Every business is different. The opportunities and benefits for your business will become apparent as you work through the options.

Envirostep is a free, entry level, web-based management tool. It aims to help businesses in New Zealand take the first steps towards understanding and improving their environmental

and economic performance. They do this by answering a series of questions that identify their current position and how they can improve it.

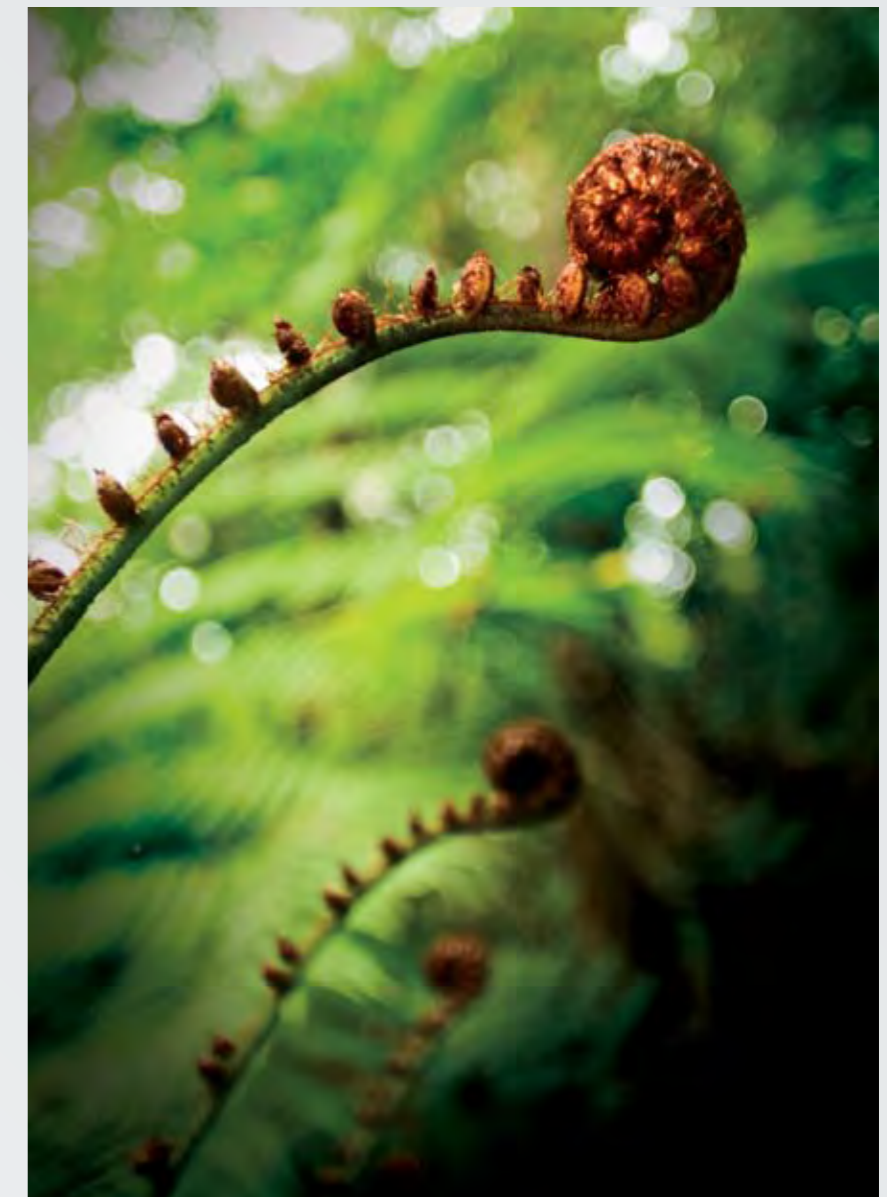
Envirostep was developed specifically for small to medium sized enterprises in New Zealand and is endorsed by Business New Zealand to assist businesses:

- measure their environmental performance
- take practical steps that benefit both the environment and their business
- communicate their environmental performance
- progress to more sophisticated environmental tools and schemes if they wish

Large organisations will also be able to use Envirostep to support the environmental performance of their branches, members or suppliers.

### Sustainability at RWC 2011 – Key objectives

- To work towards achieving 'zero waste' at match venues and official fan zones, through waste minimisation programmes.
- To reduce the need for travel by, and provide environmentally preferable and efficient alternatives to, the private car in order to reduce the effects of transport on the environment.
- To ensure the responsible use of energy during RWC 2011 and investigate opportunities to meet demand by providing efficient and resilient supplies of energy including renewable energy sources.
- To be carbon responsible.
- To ensure the responsible use of water resources.
- All RWC 2011 stadia and festival events to implement environmental management systems and environmental management plans respectively.
- To maximise regional business opportunities through the adoption of sustainable management practices including sustainable procurement.
- To ensure that visitors have a positive perception of the Auckland region in terms of environmental practices.
- To deliver resilient long-term environmental benefits to the Auckland region and its people.



### Use the sources below to find out more.

[www.eco-verification.med.govt.nz/envirostep](http://www.eco-verification.med.govt.nz/envirostep)

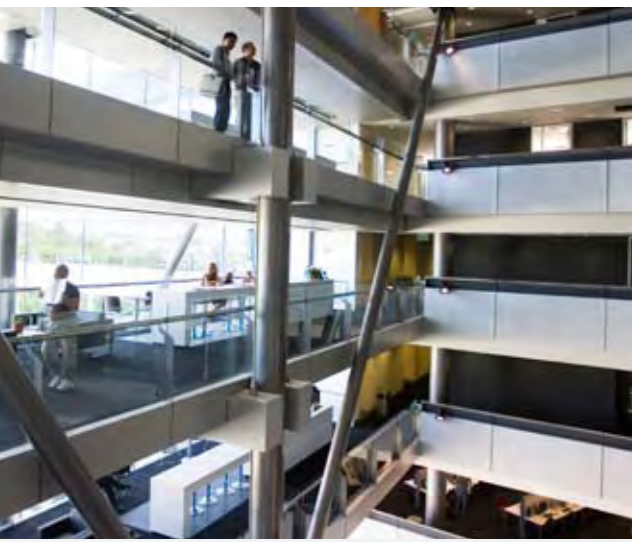
[www.nzte.govt.nz/sustainability](http://www.nzte.govt.nz/sustainability)

[www.mfe.govt.nz/publications/sus-dev/simply-jun05/html/index.html](http://www.mfe.govt.nz/publications/sus-dev/simply-jun05/html/index.html)

[www.mfe.govt.nz/issues/sustainable-industry/tools-services/concepts.php](http://www.mfe.govt.nz/issues/sustainable-industry/tools-services/concepts.php)

[www.eecabusiness.govt.nz/](http://www.eecabusiness.govt.nz/)

[www.sustainable.org.nz/cms/index.php](http://www.sustainable.org.nz/cms/index.php)



## PLAN FOR SUCCESS

A GOOD BUSINESS PLAN IS THE SOUNDEST PREPARATION YOU CAN UNDERTAKE FOR RWC 2011. IT CAN SHOW YOU WHETHER THE OPPORTUNITY IS AN APPROPRIATE FIT WITH YOUR BUSINESS, AND PROVIDE THE BASIS FOR YOUR SUCCESS. YOUR BUSINESS PLAN CAN HELP EXPLAIN TO POTENTIAL BUYERS, PARTNERS, INVESTORS AND LENDERS WHAT YOUR BUSINESS DOES, AND HOW IT CAN MEET THEIR REQUIREMENTS.

While the Tournament is an exciting prospect from a business perspective, it is important to evaluate your potential involvement like any new venture or opportunity. Does your participation in RWC 2011 fit with your company's overall growth plans leading up to 2011 and beyond? A formal business plan forces you to answer some tough but necessary questions and to fine tune your ideas. Depending on the type of opportunity, this may mean refining your current plan or creating a mini-plan to reflect your RWC 2011 aspirations. You will then be able to track progress against your plan and make any minor alterations necessary to meet your targets.

To help you, we've provided a template and guidance for creating a successful business plan below:

### Executive summary

The executive summary states succinctly what your business is about and why it will be successful. It describes your business concept, the sector you will be operating in and the market you will serve. It highlights how you will differentiate yourself and identifies your particular competitive advantage. In the context of RWC 2011 it will describe how your participation will add to the success of the Tournament and your company.

### Your team

Experience is critical to business success, so detail your specific experience and that of your team. Your team may include employees, outside business mentors, consultants or partners. Consider the unique skills your team brings to RWC 2011, from connections in the local marketplace to access to resources and strategic alliances.

### Business environment overview

Creating an overview of your business environment plays a crucial part in finding what makes many businesses successful – a part in the industry that they can call their own. Look at trends in your particular industry. Highlight what makes your company distinct and how your expertise can benefit RWC 2011.

### Marketing plan

Cover everything you do to get customers to buy your product or service. Set out your strengths, weaknesses, opportunities and threats (SWOT analysis). Describe what sets your product or service apart and how this benefits your customers. Show that you understand your competition, the trends within your industry and their effects. Detail the marketing you will be doing specifically for the Tournament.

### Operational plan

Operational planning addresses the day-to-day running of your business. Show that you understand the process of delivering your product or service and how your operational strengths can help RWC 2011. Indicate which aspects of delivery are up and running and which are in development.

### Financial plan

A detailed financial plan will help determine the financial viability of your business. It will also allow you to track progress against projections and help you choose opportunities to pursue based on your cash flow.

### Risk management assessment

By outlining possible risks to your company you'll gain an understanding of the potential downsides of your venture. This will help you develop plans to mitigate risks where possible. Demonstrate that you understand the potential impact the Tournament might have on your business and explain how you are preparing to meet customer expectations.

If you need further help in developing your business plan for RWC 2011 you can approach your local Chamber of Commerce, The Employers and Manufacturers' Association (Northern) or your local economic development agency for guidance and possible sources of training. See page 23 for contact details.

## TRAINING

### Train to win

Ensuring your business and staff are at the top of their game is essential if you want to get the most out of RWC 2011. There is a huge number of training organisations in the Auckland region including the region's local economic development agencies, Auckland Regional Chamber of Commerce, Employers and Manufacturers Association Inc (Northern) and WHK Gosling Chapman (see page 23 for contact details). Some are customising programmes for RWC 2011. Nationally, there are several organisations delivering or organising courses on topics relevant to RWC 2011 such as:

- New Zealand Trade and Enterprise
- Tourism Industry Association NZ
- Hospitality Association of NZ
- Hospitality Standards Institute
- Qualmark
- KiwiHost
- NZ Retailers Association
- Business.govt.nz
- Te Tai Tokerau Trades Training

Training courses to consider include:

- Negotiating skills
- Business planning
- How to respond to requests for proposals
- Preparing a business proposal
- Finance and budgeting
- Business writing
- Customer service
- Sustainable business practices
- Tourism and hospitality skills

For visitor-facing businesses, the Ministry of Tourism has Sustainable Tourism Advisors in Regions (or STAR programme) to help tourism operators.

You'll also find news on relevant courses, training and workshops at [www.auckland2011.com/business](http://www.auckland2011.com/business). Check in regularly for an updated calendar.

Look out too for the Auckland region's Business-Ready and Visitor-Ready programmes due for launch in 2011. (You'll find timelines in the following section). To register for these programmes, go to [www.auckland2011.com/business](http://www.auckland2011.com/business).

## THIS IS HOW THE BUSINESS RESOURCES WILL ROLL OUT:



### Online Introductory Guide to Business Opportunities (early 2009)

Now available at [www.auckland2011.com/business](http://www.auckland2011.com/business), this provides an introduction to doing business around RWC 2011, including many useful tips and web links. These include the website for RWC 2011 tenders and links to relevant training opportunities. This online guide will be updated regularly as tournament planning progresses, to provide up-to-the-minute information.

### Comprehensive Guide to Business Opportunities (September 2009)

Building on the online version, this comprehensive guide will detail the specific business opportunities to watch out for, and provide step-by-step advice on processes and procedures. Topics include supplying official licence holders and Tournament contractors; servicing the visitor market; tendering for RWC 2011 opportunities; meeting expectations of environmental sustainability; supplying to the wider RWC 2011 commercial family, media agencies and teams; and ways for Māori and Pacific Island enterprises to get involved.

### Business-Ready programme (mid 2011)

The kit will provide everything from tournament schedules and transport planning information through to details on permit applications. Available in print and online versions, the Business-Ready Kit will be supported by a workshop roadshow around the region, a business hotline and other business-specific tools and resources.

### Visitor-Ready programme (mid 2011)

Businesses that cater directly to visitors, including the tourism, hospitality and transport sectors, will be the 'face of Auckland' during RWC 2011. They will have a lot to contribute and a lot to gain. The Visitor-Ready programme will contain profiles of who'll be visiting, shopping habits, language tips, foreign exchange issues and visitor preferences. It will also cover all the logistical and regulatory details, including extended trading, liquor and other permits, traffic and transportation, meeting sustainability criteria, and so on. Prior to 2011, tourism-specific RWC information will be available on [www.auckland2011.com/business](http://www.auckland2011.com/business).

A good deal of useful information is already available online, and this will be added to and updated regularly.

Visit [www.auckland2011.com/business](http://www.auckland2011.com/business)

## PREPARE FOR KICK OFF

IF YOU'VE ALREADY TORN OFF THE SUMMARY GUIDE, HERE'S A SLIGHTLY FULLER SYNOPSIS OF 10 THINGS YOU CAN DO, RIGHT NOW, TO BETTER PREPARE YOUR BUSINESS FOR RWC 2011:

- 1. Register your company at [www.auckland2011.com/business](http://www.auckland2011.com/business)** for e-mail notification of RWC 2011 business opportunities. Keep checking the emails and clicking through to the website for information on new opportunities, training, workshops, specific tenders and information.
- 2. Draw up a plan** that identifies the opportunity for your business, and weighs the costs versus the likely benefit. Ensure the expectations are realistic and that you can track progress against your plan. Make the Tournament's opportunities part of your long-term business plan to look beyond 2011. Do it now!
- 3. Plan your finances** to manage the opportunity and resultant business growth in advance. Keep your bank informed of your plans and arrange financing that will increase the credibility of your bid, if necessary.
- 4. Learn from previous major events.** Talk to firms that have been involved in the America's Cup, Lions' tours and similar scale sporting festivals. Take a look at the business stories in this guide and read more on the [www.auckland2011.com](http://www.auckland2011.com) website
- 5. Harness the available resources.** Use the information in this guide, on the [auckland2011](http://auckland2011.com) website and provided by Auckland regional bodies to increase your skill base. Keep an eye out for information on RWC 2011 Business Opportunities Workshops – a calendar of training events and workshops will be listed on [www.auckland2011.com/business](http://www.auckland2011.com/business).
- 6. Consider all the ways you can get Tournament-related contracts.** Joining forces with another company, or clustering with more than one, may make your bid more competitive. Consider subcontracting. Visit [www.auckland2011.com/business](http://www.auckland2011.com/business) to learn about winning bidders and let them know what you can do.
- 7. Network to stay informed about opportunities.** Contact appropriate organisations, such as AucklandPlus, Auckland Regional Chamber of Commerce, Licensing in Motion, IMG, Rugby New Zealand 2011 and New Zealand Trade and Enterprise. Watch out for notifications of specific networking opportunities and events that will put you in touch with the right people.
- 8. Sign up for the Business-Ready programme in 2010.** This is a comprehensive package of events, workshops, business tools and information that will help ensure your business is as ready as it can be for RWC 2011.
- 9. If your business is aimed primarily at visitors, sign up for the Visitor-Ready programme in 2010.** This will go out as an adjunct to the Business-Ready programme and be specifically targeted at the needs of visitor-facing organisations.
- 10. Never take your eye off the ball** – remember your core business, traditional customers and staff. Your current level of success depends on them and they will be the foundation of a healthy business after Rugby World Cup 2011.

## GET IN TOUCH

**Auckland RWC 2011 portal**  
[www.auckland2011.com](http://www.auckland2011.com)

**Auckland City Council**  
[www.aucklandcity.govt.nz](http://www.aucklandcity.govt.nz), 09 379 2020

**AucklandPlus**  
[www.aucklandplus.com](http://www.aucklandplus.com), 09 366 2074

**Auckland Regional Chamber of Commerce**  
[www.aucklandchamber.co.nz](http://www.aucklandchamber.co.nz), 09 309 6100

**Business.govt.nz**  
[www.business.govt.nz](http://www.business.govt.nz), 0800 42 49 46

**Committee for Auckland**  
[www.aucklandnz.org](http://www.aucklandnz.org), 09 300 1234

**EECA Business**  
[www.eecabusiness.govt.nz](http://www.eecabusiness.govt.nz), 0800 358676

**Employers and Manufacturers Association Northern**  
[www.ema.co.nz](http://www.ema.co.nz), 09 367 0900

**Enterprise Franklin**  
[www.enterprisefranklin.co.nz](http://www.enterprisefranklin.co.nz), 09 237 0005

**Enterprise North Shore**  
[www.ens.org.nz](http://www.ens.org.nz), 09 414 1341

**Enterprising Manukau**  
[www.em.org.nz](http://www.em.org.nz), 09 262 2244

**Hospitality Association of NZ**  
[www.hanz.org.nz](http://www.hanz.org.nz), 04 385 1369

**Hospitality Standards Institute**  
[www.hsi.co.nz](http://www.hsi.co.nz), 0800 275 4474

**IMG**  
[www.imgworld.com](http://www.imgworld.com), 09 968 5775

**KiwiHost**  
[www.kiwhihost.co.nz](http://www.kiwhihost.co.nz), 03 343 5007

**Licensing in Motion**  
email [rfp2011@velocitybrandmanagement.com](mailto:rfp2011@velocitybrandmanagement.com)  
09 308 7700

**Manukau City Council**  
[www.manukau.govt.nz](http://www.manukau.govt.nz), 09 263 7100

**Ministry for Economic Development**  
[www.med.govt.nz](http://www.med.govt.nz), 04 472 0030

**Ministry for the Environment**  
[www.mfe.govt.nz](http://www.mfe.govt.nz), 0800 499 700

**Ministry of Pacific Island Affairs**  
[www.mpia.govt.nz](http://www.mpia.govt.nz), 09 262 1513

**Ministry of Tourism**  
[www.tourism.govt.nz](http://www.tourism.govt.nz), 04 498 7440

**New Zealand Trade and Enterprise**  
[www.nzte.govt.nz](http://www.nzte.govt.nz), 0800 555 888

**NZ Retailers Association**  
[www.retail.org.nz](http://www.retail.org.nz), 09 845 3550

**North Shore City Council**  
[www.northshorecity.govt.nz](http://www.northshorecity.govt.nz), 09 486 8400

**Pacific Business Trust**  
[www.pacificbusiness.co.nz](http://www.pacificbusiness.co.nz), 0800 287 7526

**Pacific Economic Development Agency**  
[www.pacificeda.org](http://www.pacificeda.org), 09 836 6719

**Papakura District Council**  
[www.papakura.govt.nz](http://www.papakura.govt.nz), 09 295 1300

**Qualmark**  
[www.qualmark.co.nz](http://www.qualmark.co.nz), 0800 782 562

**Rodney Economic Development Trust**  
[www.bizrodney.com](http://www.bizrodney.com), 0800 426 5169

**Rugby Travel & Hospitality Ltd**  
[www.rth2011.com](http://www.rth2011.com)

**Rugby New Zealand 2011 Ltd**  
[www.rugbyworldcup.com](http://www.rugbyworldcup.com), 04 816 1200

**Sustainable Business Network**  
[www.sustainable.org.nz](http://www.sustainable.org.nz), 09 826 0394

**Te Puni Kokiri**  
[www.tpk.govt.nz](http://www.tpk.govt.nz), 09 571 2940

**Tourism Auckland**  
[www.aucklandnz.com](http://www.aucklandnz.com), 0800 AUCKLAND

**Tourism Industry Association NZ**  
[www.tianz.org.nz](http://www.tianz.org.nz), 04 499 0104

**Waitakere Enterprise**  
[www.waitakereenterprise.co.nz](http://www.waitakereenterprise.co.nz), 09 837 1855

(Information correct as at time of printing September 2009)

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