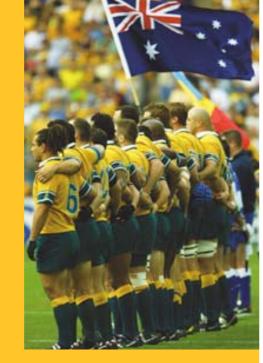


RUGBY WORLD CUP 2003 CAPTURED THE IMAGINATION OF THE WORLD, IN DOING SO, IT **DELIVERED A SPORTING FESTIVAL** THAT KNEW NO BOUNDARIES



RWC 2003 HIGHLIGHTS

RATED "BEST EVER"

64,300 INTERNATIONAL VISITORS

\$1 BILLION IN ECONOMIC IMPACT

1.85 MILLION FANS ATTENDED MATCHES

4.3 MILLION TELEVISION VIEWERS IN AUSTRALIA FOR FINAL

The ARU set itself three missions with regard to Rugby World Cup 2003:

- to win the Tournament;
- to host the "best ever" Tournament:
- to create an enduring legacy for Rugby in Australia and around

History relates that England emerged deserving Rugby World Cup champions in 2003 after an epic Final that enthralled the Rugby world.

England and Australia fought out a match of breathtaking quality and unsurpassed drama in which the home team, though beaten, left the field of play with their reputations enhanced and safe in the knowledge that they had done their utmost for their country.

But it was England who proved worthy of their pre-Tournament favourite tag by seeing off some mighty challenges during the Tournament, culminating in an extraordinary finale decided in the dying seconds of extra time.

Australian Rugby has drawn enormous satisfaction from this Tournament.

It has staged the best Rugby World Cup ever and Australia, as a nation, has again done itself proud on the world stage.

It was a team effort. The ARU team, the IRB, the governments, the sponsors, the providers, the volunteers, the international Rugby community and the staff together, put on what has been by anyone's account, a wonderful period in Australia's sporting history.

It was an extraordinarily complex undertaking, flawlessly executed and thoroughly deserving of the "best ever" tag.

High quality management and staff were brought to bear on the biggest sporting event in the world for 2003.

The fact that Rugby was able to engage the entire nation, with matches in every State, plus the ACT, speaks volumes for what can be achieved.

But the greatest accolade goes to the people of Australia who showed their true colours during the two months surrounding the Tournament. Each Australian deserves a world cup for putting on a great event and having a party.

In 2003, the Rugby World Cup had no boundaries – geographically across Australia and demographically across all ages groups, sexes and social groups.

Australians supported a second team, they dressed up, and they cheered for countries they had never heard of.

Around 1.85 million people attended RWC Matches

- a remarkable result and there were many sell-outs:
- South Australia 95% of capacity;
- Queensland 93% of capacity;
- Canberra 99% of capacity; Tasmania – 77% of capacity;
- Victoria 82% of capacity;
- West Australia 72% of capacity;
- New South Wales 98% of capacity;
- nationwide 91% of all available seats were occupied. giving us ticketing revenue of around \$200 million.

The merchandise sales were outstanding. In seven weeks, well over 100,000 Wallaby jerseys were sold. Over \$100 million worth of official merchandise was purchased.

The TV ratings for the Tournament broke all of the records. The Final attracted 4.3 million viewers in Australia, easily the biggest audience for any television program in Australia for 2003 while in England, 14 million tuned in to see the old rivals clash. Across the Channel in France, nearly 11 million viewers enjoyed the game despite their nation not being involved. The cumulative audience for the Tournament in Australia was 44 million viewers on free-to-air television.

One of the things that the ARU was very conscious of from day one was the impact on Australia of hosting the Rugby World Cup. The impact on Rugby was clear. However, the Union was venturing into unchartered waters when it came to mass tourism and business leveraging.

The Tournament impacted on tourism, business, trade and investment. The ARU worked in partnership with the various national, State and Territory tourism and trade authorities and industry associations to ensure that Australia was portrayed in the best possible light and that not just Rugby obtained a legacy from the

The Australian Tourism Commission has recorded that more than 64,300 travellers came to Australia to enjoy the Tournament. Domestic tourism alone generated \$170 million according to See Australia. The economic impact across the board - close to \$1 billion dollars. Financial observers have credited the RWC for a substantial contribution to

the economy's outstanding growth rate of 4% in 2003.

Numbers aside, the Rugby World Cup has made a valuable contribution to Brand Australia. Friendly, welcoming, engaging, colourful and free-spirited are the core values of Brand Australia. Rugby World Cup 2003 reinforced these.

This aids Australia's leisure tourism image. From a business tourism image, Australia once again demonstrated its organisational prowess - its ability to put on big events, its ability to solve problems, its ability to deliver a great experience, its quality infrastructure was on show as was its ability to show, that this is a great place for a holiday or business.

From an ARU perspective, the following factors contributed to the success of the event:

- detailed planning from reviewing other international events, it was apparent that detailed planning had to be undertaken down to the smallest item. This was enforced in all functional areas and included full documentation and regular independent reviews by consultants looking for gaps. Importantly the message of "if you don't know, don't guess - find out" was constantly emphasised. The result was when kick-off time arrived, nothing had been left to chance and issues could be resolved quickly and appropriately at the operational level;
- people the correct business term is "human resources" but a defining feature of RWC 2003 was the people – staff and volunteers. For all enterprises, recruiting the right people is essential to success and ARU senior management placed great store on this. Recruit the right managers and they in turn will recruit well.

Following on from this is then the recruitment and training of volunteers. Like the Sydney Olympics, Australian's came forward in their thousands to help out and again they impressed international visitors with their friendliness and "can do attitude". Great emphasis was placed on training, communicating with, appropriately uniforming and thanking the volunteers. The result



English Captain, Martin Johnson, triumphantly holds

the Webb Ellis Trophy won against Australia, in the heart-stopping last seconds of extra time.

BY WORLD

• marketing - the essential aim of ARU's marketing strategy was to sell tickets. Though in doing this there was a need to position the Tournament as an international sporting event of Olympic status, that the world was coming to Australia and the matches were not just another game of Rugby. Much emphasis was placed on the fans and the promotion was all about showing your true colours and supporting your team or adopting another team.

volunteer at RWC was better than the Sydney Olympics.

The marketing team worked hand-in-hand with the ticketing team, which ensured what was being sold, could be delivered. The hallmarks of transparency and honesty were critical to the success of the program. The measure of the program's success was the many sold out matches and an overall 92% of all available tickets sold;

 ticketing – many major sporting events become embroiled in ticketing problems; this Tournament was not one of them. From the beginning each venue was correctly mapped, ticket pricing was well researched, ticketing companies were briefed to ensure they were up to the task, and customers were able to purchase with minimum of fuss.

Again, the sales figures and the lack of controversy point to the success of the ticketing program. That is not to say there were no problems and no complaints, but these were minimal and dealt with appropriately;

 ceremonies – there have been ceremonies at past Tournaments, however it has been acknowledged that the Opening and Closing Ceremonies and the presentation of matches at RWC 2003 significantly raised the standard. The Tournament ceremonies also demonstrated to other major events that excessive budgets are not necessary to create high standard, stylish shows. Importantly, the ceremonies did not try to overshadow the game, which was always at the centre of ceremony planning.

The World Choir, two young, aspiring singers from each participating nation, was applauded as a great innovation.



The presentation of the medals and trophy was an innovation on past practices both in staging and format. The players, winners and runners up, were each given their moment and keeping the presentation of the trophy till last, built up expectation and produced excellent television and photographic opportunities.

• governments and cities – no significant international event can be staged without the support and involvement of government. For RWC 2003 the co-ordination of essential Tournament services such as security, transport, health and access to government agencies to "make things happen" was essential to achieving success.

The Federal, six State and the ACT Governments established senior steering committees/task forces that were able to ensure a whole-of-government approach to the Tournament. Importantly, the government officials were as enthusiastic about RWC as the ARU was.

This enthusiasm ensured the support of cities in street dressing, live sites for matches that were hugely successful, civic receptions for teams and other festival activities; all of which ensured Australians had a great time and Australia put on its best for the visitors from overseas;

• incident free – policing and security planning was comprehensive and covered all possible scenarios. Venue security was appropriate for an international event and fortunately there were no significant incidents. Even the large and boisterous crowds, who enjoyed imbibing, were well behaved, before, during and after the matches. This was commented on by all police forces, which allowed them to also have a good time

HOST UNION AGREEMENT

The pivotal document for the planning and operation of Rugby World Cup is the Host Union Agreement (HUA). This agreement sets down the relationship between Host Union and RWC Ltd including the commercial arrangements, hosting requirements and separation of authority.

The ARU is on record as stating that the HUA in its current form should be completely redrafted, if only to better reflect the relationship and to make it function as a useful document that clearly annunciates the roles and responsibilities of each party. In its current form it is ambiguous and conflicting.

The HUA for the 5th World Cup was far more onerous then any previous versions. Particular examples were the commercially clean venue requirements, which were extended 500 m into the venue precincts, and the requirement to provide RWC Ltd with 100% of suites and boxes.

Without debating the merits of these requirements, what was missing from RWC Ltd was any comprehensive plan of how they were going to manage and exploit these valuable properties.

RFI ATIONSHIPS

While the IRB owns Rugby World Cup, staging and maximising the enterprise is not the sole domain of one organisation. There are a number of parties that can claim to have a significant stake in the planning, and importantly, the outcome.

These organisations include RWC Ltd, RWC Ltd's commercial agents, the Host Union, commercial partners, broadcasters, government and the participating unions. In 2003 the ARU built relationships with all of these organisations with varied success. However, there is no doubt that the success of the 2003 Tournament was, in part, due to the strong working relationships that were developed.

This relationship building is not only a role for the Host Union, but must be taken on by the other organisations noted above. As essential as it is for the Host Union to respect the importance of the relationship between RWC Ltd and its commercial partners, equally RWC Ltd must support the vital relationship between Host Union and government. Without this cross support, Rugby World Cup will not continue to prosper and develop.

MEASURES OF SUCCESS

Australian Rugby set itself five measures of success. Following is a review of those measures and the outcomes.

Financial

This measure was accounted for by revenue, attendance and prudent management all, of which achieved or exceeded their pre-Tournament aims.

- Tournament revenue exceeded budget by \$15.5 million.
- Budgeted ticket sales were 1.53 million tickets, achieved 1.889 million tickets sold.
- · Expenditure was on budget except for cost of sales (ticket charges, venue charges, marketing costs) and insurance.

Media Coverage

The measures of broadcast, reporting and importantly, the opinion of media attending the Tournament, were used to determine the level of success of media coverage. The Tournament was a national success and dominated the media during the seven weeks.

Television

- Cumulative domestic TV audience 43 million viewers.
- RWC Final domestic TV audience 4.3 million viewers (largest since the Olympics).
- RWC Final England TV audience 14 million viewers.

- Eve of RWC Final 6,035 reports (Bledisloe Cup eve 365).
- rugby2003.com.au received 1.4 million unique viewers.
- True Colours e-newsletter viewed by over 800,000 customers; highest daily viewing 39,000.

Media opinion

"I've been asked by my colleagues from the UK media to drop you this note. I've been to all the World Cups and can't remember in any RWC or any other Rugby event, a media operation that came close." - Stephen Jones, London Times.

"Goodbye Rugby World Cup matches. Our month together has been a blast." - Courier Mail, Brisbane.

"This is already, categorically and from every viewpoint, the finest World Cup." - The Sunday Times, London.

External Stakeholders

The success of this measure was founded on what stakeholders other than ARU achieved from the Tournament. From the information listed below external stakeholders have achieved positive outcomes.

- IRB Tournament contributed \$32 million in ticket sales to IRB development, which was 12 million above the guarantee.
- · Rugby's image was enhanced by the Tournament, global media endorsed the Tournament as a great success and the commercial partners of RWC Ltd benefited from the success.
- · Officials and guests enjoyed the Tournament and commented on it being an outstanding success.
- · Australian governments achieved high levels of economic benefit. Figures available at the time of drafting:
- NSW exceeded \$300 million;
- WA exceeded \$38 million:
- ACT exceeded \$7 million.
- Overseas visitor numbers estimated at 85.000 to 90.000.
- Hotels and airlines reported higher yields.
- Tourism districts reported high flow on of visitors from major cities.
- Commercial partners reported positive affect on sales, profile and business.
- The Australian public embraced the Tournament evidenced by ticket sales - first three weeks. 10,000 tickets sold per day. television ratings, spectator involvement at matches. Live sites were successful:
- Sydney 40,000 per night;
- Brisbane 34.000 cumulative:
- Melbourne 35.000 cumulative.

Rugby

The Rugby measures were Wallaby success, player enjoyment, awareness of Rugby and participation increase. In relation to the first, Wallaby success, although not winners, the Australian team reached the Final for the third time in a Rugby World Cup. The participation measure will not be known until after season 2004, but early indications show a solid upward trend.

• Player enjoyment – all teams were surveyed on 25 topics before departing. The teams rated the Tournament as a minimum of good, with the majority as excellent, on all 25 topics. Match officials rated the services as the best ever.



• Awareness of Rugby - surveys showed that the awareness grew from 25% in 2002, to in excess of 85% at Tournament time.

Management

The measures set for management were for the Tournament to be operationally flawless, management of human resources and to strengthen the underlying ARU business.

- Operationally flawless the Tournament and the lead-up was relatively incident-free and teams, media, venues, commercial partners, government and the IRB have praised the organisation.
- HR management the number of staff recruited was on budget. there were no early departures, staff left with a positive attitude to ARU and volunteers were happy and impressed with the level of support they received. This was demonstrated by the welcoming and "can do" attitude so highly praised by visitors.
- Strengthen the underlying business the ARU emerged from the RWC years in a strong financial position having achieved all of its aims and remains as one of Australia's most respected sporting organisations.

Australian Rugby achieved its aims as host of the 5th Rugby World Cup. The Cup was the best ever. To paraphrase the words of the late Vernon Pugh, we were handed a jewel and we have polished it and handed it gleaming to France, the hosts of the 6th Rugby World Cup in 2007.