

Are Auckland hospitality organisations ready to
maximise benefits of the Rugby World Cup 2011?

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Attestation of Authorship

I hereby declare that this submission is my own work that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Signature of the candidate

Brian (Young Rang) Kang

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Abstract

Since the first Rugby World Cup (RWC) was held in 1987, co-hosted by Australia and New Zealand (NZ), it has evolved into the third largest major international sport competition after the Olympics and the Football World Cup. The RWC returned to NZ in September and October 2011 and was expected to generate a wide range of benefits to and opportunities for the country. With matches occurring across the different NZ regions, the economic benefits were expected to be widespread. However, as host of high profile matches including five pool matches, two quarter-finals, both semi-finals, a bronze medal, and the finals match. Auckland was expected to get the most benefits and opportunities from the RWC 2011. Auckland is the research setting for this study. Specifically, the focus is the CBD-to-Mt Eden area, and surrounding areas. Through reviewing existing academic literature on event and hospitality management, it was found that no study had focused on how businesses plan and prepare for a mega-event. This research looks to answer the specific question “how can hospitality organisations prepare for a mega-event to maximise the benefits and opportunities?”

A sequential mixed methods research design was considered the most appropriate technique to answer the research question. The researcher employed interviews (n=14) and a postal questionnaire survey (n=72). The major purpose of this thesis was to investigate, better understand and analyse hospitality organisations’ planning practices for mega-events, through the case of the RWC 2011. Both the qualitative and quantitative research investigated hospitality organisations’ planning practices for the RWC 2011 regarding the marketing mix and human resources management. The research also identified hospitality organisations’ general expectations during and after the RWC 2011, their opinions on the potential external environmental factors, as well as difficulties or challenges they may have in their planning.

The findings in the qualitative research section provided a comprehensive understanding and enhanced the general knowledge of the research context by collecting rich descriptive data. Further, the qualitative research phase facilitated

the design of the questionnaire for the quantitative research stage. The quantitative research collected statistically reliable, valid and accurate data from the large sample size to represent the target population in the study areas. The standardised data and the Mann-Whitney U test allowed the researcher to compare and identify differences in the planning practices between the food and beverage and accommodation sector.

This thesis identified that the majority of the research participants expected the RWC 2011 would increase the numbers of both international and domestic guests, thus generating more revenues during the RWC 2011. There was a smaller number of participants who expected the same benefits after the event. However, a number of participants expected to improve their business reputation and/or awareness after the RWC 2011. There was a significant difference in the pricing decisions between the food and beverage and accommodation sector. Due to the demand and seasonality, accommodation organisations had relatively more flexibility to increase their room rates to maximise revenues.

The RWC 2011 had potential to generate employment opportunities as most of the participants sought to recruit additional employees. However, the respondents noted opportunities were less likely to be carried on after the event. Despite a number of participants being aware of the potential benefits and significance of training programmes, they tended to provide training for only new staff members. Only a small number of research participants considered the product and promotion mix as parts of their planning for the RWC 2011. It was further identified that most of the participants paid very little attention or lacked information or knowledge on the external environmental issues. Surprisingly, the majority of the participants did not seek any information or advice for their planning and they did not have any difficulties in the preparation for the RWC 2011. The RWC 2011 was generally perceived as a short-term profit generator and the participants tended to operate their businesses as usual. There will be more favourable post-event outcomes to hospitality organisations, if they view a mega-event as a long-term opportunity to showcase their products and ability to deliver high quality of service by using appropriate approaches.

CHAPTER 1: INTRODUCTION

1.1 Opening Statement

The history of the Rugby World Cup (RWC) began in the late 1970s, with the International Rugby Football Board's (IRFB) idea of developing a World Cup tournament (New Zealand Search, 2010). In 1985, both Australia and New Zealand (NZ) were voted as the first RWC hosts. The tournament was staged from 22nd May to 20th June 1987, with the participation of 16 nations (Rugby Football History, 2007a). There were no plans for a second tournament at that stage; however, the success of the first RWC stimulated the IRFB to hold it at four-year intervals (Maps of World, 2009). In 1987, the RWC attracted 600,000 match spectators and 230 million world television viewers. The net surplus was reported to be £1 million (Rugby Football History, 2007b). The RWC 2007 is recorded as being the most successful tournament in RWC history, attracting 350,000 international visitors to France and 2.3 million match spectators during the event (Deloitte, 2008). Moreover, the RWC 2007 generated a net surplus of £122.4 million (Rugby Football History, 2007b). Since the inaugural RWC was held in 1987, this tournament has significantly grown through the 1990s and 2000s, becoming one of the top international sporting events (Rugby Football History, 2007b). Rugby World Cup Limited (RWCL) commissioned Deloitte to conduct research to identify the potential economic impacts of a RWC on a host destination (Deloitte, 2008, p. 5). The major potential economic impacts of a RWC are listed below:

- £200m - £810m direct expenditure into the host nation economy by RWC visitors.
- £610m - £2.1billion total potential economic impact to a host nation.
- £260m - £1 billion total gross value added (the accepted measure of additional economic impact) to the host nation economy.
- £100m potential additional sales tax income to a host nation government as a result of RWC.

The term 'mega-event' have been conceptualised as follows: "by way of their size or significance, [they] yield extraordinary high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organisation" (Getz, 2005, p. 6). The RWC is now considered as the third biggest international sporting mega-event, through its ability to attract a significant numbers in visitors, match attendances, worldwide television audiences, as well as high global media exposure and economic impact (Deloitte, 2008). In September, 2011, the RWC returned to NZ for the second time since the tournament was first held in 1987. There were 48 matches, with the participation of 20 nations over a six-week period (Auckland 2011, 2010b). NZ has hosted several major sporting events for the past several decades, but the RWC was the biggest event ever held in NZ.

Within the different kinds of potential benefits and opportunities that mega-events can generate to host destinations, there has been an increasing realisation of the significance in to tourism and the economic implications of mega-events. Mega-events attract significant numbers of visitors and match spectators, television audiences and corporate sponsorship (Allen, McDonnell, O'Toole, & Harris, 2002; Bowdin, Allen, O'Toole, Harris, & McDonnell, 2006; Getz, 1997; VanderWagen, 2001). They also encourage visitors to sample the surrounding tourist destinations and attractions and perhaps extend the length of their stays within the host nations (Groote, 2005). The host countries can benefit from the large crowds of match attendances, consisting of both international and domestic visitors, and leading to large expenditure on match tickets, entertainment, travel, hospitality, transportation, and other goods and services as a direct consequence of mega-events (Berge & Eliassen, 2010; Kasimati, 2003; Robertson & Frew, 2008; Shibli & Coleman, 2005; Uysal & Gitelson, 1994).

The many international visitors, "many of whom may not have visited the country or city previously, present an excellent opportunity to showcase the country and secure repeat visits and positive word of mouth publicity when visitors return home" (Deloitte & Touche LLP, 2008, p. 6). Therefore, mega-events can create a long-term tourism legacy, through extensive global media exposure, allowing for a wide range of benefits and opportunities for host

destinations. For example, mega-events can increase awareness and enhance or generate the image of the host destinations by making them seem more attractive and competitive in the international tourism market, creating further benefits and opportunities from tourists in the long-term (Bowdin et al., 2006; Getz, 2005; Lee & Taylor, 2005; Murphy & Carmichael, 1991; Raj, Walters, & Rashid, 2009). Further, mega-events can contribute major economic benefits to host destinations, through additional government tax revenues, foreign exchange earnings, increased commercial activities, additional employment creations and inward investment (Dwyer, Forsyth, & Spurr, 2005; Robertson & Frew, 2008).

As a mega-event, the RWC 2011 was expected to produce significant financial benefits to NZ tourism industry and its related business sectors. The economic impact of tourism is the increased economic activity in host destinations as a consequence of tourism (Dittmer, 2001). The tourism industry typically consists of hospitality services (Hayes & Ninemeier, 2006; Knowles, Diamantis, & El-Mourhabi, 2004; Ninemeier & Perdue, 2008). "Tourism plays a foundational role in framing the various services that hospitality companies perform" (Walker, 2009, p. 37). Hospitality is very significant to tourism as it provides products and services that are essential for tourists and fulfil their basic needs, "involving the consumption of food, drink and accommodation in an environment away from the normal home base" (Page, 2007, p. 201).

Food and beverage and the accommodation sector are the major components in the hospitality industry (Lazer & Layton, 1999). These two sectors are significant components of overall tourist spending. "Some parts of the industry, such as hotels, derive almost all of their sales from travellers. Even food service attributes roughly 25 percent of its sales to travellers" (Barrows & Powers, 2009, p. 416). In 2010, the total tourism expenditure was accounted for approximately NZ\$22.4 billion. The share of total tourism expenditure on accommodation was nine percent and food and beverages was 11.5% (Statistics New Zealand, 2010a). It was calculated that both domestic and international tourists spent NZ\$2.02 billion on accommodation and NZ\$2.58 billion on food and beverage services in the year ended March 2010 (Statistics New Zealand, 2010b).

In Auckland, Eden Park Stadium hosted high profile matches during the RWC 2011. This included five pool matches, both semi-finals, two quarter-finals, and the final match (New Zealand Herald, 2010). During the RWC 2011, visitors were expected to spread throughout the different regions in NZ. However, it was assumed that the Auckland region would have the highest global attention and gain the greatest benefits as a large number of visitors were expected to stay within there. It had a significant potential for extra businesses for Auckland hospitality organisations.

Even though the potential benefits and opportunities of the RWC 2011 were extensive and obvious to both NZ and the several industry sectors, a survey before the RWC 2011 by Auckland Plus (2010) showed that only small numbers of businesses in Auckland were in the process of planning and they had some difficulties with preparations due to uncertainty and lack of professional advice. This survey revealed that 65 percent of Auckland businesses expected to get benefits from the RWC 2011 in the form of sales growth and increased awareness of their products. However, only 35 percent of businesses intended to develop plans to take advantage of potential opportunities of the RWC 2011. Moreover, the survey disclosed that many business owners in Auckland were looking for business advice and support including networking events, access of tender opportunities, staff training, and visitor servicing.

The RWC 2011 had the potential to create opportunities to the hospitality industry because of the benefits generated by a large number of both domestic and international visitors between September and October, which is usually a quiet and off-peak tourism season in NZ. As a mega-event, the RWC 2011 could generate positive outcomes to the NZ hospitality industry before, during and after the tournament. Consequently, the importance of planning became critical. The RWC 2011 was a great opportunity for the NZ hospitality industry to make the most of opportunities and showcase its ability to deliver memorable experiences to visitors by providing high standards of products and services. The success of the hospitality industry is dependent on the organisations' ability to develop and take appropriate approaches to maximise the benefits of the RWC 2011.

In the event and festival management literature, a number of topics have been discussed as important factors in event planning, including marketing, human resources management, environmental analysis, sponsorship, finance, risk management, legal issues, logistics, and evaluation (Allen et al., 2002; Bowdin et al., 2006; Getz, 2005; McDonnell, Allen, & O'Toole, 1999b; VanderWagen, 2001). Despite this work, these subjects are especially designed for event organisers or planners and they may not directly apply to the hospitality industry. Surprisingly, academic research on mega-events has paid less attention to planning theory or pre-event activities. Rather, most studies have focused on the economic and tourism outcomes of mega-events (Andersson, Armbrecht, & Lundberg, 2008; Boo & Busser, 2006; Dwyer et al., 2005; Fayos-Sola, 1998; Florek, Breitbarth, & Conejo, 2008; Galdini, 2007; Gratton, Dobson, & Shibli, 2000; Gratton & Taylor, 2000; Groote, 2005; Kasimati, 2003; Lee, Taylor, Lee, & Lee, 2005; Li & Blake, 2009; Lockstone & Baum, 2008; Madden, 2002; Shibli & Coleman, 2005; Uysal & Gitelson, 1994; Wilson, 2006).

Marketing and human resources management are the two most important components in the hospitality organisations' planning for mega-events. In hospitality "marketing is a total system designed to plan, price, promote, and make available to selected markets hospitality products and services in the form of benefits and experiences that create satisfied guests and achieve organisational objectives" (Lazer & Layton, 1999, p. 4). The marketing mix, a core concept of marketing, consists of various components or variables that are used to accomplish organisational goals and objectives to satisfy customers in the target market (Morrison, 2010; Reid & Bojanic, 2010). The marketing mix also plays a vital role in increasing "marketing efficiency and productivity, gaining market share, and increasing profits" (Lazer & Layton, 1999, p. 16).

The use of the marketing mix would provide an opportunity for hospitality organisations to develop a framework for decision-making that will result in successful outcomes from mega-events. In the traditional view of marketing mix, there are four components (four P's): product, price, place and promotion (Gilliland, 2005; Morrison, 2010; Palmer, 2000; Randall, 2001). However, "traditional marketing-mix concepts have little utility for the service industries, because they reflect strategies for selling products, rather than service"

(Renaghan, 1981, p. 33). Morrison (2010) suggested five marketing P's for hospitality as shown below:

- Product-service mix
- Presentation mix
- Promotion (Communication) mix
- Pricing mix
- Place (Distribution) Mix

The hospitality industry is often described as labour intensive, referring to “the situation in which people rather than technology and equipment are used to provide products and services for an organisation’s consumers” (Hayes & Ninemeier, 2007, p. 5). Human resources are considered as the most crucial assets, as hospitality employees are directly involved in the process of service delivery. Thereby, they significantly influence the level of service quality which affects organisational image and customers’ satisfactions and experiences (Boella & Goss-Turner, 2005; Eade, 2000; Go, Monachello, & Baum, 1996).

The high quality of service is an important factor that adds value to a hospitality product, leading to guest loyalty and providing competitive advantage to a hospitality organisation (Brymer, 2001; Dittmer, 2001). Enhancing or maintaining the quality of service is therefore important in making a hospitality organisation’s products distinguishable from similar competitors’ offerings (Powers & Barrows, 2006; Walker, 2009). If the workforce is not properly managed, problems such as high staff turnover, poor service quality and declining in guest satisfactions and organisational image or reputation may arise (Fisher, Schoenfeldt, & Shaw, 2003; Ivancevich, 2004; Mathis & Jackson, 2008; Mondy, Noe, & Premeaux, 1999).

The NZ hospitality industry may be able to obtain benefits from the RWC 2011 without specific planning or pre-event activities. However, there should be greater outcomes for the hospitality organisations and the benefits can be maximised with appropriate plan and preparation. The effort of developing planning should also bring long lasting competitive advantages to the hospitality organisations even after the RWC 2011, because the marketing and human

resources management is also useful for their daily operations. Consequently, there was a need to investigate and understand the hospitality organisation's actual planning practices for the RWC 2011.

1.2 Research Aims and Objectives

Mega-events are well documented for their abilities to produce positive tourism outcomes to host destinations. In particular, the major contributor to hospitality industry is the visitors' expenditures. Scholarship on mega-events has mostly paid attention to the post-event outcomes rather than pre-event activities. The subject of mega-event planning theory for hospitality organisations remains an unexplored area in the study of event and hospitality management. The marketing mix and human resources management are considered as the major components in hospitality organisations' planning for mega-events. This study intends to provide new academic insight and contribute to the theory of hospitality organisations' planning for mega-events. This study aims to investigate, better understand and analyse hospitality organisations' planning practices for mega-events, through the case of RWC 2011. This thesis sought to meet the objectives listed below:

1. To investigate and assess potential opportunities and threats associated with the RWC 2011.
 - a. To investigate how hospitality organisations perceive the external environmental issues.
 - b. To evaluate how external environmental issues are likely to affect hospitality organisations.
2. To gain comprehensive and general understanding and knowledge of the hospitality organisation's planning practices for the RWC 2011.
 - a. Investigate hospitality organisations' general expectations during and after the RWC 2011.

- b. Investigate hospitality organisation's planning practices regarding the marketing mix (product-service, presentation, pricing, promotion and place) and human resources management.
 - c. Identify issues or challenges the hospitality organisations may have in their planning.
 - d. Identify any issues that were not considered by the researcher in advance.
- 3. To use the RWC 2011 as a case data to present reliable, valid and accurate results to identify hospitality organisations' planning practices for mega-events.
 - a. Collect generalised and standardised data on organisations' planning practices regarding their marketing mix and human resources management decisions, expectations during after the RWC 2011, perceptions on the external environmental issues and potential issues or challenge they may face in their planning.
 - b. Identify any differences in planning practices between the food and beverage and accommodations sector.

1.3 Methods

A mixed methods research design was employed in order to address the objectives of this study. Tashakkori and Creswell (2007) noted that a mixed methods research can be defined as a "research in which the investigator collects and analyses data, integrates the findings and draws inferences using

both qualitative and quantitative approaches or methods in a single study” (p. 4). In the traditional view of research methodology, the use of combining quantitative and qualitative methods in a single study has been considered contradictory due to the different epistemological perspectives (Bryman, 2006). However, “the combination of two different methods can create a synergistic research project whereby one method enables the other to be more effective, and, together both methods provide a fuller understanding of the research problem” (Hesse-Biber & Leavy, 2006, p. 295). The advantages and benefits of using a mixed research methods design stimulated the use of this approach.

It was previously discussed that, in academic research, there are no planning theories that are useful in hospitality organisations planning for mega-events. The researcher believed that the use of both qualitative and quantitative research methods would effectively capture the full research context and accomplish the objectives of this study. A quantitative research normally begins with a theory or test hypothesis about a particular issue (D. Cooper & Schindler, 2008). It was impractical and unfeasible to design a questionnaire because the research context, the hospitality organisation’s planning practices for a mega-event were unknown and inadequately understood. The use of a single qualitative research method was also considered to be an insufficient approach, because such a technique was inappropriate for approaching the large number of hospitality organisations that are widely dispersed in different geographical areas of Auckland. Qualitative interview usually work better with smaller sample sizes than for quantitative research, hence the qualitative results may not represent the broad views of hospitality organisations.

There was a concern for the researcher to decide data collection procedures in a mixed methods research design. There are two major techniques to combine qualitative and quantitative methods - concurrent and sequential implementation. A sequential mixed methods research was employed. The major purpose of using this research design is “to use the results from one method to help develop or inform the other method” (Greene, Caracelli, & Graham, 1989, p. 259). This research design is commonly used when the results of initial research facilitate or inform the other research phase (Giddings, 2006). In this

research, qualitative research was first conducted and then the quantitative phase followed.

In the qualitative research, semi-structured interviews were used to gather rich descriptive information. Therefore, they provided a general understanding and knowledge of the research context. Further they identified new issues that were not originally determined by the researcher, but could be useful in a questionnaire. The qualitative findings were used to augment the research design in the quantitative stage. In the quantitative research, a postal questionnaire allowed to collect statistically reliable and accurate results which represent the whole target population of the research.

1.4 Outline of the thesis

This thesis consists of six chapters: Introduction, Literature Review, Background, Research Methodology, Data Analysis, and Conclusions. The Literature Review chapter provides an overview of the general concept of mega-events and their potential impacts to host destinations. The positive tourism outcomes of mega-events are emphasised to demonstrate how the hospitality industry can benefit from them by building links with the tourism industry. The chapter also describes important features of the components in the marketing mix and human resources management and their significances in hospitality organisations' planning.

Chapter Three provides a general overview of the RWC 2011 and its potential impacts. It further identifies and discusses potential opportunities and threats that are relevant to hospitality organisations. The chapter provides detailed information of the potential external environmental factors, such as Fanzone, Fan Trail, traffic management plan, recruitment, Major Events Management Acts 2007, recruitment and pricing. It also assesses how these factors would influence hospitality organisations.

Mega-event planning theory for hospitality organisations is an unexplored subject in the study of event and hospitality management. A sequential mixed methods research design was therefore used to approach the research context.

Chapter Four consists of two major sections to explain both qualitative and quantitative research procedures, which includes data collection, sample selection and data analysis methods. This chapter also illustrates ethical considerations that were considered in the research design process.

Chapter Five consists of two major sections, qualitative and quantitative data analysis. Both sections contain several parts, including general information of the research participants, pricing decision, product and presentation, human resources management, promotion and advertising and potential issues and challenges in planning. In the qualitative data analysis section, a semi-structured interview provides in-depth information about the research context and identifies several issues that were not initially considered by the researcher. In the quantitative data analysis section, a postal questionnaire was used to collect data from a large number of individuals. The quantitative data results are mainly presented by using descriptive statistics. The results of the Mann-Whitney U test identify distinctive differences in the responses among the food and beverage, and accommodation sectors. The quantitative findings are discussed and merged with the Literature Review and Background Chapters.

The last chapter provides conclusions, which includes a brief summation of this thesis, discussion and synthesised results of qualitative and quantitative research, limitations of this research and the future research agenda.

CHAPTER 2: LITERATURE REVIEW

Mega-events have gained a prominence due to their significant ability to generate positive outcomes for a host destination (Allen et al., 2002; Bowdin, 2006; McCartney, 2010; McDonnell, Allen, & O'Toole, 1999a). Therefore, much research that has been conducted on mega-events has focused on their post-event outcomes (Andersson et al., 2008; Barker, Page, & Meyer, 2002; Funk, Alexandris, & Ping, 2009; Gratton et al., 2000; Groote, 2005; Madden, 2002; Shibli & Coleman, 2005; Uysal & Gitelson, 1994; Wilson, 2006). However, scholarship on mega-events has paid no attention to planning theory that hospitality organisations can adopt to prepare for the events.

This chapter thus, addresses the importance of planning, and identifies and discusses important subjects in hospitality organisations' planning. To begin with, the term 'mega-events' would be conceptualised and their significant impacts on host destinations will be described. The potential tourism effects of mega-events would be emphasised and linked to hospitality. It would describe the significance establishing goals and objectives and external environmental scanning in planning.

Next, this chapter would discuss the significance of the marketing mix and human resources management as the two most crucial components of hospitality organisations' planning. The chapter will describe important features of these two topics that hospitality organisations need to consider when planning for mega-events.

2.1 The Concept of 'Mega-event'

Mega-events are typically characterised by their size, number of visitors, media exposure, international interest and significance, and economic impacts (Horne & Manzenreiter, 2004; C. Jones, 2001). The Olympic Games, the Soccer World Cup, the Commonwealth Games, World Expos, and the Rugby World Cup are common examples of mega-events (Cornelissen, 2004; Rogerson, 2009). The

term 'mega-events' is well defined by researchers in the field of event management. Getz (2005, p. 6) defined the term 'mega-events' as:

Mega-events, by way of their size or significance, are those that yield extraordinary high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organisation ... Their volume should exceed 1 million visits, their capital cost should be at least \$500 million, and their reputation should be that it is a must see event.

Another researcher, Hall (1992, p. 5) provided this definition of mega-events:

Mega-events such as World Fairs and Expositions, the World Soccer Cup final, or the Olympic games, are events which are expressly targeted at the international tourism market and may be suitably described as 'mega' by virtue of their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community.

In recent years, mega-events have gained a growing attention because of the potential benefits and opportunities that they could generate to host destinations. These attributes include socio-cultural, political, environmental, economic and tourism impacts that can occur before, during and after the events (Cornelissen, 2004; Raj et al., 2009; Shone & Parry, 2001). Mega-events are generally considered as high profile, because they attract significant global attention and draw a high degree of global attention to host destinations through extensive media coverage (Allen et al., 2002; Bowdin, 2006; Lee & Taylor, 2005; VanderWagen, 2001). This is usually considered to bring a wide range of short- and long-term benefits for hosts (Raj et al., 2009).

Hosting a mega-event provides a great opportunity for urban regeneration, in particular infrastructure development and improvements, such as public transport systems, and facilities (Allen et al., 2002; Bowdin, Allen, O'Toole, Harris, & McDonnell, 2001; McDonnell et al., 1999a; Mihalik & Simonette, 1998). On the other hand, hosting a mega-event may improve national or regional pride as it provides a great chance to showcase the cultural heritage and traditions, and the natural environment to a global audience (Douglas, Douglas, & Derrett, 2001; Waite, 2003). Mega-events allow residents to get away from

their daily and routine lives through participating as spectators or volunteers, which adds excitement ,entertainment and enjoyment during the events (Galdini, 2007).

On the other hand, hosting mega-events can have a number of potential negative impacts (Raj et al., 2009; B. Ritchie, Shipway, & Cleeve, 2009). The most well known potential negative concerns are high waste management, pollution and high noise levels due to the increased number of visitors (Allen et al., 2002). The local residents' lives may be disturbed by traffic congestions, parking problems and crowding during the event (Fredline, 2005; Hanlon & Stewart, 2006; Mihalik & Simonette, 1998). Furthermore, mega-events may seriously damage the image or reputation of host nations, if there is a failure to properly manage and prepare the event-related funding, infrastructure, facilities and amenities (Kim, Gursoy, & Lee, 2006).

Despite the potential negative impacts from hosting mega-events, they are associated with many significant tourism opportunities and benefits that generate positive economic impacts to host destinations. They attract a significant number of both domestic and international visitors and encourage them to visit tourism attractions and destinations, increase their length of stay as well as stimulate their expenditure (Allen et al., 2002; Bowdin et al., 2001; Getz, 2005; McCartney, 2010; McDonnell et al., 1999a; VanderWagen, 2001). Mega-events can continue to provide future benefits and opportunities in tourism development. They can create or enhance the national image or reputation by making them more attractive, which gives a competitive marketing advantage in the global tourism market because of the large number of international visitors, and extensive media coverage and exposure (Bowdin, 2006; Douglas et al., 2001; Galdini, 2007; Murphy & Carmichael, 1991; B. Ritchie & Adair, 2002).

One of the most important outcomes is the tourism revenue generated by mega-events. As a direct consequence of the tourists' expenditure, mega-events carry economic benefits to host destinations in a variety of ways (Raj et al., 2009). The most common examples of economic benefits are additional employment creation, increasing business opportunities and foreign exchange

earnings, contributing additional government tax revenues, and increasing commercial activities (Deccio & Baloglu, 2002; Gelan, 2003; Getz, 1997, 2005; Madden, 2002; Murphy & Carmichael, 1991; B. Ritchie & Adair, 2002; Uysal & Gitelson, 1994).

There are also a number of negative economic effects, such as price inflation and increased tax rates (Deccio & Baloglu, 2002; Douglas et al., 2001; Shibli & Coleman, 2005). Hosting of mega-events usually involves extensive amount of investment in development and improvement of event-related infrastructures, facilities and amenities (Li & Blake, 2009). Therefore, if public funds are mismanaged or overused, there would be serious financial damage on the national economy (Deccio & Baloglu, 2002; Dwyer et al., 2005). "Despite the negative impacts, communities compete against each other to host these mega-events because the expected benefits for the community and local businesses" (Kim et al., 2006, pp. 87-88). All potential impacts of mega-events may not be applicable to every host destination because they have different circumstances and situations (VanderWagen, 2001).

2.2 The Tourism and Hospitality Industries and Mega-events

The positive tourism outcomes through hosting a mega-event can financially contribute to many industry sectors within a host destination. The most significant tourism impact is visitor expenditure as it helps to revitalise a host nation's economy (Dittmer, 2001; Kasimati, 2003; Page, 2007; Walker, 2009). The event-related visitors' expenditure is spread over match tickets, travel, accommodation, food, beverage, transport and other goods and services in the host destinations. When visitors spend money within the host destinations, "that money is recycled by those businesses to purchase more goods, thereby generating future use of the money ... this is chain of reaction, called multiplier effects" (Walker, 2010, p. 59). The revenue generated through the visitor's spending is particularly significant because it is brought from outside of a host destination and would not have occurred without hosting a mega-event.

It is obvious that a mega-event is beneficial to a host nation's tourism industry as it attracts a significant number of visitors and stimulates their expenditure. According to WTO, the most appropriate definition of tourism (WTO, 1991, as cited in Page, 2007) is as follows:

Tourism is defined as the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited (p. 12).

The tourism industry consists of “productive businesses and governmental organisations that serve the traveller away from home” (Barrows & Powers, 2009, p. 416). As shown in Figure 1, the tourism industry includes hospitality as well as retail stores, transportation services and tour attractions (Ninemeier & Perdue, 2008). The hospitality industry can be one of the major beneficiaries from hosting a mega-event, because this industry is very significant to tourism as it provides the basic needs of tourists, “involving the consumption of food, drink and accommodation in an environment away from the normal home base” (Page, 2007, p. 201).

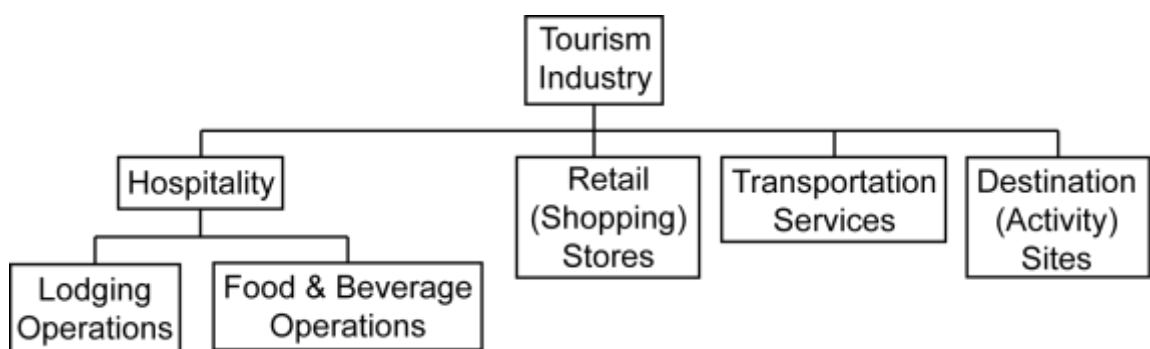


Figure 1 - The components of the tourism industry. *Source from: Hayes, D. K., & Ninemeier, J. D. (2006). Foundations of lodging management. New Jersey: Pearson and Prentice Hall.*

The hospitality industry contains different sectors which includes accommodation, food and beverage operations, theme parks, cruise ships, convention centres, casinos and other additional areas (Angelo & Vladimir, 2004). Within the hospitality industry, foodservice and accommodation are the two major sectors (Lattin, Lattin, & Lattin, 2002; Tesone, 2009). These two

sectors are likely to benefit from the visitor expenditure. The significance of visitors' expenditures in major events to food and beverage and accommodation sector is well documented.

According to Anon's survey (as cited in Bowdin et al., 2006, p. 42) on tourism-related organisations' business performance in the RWC 1999 in Wales, "the accommodation sector fared best, with two-thirds of accommodation providers experiencing improvements in business performance ... around half of food and drink outlets reported increased performance". In particular, the Official of Tourism and Sport (2000) observed that "NZ\$20 million was directly generated for the accommodation sector ... and NZ\$16 million for the restaurant sector in Auckland" during the America's Cup in 2000 (as cited in Barker et al., 2002, pp. 82-83).

The definition of hospitality has transformed through the centuries. In the traditional view of hospitality, "the principal meaning [of hospitality] focuses on a host who receives, welcomes, and caters to the needs of people who are temporarily away from their homes" (Dittmer, 2001, p. 5). Brotherton (1999) defined hospitality as "a contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well being of the parties concerned through the provision of accommodation, food and drink" (as cited in Lashley, Lynch, & Morrison, 2006, p. 2).

In the contemporary view of hospitality, it has become commercialised, where the customers pay money for the consumption of products and services (Angelo & Vladimir, 2004; Berge & Eliassen, 2010). Baker and Huyton (2001) noted that hospitality has evolved into "a commercial contract to enter into a service relationship that involves supplying the amenities, comforts, conveniences, social interactions, and experiences of shelter and entertainment that create a guest or customer values" (Baker & Huyton, 2001, p. 4).

There is a distinctive difference between hospitality and tourism. In general, some local food and beverage organisations may perhaps provide products and services for residents only and they may never have any tourists as customers. Nevertheless, most hospitality organisations typically deal with both tourists and

local residents (Hall & Lew, 2009; Ninemeier & Perdue, 2008). On the other hand, in a broad sense, tourism organisations mainly provide goods and services that are associated with tourists demands (Coles & Hall, 2008).

2.3 Planning

Hospitality organisations may face difficulties in obtaining or maximising benefits from mega-events because they may provide complex, unusual and unfamiliar circumstances, “which may be considerably different from the regular or routine activities of an organisation” (Shone & Parry, 2001, p. 81). Planning can help in managing or minimising the difficult situations that hospitality organisations may have and it can ensure they to have positive outcomes from the events. Planning is defined as a “process by which the manager or organiser looks towards the event to discover what various courses of actions are available to arrange it, and which course of action would be the best” (Shone & Parry, 2001, p. 83). Planning “provides a clear picture of the current operating environment, allowing a speedy response if that environment changes” (Bowdin, 2006, p. 68). Therefore, planning provides an opportunity for an organisation to discover and develop tasks or activities that are required for the organisational success (Tum, Norton, & Wright, 2006; Wagen, 2001). By understanding the important role of planning in a mega-event preparation, and identifying and adopting appropriate approaches, it will give hospitality organisations the best possible outcomes from mega-events.

As discussed in the opening chapter, a range of subjects were suggested by academics in the event management field. This includes marketing, sponsorship, finance, risk management and legal issues, logistics, human resources management and evaluation (Allen et al., 2002; Bowdin, 2006; Getz, 2005; McDonnell et al., 1999a; Shone & Parry, 2001; VanderWagen, 2001). Nevertheless, mega-event planning theory and pre-event activities for hospitality industry is an unknown and unexplored topic in the study of hospitality management. The subsequent sections identify and discuss some of important areas in hospitality organisations’ planning for mega-events.

2.3.1 Establishing Goals and External Environmental Scanning

If a hospitality organisation recognises the benefits and opportunities of mega-events, setting goals and objectives are the very first task. "Planning is a future-oriented process that focuses on goals and how to achieve them" (Getz, 2005, p. 99). Goals are specific objectives that "an organisation seeks to achieve at some point of time in the future" (Hill, Jones, Galvin, & Haidar, 2007, p. 38). McCartney (2010) suggest that "good objectives are commonly benchmarked using the acronym SMART: being specific, measurable and quantifiable, achievable given the resources available, relevant, and time-specific" (McCartney, 2010, p. 147). It is important for hospitality organisations to establish what desired outcomes they seek to attain through mega-events. The organisations can thus identify what courses of actions are required to achieve the goals and objectives.

When organisational goals and objectives are established, environmental scanning is required, which helps an organisation to identify and evaluate potential issues or trends by gathering and analysing the external and internal information (Higham, 2005). It can be carried out by using two techniques, SWOT and PEST analysis (Allen et al., 2002; Bowdin, 2006; Shone & Parry, 2001; Tum et al., 2006). A SWOT analysis is a useful technique to identify and evaluate internal strengths and weaknesses, external opportunities and threats that involved in an organisation (Hollensen, 2010). This study emphasises the external environment analysis because it is impossible to investigate and assess every hospitality organisations' internal environments.

A PEST analysis allows an organisation to investigate the issues, factors or trends of the external environment: political; economic; sociological; technological (Adcock, 2000). External environmental analysis provides a general understanding and knowledge of the external environment, potential threats and opportunities, that surrounded by an organisation. This analysis is especially useful "to assist the organisations in developing their marketing mix strategy" (Venugopal, 2010, p. 66). In the external environment, an opportunity is usually described as a potential positive factor which may provide a favourable environment to an organisation. On the contrary, a threat have

potential negative influence which may generate a problem to the success of the organisation (Cartwright., 2002).

Despite the fact that the external factors, issues or trends are usually uncontrollable and unmanageable by organisations, they can maximise the potential opportunities through choosing the right approach. If the organisations detect the potential threats in advance, they can quickly take actions to minimise or prevent the negative impacts (J. Cooper & Lane, 1997; Hill et al., 2007). “There is no way to collect data on and analyse the millions of changes taking place in the environment, each firm must decide which data will have the greatest impact on its success and survival” (Reich, 1997, p. 131). Hospitality organisations should constantly monitor the external environment for potential opportunities and threats and assess the potential impacts of these factors to the businesses. From this external environmental analysis, hospitality organisations can set a direction or guideline, and may identify further required actions to take the advantage of the opportunities and manage threats.

2.3.2 The Marketing Mix

The marketing mix consists of components or variables which can be used to stimulate demand, achieve organisational goals and objectives and satisfy customers' wants and needs in the target market (Kotler & Armstrong, 2008; Palmer, 2000; Reid & Bojanic, 2010; Shoemaker & Shaw, 2008; Winer, 2004). In the traditional view of the marketing mix, there are four components (four Ps): product, price, place and promotion (Gilliland, 2005; Morrison, 2010; Palmer, 2000; Randall, 2001). Renaghan (1981) noted that the traditional four Ps in the marketing mix may not be applicable to the hospitality industry because they focus on products sales rather than services. Morrison (2010) suggested five components in the marketing mix for the hospitality industry:

- Product-service mix
- Presentation mix
- Promotion (Communication) mix
- Pricing mix
- Place (Distribution) Mix

In hospitality, product-service mix is a combination of products and services offered by an organisation, which aims to satisfy the needs of customers in the target market (Reid & Bojanic, 2010). “A product is basically a tangible object, a service is in essence a performance. Customers cannot see, sample, or self-evaluate services because of their intangibility, but they can see and sense various experience clues associated with these services” (Morrison, 2010, p. 50). Product decisions usually concern the development and improvement of quality, range, width, breath and length of a product (Bradley, 2003; Cartwright., 2002).

The customer perception of a hospitality organisation is related to its level of service quality as it influences guests’ experiences and satisfactions (Barrows & Powers, 2009). The high quality of service can add value to products, thus providing the competitive advantage to hospitality organisations. If a hospitality organisation provides high quality of service, it can produce benefits, which ensures continuous growth in the future, such as increased profit, creating customer loyalty (Hoffman & Bateson, 2006). Enhancing the quality of service is therefore important for organisational survival in the face of fierce competition (Apte, 2004; Hsu & Powers, 2002).

Service decision involves how an organisation can deliver the products in the most effective and efficient ways to satisfy the wants and needs of customers (Apte, 2004; Hsu & Powers, 2002). There is a strong link between the quality of service and human resources because they are important part of the products and services offered by hospitality organisations (Reid & Bojanic, 2010; Walker, 2009). All levels of hospitality employees influence the quality of service provided to guests. If an organisation aims to maintain or improve its service quality, human resources must be managed by effective human resources management programme (Morrison, 2010). The quality of service of a hospitality organisation depends on its ability to manage the human resources. The important features of human resources management will be explained in more detail in the subsequent section.

The next component of the marketing mix is presentation. It is often considered as the extended product-service mix as it can be used “to increase the tangibility of the product-service mix as perceived by the consumer” (Reid & Bojanic, 2010, p. 84). The intangibility means the services cannot be seen, touched, felt, tasted, tested or tried by the customers before the consumption (Hsu & Powers, 2002). The presentation mix is also described as physical evidence as it consists of tangible elements of an organisation – the external features of a business (the building exterior, lighting and signage) and the internal layout (building interior, décor, equipment, brochures, business cards, furniture and furnishings) (Kotler & Armstrong, 2008; Reid & Bojanic, 2010). The physical elements in the presentation mix assists in building a unique organisational ambience or atmosphere. They further influence customers’ perceptions and impressions of the organisation (Abbey, 2003).

Pricing decision is especially significant in the marketing mix as it directly influences sales, profitability, demands; more than any other components mix (Lazer & Layton, 1999). “Price is the only element of the marketing mix that does not generate costs, but price is also the only element of the marketing mix to generate revenue” (Bowie & Buttle, 2011, p. 303). Pricing decision plays an important role in positioning the image of a hospitality organisation as it contours the consumer's expectation and perception of value for the products and services (G. W. Marshall & Johnston, 2010; Moore & Pareek, 2006). A pricing decision should be carefully approached, otherwise it can create guest purchasing reactions in adverse ways and damage the positive effects of other components in the marketing mix (Kotler, Bowen, & Makens, 2003). There are several determinants that need to be considered in pricing decisions. These include the external factors (inflation, potential demand, the economy situation, regulatory issues, competition and industry structure) and the internal factors (organisational objectives, fixed and variable costs, company resources, positioning, and quality of products and services) (Kotler & Armstrong, 2008).

There is a difference in pricing decisions among the accommodation, and food and beverage sectors because of the cost structure. In accommodation, fixed-cost is relatively much higher than food and beverage organisations (Hsu & Powers, 2002). However, there is a fundamental problem because of the

perishable nature of hospitality products and service. It means hospitality products and services cannot be stored or inventoried indefinitely for later consumption. The profit opportunity is lost when the products and service are not sold when they are available (Powers & Barrows, 2006).

Therefore, hospitality organisations can vary prices to increase profitability by responding to the changes in demand patterns or situations in the market (Morrison, 2010). In accommodation, demand-based pricing is mostly used. Accommodation organisations employ yield management to maximise revenues. This is a technique to adjust room rates to “sell the maximum number of rooms possible on a given day, at the highest possible rate” (O'Shannessy, Haby, & Richmond, 2001, p. 133). Demand and seasonality can be important factors in room rate determination for accommodation. During the peak periods, the room availability is low, but there is high demand in the market, so accommodation organisations can charge highest room rates to maximise profits (Bowie & Buttle, 2011).

However, cost-based pricing is the common technique widely used among most food and beverage organisations. The costs of producing products and services are important determinant in this pricing method (Powers & Barrows, 2006). Food and beverage organisations have relatively little flexibility to increase prices to maximise revenues. They may maximise profits by offering reduced prices to attract customers, increase demand and generate more sales (Lazer & Layton, 1999).

The promotion mix is often referred to as the communication mix. It helps to communicate with the potential customers in the target market to provide information about the unique features and characteristics of products and services, as well as encourage and stimulate the purchase actions (Fill, 2002; Gilliland, 2005). There are different forms of activities in the promotion mix. This includes advertising, sales promotion, personal selling and public relations (Drummond & Ensor, 2005). According to Renaghan (1981), the promotion mix has two major purposes in the marketing strategy. “First, it persuades the consumer – that is, it recreates the intangible qualities of a service and makes

them more tangible to the consumer ... second, a communications mix can both establish and monitor a consumer's expectations" (p. 35).

"Advertising is concerned with communicating messages to selected segments of the public to inform and influence them in a manner which leads them to favourably perceive those items features in the advertisement" (Lancaster & Reynolds, 2005, p. 45). Advertising also stimulate or persuade potential customers to purchase products and services (Blythe, 2003; Sherlekar & Gordon, 2010). Various media sources can be used for advertisements include newspaper, magazine, radio and television commercials, signs, billboards, direct mails, websites and other media sources that can be used to approach large numbers of potential customers (Smith & Taylor, 2004; Winer, 2004).

Sales promotion involves the use of media and non-media sources to generate sales or increase customers in short-term periods (Kotler et al., 2003; Semenik, 2002). Promotion is usually used to influence customers' attitude for a temporary and limited period of time. It usually consists of using monetary incentives to increase sales for temporary (Cartwright., 2002; D. Taylor, 2001). Sales promotion can be used to accomplish the following objectives (Fill, 2002; Kotler et al., 2003; Semenik, 2002; Shoemaker & Shaw, 2008):

- Encourage consumptions of products and services
- Create customer loyalty, awareness or reputation
- Stimulate demand or sales for temporary
- Introduce new products or services
- Increase customer spending
- Encourage repeat visitation of customers
- Compete with competitors
- Capitalise on events
- Add excitement and entertainment features

There are several sales promotion techniques available for an organisation to use to achieve the above objectives:

- In the hospitality industry, coupons are one of the most popular sales promotion techniques, involving providing vouchers that allows customers to be entitled for reduced prices on specific products and services (Morrison, 2010; D. Taylor, 2001). Coupons can be offered on websites and sent through the mails, newspapers, magazines or e-mails (Groucutt, 2005).
- Price-off deals or promotional pricing provides an opportunity for customers to purchase certain products and services at reduced prices for a short period of time. It is not involved using coupons (Ruskin-Brown, 2005).
- Contests, sweepstake games or other activities add excitement, entertainment and draw customers attention to an organisation and its products and services (Moore & Pareek, 2006).

The last component in the marketing mix is distribution. It is the combination of direct and indirect channels that an organisation uses to approach its potential customers in the target market and deliver the products or services (Drummond & Ensor, 2005). In the hospitality industry, the distribution mix comprises some aspects of the place mix, because, in general, the consumption and delivery of products and services simultaneously take place at the actual place of a hospitality organisation (Hsu & Powers, 2002). Within the variety of direct and indirect distribution channels, the revolution of technology has brought a new distribution channel, the internet (Groucutt & Griser, 2004). The internet provides a convenient environment for potential customers to book for products and services through the online reservation system (Bowie & Buttle, 2011; Laudon & Traver, 2010). However, the consumption and delivery of hospitality products and service still occur at the actual place. A website is the most cost effective and efficient direct distribution channel for the promotion mix, such as advertising and sales promotional activities (Gasós & Thoben, 2003; O'Connor, 2004).

2.3.3 Human Resources Management

Hospitality is people-oriented and labour intensive industry. The human interactions between employees and customers play a significant role in creating guests perception about a hospitality organisation and its service quality (Hayes & Ninemeier, 2006; Walker, 2009). Therefore, “there is a high level of variability of service quality in that each encounter is a unique experience influenced by a number of human element factors” (Yeoman, Robertson, Ali-Knight, Drummond, & McMahon-Beattie, 2004, p. 82). If human resources are not properly managed, problems may arise such as high staff turnover and poor service quality as well as a decline in an organisation’s image or reputation, which subsequently leads to financial pitfalls (Beardwell & Holden, 2001; Boella & Goss-Turner, 2005; Go et al., 1996; Jerris, 1999; Lucas, 2003). The high quality and value-added service depends highly on an organisation’s ability to build an effective workforce and manage its performance (Mullins, 2001). Understanding the important features of human resources management is important for any hospitality organisation to manage their employees in a way that ensure they achieve organisational goals and objectives.

There are usually high demands in hospitality products and services due to the increases in a significant number of visitors in a mega-event. An assessment should be undertaken to estimate a sufficient number of employees to be required during the events, because “some workers are required all year round, but most are needed only during and around the event itself” (Getz, 2005, p. 220). If a staff shortage occurs, it may adversely affect the level of service quality, which may further influence the customers’ satisfactions and experiences in a negative way. Furthermore, overstaffing may damage an organisation’s financial situation (Raj et al., 2009).

In this section, important features of human resource management practices will be described, such as job analysis and descriptions, recruitment, selection, performance appraisals and rewarding. A job analysis is a fundamental activity of human resources management. This includes a process of “(1) writing job descriptions and person profiles for recruitment and selection; (2) defining job responsibilities and performance criteria for performance planning and review;

(3) designing training and development programmes to meet individual and organisational needs” (Rudman, 2002, p. 251). A job description usually contains information on the position, pay range, purpose, objectives and role of a specific job (Analoui, 2007; Beardwell & Holden, 2001). It can determine the job performance standards, establishes a framework for job performance evaluation, and training requirements (Byars & Rue, 2006; DeCenzo & Robbins, 2002).

“Recruitment is the process of attracting a pool of qualified job candidates from which the organisation may select appropriate individuals to meet its job requirements for current or future position vacancies” (D'Annunzio-Green, 2002, p. 17). The selection involves choosing an appropriate individual for a vacancy by gathering and assessing information on the applicants' personal specifications, such as skills, experiences, attitudes, qualifications, behaviours, and knowledge (Dowling, Festing, & Engle, 2008).

Training allows new or current employees to develop or improve certain skills, attitudes and knowledge that are essential in their job performances (Lucas, 2003). There are two different training techniques. On-the-job training allows employees to learn required skills, tasks and knowledge for particular jobs from a supervisor, a manager or other experienced staff within an organisation (Delahaye, 2000). However, this technique may negatively impact on the organisational productivity and efficiency as the training takes place within daily working environment (Sutherland & Canwell, 2004).

Selection of suitable trainers is the key factor for the success in this training method. The trainers are involved in their ordinary works and supervisory responsibility for the trainees (Ivancevich, 2004; Stone, 2008). Off-the-job training is usually conducted outside an actual workplace. The training can be delivered by an organisation or other external provider (William, Anthony, Kacmar, & Perrew, 2002). This training technique allows trainees to focus on their learning without any pressure of working (Analoui, 2007). If the external training provider has insufficient knowledge and information about an organisation and its jobs, the training may not be effectively carried out as the

contents of learning may not be relevant to the organisation and the jobs (Dowling et al., 2008).

Performance appraisal is a process to review, examine and evaluate employees' job performances in achieving the pre-determined working goals and objectives in their positions (Tanke, 2001). Thus, this process provides an opportunity to detect if performance improvement and supplementary training will be needed and determine future working goals and objectives (Collings & Wood, 2009; DeCenzo & Robbins, 2007; Wood, 2004). Moreover, the results of performance appraisal can provide a framework for decisions in salary, promotions, remunerations, and sometimes demotions (Dessler, Griffiths, & Lloyd-Walke, 2007).

A reward or remuneration programme is an important management system which can be used to encourage recognise and compensate employees' performances and their organisational contributions (Rudman, 2002). There are two different forms in a reward system, tangible (monetary) and intangible (non-monetary). Tangible rewards are usually money or financial compensations, such as salaries, vouchers, gift cards, bonuses, commissions, incentives and paid holidays (Collings & Wood, 2009). On the other hand, intangible rewards contain promotions, prizes to acknowledge outstanding performance (e.g. best employee of the month). and other opportunities for personal improvement (Delahaye, 2000). By understanding the important features and activities of human resources management, there is a best possible chance for hospitality organisations to effectively manage the workforces that will achieve their goals and objectives.

2.4 Summation

This literature review provided a general overview of mega-events and their potential significant implications to host destinations. The potential significant tourism opportunities and benefits of mega-events are mainly described in this chapter. Within the wide range of tourism effects on hosting a mega-event, the visitor expenditure was considered as a major contributor to the hospitality

industry. The income generated from the visitors' spending is important to hospitality organisations as they cannot obtain the additional revenue without a mega-event. Hosting a mega-event obviously provides a favourable environment for hospitality organisations to grow financially during the event. Since a mega-event can positively influence a host nation's tourism development in the long-run, there may be further benefits and opportunities for hospitality organisations even after the event is finished.

Nevertheless, the mega-event planning theory or pre-event activities for hospitality organisations remains an unexplored and unknown subject. The opportunities and benefits of a mega-event can be maximised by developing appropriate planning and pre-event activities. A well-designed plan will allow hospitality organisations to achieve their organisational goals and objectives during mega-events and even remain competitive even after the events.

In this chapter, the marketing mix and human resources management are regarded as the most two important features in hospitality organisation's preparation for a mega-event. The important concepts and elements of the marketing mix and human resources manager are described and discussed. The significance of external environmental analysis and its important role in planning was also explained. The understanding and knowledge of the elements helped the researcher to formulate research questions for both qualitative and quantitative research.

CHAPTER 3: BACKGROUND

As explained in the Literature Review, an external environmental scanning is a useful technique to investigate and assess the current and future issues or factors that may affect organisational success. This chapter thus provides detailed information and understanding of the external environment and the problems and factors associated with the RWC 2011. The information in this chapter was gathered before the RWC 2011 began, because the purpose of the external environmental scanning was to identify current and future potential opportunities and threats that may affect hospitality organisations before or during the RWC 2011.

Most hospitality organisations may have similar external environmental issues or factors in relation to the RWC 2011. In this chapter, several important issues (potential opportunities and threats) will be described and discussed that are relevant to the RWC 2011 and which may impinge upon hospitality organisations. To begin with, the general information of the RWC 2011 and its potential implications on hospitality organisations will be illustrated. The Fanzone, traffic management plan, Major Events Management Act 2007 (MEMA 2007), recruitment and training, Fan Trail and pricing were all identified as potential opportunities and threats. This chapter describes and evaluates the potential impacts of these external environmental issues to hospitality organisations.

3.1 General Information on the RWC 2011

Since the first RWC was held in 1987, this tournament has grown significantly into a major international sport event in terms of its cumulative television audience, total attendances, match spectators and international visitors. The RWC is now described as the third largest global sporting event after the Olympics and the Soccer World Cup (Deloitte, 2008). The RWC 2011 was staged with an opening match at Eden Park Stadium in Auckland on September 9th, 2011 (Rugby World Cup 2011, 2009a). The final match was also held at Eden Park Stadium on October 23rd 2011 (100% Pure New Zealand, 2011).

Twenty countries participated in the 48 matches over a six-week period (Auckland 2011, 2010b). Twelve cities and towns hosted matches during the RWC 2011. The match venues were: Auckland, Dunedin, Hamilton, Hawke's Bay, Invercargill, Nelson, New Plymouth, North Shore, Palmerston North, Rotorua, Wellington and Whangarei (Payne-Palacio & Theis, 2009). Some preliminary forecasts revealed the estimated economic impact of the RWC 2011 on NZ. Significant economic implications of the RWC 2011 are outlined below:

- It was estimated that the RWC 2011 had the potential to bring at least 85,000 international visitors as well as approximately 2,500 media personnel and 2,500 corporate/VIP guests (Auckland 2011, 2010c).
- The RWC 2011 was expected to generate more than NZ\$ 1.15 billion in total economic activity (Auckland 2011, 2010a).
- Furthermore, it was predicted that RWC 2011 would create NZ\$ 507 million to NZ's gross domestic product and provide the Government an extra tax revenue of NZ\$ 112 million that would have not occurred without the event (Rugby World Cup 2011, 2009b).

Rugby New Zealand 2001 and Rugby World Cup Limited 2011 announced significant details of the visitor information and match ticket holders. Almost 50% of the free and independent international visitors were expected to arrive before the opening match (Tourism Business, 2011). Top visitor nations were identified as Australia, the UK (including Ireland), France, South Africa, the USA, and Canada. The average length of stay of international visitors in NZ was forecasted to be around 23 days ("Rugby World Cup: 85,000 fans set to hit NZ," 2010). Moreover, it was confirmed that 864,000 tickets had been sold and ticket revenue had reached NZ\$166 million (Rugby World Cup 2011, 2010a). More than 94,000 NZ residents bought match tickets and it was estimated that 45% of domestic ticket holders were willing to buy additional tickets (Tourism Business, 2011). There were 50% of domestic ticket holders who planned to travel outside their region to attend the matches ("Rugby World Cup: 85,000 fans set to hit NZ," 2010).

The business opportunities of the RWC 2011 were expected to spread throughout the various regions in NZ. It was assumed that the hospitality businesses that could potentially receive the most benefits would be Mt Eden, Auckland's CBD and their surrounding areas. According to the RWC 2011 match schedules, out of the 48 matches, eleven matches were allocated to Eden Park Stadium. This included five pool matches, both semi-finals, the bronze medal, and the final match (Auckland 2011, 2008). Two quarter-final games were held in Eden Park Stadium, because Christchurch was unable to host its allocated matches since the RWC 2011 facilities and infrastructures had been damaged by an earthquake (New Zealand Herald, 2011). Auckland hosted eight teams including New Zealand, Australia, England, Ireland, Scotland, Tonga, Samoa and Fiji for training during the RWC 2011 (Payne-Palacio & Theis, 2009). It was expected that a large number of rugby fans would travel with their teams and attend matches within the Auckland regions.

The forecasts suggested that the RWC 2011 would generate NZ\$ 267 million of direct economic activities for Auckland (Auckland 2011, 2010a). It was further identified that the RWC 2011 would create NZ\$ 315 million of direct economic benefits and provide additional NZ\$ 240 million in gross domestic product for Auckland (Auckland Tourism Events and Economic Development Ltd, 2010). It was confirmed that there would be at least 55,000 free and independent international visitors (Tourism Business, 2011). The international visitors intended to stay and spend time in Auckland (Rugby World Cup 2011, 2010a).

The above information shows that the potential business opportunities of the RWC 2011 were especially significant to the Auckland region and its hospitality organisations. The RWC 2011 was held during September and October, which are typically off-peak months in NZ tourism. The event provided an opportunity for hospitality organisations to gain extra sales for the two months. The RWC 2011 brought significant financial growth for hospitality organisations as a large number of visitors were consumers of hospitality products and services, allowing them an opportunity to improve their profits.

As a mega-event, the RWC 2011 could possibly generate benefits and opportunities in the tourism development, thus providing a favourable

environment to hospitality organisations in the long run. With appropriate planning, the RWC 2011 could offer a great opportunity for hospitality businesses in both the short and the long term.

3.2 Fanzone

The RWC 2011 was a catalyst for the development of a variety of festival programmes and activities linked to the Fanzones to add excitement to the event. Four official Fanzones were located in different regions in Auckland – Queens Wharf at Auckland CBD, Civic Lakes in Albany, Trusts Stadium in Henderson, and the Pacific Events Centre in Manukau (Auckland 2011, 2010d). All Fanzones were free for the public to enter. The venues allowed the public to watch rugby matches on big screens and enjoy the sportive atmosphere with other local and international rugby fans (New Zealand Travel Planner, 2011). The major fanzone, capable of hosting up to 20,000 people, was located at Queens Wharf in Auckland's CBD. It was open every day, while the other Fanzones were available only for a few selected days during the RWC 2011 (Tapaleao & Eames, 2010). The major fanzone at Queens Wharf provided live entertainment, festival activities, and showcases of NZ's unique arts, food, wine and culture as well as visitor information points and official RWC 2011 merchandise (Auckland 2011, 2010e).

There has been a debate whether the fanzone at Queens Wharf was an opportunity or a threat to food and beverage organisations. According to the New Zealand Herald, some managers and owners of food and beverage organisations disagreed with the idea of Fanzones. They believed that the fanzone would take potential guests away from existing food and beverage organisations that are located around Britomart, Princes Wharf, Viaduct Harbour and Wynyard Quarter areas (O'Sullivan, 2010). They also believed that the Government takes away for an opportunity for food and beverage organisations to grow financially (Dickison, 2010b).

On the other hand, the Chairwoman of the Auckland Regional Steering Group asserted that "Fanzones will attract large numbers of people who may not

normally head to these locations, giving nearby bars, restaurants and other businesses opportunities to capitalise on increased foot traffic" ("Rugby: Auckland to have four World Cup fan zones," 2010, p. 1). The potential impact of the major fanzone remained questionable. Even though it was difficult to measure or assess whether it would be a threat or an opportunity, it had the potential to affect food and beverage organisations during the RWC 2011.

3.3 Traffic Management Plan

Auckland planned to stimulate the use of public transport and minimise private car use. It wanted visitors and match attendees to travel around Auckland in more effective and efficient way during the RWC 2011 (Auckland 2011, 2010f). The Auckland Regional Council invested in developing and improving public transport infrastructure (Auckland Transport, 2010b). The public transport was integrated with the RWC 2011 matches in Auckland, which meant that RWC ticket holders could get free public transport services on match days (Auckland Transport, 2010a). Auckland prepared special bus services for match attendees on match days (Auckland Transport, 2010c). The rail network had been redeveloped and refurbished, including improving tracks, and upgrading platforms and stations to meet the high demand for rail travel at that time (Auckland Transport, 2010b).

Furthermore, a transport management plan was introduced to manage traffic in the areas of Eden Park Stadium on match days (Dickison, 2010a). Figure 2 shows traffic management zones for the RWC 2011. The major purpose of the free public transport system and the traffic management plan was to control large crowds and manage the overflow of car traffic on match days around Eden Park Stadium ("World Cup organisers aim for hassle free world cup transport," 2010). There were road closures (three hours pre- and two hours post-match) on Sandringham Road and New North Road, including the area between Dominion Road and Bond Street, and Kingsland Avenue and George Street (Eden Park, 2010). Moreover, there were restricted access areas (three hours pre- and two hours post-match) in areas of Eden Park bounded by New North Road, Morningside Drive, Paice Avenue, Burnley Terrace, and Dominion

Road. Only foot traffic was allowed in these restricted access areas (Dearnaley, 2010). The improved public transport system could be a potential opportunity for the hospitality organisations. It could increase foot traffic near public transport stations, as it was expected that a large number of people would use buses and trains during the RWC 2011. It could possibly increase the level of passing trades. Nevertheless, the traffic management plan could have been considered a threat to local hospitality organisations who relied on the local customers and who were located in the traffic-managed areas. The restricted-access to roads and car parking spaces on match days could have seriously affected the businesses.

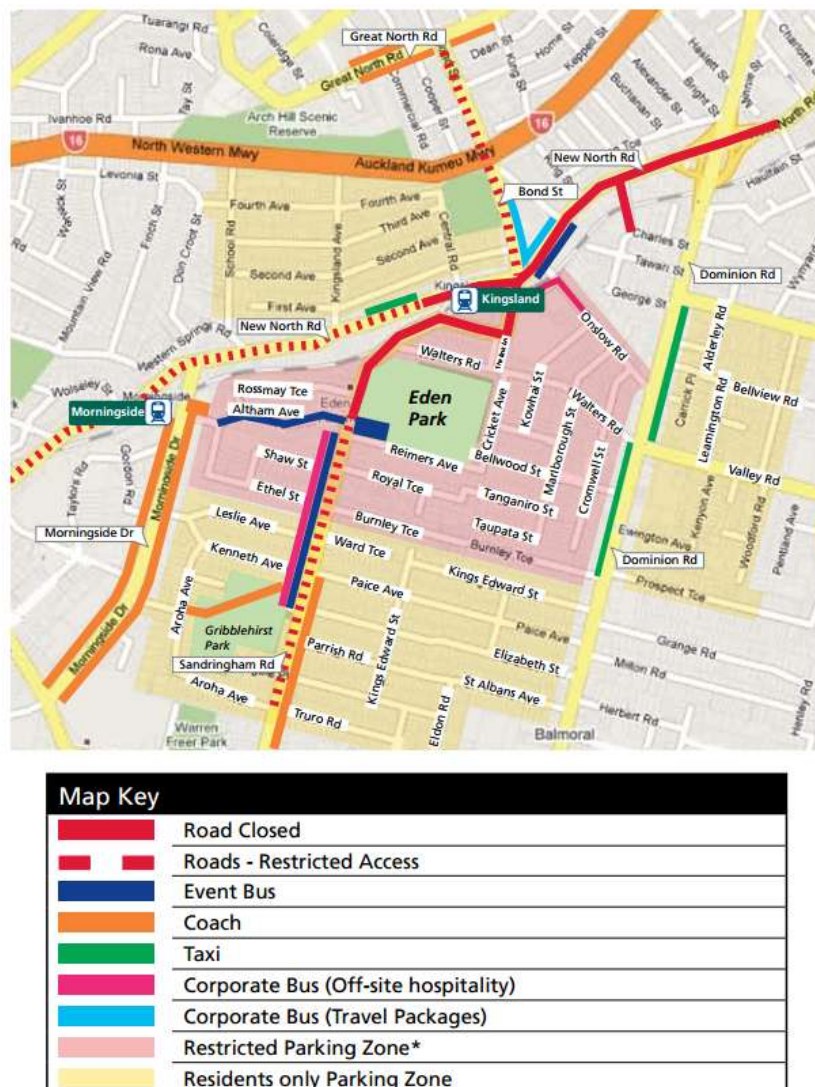


Figure 2 - Traffic management plan for the RWC 2011. Source from: Auckland Regional Transport Authority. (2011). RUGBY WORLD CUP 2011 Eden Park Transport Management. Retrieved from http://img.scoop.co.nz/media/pdfs/1005/Eden_Park_Transport_Media_fact_Sheet.pdf.

3.4 The Major Events Management Act 2007

The Major Events Management Act 2007 (MEMA 2007) was considered to be a significant legal statute for hospitality organisations' planning; in particular, sales promotion or advertising materials for the RWC 2011. The major purpose of MEMA 2007 was to legally protect for the rights and investments of official sponsors, partners, and licensees of major events and to prevent the use of key symbols and words by unofficial commercial organisations (Rugby World Cup 2011, 2010b). The RWC 2011 was declared a major event in 2007; hence, there were restrictions on using a number of associated emblems and words (Rugby World Cup 2011, 2010b). Examples of key forbidden words in MEMA 2007 are: Rugby World Cup (RWC), Rugby New Zealand 2011 (RNZ 2011), Total Rugby, Spirit of Rugby, Rugby NZ 2011, World Cup Shop, World Cup 2011, Rugby Football World Cup, International Rugby Board (IRB), Webb Ellis Cup, and so on (New Zealand Legislation, 2010). Figure 3 shows examples of prohibited emblems at the RWC 2011. The hospitality organisations had to design promotional or advertising activities with caution and avoid using prohibited words and emblems, so they would not contravene MEMA 2007.



Figure 3 - Examples of prohibited emblems of the RWC 2011. *Source from: Ministry of Economic Development. (2010). Rugby World Cup 2011 in New Zealand - A Guide to the Major Events Management Act 2007. Retrieved from http://www.rugbyworldcup.com/mm/Document/Tournament/Destination/02/03/72/63/2037263_PDF.pdf*

3.5 Recruitment

The RWC 2011 was very likely to generate a significant increase in the demand for hospitality employees, due to high demand from the large number of visitors. There was a concern about recruitment as it was forecast that the hospitality industry would need an additional 17,000 employees during the RWC 2011 (Leslie, 2009). It was not expected that staff recruitment would be a major problem to the hospitality industry. Nevertheless, finding employees who had a high standard of service skills and excellent attitudes was expected to be a challenge to the hospitality industry ("Rugby: Finding good World Cup staff

'challenging' says report," 2009). It was assumed that obtaining qualified, skilled and suitable employees would be a great challenge for hospitality organisations because, in hospitality, human resources play a vital role in delivering service and its quality, thus influencing customer satisfaction and experience. The RWC 2011 was an opportunity for the hospitality organisations to showcase their abilities to deliver a high standard of products and services. Well-trained and highly performing staff can bring a long lasting competitive advantage to the businesses even after the RWC 2011. An appropriate recruitment and training plan was essential for hospitality organisations to build or maintain high quality and effective workforce, which helps succeed in achieving organisational goals.

3.6 Fan Trail

As shown in Figure 4, the Fan Trail was a 4.5 km route starting from "Queen Elizabeth Square and follows Queen Street to Aotea Square, through Myers Park and St Kevins Arcade to Karangahape Road (K'Road), along Great South Road and Bond Street, where it meets up with Sandringham Road, Wairepo Swamp Walk and Eden Park" (Rugby World Cup 2011, 2011, p. n.p). This themed walking route for rugby fans and match attendants provided live performances, roving entertainers, face painting and special art installations (Rugby World Cup 2011, 2011). Footpaths, lighting systems and other facilities had been improved to ensure the route was safe and comfortable (Auckland Council, 2011). The Fan Trail was likely to increase foot traffic between Downtown and Eden Park and therefore it could provide a great opportunity to increase the level of passing trades for existing food and beverage operations along the Fan Trail.



Figure 4 - The Fan Trail for the RWC 2011. Source from: Auckland Council. (2011). Fun-filled fan trail Retrieved July 03, 2011, from <http://www.aucklandcouncil.govt.nz/EN/OurAuckland/News/Pages/funfilledfantrail.aspx>

3.7 Pricing

It has been reported that some accommodation providers in Auckland tended to excessively increase their room rates by several hundred per cent for the RWC 2011 (Langley, 2011). Some official travel agents expected that international visitors were very likely either to decrease their length of stay, to cancel package tours or to find alternative accommodation options because of the unacceptably high rates (Ihaka, 2010). Moreover, some Australian tour operators mentioned that many Australian visitors had asked about flying in and out of NZ on the same match days because they believed the room rates were much higher than reasonable (Tapaleao & Gibson, 2010). There was a warning that the overpriced room rates would have the potential to seriously damage NZ and its tourism reputation and might also influence businesses in negative ways (Bills, 2010). In particular, Irish rugby fans were frustrated about the unrealistic room rates of Auckland hotels. They believed that it would turn international rugby fans off and create a negative image to NZ (Carroll, 2010).

There was also a concern that the pricing of wines in restaurants and bars around Mt Eden and Kingsland was too expensive, but owners and managers believed the prices were reasonable for a major event like the RWC 2011 (Davison, 2010). Price increases, especially, price-gouging, could be a potential threat because they can easily create a negative perception of hospitality products and services and also ruin national image and tourism's reputation. Pricing was therefore an important matter for hospitality organisations. They had to set prices at a reasonable level that did not irritate the potential customers, otherwise reputational and financial damage could be significant.

3.8 Summation

This chapter investigated and identified the potential significant opportunities and threats relevant to the RWC 2011. It also assessed and discussed the potential impacts of these matters to hospitality organisations. Each hospitality organisation had to continuously and constantly monitor the external environment, and recognise and assess which factors or issues had the

greatest potential to affect accomplishing their goals and objectives for the RWC 2011. The external environmental scanning was an important part of the planning. If opportunities were detected in advance, they could be maximised through choosing an appropriate approach. If threats were identified at an early stage, hospitality organisations could get a chance to quickly respond to the change and take appropriate actions to prevent the potential negative effects. This chapter has noted that it was not obvious whether some factors were a potential opportunity or threat to hospitality organisations. The Data Analysis chapter will contain information on the hospitality organisations' perceptions on the identified potential opportunities and threats as well as their opinions on how these issues influenced their planning practices for the RWC 2011.

CHAPTER 4: RESEARCH METHODOLOGY

As mentioned in the introductory chapter, mega-event planning theory for hospitality organisations is an unknown and unexplored topic. A mixed research methods design was the most appropriate approach to investigate the hospitality organisations' planning practices for the RWC 2011. There are different ways to combine qualitative and quantitative approach in a mixed methods research design, but a sequential mixed methods research was conducted in this research. This technique allowed the researcher to use the primary qualitative research findings to augment and facilitate the quantitative research stage.

In the qualitative research, a semi-structured interview was conducted to gather rich descriptive information on hospitality organisations' planning practices for the RWC 2011. An inductive data analysis technique helped to analyse the qualitative data. The qualitative results enhanced the general understanding of the research context. It also helped to identify several issues that were not originally determined by the researcher. In the quantitative research, a postal questionnaire was used to collect standardised data from a large number of hospitality organisations within the study areas.

The descriptive statistical analysis helped to analyse and describe the planning practices of hospitality organisations for the RWC 2011. The Mann-Whitney test was employed to compare and identify differences in the responses between the food and beverage and accommodation sectors. The following sections of this chapter contain detailed information about the data collection, sample selection, data analysis techniques and ethical considerations that were used in both the qualitative and quantitative research.

4.1 Qualitative Research

The major advantage of using qualitative research is the use of open questions, which allowed the respondents to express their thoughts, ideas and opinions in their own words, rather than limiting them to select from a set of pre-determined

answers (Black, 1999). The use of open questions has “the potential for richness of responses, some of which may not have been anticipated by the researcher” (Gray, 2009, p. 194). The qualitative research allowed the researcher to collect detailed responses from the research participants (J. Ritchie & Lewis, 2003; Saunders, Lewis, & Thornhill, 2009). Thus, it provided in-depth and textual descriptive information about the research context. For this research, an initial qualitative research approach allowed the researcher to gather, analyse, interpret and understand individuals’ opinions, thoughts and ideas on the subject of hospitality organisations’ planning practices for the RWC 2011. The qualitative research helped the researcher to gain a comprehensive picture of the research context. The findings augmented and aided the quantitative phase.

4.1.1 Data Collection Method

In a qualitative research, there are several data collection methods. In this study, a semi-structured interview was employed because it allows for an interactive and two-way conversational communication between the interviewer and interviewee (Patton, 2002). This interview technique encouraged the conversation to flow naturally and freely. The interaction between researcher and respondents stimulated discussion and sometimes led to a new and unexpected direction (Saunders et al., 2009). The semi-structured interview provided an opportunity for “the researcher to probe for more detailed responses where the respondent is asked to clarify what they have said” (Gray, 2009, p. 214). The conversations assisted for the researcher to gain a fuller understanding of the interviewees’ planning practices and uncover issues that were not pre-determined by the researcher.

The interviews were conducted face-to-face as this helped “to observe and record non-verbal as well as verbal behaviour” (D. Cooper & Schindler, 2008, p. 171). Each interview typically took between 20 and 25 minutes. The conversations were recorded by a digital voice recorder. Interviewees were ensured anonymity and privacy of responses by eliminating their names, organisations and any other personal details. The interviews started with a few basic questions. An interview guide was developed based on the review of

academic literature and the findings of the Background Chapter (Appendix A). This document contained both general and probing questions that were asked in the interviews. The researcher formulated some questions for probing and clarifications when new issues were raised depending upon what direction the conversations took during the interviews. The researcher generally followed the interview guide, but the wording and order of questions were inevitably not the same for all interviews. The major role of the researcher in the semi-structured interview was to encourage the interviewees to express their ideas, thoughts and opinions without any discomforts.

4.1.2 Sample Selection

As previously identified, Eden Park and Auckland CBD and their surrounding areas were likely to receive the most benefits and opportunities from the RWC 2011; the study population was drawn from these areas. (Figure 5) A purposive sampling was used as a sample selection technique, because it is a useful strategy to recruit participants based on prearranged criteria that were relevant to a research context (Veal, 2005). The advantage of conducting a purposive sampling is to select “information rich cases, that is individuals, groups, organisations, or behaviours that provide the greatest insight into the research question” (Devers & Frankel, 2000, p. 264).

The major purpose of this qualitative research is to use its results to enlarge the quantitative research phase, not to collect statistically generalised and standardised data that represent the broader population. Therefore, in the qualitative research, the sample size can be small (Blumberg, Cooper, & Schindler, 2008). “An appropriate sample size for a qualitative study is one that adequately answers the research question” (M. N. Marshall, 1996, p. 523). Data collection and analysis were conducted concurrently until there were no further new issues or contributions from the data. There were three criteria for sample selection for the semi-structured interviews: first, the interviewee has to be (1) either an owner or manager of hospitality organisations (food and beverage, and accommodation businesses) that are located in Eden Park, Kingsland, Auckland CBD and its surrounds; (2) over 20 years of age; (3) had planned to do some pre-event activities for the RWC 2011. An investigation was carried out

to create a list of hospitality organisations in the selected areas by using publicly available material in telephone directories and on websites. The investigation showed that there were 434 food and beverage and 87 accommodation organisations in the study areas. The total population of this study was approximately 521 hospitality organisations.

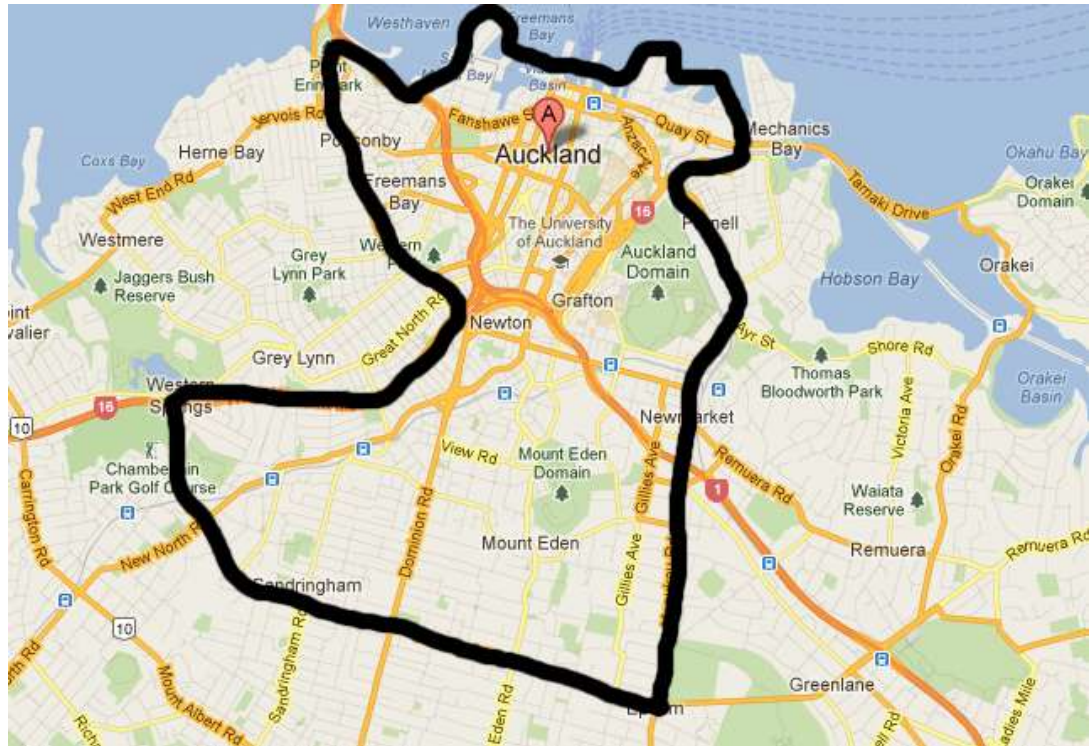


Figure 5 – The study area of the research

In the beginning of the sample selection process, between 50 and 60 emails were sent out to hospitality organisations to explain the purpose of the research and encourage participation. This approach was unsuccessful, because there was only one restaurant owner who agreed to participate in the interview. Direct contact with the potential participants was then made by visiting the hospitality organisations personally to explain the purposes of this research and encourage participation. When potential participants agreed to participate in the research, a participant information sheet (Appendix B) and a consent form (Appendix C) were provided. The researcher provided some general information about the research and after the initial meeting, the time and place for the interview was arranged. The participant information sheet was used as a cover letter to include important features about the research, in order to help the participants to decide whether to participate in the interview.

4.1.3 Data Analysis Method

An inductive data analysis approach was used in this qualitative study, as suggested by Creswell (2009), and Elo and Kyngäs (2008). The major purposes of this approach were: “(1) to condense extensive and varied raw text data into a brief, summary format; (2) to establish clear links between the research objectives and the summary findings derived from the raw data” (D. R. Thomas, 2006, p. 237). The inductive data analysis procedure consists of the following three steps:

- 1) Preparing the data
- 2) Organising the data
- 3) Reporting the data

Step 1: Preparing the data

The qualitative data analysis began with data preparation. The interview data were transcribed by the researcher. The researcher is involved in the process of listening, analysing and interpreting the interview data. This provides an opportunity for the researcher to understand the data (D. Cooper & Schindler, 2008). The researcher produced transcripts of the interviews through listening to and reviewing the interview data several times.

Step 2: Organising the data

This stage includes categorising, coding and grouping the transcribed interview data. The researcher read and reviewed the transcribed data to identify categories. The examples of categories in the qualitative data are short- and long-term expectations of the RWC 2011, product, presentation price, sales promotion, advertising, recruitment, training, selection, challenges and new issues. The researcher then coded the data. “Coding is the analysis strategy many qualitative researchers employ in order to help them locate key themes, patterns, ideas, and concepts that may exist within their data” (Hesse-Biber & Leavy, 2006, p. 349).

The researcher developed a set of codes by using the identified categories. For example:

MX.PRO – Product component in the marketing mix.

MX.PRO.NW – New issues in product component in the marketing mix.

HRM.REC – Recruitment in human resource management.

HRM.REC.NW – New issues in recruitment in human resource management

CHA – Challenges associated with the planning practices.

NW – New issues that were unexpected by the researcher in advance.

These codes were applied to the transcribed data. The researcher wrote the codes on the margins of each transcript. Afterwards, the researcher classified and labelled the data by grouping them to each category.

Step 3: Reporting the data

Patton (2002) defined interpretation as “attaching significance to what was found, making sense of the findings, offering explanations, drawing conclusions, extrapolating lessons, making inferences, considering meanings, and otherwise imposing order” (as cited in C. Marshall & Rossman, 2006, p. 162). The researcher provided detailed explanatory information and appropriate quotations to illustrate the implications of every category. The researcher also described the identified new issues and how these new issues were used in the design of the questionnaire.

4.2 Quantitative Research

In the quantitative research a questionnaire survey was employed as it can collect generalised and standardised data from a large study population (Maylor & Blackmon, 2003). A questionnaire survey is an appropriate data collection method for the quantitative research. This approach helped to identify “a specific group or category of people and collecting information from some of them in order to gain insight into what an entire group does or thinks” (DeLeeuw, Hox, & Dillman, 2008, p. 1). Within the different data collection tools in the

questionnaire survey, this study used a postal questionnaire survey because it has advantages over other methods. The key advantage of using a postal questionnaire is that it is the most effective way to reach and gather data from a large number of people who are widely dispersed in different geographical areas (Peterson, 2000). Furthermore, a postal questionnaire survey provides advantages because of the absence of the researcher in the completion of the questionnaire. It provides an adequate time for respondents to think about the research questions and complete in their own time (Balnaves & Caputi, 2001). It assures the anonymity and privacy of the participants, thus it may provide a better environment for the respondents to give more honest responses (Muijs, 2004).

4.2.1 Data Collection Method

Despite the advantages of a postal questionnaire, it has a relatively lower response rate than other survey techniques (Alreck & Settle, 2004; Brace, 2008; Burns & Burns, 2008; Fowler, 2002; Lyberg et al., 1997). Alreck and Settle (2004) noted that postal surveys “with response rates over 30 percent are rare. Response rates are often only about 5 or 10 percent” (p. 36). On the other hand, “when a single mailing that incorporates no incentives is made to a sample of the general community, the surveyor can probably expect no better than a 20% response rate” (Bourque & Fielder, 2003, p. 16). “Response rates to mail questionnaires seldom exceed 50% and rates between 15 and 30% are common if sound follow-up strategies are not used” (Burns & Burns, 2008, p. 491). In a quantitative research, the low response rate influences data validity, reliability and bias in negative ways because of the small usable sample size (Brace, 2008). The questionnaire was designed and distributed as a way to stimulate responses.

Providing a cover letter can enhance response rate (Alreck & Settle, 2004; DeVaus, 1995; Phillips & Stawarski, 2008). A well-written cover letter usually encourages and stimulates response rates, because it contains necessary information that helps participants’ decisions on the participation (Phillips & Stawarski, 2008). The participant information (Appendix E) sheet was enclosed as a cover letter along with the questionnaire (Appendix D). The participant

information sheet was developed by following the guidelines and standards of the Auckland University of Technology. It contained information, such as details of researcher, aims and purposes of the research and its significance, how long it will take to complete, why and how the participants have been selected, and assurance of anonymity, privacy, and confidentiality.

Prepaid postage and self-addressed envelopes were also included for the participants to conveniently return the questionnaire without expense to themselves (Dillman, 2000). Multiple contacts can improve response rate of the postal questionnaire (DeVaus, 1995; Dillman, 2000; Lyberg et al., 1997; Phillips & Stawarski, 2008). To enhance the response rate, a follow-up process was carried out in the second week by posting a reminder letter (Appendix F) with a questionnaire and a participant information sheet.

There was no researcher to guide or supervise the completion of a questionnaire. If respondents do not understand questions or instructions or if a questionnaire is too complex or time-consuming to complete, there is a high chance that they may leave out some of the questions or make mistakes (Frazer & Lawley, 2000). The researcher carefully designed and reviewed the phrasing and wording of questions and instructions in the questionnaire to prevent any possible vague, ambiguous or confusing sentences. The use of academic jargon was kept at minimum level to ensure any respondents would easily understand the research questions and instructions. Furthermore, the format and layout of the questionnaire was kept as simple as possible.

In the questionnaire, closed questions, such as multiple-choice, Yes or No, and Likert-like scale questions were mainly used. These questions improves standardisation in the respondents' answers by providing "a set of pre-designed replies" (Gray, 2009, p. 195). A few open-ended questions were also included in the questionnaire to encourage the respondents to provide more detailed responses. The qualitative data was used to support and clarify some of the quantitative results.

4.2.2 Sample Selection

In the quantitative research, if sample size is inadequately or excessively determined, it can produce bias and errors in the results, which subsequently affect the representativeness (Bartlett, Kotrlik, & Higgins, 2001; Black, 1999). Aldridge and Levine (2001) defined sampling:

Sampling is the process of choosing in a systematic fashion a sub-set of cases from which data will be collected from the pool of all those potentially relevant to the research being conducted. The sub-set selected is the sample ... the pool is the target population (p. 61).

Czaja and Blair (2005) suggested two main reasons for sampling as followed:

One is to generalise to or make inferences about the population of interest for research questions ... A second reason for sampling is that it is more efficient and less expensive than a census, which attempts to include or ask questions about every element or member in the population (pp. 125-126).

As identified in the qualitative sample selection, the sample population was drawn from Mt Eden and the Auckland CBD, and their surroundings. This study targeted a population which is geographically spread over wide areas in Auckland. The criteria for sample selection for the research survey were: (1) either owner or manager of hospitality organisations that is located in the selected areas; (2) over 20 years of age. This quantitative research eliminated the participants of the qualitative research as it could influence the representativeness and generate sampling errors. Therefore, the total target population for quantitative research was approximately 507 (425 food and beverage and 82 accommodation) hospitality organisations.

The determination of an appropriate and adequate sample size of the survey was important, because “only a small fraction of the entire population usually represents the group as a whole with enough accuracy to base decisions on the results with confidence” (Alreck & Settle, 2004, p. 55). There are a number of web-based calculators that help to easily determine the required sample size, which statistically represent the entire population for a research (Creative Research Systems, 2007; Custom Insight, n.d; Dimension Research, 2005;

Macorr Research Solution Online, 2003; Qualtrics, 2010; Raosoft, 2004). DeVaus (1995) noted that “the degree of accuracy” the researcher required for the sample – confidence level and “how much error ... [the researcher] to tolerate” – confidence interval are the main factors in sample size determination. In the quantitative research, the researcher used 95% as the confidence level and 5% as the confidence interval. Therefore, the researcher can be 95% confident that the quantitative results in the target population will be identical to the survey sample plus or minus a 5% sampling error. It has been calculated that the appropriate sample size would be 219 for the postal questionnaire surveys. A random sampling technique was employed as it helped to select representative samples from the target population (Hair, Babin, Money, & Samouel, 2003). The participants for the questionnaire were “picked at random, the probability of any one person being included in the sample is precisely equal to the probability of including any other” (Alreck & Settle, 2004, p. 185). In the process of random sampling, the potential participants were randomly selected until all the required number of samples was picked from the target population. A total number of 219 questionnaires were posted to the target population. By the end of the postal questionnaire survey collecting phase, a total of 79 questionnaires were returned.

4.2.3 Data Analysis Method

The Statistical Package for the Social Sciences (SPSS) was used for the data entry and analysis of the quantitative research. The data distribution patterns were described, discussed and interpreted by using descriptive statistical analysis techniques (Corbetta, 2003). The data was analysed using frequency and cross-tabulations. The data distribution patterns were shown in tables in matrix formats to describe the frequencies, percentages and measures of central tendency of the distribution of the two groups (food and beverage, and accommodation) and the combined distribution of them. The questionnaire included several open-ended questions which provided qualitative data to this research. The qualitative responses were manually analysed by the researcher by following a process similar to the qualitative data analysis. The analysed data was used as examples to augment or support some of the quantitative research

findings. The qualitative information was also used to discuss some of the quantitative results that could not be answered with closed questions.

The Mann-Whitney U test was further used to investigate differences between the two groups, food and beverage, and accommodation sector in the responses of the Likert-like scales questions. “The Mann-Whitney U test is a non-parametric test for a between-subjects design using two levels of an independent variable and the scores realise at least an ordinal scale” (Kiess, 1989, p. 466). The statistical results generated from the Mann-Whitney U test were suitable for Likert-like scales questions, because they “fall within the ordinal level of measurement. That is, the response categories have a rank order, but the intervals between values cannot be presumed equal” (Jamieson, 2004, p. 1217). For example, Likert-like scales in the questionnaire are ranked 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree. “These values cannot be used directly in calculations of parametric variables such as mean and standard deviation” (Currell & Dowman, 2009, p. 299). Technically, this test evaluates the statistically significant differences in median scores between two groups (Green & Salkind, 2005). The Mann-Whitney U test results that are statistically significant were discussed in the Data Analysis Chapter.

4.3 Ethical Considerations

There are several important considerations that should be addressed to ethically design the research. The participant information sheet contained the significant information on the researcher’s approach to ethical considerations. It was provided to each research participant. An ethically designed research should avoid and prevent any potential emotional, mental and physical harm to participants (Maylor & Blackmon, 2003). The research questions were designed to keep away from any possible embarrassment, distress, discomfort, anxiety or psychological harm to the participants. The research questions did not contain sensitive issues that may produce a bias or harm towards any sex, culture, age, ethnic group or nationality.

Moreover, the anonymity, privacy and confidentiality of research participants should be assured (A. B. Thomas, 2006). The research participants were informed that no one should be able to recognise their identities or organisations from the research. The participants' names and organisations were not included in the research. On the other hand, there is an issue of confidentiality in the data storage (Dooley, 2001). The researcher provided information to each participant about how the data will be stored, controlled and destroyed after the research is completed.

An invasion of privacy is another concern, this being "the issues of the degree to which invasions of privacy can be condoned" (Bryman & Bell, 2007, p. 139). The participants were informed that the participation of the research is completely voluntary. The participants were also informed that they had the authority to withdraw from the research at any stage without providing specific reasons, if they encounter any potential jeopardy or harm in the participation. The researcher provides information about the purposes of the research and how the collected data will be used. The participants were also notified that the research will not be used for any non-research and the original purposes. A participant information sheet was designed, which contained the information about ethical concerns the participants may have and that will be necessary for decision making about involvement in the research. The research was assessed and approved by the Auckland University of Technology Ethics Committee.

4.4 Summation

This chapter described and discussed how both qualitative and quantitative research was undertaken. The process of data collection, sample selection and data analysis methods were also explained. In the qualitative research, a semi-structured interview helped to collect rich descriptive data from the interviewees. The qualitative research thus built a comprehensive understanding and knowledge of hospitality organisations' planning practices, such as their decisions on the marketing mix, human resources management, and expectations during and after the RWC 2011, opinions about the external

environmental factors and potential issues or challenges that may associate in their planning. This research approach helped to discover new issues that were not considered by the researcher in advance. The findings of the qualitative research augmented and aided the development of a questionnaire for the quantitative stage.

In the quantitative research, a postal survey questionnaire allowed the researcher to gather the large number of sample size from the target population that are widely dispersed in the study areas. The use of the questionnaire improved comparability, which means it allowed the researcher to gather generalised and standardised data. The descriptive statistics analysis helped to analyse and interpret the trends and patterns of the respondents' responses. In particular, the Mann-Whitney test aided in investigating and illustrating the statistically significant differences between the two groups, the food and beverage and the accommodation sectors.

CHAPTER 5: DATA ANALYSIS

This chapter presents and discusses the findings of both the qualitative and the quantitative research. As previously discussed, the research context being investigated - mega-events planning theory or pre-event activities for the hospitality organisations - was unknown and insufficiently understood. A sequential mixed methods research design was chosen as the most appropriate technique, because the sole use either of a qualitative or a quantitative approach was inadequate to accomplish the research aims and objectives. The qualitative research was conducted first and the findings informed the development of a questionnaire for the quantitative stage. Both the qualitative and the quantitative research questions were designed based on the review of academic literature in event and festival management, marketing and human resources management, as well as potential opportunities and threats to hospitality organisations that were discussed in the Background chapter.

The exploratory nature of the qualitative research provides rich in-depth information about the research context. The qualitative research revealed some new matters that were not initially anticipated by the researcher. These helped formulate some research questions in the questionnaire. In quantitative research, a survey technique allowed the researcher to collect generalised and standardised data from a large sample size, representing the hospitality organisations in Auckland.

This chapter consists of two major sections, qualitative and quantitative data analysis. These two sections comprise sub-sections, general information about the participants, and their expectations during and after the RWC 2011. Pricing decisions, product and presentation, sales promotion and advertising, human resources management and potential issues and challenges in the planning will also be illustrated and discussed.

5.1 Qualitative Data Analysis

The first section of this chapter describes the findings of the semi-structured interviews. This section reports in an explanatory manner, the results relating to hospitality organisations' expectations for the RWC 2011 and their planning practices, as well as new issues, which were not pre-determined by the researcher. The semi-structured interview participants are referred to as interviewees and respondents in the qualitative data analysis. The quotes are written in italics to indicate the dialogues of the interviewees.

5.1.1 General Information of the Participants

The semi-structured interviews were conducted face-to-face with owners and managers of food and beverage and accommodation providers. The interview concentrated on the participants' general perceptions of the RWC 2011, their planning practices, potential issues or challenges they may have faced in the planning and the potential impact of the external factors. The data collection process lasted for approximately three months, between December, 2010 and March, 2011. The data collection stage was terminated when additional interviews failed to present any new issues. A total number of 14 individuals participated in the semi-structured interviews. As shown in Table 1, of those 14 interviewees, nine came from the food and beverage sector, and five were from the accommodation sector. Within the food and beverage sector, there were five restaurants, two cafes and two bars. In the accommodation sector, respondents from three motels and two lodges participated. Within the food and beverage sector, there were five owners and four managers, whereas all five interviewees were owners in the accommodation sector. Table 1 represents the number of interview participants by the sector and types of businesses.

Sector	Type of Business	Manager	Owner	Total
Food and Beverage	Restaurant	1	4	5
	Café	1	1	2
	Bar	2	0	2
	Sub Total	4	5	9
Accommodation	Motel	0	3	3
	Lodge	0	2	2
	Sub Total	0	5	5
Total		4	10	14

Table 1 - General Demographics of the Interviewees

5.1.2 General Expectations of the RWC 2011

The interview participants were asked to express their opinions on the expected benefits during the RWC 2011. Most of the interviewees believed that their revenues would improve as there would be increases in the number of customers during the RWC 2011. Some responses from the interviewees who talked about financial benefits and increases in the number of guests during the RWC 2011 were:

There will be lots of customers who will be having their meals before and after the matches, so we hope to earn more profit during the RWC (restaurant manager, No.5).

It will bring more international visitors to the café ... I expect to gain more profit (cafe manager, No.7).

We will be busy as the number of customers will be increased. So I think the profit will be increased during the RWC (lodge owner, No.11).

My business is very close to the Eden Park Stadium, so I think the revenue will be increased as there will be more international and local visitors during the RWC (motel owner, No.13).

When asked to describe the long-term benefits of the RWC 2011, nine interviewees stated that there would be no benefits after the event finished:

No, it would die again. You know the people will leave the country so it will not stay like that (restaurant owner, No.1).

No, it is just one-off event so I do not think I will get any benefits after the RWC (motel owner, No.13).

It was previously discussed that a major contributor to hospitality organisations would be visitor expenditure. However, one interviewee anticipated gaining organisational reputation through the RWC 2011:

I look at it from long-term point of view, it is only six weeks for the RWC but the thing is that we will gain a reputation (bar manager, No. 8).

On the other hand, some interviewees reported that the RWC 2011 has potential financial benefits to their businesses in the long-run. Two interviewees expected to get some benefits from the increased number of customers after the RWC 2011:

I think we may get more customers, if we provide good food and service to the guests, so we will be definitely benefiting a bit even after the RWC, but not much overly so (café owner, No.6).

I cannot really tell how the business will be like after the RWC, but I think the RWC will bring more tourists to NZ even after the event is finished, so I expect the number of customers will be increased, hopefully (lodge owner, No.11).

During the interview, an interviewee raised a concern about the potential negative impact on regular guests due to the overcrowding during the RWC 2011:

I have a concern on my regular customers. They may feel uncomfortable because we will be busy as ever possibly will be during the RWC 2011, so we will not be able to serve, and pay attention on them as usual (café owner, No.6).

In general, most of the interviewees anticipated increases in their revenues during the RWC 2011 as they believed this event was likely to bring a large number of visitors, thus the number of customers would increase. When it came to potential long-term benefits of the RWC 2011, a minority of interviewees anticipated getting some benefits after the event.

5.1.3 Pricing Decisions

A question was asked to the interviewees with regard to their intentions on the pricing decisions for the RWC 2011. Of those nine interviewees within the food and beverage sector, eight interviewees said that they did not intend to increase the prices of their products and services for the RWC 2011. Some respondents thoroughly disagreed with the idea of increasing prices to maximise profits during the RWC 2011, because they believed the excessively increased prices would negatively affect the businesses:

I do not really want to put the prices up just for the RWC ... Some hotels increase prices for their hotel rooms by excessive rates, but I do not think that is a really good business ... at the same time they probably do not put the staff's salaries up. You know I think it is not a good business sense (restaurant owner, No.1).

I am not going to increase the prices, because I still have to deal with local and regular customers ... If I am being greedy, I may lose some of my regulars and local customers (café owner, No.6).

Another interviewee further stated that the increased prices could damage their business reputation. This was the case where the respondent perceived the RWC 2011 as a long-term perspective:

We are not going to raise our prices. Basically, I deal with local All Blacks supporters and Fijians, so it is going to ruin our reputation (bar manager, No. 8).

On the other hand, an interviewee was unsure whether or not to increase prices, but thought the prices may change after comparing the pricing decisions of other hospitality organisations or the industry trend:

Some hospitality businesses around the Eden Park and Kingsland have a meeting every couple of months ... I would like to go there and see how other businesses do for the World Cup, so we can start talking about the prices and any other things that we can do (restaurant manager, No. 5).

Within the accommodation sector, every interviewee intended to increase their room rates for the RWC 2011. The level of increase in room rates varied depending on the respondents:

The prices are going up about 50 dollars per room (lodge owner, No.11).

We have raised our prices, but not so excessively. One of our rooms is usually 125 dollars, but we put up to 160 dollars (lodge owner, No. 10).

Maybe 20 - 30 percent. That is maximum (motel owner, No.12).

Two interviewees in the accommodation sector considered the competitors' pricing decisions as an important factor for their room rates determinations:

The price will be increased during the RWC ... but I may adjust the room rates after comparing with other motels' room rates (motel owner, No.14).

I have already raised the prices by 50 percent, but I will look at what others charge for their rooms for the RWC and I will make a final decision for my room rates (motel owner, No.13).

Two interviewees in the accommodation sector mentioned the potential negative impact of excessive room rates:

I know some of them gone up to \$500 for a standard studio. That is greedy. When I am talking about the long-term, people are not going to want to come back those places they have paid excessive prices (lodge owner, No. 10).

I know some hotels are increasing their room rates by a huge amount. That is crazy. That is not how you treat visitors (motel owner, No. 14).

Two respondents raised a concern regarding their local and regular customers, and organisational reputation because of the increased room rates:

If the room rates are too high, it will ruin my business reputation, and I also have to think about my regular customers (lodge owner, No.11)

During the RWC, I still have to deal with the regular and local guests, the business travellers. I should leave a few empty rooms for them during the RWC, but they have to pay the extra amount. I hope they will understand that (motel owner, No.13).

With regarding to pricing decisions, the findings showed that there was a distinct difference between the food and beverage and the accommodation sectors. In the food and beverage sector, the majority of interviewees did not intend to increase the prices for their products and services. On the other hand, every interviewee in the accommodation organisations tended to adjust their room rates. However, the respondents mentioned that the increased room rates will come back to normal level after the RWC 2011 had finished. As discussed in the Background chapter, there was a concern about serious price-gouging during the RWC 2011. Even though the increasing rates varied, there was no issue of serious price-gouging, as the responses in the increased room rates were considered reasonable for a peak period.

5.1.4 The Product and Presentation Mix

This sub-section illustrates the interviewees' preparations for the product decisions during the RWC 2011. The presentation mix is also included in this section as it can play a significant role in improvement of the intangibility of the hospitality products and services. Among the interviewees no participants had plans that were relevant to the product mix; only one interviewee, an ethnic restaurant manager, had a plan for product development: the respondent intended to develop and add new menus for the potential RWC-related customers who might not have been familiar with Mediterranean foods:

We are preparing new menus; we are a Mediterranean restaurant, but we would like to have some other countries' foods because some people do not want to eat if they do not know about the foods, so we will prepare some foods that are not Mediterranean just for the World Cup (restaurant manager, No.5).

Within the food and beverage sector, two interviewees considered using the interior or exterior decorating to build a special ambience for the rugby fans and supporters regarding the presentation mix:

We do redecoration now. Our aim is to build an atmosphere for All Blacks supporters (bar manager, No. 14).

I am considering national flags and rugby jerseys for the interior and exterior decorations (café Owner, No.6).

One interviewee anticipated adding extra tables and seats during the RWC 2011, and also planned to install Sky TV for the guests to watch the matches in the restaurant:

We have a big space; we have downstairs and upstairs. We will put more chairs and tables for the customers. Even when small rugby game is here, we get really busy, so we probably need more seats. Another thing is that we are planning is setting Sky TV, so the customers can watch the games while they are having their meals (restaurant manager, No.5).

In the accommodation sector, only one interviewee planned to use some items and symbols that are especially unique to NZ:

For the luxury unit, we will be putting All Blacks' cushions and pillows, and silver fern soaps, just anything Kiwiana (lodge owner, No. 10).

There were no remarkable activities in product development or improvement among the interviewees. Only one interviewee was concerned with increasing the range of products. The respondents considered adding new menus for the potential guests during the RWC 2011. A small number of interviewees intended to use some physical elements to build a special atmosphere or ambience of the RWC and to add value to their products and services.

5.1.5 Human Resources Management

When asked to comment on recruitment, in general, the majority of interviewees stated additional employees would be required during the RWC 2011. Some respondents commented that the additional staff would be a mixture of full-time, part-time or casual. They further noted that additional employees would only be temporary. The respondents were either seeking employees or would hire extra staff before the RWC 2011 is commenced. There was no evidence that the interviewees would develop special training programmes for the RWC 2011. They would use their existing training programmes only for the new employees. Of those respondents who said that they would recruit additional employees, some expected that finding employees would be difficult:

It might be difficult, especially during the World Cup, there will be lots of employers in the hospitality industry will be also looking for employees (bar manager, No.9).

Finding a chef will be difficult because I think there are only few chefs who can cook Mediterranean foods (restaurant manager, No.5).

Moreover, some respondents had already started to look for additional staff, but they were currently having difficulties with finding employees:

I am trying to find some staff at the moment, but I cannot really find any. Probably, about four months ago, I nearly had a phone call on everyday people asking for work now it is dried up, nothing (lodge owner, No.10).

We are struggling now to get the staff, but I have got a few months before the event, so I hope I can find some (bar manager, No.8).

On the other hand, some interviewees were unsure whether they would need more employees or not, because it was hard to forecast the demands during the RWC 2011:

I am not sure yet, but if we get busy, I will certainly hire additional staff. It depends on how many customers we have during the RWC (restaurant owner, No.3).

I am not quite sure whether we will have more customers or not, so we will have to wait and see how many customers we get during the RWC” (restaurant owner, No.4).

One interviewee reported that additional employees would not be required, and the existing staff would not be asked to work extra hours during the RWC 2011:

Nothing will be changed. Everything will be same as it is. We have enough employees, so I do not need any additional staff for the RWC ... I will not ask my existing employees to work extra hours (lodge owner, No.11).

Another interviewee commented that additional staff would not be required as the respondent would ask existing employees to work extra hours during the RWC 2011:

I do not need additional staff, because I have already asked the existing staff to work extra hours during the RWC (café owner, No.6).

Only one interviewee intended to use a reward programme for employees:

As the current staff will work extra hours, and they will have more works to do during the RWC, I am thinking to reward their efforts and performances. Maybe a bonus payment or a shopping voucher (Café owner, No.6).

It is identified that the RWC 2011 has the ability to create employment opportunities, but only temporarily. The respondents who planned to hire additional staff did not have plans to retain the new employees. There were no particular comments on the training programmes. Interviewees intended to provide training programmes only for the new employees. They had no plans to provide specialised training programmes for their existing employees for the RWC 2011.

5.1.6 Sales Promotion and Advertising

In response to questions regarding advertising and sales promotion activities, there were no interviewees who intended to conduct any sales promotion activities for the RWC 2011. Only a few interviewees anticipated employing an

advertising campaign. One interviewee intended to use traditional method of advertising, a local newspaper, to increase awareness of the business during the RWC 2011:

No sales promotion but we would like to do advertisement, in Kingsland, there are some hotels, motels and hostels. They will be all full during the RWC, so it will be good if the people know there is a restaurant in near the area [...] I will use a local newspaper for the advertising (restaurant manager, No.5).

Some respondents planned to conduct advertising activities through the Internet:

I already have a website, and I will use it for advertising ... I will also use Facebook or Twitter as an additional source for the advertising (motel owner, No.14).

[Traditional] advertising can be quite expensive so it might be use of the Facebook and Twitter. That is the best way to do it, and I guess it is cheaper too (bar manager, No.8).

We have a website for advertising ... we will have to update our website to tell people what we are doing for the world cup ... we also would like to use the Facebook and Twitter for advertising (Lodge owner, No.10).

Online advertising through using a website was the most popular common technique among the respondents. Some respondents planned to use Facebook and Twitter for the additional source of advertising.

5.1.7 Potential Issues and Challenges in Planning

Several questions were asked to identify the potential problems or challenges that may associate with the interviewees' planning practices for the RWC 2011. Two interviewees, in the food and beverage sector, mentioned that the forecast of visitor flow and the estimated numbers would be useful for their planning for the RWC 2011:

I would like to know the predicted number of visitors by nationality during the RWC 2011, so I can make assumptions on the stock control and staff shift planning (bar manager, No.9).

I want to know how many people are coming NZ, and how many are willing to travel around and the estimated number of visitors around my business area, so I can estimate how many employees I need during the tournament (café owner, No.6).

Two accommodation operators were eager to get information of the industry trends or guidelines about the room rates and competitors' pricing strategies for the RWC 2011:

I want to know the other motels' pricing for their rooms, and I also want to get some guidelines on pricing for the RWC 2011, so I can make a right decision on the room rates (motel owner, No.14).

We need more information on how we should take bookings and how much we can charge for the rooms, so we can make proper decisions for the room rates (motel owner, No.12).

Furthermore, the two interviewees stated that the pricing decision was the most significant issue in the planning for the RWC 2011:

We do not have anyone to guide us. We just do what we want. Some motels charge 300 or 400 dollars for a standard room, but we plan to charge 150 dollars. We do not know what we should do (motel owner, No.12).

I know some accommodation providers increase their room rates by 300, 400 or 500 percent or even higher than the ordinary rates. I feel it is an inappropriate decision, but I also want to maximise my profit during the RWC 2011, so I am not sure what I should do (motel owner, No.14).

Interviewees expressed their thoughts and opinions regarding the traffic management plan, Fanzone, MEMA 2007, or Fan Trail. The questions were asked when the interviewees' businesses were located near the traffic management zone, Fanzone or Fan Trail. Further, the question regarding MEMA 2007 was asked of the respondents who intended to conduct advertising activities. Two interviewees mentioned the traffic management plan has a potentially negative influence on the business operations because there would be fewer parking spaces for local customers when the matches are on:

I may lose some customers due to the traffic management plan, because there will be a lack of parking spaces during the RWC 2011 (restaurant owner, No.2).

The parking is the biggest issue. There are currently only a few parking spaces available at the moment and there will be even fewer parking spaces during the match days (restaurant owner, No.3).

An interviewee believed the Queens Wharf Fanzone would negatively affect the existing food and beverage organisations as it might take potential customers away:

The whole idea of the Fanzone is absolutely ridiculous. It will take people away from the established food and beverage organisations, which are located around the downtown (bar manager, No.8).

A café owner considered the Fan Trail would have a potential positive impact on the business during the RWC 2011:

The café is located very close to the walking route, so I think I can get more customers during the RWC because it will increase foot traffic on the streets near the walking routes (café owner, No.6).

The findings show that the pricing decision was the most significant issue in the accommodation sector. The traffic management plan might have had a negative impact as it restricted access to the streets and car parking near the Eden Park Stadium, hence, it had the potential to reduce the number of local customers through lack of parking spaces. The Fanzone was also considered a threat whereas the Fan Trail was regarded as an opportunity as it might increase foot traffic.

5.1.8 New Identified Issues in Qualitative Interview

Several new issues arose during the interviews. Table 2 identifies these issues, related quotes and questions or statements that were developed in the questionnaire. One interviewee perceived the RWC 2011 from a long-term point of view. The respondent anticipated gaining business reputation through the RWC 2011. Further, an interviewee was anxious about regular guests because of the potential negative effect of overcrowding and over-demand.

There were concerns about the potential effect of increased prices as some interviewees believed the excessive room rates would have the effect of

negatively influencing businesses as well as the national reputation. Moreover, some interviewees monitored the competitors' pricing strategies and considered their room rates in the pricing decisions. Pricing decision was identified as the most challenging in the planning among the interviewees in the accommodation sectors.

With regard to staff recruitment for the RWC 2011, every interview participant answered that they would need additional employees for the RWC 2011. However, one interviewee did not require any additional staff as the respondent had asked the existing staff to work extra hours during the RWC 2011. Moreover, another interviewee did not have a plan for recruitment at all, thus, the respondent did not intend to either hire additional employees or ask current staff to work more hours. The identified new issue regard advertising is the use of social networking service (SNS) - Facebook and Twitter. Some interviewees planned to use SNS as an additional channel for advertising activities. The detailed information and rich descriptive data collected from the semi-structured interviews were used to assist the development of survey questions for a questionnaire.

Issue	Example Quote	Developed Question or Statement
Benefits after the RWC 2011	<i>"I look at from long-term point of view, it is only six weeks for the RWC but the thing is that we will gain a reputation"</i>	· Increases business reputation and/or awareness after the event
Potential Negative Impact	<i>"I have a concern on my regular customers. They may feel uncomfortable because we will be busy as ever possibly will be during the RWC 2011, so we will not be able to serve and pay attention on them as usual".</i>	· Increases negative influence on your regular customers due to overcrowding and over-demanding
Pricing Decision	<i>"The prices will be increased during the RWC [...] but I may adjust the room rates after comparing with other motels' room rates"</i>	· Making pricing decisions based on your competitors or industry trends
	<i>"When I am talking about the long-term, people are not going to want to come back those places they have paid excessive prices"</i>	· Do you think the increased prices will negatively influence local and/or regular guests?
	<i>"We do not have anyone to guide us. We just do what we want. Some motels charge 300 or 400 dollars for a standard room, but we plan to charge 150 dollars. We do not know what we should do"</i>	· What are the difficulties in making pricing decisions?
Recruitment	<i>"Nothing will be changed. Everything will be same as it is. We have enough employees, so I do not need any additional staff for the RWC [...] I will not ask my existing employees to work extra hours"</i>	· I do not need additional employee/s and I will not ask my current staff to work extra hours
	<i>"I do not need additional staff, because I have already asked the existing staff to work extra hours during the RWC"</i>	· My intention is not to hire additional staff, so I will request my current staff to work extra hours
Advertising	<i>"I already have a website, and I will use it for advertising [...] I will also use Facebook or Twitter as an additional source for the advertising".</i>	· Options for Facebook and Twitter were provided in a Likert-like scale question

Table 2 – Identified new issues from the Interviews

5.1.9 Summation

The explanatory nature of the qualitative research stage provided rich descriptive information on hospitality organisations' planning practices for the RWC 2011. It helped to achieve provision and enhancement of the general understanding of the research context. Overall, most of the interview participants expected short-term financial benefits, an increase in revenue from the RWC 2011. However, some of the respondents anticipated getting some benefits after the RWC 2011. With regarding to the pricing decisions, there was a notable difference between the food and beverage and accommodation sectors. In the food and beverage sector, only one respondent planned to increase the prices for the RWC 2011. On the other hand, every interviewee in the accommodation sector had already increased or planned to raise their room rates. Therefore, in the quantitative research stage, the results will be compared between the two sectors to identify difference.

In the product mix, there was no noticeable response; only one interviewee was concerned about menu development. Some respondents planned to use some visible materials as the part of presentation mix. It is confirmed that, as a mega-event, RWC 2011 had the potential to generate additional employment creations, but it would be temporary only. The interviewees who intended to recruit extra employees posited that they needed the additional staff members only during the RWC 2011. No particular responses were identified with regard to training programmes. Advertising activities through website were the most popular technique. Some interviewees considered SNS as an additional communication channel of advertising. The qualitative research investigated the potential impacts of the Fanzone, Fan Trail and traffic management plan in the interview participants' planning and their businesses. Traffic management and Fanzone were expected to provide an unfavourable environment for the food and beverage organisations. The Fan Trail was expected to create a positive impact. As described in the previous section, the qualitative research found several new issues, which were used in the design of the questionnaire.

5.2 Quantitative Data Analysis

This section presents and describes the collected quantitative research data and significant statistical results. In general, the findings will be presented and illustrated using descriptive statistics, which includes frequencies, percentages and a measure of central tendency (median). The results of the Likert-like scale questions were drawn from the Mann-Whitney U test to compare the statistical difference between the two groups, food and beverage sector, and accommodation sector. This test compares the median values of the two groups to identify statistical differences. The Mann-Whitney U test results that were statistically significant are discussed in this chapter. In the Mann-Whitney U test results, the P-value is the probability value, ranging from zero to one, which indicates how much evidence there is in the statistical study (Newbold, Carlson, & Thorne, 2007). P-values of less than 0.01 were considered as statistically significant in this study. The lower P-value indicates that there is more statistical significance (S. Taylor, 2007). The quantitative research findings and the hospitality organisations' planning practices will be discussed and merged with the Literature Review and Background chapter.

5.2.1 General Information of the Participants

The sample population consisted of food and beverage and accommodation organisations in Eden Park, Auckland's CBD, and their nearby areas. A total number of 219 questionnaires were posted to the target population from June to July, 2011. By the end of the postal questionnaire survey collecting phase, a total of 79 questionnaires were returned. Of those 79 completed questionnaires, seven questionnaires were unusable due to the large quantity of missing data. These seven questionnaires were eliminated for further data analysis, because the missing data could possibly cause bias and errors in the results. In total, 72 out of 219 questionnaires qualified for data analysis, hence the response rate for this survey was 33%. The response rate is especially important in the quantitative research, because a higher response rate helps to ensure that the results are more representative of the entire survey population. The response rate for a postal questionnaire can often be only between 5 and 10% (Alreck & Settle, 2004) and "rates between 15 and 30% are common" (Burns & Burns,

2008, p. 491). The response rate of 33% can be considered as an acceptable rate for a postal questionnaire survey.

Figure 6 represents the frequencies and percentages of the demographic profiles of the survey participants. As shown, 39 food and beverage, and 33 accommodation organisations participated in this survey. Of those 39 food and beverage organisations, 15 restaurants, 10 cafes and 11 bars participated in this survey, while three participants did not specify the category of the business. Within the total number of 33 participants in the accommodation sector, there were 10 motels, nine lodges, five serviced apartments, three bed and breakfast operations (B&Bs), and six anonymous participants.

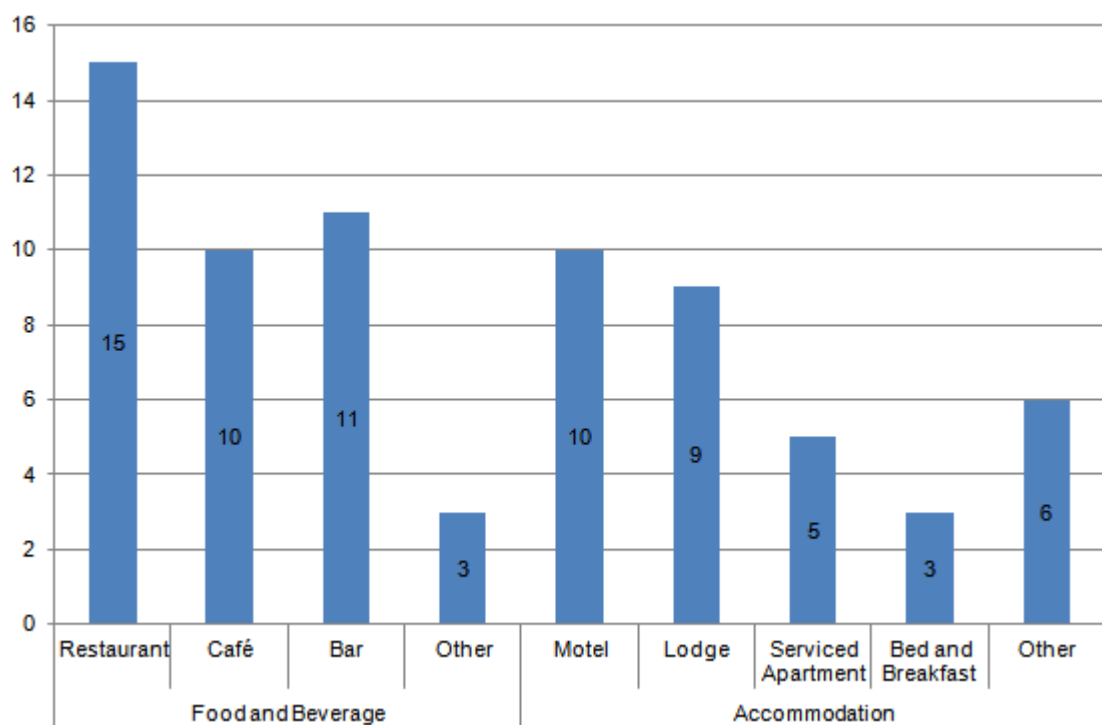


Figure 6 – The demographic profile of the survey participants

The interview participants were asked to specify their positions in their organisations. As seen in Figure 7, most of the participants were owners (49 or 68%), followed by managers (22 or 31%) and other (1 or 1%). The category of 'other' may explain either that the participant was in another position or did not want to specify the position. The results show that 25 owners and 14 managers participated in the survey within the food and beverage segment. On the other

hand, the participants in the accommodation sector consist of 24 owners, eight managers and one other.

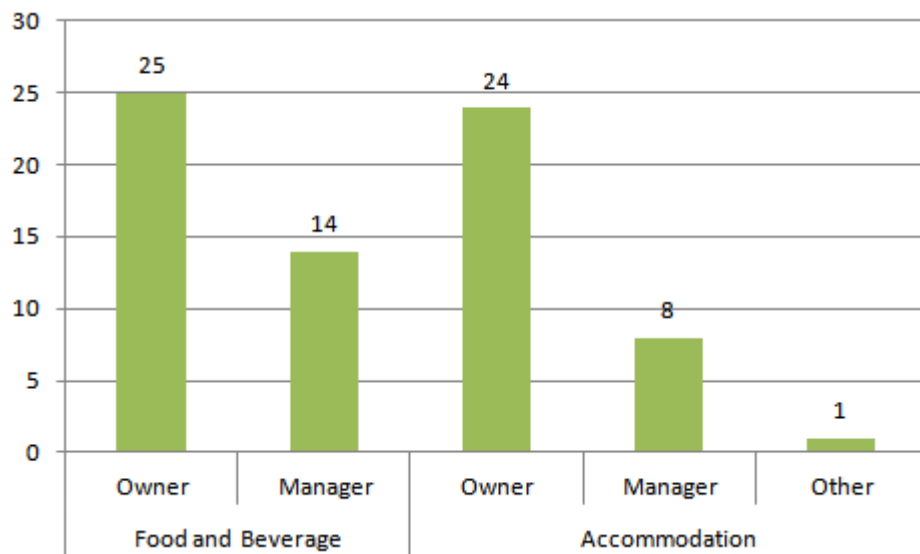


Figure 7 - Positions of the survey participants

5.2.2 General Expectations of the RWC 2011

This section illustrates the findings of the participants' responses to the general expectations during and after the RWC 2011. The respondents were asked to show their level of agreement to eight statements with Likert-like scales. Table 3 shows the frequencies and percentages of the participants' responses to the eight statements. In general, most of the responses fell into strongly agree and agree for the expectations during the RWC 2011. The responses for the expectations after the RWC 2011 were mostly distributed in agree and neutral. Most of the responses were distributed in agree and neutral for the last two statements.

Statement	Type of Business	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Increases international guests during the event	F & B	31 (79.5%)	7 (17.9%)	1 (2.6%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	25 (75.8%)	8 (24.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	33
	Total	56 (77.8%)	15 (20.8%)	1 (1.4%)	0 (0.0%)	0 (0.0%)	72
Increases revenue during the event	F & B	24 (61.5%)	13 (33.3%)	2 (5.1%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	20 (60.6%)	12 (36.4%)	1 (3.0%)	0 (0.0%)	0 (0.0%)	33
	Total	44 (61.1%)	24 (34.7%)	3 (4.2%)	0 (0.0%)	0 (0.0%)	72
Increases domestic guests during the event	F & B	18 (46.2%)	18 (46.2%)	3 (7.7%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	7 (21.2%)	19 (57.6%)	7 (21.2%)	0 (0.0%)	0 (0.0%)	33
	Total	25 (34.7%)	37 (51.4%)	10 (13.9%)	0 (0.0%)	0 (0.0%)	72
Increases international guests after the event	F & B	1 (2.6%)	14 (35.9%)	22 (56.4%)	2 (5.1%)	0 (0.0%)	39
	Accommodation	1 (3.0%)	14 (42.4%)	15 (45.5%)	3 (9.1%)	0 (0.0%)	33
	Total	2 (2.8%)	28 (38.9%)	37 (51.4%)	5 (7.0%)	0 (0.0%)	72
Increases domestic guests after the event	F & B	1 (2.6%)	12 (30.8%)	24 (61.5%)	2 (5.1%)	0 (0.0%)	39
	Accommodation	1 (3.0%)	8 (24.2%)	20 (60.6%)	4 (12.1%)	0 (0.0%)	33
	Total	2 (2.8%)	20 (27.8%)	44 (61.1%)	6 (8.0%)	0 (0.0%)	72
Increases revenue after the event	F & B	2 (5.1%)	9 (23.1%)	26 (66.7%)	2 (5.1%)	0 (0.0%)	39
	Accommodation	0 (0.0%)	11 (33.3%)	17 (51.5%)	5 (15.2%)	0 (0.0%)	33
	Total	2 (2.8%)	20 (27.8%)	43 (59.7%)	7 (10.0%)	0 (0.0%)	72
Increases business reputation and/or awareness after the event	F & B	9 (23.1%)	9 (23.1%)	21 (53.8%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	2 (6.1%)	10 (30.3%)	20 (60.6%)	1 (3.0%)	0 (0.0%)	33
	Total	11 (15.3%)	19 (26.4%)	41 (56.9%)	1 (1.0%)	0 (0.0%)	72
Increases negative influence on your regular customers due to overcrowding and over-demanding	F & B	0 (0.0%)	4 (10.3%)	28 (71.8%)	6 (15.4%)	1 (2.6%)	39
	Accommodation	0 (0.0%)	5 (15.2%)	22 (84.8%)	4 (12.1%)	2 (6.1%)	33
	Total	0 (0.0%)	9 (12.5%)	50 (69.4%)	10 (13.9%)	3 (4.2%)	72

Table 3 - Frequencies and percentages of the participants' expectations during and after the RWC 2011

In general, most of the respondents expected increases in the number of both international and domestic guests; hence the revenue would improve during the RWC 2011. For the first two statements, the responses are extremely distributed to the left side. Most of the survey participants expected that the number of international customers and revenue would increase during the RWC 2011. In detail, the results indicate that almost every participant ($n=71/72$ or 98.6%) strongly agreed / agreed that the number of international guests would increase during the RWC 2011. Only one participant (1.4%) was neutral on the statement of “increases international guests during the event”. As shown in Table 3, most of the survey participants ($n=69/72$ or 95.8%) also strongly agreed / agreed that the revenue would be improved during the RWC 2011. There are only a few respondents ($n=3/72$ or 4.2%) who were not sure about whether the revenue would be raised during the event.

With respect to the participants' expectations on the number of domestic guests during the RWC 2011, most of the responses are distributed to the left side; however there are relatively more respondents who expressed uncertainty about the increases in the domestic customers during the event. As can be seen in Table 3, most of the respondents ($n=62/72$ or 86.1%) also strongly agreed / agreed. The results indicate that a small number of respondents ($n=10/72$ or 13.9%) did not have any idea whether the number of domestic guests would be improved during the RWC 2011.

As previously discussed, a mega-event can attract a significant number of visitors and stimulate their spending. It is confirmed that the hospitality organisations generally expected increases in number of both international and domestic guests; subsequently the revenues would improve during the RWC 2011. The RWC 2011 was held between September 9th and October 23rd 2011, which is traditionally an off-peak tourism period of NZ. The RWC 2011 was expected to attract additional international and domestic guests and generate extra sales for hospitality organisations during the RWC 2011.

A mega-event can create long-term tourism opportunities and benefits to host destinations through extensive global media exposures (Bowdin, 2006; Getz, 2005; Lee & Taylor, 2005; Murphy & Carmichael, 1991; Raj et al., 2009). It may provide further opportunity in the increases number of international visitors to NZ after the RWC 2011, which may lead to the further financial growth of the hospitality organisations. With regard to the four statements that show the survey participants' expectations after the RWC 2011, even though some respondents who agreed there will be benefits after the RWC 2011, there was a significant increase in the number of respondents who stated that they were unsure about the benefits after the event.

As can be seen Table 3, none of the participants strongly disagreed / disagreed with the first three statements. A very small number of respondents were neutral on the first three statements. Within the responses after the RWC 2011, the level of uncertainty increased, which means that more respondents were not sure whether the benefits would still exist after the event.

Table 3 shows detailed responses about the participants' expectations after the RWC 2011. Less than half the respondents (n=30/72 41.7%) strongly agreed / agreed with the statement "increases international guests after the event". Half of the respondents (n=37/72 or 51.4%) responded that they did not know whether there would be increases in the number of international guests after the RWC 2011 and a small number of respondents (n=5 /72 or 7.0%) disagreed. It is shown in the table that one third of the respondents (n=22/72 or 30.6%) expected that the number of domestic guests would improve after the RWC 2011. However, there were more than half of the respondents (n=44/72 or 61.1%) who neither agreed nor disagreed, while five respondents disagreed. For the level of revenue after the RWC 2011, one third of the respondents (n=22 out of 72 or 30.6%) strongly agreed / agreed that the revenue would be improved. There were 59.7% of the respondents who did not know whether the revenue would be increased after the tournament. A small number of respondents (10.0%) disagreed and did not expect increases in the revenue after the RWC 2011.

As shown in Table 3, 41.7% of the respondents expected a long-term benefit from the RWC 2011 as they strongly agreed / agreed that the RWC 2011 would enhance the business reputation and / or awareness, whereas 56.9% respondents neither agreed nor disagreed. The results indicate that very small number (1.4%) of the respondent disagreed. Moreover, the participants were asked to indicate their level of agreement with the potential negative impacts. There were 69.4% of the respondents who neither agreed nor disagreed with the statement. Table 3 shows that 18.1 % of the respondents strongly disagreed / agreed that there would be no negative influence due to overcrowding and over-demanding. Only 12.5% of the respondent agreed that there would be negative influence on their regular guests due to overcrowding and over-demanding.

Median scores of the food and beverage and accommodation sectors were calculated by SPSS to identify the statistical differences within the two groups regarding to the general expectations of the RWC 2011. As can be seen from Table 4, the differences of median scores between the two groups are minimal. The Mann-Whitney U Test was conducted to examine whether the medians of the two groups of data had any statistical differences from one another. This test compares the median scores of food and beverage versus accommodation with regard to the eight Likert-scale questions. In Table 5, the last row, asymptotic significance (2-tailed) indicates P-values. From this data, it can be concluded that there are no significant difference between the food and beverage and accommodation sectors with regarding to the eight statements. In this study, the level of significance is set to be lower than 0.01; therefore, there is inadequate evidence to conclude that there are statistical differences in the median values of the two groups.

		Increases international guests during the event	Increases domestic guests during the event	Increases revenue during the event	Increases international guests after the event	Increases domestic guests after the event	Increases revenue after the event	Increases business reputation and/or awareness after the event	Increases negative influence on your regular customers due to overcrowding and over-demanding
Food and Beverage	Median N	1.2105 39	1.5833 39	1.4054 39	2.6389 39	2.6944 39	2.7429 39	2.4000 39	3.0882 39
Accommodation	Median N	1.2424 33	1.9615 33	1.4063 33	2.5862 33	2.8519 33	2.7586 33	2.6333 33	3.0385 33
Total	Median N	1.2254 72	1.7419 72	1.4058 72	2.6154 72	2.7619 72	2.7500 72	2.5167 72	3.0667 72

Table 4 - A table of medians for the participants' responses on the general expectations for the RWC 2011

	Increases international guests during the event	Increases domestic guests during the event	Increases international guests after the event	Increases domestic guests after the event	Increases revenue during the event	Increases revenue after the event	Increases business reputation and/or awareness after the event	Increases negative influence on your regular customers due to overcrowding and over-demanding
Asymp. Sig. (2-tailed)	.754	.028	.734	.313	.995	.876	.165	.776

Table 5 - Results of the Mann-Whitney U test for the participants' general expectations for the RWC 2011

5.2.3 Pricing Decisions

This sub-section highlights the findings of the survey participants' pricing decisions for the RWC 2011. As shown in Table 6, the participants were asked to show how important each factor is to them when they plan on pricing decisions for the RWC 2011. The findings show there are differences in the responses between the food and beverage and accommodation sector.

For the statement "Making plans regarding prices for your products", in the food and beverage sector, the responses are almost evenly distributed in the middle: Important (n=14/39 or 35.9%), Neutral (n=11/39 or 28.2%) and Unimportant (n=12/39 or 30.8%). On the other hand, in the accommodation sector, the distribution of responses is more on the "Important" side. As shown in Table 6, most of the respondents (n=32/33 or 97.0%) tended to make changes for their prices for the RWC 2011.

With respect to the statement, "Making pricing decisions based on your competitors or industry trends", in the food and beverage sector, the distribution pattern of the responses was very similar with the first statement. The responses are distributed in the middle: Important (n=13/39 or 33.3%), Neutral (n=11/39 or 28.2%) and Unimportant (n=12/39 or 30.8%). It appears that the respondents in the accommodation sector are more sensitive to the competitors' room rates or industry trends. In the accommodation sector, most of the respondents (n=31/33 or 93.9%) considered the competitors pricing strategies or industry trend as important factors in their pricing decisions. In the accommodation sector, there are more respondents (n=28/33 or 84.9%) who believed increasing prices are extremely important / important to maximise whereas in the food and beverage sector, the minority of the respondents (n=7/39 or 18.0%) stated that it is extremely important / important.

Statement	Type of Business	Extremely Important	Important	Neutral	Unimportant	Extremely Unimportant	Total
Making plans regarding prices for your products	F&B	2 (5.1%)	14 (35.9%)	11 (28.2%)	12 (30.8%)	0 (0.0%)	39
	Accommodation	9 (27.3%)	23 (69.7%)	1 (3.0%)	0 (0.0%)	0 (0.0%)	33
	Total	11 (15.3%)	37 (51.4%)	12 (16.7%)	12 (16.7%)	0 (0.0%)	72
Making pricing decisions based on your competitors or industry trends	F&B	3 (7.7%)	13 (33.3%)	11 (28.2%)	12 (30.8%)	0 (0.0%)	39
	Accommodation	3 (9.1%)	28 (84.8%)	2 (6.1%)	0 (0.0%)	0 (0.0%)	33
	Total	6 (8.3%)	41 (56.9%)	13 (18.1%)	12 (16.7%)	0 (0.0%)	72
Increasing prices to maximise profit	F&B	1 (2.6%)	6 (15.4%)	14 (35.9%)	13 (33.3%)	5 (12.8%)	39
	Accommodation	5 (15.2%)	23 (69.7%)	3 (9.1%)	1 (3.0%)	1 (3.0%)	33
	Total	6 (8.3%)	29 (40.3%)	17 (23.6%)	14 (19.4%)	6 (8.3%)	72

Table 6 - Frequencies and percentages for the participants' responses on the pricing decisions for the RWC 2011

Overall, 66.7% of the respondents (n=48/72) stated that pricing decision for their products are extremely important / important for the RWC 2011. The pricing decisions were seen as unimportant by 16.7% of the respondents (n=12/72). The same proportion of the respondents was unsure whether the pricing decisions are an important element in their planning or not.

The results indicate that 65.2% of the respondents (n=47/72) believed that the competitors' price charging strategies or industry trends can be extremely important / important factors in their pricing decisions. Table 6 also shows that 18.1% of the respondents (n=13/72) did not know whether these factors are significant in their pricing decisions or not. It was further identified that there are 16.7% of the respondents (n=12/72) who did not considered competitors or industry trends in their pricing decisions.

Nearly half of the respondents (n=35/72 or 48.6%) believed that the increasing prices are extremely important / important to maximise their profits. On the other hand, 27.7% of the respondents (n=20/72) stated that increasing prices to maximise profit is extremely unimportant / unimportant in their pricing decisions. There were 23.6% of the respondents (n=17/72) who had no idea of whether increase prices to maximise the profits is important or unimportant.

As shown in Table 7, the results of the Mann-Whitney U Test indicate that there are statistical significances in the median scores of the two groups of data with regarding to the three statements. The level of significance is lower than 0.01. The all three P-values are 0.000. It can be concluded that there are significant difference between the food and beverage and accommodation sectors.

	Making plans regarding prices for your products	Making pricing decisions based on your competitors or industry trends	Increasing prices to maximise profit
Asymp. Sig. (2-tailed)	.000	.000	.000

Table 7 - Results of the Mann-Whitney U test for pricing decisions

Table 8 clearly shows that the food and beverage sector has higher median scores than the accommodation sector. It appears that the respondents of the accommodation sector have more tendencies to consider the three aspects are important in their pricing decisions. It can be assumed that the interviewees in the accommodation sector are more sensitive to pricing decisions than the respondents in food and beverage.

		Making plans regarding prices for your products	Making pricing decisions based on your competitors or industry trends	Increasing prices to maximise profit
Food and Beverage	Median	2.8400	2.8333	3.4074
	N	39	39	39
Accommodation	Median	1.7500	1.9677	2.0000
	N	33	33	33
Total	Median	2.2653	2.3519	2.6739
	N	72	72	72

Table 8 – A table for medians for the participants' pricing decisions

In addition to the Likert-like scales questions, three Yes-No questions and one multi-choice question were also provided to specify the participants' pricing decisions for the RWC 2011. As can be seen from Table 9, 58.3% of the respondents (n=42/72) intended to raise prices of their products and/or services for the RWC 2011, while 41.7% of the respondents (n=30/72) did not consider to increase prices. As discussed in the Literature and Background Chapter, the price inflation may negatively influence both the RWC-related and non-RWC-related visitors, and local customers' perception toward hospitality organisations and their purchasing behaviours or reactions and their level of expenditure.

The remarkable aspect is that almost every respondent (n=32/33, or 97.0%) in the accommodation sector planned to increase their room rates. However, only a quarter of the respondents (n=10/39 or 25.6%) in the food and beverage section stated that they would increase prices for the RWC 2011.

	Do you intend to increase price of your products and/or services?		
	Yes	No	Total
Food and Beverage	10 (25.6%)	29 (74.4%)	39
Accommodation	32 (97.0%)	1 (3.0%)	33
Total	42 (58.3%)	30 (41.7%)	72

Table 9 – Frequencies and percentages breakdown of pricing decisions during the RWC 2011

The 42 respondents who said they planned to increase prices for the RWC 2011 also answered three additional questions. Table 10 shows the results for the first question, which asked the respondents about the percentage they anticipated increasing their prices for the RWC 2011. In the food and beverage sector, the respondents intended to increase their prices by relatively smaller rates. There are six respondents who answered that the prices would be increased less than 10%. It was further identified that there were four respondents who intended to increase their prices between 10% and 20%. The respondents in the food and beverage sector tended to increase their prices by small amounts for the RWC 2011.

In the accommodation sector, the responses are widely dispersed. There were 15 respondents (35.6%) who intended to increase their room rates by between 40% and 50%. In particular, seven respondents (16.7%) planned to increase the room rates by more than 50%. Within the seven respondents who decided to increase their room rates over 50%, five respondents answered that they would increase their room rates by 100%. One participant planned to raise the room rate by 90 – 120%. One respondent was likely to increase the room rate by 150%.

	What percentage are you likely to increase?						Total
	< 10%	10-20%	20-30%	30-40%	40-50%	Other	
Food and Beverage	6 (60.0%)	4 (40.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	10
Accommodation	0 (0.0%)	1 (3.1%)	4 (12.5%)	5 (15.6%)	15 (46.9%)	7 (21.9%)	32
Total	6 (14.3%)	5 (11.9%)	4 (9.5%)	5 (11.9%)	15 (35.6%)	7 (16.7%)	42

Table 10 - Frequencies and percentages breakdown of the percentages level of increase of the prices

The distribution patterns of responses are similar in the two groups. Most of the respondents in the two groups considered that there would be no negative impact on their local and / or regular guests due to the increased prices. Pricing decision play a key role in presenting and creating the image of hospitality organisations as price is a determinant of the consumer's perception of value for the products and services they purchase (G. W. Marshall & Johnston, 2010; Moore & Pareek, 2006). As shown in Table 11, only 21.4% of the respondents (n=9/42) perceived the potential negative impacts of the increased prices on their local and/or regular customers. However, a significant number of respondents (n=33/42 or 78.6%) believed that the increased prices would not negatively influence the local and / or regular guests.

Within the ten respondents in the food and beverage sector who intended to increase prices, seven respondents stated that there would be no negative impact of the increased prices on local and/or regular customers. In accommodation, most of the respondents (n=26/32 or 81.2%) did not think the increase in room rates would negatively impact local and/or guests. In a broad sense, the average prices of products and services in the food and beverage organisations are relatively lower than the accommodation. Even some of the respondents who increased their prices by 20%, may not significantly influence local and/or regular customers' perceptions on the food and beverage organisations or their purchasing behaviours. On the other hand, in the accommodation sector, most of the guests will be RWC-related visitors during the RWC 2011. In this case, the respondents in the accommodation sector may think the increased room rates would not negatively influence local and/or regular guests.

	Do you think the increased price will negatively influence your local and/or regular guests?		
	Yes	No	Total
Food and Beverage	3 (30.0%)	7 (70.0%)	10
Accommodation	6 (18.8%)	26 (81.2%)	32
Total	9 (21.4%)	33 (78.6%)	42

Table 11 - Frequencies and percentages breakdown of the potential negative influences

Table 12 illustrates the respondents' price decisions after the RWC 2011. The results revealed that most of the respondents (n=36/ 42 or 85.7%) would not maintain the price levels after the RWC 2011. As shown in Table 12, six respondents (60%) in the food and beverage intended to maintain the increased price after the RWC 2011. Specifically, every respondent (n=32/32 or 100%) in the accommodation segment stated that they would not keep the increased room rates after the RWC 2011. It can be assumed that the RWC 2011 was the significant determinant in pricing decisions for the respondents from the accommodation sector.

	Do you intend to maintain the increased price after the event?		
	Yes	No	Total
Food and Beverage	6 (60.0%)	4 (40.0%)	10
Accommodation	0 (0.0%)	32 (100%)	32
Total	6 (14.3%)	36 (85.7%)	42

Table 12 - Frequencies and percentages breakdown of pricing decisions after the RWC 2011

An open-ended question was additionally asked to identify further issues that may associate with the survey participants' pricing decisions. The response rate for the open-ended question is very low. Of those 42 respondents who intended to increase prices for RWC 201, only three participants answered the question. It can be assumed that most of the respondents did not have any issues or challenges in their pricing decisions or they may view pricing to not be very significant in their planning practices.

Two respondents within the food and beverage sector identified that the price was not affected by the RWC 2011 but could influenced by other factors:

Raised price not because of the RWC 2011. Driven by commodity prices (Café owner).

General inflation. Prices would have increased anyway (Restaurant owner).

This is because food and beverage organisations usually use a cost-based pricing technique (Powers & Barrows, 2006). The costs of production are an important factor in the pricing method of food and beverage organisations, because some of the respondents (n=4/10) in the food and beverage sector are not going to lower the prices after the RWC 2011. However, there are still a number of respondents (n=6/10) who planned to increase prices only during the RWC 2011 to maximise their profits. In the accommodation sector, one interviewee had difficulties about pricing decisions due to the lack of experience and knowledge about a major event like the RWC 2011:

Lack of experience – The big event like World Cup will be first experience for us (Motel owner).

In general, there are a number of determinants in pricing decisions. For example, costs of production, inflation, industry trend, competition, market demand volume and pattern, organisational image and positioning and so on (Bowie & Buttle, 2011; Lazer & Layton, 1999). In accommodation, demand and seasonality are important determinates in pricing decisions (Bowie & Buttle, 2011). During the RWC 2011, it is obvious there would be significant increases in the demand for accommodation. Consequently, the high demand allows the accommodation organisations to charge higher room rates to maximise revenues during the RWC 2011. However, in food and beverage organisations, demand and seasonality are not the major factors that influence the pricing decisions. Food and beverage organisations have relatively less flexibility to increase prices to maximise revenues in a situation like the RWC 2011.

The price mix can be one of the significant elements in the hospitality planning, because it directly influences organisational image, profitability and customer expectation, impression and perception (G. W. Marshall & Johnston, 2010; Moore & Pareek, 2006). In the accommodation sector, almost every respondent intended to increase their room rates only during the RWC 2011 to maximise their profits. However, it seems the RWC 2011 was not the major determinant in pricing decision for the food and beverage sector as there was very small number of respondents who planned to increase their prices. In the food and beverage sector, two respondents specifically noted that inflation and cost of production were the determinants for the raised prices. The results evidently

revealed that there is a difference in pricing strategies between the food and beverage and accommodation sectors.

Most food and beverage operations provide products and services for both tourists and local residents. On the other hand, accommodation organisations are primarily associated with meeting tourists' demands. In the accommodation sector, the prices reflect market changes, which meant the organisations usually adjust prices to reflect changing demand. At peak tourism seasons, there is a higher demand for accommodation in the market than the supply, therefore, accommodation organisations can increase their room rates to maximise revenues (Baum & Mudambi, 1999). So accommodation organisations usually conduct yield management to optimise their revenues. The prices are much more flexible in the accommodation sector and there is usually a high demand for accommodations in peak periods. Hence the accommodation operators increased their room rates to maximise profits during the RWC 2011.

5.2.4 The Product and Presentation Mix

This sub-section contains the findings of the participants' planning regarding product development and improvement as well as the use of the presentation mix for the RWC 2011.

As shown in Table 13, the response patterns in the food and beverage and the accommodation sectors are similar. Most of the responses fell into "Neutral" category. For the first statement, "Differentiating your products from competitors, so they stand out more", there were 62.5% of the respondents (n=45/72) who were unsure whether the differentiation is important or unimportant. As can be seen from Table 13, 26.4% of the respondents (n=19/72) considered that the differentiation of their products from competitors was extremely important / important. Only a small number of respondents (n=8/72 or 11.1%) believed that the differentiation of their products is extremely unimportant / unimportant for the RWC 2011.

As the results shown in Table 13, 22.2% (n=16/72) of the respondents stated that increasing the range of products was extremely important / important. There were, however, 16.7% of the respondents (n=12/72) who considered the increasing range of products was extremely unimportant / unimportant. There are 61.1% of the respondents (n=44/72) who were not sure whether the increasing the range of the product line was important or unimportant.

An open-ended question was asked of the participants to specify their decision on the product mix. Even though some participants were concerned at whether the product development or improvement was important for the RWC 2011, only three respondents answered the question. The respondents may not actually have had any specific plans for product development then, they had paid less attention to the product mix or they may have felt discomfort at providing their plans for the product development or improvement.

It appears that two respondents were concerned with service as a part of product development or improvement. A bar owner mentioned *“Service and entertainment”* and a serviced apartment manager stated that *“Customise the customers’ service and improve service and employee performance”*. These two respondents perceived that the high quality of service could add value to their products (Brymer, 2001; Dittmer, 2001; P. Jones, 2002; Powers & Barrows, 2006). On the other hand, a restaurant owner did not have a specific plan on product development for the RWC 2011: *“Stay as we are as our product is already at a premium standard”*. this means that the restaurant’s products were already high quality, so the respondent did not need any product development or improvement for the RWC 2011.

Table 14 illustrates the percentages and frequencies of the participants’ planning for the use of visible / physical elements for the RWC 2011. In the food and beverage sector, 35.9% of the respondents (n=14/39) were concerned about interior decoration. The furniture and fixtures were considered as the most important concern by 23.1% of the respondents (n=9/39). Only a small number of respondents (n=2/39 or 5.1%) were concerned by the building’s exterior. No participants considered equipment and refurbishment as the part of the presentation mix.

Statement	Type of Business	Extremely Important	Important	Neutral	Unimportant	Extremely Unimportant	Total
Differentiating your products from competitors so they stand out more	F & B	3 (7.7%)	7 (17.9%)	24 (61.5%)	4 (13.0%)	1 (2.6%)	39
	Accommodation	2 (6.1%)	7 (21.2%)	21 (63.6%)	3 (9.1%)	0 (0.0%)	33
	Total	5 (6.9%)	14 (19.4%)	45 (62.5%)	7 (9.7%)	1 (1.4%)	72
Increasing the range of the products you provide	F & B	2 (5.1%)	5 (12.8%)	23 (59.0%)	7 (17.9%)	2 (5.1%)	39
	Accommodation	1 (3.0%)	8 (24.2%)	21 (63.6%)	3 (9.1%)	0 (0.0%)	33
	Total	3 (4.2%)	13 (18.1%)	44 (61.1%)	10 (13.9%)	2 (2.8%)	72

Table 13 - Frequencies and percentages for the participants' planning on products for the RWC 2011

Question	Type of Business	Building exterior	Interior decoration	Furniture and Fixtures	Equipment	Refurbishment	Multiple answer	Total
In planning for the RWC 2011, which visible/physical elements are of most concern?	F & B	2 (5.1%)	14 (35.9%)	9 (23.1%)	0 (0.0%)	0 (0.0%)	14 (35.9%)	39
	Accommodation	2 (6.1%)	15 (45.5%)	10 (30.3%)	0 (0.0%)	2 (6.1%)	4 (12.1%)	33
	Total	4 (5.6%)	29 (40.3%)	19 (26.4%)	0 (0.0%)	2 (2.8%)	18 (25.0%)	72

Table 14 - Frequencies and percentages for the participants' use of the physical elements for the RWC 2011

For accommodation, 45.5% of the respondents (n=15/33) answered that interior decoration was their greatest concern within the physical / visible elements. One third of the respondents (n=10/33 or 30.3%) selected furniture and fixtures as the most considerable element in their planning for the RWC 2011. Refurbishment was chosen by only a small proportion of the respondents (n=2/33 or 6.1%). Furthermore, 6.1% of the respondents (n=2/33) were concerned about their building's exterior in their planning for the RWC 2011.

As discussed, the presentation mix can create an ambience or atmosphere of an organisation (Abbey, 2003). Overall, interior decoration was the most popular element in the presentation mix as it could be a relatively cheaper and easier way to create a special ambience or atmosphere of the RWC 2011. There were a number of respondents (n=18/72, 25%) who intended to use more than two physical elements. In the food and beverage sector, over one third of the respondents (n=14/39 or 35.9%) answered that they considered using more than two physical / visible elements for the RWC 2011. On the other hand, a small number of respondents (n=4/33 or 12.1%) chose more than two elements within the accommodation sectors.

Table 15 shows the median scores between the two groups. The median scores are very close to three, which means that, on average, the respondents tended to express uncertainty about the product mix as part of their planning.

		Differentiating your products from competitors so they stand out more	Increasing the range of the products you provide
Food and Beverage	Median	2.8387	3.0667
	N	39	39
Accommodation	Median	2.7857	2.7931
	N	33	33
Total	Median	2.8136	2.9298
	N	72	72

Table 15 - A table for medians for the participants' planning on products

As shown in Table 16, the Mann-Whiney U test was conducted to investigate the difference in more detail. The results of the Mann-Whitney U-Test found that there are no significant differences between the two groups, because the P-values are greater than 0.01. There is no statistical evidence to conclude that there are differences in the median scores between the food and beverage and accommodation sectors.

	Differentiating your products from competitors so they stand out more	Increasing the range of the products you provide
Asymp. Sig. (2-tailed)	.744	.129

Table 16 - Results of the Mann-Whitney U test

5.2.5 Human Resources Management

This section explains and discusses the findings of the survey participants' human resources management practices, especially recruitment, training and rewards for the RWC 2011. There is some missing data as one participant in the accommodation sector did not complete the six Likert-like scales questions.

As shown in Table 17, the results indicate that the RWC 2011 had potential to create employment opportunities, as a significant number of respondents (n=60/72 or 83.3%) strongly agreed / agreed that one or more additional employees would be required for the RWC 2011. On the other hand, only a small number of respondents (n=3/72 or 4.2%) strongly disagreed / disagreed, which states that they did not need any extra staff for the RWC 2011. There were 11.1% of the respondents (n=8/72) who neither agreed nor disagreed. The results show that most of the respondents (n=58/72 or 80.6%) strongly disagreed / disagreed with the statement, "my intention is not to hire additional staff, so I will request my current staff to work extra hours". The findings also illustrate that there were 11.1% of respondents (n=8/72) who strongly agreed / agreed that they would not recruit extra employees but ask their current staff to work more hours. Five respondents (6.9%) were not sure whether they would ask their existing employees to work extra hours during the RWC 2011.

Statement	Type of Business	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Missing Data	Total
Additional employee/s will be required	F & B	21 (53.8%)	13 (33.3%)	3 (7.7%)	2 (6.1%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	12 (36.4%)	14 (42.4%)	5 (15.2%)	0 (0.0%)	1 (3.0%)	1 (3.0%)	33
	Total	33 (45.8%)	27 (37.5%)	8 (11.1%)	2 (2.8%)	1 (1.4%)	1 (1.4%)	72
My intention is not to hire additional staff, so I will request my current staff to work extra hours	F & B	3 (7.7%)	2 (6.1%)	2 (6.1%)	22 (56.4%)	10 (25.6%)	0 (0.0%)	39
	Accommodation	0 (0.0%)	4 (12.1%)	3 (9.1%)	17 (51.5%)	9 (27.3%)	1 (3.0%)	33
	Total	3 (4.2%)	5 (6.9%)	5 (6.9%)	39 (54.2%)	19 (26.4%)	1 (1.4%)	72
I do not need additional employee/s and I will not ask my current staff to work extra hours	F & B	1 (2.6%)	0 (0.0%)	1 (2.6%)	21 (53.8%)	16 (41.0%)	0 (0.0%)	39
	Accommodation	0 (0.0%)	1 (3.0%)	5 (15.2%)	19 (57.6%)	7 (21.2%)	1 (3.0%)	33
	Total	1 (1.4%)	1 (1.4%)	6 (8.3%)	40 (55.6%)	23 (31.9%)	1 (1.4%)	72
Recruiting additional employee/s will be easy	F & B	1 (2.6%)	2 (5.1%)	17 (43.6%)	17 (43.6%)	2 (5.1%)	0 (0.0%)	39
	Accommodation	0 (0.0%)	6 (18.2%)	21 (63.6%)	5 (15.2%)	0 (0.0%)	1 (3.0%)	33
	Total	1 (1.4%)	8 (11.1%)	38 (52.8%)	22 (30.6%)	2 (2.8%)	1 (1.4%)	72
A training programme is important for improving service quality, enhancing organisational image or reputation and satisfying guests' expectations.	F & B	4 (10.3%)	23 (60.0%)	11 (28.2%)	1 (2.6%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	3 (9.1%)	11 (33.3%)	17 (51.5%)	0 (0.0%)	1 (3.0%)	1 (3.0%)	33
	Total	7 (9.7%)	34 (47.2%)	28 (39.4%)	1 (1.4%)	1 (1.4%)	1 (1.4%)	72
Human resources management planning will be helpful to manage my employees during or after the event	F & B	3 (7.7%)	21 (53.8%)	13 (33.3%)	2 (5.1%)	0 (0.0%)	0 (0.0%)	39
	Accommodation	1 (3.0%)	13 (39.4%)	17 (51.5%)	1 (3.0%)	0 (0.0%)	1 (3.0%)	33
	Total	4 (5.6%)	34 (47.2%)	30 (41.7%)	3 (4.2%)	0 (0.0%)	1 (1.4%)	72

Table 17 - Frequencies and percentages for the participants' human resources management planning for the RWC 2011

A very small number of respondents (n=2/72 or 2.8%) strongly agreed / agreed with the statement, "I do not need additional employee/s and I will not ask my current staff to work extra hours". 8.3% of the respondents (n=6/72) neither agreed nor disagreed. However, a significant number of respondents strongly disagreed / disagreed (n=63/72 or 87.5%).

As discussed in the Background chapter, recruitment was identified as a challenge to the hospitality industry as it was expected that there would be competition between the organisations to obtain additional employees, especially those who have high quality of service skills and good attitudes. The results indicates that more than one-third of the respondents (n=24/72 or 33.4%) strongly disagreed / disagreed that recruiting additional employee/s would be difficult. There is a small number of respondents (n=9/72 or 12.5%) who strongly agreed / agreed that recruiting extra staff would be easy. There were more than half of the respondents (n=38/72 or 52.8%) who did not know whether the recruitment would be easy or difficult.

Since hospitality employees are directly involved in the process of service delivery, an effective workforce can increase the quality of service, which may further create or improve an organisational image and effectiveness, and customer satisfaction and impression (Boella & Goss-Turner, 2005; Eade, 2000; Go et al., 1996; Walker, 2009). Despite the fact that a training programme can help to develop or improve employees' expertises, knowledge, and attitudes that are required to perform their jobs (Lucas, 2003), there were not significant numbers of respondents who were concerned about training their employees for the RWC 2011.

More than half of the respondents (n=41/72 or 56.9%) strongly agreed / agreed with the statement "a training programme is important factor which improves service quality, enhancing organisational image or reputation and satisfying guests' satisfactions". The results show that only two respondents (2.8%) strongly disagreed/ disagreed, while 39.4% of the respondents (n=28/72) stated that they did not know whether a training programme is a significant factor for organisational success.

Moreover, half of the respondents (n=38/72 or 52.8%) strongly agreed / agreed that human resources management planning would be helpful in managing their employees during or after the RWC 2011. There were 41.7% of the respondents (n=30/72) who were neutral on the statement "Human resources management planning will be helpful to manage my employees during or after the event". Only 4.2% of the respondents (n=3/72) disagreed.

As Table 18 shows, the results of the Mann-Whitney U-Test indicate that there were no significant differences between the food and beverage and accommodation sectors with regard to the six Likert-scale questions. Table 19 represents the median scores of the two groups. The results show there are only small differences in the median scores among the food and beverage and accommodation sectors, however, the differences are not considerable.

	Additional employee/s will be required	Recruiting additional employee/s will be easy	My intention is not to hire additional staff, so I will request my current staff to work extra hours	I do not need additional employee/s and I will not ask my current staff to work extra hours	A training programme is important for improving service quality, enhancing organisational image or reputation and satisfying guests' satisfactions	Human resources management planning will be helpful to manage my employees during or after the event
Asymp. Sig. (2-tailed)	.193	.004	.818	.036	.067	.161

Table 18 - Results of the Mann-Whitney U test

		Additional employee/s will be required	Recruiting additional employee/s will be easy	My intention is not to hire additional staff, so I will request my current staff to work extra hours	I do not need additional employee/s and I will not ask my current staff to work extra hours	A training programme is important for improving service quality, enhancing organisational image or reputation and satisfying guests' satisfactions	Human resources management planning will be helpful to manage my employees during or after the event
Food and Beverage	Median	1.5294	3.4706	4.0938	4.3784	2.2353	2.3529
	N	39	39	39	39	39	39
Accommodation	Median	1.7692	2.9630	4.1154	4.0385	2.5357	2.5667
	N	32	32	32	32	32	32
Total	Median	1.6333	3.2500	4.1034	4.2381	2.3710	2.4531
	N	71	71	71	71	71	71

Table 19 - A table of medians for the participants' planning regarding human resources management

Four multi-choice questions and one open-ended question were asked to the participants. When a question was asked to the participants to express their intentions on recruitment, 1.4% of the respondents (n=1/72) planned to hire full-time staff, while 32 respondents (44.4%) stated that they would need part-time employee/s. As shown in Table 20, a small number of respondents (n=4/72 or 5.6%) intended to recruit casual staff and ten respondents (13.9%) did not have any recruitment plans for the RWC 2011. The results show that there were one third of respondents (n=23/72 or 31.9%) who planned to recruit a combination of full-time, part-time or casual employees. There are no significant differences in the responses between the two groups. In general, most of the respondents sought to recruit either part-time employees or a combination of full- and part-time and casual staff. As can be seen from Table 20, in the accommodation sector, there were more respondents who intended to hire part-time employees during the RWC 2011.

A mega-event can create additional employment opportunities within a host destination (Allen et al., 2002; Bowdin et al., 2001; Getz, 1997). The survey shows that the employment opportunities may not be continued after the RWC 2011. Of those 72 survey participants, 62 respondents answered the question. Table 21 illustrates that only three respondents (4.8%) stated that they would retain the additional employees, while more than half of the respondents (n=38 or 52.8%) did not have plans to retain the extra staff after the RWC 2011. On the other hand, 29.2% of the respondents anticipated retaining some of the additional employees after the RWC 2011. Generally, there are no major differences in the participants' responses between the food and beverage and accommodation sector. However, in the accommodation sector, there were no respondents who anticipated retaining all of the new employees after the RWC 2011. In the food and beverage sector, three respondents stated that they would retain the additional staff after the RWC 2011. There were a number of respondents in both sectors who will retain some of the new employees after the RWC 2011. However, it is uncertain whether they would actually retain those additional employees.

		If you intend to recruit additional employee/s, what will be the new employee/s status?				Total
		Full-time	Part-time	Casual	Don't intend to hire	
Type of Organisation	Food and Beverage	1 (2.6%)	14 (35.9%)	3 (7.7%)	5 (12.8%)	15 (38.5%)
	Accommodation	0 (0.0%)	18 (54.5%)	1 (3.0%)	5 (15.6%)	8 (24.2%)
Total		1 (1.4%)	32 (44.4%)	4 (5.6%)	10 (13.9%)	23 (31.9%)
						72

Table 20 - Frequencies and percentages breakdown of the participants' intentions on recruitment

		Do you think you will retain those additional staff after the RWC 2011?			Total
		Yes	No	Partly	
Type of Organisation	Food and Beverage	3 (8.8%)	23 (67.6%)	8 (23.5%)	34
	Accommodation	0 (0.0%)	15 (53.6%)	13 (46.4%)	28
Total		3 (4.8%)	38 (61.3%)	21 (33.9%)	62

Table 21 - Frequencies and percentages breakdown of the participants' planning on the staff retention

Of those 72 survey participants, 64 respondents answered a question with regard to the training programme. As Table 22 shown, the response patterns between the food and beverage and accommodation sectors were almost identical. Generally, most of the respondents intended to train only new staff members. Most of the participants planned to provide training programmes for new employees. There were 49 respondents (76.6%) who had plans to provide training programmes for the new employees only. On the other hand, 11 respondents (17.2%) reported that they would provide a training programme for both new and their current employees. However, four respondents did not have plans to provide a training programme.

A reward programme can be used to recompense and support employees' endeavours, performances and contributions to the organisations (Rudman, 2002). Since there is usually very high demand for hospitality products and services during a mega-event, the employees may need to put extra efforts or even work longer hours to serve a larger number of guests. In general, most of the responses are distributed in the categories of "Not likely at all" and "Don't know". Table 23 indicates that a very small numbers of respondents ($n=8/72$ or 11.1%) were concerned to compensate their employee/s efforts and performances. There are 31 respondents (43.1%) who stated that they were not sure whether they would use reward programmes. There are 8.3% of the respondents ($n=6/72$) who stated that they are not very likely to use any reward programme. The results show that there are 37.5% of the respondents ($n=27/72$) who did not have any reward plans for their employees.

One open-ended question was asked to specify the respondents' reward programmes. Only four respondents specified how they would reward their employees. The responses are: *"Commission paid add on sales and guest satisfaction"*; *"Free Australia holiday, supermarket coupon voucher, Westfield shopping and movie vouchers"*; *"Bonus – cash"*; *"Extra pay bonus"*. There are two types of reward, monetary and non-monetary (Collings & Wood, 2009). The respondents intended to provide only financial rewards for their staff members. In this case, since hospitality organisations tended to recruit some new employees only during the RWC 2011, intangible rewards such as job enlargement and enrichment or promotion might be inappropriate.

	Do you have a plan to provide a training programme for your employees?			Total
	Yes, but only for new employees	Yes, for both new and current employees	No	
Food and Beverage	27 (75.0%)	6 (16.7%)	3 (8.3%)	36
Accommodation	22 (78.6%)	5 (17.9%)	1 (3.6%)	28
Total	49 (76.6%)	11 (17.2%)	4 (6.25%)	64

Table 22 - Frequencies and percentages breakdown of the participants' planning on training

	Do you intend to use reward programme/s to compensate your employee/s' efforts and performance?					Total
	Very likely	Likely	Not very likely	Not likely at all	Don't know	
Food and Beverage	0 (0.0%)	5 (12.8%)	3 (7.7%)	15 (38.5%)	16 (41.0%)	39
Accommodation	1 (3.0%)	2 (6.1%)	3 (9.1%)	12 (36.4%)	15 (45.5%)	33
Total	1 (1.4%)	7 (9.7%)	6 (8.3%)	27 (37.5%)	31 (43.1%)	72

Table 23 - Frequencies and percentages breakdown of the participants' planning on rewarding

5.2.6 Sales promotion and Advertising

As a part of the promotion (communication) mix, advertising and sales promotional activities can provide information about the unique features and characteristics of hospitality products and services to the target market as well as increase demand and generate additional sales for a certain short period of time. This can be achieved by stimulating and encouraging the potential guests' purchasing behaviours (Fill, 2002; Gilliland, 2005; Kotler et al., 2003). Three questions were provided to the survey participants to answer for intended advertising and sales promotional activities for the RWC 2011 (See Appendix D for the questionnaire). The questions were designed to identify the use of different communication channels in advertising and promotional activities to reach the potential customers for the RWC 2011; to identify what hospitality organisations sought to achieve through using sales promotion activities; to identify popular sales promotional techniques that the participants anticipated employing for the RWC 2011.

Only a small number of respondents ($n=8/72$ or 11.1%) completed all of the questions with regard to the promotion and advertising. In this section, 88.9% of the data was missing because a very small portion of the interviewees answered the questions. Since there was too much data missing, it was unfeasible and impractical to analyse and discuss the respondents' responses. The results would not be reliable, valid and accurate as there was very small number of responses to analyse, hence the results would not be representative of the study population.

5.2.7 Potential Issues and Challenges in Planning

The survey participants were asked to identify and specify the information or advice that might be useful for their planning for the RWC 2011. The results show that there was no statistically significance between the food and beverage and accommodation sector. In general, the majority (88.9%) of the participants answered that they did not need any information or advice for their planning. The results show that only a small proportion (11.1%) of the participants sought to obtain some information or advice for their planning.

Of those eight respondents who required some information or advice, only two respondents in the food and beverage sector specified the resources that they wanted to get. A restaurant owner did not precisely describe the information that the respondent needed but the respondent sought to get, *“any helpful information for the RWC”*. Moreover, brief comments of the two café owners reflected that they needed visitor flow estimates. They stated, *“numbers predicted and from what countries”* and *“pre and post visitor numbers”* would be useful for their planning. The other five respondents did not provide details of the information or advice that they need for their planning.

The survey participants were also asked to identify the difficulties that they had had in their planning for the RWC 2011. A very significant number of respondents (n=68/72 or 94.4%) responded that they did not have any difficulties in planning. There were only 5.6% of the respondents who had difficulties or challenges in their planning for the RWC 2011. An accommodation operator specified the most difficulty in the planning is the *“rate decision”*. A food and beverage operator considered *“demand estimation”* is a difficulty in the planning.

An external environmental analysis helps organisations to understand external factors that may influence in their preparations for the RWC 2011. Some of the factors were discussed in the Background chapter. As there may be some problems associated with the MEMA 2007, Fanzone, Fan Trail or traffic management plan, several questions were provided to the participants to specify how these issues will impact on their businesses.

It was assumed that the MEMA 2007 may have potential negative influence on the hospitality organisations' advertising and promotion activities, because there were restrictions in using certain symbols and words that were associated with the RWC 2011. As shown in table 24, 33.3% of the participants (n=24/72) were aware of the MEMA 2007, while 66.7% of the participants (n=48/72) did not know about the legislation. Of those 24 interviewees who were aware of the MEMA 2007, most of the respondents (n=21/24 or 87.5%) believed it would not negatively influence their advertising or promotional activities. However, only three food and beverage operators (20%) stated the MEMA would negatively

affect their advertising or promotion activities, but they did not provide any specific reasons.

Questions	Type	Yes	No	Total
Do you need any information or advice for your planning process?	F & B	4 (10.3%)	35 (89.7%)	39
	Accommodation	4 (12.1%)	29 (87.9%)	33
	Total	8 (11.1%)	64 (88.9%)	72
Have you had any difficulties in planning for the RWC 2011?	F & B	3 (7.7%)	36 (92.3%)	39
	Accommodation	1 (3.0%)	32 (97.0%)	33
	Total	4 (5.6%)	68 (94.4%)	72
Are you aware of the Major Events Management Act 2007?	F & B	15 (38.5%)	24 (61.5%)	39
	Accommodation	9 (27.3%)	24 (72.7%)	33
	Total	24 (33.3%)	48 (66.7%)	72
If so, do you think the MEMA 2007 will negatively influence on your advertising and promotion activities?	F & B	3 (20.0%)	12 (80.0%)	15
	Accommodation	0 (0.0%)	9 (100.0%)	9
	Total	3 (12.5%)	21 (87.5%)	24

Table 24 - Frequencies and percentages breakdown of the issues and challenges

Furthermore, open-ended questions were provided to the participants to comment on the potential impact of the Fanzone, Fan Trail or traffic management plan on their businesses. In total, 13 participants presented their opinions about the three subjects and only a small portion of the respondents stated opinions. As can be seen from the table 25, 53.8% of the respondents (n=7/13) believed there would be no negative effect on their businesses due to the Fanzone. In contrast, six respondents briefly explained the potential impact of the Fanzone. The results indicate the food and beverage and accommodation providers have different perceptions toward the potential impact of the Fanzone. Two accommodation providers viewed the Fanzone as a potentially positive impact on their businesses.

Examples of the respondents in the accommodation sector, commented that: *“good location for us. Guests can walk from hotel”* and *“attract more potential customers”*. There are four respondents (30.8%) of food and beverage sector, who mentioned the potential negative influence of the Fanzone. The respondents’ comments reflected that they believe the Fanzone would take the potential customers away from the established food and beverage organisations. For example, *“stupid idea, we have enough venues already”*; *“more regulars*

away from downtown”; “the whole idea is ridiculous as it will drag people into one area thus reducing the number of patrons”; “take business away from established venues”.

Issue	Positive Impact	Negative Impact	No Impact	Don't Know	Total
Fan Zone	2 (15.4%)	4 (30.8%)	7 (53.8%)	0 (0.0%)	13
Walking Route	3 (23.1%)	0 (0.0%)	8 (61.5%)	2 (15.4%)	13
Traffic Management Plan	2 (15.4%)	0 (0.0%)	10 (76.9%)	1 (7.7%)	13

Table 25 - Frequencies and percentages breakdown of the potential issues

Table 25 represents the frequency and proportions of the participants’ opinions on the Fan Trail. Three respondents (23.1%) anticipated getting some positive effect from the Fan Trail. Two respondents (15.4%) expected to see in increases in the level of passing trades because of the Fan Trail. They described the benefit as *“walk in”* and *“will reinforce the brand awareness”*. Another respondent did not specify how the business would get benefits through the walking route. There were 61.5% of the respondents (n=8/13) who believed that there would be no impact at all. Two respondents (15.4%) were not sure how the Fanzone would influence their businesses. Most of the respondents (n=10/13 or 76.9%) commented that the traffic management plan would not influence their businesses. Some of the respondents (n=2/13 or 15.4%) stated the potential benefit of the traffic management plan, but they did not explain how it would positively affect their businesses. The response rates for these three questions were very low. It can be assumed that the participants were not aware of the Fanzone, Fan Trail or traffic management plan, or they paid very little attention on these issues.

5.2.8 Summation

In this quantitative data analysis section, the results were generally presented, interpreted and discussed by using the descriptive statistical analysis. It provided the general understanding of hospitality organisations’ planning practices and distribution patterns of responses. The Mann-Whitney test investigated the level of statistical differences in planning practices between the

food and beverage and accommodation sectors. There were significant differences only in the pricing decisions among the two groups.

Overall, most of hospitality organisations expected increases in their revenues, resulting from the increased number of both international and domestic customers during the RWC 2011. However, the number of respondents who expected the same benefits after the RWC 2011 significantly decreased. In the pricing decisions, the results identified that there were significant differences among the food and beverage and accommodation sectors. Almost survey participants in the accommodation sector considered the pricing decisions as an important aspect in their planning and all of the respondents intended to increase room rates during the RWC 2011. However, in the food and beverage sector, a smaller number of respondents were concerned about pricing decisions and planned to increase their prices during the RWC 2011. With regarding to the product mix, a small number of the survey participants tended to perceive the development or improvement of products to be important for the RWC 2011. In the presentation mix, interior decoration was identified as the most was popular method of building a special atmosphere for the RWC 2011.

For human resources management, most of the respondents required additional staff members during the RWC 2011. However, the employment opportunities of the RWC 2011 were only temporary. In general, most of the respondents planned to recruit either part-time staff members or a combination of full- and part-time and casual employees. There were a number of respondents who perceived the important role of training programme in their organisational success. However, the results found that most of the participants intended to provide training programmes only for new staff members. Moreover, a very small number of participants intended to compensate their employees through using rewarding programmes.

This section does not include any findings with regard to sales promotion and advertising activities because there was too much missing data. The results were not statically reliable, valid and accurate. Most of the survey participants did not complete the questions of sales promotion and advertising activities in

the questionnaire. It was assumed that the survey participants did not consider these activities to be important in their planning for the RWC 2011.

Generally, most of the participants did not require any information advice for their planning for the RWC 2011. Most did not have any difficulties in their preparations. Within the external environmental factors, the MEMA was not considered as a threat. Moreover, most expected that the Fanzone, Fan Trail and traffic management was not likely to impact on their businesses. However, the response rates for the questions were very low. It appeared that the survey participants were unaware of external environmental factors or that they paid very little attention to these factors.

CHAPTER 6: CONCLUSIONS

This chapter provides a general overview of what have been done in this thesis. It describes how using both qualitative and quantitative research techniques helped to achieve the research aims and objectives. This chapter then covers important findings of the qualitative and quantitative research and synthesises the research results. It describes the limitations of this research and future research agendas, with some ideas for new projects.

Within the different benefits and opportunities that a mega-event can provide to a host destination, the tourism effects were very significant for the hospitality industry. In the Literature Review chapter, both the short- and long-term significant tourism effects of a mega-event were addressed. A mega-event induces a large numbers of both international and domestic visitors as match spectators and encourages them to travel to the tourism attractions and destinations and may also stimulate them to increase the length of their stays within the host nation. The extensive media coverage of a mega-event provides international exposure, which can play a significant role in creating or strengthening a host nation's awareness, image or reputation. Hosting a mega-event thus can make the host nation more attractive and provide competitiveness in the international tourism market. It can provide further benefits and opportunities in the host nations' tourism development in the long run.

The major benefit of a mega-event to the hospitality industry is the visitor expenditure. The revenue generated from visitor expenditure is particularly significant as it cannot occur without hosting a mega-event. The substantial amount of visitor expenditure can stimulate the financial growth of hospitality industry. Within the different sectors in the hospitality industry, the food and beverage and accommodation sectors were expected to be two of the major beneficiaries as they provide the very products and services that satisfy the tourists' basic needs and desires. In this thesis, the significance of tourists' expenditures to the food and beverage and accommodation sectors is well documented.

As a mega-event, the RWC 2011 was a great opportunity for the NZ hospitality industry. This thesis addressed the importance of planning, which can help hospitality organisations to take full advantage of the benefits and opportunities of mega-events. A well-designed plan can help hospitality organisations in achieving their goals and objectives from the events. As discussed in the Literature Review, there are a range of subjects in the event planning that were suggested by the academics in event management; however they were not directly applicable to the hospitality industry. Through reviewing existing academic literature on event and festival management and hospitality management, it was identified that the mega-events planning theory or pre-event activities for hospitality organisations remained an unexplored and unknown area. A Mega-event planning practice for hospitality organisations was an ideal topic on which to focus the research.

This thesis has identified and discussed the important features and elements in the external environmental analysis: the marketing mix and human resources management as major components in the planning practices for hospitality organisations. The external environmental scanning allows the organisations to identify potential opportunities and threats that are surrounded by a mega-event. It also provides a chance to evaluate the potential effects of the external environmental considerations to the organisations before or during the event. The external environment analysis helps hospitality organisations to set required pre-event activities that maximise the potential opportunities and minimise threats.

The importance of the marketing mix was described, as it can help hospitality organisations to obtain successful outcomes through using the combinations of components in the marketing mix. The important features and roles of each marketing mix component (product-service, presentation, promotion, pricing and place) were illustrated and discussed. Moreover, the significant functions of human resources management to hospitality organisations were explained because employees can directly affect the service quality. Maintaining and improving the quality of service through building and managing effective workforce is one of the most important tasks for hospitality organisations

because it can influence the organisational image or reputation and the customers' satisfactions and experiences.

In the Background chapter, detailed information was provided to enhance the understanding of the external environmental trends or issues that are relevant to hospitality organisations before or during the RWC 2011. The RWC 2011 itself, Fanzone, traffic management plan, the MEMA 2007, Fan Trail, recruitment and training, pricing were identified as considerable external environmental factors surrounding the RWC 2011. The chapter discussed and assessed their potential effects on hospitality organisations.

The Literature Review and Background chapters provided a framework to develop research questions to investigate hospitality organisations' planning practices for the RWC 2011. This thesis provided a NZ perspective of the hospitality organisations' planning practices for mega-events, in the case of the RWC 2011. In order to achieve the research aims and objectives, a sequential mixed methods research design was used as it as the most appropriate method to approach the research context. The qualitative research was initially employed and the quantitative research followed. Hospitality organisations, especially food and beverage and accommodation in Mt Eden, Auckland and their surrounding areas were chosen as the study population because these areas appeared to be obtaining greatest benefits and opportunities from the RWC 2011. Both qualitative and quantitative research have addressed the various pre-event activities and matters underlying the hospitality organisations' planning practices, such as their decisions on the marketing mix, human resources management, and expectations during and after the RWC 2011, opinions about the external environmental issues or trends and potential problems or challenges that may be associated with their planning.

The Research Methodology chapter described and discussed the data collection, sample selection, data analysis methods that were employed in the qualitative and quantitative research. The chapter also addressed ethical issues that could occur in the process of the research and how the researcher managed them. In the qualitative research, a semi-structured interview technique allowed the researcher to collect rich descriptive data about

hospitality organisations' planning practices for the RWC 2011. The researcher interpreted the qualitative data by providing detailed explanations of the results and appropriate quotations. The qualitative results provided a comprehensive picture of the research context. The findings provided and enhanced the researcher's general understanding and knowledge about hospitality organisations planning practices. The qualitative findings identified several new issues that were not considered by the researcher in advance. The researcher explained these new issues and how they were used in the design of the questionnaire. The qualitative results augmented and facilitated the design of the questionnaire.

In the quantitative research, a postal survey questionnaire was used to gather statistically reliable, valid and accurate data from the large number of sample sizes that represent the target population in the study areas. The standardised and generalised data collected through the quantitative research allowed the researcher to compare and identify differences in the planning practices between the food and beverage and accommodation sector. The descriptive statistics analysis helped to analyse and interpret the general trends and patterns of the survey participants' responses in their planning practices. The Mann-Whitney test was used to investigate statistically significant differences between the two groups.

With regarding to hospitality organisations' expectations during the RWC 2011, the qualitative and quantitative results have similar response patterns. It was previously explained that a mega-event attracts a large number of visitors as match spectators, and their expenditure with a host destination significantly contributes to the growth of the hospitality industry. Generally, most of the research participants were positive that the RWC 2011 would increase the numbers of both international and domestic guests, thus generating more revenues during the RWC 2011.

As previously described, a mega-event can create a variety of long-term tourism opportunities and benefits to a host destination through the extensive global media exposures and the large number of visitors. There may be increases in the number of international and domestic visitors in Auckland after the RWC

2011, which may lead to the further financial growth of hospitality organisations. However, despite a number of survey participants agreeing that there would be increases in their revenues and the numbers of both international and domestic customers after the RWC 2011, there was a significant increase in the number of respondents who were unsure about the post-event benefits. In the qualitative research, most of the interview participants expected that there would be no benefits after the RWC 2011. They expected that the number of both international and domestic guests and their revenues would go back to the ordinary level. Generally, most of the research participants viewed the RWC 2011 from a short-term point of view.

During the interviews, two new matters arose that were not considered by the researcher in advance and discussed in the academic literature. It was expected that the RWC 2011 would mostly contribute to hospitality organisations' revenues during or after the event. However, one interview participant raised a potential long-term opportunity of the RWC 2011, as the respondent sought to gain an organisational reputation through the event. Another interview participant raised a matter of a potential negative effect of the RWC 2011 to the regular customers through over-demanding and overcrowding during the event.

In the quantitative research, it was found that a number of survey participants ($n=30/72$ or 41.7%) viewed the RWC 2011 from a long-term perspective as they expected that the event would increase their business reputation and / or awareness. However, more than half of the respondents ($n=41/72$ or 56.9%) expressed uncertainty about the long-term benefit. On the other hand, only a small number of survey participants accepted that there would be negative effects on their regular customers due to over-demanding and overcrowding. Most of the survey participants were not sure whether or not there would be negative effects on their regular guests.

Pricing decision can directly influence on a hospitality organisation's sales, revenues, profitability, potential demand, customers' purchasing behaviours and their expectations and perceptions of value for products and services. One of the significant considerations in the hospitality industry is perishability;

technically, the products and services have no shelf-life, which means they cannot be inventoried for a certain period of time until they are consumed. Basically, when hospitality products and services are not sold when they are available, the profit chance is lost. Moreover, in the hospitality industry, the capacity for production is usually fixed. Therefore, varying prices to maximise revenues in response to the changes in demand or different market situations from the fixed capacity is significant to hospitality organisations.

With regard to the use of the pricing mix in hospitality organisations' planning practices for the RWC 2011, the research revealed that there were significant differences in pricing decisions between the food and beverage and accommodation sectors. Most of the research participants in the accommodation sector regarded the pricing decisions as an important component in their planning practices. In the accommodation sector, every research participants intended to increase room rates to maximise their revenues. In the food and beverage sector, a small number of research participants considered the pricing decisions as part of their planning practices and planned to raise their prices. It appeared that the pricing decisions are a more important aspect to the accommodation sector than the food and beverage sector.

In the qualitative research, new difficulties were discovered that were associated with the pricing decisions. Particularly, some interview participants were concerned at the potential negative effects of increased prices. The potential effects of pricing-gouging were also addressed in the Background chapter. As discussed in the chapter, a small number of interview participants stated that the excessively increased prices, the pricing-gouging, would have a potential effect on their businesses' reputations with regular or local customers. Most of the survey participants believed that the increased prices would not negatively influence their local and/or customers during the RWC 2011.

Of those ten survey participants who planned to increase the prices in the food and beverage sector, six respondents intended to raise the price by lower than 10% and four respondents planned to increase prices between 10 – 20%. In the accommodation sector, most of the survey participants (n=25/32) intended to

raise their room prices no more than 50%. This is because most of the research participants may have thought they intended to raise their prices to a reasonable and acceptable level.

The qualitative research revealed that some interview participants, especially those respondents in the accommodation sector, were concerned at the competitors' pricing strategies and/or industry trends as determinants in their pricing decisions. In general, a large number of survey participants believed that competitors' pricing decisions or the industry trends are important factors in their pricing decisions. In the accommodation sector, there were more respondents who believed the two factors were important determinants in their pricing decisions.

For pricing decisions after the RWC 2011, in the accommodation sector, every participant in both qualitative and quantitative research did not intend to maintain increased prices after the event. There are various factors in the pricing decisions, such as costs of production, inflation, industry trends, competition, market demand, organisational image and positioning and so on. It appeared that the cost of production is a major determinant in the food and beverage sector as some survey participants responded to an open-ended question that general inflation and increased commodity prices were responsible for the increases in their prices. This is because there were a number of survey participants in the food and beverage sector who planned to maintain their increased prices level after the RWC 2011. However, some of those survey participants planned to raise prices only during the RWC 2011, to maximise revenues from the event.

Traditionally, demand and seasonality are important factors in pricing decisions for the accommodation sector. During the RWC 2011, there will be extremely high demands for accommodation. Thus, accommodation organisations can charge higher room rates to maximise profitability during the RWC 2011. On the other hand, in the food and beverage sectors, demand and seasonality are not the major determinants in pricing decisions. Food and beverage organisations may have relatively less flexibility to raise prices to maximise revenues in a situation like the RWC 2011. There were no research participants in the food

and beverage sector who intended to offer reduced prices to maximise revenues during the RWC 2011.

However, food and beverage organisations may be able to maximise the revenues by using sales promotional pricings, offering price reduction tactics to attract customers, stimulate demand and sales and increase average spending for a certain period of time. Price reduction techniques should be used with caution, because, if prices are reduced too much, food and beverage organisations may have difficulties in maintaining or increasing profitability. Price inflation can create both RWC-related and non-RWC-related visitors' negative perceptions of the hospitality industry and the national reputation. Negative perceptions may also influence visitors' spending while they are staying in the country. Charging reasonable and realistic prices while maximising revenues could be a significant factor in the pricing decision.

For the product mix, there were no significant results in the both qualitative and quantitative research. In the qualitative research, only one interview participant intended to use the product mix as a part of the planning practices for the RWC 2011. The respondent planned to develop and add new menus for RWC-related guests who might not have been familiar with ethnic foods. In the quantitative research, a small number of survey participants viewed the product mix, such as product differentiation, development or improvement as important elements in their planning practices. Surprisingly, there were also very small numbers of survey participants in the food and beverage sector who considered the product mix as an important aspect in the planning for the event. Food and beverage organisations may have more flexibility in the decisions for the product mix than the accommodation sector. It is relatively easier for the food and beverage organisations to develop and add new items on their menus or improve their current menu items. However, in the accommodation sector, the facilities and rooms are the major products and they cannot be expanded, developed or improved quickly to meet the high demands.

On the other hand, two survey participants considered service as a part of product development or improvement. They thought that a high quality of service could add value to their products and create customer loyalty. Generally,

survey participants paid very little attention to the product mix as they viewed the RWC 2011 from a short-term perspective and thought that product development or improvement was unnecessary just for a short period of time during the event. Even though there were a small number of survey participants who believed that product mix was an important component in their planning practices, they did not specify their planning on product development or improvement. The respondents possibly felt uncomfortable about sharing their plans.

In the qualitative research, some respondents focused on the presentation mix, as they planned to use interior and exterior decorations or to add extra tables and seats and to install Sky TV. In the quantitative research, every survey participant intended to use at least one element in the presentation mix. Moreover, there were a number of respondents who anticipated using more than one physical or visible element during the event. In the food and beverage sector, there were more survey participants who intended to use a combination of elements than were the respondents in the accommodation sector. The interior decoration was the most popular element in the presentation mix as customers were usually staying within the premises, thus it may be relatively easier, cheaper and effective way to build a special ambience and atmosphere than altering other elements, such as building exterior, equipment, fixture and furniture.

With regarding to recruitment, the research gave emphasis to recruitment, training and rewarding programmes. In the Background chapter, recruitment and training were the most significant areas in the human resources management for the hospitality industry. In the qualitative research, one interview participant mentioned that compensation or rewarding is important, as employees were likely to work extra hours during the event. The employment opportunities were probably only temporary during the RWC 2011.

A mega-event is described as an employment opportunities generator to a host nation. It was found that, as a mega-event, the RWC 2011 would create additional employment opportunities. Most of the interview and survey participants intended to recruit additional staff members. However, the

employment opportunities may be limited for just during the RWC 2011. Some interview participants expected that finding new staff members would be difficult as there would be higher demands for hospitality employees. In the quantitative research, nearly half of the survey participants were unsure whether recruiting additional employees would be easy or difficult. However, in the food and beverage sector, there were more survey respondents who agreed that finding extra staff members would be difficult.

In the qualitative research, the interview participants who had plans for recruitment stated that they did not plan to retain the additional staff members after the RWC 2011. In the quantitative research, even though there were a number of survey participants who intended to retain some of the new employees, very small number of respondents planned to retain those additional staff members after the event.

Training provides an opportunity to a hospitality organisation's staff members to gain or enhance their skills, knowledge and attitudes that are required to perform certain jobs. Well trained employees are very likely to deliver a high quality of service, which will enhance organisational image and guests' satisfactions and experiences. The high quality service also adds value to the products. For training, there were no particular comments from the interview participants in the qualitative research. Generally, the interview participants planned to provide a training programme for new staff members only and they did not have any specific training programme for their current employees. Although there were a number of survey participant who were aware of the benefits and importance of training programme, most of the respondents intended to train only new staff members. Only a small number of respondents planned to provide training programme for both new and existing employees.

Generally, there are very high demands for hospitality products and services during a mega-event, and thus employees may work more hours and make extra efforts to meet the high demands. Compensation or rewarding of employees can encourage the employees' performances, efforts and their contributions during the RWC 2011. Nevertheless, very a small number of survey participants were likely to compensate their staff members' efforts and

performances. Nearly half of the survey participants were unsure whether or not they were likely to use a reward programme. It appeared that the research participants paid very little attention to compensation and encouragement for the staff members' contributions, efforts and performances.

As a part of the promotion (communication) mix, hospitality organisations' sales promotion and advertising activities were investigated and analysed. In the qualitative research, there were no interview participants who planned to use any sales promotion activities for the RWC 2011. With the significant growth in the use of computers, tablet PCs and mobile phones with internet functions, adopting the internet, website and the SNS can assist with activities in the promotion mix. This is a low-cost approach and the most effective way to reach and attract potential customers. Some interview participants intended to conduct advertising activities through their websites. The SNS, such as Facebook or Twitter were considered as an additional communication source for advertising.

In the quantitative research, however, a very a small number of survey participants completed the questions about sales promotion and advertising activities. Since there was too much missing data, the findings are not statistically reliable, valid and accurate and they would not represent the study population. The collected data was infeasible to be analysed and discussed.

In the qualitative research, the traffic management plan and Fanzone were expected to be threats to food and beverage organisations. Some interview participants stated that the traffic management plan would negatively affect their business operations because there would be fewer parking spaces and restricted streets on the match days. Thus, they expected that there might be a decrease in the number of local guests as a result of the traffic management plan. It could have been a major threat to the local food and beverage organisations located around Eden Park Stadium. However, most of the survey respondents expected that the traffic management plan would have no effect on their businesses.

The Fanzone at the Queens Wharf was considered a threat by an interview participant and several survey participants as they believed that the Fanzone may take potential guests away from the existing food and beverage organisations. On the other hand, some survey participants in the accommodation sector viewed the Fanzone as an opportunity as it could attract potential customers to their businesses. The Fan Trail was regarded as an opportunity by an interview participant and a very small number of survey participants. They expected that the Fan Trail might increase the level of passing trades as it can attract many people on the walking route. With regard to the potential effects of the MEMA 2007, most of the research participants expected that it would not negatively influence their advertising and sales promotional activities. This is because they did not intend to conduct any advertising or sales promotional activities.

The external environmental analysis can provide a chance for hospitality organisations to detect potential opportunities and threats in advance. It also can provide a chance for them to identify or develop a framework for decisions that will help to maximise the opportunities and minimise threats, which may consequently bring better post-event outcomes. Nevertheless, a minority of the interview and survey research participants answered the questions with regard to the external environmental issues. It can be assumed that most of the research participants believed that there would be no significant effects from these issues, or they had paid very little attention on the external environment. Moreover, they may have a lack of information or knowledge about the external environmental issues, so they were unsure about the potential effects.

The results show that the pricing decision was the most significant issue in the planning practices for the accommodation sector. In particular, the room rates determination was the most challenging task for accommodation organisations. In the qualitative research, four interview participants sought to obtain information of the industry trends or guidelines about room rates for the RWC 2011. The respondents were not sure the reasonable and acceptable room rates that would not produce adverse effects while maximising revenues. However, only one survey participant specified the pricing decision as a difficulty in the planning practices for the RWC 2011.

Surprisingly, most of the survey participants did not seek any information or advice for their planning practices and they stated that they did not have any difficulties in their planning for the RWC 2011. Only two interview participants in the food and beverage sector sought to obtain information of the forecast visitor flow, as the number of visitors would be useful for their planning practices. Most of the research participants did not specify their responses to the potential issues or difficulties and the information or advice they may require for their planning. It can be assumed that the research participants did not really engage in planning practices for the RWC 2011, thus they did not have any difficulties or challenges or they had already had adequate information or advice.

There are several limitations in this study. The qualitative research sample size was somewhat small. As a consequence, the sample may not have included hospitality organisations that intended to do various pre-event activities for the RWC 2011. The results may not have contained other significant issues or factors that were not pre-determined by the researcher. This study used a postal questionnaire as a data collection technique in the quantitative research. The response rate of the questionnaire was 32%, which could be considered a reasonable rate for a postal questionnaire survey. The quantitative results may have less representativeness. The higher response rate could produce more statistically reliable, valid and accurate results.

No pilot test was conducted for the questionnaire, so there was no opportunity for the researcher to identify problems and improve the design, structure, wording and phrasing in the questionnaire. The questionnaire perhaps contained some questions or instructions that were not clear or ambiguous and which could have highly affected respondents' understanding. Most of the survey participants did not answer the open-ended questions. Moreover, most of the survey participants did not provide responses for the sales promotion and advertising activities. The researcher could not analyse the data because there was too much missing data. This study did not contain any quantitative results for hospitality organisations' use of the promotion mix for the RWC 2011.

Several further research agendas could arise from this study. As discussed earlier, a mega-event can attract a large number of visitors and their expenditure is significant to the hospitality industry. A future research might investigate the number of customer increase and visitor spending on food and beverage and accommodation.. A future study also might consider comparing the level of revenue and number of customers before and after the RWC 2011.

Despite a small number of research participants concerned about the potential effects of the Queens Wharf Fanzone and the traffic management plan on their businesses, they were likely to influence the food and beverage organisations which are located near the Fanzone and the traffic management areas. Future research might investigate how the Fanzone and the traffic management plan or any other external environmental issues affected the local food and beverage organisations.

As this study only covered the marketing mix, human resources management and external environmental analysis as parts of planning practices, there could be other subjects or activities that hospitality organisations have done in their preparations for the RWC 2011. Further research may identify other pre-event activities that hospitality organisations actually have conducted in their planning practices.

This chapter has been a brief summation of all of the chapters in this thesis. It also has provided important research findings by discussing and synthesising both qualitative and quantitative results. The chapter has also addressed the limitations of this research study and highlighted future research agendas. This thesis attempted to provide new academic insights and contribute to the theory of hospitality organisations' planning practices for mega-events by investigating, understanding and analysing hospitality organisations' planning practices in the case of the RWC 2011.

Generally, most of the hospitality organisations perceived the RWC 2011 as a short-term revenue generator. It was discovered that a small number of hospitality organisations were concerned to develop specific pre-event activities for the RWC 2011. Hospitality organisations might have been able to gain more

revenues from a mega-event without any specific plans. They should view a mega-event from a long-term point of view and use the event to showcase their products and services to the visitors. The hospitality industry should be a positive impression and experience creator, delivering high-quality products and services to guests. There will be better post-event outcomes for hospitality organisations and the benefits and opportunities could be maximised with appropriate planning and preparation.

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APPENDIX

Appendix A

Indicative Questions for Interview



Business Category:

Position of Participant:

Questions

1. How long have you been in this position with this organisation? / How long have you been running this business?
2. Could you please tell me how you think your business can benefit during the Rugby World Cup 2011?
 - Probing Questions: Do you expect to gain the same benefits after the Rugby World Cup 2011?
3. What are you anticipating doing regarding prices for the event?
 - Probing Questions: Do you think other competitors charging strategies for their offerings are important in your price decision?; Do you think increasing prices will influence the number of customers?; Are you likely to maintain the price level after the Rugby World Cup 2011?
4. What are you anticipating doing regarding product development for the event?
 - Probing Questions: What improvements can you make to your offerings to better meet customer needs?; Do you think physical attributes can facilitate sales growth during the Rugby World Cup 2011? For example, website, paper work (invoice, ticket and menu), brochures, furnishings, signage, uniforms, business card, decoration and the building itself.
5. What are you anticipating doing regarding staff recruitment and training for the Rugby World Cup 2011?
 - Probing Questions: If you are planning to hire additional employees, are they likely to be full-time, part-time, casual or a combination of these options?; Do you think finding extra employees will be easy or difficult?; Do you have a plan to provide a

training programme for your employees?; Do you think you will retain those additional staff that you hired for the event?

6. Could you please tell me what you anticipate regarding sales promotion and advertising?

- Probing Questions: What source of advertising are you likely to use? For example, magazines, internet, local newspapers, direct mail or printed media (flier or brochure) and radio; What techniques of sales promotions are you likely to use? For example, price reduction promotions, coupons, combination offers or bundling, contests and sweepstakes or event.

7. Do you think you could benefit if you had certain resources or information that you do not have now?

- Probing Questions: If so, what kind of resources do you think would help you to benefit more?; Could you please specify the area where you need more professional advice, assistance, resource or planning information?

8. Do you think there are any issues or challenges that associate with planning activities?

9. How do you think the Traffic Management Plan, Fan Zone, Walking Route or MEMA 2007 will impact on your business?

Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTEC Reference number 10/196

Appendix B

Participant Information Sheet



Date Information Sheet Produced:

26 July 2010

Project Title

Are Auckland hospitality organisations ready to maximise benefits of the Rugby World Cup 2011?

An Invitation

Dear Sir/Madam:

My name is Brian Kang and I am currently in my final year of studying for the Master of International Hospitality Management degree at AUT University. I would like to invite you to participate in research on the planning or preparatory activities by the hospitality industry for the Rugby World Cup 2011. Your professional knowledge and experience of marketing, human resource management and the hospitality industry is important to this research.

Your participation in this research and sharing of your information is voluntary. You may skip questions that you do not want to answer and you may also stop the interview at anytime if you wish. You may withdraw from this research project at any point of time without providing reasons or having any adverse consequences.

What is the purpose of this research?

This study intends to contribute to theory on hospitality preparation for a mega-event, the Rugby World Cup 2011 (RWC 2011). The purpose of this study is to explore, better understand and analyse influences on hospitality organisations' plans or preparatory activities. The following objectives have been developed in order to achieve the overall aim of this research: 1) Explore how hospitality organisations perceive the RWC 2011; 2) Identify the benefits or opportunities they expect to gain during and after the event; 3) Identify the planning or preparatory activities hospitality businesses intend to take to gain the expected benefits; 4) Explore the specific areas where the hospitality organisations seek professional advice, assistance or planning information. This research will result in a thesis for the qualification of Master of International Hospitality Management. It may be used for publication of articles in hospitality magazines, academic journals and conference presentation at a later stage.

How was I identified and why am I being invited to participate in this research?

You have been selected to participate in this study because you are the manager or owner of a hospitality business within the Auckland City Central and Mt Eden, and are over 20 years of age.

Your contact details have been obtained from a website such as google.co.nz, yellowpage.co.nz, aatravel.co.nz, qualmark.co.nz, tourism.net.nz, eatout.co.nz, dineout.co.nz or menus.co.nz.

What will happen in this research?

An interview of approximately between 20 and 30 minutes will take place. You may choose the time and location that is convenient to you. This interview will be digitally recorded and notes will be taken. The data will be analysed to identify key aspects about planning for the RWC 2011. The data may be used for publication of articles in hospitality magazines, academic journals and conference presentation at a later stage.

What are the costs of participating in this research?

The only cost of participating will be 45 minutes of your time for the interview. It is my hope that this will be offset by the experience of participating and sharing your thoughts and ideas.

What are the discomforts and risks?

There should be no discomfort during the interview. I will ask questions related to your intended planning activities. These questions should not pose any direct risks because your answers will be combined with those of other interviewees and your identity will be completely anonymous. No one will be able to identify your specific business strategies.

How will my privacy be protected?

All collected data and consent forms will be treated as confidential and will be stored at AUT University for six years and then destroyed. Consent forms and data will be stored in separate locked cabinets. The data will only be accessible to the researcher and his research supervisors. Neither you nor your organisation will be identified in the research. Only the researchers will know the identity of the interviewees and any identifying comments in the interview will be removed. You also can check the interview notes after the interview.

What opportunity do I have to consider this invitation?

It is important that you give consideration to your participation in this study. If you have any further questions regarding the participation in this research please contact me (Brian Kang) on cf6587@aut.ac.nz.

How do I agree to participate in this research?

If you wish to participate in the research, please email me within a week so I can send you a Consent Form.

Will I receive feedback on the results of this research?

You may receive an electronic summary of the research findings via email. If you wish, please check this area of the consent form.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Dr Charles S. Johnston, charles.johnston@aut.ac.nz and 64-9-921-9999 x 5120

Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTECH, Madeline Banda, madeline.banda@aut.ac.nz, 921 9999 ext 8044.

Whom do I contact for further information about this research?

Any concerns regarding for further information about this research should be contacted to the Researcher, Brian Kang, cfd6587@aut.ac.nz

Researcher Contact Details:

Brian Kang
Student researcher
cfd6587@aut.ac.nz

Project Supervisor Contact Details:

Dr Charles S. Johnston
Senior Lecturer, School of Hospitality and Tourism
Faculty of Applied Humanities
Auckland University of Technology
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64-9-921-9999 x 5120, 64-9-921-9962 (f)
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Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTECH Reference number 10/196

Appendix C

Consent Form



Project title: Are Auckland hospitality organisations ready to maximise benefits of the Rugby World Cup 2011?

Project Supervisor: Dr Charles S. Johnston

Researcher: Brian Kang

- ☐ I have read and understood the information provided about this research project in the Information Sheet dated / /
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- ☐ If I withdraw, I understand that all relevant information including tapes and transcripts, or parts thereof, will be destroyed.
- ☐ I agree to take part in this research.
- ☐ I wish to receive a copy of the report from the research (please tick one): Yes ☐ No ☐

Participant's signature:

Participant's name:

Participant's Contact Details (if appropriate):

.....
.....
.....
.....

Date:

Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTEC Reference number: 10/196

Study on the planning of the hospitality organisations for the Rugby World Cup 2011

I am writing to ask for your help with a study to understand the hospitality organisations' planning process or preparatory activities for the Rugby World Cup 2011. This is based on Marketing's Ps (Product/Service, Place, People and Promotion). The best way I have of learning about these issues is by asking all different kinds of owners or managers who have a hospitality business in the Auckland City to share their thoughts and opinions. This research can only be successful with the generous and professional help of people like you. The questionnaire should only take about 10 – 15 minutes to complete. If you wish to participate in the research, please complete the questionnaire and use the enclosed envelope to return it within two weeks. Completion of this questionnaire indicates your consent to participate in this research. Please refer to the attached Participant Information Sheet for more detail. By taking a few minutes to share your thoughts and opinions for this study you will be helping the researcher a great deal. I hope you enjoy completing the questionnaire and look forward to receiving your responses.

Part A. General Questions

A.1 Please put a tick in the box to indicate your answer

1. Please select the category of your business

☐ Food and Beverage (Please specify: _____)

☐ Accommodation (Please specify: _____)

2. What is your position? (You may select more than one)

☐ Manager ☐ Owner ☐ Other

A.2 Please put a tick in the cell to show how much you agree or disagree with each statement for the Rugby World Cup 2011.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Increases international guests <u>during</u> the event					
Increases domestic guests <u>during</u> the event					
Increases international guests <u>after</u> the event					
Increases domestic guests <u>after</u> the event					
Increases revenue <u>during</u> the event					
Increases revenue <u>after</u> the event					
Increases business reputation and/or awareness <u>after</u> the event					
Increases negative influence on your regular customers due to overcrowding and over-demanding					

Part B. Marketing

B.1 Please put a tick in the box to show how important each factor is to you when you make pricing and product/service decisions for the Rugby World Cup 2011.

	Extremely Important	Important	Neutral	Unimportant	Extremely Unimportant
Making plans regarding prices for your products					
Making pricing decisions based on your competitors or industry trends.					
Increasing prices to maximise profit.					
Differentiating your products from competitors' so they stand out more.					
Increasing the range of the products you provide.					

B.1-1. Do you intend to increase prices of your products and/or services?

☐ Yes (Please Go To Question B.1-2) ☐ No (Please Go To Question B.1-6)

B.1-2. What percentage are you likely to increase?

☐ Less than 10% ☐ 10 – 20 % ☐ 20 – 30 % ☐ 30 – 40 % ☐ 40 – 50 % ☐ Other ()

B.1-3. Do you think the increased prices will negatively influence your local and/or regular guests?

☐ Yes ☐ No

B.1-4. Do you intend to maintain the increased price after the event?

☐ Yes ☐ No

B.1-5. What are the difficulties in making pricing decisions?

B.1-6. What are you likely to do for the product development? What are you likely to do with respect to your product line?

B.1-7. In planning for the RWC 2011, which visible/physical elements are of most concern?

☐ Building exterior ☐ Interior decoration ☐ Furniture and Fixtures ☐ Equipment ☐ Refurbishment

NOTE: Please answer B.2, B.3 and B.4 only if you intend to do either advertising or sales promotion activities for the Rugby World Cup 2011. Otherwise please go to PART C.

B.2 Please tick the box to show how much you are interested in using each factor related to advertising and promotion for the Rugby World Cup 2011.

	Very Interested	Somewhat Interested	Neutral	Not Very Interested	Not at all Interested
Magazine					
Newspaper					
Radio					
Printed media (poster, fliers or brochures)					
You own website					
Other commercial website					
Facebook					
Twitter					

B.3 In order of preference, please rank the reasons you will promote your products and business during the Rugby World Cup 2011. (Please put a 1 in the space before the type you prefer best, 2 in the space before your second favourite, and so forth.)

Sales Promotion
() To increase consumer awareness
() To increase customer numbers
() To combat competitors' actions
() To stimulate demand
() To introduce new products or services
() To add excitement
() To increase customer expenditure
() To increase customer length of visit

B.4 In order of preference, please rank each type of sales promotion technique that you intend to do for the Rugby World Cup 2011. (Please put a 1 in the space before the kind you prefer best, 2 in the space before your second favorite, and so forth.)

() Price reduction promotions	() Combination offers or Bundling
() Contests and Sweepstakes or Event	() Coupons
() In house promotional items (e.g. menu and wine lists, business cards, signs, posters and displays)	

Part C. Human Resources Management

C.1 Please put a tick in the box to show how much you agree or disagree with each statement regarding human resource management for the Rugby World Cup 2011.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Additional employee/s will be required					
Recruiting additional employee/s will be easy					
My intention is not to hire additional staff, so I will request my current staff to work extra hours					
I do not need additional employee/s and I will not ask my current staff to work extra hours					
A training programme is important for improving service quality, enhancing organisational image or reputation and satisfying guests' satisfactions					
Human resources management planning will be helpful to manage my employees during or after the event					

C.2 Please put a tick in the box to indicate your answer.

C.2-1. If you intend to recruit additional employee/s, what will be the new employee/s status? (You may select more than one)

☐ Full-time ☐ Part-time ☐ Casual ☐ Don't intend to hire (Please Go To Question C.2-3)

C.2-2. Do you think you will retain those additional staff after the RWC2011?

☐ Yes ☐ No ☐ Partly

C.2-3 Do you have a plan to provide a training programme for your employees?

☐ Yes, but only for new employees ☐ Yes, for both new and current employees ☐ No

C.2-4. Do you intend to use reward programme/s to compensate your employee/s' efforts and performance?

☐ Very likely ☐ Likely ☐ Not very likely ☐ Not likely at all ☐ Don't know

C.2-5. If so, How will you reward or compensate your employees?

Part D. Additional Questions

D.1 Do you need any information or advice for your planning process?

☐ Yes ☐ No (Please go to Question D.2)

If so, what kind of resources would help you to benefit more? ()

D.2 Have you had any difficulties in planning for the RWC2011?

☐ Yes ☐ No

If so, what is the major challenge? ()

D.3 Are you aware of the Major Events Management Act 2007 (MEMA 2007)?

☐ Yes ☐ No (Please go to Question D.7)

D.4 Do you think the MEMA 2007 will negatively influence on your advertising and promotion activities?

☐ Yes ☐ No If so, why? ()

D.5 How do you think the Fan Zone at the Queens Wharf will impact on your business?

D.6 How do you think the Walking Route will impact on your business?

D.7 How do you think the Traffic Management Plan in Mt Eden will impact on your business?

Thank you for your participation

Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTEC Reference number: 10/196

Appendix E

Participant Information Sheet



Date Information Sheet Produced:

02 June 2011

Project Title

Are Auckland hospitality organisations ready to maximise benefits of the Rugby World Cup 2011?

An Invitation

Dear Sir/Madam:

My name is Brian Kang and I am currently in my final year of studying for the Master of International Hospitality Management degree at AUT University. I would like to invite you to participate in research on the planning process or preparatory activities of the hospitality industry for the Rugby World Cup 2011. Your participation in this research and the sharing of your information is voluntary. Your professional knowledge and experience of marketing, human resource management and the hospitality industry will be very important to this research.

What is the purpose of this research?

This study intends to contribute to theory on hospitality preparation for a mega-event, the Rugby World Cup 2011 (RWC 2011). The purpose of this study is to explore, better understand and analyse hospitality organisations' planning process or preparatory activities. The following objectives have been developed in order to achieve the overall aim of this research: 1) Explore how hospitality organisations perceive the RWC 2011; 2) Identify the benefits or opportunities they expect to gain during and after the event; 3) Identify the planning process or preparatory activities hospitality businesses intend to take gain the expected benefits; 4) Explore the specific areas where the hospitality organisations seek professional advice, assistance or planning information.

This research will result in a thesis for the qualification of Master of International Hospitality Management. It may be used for publication of articles in hospitality magazines, academic journals and conference presentation at later stage.

How was I identified and why am I being invited to participate in this research?

You have been selected to participate in this study because you are the manager or owner of a hospitality business within the Auckland City and are over 20 years of age. Your contact details have been obtained from a website such as google.co.nz, yellowpage.co.nz, aatravel.co.nz, qualmark.co.nz, tourism.net.nz, eatout.co.nz, dineout.co.nz or menus.co.nz.

What will happen in this research?

A questionnaire is enclosed. This will take approximately 10 - 15 minutes to complete. An addressed, stamped envelope will be provided so you can mail the completed survey to me at no expense. The data will be entered into a spreadsheet (Excel and SPSS) and analysed for patterns. The data may be used for publication of articles in hospitality magazines, academic journals and conference presentation at later stage.

How will my privacy be protected?

All collected data will be treated as confidential and will be stored at AUT for six years and then destroyed. Data will be stored in a locked cabinet. The data will be accessible to only the researcher and my research supervisor. Neither you nor your organisation will be identified in the research; that is, anonymity is assured.

What are the costs of participating in this research?

The only cost of participating will be 10 - 15 minutes of your time. It is my hope that this will be offset by the experience of participating and sharing your thoughts and ideas.

What opportunity do I have to consider this invitation?

It is important that you give consideration to your participation in this study. If you have any further questions regarding the participation or this research please contact me (Brian Kang) on cfd6587@aut.ac.nz.

How do I agree to participate in this research?

If you wish to participate in the research, please complete the questionnaire and return it within two weeks. Completion of the questionnaire is deemed to be consent.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Dr Charles S. Johnston, charles.johnston@aut.ac.nz and 64-9-921-9999 x 5120.

Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTEK, Madeline Banda, madeline.banda@aut.ac.nz, 921 9999 ext 8044.

Whom do I contact for further information about this research?

This study has been reviewed and approved by the Auckland University of Technology Research Ethics Committee. If you have any concerns regarding for further information about this research, you may contact the Researcher, Brian Kang, cfd6587@aut.ac.nz

Researcher Contact Details:

Brian Kang
Student Researcher
cfd6587@aut.ac.nz

Project Supervisor Contact Details:

Dr Charles S. Johnston
Senior Lecturer, School of Hospitality and Tourism
Faculty of Applied Humanities
Auckland University of Technology
Private Bag 92006 Auckland New Zealand
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charles.johnston@aut.ac.nz

Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTEC Reference number 10/196

Appendix F

Follow-up Letter



Dear Sir / Madam

In early June, 2011, I sent a letter to your address that asked for a manager or owner of your business to complete a questionnaire about the planning practices of hospitality organisations for the Rugby World Cup 2011. To the best of my knowledge, it has not yet been returned. If you already have completed and returned the questionnaire, please ignore this letter.

I am writing you again because of the importance that your participation in the research can contribute to accurate and valid results. It is only by hearing from many hospitality organisations that I can be sure that the results truly represent hospitality organisations in the Auckland area. Therefore, I hope that you will fill out the questionnaire soon.

As I mentioned before, the questionnaire should only take about 10 – 15 minutes to complete. Your responses are voluntary and will be completely confidential. Your names and organisations are not on my mailing list, and your answers will never be associated with your address. Please complete the questionnaire and return it within a week. If you have any questions about this survey, I will be happy to answer and can be reached by email at cf6587@aut.ac.nz. This study has been reviewed and approved by the Auckland University of Technology Research Ethics Committee.

I hope that you enjoy the questionnaire.

Sincerely,

Brian Kang

Student Researcher

Approved by the Auckland University of Technology Ethics Committee on 19/08/2010

AUTEC Reference number 10/196