

# **Common Success Factors When Bidding For Sporting Events In New Zealand.**

A thesis submitted in partial fulfilment of the requirements for the degree of  
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## **Attestation Of Authorship**

I 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 nor material which to a substantial extent has been accepted for the qualification of any other degree or diploma of a university or other institution of higher learning, except where due acknowledgement is made in the acknowledgements.

Anthony Paul Dunphy

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## **Abstract**

The outcome of this research has been to gain insight into the processes of bidding for New Zealand hosted sports events with a particular focus on understanding the factors that make a successful bid. It investigated the perceptions of the two parties associated with an event bid: the event bidders and the event owners. The research has also compared and contrasted the international findings with the New Zealand findings and a model of the event bidding process (Targeted Model), from the perspective of the local government event bidder, has been developed.

Of the international research that had been done on event bidding the majority had been focused towards identifying the success factors when bidding for high-profile mega-events such as the Olympic Games. At the local level, the literature review identified that no such research had been conducted on event bidding within New Zealand. This lack of research presented the opportunity to gain an insight into the event bidding process within New Zealand. Due to the competitive nature of event bidding, New Zealand event bidders tend to work in isolation and there is no collective understanding of those factors that secure a bid. This research has overcome this isolation and presented a collective understanding of the success factors.

Using the grounded theory methodology, common success factors and a model of the event bidding process emerged from the data. Common success factors that were frequently mentioned by event owners and event bidders included the need for government support, providing adequate event

infrastructure, previous event management experience and providing quality information. The event owners tended to focus on those factors that ensured the successful delivery of the event. In addition, the event bidders mentioned common success factors that enhanced the bid: previous bidding experience; partnerships and relationships; bid leadership; research; providing quality information; using figureheads; making an emotional connection with the decision makers.

The Targeted Model identifies the critical stages in the bidding process from the perspective of the New Zealand local government event bidder. An important step in event bidding is the “Bid Development Stage” where the event bidders are attempting to fulfil, and in most cases, exceed the criteria presented by the event owners. Event bidders who achieve the state of “Best Fit” - the desired outcome of the bid process where the event owners’ conscious needs and unconscious desires are best met by an event bid – will succeed in winning the bid.

The significance of this research is that it is the first of its kind in New Zealand, from which further research on event bidding will be able to compare and evolve from. One of the outcomes of the grounded theory methodology is that the findings are useful for the participants. It is envisaged that the results from this research will have practical applications for the events industry as it provides useful insights to the factors that win a bid and clearly models the bidding process.

## **Chapter 1: Introduction**

In the recent past, New Zealand has successfully secured three major, world-class sporting events: the 2011 Rugby World Cup, the 2010 World Rowing Championships, and the 2015 Cricket World Cup. As a result of media coverage of these international accomplishments, New Zealanders now have a greater awareness of the social and economic benefits of bringing sports events to their country. When they read press reports and see television coverage of sports, entertainment and political celebrities supporting the staging of these events in New Zealand, they may not be aware of the role events professionals play in winning these opportunities, but they are aware that New Zealand is taking a place on the international stage, and soon appreciate what that means to the local and national economies.

Techniques employed by event bidders to win an event bid may include public declarations of support by highly placed politicians, informal appearances by Kiwi sports personalities sharing a glass or two with potential bid supporters, and demonstrations of passionate love of sports by communities supporting such bids. These are just a small sample of the common success factors used by event bidders to win an event bid. Events are being acknowledged internationally as adding value to a destination's economic and social well-being and, as a result, competition for events is increasing. Organisations bidding for events are investing more resources into the bid process and are continuously seeking ways to gain a competitive advantage over rival bidders. Understanding the common success factors of the event bidding process is one way a bidding organisation can improve its competitive advantage.

The goal of this research has been to gain insight into the processes of bidding for sports events, with a particular focus on understanding what was required to win a bid. It was found that a number of factors common across the research made an event bid successful: government support, infrastructure, event management experience, etc. These “common success factors” were then compared and contrasted with findings conducted in the international setting. In addition, the research investigated the perceptions of the two main parties associated with an event bid: the event owner and the event bidder.

The setting for the research is New Zealand, a small South Pacific nation of approximately four million people where participating in and observing sports events is an integral part of the lifestyle. Respondents in this research were a diverse group of people from local government, national sporting associations, government agencies, the corporate sector, and private event organisers. The common factor that brings this diverse group together is their expertise in the process of sports event bidding. Participants were divided into two groups: (1) event owners - those people who represent the sporting body that owns an event and who make the decision on where the event will be hosted; and (2) event bidders - those people who, in competition with each other, compile and present an event bid to the event owners either in New Zealand or overseas. This research provides a New Zealand perspective of bidding for sports events, focusing on the experiences of New Zealand experts. While the bidding can take place overseas or within New Zealand it is important to clarify that the events are hosted in New Zealand.

Secondarily, this research will provide the data from which a set of guidelines on event bidding will be developed for the New Zealand Ministry of Tourism.

The necessity of a set of event bidding guidelines is that New Zealand, at both the central and local government levels, is becoming more pro-active in strategies to attract and encourage international events to these shores. However, while the desire to attract more events to New Zealand exists, there are few people in this country who have the event bidding expertise and any individual willing to partake in the bidding process has little New Zealand specific data on which to draw. This research will therefore be presented to meet the academic requirements for the fulfilment of a Master of Business while having practical applications to benefit the events industry.

Through reviewing existing literature on event bidding it was evident that most research had an international focus. Because no research in New Zealand had answered the question “what makes a winning bid?” it was an ideal topic on which to focus the research. Sections 1.1 and 1.2 in the introductory chapter set the scene, firstly, by providing an overview of events within New Zealand and secondly, by looking at the researcher’s involvement in event bidding. Section 1.3 reviews the literature pertaining to event bidding. Sections 1.4 and 1.5 define the research question and provide the aims and objectives in further detail. Section 1.6 concludes the introductory chapter by providing an outline of following chapters in this thesis.

## **1.1      *The New Zealand Events Industry***

There is an increased awareness by the officials of cities world-wide that international sporting events bring enormous social and economic benefits (Roche, 1994) and that the process of bidding for sports events is becoming a regular component of their strategic plans and policies (Emery, 2002). It has been argued by Hall (1993) that those cities unwilling to entertain such pro-

event policies and participate in this worldwide competition could be contributing to their own demise. In my opinion, in recent years, the New Zealand events industry in partnership with New Zealand's major cities has started to appreciate the value of events and has become more proactive towards event bidding.

The New Zealand events industry is an emerging field that reaches into many areas of New Zealand society including business, education and the public sector. In the private sector there is a trend towards larger New Zealand businesses incorporating events into their organisation's marketing mix through either sponsorship or ownership. Within local government I have observed a growing understanding and appreciation of the role that events play in the community's economic and social well-being but also of the impact that events have on residents' perceptions of their community. In a recent survey conducted by the Consumers' Institute, where Auckland City was rated as mediocre by its residents, it was stated by these residents that the city could "improve its reputation by spending more on organising and sponsoring events" (Orsman, 2006). Within the tertiary education sector, event management is being recognised as a discipline in its own right and qualifications in event management are currently being offered by institutions throughout New Zealand.

However, like the New Zealand tourism industry, the events industry has a few barriers that new entrants must overcome in order to participate, which create problems. A number of recent fatalities at sporting events in both the South and North Island has initiated a considerable amount of negative press coverage. The death of a competitor in the cycling event 'Le Race' in 2001 and the very public legal proceedings that resulted had a considerable impact upon the

events industry. The prosecution and conviction of the Le Race event organiser gave rise to a number of questions regarding liability for event organisers to consider: what are the different ways liability can arise?; when will an event organiser be liable?; how does potential liability affect whether or not it will be possible to run events in the future? As a result many event organisers, out of fear of prosecution, cancelled what were well-established and low-risk events within the nation's annual events calendar. In addition, due to its inability to provide clean stadia, the New Zealand Rugby Union's loss of the hosting rights for the 2003 Rugby World Cup to Australia also tarnished the event industry's reputation.

Fortunately, as a result of these incidents positive changes have evolved. Territorial local authorities (TLAs) are placing more emphasis on participant safety, thus the event organiser is being requested to provide comprehensive health and safety plans, and traffic management plans that have been compiled by registered traffic engineers. In addition, 2006 has seen the establishment of the New Zealand Association of Event Professionals, the establishment of industry awards and an annual conference. The mission of the New Zealand Association of Event Professionals is to "educate, advance and promote the events industry network of professionals along with related industries" ([www.nzaep.co.nz](http://www.nzaep.co.nz), p.1). Hopefully, as a result of this attempt to add structure to the events industry, standards of quality will increase.

## **1.2 Researcher's Background**

My interest in the topic of events bidding is a result of my professional interest in events management. As a university student in the 1980's I became involved in organising social events for the wider student body which evolved into a

career in events management. In the early 1990's I was employed as Event Manager for the 1993/94 Whitbread Round the World Yacht Race. In 1998, I was employed as an Events Coordinator for North Shore City Council, North Shore City being one of four cities that make up the Auckland region. In this role I was tasked to establish procedures that addressed the impacts of the 2000 millennium celebrations and the 2000 America's Cup yacht race. Prior to my appointment, North Shore City Council's, approach toward events was reactive rather than proactive. The election of a more economically-focused council in 2004, resulted in a more proactive approach toward attracting events, and a \$150,000 events bid fund was quickly established.

With the establishment of this event bid fund, North Shore City Council canvassed events that would strategically fit the sporting profile of the city. Triathlon was one such sport and in late 2004 an opportunity arose to bid for the ITU Triathlon World Cup. With no previous experience in bidding, I was asked to put together a rudimentary bid, together with the Mayor and Chief Executive. I was not aware that North Shore City was being considered by the selection panel as one of the top three venues in the country. The outcome was not favourable to North Shore City and a post-bid analysis revealed some weaknesses in the bid: (1) the inability to raise the required funding (\$680,000) quickly; (2) lukewarm political support; and (3) a comparatively poor standard of bid documentation compared to rival bidders. Losing the Triathlon World Cup event bid raised my awareness of how little I knew about event bidding and motivated me toward understanding the event bidding process and what the factors are for a successful bid.



In the two years since the Triathlon World Cup bid I have gained experience and succeeded on a number of national and international bids in sports ranging from table tennis to sailing. With each bid I was able to learn from both failures and successes and was intrigued to observe that certain factors enhanced the bids while others seemed to add little value. In addition, I appreciated more fully that event bidding is a complex process with stages that each required certain actions. It is this complex nature of event bidding that inspired me to expand my study beyond my experiences in the work environment. At the human level, event bidding requires a diverse range of skills and Emery (2002, p.329) provided an excellent quote taken from Scott's (1992) presentation to the International Olympic Academy 32<sup>nd</sup> Session for Young Participants, noting that the event bid leader has to be:

a superb planner, skilled administrator, brass-knuckled fighter, sensitive psychiatrist, experienced negotiator, enthusiastic leader, creative-communicator, unshakable optimist, and a miser.

While a bid requires certain non-negotiable criteria to be met, it is the human side to event bidding where one can influence the decision-makers and triumphantly bring home the event.

### **1.3      *Reviewing The Literature***

With the increased competitiveness, financial investment and appreciation of the enormous benefits that events can bring to a destination, one would expect a reasonable amount of primary research commissioned on the topic. However that was not the case. Harris, Jago, Allen, and Huyskens (2001) found that because the events field is relatively new, international events research is also a new field of study and that research agendas are still being developed leaving many gaps in the research. The topic of event bidding is one area within the

wider events research agenda that is very limited. Of the small amount of international literature relating to event bidding it is not surprising that the majority has focused on gaining insights into those important elements that are essential in achieving success when bidding for events. With high profile mega events such as the Olympics and FIFA World Cup, there are enormous sums of money involved in the form of sponsorships, tax revenues, television rights, and ticket sales that all raise the competitive stakes and stimulate an industry need for such research.

In his study of major sports event organisers, Emery (2002) identified five key factors to the bidding success. These included: (1) relevant professional credibility; (2) fully understanding the brief and the formal/informal decision-making process; (3) not assuming that decision-makers are experts, or that they use rational criteria for selection; (4) customising professional (in)tangible products/services and exceeding expectations; (5) knowing your strengths and weaknesses relative to your competition. Getz (2001) in his research on Canadian convention and visitor bureaux identified five critical success factors for winning events. These were: (1) strong partners; (2) excellent presentations; (3) treating each bid as a unique process; (4) promote the track record of the community in hosting events; (5) assist other organisations to make better bids. In addition to the five critical success factors respondents also mentioned the need for “bigger and better facilities and more marketing/bidding resources.”

Further research to date in relation to success factors in bidding for major sporting events has been undertaken by Westerbeek, Turner & Ingerson (2002). Their study focused on the bid process in order to ascertain the important elements essential to achieving a successful bid. Using an

international sample of 135 event owners and organisers they identified eight factors that were deemed critical in the process of bidding for major sporting events. The eight factors included: (1) the ability to organise the event; (2) political support; (3) infrastructure; (4) existing facilities; (5) communication and exposure; (6) accountability; (7) bid team composition; (8) relationship marketing.

When I began reviewing the New Zealand literature I expected to discover New Zealand research findings that either confirmed or challenged the international findings relating to the attributes or factors that win an event bid. To my surprise, there was very limited research conducted on events in general and no research conducted on event bidding within New Zealand at all.

In reviewing the gap in the New Zealand literature and speaking to colleagues within the events industry from around New Zealand it became clear that there was no collective understanding of the bidding process or of common success factors that attributed to bidding success. This was not surprising due to the competitive nature of the event bidding process where rival organisations are unlikely to share information. In speaking further to colleagues it became obvious that, while large amounts of financial and human resources were being invested into the event bidding process, no research had been commissioned to confirm whether these resources were being directed to the right places. This lack of research in the New Zealand context, coupled with my interest in event bidding, motivated me to further investigate those factors that win an event bid.

## **1.4 Defining The Research Question**

In developing the framework for the research problem, I concluded that: (1) event bidding research in New Zealand is non-existent; which by default means no research has been conducted in New Zealand that has attempted to understand the bid process or identify those elements that are essential to win a bid; (2) decisions involving substantial financial resources were being made based on conjecture rather than based on rigorous research. Combined, these points highlighted the fact that insufficient research existed on which to base comprehensive hypotheses and more importantly that the events industry would also benefit from addressing the research oversight.

In terms of defining a research problem for the fulfilment of this thesis the problem can be elaborated in the following statement:

*“Gain an understanding of what it takes to win an event bid - within the context of the New Zealand hosted sports event – by identifying the common success factors and the stages of the bidding process.”*

By addressing this research problem I intend to fulfil a number of objectives as set out below.

## **1.5 Aims And Objectives Of The Research**

In order to gain an understanding of what it takes to win an event bid within New Zealand the research has been broken down into a number of research objectives. These include:

1. *To gain a better understanding of the success factors for winning event bids within the New Zealand context;*

The findings of Emery (2002), Getz (2001), and Westerbeek, Turner & Ingerson (2002) provide excellent insights into the important elements essential in achieving a successful bid but they do not incorporate a New Zealand perspective. I wanted to understand, through studying those New Zealand event practitioners who have been bidding for events both within New Zealand and overseas, what were considered to be the essential factors for winning an event bid. Because of my own personal experience at event bidding I was also very interested to see collectively how these New Zealand findings compared with my experience of essential success factors.

2. *To investigate the perceptions of the two main parties associated with an event bid - the event owner and the event bidder– in order to determine whether, and if so why, their perceptions differ as to what makes an event bid successful?*

International research done by Persson (2002) in relation to the Olympic Winter Games revealed that there was little compatibility between the views of the bidding cities and the event owner, the International Olympic Committee. Therefore, the outcome of this objective is to investigate whether differences exist between the perceptions of the event owner and the event bidder in the New Zealand context.

3. *To compare and contrast the success factors from international research findings with the findings from the New Zealand research setting;*

The rationale for this objective is to take a broader perspective when looking at the international findings and to build upon existing event bidding theory by developing a substantive theory and generating further research questions.

4. *To model the processes of event bidding from the perspective of the local government event bidder;*

This objective was selected because through my prior event bidding experience I was aware that event bidding was a process with defined stages (though at times somewhat blurred) and desired outputs and outcomes. Through the literature review I was aware of Getz' (2001) work on Canadian convention bureaus where he had developed an event bidding process model. It is Getz' model that set the framework for the development of the Targeted Event Bidding Process Model (Targeted Model) that is presented in Chapter Six. The Targeted Model builds upon Getz' work and incorporates the findings from my research.

## **1.6 Outline Of Remainder Of Thesis**

Chapter Two, the literature review, is where broad tourism and events-related research is first reviewed. This is then narrowed down to a discussion of specific literature and bidding related theory is presented. Chapter Three provides an overview of the New Zealand event industry and the environment in which event bidding takes place. Chapter Four discusses the chosen methodology - grounded theory - and the specific components that were used. Chapter Five discusses the research findings. The chapter first focuses on the common success factors in the New Zealand context and contrasts the perspectives of the event owner versus the event bidder. Chapter Six, discusses how the New Zealand findings compare and contrast with the international research findings, and builds upon existing event bidding process theory as presented by Getz (2001), to develop the Targeted Event Bidding Process Model. Chapter Seven, the conclusion chapter makes comments

about the event bidding process and what makes a winning bid and then makes recommendations for further research.

## **Chapter 2: Literature Review**

### **2.1 *Introduction***

In conducting a review of international and Australian event literature Harris, Jago, Allen, and Huyskens (2001) found that research in the events field is still in its infancy and the establishment of research agendas had only recently been undertaken. Due to the recent emergence of the events field it is not surprising that any research undertaken has been ad hoc in nature and as a result gaps are to be found.

In attempting to gain an appreciation of the role of events bidding in events tourism, a wide review of the event management and tourism literature was required. In addition to finding gaps in the research, the literature review procedure also raised awareness of the complex debate and confusion between tourism, sport, and events fields of study. Deery, Jago and Fredline (2004) argued that sport tourism is essentially event tourism and is governed by the issues that effect events and event management. Kurtzman (2005) categorized events with sports tourism, while Gammon and Robinson (2003) embraced the concept of sport tourism but also introduced the concept 'tourism sport'. This confusion affects research about bidding for sports events because it is foremost a study of the process of bidding for sports events and in order to appreciate the process of bidding for sports events in the New Zealand context it is important to clarify under what field event bidding belongs: is it a category of event tourism, sport tourism, or event management? The objectives of the

literature review have been to: (1) provide clarification of definitions of sport tourism, event tourism and event management; (2) establish the links between sports event bidding and sport tourism and event tourism; (3) reveal previous research done in bidding for events while highlighting the gaps in the New Zealand context.

This chapter is divided into the following sections. Section 2.2, Tourism, provides: a brief overview of the terminology of tourism; presents a definition of event tourism; discusses the debate surrounding sports tourism terminology and presents a model of sports tourism. Section 2.3, Bid Factors, reviews: research undertaken on the wider process of bidding including conference and convention bidding and bidding for sports events such as the Olympic Games. Section 2.4 discusses the findings from the literature. Section 2.5 concludes the chapter.

## **2.2      *Tourism***

Internationally the tourism industry has seen unprecedented growth (Echtner and Ritchie, 1991). As a result of this growth there has been an increased research focus by both industry and academics in matters relating to tourism.

Tourism has been defined by experts dealing with various fields of knowledge and these definitions reflect their point of view. An economist, a town planner or a sociologist will each perceive tourism in a different way (Przeclawski, 1993). The traditional definition of tourism involves the travel of people to destinations away from their usual dwelling or working places and the provision of facilities created to cater for the needs arising along this travel (Mathieson and Wall, 1982).



A newer definition widens the scope of tourism defining it as:

The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited (The World Tourism Organisation, 2007).

There have been many attempts to categorize tourism into sub-types. Smith (1989) identifies five different types of tourism: ethnic tourism which focuses on the customs of indigenous peoples; cultural tourism is “a vestige of a vanishing lifestyle that lies within human memory”; historic tourism which focuses on the histories of the past; environmental tourism an ancillary to ethnic tourism attracting the tourist elite to remote areas; and recreational tourism depicted by sand, sea, and sex. Interestingly Smith does not identify event or sport tourism as warranting a mention.

### **2.2.1 Events**

By the end of the 20<sup>th</sup> century, event tourism had emerged as the fastest growing component of the leisure travel market (Shifflet and Bhatia, 1999). According to Jago, Chalip, Brown, Mules, and Ali (2003) the term “event tourism” was first used in the 1980s, where it formalized the link between tourism and events (Getz, 1997). There have been a number of definitions for event tourism: Gnoth and Anwar (2000 p.75) described it as “travel to festivals and gatherings staged outside the normal program of activities” while Getz (1997, p.16) takes both a supply side and a demand side perspective of event tourism:

1. The systematic planning, development, and marketing of events as tourist attractions, catalysts for other developments, image builders, and animators of attractions, and destination areas; event tourism strategies should also cover the management of news and negative events.
2. A market segment consisting of those people who travel to attend events, or who can be motivated to attend events while away from home.

While the definition “event tourism” has recently been coined it is not a recent phenomenon in itself. Sporting events such as the Olympic Games were first hosted in 776 BC and religious festivities and ceremonies have over the centuries attracted the faithful from far and wide (Gibson, 1998; Rinschede, 1992).

Events have become recognised as an integral and growing domain of the tourism product makeup (Frisby and Getz, 1990; Getz, 1991; Hall and Kearsley, 2001; Smith, 2004). In addition, many destinations -internationally and within New Zealand (Gnoth and Anwar, 2000) - are utilising mega-events to develop infrastructure, drive tourism, encourage industrial relocation and inward investments (Roche, 1994).

According to Janiskee (1996), this is the age of special events. Described by Jago and Shaw (1998) and Getz (1997), a special event is a one-time or infrequently occurring event that provides the consumer with a social, cultural or leisure opportunity outside of everyday experience. Getz has attempted to classify planned events into a number of categories (Figure 1) that can be found in virtually every culture and community. The categories presented by Getz reflect the diversity of planned events and how they are an integral aspect of a communities sociological structure. The outcomes of planned events vary

greatly. Cultural celebrations can be a very public display of a communities social well-being (togetherness and pride) whereas events relating to business and trade tend to seek very tangible outcomes associated with economic well-being.

<p><b>CULTURAL CELEBRATIONS</b></p> <ul style="list-style-type: none"> <li>- Festivals</li> <li>- Carnivals</li> <li>- Religious events</li> <li>- Parades</li> <li>- Heritage Commemorations</li> </ul>	<p><b>SPORT COMPETITIONS</b></p> <ul style="list-style-type: none"> <li>- Professional</li> <li>- Amateur</li> </ul>	<p><b>PRIVATE EVENTS</b></p> <p>Personal Celebrations</p> <ul style="list-style-type: none"> <li>- Anniversaries</li> <li>- Family holidays</li> <li>- Rites de passage</li> </ul> <p>Social Events</p> <ul style="list-style-type: none"> <li>- Parties, galas</li> <li>- Reunions</li> </ul>
<p><b>ART / ENTERTAINMENT</b></p> <ul style="list-style-type: none"> <li>- Concerts</li> <li>- Other performances</li> <li>- Exhibits</li> <li>- Award ceremonies</li> </ul>	<p><b>EDUCATION &amp; SCIENTIFIC</b></p> <ul style="list-style-type: none"> <li>- Seminars, Workshops &amp; Clinics</li> <li>- Congresses</li> <li>- Interpretive events</li> </ul>	
<p><b>BUSINESS / TRADE</b></p> <ul style="list-style-type: none"> <li>- Fairs, Markets, Sales</li> <li>- Consumer &amp; Trade Shows</li> <li>- Expositions</li> <li>- Meetings &amp; Conferences</li> <li>- Publicity events</li> <li>- Fund-raiser events</li> </ul>	<p><b>RECREATIONAL</b></p> <ul style="list-style-type: none"> <li>- Games &amp; Sports for fun</li> <li>- Amusement events</li> </ul>	
	<p><b>POLITICAL / STATE</b></p> <ul style="list-style-type: none"> <li>- Inaugurations</li> <li>- Investitures</li> <li>- VIP visits</li> <li>- Rallies</li> </ul>	

**Figure 1 A Typology of Planned Events.**

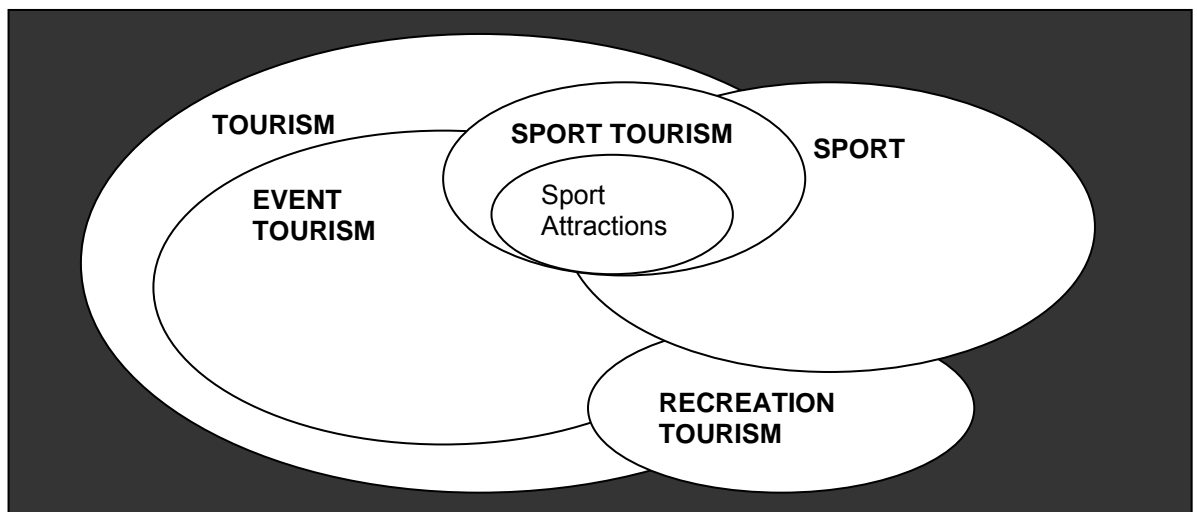
Source: Getz (1997)

## 2.2.2 Sports

The concept of sport-related tourism has become more prominent in the last 20 years both as an academic field of study and an increasingly popular tourism product (Gibson, 1998). With a particular focus on Europe, Glyptis and Chambers (1982), De Knop (1987) commenced investigation and writing about the role of sport during vacations. During the mid-1990s there was a marked increase of research by academics pertaining to sport related travel (Gibson, 2003).

As with the general field of tourism study, in sport tourism there has also been much debate about definition of concepts (Deery, Jago and Fredline, 2004) and

over the years many various definitions of sport tourism have been presented. Gibson (1998, p.10) defined sport tourism as “leisure based travel that takes individuals temporarily outside their home communities to play, watch physical activities or venerate attractions associated with these activities.” Kurtzmann (2005, p.15) defines sports tourism as “the use of sports as a vehicle for tourism endeavours” and defines five sports tourism activity categories: sports tourism events; sports tourism attractions; sports tourism tours; sports tourism resorts; sports tourism cruises.



**Figure 2 A Sport Tourism Model.**

Source: Deery, Jago, and Fredline, (2004)

Deery, Jago and Fredline (2004) have presented a sport tourism model (Figure 2) that highlights the overlapping of sport, tourism and events. They argue that some sport is purely that and has no relationship with tourism, that there are some tourism events that have no connection or relationship with sport, (e.g. wine and food festivals). They argue that there is a component of sport tourism that is related to tourism focused on attractions, museums and stadia. Importantly their model shows the relationships between tourism, event tourism and sport tourism.

### **2.3 Bid Factors**

The concept of event bidding is relatively new and prior to the Los Angeles Olympics in 1984, the terminology used today was unheard of (Masterman, 2004). As a relatively new phenomenon, event bidding has many potential topics waiting to be researched. The research to date has indicated that there is a proliferation of countries and cities bidding for events and competition for hosting rights is high (Crouch and Louviere, 2004; Emery, 2002; Shoval, 2002; Westerbeek, Turner, and Ingerson, 2002).

There is now an increased awareness by government officials world-wide that international sporting events bring enormous social and economic benefits to a destination (Shoval, 2002) and the process of bidding for sports events is becoming a regular component of their strategic plans and policies (Emery, 2002). It has been argued that those cities unwilling to entertain such pro-event policies and participate in this worldwide competition could be contributing to their own demise (Hall, 1993).

Therefore, due to the associated high costs and competitive nature of event bidding and the potential economic returns from hosting an event, it is not surprising that the majority of event bidding research undertaken to date has been toward high-value events within sport such as the Olympic Games, and within the high-yield MICE (meetings, incentives, conventions and exhibitions) sector. While a variety of peripheral topics within event bidding have been identified, the majority of research has been of an applied nature with a focus towards analysing the decision-making processes of the event owners and attempting to identify the critical success factors for winning an event bid.

This section will firstly review literature on event bidding within the context of mega-events such as the Olympic Games; secondly, it will review literature on the decision making process and site selection within the Olympics Games and thirdly review literature on the decision making process and site selection within the MICE sector; fourthly, review the common success factors associated with winning an event bid.

### **2.3.1 Olympic Factors**

While it is generally acknowledged that the Olympic Games can today provide the host city and country with viable economic and social opportunities this has not always been the case. For example, the 1976 Montreal Summer Olympic Games were a financial disaster leaving a legacy of debt for residents to pay (Preuss, 2000). As a result of Montreal's huge public debts, when the International Olympic Committee (IOC) came to select the host city for the 1984 Summer Olympic Games only one city, Los Angeles, put forward a bid (Roche, 2000).

The Los Angeles Olympic Games were organised by business interests that were focused on delivering a low-risk, cost-effective Games that utilized much of the existing infrastructure in and around Los Angeles (Shoval, 2002). As a result of implementing this profit-focused low-risk business model, the Games generated a profit in excess of 200 million US dollars (Hill, 1996). The financial success of the Los Angeles Games, coupled with the dramatic increase in the revenues from both the sale of television broadcasting rights and the sponsorship by international companies, brought about a growing interest by cities to host the Olympic Games (Shoval, 2002).

As a result of both their high profile and the perceived economic benefits (Persson, 2002) the Olympic Games have been the focus of a large share of literature on event bidding. Journalists, bid committee presidents, and members of the IOC have provided insights into the bid campaigns and the staging of Summer and Winter Olympics. Figure 3 provides an outline of these insights.

Year	Location	Research Topic	Author
2002	London/New York	-How bidding for 2012 Olympic Games strengthens a city's global status and to finance large-scale infrastructure	Shoval
1999	Cape Town, South Africa	-Cape Town's bid strategy for the 2004 Olympic Games	Hiller
1999	Sion, Switzerland	-Bid campaign for the 2006 Winter Olympics	Keller
1999	Seoul, South Korea	- Importance of Govt involvement - South Korea overcame concerns of organisation experience	Kim
1996	Toronto/Sydney	-Events surrounding Toronto and Sydney's bid for the 2000 Olympic Games	Lenskyj
1995	Sydney, Australia	- Highlights the Sydney 2000 bid campaign	McGeoch & Korporaal
1994	Seoul, South Korea	- Looks at secret negotiations behind the scenes of the 1998 Olympic Games	Pound
1992	IOC	- Behind the scenes of the Olympic Movement - Looks at how influential people can influence election decisions	Simson & Jennings
1991	Calgary, Canada	- Identifies essential steps to undertake to win the hosting rights for the Winter Olympics	King
1991	IOC	Olympic election results	Widlund & Lyberg
1990	Lillehammer, Norway	- Reviews the two bids made by Norway. Where Norway's bid focused on environmental issues and support for developing countries	Mathisen
1987	Falun, Sweden	- Describes Falun's bid for the 1988/1992 Olympic Winter Games - Economic profit a major selection criteria	Eggertz & Hedlund
1985	Los Angeles, United States	- Description of the 1984 Summer Olympic Games	Ueberroth, Levin & Quinn

**Figure 3 Research on Bidding and Hosting The Olympic Games**

While there has been an interesting and diverse range of both anecdotal and academic research on the topic of the Olympic Games and event bidding, it is the research undertaken on how members of the IOC evaluate and select the host city or location that is more relevant to this study. Using the bid for 2002 Salt Lake City Winter Olympics as a case study, Persson (2000) analysed the decision making process of the members of the IOC (the event owners) in order to establish how they evaluated the bids. The ultimate objective of



Persson's research was to identify the winning bid components. Persson introduced that bidding "constitutes a communication process between the actors involved. A general communication model consists of a communicator, a message, a channel, and a receiver" (p. 139). Persson went on to adopt and adapt Hill's (1993) model of "order-winners" - components which distinguish one bid from another and provide the decision-maker with a reason to choose the bid. The bid components that were rated the most important by the IOC respondents were those components that were directly related to the performance of the Games (Olympic village, transportation, arenas, finance). However, bid components that also had little or nothing to do with the Olympic Winter Games were on average rated important by IOC respondents.

Horte and Persson (2000) further research the 2002 Salt Lake City Winter Olympics where they examined how the bid committees of the four finalist cities formulated and communicated their bids for selection as hosts. The aim was to identify the bidders' views regarding the appropriateness of the messages and messengers chosen, the other actors involved, and the channels of communication selected in order to win. They found the bidders utilise a number of components to market their bid. The most successful bidder, Salt Lake City, utilized the greatest number of non-verbal components. These included the likes of the Mayor, wife of the bid president, the IOC President, public opinion, media etc. In addition to non-verbal components bidders use messages to communicate their bids. These messages were divided into two groups: first, messages regarding characteristics pertaining to the organising of the Olympic Games; second, other messages (not pertaining to the organising of the Olympic Games). Interestingly, the messages pertaining to the organising of the Olympic Winter Games are the only messages that the IOC requests

information on from the bidders and one would assume that these messages would be by far the most important to the IOC members. However, Horte and Persson found that was not to be the case. The Salt Lake City bid committee considered bid messages that had nothing or little to do with the performance of the Olympic Winter Games to be of almost equal value with messages pertaining to the organising of the Olympic Winter Games.

Following on from these two studies Persson (2002) undertook a comparative study between the views of the bid committees of the four cities (Salt Lake City, Sion, Ostersund, Quebec) and those of the bid-selecting members of the IOC regarding the design of the bids and the ways of communicating them. The study revealed that there was little compatibility between the views of the bidding cities and those of the IOC members (of how the bid components influenced the IOC members in bid choices). However, the bid committee of Salt Lake City, the city with the winning bid, was most in line with the views held by the IOC members. Persson (2002, p. 27) concluded the article by making the statement “the better the fit between the bidder’s and the IOC members’ perceptions of the bid offers, the greater the chance the bid has of winning.”

The research by Horte and Persson (2000); and Persson (2002) investigated the perceptions of what the event bidder and the event owner see as being very important in the site selection process for the 2002 Olympic Winter Games. In focusing on finding the best fit between the event bidder’s offerings and the event owner’s needs the more chance the event bidder has of winning. However the difficulty for the event bidder lies in gaining insight into what the event owners’ see as being important bid components that influence bid choice. To complicate the matter for the event bidder, Persson (2000) argued that bid

components which had little or nothing to do with the performance of the Olympic Winter Games were still of importance to the IOC members even though these bid components were not requested. In order to achieve best fit the event bidders are therefore motivated to research both formally and informally the motivations of the event owners and the common success factors for winning an event bid.

### **2.3.2 MICE Factors**

In addition to the research undertaken on the decision making processes associated with the Olympic Games, research has also been undertaken within the MICE (Meetings, Incentives, Conferences, Events/Exhibitions) sector on how associations select a site to host their meetings. Throughout the world, the number, size and frequency of meetings and conventions have grown dramatically and many cities chose convention goers as their principal target market (Oppermann and Chon, 1997; Spiller, 2002). As these cities have recognised the potential economic benefits of this market segment, so competition has increased (Crouch and Louviere, 2004). Therefore, as with the Olympic Games, it is not surprising that the majority of the research relating to event bidding is very applied in nature with a particular focus on gaining competitive advantage through understanding how meeting planners and associations make decisions on site selection. Comas and Moscardo, (2005, p.117) stated:

A critical question for organizations and businesses involved in destination marketing and the provision of services for conferences and meetings is how associations decide where to hold their conferences and meetings. An understanding of these decision-making processes could provide valuable insights into how a destination can best promote themselves to this sector.

In the 1980s three separate research projects were conducted that looked into how meeting planners selected a site for hosting a meeting and identified factors relating to meeting site service. Research on how meeting planners select a site for hosting a meeting was undertaken by Hosansky (1982) where readers (meeting planners) of the *Meeting and Conventions* magazine were polled. Fourteen factors were highlighted as influencing site selection, with the number, size and calibre of meeting rooms found to be the most important factors. Site service was the topic of research conducted by Wright (1982). When surveying 300 meeting planners, a number of factors relating to site service such as front-desk attitude, check-out procedures, and conference staff were identified as being important to the success of a business meeting. Renaghan and Kay (1987, p. 75), in their survey of 140 US-based meeting planners, indicated that meeting planners require a process of making tradeoffs to weigh many features before selecting a meeting facility. Meeting planners are most interested in ensuring a successful meeting and “meeting planners will give up many product attributes, including price, to gain the basic combination of attributes (meeting-room size, breakout rooms, audiovisual equipment and climate and lighting control) that ensures a successful meeting.”

In order to understand how associations make their site selection decisions components of Robinson, Faris and Wind’s (1967) organisational buying theory have been utilized. Robinson, Faris and Wind (1967, p. 121) theorize organisational-buying as a process consisting of eight stages that led from “problem recognition to vendor choice to feedback and evaluation.” In the problem recognition stage the associations seek a general solution to a problem (the need to find a site to host a conference), where the general solution may be

thought of as a set of possible answers (a number of potential sites). These possible answers are what Robinson, Faris and Wind call “evoked sets” and if a hotel, city or destination is to have a chance of being selected as the host for an association’s meeting or conference then it must be within the association’s evoked sets. To get within an association’s evoked set will require an intense marketing effort, familiarization tours and the building of strong relationships (Getz, 2001).

In order for a destination to be within an association’s evoked set it must influence members of the “buying centre” (Clark and McCleary, 1995). Decisions on selecting a meeting or conference site are undertaken by the buying centre which typically is comprised of between five and eight members, and influencing members of the buying centres through lobbying and relationship building is an effective way for bureaus to be selected as a host venue. Clark and McCleary argue that American convention and conference bureaus can improve their success rates in attracting association meetings by researching and developing a good understanding of the decision making process that associations employ to select a meeting site. It is important that the bureaus are included in the early stages of the decision making process but also need to be aware that association structure can influence the initial stage of the site selection process.

Oppermann and Chon (1997) discussed the decision-making processes of convention participants. They looked at the three main players involved in the decision-making processes of an association conference (the association, the destination and the potential delegates) with the main focus being on the potential delegates. They developed two models; the first looked at the

interactions and interrelationships among associations, host locations and attendees. The second model addressed the convention participation decision-making process by potential attendees. They identify several variables, grouped into four categories that an individual considers during the decision process. These include: personal/business factors; association/conference factors; location factors; intervening opportunities.

Much research has been undertaken on convention site selection because of the positive benefits that can be derived from hosting MICE related activities. For both destination organisations and businesses, gaining a competitive advantage over rivals is crucial. Those that have a good appreciation of the site selection factors and the processes involved in selecting a site, will be more likely to achieve this competitive advantage. Incorporating the site selection factors and processes into a model was undertaken by Crouch and Ritchie (1998).

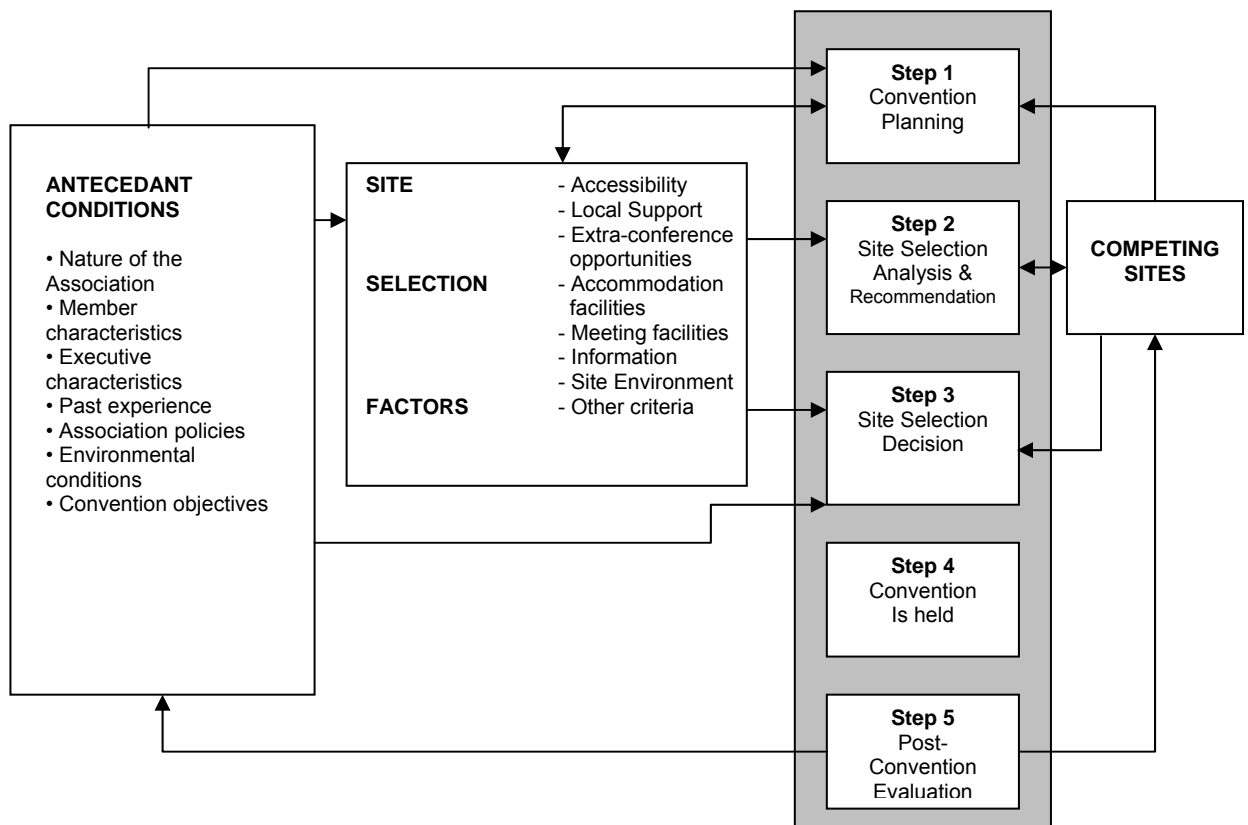
Crouch and Ritchie reviewed 64 studies on convention site selection by associations and identified several categories of site-selection factors (accessibility, local support, extra-conference opportunities, accommodation facilities, meeting facilities, information, site environment, and other criteria). Based on the literature, they developed a conceptual model (Figure 4) representing the basic decision-making process of site selection. Crouch and Ritchie (1998, p. 58) suggest that “there is certain to be a great deal of variation in the structure of the convention site selection process across associations.”

There are five main steps to the model. Step 1, the association commences planning for the convention. There are a number of antecedent conditions that impact upon the process: the nature of the association; the member

characteristics; previous convention experience. During the planning stage a number of site selection factors are developed that will best address the desired outcomes of the convention organising committee. Competing sites will also be approaching the association for business. In Step 2 a number of potential sites have been identified and analysed against the established site selection factors. Step 3, a site to host the convention is decided upon. Step 4, the convention is held and in stage 5 a post-convention evaluation is conducted.

The model also takes into account the various influencing variables that may be unique to a particular association, as well as the attributes and decision-making processes that seem to be consistent over most conventions. It is important to note that this model assumes that associations usually organise the convention from the head office through a committee, or that a professional conference organiser (PCO) is used to plan the event, and that the association's local chapter (if applicable) is mostly there in a support role.

Since the development of conference site selection process model developed by Crouch and Ritchie, research has continued with a focus on how visitor and convention bureaus select events to bid for, and the relationships between the main players of the convention-planning process. The conference site selection process model developed by Crouch and Ritchie has also been the framework from which further models on site selection have been developed.



**Figure 4 A General Conceptual Model of the Conference Site Selection Process.**

Source: Crouch and Ritchie, (1998, p.61).

Getz (2001) surveyed members of the Canadian Association of Visitor and Convention Bureaux (CAVCB) to gain a better understanding of how they selected which events to bid for and the criteria they used in their selection process. The Canadian bureaus were very active in bidding for a wide range of events. Getz (p.2) found that “although the event selection criteria were generally not formalised, respondents stressed potential economic impacts, size, media exposure, time of the year, available venues, and local involvement” as reasons for bidding on certain events.

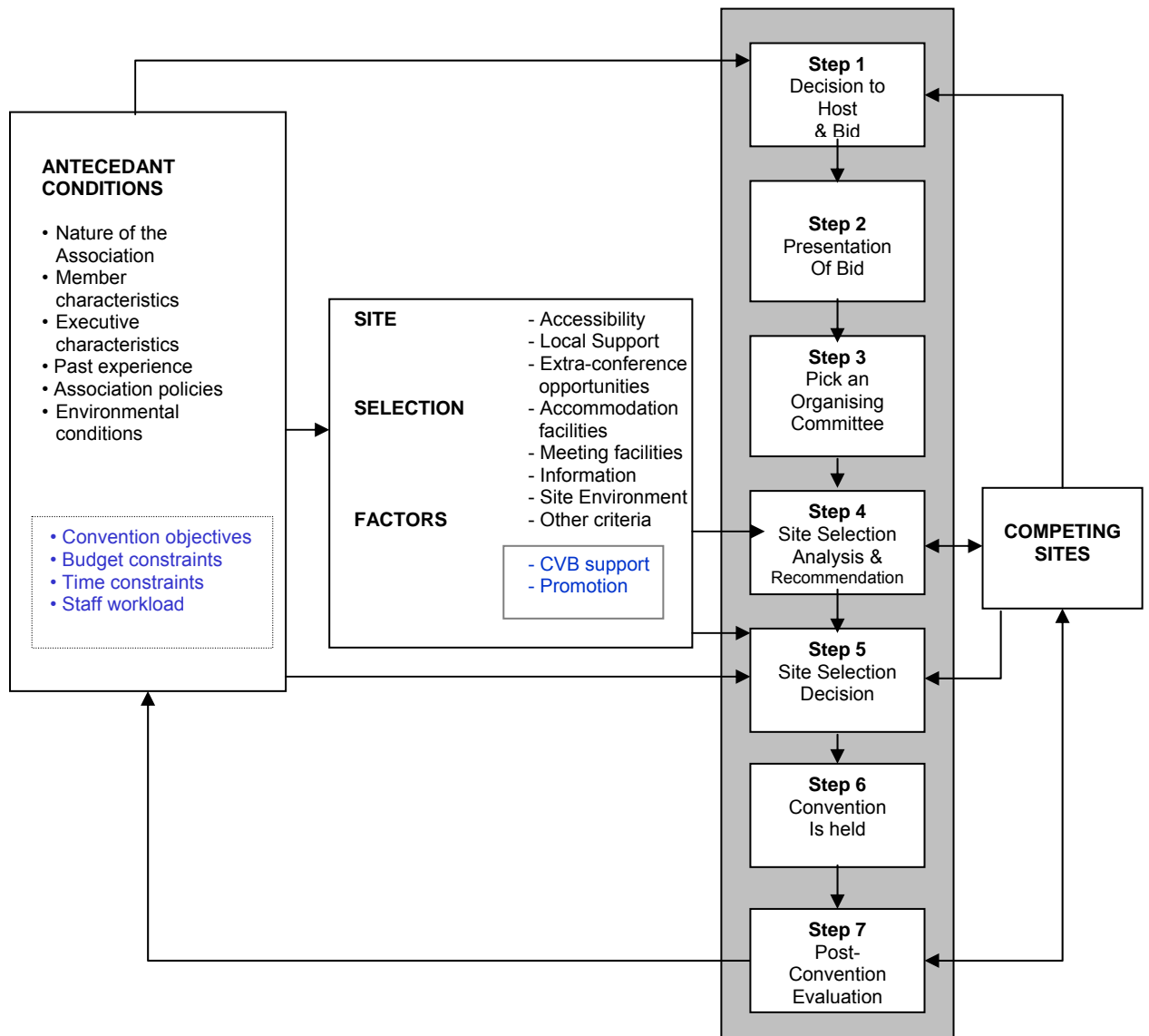
Jago and Deery (2003) have investigated the relationships between three main players of the convention-planning process using a model developed by Oppermann and Chon (1997). After interviewing international convention



associations, professional conference organisers, and international delegates, it was found that there were further processes and more players involved than were originally considered in the Oppermann and Chon model. Specifically, Jago and Deery suggested that convention centres, bureaus, and local government organizations should also be considered. The research findings suggest that the decision-making process for conventions is influenced by a complex set of relationships between international convention associations, professional conference organisers, and international delegates.

The rapid growth and perceived economic importance of the MICE sector worldwide has resulted, in the last few years, in an expansion of the number of countries undertaking research in the site-selection and decision making processes of conferences. In their study of convention site selection by Australian associations, Crouch and Louviere (2004) identified 12 site attributes that had a significant affect on site choice. Of these 12 site attributes, six pertained to the convention venue and facilities: perceived food quality; quality of the plenary room; quality of the exhibition space; quality of the break-out/session rooms; the available range of audio/visual systems and facilities; percentage of convention attendees able to be accommodated on site within the convention venue. The remaining six site attributes included: proximity of the site to convention participant; accommodation conference rates; cost of the venue; opportunities for entertainment, shopping, sightseeing, recreation, and organised tours; uniqueness of the physical setting; uniqueness of the social/cultural setting. They concluded that convention destinations need to pay particular attention to ensuring that their meeting and convention facilities are highly competitive with respect to target markets and must offer a complete package that is accessible and enjoyable whilst being in an interesting location.

Continuing in the Australian context, Comas and Moscardo (2005) identified the decision-making processes undertaken by organisers in choosing a destination for an association conference or meeting at a state or national level, and also determined what attributes associations look for in a host destination. They found five major themes exist in the decision-making process by association conference organisers: (1) organisational processes of planning; (2) the bidding process; (3) venue selection; (4) budget constraints; (5) time constraints. In regards to the first theme, organisational processes of planning, most associations planned their conference using committees comprised mainly of members. Comas and Moscardo highlighted bidding for the conference as an important part of the organisational process. Venue selection, budget and time constraints were the major considerations that association meeting planners had to take into account when organising a conference. In addition, Comas and Moscardo identified six key themes that associations look for in a host destination: the meeting venue; the accommodation venue; convenience; technology; price; and atmosphere. From their findings Comas and Moscardo adapted Crouch and Ritchies conference site selection process model (Figure 5).



**Figure 5 Adaptation of Crouch and Ritchie’s General Conceptual Model of the Conference Site Selection Process.**

Source: Comas and Moscardo, 2005

### 2.3.3 Success Factors

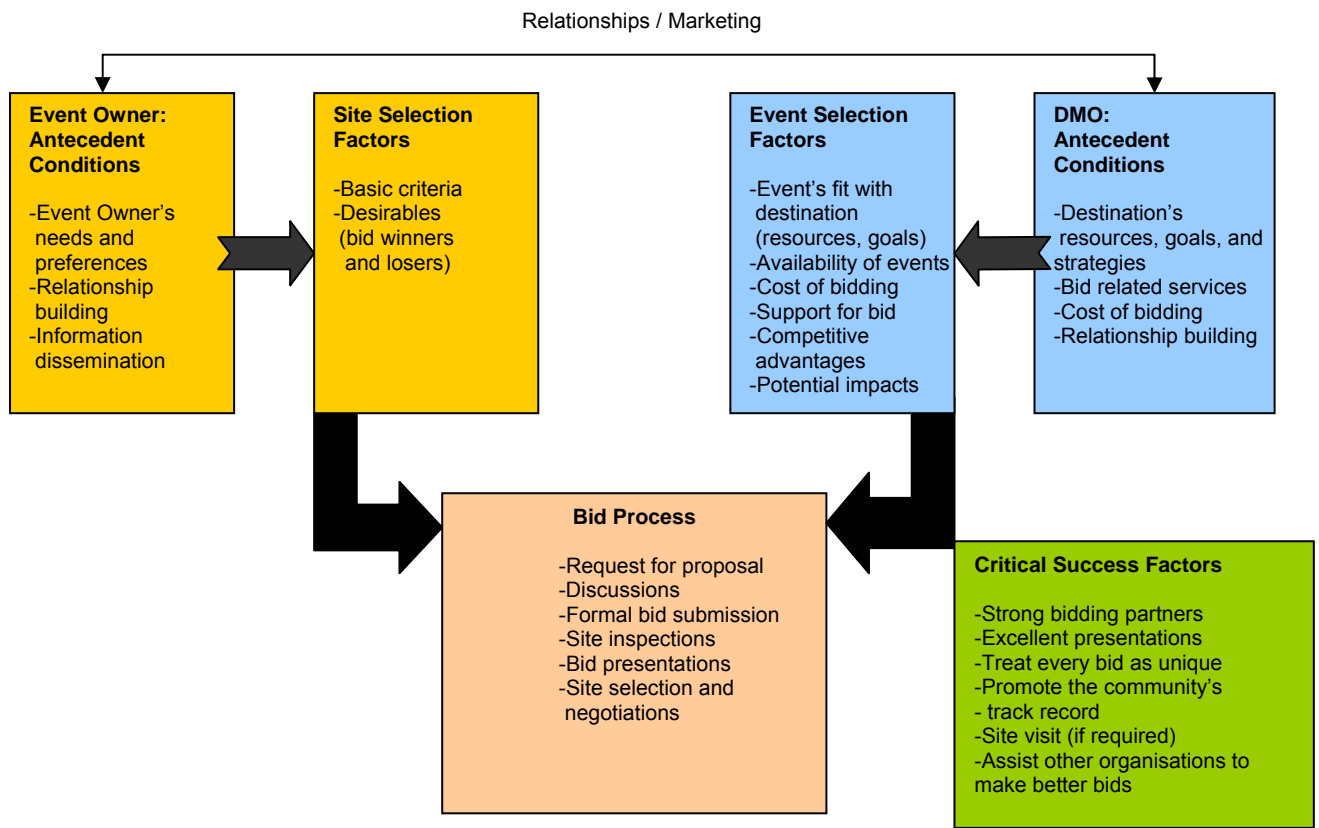
Up to this stage the literature review has focused on the site selection factors associated with the Olympic Games and the MICE sector. This next section looks at the research on the common factors that are required to ensure bidding success.

Persson's (2000) conducted research on the decision-making process of the members of the IOC in order to establish how they evaluated the bids to host the 2002 Olympic Winter Games. Components related to infrastructure were identified as 'bid winners' and included the Olympic Village, transportation, sports/arenas, finances, telecommunications, information technology and media centre. It is not surprising that the IOC members identify with infrastructure as being bid winners as they are the essential factors for fulfilling the objective of the IOC which is to organise a successful Olympic Games.

In addition to his research on Canadian bureaus event selection criteria Getz (2001, p. 2) sought to identify the critical success factors for winning events. He identified the most important critical success factors for winning bids were "strong partners, excellent presentations and treating each bid as a unique process." Respondents also mentioned the need for "bigger and better facilities and more marketing/bidding resources." Adapting Crouch and Ritchie's model of the conference site selection process, Getz develops the Event Bidding Process Model (Figure 6) that goes beyond the site selection factors associated with the owner of the event (the association), to also incorporate event selection factors of those organizations (in this case destination marketing organizations) bidding for an event.

In the study of major sports event organisers Emery, 2002 identified five key factors to the bidding success: (1) relevant professional credibility; (2) fully understanding the brief and the formal/informal decision making process; (3) not assuming that decision-makers are experts, or that they use rational criteria for selection; (4) customising professional (in)tangible products/services and

exceeding expectation; (5) knowing your strengths and weaknesses relative to your competition.



**Figure 6 Getz' (2001) Event Bidding Process Model**

Further comprehensive research to date on bidding for major sporting events has been undertaken by Westerbeek, Turner and Ingerson (2002). Their study focused on the bid process in order to ascertain the important elements essential in achieving a successful bid. Using an international sample of 135 event owners and organisers they identified eight factors that were deemed critical in the process of bidding for major sporting events. The eight factors included: the ability to organise the event; political support; infrastructure; existing facilities; communication and exposure; accountability; bid team composition; and relationship marketing.

## **2.4      *Synthesis of Key Factors***

The research conducted to date on event bidding has been focused toward mega-events such as the Olympic Games and the profitable MICE sector. The majority of research has been of an applied nature, focusing on, analysing the decision-making processes of the event owners e.g. the IOC and the association. On reviewing the literature a number of findings were made that had relevance to my research. (1) In his research on the decision making processes of the members of the IOC during the bid for the 2002 Salt Lake City Winter Olympics, Persson (2000) identifies a number of “order-winners”. I was interested to discover whether this concept of order-winners was applicable to the event bidding process in the New Zealand context. (2) Persson also found that components that were directly related to the performance of the Games (Olympic village, transportation, arenas, finance) were rated the most important to the IOC (event owners). I was interested to discover if the event owners in New Zealand also rated those components that directly relating to the performance of the event as being the most important. (3) Interestingly, Persson also found that the IOC rated components that had little or nothing to do with the performance of the Games as still being important. I was interested to discover if this was relevant to the event owners in New Zealand. (4) Persson introduces the concept of “fit”, where the better the fit between the bidders’ and the owners’ perceptions of bid offers, the greater the chance the bid has of winning. I was interested in finding out whether this concept of fit was applicable in the New Zealand context and how it is achieved. (5) Robinson, Faris and Wind (1967) mentioned that associations have ‘evoked sets’ and for a destination to get into an evoked set it requires an intense marketing effort and relationship building. I was interested to see if these

evoked sets existed in the New Zealand bidding process and what was required to get into them. (6) As the focus of my research was on the event bidding process and identifying the factors common to bidding success, the research by Emery (2002), Getz (2001), Westerbeek, Turner and Ingerson (2002) provided very useful material. The event bidding process model developed by Getz was the platform from which I developed the model of the New Zealand bidding process.

## **2.5 Conclusion**

Reviewing the literature played an important role in achieving the four objectives as outlined in the Introduction Chapter. Not only has reviewing the literature identified the gaps pertaining to event bidding at both the international and New Zealand levels but more importantly it is part of the framework from which my theory has emerged. In an emergent research design such as the grounded theory methodology, used in this research, literature is used to map the field of study. For the researcher using grounded theory, no hypothesis is made at the outset, in order to encourage the discovery of theory from the data. Literature, however, plays an important part in grounded theory once the data has begun to reveal an emerging theory. The literature then becomes part of the method by which the theory is compared, contrasted, sorted and expanded (Glaser, 1992b). For the grounded theorist, the literature within the field of study then becomes data (Chenitz and Swanson, 1986). Strauss and Corbin (1998, p. 51) state “when an investigator has finished his or her data collection and analysis and is in the writing stage, the literature can be used to confirm findings and just the reverse ... .”

As mentioned above the literature is used more than just to identify gaps in research but provides valuable data from which theory can emerge. The work by Westerbeek, Turner and Ingerson (2002); Getz (2001); Emery (2002); and Persson (2000) provided a number of factors that they deemed to be either critical or key to bidding success. Their research findings provided rigorous data from which I have been able compare, contrast, sort and expand my theory on the common success factors that win an event bid. Chapter Five discusses the common success factors found in the New Zealand context and Chapter Six then compares these with the findings presented by Westerbeek, Turner and Ingerson (2002); Getz (2001); Emery (2002); and Persson (2000).

In addition to providing rich data which assisted theory development on the common success factors the literature by Getz (2001) provided the framework from which I was able to model the processes of event bidding and is discussed in Chapter Six.



## **Chapter 3: Research Context: The New Zealand**

### **Sporting Events Industry**

#### **3.1 *Introduction***

This chapter provides an overview of the events industry within New Zealand. The New Zealand events industry is both small and young, having emerged over the past 30 years or so. Historically the industry has been fragmented and has struggled to gain recognition as an established professional body. However, in the past year a collective of event professionals from both the private and public sectors have collaborated to establish a national events association and central government has published a national events strategy. Such structure will ensure that the New Zealand events industry is more professional in its bidding and delivery of quality events. Reviewing the literature for this chapter provided greater clarity of how the New Zealand events industry is structured and the issues it faces. It also assisted in providing an appreciation of the wide role that government plays in the events industry, especially its proactive approach to event bidding. Understanding the role that local government played in event bidding assisted me with developing the targeted events process model.

The first section of this chapter looks at how the events industry has evolved from New Zealand's passion for sports and highlights event milestones in New Zealand's history. The following sections then look at the New Zealand events industry as it is today with a particular focus on government's role in events and how events are delivered through various government agencies. The second

section of the chapter looks at the private sector and their recent involvement in the events industry.

### **3.2 Growth Of New Zealand Sporting Events 1974 – 2006**

The purpose of this section is to paint a picture of New Zealand hosted sporting events that have become prominent in New Zealand history (Figure 7).

Date	Prominent New Zealand Sporting Event
1974	Christchurch hosts 10 <sup>th</sup> British Commonwealth Games
1981	The ugliest riots in two generations occurred at rugby grounds and in the streets between supporters and opponents of the Springbok tour of New Zealand
1987	New Zealand wins World Cup (Rugby Union), defeating France in the final at Auckland
1990	Prince Edward opens the XIVth Commonwealth Games in Auckland
1992	New Zealand and Australia successfully host the World Cricket Cup and the New Zealand team surprises by reaching the semi-finals, losing to Pakistan, the eventual tournament winners.
2000	Team New Zealand successfully defends the America's Cup 5-0 from the Italian challengers.
2003	New Zealand loses the America's Cup to Swiss team Alinghi, led by New Zealander Russell Coutts.

**Figure 7 Chronology of prominent New Zealand-hosted sporting events.**

Source: (New Zealand Official Yearbook 2004; Bateman New Zealand Encyclopaedia 2005).

Two sources *the 2004 New Zealand Official Yearbook* and the *2005 Bateman New Zealand Encyclopaedia*, were used to identify seven dates that were prominent in this country's events history. The earliest event is the 1974 Commonwealth Games in Christchurch, the first such multi-discipline event to be held in New Zealand. Quoted as being "one of the greatest sporting events in New Zealand's history" (Christchurch City Library website, 2006) it was known affectionately by New Zealanders as the "friendly games" as it was just two years after the 1972 Munich Olympics massacre and memories of that horrific event were still fresh in many people's minds. The 1974 Commonwealth Games saw unprecedented security measures as a result of the Munich

Olympics putting New Zealand's ability to host safe games under the international spotlight.

Security and public safety also became an issue at the next big sporting event to come to New Zealand's shores, the 1981 Springbok Rugby Tour. The New Zealand nation was divided on whether the South African Rugby Union should be allowed to have the Springboks (their nation team) play against the All Blacks because of South Africa's oppressive apartheid system. For many New Zealanders the 1981 Springbok Rugby Tour will be remembered as a time of high emotions where sport and politics clashed on the streets outside New Zealand's main rugby stadiums. New Zealand was divided into two groups: those who supported the tour and those who did not and as a result of such divergent views it was the closest that this country had ever come to civil war.

In 1987 New Zealand and Australia played host to the first Rugby World Cup, a month long tournament played in both major and provincial regions throughout New Zealand and Australia. For New Zealanders, hosting and winning the first Rugby World Cup was a major milestone. New Zealanders are extremely passionate about all aspects of the game and rugby is clearly ingrained in the New Zealand psyche.

The next event to occur is the 1990 XIVth Commonwealth Games in Auckland City. This was the second time in a decade that New Zealand had hosted a multi-sport event of this scale and was the catalyst for the development of a number of sports facilities throughout the Auckland region. Another important role the 1990 XIVth Commonwealth Games played was to provide first-hand event management experience for many up-coming event managers. Today

many of these event managers now organise some of New Zealand's hallmark events.

Cricket is an important recreational pastime for many New Zealanders, whether they are watching or playing the game. The 1992 World Cricket Cup hosted by New Zealand and Australia has been listed as an important milestone in New Zealand's sporting history as this was the first time that New Zealand had hosted a World Cricket Cup. By partnering with Australia, New Zealand could ensure that the necessary infrastructure could be made available and gate takings would be high. The event was successfully delivered; New Zealand was establishing itself as a venue for future World Cup events.

The last two hosted events that really captured the national attention have been the 2000 and 2003 America's Cup. Auckland's Hauraki Gulf was the venue and the event was marketed as being national in scale because the economic benefits would flow through to many sectors of the country's economy. Major infrastructure redevelopment in Auckland's waterfront occurred, thus the America's Cup event has left a lasting legacy for both local residents and event organisers. So important were the America's Cup events to the country in raising its international profile, bringing in foreign exchange and tax revenue, that the national government has made a \$30M investment in Emirates Team New Zealand in the hope that the America's Cup will once again be hosted in New Zealand. The next America's Cup is being hosted by Spain in mid-2007.

The events discussed have added to New Zealand's capability of hosting international sporting events. They have improved infrastructure, established systems of best practice for event management, provided emerging event managers with experience, educated the public of the economic and social

value of events, etc. However, having been in the events industry for a number of years I am aware that these events have come to New Zealand not as a result of proactively fulfilling objectives set out in a national events or tourism strategy, but rather as either a result of chance (i.e. winning a sporting event) or through the vision of national sporting associations to secure a particular international event. The next section looks at how the New Zealand events industry today has become more focused through the establishment of a national events strategy and a professional association. Because of this focus New Zealand can expect that the events industry will become more selective in the events it hopes to attract, more competent, more accountable and more effective in delivering world class events.

### **3.3      *The Events Industry Today: Government & The Private Sector***

The New Zealand events industry in 2007 sees a wide variety of organisations that are either directly or indirectly involved in sporting events. As the provider of major public infrastructure, government is often a key player in the events industry by default. However government's role is not just limited to providing critical infrastructure but also includes taking a more commercial stance by sponsoring events that enhance the country's international image and economy. Since New Zealand hosted major events like the America's Cup and the 2005 Lion's Rugby Tour, senior government politicians have gained a greater appreciation of the value of events and this has led the establishment of a national events strategy. In addition to government, the private sector plays a substantial role in the New Zealand events industry. There exist four main organisations in the private sector that are involved in sporting events in New Zealand: (1) Corporations: Many corporate organisations are utilizing events as

a critical part of their product marketing mix and are investing large sums of money in the sponsorship of both public and private events; (2) Sporting associations with their expertise in organising national and international tournaments are an essential bidding partner with local government; (3) Private event organisers are critical players in the events industry as they are the suppliers that carry the responsibility of delivering a service to the event goer in an often fickle industry; (4) and the New Zealand Association Of Event Professionals.

While there are many organisations that are involved to varying degrees in the events industry there has been a collective need for the industry to address standards of event delivery. In recent years, a number of unfortunate fatalities have put the events industry under the media spotlight and have forced change upon event management practice. The events industry in New Zealand today has evolved over the past thirty years from being somewhat reactive and fragmented into an industry that is becoming proactive in attracting those events that help the long-term economic and social well-being of New Zealand.

### **3.3.1 New Zealand Major Events**

A new initiative of the Ministry of Economic Development is the establishment of the New Zealand Major Events unit. The unit has a number of responsibilities, including administering the Major Events Development Fund, a funding source established to support “major events that build a dynamic nation and produce significant economic and social benefits” (<http://www.majorevents.govt.nz/homepage>, 2006). In addition the New Zealand Major Events unit provides administrative support to the Inter-Agency Events Group, a collective of government agencies that allocate monies to the

Major Events Development Fund and in 2006 developed the National Events Strategy.

The New Zealand Major Events unit has been established to undertake the following tasks (<http://www.majorevents.govt.nz/>, 2006):

- Provide financial support of events in line with specific criteria;
- Assess events for economic, social and cultural, and international exposure benefits;
- Research events for suitability to New Zealand infrastructure, and event management capabilities;
- Develop and maintain events industry databases, including a database of events facilities and event organisers, and an events calendar;
- Provide government liaison for events of large scale;
- Develop and implement the National Events Strategy

The establishment of the New Zealand Major Events unit has added structure to the somewhat fractured events industry and is an example of leadership and strategic foresight by national government. While funding is a helpful resource in event management, the non-financial support of government can be just as valuable. The establishment of the New Zealand Major Events unit provides the events industry with a national level events champion that improves the lines of communication with national government decision-makers. The development of the national events strategy by the New Zealand Major Events unit also provides the industry with a degree of confidence that central government is serious about events.

### 3.3.2 The National Events Strategy

The National Events Strategy was developed in 2006 with relevant input by the Inter-Agency Events Group and in consultation with regional authorities and private sector groups. The strategy outlines the opportunities and challenges the industry faces and it looks to build upon and extend successes achieved to date. The strategy tends to focus on the industry gaining greater understanding of its current capabilities and to ensure that these capabilities will meet future requirements. In addition, the strategy will be providing support to relevant organisations for identifying effective major events opportunities. The strategy focuses on seven priorities (Figure 8):

1. Establish a bidding function;
2. Continue support to Conventions and Incentives New Zealand;
3. Build partnerships with Australasian organisations;
4. Create more effective synergies with New Zealand businesses;
5. Monitor events management industry and infrastructure;
6. Build regional relationships;
7. Build cross-government synergies

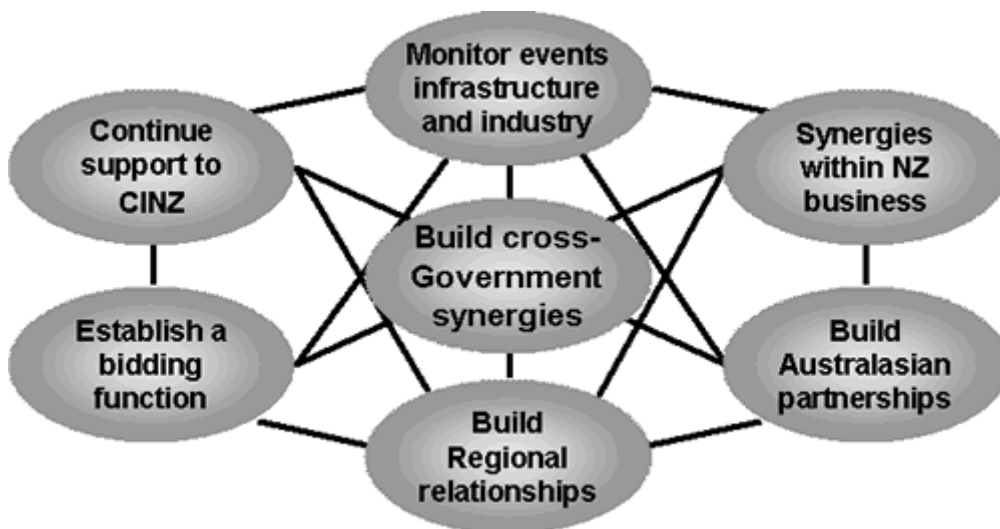


Figure 8 Key priorities of the National Events Strategy.



### **3.3.3 Local Government**

Local government in New Zealand consists of twelve regional councils, fifteen city councils and fifty seven district councils and is a large provider of essential infrastructure. Under the Local Government Act, local government has an obligation to fulfil a number of community outcomes relating to economic and social well-being. Local government plays an active role in the New Zealand events industry; many Councils utilize events to enhance the economic and social well-being of their local communities. Because of its obligation under the Local Government Act and as a provider of essential infrastructure, local government has a number of different roles relating to events including:

- I. Provider – A number of councils are proactive in organising events for the benefit of their local community.
- II. Funder – Councils provide grant assistance to external event providers.
- III. Facilitator – As a provider of major community assets (parks and roads), councils by default assist in the location and provision of venues, and administer the processing of event applications for events held on public land.
- IV. Promoter – Councils are the publisher and distributor of event calendars.
- V. Regulator – Councils ensure that any adverse impacts resulting from events are minimised and events are conducted in a safe manner.

Over the past ten years local government has become proactively involved in bidding for sports events. There are a number of reasons for this: local government is a provider of essential event infrastructure; local government is a provider of event sponsorship and bid funding; local government is mandated to

drive the local economy; local government is well networked to pull together the essential organisations to facilitate a bid; local government has the resources e.g. event departments to lead a bid; and local government has the leadership and drive of politicians.

Council	Population Figures (2006)	Event Focus
Auckland City Council	437,000	Maritime events International sporting events International arts Community events – music etc
Christchurch City Council	339,000	International sporting events International arts events Community events
Dunedin City Council	122,000	Community events International sporting events
Hamilton City Council	129,000	Sports: motor racing, hot air ballooning Community events Agricultural & horticultural events
Manukau City Council	298,000	Sports: equestrian, hockey Community events and national multi-cultural events
New Plymouth District Council	68,000	International music events International sporting events Community events
North Shore City Council	216,000	International and national sporting events, i.e. Olympic qualifying events Community events - music
Palmerston North City Council	78,000	Community events National sporting events
Queenstown Lakes District Council	22,000	International sporting events – winter sports Winter festival Wine and food festivals Community events
Rotorua District Council	68,000	International sporting events – mountain biking, water skiing Community events
Taupo District Council	33,000	International and national sports: motor racing, triathlon, cycling, running Community events
Waitakere City Council	195,000	Community events – music Sporting events – surfing Community events
Wellington City Council	180,000	International sporting events International arts events Community events

**Figure 9 New Zealand Councils Proactively Involved In Events**

Source: Local Government New Zealand website: [www.lgnz.co.nz](http://www.lgnz.co.nz)

In New Zealand fourteen city and district councils are proactively utilizing events to enhance their communities social and economic well-being (Figure 9).

Whether a council is proactively involved in events (either bidding for or initiating) is partly dictated by the size of the council resident population rating base. Those councils with a greater population have a greater funding base and are therefore able to direct resources into events. However, this is not the case for all councils. Queenstown Lakes District Council and Taupo District Council both have low population bases but are known as physically attractive tourist destinations that have utilized events to drive domestic and international visitations. A large percentage of businesses in Taupo and Queenstown are involved in the tourism industry and have formed strong industry associations that have the political influence to direct council resource towards events.

Local government is likely to continue increasing its role in events due to: the increasing number of events being hosted on public land; it being the major provider of essential event infrastructure such as roads, potable and waste water, parks, event facilities; there being greater awareness of the benefits that events play in driving visitations, raising a destinations profile and creating a strong sense of community. At the very least local government will be reactive towards events where it plays a regulatory role.

#### **3.3.4 The Inter Agency Events Group**

While the New Zealand Major Events unit is the main central government department with a direct involvement in events, there also exists a number of other agencies associated with central government that also has an involvement in events. The Inter-Agency Events Group (IAEG), is involved in decisions concerning the allocation of the Major Events Development Fund

(\$3.4M per annum). Meeting on a monthly basis, the IAEG is comprised of a wide collective of lead government agencies (Figure 10). The advantage of having this diverse group of agencies combined into one is that it ensures that funding is allocated in a fair and unbiased manner. While the IAEG's purpose is making decisions concerning the allocation of the Major Events Development Fund, it can also act as an influential collective for the events industry and each agency has the ability to support events from individual funding sources.

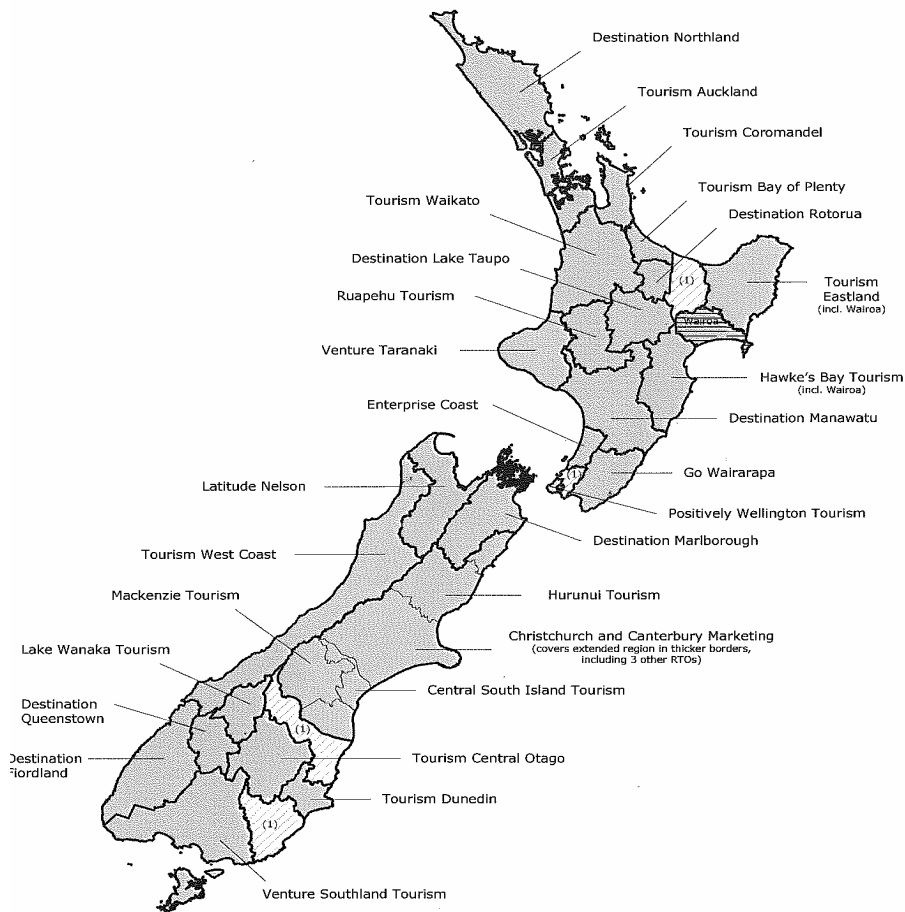
### **3.3.5 Regional Tourism Organisations**

According to the Tourism Industry Association website ([www.tianz.org.nz](http://www.tianz.org.nz)) there are 26 Regional Tourism Organisations (RTOs) in New Zealand (Figure 11), of which the majority are funded by local government. RTOs play a leading role in the New Zealand tourism sector where they act as a bridge between tourism operators, national tourism bodies and local and central government. RTOs are also responsible for destination marketing such as the promotion of their regions to potential domestic and international visitors. They vary widely in size, structure, and the scope of activities they undertake. Of the 26 RTOs, 24 have some involvement in the events industry, as indicated by searches of their websites (Figure 12). Their involvement varies from actively bidding for events through to acting as a medium for events advertising.

Inter Agency Event Group Member	Type of Events Support
<u>New Zealand Trade and Enterprise</u> seeks to improve the international competitiveness, profitability and capability of New Zealand businesses.	Favours event applications that are significantly aligned to the 9 industry sectors: biotechnology and agritech; creative industries; information & communications; technology; food and beverages; wood, building and interiors; specialised manufacturing (including general engineering and marine); education; services; tourism.
<u>Tourism New Zealand</u> develops, implements and promotes strategies for tourism, and advises the government and New Zealand Tourism industry on matters relating to those strategies.	Supports events that raise New Zealand's profile as a visitor destination.
<u>Creative New Zealand</u> encourages, promotes and supports arts in New Zealand for the benefit of all New Zealanders.	Major funder of arts related activities and events that focus on the development of New Zealand art and artists.
<u>Sport and Recreation New Zealand (SPARC)</u> works to get New Zealanders moving, from supporting elite athletes to getting out into local communities and encouraging people to get active.	Funds events that have strong linkages to sport and recreation.
<u>Foundation for Research Science &amp; Technology (FRST)</u> invests in research science and technology to create sustainable wealth and well being for New Zealand.	Funding is focused on primary research in science and technology rather than events.
<u>Ministry for Culture and Heritage</u> supports government participation in the cultural sector and assists in providing and managing cultural resources for the benefit of all New Zealanders.	Funding of events that have a focus towards culture and heritage.
<u>Ministry of Foreign Affairs &amp; Trade</u> seeks to influence the international environment to promote New Zealand interests and values, and contribute to a stable, peaceful and prosperous world.	Does not fund events; more involved in the disbursement of aid.
<u>Ministry of Economic Development</u> fosters economic development and prosperity for all New Zealanders.	Funds trade related events.
<u>Ministry of Tourism</u> provides advice and information to the government and the Minister of Tourism, manages and monitors government investment in tourism and undertakes tourism research.	Funds tourism related activities and research.
<u>Te Puni Kokiri (Ministry of Maori Affairs)</u> works to promote higher achievement by Māori, provide high quality advice to Government and accelerate Māori development.	Funds events which commemorate the signing of the Treaty of Waitangi and promote nation building and community building.

**Figure 10 Event Support provided by Members of the New Zealand Inter-Agency Events Group**

Source: (<http://www.majorevents.govt.nz/templates/Page.aspx?id=19022>, 10/12/06)



(1) Areas not currently included in RTOs

**Figure 11 Regional Tourism Organisations 2004**

Source: <http://www.tianz.org.nz/Industry-Facts/NZ-Tourism-Partners.asp#RTO>

RTO	Events mentioned on website	Web Address
Central South Island Tourism	Yes	<a href="http://www.southisland.org.nz">www.southisland.org.nz</a>
Christchurch & Canterbury Marketing	Yes	<a href="http://www.christchurchnz.net">www.christchurchnz.net</a>
Destination Fiordland	No	<a href="http://www.fiordland.org.nz">www.fiordland.org.nz</a>
Destination Lake Taupo	Yes	<a href="http://www.laketauponz.com">www.laketauponz.com</a>
Destination Manawatu	Yes	<a href="http://www.manawatunz.co.nz">www.manawatunz.co.nz</a>
Destination Marlborough	Yes	<a href="http://www.destinationmarlborough.com">www.destinationmarlborough.com</a>
Destination Northland	Yes	<a href="http://www.northland.org.nz">www.northland.org.nz</a>
Destination Queenstown	Yes	<a href="http://www.queenstown-nz.co.nz">www.queenstown-nz.co.nz</a>
Destination Rotorua Tourism Marketing	Yes	<a href="http://www.rotoruanz.com">www.rotoruanz.com</a>
Enterprise Coast	Yes	<a href="http://www.enterprisecoastnz.com">www.enterprisecoastnz.com</a>
Go Wairarapa	Yes	<a href="http://www.wairarapanz.com">www.wairarapanz.com</a>
Hawkes Bay Tourism	Yes	<a href="http://www.hawkesbaynz.com">www.hawkesbaynz.com</a>
Alpine Pacific Tourism	Yes	<a href="http://www.hurunui.com">www.hurunui.com</a>
Lake Wanaka Tourism	No	<a href="http://www.lakewanaka.co.nz">www.lakewanaka.co.nz</a>
Latitude Nelson	Yes	<a href="http://www.nelsonnz.com">www.nelsonnz.com</a>
MacKenzie Tourism	Yes	<a href="http://www.mtcook.org.nz">www.mtcook.org.nz</a>
Positively Wellington Tourism	Yes	<a href="http://www.wellingtonnz.com">www.wellingtonnz.com</a>
Visit Ruapehu	Yes	<a href="http://www.VisitRuapehu.com">www.VisitRuapehu.com</a>
Tourism Auckland	Yes	<a href="http://www.aucklandnz.com">www.aucklandnz.com</a>
Tourism Bay of Plenty	Yes	<a href="http://www.bayofplentynz.com">www.bayofplentynz.com</a>
Tourism Central Otago	Yes	<a href="http://www.centralotagonz.com">www.centralotagonz.com</a>
Tourism Coromandel	Yes	<a href="http://www.thecoromandel.com">www.thecoromandel.com</a>
Tourism Dunedin	Yes	<a href="http://www.dunedinnz.com">www.dunedinnz.com</a>
Tourism Eastland	Yes	<a href="http://www.gisbornenz.com">www.gisbornenz.com</a>
Tourism Waikato	Yes	<a href="http://www.waikatonz.com">www.waikatonz.com</a>
Tourism Waitaki	Yes	<a href="http://www.tourismwaitaki.co.nz">www.tourismwaitaki.co.nz</a>
Tourism West Coast	Yes	<a href="http://www.west-coast.co.nz">www.west-coast.co.nz</a>
Venture Southland Tourism	Yes	<a href="http://www.visit.southlandnz.com">www.visit.southlandnz.com</a>
Venture Taranaki	Yes	<a href="http://www.taranakinz.org">www.taranakinz.org</a>
Wanganui Inc	Yes	<a href="http://www.enterprise-wanganui.com">www.enterprise-wanganui.com</a>

**Figure 12 Websites of Regional Tourism Organisations of New Zealand that use events to drive visitations.**

### **3.3.6 Corporations**

Corporate involvement in New Zealand events is most evident through corporate sponsorships. From high-value monetary agreements, such as Emirates Airlines sponsorship of the Americas Cup Team New Zealand, through to low-value support for community events, corporate support is evident throughout the events industry. While the corporate sector has been involved in sponsoring sporting events for over thirty years, there has been a move from straight sponsorship into developing and implementing their own events. An example of this is the proliferation of triathlons (Special K triathlon, She triathlon series, Weetbix Tryathlon) where cereal companies have progressed from just sponsoring these events to having the full ownership rights. By having full ownership rights, a business has total autonomy of the event and therefore can control how the event is promoted and marketed.

### **3.3.7 Sporting Organisations**

In New Zealand there are eighty-eight national sporting organisations that have the ability to call upon volunteers from within their respective sporting codes and have the required event infrastructure. Presented (Figure 13) are the top nine national sporting associations in New Zealand based on criteria established by Sport and Recreation New Zealand:

1. Importance to New Zealand;
2. Results at the most recent pinnacle event;
3. Results progress to world best performance and anticipated medal winning performances at next pinnacle event;
4. Depth of talent and the number of medals available at their pinnacle event (Olympic Games);
5. Ability to impact the performance of their world class athletes and teams.



Sporting Code	National Association
Athletics	Athletics New Zealand
Cricket	New Zealand Cricket
Cycling	BikeNZ
Netball	Netball New Zealand
Rowing	Rowing New Zealand
Rugby	New Zealand Rugby Football Union
Sailing	Yachting New Zealand
Swimming	Swimming New Zealand
Triathlon	Triathlon New Zealand

**Figure 13 The Top Nine High-Performance National Sporting Organisations in New Zealand**

Source: Sport and Recreation New Zealand High Performance Strategy 2006.

Sporting organisations play an important role in event delivery. Sport and Recreation New Zealand provide cricket, netball and rugby support because of their importance to New Zealand; and their potential to win events that matter to New Zealand- Cricket World Cup, Netball World Championships (Sport and Recreation New Zealand High Performance Strategy, 2006, p. 8).

The sporting organisations (whether national or regional level) tend to attract national or international events to New Zealand to help raise the profile of their sport and to provide high level competition for the New Zealand competitors. From an event bidding perspective the sporting organisations are an essential partner in the bidding process.

### **3.3.8 Event Organisers**

The past ten years have seen a proliferation of small community events and high profile international events in New Zealand. As more regional tourism organisations, city councils, corporations, and sporting associations use events to achieve their strategic objectives, the demand for proficient event organisers has grown. In addition there has been a demand from the New Zealand community for entry-level, goal-orientated participatory sporting events, such as women's triathlons, duathlons, and running and swimming events. This

demand has resulted in the growth of event management organisations that focus on clearly defined target markets.

### **3.3.9 New Zealand Association Of Event Professionals**

As a result of many organisations using events to achieve their strategic objectives the role of the event manager is gaining more prominence. To further assist in raising this prominence a collective of event practitioners, in 2006, established the New Zealand Association of Event Professionals (NZAEP). The mission of NZAEP is to “educate, advance and promote the events industry network of professionals along with related industries” ([www.nzaep.co.nz](http://www.nzaep.co.nz)). The NZAEP is attempting to improve the skills and expertise of event practitioners by providing an annual events industry conference and providing a range of resources, such as health and safety templates, risk and marketing plans, and small business start up plans. To further raise industry standards and profile, the NZAEP have established an industry awards program. The NZAEP has also created a database of industry professionals and will be the professional body representing the emerging events industry.

## **3.4 Conclusion**

This chapter provided an overview of the events industry within New Zealand. A number of prominent event milestones have been the catalyst that have shaped the New Zealand events industry over the past 30 years. Initially lacking structure and strategic direction the industry has matured to the stage where a collective of event professionals, from both the private and public sectors have collaborated to establish a national events association and during the same period the national government has published a national events strategy.

National and local government play a lead role in the events industry due to the function it has in providing essential infrastructure and its mandate to drive the economic development of the communities it represents. It is highly likely that government in New Zealand will continue to be active in initiating and bidding for events into the near future. In the private sector, events play an important role in the corporate organisations marketing strategy, while for the national sporting organisations events can be a means of securing funding or providing athletes with world-class competition.

In researching this chapter I have gained a greater appreciation of the structure of the New Zealand events industry, with a particular focus on the role of government. Understanding the level of local government involvement in events has aided with the development of the targeted events bidding process model.

## **Chapter 4: Research Methodology And Methods**

### **4.1 Introduction**

An overview of the grounded theory methodology and the research methods used in this study is presented. The chapter begins by outlining the key ideas of symbolic interactionism in order to give the theoretical background for the research findings. It then addresses the key components of the grounded theory method (sample size, memos, coding, and constant comparative analysis) and provides an overview of how the data was collected and analysed. The chapter concludes with discussions on rigour, social, ethical and cultural considerations.

### **4.2 Grounded Theory in Theory**

#### **4.2.1 Symbolic Interactionism**

“Grounded theory method, as it is used in qualitative social science research, has its roots in the symbolic interactionist tradition that grew out of the Chicago School of Sociology between 1920 and 1950” (Robrecht, 1995, p.175). According to Blumer (1969) who first coined the term “symbolic interactionism”, people act towards objects according to the meaning that objects have for them. The meaning which people have for objects is derived from their interactions both with the external environment and within their ‘self’. Thus, the process of making meaning is both internal and external to each individual. In order to make meaning or ascribe meaning to objects, individuals use an interpretative process. The end result of this interpretative process is action.

From a symbolic interactionist perspective and according to Blumer, objects do not have meaning outside the meaning attributed to them as a result of interaction. Objects are either physical, as in people, social, as in institutions, or abstract, as in values. Objects become anything that a person indicates to themselves. The process of interpretation and action does not happen without firstly an indication that something requires noting. Blumer suggested that there are some non-symbolic interactions which are reactive, however, most interactions are the result of a reflective process. The reflective process begins with an indication of noteworthiness which leads to a consideration of action and response from the perspective of the role of the other, and concludes with an interpretation and a subsequent action by the individual.

Blumer also indicated that taking the role of the other and considering what the other's actions might be in response to the action an individual is contemplating, is a central notion within symbolic interactionism. As the events, contexts and conditions within which interactions occur are constantly in a process of change, people adjust their actions according to the meaning they interpret within a variety of contexts. Action then, arises out of an individual's interpretation of particular events within a particular context. Differing contexts will give rise to differing interpretations and thus differing actions.

Symbolic interactionists have the perspective that the "personal" is shaped by the "social and political" context within which the person operates. Shared ways of acting arise out of our childhood experiences and are refined and changed throughout our life. People are constructed by their environments and their actions out of those constructions. Thus we can be seen as co-constructors within society. From our earliest sensory experiences, we interpret our world

from others' responses to our actions. Bowers (1988, p.37) stated: "there can be no distinction between the individual and the social self since they are 'twin born.' "

The self in symbolic interactionism comprises both a 'me' and an 'I'. It is the 'me' aspect of self which is the interactor between the self and society. The concept of the 'I' relates to the thinking part of us which takes in information and makes a decision about how the interaction will proceed. It is the 'I' which interprets and contributes meaning to an event, and it is 'me' which subsequently acts (Bowers, 1988). In this way, change occurs as people interpret according to a variety of conditions and contexts and either maintain previous ways of acting or adopt new ways of acting.

Symbolic interactionism formed the theoretical perspective underpinning grounded theory. Schatzman (1991) articulated the connection between grounded theory and symbolic interactionism more directly. What becomes central to the researcher's understanding of a social process, is the perspective taken by a person in relation to a context. "People interact over a period of time; out of that interaction they come to share a perspective; what they see will be interpreted through that perspective; often each perspective tells us something very important about what is really true" (Charon, 1998, p.1).

#### **4.2.2 Tenets Of Grounded Theory Method**

Grounded theory was developed as a research methodology by two American based sociologists, Barney Glaser and Anselm Strauss who 1967, published the book *Discovery of Grounded Theory*. The term "grounded theory" is used to designate theory and theory development that is grounded in empirical data as opposed to theory that is logically derived (Bowers, 1988). The guiding

principles, contained within the grounded theory methodology, are: that the collected data be clearly grounded in the field of study; that the derived theory is a conceptual abstraction which arises out of the data; and that the process of research comprises concurrent data collection, constant comparative analysis, theoretical sampling and memoing (Bowers, 1988b; Charmaz, 1994; Kools & McCarthy, 1996; Robrecht, 1995; Schatzman, 1991).

“Grounded theory is one that is inductively derived from the study of the phenomenon it represents. That is, it is discovered, developed, and provisionally verified through systematic data collection and analysis of data pertaining to the phenomenon. Therefore, data collection, analysis, and theory stand in reciprocal relationship with each other. One does not begin with a theory, then prove it. Rather one begins with an area of study and what is relevant to that area is allowed to emerge“ (Strauss and Corbin, 1990, p.23).

The grounded theorist works towards discovering and explaining common social processes which occur repeatedly in the life of the participants (Chenitz, 1986). The belief is that the individuals may be conscious of their actions, however, they may not be aware of the underlying social processes that impact upon their actions. A grounded theorist will aim to explain these processes with one important purpose being to offer understanding to the participants.

Understanding can lead to enablement and to change if the discovered processes are problematic (Glaser, 1999). In this grounded theory study, my aim was to explore the processes in event bidding and this be able to add value to those involved.

In order to ensure that the data emerge out of the field of study, researchers endeavour to enter the field aware of any preconceived ideas regarding what they may find. The researcher and the researched operate together and the grounded theory researcher needs to demonstrate that theory has emerged

directly from the data. As the sole researcher, it is important to acknowledge my experience of working within this field of study (Cutcliffe, 2000; Hutchinson, 1993; Strauss & Corbin, 1998). Having experience within the field has sensitised me to particular processes that the participants may describe. On the other hand, having experience within the field may also blind me to some processes the participants are describing.

A challenge for the grounded theory researcher is to be able to maintain a connected yet distant relationship within the field of study (Bowers, 1988). The connection is towards the field of study as the researcher moves into the participants' world in order to understand that world from their perspective, and the distance enables the researcher to achieve two aims. Firstly, maintaining some distance from the data can assist the researcher to more effectively conceptualise from the research data. Secondly, some distance is effective for being able to deal with the researcher's own preconceived notions.

Grounded theory is both an inductive and a deductive method of research. It is inductive in that the theory that emerges is grounded in the collected data. It is deductive in that the data analysis moves through increasing levels of abstraction into theory (Glaser, 1999). Glaser (1992, p. 5) reinforces the importance of an emergent design when he states that "grounded theory allows the relevant social organisation and social psychological organisation of the people studied to be discovered, to emerge – in their perspective."

"Constant comparative analysis" enables the researcher to add conceptual depth to developing codes and categories during coding. Coding is interpreted for this study as the analytical process in which data are broken into codes, conceptualised, compared and then integrated again into constructs that explain



processes (Strauss & Corbin, 1998). Constant comparative analysis means that the different dimensions and properties of developing categories and the relationships between different categories are made explicit. The changing means of phenomenon according to changing context or perspective provides some explanations about basic social and psychological social processes (Glaser, 2001; Schatzmann, 1991).

Constant comparative analysis is achieved by comparing data in an iterative process. Ideas emerging from the data are constantly compared with other data to gauge differences and similarities (Glaser, 1978, 1992, 2001). The constant comparative analysis raises questions about properties and characteristics of a concept or category. This directs further data analysis and further data collection in the search for answers to these questions (Browne & Sullivan, 1999). Gradually the researcher builds up relationships between codes, between concepts and eventually between categories. These relationships form hypotheses to be tested in the field.

Data collection is guided by a sampling strategy called “theoretical sampling.” Theoretical sampling can be described as the process by which the researcher decides who best can provide the data that needs to be collected next in order to further explain or compare the dimensions or concepts which have been discovered in the existing data (Blowers, 1988; Glaser, 1978).

Writing the theory is also part of the research process in grounded theory. Writing is done throughout the study and is stored in memos. Memos are written throughout data collection or analysis and are the theorising write-up of ideas about codes, about their relationships as they occur to the analyst while coding, and about exploring emerging ideas from a variety of perspectives

(Glaser & Strauss, 1978). They are essential for conceptualising during the analytical process as well as in demonstrating the researcher's introspective process. Furthermore, all types of memos leave an audit trail for research and provide data for presentations, publications and possible further research (Hutchinson, 1993). An example of a memo written in the early stages of my research:

#### **Theoretical Memo: 24 April 2006**

Today was a very frustrating day. I am concerned that I have been forcing the data to suit my preconceptions. I have read Glaser's work "Basics of GT analysis" in order to help me out of this quandary. I will re code the 2<sup>nd</sup> interview while holding all previous data (literature reviews and self analysis) in abeyance. In addition I am unsure about coding and how to sort the vast amount of coding that may result, how will I support my theory ie through citations, quotes etc.

*"What category or property of a category does this incident indicate?"*

*"What did it for us was when we sat down in this room we were able to communicate with the people we wanted to communicate with."* This I believe to be one of the respondent's most important statements. It places the high importance given to communication. If we are looking at the bid process it then could be described as a communication process? Possibly a problem for the event owner is getting a straight answers quickly and efficiently.

It is very hard trying to cut the wheat from the chaff. Trying to identify what is important is very hard and time consuming.

Key points:

- Communication is possibly the process here
- Support is vital from stakeholders i.e. iwi, port authority, community, council
- Leadership from the mayor is essential. The ability to overcome obstacles and bureaucracy.
- However the deciding factor in the end was a variable in the criteria called \$, The underwrite by NP reduced the risk

The example memo, provided an insight into the challenges and processes involved in developing a grounded theory. Being overcome with vast amounts of data is a common frustration when using the grounded theory method, often resulting in frustration. The memo also displays the iterative thinking process I went through and the prominent questions and key points that came to mind.

The analysis of the data follows the grounded theory format of coding, constant comparative analysis and the development of categories. The coding occurs at three levels: level one – open coding, level two – selective coding, and level three – theoretical coding (Glaser, 1998). Data analysis starts immediately after conducting the first interview with initial coding also referred to as open coding or “running the data open” as Glaser (1978, p. 56) called it. During this process the data is examined line-by-line to discover the process expressed therein, and are then given meaning through which categories are developed (Chamberlain, 1999). Substantive codes break the data into smaller pieces and provide the researcher with emerging concepts that will be further explored. (Hutchinson, 1993)

The constant comparative analysis of data, the development of substantive codes and the identification of their differences and similarities leads the researcher to the next step – grouping codes. Hutchinson (1993) refers to the process of grouping codes together into larger categories by asking what the code is an example of. The full range of categories, dimensions, consequences and their relationships to other categories will be explored and the analyst should tap into the theoretical notions (memos) to carry the thinking through to its most logical conclusion (Glaser, 1967). Analysis is occurring at the same rate as the categories are confirmed and refined; which Glaser (1998) refers to as “selective coding”.

In level three coding, the theoretical constructs are formed by advancing from the descriptive to the theoretical (Hutchinson, 1993). The relationship between categories and their properties are analysed to work out a theory that accounts for much of the relevant process or behaviour. At this stage existing literature

will be examined for concepts to be compared with the findings of the research to identify supporting or rejecting theories and to integrate the research with the existing body of knowledge.

Towards the final stages of data analysis the researcher defines the theory around one basic core category. The core category and categories related now determine the direction of data collection and possible further theoretical sampling. This final process is assisted by using Glaser's (1978) causal model to examine and order the data, and to form theoretical codes. Constant comparison of the data, categories and concepts allows for the core category to emerge; it is grounded in all data and accounts for as much behavioural variation as possible. During this stage theoretical saturation is achieved when sufficient data has been analysed so that a thorough understanding of the phenomenon is achieved and no new categories emerge (Chamberlain, 1999).

An overview of the theoretical perspective of grounded theory has been presented informing the grounded theory methodology. I now turn to a more in-depth discussion of how the principles of grounded theory were used throughout the research process.

### **4.3 *Grounded Theory in Practice***

#### **4.3.1 Participant Sample & Selection**

A purposive sampling technique was used to recruit respondents (Tolich, 1999). This sampling strategy allows the researcher to draw on their own background to advantage, to select respondents who have expert knowledge about the topic area (Polit & Hungler, 1999). Qualitative research emphasises the diversity, rather than the quantity, of information gained from each participant – it has

been described as case-orientated rather than variable-orientated (Sandelowski, 1995). “In grounded theory study, the sample is not selected from the population based on certain variables prior to the study. Rather, the initial sample is determined to examine the phenomena where it is found to exist” (Chenitz and Swanson, 1986, p.7) The key to having sufficient numbers to achieve data saturation, and where a homogenous sample is used, less than ten participants can be adequate (Polit & Hungler, 1999). In this research a total of fourteen respondents were interviewed.

Criteria for selecting the initial two respondents was based on: (1) they worked in local government; (2) they played the key role in leading the bid; (3) and they bid for sports events. In addition respondents had to be New Zealand based and the events had to be hosted within New Zealand. Event bidders from local government were initially chosen because I was aware from my own previous experience that local government played a key role in event bidding. By the time the theoretical sampling was complete the fourteen respondents came from a diverse range of organisations; local government, central government, government agencies, sporting associations and private event organisers.

#### **4.3.2 Data Collection**

Individual, semi-structured, 40-90 minute initial interviews (Appendix C) with the respondents started with a general open question about their involvement in events. Interviews were audio taped and transcribed. My preferred method would have been to take Glaser’s approach of only taking field notes immediately after the interview. Taping, according to Glaser (1998), gets people into hours of non-productive transcribing work and does not tempt but

rather numbs their creativity. After thorough reflection, however, I decided it would be best to tape the interviews in case I were to miss salient points.

While I was trying to gain an appreciation of what factors win an event bid, I found that by getting the respondents to talk about the bidding process they unconsciously revealed success factors throughout the interview. It was obvious to me early on during the interviews that the respondents were very passionate about the topic and this resulted in large volumes of very rich data. Analysing this data was the next challenge.

### **4.3.3 Data Analysis**

As described by Glaser and Straus (1967), all data analysis was guided by constant comparative analysis. Data collection and analysis happened concurrently and as a result the process often seemed confusing and unstructured. The analysis started immediately after conducting the first interview with open or substantive line-by-line coding of the transcribed interviews in order to discover the process expressed in the data. Intense analysis of the data helped with the identification of emerging codes and categories. The first phase of the data analysis involved *in vivo* coding. *In vivo* coding are codes that are taken directly from the data and often use the terminology of the data (Glaser, 1978; Strauss & Corbin, 1998).

In addition to conducting the interviews I was reviewing literature pertaining to event bidding. This literature was not limited to purely academic publications but also newspapers, magazine articles, transcripts, presentations, etc. This literature provided further *in vivo* codes.

After having read a considerable amount of literature and having completed three interviews with the local government respondents I was intrigued by how certain codes and categories were emerging from the data: government support; the importance of infrastructure, the ability to deliver. However there were a number situations where it was very difficult to categorize sets of data which lead onto the next stage of analysis.

At the second level of analysis the coding became more selective. The properties of codes and the relationships between them were explored. Codes and concepts were collapsed into larger collections of codes labelled as categories. Subcategories of the categories were identified. After the transcripts were analysed and the codes were compared for relationships, similarities and differences, questions that had arisen out of the data and had not been answered were then asked at subsequent interviews.

From the initial interviews with the local government respondents it became clear that they felt that government played an important role in event bidding as government provided support in many ways - event friendly policies, financial support, political leadership etc. Mindful that this was the perspective of the event bidder and that "the logic of sampling and the site for data collection are guided by analysis" (Chenitz and Swanson, 1986, p.7), my attention was directed towards the respondents who were event owners.

Five of the fourteen respondents were event owners. The sporting events they owned included: motorsport, paralympics, netball, touch rugby, and university sports. The event owners indicated that government support was a vital factor as it represented a guarantee from the government that the event would be delivered to their requirements. From the interviews with the event owners on

the topic of government support it emerged that they were most interested in those factors that ensured the successful outcome of the event. From these interviews with the event owners the category “ability to deliver the event” emerged. On a number of occasions the event owners also alluded to the need to fulfil the criteria, to find the best fit and to add value to the event. However, while there were times of clarity when categories seemed to consolidate, questions kept coming. These were the hunches or questions that emerged out of the data and formed concepts that required further analysis and comparison.

The sample was expanded to include event bidders in the private sector, in order to see if the findings to date were applicable. It emerged from these interviews that there was a need to fulfil the criteria as requested by the event owners. In addition, the interviews with the private sector event-bidders revealed the importance of having those factors that enhance the bid – previous bidding experience, partnerships, making an emotional connection, conducting research, etc.

This further analysis and comparison is the deductive stage of research, where codes and questions arising out of the data guide subsequent data collection (Glaser, 1978). Only the most dominant concepts and those most relevant to the emerging categories were focused upon. This meant that some codes were left to one side and not explored further. These were codes that did not have salience to the emerging categories:

To selectively code for a core variable, then, means that the analyst delimits his coding to only those variables that relate to the core variable in sufficiently significant ways to be used in a parsimonious theory. The core variable becomes a guide to further data collection and theoretical sampling. (Glaser, 1978, p. 61)



The third stage of the data analysis, theoretical coding, was where my theory on event bidding process was conceptualised. I analysed the relationships between the categories and their properties to explain the bidding process (targeted event bidding process model). This was a very exciting and rewarding phase of the research to see concepts emerging and a theory evolving. It was at this stage in the analysis that the category 'best fit' emerged as being the core category. The core category, best fit, is central to my theory on event bidding as all other categories in the theory are linked to it. It was during this stage of the analysis that theoretical saturation was reached as sufficient data had been analysed, a thorough understanding of the phenomenon of event bidding was achieved and no new categories emerged.

#### **4.3.4 Ensuring Methodological Rigour**

Glaser (2001) describes the criteria for ensuring that the grounded theory that has emerged is actually a grounded theory of the substantive area. These criteria are "fit, relevance, workability and easy modifiability" (Glaser, 2001, p. 41).

A theory should fit the data. Glaser (1978, p. 5) states "a theory should be able to explain what happened, predict what will happen and interpret what will happen in an area of substantive or formal inquiry." All ideas must fit somewhere in the theory. There should not be outlying ideas or the theory needs reworking (Glaser, 1978). Data cannot be discarded in order to keep a theory intact. The theory needs to be reworked in order to retain the data. Feedback from colleagues and a small selection of respondents assured me that fit was attained.

A theory must be able to explain the core of what is happening in a substantive area. This makes the theory 'relevant' to the substantive area and in order to achieve true relevance the grounded theory must allow the ideas to come out of the data. A theory that is coined by preconceived ideas and expert notions is less likely to demonstrate relevance, as it has not been grounded completely in data from the substantive area (Glaser, 1978). I believe that this theory is of relevance as it is understandable to both those in the profession and those lay people who are not.

In order to meet the criteria of workability, the theory must also be able to predict what will happen. A grounded theory can only do this if relationships between categories are clearly explained by the theory and yet they still 'fit' the data (Glaser, 1978). The theory fulfilled the criteria of workability by predicting that if an event bid achieves 'best fit' then that bid will win.

Grounded theory studies need to be dynamic as the generation of ideas can be an ongoing process. The categories that are explained are different according to context and perspective. For this reason, grounded theories studied should be modifiable so that further information and reworking of the data can add to the theory (Glaser, 1978). I believe that the targeted event bidding process model developed in this research is modifiable in the sense that it can evolve to incorporate other aspects of event management, e.g., bidding for sponsorship.

In summary, grounded theory is a research method developed from the implications of the symbolic interactionist view of human behaviour. As a systematic way to derive theories that illuminate human behaviour and the social world, grounded theory has many uses. Like most forms of qualitative research, grounded theory makes its greatest contribution in areas in which little

research has been done. In these areas, theory testing cannot be done since the variables relevant to the concepts have not yet been identified (Stern, 1980). Therefore, one of the major uses of grounded theory has been in preliminary, exploratory, and descriptive studies (Glaser and Strauss, 1967). The grounded theory study is done to produce abstract concepts and propositions about the relationships between them. In the case of this research a number of concepts and categories have emerged from the data that explain the process of event bidding in New Zealand.

#### **4.4 Ethical Considerations**

Ethical approval for the research was granted by the Auckland University of Technology Ethics Committee (AUTEK) on 13 February 2006. Voluntary participation was an important consideration. Event management practitioners were invited by both telephone call and information letter to partake in the research (Appendix A). It was emphasised in the letter that participation was voluntary. It was important that the participants did not feel obliged to participate in the research because of the competitive nature of event bidding and that in my role as Events, City Promotions and Tourism Manager for North Shore City Council I could justifiably be seen as a direct competitor. However it was interesting to note that all of the respondents who were approached agreed to partake in the research and did not feel that my professional role was seen as a threat.

All fourteen respondents who had agreed to participate in the study were provided with a further copy of information letter prior to participation. It was explained verbally and in a consent form that the interviews would be audio taped and transcribed. Respondents signed the written consent form

confirming their willingness to participate in the study (Appendix B). Verbal consent was also confirmed prior to each interview. It was again reiterated to the respondents that taking part in the study was voluntary and that they could withdraw at any stage if they were not comfortable with the research process. In addition they were informed that they could have the data that they provided withdrawn from the research at anytime during the research process. Respondents were made aware that they could decline to discuss any information that they consider too sensitive to discuss.

Respondents were reassured that their participation in the study would be kept confidential. Signed participation consent forms were kept in a locked safe in a different location from the data. In some instances details were changed slightly to preserve confidentiality. As the researcher I was the only person aware of who had participated in the research. Respondents were acknowledged as 'respondents' in the data and in the report to ensure anonymity.

I wanted to ensure that the research study adhered to cultural safety guidelines and that it was consistent with the principles of the Treaty of Waitangi. The research proposal was submitted to the Auckland University of Technology Maori Advisor for review. The Maori Advisor approved the research process and offered their availability for support and advice should I recruit any Maori participants. I did not recruit any Maori participants, so I did not need to consult the Maori Advisor for further advice.

#### **4.5 Conclusion**

The aim of this chapter has been to provide an overview of the grounded theory methodology and the research methods used in this study. This chapter began

by outlining the key ideas of symbolic interactionism in order to give the theoretical background for the research findings. It then addressed the key components of the grounded theory method (sample size, memos, coding) and provided an overview of how the data was collected and analysed. Throughout this research a constant comparative method of analysis was conducted. Comparisons between sets of data were made continuously. After coding and further comparisons, categories emerged. The data was then analysed for patterns of relationships between these categories. These patterns of relationships formed initial hypotheses that were tested in the field.

# **Chapter 5: Common Success Factors For Winning Event Bids: Perceptions Of The Event Owner And The Event Bidder**

## **5.1 *Introduction***

The overarching aim of this research has been to gain insight into the little known activity of event bidding within the context of the New Zealand hosted sports event. In order to gain such insight a number of research objectives have been set. These include (1) gaining a better understanding of the common success factors for winning event bids; (2) investigating the perceptions of the two parties associated with an event bid, the event owner and the event bidder, to determine whether perceptions of what makes an event bid successful differ; (3) investigating how the success factors from international research findings compare and contrast with the findings from the New Zealand research setting; (4) to model the event bidding process from the perspective of the local government event bidder. Chapter Five addresses objectives 1 and 2, while Chapter Six addresses objectives 3 and 4, with the overall aim of providing a greater understanding of the New Zealand event bidding process.

Sections 5.2 – 5.5 address the first objective: to gain a better understanding of the success factors for winning event bids within the New Zealand context. The rationale for this objective is that the findings from Emery (2002); Getz (2002) and Westerbeek, Turner & Ingerson (2002) provide excellent insights into the important factors essential in achieving a successful bid from an international perspective but they do not incorporate a New Zealand perspective. As

mentioned in Chapter 1, I wanted to understand from those New Zealand event practitioners who have been bidding for events (both within New Zealand and overseas) what they considered to be the essential factors for winning an event bid.

Through the constant comparative method, a number of common success factors have emerged from the data. My research will show that there exist multiple factors that influence the success of a bid and that trying to quantify them in relation to previous research is difficult. However, certain common success factors have been mentioned on a more frequent basis than others (government support, relationships, infrastructure etc) and are discussed in further detail.

Sections 5.6 – 5.7 address the second objective: the perceptions of the two parties associated with an event bid - the event owner and the event bidder are investigated to find out whether perceptions of what makes an event bid successful differ? If so, why might that be so? The rationale for this objective is that the event owners are the decision makers in the bidding process and understanding what they perceive to be common success factors when bidding for an event should be of great interest to event bidders. Ideally, event bidders should be aiming to fulfil owners' requirements, and understanding what the event owners perceive as being important will enhance the event bidders' chances of success. The research found a number of factors important to the event owners. These included those factors that provide evidence that the event will be delivered (for example, the event criteria are fulfilled and that bid documents clearly outline this), that all essential infrastructure is provided for, and that government support for the event is secured. In addition, the research

found a number of factors important to the event bidder: the need to meet the criteria; providing additional support over and above the criteria listed; government support; research and having strong partnerships and relationships. Less frequently there was mention of the need for securing funding, leadership, adequate provision of infrastructure, the role of emotions and previous bid experience.

## **5.2 (Core) Category 1: Best Fit**

One of the most important findings to come from this research is the core category (Figure 14) “Best Fit”. While the concept of best fit was not always mentioned by the respondents, it was often alluded to in their conversations, as expressed by Bidder 8:

“Substance was addressing the issues in the compliance manual and making sure that they were comprehensively addressed. Issues were resolved. You have to put yourself in the seat of, in our case the ICC [International Cricket Council], not in our seat. So you have to say ‘what do they want?’ And we toyed around in terms of how will we put this together and ultimately we kept coming back to the fact that they have created a compliance manual, they have asked a series of questions and we have to answer those questions directly and comprehensively and at least to the level of satisfaction that they want. So you tailor your document for the audience that the document will have. You have to be direct, although it is a fairly significant-sized document, there is not a lot of bullshit in there, most of it is just hard information answering their queries.”

Through initial line-by-line analysis and coding, clear concepts of best fit emerged from the data. Seemingly, often not quite consciously aware of what they were doing, the respondents were seeking to best meet the criteria or requirements set by the event owners. That is, the event owners have certain requirements or criteria that must be met to ensure that the event is successful. The event bidders are then to their best ability trying to meet or in some cases exceed these requirements relative to rival bidders. This is what can be termed



as “best fit.” While Westerbeek, Turner & Ingerson (2002, p.317) do not actually mention best fit they do touch on the concept of fit under the category “Accountability” : “The sport-specific technical skills of the bid team members are important, especially when these technical skills can be translated into the bid team’s ability to present event-technical statistics the event owner wants to see, while providing accurate information in a bid-favourable fashion.”

Category	Common Success Factor	Concept	Notes
Best Fit (Core Category)	<ul style="list-style-type: none"> <li>• Meeting the Criteria</li> <li>• Adding Value</li> </ul>	State of mind where the event bidder has convinced the event owner that their event and outcomes will be delivered and met. Where the criteria have been best fulfilled or exceeded.	Meeting the stipulated criteria essential. Adding value to the event provides a competitive advantage over rival bidders.
Government Guarantee	<ul style="list-style-type: none"> <li>• Government Support: <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Policies</li> <li>• Funding</li> <li>• Resources</li> </ul> </li> </ul>	Where the event owner has the guarantee from government that their event and its outcomes will be delivered and met.  Guarantees perception will turn into reality.	Important to provide evidence of government support via the mayor, letters, DVDs etc.
Ability to Deliver the Event	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Community Support</li> <li>• Event Management Experience</li> </ul>	The factors required to deliver a successful event.	Infrastructure sometimes known as the technical requirements  Has strong links to the criteria.  Need to provide evidence of the ability to deliver.
Bid Enhancers	<ul style="list-style-type: none"> <li>• Previous Bidding Experience</li> <li>• Partnerships</li> <li>• Bid Leadership</li> <li>• Research</li> <li>• Quality Information</li> <li>• Figureheads</li> <li>• Emotional Connection</li> <li>• Community Passion</li> <li>• Relationships &amp; Lobbying</li> </ul>	Those factors (skills & resources) that a bid team utilizes during the bid process that are deemed to enhance an event bid.	

**Figure 14 New Zealand Common Success Factors**

Event-bidding is a marketing exercise in a highly competitive environment where the event bidder is trying to provide information the event owner needs to have. In his five key factors to bidding success, Emery (2002, p.331) provides a category that relates to the concept of fit and states: “identification and

satisfaction of a plethora of stakeholder needs, above that of the competition, appear to be another key factor behind successful bids.”

In selecting a venue for the ITU Triathlon World Cup, Owner 2 was asked how the selection committee selected the winning bid. His answer was they “established a template of fit.” It is this template of fit that all event bidders should be aiming to best fulfil in relation to competing bids. The template of fit consists of the event owners’ needs and requirements and is expressed to the event bidder as criteria. Those that don’t meet the criteria will not achieve best fit, as in the case of Owner 2 below:

“Individually went through all the bits of information [bids] in an informal sense. Then went from the top of the country to the bottom with that criteria [a weighted attributes method], i.e. score out of ten. Some cities had thrown a lot of money into their proposal but didn’t make the top three. Dunedin didn’t make the top three but underwrote \$430,000. Why didn’t they make the top 3? Location, international flights, cost of having TV in Dunedin is massive”

To conclude, the event bidder should be focusing on achieving best fit by being clear on what the event owner requirements (criteria) are and then do their best to meet them. As Bidder 3 states “understanding and meeting their requirements is really important.”

### **5.2.1 Common Success Factor: Meeting the Criteria**

It emerged from the research that the event owners’ have a number of strategic objectives that they hope to achieve in their sport and often these objectives are delivered through the event. The event itself has a number of objectives that need to be fulfilled. The owners mentioned such factors as increasing participation, leaving a legacy in the form of infrastructure, gaining an international profile through television coverage, and raising the host community

awareness of the sport. Linked to these strategic objectives are criteria that the event owner has defined that will ensure a successful event. Therefore, not surprisingly, the strong message that came out of the interviews with the event owners was the requirement by the bidders to meet the criteria as requested by the event owner. Owner 1 stated: “we look at whether they can fulfil the criteria, if they can’t in certain areas then it’s a matter of deciding which ones are the best.” Owner 4 added: “the expression of interest that is required by world bodies now to hold a world champs event is pretty well detailed. They make it pretty clear what they require and what is non-negotiable.”

### **5.2.2 Common Success Factor: Adding Value**

“The same he says was true when the IOC chose Athens for 2004 instead of Rome. ‘Both’, said Rogge ‘had equally good bids but Athens got it because of the added value of coming back to the country of origin.’ ” (Bose, 2005)

The desired outcome of event bidding is to win and in order to win an event bidder must continuously be considering the event owners’ aspirations for their event. These aspirations can be found in both their high level strategic documents and in the bid criteria. In considering these aspirations the event bidder must try to achieve the best fit between the event owner’s specified criteria (conscious needs) and unspecified criteria (unconscious desires) and the event bidders’ bid (offerings) relative to other competing bids. In order to achieve the best fit in a highly competitive environment the event bidder must be seeking ways in which to add value to the event. Added value is the way of achieving a competitive advantage over rival bidders. It is through continuously seeking added value that event bids evolve. Just meeting the requirements as set out in the primary criteria is often not enough in a competitive bidding

environment. Event bidders are adding value to primary criteria resulting in enhancements to the outcome of the event. A good example of this is the Whitbread Round The World Yacht Race prize-giving incorporated into the Auckland City Symphony Under the Stars major event. This added value by providing an instant crowd of 200,000 people and world class entertainment at no additional cost to the Whitbread event organisers. More importantly it touched the emotions of both the crowd, the event owners, and sponsors. The legacy of this prize giving had an influence over the decision for Auckland being selected as a stopover for the 2002/03 Volvo Ocean Race.

“Another thing that we did that was a real coup was in the 1997/1998 Whitbread race. I did the prize giving at the Auckland Domain with the Symphony Under the Stars. We had the big marquee which was for the Volvo people and they were made to feel like guests at the event and I mean it just blew them away. The funny thing was because they were leaving the next day a lot of the crews said ‘we don’t want to go, we don’t want to go’. [to the prize-giving]. Those that didn’t go got told that ‘you missed a bloody amazing deal.’ I mean Connors was just blown away. They were still talking about it a couple of years later. And where else do they get a prize-giving in front of 200,000 people?”  
(Bidder 5)

Adding value should be a conscious process undertaken throughout all stages of the event bidding process in order to maintain a competitive advantage over rival bidders. It is through adding value that one is more likely to achieve the desired outcome of event bidding – best fit.

### **5.3 Category 2: Government Guarantee**

The second category (Figure 14), Government Guarantee, is an assurance that event owners’ are seeking during the bidding process. Government Guarantee allows event owners to feel confident that the essential resources (government approvals and consents, funding, infrastructure, legacy, etc) that make up a successful event will be available and that assurance can only be given by an

informed and involved government. Providing evidence of government support is important, as Bidder 4 stated “it provides the confidence that what is said will be delivered, will be delivered” while Bidder 8 felt that government support ensures the event will be run to the required standards; “people that look through the bid document will be confident that Australia and New Zealand [national cricket associations] will run the event to the sort of standard that people will want.” To instil this sense of confidence both owners and bidders felt that it was essential to highlight this support in the bid collateral: “in that bid document we believe it is very important to show the backing of national and local government” (Owner 4); while Bidder 8 stated “you know to make it clear that we had strong government support.” In addition to providing confidence, Bidder 6 stated “government support adds credibility” and this government support provided the event owners with a level of comfort that “there is a commitment from the nation as a whole.”

Throughout the interviews respondents indicated that government support, whether at local or central government level, is one of the most important factors contributing to the success of a bid and can be the difference between success and failure. “Nigel Cass was emphatic that the campaign would have failed without government support. That partnership between rugby and the government was critical” (Gray, 2005). However, while government adds value such as credibility and confidence to a bid, the quality or substance of government support can vary between bids: “just in terms of the comparisons of the quality of the two bids, another reason why I believe ours is much stronger is the quality of the back up from the Australian and New Zealand government” (Bidder 8).

There are several reasons visible government support is critical to the success of a bid in New Zealand. Many events are hosted on public land requiring appropriate approval and consents. Gaining support from the local authority to fast track the consent process is highly desirable. Local government authorities in New Zealand are rapidly increasing their appreciation of the role that events play, not only to their cities' economic well-being, but also how they are perceived both locally and internationally. As a result, governments are putting more financial and human resources into securing and hosting events and the level and accessibility to these resources is an influencing factor in the bidding process.

### **5.3.1 Common Success Factor: Government Support: Political Leadership**

The support of a political leader is becoming a critical component of the bid as political leaders are seen to represent the principles of government and the guarantee to deliver. If a bid is important enough for the event bidder it is advantageous for the political leader to become more involved in the bid rather than just functioning as a figurehead. In Bidder 5's case the mayor became an active participant in the bid, "if we thought that the bid was important enough we would contemplate sending the mayor to help present the bid."

The political leader's personality traits can have a big outcome on the result of a bid. In the case of the bid for the 2005 ITU Triathlon World Cup it was obvious that the mayor of New Plymouth was passionate and fully behind the bid. He had managed to get a wide variety of staff and community stakeholders into one room where the event owners could have their questions answered immediately. The ability to have a political leader who can lead a bid team and

have the influence to implement change is invaluable. “What got New Plymouth the bid was the mayor. His personality, his drive to be successful for his city. He was prepared to entertain the thought of improving infrastructure.” (Owner 2)

### **5.3.2 Common Success Factor: Government Support: Policies**

Whether it be central or local government, the policies and procedures they have in place can either make or break an event. A example of this is the current debate over the location and building of the 60,000 seat stadium for the 2011 Rugby World Cup in Auckland, New Zealand. Three possible locations in the wider Auckland region have been identified. Two factors that have a major bearing on the final location are (1) issues surrounding raising funding and (2) the ability to get resource consent approvals in time. Without the appropriate central and local government policies that ensure adequate funding and streamlined consenting processes the facility will not be delivered on time. This is one reason why the New Zealand Rugby Football Union in its bid to the International Rugby Board for the hosting rights partnered with the New Zealand government in order to instil the International Rugby Board with confidence that the red tape will be addressed, funding raised and a 60,000 capacity stadium will be ready in time for kick-off.

Often the best way that a city can add value to the bid and to the quality of the event is by having event-friendly policies where consents and approvals can be easily obtained. In the case of Wellington City, Bidder 7 states “things like the district plan can have a huge influence on what can and can’t happen.” To the event owner and the event organiser, a fast-track, no-fuss consenting process can be measured in terms of dollars and time. Bidder 7 uses the example of the Red Bull Birdman event that was held in the Viaduct in Auckland City, for

which: “they had to go through a whole resource consent process, which is a costly process and they had to go through consultation and that might have cost \$100,000 to get a resource consent to build a bloody ramp for the birdman competition.”

A city that has customer-friendly consenting processes can quickly gain a competitive advantage of those cities that don't and this ability to make customer-friendly decisions can often be an important factor in the event owners' decision-making process. Using Wellington City as an example, it has a reputation as vibrant city and prides itself on its event-friendly policies: “if you've got that ability to work with promoters and show that you can cut through the red tape and bullshit and get things done, that's probably the biggest factor of all” (Bidder 7).

Government policy is not just associated with the building of new infrastructure and the ability to fast track resource consenting issues. With the 2015 Cricket World Cup, the New Zealand and Australian governments' ability to promise policy that would enable the International Cricket Council to have tax exemptions on event profits is another example of how government policies can influence the success of an event bid:

“One of the big issues for any world event is taxation. You don't want to be in the position where you are paying tax on the profits if you don't have to. Now that is something that has caused problems with other world events. The Australian government promised total tax exemption for the event and the New Zealand government promised strong cooperation in terms of putting in place tax effective mechanisms for running the event.” (Bidder 8)



### **5.3.3 Common Success Factor: Government Support: Funding & Resources**

As seen in the previous paragraphs government support can come in a variety of forms. In addition to political leadership and event-friendly policies, governments are often inclined to offer financial support. This can be provided in a number of formats: (1) as a direct cash contribution, for example the New Zealand government has guaranteed a cash contribution of approximately \$20 million towards the 2011 Rugby World Cup; (2) as a tax exemption, as in the case of the Australian government providing tax exemptions on profits relating to the 2015 Cricket World Cup; (3) through underwriting the financial risk of hosting an event; (4) providing physical components such as costly infrastructure or as resources such as human expertise (that would otherwise have had to come from the event organisers' budget). Funding and resource support was identified as an important aspect of government support. Owner 1 noted that "council assistance is very important, not just dollars, but marketing of the event, to raise public awareness."

Governments, especially at the local government level, can play an important role in providing in-kind support to an event. As Owner 1 mentioned above, councils can provide assistance through marketing support which raises public awareness. Councils in New Zealand often have the human resources that can provide communication, marketing expertise and support. In addition, councils have a number of well-established communication channels (street banners, community notice boards, event calendars, websites) that link into their local communities. Event owners place a high value on such publicity opportunities.

#### **5.3.4 Summation of Government Support**

In a high risk, global-scale event, owners are seeking a level of confidence that their event will be delivered with a minimum of risk, and it is government that can best provide that level of confidence. The leaders, senior cabinet ministers, the prime minister, and mayors, etc, symbolise this government support and security. As mentioned with the 2005 ITU Triathlon World Cup the mayor of New Plymouth displayed leadership, personality and strong support for the bid. Because “he was prepared to entertain the thought of improving infrastructure” this instilled a sense of confidence for Owner 2 that the event outcomes could be delivered.

Events can require major capital investment from governments and there is the risk that the capital would not be raised, and then the required infrastructure would not be built and as a result the event would not be delivered. High level political support is symbolic evidence of reduced risk when promises are made during the bidding process. For Owner 3 “it is important to have buy-in from the mayor down, as big and demanding events require a lot of infrastructure” and it is this buy-in that ensures the owner that expensive infrastructure will be delivered on time.

Providing evidence of confirmed government support is essential to add value to the bid. In the case of the 2015 Cricket World Cup, the combined New Zealand/Australia bid was able to provide evidence of government support opposed to the Indian bid where they weren’t able to provide direct evidence of government support.

“The Indian government hasn’t directly provided evidence of these [tax] exemptions. The Asian bidders have said that they will get them. So there is a difference in that we were providing evidence of

government backup, they were saying 'we will deliver on this' but they weren't providing evidence that they had already arranged it. There were a few issues like that, where we were able to provide direct evidence of cooperation where as they were saying 'we will get cooperation.' ” (Bidder 8)

Government support can be delivered personally by the government leaders themselves and this approach impressed Owner 3, an event owner of the World Rally Championships: “Rotorua’s bid presentation really put on the red carpet treatment. We were met by the Mayor’s car at the airport, taken to dinner with the Mayor. To us it indicated that the city was really interested.”

To conclude, in New Zealand it is now accepted practice to have government support when bidding for a major event and this is becoming a requirement of the event owners. Government support comes in many forms: streamlined consent procedures, funding, publicity, human expertise and infrastructure. It is the high level politicians that symbolise or represent this support and having them visible enhances the likelihood of bid success.

#### **5.4 Category 3: Ability to Deliver the Event**

The third category (Figure 14), “Ability to Deliver the Event” consists of those factors that are essential to delivering a successful event. Respondents identified three factors that fit this category. The first factor included essential event related infrastructure such as venues, transportation networks, accommodation, funding. The second factor included the support of the host community, while the third factor was having previous event management experience.

#### **5.4.1 Common Success Factor: Infrastructure**

Like government support, infrastructure was also mentioned many times by the respondents as a success factor in the bidding process. Infrastructure generally is comprised of the tangible bricks and mortar essential to the hosting of the event. Bidder 4 noted that: “infrastructure is all the hard aspects to the event” and is closely related to, “the technical requirements, have you got the space?, the accommodation?, can you house all the number of people you are expecting?” Examples of infrastructure can include tangibles - accommodation, facilities, transport (access to rental cars, taxis, public transportation), and transportation networks.

Meeting the minimal infrastructure requirements is a part of the screening process that event owners demand to ensure standards of quality are reached. If event bidders cannot meet the infrastructure requirements set by the event owners it is very unlikely that they will be able to progress much further in the event bidding process. In the case of Owner 3, who was looking for a suitable venue for the World Rally Championships: “only major cities that could host this event - Wellington, Auckland, Christchurch, and Rotorua [were offered the opportunity to bid]. This was based on criteria set to a minimum world-class standard i.e. accommodation, infrastructure, roads, shipping, airports.”

Infrastructure is therefore often included in the primary criteria set by the event owner. Bidder 5 stated: “it comes back to what actually did the sport want?, what do they need?, and you have got to always address the technical requirements - in their case roads, hotels and those are the tangible bricks and mortar type things such as facilities. So you’ve actually got to have that.”

Owner 4, who also had bidding experience, placed a lot of emphasis on infrastructure availability: “If we didn’t have these facilities we wouldn’t have got the event. A determining factor of where we are going to hold the event is based on the infrastructure that is available to hold the event.” Paralympic events not surprisingly place a lot of emphasis on infrastructure that is based around athlete accessibility: “Paralympics have very defined criteria due to accessibility; i.e. buses, accommodation, swimming pools” (Owner 4).

It was mentioned in the previous category that government support is in a sense a guarantee to deliver, that the objectives of the event will be met. Because the event infrastructure is a critical but costly component of an event it is not surprising that there is a close link between government and infrastructure. Events ‘borrow’ infrastructure that the host community utilises on a daily basis and it is the government that has the bureaucratic systems in place to fund and develop such infrastructure. However, while there are close links between government and infrastructure there are also close links between the host community and infrastructure.

#### **5.4.2 Common Success Factor: Community Support.**

The international event is a short-term entity that regularly moves from one location to the next and ‘imposes’ itself upon the host community. The host community is often utilised for its vast resource of local knowledge, expertise and volunteer labour. Like any guests, the event organisers like and need to feel welcome in order to function effectively. Therefore event bidders use community support as a selling point so that the event owners can feel assured that competitors, officials and spectators will be made to feel welcome, and an environment will be established in which the event will function effectively.

When bidding for a world rowing championship Bidder 6 really appreciated the importance of the host community support in winning the bid and hosting the event: “we got Hamilton community buy-in. We had passion and it showed.”

New Zealand’s 2011 Rugby World Cup bid played upon the emotional link between the game of rugby and the community. By having a ‘spiritual’ connection with rugby the New Zealand community was perceived to be more willing to embrace the event. “New Zealand is selling itself as a country steeped in rugby heritage. Its bid promotes the game, the players and the supporters. The NZRU [New Zealand Rugby Union] doesn’t like the term but effectively it is trying to sell New Zealand as the spiritual home of rugby” (Paul, 2005).

#### **5.4.3 Common Success Factor: Event Management Experience.**

Participants mentioned the event management experience of the event team as being an important common success factor.

“The reasons we have won events are very much about one, your ability to deliver and your credibility. In other words, the city can come in and promise all sorts of things but promising and delivering are two different things. So you’ve to be able to show that you have delivered in the past and you can deliver what you are promising, whatever that is.” (Bidder 7)

The nature of event bidding is such that event owners are reliant on professional event managers to organise events and deliver their associated outcomes. And because bids are at times several years prior to the actual event, event owners seek reassurance that the event organisers are capable of delivering. Confidence can be gained through looking at the event organisers’ previous event management experience. In the case of the Cricket World Cup in 2015, Bidder 8 stated: “we had to show a capability of delivering. At the time of year as well, which is also an important aspect for cricket.” Bidder 8

highlighted on a number of occasions the importance of event management capability and being able to display this through previous experience and understanding of what hosting such an event requires:

“There are a couple of things that are critical to start with, one is that you are capable of actually delivering the event, so in terms of the World Cup we know that the format of that tournament is two months long, sixteen teams, fifty four matches. So it is an extensive event and huge logistics and what not, so we have to be confident that we are capable of actually delivering the event of a quality that the International Cricket Council want.”

When bidding for the Cricket World Cup, Bidder 8 (who represented the combined New Zealand/Australia bid) was aware that they were bidding against India, and felt that the Indian event management capability was not as sound as theirs: “the likelihood of us being able to deliver on what we are promising in a way that International Cricket Council wants and needs given its cricketing and commercial objectives is high...I think that our event management capability proved to be far higher than theirs.” Bidder 8 noted that the combined New Zealand/Australia bid utilised this event management capability as one of their bid strengths.

In the case of the 2011 Rugby World Cup bid, the New Zealand Rugby Union used the 2005 Lions Tour as a way to show-case New Zealand’s capability at hosting large rugby tournaments. By hosting key members of the International Rugby Board during the Lions Tour - before any formal bid was submitted - the New Zealand Rugby Union was able to provide a real-life example of their capability and experience. The 2005 Lions Tour was then presented as previous event experience in the New Zealand bid.

“The Lions Tour of 2005 was used as a way of marketing the New Zealand Rugby Union and New Zealand’s ability to host a major

rugby fixture, while at the same time they had a professional organisation focusing on the bid. The Lions Tour was a great way to advertise or market New Zealand's ability and experience" (du Chateau, 2005).

## **5.5 Category 4: Bid Enhancers**

The fourth category (Figure 14) "Bid Enhancers" consists of those attributes (skills & resources) that a successful bid team bid team utilises during the bid process that are deemed to enhance an event bid. Respondents mentioned previous bidding experience, both failures and successes, as being invaluable to understanding the bidding process. In addition they mentioned how important a role partnerships and relationships play in adding substance and resource to the bid, while leadership within the bid team is important at many levels when managing the bid and the bid team. A large number of respondents mentioned that research was an essential element of event-bidding success as it lays down the platform for the bid. In communicating the bid, respondents mentioned the need to provide high quality information that provides the answers that the owners' are seeking. Figureheads were mentioned as a way of delivering and influencing a bid, while many respondents indicated that emotions played an important role in the decision-making process.

### **5.5.1 Common Success Factor: Previous Bidding Experience**

Respondents noted that previous bidding experience was an important factor in bidding success. In the case of bidding for the 2006 World Mountain Bike Championships the bid team initially lacked experience in understanding the bidding process and what was required to win the bid. Prior to 2006 the bid team made a number of unsuccessful attempts at bidding for the World Mountain Bike Championships. However, after a while they became aware of



their strengths (New Zealand's natural beauty and the indigenous character of the Rotorua area) and with technical improvements they finally won the event. Bidder 3 stated "the World Mountain Bike Championships in Rotorua took maybe three bids to finally win it. The bids got technically better and better."

Bidder 6 is one of New Zealand's most successful event bidders and rated event bidding experience as an important factor contributing to bidding success. In the following example it can be seen how the respondent's approach to each bid attempt evolved from previous bid experience.

In his first bid attempt he focused on meeting only the technical requirements (primary criteria): "First bid. Based only on technical requirements and got thumped 21 to 3." So Bidder 6 gained feedback from the event owners and placed a second bid but again lost: "so we listened to countries arguments why they did not vote for us and went back two years later. Second bid lost 14 to 11."

After further insight, Bidder 6 again modified his approach. He added value to the bid by raising the credibility of New Zealand athletes and gave the event a point of difference by hosting it in downtown Wellington when normally such events are hosted in rural areas. Wellington is the capital city of New Zealand and is known nationally for its steep terrain.

"We are not going to win it as the countries are not rich enough to come out to New Zealand. So I went away and did two things: First of all for us to win it we need international success. So focused on building up a strong New Zealand running team. Built credibility around our athletes. Foreign competitors wanted to know why New Zealand was so strong. Then lifted mountain running to a new level. Brought the event right in the city."

Bidder 6 provided an excellent example of how previous bidding experience is transferred from one bid to the next. By modifying his approach after each losing bid coupled with a high degree of tenacity and creativity Bidder 6 finally went on to win the bid.

### **5.5.2 Common Success Factor: Partnerships**

Respondents identified strong partnerships as being an important factor in bid success. Partnerships came in a number of forms: compiling the bid; providing additional resources; providing bid advice and expertise; hosting an event. Bidder 5 had multiple partnerships while working on a bid: “we had a partnership with Air New Zealand, Tourism Auckland and Auckland City Council as to how we would put those bids together.” Air New Zealand was further able to add value to the partnership by providing discounted travel for the bid team and the bid documents.

In the case of New Zealand Cricket’s bid for the 2015 Cricket World Cup, partnerships played an important role in the bid process. New Zealand Cricket established a partnership with the New Zealand Rugby Union where the rugby union provided advice from their recent experience bidding for the 2011 Rugby World Cup. Bidder 8 stated that this assistance was of great value to their bid:

“We would have got there but the end product would not have been as good without the assistance of New Zealand Rugby. And they in turn, I’m sure, lent (sic) on others in their process, so I think as long as there is a willingness amongst organisations in New Zealand to share their experiences then we can all benefit from that.”

Though not a formal member of the bid team, establishing a partnership with an external organisation like the New Zealand Rugby Union would likely have

saved New Zealand Cricket a lot in time and costs because they would have been less inclined to make mistakes through inexperience.

“Sometimes you just need a head start in directions to give you the confidence to say ‘OK, I get it, now I know what I am meant to be concentrating on, then you just go ahead get stuck into that aspect of it. And that was useful for us in a whole lot of areas there, with where we thought ‘OK we know a little bit about communications or some logical capabilities of regions or whatever and in some cases rugby just had that information just sitting there and they provided it. So we didn’t have to bugger around digging it out” (Bidder 8).

The value to the New Zealand Rugby Union is that they gained further experience in the event bidding process but also gained insight into the operating and management systems of New Zealand Cricket. The third example is of how sometimes partnerships are forced upon the event bidders by the nature of the bidding cycle and if these partnerships are not taken up the risk of not being successful is high. New Zealand Cricket’s joint bid with Cricket Australia is an example of this, where they partnered together on the bid and partnered on the co-hosting of the 2015 Cricket World Cup.

“In theory the Cricket World Cup, the general principle has been to try and ensure that with that event it moves around the regions of the world on a cyclical basis. Now it is played every four years. There are five regions in the world being Africa, West Indies, England, Asia & Australasia. In recent times the theory has been to move it around region by region. Now if you don’t co-host you take the risk that you won’t be involved in hosting the event until the whole cycle has done its turn again and you would have to ensure that you actually win it or that it actually keeps going on a cycle. The risks for New Zealand would be pretty significant if we stepped aside and put ourselves up against Australia in a one to one situation” (Bidder 8).

### **5.5.3 Common Success Factor: Bid Leadership**

An important component of the bid team is the bid leader. Somebody needs to have the drive and passion to lead the bid through the often difficult bid process.

Bidder 6 noted that having a “clear leader of the bid” was the most important factor in event bidding.

Bidder 7, used strong leadership in developing partnerships and managing the associated relationships: “the relationships between the different groups that are needed is critical. We are happy to take ownership, in other words say we will bring the parties together and knock a few heads together and say ‘we want this event then you guys have got to give some ground’.” Bidder 7 continued: “you need a level of leadership and mandate...be able to pull the group together and make it work.”

Leadership is not only valued in setting the direction of the bid team but it also plays an important role in adding to the bidding team’s credibility. In the case of the 2011 Rugby World Cup bid, the two senior officials of the New Zealand bid were well regarded in international rugby circles. In a presentation given by Bidder 9 on New Zealand’s bid for the 2011 Rugby World Cup I asked what one thing he thought had won the bid. His reply was “the leadership of Jock Hobbs.” This is further reinforced by a newspaper article by du Chateau (2005, p. B5), in which the factors that helped win the bid are quoted as “the quality leadership of Hobbs and Moller, two very highly regarded rugby officials.”

#### **5.5.4 Common Success Factor: Research**

A common success factor that emerged from the research was the need to undertake basic research when bidding for an event. Bidder 6 expressed three reasons why there is the need to do research and gather essential data:

“(1) to really understand the sport and where the power base is. In a lot of countries the power base is in Europe and they are reluctant to come to the southern hemisphere; (2) Understand the process involved and do everything exactly by the book. Need to understand

the protocols really well; (3) Understand the technical requirements of the bid, i.e. contractual obligations, infrastructure, TV, media, sponsorship.”

Bidder 2, having been involved in more than fifty bids always conducts research prior to each bid: “conducting research is essential. You need to know a variety of factors before you can commence the bid: who your main competitors are and what their strengths and weaknesses are, who the key decision-makers will be, the critical bid dates, understanding the protocols of the sport etc.”

In the examples above research is as basic as asking a number of simple questions of the event owners in order to understand the essential criteria of the bid or in a more subtle way, speaking to those knowledgeable in the sport who understand protocol and power bases. Research does not have to be formal but rather it is more likely to be an informal process that is continuous throughout the bid process.

### **5.5.5 Common Success Factor: Quality Information**

Horte and Persson (2000, p.67) researched how bid committees of the four finalist cities formulated and communicated their bids for selection as hosts to the 2002 Olympic Winter Games. They noted: “bidding constitutes a communication process between the actors involved.” Bidder 4 reinforced this: “event bidding is about communication to a degree, initially you have got to have communication, you’ve got to be a really, really sharp communicator.”

When respondents talked about communication they mentioned the need to provide quality information, that concisely addressed the questions that were asked. The bid document was the most frequently mentioned medium in which quality information should be provided.

For Owner 5 the quality of the information is important because it provides answers to the question raised: “For me it’s the ones that are not all frilled up and look gorgeous but the ones that have actually got official statistics in them, that have obviously worked with their local council or tourism bureau and they have got the right information in there and its professionally done. Some of them are very amateur.”

While the quality of information is important, a professionally presented bid document was also raised as being an important factor by Bidder 5. He felt that having a professionally presented bid document sent the message to the event owners that the event bidders were professionals: “the bid is totally professional for a start, so therefore we are dealing with professional people.” This focus on quality information presented professionally instils the event owners with a degree of confidence. If they are organised well enough to provide this quality information in a professional manner then they are likely to deliver the event professionally as well.

#### **5.5.6 Common Success Factor: Figureheads**

Figureheads, such as political leaders or celebrities, are becoming more commonly used as messengers to communicate and support bids. In bidding for the Volvo Ocean Race, Bidder 5 used two figureheads - Kevin Roberts, a prominent New Zealand businessman, and former prime minister Jenny Shipley. He noted: “Kevin Roberts presented the bid to Volvo [owners of the Volvo Ocean Yacht Race] in London. Kevin Roberts had just moved to Saatchi world-wide and was making a name for himself. Jenny Shipley was also present.” When asked why having figureheads was important, Bidder 5 stated:

“I think having some influential people that can convince the event owners that, hey, this city or this organisation is really behind it, its got some weight, we are not dealing with some lightweights here, its not someone who has got a whim here. Because there are heaps of tyre kickers who say ‘wouldn’t it be neat to get this event here’.”

Figureheads therefore often have strong linkage with political support by adding credibility to an organisation’s bid and have the ability to influence the event owners’ decision.

### **5.5.7 Common Success Factor: Emotional Connection**

An interesting factor that came quite strongly out of the research was the use of emotions in the bidding process. Emery’s (2002, p. 332) third key factor to bidding success “not assuming that decision-makers are experts, or that they use rational criteria for selection” is quite apt here. This irrational selection process I believe is based on human emotions and I have expressed this common success factor as ‘emotional connection’. Emery (2002, p.330) provides a fine example of how emotional factors have come to influence what should be a rational decision making process: “the attractiveness of the location, to the panel members and their wives, clearly determined the final outcome.”

While the bid process is meant to be a structured and rational process Bidder 6 felt strongly that emotions play a large part in the bid process: “Emotions. The decision makers might not say it is a factor but it is. Without that emotional quotient we wouldn’t win anything. But the emotional quotient won’t be a factor if you haven’t squared everything else off.” Bidder 5 also believed that emotions played a role in the decision making process:

“I think that depending on the bid there’s some emotions and the emotional thing was that Auckland had been the biggest stopover for the six Whitbread’s before hand. Um, so that is a huge emotional thing. The sailors always used to vote it as the number one stopover. That gets weighed up.”

During the bid for the 2011 Rugby World Cup, Bidder 4 stated how the New Zealand Rugby Union attempted to make an emotional connection with the decision makers:

“So they worked out a strategy to make it a rugby-orientated bid and appeal to the people making the decision. They were rugby people so they didn’t worry about the PR war. They did rugby things. When the IRB people were staying in the same hotel they managed to get Steinlager [famous New Zealand beer] put on in the bar, Colin Meads and Brian Lochore just happened to be in the bar, waiting for them to come out.”

The quote above shows how, rugby figureheads such as Colin Meads and Brian Lochore were used as messengers to make an emotional connection between the decision makers and the New Zealand bid.

### **5.5.8 Common Success Factor: Community Passion**

An example of an emotion that respondents mentioned often was community passion. Closely aligned to “Community Support”, community passion is the host communities passion for a particular sport or event. However, this does not have any bearing on the successful delivery of the event. Whereas community support is the buy-in from the community creating an effective and functioning environment, providing human resources, local knowledge etc that has a bearing on the successful delivery of the event.

The ability of the bid team to be able to display the host community’s passion for the event or game is often important. In the case of the 2015 Cricket World Cup bid, Bidder 8 stated how India used passion as a justification for the



hosting rights: “I think Asia have got a good cricketing argument as well. There is no doubt that there is a huge passion for cricket in Asia that far exceeds Australasia. The Asian argument that the passion exists, so they should get priority.”

As a success factor community passion can be presented in either its existing or potential state. In the case of New Zealand’s bid, Bidder 8 used the 2015 Cricket World Cup as a catalyst to develop community passion for cricket: “my argument is that we need world events in order to keep building on that [community passion], that support for cricket.”

#### **5.5.9 Common Success Factor: Relationships & Lobbying**

The common success factor “Relationships & Lobbying” was mentioned by respondents as having an important role in event bidding success. The use of well connected people in a bid is quite a common occurrence because of their ability to solicit or pass on information. Bidder 7 placed a lot of emphasis on the importance of relationships in the bidding process: “I think it comes down to personal relationships, confidence and trust with the people you are dealing with...so once again it’s about a personal relationship.” Owner 2 stated that there was both a formal and informal aspect to event bidding where the informal aspect is based around the relationship: “the key to successful international bidding - It has to be an informal process - you have to be seen at the right places, talk to the right people.”

An aspect of relationships that respondents mentioned was lobbying. A form of persuasion, lobbying is now a recognised practice in event bidding. Bidder 2, stated that “New Zealanders must do as much extensive lobbying as they can.” However, as an essential part of relationship building, lobbying is a process that

must occur over many years: “this lobbying process starts anything up to 10 –12 years before New Zealand might even put a bid in.”

Lobbying is, in some situations, not allowed or frowned upon and event bidders must therefore understand the varying protocols of each individual bid. Bidder 2 continued: “then you need then to look at what is acceptable and what isn’t acceptable at a bid level. In other words, New Zealanders don’t like and are not good at greasing palms of people but other countries might [be].”

## **5.6      *The Event Owners’ Perspective***

Important to the event owners (Figure 15) were the first three categories; best fit, government guarantee and ability to deliver. They were important because they consisted of common success factors that were all event focused. That is, they were factors that were closely aligned with the bid criteria. “Meeting the criteria” was very important to the event owners because it helped to ensure the outcomes of the event were achieved. However, over and above meeting the criteria, the event owners also identified the need for the event bidders to provide added value to the event.

Category	Common Success Factor	Owners' Perspective	Bidders' Perspective
Best Fit (Core Category)	<ul style="list-style-type: none"> <li>Meeting the Criteria</li> <li>Adding Value</li> </ul>	Meeting the Criteria Adding Value	Meeting the Criteria Adding Value
Government Guarantee	<ul style="list-style-type: none"> <li>Government Support: <ul style="list-style-type: none"> <li>Leadership</li> <li>Policies</li> <li>Funding</li> <li>Resources</li> </ul> </li> </ul>	Government Support	Government Support
Ability to Deliver the Event	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Community Support</li> <li>Event Management Experience</li> </ul>	Infrastructure  Community Support  Event Management Experience	Infrastructure  Community Support  Event Management Experience
Bid Enhancers	<ul style="list-style-type: none"> <li>Previous Bidding Experience</li> <li>Partnerships</li> <li>Bid Leadership</li> <li>Research</li> <li>Quality Information</li> <li>Figureheads</li> <li>Emotional Connection</li> <li>Community Passion</li> <li>Relationships &amp; Lobbying</li> </ul>	Quality Information	Previous Bidding Experience Partnerships Bid Leadership Research  Figureheads Emotional Connection  Community Passion Relationships & Lobbying

**Figure 15 Common Success Factors From the Owners' versus the Bidders' Perspective**

Government support was mentioned by the event owners as being of importance to the success of an event. "it is very important to show the backing of national and local government to show that there is a commitment from the nation as a whole" (Owner 4). This backing from government provides the event owners with a guarantee and a sense of confidence that the event will be delivered.

The event owners needed to feel confident of the event organisers ability to deliver and mentioned infrastructure, community support and previous event management experience as being important success factors. Infrastructure is important as it is an essential aspect of the bid criteria and of the hosting of the event. Community support is vital because of the additional resources the host community can provide. Previous event management experience instils the

event owner with the confidence that the organiser has the ability and systems in place to run a successful event.

The quality of the information in the bid document is important to the event owners because it should address the stipulated criteria and assists them in making an informed decision on who should be granted the hosting rights. To summarise, what is important to the event owners are those factors that provide evidence that the event and their objectives are going to be delivered. Having the established criteria fulfilled – which includes vital infrastructure – is essential. To show that the criteria is being met is best presented in a logical and coherent manner in a professional bid document. Government support provides that additional security to the event owners that no matter what happens the event will be delivered.

### **5.7      *The Event Bidders' Perspective***

From the event bidders' perspective there were a number of factors important to the success of an event bid. The most common factors that were mentioned included: appreciating the need to meet the criteria; adding value over and above the criteria listed; government support; infrastructure, community support and previous event management experience. However, common success factors that enhanced the event bid were rated very highly by the event bidders.

The event bidding respondents had a good appreciation of the need to meet the criteria put forward by the event owners. Bidder 4 stated that one reason a bid can fail is: "the lack of ability to deliver on the primary components of the event bid, whether it be funding requirement, providing venues, logistics, infrastructure; that sort of stuff." Bidder 2, who was very experienced, was also clear on the need to meet the criteria in order to proceed in the bidding process:

“not all of them but many of them have a whole list of criteria that you need to be able to fulfil before a bid will even be considered.”

In addition to fulfilling and exceeding the criteria, the event bidders also appreciated the importance of gaining government support and what this government support symbolises:

“If an organiser or a decision-maker brings a major event or an event that is really important to them, they want to know that they have got the complete trust and support of the local authority that they are working with - the tourism organisation or whatever. They need to have that confidence that what is said will be delivered, will be delivered” (Bidder 4).

Often the event bidders alluded to the need to conduct informal research or investigations during the early stages of the bidding process. Interestingly, research has strong linkages to fulfilling the bid criteria and ways of adding support to a bid. Bidder 2 stated:

“First of all doing your homework is important. In other words it means going back to the international body and saying what criteria do you have for placing the bid?”

In addition to researching the more formal criteria the event bidders needed to understand the event from the event owners' perspective and be able to second guess ways in which to provide added support to the event. Bidder 3 noted: “before you do a bid you have to do research. You need to get to grips with the event and see what motivates the promoter in terms of what buttons you need to push.” By researching the event and the motivations (strategic objectives) of the event owners, the event bidders have a greater chance of enhancing the bid.

In addition, research helped the event bidders to gain a better understanding of bid protocols and subtle nuances, as Bidder 2 found: “you have to look at the whole protocol and discuss it with previous countries that were successful and go to them and say ‘what was successful for you, why do you think you got it?’; in other words do all your research, do as much research as you can.”

Event bidders also placed a lot of emphasis on partnerships and relationships as being important in securing bid success. Partnerships and relationships are human-based components of communication that the event bidder can utilize to influence the decision-making process. In the example below, when competition is close the event bidder needs to be able draw on all available resources to win the bid. A strong relationship that is based on trust gives the event owners confidence that the outcomes they seek will be achieved.

“I think it comes down to personal relationships, confidence and trust with the people you are dealing with. If you are neck-and-neck then its about making a call on whether you are going to be more comfortable dealing with this city or that city and the people behind it and whether they are going to give you what you need. So once again it’s about a personal relationship” (Bidder 4).

## **5.8 Conclusion**

It is not surprising that the event owners’ focus is on those factors that ensure a successful event; ability to deliver on essential criteria, government support, infrastructure, and quality information, etc, that addresses the requirements stipulated in the criteria. The event bidders were cognizant of the event owners requirements so therefore placed a lot of importance on those factors that ensure a successful event. However, Figure 15 clearly displays the event bidders focus was also on those factors that they think will win the bid.

## **Chapter 6: International Comparisons And The Targeted Event Bidding Model**

### **6.1 Introduction**

The rationale for comparisons between the international and New Zealand findings is to determine if the views of New Zealand respondents correspond with those in the international setting. Identifying differences between New Zealand and international findings will assist New Zealand event bidders to determine whether resources and energies can be directed to more effectively achieve the successful outcome. In his work on Canadian destination marketing organisations (DMO) Getz (2001, p. 22) states that while the Canadian experience may not be universally applicable, “large-scale international comparisons will be required to determine similarities and differences, with one useful purpose being to evaluate the extent and nature of the global marketplace and determine winning strategies for destinations.” Getz (2001, p. 27) continues “DMOs need to know where to place the emphasis, whether it be in technical aspects of bidding, political influences, financial incentives or investment in venues and infrastructure.” Such international comparisons have clear potential to benefit New Zealand based event bidders.

The first section, International Comparisons, addresses the third research objective: “to compare and contrast the success factors from international research findings with the findings from the New Zealand research setting.”

The second section of this chapter addresses the fourth objective: “to model the processes of event bidding from the perspective of the local government event

bidder” and builds upon existing event bidding process theory – the Event Bidding Process Model developed by Getz (2002). The Targeted Event Bidding Process Model presented here models the stages that New Zealand local government event bidders take in the event bidding process. The common success factors identified in Chapter 5 have been included in the model.

## **6.2      *International Comparisons***

This section compares and contrasts the common success factors from international research with those identified by the New Zealand research. Figure 16 tables comparisons based on the five key factors to bidding success identified by Emery (2002); the five critical success factors identified by Getz (2001); the seven bid winners identified by Persson (2000); and the eight key success factors identified by Westerbeck, Turner and Ingerson (2002).

The common success factors are listed under the four bid categories (Best Fit, Government Guarantee, Ability to Deliver, and Bid Enhancers) that emerged from this research. Common success factors are grouped in the categories that best describe their role in the bidding process.



<b>Bid Category &amp; Author</b>	<b>Common Success Factors</b>	<b>Examples of Common Success Factors</b>
<b>Best Fit</b>		
Emery (2002) Key Factors to Bidding Success	<ul style="list-style-type: none"> <li>• Customising professional (in) tangible products/services and exceeding expectation</li> </ul>	<ul style="list-style-type: none"> <li>• Customised bid collateral</li> </ul>
Dunphy (2007)	<ul style="list-style-type: none"> <li>• Adding Value</li> <li>• Meeting the criteria</li> </ul>	
<b>Government Guarantee</b>		
Emery (2002) Key Factors to Bidding Success	<ul style="list-style-type: none"> <li>• Fully understanding the brief and the formal/informal decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>• External Political &amp; Commercial Support</li> </ul>
Westerbeck, Turner and Ingerson (2002) Key Success Factors	<ul style="list-style-type: none"> <li>• Political Support</li> </ul>	<ul style="list-style-type: none"> <li>• Securing vital resources</li> <li>• Event friendly policies</li> </ul>
Dunphy (2007)	<ul style="list-style-type: none"> <li>• Government Support</li> </ul>	
<b>Ability to Deliver</b>		
Emery (2002) Key Factors to Bidding Success	<ul style="list-style-type: none"> <li>• Relevant Professional Credibility (Credibility &amp; Capacity to Deliver)</li> </ul>	<ul style="list-style-type: none"> <li>• Event Management Experience</li> </ul>
Getz (2001) Critical Success Factors	<ul style="list-style-type: none"> <li>• Promote the track record of the community in hosting events</li> </ul>	<ul style="list-style-type: none"> <li>• Event Management Experience</li> </ul>
Persson (2000) Bid Winners	<ul style="list-style-type: none"> <li>• Event Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Olympic Village</li> <li>• Transportation</li> <li>• Sports/arenas</li> <li>• Finances</li> <li>• Telecommunications</li> <li>• Information Technology</li> <li>• Media Centre</li> </ul>
Westerbeck, Turner and Ingerson (2002) Key Success Factors	<ul style="list-style-type: none"> <li>• Ability to organise the event</li> </ul>	<ul style="list-style-type: none"> <li>• Event organization &amp; management expertise</li> <li>• Evidence of track record</li> </ul>
	<ul style="list-style-type: none"> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to organise</li> <li>• Strong community support</li> </ul>
Dunphy (2007)	<ul style="list-style-type: none"> <li>• Event Management Experience</li> <li>• Infrastructure</li> <li>• Community Support</li> </ul>	
<b>Bid Enhancers</b>		
Emery (2002) Key Factors to Bidding Success	<ul style="list-style-type: none"> <li>• Fully understanding the brief and the formal/informal decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>• Networks</li> <li>• Processes &amp; Protocol – formal/informal</li> </ul>
	<ul style="list-style-type: none"> <li>• Not assuming the decision-makers are experts, or that they use rational criteria for selection</li> </ul>	<ul style="list-style-type: none"> <li>• Irrational decisions – use of emotions</li> </ul>
	<ul style="list-style-type: none"> <li>• Knowing your strengths and weaknesses relative to your competition</li> </ul>	<ul style="list-style-type: none"> <li>• SWOT analysis</li> </ul>
	<ul style="list-style-type: none"> <li>• Relevant Professional Credibility (Credibility &amp; Capacity to Deliver)</li> </ul>	<ul style="list-style-type: none"> <li>• Competent Leadership</li> </ul>
Getz (2001) Critical Success Factors	<ul style="list-style-type: none"> <li>• Have strong partners in the bid process</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> </ul>
	<ul style="list-style-type: none"> <li>• Assist other organizations to make better bids</li> </ul>	
	<ul style="list-style-type: none"> <li>• Make excellent presentations to the decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Skills for making excellent presentations</li> </ul>
Westerbeck, Turner and Ingerson (2002) Key Success Factors	<ul style="list-style-type: none"> <li>• Bid Team Composition</li> </ul>	<ul style="list-style-type: none"> <li>• Mix of talent</li> <li>• Mix of age, experience, male &amp; female</li> </ul>
	<ul style="list-style-type: none"> <li>• Relationship Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Political support/Figureheads</li> <li>• Relationships with key decision-makers</li> </ul>
Dunphy (2007)	<ul style="list-style-type: none"> <li>• Bid Leadership</li> <li>• Partnerships</li> <li>• Relationships</li> <li>• Quality Information</li> <li>• Figureheads</li> <li>• Research</li> <li>• Previous Bidding Experience</li> </ul>	

**Figure 16 Comparisons Between New Zealand & International Common Success Factors**

Source: Emery (2002); Getz (2001); Persson (2000); Westerbeck, Turner and Ingerson (2002)

The rationale for selecting this international research is the degree of relevance it had to my topic. This work had international scope, was focused towards

sports and clearly identified those factors that were responsible for bidding success. While there has been excellent research conducted within the MICE sector on convention site selection especially by Crouch and Ritchie (1998), I felt that the comparisons should stay within the domain of sports events.

### **6.2.1 Best Fit**

Best fit can be described as: “The desired outcome of the bid process where the event owners’ conscious needs and unconscious desires are best met by an event bid.” Event owners have certain requirements or criteria that must be met to ensure that the event is successful. The event bidders focus all their resources to meet or exceed these requirements in competition with rival bidders. Emery (2002, p.332) found this to be the case in his research and states that: “identification and satisfaction of a plethora of stakeholder needs, above that of the competition, appear to be another key factor behind successful bids.”

Emery’s research also revealed that by customizing bids that focused clearly upon the formal and informal needs of the decision-makers the chances of success were more likely. Bids were customized by using well-known figureheads and presentation material targeted at the specific needs of the event owners.

The New Zealand respondents reflected Emery’s findings. They had a strong appreciation that in the competitive bidding environment the event bidders need to have a clear understanding of what the event owners require and desire – their specified and unspecified criteria. Bidder 3 supported this and stated “understanding and meeting their requirements is really important.” Fulfilling this criteria, exceeding rival bid offers, was the ultimate goal.

## **6.2.2 Government Guarantee**

Government guarantee is an assurance that event owners are seeking from the event bidders through the bidding process. Government guarantee allows event owners to feel confident that essential resources (government approvals and consents, funding, infrastructure, legacy, etc.) that make up a successful event will be available and the government is the organisation with the credibility to provide a sense of security to the event owner. Government guarantee was expressed in the international research as either political or government support.

Political support is featured by Westerbeek, Turner & Ingerson (2002) as being one of eight key success factors in the event bidding process. The authors divide political support into a number of subcategories: policies of government that contribute to the quality of the event; strong support (financial, physical, human resources) by the government for the bid; political stability of the city and country; potential economic benefit to the local economy; financial stability of the city.

For Emery (2002, p.329) government support is important, and successful bids are “dependent upon in-depth knowledge of networks, processes and people – in other words external political support at the very highest levels of government and the commercial sector.” While Getz (2002) does not raise political or government support as one of the top five critical success factors for winning bids, it was rated ‘important to very important’ by 11 of the 19 respondents he surveyed. Westerbeek, Turner & Ingerson (2002) mention the political and financial stability of the city and the country as important issues in the process of bidding for hallmark sporting events. In addition, they mention the

importance of government representatives being able to show the potential economic contribution of the event to the local economy.

Government support is a factor that the New Zealand respondents identified as being essential to bidding success. Government support is in essence a guarantee to event owners that their event will be delivered successfully and is subdivided into the subcategories of leadership, policies, funding, and resources. To conclude, government or political support is a factor perceived as worthy of mention by respondents internationally as well as in New Zealand and should be considered an essential factor in bidding success.

### **6.2.3 Ability to Deliver the Event**

Ability to deliver the event consists of those factors that are essential to delivering a successful event. The international research (Figure 16) identified a number of common success factors that relate to this category.

Getz did not rate infrastructure, such as convention centres and accommodation, as one of his critical success factors because it is seen as a basic need in the bidding process: “destination attractiveness and capacity were also identified as basic needs, especially larger or improved convention centres and other event venues, better accessibility and accommodation” (2002, p.23). Emery (2002, p. 329) provides a supporting statement: “respondents reported that credibility and capacity to deliver are fundamental to any application, but not normally the discriminating factor between success and failure.” From these two statements one could conclude that capacity or infrastructure is a necessity of the bidding process as a part of the primary criteria, essential to the successful hosting of the event.

However, Westerbeek, Turner & Ingerson (2002, p.318) rated infrastructure as one of the eight success factors in the event bidding process where “infrastructure reflects on the ability of the event organiser to convince the event promoter that the host city has the necessary city infrastructure enabling the event to be successfully held in that city.” They also include community support as a part of the essential infrastructure supporting the view that “infrastructure is moving beyond the availability of merely physical, inanimate facilities” (p.318). In Persson’s (2000) research on the decision-making process of the members of the IOC - conducted in order to establish how they evaluated the bids to host the 2002 Olympic Winter Games - components related to infrastructure were identified as “bid winners”. These bid winners included the Olympic Village, transportation, sports/arenas, finances, telecommunications, information technology and media centre. It is not surprising that the IOC members identify with infrastructure as being bid winners as they are the essential factors for fulfilling an objective of the IOC i.e. to organise an “attractive” Olympic Games.

In the New Zealand context, infrastructure was an essential component of the event bid, supporting the findings of Westerbeek, Turner & Ingerson (2002) and Persson (2000). The New Zealand respondents noted that infrastructure is essential in order to deliver an event and is almost always a part of the primary criteria established by the event owner. Without this essential infrastructure it is very hard to proceed through the stages of the bidding process.

Ability to organise was found by Westerbeek, Turner & Ingerson (2002, p. 318) to be important and they stated that “the ability to organise an event is evidenced by having a solid track record in organising similar events.” Getz (2001, p.24) supports this statement in his findings where “promoting the

destination's track record for hosting events" is the fifth of his five critical success factors for winning bids. Emery's (2002, p.329) research also mentioned having the credibility to deliver as being fundamental, where a "portfolio of different national and international events is ideal." However, if such a portfolio is not available, recruiting event management experts to join the organising team will help overcome this. Emery (2002, p.329) states: "on paper it provides the evidence of competence and the potential for effective management."

This ability to establish credibility of delivery to deliver is an essential success factor in the bidding process. This was also found to be the case in the New Zealand research in the form of the common success factor "Event Management Experience." Evidence of previous event management experience was critical to securing two major sporting events for New Zealand: the 2015 Cricket World Cup and the 2011 Rugby World Cup. The combined New Zealand Cricket and Australia Cricket bid demonstrated evidence of previous major event experience to the satisfaction of the event owners. In the case of the Rugby World Cup, the 2005 British and Irish Lions Rugby Tour of New Zealand was sufficient evidence for the International Rugby Board that the New Zealand Rugby Union had the experience and capability to host a World Cup event.

Event Management Experience is more than about having the experience and expertise to deliver a successful event. It is also about establishing a track record of the event organisers' ability and capacity to deliver an event. Providing the evidence of having experience at organising similar previous events is an

important component of the research findings in both the New Zealand and international contexts.

#### **6.2.4 Bid Enhancers**

“Bid Enhancers” consist of those attributes (skills & resources) that a successful bid team utilises during the bid process that are deemed to enhance an event bid. The international research (Figure 16) identified a number of common success factors that related to the category Bid Enhancers.

International research identified a number of factors also reflected in the New Zealand common success factors “Relationships” & “Partnerships”. Westerbeek, Turner & Ingerson (2002, p.318) mention that a diverse mix on the bid team is very important: “a mix of age and experience, males and females on the team, and strong personal selling and networking skills of bid team members.” Westerbeek, Turner & Ingerson (2002, p.317) also established a key success factor called “relationship marketing” that deals “with the power of the people on the bid committee (e.g. the involvement of political leaders) and the consequential influence this power base is able to generate among key decision makers pertaining to the bid outcome.” Getz (2001) identified having strong partners in the bid process and assisting other organisations to make better bids as two critical success factors for winning bids. For Emery (2002, p.329) networks played an important role in bid success and stated: “successful applications [event bids] were also considered to be dependent upon in-depth knowledge of networks, processes and people.” Emery (2002, p.330) adds “reliable informal networks are essential to avoid entering committing considerable resources to a ‘race that has already been won’.”

International findings identified quality information to be another important factor to bidding success. Getz (2001, p.18) states that a critical success factor is to “make excellent presentations to the decision makers” while Emery (2002, p.331) mentions the need to customise bids, and quotes a respondent: “our presentation was aimed at ‘their’ requirements, with very much a technical customised video.”

However, for Emery not all bids were based on a rational decision making process. Often there is the need to make an emotional connection with the event owners. Emery (2002, p.330) states “the most professional presentation addressing all publicly declared criteria did not necessarily mean that they would win.” The reason for this is that emotions are involved in the bidding process and Emery (2002, p. 330) continues “a bidding team must not assume that the decision makers on the various approval panels are experts, nor that rational decision-making was the norm.”

Important to the New Zealand respondents were a number of common success factors that didn’t receive much mention in the international research. These include research, bid leadership, community passion, previous bidding experience and lobbying. However, Emery (2002) alludes to research being important by his statement ‘knowing strengths and weaknesses relative to competition’ which would be dependant on a degree of research to find such strengths and weaknesses. While common success factor “Leadership” was important to the New Zealand respondents it was raised only by Emery. For Emery (2002, p. 329) leadership played a critical role in the bid process and states: “an inspirational and highly competent leader was considered ‘the vital ingredient to make or break any event bid.’”



The New Zealand respondents identified figureheads such as political leaders or sporting celebrities as a successful way of communicating a bid message. In addition, the quality of information in the bid document was found to be an important factor in influencing a bid as the role that emotions can play in transposing a rational decision with an emotional one. The most significant compatibility between the international and New Zealand research was reflected around the common success factors partnerships, relationships and networks. This is not surprising when one considers event bidding utilizes considerable skills in relationship marketing.

In conclusion the bid team is comprised of those who conduct and deliver the bid. They use attributes (skills and resources) in order to enhance their bid to gain a competitive advantage over rival bidders. Desirable attributes include the ability to develop partnerships or networks, draw upon previous bidding experience, make an emotional connection with the event owners, and provide quality customized information.

### **6.3 Conclusion**

This section, International Comparisons, has addressed the third research objective: to investigate how the success factors from the New Zealand research setting compared and contrasted with the findings from the international research. To conclude the New Zealand findings are not significantly different from the international findings. Because events are resource hungry, government support is perceived as an essential guarantee that the event will be delivered. Government has the legislative power to ensure that infrastructure is authorised, the resources to underwrite an event, and the leadership to influence change. Infrastructure was seen both in New

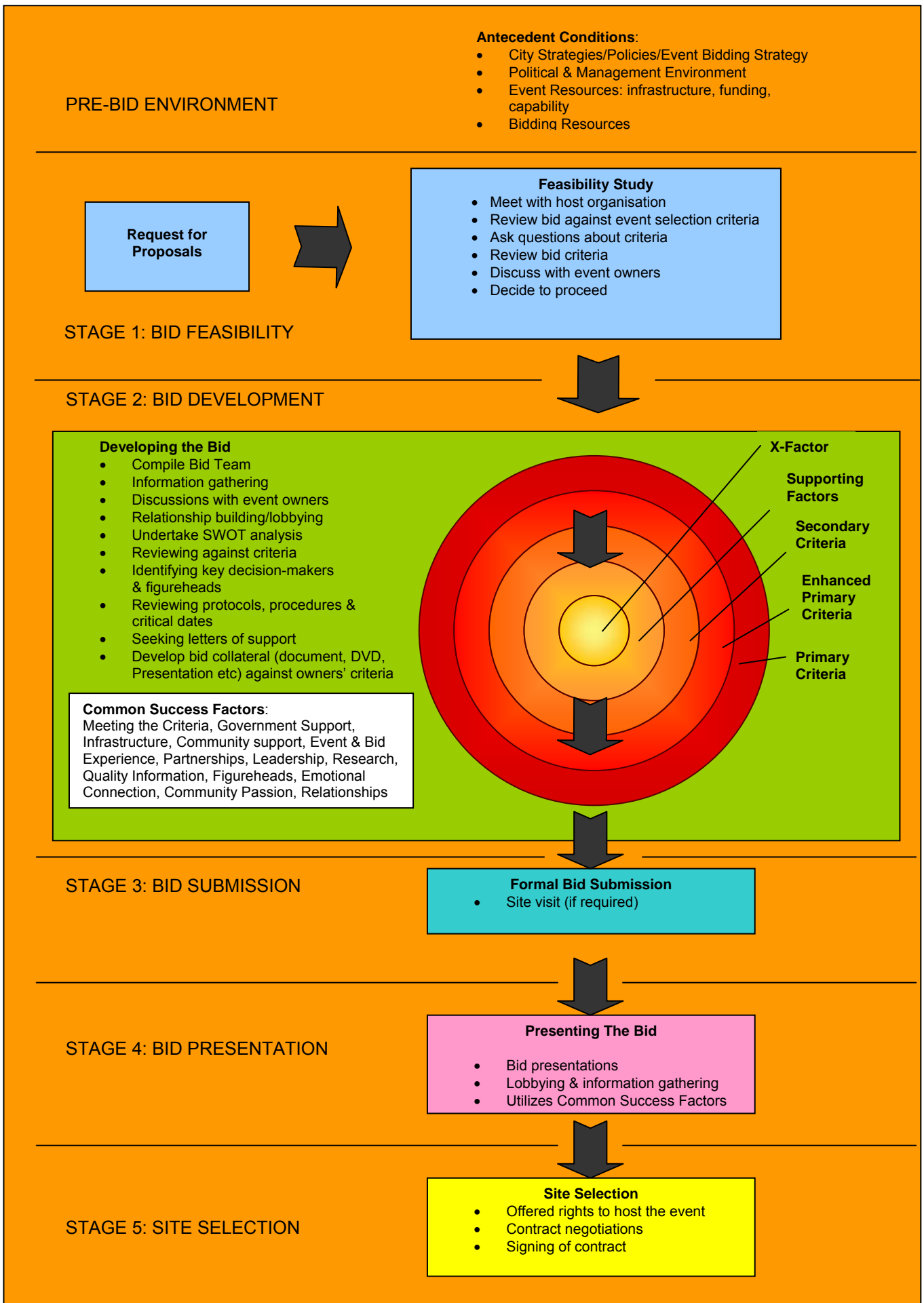
Zealand and internationally as a common success factor essential for the hosting of an event. Demonstrating previous event experience was also important both within New Zealand and internationally as this imbues the event owners with confidence that the event can be well organised. Providing the event owners with quality customized information that answers all their queries is another success factor common to both New Zealand and internationally. The use of relationships and partnerships to influence the bid outcome was also identified as being important in both New Zealand and internationally. Important to the New Zealand respondents were a number of common success factors that received little mention in the international research. These include research, bid leadership, community passion, meeting the criteria, adding value and lobbying.

The fact that the New Zealand findings are generally compatible with the international findings indicated that New Zealand based event bidders had a good understanding of what is required to compete and successfully bid overseas. Further research with other countries culturally different from New Zealand (e.g. Japan, Korea, Taiwan) to determine comparability should be considered. It would be interesting to find out if the common success factors established here are different in those countries and if so why? Understanding how cultural background may influence the bidding process would be worthy of further study.

#### **6.4      *The Targeted Event Bidding Process Model***

This section of the chapter addresses the fourth research objective: 'to model the processes of event bidding from the perspective of the local government event bidder,' and builds upon existing event bidding process theory and the event bidding process model (Figure 5) developed by Getz (2001). In Getz' model the event owners have certain needs and preferences (antecedent conditions) that they need to have fulfilled. For these conditions to be fulfilled, they establish criteria. Similarly, the event bidders have a number of antecedent conditions that need to be fulfilled but the bidders are often constrained by resource limitations. If event bidders identify an event that meets their selection criteria they will start marketing, lobbying or developing relationships with the event owners in an attempt to be given the opportunity to formally bid for the hosting rights. If the bidders are invited to bid, the bid process consists of a number of defined steps starting with a request for proposals and ending in signing a hosting contract.

Based on findings in this research and using Getz' model as a platform, a Targeted Event Bidding Process Model (Targeted Model) was developed. The Targeted Model (Figure 17) is drawn from the perspective of event bidders in the New Zealand local government environment. The Targeted Model commences with a pre-bid environment and then breaks the event bidding process into five defined stages, with most of the work undertaken in stages 1, 2 and 4.



**Figure 17 Targeted Event Bidding Process Model**

The pre-bid environment is the environment which the event bidders work from i.e. a public sector environment that is influenced by a number of higher-level strategies and policies, politicians and senior managers, resource limitations etc. With a supportive environment the event bidders are more able to manage the bidding process. The first stage occurs when the event bidders receive a request for proposals and set about undertaking a feasibility exercise to decide whether to proceed with the bid. If a decision is made to proceed the event bidders move into the second stage where they establish a bid team that develops the bid collateral. The essence of this stage is to produce a bid that fulfils – and optimally exceeds - the criteria requested by the event owners. Once the bid collateral is produced it is submitted to the event owners, in stage three, for their perusal. The fourth stage is when the a bid is formally presented to the event owners. This is a critical stage for the event bidders as it is their last chance to influence the bid outcome, hence the active lobbying leading up to the presentation. The final stage is when the winning bid is chosen. Negotiations take place and the hosting rights contract is signed between the event bidders and the event owners.

#### **6.4.1 Pre-Bid Environment: Antecedent Conditions**

For event bidders in the New Zealand local government environment the bidding process does not occur in isolation but is influenced by a variety of antecedent conditions. These can be grouped into four main categories; (1) City Strategies, (2) Political and Management Environment, (3) Event Resources, (4) Bid Resources.

Combined, these antecedent conditions form the environment from which the event bidding process is conducted. If the antecedent conditions are favourable

towards event bidding then the event bidders have a greater chance of a competitive bid. However, antecedent conditions such as resource limitations can have a contrasting effect on the event bidding process and impact negatively on the competitiveness of an event bid.

The first category, City Strategies, is comprised of the overarching strategic plans and policies within which the city operates. Event bidders have a number of high-level strategic plans and lower-level business plans that set the direction in which they work. These higher-level strategic plans set the environment which the bid is built from and without an event-friendly strategic environment it is difficult to undertake an effective event bid.

The second category, Political and Management Environment, is that within which the local government event bidders operate. The politicians and senior management of local government have a high degree of influence as to whether a city involves itself in event bidding. There are close links between category 1 and 2 because the strategic direction (plans and policies) are set and resolved by the politicians. From my own personal experience, Council became proactive in event bidding only when a new council comprised of politicians who were favourable towards economic development and events was elected. The management environment that the event bidders operate under also has a bearing on the event bid. Without supportive senior managers who understand what resources are required in the event bidding process, it becomes difficult to compete effectively. The findings of this research have shown that the support of government plays a vital role in the success of an event bid as this provides the event owners with a guarantee that the event will be delivered. However, without the support of key government politicians and senior management it

would be problematic for a city to effectively involve itself in event bidding due to constraints placed on the bidder.

The third category, Event Resources, consists of those factors that are required to host an event. Event resources can consist of event related infrastructure and funding resources, and human resources such as volunteers and the organisational expertise of the event team. Those cities with modern existing world-class facilities have advantages over those cities that do not. To maintain a high degree of competitiveness, cities need to be continuously enhancing the quality of their facilities. In addition to quality facilities the organisational capability of event organisers is vitally important. If the city is not going to organise the event itself then it is reliant on external event organisers. Without experienced and effective event organisers and quality infrastructure the event bid is handicapped from the start.

The fourth category, Bid Resources, are those resources required to undertake an event bid such as bid staff and an event bid fund. The bid fund is a standard requirement as event bidding is an expensive exercise requiring the production of high-quality bid collateral, overseas travel and accommodation, hospitality costs, etc. The bid resources limit the number of event bids that a city can make so event bidders must work within these limitations.

The pre-bid stage is the environment in which the local government event bidder operates. The politicians and senior managers play an influential role in shaping event related strategy and the level of funding allocated to event bidding. The cost of bidding for and hosting an event has a considerable impact on the kind and number of events that can be bid on. Event bidders in local government require an environment that is conducive to event bidding in order

to be competitive. Therefore, before commencing to the first stage of the bidding process they must establish strong political and management support, supportive event-related strategies and adequate resources to bid for and host events.

#### **6.4.2 Stage 1: Bid Feasibility Stage**

The first stage of the targeted model is the Bid Feasibility stage. By this stage the event bidders have received request for proposals (RFP). The RFP can come to the event bidders via a number of means: directly from the event owners themselves, from a national sporting association, or from an individual such as a competitor or official. The first step in the bid feasibility stage is to meet with stakeholders who have an interest in securing the event and have inside knowledge of the sport and the bidding process. The essence of the feasibility stage is about questioning and assessing the bid against a number of event selection criteria that the event bidders have established. A feasibility study is then undertaken which can be a comprehensive study of the event/bid or it can be as simple as asking a number of informal questions: is the event the right strategic fit for the city?; is the required infrastructure available?; does it clash with other events?; is there organisational capability?; what are the positive/negative impacts?; is there political support?; is there sufficient funding available?; who are the main competitors?; and what is the likelihood of winning? If the event fulfils the event selection criteria, the event bidders decide to bid for the event, the bid moves onto the second stage of the event bidding process.



### **6.4.3 Stage 2: Bid Development Stage**

The Bid Development stage is one of the most important, dynamic, and complex stages of the event bidding process. There are a wide variety of activities that are taking place simultaneously with the outcome, as Emery (2002, p.331) stated, being the “identification and satisfaction of a plethora of stakeholder needs, above that of the competition.” The end-product of the bid development stage is the bid collateral. Bid collateral includes and is not limited to a bid document, a DVD, and a bid presentation.

Once the event bidders have decided to proceed with the event bid they designate an event bid team. The bid team has a bid leader who drives the process to ensure that each stage of the bid process is fulfilled. A knowledgeable representative from the sport is required to assist with technical matters associated specific to the sport. S/he is also vital for identifying key influencers and decision-makers. Included in the bid team are those people who will be designing and producing the bid collateral. At this stage, figureheads who bring profile to the bid are approached and encouraged to partake in the bid team discussions. Figureheads can include celebrities or officials associated with the sport who will be well-connected and influential. Buy-in from lead agencies (the representative national association, the mayor, senior level cabinet ministers, national tourism office, etc.) is solicited at this stage of the bid process. Letters of support from central government cabinet ministers, the national sporting association, the mayor of the city, the regional sporting trust, the regional tourism organisation provide evidence of cross-agency support for the bid.

It is important to gather information and intelligence during the bid development stage. The event bidders review the protocols, procedures and critical dates associated with the sport and the bid. As examples, in some bid situations the giving of gifts is not an accepted practice, while in Asia having the mayor present the bid is a protocol gesture that is well received. Understanding the protocols associated with each sport is essential but often requires research by the event bidders. The event bidders should be continuously seeking information to enhance the bid and gain intelligence on rival bidders. An effective way of achieving intelligence on competitors or just seeking useful information to enhance the bid is through the development and nurturing of relationships with key people in the sport.

Another important activity undertaken during the bid development stage is setting the 'game-plan' or strategising the bid. Undertaking a SWOT analysis is a common practice in competitive strategy and the event bidders need to beware of the strengths, weaknesses, opportunities and threats of their bid. The strengths should be highlighted, the weaknesses downplayed, the threats addressed while converting the opportunities into strengths.

The desired outcome of the bid development stage is the production of bid collateral that best fulfils the bid criteria (a state of 'Best Fit') set by the event owners, relative to rival bidders. Therefore, the core of the bid development stage is fulfilling the bid criteria. However, fulfilling the bid criteria is more complex than just meeting a set of primary criteria consciously set by the event owners.

An effective way of understanding how the bid criteria is best satisfied is to present it as an archer's target comprising of five concentric rings (1) primary

criteria, (2) enhanced primary criteria, (3) secondary criteria, (4) supporting factors, and (5) X-factor. The rationale for the archer's target is the event bidders should be aiming to fulfil the requirements in each of the rings in the target. However, while the target is presented as an orderly progression, in reality the event bidders and their bid team are working on a number of tasks simultaneously and sequential order is not always the case!

#### **6.4.3.1 Primary Criteria**

Prior to sending out the request for proposals the event owners have established a list of criteria that Ingerson and Westerbeek (2000) call 'primary criteria' which can be identified as being "imperative to the formal application to host the event." Getz (2001) calls these "basic criteria" and suggests that they are linked to the event owners' needs and preferences and setting this primary criteria is an essential aspect of the bid process for the event owners. Considering both Ingerson and Westerbeek's and Getz' definitions and integrating the learning from this research, primary criteria (Figure 18) can be defined as: "criteria set by the event owners that is imperative to the formal application to host the event. Fundamental to the success or failure of an event."

Category	Definition	Examples
Primary Criteria & Enhanced Primary Criteria	<p>“Criteria set by the event owners that is imperative to the formal application to host the event. Fundamental to the success or failure of an event.”</p> <ul style="list-style-type: none"> <li>• Must meet the Primary Criteria</li> <li>• Primary Criteria is event specific</li> <li>• Bidder has no control over Primary Criteria</li> <li>• Known as technical requirements</li> <li>• Tangible, material, unemotional</li> <li>• Event owner totally conscious of Primary Criteria</li> <li>• A bid could be won based purely on Primary Criteria alone</li> <li>• About achieving FIT</li> </ul>	<p>Transport Accommodation Funding Govt Support</p>
Secondary Criteria	<p>“Criteria set by the event owner that are deemed to enhance an event. Best achieved by engaging the event owners’ emotions. Fundamental to the success or failure of an event bid.”</p> <ul style="list-style-type: none"> <li>• Not necessary to meet</li> <li>• Engages the event owners’ emotions.</li> <li>• Bidder has control over level of fulfilment</li> <li>• Event owner conscious of</li> <li>• Perceived to value to the event</li> <li>• About achieving ENHANCED FIT</li> </ul>	<p>Activities Entertainment outside the event</p>
Supporting Factors	<p>“Factors outside primary and secondary criteria that are deemed to enhance an event and/or event bid. Supporting factors engage with the event owner’s emotions. Fundamental to the success or failure of an event bid.”</p> <ul style="list-style-type: none"> <li>• Engages the event owners’ emotions.</li> <li>• Bidder has total control over</li> <li>• Event owner may or may not be conscious of</li> <li>• Perceived to value to the event</li> <li>• About achieving BEST FIT</li> </ul>	<p>New Zealand as a destination Maori cultural welcome</p>
X Factor	<p>“The one over-whelming factor that all bids should aspire to, that exceeds the event owners expectations in terms of fit and wins the bid.”</p> <p>The one over-whelming factor that can lay claim to winning the bid.</p> <p>The penultimate goal of event bidding</p> <ul style="list-style-type: none"> <li>• The tipping point</li> <li>• Engages the event owners’ emotions.</li> <li>• Event owner maybe unconscious of</li> <li>• Could come from either Primary or Secondary Criteria</li> </ul>	<p>New Zealand as a destination Prime Minister presenting a bid Maori Haka</p>

**Figure 18 Summary of The Bid Development Stage Of The Targeted Model**

At an early stage of the interviews and literature review it became evident that the event bidding process required the fulfilment of certain objectives or key criteria as set by the event owners. The event bidders have no control over the primary criteria as these are fully dictated by the event owners. There were strong feelings from the respondents that meeting the primary criteria was a critical step in the event bidding process: “for me you’ve got the primary

[criteria] ... and if you get that first and foremost and work on the primary stuff then I think you have got a really solid case” (Bidder 5). However, while meeting the primary criteria is an important step in the bid process it does not guarantee success, as Getz (2001, p. 20) comments “meeting all the criteria does not ensure that the event will be won.”

The primary criteria is essentially the foundation from which the bid is built. As Bidder 6 states “you really need to have a really strong base”, and fulfilling primary criteria is essential in order to move on to achieving the secondary criteria. As the base or foundation of the bid the primary criteria consists of those factors essential for hosting an event and knowing what they are is vital. As Bidder 6 states “your bid needs to put you at the base, only gets you to ground level. You will need to have everything in place that is required to host the event. Know what you have to deliver.” Bidder 2 reinforces the above statement by stating: “it means going back to the international body and saying what criteria do you have for placing the bid? Not all of them but many of them have a whole list of criteria that you need to be able to fulfil before any bid will even be considered.”

The essence behind the primary criteria is that it is aligned with the strategic objectives that the event owner wants to achieve through the successful hosting of an event and the primary criteria will vary between sporting codes and events. For example, the primary criteria that is to be fulfilled to host a world class rugby tournament will be quite different from that of a swimming competition.

In addition, primary criteria can be used by the event owner to screen bids that will not meet hosting expectations, or as in the case below with India’s bid for

the 2011 Cricket World Cup the primary criteria can be used to enforce compliance.

“Initially the Asians, [India] were not compliant, in fact they were quite the opposite ... And in the end India saw the light and knew that it had to agree to everything else referred to in that memo [primary criteria] in order to put them into a compliant position to be eligible to host this tournament” (Bidder 8).

Ingerson and Westerbeek (2000) provide five examples of primary criteria that an event bidder must fulfil in order to host the event. These included political, economic, media, infrastructure and technical factors. Often respondents in this research labelled the primary criteria as those which met the technical requirements of the bid. Bidder 6 mentioned the need to “understand the technical requirements of the bid, i.e. contractual obligations, infrastructure, TV, media, sponsorship.” Bidder 3 added:

“It comes back to what actually did the sport want? What do they need? And you have got to always address the technical requirements, in their case roads, hotels and those are the tangible bricks and mortar type things. So you’ve actually got to have that.”

Examples of primary criteria from this research also had a close association with technical aspects of an event, the infrastructure. Generally when the respondents talked about the primary criteria they made close links between infrastructure and technical requirements, where infrastructure was a subset of technical requirements which was a subset of primary criteria. Infrastructure as Bidder 4 saw it was “all the hard aspects to the event” which included the assets required to host a successful event. Bidder 4 further added: “have you got the venues?; have you got the technical requirements?; have you got the space?; the accommodation?; can you house all the number of people you are expecting?”

#### **6.4.3.2 Enhanced Primary Criteria**

A subset of primary criteria is enhanced primary criteria. Due to the highly competitive nature of event bidding, event bidders are doing more than just meeting the requirements as set out in the primary criteria. By adding value or enhancing the primary criteria the event bidder is attempting to gain a competitive advantage over competitors. Using infrastructure as an example, bidding organisations in their bid will propose state of the art infrastructure such as sporting arenas, transportation networks and telecommunications facilities that are over-and-above the basic requirements set out in the primary criteria. So while it is essential to meet the primary criteria established by the event owners, the nature of competition dictates that this will likely not be sufficient to gain competitive advantage over rival bidders. Event bidders must be continuously looking at ways in which to enhance their bid. To sum up, Owner 4 provided a good example of how important it is not only to address the primary criteria but also to enhance it:

“The expression of interest or the what is actually required by world bodies now to hold a world champs event is pretty well detailed. They make it pretty clear what they require and what is non-negotiable. And you really have to be quite disciplined to go through and actually cross off each of those points in terms of what you will do, how you will address it. And then how you further enhance the bid over and above those must haves in terms of the flowery marketing and PR”.

To conclude, primary criteria generally consists of a consciously established set of tangible requirements that the event owners have requested that the event bidders must fulfil. Meeting the primary criteria is essential if a bid is to succeed and should be the foundation on which the bid is built. Fulfilment of the primary criteria should be an objective and unemotional screening process so that the event owner is confident to a high degree that the event bidders will be able to

host a successful event. In order for event bidders to gain a competitive advantage over rival bidding organisations they must look at ways of enhancing the primary criteria and this is done by adding value resulting in the enhanced primary criteria. The next section on secondary criteria discusses ways in which event bidders attempt to add further value and establish a competitive advantage over rival bidders.

#### **6.4.3.3 Secondary Criteria**

Ingerson and Westerbeek (2000) provide a good starting point for a working definition of secondary criteria: “factors that are deemed only to enhance a bid. Not fundamental to the success or failure of an event.”

Like primary criteria, secondary criteria (Figure 18) are also set by the event owners and while meeting the secondary criteria is not mandatory they do enhance an event. Meeting the secondary criteria is not fundamental to the success or failure of an event but is fundamental to the success or failure of an event bid. The definition could be adapted to reflect this: “criteria set by the event owner that are deemed to enhance an event. Fundamental to the success or failure of an event bid.”

While meeting the primary criteria is mandatory to ensure a minimum standard of quality (resulting in a somewhat level bidding environment) the secondary criteria consist of factors that event bidders can fulfil to the degree they choose. It is through exceeding the secondary criteria that a bidding organisation can establish a point of difference or competitive advantage over rival bidders. These criteria give event bidders an opportunity to express themselves and to be perceived to be adding value to the owners’ event. This is best done through engaging with the event owners’ emotions in the bid process. The



definition can be changed to reflect this emotional engagement: “criteria set by the event owner that are deemed to enhance an event. Best achieved by engaging the event owners’ emotions. Fundamental to the success or failure of an event bid.”

#### **6.4.3.4 Supporting Factors**

The essence of secondary criteria is that they add value to the event. This can be done by either meeting the requested secondary criteria or exceeding the secondary criteria by enhancing supporting factors. Supporting factors are those factors provided by an event bidder that go beyond what is requested in the primary or secondary criteria and are called by Getz (2001, p.22) as “negotiable desirables”. Supporting factors can be described as: “factors outside primary and secondary criteria that are deemed to enhance an event and/or event bid. Supporting factors engage with the event owners’ emotions. Fundamental to the success or failure of an event bid.” The supporting factors are what elevate one bid from another. Westerbeek, Turner & Ingerson (2002, p.321) state:

“because the quality of the bid is likely to be on an ‘even-par’ with other bidding organisations in relation to the vital factors [primary criteria], the decision made over which of the bidding organisations will gain the right to host the event is likely to be the result of a competitive advantage in relation to one or more of the supporting factors.”

While supporting factors enhance a bid they don’t necessarily need to relate in anyway to the successful operation of an event. An example of this is that often the respondents would use New Zealand’s natural beauty as an emotional draw card for their bid. As a supporting factor New Zealand’s natural beauty would have no bearing on the successful outcome of an event (as it is not requested in

the primary or secondary criteria) but it was clearly seen as an enhancement to the respondents' bids. For example Bidder 2 states:

“New Zealand is such a popular destination, always has been, but of course that has been enhanced by the Lord Of The Rings and Narnia [movies filmed in New Zealand] and the other things that have been happening recently. And almost just about every person you speak to at these events always want an excuse to come to New Zealand. This will be the perfect excuse.”

Other examples, drawn from the research, in which event bidders have utilized supporting factors to enhance their bids included Owner 4 who stated: “adding value to competitors overall experience as event participants are looking beyond just the event for a reason to attend and have an expectation that they should be entertained outside the event.” Owner 1 indicated that participants are interested in what other activities are on offer outside the event and the quality of these activities were important aspect of the event owners' decision making process: “what other attractions for the participants are there in a town is an important factor for winning a bid, e.g. places of interest, places to visit, activities between games, movie passes, Westfield [shopping] vouchers.”

#### **6.4.3.5 X-Factor**

“I suppose it is that X-factor that I think some people both sides of the fence don't actually appreciate. And so its saying, how can we nail this, with in terms of a presentation, in terms of appealing to the sport, what's the personality, what will make this event different if it came to our locality and that we could deliver. And they are looking for that sort of factor.” (Bidder 3)

The final concentric ring within the targeted model is the X-factor (Figure 18) , the 'bull's-eye' of event bidding, and it is the X-factor that all bids should be aiming to achieve. The X-factor can be defined as: “the one overwhelming

factor that all bids should aspire to, that exceeds the event owners' expectations in terms of fit and wins the bid.”

To elaborate, the X-factor can be found within either the primary, secondary criteria or as either a supporting factor or common success factor. For example, government support could be a requirement of the primary criteria but how this government support is presented and perceived can have a great bearing on the bid outcome. In the case of New Zealand's bid to host the 2011 Rugby World Cup, the Prime Minister Helen Clark made the effort, under great time constraints, to lead New Zealand's bid. Her presence was very influential in the favourable outcome. The way this high level political support was presented (in person) could be an example of an X-factor. Had the prime ministers of the other bidding nations been present then Helen Clark's presence would have been diluted and unlikely have been an X-factor.

At times the event owners or the event bidders will be unaware of what the X-factor is and sometimes it is only after the winning bid has been selected that the X-factor can be identified. An excellent example of this was presented by Owner 5. Very stringent primary criteria for the hosting of an international netball event had been established. It was found that security was an issue where personal belongings were being stolen from players' bags during test matches. The successful event bidder was able to enhance the event and stop theft by introducing state of the art security and ticketing technology that the event owner was totally unaware of. For the event owners this new technology was the X-factor that decided the winning bid.

“For me for the champs because we have literally thousands of people coming and going for seven days, I want somewhere that's got scanners. Now that's not a criteria but its one of those things in

its favour and if I know a venue/ticketing agency has got scanners. This is only something that has come up more recently because of the volume of people coming in and out. I guess that's evolution with events." (Owner 5)

The X-factor is about exceeding the event owners' expectations in one area that overwhelmingly puts the bid out in front. As Owner 1 stated: "international boards are looking for something different, as criteria is being met and everybody is meeting it." One way the X-factor could exceed the event owners' expectations is by connecting with the event owners' emotions. Therefore, whether the X-factor comes from primary or secondary criteria or is a supporting factor it must make a strong emotional connection with the event owner. The purpose of the X-factor is to sabotage the objective selection process with emotion. An example of this can be found at the highest levels of international sport. The 2008 Beijing Olympic Games were selected not just on their ability to meet criteria but also on unspecified emotional factors:

"I think there is no better example than Beijing", said Rogge about the city chosen to stage the 2008 Olympics in a vote in Moscow in July 2001. "If you look quality wise, there was no big difference between Beijing, Toronto or Paris. All three could have had perfect games. But there was the will of the IOC to go to the biggest country of the world, one fifth of mankind." (Bose, 2005)

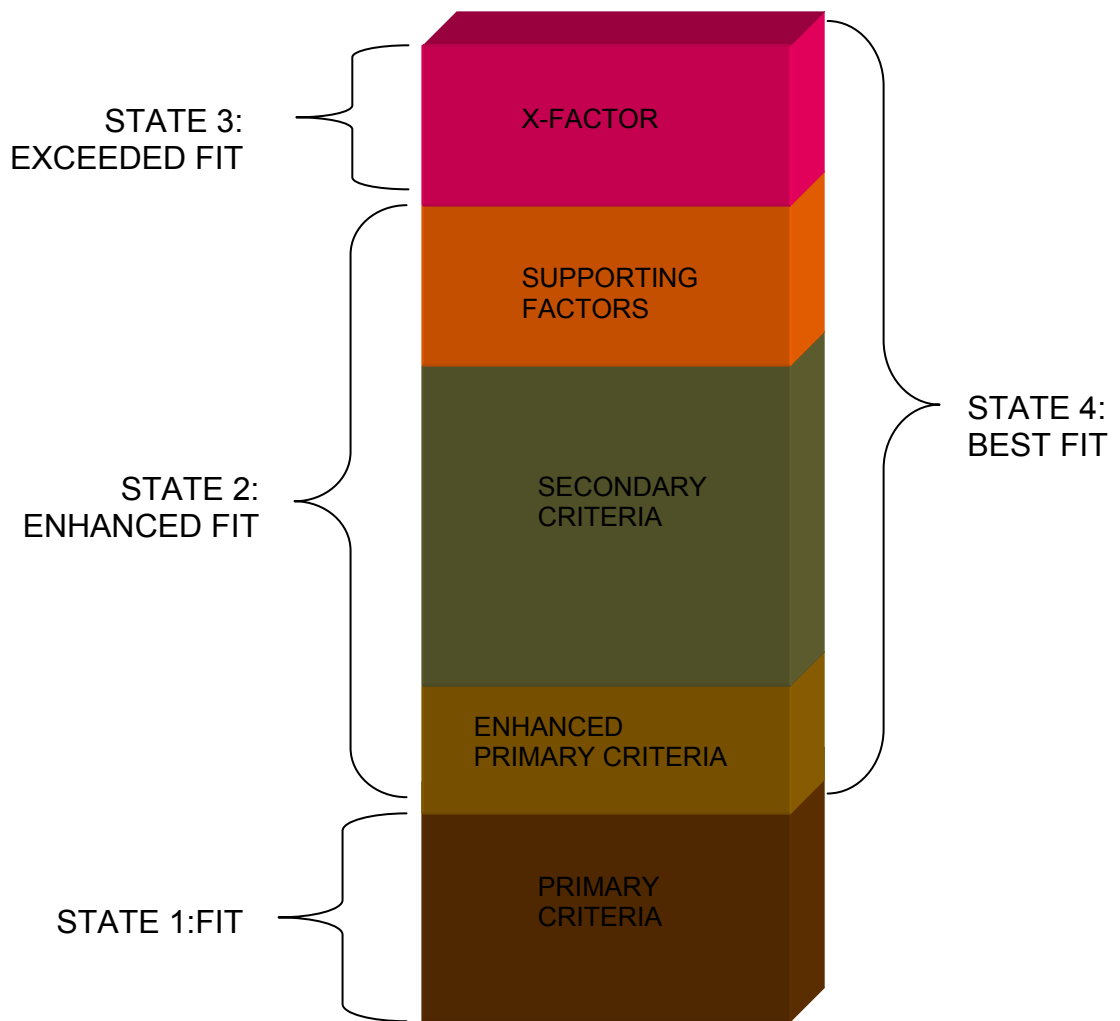
While event bidders should aspire to achieving the X-factor that clearly gives their bid the competitive advantage or point of difference over rivals, not all winning bids have an X-factor. Many bids meet event owners' expectations but few exceed them. Event bidders that seek the X-factor, are pushing the boundaries of event bidding and upping the ante in terms of bid competitiveness. In order to stay competitive event bidders must continuously be looking for ways in which to add value.

#### **6.4.3.6 Best Fit: The Desired Outcome of the Bid Development Stage**

“The bad bids are those that don’t have the best fit and perhaps have not put the effort into addressing the actual criteria of the event.”  
(Owner 5)

In the majority of bids, the outcome of the event bidding process is to win and winning is secured through the best fit between the event owners’ specified (conscious needs) and unspecified criteria (unconscious desires) and the event bidders’ bid (offerings) relative to other competing bids. When best fit is achieved then winning will follow. Best fit can be described as: “The desired outcome of the bid process where the event owners’ conscious needs and unconscious desires are best met by an event bid.”

In a highly competitive bidding situation an event bidder must be aiming to achieve a state of best fit and this is best achieved by aiming to fulfil the three states of ‘fit’ within the targeted model (Figure 19). The first state of fit is where the mandatory primary (conscious) criteria set by the event owners are fulfilled. That is, the event bidders’ offerings must match or fit the needs as expressed by the event owners. The primary criteria are the minimum requirements needed to successfully host the event and once achieved all bids are seen to be on equal footing. Once the primary criteria is fulfilled a state of fit is achieved.



**Figure 19 The Four States of Fit.**

The second state, Enhanced fit, is where bidders enhance and add value to the event or the event bid. Enhanced fit is about going beyond what is requested in the primary criteria (Enhanced Primary Criteria), fulfilling the secondary criteria and offering supporting factors. By going beyond the minimum requirements requested in the primary criteria, event bidders' hope to gain competitive advantage over rivals.

The event bidders attempt to identify the unconscious requirements or desires of the event owners and to exceed them. Identifying the supporting and X-factors is a difficult but crucial stage in the bid process that requires diverse attributes from the bid team: high degree of intuition, innovation, creativeness

and an in-depth appreciation of human nature and desires. It is such bid attributes that make up an excellent bid team.

Exceeded Fit is a state where the event bidder has been able to offer an X-factor that exceeds the event owners' expectations. In a highly competitive bidding environment to achieve best fit the event bidder must firstly fulfil fit, the primary criteria essential for the hosting of the event. Next they need to achieve enhanced fit where they are continuously adding value to the bid through the primary and secondary criteria stages. By aiming for the X-factor the event bidders aim to achieve a state of exceeded fit where all other competing bids are eliminated. When a bid achieves enhanced fit and exceeded fit then the state of best fit will have been achieved and the bid is won.

In summary the bid development stage is a very active stage of the bidding process where most of the work is done. It involves vast amounts of information that needs to be collected, analysed, and presented in a meaningful manner. A bid team that utilized the common success factors identified in this research will have presented a competitive bid.

#### **6.4.4 Stage 3: Bid Submission Stage**

Stage 3, the "Bid Submission stage" (Figure 17) commences when the bid collateral – bid document and support DVD – is delivered to the event owners. This can occur several months prior to the bid presentation or in some cases can occur just prior to or during the presentation. In some situations, where the events are major international events, the event owners will conduct site visits of the bidding destinations. Once the bid collateral has been received the event bidders are invited to present their bid to the event owners.

#### **6.4.5 Stage 4: Bid Presentation Stage**

After the collateral has been sent the bidders must still make a “live” presentation to the event owners. Presenting the bid is a critical stage in the event bidding process. It is the event bidders’ last opportunity to influence the outcome of the bid. Therefore the event bidders utilise the relationships that they have developed and nurtured leading up to and during the bid. They will lobby those who have the ability to influence and make the final decision. This can be done through informal conversations or more directly through hosting. Information gathering is still occurring through this stage in order to secure a competitive advantage over rival bidders.

Stage 4 culminates with the event bidders presenting their bid face-to-face to the event owners. With professional presentation skills, the event bidders address all the essential criteria that the event owners have requested. To add strength to the bid the event bidders must present a number of supporting factors that add value to the event. The bid is won by presenting an X-factor that no other rival bidders had available or considered.

#### **6.4.6 Stage 5: Site Selection Stage**

The final stage “Site Selection” (Figure 17) commences after the all bids have been presented. A decision is made on the site where the event will take place. This decision can occur right at the end of the presentation, or it can come several months after the presentation. Once the successful event bidder has been informed then negotiations regarding hosting fees, percentage of revenue takings etc and signing of an agreement or contract take place. In some situations the negotiations can take an extended period of time (several months) before a contract for the hosting rights is signed.



## **6.5 Conclusion**

Comparisons between the New Zealand and international findings indicated that there are a number of similarities in relation to the common success factors of event bidding. Strong networks through effective relationships and partnerships was indicated to be important. Providing evidence of the capacity and capability to deliver the event was essential. This was achieved through providing the essential infrastructure and the previous event management experience. Government support reinforced this by providing a guarantee from the government that the event will be delivered to the satisfaction of the event owners. International findings did not place much emphasis on the need to conduct research, bid leadership, community passion, meeting the criteria, adding value and lobbying.

The Targeted Model is a representation of the bidding process for event bidders in the New Zealand local government environment. It is based on the findings from this research. Of the five stages in the Targeted Model the bid development stage is the most critical. It is this stage where the event bidders develop their bids with the event owners' criteria in mind. The Targeted Model builds upon Getz' event bidding process model in that the event bidders' emphasis is placed on fulfilling and exceeding the criteria to ensure a state of best fit is achieved. If event bidders are able to achieve best fit then they are sure to win the bid.

## Chapter 7: Conclusion

### 7.1 Introduction

The research problem of this thesis has been to “gain insight into the little known activity of event bidding within the context of the New Zealand hosted sports event” and in addressing this research problem I have attempted to fulfil the following four objectives :

1. *To gain a better understanding of the success factors for winning event bids within the New Zealand context;*

The findings from Persson, (2000), Emery (2002), Getz (2001), and Westerbeek, Turner & Ingerson (2002) provide insights into the important elements essential to achieving a successful bid from an international perspective but they do not incorporate a New Zealand perspective. Therefore, I wanted to understand from those New Zealand event practitioners who have been bidding for events both within New Zealand and overseas what they considered to be the essential factors for winning an event bid.

2. *To investigate the perceptions of the two main parties associated with an event bid - the event owner and the event bidder– in order to determine whether, and if so why, their perceptions differ as to what makes an event bid successful?*

The purpose of this objective has been to investigate whether gaps exist between the perceptions of the event owner and the event bidder in the New Zealand context. While there has been little research on this topic Persson (2002), in relation to the Olympic Winter Games, reveals that there is little

compatibility between the views of the bidding cities and the event owner, the International Olympic Committee.

3. *To compare and contrast the success factors from international research findings with the findings from the New Zealand research setting;*

The rationale for this objective is take another perspective when looking at the international findings and to build upon existing event bidding theory by generating further research questions.

4. *To model the processes of event bidding from the perspective of the local government event bidder;*

This objective was selected because through my prior event bidding experience I was aware that event bidding was a process with defined stages (though at times somewhat blurred), with desired outputs and outcomes. Through the literature review I was aware of Getz' (2001) work on Canadian convention bureaus where he had developed an event bidding process model. It is Getz' model that set the framework for the development of the Targeted Event Bidding Process Model (Targeted Model) that is presented in chapter six.

This chapter reviews the findings from the four objectives discussed in Chapters Five and Six and using the Targeted Model as a framework, discusses how they are linked together. It then concludes by providing recommendations for further research into the areas of event bidding.

## **7.2 Discussion of the Objectives**

The first objective is essentially about identifying the factors that win an event bid. The respondents identified a wide variety of success factors that included providing government support, the ability to provide adequate infrastructure, previous event and bidding experience, utilising partnerships and relationships, having strong bid leadership, utilising research to support the bid, providing quality information, using figureheads to front the bid, and making an emotional connection to influence the bid owners' decision.

The common success factors were grouped into categories that reflected their collective meaning. For example, the common success factor "Government Support" (comprising of the subcategories leadership, policies, funding, and resources) is grouped under the category 'guarantee to deliver' because the event owners seek the support of government to ensure that the event is delivered. The common success factor 'Infrastructure" (comprising of the subcategories roads, transportation, accommodation, funding, community support) is important as it represents the 'ability to host' the event, whereas 'Previous Event Experience' is representative of an 'ability to organise' a successful event. These three categories and their related common success factors are strongly aligned with the delivery of the event, whereas the category 'bid Enhancers' is related the successful delivery of the event bid. The final category 'fit' is an essential category of the targeted model and is discussed further in this chapter.

In the second objective it was interesting to discover that there was a degree of compatibility between the perceptions of the New Zealand event owners and the event bidders on what makes an event bid successful, contrary to findings

by Persson (2002), whose study of the 2002 Olympic Winter Games indicated there was little compatibility between the views of the event owners (IOC members) and the bidding cities regarding those factors that win an event bid.

The research found that event bidders strongly appreciated that the event owners had a number of strategic objectives that their sport needed to achieve and these are partly fulfilled through hosting events, and in order to achieve these strategic objectives bid criteria are established. Both groups placed a lot of emphasis on bid criteria, because an essential step in successful event bidding is to fulfil the bid criteria. However, fulfilling the criteria does not guarantee bid success so both the event owners and bidders agreed that finding ways to add support or value to the event was a further way to ensure bid success. This emphasis on fulfilling the bid criteria and adding value is represented in the Targeted Model where the event bidders work their way through the five concentric rings, finally hoping to achieve the status of best fit where 'the event owners conscious and unconscious requirements are best met by the event bid'.

It was interesting to note that the event owners took a more self-serving approach when it came to identifying the common success factors. The factors important to them were those that ensured a successful event, such as meeting essential criteria, and providing infrastructure and government support, thereby enabling them to meet the strategic objectives of their sport. It was also important to the event owners that the bid information be presented in a clear and concise manner that addressed the bid criteria. Not surprisingly, the event bidders also identified success factors that focused on meeting the demands and requirements of the event owners – these were the factors they felt would

win the bid. The event bidders had a good appreciation of what was important to the event owners – meeting the bid criteria and providing government support - as these factors are essential to the success of an event. In addition to meeting the event owners' requirements (as expressed in the bid criteria) the event bidders considered those factors that enhanced an event bid to be important success factors. They included the need to undertake research and developing and utilizing relationships and partnerships.

From an international perspective the common success factors are closely representative of those in the New Zealand context. Showing that your bid has committed government support and providing the essential infrastructure is a success factor that is becoming common both in New Zealand and overseas. Demonstrating previous event experience was also important both within New Zealand and internationally as this imbues the event owner with a sense of confidence that the event can be well organised. Providing the event owners with quality information that answers all their queries is another success factor common both within New Zealand and internationally. Important to the New Zealand respondents were a number of common success factors that received little mention in the international research. These include research, bid leadership, attention to detail and lobbying.

The fourth objective of this research has been to model the event bidding process and utilising Getz' (2002) event bidding process model as a framework the Targeted Model has evolved. As a representation of the event bidding process, the Targeted Model is an ideal way of showing the linkages between the findings discussed in Chapters Five and Six. The objective of this research is to gain insight into the processes of bidding for sports events with a particular

focus on understanding what makes a successful bid. Gaining greater insight into those factors that make a successful an event bid has very strong practical applications for event bidders and the events industry. In attempting to explain what factors win an event bid this is best expressed utilising the Targeted Model.

In all competitive bids where the event bidders are aiming to win (as opposed to just seeking bidding experience) they must be seeking to achieve the state of best fit. Best fit is the state where the event bidder, in relation to rival bidders, best meets the event owners' conscious and unconscious needs and desires. To achieve best fit requires working systematically through the five concentric rings of the Targeted Model; fulfilling the primary criteria, enhancing the primary criteria, meeting the secondary criteria and providing supporting factors and if possible producing an X-factor.

Respondents placed a lot of emphasis on the need to fulfil the essential or primary criteria in order to be in the running to win a bid. However while a bid could be won on just meeting the primary criteria alone, it does not always ensure success. Meeting the primary criteria is about achieving a state of 'fit' where the mandatory primary and conscious criteria set by the event owners is fulfilled. As competition for the hosting rights of events increases so will the quality of the event bids. Because of the increased competition event bidders are exceeding what is requested in the primary criteria e.g. providing standards of infrastructure that is way beyond what is necessary. This state has been labelled as 'enhanced primary criteria'. The third ring of the targeted model is about fulfilling the secondary criteria set by the event owners. The secondary criteria while not essential to the success of an event, fulfilling it enhances an

event e.g. activities for competitors to do outside of the tournament. Event bidders must be aware that while fulfilling the secondary criteria is not mandatory from a the owners' perspective, secondary criteria can be fundamental to winning an event bid. The fourth ring that the event bidders must be aware of is the supporting factors. Supporting factors are those factors that are outside (not mentioned) the primary and secondary criteria and enhance the event and/or event bid. This is a state where the event bidders attempt to add value to the event and this is best done by engaging with the event owners' emotions. An example of this is in the 2011 Rugby World Cup bid where the New Zealand Rugby Football Union sold New Zealand as the spiritual home of rugby where international visitors will be able to experience the strong rugby culture. When the enhanced primary criteria, secondary criteria and supporting factors have been met the event bidders have reached a stage of enhanced fit. Enhanced fit is a process where the event bidders have been adding value to owner's event in order to gain a competitive advantage over rival bidders. However as the bidding process is becoming increasingly competitive the event bidders must be continuously looking for ways to exceed what other competitors are offering. In the stage of exceeded fit the event bidders has been able to offer an X-factor that exceeds the event owners' expectations in terms of fit. An example of an X-factor could be the New Zealand Prime Minister leading the bid for the 2011 Rugby World Cup. By aiming for the X-factor the bidders hope to achieve a state of exceeded fit where all other competing bids are eliminated. When a bid achieves enhanced fit and exceeded fit then the state of best fit will have been achieved and the bid is won.



### **7.3 Further Research**

Research in event bidding is at its infancy and as a result many research opportunities exist. Reviewing the literature highlighted the fact that most research has been conducted into identifying the success factors of bidding. This is not surprising as large sums of money are at risk during the bidding phase.

In undertaking this research a number of further research opportunities arose. The first was related to the concept of best fit. During the time that I was developing the targeted model and the concept of best fit I was involved in seeking corporate sponsorship for a musical event. In this sponsorship scenario a number of questions arose. Does the sponsor have a number of clearly defined primary criteria that it needs fulfilled? If so, do these flow onto secondary criteria? As competition increases do sponsorship proposals become more refined thus seeking to add value to the sponsor? How is the final decision made? is it based on the best fit between what the sponsor needs and what is being offered by the organisation seeking the sponsorship? This focus on best fit and sponsorship then lead me onto thinking whether the concept of best fit could be applied to many situations where transactions are made between two parties?

Further research could also be undertaken on the applicability of the Targeted Model in countries outside of New Zealand. The Targeted Model is from the perspective of the New Zealand local government event bidder in 2007 and because event bidding is dynamic this model will no doubt evolve as further research is undertaken. Possible questions relating to the targeted model could be: Is the model transferable between countries? Can it be applied to different

bidding scenarios outside events? Can it be applied to different scenarios such as corporate sponsorships?

Further work needs to be undertaken on the perceptions of the two parties involved in event bidding: the event owners and the event bidders. Very little has been undertaken internationally on this topic and the little that has shows there is little compatibility between the two (Persson, 2002). Understanding the perceptions of the event owners is critical from the event bidders' perspective. In order to have a greater chance of achieving the state of best fit event bidders need to be aware of what the event owners see as important factors to winning an event bid.

In conclusion the main outcome of event bidding is to win. As a result, bidding is a highly competitive and dynamic process where the event bidders must be continuously looking for ways in which to add value to the event in order to shut out competitors. Those event bidders who seek to understand the event bidding process appreciate the role that common success factors play in various stages of the bidding process and understand their associated meanings to the event owners will only enhance their chances of bid success. Those event bidders who utilise the common success factors without appreciating the true meaning behind them will be disadvantaged.

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## Appendices

## **Appendix A Participant Information Sheet**

### **Participant Information Sheet**



30 March 2006

**RESEARCH TOPIC: 'HOW TO WIN THE BID TO HOST THE SMALL TO MEDIUM SIZED EVENTS IN NEW ZEALAND. COMMON CRITICAL SUCCESS FACTORS FROM THE PERSPECTIVE OF THE EVENT BIDDER AND THE EVENT OWNER.'**

Dear Respondent

As a person with a lot of experience in the New Zealand events industry I would value your input and assistance in research I am conducting on event bidding.

The purpose of this research is to help me complete my Masters of Business degree resulting in a thesis. This research is being undertaken part-time in conjunction with my full-time employment as Events, City Promotions & Tourism Manager for North Shore City Council.

In addition an outcome or benefit of this research is to provide the tourism industry with a greater understanding of the event bid process and ways in which to ensure greater success. For the Ministry of Tourism I will be producing a resource booklet called 'The Event Bidding Guide – Critical Success Factors' which would be a vital tool for those organisations within the public and private sectors that wish to participate in events tourism. All participants will have the opportunity to see the research results once the thesis has been submitted.

If you agree to participate in this research I would like to spend approximately one hour of your time, at the location of your choice, where I will ask you some questions about your experiences in the event bidding process.

During the research process your well being is of concern and if at any time during the research process you have any issues or may feel uncomfortable about being involved I would be more than happy to withdraw your input from the project without any adverse consequences to yourself. As mentioned in previous paragraphs data from this research will be available for public consumption, however there will be total name and organisation confidentiality.

Any concerns regarding the nature of this project feel free to contact my supervisor (Dr Charles Johnston, [charles.johnston@aut.ac.nz](mailto:charles.johnston@aut.ac.nz), Ph 09 921 9999 ext 5120). Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTEK, Madeline Banda, [madeline.banda@aut.ac.nz](mailto:madeline.banda@aut.ac.nz), 921 9999 ext 8044.

If you do agree to participate I will forward you a consent form for you to sign and send back to me.

Kind regards



Paul Dunphy

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**Approved by the Auckland University of Technology Ethics Committee on *type the date*  
*final ethics approval was granted,***

**Appendix B Consent To Participate In Research**  
**CONSENT TO PARTICIPATION IN RESEARCH**



Title of Project: **'HOW TO WIN THE BID TO HOST THE SMALL TO MEDIUM SIZED EVENTS IN NEW ZEALAND. COMMON CRITICAL SUCCESS FACTORS FROM THE PERSPECTIVE OF THE EVENT BIDDER AND THE EVENT OWNER.'**

Project Supervisor:

Researcher:

---

- I have read and understood the information provided about this research project (Information Sheet dated 30/03/2006.)
- I have had an opportunity to ask questions and to have them answered.
- I understand that the interview will be audio-taped and transcribed.
- I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- If I withdraw, I understand that all relevant tapes and transcripts, or parts thereof, will be destroyed.
- I agree to take part in this research.
- I wish to receive a copy of the report from the research: tick one: Yes  No

Participant signature: .....

Participant name:

Participant Contact Details (if appropriate):

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

Date:

**Approved by the Auckland University of Technology Ethics Committee on 27 March 2006**  
**AUTEC Reference number 06/20**

Note: The Participant should retain a copy of this form.

## Appendix C Indicative Interview

Welcome and thank for taking part in the interview.

Explain that the purpose of the interview is to seek their views and experiences on bidding for events.

The purpose of my research is to understand in greater depth what are the critical factors to winning an event bid.

Mention that I would like to record this interview. Ensure all agreements signed and completed.

QUESTION	PROMPTS
<b>(A) PROFILE:</b>	
1. I would like to understand your business better. Describe to me how you or your organisation is involved in events?	No of years?
2. How many event bids have you been involved in?	
3. What types of events have they been?	List categories Size
<b>(B) WINNING EVENT BIDS:</b>	
1. Explain to me in simple terms the bidding process? What is the first thing that happens? What is the last thing that happens?	The first thing might be that a RFP is sent out.
2. Have you ever won an event bid?	
3. Why do you think you won that bid?	
4. Do you think some factors are more critical (essential) than others when it comes to winning a bid?	What <u>other</u> factors might help win an event bid?
5. Please identify those that are critical and those you would like but not critical?	CRITICAL SUCCESS FACTORS
6. Can you prioritise?	
7. What do you think happens in a situation when two bids meet all the required criteria equally? How is a winner selected?	Do you think all decisions are rational?  Do you think the bid decision process is based on rational decision-making?  Do you think emotions play a part in event bid selection?  Can you provide me an example?
8. No doubt you have seen some good bids and some bad bids. What differentiates a good bid from a	



bad one?	
9. If you were to identify the <u>one</u> thing that is most important factor in winning an event bid what would that be?	<i>Are you able to identify ONE particular moment, action or factor that has WON a bid? What was that?</i>
(C) LOSING EVENT BIDS:	
1. What factors might cause an event bid to be lost?	
(D) IMPROVING NZ BIDS:	
1. Bidding for events internationally is very expensive and highly competitive between nations. For NZ to be more successful at winning event bids what do you think it needs to do?	<i>Who should lead this? Resources?</i>

*END.*

*Thank for their time and are they interested in the results?*