

**Selling the ‘City of Sails’:
Destination Branding through the
2021 America’s Cup**

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Abstract

In 2021, the Royal New Zealand Yacht Squadron will become the first non-American sailing club to have hosted an America's Cup regatta on more than two occasions. This provides those responsible for promoting Auckland and New Zealand to the rest of the world, with a somewhat unique opportunity. One pre-event impact report estimates that between \$600 million and \$1 billion will be injected to New Zealand's economy between 2018 and 2021. This research examines the tourism legacy planning and destination branding attached to major events hosted in Auckland over the past two decades (2000-present). It also explores the extent to which New Zealand's largest city can leverage new and old legacies through their hosting of the 2021 America's Cup (AC36). Using both primary and secondary data, this study critically explores the existing Mega Sport Event management and marketing discourse before examining the literature on stakeholder mapping tools to identify the key players (i.e. those with power and interest), plus those other stakeholders who require a sustained effort to ensure they are appropriately engaged and informed. To supplement primary data, Google analytics explores the past and present use of the terms 'Auckland' and 'City of Sails', using a comparative Key Word Search to identify how the phrases have been and potentially continue to be an important brand for Auckland. Three semi-structured interviews were also conducted with a cross-section of key AC36 stakeholders, allowing the researcher the opportunity to identify expectations around short-term and long-term return on investment generation for them (their employer) and the host community. Thematic analysis was employed to extract key themes and recurring features from the interview transcripts. The finding, conclusions and recommendations from this research focus upon the urban destination branding strategies that can be applied prior to the hosting of Mega Sport Events and/or the hosting of unique major sports events such as the 2021 America's Cup. Finding from this research reinforces the notion that Mega Sport Events can be leveraged for destination branding and to develop socio-economic and tourism legacies. This study identifies that through Auckland's hosting of the 2021 Americas cup there is an opportunity to reinforce the city's position as a world-class tourist destination and develop socio-economic legacies that grow the economy and reflect Auckland's unique cultural heritage.

Attestation of Authorship

I Chris Barron hereby declare that this submission is my own work and 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.

Students Signature: _____

Date: 02 April 2020

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Chapter 1: Introduction and Overview

1.1 Introduction

"The hosting of special events has become a major component of Tourism Auckland's strategy to diversify and extend the length of stay of its visitor markets. The America's Cup in 2000 has promoted this cause by capturing a worldwide audience, including markets that were difficult to target or unknown before the Cup. The publicity generated by the Cup and the associated exposure of New Zealand has undoubtedly created numerous tourism, trade, and investment opportunities". (Barker, Page & Meyer, 2001, p.90).

In 1995, when the "Auld Mug" arrived in Auckland for the first time, Daly (2013) estimated that a crowd of more than 300,000 crammed into Auckland's downtown area for a victory parade. Peter Blake, the syndicate head of Team New Zealand, acknowledged the "... most stupendous, fantastic, terrific, marvellous New Zealand welcome". The occasion marked the start of a period of remarkable success for New Zealand's yachting fraternity, with successive Americas Cup events both capturing the imagination and interest of the nation and leaving a transformational legacy in the form of the Auckland waterfront redevelopment. The 1995 victory set the scene for 2000 Americas Cup defence, the country's first Mega-Sporting Events (MSE) since the 1990 Commonwealth Games. The cup defence and the 2017 victory continued to attract keen national and international interest. Within hours of the 2017 success, questions were being asked as to where and when Team New Zealand (Team NZ) would choose to defend the trophy. The resulting decision sees a return in 2021 of the America's Cup regatta to Auckland, for the third time.

This research examines the tourism legacy planning and destination branding attached to Mega Sport Events hosted in Auckland over the past two decades (2000-present). It also explores the extent to which New Zealand's largest city can leverage new and old legacies through their hosting of the 2021 America's Cup (AC36). Using both primary and secondary data, this study critically explores the existing Mega Sport Event (MSE) management and marketing discourse before examining the literature on stakeholder mapping tools to identify the key players (i.e. those with power and interest), plus those other stakeholders who require a sustained effort to ensure they are appropriately engaged and informed.

According to Muller (2017, p. 8) "Mega-events are much discussed, but seldom defined. Mega-events have different dimensions in which they can be 'mega', and not all mega-events are 'mega' in the same dimensions and to the same degree. We should thus not

only ask 'if' an event is mega, but 'how' it is so?'. The most common dimensions used to assess whether a sports event is 'mega' are size, costs, and impacts over time (Muller, 2017). All MSEs are shaped by external organisational factors such as extensive international media coverage, while also being influenced by the complexity of internal organisational factors related to their size and duration (Frawley 2017; Getz, 2012; Muller, 2017).

The progressive commercialisation of MSEs and the consequent development of sport tourism has sharpened awareness of, and focus on, destination branding, to the extent that MSEs are increasingly leveraged by host communities to enhance market attractiveness of both the host location and those attending MSEs. For cities and countries hosting MSEs, the focus of legacy-leveraging has become an integral part of event planning (Grix, 2012). This legacy planning process requires wide-ranging investigation into the political, economic, social, technological, and environmental opportunities (Knott, Fyall & Jones, 2016). Grix (2014) suggests that a more dynamic approach to legacy leveraging is to include in the planning focus, assessment of both short and longer-term impacts of an MSE on the host destination. Ritchie & Adair (2006) echo this, proposing that a more robust approach is to include impact assessments of MSEs that account for legacy implementation before, during, and after the event to produce targeted outcomes. In other words, to shift the focus from short-term impacts of an event (i.e. job creation and attraction of spectators) to the event's ability to capitalise on both short and long-term opportunities associated with an MSE (Gripsrud, Nes & Olsson, 2010). Winfield and Durhager (2012) noted that the 2017 Americas Cup in Bermuda offered a significant legacy by bolstering Bermuda's global stature and brand as an up-market destination and international sports event venue. Through the hosting of MSEs, destinations are exposed to significant global broadcast audiences and media attention before, during, and after an event to communicate the nostalgia attached to MSE hosting (Winfield & Durhager, 2012).

The success of New Zealand in the modern era of the America's Cup has delivered commercial, economic, and social benefit to Auckland city and the sport of yachting in New Zealand. It is an example of how MSEs can be leveraged to the more significant advantage of the host city. Data quantifying the economic benefits are sparse, with Barker, Page, and Meyer's (2001) evaluation of Auckland hosting the 2000 America's Cup regatta being one of only a handful of academic research studies looking at the relationship between Auckland and the oldest trophy in international sport. Barker et al., (2001) identify that tourism legacies were a crucial component in returning a positive economic legacy through the 2000 event and that MSEs are often recognised for their ability to generate a significant return on investment to the host destination. Theunissen (2017) discussed the findings of an official report from the

New Zealand Ministry of Business, Innovation, and Employment (MBIE) that referred to the America's Cup as "an iconic event in New Zealand's sporting history". The pre-event impact report estimated that every \$1 invested in hosting the 2021 regatta would come back more than seven-fold by 2055, and between \$600 million and \$1 billion would be injected into New Zealand's economy between 2018 and 2021 (Theunissen, 2017). Theunissen (2017) goes on to point out that the numbers quoted in the report from MBIE exceed the economic benefits attached to hosting the previous two America's Cups (\$495m in 2000 and \$529m in 2003) despite the estimated \$200 million to host the 2021 event. The figures in this report are based on assumptions primarily informed by the 2003 Auckland Regatta, which examined spending habits of the primary "expenditure groups" such as the yachting syndicates themselves, superyachts, other visiting boats, international visitors and media (Theunissen, 2017). The MBIE report concludes that successive governments have seen the benefits that flow from investing in both the event itself (when held in New Zealand) and from investing in Team NZ, even when the event is not held in New Zealand. The flow-on effects from the Americas Cup events for New Zealand's marine industry and 'brand New Zealand' are significant.

The collective vision of AC36 stakeholders to provide "an inclusive event, with a waterfront that will allow an experience accessible for everyone, connecting people to boats, bases, and events, in a linear village that will spread across the waterfront from the Eastern Viaduct to North Wharf and Wynyard Point" (America's Cup, 2019). Part of the vision, however, looks far beyond 2021 with the creation of new open spaces for people overlooking the harbour, opening up Wynyard Point to the public, and leading the way for the future redevelopment of the regional destination park which will start in 2022 onwards. The permanent land and water spaces will create a legacy for existing and future water-based events making it easier for Auckland to bid for significant international events (America's Cup, 2019). In 2018, the Ministry of Internal Affairs created a lottery fund specifically focused on helping New Zealand communities' benefit from the arrival of the AC36.

According to the Internal Affairs Minister (2019), Tracey Martin "The America's Cup is a global event, and having it here is a significant opportunity – one that can benefit towns and cities across New Zealand in the lead up to, during, and post-2021. While Auckland will be hosting the event, the fund aims to spread community gains across the country." (Ministry of Internal Affairs, 2018).

ATEED (2019) consider that hosting AC36 in Auckland will generate significant and widespread benefits for Auckland (between \$485 and \$858 million derived from teams, sponsors, media, and visitors) and all of New Zealand (up to \$1 billion), as well as an employment boost of between 4,700 and 8,300 jobs. ATEED's program partners are aiming

to ensure that the event "accelerates the sustainable transformation of our communities, our water, and our land" and "create shared economic and wider benefits through connection, innovation and trade". They are also working to ensure that "every New Zealander has the opportunity to participate in and celebrate the America's Cup", and that "the rich cultural and voyaging stories of Tāmaki Makaurau and Aotearoa are shared and valued" (ATEED, 2019).

Although Auckland's growing status as an award-winning sports event destination has reduced the impact of the city's geographic isolation, it has also increased the domestic divide between the city and the rest of the country. The arrival of AC36 comes at a time where the long-term costs and benefits of Auckland's first-ever major event strategy were being re-evaluated, providing a significant opportunity for Auckland's public-funded, event tourism, economic development agency. ATEED has recognised the occasion of the AC36 as a chance to strengthen local awareness, attraction, and attachment to Auckland's ageing brand identity, while also providing a suitable justification for the agency's existence and their ongoing pursuit of other tourism-generating major sports events.

Auckland is in a unique position as the only city to have hosted the Cup, lost the Cup, and won it back again to host in 2021, offering priceless experience when it comes to planning and implementing legacy plans ("History of the America's Cup", 2018). As with previous hosting occasions, the 2021 event is an important opportunity for Auckland to shape tourism strategies and strengthen both city and national brands. In particular, AC36 is seen by both central and local governments as an opportunity to continue the broader downtown transformation of the Auckland waterfront, originally started before the hosting of the 30th and 31st America's Cup events. Identifying these new opportunities and putting leveraging plans in place will require careful stewardship from numerous stakeholders to generate positive momentum for Auckland and New Zealand beyond the event itself (Winfield & Durhager, 2012). To capitalise on this opportunity, a collaborative work program was established in 2018 to prepare for and manage all aspects of the event. This research, therefore, aims to contribute to a greater understanding of leveraging opportunities associated with AC36, and build on the extensive body of knowledge in destination branding and legacy development through MSE hosting (America's Cup, 2019b).

1.2 Research Aim

This research aims to examine the tourism legacy planning and destination branding attached to major events hosted in Auckland over the past two decades (2000-present). It also seeks to explore the extent to which New Zealand's largest city can leverage new and old legacies through their hosting of the AC36. To help guide the study towards the successful conclusion, five research objectives are outlined below:

1. To critically explore the existing academic literature, evaluating examples of how mega sport event legacies have been leveraged successfully and unsuccessfully for destination image/branding purposes.
2. To carry out a Google Trends analysis using a 'Key Word Search' to determine the past and present use and popularity of Auckland's 'City of Sails' brand.
3. To critically evaluate existing event management and stakeholder mapping and analysis tools, before applying the most appropriate to assist the identification of Auckland businesses directly affected by the arrival of AC36. (See Appendix A)
4. To conduct a number of semi-structured interviews that allow for the documentation of Auckland-based AC36 stakeholder experiences and expectations, in specific relation to leveraging an event's legacy to enhance/establish destination branding opportunities.
5. To determine the extent to which Auckland's tourism sector can establish new and old destination branding opportunities from leveraging the legacies attached to hosting AC36.

1.3 Research Overview

In addition to this Introduction, this Dissertation comprises four further Chapters that address the literature, research methodologies, findings, and conclusions. Chapter 2 reviews a significant body of research literature pertaining to MSEs to identify many of the aspects arising from and influencing the outcomes of MSEs. This Chapter intends to identify common threads between current literature and the opportunities to emerge from the imminent hosting of the AC36. In all, the Chapter addresses twenty-one specific factors, including governance, business management aspects, stakeholder engagement, sustainability, legacy development, and branding. Broadly, these twenty-one factors fall into two main themes (socio-economic and tourism legacy), which are addressed in Chapter 4.

Chapter 3 outlines the various methodologies applied to this research, which includes a mixture of both primary and secondary, qualitative and quantitative data achieved through a combination of semi-structured interviews, google analytics and discourse analysis. Chapter 4 identifies the main findings of the research arising from the collection of secondary information and primary data from various sources, including one-on-one interviews with three key stakeholders. Key points from the twenty-one factors identified in Chapter 2 are addressed as subsets of two primary emerging themes; Socio-Economic factors and Tourism Legacy. The discussion in Chapter 4 aims to link the findings applicable to the practical research aspect with the observations, conclusions and recommendations arising in the reviewed literature. The final section, chapter 5, concludes with an overview of key findings and the practical implications that arise from this research.

Chapter 2: Literature Review

2.1 Introduction

Major Sporting Events (MSEs) provide opportunity and potential to fulfil multi-levelled economic, social, and political agendas (Emery, 2010) and the past decade has seen an unprecedented demand to host MSEs. Event management and its principles have existed for thousands of years. However, it has not been until the turn of this millennium that the notion of the event industry and profession gained momentum (Emery, 2010). So much so, that the drive to profit from the production of positive brand identity has attracted significant academic and industry attention, with MSEs being increasingly viewed as a way to promote, position and brand destinations (Dimanche, 2003). As such, much of the academic focus has been drawn to the continuing social, political, and economic development of MSE (Frawley, 2017). Since the turn of the century, there has been a significant increase in the amount of critical discourse and widespread doubt around the long-term return on investment gained from leveraging the legacies attached to hosting MSEs. Herstein and Berger (2013) suggest that the alignment of destination brands and communications with MSEs must take a more holistic view, focusing on longer-term investment as a commercial foundation to gain longer-lasting benefits. To date, much of the focus has been on the tangible, socio-economic, legacies attached to the arrival of high yielding sport tourists.

The following literature review critically explores four key themes that underpin successful MSE management and destination branding principles, namely; governance, management, destination branding through MSEs, and the leveraging of legacies attached to hosting MSEs. The critical exploration of these trends and principles is intended to help identify the creation of tangible and intangible legacies attached to MSE hosting and to evaluate how MSE legacies have been leveraged (successfully and unsuccessfully) for destination image/branding purposes.

2.2 Governance

The successful management of MSEs requires central and local government endorsement with sport governing bodies, event organisers, facilities management to implement effective governance and stakeholder management protocols (Frawley, 2017). Governance associated with the MSE sector is therefore a crucial aspect of developing and delivering any sporting event and associated legacy. The internal and external stakeholders involved in delivering MSEs are shaped by external media coverage putting the spotlight on

the hosts (Shin, Lee & Lee, 2016). It is these protocols that aim to ensure adequate infrastructure and delivery of MSE legacies (Brittain, 2018).

In recent times, societal expectations have led to increasing demands on national and international sport, public and private governing and event management bodies, to ensure effective governance and accountability provisions are applied to the management and delivery of MSEs (Anagnostopoulos & Winand, 2019). Further, with public examples of poor governance and unethical practices, (e.g. the International Olympic Committee and Fédération Internationale de Football Association) public trust has been tested, thereby placing the spotlight on the need to implement effective governance practices to reduce risk of further unethical behaviour and public suspicion. Anagnostopoulos and Winand (2019) suggest that in addressing these difficulties, organisations must provide strong codes of conduct and procedures for corporate governance practices, which have and continue to rapidly evolve.

Codes of conduct and applicable practises shape the relationships, systems, and processes by which an endeavour is directed, controlled and held to account, and whereby authority within an organisation is exercised and maintained. This point is reinforced by Shilbury, Ferkins & Smythe (2013) who propose that the process of sports governance is to steer an organisation, and to make decisions that are consequential, strategic, and impactful, usually on behalf of others. This standpoint aligns with the principles embedded in a publication of the New Zealand Institute of Directors; 'The Four Pillars of Governance Best Practice (2017); which proposes that efficient corporate governance considers the determination of purpose, holding to account, governance culture, and compliance. These pillars are seen as pivotal in providing consequential strategic and impactful decision making in governance practices.

Throughout the literature numerous studies have focused on MSE governance practices, suggesting the concept of legacy has been documented, but seldom explicitly recognises the legacy construction process as a governance issue (Girginov, 2011; Kearney, 2019). This is reinforced by Parent (2016) identifying stakeholder perspectives of democratic governance through the examination of key democratic governance principles (Performance; Transparency; Accountability; Engagement). The Four Pillars of Governance Best Practice (2017) emphasise the importance of these principles in improving performance. Parent (2016) echoes this by observing that improved governance practices and protocols results in improved performance, findings which are echoed by Shilbury et al (2013), who suggests that improved performance and success comes through strategic, impactful decision making at the governance level.

2.2.1 Determination of Purpose

Having a strong well-grounded purpose/direction is fundamental in any governance structure. This was reflected in the literature by Collier and Esteban (1999) emphasising the significance of organisational vision, mission and/or purpose. This is reinforced by Shilbury et al., (2013) and Parent (2016) who highlight the worth of interlocking values, principles and practices through which organisational leadership can exercise authority. For ‘successful’ sports event management, considering these values and principles is seen to strengthen general confidence in organisational leadership and organisational decision making (Ferkins and Smythe, 2013). This provides more clarity in decision making, helping to deliver a clear purpose, with reachable key performance indicators to guide organisational practice (The Four Pillars of Governance Best Practice, 2017).

2.2.2 Holding to Account

The number and potential diversity of internal and external stakeholders involved in the delivery of MSEs requires effective organisational alignment and close monitoring of strategic direction (Emery 2010). Emery (2010) discusses this further by concluding that the success of MSE is based upon effective and efficient management of the three-way relationship between sport, media, and the event funders. The importance of this relationship was reinforced by Hammond (2007) providing an example from the United Kingdom where costs of the 2012 London Olympics were grossly under-estimated. In understanding the critical success factors of MSEs, ‘accountability’ was seen as pivotal in allowing efficient stakeholder engagement between the sport, media, and funders to take place. Hammond’s (2007) study reflected those of Shilbury et al., (2013) and Institute of Directors New Zealand (2007) suggesting that critical success factors of MSEs must have an aligned purpose. This considers the knowledge and ability of staff; in-depth planning; appropriate management of finance and media; and detailed consideration of uncontrollable factors that could impact events.

2.2.3 Governance Culture

Governance culture comprises; the knowledge, beliefs, ideas, values, powers, laws, rules and meanings of organisational operation (Dimitropoulos & Tsagkanos, 2012). In a multi-billion-dollar sport event industry, governance culture is a critical success factor for sport and event practitioners. Throughout the literature, corporate governance has been studied from the sport and event perspective. This analysis focusses on corporate governance quality that considers board independence, managerial ownership, institutional ownership, and CEO duality on profitability and viability of operations (Dimitropoulos & Tsagkanos, 2012). This

can be seen through the governance structure of Sport Australia, who have provided pillars of corporate governance to guide organisational procedures. These procedures suggests sports organisations must have a strategic planning framework that aligns with core organisational values, goals and performance management indicators. It is these rules and procedures for decision making that can effect organisational performance and enable strategic monitoring of performance and risk (Sport Australia, 2019).

2.2.4 Financial Compliance

The concept of financial compliance is well understood, but on occasions MSEs fall foul of the law. Moeller (2011) suggests the notion of compliance is being able to establish effective governance, risk, and compliance processes. Central to this is financial compliance, relating to how events are planned, funded, and delivered. The operating structure of MSEs is an important focus to ensure financial compliance, with identifying key controls being pivotal. Further, having adequate testing plans for management is discussed by Cannon and Byers (2006) as an important dimension in the assessment of current operational compliance protocols to mitigate financial risk. This study emphasises the need for businesses to develop robust managerial testing plans of operational effectiveness and financial compliance towards any legal operating protocol. The limited number of studies regarding financial compliance in the MSE setting suggests more focus on MSE specific financial compliance is needed, particularly as MSEs are often established to trade as individual legal entities. Future research in this area could focus on how liability can be ‘ring-fenced’ and managed in trading structures of MSEs to ensure greater transparency and accountability to stakeholders in event delivery.

In New Zealand, financial compliance is covered by several sets of laws and regulations relating to MSE operation and delivery. These regulations, noted in Table 2.1 outline how and when to pay bills, how to comply with financial reporting requirements, ensure the existence of strong internal systems and controls in place to properly manage finances, and ensure that liabilities are clear in contracts.

Table 2-1: Financial Compliance Regulation

Major Events Management Act (MEMA)
Companies Act 1993
Income Tax Act 2007
Consumer Law
Contract Law
Major Sport Event Management Act

(Sport & Recreation New Zealand, 2004)

2.2.5 General Compliance

“Compliance” is essentially about following certain proscribed rules and being able to demonstrate that one has followed the rules. It is an important aspect of any MSE, with Ritchie and Adair (2006) citing key institutionalised standards in MSE/sports tourism compliance. Cannon and Byers (2006) suggest the most basic principle of compliance is ensuring that business processes are executed as expected. This was reinforced by Ritchie and Adair (2006) suggesting the standardisation of rules; and oversight of rule enforcement by official regulatory agencies is pivotal. Organisational and technical aspects of strategic legacy planning are also important compliance aspects for MSEs. From the governance lens, there seems to be less attention paid to legacy development as a compliance issue. However, in New Zealand the Major Events Management Act (MEMA) is one of the most significant compliance protocols for MSE hosting. This legislation was introduced in 2007 with the aim of protecting events declared as ‘major’ events under the Act to attain maximum benefits from the event for New Zealanders. Further, the Act is in place to prevent unauthorised commercial exploitation at the expense of either a MSE organiser or a MSE sponsor (New Zealand Government, 2007).

2.3 Management

Business and MSE management have been examined through a number of lenses, with the Institute of Directors New Zealand (2007) suggesting that it is a critical success factor in any business undertaking. The following section draws attention to both corporate management and MSE management processes with a focus on risk management, human resource management, stakeholder management, and sustainability.

2.3.1 Risk Management

“Risk management is a proactive process that involves assessing all possible risks to the events and its stakeholders by strategically anticipating, preventing, minimising, and planning responses to mitigate those identified risks” (Leopkey & Parent, 2009, p.187).

In a world where risks arise from many different directions (e.g. financial, technical, operational, political, social, and terrorism), effective identification and management of such risks is an essential aspect of delivering MSEs. Organising committees are tasked with identifying risks and implementing risk management strategies. The hosting of the Olympic Games was used as an example by Leopkey and Parent (2009), suggesting the increased significance of financial compliance is an important risk management dimension related to the

costs associated with MSE hosting. The article draws focus to risk management through hosting expenses, particularly in the rise of increased terrorist risks and mass media exposure. It was suggested that the Salt Lake City Olympics spent upward of \$310 million and the Athens Olympics over \$1 billion in expenditure to secure venues against terrorism and ensure the safety of spectators and athletes.

Organising committees play a significant role in the development, assessment and delivery of any risk management strategies. However, limited research has explored the impact of risk management strategies regarding MSEs. Such strategies within a project setting have been more widely examined, with Raz and Michael (2001) suggesting that it is an important dimension of project management as strategies are employed before, during, and after a project. This was echoed by Boehm (1991) suggesting that risk probability assessments, risk impact assessments, risk classification and ranking should be embodied in the project-orientated risk management tools. The lack of risk management literature concerning MSEs highlights an important gap and could potentially benefit from more focus in the hosting of large-scale sporting events, and which tools are seen as best practice for the particular event/context.

2.3.2 Human Resource Management

Throughout MSE literature, risk management, human resource management (HRM), and financial compliance are important considerations to ensure successful delivery of MSEs, a point emphasised by the International Festivals and Events Association (IFEA). The IFEA suggests that event stakeholders must embrace and promote the highest standards of human resource training and management before, during, and after the event takes place (Van Der Wagen & White, 2015).

HRM is vital in coordinating the best possible experience for consumers in the stadiums, and for television viewers. This was highlighted through a study of the 2010 Canadian Olympic coordination efforts, which asserted the importance of well-grounded organising committees to oversee the intra-governmental relationships, media, sponsors, communities, sports organisations and delegations (Parent, Rouillard & Leopkey, 2011). The authors identified growing complexities in government administration of HRM strategies, suggesting that not all government-to-government relationships are consistent, warranting future search in this space to identify more transferable frameworks for relationship management between public and private stakeholders in the planning and delivery of MSEs.

Using the Asia Games, Commonwealth Games and Olympic Games as a backdrop, Van Der Wagen and White (2015) suggest HRM is a key success factor in aligning

stakeholders and participants to a common purpose. This involves detailed design and execution of HRM strategies to find and fill roles and responsibilities to paid and volunteer staff. This was also seen in the Sydney Olympic Games where HRM programs were designed and delivered to ensure the safety of employees, volunteers and spectators and comply with set regulations behind the event. In contrast, the 2010 Canadian Olympics were discussed by Van Der Wagen and White (2015) as an example of government relationships lacking in the delivery of HRM strategies. Within this study, government coordinating efforts were identified as being misaligned when needing collaboration to coordinate the delivery of multiple departmental responsibilities and achieve HRM outputs. Consequently, the delivery and perception of the event were negatively influenced by this, reinforcing the need for sound coordination of people and stakeholders for event success.

2.3.3 Stakeholder Management

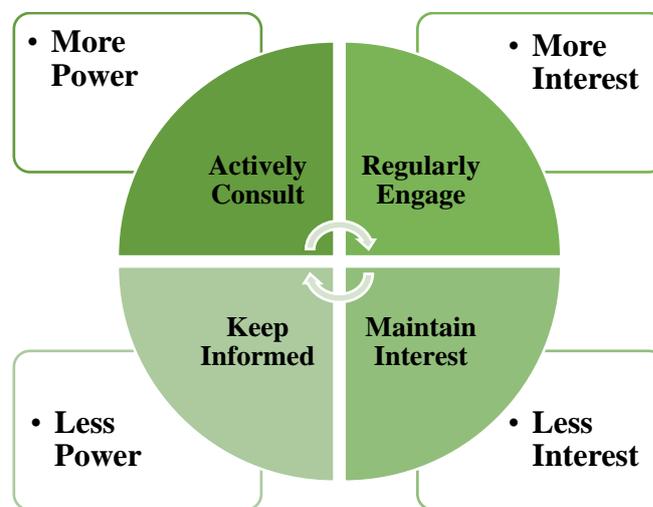
Stakeholders are individuals and groups, both inside and outside the organisation, who could influence the outcome of project implementation, and/or who could be impacted by project implementation (Dowson & Bassett, 2018; Leopkey & Parent, 2009). These stakeholders are often identified and classified according to their capacity to control resources, their interests in the specific activities and outputs in question, and their importance to the exchange process that takes place within a particular environment (U.S. Agency for International Development, 1991).

The delivery of MSEs is seen as multi-perspective and multi-dimensional constructs that must consider the vision, mission, people, and values of event delivery. Central to this is the credibility of stakeholders, directly and indirectly, involved in event delivery (Donner & Fort, 2018). This study suggests that stakeholder analysis is an important tool in identifying the key players (i.e. those with power and interest), plus those that need to be kept satisfied and those that need to be kept informed. Brugha (2000) echoes this by suggesting that the value of such analysis is behind the growing popularity and recognition toward understanding stakeholder characteristics to influence the decision-making processes.

A framework provided by the U.S. Agency for International Development (1991) can be used to identify, classify and prioritise stakeholders and 'key players' in the delivery of MSEs. The framework provides a context in which more effective stakeholder engagement can occur and aid understanding of a group's presence and/or support, in turn providing more potential for net benefits and strengthening of organisational capacity. This model also suggests if a group can influence the direction or mix of an organisation's activities it must be counted as a stakeholder.

Prioritisation of stakeholders was a key theme in the literature with Dowson and Bassett (2018) citing the importance of prioritising stakeholders for events. The study explores the need to identify stakeholder interest and importance, while also suggesting that prioritisation of stakeholders helps create more tangible and sustainable relationships. In doing so, a ‘power/interest’ matrix (Fig. 2.1) was proposed by Horton and Pilkington (2014) as a tool to identify and group stakeholders that are required to be actively consulted, regularly engaged, informed and interested in event delivery. The use of the tool is a potentially effective way to classify the power and interest of stakeholders to identify both risks and opportunities and enhance the quality of stakeholder engagement throughout project delivery.

Figure 2-1: Power/Interest Matrix (Adapted from Horton & Pilkington, 2014)



2.3.4 Sustainability

There are many definitions of sustainability with the topic being somewhat subjective and open to interpretation. The classical definition arose from Borowy (2014, p.3); “Sustainable development is the kind of development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. This was reinforced by Savitz and Weber (2006) noting that sustainability in business used to be called the ‘triple bottom line’ i.e. Profit, People & Environment. This study suggests that a sustainable company conducts its business so that benefits flow naturally to all stakeholders, including employees, customers, business partners, stakeholders, and the communities in which it operates. From an MSE perspective, this was reiterated by Smith (2009) suggesting sustainable development is the triple-bottom-line of economic efficiency, environmental integrity and social equity.

The notion of sustainable development highlighted above has drawn significant focus to MSEs as they are put under the spotlight for increasing costs, potential adverse environmental impacts, and social displacement. This was discussed by O'Brien and Gardiner (2006) who examined the effects of a relationship base approach (networking) on the Sydney Olympics. This study suggests the adoption of such an approach can extend the short-term economic benefits for hosts, and turn them into greater long-term tourism opportunities, thus influencing the financial sustainability of the MSE.

Social sustainability is also a significant theme within the literature as MSEs are seen as a tool to unite communities and provide opportunities for greater social cohesion, particularly to disadvantaged communities. Smith (2009) noted that often the justification for hosting MSEs, or the way they are 'sold' to the public, is through the promise of economic and social investment to communities. However, this often occurs without consideration of short-term and long-term sustainability implications. This study highlights that although the social impacts of events have been well studied i.e. Taks, Chalip and Green, (2015), Ribeiro, Correia, Biscaia and Figueiredo, (2018), very few of the studies have been devoted to their sustainability, begging the question as to their true long-term social impact. Therefore, more attention should be paid toward the true potential long-term impact of social and economic sustainability fostered through the hosting of MSE. Further, more research is needed on how social sustainability initiatives can be ingrained in the legacy planning and development of MSE programs.

2.4 Destination Branding Through Mega Sports Events

“Mega-events are much discussed, but seldom defined. Mega-events have different dimensions in which they can be ‘mega’ and not all mega-events are ‘mega’ in the same dimensions and to the same degree. We should thus not only ask ‘if’ an event is mega, but ‘how’ it is so”. (Muller, 2017, p. 8).

Muller (2017) proposes that the most common dimensions used to assess whether a sports event is mega are; size, costs, and impacts over time. All mega sports events are shaped by external organisational factors such as extensive international media coverage, whilst also being influenced by the complexity of internal organisational factors related to their size and duration (Frawley 2017; Getz, 2012; Muller, 2017). The commercialisation of mega and major sports events (MSEs) and the consequent development of sport tourism has led to greater awareness and appreciation of destination branding, which has been (can be) used to enhance market attractiveness of both the host location and the cities/countries being represented by the guests. Gibson (1998) proposes three types of sport tourism that make up the sport tourism

market; (1) Sports Event Tourism – tourists who travel to watch sports events (e.g. Olympic Games, World Cups, World Championships, etc), (2) Active Sports Tourism – tourists actively contribute to or engage in sports-related travel as a form of leisure, (3) Nostalgia Sports Tourism – Traveller’s visiting sport-related attractions.

Chalip and Costa (2005) concluded that a growing desire to attract the (sport) event tourist has grown significantly over the past twenty years with many local, regional and national tourism organisations viewing major events as a powerful touchpoint for attracting new investment, new infrastructure and new visitors to a region. Matheson and Victor (2006) suggesting that a destination brand must connect to a wide range of target markets and successfully differentiate the destination brand from its competitors. Further, this study recognises the vast potential for destinations to develop their brand, however, an emphasis is drawn to the need for more strategic long-term planning and investment to improve destination profile and associated economic and social outcomes. For enhanced strategic planning of destination branding, Chernev (2018) suggests the use of the ‘G-STIC’ model for practitioners to outline marketing planning. This model incorporates the organisational Goals, Strategies, Tactics, Implementation, and Control in the design of marketing strategies. This framework was reinforced by Lantos (2005) suggesting that incorporating; brand equity, identity, positioning, personality, character, culture, and image, within long term marketing planning enables the generation of more positive consumer experiences.

According to Ritchie and Adair (2006, p.8,) sport tourism incorporates “all forms of active and passive involvement in a sporting activity, participated in casually or in an organised way for non-commercial or business/commercial reasons, that necessitate the travel away from home and work locality”. Weed (2008) simplified the definition even further, claiming sports tourism incorporates all forms of active and passive involvement in a sporting activity, participated in casually or in an organised way for non-commercial or business/commercial reasons, that necessitate the travel away from home and work locality. (Becker, 2013) suggests that the travel and tourism industry is the second largest global industry with daily international revenue of approximately US\$2 billion and investments of 12 per cent of world GDP. Within this sector sports tourism is discussed as being one of the fastest-growing sectors in the global travel and tourism industry, reverberated by the US\$90 Billion worth and the 75.3 million US adults being a part of organised sports events. This observation is echoed by Lee and Kim (2014) who propose that sports tourism can be leveraged from the well-established reputations of MSEs and that new or existing destination brand identities can be revealed, reshaped or revitalised through strategic event-related legacy development. Destinations are possibly the travel industry’s biggest brands and tourists are

presented with a growing number of choices. Pike (2005) suggests that having well-grounded destination branding strategies to leverage MSE are central in establishing an effective brand. Essential to capturing such a complex and concise destination brand was discussed by Pike (2005).

2.4.1 Vision and Stakeholder Management for Destination Branding

MSEs are progressively being seen by supporters as a prime opportunity to develop or reinforce destination competitiveness in the global tourism marketplace (Getz, 2012 & Frawley, 2017). Further, the use of MSEs provides an opportunity to develop a host's internal and values and beliefs. These values were discussed by Roper and Davies (2007) suggesting that such opportunities become more apparent to external stakeholders, helping to transfer the image from an MSE to a host destination. This image transfer was further suggested to aid destinations hosting MSEs to portray specific characteristics that can influence the brand quality and credibility founded from local values and ideals. This was echoed by Papadopoulos (2004) suggesting that associating positive destination images to external stakeholders can help aid the image of product extensions that improve destination characteristics such as consumer perceptions.

In structuring destination branding strategies, the incorporation of a well-grounded purpose/vision was seen a pivotal to aligning external and internal stakeholders to brand heritage, culture, people and values, philosophy. This was discussed by Donner and Fort (2018), suggesting that such branding must consider the multi-layered 'value foundation' of destinations. It is this value foundation that summarises and forms the pillars of legacy development and helps form destination personality. This was discussed by Sant, Mason and Hinch (2013) who explored legacy leveraging through the Olympic Games, and identified that both short and long-term legacies have a significant influence on the branding of host cities. The Olympics was discussed as an opportunity to re-shape destination image, however, a holistic method to engaging those with power and interest, and the wider community was seen as fundamental in bidding, and leveraging of the Olympics. Hankinson (2007) reinforces this perspective with the notion that corporate brands associated with the Olympic Games can leverage the hosting of the games to appeal to wider markets by building unique symbolic associations linked to the Olympics, helping to improve brand communication to stakeholders.

Morgan, Pritchard and Piggott (2003) suggest that stakeholder management for MSEs is a complex environment that is fundamental to initiate and portray brand images. The authors draw focus to the importance of local and central government to enable strategic partnerships with event organisers to portray an authentic brand image through MSEs for a host destination.

An important dimension of communicating a specific brand image or identity, particularly when geographically isolated, is 'share of voice'. Ambler, Kokkinaki and Puntoni (2004) discuss the share of voice as being a critical aspect of branding processes that can influence the type and extent of communication to the market. This was seen to be an important tool in market assessment and is used to measure consumer behaviour, trade, customer, competitor, accounting and innovativeness within a business.

2.4.2 Co-Branding and Destination Image Creation

It is widely acknowledged that co-branding MSEs with destinations is a tool for economic affluence and tourism generation (Fourie & Spronk, 2011, Fourie; Santana-Gallego, 2011). A significant element of attaining such affluence can be seen using co-branding strategies employed by both the event and the host destination. This was identified by Hankinson (2007) suggesting that as sport and MSEs have grown in scale, the use of corporate branding strategies have become more prevalent in co-branding to influence destination image. Further, this study suggests that due to the MSE stakeholder landscape and incorporating numerous stakeholders, partnerships have become an important part of event and destination branding. The role of these partnerships was discussed to offer a more instantaneous response to branding strategies due to a greater prevalence of resources available to stakeholders.

The most obvious partnerships created through the delivery of an MSE is seen through the event and the host city. The nature of this partnership portrays the destination as the 'product' in co-branding through corporate branding, which was discussed by Hankinson (2007) suggesting that corporate branding principles; the co-production of the place product, the co-consumption of the place product, the variability of the place product, and the legal definition of place boundaries is a fundamental framework for practitioners to consider in developing co-production of the place product. The Olympic Games are an example of this, with Heslop, Nadeau, O'Reilly and Armenakyan (2013) exploring both summer and winter Olympics for transfer of image between host destinations and the events. This study found that any image transfer leveraged through MSEs occurs through long term partnering of marketable entities that simultaneously connect brand characteristics to the market context.

The values and beliefs of consumers are often a destination markers tool that can be used to draw more national and international attention to a host city, helping to reinforce specific destination brand characteristics to target markets. This was echoed by Xing and Chalip (2006) suggesting that in reaching such markets, practitioners must consider the beliefs, ideas, and impressions of individuals regarding a destination. Kenyon and Bodet

(2018) reinforced this perspective through studying the image transfer of the London Olympics. By observing how the local perception of London was altered during the hosting of the Olympics brought to light the influence of MSEs on host destinations. Through a pre-post event analysis, the study identified a change like domestic and international image perceptions. These changes of perceptions suggest that MSEs are a powerful tool in portraying desirable elements of destinations that can be targeted a specific segment of society and the economy and transfer the desirable dimensions of MSE to the host city.

Market signalling to strengthen elements of co-branding was also discussed in the literature as an important tool to increase destination exposure. Preuss and Alfs (2011) conducted a study identifying the importance of market signalling, asserting that it enables the identification of unobservable qualities between partners to create symbolic capital. This study drew focus to China using the Olympic Games as a platform for market signalling to portray extravagant spending, increased investment and symbolic capital.

2.4.3 Destination Branding: Image & Communication

There are numerous ways in which destinations can brand themselves to compete for the world's businesses, consumers, and tourists (Herstein & Berger, 2013). Walker (2010) suggests that destination reputation has a significant impact on organisational performance, a conclusion echoed by Trueman, Klemm and Giroud (2004). Balmer, Fukukawa and Gray (2007) provide a framework for destination marketers to alter reputation by considering the current structural, organisational and philosophical attributes of a brand; the means of communication to stakeholders; the desired image of corporate management; and the responsiveness to external factors and pressures. Of course, at different events and destinations, each must consider the unique philosophical attributes they are seeking to leverage to establish or reinforce their own image/identity.

MSEs are increasingly being viewed as a tool to leverage off, promote, position and brand destinations (Dimanche, 2003). The recognition of this influence was discussed by Pechmann and Ratneshwar (1991) who argue that to capitalise off the MSEs brand image, differentiation and positioning, destination attributes must be seen as superior to competitors within the same market. In doing so, understanding destination image and how it could be portrayed to stakeholders, businesses and consumers were discussed as pivotal. These studies suggest that communicating a brand image must incorporate domestic and international perspectives and the interlacing of social, political, cultural legacies into the destination image. Such communication can often be seen through the opening ceremonies of the Olympic Games or other MSEs. These ceremonies often draw on the host's history and culture to communicate

values and beliefs of the destination to consumers, and to connect consumers to the destination and event. This strategy was reinforced by Morgan et al., (2003).

Strategic partnerships between local and central governments are an important tool in engraining local values, beliefs, history, and culture into an event to portray specific destination marketing and communications (Herstein et al. 2013). This study also suggests that destination image communication is often linked to major infrastructure projects associated with event delivery. These studies identified the hosting of the Olympic Games as an important tool in heightening destination image and shaping destination communication strategies to strategic partners both involved in the event, and the wider economy. Selecting a destination image that fits both the event and destination is a fundamental element and must be integrated into long-term legacy planning (Herstein et al. (2013). Further, by leveraging MSEs for image creation, destinations often focus investment on roads, transportation systems and sports facilities. Using the Sydney and Barcelona Olympic Games as a backdrop, Herstein et al., (2013) suggest that the alignment of destination brands and communications with MSEs must take a more holistic view, focusing on longer-term investment as a commercial foundation to gain longer-lasting benefits such an event can bring a destination. Such investment from host cities can have a significant impact on destination perception, being able to portray specific qualities to gain authenticity in the minds of consumers. Herstein et al., (2013) highlight the infrastructure development investment for the Beijing Olympic Games included \$3 Billion for an airport construction.

2.5 Leveraging of Legacies

The regular hosting of MSEs has helped to shape the perception, profile and popularity of many cities over the past century, if not longer (Getz 1997; Smith, 2012). The terms ‘leverage’ and ‘legacy’ are commonplace within public and professional event marketing discourse over the past decade. In fact, over the past thirty years, every summer and winter Olympic Games, FIFA World Cup and Commonwealth Games have provided academics operating within the sport, event and tourism fields, the chance to observe, access, evaluate, and articulate the expectations and experiences of residents, spectators, tourists, sponsors, volunteers and a range of other key sports event stakeholders. Despite myriad case studies documenting both good and bad leveraging of legacy, one doesn’t have to look too hard, or for too long, to discover fresh evidence of destination marketers/managers failing to deliver on their pre-event promises and failing to maximise the potential long-term benefits attached to hosting MSEs. The common acceptance that ‘legacy’ is an unavoidable consequence of staging events has led to an increase in the number of articles focused on ways in which outcomes/opportunities can be strategically manufactured, manipulated and

maintained (i.e. leveraged), thus extending the time that a 'once-in-a-lifetime' event impacts stakeholders in a way that is noticeable, equally noteworthy, and that provides a return on their investment.

Unlike the notion of 'legacy', the strategic 'leveraging' of MSEs are a more recent phenomenon, with empirical research described as being "sparse and limited to mega and hallmark events in large cities (O'Brien, 2007). Chalip (2004, p.228) defines event leveraging activities as those "which need to be undertaken around the event itself" and those "which seek to maximize the long-term benefits from events". Preuss (2007, p.211) defines event legacy as "all planned and unplanned, positive and negative, tangible and intangible structures created for and by an event that remain longer than the event itself". For cities and countries hosting MSEs, the focus of legacy-leveraging continues to be an integral part of event planning (Grix, 2012). The legacy planning process for the hosting of MSEs requires a wide-ranging investigation of the political, economic, social, technological, and environmental opportunities (Knott, Fyall & Jones, 2016). Grix (2014) suggests that legacy-focused planning offers a more dynamic approach to the delivery of MSEs by shifting the focus of planning to include assessment of both short and longer-term impacts of an MSE on the host destination. This approach entails an impact assessment of the MSE to account for legacy implementation before, during and after the event to generate specific outcomes (Ritchie & Adair, 2006). Thus, legacy planning has resulted in a focus shift from short-term impacts such as job creation and attraction of spectators to a focus on the event's ability to capitalise on short and long-term opportunities associated with the event (Gripsrud, Nes & Olsson, 2010).

Pike (2005) suggests that having well-grounded destination branding strategies to leverage MSEs are central in establishing an effective brand. Similarly, Lantos (2005) argued for the incorporation of brand equity, identity, positioning, personality, character, culture, and image within long term planning, thus enabling the generation of more positive consumer experiences. The incorporation of a well-grounded purpose/vision was also seen a pivotal to aligning external and internal stakeholders to brand heritage, culture, people and values, and philosophy (Lantos, 2005). Matheson and Victor (2006) support this, suggesting that a destination brand must connect to a wide range of target markets and successfully differentiate the destination brand from its competitors. Building upon this idea further, Hankinson (2007) proposes that the use of corporate branding strategies have become more prevalent in co-branding to influence destination image. He also notes how corporate branding principles offer a fundamental framework for practitioners for consideration in the development and co-production of the place product. These principles include the co-production of the place product, the co-consumption of the place product, the variability of the place product, and the

legal definition of place boundaries (Hankinson, 2007). More recently, Donner and Fort (2018) concluded that it is the multi-layered foundation and formulation of values that form the pillars of legacy leveraging and destination personality.

2.5.1 Tourism Legacy

The New Zealand tourism sector has seen significant growth in the last ten years and plays an important role in New Zealand's economic development. This was reinforced by a Statistics New Zealand report, stating an increase in tourism-related spend by international and domestic tourists. The report states that this spend has exceeded \$40.9 billion in the year ended March 2019. With provisional figures suggesting international tourism expenditure will contribute 20.4 percent to New Zealand's total exports of goods and services, generate \$3.8 billion in goods and services tax (GST) revenue, and contribute an additional \$11.2 billion, or 4.0 percent of the gross domestic product in the year ending 2019 (Statistics NZ, 2019).

In part due to the rapid growth of the tourism industry, the focus has been increasingly drawn to the impacts of tourism on destinations, leading to the recognition of the notion of 'tourism legacy'. Chalip (2004) views legacy development as an organising principle helping host destinations attain broader and longer-lasting national and local benefits, set in motion before the event and realised during and after. This has been long adopted by the Olympic Games reflected in the organisational philosophy seeking a vision that encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the sports events for cities (International Olympic Committee, 2017).

The Olympic movement and Football World Cup events come under significant scrutiny for both positive and negative legacies associated with the potentially divisive events. The Olympic legacy has become a predominant part of the Olympic movement and become a fundamental force and contentious topic for every single host city (Zhu & Han, 2018). Social and cultural legacies are an important element of this vision that promote complex and challenging dimensions to legacy development, which was seen in Beijing, portraying a regrettable image of events not fully embracing the cultural perspectives of china, thus diminishing elements of potential legacy impacts. To ensure both tangible and intangible legacies are captured is important to cement state strategies targeting MSE. This was identified by Grix (2012) showing that Germany hosting the 2006 FIFA world cup was used as a legacy pillar to enhance destination image, helping drive greater focus on both domestic and foreign tourists. The study identified 'soft power' (i.e. how Government is perceived by others) to be an important political element and suggests it is a pre-requisite to encouraging and increasing tourism, trade and influence through MSEs.

2.5.2 Social Legacy

Social legacy planning comes from the excitement of being chosen to host MSEs which can be infused directly into communities, schools, and other areas with powerful results. Cornelissen, Bob and Swart (2011) studied five consecutive Olympic Games in Africa (2000-2016) focusing on identifying prevalent social legacy pillars of the period. Education was seen as an important social legacy development policy and as such was developed through educational programs in Africa. The study found that meaningful community integration through the events provided opportunities for sustainable development goals to be targeted to better informing educational and cultural development programs linked to the Olympics. A separate study by Getz (2005) suggests that these social legacies offer a platform for interactive communication creating emotional connections and partnerships with event stakeholders to transform communities. A central influence in such social transformation is the emotional connection to an event or stakeholder (e.g. sponsor) by individuals and communities. Getz (2005) suggests this is part of what makes an event special, which in turn has implications for legacy development planning. In particular, the social capital, communities, and capacity building ideas identified in this paper support the proposition that events benefit from effective leveraging of stakeholders' interests (e.g. Chalip, 2006b; O'Brien & Chalip, 2008). Although the emotional element of event leveraging has been explored, more attention could be drawn to the emotional components of long-term legacy planning for MSEs. A critical aspect of emotional connection, however, seems to be the direct participation aspect, the lived experience (e.g. being involved in the torch relay of the Olympic Games). Thus, perhaps simply planning for leveraging opportunities may not be enough; finding ways to get stakeholders directly involved may be more important. Sponsors can engage with the event and their customers physically, mentally and emotionally to connect with the passion associated with the event or sport in general, helping strengthen ties. In doing so, igniting the passion that an event or sport, in general, can bring, and turning that passion into a "successful" endeavour for each event stakeholder.

2.5.3 Economic Legacy

Economic legacies are vital in the successful hosting of MSEs (Preuss, 2007). Having the host city on show during the event has numerous economic impacts, potentially aiding the transformation of communities and contributing towards economic prosperity to event hosts, as seen from Auckland's past America's Cup hosting. On the contrary, there are numerous examples of negative economic legacies shrouding the delivery of MSEs, due to a lack of legacy benchmarking of current and future legacy measures. This was also discussed by Preuss (2007) suggesting that legacy benchmarking is essentially long-term development planning,

thus having a considerable impact on economic legacy benefits to hosts. MSEs often draw a significant domestic and global audience and tourists to a destination and are considered the most valuable source of economic growth for many countries through visitor spend. The current evaluation practices of MSEs are identified by Kumar and Hussain (2014) who propose a Money Generation Model (MGM) currently used by Australia, the UK and the USA as best practices (Table 2-2).

Table 2-2: Money Generation Model (MGM)

<ul style="list-style-type: none"> • Reducing the resources for other activities by making available all the resources for the particular production capacity.
<ul style="list-style-type: none"> • Inflation factors changing through buying – consumption patterns
<ul style="list-style-type: none"> • Reducing the resources for other activities by making available all the resources for the particular production capacity.
<ul style="list-style-type: none"> • Diversion of the customers from old to new products.
<ul style="list-style-type: none"> • Increase in the tax rate.
<ul style="list-style-type: none"> • Unemployment factor.

The MGM considers several sectors (including the tourism sector) for the evaluation of changes in multi-sector policies while suggesting that air transport provisions, tax changes, and special events such as sporting events, will impact the overall level of economic activity in the host city/country economy (Kumar & Hussain, 2014). This is echoed by Pop, Kanovici, Ghic and Andrei (2016) who drew attention to the growing popularity of sport tourism as consumer behaviour, citing the rapid increase in mass media exposure. The economic legacy of the 2011 Rugby World Cup (RWC) was discussed by Chadwick, Semens and Arthur, (2011) reinforcing the need for strategic long-term economic legacy planning to attain a greater return on investment. This study assessed the economic impact of the 2011 RWC in New Zealand by estimating the cumulative global television audience at 4 billion along with 95,000 international visitors arriving for the event. Further, the findings in this publication assert that based on an economic impact assessment “the tournament would generate significant economic benefits for the country, adding \$408 million to GDP and tax revenue exceeding \$90 million – well above the potential costs of hosting the tournament”.

The economic implications of the 2011 RWC was an important dimension in enabling the transformation of communities' while being a tool for destination promotion, to showcase New Zealand's landscape and portray a world-class destination to persuade people to visit and live in New Zealand, and ultimately to spend money New Zealand. In leveraging such positive legacies through the hosting of MSEs Ritchie and Adair (2006) necessitate the need for transparent collaboration between public and private sectors in event delivery to ensure a broader consciousness' with the integration of strategic alliances. Aligning the ambitions of the event with the public and private sectors allows the right time, place, and purpose for the event and can allow for more use of the public purse and public accountability of the delivery process. Further, this offers the host city the opportunity of bringing all aspects of legacy leveraging (Social/Economic/Cultural) into profiling and positioning between the host city/country and event destination.

2.5.4 Infrastructure Legacy

MSEs can often be a catalyst for economic and social regeneration by promoting economic development through the (re)development of urban spaces and facilities. A significant part of this regeneration is the development of infrastructure required for the hosting of such large-scale sports events. Varrel and Kennedy (2011) discuss infrastructure as a multi-dimensional construct that incorporates the built environment and security foundations required to host such events. There has been significant growth in the sporting industry, now forming a multi-billion-dollar sector that requires adequate infrastructure for MSE hosting. This is reflective of the infrastructure costs associated with many MSEs, as noted by Baade and Matheson (2019) in their analysis of the magnitude and sources of funding associated with developing MSE infrastructure. This study drew focus to Germany's 2.4 billion Euro investment towards 12 stadiums for the 2006 world cup, reinforced by Preuss (2004) suggesting a ballpark figure for hosting a Summer Olympic Games at \$10 Billion, with many hosts far exceeding this.

2.6 Chapter Summary

This chapter reviewed a selection of relevant literature pertaining to sport event management, focussing on four broad themes, i.e. governance, management, destination branding, and leveraging of legacies through MSEs.

Section 2.2 addressed the relevance and importance of effective governance, which broadly includes ensuring a clear purpose, clarity of accountabilities, facilitating a transparent culture, and ensuring compliance where necessary. General management principles are broadly discussed in section 2.3. While there are many aspects to management of MSEs,

issues of risk, human capital, stakeholder engagements and sustainability are considered particularly important factors relevant to the discussion on MSEs. Some of the aspects are dealt with in more detail in section 2.4 where the particular relevance of branding, communications and stakeholder alignment are addressed. The chapter concludes with a review of the literature pertaining to destination branding and explores the significance of having a focussed purpose, ways in which MSEs can be used for co-branding, destination image creation, and communication strategies to effectively leverage MSEs for destination branding purposes.

Having set the literature context, Chapter 3: sets out the research methods and rationale for adopting a mixed methods approach, which in this case involves both qualitative and quantitative research methods along with analysis of specific 'Google Trends'. The Chapter addresses the research process for gathering and collecting the quantitative data for google trends; explores the choice and method behind conducting qualitative semi-structured interviews; and outlines the participant identification process and protocols associated with engagement of participants to support the research. Given the diverse nature of the topics, a Thematic Analysis is employed to summarise and collate the main findings. Chapter 3: provides a brief overview of the process and a rationale for using the approach in this research. Lastly, the chapter touches on ethical prerequisites and approvals by the Auckland University of Technology Ethics Committee (AUTEK).

Chapter 3: Research Design/Methods

3.1 Introduction

To examine the destination branding and legacy development strategies employed by selected participants, the researcher adopted an interpretative case study approach. This approach is concerned with exploring phenomena ‘from the interior’, taking the perspectives and accounts of research participants as a starting point and as a series of representations. This approach uses the researcher’s subjective interpretations to gather the interpretations of selected participants to understand the ‘life-world’ of Auckland’s tourism and hospitality sector (Opdenakker, 2006). The research uses mixed-methods, through triangulation of both primary and secondary, qualitative and quantitative data. Google Analytics (secondary), discourse analysis (secondary), and semi-structured interviews (primary) were conducted to identify key dimensions of destination branding and legacy development. The approach is supported in the literature as an appropriate means of data collection in social science and exploring lived experiences such as this research (Wildemuth, 2009). This chapter further outlines the research methods adopted to achieve the aims of this study (refer to section 1.2).

3.2 Google Analytics

Google Trends is an online platform that surveys and ranks the most prevalent keywords. It lets the user know what's trending across the world through the use of several parameters. This research uses a quantitative content analysis previously used by Preuss and Alfs (2011) to illustrate the signalling efforts of the 2008 Beijing Olympics to signal towards exterior audiences. By using Google search engine filters the research is able to examine keyword data to show results via the analysis of specific keywords and phrases chosen by the researcher. The most popular keyword search results from Google trends are updated in real-time, with information separated into international results or specific regions, world-wide-web results or media related hits on a keyword search ("What is Google Trends?", 2020). In this research, the Google Trends platform is used to analyse the past and present use of the terms ‘Auckland’ and ‘City of Sails’, using a comparative Key Word Search (KWS) to identify how the phrases have been and potentially continue to be an important brand for Auckland. This section aims to uncover international and domestic interest over time and media interest from 2008 to present, and interest in each of past America’s Cup events since 2008.

In conducting the Google Trends analysis, the keyword searches were divided into four categories: (1) Worldwide Web Search Interest- 2008–Present; (2) New Zealand Web Search Interest: 2004 – Present; (3) Worldwide News Search: 2008–Present; (4) New Zealand

News Search: 2008 – Present. Each of these searches used the phrases ‘City of Sails’ and ‘Auckland’ to uncover any associations between Auckland and the hosting of previous Americas Cup events. To quantify the specified trends and report ‘interest over time’, the Google Trends searches produce a line graph for each search category (ref Figure 4-1 through Figure 4-4). In these results, the trends are represented through a 0-100-point value system. A value of 0 represents a lack of data relating to the search terms, a value of 50 represents half popularity relating to the search terms, and a value of 100 represents the peak popularity for the search terms. Through the use of Google Trends, domestic and international web searches and media related content specifically relating to ‘Auckland’ and the “City of Sails’ could be used to investigate the significance of the phrase in Auckland’s branding, and how past Americas Cups have served to reinforce Auckland’s brand identity as the “City of Sails’.

3.3 Semi-Structured Interviews

The primary advantage of semi-structured interviews is the breadth and depth of information attained and the standardisation of questions to increase data reliability and research replicability (Qu & Dumay, 2011). This paper further suggests that semi-structured interviews will allow the researcher to observe and interpret phenomena and the meanings attached to the interviews by the participants. This is followed by the reconstruction of identified themes and categorisation to make comparisons and contrasts between patterns to be reflected on to make sense of them (Opdenakker, 2006). The author of this paper suggests that the semi-structured interview are characterised by synchronous communication in time and place, with interpretations applied to a systematic classification process of coding, theming, or pattern identification to be reported. This uses the researcher’s subjective interpretations of the interviewer to gather the explanations of selected stakeholders to understand the lifeworld of Auckland’s tourism and hospitality sector in leveraging the AC36 for destination branding and legacy development (Opdenakker, 2006).

A Power/Interest Matrix (refer to section 2.4.3) was deemed the most appropriate stakeholder mapping tool from literature research and was used to frame participant identification with relation to Auckland businesses directly affected by the arrival of AC36. From this analysis potential stakeholders in the AC36 were identified as shown in the stakeholder map in Figure 3-1. From this analysis, potential stakeholder candidates were identified and contacted regarding their preparedness to participate in this research. It is important to note that several stakeholders with high power and influence regarding the AC36 were approached for this research, but were not in a position to participate within the available timeframe. Therefore, only three stakeholders were able to participate in this research.

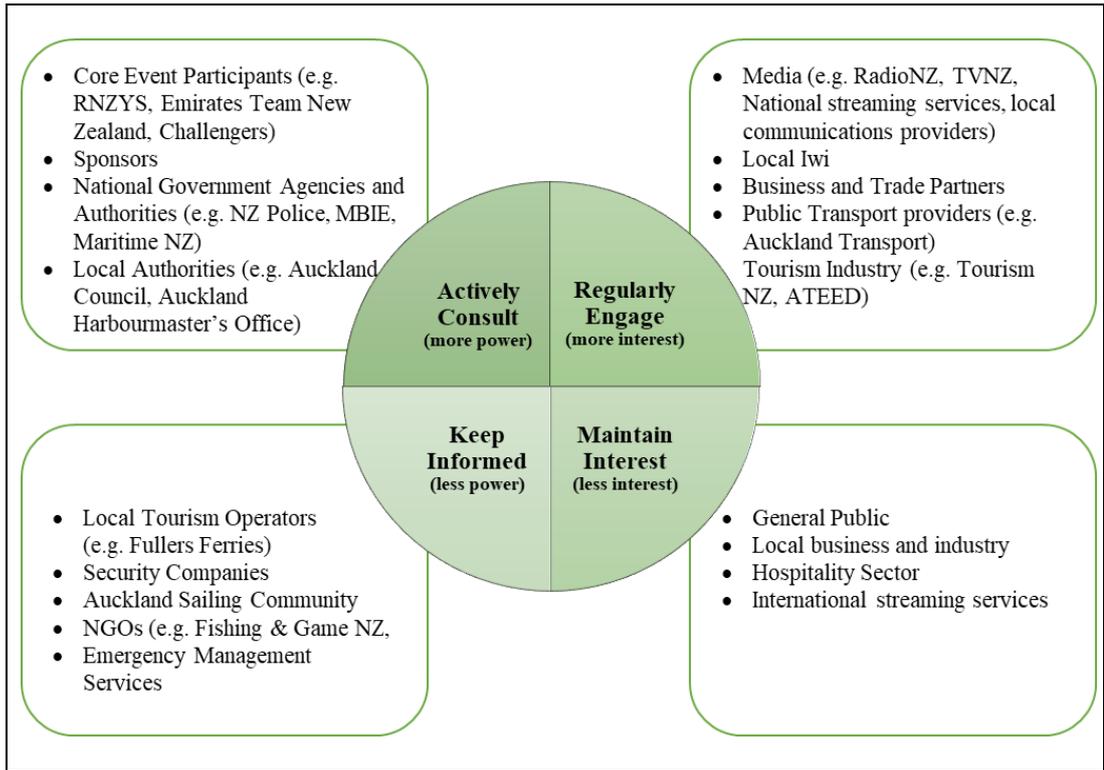


Figure 3-1: AC36 Stakeholder Map

Table 3-1: Semi-Structured Interview Questions

<p>Question 1: To what extent can Auckland Leverage the hosting of the 2021 America’s cup for destination branding?</p>
<p>Question 2: In your opinion, how effectively has Auckland leveraged the destination branding opportunities attached to past sports events?</p>
<p>Question 3: Are you currently aware of what, if anything, is currently being done (or is planned) for destination branding ahead of the 2021 America’s Cup Regatta?</p>
<p>Question 4: What role do you see your business sector playing for the current and future branding of Auckland as a sports event tourism destination?</p>

Table 3-2: Semi-Structured Interview Protocols

1	Participants are provided with an information sheet introducing the research.
2	Participants are provided an opportunity to ask questions, via telephone or email, 48 hours before each interview.
3	The researcher will attain voluntary consent from all participants, via signed consent form immediately before data collection.
4	Participants are made aware of the recording and transcription of interviews through information sheets and an interview guide.
5	Duration: 45-minute duration.

Prior to contact being made with selected participants, ethical approval was sought to ensure the ethical standards set out by Auckland University of Technology Ethics Committee (appendices A) would be upheld, and to ensure safety of participants during this research. To increase data reliability and research replicability between selected stakeholders this research will follow the semi-structured interview questions (Table 3.1) and protocols (Table 3.2). Prior to the interviews, the researcher sought to engage the selected organisations highlighted in a stakeholder analysis from this research through initial email contact. These emails were sent to the identified participants to inform them of the proposed research and invite them to take part. In these emails the participants were invited to take part in the research and provided with an information sheet informing them of the research objectives (refer to appendices C) and conformation of research ethical approval.

Before commencing the interviews, the participants were required to sign an interview consent form acknowledging that they understood the information provided about the research project in the information sheet, and that the research will protect the privacy/identity of the participant, but that anonymity cannot be 100% guaranteed due to the nature of the case study research, and the small size of the stakeholder population (refer to appendices D). The duration of each interview was 45 minutes following the interview structure outline in appendices B.

3.4 Thematic Analysis

A Thematic Analysis (TA) is the primary tool for data analysis in this study which is used to summarise the phenomenological meaning of qualitative data. To summarise and categorise information drawn from primary and secondary data a TA is considered as an appropriate way to uncover the underlying meaning of information that is exposed through subjective interpretation. During this phase of data analysis, Vaismoradi, Jones, Turunen and Snelgrove (2016) suggest that a TA encompasses the development of codes with a common point of reference with a high degree of generality to tie explicit notions regarding the subject of inquiry. This is echoed by Braun, Clarke, Hayfield, and Terry, (2019) asserting that this coding enables better description and categorisation of data into ‘patterns of meaning’, offering greater data flexibility based on the researchers’ subjective interpretation. These interpretations were a focus of Guest et al., (2012) suggesting that by theming subjective interpretations derived from data analysis the method moves beyond counting explicit words or phrases, to focus on identifying and describing both implicit and explicit ideas.

In qualitative data analysis there are many advantages in using a TA, with Braun and Clarke (2012) suggesting the TA offers the ability to contextualise the subjective information for broader extraction of deeper meaning, while providing the researcher flexibility in coding, and greater contextualised theme development. To demonstrate rigour in data analysis this research will follow the phases of TA suggested by Vaismoradi et al., (2016): (a) Initialisation; (b) Construction; (c) Rectification; (d) Finalisation.

3.4.1 Initialisation

Initialisation consists of three main components: data transcription, coding, and reflective note-taking. This phase is seen as a more general step in understanding data from a broad perspective helping to generate ideas and prepare the researcher for data analysis and theme development. Vaismoradi et al., (2016) suggests this is achieved by focusing on data familiarisation through the production and reflection of transcripts, and reflective notetaking. This familiarisation plays an important part in constructing data to uncover recurring themes and patterns of interest, pre-empting the construction of themes.

3.4.2 Construction

The construction phase of a TA is pivotal in allowing the researcher to build data familiarity through transcription, reflecting on the transcription, and begin to label conceptual words or phrases that give sense to key notions. This phase of constructing the data is considered as the analytical process that pieces together the researchers' subjective interpretations to inform further coding and ultimately theme development (Vaismoradi et al., 2016). The next phase of construction is when the researcher begins 'coding', to condense large amounts of data into manageable segments. These segments create what is called 'units of meaning', which clarify specific points of interest and allows the researcher to cluster data for further analysis. During the coding phase, the researcher is provided more clarity regarding these units of meaning which allows the researcher to begin a more specific alignment of 'units of meaning' to smaller segments.

3.4.3 Rectification

Rectification is considered as the verification and refinement process of a TA, as researchers have built data familiarity, unearthed units of meaning, condensed and aligned data into patterns and begun to form explicit themes. According to Vaismoradi et al., (2016) the data verification process in this model is threefold, and considers data immersion, distancing and stabilising. Data immersion is the first phase of this verification process which helps to provide the researcher with true, reliable representations of the researcher's coding process, however, closeness alone can be seen to influence a researcher's critical perspective of the theme development. To verify data, the immersion phases require the researcher to have a deep understanding of the data, helping to unearth more valid representations from participant's views. Just as 'closeness' is vital in data verification, 'distancing' is also an important phase of rectification. Distancing is often used in qualitative research to separate the research from the findings, to provoke different reflective practices toward data helping to provide a more objective perspective of the explicit themes. Discussed by Vaismoradi et al., (2016) as 'self-criticism', distancing is seen to allow a context for the research to reflect on data and the broader research question simultaneously. In broader data validation, this helps the researcher to confirm congruence between explicit findings and the overall study.

3.4.4 Finalisation

Finalisation is referred to as 'developing the storyline' from the participant's perspective. This stage of the TA describes and connects the researcher's subjective interpretations and units of meaning to specific themes. Vaismoradi et al., (2016) suggests that in finalising themes, four key principles are used to enable the researcher to choose, recount

and order findings. Firstly, 'Theoretical precedence' involves the linking of themes and sub-themes to the discourse analysis and qualitative findings. Secondly, 'variation' involves accounting for every individual case specifically. Thirdly, 'limiting gaps' is identifying and removing gaps and inconsistencies from the data, and finally, the use of evidence and appropriate style to be creative while remaining authentic to data. This process helps the researcher create and understand 'meaning' within the data by describing and linking themes through creative storytelling from subjective interpretations whilst upholding the key philosophies of qualitative data analysis.

3.5 Ethical Considerations

In research with human participants, research must be undertaken with the intent to attain meaningful and worthwhile insights from participants, while providing a safe means for participants to be comfortable in doing so. As such, this research is conducted in line with the Auckland University of Technology ethical principles, approved by the Auckland University of Technology Ethics Committee (AUTECH) (see appendices A). This research did not involve vulnerable participants and all participants received an information sheet before the arrival of the researcher. Further, before the interviews were conducted, all participants could ask any questions regarding the research and were required to sign a research consent form before commencing the study. This signed consent form confirmed the participant's understanding of the research and their willingness to participate (see appendices C and D).

3.6 Chapter Summary

This chapter has outlined the design and methods used to conduct this research, rationalising the mixed-methods approach adopted, which combines qualitative and quantitative analysis of both primary and secondary data. To help identify interview targets for this research, the Power/Interest stakeholder Matrix (Adapted from Horton & Pilkington, 2014) discussed in Section 2.3.3 was used. The result of this analysis is illustrated in the AC36 stakeholder map (Figure 3-1). From this analysis, four high-power/high-interest stakeholders were approached for interviews. All four were receptive, but unfortunately aligning a suitable interview date with one of the stakeholders was a challenge, and the interviews were not able to occur. It was on this basis that the decision was taken to supplement data via a simple Google analytics assessment.

Semi-structured interviews (primary), Google Analytics (secondary), and discourse analysis (secondary), were considered the most appropriate tools for data collection and analysis. The means of primary data collection has been outlined, reinforcing the suitability of the qualitative approach using semi-structured interviews (ref Table 3-1 and Table 3-2).

Chapter 4: outlines the research findings and discusses their significance and the extent to which Auckland can leverage its hosting of the AC36. The findings from Google Trends (keyword search) explains how Auckland's 'City of Sails' brand has been and continues to be recognised. The findings from primary interviews are addressed through a Thematic Analysis (Ref Section 3.4). Two primary themes are identified, namely; Socio-economic Development, and; Tourism Legacy. Table 4-1 summarises the six specific areas of the findings.

Chapter 4: Discussion and Findings

4.1 Introduction

This chapter sets out the key themes from data collection and analysis (Table 4-1), followed by an interpretation and discussion relating to the extent to which Auckland can leverage the hosting of AC36 for destination branding and legacy development. The Google Trends analysis complements the interview findings and discussion to reinforce the important opportunities attached to the hosting of the AC36 and supports the notion that America’s Cup has been, and will be, an important period for Auckland to strengthen, reshape or refresh the city’s destination marketing approach.

The findings in this chapter (summarised in Table 4-1) reinforce the relevance of using the AC36 event to build Auckland’s profile through destination branding. This view was echoed in all the interviews, where interviewees noted the opportunity to build on previous marketing campaigns that have built Auckland’s “City of Sails” brand, and which was subsequently ‘decommissioned’ in 2008.

Although these findings are more specifically related to the AC36 context, it is expected that the application of the emerging themes can be applied more broadly to the extensive tourism, sports marketing, and sport management literature. Further, the discussion section regarding the legacy development and destination branding opportunities through the AC36 has significant crossover between MSE hosting for destination branding and legacy development, offering the potential for future research in the specified field of study.

Table 4-1: Research Findings

4.1	Google Trends Analysis
	Theme 1: Socio-Economic Development
4.2	Portraying Auckland as a world-class destination
4.3	Growing the size and skill of the Labour force
4.4	Making Auckland a better place to live
	Theme 2: Tourism Legacy
4.5	Cultural Legacy
4.6	Tourism Infrastructure Development
4.7	Improved International Visibility

4.2 Google Trends Analysis

To understand how Auckland's 'City of Sails' brand has been and continues to be used, this section reveals the findings from a Google Trends 'Key Word Search' aimed at identifying the use and worth of the 'City of Sails' brand to Auckland. Google Trends is a platform used for comparative keyword researches to discover event-triggered spikes in keyword search volume (refer to section 3.2). Following this analysis, an all-encompassing 'google search with the phrase 'City of Sails' was searched to identify if and how the phrase is actively related to Auckland and when this has been done so after the brand's decommission in 2008. This analysis identifies that although discontinued in 2008 the brand is still synonymous with Auckland and could be rejuvenated to shape future marketing campaigns before, during and after the hosting of the AC36.

The outcomes of the search and are discussed below. The most significant dimension of the keyword searches is how the phrases are used on years the America's Cup has been held, compared to when it has not. Whilst the last six America's Cups were held in 2000, 2003, 2007, 2010, 2013 and 2017, the data on these searches only dates back to 2008. The Google Trends KWS highlighted in the graphs below suggest that although Auckland's marketing campaigns using 'City of sails' was discontinued in 2008, the phrase still resonates with both a domestic and international web search and media audiences. During each of the America's Cup years since 2008 (highlighted above) there is a significant spike in keyword searches and media searches linking Auckland's brand position to the 'City of Sails'. There has still been significant interest over time for the City of Sails brand, which serves to reinforce Auckland's maritime narrative through the America's Cup and the brand position to which the 'City of Sail's' aligns.

Figure 4-1 represents world-wide interest over time for the terms 'Auckland' and 'City of Sails' from 2008 (when the campaign was discontinued' through to present). Although there was an initial drop in the searches of this brand in 2008 once discontinued, there is a statistically significant spike (100 or more searches) in each of the America's Cup Years (2010, 2013, 2017). Due to the America's Cup events being held overseas there is more international media attention and interest in the brand, linking the America's Cup history and reinforcing Auckland's position as a sailing and maritime destination. In particular, the peak interest of Auckland and 'City of Sails' has come on each of America's Cup years, with interest increasing towards the next peak before Auckland hosting the 2021 event.

The findings from Figure 4-2 also align with New Zealand's interest over time, following the same general pattern, indicating peaks during the lead up to, and during each of

the past America’s Cup events. This suggests that the event presents a pivotal opportunity to reinforce Auckland’s sailing and maritime brand position, and as a sports tourism destination. As seen in Figure 4-3 and Figure 4-4, the spikes in international and national media interest in the ‘Auckland’ and the ‘City of Sails’ generally aligns with the data from domestic and international web-searches, with domestic and international media interest spiking on each of the America’s Cup years, and continuing to trend upwards towards the 2021 event.

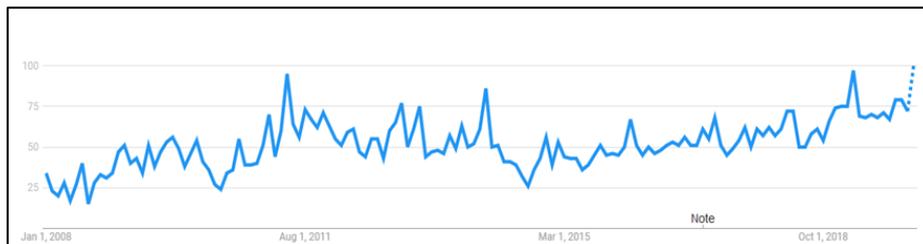


Figure 4-1: ‘Auckland’ & ‘City of Sails’ Worldwide News Search: 2008–Present

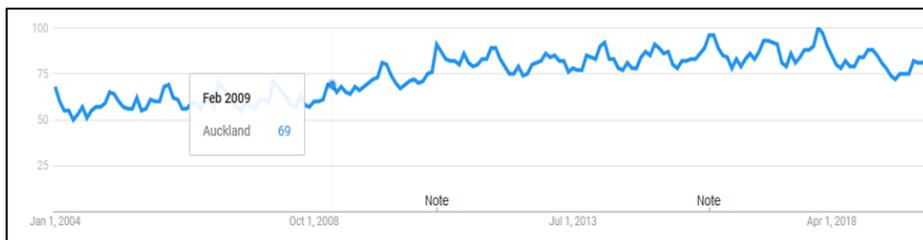


Figure 4-2: ‘Auckland’ & ‘City of Sails’ Web Search Interest from ‘New Zealand’: 2004 – Present

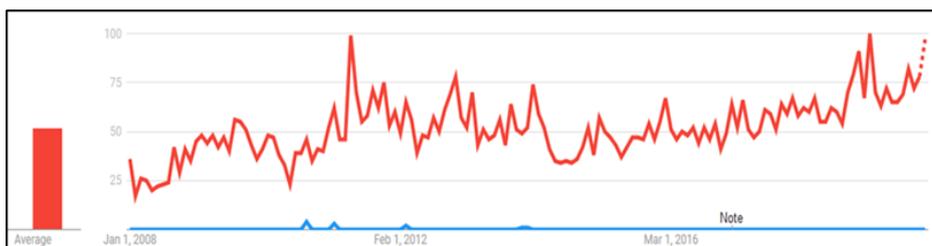


Figure 4-3: Auckland’ & ‘City of Sails’ Worldwide News Search: 2008–Present

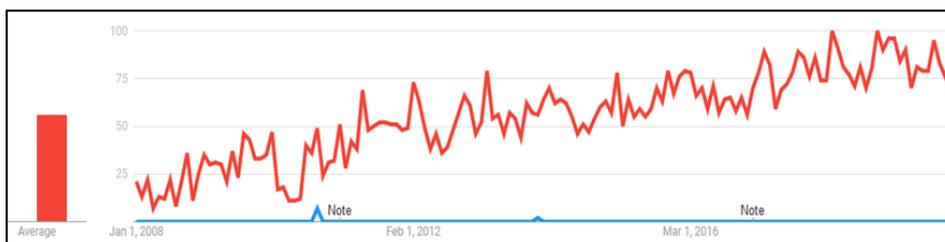


Figure 4-4: Auckland’ & ‘City of Sails’ National News Search: 2008 – Present

Media exposure and perception creation play a significant role in hosting MSEs, with Kim, Choi and Kaplanidou (2015) suggesting that ‘Agenda-setting theory’ gives the media the ability to influence cognitive change among individuals and structure their thinking toward a particular event. It is therefore important to identify the significance of the media in reinforcing Auckland’s brand position from the end of the City of Sails campaign (2008) and leading up to Auckland’s hosting of the 2021 America’s Cup. These findings suggest that although Auckland has not been actively marketed as the ‘City of Sails’ since 2008, the phrase is synonymous with both the city of Auckland and the America’s Cup. Therefore, there is evidence to support using or adapting the ‘City of Sails’ brand as a vehicle to reinforce and/or refresh the existing brand rather than create a new brand for Auckland. These findings also align with Lee and Kim (2014) suggesting that sports tourism can be leveraged from the well-established reputations of MSEs and that new or existing destination brand identities can be revealed, reshaped or revitalised through targeted promotion and positioning of brand identities.

As well as the Google trends KWS, a general Google search for ‘City of Sails’ was also used to portray the significance of the phrase and its attachment to Auckland city. At the time of writing, the top result for this search was *“Auckland: Waterborne in the City of Sails, with twin harbours and rich maritime heritage. It is therefore of no surprise that Auckland also wears the title of ‘City of Sails’”* (“Auckland: Waterborne in the City of Sails”, 2020). This result reinforces the significance of the ‘City of Sails’ brand, and that even outside of America’s Cup years, the name still resonates as part of the narrative of the city, and which can be leveraged for future marketing campaigns. In February 2020, an article published in the New Zealand online media used the image below (Figure 4-5) for a story about travel to Auckland. The picture shows the ‘City of Sails’ brand still being actively broadcast to travellers at Auckland Airport’s domestic terminal. The image supports the hypothesis offered by Kenyon and Bodet (2018) and Lee and Kim, (2014) suggesting that MSEs can be a powerful tool in changing image perceptions and portraying desirable elements of destinations that can be targeted at specific sections of society and the economy and transfer the desirable dimensions of MSEs to a city brand. These findings also echo that of Dion and Mazzalovo (2016) suggesting that old brands can be revitalised if they resonate with collective memory. Auckland’s ‘City of Sails’ brand persists because it is embedded in individual and/or collective memories of consumers.



Figure 4-5: 2020 Media Image advertising Auckland as the “City of Sails’ (Source: Stuff.co.nz, February 2020)

As seen by the KWS analysis and the image, the ‘City of Sails’ brand is embedded into Auckland’s psyche and remains in collective memory. Such a powerful brand image warrants further investigation as to how the brand could be reshaped to represent a more holistic perspective of Auckland that ties its maritime history and culture to the AC36 to revive and reinforce Auckland’s brand image as the City of Sails and a world-class sports tourism destination. The following section focuses on the themes to emerge from the three semi-structured interviews.

4.3 Interview Theme: Socio-Economic Development

The commercialisation of the sports industry and the rapid growth of the mega events industry has seen significant attention paid to the leveraging of sports events, reinforced in this research by participants’ views pertaining to the significant socio-economic opportunity offered by hosting the AC36. In fact, the socio-economic legacy potential emerged as a key theme from the three key stakeholder interviews, shedding light on the long-term impacts of hosting MSEs such as the AC36. Socio-economic factors are shaped by an individual perceptions and beliefs, cultural patterns, economic organisations, methods of production and distribution, socio-political arrangements, and the international economy (Jaffee, 1998). Productive capacity is at the core of socio-economic growth, without which no productive development can take place to drive society forward and help improve the quality of life.

The contribution of an MSE to productive capacity is well documented, helping to enhance host economies to bring about positive economic and social change and improved quality of life (Brittain, 2018; Cho, & Bairner, 2012). This observation is reflected by Solberg and Preuss (2007, P.213), noting that “applicant cities often take for granted that hosting a major sport event generates substantial regional revenue on a short and a long-term basis, despite the fact that research has documented the connection to be more complicated than some applicants realise”. This is evident in past America’s Cup events, with the America’s Cup website claiming that in the decades leading up to the late 1990s, the downtown waterfront area had witnessed the development and demise of a range of commercial and industrial uses, along with a renewed Kiwi euphoria for everything that sails on the water. Hosting the America’s Cup became the catalyst for a rejuvenation of the rundown Viaduct Harbour area. In just a few years, the Viaduct was transformed from a dilapidated area that Aucklanders mostly avoided, to a social and cultural hub referred to as the “dynamic heart of the city” (America’s Cup, 2019a; Tourism New Zealand, 2018).

Similarly, when Interviewees were asked about the extent to which Auckland can leverage the hosting of the 2021 America’s Cup for destination branding and legacy development there was a strong focus on the socio-economic legacy through the ability to portray Auckland as a world-class destination, grow the size and skill of the Labour force, and in doing so, make Auckland a better place to live. The findings in this research relating to the socio-economic legacy opportunity offered by AC36 align with the AC30 economic impact assessment published by Barker et al., (2001) (refer to section 1.1).

4.3.1 Portraying Auckland as a world-class destination

The opportunity to showcase Auckland to the world is accompanied by a significant element of economic legacy development, an element that was identified as an important legacy pillar of AC36. The event is seen as one that can increase productive capacity and enhance the narrative of Auckland as a world-class ‘nautical playground’ for business and leisure. It is also seen as another opportunity to undermine the perception of Auckland and New Zealand as being geographically isolated.

The opportunity to leverage the hosting of the AC36 for destination branding of Auckland aligns with the observations in much of the literature relating to destination marketing, suggesting MSEs like the AC36 provide an opportunity to increase brand awareness, modify destination image, heighten destination brand differentiation, and enhance destination brand reputation (see, for example, Chalip & Costa, 2005). This opportunity was identified by Interviewees 1 and 2, both of whom observed that AC36 offers an opportunity

to increase destination brand awareness and to change domestic and international perceptions of Auckland and New Zealand. In particular, there is an opportunity to refresh Auckland's image by integrating the City's cultural dimensions and natural assets to ultimately differentiate Auckland in the destination market place and portray the city as a world-class destination.

The AC36 is as an opportunity to build a broader narrative that benefits New Zealand business, and which leads to increased awareness and reputation benefit of Auckland and New Zealand. As with the hosting of past events like the 2011 RWC, the AC36 is seen as an opportunity to drive tourist visitation and exposure to a global audience. This was reinforced by Interviewees 2 and 3 who noted that;

“Some of the issues we face when we are helping companies to do that is that there is a very narrow perception/awareness of New Zealand. If they do know where NZ is then that's great, but the challenge Auckland and NZ faces is that the country tends to be very famous for sheep, wide-open spaces, beautiful things... Whilst there is this perception that NZ is pure fresh and clean, perhaps on the shadow side of that, is there's also this perception that its perhaps a little bit backward, certainly not very sophisticated in things like technology and innovation because all we've got is fields. This can potentially give off the impression that our education isn't good because we don't have access to that sort of thing. AC36 is such a valuable platform because that technology and innovation allow us to shine the light on other spaces than just the marine space, in turn, enhancing destination perception and image, helping to grow NZ companies for the benefit of all of Auckland and NZ and enhance destination reputation”. (Interviewee 2)

“...it's about making NZ more famous for more things. The fact that we have broadcast of this regatta helps shine a light on the Hauraki Gulf and reinforces the fact we've got this fantastic nautical playground on our doorstep” (Interviewee 3).

In generating tourism legacies through the hosting of the AC36 the event offers significant opportunity to stimulate the visitor economy. Prior research has highlighted the role of MSEs in aiding destination visibility (e.g. Solberg & Preuss, 2007), which was reinforced by Interviewee 3 drawing focus to Auckland's previous successes, particularly through the hosting of the 2011 RWC and Volvo Ocean Races.

“Auckland has leaned into [AC36 ed.] and done really well which I think has cemented its status as a major event city. From what I can gather, events like the RWC and the Volvo Ocean race for example are well-run events, they are generally sustainable, and have showcased the ‘Urban Oasis’ element of Auckland city. From a destination perspective, it’s now at the forefront of major National Sporting Organisations and Federations that Auckland is a place where they can bring a major event to and it can be done well here. So, I think in that sense there’s a lot of success” (Interviewee 3)

Such MSEs have become an important tool in aiding the transformation of brand Auckland to portray a succinct brand narrative that can communicate to target markets, the city’s potential as a world-class travel destination. Through heightened brand awareness it is pivotal to create a brand that represents both a target market and the community in which the destination represents. Auckland has long been known for its natural assets on which past branding campaigns have used to capitalise on the Waitemata and the AC36 is seen as an opportunity to refresh and potentially reshape the city’s brand. Furthermore, the AC36 provides an opportunity to convey Auckland’s unique selling proposition. However, having a branding framework that can be endorsed by locals and sought after by international markets is pivotal. This was reinforced by Interviewee 2, noting that;

“having one story that is representative of all of Auckland is easier to communicate, easier to digest, but harder to build and convey given the geographical spread of Auckland and the variety of different regions, and landing on Auckland’s unique selling proposition is a really challenging thing... I think Auckland is fortunate that NZ has really strong destination branding and so I think it’s something to be very cognisant of, and something that NZ can forget is that a lot of the rest of the world really doesn’t know NZ exists. For an organisation that is trying to brand a destination it is about creating handy assets, whether it be video footage, photography, or research, framework, some but the job of marketing a place sits way outside local or central government. It’s what all the private sector businesses and individuals do as well because that’s how content marketing works and how the web works” (Interviewee 2).

Interviewee 2 further commented that there was “...*significant industry research regarding the branding strategy of Auckland ahead of the AC36*”, with the re-creation of destination brand pillars intended to be a centre-point in executing targeted marketing campaigns around the AC36.

The findings from interviewee 3 reinforce the notion of Solberg and Preuss (2007), suggesting that AC36 is an opportunity to heighten destination awareness and create a narrative that can be sold to domestic and international visitors to drive tourism, and ultimately the economy. “*The America's cup allows a narrative to be brought to life and showcase the ‘City of Sails’ and the maritime nature of the region and then provides an avenue to showcase the islands of Waiheke and the west coast beaches and so on*” (Interviewee 3). This reinforces the belief that the AC36 can be used to develop a tourism legacy through the heightening of destination awareness to drive the visitor economy. Interviewee 3 added;

“Creating a marine/maritime story” that portrays Auckland as a great place to live and visit. This will enable destination marketing organisations and the private sector to portray consistent key messaging that, first and foremost, will showcase NZ’s proficiency in the maritime space, that NZ and Auckland are a nation and city of navigators, that everything ‘sailing’ is in our blood, and that the industry is extremely competent in these spaces” (Interviewee 3).

The opportunity to heighten the awareness of ‘brand Auckland’ through the AC36 was discussed as pivotal in developing a tourism legacy that can build on past America’s Cup events and help boost the New Zealand and Auckland visitor numbers before, during and after the event. These findings relate to the notion of MSEs being used as a means to heighten destination awareness, help change perceptions, refresh/reshape image, heighten destination reputation and ultimately generate consumer loyalty within the destination marketplace. This is echoed by Lee and Kim (2013) stating that the successful completion of the 2008 Beijing Olympics helped enhance China’s and Beijing’s city brand awareness and image, resulting in a considerable influence on visitor perceptions and attitudes to further motivate brand choice and loyalty.

4.3.2 Growing the size and skill of the labour force:

Swart and Bob (2012) discussed the importance of the size and skill of the labour force to socio-economic development, often stemming from induced development and construction expenditure, trade and business development and a change in investment

proportion. Growing the size and skill of Auckland's labour force was seen as a significant element of socio-economic legacy, and AC36 is seen to be an important opportunity to leverage more than just the marine industry to increase direct foreign investment and create quality jobs for Aucklanders. The AC36 was considered to offer an opportunity for significant growth in the size and skill of the labour force, particularly in the marine and tech sectors. This was reinforced by interviewees 1, 2 and 3.

“There is a huge amount of leverage to be had there because the spotlight in the sailing world, in the superyacht world, in the marine industry turns onto Auckland for a prolonged period. The event itself is unlike a Rugby World Cup that has a window of 6 weeks, whereas the America's Cup runs for several months and is not just about the America's cup. It's about a whole lot of the side-line events that that are happening during this time and it touches on other elements other than just being a fan of the America's Cup” (Interviewee 1).

“... as well as the improvements to superyacht provision, other sectors are at play that will provide premium food and beverage, and premium fashionwear, so it becomes a multi-sector play due the nature of the event and people who come and spectate, and the fact that the event is very tech-reliant... otherwise our organisation would not have invested in it... so to actually grow the economy, we are definitely expecting that the AC36 can be leveraged economically and leave some legacy. This is the reason the America's Cup is such a valuable platform because it allows Auckland and NZ to showcase their technology and innovation, allowing us to shine the light on other spaces than just the marine space. We can also show how we can do things in terms of meteorology; animation [animated Graphics ed.]; the management and interpretation of data, and the application of the boat design, however, having the 'superyacht world' on Auckland's doorstep will be pivotal in developing an economic legacy through the 2021 America's Cup”. (Interviewee 2).

Interviewee 3 also alluded to the past hosting of the America's Cup events in Auckland, suggesting the event is an important opportunity because:

“... it plays into lots of other spaces. It plays into the marine industry- a reasonably significant sector for NZ [with a direct economic impact, whilst offering] the ability to promote the proficiency of NZ

technology sector in regards to navigational tools, electronics, animation and technology and improve upon the infrastructure developments from past America's Cup events" (Interviewee 3).

The prolonged attention to Auckland offers the maritime industry numerous opportunities in capitalising on the AC36 for increasing the size and skill of the labour force. Due to the number of participants and spectators that will arrive on Auckland's shores, the maritime industry, the hospitality, and tourism sectors, as well as marketing organisations will have several opportunities through the AC36 through the increase visitor volume and international exposure the event will bring. This was explained further by interviewee 1:

"There are hundreds of superyachts registered to be coming to Auckland's shores which will contribute millions of dollars into the economy because the reality is when they are here, they get 'refits' they purchase large quantities of food, beverage, fuel, and philanthropy while they are in town". Attracting and hosting hundreds of superyachts will play an important role in developing an economic legacy, partly for the direct economic benefit they bring in terms of what they spend while they are here, and partly for what it does to the marine industry in terms of re-fits and refurbishments and potentially even new boat builds" (Interviewee 1).

The importance of increasing the number of superyachts that arrive on Auckland's shores and their influence on the job market was also discussed by interviewee 2, who suggested that the marketing resources directly linked to promoting the event and showcasing destination Auckland, will significantly increase as the event gets closer. This was a key aspect of past America's Cup's held in Auckland, which saw significant investment. Interviewee 2 also pointed out that the international networking opportunities were of equal, if not more, importance, adding that; *"In some of those circles [foreign direct investment and business], those people are the ones who come in the best years to come, because they can afford to bring a superyacht down here and get it refurbished while living here for 6 months and enjoying the event/summer and things like that". (Interviewee 2).*

In 2018, Interviewee 2's observations were echoed by the trade and export growth minister, and associate finance minister, David Parker ("America's Cup infrastructure plans advance", 2018). These findings also align with prior literature research suggesting that MSEs can bring a significant social and economic return to host cities through the development of the labour force (Solberg & Preuss, 2007). Finally, the findings highlight the importance of ingraining socio-economic legacy frameworks into governance practices in MSE management

to ensure accurate measurement of an event and being able to capitalise on the skilled work that goes into the preparation and hosting of MSEs like the AC36. Understanding the true impact of past America's Cup event is an important part of AC36 preparations, as discussed by interviewee 2, and can provide tangible evidence in attaining political endorsement for public investment and resources, and for legacy planning to be built into governance protocols and the AC36 hosting program (Li & McCabe, 2012). Interestingly, Barker et al., (2001) suggests that Auckland's staging of the America's Cup in 2000 helped extend the visitor's length of stay, and portray Auckland as a world-class destination. However, there was no specific mention in this paper toward the ability to leverage the event in 2000 specifically for destination branding, nor a focus of Auckland's ability to leverage future MSEs for enhancing destination image, brand differentiating, awareness, and reputation.

4.3.3 Social Legacy

MSEs are often an important vehicle in developing social value and cohesion and findings suggest this is an important dimension of leveraging plans for the AC36. Social legacies can have important implications for the host destination and direct participation.

The notion of developing social legacy through MSE hosting was discussed by Swart and Bob (2012) suggesting that MSEs can develop social legacies through influencing social development, fostering national pride and unity, promoting community development and civic pride, create shared experiences ('feelgood factor'), increase community participation, and facilitate sports development. The concept of social legacy was an important focus for interviewee 1, suggesting that an increase in event accessibility and AC36 related community activities is at the heart of delivering resident-event emersion, fostering a sense of local pride, and empowering community integration. Interviewee 1 highlighted the significance of the AC36 and the event's potential to "... bond a lot of Aucklanders and bond NZ to Auckland". In doing so, how spectators can engage in the event was discussed as an important part of creating such an environment, with interviewee 1 highlighting the organising efforts to create a "... spectator-friendly event that everyone can be part of, wherever they are". Further, interviewee 1 referred to previous America's Cup events being used for social emersion through a nationwide cup tour, bringing the nation together to celebrate the success of Team NZ. He recalled how:

"We did a national tour with the cup after Bermuda. It started in Kaitia and ended in Bluff and it was an amazing thing to organise and be a part of and was about 20 days in total. During that time, the Cup got paddled across Lake Rotorua in a Waka, it went to Edgecumbe after the

floods, it just really bonded the whole nation, so we have seen big social paybacks from the hosting of the America's Cup” (Interviewee 1).

For AC36, Auckland sailing clubs were discussed as being important vehicles in influencing community experiences of the event and enabling greater social interaction and integration through the event. This was reinforced by interviewee 2 drawing focus to the funding available for sailing clubs and other sporting facilities to bring locals together to showcase the events, create an exciting atmosphere, and encourage the Auckland community to get involved in the events. This notion of increasing participation was discussed in depth by interviewee 1 suggesting that significant resource has gone into “... *making the AC36 most accessible and participated in America's Cup yet*”. This was reinforced by interviewee 2 who emphasised the notion of ‘participation’ being pivotal in the efforts to leverage the AC36 for social development and community cohesion.

“We want the event to be the most spectator-friendly America's Cups that has ever been. To do this we need to increase accessibility and participation through a ‘spectator-friendly event. the whole design of the racecourses and the way resident communications will roll out is to make the event accessible to anyone in the city, whichever part of the city they are in. It doesn't have to be, just a come to the waterfront type event. It's about participation and accessibility” (Interviewee 2).

The ability of MSEs such as the AC36 to create a social legacy goes beyond merely bringing communities together and reinforcing cultural identity. This was emphasised by Interviewee 3 in regards to previous America's Cup hosting, suggesting a “... *significant part of delivering a social legacy is through job creation, and offering more opportunities through the event to drive economic growth and improve the quality of life for All Aucklanders and New Zealand*” (Interviewee 3).

4.4 Interview Theme: Tourism Legacy

The travel and tourism sector drives international visitor arrivals in New Zealand and is considered to be a major source of international exchange, tourism related employment, and other tourism related activities (Balli, Tsui & Balli, 2019). The development of sport tourism and the importance of MSEs to the sector was discussed by Preuss (2007) suggesting that hosts of MSE must consider the development of this sector as a legacy pillar. It is, therefore, no surprise that interviewees focused on the opportunity afforded by AC36 to stimulate the visitor economy through heightened brand awareness, attachment, reputation, and loyalty.

“It’s about diversifying Auckland and NZ’s brand perception to be portrayed in a more sophisticated way” (interviewee 3). This was reinforced by all interviewees with a focus on the extensive marketing opportunities offered to Auckland through the hosting of the AC36 to change international perceptions on brand New Zealand and Auckland. *“The event plays into lots of other spaces so is an important opportunity for Auckland to capitalise on in many ways. From a tourism perspective the AC36 becomes a ‘hook’ to be able to tell that story and individualise it depending on who it is you are talking to or what it is you are trying to convey”* (Interviewee 2).

In generating tourism legacies through the AC36 a focus of interviewees 2 and 3 was the need to create a point of difference in future destination branding strategies. Both drew focus on the need and opportunity to better incorporate the rich cultural elements of New Zealand, and particularly the longstanding maritime heritage of Tangata Whenua. Refreshing and re-shaping previous strategies offers a unique opportunity for brand differentiation and to weave Auckland’s cultural aspects into its destination marketing strategies and communications. As well as the branding implications of hosting the AC36, discussion touched on the opportunity and need for infrastructure developments to support AC36, and the impact of ongoing and proposed developments on Auckland’s ability to host future sport and cultural events. It was felt that these developments are important to stimulate the visitor economy and strengthen Auckland’s image as a world-class tourist destination. Such observations align with prior literature research suggesting that how MSEs are portrayed to audiences can significantly influence domestic and international perceptions of a destination.

4.4.1 Cultural Legacy

Cultural legacies are an important aspect arising from the hosting of MSEs. This was noted by Cho and Bairner (2012) in a study focusing on cultural legacies attached to the 1988 Summer Olympics, held in Seoul, South Korea. This study suggested that “global events can help to promote indigenous cultures and even reverse the direction of dominant globalising trends. Not only can MSEs reverse particular trends regarding cultural norms, there is an opportunity to provide a brand narrative that both domestic and international markets can align to in destination branding and legacy development through the AC36.

Building on the earlier discussion on tourism legacy, interviewee 2 reinforced this aspect, suggesting that enhanced focus will be applied to weaving more cultural elements into brand Auckland to heighten brand differentiation. Interviewee 3 also suggested the cultural pillar of ‘brand Auckland’ is an effort to do just that, i.e. to become more distinctive in the marketplace. Being able to embed brand heritage, culture, values and philosophy into

destination brand is a multi-layered framework that can influence destination reputation, helping to reach out to new markets and reinforce existing domestic and international tourism partners. In sum, the hosting of the AC36 is an important platform for Auckland to reposition its brand by weaving into the event, a cultural dimension that that can be signalled to spectators and which creates enhanced attachment and loyalty to an already competitive destination market place. Destination personality was emphasised in the efforts ahead of the AC36 with interviewee 2 and 3 highlighting the importance of, but paucity in engaging with the local Maori community to enhance the AC36 narrative. They noted how;

“It is important that we are able to showcase their stories, their sites of significance, values, and history because it is completely unique to Auckland and fascinating to most visitors... There is an important link there, I see the brand as the collection of experiences and stories people tell about a place more than I see as the logo. To clarify, that is how people feel about this place having engaged with it in one-way shape or form, it’s about storytelling. Will a story make someone book a flight and come here? (Interviewee 2).

“The Maori cultural dimensions of brand Auckland are underutilised, and I think it is only now being recognised. Maori culture is a point of difference internationally. It is embedded in the way we live, work and treat others, but we don’t bring it to life through our branding. I do think those values in particular and the Maori culture, in general, could definitely be more prominent... The only thing that we have got that is markedly different from any destination in the world is the culture, and it is something that we do almost without thinking. That kind of monarchy/hospitality shines through and that’s feedback from people that came to the RWC. The Maori culture is embedded in the way we live, work and treat others, but we don’t bring it to life through our branding. So, I think the Maori culture surrounding ‘care of people and place’ is something that NZ does without thinking about, and I think that it is underutilised and underrepresented in what we do. The America’s cup allows that [brand Ed.] to be brought to life and showcase the city of sails and the maritime nature of the region and then provides an avenue to then showcase the islands of Waiheke and the west coast beaches and so on, could it be better? Possibly”. (Interviewee 3).

These findings align with prior literature research suggesting that the heightened domestic and international attention to a host city through MSEs can reinforce specific

destination characteristics to target markets and change perception, increase awareness, and ultimately increase brand loyalty (refer to section 4.3.1). Similarly, the literature suggests that MSEs like the AC36 present opportunities to unify brand stakeholders to heritage, culture, values, and philosophy while enhancing brand differentiation and repositioning to be more superior to competitors within the same marketplace. This was discussed in the Beijing Olympic organising efforts with Zhu and Han (2018) suggesting that Beijing portrayed an undesirable image of events not fully embracing the cultural perspectives of china, thus diminishing elements of potential tourism legacy impacts.

4.4.2 Improved Tourism Infrastructure

Having adequate infrastructure is a fundamental element in the successful hosting and leveraging of MSEs. According to the New Zealand Government, “Infrastructure refers to the fixed, long-lived structures that facilitate the production of goods and services, including tourism, transport, water, energy, social assets, and digital infrastructure” (Treasury.govt.nz, 2019). Due to the size and scope of AC36 the event has seen significant tourism infrastructure projects to accommodate the event and will leave a subsequent legacy for generations to come, particularly the maritime and fishing capabilities of Auckland. This is significant as Auckland’s has an important attachment to the surrounding natural assets, which is a key pillar of Auckland’s future branding. This was reiterated by interviewee 2, who suggested that the ‘urban drivers’ or built environment is a key aspect in the attempts to market Auckland internationally;

“The ‘Urban Oasis’ is the mix of a 50/50 split of urban drivers for Auckland, and natural drivers. So Urban drivers are things like galleries, festivals, music, restaurants, architecture, (the urban things or the built environment) and then our natural assets, like the harbour, our parks. Sporting events are one of the many urban drivers, and we are quite lucky that we are good at it so I could expect we would want to continue to support sport as one of our ‘drivers’, particularly when we are in such a beautiful natural playground and that helps reinforce the Urban Oasis”
(Interviewee 2).

Although the ‘urban driver’ pillar of destination marketing was reiterated by interviewee 2 to be pivotal in building on Auckland’s brand, other interviewees did not draw the same conclusions. While the focus was on the significance of sports events to the tourism industry, the lack of focus on infrastructure development associated with hosting the AC36 as a tourism legacy is an important finding. This suggests that future research relating to the

leveraging of MSEs such as the AC36 could draw more attention to the tourism implications of the built environment, in which prior literature research has recognised the ability for MSEs to be a catalyst for infrastructure development. This notion is reinforced by Preuss (2007), suggesting that such infrastructure development through MSEs can “change the quality of location factors of the host city in the long-term, and the benefits/costs through the transformation of the host city are the legacies associated with hosting MSEs”. Further, this paper notes that often the host city develops faster than it would have had it not hosted the event. On the one hand, accelerated development is a positive legacy, because the city benefits earlier from the infrastructure/event-structures and can better position itself with global competition. The statements from Preuss (2007) reinforce the importance for cities to look at tourism infrastructure development as a legacy pillar, and as a means to enhance tourist infrastructure related to the hosting of MSEs such as the AC36.

4.4.3 Improved International Visibility

As with past America’s Cup events the opportunity to improve international visibility through AC36 was discussed as an important pillar in generating tourism legacies. The AC36 was discussed by all interviewees as an opportunity to “*diversify*” Auckland and New Zealand’s brand perception. Interviewee 3 stated that; “*there is a very narrow perception/awareness [of Auckland and New Zealand] on the international stage*”. This was also echoed by interviewee 2 stating that, with destination branding in particular;

“... we have done a large piece of work in the last year and see the AC36 as a really good opportunity while the world's eyes are on Auckland to get international coverage of Auckland as a destination. [There is renewed focus to] become really clear on what makes Auckland unique and what makes us attractive to international audiences; so, we are trying to showcase this part of us. It's about storytelling... will a story make someone book a flight and come here and if it's not meeting that criteria, we won't scoop it up and use it in the overall brand. The organisation has commissioned research from residents, travellers, work, with shopping, with travellers, desk research, and Artificial Intelligence (AI) to have a look at Auckland's profile on the internet. [Auckland's] reputation is largely built online nowadays and most of our efforts to enhance international visibility and build destination reputation is digital marketing” (Interviewee 2).

Interviewees 3 also suggested that, since the creation of social media and digital marketing, more digital resources are being utilised to enhance destination visibility to travellers.

“It allows us to tell a much better story and tell a much clearer destination story and provide a much clearer destination pitch than has been able to previously. There’s also been a unified city brand for the first time in a while so that kind of repetition and exposure through a number of events after the RWC has allowed that to come into play in terms of exposure”
(Interviewee 3).

Using the AC36 as a platform to increase international visibility in the tourism marketplace aligns with previous MSE management literature that use such events to portray specific qualities of a destination, and to change perceptions. This was identified by Grix (2012) showing that Germany hosting the 2006 FIFA world cup was used to enhance destination image, helping drive greater focus on both domestic and foreign tourists. The study identified ‘soft power’ (i.e. how government is perceived by others) to be an important political element and suggests it is a pre-requisite to encouraging an increase in international visibility, helping stimulate the visitor economy, trade partnerships and increase the country’s GDP.

4.5 Chapter summary.

The preceding chapter has outlined the research findings from Google Trends and the Thematic Analysis (Section 3.4) used to form the research findings (Table 4-1). A discussion based on findings of both primary and secondary data has identified the participant expectations of the potential for the AC36 to be leveraged for destination brand and legacy development. Findings suggest that socio-economic and tourism legacies can be leveraged through the hosting of the AC36 and reinforces literature suggesting MSEs can be leveraged for destination brand and legacy development (ref sections 2.4 and 2.5).

The following section concludes this research and discusses the practical implications of this research and suggests future research in the specified field.

Chapter 5: Conclusion/Implications

The final chapter will summarise key findings of this research, reaffirming the notion that MSEs are a powerful vehicle for destination branding and legacy development, and that the AC36 can be linked to the previous hosting of the 2000 event to build upon historical socio-economic and tourism legacies generated through the regatta in 2000. This chapter will summarise the key findings relating to the AC36's ability to develop socio-economic legacies by portraying and reinforcing Auckland's position as a world-class tourist destination, growing the size and skill of the labour force, and developing social legacies that represent Auckland's unique cultural heritage. This chapter also addresses practical implications for industry professionals, suggesting that for the 'successful' leveraging of the AC36 and other MSEs on the horizon, there must be strategically targeted leveraging campaigns.

Finally, a recommendation for future research in this area is discussed, focusing on leveraging 'collective memory' to (re)shape destination brands and reposition the hosts of MSEs.

5.1 Introduction

The aim of this research was two-fold. The author wanted to examine the tourism legacy planning and destination branding attached to major events hosted in Auckland over the past two decades (2000-present) and to explore the extent to which New Zealand's largest city can leverage new and old legacies through their hosting AC36. As highlighted by literature, this study reinforces the notion that the regular hosting of MSEs has helped shape the perception, profile and popularity of many cities over the past century, if not longer (Getz 1997; Smith, 2012). Due to relatively long periods between large scale MSEs, legacy development becomes a more important factor in long-term planning and stakeholder development (Preuss, 2007). The success of the Royal New Zealand Yacht Squadron's 35th America's Cup syndicate, Emirates Team NZ, means that New Zealand has another opportunity to capture both domestic and national long-term tangible and intangible benefits through the hosting of the AC36. In fact, Auckland, New Zealand, will soon join New York as being the only city to have hosted an America's Cup regatta on more than two occasions. This unique association has been and continues to be a powerful influence on international perceptions, on the city's own brand identity, and in a practical way (Green 1999; Orams & Brons, 1999).

5.2 Concluding Statement

Co-branding between destinations and MSEs is well regarded as a significant tool for destinations to leverage off, promote, position, and brand themselves (Hankinson 2007). At the start of the 21st Century, the exploitation of opportunities provided by successive America's Cup series served well to reinforce Auckland's brand positioning as the 'City of Sails', aligning with the rich maritime history of Auckland and reinforcing the city's position as a world-class sport tourist destination. In the search for destination brand differentiation and a multi-cultural narrative for Auckland, the city has potentially underestimated the power and importance of the 'City of Sails' brand. So, at a time when Auckland's brand image and identity remains in question, the upcoming 2021 America's Cup can be an opportunity to revive and/or refresh Auckland's 'City of Sails' brand identity.

Through the AC36, Auckland has several opportunities to leverage the nostalgia attached to America's Cup event, to stimulate urban re-development, nurture domestic and foreign investment, and reinforce the city's brand through targeted positioning. The hosting of the AC36 is seen by both central and local governments as an important opportunity to continue Auckland's urban development, initiated in advance of the 2003 America's Cup, thus building a long-term legacy for Aucklanders and visitors. In the Auckland Council (2019) report, the harbour is seen as a fundamental asset and legacy pillar of the America's Cup, which has been built off the initial redevelopments in the 2000 and 2003 America's Cups (refer to section 1.1). These earlier developments focused on upgrading Viaduct Harbour and creating a vibrant atmosphere for the general public. The next chapter of Auckland's waterfront regeneration comes through the AC36.

Chalip's (2004) model to sports event leveraging suggests that the planning process being integrated by government is an organising principle for legacy development. The image of Auckland's hosting of AC36 envisages a "working" waterfront, linking the city to the sea, and which reflects Auckland's marine heritage and culture. The event provides a timely opportunity to design and build community spaces that further enhances the waterfront facility for future uses and events that reflect such heritage and culture, and which provide access and event space that both enhances marine and superyacht infrastructure and rejuvenate waterfront and city centre planning (Auckland Council, 2019). These policies shape the nature and extent of the America's Cup legacy, which aligns with the observations of Grix, Brannagan, Wood and Wynne (2017) suggesting that the nature of MSEs can be inextricably linked to the interests of regional or national governments through financing needs and/or political exploitation/motives.

By critically evaluating the extensive library of existing sports event management literature and employing proven stakeholder mapping and analysis tools, this study identified some of the key Auckland businesses directly interested in, or affected by the imminent arrival of the 2021 America's Cup (refer to Figure 3-1). A Google Trends analysis was conducted using a 'Key Word Search' to determine the past and present use and popularity of Auckland's 'City of Sails' brand, and how the America's Cup events have been used to develop tangible legacies, reshape Auckland's brand, and help reinforce Auckland's reputation as a world class tourist destination. Semi-structured interviews were then conducted with some of the key stakeholders, the outcomes of which facilitated the documentation of Auckland-based AC36 stakeholder experiences and expectations, in specific relation to leveraging the AC36's legacy to enhance/establish destination branding opportunities.

Having hosted the America's Cup twice, AC36 is a timely opportunity for Auckland and New Zealand to build on the previous legacies attached to hosting the 2000 and 2003 events. Findings from this study reinforce the notion that like the past events, the AC36 will draw a global audience leading up to, during, and after the event. Most significantly, the tourism legacies and socio-economic opportunities are important leveraging strategies linked to the successful hosting of the AC36. The findings from this study reinforce the potential tourism opportunities associated with the AC36 to portray Auckland and New Zealand as a world-class destination. There is a clear opportunity to use the AC36 to reinforce the city's identity by simultaneously targeting the international audience and drawing on the rich historical and cultural maritime connections between the city and its waters. This research concludes that AC36 is a dynamic and multi-facet opportunity to increase Auckland's destination profile through heightened brand awareness, identity, and reputation while drawing on the unique association between Auckland and the America's Cup, which continues to be a powerful influence on international perceptions of Auckland city and on the city's own identity.

The successful exploitation of opportunities provided by successive America's Cup regattas has served well to reinforce Auckland's historic brand position as a world-renowned maritime and tourism destination. The focus on leveraging the AC36 for destination awareness, identity and reputation were discussed as pivotal in building meaningful legacies through America's Cup nostalgia. Trying to actively engage the international audience around the AC36 while the world's eyes are on Auckland is seen by practitioners as a foundation in efforts to shape Auckland's brand, and portray unique selling proposition of New Zealand and Auckland to create brand differentiation and cultural legacies.

The focus of potential socio-economic legacies attached to the hosting the AC36 was a key finding, suggesting that the event can be used as an economic opportunity for destination branding to increasing brand awareness, image, reputation, and loyalty, to increase the size and skill of the labour force, and stimulate growth in GDP. Further, the social legacies attached to the event were discussed as being able to make Auckland a better place to live and embrace Auckland's culture and history to stake out the city's identity and position in the global destination marketplace. As noted by all participants in this study, the AC36 will draw significant global audiences and was heavily emphasised as a way to develop tourism legacies for Auckland and New Zealand.

The findings suggest that key pillars of developing tourism legacies through the AC36 include: constructively and sensitively incorporating Maori cultural and historical dimensions as an explicit part of 'Brand Auckland'; revitalising the hospitality and accommodation sector; improving the tourism capacity and capability for future events; and repositioning Auckland to enable it to reach out to new markets and stimulate the visitor economy. These findings align with literature suggesting that MSEs can be used as a means of co-branding partners with the destination brand, as extensions of the destination brand, or as features of the destination brand. Chalip and Costa p.218., (2005) state that MSEs "must be incorporated strategically into the destination's marketing plan, requiring the strategic cross-leveraging of the events with others in the destination's event portfolio, as well as with the destination's other sports activities and attractions".

With the increased exposure MSEs can bring a destination, there is a significant opportunity to increase direct foreign investment into the host city/country. Findings from interviewees 2 and 3 emphasised the fact that their organisations "only invest in things that will grow the economy". The assertion that the AC36 is a tool to attract and stimulate investment draws unambiguous links to the literature, with Preuss (2007) highlighting the vast potential for growing GDP through MSEs. Undoubtedly, MSEs create a strong economic impact and have the potential to peak demand and influence the supply side of the local economy.

Social Legacies were an important focus of leveraging efforts ahead of the AC36, with the focus being drawn to "making Auckland a better place to live". Increasing community access to the event and bring communities together was discussed as an important legacy pillar. The use of MSEs to leave a social legacy has gained significant attention in the literature, with the "Olympic Movement" being referred to in much of the literature as a way to promote a sense of belonging and foster community cohesion. The emphasis on making

AC36 “the most accessible America’s Cup ever” is reflective of such a vision, and reinforces the notion (discussed in section 2.6.2) that MSEs can be leveraged, and leave behind social legacies that communities can embrace.

The tourism sector is one of the most significant and profitable sectors in the New Zealand economy and the growth of sports tourism has seen significant increases in tourism spend. Interviewee 2 emphasised this significance, with Statistics NZ (2019) reflecting an increase in tourism-related spend by international and domestic tourists and contributing an additional \$11.2 billion, or 4.0 percent of the gross domestic product in the year ending 2019. This was reinforced by interviewee 2, stating that MSEs like the AC36 are significant opportunities to developing tourism legacies for Auckland and New Zealand, and more broadly to grow GDP. Further, findings from this research conclude that the AC36 offers an opportunity to develop tourism legacies associated with integrating cultural legacies associated with the AC36, improve international visibility to stimulate the visitor economy, and potentially improve tourism infrastructure.

The importance of the cultural dimensions of leveraging plans ahead of the AC36 was the most significant finding relating to tourism legacy, emphasising the potential for MSEs like AC36 to reinforce brand position and reputation, and use indigenous cultures to serve as a point of difference in the destination market place. This observation is echoed by Lee and Kim (2014) who propose that sports tourism can be leveraged from the well-established reputations of MSEs and that new or existing destination brand identities can be revealed, reshaped or revitalised through strategic event-related legacy development. Although this notion is widely accepted, there seems far less literature specifically relating to the use of indigenous cultures in brand destination differentiation. A study by Zhu and Han (2018) emphasised the potential power and influence of cultural leveraging during the Beijing Olympics, stating that the event did not fully embrace the cultural dimensions of the Chinese culture, portraying a regrettable image of events that did not fully embrace the cultural perspectives of china. The paper emphasises that the lack of cultural integration to the event led to adverse effects on the perception of the event, the potential to differentiate the destination and develop cultural legacies to reshape image, identity and reputation for tourism purposes. Future research in leveraging indigenous legacies attached to the hosting of MSEs could focus more specifically on the extent to which cultural legacies can be leveraged for destination marketing differentiation to develop tourism legacies that ultimately (re)shape destination image and the potential for increasing international visibility.

The ability for the AC36 to increase the international visibility for Auckland and New Zealand was a significant finding, and the emphasis from participants reinforced the importance of heightening global awareness from the tourism perspective. The exploitation of opportunities provided by successive America's Cup served well to reinforce Auckland's brand positioning as the 'City of Sails', aligning with the rich maritime history of Auckland and reinforcing the city's position as a world-class sport tourist destination. Findings from this research suggest that the 'City of Sails' brand did not represent the entirety of the Auckland region and as such, the campaign was discontinued in 2008. However, it was also observed that despite that Auckland has not been actively marketed as the 'City of Sails' for over a decade, successive America's Cups served to reinforce the city's brand position as a maritime city with strong connections to the America's Cup. This is reflective of the Google Trend's analysis, suggesting that Auckland, to some extent, is still recognised and known as the 'City of Sails', and efforts to rebrand the city have fallen short of expectations.

AC36 provides several opportunities to Auckland and New Zealand, and "*... can be leveraged significantly for destination branding and legacy development*" (interviewee 2). In the search for destination brand differentiation and a multi-cultural narrative for Auckland, the city has potentially underestimated the power and importance of the 'City of Sails' brand. Further, research from Dion et al., (2016) suggests that "old brands can be revitalised if they resonate with collective memory. This brand reputation persists because they are embedded in individual and/or collective memories of consumers".

From a practical perspective, this research serves to identify the potential legacy development and destination branding opportunities presented by the AC36 so that industry professionals can develop and shape targeted leveraging campaigns around not only the AC36, but other MSEs Auckland will be hosting in the future. So, at a time where Auckland is questioning its destination brand image and identity ahead of AC36 and other MSEs, there is an opportunity to reshape the 'City of Sails' brand, embedded in the domestic and international collective memory to stake out its identity and reputation and to reinforce this through upcoming events. Although AC36 is only a year away, future research could focus more specifically on the influence collective memory can have on revitalising destination brands, and the difference between destination brand revitalisation/reshaping, versus destination brand re-creation through strategic event-related legacy development. Such research will add to the existing body of knowledge regarding destination branding and will help destination marketing organisations use future MSEs to portray specific destination qualities in reaching out to new and existing domestic and international tourism and business sectors.

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Appendices

Appendix A: Ethics Approval

5 November 2019

Richard Wright
Faculty of Health and Environmental Sciences

Dear Richard

Re Ethics Application: **19/391 Selling the City of Sails: Destination branding through the 2021 America's Cup**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 30 October 2022.

Standard Conditions of Approval

1. The research is to be undertaken in accordance with the Auckland University of Technology Code of Conduct for Research and as approved by AUTEC in this application.
2. A progress report is due annually on the anniversary of the approval date, using the EA2 form.
3. A final report is due at the expiration of the approval period, or, upon completion of project, using the EA3 form.
4. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form.
5. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
6. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.
7. It is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard.

AUTEC grants ethical approval only. You are responsible for obtaining management approval for access for your research from any institution or organisation at which your research is being conducted. When the research is undertaken outside New Zealand, you need to meet all ethical, legal, and locality obligations or requirements for those jurisdictions.

Please quote the application number and title on all future correspondence related to this project.

For any enquiries please contact ethics@aut.ac.nz. The forms mentioned above are available online through <http://www.aut.ac.nz/research/researchethics>

Yours sincerely,

Kate O'Connor
Executive Manager
Auckland University of Technology Ethics Committee

Appendix B: Semi-Structured Interview Questions - Guide

The following questions were asked in 45-minute, one-on-one, semi structured interviews:

Question 1:

To what extent can Auckland Leverage the hosting of the 2021 America's Cup for destination branding?

Question 2:

In your opinion, how effectively has Auckland leveraged the destination branding opportunities attached to past sport events?

Question 3:

Are you currently aware of what, if anything, is currently being done (or is planned) for destination branding ahead of the 2021 America's Cup Regatta?

Question 4:

What role do you see your business sector playing for the current and future branding of Auckland as a sports event tourism destination?

Appendix C: Participant Information Sheet

Date Information Sheet Produced: 24/10/2019

Project Title: “Selling the City of Sails”: Destination Branding through the 2021 America’s Cup

An Invitation

Chris Barron would like to invite you to take part in a research study in partial completion for the qualification of Master of Business in Sport Leadership and Management. Before you make any decision regarding participation you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully.

What is the purpose of this research?

The purpose of this research is to examine the sports tourism legacy planning and destination branding attached to major events hosted in Auckland over the past two decades (2000-present) and explore the extent to which New Zealand’s largest city can leverage new and old legacies through their hosting of the 2021 America’s Cup. The findings of this research may be used for academic publications and presentations.

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

A stakeholder analysis was conducted to identify the key players (i.e. those with power and interest), plus those that need to be kept satisfied and those that need to be kept informed. As a key stakeholder in the delivery of the AC36 your organisation has been identified as a key participant in this research.

How do I agree to participate in this research?

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You are able to withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, removal of your data may not be possible.

If you are not the appropriate individual to take part in this research, please pass along this invitation to research to another member in your organisation who can get in touch with the Primary Research if interested.

In choosing to partake in this research you will need to express your interest by replying to Chris Barron on the email provided below to organise a time and place for the interview to take

place. A signed consent form will be required the day of the interview taking place, representing informed voluntary consent of the individual and organisation the individual is representing.

What will happen in this research?

Your involvement in this research would be to partake in one 45-minute semi-structured interview, answering to the best of your ability, the questions posed by the researcher. The data collected through the interview will be recorded and transcribed, with participants being offered an opportunity to check transcription. The information collected will only be used for the explicit use for this research, compiling a dissertation.

What are the benefits?

The analysis of past and future legacy planning attached mega sporting events to analyse the AC36 legacy development.

How will my privacy be protected?

The researcher will respect the rights of privacy and confidentiality and conduct himself in a truthful manner. All the information you give will be used only for the purpose of this research. If data were to be used for future studies, further Research Ethics Committee approval will be sought.

In this study anonymity cannot be 100% guaranteed due to the nature of the case study research, and the small size of the stakeholder population. The name of organisations will be identifiable in this research; however, pseudonyms will be used to protect the privacy/identity of the participants in the findings and discussion sections of this research.

What are the costs of participating in this research?

There is no cost to partake in this research, other than your time.

What opportunity do I have to consider this invitation?

You have 2 weeks to consider this invitation

Will I receive feedback on the results of this research?

If requested, a summary copy of the research findings can be provided to the participant

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, Richard Wright, richard.wright@aut.ac.nz, tel. 09 921 9999 ext 7312

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEK, Kate O'Connor, ethics@aut.ac.nz, tel. 09 921 9999 ext 6038.

Whom do I contact for further information about this research?

Please keep this Information Sheet and contact the research team as follows:

Researcher Contact Details:

Christopher Barron

Email: cl_barron@hotmail.com

Project Supervisor Contact Details

Richard Wright

Email: richard.wright@aut.ac.nz

**Approved by the Auckland University of Technology Ethics Committee on
23/10/2019, AUTEK Reference number 19/391.**

