

The impact of a nationwide mega-event on tie strength,
collaborative capacity and knowledge transfer dynamics
within regional destination marketing networks

Kim Werner

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For my parents
Wolf and Ingrid Werner,
my husband Jan Grabowsky
and our daughter
Lilith Louise Moana,
for all their love, encouragement and support

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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 (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Kim Werner

ETHICS APPROVAL

As this thesis used interviews and surveys that included human participants, ethical approval was required from AUT Ethics Committee (AUTEC). Approval was received on 26 March 2010, AUTEC reference 10/25.

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LIST OF ABBREVIATIONS

AC	Auckland Council
ACG	Auckland Coordination Group
AKL	Auckland
AMC	Auckland Management Committee
ARSG	Auckland Regional Steering Group
ATA	Auckland Transition Agency
ATEED	Auckland Tourism, Events & Economic Development
AVP	Auckland Visitor Plan
CBD	central business district
CC	collaborative capacity
CCO	council-controlled organisation
CEO	chief executive officer
CF	code families
DM	destination marketing
DMO	destination marketing organisation
ELG	Executive Leaders Group
EMA	Employers and Manufacturers Association
FIFA	Fédération Internationale de Football Association
GDP	gross domestic product
IAEG	Inter-Agency Events Group
IKM	information and knowledge management
IMA	International Marketing Alliance
IOC	International Olympic Committee
IOR	inter-organisational relations
IRB	International Rugby Board

IT	information technology
JV	joint venture
KBV	knowledge-based view
KM	knowledge management
KPI	key performance indicator
KT	knowledge transfer
LTA/LTO	local tourism association/organisation
MED	Ministry of Economic Development
MEDF	Major Events Development Fund
MEMA	Major Events Management Act 2007
MTF	mayoral task force
NTA/NTO	national tourism authority/organisation
NZ	New Zealand
NZME	New Zealand Major Events
NZTE	New Zealand Trade & Enterprise
NZ 2011	New Zealand 2011 Office
OCOG	Organising Committee for the Olympic Games
OGKM	Olympic Games Knowledge Management
OGKS	Olympic Games Knowledge Services
RBV	resource-based view
REL	relationships
RNZ 2011	Rugby New Zealand 2011 Ltd
RTH 2011	Rugby Travel and Hospitality Ltd
RTO	regional tourism organisation
RTONZ	Regional Tourism Organisations New Zealand
RWC	Rugby World Cup
RWC 2007	Rugby World Cup 2007, hosted by France

RWC 2011	Rugby World Cup 2011, hosted by New Zealand
RWC 2015	Rugby World Cup 2015, hosted by England
RWC 2019	Rugby World Cup 2019, hosted by Japan
SOCOG	Sydney Organising Committee for the Olympic Games
STO	state tourism offices
TA	Tourism Auckland
TIANZ	Tourism Industry Association of New Zealand
TNZ	Tourism New Zealand
TOK	Transfer of Know How
UK	United Kingdom (of Great Britain and Northern Ireland)
URL	uniform resource locator
US	United States of America

ABSTRACT

The coordinated contributions of tourism, sports and events organisations are critical to the success of a large-scale sport event. The events network is a complex system of organisations, comprising both new and existing relationships. The events literature emphasises the potential of events to build new relationships between sponsors, international visitors and organising committees. There is, however, considerably less research investigating the impact of mega-events on existing, inter-organisational relationships within a tourism destination network and how these organisations collaborate and transfer valuable knowledge.

This research explores the impact of a mega-event on tie strength, collaborative capacity and knowledge transfer dynamics in a regional destination marketing environment. The research uses the 2011 Rugby World Cup (RWC 2011) in New Zealand to analyse the inter-organisational relationships between Tourism Auckland (as the focal organisation) and its partner organisations.

The research utilises an exploratory, comparative, qualitative case study approach. A comprehensive sample selection process revealed that Tourism Auckland is part of two networks. The intra-regional network (AKL network) comprises organisations within the Auckland region (e.g. Auckland Council, Auckland Transport). The inter-regional network (RTO network) is comprised of regional tourism organisations (RTOs) throughout New Zealand. Sixty-nine semi-structured interviews with chief executive officers and senior managers from both networks were conducted both pre-event and post-event. A formal survey and a documentation review also underpinned the findings.

The thesis consists of three interdependent studies. First, the research analyses the impact of RWC 2011 on tie strength between Tourism Auckland and members of both networks. Second, the research explores whether RWC 2011 could enhance the collaborative capacity within both networks and their member organisations. Third, the research utilises the interdependence between collaboration and knowledge transfer; it identifies the forms of knowledge gained by organisations in a mega-events context and the specific channels used to effectively transfer this knowledge. The

research places particular emphasis on the comparison of the intra- and inter-regional levels.

The results highlight the ability of mega-events to strengthen existing relationships, but also the need to strategically integrate all relevant stakeholders. RWC 2011 impacted on intra-regional relationships but not on inter-regional relationships. The event enhanced the collaborative capacity of member organisations within the AKL network and, hence, impacted positively on the collaborative capacity of the AKL network. The collaborative capacity of the RTO network and its member organisations was not affected. The research identifies the following as the main conditions for increasing the collaborative capacity of destination networks and their organisations in the mega-events context: clear and common goals, and shared vision; a collaborative approach; regular, clear communication; honesty and openness; trust; effective stakeholder integration; empathy; and leadership. Through RWC 2011, a variety of organisations acquired new knowledge and skills that will enhance their “business as usual”, and also help to attract and organise future events. Knowledge transfer levels were much higher within the AKL network compared with the RTO network. The most commonly used channels of knowledge transfer operated at the firm level, and included imitation/demonstration/observation, inter-firm collaboration and document exchange. A model demonstrating the different channels used for knowledge transfer in the mega-events context is proposed.

The thesis concludes that mega-events can strengthen existing relationships, increase collaborative capacity, and enhance knowledge transfer processes among organisations at the destination. The research findings will help practitioners to further leverage mega-events and create competitive advantage. However, careful strategic pre-event planning, the integration of all relevant stakeholders and a unifying collaborative approach are essential.

... for many of us, the experience wasn't about who won the Cup It was about simple human relationships and the celebration of them, both old and new. ... That, to me, should be the great legacy of a Rugby World Cup.

*— Peter Bills, Independent News & Media Group,
about RWC 2011 in New Zealand*

1.1 Introduction and background to the research

The impacts of mega-events have attracted the attention of researchers and scholars for several decades. In this context, studies have looked at economic impacts (Burns, Hatch, & Mules, 1986; Light, 1996, p. 1; Mules & Faulkner, 1996), increased visitation (Getz, 1989; Kang & Perdue, 1994; Light, 1996), employment effects (Hall, 1992; Ritchie, 1984), tourism and city development (Law, 1993; Roche, 1992), and image and awareness (H. J. Gibson, Qi, & Zhang, 2008; Ritchie & Smith, 1991). However, the impact of a mega-event on collaboration and knowledge transfer (KT) within a tourism and destination marketing network is a rather neglected area of research. Jennings (2008) emphasises the importance of collaboration for major events in her study on the lessons of the 2000 Sydney Olympic Games — deemed to be one of the most successful mega-events (Samaranch, 2000). Jennings (2008) notes: “Key to the success of the Sydney 2000 Olympic Games for Australian tourism were the strong partnerships and cooperation among the public and private sector organisations involved ...”. Yet specific analyses of collaboration between partners at the destination and of subsequent KT in the mega-events context are rare. O’Brien and Gardiner (2006) emphasise this gap in the events literature, stating that “event outcomes should no longer be measured merely on their immediate economic impact but should also take into account the relational outcomes that provide resource-based opportunities for ongoing economic impact, such as improved opportunities for tourism, investment, and trade relations” (p. 45). Similarly, Chalip (2004) points to the opportunities of events to build or enhance business relationships.

In addition, efficient and effective knowledge management and transfer among organisations involved in the preparation of a mega-event have attracted little

attention in the literature. It remains unclear which specific forms of knowledge are acquired in the context of hosting a mega-event, and the transfer channels through which the knowledge flows. Singh and Hu (2008) note: “Given the huge public and private investments involved in these large-scale events, the need to fill this gap in the extant literature seems surprisingly obvious and necessary” (p. 937).

1.2 Research questions and objectives

This research explores the impact of a mega-event on the relationships, collaboration and KT capacities of organisations in a regional destination marketing environment. More specifically, the research uses a mega-event, the 2011 Rugby World Cup (RWC 2011) in New Zealand (NZ), to analyse the relationships, collaboration and KT processes between Tourism Auckland (TA) — a destination marketing organisation and the focal organisation of the research — and other public and private sector organisations. The purpose of this thesis is expressed in the following primary research question:

What was the impact of RWC 2011 on tie strength, CC and KT dynamics within regional destination marketing networks?

An extensive analysis of TA’s partners and stakeholders (carried out in close cooperation with the regional tourism organisation — RTO — itself) revealed that the organisation is part of two main networks. The intra-regional network (AKL network) comprises those organisations involved in preparations for the event within the Auckland region (e.g. Auckland Council, Auckland Transport). The inter-regional network (RTO network) is comprised of other RTOs throughout New Zealand (e.g. Positively Wellington Tourism, Destination Northland). Hence, this research places emphasis on the comparison of TA’s inter-organisational relationships at both the intra- and the inter-regional level.

The research consists of three interdependent studies that build upon each other. Each study is outlined below.

Study 1: The impact of RWC 2011 on tie strength among organisations within the two networks

Parra-López and Calero-García (2010) note that “Due to the increasing interdependence between all tourism businesses it has become clear that the behaviour and operation of enterprises in this industry should be examined from the perspective of networks” (p. 27). Before analysing collaborative processes and KT between the organisations involved, it is necessary to first define TA’s networks and their member organisations. Thus, the organisations comprising the two networks are identified and classified as having either strong ties or weak ties with TA. The first study then seeks to examine what impact RWC 2011 had on the strength of these existing ties. Hence, the concept of tie strength underpins this part of the study. According to Granovetter (1973), the strength of a tie “is a (probably linear) combination of the amount of time, the emotional intensity, the intimacy (mutual confiding), and the reciprocal services which characterize the tie” (p. 1361). Thus, tie strength refers to the closeness and interaction frequency of a relationship between two organisations (Levin & Cross, 2004). The key research question guiding this part of the research is:

(RQ 1) How has RWC 2011 impacted on tie strength among the organisations within the two networks?

Madhavan, Koka and Prescott (1998) state that each network “at a given point of time is a ‘snapshot’ that shows interactions as they currently exist” (pp. 440-441) and the picture can change substantially as a result of certain specific events or occasions. It is of particular interest to analyse if and how the two networks *per se*, or certain ties within them, change pre-event, during the event, and post-event, and which factors affected these changes. As destination competitiveness becomes increasingly critical in the global economy, so does understanding how collective inter-organisational relationships and partnerships are formed and managed, and how they evolve over time (Pavlovich, 2003). This part of the research takes a relational approach from network theory (Pavlovich, 2003; Rowley, Behrens, & Krackhardt, 2000; Uzzi, 1997, 1998), and examines if and how weak and strong ties can strategically be used to leverage mega-events. The number of network analyses examining tie strength in the tourism and destination marketing context is limited. March and Wilkinson (2009)

suggest that “a comparative study of the impact of strong and weak interorganisational ties on the behaviour and performance of tourism firms in regional destinations would lead to further conceptual development of network theory as well as provide insights for the effective management of destinations” (p. 461).

Study 2: The impact of RWC 2011 on the collaborative capacity of the two networks and their organisations

The second study investigates the impact of RWC 2011 on collaboration and the collaborative capacity (CC) of organisations within the two networks. Within this study the ways and forms of collaboration are analysed, and the role and importance of collaboration for the organisations is critically examined. Furthermore, the factors affecting the CC of networks and their member organisations are considered. CC refers to the “the conditions needed for coalitions, partnership, or networks to work together toward common goals in order to create sustainable ... changes” (García-Ramírez, Paloma, Suarez-Balcazar, & Balcazar, 2009, p. 116). CC is recognised as “a key source of competitive advantage” (Beyerlein, Freedman, McGee, & Moran, 2003a, p. 17). However, it remains unclear as to whether a mega-event can enhance the CC of a network and its members. In addition, the relevant conditions that underpin any enhanced CC are also unclear. It is the aim of this part of the research to address this gap in the RWC 2011 context. Consequently, the research questions of Study 2 are:

(RQ 2.1) *How did the organisations in the networks collaborate in the RWC 2011 context, and what role did collaboration play?*

(RQ 2.2) *How has RWC 2011 contributed towards an increased collaborative capacity of the two networks and their organisations?*

In summary, Study 2 investigates how RWC 2011 enhanced the CC of TA’s inter- and intra-regional networks. Wang and Fesenmaier (2007) recommend further research to explain the processes underlying collaborative destination marketing. This part of the research intends to fill this research gap. In addition, the concept of CC (Foster-Fishman, Berkowitz, Lounsbury, Jacobson, & Allen, 2001; Hansen & Nohria, 2004; Hocevar, Thomas, & Jansen, 2006) is introduced and applied to the destination marketing and mega-event context, aiming to demonstrate its usefulness for future studies.

Study 3: The impact of RWC 2011 on knowledge transfer dynamics among organisations within the two networks

The third study investigates the impact of RWC 2011 on the KT dynamics within TA's inter- and intra-regional network. This study incorporates the interdependence between collaboration and KT (Bramwell & Sharman, 1999; Inkpen, 1996; Inkpen & Tsang, 2005; Kogut, 1988). In his journal article "Creating knowledge through collaboration", Inkpen (1996) states:

Successful organisations must be able to create, gather, and cross-fertilise knowledge across individuals and operating units. One potential avenue for creating knowledge is collaboration. Properly managed, alliances can be very powerful vehicles for the creation of new organisational knowledge. (p. 137)

Little research has been carried out on knowledge management (KM) and knowledge transfer (KT) within mega-events (Beesley & Chalip, 2011; Singh & Hu, 2008). Individuals and organisations involved in organising a mega-event and marketing the destination accumulate an extensive amount of tacit and explicit knowledge that should be transferred and strategically reused for future benefits (Singh & Hu, 2008; Stokes, 2004). It is therefore of particular interest to identify which forms of knowledge were gained by organisations in the RWC 2011 context, and how this knowledge was transferred among the organisations through different channels. Weidenfeld, Williams and Butler's (2010) model of KT is applied to this part of the research. The two research questions for Study 3 are:

(RQ 3.1) *What kind of knowledge was transferred in the RWC 2011 context?*

(RQ 3.2) *How was knowledge transferred between the organisations involved?*

Easterby-Smith, Lyles and Tsang (2006, 2008) point to the potential negative impact on KT processes if network partners cooperate with each other in certain contexts but compete in others. The literature refers to simultaneous cooperation and competition as *coopetition* (Nalebuff & Brandenburger, 1996). Since coopetition is especially present among organisations in tourism and destination marketing (von Friedrich Grängsjö, 2003; Wang, 2008; Wang & Krakover, 2008), the research provides an ideal context to analyse how KT for RWC 2011 is impacted by the

simultaneous cooperative and competitive dynamics between organisations. The focus is placed on the inter-regional environment (i.e. the RTO network), since it is expected to find a particularly high level of coopetition in this network. As RWC 2011 is a nationwide mega-event, the RTOs need to collaborate to make the event successful for the whole country, while simultaneously competing with each other for visitor nights and spending.

Easterby-Smith, Lyles and Tsang (2006, 2008) highlight the need for further research on how coopetition affects KT dynamics. The final research question within Study 3 aims to address this gap:

(RQ 3.3) How did the tension between collaboration and competition affect knowledge transfer among the organisations in the inter-regional environment (RTO network)?

In summary, the thesis reports on an empirical investigation set out to answer the following six research questions:

(RQ 1) How has RWC 2011 impacted on tie strength among the organisations within the two networks?

(RQ 2.1) How did the organisations in the networks collaborate in the RWC 2011 context, and what role did collaboration play?

(RQ 2.2) How has RWC 2011 contributed towards an increased collaborative capacity of the two networks and their organisations?

(RQ 3.1) What kind of knowledge was transferred in the RWC 2011 context?

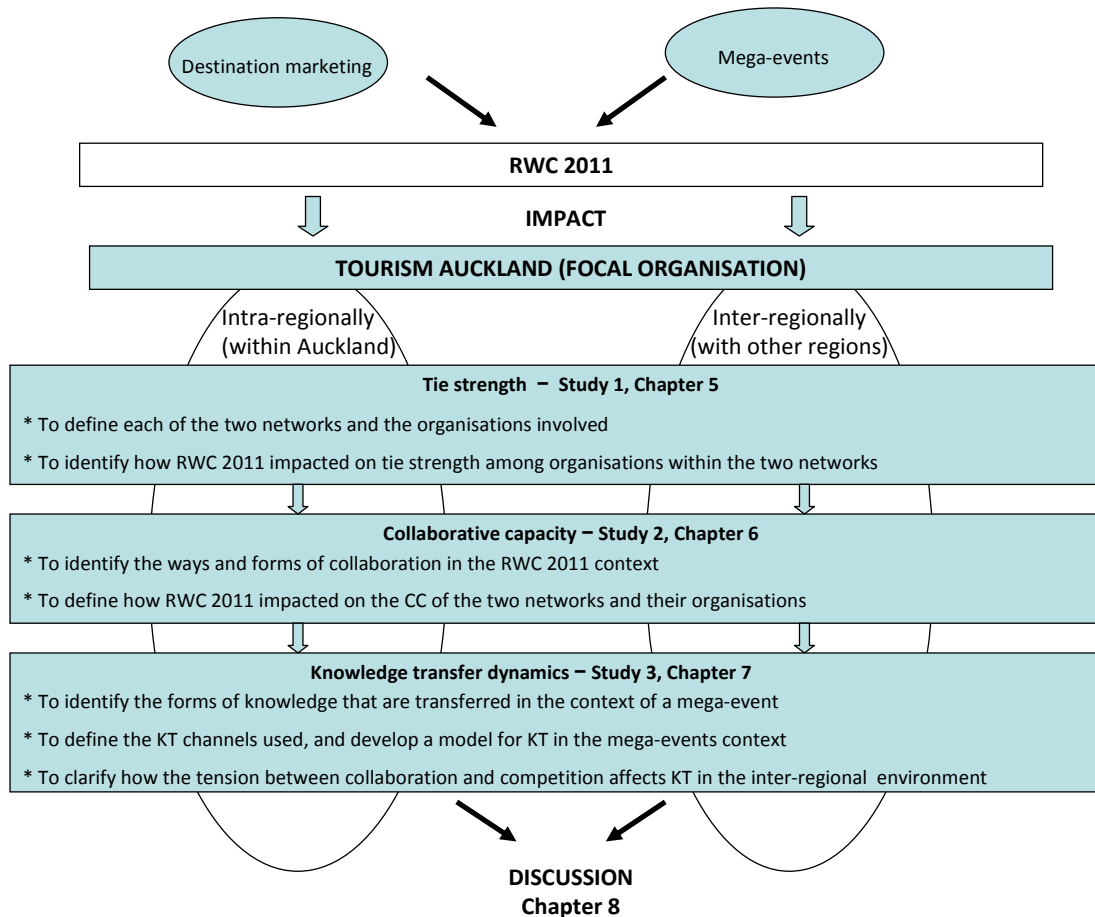
(RQ 3.2) How was knowledge transferred between the organisations involved?

(RQ 3.3) How did the tension between collaboration and competition affect knowledge transfer among the organisations in the inter-regional environment (RTO network)?

The thesis aims to provide a deeper understanding of the impact of RWC 2011 on tie strength, CC and KT dynamics. The findings will help practitioners and event managers to strategically leverage relationships and increase their CC in an events context, and

to comprehensively plan the knowledge creation and transfer processes surrounding mega-events. An overview of the three research areas and how they are integrated in the overall thesis is depicted in Figure 1.

Figure 1: Outline of thesis with three study areas



1.3 Methods and methodological underpinnings

The research adopts the interpretive paradigm informed by qualitative methods (Denzin & Lincoln, 2005b). Given the lack of previous research in this area, an exploratory, comparative, qualitative case study approach was taken. The researcher had the unique opportunity to gain in-depth access to TA and its network partners, and to comprehensively observe and accompany the organisations in the lead-up to, during, and shortly after RWC 2011; i.e. for a period totalling 35 months. Primary data were collected from 69 semi-structured interviews with 35 participants, conducted pre-event (i.e. in the lead-up) and post-event (i.e. within four months of the end of RWC 2011). In addition, analysis of documentation (e.g. reports, internal records, email communication, formal studies and evaluations, agendas and minutes of meetings, bid

documents, websites, newspaper and online articles) and a formal online survey were used to complement the interview data. The multiple data sources permitted across-method triangulation to further enhance the trustworthiness of the research (Denzin, 1989; Mathison, 1988).

1.4 Thesis outline

This thesis is organised into eight chapters. Chapter Two comprises a comprehensive review of the literature relevant for the development of the thesis: destination marketing, mega-events, network theory, collaboration and CC, coopetition, and KM and KT. It summarises the key concepts, theories, terms and definitions for each area, and comprehensively reviews previous research.

Chapter Three provides the social context of the research. First, it presents background information about New Zealand's destination marketing at both national and regional levels. Specific emphasis is placed on TA, the focal organisation of this thesis. Next, mega-events in New Zealand and, specifically, RWC 2011 are considered. The structure of the event, its key governing bodies and organising committees at both the national and the regional (i.e. Auckland) levels are outlined. The chapter concludes with an overview of the key economic results of RWC 2011, and resident and visitor satisfaction.

Chapter Four presents the research design and methodology. Guided by an interpretivist paradigm, the chapter describes the embedded multiple-case study approach and discusses the three methods employed: semi-structured interviews, documentation review, and a formal online survey. The sample selection process is then comprehensively explained. The chapter also provides a detailed description of the data collection and data analysis processes. The chapter concludes with a discussion of the steps taken to ensure trustworthiness of the research and to reduce potential bias. Ethical considerations are also outlined.

Chapter Five deals with the first of three main studies of this research: the impact of RWC 2011 on tie strength among the organisations in the two networks identified. Using Granovetter's (1973) concept of tie strength, the chapter seeks to clarify how RWC 2011 impacted on TA's weak and strong ties in the AKL and the RTO networks.

Chapter Six examines the second study of the research: the impact of RWC 2011 on collaboration and the CC of the two networks and their organisations. It looks at how the organisations collaborated in the RWC 2011 context, and whether the event assisted them to increase their capacity to do so.

Chapter Seven deals with the last study: the impact of RWC 2011 on KT dynamics among the organisations within the two networks. The forms of knowledge acquired in the RWC 2011 context, the KT process and the channels used for this transfer, are comprehensively analysed. The chapter also looks at whether coopetition among the RTOs in the inter-regional network (RTO network) affected their KT processes.

The final chapter comprehensively discusses and reflects on the main findings of each of the three studies. It addresses the research questions for each study and for both network environments. In doing this, it considers whether RWC 2011 impacted on tie strength, CC and KT dynamics of the networks and their member organisations. The chapter outlines the contributions of the thesis to theory and practice, and presents managerial implications; strengths and limitations of the thesis are also discussed. The chapter concludes with suggestions for future research based on the developments made in this thesis.

1.5 Delimitations and key assumptions

There are two delimiting factors in this inquiry. First, there is no intention to conduct a pure and strict social network analysis. Rather, the thesis uses important constructs from network analysis (such as tie strength and egocentric networks) as tools to identify TA's destination networks and the stakeholders involved. This forms the basis from which to analyse further the organisations' collaborative processes and efforts (Study 2) as well as the KT dynamics (Study 3). The value of network analysis to identify the web of stakeholders is noted in both the events and destination marketing literatures (e.g. Erickson & Kushner, 1999; N. Scott & Cooper, 2007; Timur & Getz, 2008). By focusing on tie strength among the organisations, and analysing the impact of RWC 2011 on this strength, the thesis also addresses the call by March and Wilkinson (2009) for further research in this field, and provides valuable insights for the effective management of destinations in the future.

Second, a qualitative case study approach is used to explore social real-life phenomena. The qualitative approach has been criticised for its subjectivity, and lack of replicability, generalisability and transparency (Bryman, 2008). However, while the qualitative findings of this thesis may not be widely generalised, they can be compared and applied to other situations and scenarios (Bryman, 2008; Patton, 2002). Since the research investigates phenomena within the social world, it was felt essential to view this social world through the eyes of the people and organisations under investigation and to interpret their perspectives (Bryman, 2008). In line with the principle of extrapolation suggested by Walton (1992), this means that key findings, perspectives and concepts developed in this thesis can be used to inform future research and can be applied to similar scenarios and situations.

A key assumption in this thesis is that each participant's view was consistent with that of their organisation. It is thus assumed that the participants were able to reflect the experiences of their organisation as a whole, and not just their personal approach to collaboration, KT and relationship building and strengthening.

1.6 Chapter summary

Research in the mega-events context, to date, has concentrated on economic impacts, yet there is a dearth of literature on relationship strengthening, collaboration and KT dynamics in the mega-events context. This research seeks to address several gaps in the literature, and provide insight on how RWC 2011 impacted on tie strength, CC and KT processes among organisations intra- and inter-regionally. This chapter has provided an overview of the research purpose, research questions and objectives of the thesis. The thesis outline was presented and important delimitations were discussed. Chapter Two will now provide a comprehensive review of literature relevant for the development of the thesis: destination marketing, mega-events, network theory, collaboration and CC, coopetition, and knowledge management and transfer.

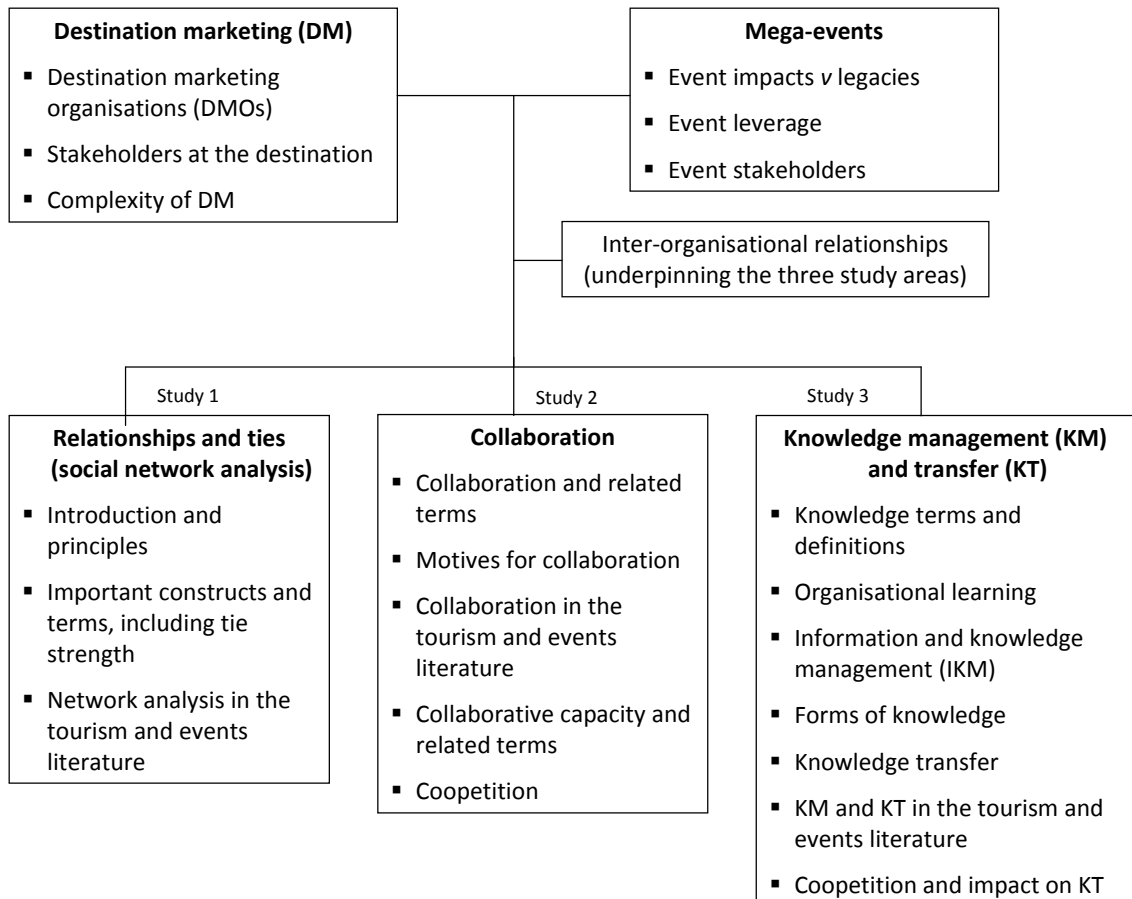
The answers you get from literature depend on the questions you pose.

— Margaret Atwood

2.1 Introduction

This chapter offers a comprehensive review of the literature relevant to the research. Two research fields provide the foundation for the research context: destination marketing and mega-events. Destination marketing is examined because the focal organisation is a regional tourism organisation (RTO). This section will highlight the complexity of stakeholder relationships within destination marketing environments. Next, mega-events are defined and delineated from other types of events. The impacts of events are discussed, and the terms *impacts*, *legacy* and *leverage* explained. The critical contribution of event stakeholders to a successful event is also reviewed.

Figure 2: Literature review structure



The thesis focuses on three key concepts — relationships, collaboration, and KT processes — among organisations within a regional destination marketing environment. Since inter-organisational relations (IORs) underpin all three concepts, the research will also analyse relevant IOR literature within the aim of situating relationships, collaboration and KT within a broader literature.

The literature review then focuses on social networks. The section explains the most relevant constructs with a focus on tie strength (Granovetter, 1973). Important contributions on network analyses in the tourism and events contexts are also presented. This section provides the foundation for Study 1, the analysis of the impact of RWC 2011 on the tie strength of the members within the two networks identified.

The next section, on collaboration, provides the key concepts, theories and background information for Study 2, which investigates the impact of RWC 2011 on collaboration and CC in the two networks. The significance of collaboration for the tourism businesses at the destination and for the event stakeholders is outlined, and important contributions in this field are presented. Furthermore, *collaborative capacity* (Foster-Fishman et al., 2001) is defined and introduced to the research context. The contribution of CC to a competitive advantage is discussed, and CC is differentiated from similar concepts used in the literature (e.g. collaborative capabilities, collaborative competencies). The concept of coopetition (i.e. simultaneous cooperation and competition; Nalebuff & Brandenburger, 1996) is also explained.

Finally, the knowledge management (KM) and knowledge transfer (KT) literature is reviewed. This section underpins Study 3, which investigates the impact of RWC 2011 on the two networks' KT capacities. Important terms, concepts and contributions in this field are presented, particularly focusing on KM and KT in the tourism and events literature. The section concludes with a discussion of the impact of coopetition on KT, an issue that has received limited empirical attention.

In summary, the chapter offers a review on the literature relevant for the development of the thesis: destination marketing, mega-events, IORs, collaboration (including the concepts of CC and coopetition), and KM and KT. The structure for the literature review is presented in Figure 2.

2.2 Destination marketing

According to the World Tourism Organization (2007), a tourism destination can be defined as follows:

A physical space in which a tourist spends at least one overnight. It includes tourism products such as support services and attractions and tourist resources within one day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. ... Destinations could be on any scale, from a whole country (e.g. Australia), a region (such as the Spanish 'Costas') or island (e.g. Bali), to a village, town or city, or a self-contained centre (e.g. Center Parc or Disneyland). (p. 1)

Marketing — as defined by the American Marketing Association (2010) — is “an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders”. Hence, marketing a destination means to plan and apply strategies and concepts in order to attract visitors to a certain tourist area, be it a resort, a city, a region or a country (Kolb, 2006). Destination marketing emphasises the attractions of the area, aiming at persuading potential visitors to visit the destination (World Tourism Organization, 2007).

2.2.1 Destination marketing organisations (DMOs)

Tourism is an extremely competitive industry, and destinations are increasingly competing against each other to attract visitors. Destinations must create a strong brand and a positive image, and deliver excellent customer value (World Tourism Organization, 2007). Tourists interact with a large variety of different services and experiences (Otto & Ritchie, 1995; N. Scott & Laws, 2006; Woods & Deegan, 2006). All aspects of the tourism experience must be managed and coordinated effectively to enhance the quality of the visitor experience. It is the task of a destination marketing organisation (DMO) to maximise this quality of visitor experience while simultaneously ensuring local benefits and sustainability (World Tourism Organization, 2007). Thus, the DMO is responsible for promoting the region in its key target markets, developing an effective destination branding and image, coordinating most private and public tourism industry constituencies, providing unbiased information services to visitors,

and leading campaigns to drive business (Gretzel, Fesenmaier, Formica, & O'Leary, 2006; World Tourism Organization, 2007). Pike (2008) defines a DMO as:

The organisation responsible for the marketing of an identifiable destination. This therefore excludes separate government departments that are responsible for planning and policy, and private sector umbrella organisations. (p. 31)

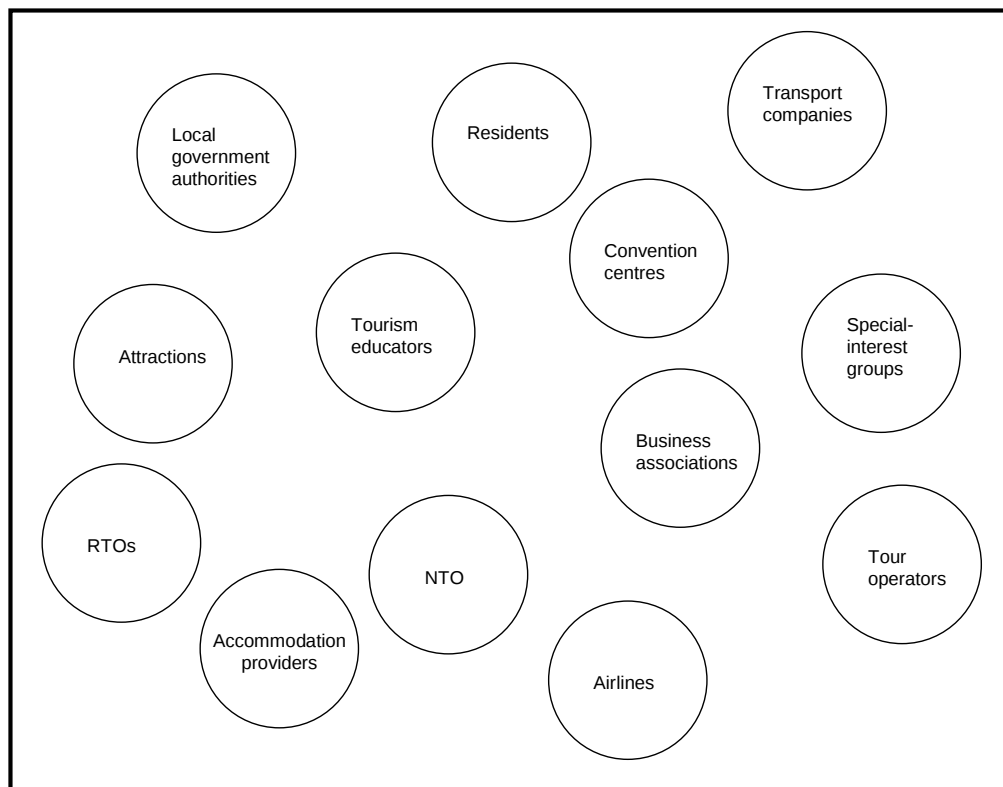
DMOs can generally be divided into four main categories that reflect their geographic mandate (Pike, 2008; World Tourism Organization, 2007). National tourism authorities (NTAs) or organisations (NTOs) are responsible for marketing at a national level. State tourism offices (STOs) have the responsibility for marketing a state (e.g. Iowa in the US), province (e.g. Québec in Canada) or territory (e.g. Western Australia in Australia), in a country that has a federal political system. Regional tourism organisations (RTOs) are responsible for marketing a “concentrated tourism area”, such as rural areas (e.g. Destination Fiordland in New Zealand). Local tourism organisations (LTOs) or administrations (LTAs) have the responsibility for marketing a smaller geographic area or a city/town (e.g. Tourism Noosa in Queensland, Australia). The thesis focuses on regional tourism organisations (RTOs).

2.2.2 Stakeholders at the destination

Fyall and Leask (2006) note that a tourist destination “is widely acknowledged to be one of the most difficult products to manage and market due to the numerous products, stakeholders and organisational bodies and individuals that combine to deliver the destination ‘product’” (p. 51). Products from a wide variety of organisations — tour operators, airlines, hotels, bus companies, cruise companies, restaurants, shops, cafés, museums, parks, and many more — constitute the total tourism product (Gnoth, 2002). A tour package, therefore, “is the result of collaboration between a number of suppliers from different sectors of the tourism industry (e.g. transport, accommodation, sight seeing)” (Bhat, 2008, p. 8). Middleton (1988) allocates the many organisations in the industry into five main groups: accommodation, transport, attractions, travel organisers, and destination organisations. However, many other organisations have an interest in the destination and its marketing, and thus are also important stakeholders. These include government organisations, tourism industry associations, local chambers of commerce, tourism authorities, resident organisations,

social agencies, and special-interest groups (Bhat, 2008). A stakeholder refers to “any group or individual who can affect, or is affected by, the achievement of a corporation’s purpose” (Freeman, 1984, p. 46). Bhat (2008) depicts the many stakeholders as “‘molecules’ floating around in the tourism ‘space’” (p. 9; see Figure 3), and notes that “the analogy can be carried further as they often combine in different numbers and forms in order to produce the necessary tourism related outcomes at different times” (Bhat, 2008, p. 9).

Figure 3: Tourism and destination stakeholders
(adapted from Bhat, 2008, p. 9)



2.2.3 The complexity of destination marketing

The large variety of destination stakeholders, each with their own interests and perceptions, are challenging to manage and complicate strategic planning (Manente & Minghetti, 2006; N. Morgan, Hastings, & Pritchard, 2012). According to Manente and Minghetti (2006), DMOs have a key role in harmonising “the variety of interests/perceptions on the one hand and of tourism products on the other with the identity of the destination in order to create an integrated system of tourism supply” (p. 230). Exacerbating the difficult task of integrating different stakeholder interests and values is the DMO environment itself. While destinations must deliver a broad and

diverse range of products, services, and experiences, they are invariably faced with a consistent lack of funding, increasing international competition, the need to balance visitor experiences and residents' demands, and political aspirations and interests (Buhalis, 2000; Gretzel et al., 2006; N. Morgan et al., 2012; Pavlovich, 2003; Pike, 2005). DMOs hence face "challenges beyond those of traditional consumer and business marketing" (N. Morgan et al., 2012, p. 74). The challenge of stakeholder integration and the complexity within the destination marketing environment has become an area of specific interest in the tourism literature over the past decades (e.g. Elbe, Hallén, & Axelsson, 2009; Manente & Minghetti, 2006; N. Morgan et al., 2012; N. Morgan, Pritchard, & Piggott, 2003; Sheehan & Ritchie, 2005; Sheehan, Ritchie, & Hudson, 2007).

This thesis also addresses the important topic of stakeholder relationships at the destination. It furthermore seeks to combine destination marketing with events, in particular mega-events. The interdependence of events and destination marketing is well noted in the literature, and destination marketers and event marketers recognise their role to link destination marketing and event marketing (Bramwell, 1997; Chalip & McGuirty, 2004; Jago, Chalip, Brown, Mules, & Ali, 2003). A successful event can help achieve visibility and build a positive reputation (H. J. Gibson et al., 2008; Green, Costa, & Fitzgerald, 2003; Ritchie & Crouch, 2003), and hence increase the overall competitiveness of host destinations (Jago et al., 2003; van den Berg, Braun, & Otmaar, 2000). This is particularly valuable in a marketplace characterised by increasing global competition and the need for differentiation (Dickinson, Jones, & Leask, 2007).

2.3 Mega-events

The exact definition of a mega-event has been discussed extensively but also controversially by scholars over the past decades (Getz, 2007; Hall, 1992; Marris, 1987). The *Oxford Pocket Dictionary of Current English* (2009) defines *mega* as "very large in size, extent, capacity, or amount". Thus, the term *mega-events* refers to events that are of a large scale and of significant importance (Getz, 2007). The 37th Conference of the International Association of Scientific Experts in Tourism (AIEST) in 1987 focused on mega-events and their exact definition. In the conference

proceedings, Marris (1987) defined mega-events in three ways: by volume (i.e. attracting at least 1 million visitors), by capital cost (approximately US\$500 million) and by psychological factors (i.e. the reputation of being a “must see” event). However, Getz (2007) notes:

If we equate “mega” with large size, then it is usually the Olympics, World’s Fairs, and other major sport events we talk about. But even a small music festival can have “mega” impacts on a small town in terms of tourists, economic benefits or disruption. It can also refer to media coverage and impacts on image as in “the convention attracted worldwide publicity and put the city on the tourist map”. (p. 25)

Getz therefore suggests the following definition for a mega-event:

Mega events, by way of their size of significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige or economic impact of the host community, venue or organization. (p. 25)

Similarly, Hall (1992) offers the following definition:

Mega-events ... are events which are expressly targeted at the international tourism market and may be suitably described as “mega” by virtue of their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community. (p. 5)

Furthermore, scholars have used different categories to distinguish mega-events from other, smaller, events (e.g. Allen, O'Toole, Harris, & McDonnell, 2011; Getz, 2008). This research uses the categorisation by Allen et al. (2011) to differentiate between mega-events, hallmark events, major events and local or community events (see Table 1).

Table 1: Types of events
(based on Allen et al., 2011)

Type of event	Definition	Author
Mega-event	"Mega-events ... are events which are expressly targeted at the international tourism market and may be suitably described as 'mega' by virtue of their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community."	Hall, 1992 (p. 5)
Hallmark event	"Major one-time or recurring events of limited duration, developed primarily to enhance the awareness, appeal and profitability of a tourism destination in the short and/or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention."	Ritchie, 1984 (p. 2)
Major event	Events that "are capable, by their scale and media interest, of attracting significant visitor numbers, media coverage and economic benefits".	Allen et al., 2011 (p. 14)
Local or community event	Events that "are targeted mainly at local audiences and staged primarily for their social, fun and entertainment value".	Allen et al., 2011 (p. 14)

2.3.1 Events and their impacts

Although events are not a recent phenomenon (e.g. the first Olympic Games were held in 776BC), the number of special events and their scale have increased significantly in recent years. Many cities and countries seek to host events because of their perceived economic benefits and their ability to showcase a destination (Brown, Chalip, Jago, & Mules, 2004). Thus, a large number of studies on mega-events covering different perspectives have emerged in the literature in recent years. While much of the attention accorded to the events has been tourism-based, other topics and fields have also been investigated in the events context, such as employment effects, city development, political objectives and community effects (Brown et al., 2004). Events are staged for a great variety of reasons. These include (Brown et al., 2004, pp. 282-283): increased visitation to a region (e.g. Getz, 1989; Hall, 1992; Kang & Perdue, 1994; Light, 1996; Ritchie, 1984); positive economic impact (e.g. Burns et al., 1986; Hall, 1992; Light, 1996; Mules & Faulkner, 1996; Ritchie, 1984); increased employment (e.g. Hall, 1992; Ritchie, 1984); enhanced tourism and city development (e.g. Getz, 1989; Hall, 1992; Hughes, 1993; Law, 1993; Light, 1996; Pyo, Cook, & Howell, 1988; Roche, 1992); reduced seasonal fluctuations (e.g. Getz, 1989); enhanced community pride (e.g. Ritchie, 1984; Roche, 1994); and improvement of the destination's image

and awareness (Chalip, 2005; Chalip, Green, & Hill, 2003; Faulkner et al., 2000; Getz, 2005; H. J. Gibson et al., 2008).

Most of the events research to date has focused on measuring the economic benefits of events (Burns et al., 1986; Crompton, 1995; Sallent, Palau, & Guia, 2011). This focus particularly reflects the desire of the public sectors to justify their investment in these events (Gratton & Preuß, 2008; Preuß, 2005).

2.3.2 Event impacts versus event legacies

This research is concerned with the impact of a nationwide mega-event on tie strength, CC and KT dynamics in a regional destination marketing environment. It is therefore important to distinguish between *event impacts* and *event legacies*. The *legacy* of an event is defined as follows:

Irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself. (Preuß, 2007, p. 211)

In contrast, *impacts* refer to the immediate, short-term results an event causes, whereas *legacies* stress the long-term benefit over many years. Preuß (2007) explains the difference between economic impacts and economic legacies as follows:

The [economic] impact is caused by a short-term impulse, for example, an exogenous shock (e.g. consumption of event visitors) to the economy directly through the event. Although economic mega event impacts are strong, they are short-term and therefore not a legacy. The economic legacy, however, is all additional economic activity based on greater productivity due to changes in the host cities' location factors (e.g. post-event tourism due to increased interest in the event city). (pp. 212–213)

Since the data collection for the thesis was completed four months after the end of RWC 2011, the researcher uses the term *impact* as opposed to *legacy*.

2.3.3 Event leverage

Chalip (2004) highlights that event organisers and planners need to capitalise on the long-term opportunities that events provide. An increasing number of studies (Kellett, Hede, & Chalip, 2008; O'Brien, 2007; O'Brien & Chalip, 2007, 2008; O'Brien & Gardiner,

2006) demonstrate that long-term outcomes depend on strategies and initiatives implemented *prior* to the event. Merely hoping that “the desired outcomes will be achieved” (Chalip, 2004, p. 245) is likely to end in disappointment. *Event leveraging* refers to the process of strategically planning for events benefits. Ziakas and Costa (2011) note that leveraging involves “those activities that need to be undertaken for the event to occur and those that aim to maximise long-term benefits” (p. 411) and that strategic planning for events should include pre-event, event, and post-event outcomes. There has recently been a significant shift in the event management literature from event impacts to event leverage (Chalip, 2004) or — as Schulenkorf (2010) puts it — from an *ex post* to an *ex ante* perspective.

Given the relative scarcity of studies on relationship building and strengthening, collaboration and knowledge transfer in the mega-events context, this research takes an *ex post* focus and concentrates on event outcomes (Chalip, 2006), i.e. the impacts of an event on relationships, collaborative capacity and KT dynamics within regional destinations. In doing so, it provides deeper insight into these three areas under investigation. The thesis represents a starting point for both scholars and practitioners to develop future strategies and tactics (i.e. to take a leveraging, *ex ante* approach).

2.3.4 Event stakeholders

Similarly to destination stakeholders (see section 2.2.2), event stakeholders have received increasing attention in the literature in recent years (e.g. Getz & Andersson, 2010; Larson, 2002; Parent, Rouillard, & Leopkey, 2011; Spiropoulos, Gargalianos, & Sotiriadou, 2006), given their importance to an event’s success. Allen et al. (2011) comment that:

The successful event manager must be able to identify the range of stakeholders in an event and manage their individual needs, which will sometimes overlap and conflict. ... [T]he event will be judged by its success in balancing the competing needs, expectations and interests of a diverse range of stakeholders. (p. 126)

According to Stokes (2004), event stakeholders include community representatives, public sector managers (e.g. events and tourism agencies), corporate leaders, events managers and tourism industry suppliers. The events literature has used different ways to classify stakeholders. Getz, Andersson and Larson (2007) look at the different roles

the stakeholders play in the events context, and distinguish between organisers, co-producers, facilitators, allies and collaborators, regulators, suppliers and venues, and the audience and the impacted. Allen et al. (2011) take a managerial perspective and differentiate between the host organisations, the host community, co-workers, event sponsors, the media and participants and spectators. Shone and Parry (2001) take a social perspective and identify actors belonging to the public, private and voluntary sectors. Regardless of their classification, identifying and integrating stakeholders and balancing their needs and interests are crucial. Getz et al. (2007) conclude that:

Because the event cannot be produced on its own, without external resources and willing coproducers, both strategic planning and day-by-day operations must focus on the stakeholders: identifying their salience (a highly variable function of legitimacy, power and urgency), managing the relationships for mutual, long-term benefit, and forming strong collaborations and partnerships. (p. 121)

Few studies to date have analysed the impact of mega-events on stakeholder relationships. Chalip (2004, p. 246) laments the “scant work on the matters that facilitate or impede networking and alliance formation for and through events”. He highlights the potential of events to build new business networks and new relationships with sponsors, suppliers and visitors. Thus, the extant research mostly focuses on the opportunities of events to build *new* relationships (Chalip, 2004; Gardiner & Chalip, 2006; Kellett et al., 2008; O'Brien & Chalip, 2007). Limited research is available on the potential of events to strengthen *existing* relationships (i.e. relationships that existed prior to the event with partners, suppliers and other stakeholders). In a later article, Chalip (2006, p. 122) notes that “we know very little about how relationships are forged or strengthened via events”. It is the aim of this thesis to provide further understanding of this particular area.

2.4 Inter-organisational relations (IORs)

The aim of the research is to analyse the evolution of relationships and collaboration and KT processes in a destination marketing and mega-event context. Research on collaboration is frequently summarised in the studies on inter-organisational relations (IORs) (Palmer, 2002; Ring & Van de Ven, 1994; Wang & Xiang, 2007). Babiak (2007) defines an IOR as “a voluntary, close, long term, planned strategic action between two

or more organisations with the objective of serving mutually beneficial purposes in a problem domain” (p. 339). Dickson, Arnold and Chalip (2005) suggest that the study of IORs primarily focuses on how organisations interact with their environment. Due to the dynamic and uncertain nature of organisational environments, organisations seek to establish IORs to minimise uncertainty and capitalise on opportunities such as accessing new markets, sharing financial risk, or taking advantage of knowledge, skills, and expertise that are not available internally (Babiak, 2007; Child & Faulkner, 1998; Kanter, 1994; Peng & Kollegg, 2003).

The literature on the formation of IORs is extensive, yet also fragmented, and discusses various motives, intentions and objectives of IORs (Contractor & Lorange, 2002; Osborn & Hagedoorn, 1997). IORs can take a variety of different forms, such as joint ventures, consortia, equity-based partnerships, coalitions, voting blocs, alliances, trade associations, interlocking directorates and networks (Anand & Khanna, 2000; Barringer & Harrison, 2000; Todeva & Knoke, 2005). The term *inter-organisational relations* first emerged in the late 1960s, and studies concentrated mainly on two tiers: the study of organisational behaviour, and the study of larger social units. Thus, the topic received major attention by scientists in the fields of management science and sociology (Gray, 1985; Selin & Beason, 1991; Wang & Xiang, 2007). Most researchers used one of three levels of analysis: the organisational level, the inter-organisational dyad level, or the inter-organisational network level (Gamm, 1981; Selin & Beason, 1991; Wang & Xiang, 2007). Organisational analysis examines attributes of organisations that might influence an organisation’s behaviour with and towards other organisations, whereas inter-organisational approaches analyse the relationships between two organisations. The network level of analysis focuses on interdependencies between and among the many organisations within a network (Gamm, 1981; Selin & Beason, 1991).

Within the literature, a number of theories can explain why organisations engage in IORs (Barringer & Harrison, 2000). *Resource dependency theory* proposes that organisations are forced to interact as they seek to acquire and compete for scarce resources (Pfeffer & Salancik, 1978). This theory views collaboration as a response to the uncertainties within an organisation’s environment (Donaldson & O’Toole, 2002). *Transaction cost theory* suggests that organisations start collaborating in order to minimise their transaction costs (Williamson, 1975, 1985). For a typical business,

transaction costs may include the purchase of inputs, contracting staff, selling products, and financing investments (Wang & Xiang, 2007). *Strategic choice theory* (or *strategic management theory*) views strategic reasons as the most important reason why firms engage in inter-organisational relations, such as increasing competitiveness and market power (Kogut, 1988; Porter, 1985; Powell, 1990; Prahalad & Hamel, 1990). *Stakeholder theory* proposes that organisations are surrounded by a web of stakeholders, and hence need to consider the interests, values and claims of these stakeholders when taking business decisions or making transactions (Freeman, 1984). *Network theory* analyses how organisations coordinate and integrate their activities with the emphasis on network structures and governance (Provan & Milward, 1995; Wang & Xiang, 2007). Here, researchers assume that actors are embedded in a web of relationships, and so analysis of their behaviour must consider the relational context in which they function (Granovetter, 1985). *Organisational learning theory* suggests that the acquisition of new skills, capabilities, knowledge and expertise from partners is the main reason why organisations engage in IORs (Hamel, 1991; Mody, 1993). Through acquiring superior knowledge, organisations enhance their competitiveness (Hamel, 1991; Kogut, 1988; Mowery, Oxley, & Silverman, 1996).

However, Wang and Fesenmaier (2007) state that “each of these theoretical paradigms takes a narrow perspective of cooperation relationships. Therefore, none of them individually can explain the nature of marketing alliances and networks among the various tourism organizations that represent a destination” (p. 863). Several scholars emphasise that an integrative approach is required to understand the formation of inter-organisational relationships and to explain organisations’ behaviour (Barringer & Harrison, 2000; Wang & Fesenmaier, 2007; Wang & Xiang, 2007). In this context, Wang and Fesenmaier (2007) again point to the complexity of the tourism destination with its many different organisations and types of businesses that need to be integrated. Marketing activities must thus be conducted at different levels and in various dimensions. They conclude that the dynamism of relationships among tourism organisations “requires simultaneous analysis at the organizational, interorganizational dyad, and network levels” (Wang & Fesenmaier, 2007, p. 863).

2.5 Networks

Bhat & Milne (2008) emphasise that network theory “provides a useful conceptual framework for understanding the collaborative phenomenon in the tourism domain” (p. 1131). Hence, this research takes a relational approach from network analysis to comprehensively define and analyse TA’s strong and weak ties in the intra-regional and inter-regional environments, and the evolution of these ties over time while leveraging RWC 2011.

2.5.1 Introduction: networks and network analysis in the literature

A review of the literature reveals that the term *network* is not always used by scholars with the same meaning. Occasionally, academics do not even utilise the term at all, but prefer to talk of partnerships, strategic alliances, inter-organisational relationships, coalitions, and cooperative or collaborative agreements (Provan, Fish, & Sydow, 2007). Nonetheless, the majority of definitions refer to certain common topics, including social interaction, relationships, connectedness, collaboration, collective action, trust, and cooperation (Provan et al., 2007). Laumann, Galaskiewicz and Marsden (1978) define a network as “a set of nodes (e.g. persons, organizations) linked by a set of social relationships (e.g. friendships, transfer of funds, overlapping membership) of a specified type” (p. 458). Network analysis starts with the assumption that all actors are embedded in various social relationships and it is impossible to understand their behaviour without understanding the relational context in which they function (Granovetter, 1985; Wang & Xiang, 2007). Hence, the network of linkages between organisations helps to explain how social structure can affect economic action (Granovetter, 1985).

The extensive literature on networks and network analysis spans many disciplines, such as organisational theory and behaviour, strategic management, business studies, health care services, public administration, sociology, communications, computer science, physics, psychology, and many more (Provan et al., 2007). Grabher and Powell (2004) state:

Today the literature on networks and economic institutions is quite broad and growing rapidly. Indeed, it is difficult to draw disciplinary boundaries around the field of network research because new

developments are abundant, occurring rapidly, and often surprising in their source. (p. xi)

The plethora of literature on networks clearly demonstrates the need to be selective in what is included and excluded in the literature review for this thesis (Martin, 2009). Reflecting the diverse nature of network research, there is also a large diversity of network constructs and concepts. To deal with this complexity, relevant constructs and concepts from the different perspectives noted above have been used to inform this research. This is not an attempt to reconcile the different perspectives, but instead combines the literature on networks to provide a theoretical base for the research (Martin, 2009). The following section provides an overview on key principles and concepts in social network analysis. Relevant and key terms and constructs used in this research are defined thereafter.

2.5.2 The principles of social network analysis

The most distinctive feature of social network analysis is its focus on relationships among social entities and on the patterns of these relationships (Galaskiewicz & Wasserman, 1994). Galaskiewicz and Wasserman (1994) argue:

Instead of analyzing individual behaviors, attitudes and beliefs, social network analysis focuses its attention on how these interactions constitute a framework or structure that can be studied and analyzed in its own right. (p. xii)

Thus, scholars in social network analysis concentrate on relational data (i.e. ties relating one actor to another) as opposed to attribute data (i.e. attitudes, opinions and behaviours of individuals or groups) (J. Scott, 1991; Wellman & Berkowitz, 1988). They assume that “relationships do not occur within a vacuum of dyadic ties, but rather in a network of influences, where a firm’s stakeholders are likely to have direct relationships with one another” (Rowley, 1997, p. 890). Wellman (1988) notes that the study of patterns of social relationships results in more powerful sociological explanations than the study of personal attributes. He argues that systems of ties form the basis of social structure, rather than norms and dyadic interactions, and that a firm’s strategic conduct is not only influenced by its relationships to others, taken one at a time, but also by the overall structure of the inter-firm network (Wellman, 1988). Burt (1992b) draws on Wellman’s (1988) theory and argues that well-structured

networks are the basis of superior returns and hence form valuable social capital. Thus, inter-firm relationship networks can be viewed as strategic resources and play a significant role in strategic performance (Nohria & Garcia-Pont, 1991; Shan, Walker, & Kogut, 1994). Table 2 presents a summary of key principles of social networks (Wellman, 1988) and basic network assumptions (Galaskiewicz & Wasserman, 1994).

Table 2: Network analysis principles and assumptions
(adapted from Rowley, 1997, p. 893)

Principles	Assumptions
Behaviour is interpreted in terms of structural constraints on activity rather than in terms of inner forces within units	Actors and their actions are viewed as interdependent units
Analyses focus on the relations between units	Relational ties (linkages) between actors are channels for transfer of “flow” of resources
A central consideration is how the pattern of relationships among multiple actors jointly affects network members’ behaviour	Network models focusing on individuals view the network structure environment as providing opportunities for and constraints on individual actions
Analytical methods deal directly with the patterned relations nature of social structure	Network models conceptualise structure (whether social, economic, political and so forth) as enduring patterns of relation among actors

In summary, network theory and analysis offer powerful explanations for organisational actions, constraints and opportunities. The mapping of inter-organisational linkages allows an indication of the structure and cohesiveness of a network to emerge (Pavlovich, 2003).

2.5.3 Important concepts and terms in network theory

The key network constructs of this research are: ties, focal actor, ego, embeddedness, and trust. These are explained below. Given its significance for the thesis, the following section then elaborates further on the concept of tie strength.

A network consists of nodes, and each node represents an actor. An actor can be an individual, a work unit or an organisation (Brass, Galaskiewicz, Greve, & Tsai, 2004; Lane & Lubatkin, 1998). The links or connections between the actors are called *ties*, relations or relationships (van den Bulte & Wuyts, 2007). The *focal actor* refers to a specific actor in the focus of all network activity. When looking at a network from the perspective of the focal actor, the focal actor is often referred to as *ego* and its neighbours are called *alters* (van den Bulte & Wuyts, 2007). Thus, a network consisting

of the ego, its alters and all the ties among these actors is the *ego* or *egocentric network* (van den Bulte & Wuyts, 2007; Wasserman & Faust, 1994).

The concept of *embeddedness* has emerged “as a potential theory for joining economic and sociological approaches to organisation theory” (Uzzi, 1997, p. 35). Granovetter (1985) notes that all actors are embedded in a relational system and one must therefore conceive this relational context to understand their behaviour. This theory helps explain how social structure can affect economic action. Thus, embeddedness refers to:

The fact that exchanges and discussions within a group typically have a history, and that this history results in the routinization and stabilization of linkages among members. As elements of ongoing social structures, actors do not respond solely to individualistically determined interests ... a structure of relations affects the actions taken by the individual actors composing it. It does so by constraining the set of actions available to the individual actors and by changing the dispositions of those actors toward the actions they may take. (Marsden, 1981, p. 1210)

Hence, embeddedness is the quest for information to reduce uncertainty. This quest is one of the main drivers of organisational action (Granovetter, 1985; Gulati, 1998).

For the study of networks, *trust* is an important concept since it underpins the relationships among various actors within a network. Trust is essential for the creation and continuity of long-term relationships (Håkansson, 2006; R. M. Morgan & Hunt, 1994). While a wide variety of different definitions for trust are available, this research will define trust as “an actor’s expectation of the other party’s competence and goodwill” (Blomqvist, 1997, p. 283), which is based on experience and develops gradually over time.

2.5.4 Tie strength

Granovetter (1973) defines *tie strength* as “a (probably linear) combination of the amount of time, the emotional intensity, the intimacy (mutual confiding), and the reciprocal services which characterize the tie” (p. 1361). Thus, tie strength goes beyond the mere presence or absence of a tie and takes into account its tightness and intensity (van den Bulte & Wuyts, 2007). Granovetter (1973) argues that amount of

time, emotional intensity, intimacy and reciprocal services (i.e. four dimensions) underpin the strength of a tie. A later study by Marsden and Campbell (1984) suggests only two: duration and frequency; and depth (i.e. mutual confiding and intimacy). In this context, depth also implies the willingness of a person or an organisation to share confidences and to make oneself vulnerable towards others. Based on the studies of tie strength from a variety of other scholars (e.g. Burt, 1990, 1997; Iacobucci & Ostrom, 1996; Wellman & Wortley, 1990; Wish, 1976) from different fields, van den Bulte and Wuyts (2007) assert tie intensity (or validity) and tie valence as the relevant underpinning dimensions. In this context, *tie intensity* refers to the frequency of contact between the actors. *Tie valence* refers to the affective, supportive or cooperative character of the tie (i.e. the willingness). The authors state that “this two-dimensional conceptualisation of tie strength agrees best with the empirical evidence to date” and “is important for better understanding how particular ties can help marketers achieve particular outcomes” (van den Bulte & Wuyts, 2007, p. 16).

Granovetter (1973, 1985) further distinguishes between two different forms of ties. *Strong ties* that an actor has with others within a linked group, and *weak ties* that he has with others in external groups. Strong ties are formed by clusters of people “that act to encourage acceptable action and inclusion into the social set” (Pavlovich, 2003, p. 205). This situation creates strong relationships in which each actor knows what the other knows and draws upon the same sources of information (Burt, 1992a). Burt (1992a) argues that this “structural equivalence” makes strong ties redundant for information purposes. However, Pavlovich (2003) states that “this argument overlooks the importance of cohesive ties for support, and their role as catalysts for knowledge-building in the network” (p. 205). Similarly, van den Bulte and Wuyts (2007) point to the high level of willingness and motivation of strong-tie actors to provide mutual support. The high frequency and longer contact duration between the strong ties enhance their ability to transfer complex knowledge and provide support. On this basis, it is concluded that “strong ties are more valuable than weak ties” (van den Bulte & Wuyts, 2007, p. 31).

Weak ties are those that are not connected with the stronger social group (Granovetter, 1973; Pavlovich, 2003). According to Granovetter’s (1973) theory of the strength of weak ties, weak ties are especially beneficial. They provide new ideas and

opportunities from the external environment, and contacts with people in more distant clusters (Pavlovich, 2003). The linking between these unconnected groups occurs through bridging so-called *structural holes*, i.e. actors are bridging two parts of the network that otherwise would be unconnected (Burt, 1992b). The bridging of the structural holes and the resulting information advantage is central to Granovetter's theory of the strength of weak ties (van den Bulte & Wuyts, 2007). In a later study, Granovetter (1982) states that "only *bridging* weak ties are of special value to individuals; the significance of weak ties is that they are far more likely to be bridges than strong ties" (p. 112). The biggest challenge with weak ties, however, remains their low level of motivation and willingness to support and share knowledge and information, thus not leading to the desired information advantage (Bian, 1997; van den Bulte & Wuyts, 2007).

An optimal network configuration consists of a large portfolio of ties. This offers the network competitive advantage opportunities, because the organisations within the network are able to access information beyond what is publicly disclosed and can incorporate it into their network (Pavlovich, 2003; Uzzi, 1998). Granovetter (1982) states: "Weak ties provide people with access to information and resources beyond those available in their own social circle; but strong ties have greater motivation to be of assistance and are typically more available" (p. 113).

In summary, the analysis of a network and its strong and weak ties can be extremely valuable in examining and explaining collaboration and KT between actors within a network.

2.5.5 Network analysis in the tourism and destination marketing context

Networks have received increasing attention in the tourism and destination marketing literature over the past decade. This section discusses the usefulness of network analysis in the tourism and destination marketing context. It also reviews the literature on tourism and destination networks.

2.5.5.1 Usefulness of network analysis in the tourism and destination marketing context

Network analysis serves as an important analytical tool for tourism destinations for a number of reasons. The tourism industry is a networked industry where loose clusters of organisations within a destination collaborate and compete in a dynamic environment (N. Scott, Baggio, & Cooper, 2008). Thus, the use of network theory seems logical and can assist researchers to understand the structure and functions of tourism destinations and organisations as well as the governance of complex stakeholder relationships (N. Scott & Cooper, 2007; Tremblay, 1998). Network theory also facilitates understanding of how the structure of relations between organisations within tourism can inform competitive advantage (Pavlovich, 2003). Network analysis can therefore provide insights into how a destination network can become more efficient (e.g. by strengthening links, reducing barriers, encouraging the sharing of information), and hence more competitive (N. Scott & Cooper, 2007). Finally, networks analysis helps define the spatial boundaries of destinations (Framke, 2002), and thus supports Thrift's (1996) theory that regions or destinations are not places, but rather settings for interactions.

2.5.5.2 Tourism and destination networks

Morrison, Lynch and Johns (2004) define a tourism network as follows:

A set of formal, co-operative relationships between appropriate organisational types and configurations, stimulating inter-organisational learning and knowledge exchange, and a sense of community and collective common purpose that may result in qualitative and/or quantitative benefits of a business activity, and/or community nature relative to building profitable and sustainable tourism destinations. (p. 202)

As elaborated earlier, a tourism destination is an amalgam of individual products and experiences that are combined for the total tourist experience (Murphy, Pritchard, & Smith, 2000). Due to this complexity and the large variety of stakeholders, destinations are very often difficult to manage and to market (Sautter & Leisen, 1999; Zehrer & Raich, 2010). Murphy (1997) argues that collaborative relationships are the solution to complex coordination problems. A single actor is not able to provide the complete tourist product. Collaboration is necessary to offer an integrated and coherent tourism

experience (Zehrer & Raich, 2010). Hence, Zehrer and Raich (2010) describe the destination as a “network of relations and contacts between actors and as a stimulus for widespread collaborative relationships” (p. 1690).

The complexity of the tourism and destination marketing domain and the usefulness of network theory to address this challenge resonates strongly in the literature (e.g. Bhat & Milne, 2008; Gnoth, 2007; March & Wilkinson, 2009; Meriläinen & Lemmetyinen, 2011; Pavlovich, 2001, 2003; N. Scott, Baggio et al., 2008; N. Scott & Cooper, 2007; N. Scott, Cooper, & Baggio, 2008). In this context, several scholars have also analysed the success factors of tourism networks (e.g. L. Gibson, Lynch, & Morrison, 2005; Lynch, Halcro, Johns, & Buick, 2000; Morrison, Lynch, & Johns, 2002; Morrison et al., 2004; Parra-López & Calero-García, 2010). According to Morrison, Lynch and Johns (2002), the success of a tourism network is influenced by a range of factors, including: objectives and purpose; organisational structure and leadership; human, financial and physical resourcing; member engagement; and inter-organisational learning. Sigala (2004) determines organisational variables such as trust, openness and communication as critical for the success of networks between tourism businesses and IT suppliers. Finally, Parra-López and Calero-García (2010) conduct a review of the academic literature related to collaboration within networks. They conclude that trust, commitment, good communication and information sharing are key characteristics of successful tourism networks. The authors test these four factors among tourism businesses on the Canary Islands. They find that the respondents gave only little importance to sharing information or communicating with others, or to trust and commitment. Hence, collaborative practices were not considered very important by the businesses, and the network was characterised by a lack of strategic vision and a tendency to think in the short term. The authors conclude that limited time, work pressure during different seasons, lack of trust and openness between the partners, and a lack of knowledge on network development, acted as main barriers to the implementation of a collaborative model and the development of a knowledge network on the Canary Islands. Addressing these issues would assist in “the creation of more stable and competitive destinations” (Parra-López & Calero-García, 2010, p. 37) in the future.

2.5.6 Network analysis and events

Applications of network theory to events is relatively scarce (Stokes, 2006), and the existing research has focused on the ability of events to enhance destination image and create economic benefits (Burns et al., 1986; Getz, 1997; Sallent et al., 2011; Stokes, 2007). An events network integrates a variety of organisations from the tourism, sports and events sectors. These organisations each make a contribution towards producing a successful event. Events networks are thus very complex systems of organisations that are often built on existing relationships (Ziakas & Costa, 2010). Weed (2003) highlights the fragmented nature of sport, tourism and events, frequently characterised by the isolation of some organisations and the lack of ties between them. A deeper analysis of events networks can help to explain their (often invisible) structure, the nature and quality of the relationships, and the roles and forms of collaboration (Ziakas & Costa, 2010). This offers valuable insights into the creating and strengthening of ties, as well as into developing the collaborative capacities of organisations involved. Thus, “an events network approach could explain, evaluate, and improve the capacity of a host community for inter-organizational collaboration in event management and leveraging” (Ziakas & Costa, 2010, p. 134).

In the events literature, recent studies have analysed the complex network of stakeholders and their relationships (Erickson & Kushner, 1999; Getz & Andersson, 2010; Getz et al., 2007; Sallent et al., 2011) in order to understand event failure and success (Parent & Séguin, 2007), and to analyse inter-organisational relations (Gardiner & Chalip, 2006; Sallent et al., 2011; Stokes, 2006, 2007; Ziakas & Costa, 2010). However, research has concentrated on an event’s ability to foster *new* relationships with suppliers, visitors and sponsors (Chalip, 2004) rather than looking at the impact of an event on *existing* (i.e. “business as usual”) relationships and on their level of strength. Thus, the concept of tie strength has received limited attention. A notable exception is the study by Sallent et al. (2011), who use social network analysis to explore the impact of a regional triathlon event on relationship evolution. The authors demonstrate the event’s ability to generate cohesive and innovative networks. They emphasise the need to strategically manage this process in the future. However, the study focuses on evolution in the structure and complexity of the network, and connectivity among different stakeholders, and fails to consider the strength of

individual ties and how these strong and weak ties evolve over time as a result of the event.

Ziakas and Costa (2010) examine the inter-organisational patterns of an events network. Their findings indicate that events networks can be studied as a measurable mechanism to assess community capacity building in event management. The authors conclude that:

Further use of network analysis to explore the nature, patterns, and effectiveness of inter-organizational relationships that affect event planning, implementation as well as leveraging would be extremely beneficial in the event management field. The event portfolios realm provides a suitable context for future research to examine community capacity building in terms of fostering the necessary relationships and synergies to plan, implement and leverage a series of different events. (Ziakas & Costa, 2010, p. 145)

This thesis addresses this call by providing a deeper understanding of how a mega-event impacts on existing strong and weak ties, thus offering implications for future event leverage.

2.6 Collaboration

Study 2 analyses the collaborative processes among the members of two destination marketing networks involved in the facilitation of a mega-event. It particularly investigates whether the event can help increase the CC of the network members, as well as of the networks as a whole. Important concepts, terms and theories around collaboration and CC underpin the second study and are thus defined in the following sections. Furthermore, the concept of coopetition (i.e. simultaneous cooperation and competition; Nalebuff & Brandenburger, 1996) is explained, and important contributions in the literature are presented.

2.6.1 Introduction: collaboration, cooperation and related terminology

Huxham (1996) defines *collaboration* as a “very positive form of working in association with others for some form of mutual benefit” (p. 7). However, a comprehensive review of the literature reveals a large variety of terms with similar meanings, including coordination, cooperation, partnership, alliance and joint venture. All relate to the

same concept of working together towards common goals (Fyall & Garrod, 2005; Spyriadis, 2002). Yet, there is no universal agreement regarding when and how to use these terms, and it is difficult to distinguish conceptually between them. Definitions can vary substantially, and one scholar may stress a particular characteristic while another ignores it (Fyall & Garrod, 2005). Table 3 presents commonly used definitions of terms used in the context of working together.

Table 3: Different forms of working together
(based on Fyall & Garrod, 2005)

Form of working together	Definition	Author
Coordination	"Exchanging information for mutual benefit and altering activities for mutual benefit and to achieve a common purpose."	Himmelman, 1996 (p. 27)
Cooperation	"Working together towards some common end."	Long, 1997 (p. 237)
Collaboration	Collaboration occurs when "a group of autonomous stakeholders of a problem domain engage in an interactive process using shared rules, norms, and structures, to act or decide on issues related to that domain."	Wood & Gray, 1991 (p. 146)
Partnerships	"A voluntary pooling of resources (labour, money, information, etc.) between two or more parties to accomplish collaborative goals."	Selin & Chavez, 1995 (p. 845)
Strategic alliances	"Voluntary arrangements between firms involving exchange, sharing and codevelopment of products, technologies, or services."	Gulati, 1998 (p. 293)
Joint venture	"The joint venture is the creation of a jointly owned, but independent, organisation by two or more separate parent firms through the partial pooling of assets."	Witt & Moutinho, 1995 (p. 166)

Distinctions between the different types of working together tend to be very complex and multi-dimensional with a high degree of overlap (Fyall & Garrod, 2005). Hence, "assigning simple labels to particular 'types' of collaboration becomes an impossible task" (Fyall & Garrod, 2005, p. 156). In line with Fyall and Garrod (2005), this thesis will treat the terms listed in Table 3 as being for the most part synonymous and will use the term *collaboration* as the preferred term. According to Wood & Gray (1991):

Collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process using shared rules, norms, and structures, to act or decide on issues related to that domain. (p. 146)

In this context, Gray (1989) also identifies five key characteristics of the collaboration process: (1) all stakeholders are interdependent; (2) the constructive handling of

differences lead to emerging solutions; (3) decisions are jointly owned; (4) stakeholders are collectively responsible for the ongoing direction of the domain; and (5) collaboration is an emergent process.

2.6.2 Motives for collaboration

Many studies have analysed the various motives for organisations forming collaborations and engaging in collaborative arrangements (Beverland & Bretherton, 2001; Fyall & Garrod, 2005; Hagedoorn, 1993; Hanlon, 1999). Reasons include access to critical resources (Fyall, Oakley, & Weiss, 2000; Pfeffer & Salancik, 1978); rapid technical changes in the relevant industry (Bramwell & Lane, 2000; Hamel, 1991); financial difficulties; reducing risks; and rapid access to a market (Fyall & Garrod, 2005; Lei & Slocum, 1992). Due to the variety and volume of motives, scholars have divided these motives into groups and broad types. Hagedoorn (1993) identifies two major motives for forming collaborations: (1) motives associated with technology and research; and (2) motives concerned with market access. He finds that market motivations (e.g. gaining access to new customers, sharing resources) clearly dominate. Beverland and Bretherton (2001) distinguish between eight major areas: (1) market entry and market position-related motives (e.g. to gain access to new markets, or defend or enhance the market position in current markets); (2) product-related motives (e.g. to fill gaps in the present product line or to broaden it); (3) product/market-related motives (e.g. to enter new product or market domains); (4) market structure modification-related motives (e.g. to raise barriers to entry, reduce the potential threat of future competition); (5) market entry timing-related motives (e.g. accelerating the pace of entry into new product/market domains by accelerating the pace of research or product development); (6) resource use efficiency-related motives (e.g. to lower production or marketing costs); (7) resource extension and risk reduction-related motives (e.g. pooling resources); and (8) skills enhancement-related motives (e.g. to learn new skills from partners, enhance present skills). The final motive — learning from partners and enhancing the current skill set — is especially relevant for this research.

2.6.3 Collaboration in the destination marketing context

In the tourism industry, prime motivations to participate in collaborations vary substantially and include economic, strategic, social and learning motives (Bramwell & Rawding, 1996). A key reason for the increasing interest in collaboration in destination marketing is the belief that destinations “may be able to gain competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources” (Fyall & Garrod, 2005, p. 3). As outlined in section 2.2.3, the tourism environment is highly complex and fragmented, and comprised of an array of different organisations (from small micro-businesses to multinational companies and public sector authorities) as well as stakeholders with divergent views and perspectives (Fyall & Garrod, 2005; Manente & Minghetti, 2006; N. Morgan et al., 2012; von Friedrich Grängsjö, 2003). Hence, it becomes increasingly difficult for individual tourism organisations to make decisions independently of others (Wang & Xiang, 2007), and partnerships and collaborations have started to play a pivotal role (Bennett, 1999; Fyall & Leask, 2006; Gretzel et al., 2006).

Thus, studies are increasingly emphasising the need for stronger relationships and more collaboration in destination marketing to address future challenges (Bhat, 2008; Elbe et al., 2009; Fyall, Garrod, & Tosun, 2006; Fyall & Leask, 2006; Sautter & Leisen, 1999; Wang & Fesenmaier, 2007; Wang & Xiang, 2007). Fyall and Leask (2006) emphasise that the most significant challenge for destination marketing organisations is “the issue of collaboration and the need for destinations to work together in solving problems deemed too demanding to solve in isolation” (p. 51). Similarly, Fyall, Garrod and Tosun (2006) conclude that “collaboration is ... likely to represent the *sine qua non* for successful destination marketing in the future” (p. 83). Wang (2008) examines the process of collaboration formation in destination marketing. He notes a paucity of relevant literature and specifically requests more research, as “it will not only build and enrich the store of knowledge, insights, and capabilities of the stakeholders in the destination but can also diminish the possibility of adversarial conflicts by promoting joint ownership of collective decisions” (Wang, 2008, p. 164).

In summary, tourism scholars come from various fields with different foci (e.g. tourism planning and development, partnerships, tourism policy, stakeholder management and theory, destination management and marketing and future challenges, etc.).

Nonetheless, there is widespread agreement that destination marketing and promotion cannot succeed through independent actions, and that collaborative efforts are vital to create competitive advantages for the future (Fyall & Garrod, 2005; Fyall et al., 2006; Fyall & Leask, 2006; Wang & Xiang, 2007).

2.6.4 Collaboration in the events context

In the events context, collaboration studies are usually integrated into stakeholder analyses (that started to emerge only over the past decade; Russo & Vito, 2011) and are often based on stakeholder theory and/or network theory (e.g. Capriello & Rotherham, 2011; Getz & Andersson, 2010; Getz et al., 2007). Specific studies on collaborative forms and the contribution of collaboration to event effectiveness are scarce. Several scholars point to the need for strong collaboration among organisations involved in event organising. Parent, Rouillard and Leopkey (2011) and Dreery and Jago (2005) advocate for greater collaboration between government agencies in the events context. Kaplanidou and Gibson (2010) highlight the importance of collaboration between destination marketers and event organisers. Finally, Jennings (2008) regards “new ways of collaboration among both public and private bodies” as a potential, valuable legacy of the Olympic experience. Hence, analysing the specific forms collaboration and the role it plays among the different stakeholders — as intended by this thesis — will contribute to the current body of knowledge in the events field.

2.6.5 Collaborative capacity: building competitive advantage

Inter-organisational collaboration plays a pivotal role in a world of rapid, unpredictable change and increasingly dynamic environments (Beyerlein et al., 2003a; Beyerlein, Freedman, McGee, & Moran, 2003b). *Collaborative capacity* (CC) refers to the “conditions needed for coalitions, partnerships, or networks to work together toward common goals in order to create sustainable ... changes” (García-Ramírez et al., 2009, p. 116). By building collaborative capacities, organisations can experience a variety of benefits: cost savings through knowledge-sharing of best practices, better decision-making by obtaining information and advice from partners, and innovation through the exchange of ideas and recombination of scarce resources (Hansen & Nohria, 2004). Hocevar, Thomas and Jansen (2006) emphasise that “the capacity for collaboration

enhances the probability of mission completion as it leverages dispersed resources” (p. 257).

While talented, knowledgeable employees can always be hired away or new computer systems can be copied by competitors, the collaborative network of relationships within an organisation and across its boundaries with customers, suppliers, and partners cannot be bought or copied; it must be created from scratch (Beyerlein et al., 2003a). Hence, this network of relationships presents a form of organisational resource that is particularly hard to imitate and substitute by competitors (Barney, 1991), and is thus regarded “a key source of competitive advantage” (Beyerlein et al., 2003a, p. 17).

The CC concept features in the work of a number of academics and practitioners. Beyerlein, Freedman, McGee and Moran (2003a, 2003b) and Beyerlein, Beyerlein and Kennedy (2005, 2006) have published several works on CC and collaborative organisations in their specialised area of industrial/organisational psychology. Foster-Fisherman et al. (2001) analyse CC in community coalitions. They identify four processes necessary to construct CC among network members: (1) building *individual members’ capacity* (i.e. helping them develop skills and knowledge about collaboration, and encouraging positive attitudes and motivations for collaboration); (2) creating *relational capacity* (i.e. enhancing positive internal relationships with other networks); (3) building *organisational capacity* (i.e. encouraging effective leadership, communication, procedures, and sufficient resources); and (4) developing *programmatic capacity* (i.e. following realistic goals driven by the needs of the network) (see also García-Ramírez et al., 2009). They comprehensively describe critical elements of CC and propose a detailed list of strategies that practitioners and scholars can use to increase CC (Foster-Fishman et al., 2001; see Appendix B). The authors also highlight the usefulness of the CC concept:

A focus on collaborative capacity ... reminds practitioners and scholars to simultaneously identify existing coalition strengths as well as areas needing improvement. (Foster-Fishman et al., 2001, p. 242)

Yet, a review of the literature reveals that most studies on CC have concentrated on the fields of public administration and public service (Cheever, 2006; McGuire, 2006; Weber & Khademian, 2008; Weber, Lovrich, & Gaffney, 2007), as well as community

research (Alexander et al., 2003; Foster-Fishman et al., 2001). Hence, the concept of CC is almost absent in the tourism and events context. While there is a number of tourism studies investigating inter-organisational collaboration (Augustyn & Knowles, 2000; Wang, 2008; Wang & Fesenmaier, 2007; Wang & Krakover, 2008), very little research explicitly refers to CC. However, given the need to increase collaboration among organisations at the destination (Wang & Fesenmaier, 2007; Wang & Xiang, 2007), there also is a clear need to enhance the *capacity* to collaborate.

2.6.6 Related concepts: collaborative capital, collaborative capability, collaborative competencies, and collaborative advantage

A review of the literature reveals a number of concepts closely related to CC. In this context, scholars have utilised *collaborative capital* (Beyerlein et al., 2005; Beyerlein et al., 2003a), *collaborative capability* (Lipparini & Fratocchi, 1999; Skyrme, 2005; Tuominen & Antilla, 2006), *collaborative competencies* (Barr, 1998; Beyerlein et al., 2003a; Freeth & Reeves, 2004) and *collaborative advantage* (Huxham, 1993; Huxham & Vangen, 2000).

Table 4 presents definitions of these concepts. It demonstrates that collaborative capacity, collaborative capability and collaborative capital refer to the conditions needed for effective collaboration, whereas collaborative advantage refers to the overall outcome that is achieved. Furthermore, collaborative competencies are directed at the individual level (i.e. individual employee), and collaborative capital at the organisational level (i.e. assets available within an organisation).

Table 4: CC and related concepts

Term	Definition	Representative research
Collaborative capacity	“Conditions needed for coalitions, partnerships, or networks to work together toward common goals in order to create sustainable ... changes.” (García-Ramírez et al., 2009, p. 116)	Foster-Fishman et al. (2001); García-Ramírez et al. (2009); Weber & Khademian (2008)
Collaborative capital	“The organizational assets that enable people to work together well. It is manifested in such outcomes as increased innovation and creativity, commitment and involvement, flexibility and adaptability, leveraging knowledge, and enhancing learning.” (Beyerlein et al., 2005, p. xiii)	Beyerlein et al. (2005); Beyerlein et. al. (2003a)
Collaborative capability	“The ability to access new knowledge or complementary capabilities, and to leverage inter-firm relationships and opportunities wherever they arise emerges as a critical factor for success on a global scale.” (Lipparini & Fratocchi, 1999, p. 655)	Lipparini & Fratocchi (1999); Skyrme (2005); Tuominen & Antilla (2006)
Collaborative competencies	“Competencies necessary to work effectively with others.” (Freeth & Reeves, 2004, p. 43)	Freeth & Reeves (2004); Barr (1998)
Collaborative advantage	“... will be achieved when something unusually creative is produced — perhaps an objective is met — that no one organization could have produced on its own and when each organization, through the collaboration, is able to achieve its own objectives better than it could alone.” (Huxham, 1993, p. 603)	Huxham (1993); Huxham & Vangen (2000, 2005); Hansen & Nohria (2004)

The two concepts particularly underpinning the relational level (i.e. referring to the relations among different organisations) are collaborative capacity and collaborative capability. Given the comprehensive research undertaken by Foster-Fishman et al. (2001), including the list of critical elements and strategies to assess and increase collaboration within networks and coalitions, this research will utilise *collaborative capacity*. The thesis aims to extend Foster-Fishman et al.’s (2001) conceptual framework of CC and introduce it to the tourism destination marketing and events literature.

2.6.7 Simultaneous cooperation and competition: the concept of coopetition

The majority of the literature describing inter-organisational relationships focuses on the collaborative aspects of the relationship. However, “the competitive aspect of the relationship is usually neglected” (Wang & Krakover, 2008, p. 128). There is limited evidence explaining why organisations in a relationship switch between cooperation and competition (Wang & Krakover, 2008). Nalebuff and Brandenburger (1996) use the term *coopetition*, which refers to simultaneous cooperation and competition. They

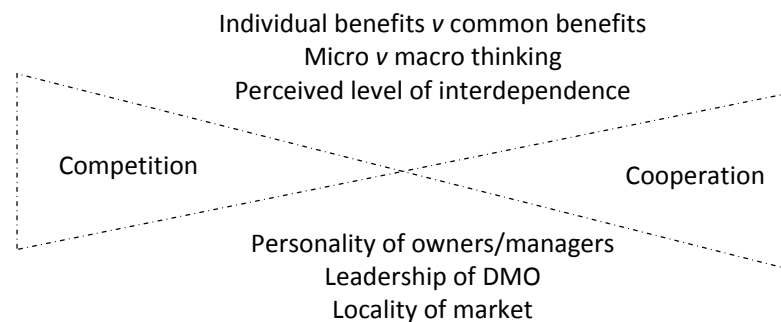
argue that organisations do not always engage in either competitive or cooperative relationships with each other; rather, both relationships can co-exist. Bengtsson and Kock (2000) apply the term *coopetition* to business networks, and see coopetition as the “most complex, but also the most advantageous relationship between competitors” (p. 411). Their findings suggest that organisations cooperate more frequently in activities carried out at a greater distance from buyers, and compete in activities closer to buyers. They argue that the traditional neoclassical way of analysing competition is no longer applicable, since today’s business networks consist of a great variety of different relationships, and each organisation is involved in several different relationships at the same time. Some of these relationships consist of pure competition, others mainly of cooperation, and some are a mix of both, where single business units either cooperate or compete. As all of these organisations are embedded in a business network, a change in one relationship causes changes in other relationships. The authors conclude that coopetition is an effective way of handling both cooperation and competition between competitors, as the advantages of cooperation (e.g. sharing of costs to develop new products, shorter lead times, sharing of core competences) and competition (e.g. developing products and carrying out activities in the most efficient way) are incorporated in this concept (Bengtsson & Kock, 2000).

In the tourism literature, over the past two decades an increasing number of studies have addressed the concept of coopetition (e.g. Buhalis & Cooper, 1998; Crouch & Ritchie, 1999; von Friedrich Grängsjö, 2003; Watkins & Bell, 2002; Zach & Racherla, 2010; Zehrer & Raich, 2010). In this context, tourism scholars specifically emphasise that cooperation and competition can co-exist simultaneously among stakeholders (von Friedrich Grängsjö, 2003; Wang, 2008; Wang & Krakover, 2008; Watkins & Bell, 2002). Wang and Krakover (2008) highlight that “in order to provide the products and services for consumption, destinations have to effectively coordinate resources and capabilities between participating businesses, which require both cooperation and competition” (p. 129).

Wang (2008) examines the process of collaboration formation in a case study about the Elkhart county, Indiana. Participants perceived cooperation and competition as dichotomous variables. Put simply, they either took a competitive or a cooperative

position. Competitive behaviour was observed through tourism businesses maximising their own interests without participating in collective action. Cooperative behaviour was evidenced through participation in collective efforts to achieve common goals.

Figure 4: The dynamic relationship between competition and cooperation
(adapted from Wang, 2008, p. 161)



This competition–cooperation dynamic is influenced by six main factors (as depicted in Figure 4): (1) individual benefits versus common benefits (i.e. tourism businesses thinking about the direct outcomes of the collaboration on their individual needs, and overlooking the common benefits to the destination); (2) micro versus macro thinking (i.e. whether tourism businesses adopt a micro or a macro way of thinking in destination marketing); (3) perceived level of interdependence (i.e. recognising the interdependence with other businesses and the need to coordinate activities by establishing relationships); (4) personality of owners/managers (i.e. openness to collaboration); (5) leadership of the DMO (i.e. the DMO has to take the responsibility to take the destination to future success); and (6) locality of market (i.e. locality of marketing activities, and the focus of total experience for travellers). Wang’s study challenges the dominant management and marketing paradigm, which views competitive advantage as the main strategic goal of an organisation. In contrast, a collaborative mindset is suggested. Wang (2008) also notes the need for more research in the context of coopetition in tourism and destination marketing:

... there is a clear need for more studies on the issue of competition vs. cooperation, particularly in the context of destination marketing, management and development. ... It would be interesting to examine the dynamic mechanism of cooperation and competition and see how these two relationships can be combined and managed in destination marketing. The lack of theoretical and empirical work on this topic suggests that future research should devote more resources and attention to further exploring the importance of simultaneous

cooperation and competition among tourism businesses in a destination. (pp. 164–165)

2.7 Knowledge management (KM) and knowledge transfer (KT)

Study 3 within this research explores the KT process in the context of a mega-event. In order to provide background information and an overview on the current state of research in this field, important concepts and theories on KM and KT are outlined in the following sections.

2.7.1 Introduction: knowledge terms and definitions

Attempts by organisations to collaborate with others have been characterised as joint learning experiences (Doz, 1988) and “vehicles by which knowledge is transferred and by which firms learn from each other” (Kogut, 1988, p. 184). Knowledge is considered a company’s most valuable resource (Buckley & Carter, 2002; N. Scott & Laws, 2006; Zack, 1999), and was regarded as “the most powerful engine of production” by Alfred Marshall as early as in 1890 (Marshall, 1890, p. 138). While the primary role of knowledge as a competitive tool has long been recognised in the literature (Penrose, 1959; Polanyi, 1958; Simon, 1968), knowledge management (KM) as an academic field emerged only in the 1980s (Cooper, 2006). Since then, the KM literature has grown rapidly and emphasises the connection of knowledge to gaining competitive advantage. As Nonaka (1991) states: “The one sure source of lasting competitive advantage is knowledge” (p. 48). Armistead and Meakins (2002) suggest that KM discussions should always start with the question, “What is knowledge?” Yet, the concept of knowledge remains fragmented, with no clear definition receiving wide acceptance (Assundani, 2005; Nonaka, 1994). This thesis utilises the definition from Beesley and Chalip (2011), who define knowledge as “information with meaning that exists within the individual” (p. 328) and that “occurs either as a result of experience, or is generated through thinking or reasoning; otherwise it remains mere data or information” (pp. 327–328) (see also Brauner & Becker, 2006).

It is thus essential to distinguish between knowledge, data and information. Data have been described as “... unrelated facts, not yet interpreted by a person” (Brauner & Becker, 2006, p. 64). They consist of signs and raw material that still need to be processed and codified further (Rehaeuser & Krcmar, 1996; Schlegelmilch & Penz,

2002). Once these data are used in the context of relevance for a certain system, they become information (Schlegelmilch & Penz, 2002; Willke, 1998). Thus, information is data used “in a context to which meaning has been attributed” (Standards Australia International, 2003, p. 1). Finally, knowledge combines information, experience and insight (Elearn, 2009) and is regarded as “a body of understanding and skills that is constructed by people” (Standards Australia International, 2003, p. 1).

Based on these definitions, knowledge can be regarded as an activity while data and information are objects. This distinction is important when comparing access and storage: while data and information can be easily accessed and stored externally, knowledge accumulates within individuals and is only shared if the individual is willing to do so (Beesley & Chalip, 2011).

In the KM and KT literature, a variety of terms are used, often interchangeably, leading to confusion. Table 5 summarises definitions of the terms related to knowledge, KM and KT as used in this research.

Table 5: Terms and definitions used in the description of KT

Term	Definition	Author
Data	“Data can be understood as unrelated facts, not yet interpreted by a person.”	Brauner & Becker, 2006 (p. 64)
Information	“Data in a context to which meaning has been attributed”	Standards Australia, 2003 (p. 1)
Knowledge	“... that which is embedded within individuals and occurs either as a result of experience, or is generated through reasoning and thinking”	Beesley & Chalip, 2011 (pp. 327-328)
Knowledge creation	“Driven by curiosity or in response to a problem, refers to the deliberate and purposeful collation of observations, data, or facts to generate new or novel ways of understanding a particular phenomenon.”	Beesley & Chalip, 2011 (p. 328)
Knowledge transfer	“When information has been reasoned over and incorporated into the receiver’s existing knowledge structures.”	Beesley & Chalip, 2011 (p. 328)
Knowledge acquisition	“The result of successful knowledge transfer.”	Beesley & Chalip, 2011 (p. 328)
Knowledge adoption	“Identification of new products, services, markets, or processes.”	Beesley & Chalip, 2011 (p. 328)
Knowledge management	“The process of gathering and making use of a firm’s collective expertise wherever it resides — on paper, in databases or in people’s heads.”	Awad & Ghaziri, 2004 (p. 28)
Knowledge sharing	“A process of transferring human knowledge about a process or a procedure to others in the organization; ability and willingness of people to exchange specialised experience with others for the common good of the organization.”	Awad & Ghaziri, 2004 (p. 28)

2.7.2 From the resource-based view to the knowledge-based view of the firm

The *resource-based view* (RBV) asserts that a firm's resources create a lasting competitive advantage (Barney, 1991; Porter, 1985; Wernerfelt, 1984). RBV theorists argue that resources (including assets, capabilities, organisational processes, firm attributes, information, and knowledge) enable firms to implement strategies that enhance their efficiency and effectiveness, and hence can serve as a source of competitive advantage (Barney, 1991; Daft, 1983). Strategies that cannot be simultaneously implemented by competitors nor quickly duplicated are believed to contribute to a competitive advantage that is particularly valuable and sustainable (Barney, 1991). Furthermore, the organisation's resources must be rare, valuable, imperfectly imitable and non-substitutable in a short period of time to create the desired advantage over competitors (Barney, 1991). The RBV is criticised because (among other things) it is not amenable to making generalisations, and because it is considered too simplistic and largely untestable (Gibbert, 2006; Levitas & Ndofor, 2006; Singh & Hu, 2008). Nonetheless, it remains one of several dominant explanations of persistent firm performance within the strategic management literature (Foss, 1998).

The *knowledge-based view* (KBV) is a specific branch of the RBV theory (Eisenhardt & Santos, 2002; Grant, 1996). The KBV regards a firm as a knowledge-creating entity, and argues that knowledge is a firm's most important resource (Grant, 1996). Knowledge and a firm's capability to create and use this knowledge are key to a firm's sustainable competitive advantage (Nonaka & Takeuchi, 1995). The skills and knowledge incorporated within the organisation assist in introducing new products, processes and services, or improving existing ones, hence creating the desired advantage over competitors (Assundani, 2005; Eisenhardt & Santos, 2002; Grant, 1996). The creation, effective use and transfer of knowledge are regarded as key strategies for successful, competitive organisations in the future (Argote & Ingram, 2000).

2.7.3 Organisational learning as a foundation for knowledge

According to Eisenhardt and Santos (2002), learning can be defined as:

The process by which new information is incorporated into the behaviour of agents, changing their patterns of behaviour and possibly, but not always, leading to better outcomes. (p. 141)

The KBV assumes that individuals are the key repositories of knowledge (Grant, 1997). It is through individuals that organisations learn. Senge (1990) notes: “Organizations learn only through individuals who learn. Individual learning does not guarantee organizational learning. But without it no organizational learning occurs” (p. 139). Through organisational routines, the learned individual knowledge is converted into organisational knowledge. Hence, these organisational routines form the basis of collective learning within an organisation (Eisenhardt & Santos, 2002). However, a learning culture must be embedded within the organisation in order to achieve successful learning. This culture encourages learning as a way to grow the organisation’s capacity (Senge, 1990). In this context, the literature uses the term *learning organisation*, which refers to an “organization skilled at creating, acquiring, and at transferring knowledge, and at modifying its behavior to reflect new knowledge and insights” (Garvin, 1993, p. 80).

Hamel (1991) identifies three key determinants of learning outcomes: transparency, receptivity, and intent. *Transparency* refers to the openness or “knowability” of each partner. *Receptivity* implies a partner’s capacity for learning. However, the most important determinant of organisational learning is *intent*, which is “a firm’s initial propensity to view collaboration as an opportunity to learn” (Hamel, 1991, pp. 91–92). A number of scholars emphasise the importance of intent for successful learning in alliances and networks (Kale, Singh, & Perlmutter, 2000; Tsang, 2002). Organisations with high levels of intent are more likely to report higher levels of learning from their partner(s) (Hamel, 1991). However, the learning intention of the entire organisation must be translated into employee intent to learn, or else the opportunity to acquire new skills and knowledge will be missed (Hamel, 1991).

2.7.4 Information and knowledge management

Knowledge management can be defined as “a multi-disciplined approach to achieving organisational objectives by making the best use of knowledge. It involves the design, review and implementation of both social and technological processes to improve the application of knowledge, in the collective interest of stakeholders” (Standards Australia International, 2003, p. 1). An organisation needs to effectively ensure that its ‘data’ becomes ‘information’ and then ‘knowledge’ (Halbwirth & Toohey, 2001). Thus, KM represents the ability of an organisation to gain knowledge from its own and other organisations’ experience and to apply that knowledge in fulfilling the objectives and mission of the organisation. Specific KM activities focus on acquiring, storing and using knowledge for problem solving, dynamic learning, strategic planning and decision making (Geisler & Wickramasinghe, 2009).

A systematic approach to managing knowledge provides a wide range of benefits to the organisation. Skyrme (2011b) identifies three categories of KM benefits that hierarchically build upon each other:

1. Benefits from more efficient processing of information and knowledge (e.g. faster retrieval of information, minimizing duplication, knowing who knows what and who is doing what, improved quality of information, access to most current knowledge)
2. Internal organisational benefits (e.g. sharing of good and best practices, faster time-to-market for new products, better management of risks, retention of knowledge before experts leave or retire, cost savings)
3. Benefits to external customers and stakeholders (e.g. improved customer service and satisfaction, faster solving of problems, improved product and service quality, enhanced reputation and market image).

In recent literature, “Information and Knowledge Management” (IKM) has emerged as a new term to describe the combined application of both information and knowledge in organisations (Skyrme, 2011a). Many scholars point to the dynamic and interactive relationship of information and knowledge (e.g. Elearn, 2009; Skyrme, 2011a; Swan, Langford, Watson, & Varey, 2000). Information facilitates the development of knowledge over time, which then creates more information, which in turn deepens

knowledge (Swan et al., 2000). Nonaka and Takeuchi (1995) state: "... information is a necessary medium or material for eliciting and constructing knowledge" (p. 58).

The current literature also suggests there is no correct way to implement (I)KM. Rather, it is accepted that it is a contextual function that, to be effective, must reflect the organisation, its cultural, national, regulatory, political and legislative environments in which it is practiced. Halbwirth and Toohey (2001) note:

Crucial to (I)KM initiatives is a thorough understanding of the elements of [the] organisation and its culture Analysis of the organisational environment and culture, married with an ongoing understanding of changing strategic objectives, is necessary. (p. 95)

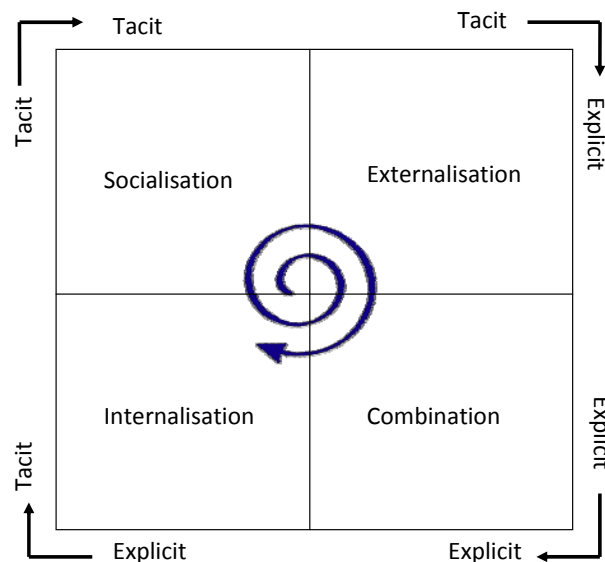
2.7.5 Tacit versus explicit knowledge and the knowledge creation process

Polanyi (1967) was the first to distinguish between *tacit knowledge* (i.e. know how) and *explicit knowledge* (i.e. know what). *Explicit knowledge* is codifiable, formal, and systematic (N. Scott & Laws, 2006). It can be translated into words or symbols, and thus be transformed into tangible forms (e.g. books or manuals) (Inkpen, 1996). Anybody with a comparable skill base can utilise it (Lei, Slocum, & Pitts, 1997). In contrast, *tacit knowledge* is much more difficult to define and outline. It is hard to translate and to explain to outsiders, and often can only be learned through practice and direct immersion with the person who possesses it (Lei et al., 1997).

Nonaka (1994) suggests that knowledge is created through the interaction between tacit knowledge and explicit knowledge. He proposes four different modes of knowledge conversion: socialisation, externalisation, combination and internalisation. *Socialisation* refers to the conversion of new tacit knowledge into the existing base of tacit knowledge. An example here is an apprentice who learns the tacit knowledge needed in his craft by hands-on experience and by spending a lot of time with more experienced employees. *Externalisation* is the conversion of tacit knowledge into explicit knowledge through verbalisation. Examples are new product concepts that at first only exist in form of tacit knowledge but are converted into explicit knowledge with the help of creative workshops for employees and customers. *Combination* refers to the process of converting explicit knowledge into even more systematic and complex forms of explicit knowledge; for example, when a customer database with data from inside and outside the organisation is used to analyse consumer preferences

and shopping behaviour. Finally, *internalisation* refers to the process by which explicit knowledge is converted into tacit knowledge. Thus, service concepts and training programmes are turned into tacit knowledge through action, practice and learning by doing (Schlegelmilch & Penz, 2002). Nonaka and his colleagues (Nonaka, 1991, 1994, 1996; Nonaka & Takeuchi, 1995; Nonaka, Toyama, & Konno, 2000) propose that organisational knowledge is created and transferred in a dynamic interaction between the different modes of knowledge conversion, i.e. in a spiral movement of knowledge through the SECI (Socialisation, Externalisation, Combination, Internalisation) process (Figure 5).

Figure 5: The SECI process
(adapted from Nonaka et al., 2000, p. 12)



They state:

It is a dynamic process, starting at the individual level and expanding as it moves through communities of interaction that transcend sectional, departmental, divisional and even organisational boundaries. Organisational knowledge creation is a never-ending process that upgrades itself continuously. This interactive spiral process takes place both intra- and inter-organisationally. Knowledge is transferred beyond organisational boundaries, and knowledge from different organisations interacts to create new knowledge. (Nonaka et al., 2000, p. 12)

2.7.6 Knowledge transfer

Knowledge transfer is generally divided into *internal knowledge transfer* (i.e. within the organisation) and *external knowledge transfer* (i.e. across organisational boundaries)

(Eisenhardt & Santos, 2002). Previous research has argued that KT across firms is more complex and complicated than internal KT (Inkpen & Tsang, 2005). This research analyses collaborations and inter-organisational learning, and hence external KT is especially pertinent. Awad and Ghaziri (2004) state that no single best transfer method for KT exists. This is because KT depends on many different factors, such as the type of knowledge and the barriers to transfer. KT can happen informally through spontaneous and unstructured processes. However, due to its importance for the company's competitiveness, it is more often a well-managed and carefully planned process. N. Scott, Baggio and Cooper (2008) define its key element as "the imperative of transfer plus absorption" (p. 46). KT can occur through peer-to-peer exchanges, interactive knowledge sharing, team learning, electronic discussion spaces, inter-firm linkages and partnerships, knowledge-creating bodies (e.g. universities and government agencies), and exchanges of work-related gossip (Bathelt, Malmberg, & Maskell, 2004; N. Scott, Baggio et al., 2008). The core concept is to ensure the effective application of intellectual capital within the company or network to achieve certain objectives (N. Scott, Baggio et al., 2008). However, for effective transfer to occur within a network of organisations, everyone must participate, as each partner can control the degree of access to knowledge (N. Scott, Baggio et al., 2008).

Knowledge that is expressed becomes information to others. For knowledge to be successfully transferred, receivers must apply thought or reasoning to it and incorporate it into their individual knowledge networks (Beesley & Chalip, 2011). The degree to which it has been transferred largely depends on the communication processes (Davila, Epstein, & Shelton, 2006), since the "acquisition of new knowledge is fundamentally a communication process" (Beesley & Chalip, 2011, p. 328). Thus, communication is essential for a successful knowledge transfer (Beesley & Chalip, 2011; Mahajan & Peterson, 1985). Also, knowledge may be transferred but it is not successfully adopted unless it leads to the generation of new ideas and concepts. Davenport and Prusak (2000) note:

Knowledge transfer involves two actions: transmission (sending or presenting knowledge to a potential recipient) and absorption by that person or group. If knowledge is not absorbed, it has not been transferred. Merely making knowledge available is not transfer. Access is necessary but by no means sufficient to ensure that knowledge will be used. ... Even transmission and absorption together have no useful

value if the new knowledge does not lead to some change in behaviour, or the development of some new idea that lead to new behaviour. (p. 101)

Thus, it is important to help the receiver to consider information, explore its relevance and how it might be applied in a given context (Beesley & Chalip, 2011).

2.7.7 KM and KT in the tourism and destination marketing context

In the tourism and destination marketing context, KM and KT have only recently received attention (Shaw & Williams, 2009). The most important contributions and models for KT used in the tourism field are outlined in the following sections.

2.7.7.1 The need for effective KT in tourism and destination marketing

The ultimate goal of an organisation is the effective transfer and use of knowledge to contribute to competitiveness (Cooper, 2006; Eisenhardt & Santos, 2002). Cooper (2006) notes: "For the tourism industry ... , it is in the area of flows and transfer where the real challenge lies" (p. 54). A tourist destination is "an amalgam of individual products and experience opportunities that combine to form a total experience of the area visited" (Murphy et al., 2000, p. 678). This means that every single experience at the destination adds to the total holiday experience and thus determines the quality of the holiday (Otto & Ritchie, 1995; N. Scott & Laws, 2006; Woods & Deegan, 2006). Hence, there is a need for effective collaboration and KT within destinations.

KM research in tourism contexts is disproportionately small (Clark & Scott, 2006; Cooper, 2006; N. Scott, Baggio et al., 2008; N. Scott & Laws, 2006; Shaw & Williams, 2009). N. Scott, Baggio and Cooper (2008) state: "Whilst it is recognised that knowledge transfer across tourism destinations is important, compared to other fields the tourism sector is relatively undeveloped" (p. 46). Similarly, Shaw and Williams (2009) note:

Set against the outpouring of papers on knowledge management and knowledge transfer within the general business literature, work within the tourism sector has, until recently, been lagging. (p. 325)

Several authors emphasise the importance of developing a knowledge base as a necessity for tourism organisations to be competitive (Cooper, 2006; Jafari, 1990).

Shaw and Williams (2009) specifically emphasise the need for a “better understanding of how we can conceptualise and theorise knowledge transfer in tourism” (p. 333). In this context, KM is seen as a valuable instrument to respond to the fast-changing tourism industry with its increasing uncertainty, shorter product life cycles, rapidly developing technologies, and increasing regulatory constraints (N. Scott & Laws, 2006). The limited existing research has — until recently — concentrated on the hospitality industry, especially the hotel sector (e.g. Jacob, Tintore, Guilo, Bravo, & Julet, 2003; Orfila-Sintes, Crespí-Cladera, & Martínez-Ros, 2005; Orfila-Sintes & Mattsson, 2009; Yang, 2007; Yang & Wang, 2004). However, an increasing number of studies on KM and KT in the tourism and destination marketing context is emerging (e.g. Baggio & Cooper, 2010; Bouncken & Pyo, 2002; Cooper, 2006; McLeod, Vaughan, & Edwards, 2010; N. Scott & Laws, 2006; Shaw & Williams, 2009).

2.7.7.2 Networks as facilitators of KT

Several authors emphasise the contribution of network analysis to developing effective strategies for KT, both generally and in the tourism industry (Brass et al., 2004; Inkpen & Tsang, 2005; N. Scott, Baggio et al., 2008; Shaw & Williams, 2009). Brass et al. (2004) note: “Interorganizational networks offer a variety of knowledge, innovation, performance, and survival benefits” (p. 807). Networks allow the sharing and transfer of knowledge among organisations, provide sources of knowledge for innovation, and facilitate business performance improvement (McLeod et al., 2010).

Scholars in the tourism and destination marketing context also acknowledge the use of network analysis to analyse KT processes among stakeholders (e.g. N. Scott, Baggio et al., 2008; N. Scott & Cooper, 2007; N. Scott, Cooper et al., 2008; Shaw & Williams, 2009). N. Scott, Baggio et al. (2008) highlight the contributions of network analysis to identifying barriers to knowledge acquisition (e.g. weak or broken links) and understanding the key knowledge gaps at the destination. Shaw and Williams (2009) state:

Networks are of particular importance in the study of knowledge transfers in tourism. Of particular note is the issue of the efficiency of networks in knowledge transfer (and innovation) in tourism destinations. (p. 330)

Other authors argue that the core function of networks is to provide a basis for organisational learning, i.e. a product of knowledge exchange (e.g. Dredge, 2006; L. Gibson et al., 2005; Halme, 2001; McLeod et al., 2010; Morrison et al., 2004; Pavlovich, 2003). Tourism scholars have started to analyse KT and knowledge diffusion within tourism and destination marketing networks. Most of these very recent studies use quantitative methods of network science, computer simulations and network analysis software (e.g. UCINET) to measure network constructs. The constructs include density, centrality, structural holes and brokerage (e.g. Baggio & Antonioli Corigliano, 2010; Baggio & Cooper, 2010; Baggio, Scott, & Cooper, 2010; da Fontoura Costa & Baggio, 2009; McLeod et al., 2010).

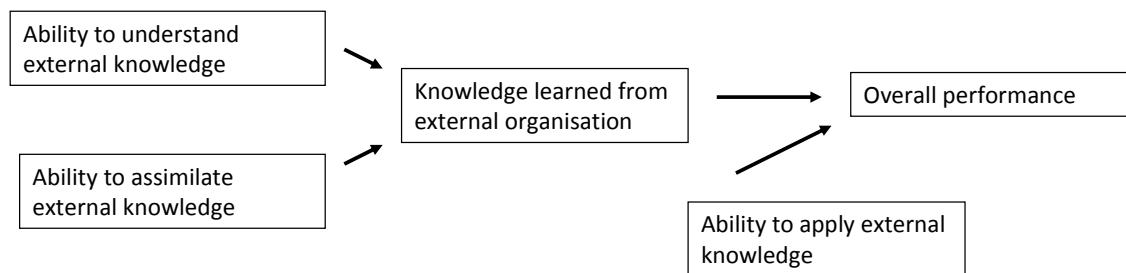
Finally, as indicated in section 2.5.4, the network concept of tie strength plays an important role for KT. Granovetter (1973, 1982) argues that weak ties provide a great supply of new knowledge since people are in less frequent contact. Hansen (2002), however, points to the risk that knowledge might not be shared at all through weak ties. Pavlovich (2003) emphasises the role of strong ties for support and as catalysts for knowledge-building in the network. She highlights the need for organisations “to have a portfolio of network-oriented relationships (strong supportive ties), and external partnerships (to source new and current information opportunities)” (p. 215). These preceding arguments demonstrate the value of analysing the composition of weak and strong ties within a network, as this potentially affects the likelihood and degree of individuals and organisations within a network receiving and transferring knowledge (McLeod et al., 2010).

2.7.7.3 KT models

A variety of KT models have been developed and suggested by scholars from many fields and disciplines (e.g. Baek, Liebowitz, & Granger, 1999; Carayannis, 1999; Hedlund, 1994; Wiig, 1993). The model of absorptive capacity (Cohen & Levinthal, 1990) has received particular attention by scholars. An organisation’s *absorptive capacity* is its ability to: (1) understand new external knowledge; (2) assimilate it; and (3) apply it to commercial ends (Cohen & Levinthal, 1990). The model is premised on the belief that organisations must respond to knowledge inputs. Their ability to do this, however, depends in part on the organisation’s existing knowledge (see Figure 6). This

means that, as the stock of knowledge increases, so too does the probability of effective knowledge assimilation. Further factors include the size, internal structure, division of labour, leadership and competency profile of the receiving organisation (Cooper, 2006; N. Scott, Baggio et al., 2008).

Figure 6: The absorptive capacity model
(based on Lane, Salk, & Lyles, 2001, p. 1142)



The model of absorptive capability has received widespread attention (e.g. Awad & Ghaziri, 2004; Lane & Lubatkin, 1998; Pennings & Harianto, 1992). It has also been suggested as the most relevant for tourism (Awad & Ghaziri, 2004; Cooper, 2006; N. Scott, Baggio et al., 2008). Cooper (2006) notes that the tourism industry is dominated by small and medium-sized businesses, characterised by activity fragmentation and poor human resource practices, which acts a barrier to knowledge transfer and acquisition. He states that “the absorptive capacity of small and medium sized enterprises is important for transfer in tourism, as they are critical to destination competitiveness. For such firms, successful transfer depends upon a high degree of relevance to their operation” (Cooper, 2006, p. 57). He calls for increasing knowledge stocks through knowledge articulation within tourism networks, since the more knowledge is shared, the greater the chances that this knowledge gets absorbed.

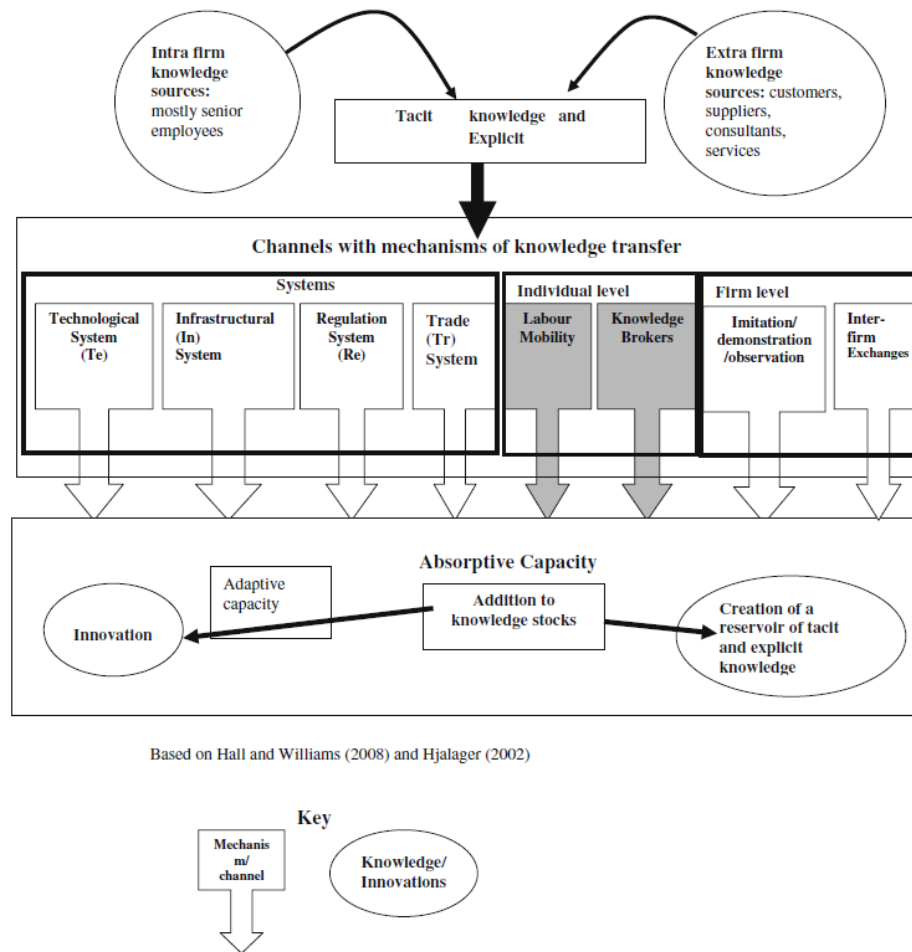
Other tourism scholars, such as Hjalager (2002), Hall and Williams (2008) and Weidenfeld et al. (2010), have provided constructive attempts to explore aspects of KT among tourism organisations, and suggested different models and concepts. In her study on innovation defectiveness in tourism, Hjalager (2002) suggests four different channels for KT in tourism: the trade system (e.g. market surveys, trade associations); the technological system (e.g. purchases or leases of technology); the infrastructural system (e.g. public authorities acting as “knowledge transfer agents”); and the regulation system (e.g. safety control, labour regulations etc.). Weidenfeld et al. (2010)

confirm the usefulness of this approach. However, they also note that these knowledge channels “are to some extent idealised, because in reality knowledge transfer is often blurred, shifting and multi-scalar, and thus complex, and they necessarily overlap” (p. 608).

Hall and Williams (2008) identify six channels of KT in tourism: labour mobility; inter-firm exchanges; imitation/demonstration/observation; knowledge brokers; learning regions/geographical clustering; and communities of practice. In this context, labour mobility refers to knowledge transferred through the physical movement of workers, i.e. through people relocating within a firm or across firms. Inter-firm exchange includes vertical and horizontal collaboration with suppliers, intermediaries or other tourism businesses, and buying in knowledge from them. Learning by imitation/demonstration/observation can be a planned or an unplanned process, and is especially relevant in the tourism field. Most front-stage processes are visible, and the level of technology is often relatively low. Thus, it is easy for competitors to observe and copy existing processes. Knowledge brokers include influential individuals with a large reservoir of knowledge they can transfer. Learning regions refer to territorial spaces characterised by proximity, trust and shared values, providing an environment for collective learning. Finally, communities of practice (or relational proximity) are individuals bound through shared meanings and understandings; they are especially important for innovation. Since spatial proximity might facilitate those communities, they partly overlap with learning regions. However, spatial proximity is not a requirement for communities of practice (Amin, 2002). Hall and Williams (2008) conclude that the “most progressive and most innovative firms do seek to maximize knowledge transfers and learning with the firm, while seeking to minimize knowledge seepage to competitors” (p. 87).

Finally, Weidenfeld et al. (2010) develop an idealised model in their study on KT and innovation between tourist attractions. The model combines four of the six channels of KT suggested by Hall and Williams (2008) (labour mobility, knowledge brokers, imitation/demonstration/observation, inter-firm exchanges) and the four systems proposed by Hjalager (2002) (trade, technological, infrastructural, regulation). In total, eight channels of KT are suggested that operate at the individual level, the firm level, and as systems (see Figure 7).

Figure 7: Sources, channels with mechanisms and outcomes of knowledge transfers between tourist attractions
(Weidenfeld et al., 2010, p. 607. Reprinted with permission.)



The model proposes that both tacit knowledge and explicit knowledge are absorbed through internal sources (e.g. staff or senior managers) and external sources (e.g. suppliers). Knowledge is then transferred through the channels/mechanisms and added to the existing knowledge stocks, creating a reservoir of tacit and explicit knowledge among staff. It can also potentially be transformed and adapted as innovations. However, this depends on the absorptive and adaptive capacities of the firm (Weidenfeld et al., 2010).

These recent studies confirm the importance of knowledge as one of the drivers of innovation, productivity and competitiveness in tourism (Shaw & Williams, 2009). However, they also demonstrate clearly the need for more research to enhance our understanding of the processes underlying KT in tourism and destination marketing (Cooper, 2006; Hjalager, 2002; N. Scott, Baggio et al., 2008; Weidenfeld et al., 2010). Shaw and Williams's (2009) review of knowledge research in tourism finishes with the

following conclusion: “Our short review of work within the tourism [field] on knowledge management and transfer points to a mere handful of studies in which attempts have been made to explore empirically some of the key concepts in the wider ‘knowledge’ literature” (p. 332). Thus, KT remains a topic of great interest for the tourism industry, and one of significant importance. N. Scott, Baggio et al. (2008) conclude:

Research in knowledge management and destination networks and stakeholders is potentially both a rich and valuable area for tourism scholars. Not only is it an area that examines phenomena of competition and cooperation that are commonly found in tourism destinations but it also offers real promise for improving destination competitiveness. (p. 57)

2.7.8 KM and KT in the events context

Research around knowledge and KM in the events context is a rather neglected area of research. Stokes (2004) notes that “the body of literature in events tourism remains limited” (p. 119). She presents a framework for analysing event-tourism knowledge networks and suggests four related arenas of events-tourism knowledge: (1) events-tourism research and analysis (e.g. event analysis and impacts); (2) event planning and management (e.g. organising of events); (3) tourism marketing of events (e.g. linking of events with destination brands); and (4) events-tourism strategy making (e.g. strategies to link events and tourism at national and state levels). Stokes notes: “The growth of interest in the use of interorganisational relationships and networks as vehicles for knowledge management provides an avenue to explore ways in which stakeholder engagement in event tourism might be enhanced” (Stokes, 2004, p. 119). She also points to the value of knowledge sharing in networks for a more strategic approach in the future.

Toohey and Halbwirth (2001) describe KM solutions during the Sydney 2000 Olympic Games. In June 1998, two years before the start of the Games, the Sydney Organising Committee for the Olympic Games (SOCOG) introduced the internal Sydney 2000 Games Information System. The system provided a “shared environment for the creation and dissemination of information and knowledge” that promoted “the sharing and linking of existing data” (p. 5). As per an agreement between the International Olympic Committee (IOC) and SOCOG, SOCOG produced a written manual of

experiences made during the organisation and operation of the 2000 Olympic Games. This manual was known as the Transfer of Know How (TOK) and was passed to the organising committees in both Salt Lake City and Athens (i.e. future host cities).

In two similar articles, Halbwirth and Toohey (2001) and Halbwirth (2002) outline SOCOG's KM growth and development from a mere information management approach into a wider knowledge management role, assisted by the technological system. They emphasise the importance of a good KM system to transfer know-how from one Olympic Games to the next. KM processes can expedite the flow of information and knowledge throughout the organisation. However, a receptive culture is required to achieve this. Halbwirth and Toohey (2001) also point to SOCOG's challenge of capturing valuable tacit knowledge. Once the Sydney Olympic Games were over, "there was no value in what SOCOG had learned unless it was able to pass on its knowledge to future OCOGs or to the IOC" (p. 97).

In their study of the 2004 Olympic Games in Athens, Singh and Hu (2008) analyse the coordination between the Olympic organising committee and the destination marketing organisation, and propose a conceptual framework and model to understand their alignment and to strategically make use of it in the future. They find that in the context of large-scale events:

... most tourism research [is] aimed at examining short-term and visitation-related impacts, rather than long-term outcomes such as strategic development and knowledge management/transfer. Given the huge public and private investments involved in these large-scale events, the need to fill this gap in the extant literature seems surprisingly obvious and necessary. (Singh & Hu, 2008, p. 937)

They emphasise that successful destination marketing in the events context requires integration of two different knowledge domains: Olympic planning and destination marketing. They conclude:

There is a vast amount of tacit knowledge accumulated by key officials who are involved in organizing the mega-event and marketing the destination. This precious knowledge source should be transferred to and re-used by future organizing committees and destination organizations again. (Singh & Hu, 2008, p. 937)

Finally, Beesley and Chalip (2011) analyse the KT process to leverage mega-events in non-host destinations. More particularly, the study describes the failed efforts to transfer knowledge about non-host city leverage from Australia to Shanghai in the context of the 2008 Beijing Olympic Games. Their findings suggest that cultural (e.g. history, culture) and political (e.g. strong control, strict authorities) forces in China acted as the main barriers to transferring Australian knowledge to Shanghai. In addition, simple communication gaps exacerbated the problems. The authors conclude that efficient KT in the events context:

... requires localisation with reference to social, cultural, political, and historical context, and it requires an understanding of the ways that an event, such as the Olympic Games, is framed and understood by its host. ... Thus, knowledge needs to be honed refined, and adapted to be made relevant in the context to which it is to be transferred. (Beesley & Chalip, 2011, pp. 340–341)

In summary, theory and research on KM and KT in the events literature is increasing but still very limited. Additional research on KM and KT will enhance understanding of how to better leverage events in the future (Singh & Hu, 2008; Stokes, 2004).

In practice, the importance of KM is reflected in the KM initiatives by leading events and sports associations such as the IOC and the International Rugby Board (IRB). The KM programme started by the IOC with the Sydney Olympics in 2000 (as described above) remains an important feature of the Olympics. In 2002, the IOC established the Olympic Games Knowledge Services (OGKS), an independent organisation, to enhance the TOK programme and to develop specific KM initiatives. Three years later, the organisation was re-integrated into the IOC as the Olympic Games Knowledge Management (OGKM). OGKM is used “to ensure that future hosts could draw from the wealth of knowledge that is available about Games organisation, while using it to make their own projects more efficient and effective in delivering the highest quality conditions for the athletes of the world” (International Olympic Committee, 2010a). A key component of OGKM is the Observer Programme carried out by the IOC in partnership with the respective host Organising Committee (OCOG). Within the Observer Programme, key OCOG personnel present and transfer their knowledge to future hosts and applicants. For example, the 2010 Vancouver Observer Programme included 40 visits and four round tables over 21 days during the 2010 Winter Olympic

Games in Vancouver, allowing the observers to see the arrivals and departures period, as well as a wide range of Games-time activities. The topics covered during the Vancouver 2010 Observer Programme included a wide variety of areas, such as security, branding, marketing, press and media, licensing and ticketing, technology, transport, protocol, and ceremonies, among many more (International Olympic Committee, 2010b).

The IRB introduced an Observer Programme during the 2007 Rugby World Cup in France. IRB Chairman Bernard Lapasset stated:

The RWC 2007 Observer Programme was a major highlight of the learning experience, bringing together members of the Rugby and wider sporting family to share experience, transfer knowledge, build relationships and get a better understanding of how one of the world's premier sports events operates. (International Rugby Board, 2011c)

For RWC 2011 in New Zealand, the programme was expanded to involve all major stakeholders. It offered valuable insight into the delivery of this major event, including regional showcasing, festival development, economic impact, financial support and engagement (International Rugby Board, 2011c).

These examples demonstrate the significant value of KT and KM in enabling event organisers and committees to leverage their events more strategically. It is important to note that this has, however, not been echoed in the events literature and there remains a dearth of literature on KM and KT in the events context.

2.7.9 The influence of coopetition on KT dynamics

As outlined earlier, collaboration can positively enhance inter-organisational learning and KT. However, collaboration also has its dangers, such as the potential use of confidential information by partners within a network (Bramwell & Lane, 2000). Loebbecke, Van Fenema and Powell (1999) highlight the paradox that “knowledge shared for cooperation may also be used for competition” (p. 14). One of the major questions for organisations, therefore, is to what extent knowledge sharing through cooperation can be beneficial for a firm when it also involves a risk for increased competition (Loebbecke et al., 1999; Nalebuff & Brandenburger, 1996). This is especially true in the tourism industry, with its complex tourism product and its

interdependent relationships among stakeholders (von Friedrich Grängsjö, 2003). As von Friedrich Grängsjö (2003) notes:

Owing to the complexity of the tourist product most firms in a tourist destination are interdependent on one another. As well as being competitors they also have to work together on creating the overall quality of the total tourist product. It is difficult to separate co-operation from competition. (p. 427)

This tension between cooperation and competition significantly affects KT in inter-organisational relations (Easterby-Smith et al., 2006, 2008; Levy, Loebbecke, & Powell, 2003; Loebbecke et al., 1999). However, research in this context has been neglected to date. In their call for papers for a special issue of the *Journal of Management Studies* on inter-organisational learning, Easterby-Smith et al. (2006) clearly highlight this research gap, concluding that “the present state of research seems to have touched just the tip of the iceberg” (p. 1). They explicitly request papers dealing with the influence of cooperation and competition on KT dynamics in order “to enhance our understanding of inter-firm knowledge transfer, a topic that has both theoretical and practical significance” (Easterby-Smith et al., 2006, p. 1). However, in the final issue of the journal two years later, only two papers touch on this topic, leading the editors to comment: “we were surprised that issues of ‘coopetition’ did not feature more extensively in the papers; we suspect that this is an area which will attract greater attention in the future ...” (Easterby-Smith et al., 2008, p. 683). This thesis addresses Easterby-Smith et al.’s (2006, 2008) call by investigating coopetition and its influence on KT dynamics in a destination marketing and events environment.

2.8 Chapter summary

Chapter Two has reviewed and discussed the literature relevant to the development of the thesis. It first presented background information, concepts, and theories in the destination marketing and mega-events literature, since both areas form the basis of the thesis. Next, inter-organisational relations and their underpinning theories have been discussed, leading to the finding that an integrative approach should be used to explain organisations’ behaviours. The chapter then focused on the three main concepts this thesis embraces: social networks; collaboration and CC; and KM and KT. Important theories, concepts, models, and contributions in these three fields,

especially in the context of destination marketing and events, have been discussed and explored. The comprehensive review of the literature has offered an insight into all research areas of relevance for the development of the thesis, and provides the foundation for the analysis of three study areas. Chapter Three will now outline the social research context within which this thesis is embedded.

For me context is the key — from that comes the understanding of everything.

— Kenneth Noland

3.1 Introduction

The thesis combines two major research fields: destination marketing and mega-events. Chapter Two defined the two fields and presented major contributions in the literature. This chapter provides the social context within which this research is embedded. First, the structure of New Zealand's destination marketing is outlined, comprehensively describing the DMOs operating at national and regional levels. Particular attention is paid to TA, the focal organisation of the thesis. The chapter then offers an insight into the political structure of Auckland, New Zealand's largest city, which has recently undergone a significant change in its governance structure. Next, attention is brought to mega-events in New Zealand, and specifically RWC 2011. The structure of the event, its key governing bodies and organising committees at both the national and the regional (i.e. Auckland) levels are comprehensively explained. The chapter concludes with a short overview of the key economic results of RWC 2011, and of the levels of resident and visitor satisfaction.

3.2 Destination marketing in New Zealand

This section is devoted to describing destination marketing in New Zealand. It first focuses on Tourism New Zealand, New Zealand's national tourism organisation, and then describes New Zealand's regional tourism organisations, in particular TA.

3.2.1 Tourism New Zealand, New Zealand's national tourism organisation

New Zealand was the first country in the world to introduce a national tourism organisation (NTO). The "Department of Tourist and Health Resorts" was established in 1901 (Lennon, Smith, Cockerell, & Trew, 2006). Today, the NTO trades as Tourism New Zealand (TNZ), a Crown entity funded by the New Zealand government and established under the New Zealand Tourism Board Act 1991. An eight-person board of directors

appointed by the Minister of Tourism governs TNZ. The organisation employs more than 100 staff in New Zealand and in 16 offices around the world (Tourism New Zealand, 2012). TNZ markets New Zealand to the world as a tourist destination, and focuses the majority of its marketing work on six key markets: Australia, China, Germany, Japan, the UK and the US. In addition to advertising, TNZ collaborates with travel sellers, media, airlines, and a variety of other travel industry partners in smaller markets to promote New Zealand as a travel destination (Tourism New Zealand, 2010b).

3.2.2 Regional tourism organisations (RTOs) in New Zealand

TNZ's activities are supported by 29 regional tourist organisations (RTOs) (Table 6). These RTOs vary in size, structure, and their scope of activities. They are either funded by local council(s) or through annual membership fees. They connect NZ's tourism operators, national tourism bodies, and local and central government (RTONZ, 2011a). Their interests are collectively represented in the membership-based and -funded organisation Regional Tourism Organisations New Zealand (RTONZ). RTONZ provides advice and assistance, builds relationships with stakeholders, coordinates media enquiries, and manages different projects on behalf of the members. RTONZ has its office in Wellington and is led by an executive officer (RTONZ, 2011a).

Table 6: The 29 RTOs in New Zealand
(adapted from RTONZ, 2011a)

Central South Island Tourism	Nelson Tasman Tourism
Christchurch and Canterbury Tourism	Positively Wellington Tourism
Destination Mount Cook Mackenzie	Tourism Auckland*
Destination Fiordland	Tourism Bay of Plenty
Destination Lake Taupo	Tourism Central Otago
Destination Manawatu	Tourism Coromandel
Destination Marlborough	Tourism Dunedin
Destination Northland	Tourism Eastland
Destination Queenstown	Tourism Waitaki
Destination Rotorua	Tourism West Coast
Destination Wairarapa	Venture Hawke's Bay
Destination Wanganui	Venture Southland Tourism
Hamilton & Waikato Regional Tourism	Venture Taranaki
Lake Wanaka Tourism	Visit Ruapehu
Nature Coast Enterprise	

*Since 1 November 2010: Auckland Tourism, Events and Economic Development (ATEED).

3.2.3 Tourism Auckland — New Zealand’s largest RTO

The research focuses on Tourism Auckland (the reasons for selecting TA as focal organisation are elaborated in section 4.5.2). TA is the largest of New Zealand’s 29 RTOs, and its main objective is to encourage “international and domestic visitors to come to Auckland, stay longer and spend more” (ATEED, 2010; Tourism Auckland, 2009). Key activities include visitor information centres, marketing to local, domestic and international visitors, trade training, media services, business tourism sales and marketing, international education marketing, events marketing and sustainability education. It also represents the region on key local and national tourism forums. TA’s seven top inbound tourist markets are Australia, the UK, the US, Japan, Korea, China and Germany (Tourism Auckland, 2009a).

A charitable trust until October 2010 (Tourism Auckland, 2009), TA was transferred into a council-controlled organisation, Auckland Tourism, Events and Economic Development Ltd (ATEED) with the restructure of Auckland’s local government (ATEED, 2010). Since this thesis focuses on tourism and destination marketing (i.e. ATEED’s tourism unit focus), and the sampling process (see section 4.5.6) was completed under the “old” structure, Tourism Auckland (TA) remains the preferred name used throughout this research.

3.3 Auckland, New Zealand’s ‘Super City’

Auckland, located on the North Island of New Zealand, is the largest and most populous city in the country. Approximately 1,486,000 people live in the urban area, representing more than 30% of New Zealand’s population (Statistics New Zealand, 2012). In 2008, the New Zealand government created a Royal Commission to analyse Auckland’s local government and its efficiency. More specifically, the commission was asked to: (1) thoroughly examine the local government system and how decisions were being made; (2) make recommendations about a system of local government that would best suit Auckland for the next 50 to 100 years; and (3) ensure that the city had a system suitable for ethnic diversity and future growth. After extensive public consultation, the Royal Commission recommended the establishment of a single Auckland council for the region (Auckland City Council, 2009a). The former eight regional councils in the greater Auckland region (Auckland Regional Council, Auckland

City Council, Manukau City Council, North Shore City Council, Papakura District Council, Rodney District Council, Waitakere City Council, Franklin District Council) were subsequently replaced by a single council, the new Auckland Council (AC).

On 1 November 2010, the Auckland ‘Super City’ was born and the new Auckland Council started its work. It delivers services through the council organisation and seven council-controlled organisations (CCOs): Auckland Council Investments; Auckland Council Property; Auckland Tourism, Events and Economic Development (ATEED); Auckland Transport; Auckland Waterfront Development; Regional Facilities Auckland; and Watercare Services. TA was integrated into the new structure and continued to exist as the tourism unit of ATEED. The entire staff (except for the CEO) was transferred to ATEED. Auckland Council particularly highlights the significant new role of ATEED:

The organisation has a significant role in attracting and planning for major events, like Rugby World Cup 2011. It will also continue the work of Tourism Auckland in marketing Auckland as a destination, developing tourism products and running visitor information centres. (Auckland Council, 2012a)

Hence, during the time of writing, several agencies within Auckland’s local government significantly changed their structure. Table 7 presents an overview of the changes affecting the most important councils and agencies within the Auckland region.

Table 7: Agency changes under the new Auckland local government structure

Agency name under the old structure	Agency name under the new structure
Auckland Regional Council	Amalgamated to new “Auckland Council”
Auckland City Council	Amalgamated to new “Auckland Council”
Manukau City Council	Amalgamated to new “Auckland Council”
North Shore City Council	Amalgamated to new “Auckland Council”
Papakura District Council	Amalgamated to new “Auckland Council”
Rodney District Council	Amalgamated to new “Auckland Council”
Waitakere City Council	Amalgamated to new “Auckland Council”
Franklin District Council	Amalgamated to new “Auckland Council”
Auckland Regional Transport Authority	Auckland Transport, a CCO
Auckland Plus (investment and economic development agency)	Now part of Auckland Tourism, Events and Economic Development (ATEED), a CCO
Tourism Auckland	Now part of Auckland Tourism, Events and Economic Development (ATEED), a CCO

3.4 A strategic approach to events in New Zealand and Auckland

Like many other countries, New Zealand strategically seeks hosting rights for major events and mega-events. Since the turn of the century, New Zealand has hosted the America's Cup (2000, 2003), the British and Irish Lions Tour in 2005, the 2010 Rowing World Championships, the 2011 Rugby World Cup, and others (Collier & Harraway, 2006; New Zealand Major Events, 2011). The country has also won the hosting rights for the 2015 ICC Cricket World Cup (jointly with Australia) and the 2015 FIFA U20 Men's World Cup (New Zealand Major Events, 2012b).

In 2001, the New Zealand government established the Inter-Agency Events Group (IAEG) "to increase the economic leverage of successful mega events in New Zealand" (Cabinet Office Wellington, 2004, p. 1). The IAEG is a group of eight government agencies: New Zealand Trade and Enterprise, Tourism New Zealand, Creative New Zealand, Sport New Zealand, Ministry for Culture and Heritage, Ministry of Foreign Affairs and Trade, Ministry of Economic Development and Te Puni Kokiri (Ministry of Maori Development). All of them share an interest in major events. The IAEG assesses applications from event owners for funding from the Major Events Development Fund (MEDF), which was set up by the government in 2004 (Cabinet Office Wellington, 2009; New Zealand Major Events, 2012a). Since its inception, the MEDF has invested over NZ\$46.2 million in more than 100 major events (New Zealand Major Events, 2012b). It was used to successfully plan and bid for a variety of major events to be hosted in the country in the upcoming years, such as the aforementioned 2015 ICC Cricket World Cup and 2015 FIFA U20 Men's World Cup, and the 2018 Commonwealth Games (a feasibility study undertaken in 2009 that did not proceed) (New Zealand Major Events, 2012c).

The IAEG is chaired and supported by New Zealand Major Events (NZME), a strategy group within the Tourism, Events and Consumer Affairs Branch of the Ministry of Economic Development (New Zealand Major Events, 2011, 2012a). NZME's overall vision is "a world class events destination where major events deliver tangible benefits" (New Zealand Major Events, 2012d). The strategic approach to events is also evident within New Zealand's Tourism Strategy 2015, the overarching strategic document for New Zealand's tourism industry. The document makes explicit the need

to “bid for, and secure, major international events, which will help reduce seasonality” (Tourism New Zealand, 2007, p. 41) and to “strengthen existing events and set up new events and products that promote regional identity and differentiation” (Tourism New Zealand, 2007, p. 63).

Attracting and hosting major and mega-events also plays an important strategic role for Auckland. Auckland’s Major Events Strategy (ATEED, 2011a) acknowledges that “major events can play a key role in helping cities achieve their long-term economic and social aspirations” (ATEED, 2011a, p. 7), and can, thus, lead to long-term benefits such as social wellbeing, legacy benefits, city branding and economic benefits. The establishment of ATEED, a council-controlled organisation that comprises the areas of economic development, tourism and events, further demonstrates the council’s objective to achieve an “exciting, globally connected city, internationally relevant and ... with a competitive advantage in retaining and attracting talented people” (ATEED, 2011a, p. 13). Since the inception of ATEED in November 2010, the organisation has successfully supported New Zealand’s bids for major nationwide events (e.g. the 2015 FIFA Men’s U20 World Cup) and also successfully bid to host international city events such as the 2013 World BMX Championships, the 2013 World Softball Championships, and the 2017 World Masters Games (ATEED, 2012a; Heslop, 2012, March 15). However, RWC 2011, with 15 matches in the Auckland region, is the largest event Auckland has hosted to date.

3.5 The Rugby World Cup (RWC)

From its humble beginnings in 1987, the Rugby World Cup is now regarded as the world’s third largest sporting event, behind only the Olympic Games and the FIFA World Cup (Cosgrove, 2008; Deloitte & Touche LLP, 2008; Gerrard, Dailey, & Caton, 2007). Its size and significance has increased significantly over the past years: while 17 territories broadcast the inaugural event in 1987, 207 territories around the world followed RWC 2011 (International Rugby Board, 2012a; RNZ 2011, 2008). The event attracted a cumulative audience of 3.9 billion in 2011, compared to 230 million in 1987 (International Rugby Board, 2012b; RNZ 2011, n.d.-a). An independent report by Deloitte & Touche LLP (2008) identifies the Rugby World Cup as a cost-effective major sport event, and asserts that significant economic benefits are possible “without the

large scale infrastructure development which can introduce increased cost and financial uncertainty to the hosting of a major sporting event” (Deloitte & Touche LLP, 2008, p. 2).

3.5.1 The Rugby World Cup 2011 (RWC 2011) in New Zealand

The 2011 Rugby World Cup possessed significant meaning for the small country of New Zealand. Not only was it the largest event ever hosted by New Zealand, it also involved the country’s most popular sport: rugby. Often called “New Zealand’s greatest religion” (Nauright, 1990, p. 220), rugby has played an important role in the social history of New Zealand and has helped shape the national identity of the New Zealanders (Nauright, 1990). Over the past 130 years rugby has become “part of who the country is as a nation — proud, sporting, innovative and determined to make its mark on the world” (Tourism New Zealand, 2009).

New Zealand was granted the rights to host RWC 2011 on 17 November 2005, in Dublin, Ireland. The bid to host the event was built around the slogan of New Zealand’s “Stadium of Four Million” (referring to New Zealand’s population of approximately 4 million). It presented New Zealand as a rugby nation and the event as an “all rugby” experience for everyone involved (RNZ 2011, n.d.-b)

3.5.1.1 Key dates and background information on RWC 2011

The 2011 Rugby World Cup was held in New Zealand between 9 September and 23 October 2011 (International Rugby Board, n.d.-a). The 48 matches between the 20 participating teams were held in 11 cities and towns in 12 different stadia (Ilhaka, 2011, June 1). Due to the importance of Auckland (being the largest agglomeration in New Zealand) and the availability of two major stadia (Eden Park, with a capacity of 60,000 — the biggest stadium in New Zealand — and North Harbour, with a capacity of 30,000), the majority of the matches were played in Auckland: nine pool matches (four of them taking place at North Harbour stadium, the remainder at Eden Park), two quarter-finals, both semi-finals, the Bronze final and the final (all at Eden Park) (Ilhaka, 2011, June 1).

Seven matches were allocated originally to Christchurch (New Zealand’s second largest city, and in the South Island). However, severe infrastructure damage caused by the

disastrous earthquake of 22 February 2011 meant these matches had to be relocated. The two quarter-finals were relocated to Eden Park (RNZ 2011, 2011a) and the five pool matches were reallocated to Nelson, Dunedin, Invercargill, Wellington and Auckland's North Harbour Stadium (RNZ 2011, 2011b). An overview on the RWC 2011 match schedule is provided in Appendix C.

3.5.1.2 The structure of RWC 2011

The governance structure for RWC 2011 is presented in Figure 8. The relevant organising bodies are described below.

International Rugby Board (IRB)

The IRB is the governing and law-making body for the sport of rugby union, and is the owner of the Rugby World Cup (RWC), which is held every four years (International Rugby Board, n.d.-b).

Rugby World Cup Limited (RWCL)

Rugby World Cup Limited is a wholly owned subsidiary of the IRB, and is the owner of all rights associated with the Rugby World Cup (International Rugby Board, n.d.-b).

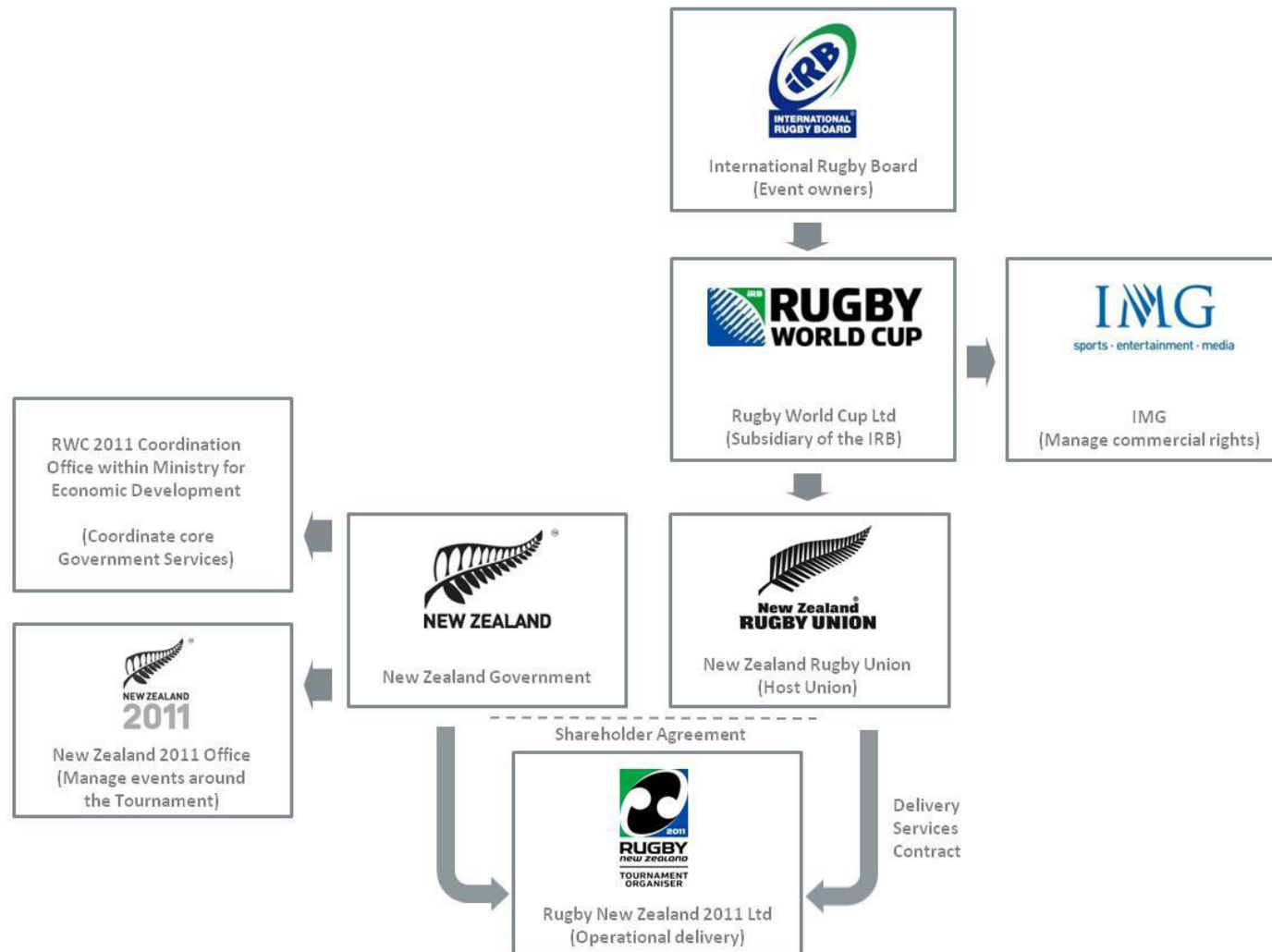
IMG

IMG manages the commercial rights for the RWC, i.e. sponsorship, media rights, travel and hospitality and licensing and merchandising (NZ 2011, n.d.).

New Zealand Rugby Union (NZRU)

The New Zealand Rugby Union (NZRU) is recognised by Sport New Zealand and the IRB as the governing body for rugby union in New Zealand. It fosters, promotes, develops, administers and represents rugby in New Zealand (New Zealand Rugby Union, n.d.).

Figure 8: The RWC 2011 structure
(adapted from RNZ 2011, 2010a)



Rugby New Zealand 2011 Ltd (RNZ 2011)

Rugby New Zealand 2011 Ltd (RNZ 2011) was the organisation responsible for delivering RWC 2011. It was founded in June 2006 as a joint venture (and limited liability company) between the New Zealand government and the New Zealand Rugby Union. RNZ 2011 was governed by an eight-person board of directors. The CEO of RNZ 2011 was Martin Snedden (NZ 2011, n.d.).

RWC Minister

New Zealand's government established its own ministry for RWC 2011, and three ministers were responsible for the event between October 2006 and December 2011: Trevor Mallard (Labour Party, 25 October 2006 – 31 October 2007), Clayton Cosgrove (Labour Party, 5 November 2007 – 19 November 2008), and Murray McCully (National Party, 19 November 2008 – 14 December 2011) (New Zealand Parliament, n.d.).

RWC Co-ordination Office

The RWC Co-ordination Office was established in 2007 as part of the Ministry of Economic Development (MED) (NZ 2011, n.d.). It was responsible for co-ordinating core government services for the event (e.g. border control, security, transport and infrastructure). It also managed key legislation around RWC 2011 (e.g. the Major Events Management Act 2007, MEMA). The MEMA was enacted to prevent ambush marketing and to protect organisers and sponsors of major international events in NZ. The MEMA prohibits unauthorised association between a major event and a brand, good or service (New Zealand Ministry of Economic Development, 2012c).

New Zealand 2011 Office (NZ 2011)

The New Zealand 2011 Office was responsible for the government's leverage and legacy plans around RWC 2011. The office was part of the MED and collaborated very closely with RNZ 2011. It coordinated a business engagement programme, a sector showcasing programme, the NZ 2011 Government Ambassadors Programme and the nationwide festival ("REAL New Zealand Festival") (NZ 2011, n.d.). The REAL New Zealand Festival hosted more than 500 events around the country during RWC 2011. It aimed to showcase "the best of New Zealand's arts, food and wine, heritage, entertainment, experiences and lifestyle" (RNZ 2011, 2010c) and wanted to

demonstrate New Zealand's distinctive culture and heritage. The Lottery Grants Board provided \$9.48 million for approximately 195 of the projects.

Rugby Travel and Hospitality (NZ) Ltd (RTH 2011)

Rugby Travel and Hospitality (NZ) Ltd is not represented in Figure 8. However, their relevance to the event's tourism dimension remains key. RTH 2011 was appointed by RNZ 2011 to manage the official travel and hospitality programmes for RWC 2011. They in turn nominated official travel and hospitality agents in New Zealand and around the world to sell a range of all-inclusive travel and hospitality packages for the event (Tourism New Zealand, 2010c).

Regional coordination groups

The regional coordination groups are not represented in the above governance structure since their involvement was limited to regional preparations for RWC 2011. However, they played a significant role, particularly during the match and team allocation process. RNZ 2011 did not arbitrarily assign the host cities for RWC 2011, but carried out an extensive allocation process between 2008 and 2009, with regions being invited to bid to host matches and teams. To facilitate this process, key stakeholders within each region were asked to form regional coordination groups and to jointly work and submit their bids. Twenty-two regional coordination groups were created during the match and team allocation process. Each group consisted of local government agencies, regional tourism organisations, provincial rugby unions, potential match venue owners and other stakeholders. The groups continued after match and team allocations in 2009, and evolved into agents who delivered "aspects of the core tournament, the nationwide festival and the host and volunteer programmes" (NZ 2011, n.d.).

3.5.2 The event organisation in the Auckland region

This section outlines how the governance structures for RWC 2011 in the Auckland region evolved between 2006 and 2011. RWC 2011-related activities in Auckland can be divided into four key phases.

In Phase 1 (2006–2009), the eight councils of the time jointly started to plan and work on a bid for teams and matches to be hosted in Auckland during RWC 2011. The joint

bid had to address a large variety of criteria determined by RNZ 2011 during the comprehensive match and team bidding process run in 2008 and 2009. The collaborative regional effort during that period was coordinated by Auckland City Council. The governance function was first provided by the regional Mayoral Forum (until May 2009), followed by the Regional Sustainable Development Forum that also signed the final bid documents for the Auckland region (Auckland Council, 2012b). In addition, an Auckland Regional Steering Group (ARSG; see section 3.5.2.1 for further details) was established during this period to handle all aspects of Auckland's RWC 2011 involvement.

In Phase 2 (2009–October 2010), the Auckland Transition Agency (ATA) took over the governance function for the region's RWC 2011 planning. The ATA had been established to amalgamate the former eight councils across the region into a single Auckland Council by October 2010 (Auckland Transition Agency, 2009). RWC 2011 was seen as an important model of cohesive collaboration in the Auckland region, and care was taken to minimise the impact of the change in Auckland governance on the preparations for RWC 2011 (Auckland Council, 2012b).

During Phase 3 (November 2010–September 2011), ATEED led the coordination of Auckland's RWC activities on behalf of Auckland Council. The establishment of a governance group with overall accountability for RWC 2011 in Auckland was considered during the transition process but did not proceed. Governance oversight was achieved through each delivery agency's own governance structure, coordinated by the Auckland Coordination Group (ACG), which replaced the ARSG. In addition, two separate mayoral task forces (MTFs) were established. One focused on Eden Park (MTF for Eden Park); the other, broader task force (MTF for RWC 2011) covered a wide range of Auckland's preparations for the event (e.g. public domain operations, events and festivals, onsite operations centres, fanzones, opening ceremony, team training venues, traffic and public transport management, community engagement programmes). The MTF for RWC 2011 consisted of key agencies within the Auckland region (e.g. the Auckland mayor, the chief executives of Auckland Council, Eden Park Trust, Auckland Transport and ATEED, the NZ Police, and councillors and local board members) and acted as the senior officer leadership group (Auckland Council, 2012b).

In the final Phase 4 (during RWC 2011), the focus shifted to operational delivery and the proactive handling of matters and issues arising. The MTFs were replaced by the Executive Leaders Group (ELG). The ELG was chaired by Auckland Council's chief executive, and comprised the chief executives of Auckland Transport, ATEED, Eden Park Trust, North Harbour Stadium and the NZ Police. Its aim was to "provide strategic management and decision-making and public/media commentary as necessary during Tournament time" (Auckland Council, 2012b, p. 80). Due to several severe problems during the opening night (described in section 3.5.2.3), the ELG was replaced by the Auckland Management Committee (AMC). The AMC comprised the chief executives of Auckland Council, ATEED, Auckland Transport, Waterfront Auckland, the NZ Police and a representative from central government. Its role was to actively address the problems that occurred on the opening night and to prevent future issues. The AMC operated for the duration of the tournament.

In summary, Auckland's RWC 2011 governance structure changed multiple times and involved major personnel and leadership changes, particularly with the transition to Super City. This represented a major challenge for the preparation of RWC 2011 in Auckland. The RWC 2011 evaluation report by Auckland Council (Auckland Council, 2012b) acknowledges the issues that occurred around the governance structure. To handle future mega-events more efficiently, the report recommends:

... a structure with political governance and organisational leadership that sits directly with the funding organisation (council) ... [and that] enables unexpected events ... to be accommodated and funded more easily An independent governance entity (such as dedicated Board or RWC 2011 Committee), may have provided a more consistent platform for Auckland's activity. (Auckland Council, 2012b, p. 82)

3.5.2.1 The Auckland Regional Steering Group (Auckland Coordination Group) and its workstreams

The ARSG was founded in 2006 and had representatives from all eight councils (within the greater Auckland region) as well as TA, the Auckland Regional Transport Authority and Auckland Plus (the investment and economic development agency of the time). The ARSG's main task was to organise and coordinate Auckland's RWC 2011 involvement and to provide a central contact for RNZ 2011 (Auckland Council, 2012b). To achieve cross-council coordination and collaboration with external agencies, a

series of workstreams were established. These workstreams reported to the ARSG and addressed the following areas: transport and traffic; festivals and public events; community engagement; regulatory matters; match venues and unions; training venues and unions; economic development; visitor market; regional presentation; communications; and environmental sustainability. The workstreams met regularly to organise the relevant elements for hosting RWC 2011 (Auckland Council, 2012b; Tourism Auckland, n.d.).

Once the new Super City structure came into effect on 1 November 2010, the Auckland Coordination Group (ACG) replaced the Regional Steering Group. The ACG was “the officer forum with responsibility for coordinating the planning and delivery across all agencies with RWC 2011 deliverables” (Auckland Council, 2012b, p. 78). ACG had representatives from ATEED, Auckland Transport, Regional Facilities Auckland, Waterfront Auckland, Auckland Council, Eden Park Trust, North Harbour Stadium, the NZ Police, and the Office of the Mayor. These representatives coordinated all RWC 2011-related activities on behalf of their individual organisations (Auckland Council, 2012b).

The workstreams continued to fulfil a significant part of RWC 2011-related organisation in the Auckland region, and liaised with external stakeholders and industry representatives. In most cases, however, they were not set up to be delivery entities and mainly served as tools for information exchange. Once the operational planning phase started, all budgets, programmes and projects were aligned and merged, and the workstreams were expanded to more than 30 working groups covering the entire RWC 2011 preparation in Auckland (Auckland Council, 2012b).

3.5.2.2 The role of TA

TA (and later the tourism unit of ATEED) did not lead the organisation of RWC 2011-related activities in the Auckland region. Rather, Auckland Council and ATEED’s event unit took the lead role in preparing Auckland to host RWC 2011. TA was part of the ARSG (and later the ACG), coordinated the visitor market workstream, and participated in meetings from a variety of other workstreams (Tourism Auckland, 2010). Generally, however, tourism-related activities did not dominate the ARSG/ACG’s preparation for the event in the Auckland region.

3.5.2.3 The issues during the opening night of RWC 2011 in Auckland

Two major incidents took place during the opening night of RWC 2011 in Auckland on 9 September 2011. The first was the failure of the public transport system — more specifically the Auckland rail network — to efficiently transport people to and from Eden Park. The second was the over-crowding of the public entertainment areas on the waterfront of Auckland's CBD (ATEED, 2011d). Greatly concerned by the apparent inability of Auckland Council and its agencies to deliver against expectations, the New Zealand government invoked its emergency powers under the controversial Rugby World Cup Empowering Act to take greater control of logistics (Auckland Council, 2012b; Garner, 2011, September 14). As part of this, Auckland's ELG was replaced by the Auckland Management Committee (AMC; see section 3.5.2). The AMC's principal focus was to manage the plans for the public spaces on the Auckland waterfront and surrounding areas, transport to venues, and regional fanzones, and so actively address the problems that had occurred during the opening night and prevent future problems. The AMC was assisted by an observer group (comprising, among others, representatives of RNZ 2011 and the Ministry of Transport) and by four working groups covering operations, risk, finance and communications (Auckland Council, 2012b). The tournament continued with no further disruptions in Auckland after the opening night.

3.6 Key economic contribution of RWC 2011 and satisfaction with the event

On 23 October 2011 the NZ All Blacks defeated France to win the 2011 Rugby World Cup. All around the country New Zealanders celebrated in the streets, and victory parades subsequently took place in Auckland, Christchurch and Wellington in front of tens of thousands of spectators (Roan, 2011, October 24). The following sections present key economic contributions of RWC 2011 at national and regional (i.e. Auckland) levels, as well as visitor and resident perceptions about the event. It is important to note that many of the figures presented are estimates and/or preliminary data, and so mainly serve as an indication of how RWC 2011 was perceived by organisers, visitors, residents, business owners and the media. A critical analysis of the data presented in the following section is beyond the scope of this research.

3.6.1 Key contributions and satisfaction at the national level

Overall, RWC 2011 is regarded as a successful event by the IRB and organising bodies, the international media, international visitors, and most New Zealanders. IRB chief executive Mike Miller stated that RWC 2011 was “probably the best that had been held” (Dickison, 2011, October 24). Official figures from Statistics New Zealand (2011) and the Ministry of Economic Development (New Zealand Ministry of Economic Development, 2012d) showed that RWC 2011 attracted 133,200 visitors from over 100 countries between July and October 2011, and they spent approximately NZ\$390 million. The event therefore exceeded the forecast visitor arrivals of between 60,000 and 95,000 (International Rugby Board, 2012b; Mallard, 2007, October 21; Tourism Auckland, 2010; Tourism New Zealand, 2011). Total international guest nights rose 21% in the September 2011 month (compared to the same month the previous year) and 7.1% in the October 2011 month (compared to October 2010). The national GDP increased 0.7% and 0.3% in the September and December 2011 quarters, respectively, due to an increased retail spending and increased accommodation and restaurant activity (Statistics New Zealand, 2011). Also, while the tournament was expected to run at a loss, this loss (NZ\$31.3 million) was NZ\$8 million lower than forecast (International Rugby Board, 2012b). RNZ 2011 Chairman Brian Roche commented:

Very few global sporting events ever come in on budget. RWC 2011 was an extremely challenging event to deliver, of a scale and complexity never staged in this country so to deliver a significantly better than expected result is an extraordinary achievement. (International Rugby Board, 2012b)

New Zealand’s tourism operators, however, reported mixed perceptions about the impact of RWC 2011 on their businesses. A survey carried out by the Tourism Industry Association New Zealand (TIANZ) among its members (with 121 respondents) showed that 46.3% of the respondents felt the RWC 2011 period was better or much better than the same period in 2010, 18.2% saw no change, and 33.9% considered the event period to be worse or even much worse than the same period of the previous year (Tourism Industry Association New Zealand, 2012). Thus, the tourism industry described RWC 2011 as “very patchy” (*ONE News*, 2011, October 21), with operators in the main game centres benefiting the most. Normal domestic and corporate travel patterns were also highly disrupted through RWC 2011, with most New Zealanders not

travelling around the country, and a decline in corporate and business travel over the Cup period (*ONE News*, 2011, October 21; Tourism Industry Association New Zealand, 2012). However, TIANZ's Policy and Research Manager Simon Wallace summarised the benefit of RWC 2011 for the tourism industry as follows:

The tournament itself was a fantastic success and we have numerous reports of visitors going home to rave about the great experiences they had in New Zealand. Word-of-mouth recommendations are the best marketing tool we can ask for, so we are looking forward to hosting many family and friends of RWC 2011 fans for years to come. (Tourism Industry Association New Zealand, 2012)

3.6.2 Key contributions and satisfaction at the regional level (Auckland region)

Visitor predictions were also exceeded for the Auckland region. Auckland experienced a 16% increase in visitors from July to October 2011 compared to the previous year, and a total number of 107,000 RWC 2011 visitors (80% of all RWC arrivals to New Zealand) (ATEED, 2011c). A computer-assisted telephone survey among 1,009 Auckland residents indicated that 89.1% were proud of the way Auckland had hosted visitors for RWC 2011, and 89.3% agreed that RWC 2011 in Auckland had been a successful event. In separate online surveys, 95.4% of international visitors ($n = 852$) and 91.8% of visiting media ($n = 73$) agreed that RWC 2011 in Auckland had been successful. 92% of the international visitors and 87.7% of the visiting media would recommend Auckland as a place to visit (Auckland Council, 2012b).

However, business owners in Auckland were less satisfied with the event overall. A survey of 500 businesses in December 2010 found that 83% thought RWC 2011 would have a positive impact on their business and over half of the respondents thought they were well prepared (Auckland Council, 2012b). Businesses located in the CBD, and hospitality providers and retailers expected the greatest impact. Yet in a post-event survey only a small proportion (8.9%) of Auckland businesses indicated that RWC 2011 was beneficial. Respondents in the hospitality sector (18.2%) were more likely to report benefits than the retail sector (4.5%). While interest amongst Auckland businesses in RWC 2011 was extremely high (87.4%), less than a quarter of businesses (22.5%) felt a sense of involvement in the event (Auckland Council, 2012b). The RWC 2011 evaluation report carried out by Auckland Council thus concludes that "the low

reporting of positive effects by business may be a reflection of an uneven spread of benefits” (Auckland Council, 2012b, p. 15). Auckland Council’s Chief Executive Doug McKay summarised the success of the event in the evaluation report as follows:

Overall this evaluation [of RWC 2011 in Auckland] is very favourable and commends the efforts of the multiple agencies involved We have not only hosted a successful tournament but also learned lessons that will make Auckland a better major events destination in the years to come. (Auckland Council, 2012b, p. i)

3.7 RWC 2011 as a mega-event

Applying the definitions for mega-events (e.g. "extraordinarily high levels of tourism, media coverage, prestige or economic impact of the host community"; Getz, 2007, p. 25), as outlined in section 2.3, to RWC 2011 in New Zealand, the event can be regarded as a mega-event for the following reasons:

- *media coverage*: a global cumulative television coverage of 3.9 billion (International Rugby Board, 2012b)
- *tourism*: 133,200 international visitors came to New Zealand during RWC 2011 (Statistics New Zealand, 2011)
- *economic impact*: the national GDP increases of 0.7% and 0.3% in the September and December 2011 quarters were largely attributable to the event (Statistics New Zealand, 2011)
- *prestige*: IRB Chairman Bernard Lapasset stated that “New Zealand 2011 will be remembered as an exceptional Rugby World Cup. It has been a tournament where New Zealand’s rich culture and heritage has gone hand in hand with Rugby’s tradition and values” (International Rugby Board, 2011a).

3.8 Chapter summary

This chapter has provided a comprehensive overview of the social context of the research. It has given an insight into New Zealand’s destination marketing and presented the relevant destination marketing organisations, at both national and regional levels. Particular emphasis was placed on TA, the focal organisation of the thesis. The chapter further described the strategic approach taken by New Zealand and Auckland to bid for mega-events. It then focused on RWC 2011, and its organisation

and structure at the national level. Key organising bodies of RWC 2011 were described in detail. The chapter then outlined the governance structure for RWC 2011 in Auckland and discussed the roles of key agencies in Auckland. Issues and challenges that arose during the planning processes and during the tournament itself were described. The chapter concluded with a short summary of the key economic results of RWC 2011, as well as levels of visitor, resident and business satisfaction. It finally outlined why RWC 2011 can be categorised as a mega-event. Chapter Four will now present the underpinning methodology, research design and methods used in gathering data for this thesis.

If there were only one truth, you couldn't paint a hundred canvases on the same theme.

— Pablo Picasso

4.1 Introduction

Qualitative researchers must clearly outline their methodology and methods to limit accusations of bias and subjectivity and to increase trustworthiness of the research (Decrop, 1999). Addressing this call, this chapter presents the research approach taken and outlines the philosophical and theoretical framework underpinning the research. The research design is then explained. This is followed by a comprehensive description of the case study design, including the selection of the case, sources of evidence, units of analysis, the sampling process and case study boundaries. The chapter then outlines the data collection and data analysis process and explains how the findings are coded and presented throughout the research. Finally, trustworthiness, potential bias and ethical considerations are discussed.

4.2 Research approach

The concept of tie strength and the evolution of relationships over time has received limited attention in both the tourism (March & Wilkinson, 2009) and events literature (Sallent et al., 2011). Few studies have analysed the processes underlying effective collaboration among organisations at the destination in the context of a mega-event. Most tourism research in the context of mega-events has focused on short-term, economic impacts rather than longer-term outcomes such as strategic development and knowledge management (KM) and knowledge transfer (KT) (Sallent et al., 2011; Singh & Hu, 2008). Given this dearth of similar studies, exploratory, comparative research is adopted using a qualitative case study approach (Yin, 2003, 2009).

A qualitative research approach has been adopted as it allows researchers to study phenomena in detail and depth (Patton, 2002). Qualitative researchers seek to understand the social world through “the eyes of the participants” and stress the interactions between individuals as the main generators for social property.

Qualitative research emphasises the context and processes of social life, and provides descriptive details about them (Bryman, 2001). One of the most important constructs in qualitative research is Max Weber's (1864–1920) concept of *Verstehen* (emphatic “understanding”). Weber encourages the adoption of a holistic world view, and stresses that multiple realities and truths co-exist, depending on the perceptions of different people, which may also change over time. This concept is in sharp contrast to quantitative research designs that concentrate on *Erklären* (“explaining”) and have an empiric focus (Neumann, 2003). Given the scarcity of literature in the field, this research seeks an in-depth understanding (*Verstehen*) of the processes underlying tie strength, collaboration and KT in the context of a mega-event, and, hence, qualitative methods have been applied.

A case study approach is particularly suitable for studying phenomena about which little is known, and in a context that still requires an understanding of fundamental factors (Banoma, 1985; Denzin & Lincoln, 2005a; Halinen, Salmi, & Havila, 1999; Sarantakos, 1993). Yin (2009) and Parkhe (1993) also emphasise the usefulness of case study research to broaden our knowledge of individual, group and organisational behaviour and to investigate a contemporary phenomenon within its real-life context. Stake (1998) argues that case studies “are of value in refining theory and suggesting complexities for further investigation” (p. 104). Finally, Halinen and Törnroos (2005) refer to the special value of case studies to examine change processes, as they allow for the study of contextual factors. Since this research seeks to gain a deeper understanding of how a mega-event impacts on tie strength and CC among entities within a regional destination marketing environment, and to explain KT dynamics, case study research is an appropriate approach.

4.3 Research paradigm

Research paradigms represent the philosophical and theoretical framework that underpins the research and serve as a starting point for methodology, design, data collection and analysis (Kuhn, 1970; Neumann, 2003; Rice & Ezzy, 1999). The literature on paradigms is extensive and growing (e.g. Denzin & Lincoln, 2000; Guba, 1991; Guba & Lincoln, 1988, 1994; Lincoln & Guba, 2000; Myers, 1997, 2012; Orlikowski & Baroudi, 1991; Patton, 2002) but not without discrepancies (Lincoln & Guba, 2000; Myers,

2012). The paradigm within this research is explained using the classification suggested by Orlikowski and Baroudi (1991), who distinguish between three types of paradigms: positivist, critical and interpretive (see also Neumann, 2003). Qualitative research can thus be positivist, critical or interpretive (Myers, 2012). Positivists assume that all social facts “have an objective reality” (Glesne, 1999, p. 6) which can be described and measured. They seek generalisability and causal explanations, and usually take an experimental, hypothetical, theoretical and deductive approach. The objectivity and independence of the researcher is extremely important in positivist research (Glesne, 1999; Myers, 2012). Critical researchers seek to critique and transform social, political, cultural and economic values (Healy & Perry, 2000). According to Myers (2012), critical researchers “assume that social reality is historically constituted and that it is produced and reproduced by people”. Although people can try to change their social and economic circumstances, their ability to do so is limited due to social, cultural and political constraints. Finally, interpretive researchers seek to “understand and interpret how participants in a social setting construct the world around them” (Glesne, 1999, p. 5). They believe in multiple, complex, socially constructed realities. Gaining access to several different perspectives of participants is of utmost importance to interpretive researchers, and they interact with participants in depth and over a long period of time. The openness of interpretivism means a lack of standardisation and generalisation (Glesne, 1999; Orlikowski & Baroudi, 1991). However, it allows the researcher to become personally involved.

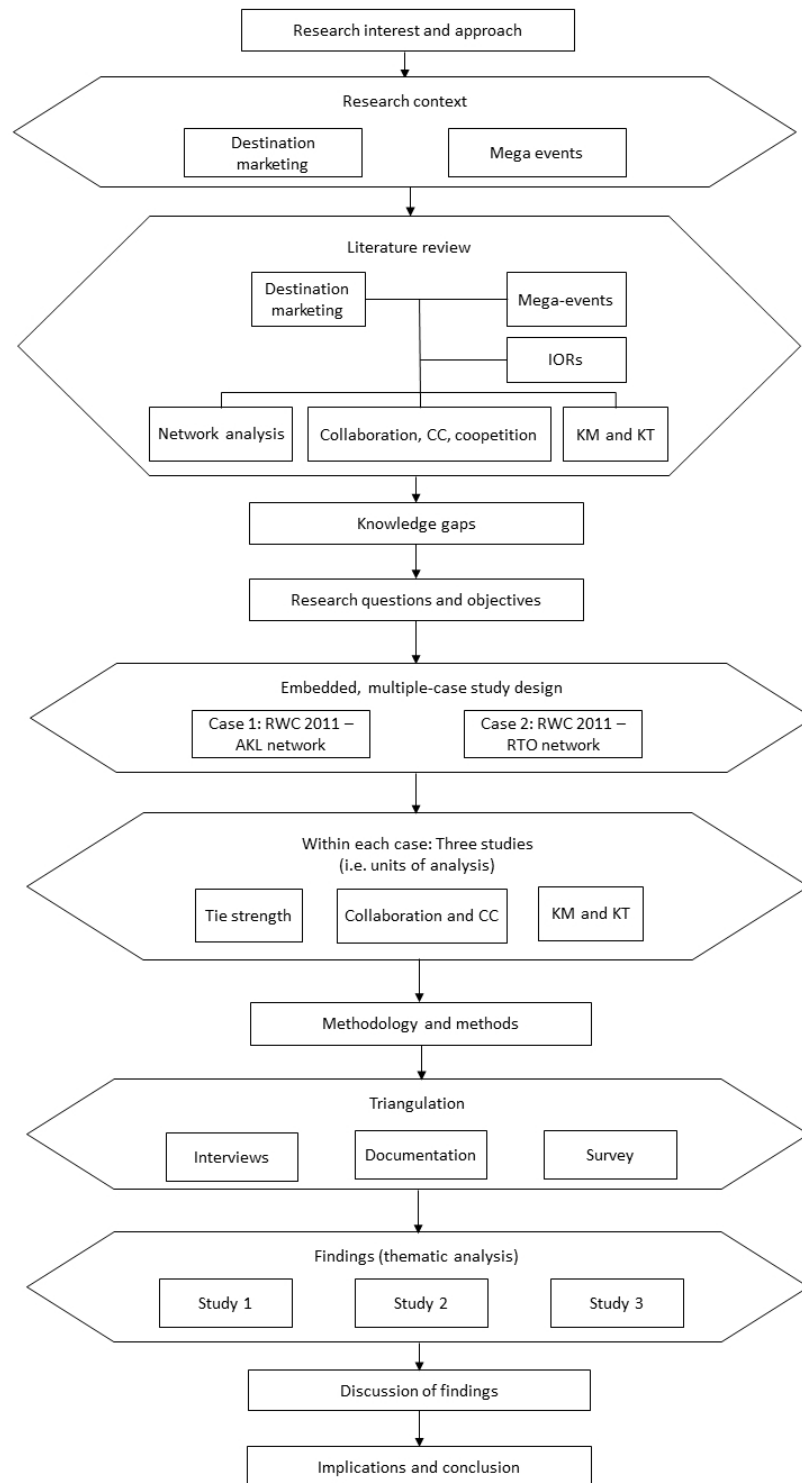
This thesis adopts the interpretive paradigm informed by qualitative methods — an approach “that portrays a world in which reality is socially constructed, complex and ever changing” (Schulenkorf, 2010, p. 88). The researcher seeks meaningful insight and understanding of the relationships and the collaboration and KT processes among the organisations involved and how they evolve as a result of RWC 2011. The interactions among the organisations involved are studied in depth and over an extended period of time, and the perceptions of the participants — their experiences, views, perspectives and ideas — are of utmost importance. This is consistent with Neumann (2003), who suggests that interpretive researchers seek to learn what is relevant and important to the participants. The interpretive paradigm approach taken here portrays research

located within a social setting that allows for multiple constructed realities (Schulenkorf, 2010).

4.4 Research process and design

The complete research design of this thesis is depicted in Figure 9. The research starts with the interest of the researcher in the phenomena which defines the context of the research: mega-events and destination marketing. Next, a comprehensive review of the literature is carried out, focusing especially on research located within the three main study areas: (1) network analysis; (2) collaboration and CC; and (3) KM and KT. Based on this literature review, important research gaps lead to the formulation of the research questions and objectives. A suitable methodology and three methods — semi-structured interviews, documentation analysis and a formal survey — are selected (allowing for triangulation) to address the research questions and to collect the data. This is followed by thematic data analysis, which leads to the emerging of themes that are then discussed. Finally, contributions are outlined, strengths and limitations discussed, and conclusions drawn.

Figure 9: Research design of the thesis



4.5 Case study design

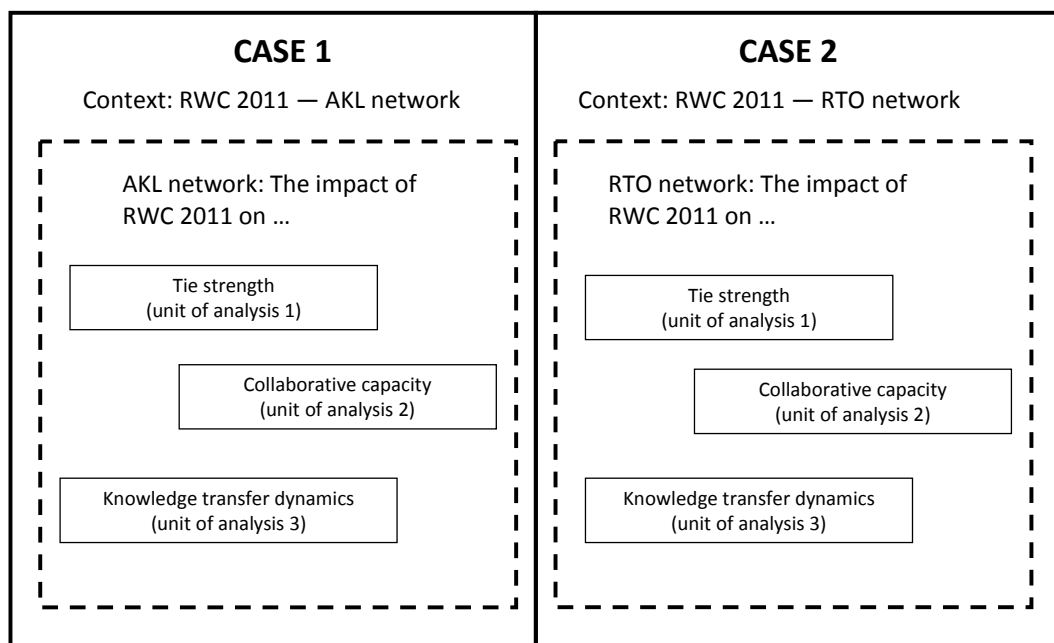
Yin (2003) states that case studies “allow investigators to retain the holistic and meaningful characteristics of real-life events” (p. 2). He suggests four types of case study designs: single-case holistic; single-case embedded; multiple-case holistic; and

multiple-case embedded. Prior to data collection, a researcher must decide whether a study encompasses a single case or multiple cases. In addition, a case study may involve more than one unit of analysis, i.e. an embedded design.

4.5.1 Embedded, multiple-case study design

This research analyses the relationships, collaboration and KT between TA and its network partners in the RWC 2011 context. The focus is placed on two different networks: the AKL and the RTO networks. Hence, an embedded multiple-case study design with two cases has been adopted. Each network represents a case, and the three studies (tie strength, CC, and KT dynamics) form three different units of analysis. The complete case study design of the research is depicted in Figure 10.

Figure 10: Case study design of the thesis



A multiple-case study has been selected for the research since it offers “the researcher an even deeper understanding of process and outcomes of cases ... and a good picture of locally grounded causality” (Miles & Huberman, 1994, p. 26). Each of the two cases will be analysed separately (within-case description), followed by a cross-case analysis to compare the two embedded networks (see section 4.8 for further details).

4.5.2 Selection of the cases

RWC 2011 is the biggest event New Zealand has hosted to date, and its significance for the country, particularly its tourism industry, has been discussed earlier (see sections 3.5.1 and 3.7). The researcher had the unique opportunity to gain in-depth access to TA and its network members in the lead-up to, during, and after RWC 2011, a period totalling 35 months. The research context with the two networks under investigation (i.e. the AKL and the RTO networks) provided the chance to compare the intra- and the inter-regional destination environments. They serve as two separate cases, so allow for a comparative study and hence a deeper understanding of how a mega-event impacts on tie strength, CC and KT dynamics among organisations in the destination marketing context.

4.5.3 Sources of evidence

Six key sources of evidence are recommended for case studies (Yin, 2009): documentation; archival records; interviews; direct observations; participant-observation; and physical artefacts. This research concentrates on two of these six: documentation and interviews. Furthermore, two different forms of interviews have been conducted: semi-structured interviews and a formal online survey.

Documentation

Yin (2009) emphasises the importance of documentary information and states that it is “likely to be relevant to every case study topic” (p. 101). In this context, the researcher analysed administrative documents, such as reports and internal records, formal studies and evaluations, bid documents, agendas and minutes of meetings of the ARSG/ACG and their workstreams, websites, and newspaper and online articles. Further information on the collection of documentation for this thesis is presented in section 4.6.3.

Interviews

Interviewing is the most widely used method of data collection in qualitative research and the most popular approach in organisational research (Gorden, 1980; Kayrooz & Trevitt, 2005). Interviews are also one of the most important sources of case study information (Yin, 2009). An interview occurs between two people in a specific setting

where questions are asked to extract information from the respondent (Bryman & Bell, 2007; Gorden, 1980; Kayrooz & Trevitt, 2005). They can take the form of personal, face-to-face verbal interchange, which is most common, but can also include face-to-face group interchange (focus groups), surveys (via mail or online) and telephone surveys (Fontana & Frey, 2000).

The literature defines a great variety of interview types. A common distinction is made between unstructured (or unstandardised), semi-structured (or semi-standardised) and structured (or standardised) interviews (e.g. Berg, 2004; Bryman, 2001). While structured interviews are usually used in quantitative research, qualitative researchers conduct unstructured or semi-structured interviews. Structured interviews aim at asking each interviewee exactly the same questions in the same order, using mostly close-ended and very specific questions. In contrast, unstructured interviews tend to cover only a few questions and allow the interviewee to respond freely and with few interruptions (i.e. comparable to a conversation). Semi-structured interviews combine the two approaches: the interviewer has a list of questions, which are outlined in an interview guide to ensure comprehensive interviewing within a limited timeframe (Patton, 2002). However, a high degree of flexibility and leeway are still allowed for. Open-ended questions are often included to gain new and deeper information and knowledge (Barbour & Schostak, 2005). The questions do not need to be asked in the same order, and additional questions can be added during the interview. However, “by and large, all of the questions [in the interview guide] will be asked and a similar wording will be used from interviewee to interviewee” (Bryman, 2001, p. 314). Since semi-structured interviews offer some structure through the interview guide, they assist in comparing cases, structures or events (Bryman, 2001) and so have been selected for this thesis. A detailed description on the interview process carried out for this research is presented in section 4.6.2.

Formal online survey

To further validate the findings from documentation and the semi-structured interviews, a short online survey was designed with questions developed from the relevant literature. Yin (2009) views a survey as a type of interview that “could be designed as part of an embedded case study ... and produce quantitative data as part

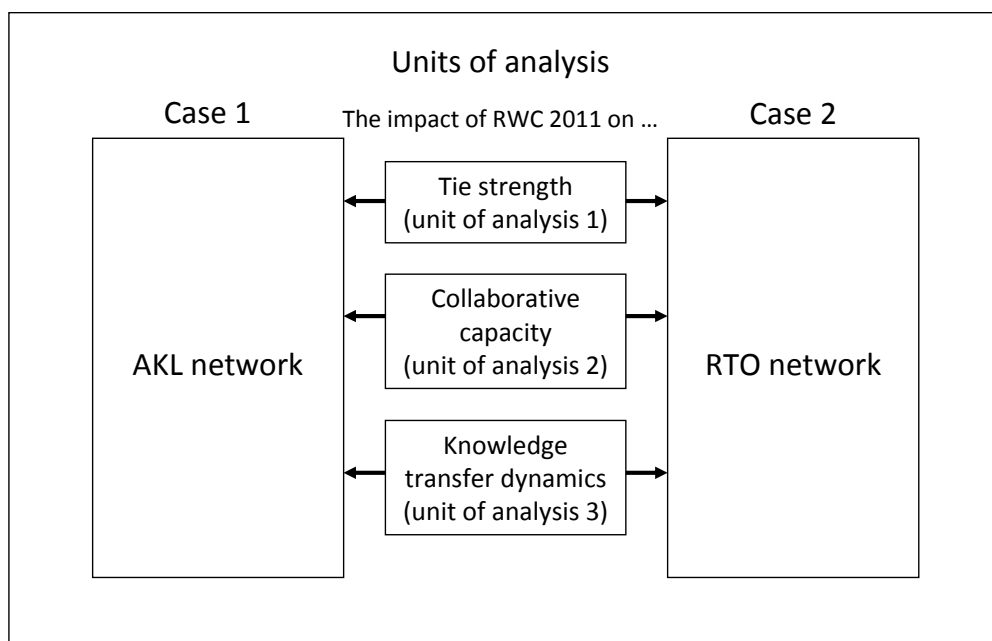
of the case study evidence” (p. 108). Further details about the survey and its analysis are presented in section 4.6.4.

For the thesis, the semi-structured interviews provide the focal source of evidence, while documentation and the survey are used to complete and enhance potential findings. Hence, across-method triangulation is used to compare and cross-check the consistency of information, and to obtain a diverse view of the phenomena (Denzin, 1989). Since all data and information derive from three different perspectives, this triangulation helps to address the research problem, limits personal and methodological biases, and enhances the generalisability and trustworthiness of the research (Decrop, 1999).

4.5.4 Units of analysis

According to Miles and Huberman (1994), a case is “a phenomenon of some sort occurring in a bounded context. The case is, in effect, your unit of analysis” (p. 25). Determining the unit of analysis can be a challenge for researchers (Baxter & Jack, 2008; Yin, 2009). Yin (2009) suggests that the tentative unit of analysis is closely related to the initial research questions. Thus, three units of analysis (embedded in each of the two case studies) can be defined for the research, corresponding to the three studies and the respective research questions developed (see Figure 11).

Figure 11: Units of analysis of the research



4.5.5 Case study and network boundaries

Setting the units of analysis also helps to determine the boundaries of a research (Yin, 2009). According to Baxter and Jack (2008):

The establishment of boundaries in a qualitative case study design is similar to the development of inclusion and exclusion criteria for sample selection in a quantitative study. The difference is that these boundaries also indicate the breadth and depth of the study and not simply the sample to be included. (p. 547)

Halinen and Törnroos (1998, 2005) see the determination of concrete network boundaries as a major challenge for case study researchers in network studies, yet they highlight its significance in determining the objectives of the study and defining the case and its context. They suggest four different perspectives taken by researchers in network studies to date:

1. The actor–network: a network is viewed from the viewpoint of a certain actor, company or individual.
2. The dyad–network: focusing on a core dyad as part of a wider network.
3. A micronet–macronet perspective: a smaller focal net (micronet) as part of a wider network (macronet).
4. An intranet perspective: internal networks of big national or global corporations composed of several business units.

Network studies can thus focus on focal organisations, dyads, small nets of organisations, and business units within big international or global corporations. This research combines three of these approaches: focal actor, dyads and micronet–macronet. Thus, the research starts with an egocentric network analysis that looks at “one actor (ego) and all other actors (alters) with which ego has direct relations, as well as the direct relations among those alters” (Knoke & Yang, 2008, p. 13). This approach appears to be ideal for the research, given that TA’s effectiveness in collaborating is dependent not only on the quality of the relationship between TA and each alter, but also on the relationships among these alters. Also, each alter can comment not only on its relationship and collaboration with TA, but also on the relationships, collaboration and KT processes with the other alters. In collecting these

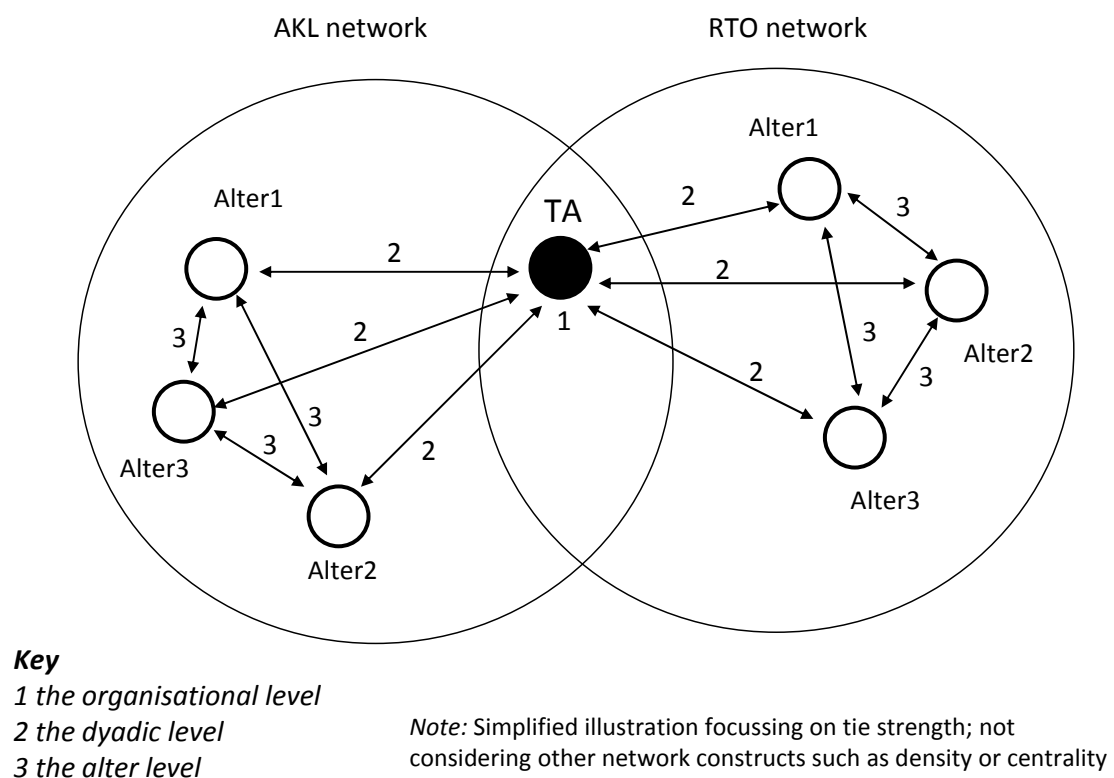
views and perspectives from TA and the alters (for each the two networks, i.e. the AKL and the RTO network), it is possible to acquire detailed understanding of:

- TA and its role
- the dyadic relationships among the organisations involved
- the networks as a whole.

Hence, this research starts with an egocentric network perspective to determine TA's network partners. It then recognises that a network "involves many organisations collaboratively working toward a common goal and that the success of one network organization may or may not be critical to the success of the entire network" (Provan et al., 2007, p. 485).

Consequently, three different perspectives are analysed for each of the two networks: (1) the organisational level, i.e. the impact of RWC 2011 on TA as an organisation; (2) the dyadic level, i.e. the impact of RWC 2011 on the relationships between TA and the other organisations involved; and (3) the alter level, i.e. the impact of RWC 2011 on relationships among the other organisations within the network (see Figure 12).

Figure 12: Network perspectives for the research

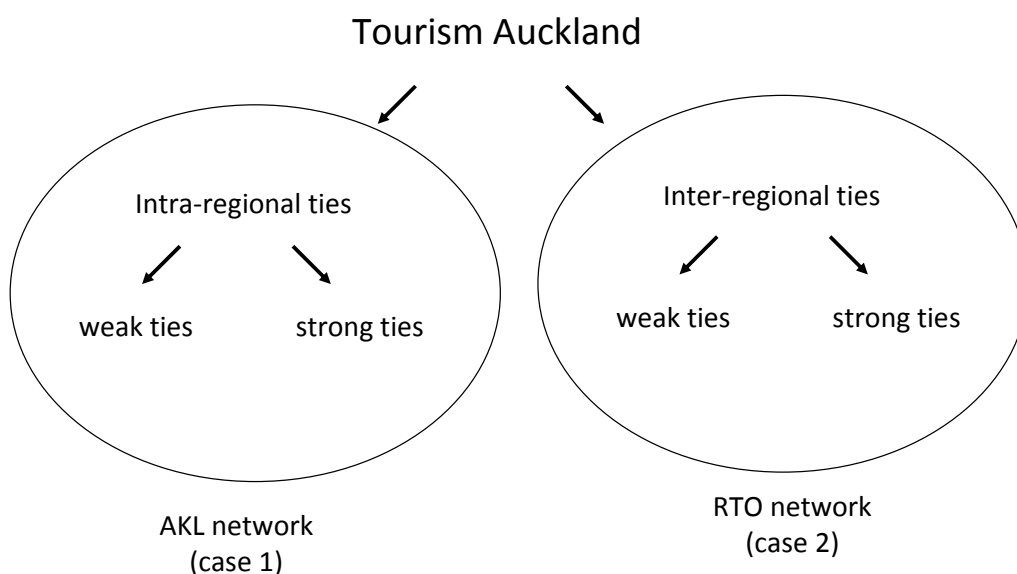


Using these three different analytical perspectives is consistent with Wang and Fesenmaier (2007), who state that “the dynamism of the ... relationships between and among the tourism organizations requires simultaneous analysis at the organizational, interorganizational dyad, and network levels” (p. 863; see section 2.4). The boundaries of this research are further defined by sampling operations, as further outlined in the following section.

4.5.6 Sampling process

This thesis analyses the impact of RWC 2011 on tie strength, collaboration and KT in a regional destination marketing environment. TA represents the focal organisation and is part of two networks: the intra-regional network (AKL network) and the inter-regional network (RTO network). It is thus essential to first identify the main members of the two networks, including weak and strong ties (see Figure 13).

Figure 13: TA as part of two networks



A comprehensive sampling process was carried out involving two senior staff members from TA, and can be divided into the four steps as explained below. The importance placed on this process reflects the literature’s emphasis on boundary specification, particularly in the network research context (Knoke & Kuklinski, 1982; Wasserman & Faust, 1994).

Step 1: Analysis of TA's ties in "business as usual" as well as for RWC 2011 (unprompted determination of ties)

In a first step, a senior staff member from TA with strong RWC 2011 involvement was asked to determine the following four groups of partners: (1) all organisations that TA collaborated with during their "business as usual"; (2) TA's strong ties — organisations with which TA collaborated strongly and closely in their "business as usual" (i.e. close relationship and frequent communication); (3) TA's strong ties that also played an important role in preparations for RWC 2011; (4) the organisations with which a close relationship had been established mostly because of RWC 2011. This first step represents an *unprompted determination* of TA's partners. To help determine these four groups, the staff member was asked to undertake the following tasks:

1. Please list all organisations and associations comprising Tourism Auckland's "business as usual" network, i.e. all organisations with which TA cooperates and communicates more or less frequently (e.g. all organisations on your mailing list).
2. Please select those organisations from the main list with which TA has a very close relationship in "business as usual" (i.e. outside RWC 2011). This should be organisations with which you have very frequent contact (i.e. at least once every week) and with which you work the most.
3. Please look at the organisations you have just selected. Which of them also form important relationships in the lead-up and preparation for RWC 2011?
4. Now please go back to the main list (question 1). Are there any organisations which have become very important because of RWC 2011, but the relationship with them plays a rather secondary role in your "business as usual"?

As outlined earlier, Granovetter's (1973) concept of tie strength is used to underpin the thesis. Following Rowley, Behrens and Krackhardt (2000), the research measures tie strength by the frequency of interactions between the partners. This approach appears most appropriate for analysing inter-organisational networks and relationships (Rowley et al., 2000). Emotional intensity and intimacy, on the other hand, seem to be not as applicable for the given context, since they are most pertinent for individual-level relationships (Rowley et al., 2000). Figure 14 was developed to visualise the sampling process.

Figure 14: Sampling process: TA's ties and the impact of RWC 2011

RWC 2011	S	Strong ties for RWC 2011, but weak for "business as usual" (1)	Strong ties in both "business as usual" and for RWC 2011 (2)
	W	Weak ties in both "business as usual" and for RWC 2011 (3)	Strong ties in "business as usual", but weak for RWC 2011 (4)
		W	S

Key

S = strong relationship

W = weak relationship

"Business as usual"

The researcher divided TA's relationships with other organisations into "business as usual" relationships and relationships specifically established due to RWC 2011, and thus determined four different categories:

1. companies with which TA formed strong relationships for RWC 2011, but the relationships played a less important role in "business as usual" (S/W)
2. companies with which TA had strong relationships in both "business as usual" and for RWC 2011 (S/S)
3. companies with which TA had a rather loose relationship in both "business as usual" and for RWC 2011 (W/W).
4. companies less important for RWC 2011, but an important relationship for "business as usual" (W/S)

TA relied on its complete mailing list to determine that there were 1,842 organisations within their "business as usual" network. These organisations were then allocated to one of the four different quadrants.

Step 2: Prompted analysis of ties

In a second step, the researcher handed over a pre-prepared list of organisations to the same staff member from TA for allocation to the four categories. This step represented a *prompted determination* of TA's ties. The list contained 50 organisations

from TA's business environment that had been selected by the researcher after an extensive analysis of websites and documents (e.g. annual reports, strategic reports, agendas and minutes of meetings, bid documents, and online and newspaper articles). The relationships to these 50 organisations were thought to play an important role for TA but needed verification. It is important to note that the list was prepared before involving TA in the sampling process (i.e. before Step 1 of the sample selection process was carried out as described above), so that the researcher was not in any way manipulated by the findings from the unprompted determination by TA in Step 1. However, this process also led to crossovers, and 20 organisations that were part of the prompted list (Step 2) had already been part of the mailing list in Step 1. Remarkably, all 20 organisations were allocated to the same categories in both steps, which confirms the correctness and validity of the selection process. The total sample thus contained 1,872 organisations (1,842 organisations on the mailing list in Step 1 plus 50 organisations on the prompted list in Step 2, with 20 organisations named in both steps) that were allocated to the four categories.

Step 3: Cross-check

To validate and cross-check all findings gained, this procedure was repeated with another senior staff member from TA. The findings were then compared, resulting in the final allocation detailed below (see Figure 15):

Figure 15: Final determination of TA's strong and weak ties

RWC 2011	S	7	5
	W	1,852	8
		W	S

"Business as usual"

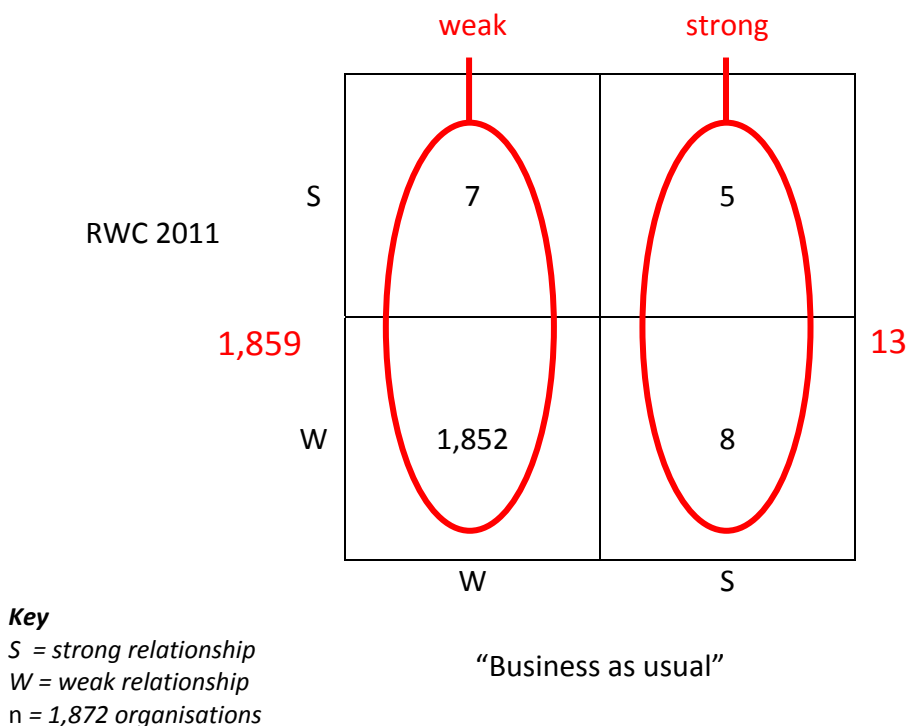
Key
S = strong relationship
W = weak relationship
n = 1,872 organisations

Step 4: Final determination of the sample

This research intends to investigate how RWC 2011 impacted on *existing* relationships TA had in the intra- and inter-regional environment. Therefore, the “business as usual” relationships are the focus of this research, because the relationships established *through* RWC 2011 (as defined by TA in Steps 1 and 2) already indicate a first impact of the event on relationships. Concentrating on just the “business as usual” relationships, 13 strong ties and 1,859 weak ties can be distinguished (see Figure 16).

While focusing on the “business as usual” ties, it was nevertheless felt to be important to include both the RWC 2011 ties and the “business as usual” ties in the initial sampling process. The sampling process started in June 2010 — nearly five years after New Zealand was granted the right to host RWC 2011 in November 2005, and 15 months before the start of the tournament on 9 September 2011.

Figure 16: Focus on “business as usual” relationships



In applying this approach the researcher addressed the fact that several relationships as a result of RWC 2011 had already been established and were “working relationships” when the sampling process was conducted. The researcher hence aimed for a comprehensive picture of TA and its relations, and to get a feeling of how TA

viewed and assessed their relationships to different organisations, and the impact of RWC 2011 on them. In addition, the sampling process adopted (with the determination of strong and weak ties in both the “business as usual” and the RWC 2011 environments) plays an important role in the data analysis (see Chapter Five). The approach makes it possible to draw meaningful comparisons and conclusions on how RWC 2011 impacted on tie strength among the organisations involved.

The strong ties in the AKL and RTO networks

TA determined 13 strong “business as usual” ties (see Figure 16, p. 97), which could further be divided into:

- eight intra-regional ties (AKL network): the local airport, the local council, the local economic development agency, a New Zealand ministry, New Zealand’s national economic development agency, New Zealand’s national Maori tourism body, New Zealand’s national tourism organisation (NTO), and a large tour operator listed on the New Zealand Stock Exchange and based in Auckland.
- five inter-regional ties (RTO network): five regional tourism organisations (RTOs). (see Table 8)

Table 8: The strong ties in the AKL and RTO networks

AKL network	RTO network
Local airport	RTO 1
Local council	RTO 2
Local economic development agency	RTO 3
NZ ministry 1	RTO 4
NZ’s national economic development agency	RTO 5
NZ’s national Maori tourism body	
NZ’s national tourism organisation (NTO)	
Tour operator 1	

The weak ties in the AKL and RTO networks

TA’s total weak-tie sample consisted of seven ties in the S/W category and 1,852 ties in the W/W category (see Figure 16, p. 97). Due to the high number of W/W organisations (1,859), it was necessary to concentrate on a manageable number.

From the seven organisations belonging to the S/W category, all but two organisations were selected. The two excluded organisations (RNZ 2011 and NZ 2011) had been specifically established to organise RWC 2011, and ceased to exist after the event, so it was considered inappropriate to include them in the context of this research. The five organisations included were the local rugby union, the local transport authority, a match venue, and two NZ ministries.

From the remaining 1,852 organisations belonging to the W/W category, a further 15 organisations were selected using a three-step purposive sampling strategy as follows:

1. The researcher divided the total sample of 1,852 organisations into eight main categories: transport providers; accommodation providers; tour operators; retail businesses and business associations; hospitality businesses and associations; leisure facilities; vineyards; and RTOs.
2. Seven RTOs from the RTO category were selected to represent the weak ties in the *inter-regional* network (RTO network). Since five RTOs comprise the strong-tie sample in the inter-regional network, seven weak ties were regarded as a manageable sample size, comparable to the strong-tie sample.
3. One organisation from each of the remaining seven categories was selected to represent the weak ties in the *intra-regional* network (with the exemption of the retail businesses and business association category, from which two business associations in different parts of the Auckland region were selected).

Hence, the final sample of weak ties consisted of 20 businesses and organisations, which could be divided into (see Table 9):

- 13 intra-regional ties (AKL network): two local business associations, a local golf club, the local hospitality association, the local rugby union, the local transport authority, a match venue, a motel, two NZ ministries, a tour operator, a transport operator, and a vineyard,
- 7 inter-regional ties (RTO network): seven regional tourism organisations.

Table 9: The weak ties in the AKL and RTO networks

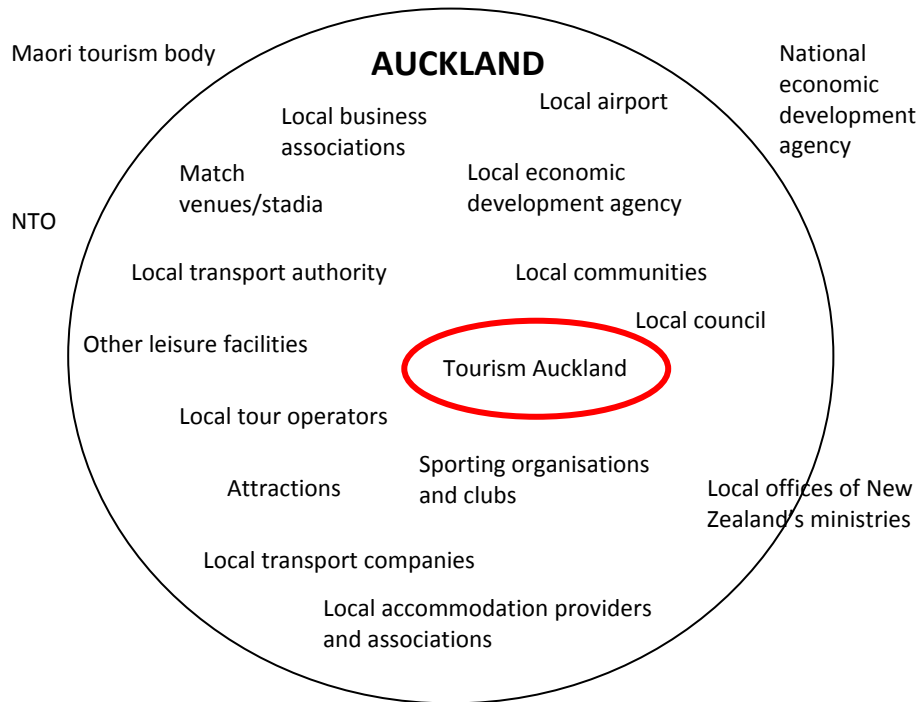
AKL network	RTO network
Local business association 1	RTO 6
Local business association 2	RTO 7
Local golf club	RTO 8
Local hospitality association	RTO 9
Local rugby union	RTO 10
Local transport authority	RTO 11
Match venue	RTO 12
Motel	
NZ ministry 2 (local Auckland office)	
NZ ministry 3 (local Auckland office)	
Tour operator 2	
Transport operator	
Vineyard	

Summary of sample selection process

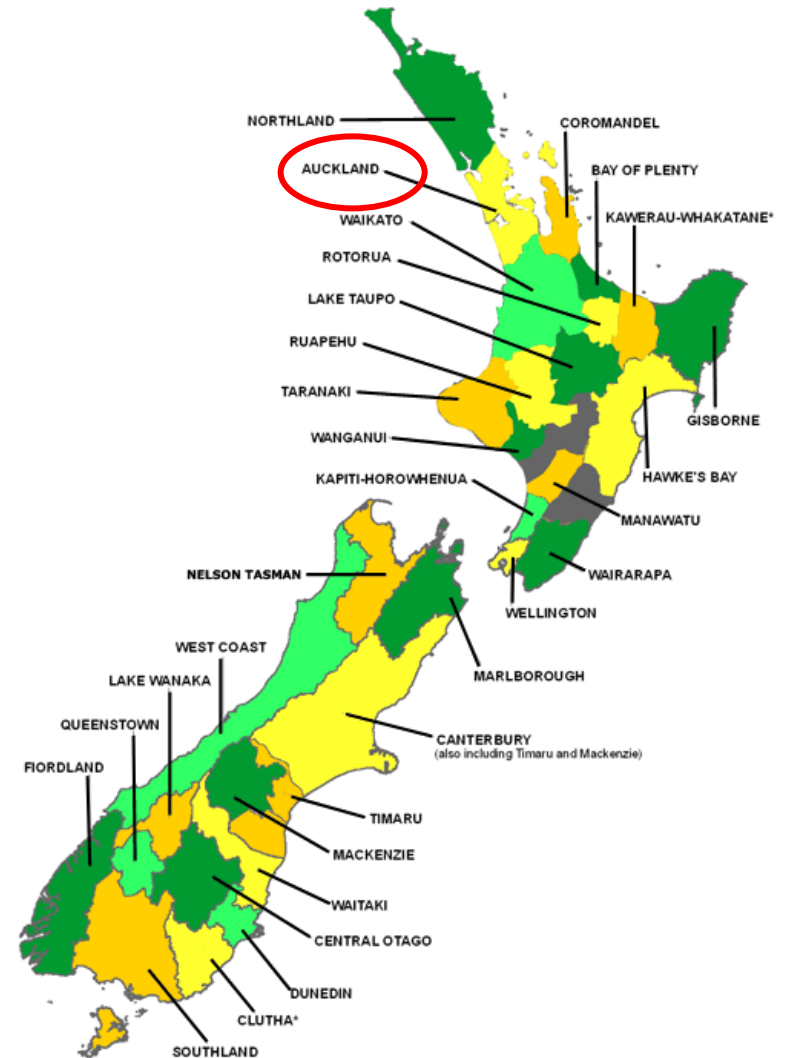
In summary, the sample selection process was a growing process that involved the researcher and two of TA's senior staff in both an unprompted and a prompted manner. In the end, 33 organisations — 13 strong ties and 20 weak ties — were selected for the research, being either weak or strong ties in the intra-regional or the inter-regional environment. These organisations include a wide range of different businesses and hence provide diverse perspectives and insights into the phenomena under investigation (Berg, 2009; Bryman, 2008; March & Wilkinson, 2009). No attempt was made to picture the complete network of all relevant relations in the region. Rather, the focus was on identifying the main types of players involved and the kinds of relationships that exist among them (March & Wilkinson, 2009). The purpose of the sampling process was to provide a sample of organisations that are representative of TA's inter-organisational collaboration. The two different network environments of this research are depicted in Figure 17.

(partly adapted from RTONZ, 2011c)

AKL network (case 1)



RTO network (case 2)



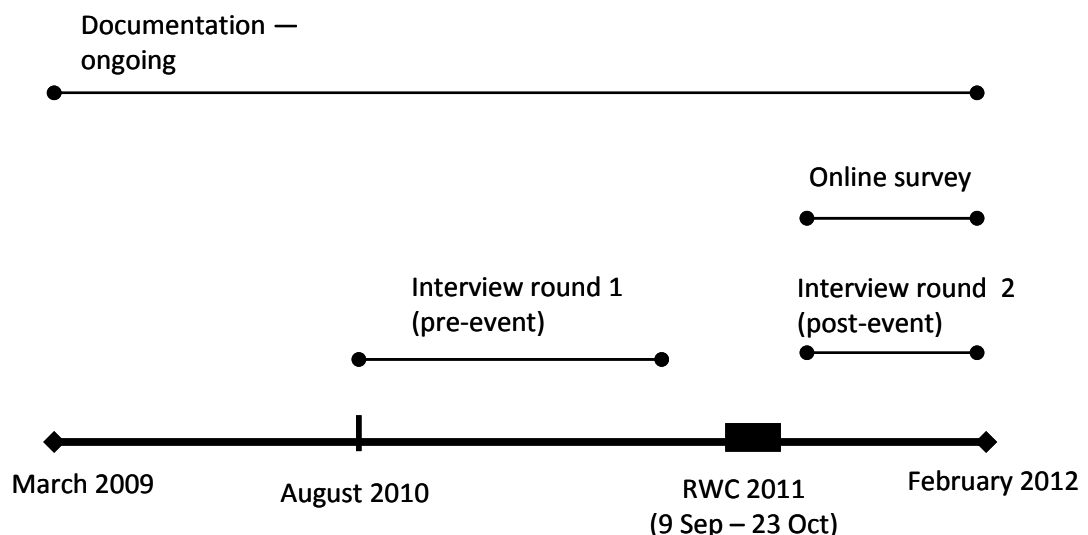
4.6 Data collection

This section presents the timeline of the data collection pre- and post-event, and provides an overview on the three methods employed — semi-structured interviews, documentation analysis and a formal survey.

4.6.1 Timeline of data collection

The data collection for the research was divided into two phases: pre-event (March 2009 – August 2011) and post-event (November 2011 – February 2012). With the start of the research in March 2009, the researcher carried out a constant, extensive analysis of websites, newspaper and online articles, administrative documents, agendas of meetings, etc. (see section 4.6.3). This document review covered the entire period of the thesis's data gathering until February 2012. The pre-event interviews were conducted between August 2010 and June 2011. The post-event interviews involved the same interviewees (in order to reflect on earlier thoughts and opinions and to evaluate the event from relationship, collaboration and KT perspectives) and were conducted between November 2011 and February 2012. In addition, the URL link to the online survey was sent to the participants between four and seven days after the post-event interview. The across-method triangulation deployed helped to obtain a diverse view on the phenomena under investigation. The complete timeline of the data collection is depicted in Figure 18.

Figure 18: Timeline of data collection



4.6.2 Semi-structured interviews

The researcher aimed to conduct interviews with the staff of all 33 organisations (see section 4.5.6), as well as with two senior TA staff members. Only employees who could contribute significantly to the topic area were interviewed, and so positions such as chief executive officer (CEO), general manager (GM), marketing manager, project manager or events manager — or the closest position to these — were selected. This is consistent with the advice to select interviewees who are best suited to provide a meaningful and in-depth insight into the research context (Denzin & Lincoln, 2005b; Neumann, 2003). In addition, the researcher sought the participation of the Chair of the ACG (assigned to organise RWC 2011 for the Auckland region) and the Executive Officer of RTONZ (see section 3.2.2) to gain further insight and background information into the preparations for RWC 2011 both within the Auckland region and among RTOs around New Zealand. Thus, 37 participants (33 sample organisations, plus 2 staff from TA, plus 2 “experts”) were contacted and invited to take part in the research. In order to capture potential changes to the network and the relationships, but also any changes to the perspectives and views of the interviewees over time, each participant was interviewed twice: pre-event (13 to 4 months before RWC 2011) and post-event (1 to 4 months after RWC 2011).

The interviews were conducted either face-to-face or via telephone. Nearly all the Auckland-based interviewees participated in face-to-face interviews. Most of the non-Auckland interviews were conducted via telephone. Semi-structured interview guides were prepared for each of the two networks for the pre-event and the post-event interview rounds (see Appendix D). These guides ensured the best use of the limited interview time available, and helped obtain the same type of information from each participant (Gorden, 1980; Patton, 2002).

Interview questions were developed after an extensive review of the relevant literature areas (i.e. network analysis, collaboration and CC, and KM and KT). Ideas for interview questions were also gained through comprehensive document analysis (e.g. minutes and agenda of meetings, bid documents, newspaper and online articles, websites) and the researcher’s attendance at industry events and seminars about RWC 2011. The researcher’s previous experience in the tourism and events industry also contributed to the shaping of the final versions of the two interview guides.

Initial contact with potential participants was via an email containing a brief explanation of the project. A detailed information sheet was also attached (see Appendix E). Those who decided to participate were asked to sign a consent form (see Appendix F). The initial emails were sent out between 27 and 29 July 2010; follow-up telephone calls (where necessary) took place the week after. Three pilot interviews were conducted in the first week of August 2010, allowing the researcher to test the interview guide, to make any necessary amendments, and to gain valuable practice in interviewing. These pilot interviews involved interviewees in industries unrelated to RWC 2011 and the tourism and events industry.

From the 37 people invited to participate in this research, 35 agreed to take part. This represents a response rate of 94.6%. The two people that decided to not participate belonged to a strong-tie organisation in the AKL network and a weak-tie RTO. Hence, 20 AKL network members (7 strong ties and 13 weak ties) and 11 RTOs (5 strong ties and 6 weak ties) as well as 2 staff from TA and 2 “experts” were interviewed pre-event. Each pre-event interview lasted between 15 and 70 minutes, each post-event interview lasted between 10 and 35 minutes. Only one of the 35 pre-event interviewees was unable to participate in the post-event interview round. This person (belonging to a weak-tie RTO) had left the organisation in the meantime and was no longer contactable.

All interviews were audio-taped with two recording devices, allowing one to serve as a backup device if the other one failed. For telephone interviews, a USB telephone conversation recorder was used to record the interviews (CBAY CO Ltd, 2010). In addition, notes were taken through the entire interview process to ensure that important thoughts and perspectives of the interviewee were captured. Each interview was transcribed in verbatim style by either the researcher or a professional transcriber who had signed a confidentiality agreement. The transcripts prepared by professional transcribers were cross-checked against the original audio tape to minimise language errors and misinterpretations, and to improve accuracy and familiarise the researcher with the data (Halcomb & Davidson, 2006; Lapadat & Lindsay, 1999; Patton, 2002; Poland, 1995, 2002).

All transcriptions were sent to the interviewees for verification, to make sure the transcription was a true and accurate reflection of what had been said. This process also minimised the likelihood of researcher-imposed bias.

4.6.3 Documentation

Administrative documents, such as reports and internal records, email communication, formal studies and evaluations, agendas and minutes of meetings (of the ARSG/ACG), bid documents, websites, and newspaper and online articles were analysed. Data were collected throughout the entire research process, between March 2009 and February 2012. In addition, the researcher observed and participated in a number of industry updates, public presentations and seminars related to the research topic. An overview of all documents analysed as part of this research is presented in Appendix G.

4.6.4 Formal online survey

A formal online survey was used to complement the interview and documentation data. The survey was created using SurveyMonkey (2012), a web-based tool for creating and publishing online surveys. The URL link to the survey was sent to all 34 post-event participants, and 32 complete and valid surveys were obtained: 19 from participants of the AKL network, 9 from participants of the RTO network, 2 from the TA's staff members, and 1 survey each from the Chair of the ACG and the Executive Officer from RTONZ. This represents a response rate of 94.12%.

The survey consisted of 26 questions developed from the three relevant literature areas: tie strength; collaboration and CC; knowledge and KT. The purpose of the survey was to provide a more quantitative insight into the research questions and to triangulate the data from the interviews and document analysis. The survey represented a particularly useful tool for measuring the impact of RWC 2011 retrospectively (Pettigrew, 1979), and for comparing differences pre- and post-event. For example, participants rated the strength of their relationship with TA before the event and after the event. To suit the audience of the two different networks (the AKL and RTO networks), two separate versions of the survey were created with minor changes to the phrasing of questions (see Appendix H).

4.6.5 Multiple data collection methods and the combination of quantitative and qualitative methods

Eisenhardt (1989) notes that case studies “typically combine data collection methods such as archives, interviews, questionnaires, and observations. The evidence may be qualitative (e.g., words), quantitative (e.g., numbers), or both” (pp. 534-535). She emphasises that multiple data collection methods strengthen the grounding of theory by triangulation of evidence and that the combination of qualitative and quantitative data provides a “synergistic view of evidence” (Eisenhardt, 1989, p. 533). Similarly, Yin (1994) regards the combination of quantitative and qualitative evidence and methods as “the special strength of the case study method” (p. 287). For example, Mintzberg and McHugh (1985) use qualitative data supplemented by frequency counts, Eisenhardt and Bourgeois (1988) combine quantitative data from questionnaires with qualitative evidence from interviews and observations.

For this thesis, the semi-structured pre- and post-event interviews (with the same participants) provided the key source of evidence. The findings were then triangulated with additional quantitative data (i.e. from the formal online survey) to further substantiate them. The survey was sent to the same participants that took part in the post-event interviews. The sample size was small by traditional quantitative standards. Therefore, the survey data and analysis cannot be used in isolation. The quantitative research provides further verification (from an alternative data type) of the conclusions from the qualitative interviews. The survey results are therefore used to support the main findings, which emerged from the qualitative data and, given the small sample size, are meant to be “illustrative rather than definitive” (Stiles, 2001, p. 634). This thesis follows previous research that applied a process of triangulation through multiple data sources and quantification in support of qualitative data (e.g. Hyde & Lawson, 2003; Virakul & McLean, 2012). It also addresses Bryman, Becker and Sempik’s (2008) call that “mixed methods findings need to be integrated and not left as distinct quantitative and qualitative findings” (p. 275).

4.7 Thematic data analysis

Thematic analysis, one of the most useful and flexible methods for qualitative research, was selected to analyse the data (Braun & Clarke, 2006). According to Braun

and Clarke (2006), thematic analysis is “a method for identifying, analysing and reporting patterns (themes) within data” (p. 79) that serves as “a flexible and useful research tool, which can potentially provide a rich and detailed, yet complex, account of data” (p. 78). A number of advantages of using this method are evident in the literature: it is very flexible, easy and quick to learn, can summarise the key features of a large body of data, and may also generate unanticipated insight into the topic. In addition, thematic analysis is a method that is easy accessible to the general public, is very useful when having participants as collaborators, and can highlight similarities and differences across the data set. Also, very little experience in qualitative research is required from the researcher (Braun & Clarke, 2006).

4.7.1 The coding process

Thematic analysis is a method that searches for themes or patterns in qualitative data, and these must first be identified. Themes or patterns can be identified in an inductive or “bottom up” way (Frith & Gleeson, 2004), or in a theoretical, deductive or “top down” way (Boyatzis, 1998; Hayes, 1997). The researcher can code for a quite specific research question (the *deductive approach*), or the specific research question can evolve through the coding process (the *inductive approach*). Because of the lack of pre-existing research in the fields this thesis covers, an inductive approach was adopted. The research questions evolve through the coding process, the analysis is data-driven, and the themes identified are strongly linked to the data themselves (Boyatzis, 1998; Braun & Clarke, 2006).

Braun and Clarke (2006) have developed a step-by-step guide for thematic analysis which includes six phases: (1) familiarisation with the data through reading and re-reading the transcripts; (2) initial coding; (3) searching for themes; (4) reviewing themes to create a thematic map of the analysis; (5) defining and naming themes; and (6) producing the report. They particularly emphasise that thematic analysis presents a continuous process that involves “a constant moving back and forward between the entire data set, the coded extracts of data that you are analysing, and the analysis of the data that you are producing” (Braun & Clarke, 2006, p. 86).

The researcher expanded Braun and Clarke’s (2006) six-step process to 14 phases to make transparent the efforts to create a trustworthy, valid and reliable process.

ATLAS.ti 6.2 (ATLAS.ti Scientific Software Development GmbH, 2011) — software for qualitative data analysis, management and model building — was used to code and theme the data. ATLAS.ti provided a useful tool for dealing with and organising the large amount of data of two different networks and three separate studies (cf. Parent et al., 2011). All interview transcripts were uploaded into ATLAS.ti. Quotes and key words in each transcript were then highlighted and assigned with a code. These codes could then be allocated to overarching themes. ATLAS.ti facilitated the re-coding and re-allocation process of codes and themes. It also helped to easily navigate through the data, to filter codes and themes for specific groups and to visualise the findings. Table 10 provides an overview of the 14 phases within the thematic analysis.

Table 10: Phases of thematic analysis applied

Phase	Procedure
Phase 1	Transcribing interviews or thorough cross-checking of transcriptions made by professional transcribers against the original audio tape
Phase 2	Sending all transcripts to the interviewees to check for accuracy and validity
Phase 3	Re-reading all transcripts; noting down ideas
Phase 4	Initial coding with ATLAS.ti 6.2 (only one transcript was coded)
Phase 5	Cross-checking of coding procedure by a second coder
Phase 6	Initial coding of all other transcripts with ATLAS.ti 6.2
Phase 7	Revisiting and reconsidering codes Merging codes Re-coding where necessary
Phase 8	Cross-checking of coding procedure and codes generated by second and third coders
Phase 9	Revisiting and reconsidering of codes Re-coding where necessary
Phase 10	Identifying potential themes
Phase 11	Allocating codes to themes Revisiting codes and themes Re-coding where necessary
Phase 12	Defining and naming themes
Phase 13	Allocating themes to research questions Cross-checking of themes by second and third coders
Phase 14	Writing up

Phases 1 and 2 included the transcribing and/or cross-checking of all transcripts by the researcher as described earlier. All transcripts were then sent to the interviewees for cross-checking to ensure accuracy and validity. The researcher then re-read all transcripts again (Phase 3) to ensure familiarity with the data.

In Phase 4, the initial coding was started, using the ATLAS.ti 6.2 software. Only one transcript was coded by the researcher, and it was then cross-checked by a second coder, the researcher's supervisor (Phase 5). All remaining transcripts were then coded accordingly in Phase 6.

In Phase 7, all codes were revisited and reconsidered; similar codes were merged. The entire coding process and the codes themselves were then cross-checked and approved by two other coders, the researcher's supervisors (Phase 8). All codes were then revisited and reconsidered again, and any necessary amendments were made.

Phase 10 involved the identification of potential themes. The researcher refocused the analysis at the broader level of themes and started combining similar codes to overarching themes. Mind-maps and theme-piles were used to facilitate this process. Codes were allocated to the themes in Phase 11. At this stage, the codes were reconsidered and re-coded where necessary. In Phase 12, all themes were clearly defined and named.

In Phase 13, the themes were allocated to the three research questions and study areas. All themes and their respective codes were once again cross-checked by two other coders (the researcher's supervisors) to further enhance reliability (Bryman & Bell, 2007). In the last phase, the final write-up was started.

Throughout the whole coding process the researcher constantly moved back and forth between the data set, the extracted data and the data analysis. In an iterative process the codes and themes were constantly revisited and re-checked. The researcher completely immersed herself in the data to discover important patterns, themes, categories and inter-relationships, and to generate an underlying framework and theory, as suggested by Bryman (2001) and Patton (2002).

4.7.2 Generated codes and themes

The thematic analysis produced 326 codes. Of them, 254 related to the AKL network, and 188 to the RTO network. A detailed description of all codes and themes derived from the data is presented within the Findings chapters (Chapters Five, Six and Seven, respectively). An example of the codes generated from the data (including descriptions and examples) is shown in Table 11.

Table 11: Example of codes generated from the data

Code	Code description	Quote from data base
Barrier: control loss	Barrier to collaboration: loss of control over certain processes	"You have to consult more people before you can get anything done. It is easier if you are in total control, you just go ahead." (S-RTO4-1: 39)
Condition: stakeholder integration	Condition for collaborative capacity: Integrate all relevant stakeholders	"... get all the big players together first. And then I'd determine if we had all the key players; because what you think and what might be may be two different things. You might think you've got all the key players around the table but you might not; so assume nothing." (S-AKL5-1: 115)
Event set-up facilitated competition	The set-up of RWC 2011 facilitated competition among the regions as they had to bid for matches and teams	"With RWC 2011 being won by NZ, competition was evident among the regions because they had to bid for the games. And they all had to go through this match and team allocation process and they were all putting their best bid forward." (S-AKL6-1: 111)
Focus on intra-regional collaboration	The focus for each RTO was more on intra-regional than on inter-regional collaboration	"So I think <i>within</i> the region, the [collaboration for RWC 2011] was good; but outside of the region, inter-regionally, collaboration wasn't a factor." (W-RTO4-2: 39)
No new relationships	No new relationships were built as a result of RWC 2011	"We just dealt with who we usually dealt with." (W-AKL6-2: 36)

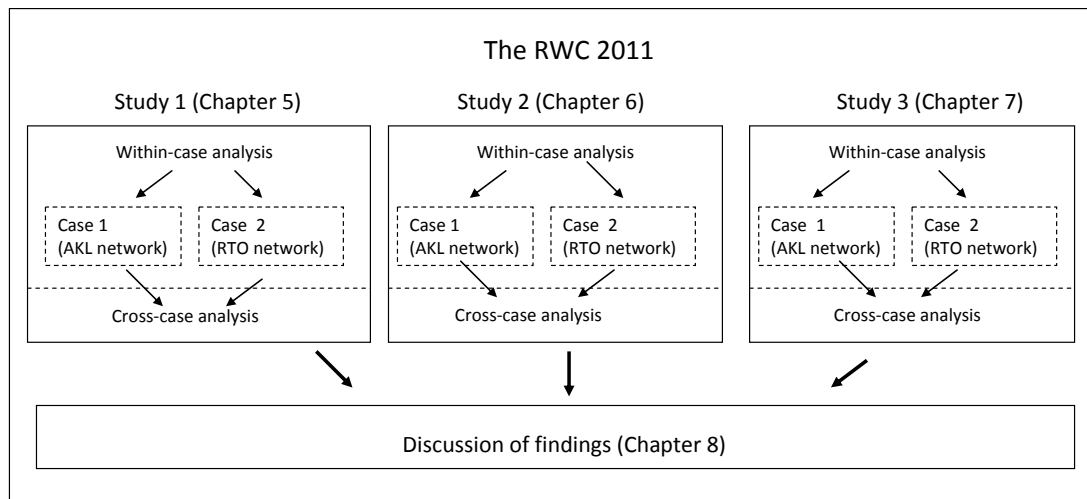
4.7.3 Analysis of the online survey

The online survey was analysed using IBM SPSS 19 Statistics Software. In a first step, the 26 questions of the survey (for each network) were allocated to each of the three studies (see Appendix I). Next, the data from 28 of the 32 surveys (the surveys from the two staff members from TA, the Chair of the ACG and the Executive Officer from RTONZ were not included given the lack of comparability to other participants) were entered into SPSS. Due to the small number of surveys gathered, the analysis utilised means comparisons (for all questions that used five-point Likert scales) and cross-tabulation analysis (for open-ended questions). Together with the analysis from the qualitative pre- and post-event interviews, and the documentation analysis, the SPSS results were used to complement the findings for each of the three study areas. They are described in Studies 1, 2 and 3 (Chapters Five, Six and Seven, respectively). The complete SPSS analysis of the 28 surveys can be viewed in Appendix J.

4.8 Presentation of findings throughout the thesis

This section describes how codes, themes and quotes are presented throughout the research. This process is illustrated in Figure 19.

Figure 19: Presentation of findings using within-case and cross-case analyses



4.8.1 Within-case analyses

A key step of data analysis in case study research is within-case analysis (Eisenhardt, 1989; Patton, 2002). While this process merely involves write-ups and simple descriptions of data, it helps to manage the large amount of qualitative data and promotes researcher familiarity with each case. It also allows unique patterns to emerge, which can then be compared and generalised (Eisenhardt, 1989). Hence, comprehensive within-case analyses for each case (i.e. AKL network and RTO network) within each of the three studies are provided in Chapters Five, Six and Seven. Each analysis presents the codes and themes that emerged from all three sources of evidence (semi-structured interviews, documentation analysis and the online survey). Quotes from participants are added to illustrate important points.

4.8.2 Cross-case analyses

Each of the three Findings chapters concludes with a cross-case analysis, comparing the findings from the two cases, i.e. from the AKL network and the RTO network. These cross-case analyses follow the guidelines set by Miles and Huberman (1994), Eisenhardt (1989) and Patton (2002), and seek to enhance generalisability and deepen understanding. The codes and themes that emerged in each of the two cases are

compared and analysed for differences and similarities (Eisenhardt, 1989). Throughout the process of analysis, the emergent theory is constantly compared with evidence from each case in order to capitalise on new insights and findings and to understand underlying processes. Furthermore, emergent concepts and theories are constantly compared with extant literature. This procedure enhances validity and generalisability, and enriches the theoretical level of theory building from case study research (Eisenhardt, 1989).

4.8.3 Discussion of findings

Chapter Eight discusses the findings of the three studies, and comprehensively addresses all of the research questions. It offers a comprehensive picture of how RWC 2011 impacted on tie strength, CC and KT processes in the two networks, and thus leads to the identification of implications, the formulation of strategies, and a subsequent drawing of conclusions.

4.8.4 Presentation of quotes

Throughout the research, quotes from participants are included to support findings and claims made by the researcher. The following example shows the style that has been applied to present quotes made by interviewees. Here, one interviewee describes the collaborative processes for RWC 2011 in the Auckland region:

From an observation from somebody who has worked in a national organisation in Auckland since 1994 I am more than impressed, I'm actually quite amazed at the level of collaboration amongst Auckland entities. ... [I]t has been impressive to see the tourism sector interacting with economic development agencies and the city councils, to see the seven local authorities all cooperating and agreeing on processes, seeing staff being swapped, to see the whole regional coordination for RWC 2011, and people being quite relaxed about it. (S-AKL6-1: 41)

Following Schulenkorf (2010), all quotes present the participant identifier code and the line number from where the quote is sourced in ATLAS.ti 6.2. The example above indicates that the interviewee is from the AKL network, from a strong tie (S-AKL) and the quote can be found in line 41 of the interview transcript in ATLAS.ti 6.2. In addition, each participant has received a randomly issued number (presented immediately after the code) that only the researcher knows (in the example above, the

number “6”), and this is followed by the number “1” (for pre-event interview) or “2” (for post-event interview). This approach ensures that the names of individuals and organisations are not revealed at any stage of the research (see Table 12).

Table 12: Codes used to present quotes

Code	Meaning
S-AKL	AKL network, strong ties
W-AKL	AKL network, weak ties
O-AKL	AKL network, neutral “expert”
E-AKL	Staff member from Tourism Auckland (ego)
S-RTO	RTO network, strong ties
W-RTO	RTO network, weak ties
O-RTO	RTO network, neutral “expert”

In applying this method, “an ‘audit trail’ back to the original data source is provided, which contributes to the research being credible, transparent and *integer*” (Schulenkorf, 2010, p. 113).

While a variety of quotes could have been used to underpin the claims made throughout this research, only the most meaningful quotes are included to improve the flow and readability of the thesis.

4.9 Trustworthiness of the research and potential bias

Quantitative researchers particularly criticise the subjectivity of qualitative research, its lack of transparency, and the difficulty of replicating and generalising findings (Bryman, 2001). This often raises questions concerning the trustworthiness of qualitative studies. Lincoln and Guba (1985) describe this dilemma when asking: “How can an inquirer persuade his or her audiences that the research findings of an inquiry are worth paying attention to?” (p. 290). In order to adequately judge qualitative research, traditional criteria used in quantitative studies, such as reliability and validity, have been redefined (Hoepfl, 1997; Lincoln & Guba, 2000; Strauss & Corbin, 1990) to “fit the realities of qualitative research” (Strauss & Corbin, 1990, p. 250). Table 13 presents a comparison of criteria for judging the quality of quantitative versus qualitative research.

Table 13: Corresponding criteria for judging the quality of quantitative versus qualitative research
(adapted from Hoepfl, 1997, p. 58)

Quantitative research	Qualitative research
Internal validity	Credibility
External validity	Transferability
Reliability	Dependability
Objectivity	Confirmability

Four criteria — credibility, transferability, dependability and confirmability — underpin the overall trustworthiness of a qualitative study (Hoepfl, 1997; Lincoln & Guba, 1985).

Credibility

Lincoln and Guba (1985) suggest three research activities that increase the credibility of findings: prolonged engagement, persistent observation, and triangulation. A qualitative researcher should spend sufficient time to investigate the context and to build trust with the respondents.

This research was carried out over a period of 35 months, during which time the researcher extensively analysed the event, its context and environment, participated in various industry updates, seminars and meetings, and immersed herself in the documentation review. She also established a close relationship with the interviewees. That 34 of these 35 senior-level interviewees participated in the second interview round, in spite of time constraints, demonstrates that the interviewees trusted the researcher. Continuous interaction with the data, a thorough process of thematic analysis, the use of ATLAS.ti 6.2 software, and constant cross-checking with two other researchers added salience and depth to the process and prevented a premature closure (Lincoln & Guba, 1985). As stated earlier, semi-structured interviews are the focal source of evidence in this research, while documentation analysis and the survey complement and enhance the findings. Hence, the thesis uses across-method triangulation to cross-check the consistency of information and to obtain a diverse view of the phenomena (Denzin, 1989). Mathison (1988) highlights the use of triangulation as a strategy to enhance the trustworthiness of qualitative research:

Triangulation has arisen as an important methodological issue in the evaluation literature In particular, naturalistic and qualitative approaches to evaluation have demanded attention to controlling bias and establishing valid propositions because traditional scientific techniques are incompatible with these alternate epistemologies. (p. 13)

Transferability

External validity — as used in conventional research — refers to the ability to generalise findings (Hoepfl, 1997; Lincoln & Guba, 1985). However, this presents a major issue in qualitative research, and the transferability of a qualitative study depends entirely on the “degree of similarity between the original situation and the situation to which it is transferred” (Hoepfl, 1997, p. 59). The researcher is required to provide sufficient evidence and adequate information, and it is then entirely up to the reader to determine whether the findings can be transferred to the new context (Bryman, 2008; Hoepfl, 1997; Lincoln & Guba, 1985).

This research’s combination of a large number of qualitative interviews (pre- and post-event) with extensive document analysis, and the formal online survey (i.e. triangulation) follows Geertz’s (1973) call for thick description, i.e. rich accounts of details of the context and the cultures embodied. Lincoln and Guba (1985) argue that a thick description provides a strong basis from which others can judge the possible transferability of the findings to other contexts.

Dependability

Kirk and Miller (1986) state that “issues of reliability have received little attention” by qualitative researchers (p. 42). Lincoln and Guba (1985, p. 317) suggest using an “inquiry audit” to increase dependability in qualitative research, whereby reviewers examine both the process and the product of the research for consistency.

This research was supervised and reviewed by two other researchers (the researcher’s supervisors), who provided close and constant scrutiny of all aspects, processes and analyses, as well as the reporting and interpretation of the findings.

Confirmability

Confirmability refers to the neutrality of the researcher, i.e. to a researcher “who tries to be nonjudgmental, and strives to report what is found in a balanced way” (Hoepfl, 1997, p. 60). To enhance neutrality of a qualitative study, Lincoln and Guba (1985) suggest the use of a “confirmability audit” — an audit trail comprising six classes of records: (1) raw data; (2) data analysis products; (3) data reconstruction and synthesis products; (4) process notes; (5) materials relating to intentions and dispositions; and (6) instrument development information (pp. 319–320).

In line with these suggestions, the researcher created a comprehensive database containing these six classes of records and constantly updated it over the course of the research. The database contains:

1. *Raw data*: The audio tapes from all 69 interviews conducted, written field notes, the completed online surveys, a variety of documentation (newspaper and online articles, agendas and minutes of meetings, annual reports, evaluation reports, the bid documents, etc.) and the full interview transcripts.
2. *Data analysis products*: Write-up of field notes, notes on discussions with reviewers and other researchers, summary of codes created for each transcript, working hypotheses, concepts and statements.
3. *Data reconstruction and synthesis products*: Structure of categories (themes and definitions derived from the data), findings and conclusions drawn, and four comprehensive reports about the research with preliminary findings.
4. *Process notes*: Methodological notes about the procedures and design of the research, sampling strategies, data collection processes.
5. *Materials relating to intentions and dispositions*: Personal notes, motivations and intentions, especially in relation to the sampling and data collection processes (e.g. how to convince potential participants to take part in the research and to “donate” time).
6. *Instrument development information*: Development of pilot and final interview guides, development of questions for the survey.

The use of an extensive journal (containing all thoughts, ideas, perspectives, analyses, results over the entire period of the research) as well as across-method triangulation further enhanced the confirmability of the research.

In summary, the research has addressed the four issues of credibility, transferability, dependability and confirmability in qualitative research to establish a high degree of trustworthiness (Lincoln & Guba, 1985). In response to the special responsibility of qualitative researchers towards their subjects and their readers, the researcher established “a plausible connection between what is observed and the conclusions drawn in the research report” (Hoepfl, 1997, p. 61).

Potential bias

Janesick (2003) highlights that “qualitative researchers accept the fact that research is ideologically driven. There is no value-free or bias-free design” (p. 56). Qualitative researchers become personally involved in the research (Neumann, 2003), and are consequently accused of a biased view of the world and their participants (Patton, 2002). Denzin and Lincoln (2005b) suggest that qualitative researchers should openly recognise the potential of biased interpretations of their findings and act accordingly. They do not lose credibility through this bias if they are trustworthy and their work transparent (Denzin & Lincoln, 2005b; Glesne, 1999; Golafshani, 2003).

The researcher’s previous experiences in the German tourism and events industry and in destination marketing primed her understanding of the underlying processes, contexts and inter-relationships within the research (Hyde, 2012). However, the fact that the researcher had not worked in destination marketing or in the events industry in NZ ensured that there was negligible bias in the questions or in the selection of research participants. In addition, every effort was made to further minimise the risk of imposing the researcher’s views, beliefs and assumptions on respondents during the data collection process. All codes and themes derived from the data analysis and were cross-checked by two other coders. All transcripts were cross-checked for accuracy by the participants.

4.10 Ethical considerations

In line with the principles of Auckland University of Technology's Ethics Committee (AUTEC), the researcher aimed to ensure a high level of ethical research. Hence, a variety of key ethical considerations have been integrated into this research: informed and voluntary consent of all participants; respect for rights of privacy and confidentiality; social and cultural sensitivity; research adequacy; respect for property and intellectual property rights (AUT University, 2011). The research design and practice also incorporated the three core principles of the Treaty of Waitangi — partnership, participation and protection. The researcher's formal ethics application 10/25 was approved by AUTEC on 26 March 2010 (see Appendix A).

4.11 Chapter summary

This section provided an extensive overview on the methodology and research methods applied. The research adopts a qualitative, embedded, multiple-case study design, and important case study features, including the sources of evidence (documentation, semi-structured interviews and a formal survey) and the units of analysis, have been explained and discussed. The section has further detailed the sampling, data collection and data analysis processes, and has addressed important issues such as trustworthiness, potential bias and ethical considerations. As per the research design visualised in Figure 9 (p. 83), the following chapter presents the findings of Study 1, the impact of RWC 2011 on weak and strong ties within the two networks.

CHAPTER FIVE **STUDY 1: THE IMPACT OF RWC 2011 ON TIE STRENGTH AMONG ORGANISATIONS WITHIN THE TWO NETWORKS**

The entire project relies on relationships, from the highest echelon down.

— Martin Snedden, CEO RNZ 2011

5.1 Introduction

This chapter presents the findings for Study 1 and explores the impact of RWC 2011 on strong and weak ties in the intra-regional (AKL network) and inter-regional (RTO network) environments. The underpinning research question is:

(RQ 1) How has RWC 2011 impacted on tie strength among the organisations within the two networks?

The chapter first demonstrates the importance RNZ 2011 placed on relationships, relationship building and management, to successfully deliver the event. Next, the findings from the two network environments, the AKL and the RTO networks, are presented; i.e. the impact of RWC 2011 on strong and weak ties in both environments are described. Data from all three sources of evidence (interviews, documentation and the survey) are included, and quotes are used to illustrate significant points. The chapter concludes with a cross-case analysis, comparing the two network environments and offering an insight to how RWC 2011 impacted on tie strength in the intra-regional and inter-regional environments.

5.2 RWC 2011 and the importance of relationship building

RNZ 2011, the organisation responsible for delivering RWC 2011, placed a high emphasis on relationships, and aimed to integrate all relevant stakeholders. Teams and matches were not allocated to the cities and towns around NZ; instead, RNZ 2011 gave regions around the country the chance to bid to host teams and/or matches. A comprehensive match and team allocation process was carried out, and RNZ 2011 set up match and team allocation guidelines. These guidelines demonstrate the high importance RNZ 2011 placed on regional coordination:

The RWC 2011 tournament in New Zealand is not just a major sporting tournament; it is a major community opportunity for New Zealand nationally and regionally. The Tournament will provide a legacy for New Zealand not just from a rugby perspective but from a community involvement and tourism perspective. Therefore given the large number of stakeholders that would be involved in any bid to host any combinations of matches, teams or other events directly involved with RWC 2011 (e.g. hosting of live sites), RNZ 2011 is looking for those regional groups to organise themselves and provide RNZ 2011 with details of group membership and a central point of contact. As regional circumstances vary, each region is free to determine the appropriate make up of these regional groups. These should contain all key regional stakeholders including Provincial Unions, Local Territorial Authorities, venue owners/managers, tourism and any other relevant community stakeholders. RNZ 2011 also recognizes that the make up of these regional groups may change and evolve over time. (RNZ 2011, 2007b, pp. 4–5)

The guideline makes clear that RNZ 2011 expected the regions to form regional groups that involved all key stakeholders and to nominate one central point of contact. RNZ 2011 also placed great importance on the integration of all key stakeholders, and acknowledged the evolving nature of relationships. The importance of strong working relationships for RWC 2011, and the potential of RWC 2011 to develop and strengthen relationships, are further demonstrated in the following newsletter, sent from RNZ 2011's CEO Martin Snedden in July 2007:

RNZ 2011 wants to deliver a great event. We can't do this without the support of a significant number of key partners. We have already and are continuing to receive terrific support from the Boards and Management of RWCL and the NZRU, as well as from the Government and its agencies. We are going to need to be able to tap into the resources and skills of so many others — local authorities, provincial rugby unions, venues, tourism organisations etc. — throughout New Zealand as well as our people everywhere. This is a great challenge but a much greater opportunity. (RNZ 2011, 2007b)

Martin Snedden also sent an email to selected venues and rugby unions around New Zealand, highlighting the importance of their involvement. He stated:

You are each key RWC 2011 stakeholders — you are part of the “RWC 2011 family”. We wish to have direct robust and healthy relationships with each of your organizations including key personnel. We seek your genuine buy-in to what we are trying to achieve with this event. We would like to spend time with each of you (and your boards if you wish)

to help further develop and maintain those relationships (Snedden, 2007)

These examples — and the fact that “better regional coordination” belonged to one of the seven non-rugby legacies that RNZ 2011 was aiming for (RNZ 2011, 2007b) — clearly demonstrate the importance placed on relationship building.

5.3 Findings from the AKL network

This section presents findings from TA’s intra-regional network environment (i.e. the AKL network; see Table 14).

Table 14: The AKL network

Strong ties	Weak ties
Local airport	Local business association 1
Local council	Local business association 2
Local economic development agency	Local golf club
NZ’s national economic development agency	Local hospitality association
NZ’s national Maori tourism body	Local rugby union
NZ’s national tourism organisation (NTO)	Local transport authority
Tour operator 1	Match venue
	Motel
	NZ ministry 2 (local Auckland office)
	NZ ministry 3 (local Auckland office)
	Tour operator 2
	Transport operator
	Vineyard

Note: The table contains only those organisations that agreed to take part in the research.

All three sources of evidence — semi-structured interviews, documentation and the formal survey — underpin these findings. The section is divided into three parts: general findings, strong ties and weak ties. Each part presents the themes generated from the data. Each subsection also provides graphical network views from ATLAS.ti 6.2, depicting the themes — or code families (CF) — and their associated codes.

5.3.1 General findings

This section presents key general findings from the AKL network that apply to both the strong and the weak ties. The analysis generated one main theme: aim for cohesive approach among organisations in Auckland.

THEME 1: Aim for cohesive approach among organisations in Auckland

Analysis reveals one main aim of the Auckland region for the future: a cohesive approach. RWC 2011 and future major events are regarded as important vehicles to reach this goal. In this context, one TA staff member noted:

The view to go forward is really to be more effective and efficient and really ensure coordination across the region to really deliver for RWC 2011 ... and it is more a fit for purpose now to actually get on and deliver, working not just cross-functional within organisations but across organisations. (E-AKL1-1: 66)

Several documents (including Auckland's official bid documents, internal documents from the ACG, and Auckland's Major Events Strategy) also reveal the intention to use RWC 2011 and future major events as catalysts to improve regional coordination and collaboration among organisations. For example, Auckland's official bid documents to host matches and teams during RWC 2011 included an entire section on regional coordination. In these bid documents, the Auckland Regional Sustainable Forum (who signed the bids; see section 3.5.2) stated:

Auckland will be on the world stage when it hosts the business end of the RWC 2011 tournament. Successful delivery of RWC 2011 is too big for any one city, requiring a region wide approach. Key organisations from across the region are working collaboratively to maximise their opportunities from RWC 2011, and to ensure we play our part in making the 2011 tournament the best ever. (Auckland Regional Sustainable Development Forum, 2008, p. 16)

Another internal document from the ARSG recorded the vision and objectives of RWC 2011 for the Auckland region as:

The RWC 2011 will provide the vehicle for the greater Auckland region to pull together to showcase the region's event hosting ability, attraction as a world-class city, economic and social returns of central and local government investing in a collaborative manner towards a common cause and the emergence of the region as New Zealand's international event home. (Auckland Regional Steering Group, 2007, p. 1)

In this context, the Super City, Auckland's new local government structure, appears instrumental. One participant stated: "I'm hoping with the unification [creating the

Super City] ... we can get much more cohesive approach to packaging up what Auckland has to offer and then promoting it as well" (S-AKL3-1: 42).

Another example is Auckland's Major Events Strategy, which was launched in May 2011 (i.e. four months pre-event). The strategy emphasises the importance of a coordinated approach among all entities in the Auckland region to attract future events and enhance existing ones: "To successfully enhance itself as an 'event-friendly' city, Auckland must take a region-wide, co-ordinated approach in planning for and delivering major events" (ATEED, 2011a, p. 26). The new strategy also refers to "Auckland's Co-ordinated Major Events Support Network", which is described as:

A robust network [that] comes together to support the planning and delivery of major events within the Auckland region. Drawing together a collection of skills and support from key partners, this network ensures that major events in Auckland are supported at every stage of the process. (ATEED, 2011a, p. 27)

The document furthermore outlines the aim to create a "Major Events Stakeholder Forum" (ATEED, 2011a, p. 26). Thus, Auckland's new Major Events Strategy demonstrates the significance placed on the integration of all stakeholders around future events. This echoes the RNZ 2011 approach detailed previously.

Finally, Auckland's Visitor Plan (AVP) (launched by ATEED in December 2011) also emphasises the importance of relationship building, regionally, nationally and internationally. The formation of strategic alliances is listed as one of 10 strategic goals. The AVP furthermore highlights the "opportunity to form stronger alliances with industry bodies, knowledge-based institutions and centres of innovation to identify opportunities, incentivise collaboration and increase the flow of information" (ATEED, 2011b, p. 62). More specifically, the following core objectives are listed in the AVP (ATEED, 2011b, p. 62): (1) strengthen commercial partnerships with the private sector on- and off-shore, including airlines and airport, inbound operators, wholesalers, retailers; (2) strengthen strategic relationships with TNZ, local boards, CCOs, the council and major tourism industry bodies; (3) establish a Major Events Stakeholder Forum; and (4) establish an agreed framework for major event partnerships with central government. The AVP also indicates that ATEED will:

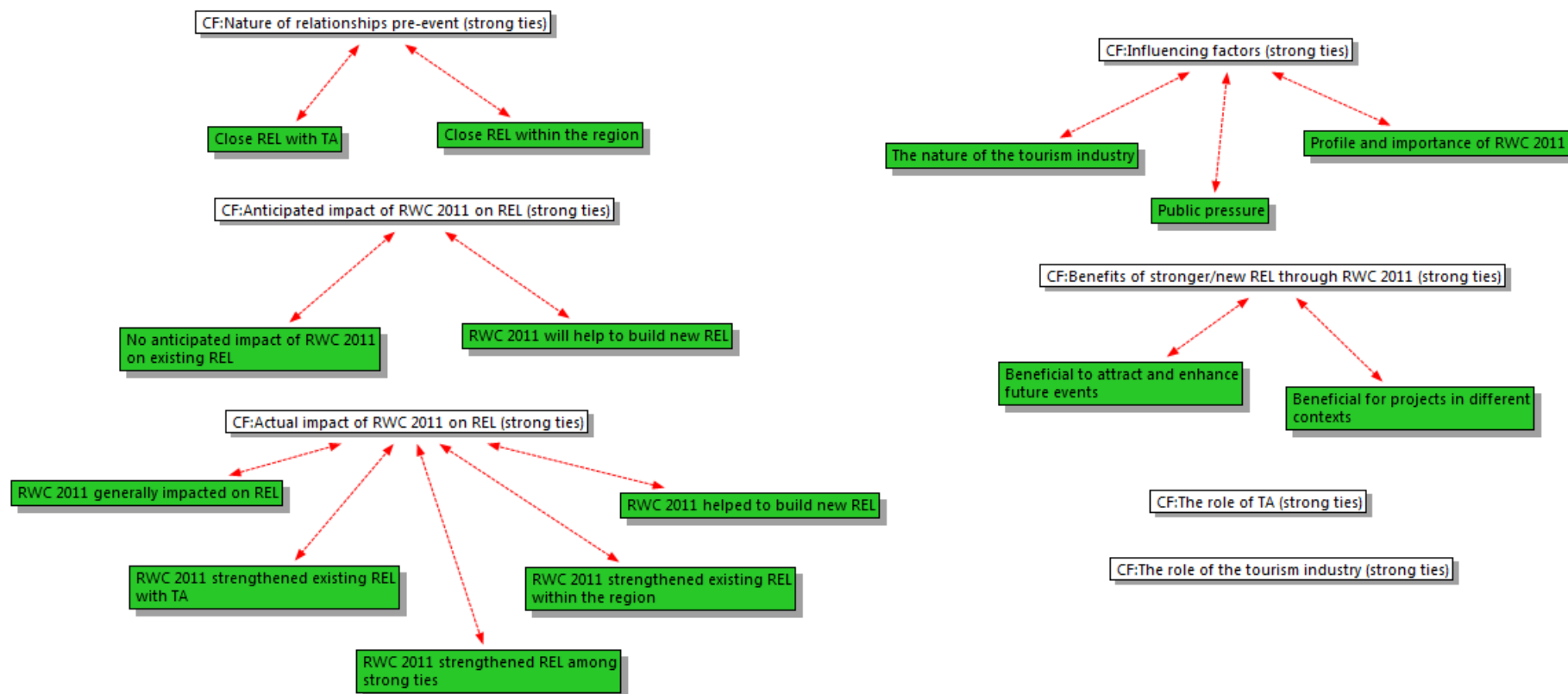
... rely heavily on relationships with the private sector and other strategic partners to deliver many of the actions outlined [in this document]. Strengthening those relationships will be a critical step in delivering the step-change required to achieve the economic and place aspirations. (ATEED, 2011b, p. 52)

It is thus evident that key organisations in the Auckland region (such as Auckland Council and ATEED) were placing great value on developing quality relationships with all relevant stakeholders. At the same time, RWC 2011 was regarded as an effective and efficient tool for fostering cohesion and strong relationships in Auckland. One of five key strategic objectives of the Auckland region for RWC 2011 was to develop regional cohesion: “The planning framework and relationships developed for Rugby World Cup 2011 provide the platform for ongoing regional cohesion, significantly progressing the Auckland region’s ability to deliver and support mega events” (ATEED, 2012b, p. 5).

5.3.2 The strong ties

The findings presented in this section pertain to whether RWC 2011 impacted on the strong ties within the AKL network. The seven strong-tie organisations were: the local airport; the local council; the local economic development agency; NZ’s national economic development agency; NZ’s national Maori tourism body; NZ’s national tourism organisation (NTO); and a tour operator (see Table 14, p. 121). The findings of the pre- and post-event interviews with the participants of these seven organisations, along with seven valid surveys, were integrated in the analysis. Quotes from TA staff members and from the Chair of the ACG for RWC 2011 are also utilised. The data generated seven themes (code families): (1) nature of relationships pre-event; (2) anticipated impact of RWC 2011 on relationships; (3) actual impact of RWC 2011 on relationships; (4) influencing factors; (5) benefits of stronger/new relationships through RWC 2011; (6) the role of TA; and (7) the role of the tourism industry (see Figure 20).

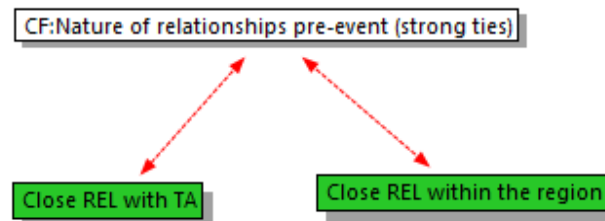
Figure 20: Codes and themes: AKL network, strong ties



THEME 1: Nature of relationships pre-event (AKL network, strong ties)

Theme 1 focuses on the state and quality of the relationships pre-RWC 2011. The theme incorporates two separate codes: (1) close relationships with TA; and (2) close relationships within the region (depicted in Figure 21).

Figure 21: Theme 1: Nature of the relationships pre-event (AKL network, strong ties)



Close relationships with TA

In the first part of each pre-event interview, strong-tie participants were asked to describe their organisation's relationship with TA. In all instances, they confirmed TA's perception that a strong relationship existed. For example, one participant stated that the relationship with TA "is very important, in the region it is the key relationship" (S-AKL5-1: 24). Another participant described the contact and relationship with TA as follows:

We would definitely be talking almost every day. Whether it is someone in our brands and communications team or myself with the RWC 2011 [team] or ... our manager talking to [TA's CEO]. There is a lot of contact with Tourism Auckland. (S-AKL2-1: 36)

In the survey (question 22), strong-tie participants rated the strength of their relationship with TA between 1 and 9, with four participants rating it 5 or higher (0 = "no relationship", 10 = "very strong"; mean: 5.29).

Close relationships within the region

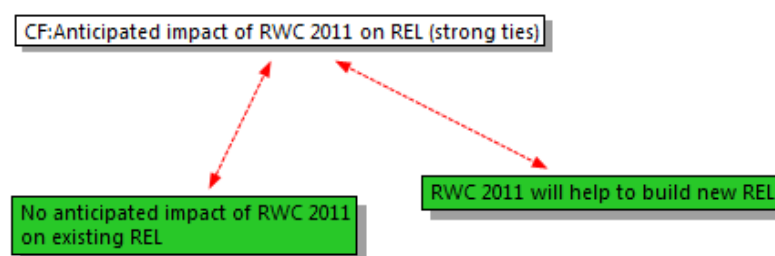
The participants of the strong-tie organisations were satisfied with the existing relationships with other organisations in the Auckland region. These relationships were considered good and effective. One participant noted, "We have good relationships to the organisations in the Auckland region" (S-AKL6-1: 26). Similarly, a TA staff member

referred to organisations that were part of the ACG and stated that “the relationships are very strong” (E-AKL1-1: 17).

THEME 2: Anticipated impact of RWC 2011 on relationships (AKL network, strong ties)

Theme 2 describes the anticipated impact of RWC 2011 on relationships in the AKL network. Two codes underpin this theme: (1) no anticipated impact of RWC 2011 on existing relationships; and (2) RWC 2011 will help to build new relationships (Figure 22).

Figure 22: Theme 2: Anticipated impact of RWC 2011 on relationships (AKL network, strong ties)



No anticipated impact of RWC 2011 on existing relationships

Participants from the AKL strong-tie organisations doubted whether RWC 2011 would help strengthen already strong relationships among organisations in the Auckland region. They felt that relevant and necessary relationships for RWC 2011 were strong prior to event preparation, and that RWC 2011 would not or would only slightly impact on these relationships. In this context, one participant noted, “The relationships were strong anyway. ... No, I think, [we have] already established the necessary relationships a long time ago” (S-AKL7-1: 55). A participant from TA stated, “I wouldn’t say RWC 2011 has strengthened [the relationships in the Auckland region], it has just actually emphasised what good relationships we already had” (E-AKL1-1: 23).

RWC 2011 will help to build new relationships

Rather than strengthening existing relationships, participants spoke more favourably about the event’s potential to build new relationships, both internationally and within New Zealand. One participant stated:

We are particularly interested in building up relationships with some of the global sponsors and partners Also with some of the official travel agencies and we spend quite a lot of time with them. And also with the official hospitality agents to make sure that facilities in Auckland are catered for visitors. (S-AKL6-1: 29)

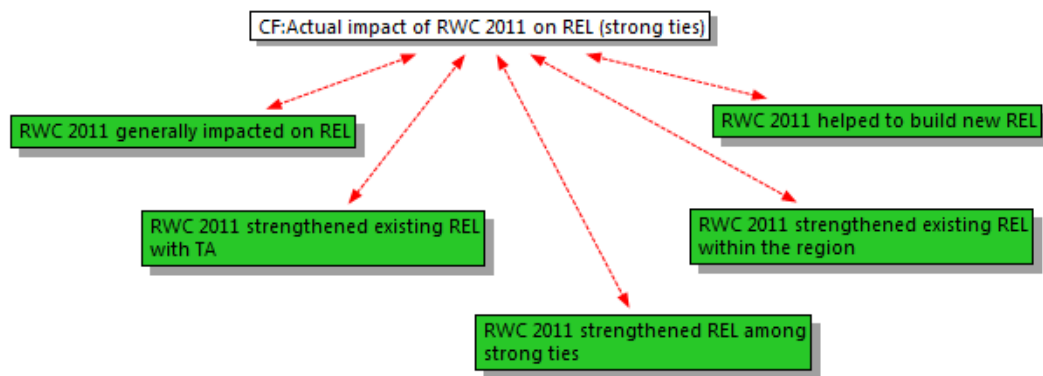
Participants from the strong-tie organisations expressed interest in developing relationships with a variety of foreign organisations, including RWC 2011 sponsors and partners, sporting bodies (such as the IRB) and the event's official travel and hospitality agents. Within NZ, new relationships of interest included organisations in other industries and associations (e.g. Hospitality Association of New Zealand, Retail Association of New Zealand) as well as central government. One participant explained, "We will be reaching out to people like the Retail Association and Hospitality Association who to date we haven't had much dealings with; but it is an opportunity to build new relationships with those people" (S-AKL2-1: 67).

To summarise, prior to the event the participants perceived RWC 2011 as an opportunity to create new relationships with other organisations, both within NZ and internationally. Participants did not expect the event to have a significant impact on strengthening existing strong relationships.

THEME 3: Actual impact of RWC 2011 on relationships (AKL network, strong ties)

Theme 3 focuses on post-event assessments of the event's actual impact on relationships. The five codes within this theme are (Figure 23): (1) RWC 2011 generally impacted on relationships; (2) RWC 2011 strengthened existing relationships with TA; (3) RWC 2011 strengthened existing relationships within the region; (4) RWC 2011 strengthened existing relationships among strong ties; and (5) RWC 2011 helped to build new relationships.

Figure 23: Theme 3: Actual impact of RWC 2011 on relationships (AKL network, strong ties)



RWC 2011 generally impacted on relationships

Analysis of the interviews reveals that RWC 2011 did impact on relationships among organisations in the Auckland region. One interviewee thought:

It's a very interesting topic. There has definitely been a significant change in both the parties and the relationships. ... Rugby World Cup, yes, it was a poster child for how the region could work together prior to amalgamation [into the Super City]. (S-AKL1-2: 25, 28)

Analysis of the surveys confirms this finding. Four of the seven participants from the strong-tie organisations “strongly disagreed” and two “disagreed” that RWC 2011 did not have an impact on relationships in the Auckland region (question 3). One participant “neither disagreed nor agreed”.

When analysing the *kind* of impact of RWC 2011 on relationships, most of the strong ties agreed that RWC 2011 helped to (a) strengthen existing relationships and (b) build new relationships. Asked whether RWC 2011 strengthened existing relationships or established new ones, one participant stated:

I think that's a hard question. I don't know if it's an either/or. I think both. Both were definitely achieved. There was some new ground — definitely. Some new relationships, but ... some of that was also about strengthening and deepening existing ones. (S-AKL1-2: 87)

RWC 2011 strengthened existing relationships with TA

Participants of the strong-tie organisations acknowledged that RWC 2011 helped them strengthen their relationships with TA. One CEO noted, “the relationship with Tourism

Auckland has gone from strength to strength” (S-AKL5-2: 19). So while several participants were not sure before the event whether there was room for improvement, they all acknowledged that RWC 2011 enhanced the strength of their relationships with TA. Survey data complement this finding: four participants “strongly agreed” and two “agreed” that their relationship with TA was strengthened by RWC 2011 (question 1). One participant “neither disagreed nor agreed”.

Question 22 of the survey further demonstrates the positive impact of RWC 2011 on their relationship with TA. Participants rated their relationship with TA before and after RWC 2011 (on a scale of 0 to 10, with 10 being “very strong”). Five strong-tie participants indicated an increase in their relationship strength with TA post-event compared to pre-event: from 8 to 9, from 7 to 8, from 4 to 8, from 3 to 9 and from 1 to 7 (mean pre-event: 5.29; mean post-event: 8.17). Only one participant reported a decrease, from 9 to 8, in the strength of the relationship pre- versus post-event. In the post-event interview this participant acknowledged that the end of RWC 2011 also meant the termination of the frequent exchange between his organisation and TA, thus impacting on the relationship.

It is evident from both the interview and the survey analyses that tie strength among already strong relationships increased as a result of RWC 2011. This occurred despite more pessimistic beliefs prior to the event.

RWC 2011 strengthened relationships among strong ties

Consistent with the above results for their relationship with TA, the strong-tie participants also reported enhanced tie strength with each other. One participant remarked, “another [relationship] that’s been reinforced for us is, we’ve always had a reasonable relationship with [name of one of the other strong ties] but through [RWC 2011-related projects] that’s been further enhanced” (S-AKL6-2: 24).

RWC 2011 strengthened existing relationships within the region

Participants from the strong-tie organisations also spoke of how the event enhanced tie strength with other organisations in the Auckland region. In the survey, four participants “agreed” and two “strongly agreed” that their relationships with other

organisations in the Auckland region were enhanced as a result of RWC 2011 (question 2). One participant “neither disagreed nor agreed”.

ATEED’s evaluation report highlights how relationships were strengthened between a variety of organisations in the Auckland region due to RWC 2011:

RWC 2011 success in Auckland depended on sound relationships between key delivery partners and the use of robust project management disciplines and methodology. Relationships between Auckland Council, ATEED, Auckland Transport, Waterfront Auckland, Regional Facilities Auckland and NZ Police have been developed which have resulted in more of a can do attitude, and set in place a new way of working together on the planning and delivery of future major events. (Auckland Council, 2012b, p. 81)

The report also cites David Kennedy, CEO of the Eden Park Trust (Auckland’s primary match venue), who emphasised the good relationships within the Auckland region:

External relationships and stakeholder engagement across organisations was very good. This led to a positive outcome because it helped develop clarity of roles and responsibilities and open communication. (Auckland Council, 2012b, p. 197)

RWC 2011 helped to build new relationships

The event also helped to establish new relationships, both internationally and within NZ. Several of the strong-tie participants expressed this perspective in the interviews. One participant noted, “One of the things that we did was we looked to use the actual tournament time to leverage relationships, and I think we achieved some successful ones in that area as well. Outside Auckland and outside New Zealand” (S-AKL1-2: 82). In this context, another participant also spoke of building *long-term relationships* and remarked, “all the different groups we had to coordinate with broadened. So [RWC 2011] has built longer-term relationships, which will be useful for the future” (S-AKL3-2: 67).

In the survey, three participants “strongly agreed” and three “agreed” that RWC 2011 facilitated the creation of new relationships (question 4). One participant “disagreed”.

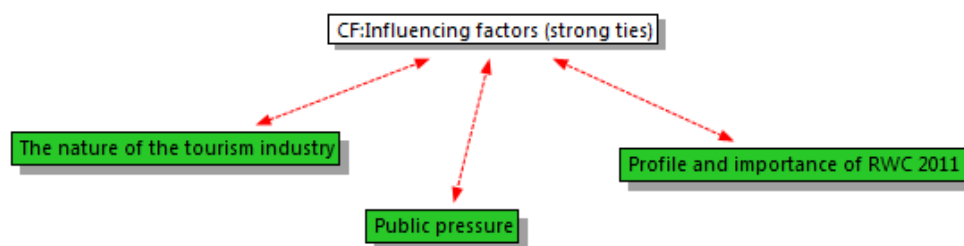
When comparing pre-event expectations to post-event assessments of the event’s ability to enhance existing relationships, it appears that participants under-estimated

the impact of RWC 2011 on their existing relationships. Before the event most participants expected the event to create new relationships, but not increase the strength of existing relationships. In fact, some of the interviewees even confirmed post-event that the event was more useful in strengthening existing relationships than in establishing new ones. One participant noted, “mostly ... they were existing relationships and the Rugby World Cup just increased the level of coordination between the organisations” (S-AKL3-2: 28).

THEME 4: Influencing factors (AKL network, strong ties)

Theme 4 combines the factors that describe *why* and *how* the event impacted on relationships among organisations. Three factors were identified: (1) the nature of the tourism industry; (2) public pressure; and (3) profile and importance of RWC 2011 (see Figure 24).

Figure 24: Theme 4: Influencing factors (AKL network, strong ties)



The nature of the tourism industry

Scott, Baggio and Cooper (2008, p. 1) regard the tourism industry as a “networked industry”, implying that organisations and people within the industry closely interact with each other and know each other well. Several participants expressed this in interviews. For example, one interviewee stated, “the tourism industry is a small industry; the players go round from various organisations to other organisations” (S-AKL7-1: 55).

There is the risk, therefore, that tourism organisations prioritise existing relationships and do not use the opportunities of an event to establish new relationships. A TA staff member explained:

The tourism sector is quite different from the events industry, in terms of the relationships. I guess with the events industry, you build relationships with each event owner as they come through. With the tourism sector ... it doesn't really matter what event is coming through, the relationships that we have throughout the industry remain the same. For example, in Auckland, our tourism industry is about somewhere between 2,000 to 2,500 — so we would always connect with that same industry, regardless of the event. (E-AKL1-2: 27)

Public pressure

Two high-profile issues on the opening night of RWC 2011 in Auckland led many to question Auckland's capacity to host a successful tournament (see section 3.5.2.3). The first issue was the failure of the public transport system, more specifically the Auckland rail network, to efficiently transport people to and from Eden Park. The second was the over-crowding of the public entertainment areas on the waterfront of the Auckland CBD (ATEED, 2011d). To address these issues and secure a successful continuation of the tournament in Auckland, the NZ government took control of Rugby World Cup activities in the Auckland CBD. The aim was to work with leading Auckland agencies to amend and improve the relevant processes, services and facilities (McCully, 2011a, 2011b). While public expectations of delivering a successful event were continuously high, the ensuing negative media coverage around these two issues created even further pressure on the event organisers in the Auckland region. Despite the negative connotations surrounding opening night, several strong-tie participants described this pressure as a positive influence on the relationships among the relevant agencies. The Chair of the ACG explained:

There were some quite significant reported issues on the opening night ... What that meant is that there was a high level of scrutiny across us for the rest of the tournament; but that actually brought those offices together, because there was quite a bit of pressure on a lot of people And it's those sort of being on the ground, day by day, going through the lessons together, working all night in some instances; that now those relationships are very, very strong. I'd say they're actually strong personal relationships as well as professional relationships. (O-AKL1-2: 19)

Profile and importance of RWC 2011

Participants from the strong-tie organisations all agreed that the importance and profile of RWC 2011 generally pressured Auckland-based organisations to work together. One interviewee added:

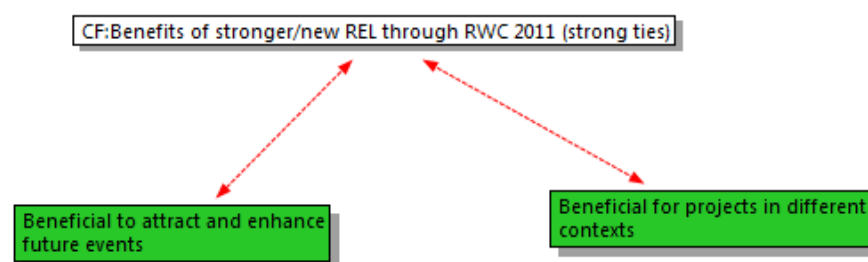
[RWC 2011] has kind of forced us to work with each other. That's good, I like it. I think, it's forcing decisions, it's forcing focus. It has been giving us a reason to do stuff that we might not have done or might have done later; I think that is great. (S-AKL3-1: 66)

The strict deadlines associated with major events also facilitated relationship building and the strengthening of relationships. One interviewee acknowledged, "it provides a great opportunity to work together because it's time driven and you have to deliver. You can't postpone" (S-AKL2-2: 74).

THEME 5: Benefits of stronger/new relationships through RWC 2011 (AKL network, strong ties)

Theme 5 is concerned with benefits of stronger or new relationships. Two codes underpin the theme (depicted in Figure 25): (1) beneficial to attract and enhance future events; and (2) beneficial for projects in different contexts.

Figure 25: Theme 5: Benefits of stronger/new relationships through RWC 2011 (AKL network, strong ties)



Beneficial to attract and enhance future events

All participants from the strong-tie organisations acknowledged that new relationships and stronger relationships are beneficial. They provide opportunities for the organisation of other events, assist in bidding processes, and, hence, help to attract future events. The Chair of the ACG provided the following example:

We looked at hosting the 2018 Commonwealth Games. Now unfortunately it resulted in that NZ didn't advance the bid. But we had about six weeks to do a feasibility study and assessment on "Could Auckland host the Commonwealth Games?" Now what we did is we basically said this is going to require us looking at transport, the marketing, all these different things. We just basically said "Right, we use the RWC 2011 mechanisms and planning to do this piece of work." And because we had all those relationships, all those plans, all those connections into these different organisations — [we could] just take the Commonwealth Games, put it over the top and say "Can we do this?" We could turn that around in one document very quickly. Now if Auckland would have been asked to do this before RWC 2011 came along, I doubt that they would have actually been able to do it because we would have had to go out to each separate entity and brief them on what was required. Whereas now we have got those closer relationships that enable us to do this much better. (O-AKL1-1: 45)

ATEED's RWC 2011 evaluation report also clearly highlights the long-term benefits of new or stronger relationships. The report states, "the lessons learned and the relationships formed between Auckland agencies throughout this experience [of RWC 2011] sets a strong foundation for the successful management of major events in the city in the future" (Auckland Council, 2012b, p. 11) .

Beneficial for projects in different contexts

The new or stronger relationships are also available for use in other "non-events" contexts. Participants described the advantage of learning more about each other and each other's roles, and of being able to call or email each other to talk about and discuss other everyday projects of relevance. One interviewee noted, "those groups that have come together and had conversations, ... those relationships have been formed and can be used for other areas of business" (S-AKL2-2: 68).

These findings were also mirrored in the survey responses (question 5). Three participants "agreed" and three "strongly agreed" that new relationships established through RWC 2011 will be beneficial in the future and for collaboration outside the events context. One participant "neither disagreed nor agreed".

THEME 6: The role of TA (AKL network, strong ties)

The strong-tie participants acknowledged TA's leading role in organising event-related activities. They also praised TA's professional approach and the quality of TA's communication. In this context, one interviewee stated:

[TA's CEO] was instrumental in pulling all the stakeholders together ... and ... a lot of the other regions and indeed TNZ learned from what Tourism Auckland did in regards to organising the impact of [RWC 2011] on the Auckland region. (S-AKL7-1: 37)

This finding is also highlighted in the evaluation report, which states that "Tourism Auckland and subsequently ATEED played a leadership role in the tourism industry by working with ... key industry stakeholders in Auckland and New Zealand such as air services, the accommodation sector, attractions, and rental travel services" (Auckland Council, 2012b, p. 143).

THEME 7: The role of the tourism industry (AKL network, strong ties)

The "Auckland part" of RWC 2011 was organised and driven by the events-focused units and departments within Auckland Council. Several participants expressed the feeling that the needs of tourism organisations were not considered enough. A TA staff member stated, "[RWC 2011] has very much been driven from an event-delivery point of view, and that's not necessarily conducive to other organisations' objectives" (E-AKL1-1: 75).

Consequently, participants believed that tourism should have had a more prominent role in a mega-event like RWC 2011. The same staff member from TA explained:

... in terms of the tourism industry, I think the biggest learning probably for the tourism industry [is that] they need to be ... much more prominent in major events and have a much more prominent space in terms of imparting their knowledge about international visitors and domestic visitors and travel behaviour and spending and their buying power and being able to also consider displacement of day-to-day tourism business during major events and what the impact of that would be on [pause]. I think the learning was probably for tourism to have a bigger space in major events. (E-AKL1-2: 34)

This finding is also evident when analysing the Auckland Major Events Strategy and the AVP. Tourism organisations, such as accommodation and transport providers and the

airport, are listed as important stakeholders in Auckland's Events Strategy (ATEED, 2011a). However, tourism is not a prominent theme within the overall document: the 27-page document mentions "tourism" on only three occasions. By contrast, events and their strategic use for the future form an important part of the AVP (ATEED, 2011b), and the term *event* is used frequently throughout the document. It appears that events have a much more prominent role for tourism entities than tourism has for event entities. Several participants were adamant that their interests were not well represented in the RWC 2011 context.

Summary of findings for the strong ties in the AKL network

The findings show that RWC 2011 impacted positively on the strong ties in the Auckland region. Although the participants were conservative in their expectations before the event, the event did strengthen their relationships with TA, as well as with other strong-tie organisations. The participants also indicated that relationships within the region overall became stronger as a result of RWC 2011, and that the event facilitated the creation of new relationships.

Interestingly, such relationship strengthening had not been anticipated by strong-tie participants. Rather, participants anticipated the creation of new relationships. The relationship-strengthening capacity of RWC 2011 was under-estimated by the participants of strong-tie organisations.

The event pressured the organisations to get together and, because of the strict deadlines, facilitated relationship building and strengthening. It thus provided an enhanced capacity to attract and host events, but also to collaborate on completely different projects outside the mega-events context.

5.3.3 The weak ties

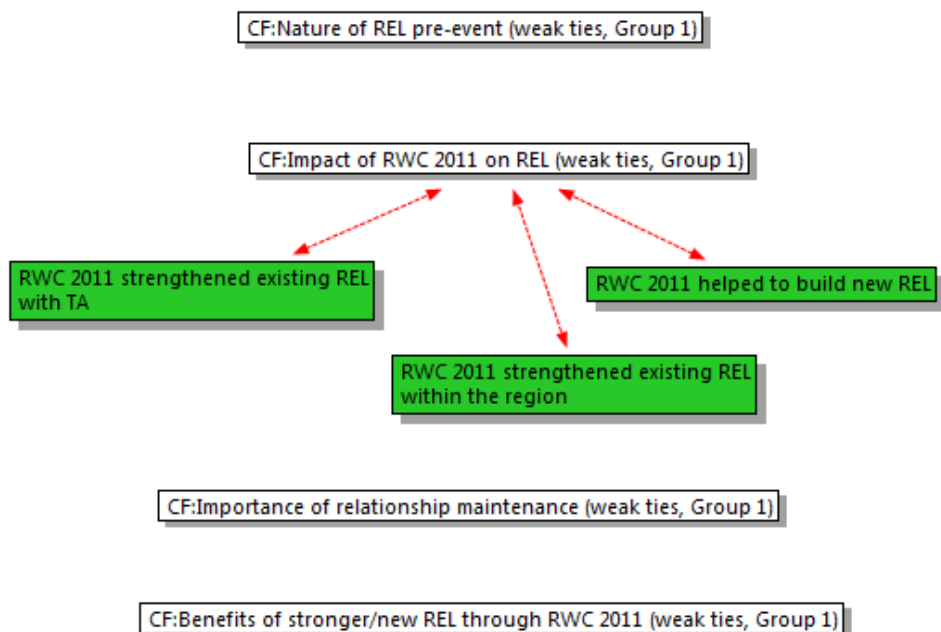
This section presents the findings from the weak ties within the AKL network. Thirteen organisations comprise the weak-tie sample intra-regionally. These organisations included: two local business associations; a local golf club; the local hospitality association; the local rugby union; the local transport authority; a match venue; a motel; two NZ ministries; a tour operator; a transport operator; and a vineyard (see Table 14, p. 121). A comprehensive analysis of these weak ties revealed that they are

not as homogenous a group as the strong-tie organisations. In fact, the weak-tie organisations can be classified according to whether they perceived RWC 2011 to have an impact (Group 1) or no impact (Group 2) on relationships and tie strength.

Group 1: Organisations that perceived an impact of RWC 2011 on relationships

Of the 13 organisations in the weak-tie sample, six organisations spoke in positive terms about the impact of RWC 2011 on their relationships with TA and other organisations in the region. These six organisations are subsequently referred to as “Group 1”. They include the local hospitality association, the local rugby union, the local transport authority, a match venue and the local offices of two NZ ministries. The findings of the pre- and post-event interviews with the participants of these six organisations, along with six valid surveys, were integrated in the analysis. Four themes were identified for this group (depicted in Figure 26): (1) nature of relationships pre-event; (2) impact of RWC 2011 on relationships; (3) importance of relationship maintenance; and (4) benefits of stronger/new relationships through RWC 2011.

Figure 26: Codes and themes: AKL network, weak ties (Group 1)



THEME 1: Nature of relationships pre-event (AKL network, weak ties/Group 1)

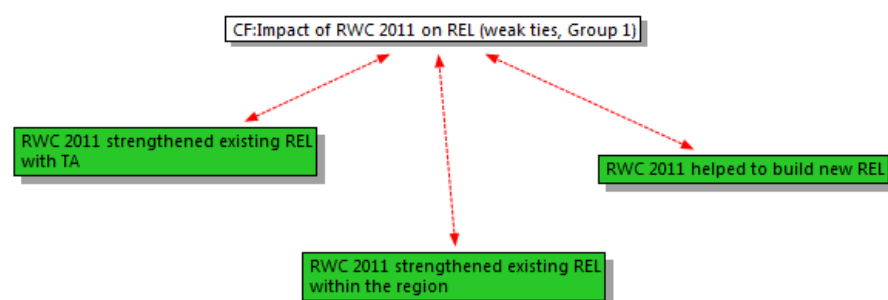
In survey question 22, the participants of this group were asked to rate their historic (i.e. pre-event) relationship with TA. The responses ranged between 1 and 7 (mean: 4.67). In the interviews, several participants referred to a “fragmentation” within the Auckland region, and described how most organisations worked independently with little overall coordination and collaboration in the events context. One CEO explained:

Historically, some of the problems that we have had were that we were having an event i.e. a major game ... at Eden Park the same night as there was a concert in the park in the Domain. So 100,000 people were going there and 30,000 were trying to come to Eden Park. An absolute chaos on the roads; everybody hates it, everybody is unhappy. So there is an opportunity to coordinate events and there is now [with RWC 2011] some real impetus coming in that sphere. (W-AKL5-1: 32)

THEME 2: Impact of RWC 2011 on relationships (AKL network, weak ties/Group 1)

This theme combines the positive impact of RWC 2011 on relationships as described by the participants. Three codes were integrated into this theme: (1) RWC 2011 strengthened existing relationships with TA; (2) RWC 2011 strengthened existing relationships within the region; and (3) RWC 2011 helped to build new relationships (Figure 27).

Figure 27: Theme 2: Impact of RWC 2011 on relationships (AKL network, weak ties/Group 1)



RWC 2011 strengthened existing relationships with TA

Group 1 participants perceived an increase in the strength of their relationships with TA as a result of RWC 2011. One interviewee stated, “our relationship with Tourism Auckland ... has improved dramatically as a result. ... So the event itself has contributed to closer working relationships” (W-AKL7-1: 57). Another participant emphasised, “if it

wasn't for RWC 2011 we wouldn't have gone anywhere near Tourism Auckland and they wouldn't have come anywhere near us" (W-AKL4-1: 68).

This finding was strongly confirmed by the survey data. Four participants "agreed" and one "strongly agreed" that their relationship with TA became stronger as a result of RWC 2011 (question 1). One participant "neither disagreed nor agreed". Question 22 further demonstrates this finding. In this question, participants were asked to indicate the strength of their relationship with TA before and after RWC 2011 (on a scale of 0 to 10, with 0 being "no relationship" and 10 being "very strong"). Four of the participants in this group acknowledged an increase in the level of strength: from 4 to 6, from 6 to 9, from 3 to 8, and from 1 to 7 (mean pre-event: 4.76; mean post-event: 7.0). One participant did not respond to the second half of the question (i.e. did not indicate the level of strength after RWC 2011); one participant indicated a decrease from 7 to 5 in the strength of the relationship pre- versus post-event, noting that the end of RWC 2011 also meant the termination of frequent interaction between his organisation and TA.

RWC 2011 strengthened existing relationships within the region

In addition, all participants from Group 1 indicated that RWC 2011 strengthened relationships within the Auckland region. Five participants "agreed" and one "strongly agreed" that their relationships with other organisations within the region had benefited as a result of RWC 2011 (question 2). All six participants from Group 1 "disagreed" that RWC 2011 did not have any impact on relationships in the region (question 3). One participant remarked:

I think [RWC 2011] set the platform for the relationships to get stronger. ... We are now talking to a lot more people in the Council and in the other sport bodies and venues that we wouldn't have contact historically with. I think it's been a very positive experience from where I am sitting. (W-AKL5-1: 29)

Participants identified a number of organisations with which they had developed considerably stronger ties because of RWC 2011. These included Auckland Council, Eden Park Stadium, Te Puni Kokiri (Ministry of Maori Development), Ministry of Economic Development, and the NZ Police. Prior to the event, relationships with these organisations were described as weak.

RWC 2011 helped to build new relationships

All Group 1 participants either “agreed” or “strongly agreed” that the event created new relationships (question 4). A CEO remarked that relationships were built “mostly within NZ, predominantly within the Auckland region, but some outside of Auckland as well; not really any international ones” (W-AKL13-2: 38).

THEME 3: Importance of relationship maintenance (AKL network, weak ties/Group 1)

The participants of Group 1 spoke of the value of maintaining and developing the stronger and/or new relationships that derived from RWC 2011. One CEO explained:

... the big step that we’ll be making is essentially putting [name of one staff member] into a role of project-managing a legacy project for the benefits that we got out of [RWC 2011] and how we can [pause]. Again the relationship with Council, with the Police, with Eden Park, with the transport departments — we want to make sure that we maintain those links (W-AKL5-2: 47)

Group 1 participants pointed to the value of the event for relationship building, but also saw the significance and importance to nurture these relationships in the future.

THEME 4: Benefits of stronger/new relationships through RWC 2011 (AKL network, weak ties/Group 1)

Group 1 participants frequently emphasised the value of the stronger/new relationships in attracting future events, and how it enhanced their ability to work together on different projects. All participants of this group either “strongly agreed” or “agreed” that the new relationships are beneficial for collaboration outside the mega-events context (question 5). One interviewee highlighted:

... the networks we’ve developed and enhanced during the event have already started to serve purposes in other areas of [our] business. ... so we are able to use the same contacts at that same level or at a different level. If they don’t know someone, then they will find someone who will introduce and help fuse that relationship for us. So [RWC 2011] has really made our jobs in other areas here a lot easier. (W-AKL4-2: 55)

Another participant remarked that “those relationships are very important going forward” (W-AKL7-2: 42).

Summary of findings for the weak ties (Group 1) in the AKL network

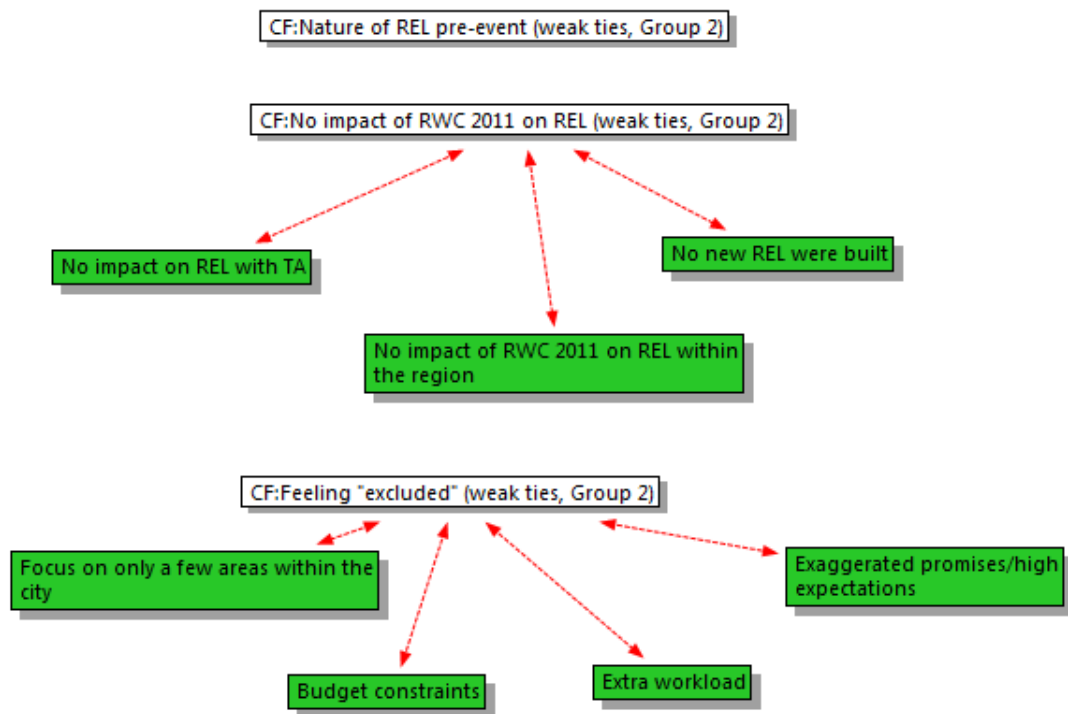
RWC 2011 seems to have impacted on only some weak-tie organisations. The full sample of 13 weak ties within the AKL network was subdivided into two main groups. Group 1 contained organisations acknowledging an impact of RWC 2011 on relationships. Group 2 comprised organisations that could not sense any impact of RWC 2011 on relationships at all.

The six Group 1 organisations perceived that RWC 2011 positively impacted on their existing relationships, both with TA and with other organisations in the region, enabling them to significantly strengthen the relationships. In addition, the event helped them establish new contacts. Both the new relationships and the reinforced relationships are considered very beneficial for attracting future events to New Zealand and Auckland, and also for working together on different projects outside the events context.

Group 2: Organisations that perceived no impact of RWC 2011 on relationships

The remaining seven organisations of the weak-tie sample (AKL network) did not perceive any RWC 2011-related impact on relationships. These organisations comprise two local business associations, a local golf club, a motel, a tour operator, a transport operator, and a vineyard. They are referred to as “Group 2”. The findings below contain the results from the pre- and post-event interviews with the participants of this group, six valid surveys (one interviewee did not partake in the survey) and documentation. Three themes were identified for this group (Figure 28): (1) nature of relationships pre-event; (2) no impact of RWC 2011 on relationships; and (3) feeling “excluded”.

Figure 28: Codes and themes: AKL network, weak ties (Group 2)



THEME 1: Nature of relationships pre-event (AKL network, weak ties/Group 2)

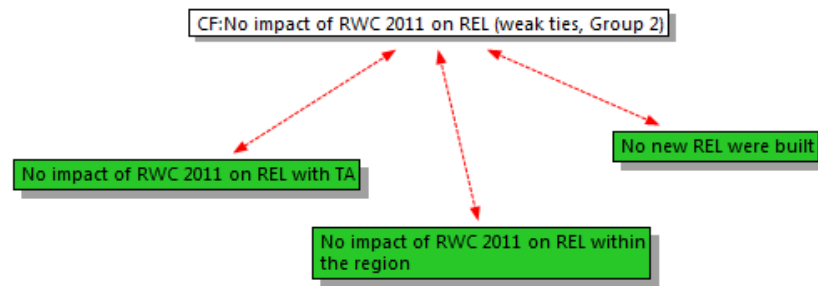
The findings demonstrate that most of the Group 2 participants confirmed a rather weak form of historic relationship to TA. One participant stated, “We haven’t done very much with Tourism Auckland itself” (W-AKL12-1: 27). Most of them were simply part of TA’s mailing list and got regular updates and newsletters. Asked how they connected with TA, one interviewee noted, “I get emails from them, regular updates” (W-AKL1-1: 22).

When it came defining the exact strength of the relationship with TA pre-event (question 22 of the survey), the answers ranged between 2 and 6 (on a scale of 0 to 10, with 0 being “no relationship” and 10 being “very strong”; mean: 4.33).

THEME 2: No impact of RWC 2011 on relationships (AKL network, weak ties/Group 2)

Theme 2 combines codes representing the lack of impact of RWC 2011 on relationships: (1) no impact of RWC 2011 on relationships with TA; (2) no impact of RWC 2011 on relationships within the region; and (3) no new relationships were built (see Figure 29).

Figure 29: Theme 2: No impact of RWC 2011 on relationships (AKL network, weak ties/Group 2)



No impact of RWC 2011 on relationships with TA

Participants of Group 2 organisations had a distant relationship with TA and little RWC 2011 interaction. Asked whether they had any direct involvement with TA in the context of RWC 2011, one interviewee noted, “No, we haven’t” (W-AKL10-1: 22). This finding was indicative of many other Group 2 organisations, and was also evident in the analysis of the surveys. Four participants “neither disagreed nor agreed” and two “disagreed” that their relationship with TA had become stronger due to RWC 2011 (question 1). Two participants indicated that the level of strength of their relationship with TA remained exactly the same post- versus pre-event (question 22): on a scale of 0 to 10, with 10 being “very strong”, the strengths were 4 and 6. Thus, RWC 2011 did not affect relationship strength of Group 2 organisations with TA.

No impact of RWC 2011 on relationships within the region

Group 2 participants did not perceive any RWC 2011-related impact on their relationships with other organisations within the Auckland region. Asked whether RWC 2011 strengthened their relationships with other businesses, answers included: “No, definitely not” (W-AKL11-2: 41), “No, I don’t think so” (W-AKL9-2: 125) and “No. Short answer!” (W-AKL12-1: 76). These statements were supported by survey data. Three participants “neither disagreed nor agreed” and three “disagreed” with the statement that RWC 2011 had helped strengthen relationships within the region (question 2). Additionally, three of them “agreed” and one “strongly agreed” that RWC 2011 did not have any impact on relationships within the Auckland region (question 3).

No new relationships were built

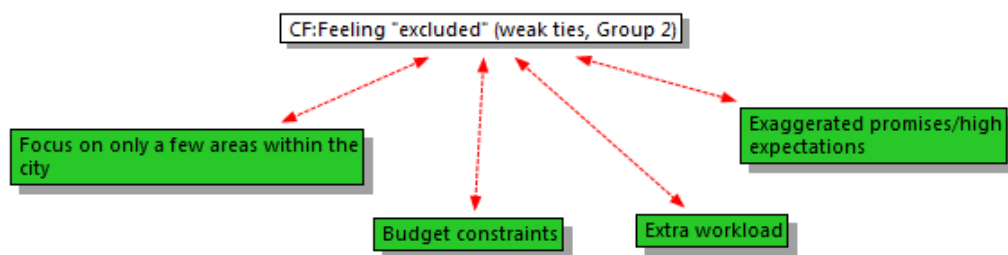
Group 2 participants did not establish any new relationships through RWC 2011. Asked whether RWC 2011 assisted his business to build new relationships with other organisations, one interviewee remarked, “No, not really. Individuals off the website; but then they are not likely to come back. And the rest of the work was the companies that we normally deal with anyway” (W-AKL10-2: 30).

The same thoughts were evident in the survey data. Three participants “disagreed” and one “strongly disagreed” that RWC 2011 assisted them in establishing new relationships (question 4). Two participants “agreed”. In response to question 5 (usefulness of newly established relationships during RWC 2011 for non-events contexts) four participants indicated that they “didn’t establish any new relationships”. One interviewee “agreed”, one “disagreed”.

THEME 3: Feeling “excluded” (AKL network, weak ties/Group 2)

This theme describes the feeling of not being able to become involved and not being able to benefit from RWC 2011. Theme 3 is built upon four codes: (1) focus on only a few areas within the city; (2) budget constraints; (3) extra workload; and (4) exaggerated promises/high expectations (Figure 30).

Figure 30: Theme 3: Feeling “excluded” (AKL network, weak ties/Group 2)



Focus on only a few areas within the city

Several Group 2 participants felt that the event organisers in Auckland concentrated all efforts on areas around Auckland’s CBD (especially its waterfront), the three regional fanzones, and Eden Park (the main venue). They thought that other areas in the region consequently missed out, and that tourism and hospitality businesses in these other areas had no real chance to become involved or benefit. The business associations

struggled with the discrepancy between their members' unrealistic expectations and the reality. One staff member from a business association noted:

... for a lot of these businesses, it was "You can't do this, you can't do that, you can't ..."; and they asked "How can we be involved?" And I said "Well, frankly, everything's happening at the waterfront. That's party central, you've got a fanzone there, you can't do this here." All of this and it was just like: "Well, come on, guys. Give us a chance." (W-AKL6-2: 56)

Budget constraints

RWC 2011 advertising campaigns also concentrated on only a few main areas. Businesses located in other areas had to spend their own limited marketing budget if they wanted to gain from the event. One interviewee noted:

Most of the advertising and support material is for that corridor of the central city out to [the stadium] and that's it. So the satellite like us, we're going to have to work darn hard, but we don't have the budgets that these guys have. ... They've thrown budgets at everyone else, but we have to pay for it out of our budget. (W-AKL6-1: 20; 30)

Extra workload

Several participants of this group highlighted that RWC 2011 created a lot of extra work. One participant remarked, "for us, it was just another event been and gone; cross that one off the list and move on really. And it created us ... a lot of work" (W-AKL1-2: 74). Another interviewee explained:

I didn't expect the workload. That was the hardest thing. Because of the way that the RWC 2011 was structured and it had such tight controls around it, the workload on our side was increased exponentially, as in we couldn't do this, we couldn't do that. (W-AKL6-2: 22)

Exaggerated promises/high expectations

Several participants point to RWC 2011 publicity constantly referring to the potential for businesses to benefit significantly from the event. This created a lot of hype around the event. One interviewee explained:

I think they've been pushing figures at us a bit too much that I think are a little bit over-hyped, and I think also the actual costs — everybody knew the costs were going to balloon out at the end. We should've been kept informed well in advance that "Hey, this is getting a bit

expensive and this is getting a bit expensive.”... I don’t think they’re being upfront enough on things like that — on the bad stuff. So they’re saying, “Look, there’s going to be 85,000 extra tourists around.” Well, but what they don’t say is that they’ve replaced 40-odd thousand who would’ve come here anyway and who won’t be coming. (W-AKL9-1: 172)

The RWC 2011-related expectations of business owners were very high, and business associations had to deal with these high expectations. One manager of a local business association summarised the situation:

[RWC 2011 is] a pain in the butt! ... you’ve got a lot of people with high expectations of what it’s going to mean to them. But the reality is that for a place like [ours] the Rugby World Cup on its own is not going to have a huge impact on us. ... So we may get a minimal pick-up, but I’m having to manage huge expectations. (W-AKL6-1: 20)

Summary of the findings from the weak ties (Group 2) in the AKL network

Group 2 participants did not sense that the event contributed to an increase in the strength of their relationship with any other organisation within the Auckland region. Nor did the event facilitate the creation of new relationships. The participants felt “excluded”, since the event organisers in Auckland concentrated their efforts on Auckland’s CBD, stadia and waterfront districts. They felt the event mainly added extra work on top of their already limited resources. In addition, the business associations had to manage unrealistic expectations from their members.

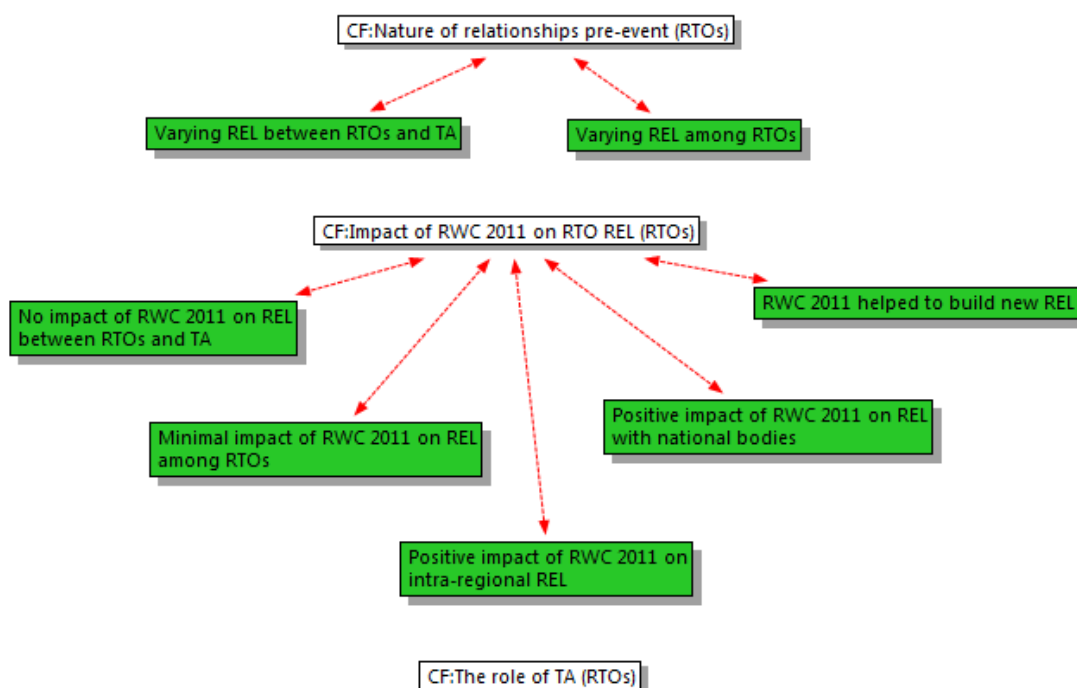
5.4 Findings from the RTO network

This section presents the findings in the inter-regional environment, i.e. the RTO network. In contrast to the AKL network, no distinction could be made in the RTO network between the responses of strong and weak ties. The thoughts and perspectives expressed by the six weak and the five strong ties were similar, and this section therefore combines the findings for both strong and weak ties.

The findings from 11 pre- and 10 post-event interviews (one RTO only took part in the pre-event interview) as well as nine valid surveys were integrated in the data analysis. In addition, quotes from the interviews with TA’s staff and with RTONZ’s Executive Officer have been included. Three themes — or code families (CF) — were identified

for the RTO network: (1) nature of relationships pre-event; (2) impact of RWC 2011 on RTO relationships; and (3) the role of TA (see Figure 31).

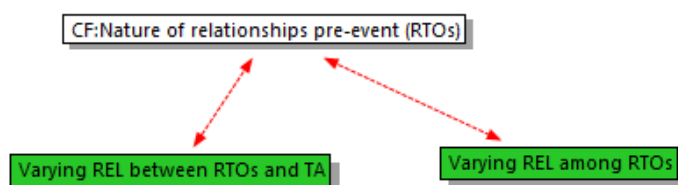
Figure 31: Codes and themes: RTO network, strong and weak ties



THEME 1: Nature of relationships pre-event (RTO network)

This theme focuses on the state and quality of the pre-event relationships between TA and the other RTOs. The following two codes underpin this theme: (1) varying relationships between RTOs and TA; and (2) varying relationships among RTOs (see Figure 32).

Figure 32: Theme 1: Nature of relationships pre-event (RTO network)



Varying relationships between RTOs and TA

Interview analyses indicate that the relationship of the RTOs with TA varied, from “a friendly relationship” (S-RTO2-1: 27 and W-RTO3-1: 33), “a growing relationship” (S-RTO4-1: 24) and a “careful relationship” (S-RTO1-1: 110), to “rocky, ... very up and down” (S-RTO5-1: 33) and “a distant relationship” (W-RTO2-1: 30). However, no specific patterns could be identified in this context, e.g. when comparing the replies to tie strength (strong versus weak ties with TA), the location of the RTOs (RTOs located closer to TA versus those located in some distance) or the size of the RTOs (larger RTOs compared to smaller ones). There was a wide range of different relationships, as evident in the quotes below.

Asked to describe the relationship with TA, one CEO stated that, “of the other RTOs, Auckland is probably the one we find most challenging to engage with. So on a practical basis there is lots of stuff we do together, but on a strategic basis it is quite hard work” (S-RTO1-1: 35). In contrast to that, another CEO noted that they “have got a friendly relationship with Tourism Auckland” (S-RTO2-1: 27).

Several RTOs expressed their disappointment with the way TA engaged with other RTOs around NZ. It appears that the relationships between TA and the other regions were not as strong as they could have been, and that TA did not strive to nurture these relationships. One CEO described the situation:

[Our relationship has] been quite rocky, it's been very up and down; mainly because under the current management they haven't wanted to partner at all. Up until about four to five months ago they were not keen to partner with any neighbouring regions. (S-RTO5-1: 33)

Another CEO highlighted that TA “has more or less withdrawn from cooperative enterprise” and “needs to look at a strategy that is inclusive of the adjacent regions to give people those experiences” (W-RTO1-1: 34). The RTOs furthermore expressed their disagreement with TA's approach to the bid process, as TA tried to bid for all of the games around RWC 2011 and aimed for “the lion's share” of the event, without considering other regions. One CEO noted that “Auckland was bidding for everything and that was upsetting other regions” (S-RTO5-1: 80).

The survey data suggest that TA viewed the relationships with the “strong RTO ties” as stronger than they actually were. The RTOs rated their relationship with TA between 1 and 6 (on a scale of 0 to 10, with 0 being “no relationship” and 10 “very strong”), i.e. with a generally low level of strength before the event (question 22; mean: 3.44).

In summary, the relationships between the RTOs and TA pre-event could not be generalised as they varied significantly. TA’s general strategy was to keep tourists in their region as long as possible; they did not see a strong need to form strong relationships with other regions, given that they are the biggest RTO in NZ, and are located in the largest agglomeration, with NZ’s main airport (i.e. the majority of international tourists arrive in Auckland).

Varying relationships among RTOs

Three structures generally facilitate collaboration between the RTOs. First, the RTOs meet approximately four times a year under the umbrella of Regional Tourism Organisation New Zealand (RTONZ) to discuss topics of interest to all. These meetings provide RTOs with the opportunity to interact and exchange ideas and experiences. Workshops are also offered to the members (RTONZ, 2011b).

Apart from the RTONZ meetings, the RTOs engage with neighbouring regions that are part of the same International Marketing Alliance (IMA). Each of the nine IMAs combines neighbouring RTOs under one umbrella to facilitate offshore marketing and to increase visitor arrivals, particularly from the Northern Hemisphere. The IMAs have been established because of the large number of RTOs in NZ and because the “international market perceives New Zealand as a country and can only cope with a small number of geographic/regional offerings” (Zahra & Walter, 2007, p. 12).

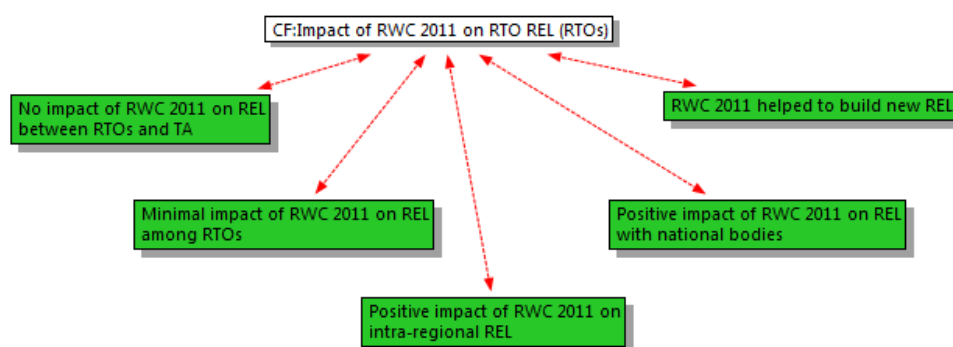
Finally, in 2010 the NZ government established a joint venture marketing fund which aimed to increase visitor arrivals from Australia and to facilitate collaboration and exchange between and among the RTOs (Tourism New Zealand, 2010a).

Due to this unique set-up of New Zealand’s regional tourism, the relationships among the RTOs vary significantly and depend on geographic location, size, relevant target markets, and belonging to certain IMAs or other collectives. An RTO might therefore have stronger relationships with some RTOs than with others (S-RTO2-1: 37; 102).

THEME 2: Impact of RWC 2011 on RTO relationships (RTO network)

This theme focuses on the impact of RWC 2011 on RTO relationships. Five codes underpin this theme: (1) no impact of RWC 2011 on relationships between RTOs and TA; (2) minimal impact of RWC 2011 on relationships among RTOs; (3) positive impact of RWC 2011 on intra-regional relationships; (4) positive impact of RWC 2011 on relationships with national bodies; and (5) RWC 2011 helped to build new relationships (Figure 33).

Figure 33: Theme 2: Impact of RWC 2011 on RTO relationships (RTO network)



No impact of RWC 2011 on relationships between RTOs and TA

The RTOs generally did not feel that RWC 2011 strengthened their relationships with TA. The survey data showed that four RTOs “neither disagreed nor agreed” and three “disagreed” that their relationships with TA have become stronger due to RWC 2011 (question 1; one did not respond, one “agreed”). One CEO described the absence of any tie-strengthening impact and noted, “I would probably say, being brutally honest, [RWC 2011 was] fairly irrelevant” (W-RTO2-2: 33). Another CEO noted, “Tourism Auckland is meaningless to us. It’s relatively meaningless to us in [the RWC 2011] context” (S-RTO2-2: 64).

This finding is underpinned by responses to survey question 22: six of nine RTOs indicated that the strength of their relationship with TA remained unchanged post-versus pre-event; one saw a slight increase in the strength (from 6 to 7); one did not reply to the second half of the question (i.e. only indicated the strength of the relationship pre-event); and only one RTO found an increase in the strength of the relationship with TA post- versus pre-event (from 2 to 7; mean pre-event: 3.44; mean post-event: 4.13).

Minimal impact of RWC 2011 on relationships among RTOs

A similar picture is revealed when analysing RWC 2011's impact on the relationships among the RTOs. Asked whether RWC 2011 has impacted on the relationships among the RTOs, the Executive Officer from RTONZ stated:

Collectively? Not really. I wouldn't say so. RTOs in their own right are set up to compete. But over the last few years they have actually started to collaborate So that's happening naturally, but I don't think the Rugby World Cup *per se* was a catalyst or was anything special to bring them together. (O-RTO1-2: 28)

Another CEO noted that RWC 2011 "was probably irrelevant" (W-RTO1-2: 35) to bringing the RTOs together. In the survey, the answers were mixed: one RTO "disagreed", three "neither disagreed nor agreed" and four "agreed" that their relationships with other RTOs has generally become stronger as a result of RWC 2011 (question 2; one participant did not respond). Similarly, four RTOs "disagreed", one "strongly disagreed" but three "agreed" that RWC 2011 did not have any impact on the relationships among the RTOs (question 3; one RTO did not respond).

In the interviews, several RTOs referred to other vehicles that exist to enhance the relationships among the RTOs, and thought that RWC 2011 was just one project of many to bring them together to exchange ideas. In this context, one CEO stated:

RWC 2011 is just a part of what goes on in our relationship. We don't have relationships specifically for RWC 2011; that is just one project, and as I say quite a small one, really There are lots of other things that have happened this year that have been equally if not more significant than RWC 2011. So you know, it's just one project that brings us together. (S-RTO4-2: 31)

Another CEO stated that RWC 2011 was "another opportunity to get out. It's something else, new and different status, clearly; but it isn't changing fundamentally the way we are working" (W-RTO5-1: 29). The IMA and the joint venture fund were regarded as much more important tools to strengthen relationships among the RTOs than RWC 2011. Asked whether RWC 2011 has helped to strengthen relationships between the RTOs, RTONZ's Executive Officer summarised:

Actually, to be honest with you I don't think Rugby World Cup's really relevant in that issue. There are other vehicles out there that are actually doing that, for example, there's the Australian Joint Venture initiative ... (O-RTO1-1: 48)

Positive impact of RWC 2011 on intra-regional relationships

Despite the limited impact of RWC 2011 on strengthening relations between RTOs, nearly all RTOs indicated that it had positively impacted on the strength of their *intra-regional* relationships. Intra-regional relationships refer to the relationships with local council(s), economic development agencies, rugby unions, and venues within their geographic zone. Asked whether RWC 2011 impacted on relationships among the RTOs, one CEO particularly emphasised that the event impacted "more in our local relationships, so with [our] City Council, [our] Rugby Union, [our economic development agency], etc. and that's where I think RWC 2011 has actually made a critical difference" (S-RTO1-1: 63).

The way in which RWC 2011 was set up played a significant role in this context. All of the relevant organisations *within* each region had to get together to work on the bids for the match and team allocation process. Hence, coordination groups were established within each region to manage the bid process (see section 3.5.1.2). Relationships between organisations in these regional coordination groups provided the platform for increased tie strength. One CEO elaborated:

So if anything, our [coordination] group was pretty good for strengthening relationships and also showing those local government organisations how important tourism was and how integrated tourism is into things like the economic development of a region, so that worked well. (W-RTO5-2: 60)

Several RTOs also referred to the event's impact on the relationship with their local council(s). One RTO CEO noted:

I think probably the biggest relationship benefits for the RTOs has actually been with the local council, because I suppose it thrusts the work of RTOs into the forefront of what was going on, and so I think ... the key development would have been between RTOs and council. (S-RTO1-2: 28)

Finally, RNZ 2011's demand for regional coordination assisted the RTOs in strengthening their relationships with a lot of smaller tourism businesses and other stakeholders within their region. One RTO CEO noted that "[RWC 2011] has brought a lot of stakeholders within the region out that I probably wouldn't have directly got involved with" (W-RTO2-1: 75).

This increased engagement with other stakeholders in the region also enhanced the RTOs' prominence and value. One CEO explained:

... [RWC 2011] has enabled us to have more prominence in the region. It's enabled us to open a conversation with more stakeholders and with the general public as well. So that's been very good for us at the very basic level of how we engage locally. (W-RTO5-1: 88)

RWC 2011 thus provided an opportunity to "justify" the RTOs' existence and enhance their perceived value. It is important to note that — similar to the Auckland region — the driving forces behind the preparation and organisation of RWC 2011 within a region were local councils rather than the RTOs. Although the RTOs were highly involved in regional preparations, they were never the lead organisation.

Positive impact of RWC 2011 on relationships with national bodies

RWC 2011 also facilitated strong relationships between the RTOs and national bodies. This was especially evident with NZ 2011 (the government body responsible for the organisation of the REAL New Zealand Festival), RNZ 2011 and Tourism New Zealand (the NTO). One senior manager summarised the relationship processes around RWC 2011, and stated that "everybody is concentrating on their own region and there isn't a lot happening between the RTOs; so everybody looks to TNZ and RNZ 2011 to do that national messaging" (S-RTO3-1: 138).

Another interviewee revealed that his "mainline channel of communication [for RWC 2011] was with REAL New Zealand Festival. And that was quite a healthy and involved relationship" (W-RTO4-2: 33).

RWC 2011 helped to build new relationships

The event was also used by the RTOs to establish new relationships. One CEO remarked that “[RWC 2011] was something new and a one-off, and particularly ... in terms of expanding relationships, it was a biggie, in the areas that we normally wouldn’t have done” (W-RTO1-2: 44).

Seven RTOs “agreed” that RWC 2011 helped them establish new relationships with organisations they had not connected with in the past (question 4). One participant did not respond, one “neither disagreed nor agreed”. Five RTOs “agreed” and one “strongly agreed” that these relationships will be beneficial for the future and for collaboration outside the mega-events context (question 5). One participant did not respond, and two “disagreed”. Asked whether RWC 2011 helped establish new relationships, one CEO stated “Absolutely. It has brought a lot of stakeholders out that I probably wouldn’t have directly got involved with. It has had some cultural advantages as well with Tangata Whenua, local Maori and Iwi. So yes, most definitely” (W-RTO2-1: 75).

THEME 3: The role of TA (RTO network)

TA is the biggest RTO in NZ, and resourced the national helpdesk for RWC 2011 visitors on behalf of all RTOs. Under this arrangement, visitors wanting information first called the Auckland i-SITE number and were then transferred to the relevant RTO. Several RTOs remarked in the interviews that they more or less “expected” TA to take the lead role among all RTOs for RWC 2011. One CEO stated that they “have been deferring to Auckland because Auckland has the greatest amount at stake and therefore ought to be leading the charge in it” (S-RTO2-1: 33).

However, further analysis reveals that the RTOs in hindsight did not always recognise TA’s “lead role” for RWC 2011. While one RTO specifically regarded TA as the “leader”, others referred to Positively Wellington Tourism having taken a leadership role. One CEO explained that “because a number of issues started coming up that affected quite a few regions, Wellington actually took a really lead role; which is not so surprising because Wellington is in the centre and also close to government” (S-AKL5-1: 39).

The interviews also demonstrated the importance of good personal relationships between the employees of different organisations. One CEO stated that “the other thing that happened is that [TA’s] person handling RWC 2011 has recently changed. That had a different, more positive effect too” (S-RTO5-1: 106).

While this is not directly linked to RWC 2011, it did impact on the relationships between the RTOs and TA around RWC 2011. In the same context, the restructure of TA (as part of the region’s local government restructure; see section 3.3) also had an impact. The RTOs generally felt that — due to this restructure — TA had not been visible inter-regionally, but was more tightly focused on its own region. One CEO remarked that “they just feel a bit absent. It’s not that they’re proactively absent, they just don’t seem to be around. ... Perhaps it’s just that they are getting their strategy together ...” (S-RTO1-2: 31).

However, the RTOs also perceived the restructure as a positive move, because TA’s new strategic direction includes more involvement with other regions. One CEO noted that “[TA has] got a strategic direction now to work with their neighbours, where they previous didn’t. So there’s a fundamental change there, anyhow, but it had nothing to do with RWC 2011 actually” (S-RTO5-2: 83).

This again demonstrates that factors other than RWC 2011 are regarded as more important to the process of strengthening existing relationships among the RTOs and between TA and the RTOs.

Summary of the findings from the RTO network

The findings from the strong and weak ties in the RTO network indicate that RWC 2011 was largely irrelevant as a tool to (a) enhance their relationships with TA and (b) strengthen the relationships among the RTOs. RWC 2011 was seen as one project of many that brought them together to share ideas and discuss important issues. Other vehicles, such as the joint venture fund or the IMA collective, were seen as more important tools for strengthening relationships among RTOs.

In this context, the set-up of RWC 2011 and the particular way it was organised throughout NZ played a significant role. The RTOs joined the various regional coordination groups, first to work on their bids to host teams and matches, and later

to organise relevant parts of RWC 2011 for their regions. Thus, the relationships *within* the regions strengthened because of the event, and the RTOs were able to enhance their relationships with the local council(s), economic development agencies, rugby unions, stadia/venues and other stakeholders. Furthermore, the RTOs frequently connected with national bodies to organise parts of the event — e.g. TNZ, NZ 2011 (for the REAL New Zealand Festival) or RNZ 2011 — which helped strengthen relationships between them. On the other hand, connection with other RTOs was limited, so the event did not strengthen the relationships among the RTOs.

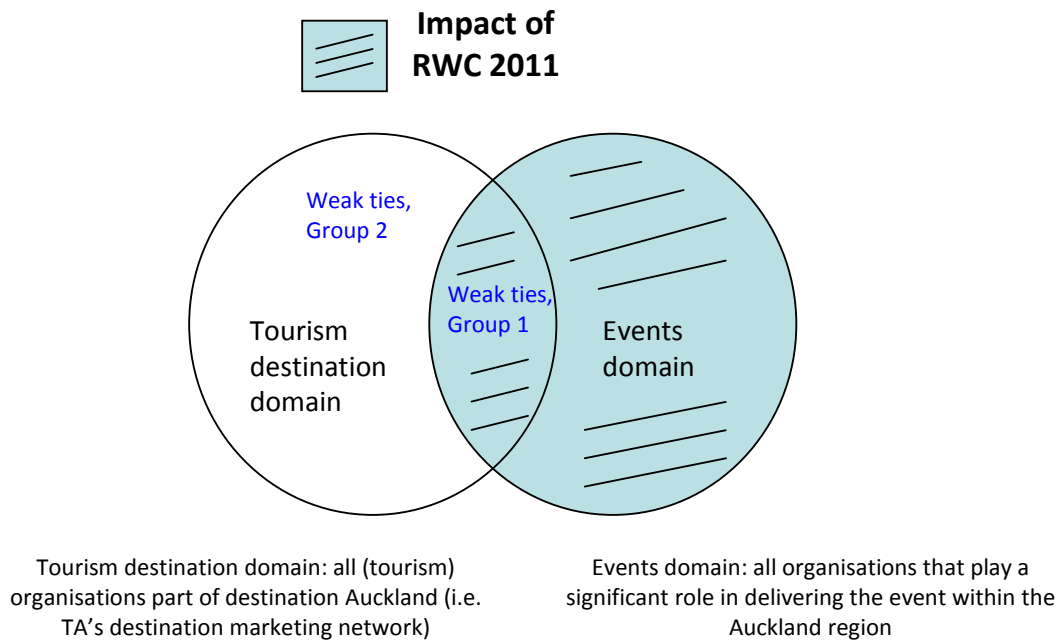
5.5 Cross-case analysis

The findings demonstrate that RWC 2011 impacted on relationships among organisations in the AKL network. In particular, the strong-tie organisations benefited and acknowledged how the event provided opportunities to strengthen existing relationships and create new relationships. Interestingly, participants from strong-tie organisations under-estimated the positive impact of the event on existing relationships pre-event.

On the other hand, only some weak-tie organisations (Group 1) benefited from RWC 2011 in terms of relationship building and strengthening. These organisations strengthened their relationships with other organisations in the AKL network and built new relationships. These new and enhanced relationships were regarded as beneficial for the future, in both events and non-events related contexts. A further analysis of Group 1 organisations reveals that these six organisations played an important role in the Auckland region: they were relevant both for the tourism destination domain *and* for the events domain. This means that, on one hand, they were important within the destination marketing network to organise RWC 2011 (and TA rightly indicated this in the sampling process; see section 4.5.6), and on the other hand they also had a significant role as events deliverer. In this context, “events deliverer” refers to their key role in delivering a successful RWC 2011 in the Auckland region. Group 1 organisations include the main match venue, the local rugby union, Auckland’s regional hospitality association, and two ministries that assisted in organising parts of the “REAL New Zealand Festival” (see section 3.5.1.2) for the Auckland region. In order to successfully deliver the event within the AKL region, they regularly participated in

one or more of the different workstreams that were set up by the ACG to organise and deliver RWC 2011 in Auckland. These organisations benefited greatly from RWC 2011 because they were involved in both the events and tourism destination domains (see Figure 34).

Figure 34: The impact of RWC 2011 on weak ties that were part of both the events and the tourism destination domains in the Auckland region



The remaining weak-tie organisations (Group 2) perceived no impact on existing relationships or their ability to create new relationships. They generally felt “excluded” and were disappointed that the event focused on only a few areas around the city. Extra workloads, as well as additional costs, were also cited as negative consequences. Most of the weak ties have not been integrated into the organisation of RWC 2011 in the Auckland region. The goal for a “cohesive approach” (see Theme 1, section 5.3.1) has hence not been achieved, and important opportunities have been missed. Future events provide strong opportunities to strategically leverage the weak relationships and to incorporate them for mutual benefits.

The AKL network findings also demonstrate tourism’s small role within the major events context in the Auckland region. Several documents, such as Auckland’s Major Events Strategy, also demonstrate the weak position of the tourism industry in the events context.

Finally, the findings from the RTO network have pointed to the benefits of RWC 2011 for *intra-regional* relationships (as opposed to *inter-regional* relationships). RWC 2011 did not strengthen the relationships among the RTOs and was seen as just “one project of many”. It had, however, a strong influence on relationships within the regions, especially among those organisations involved in the regional coordination groups. It also helped increase dialogue among RTOs and other relevant stakeholders in the regions (with which, in the past, the RTOs had not connected at all or only rarely connected), and with national bodies such as TNZ or the event organisers NZ 2011 and RNZ 2011. The specific event set-up of RWC 2011 in NZ, with the need for every region to bid for matches and teams, greatly facilitated this situation.

5.6 Chapter summary

This chapter offered insight on how RWC 2011 impacted on tie strength among organisations in the AKL and RTO networks. It demonstrated that RWC 2011 mainly impacted on strong-tie organisations in the AKL network. Those weak-tie organisations in the AKL network that were involved in both the events and the tourism destination domains (Group 1) also benefited. In contrast, the remaining weak ties in the AKL network (Group 2), and the ties among the RTOs (the inter-regional environment), were not strengthened as a result of RWC 2011. The event did, however, positively impact on relationships *within* each RTO region. The following chapter will now present the findings from Study 2, the impact of RWC 2011 on collaboration and CC among organisations in the two networks.

CHAPTER SIX STUDY 2: THE IMPACT OF RWC 2011 ON THE COLLABORATIVE CAPACITY OF THE TWO NETWORKS AND THEIR ORGANISATIONS

The RWC 2011 will provide the vehicle for the greater Auckland region to pull together to showcase the region's event hosting ability, attractions as a world-class city, economic and social returns of central and local government investing in a collaborative manner towards a common cause and the emergence of the region as New Zealand's international event home.

— RWC 2011 Vision, Auckland region

6.1 Introduction

This chapter analyses the roles and forms of collaboration among the organisations in the intra-regional (AKL network) and the inter-regional (RTO network) environments. It clarifies RWC 2011's ability to enhance the CC of the two networks and their organisations. The two research questions guiding this study are:

(RQ 2.1) *How did the organisations in the networks collaborate in the RWC 2011 context, and what role did collaboration play?*

(RQ 2.2) *How has RWC 2011 contributed towards increased collaborative capacity of the two networks and their organisations?*

The chapter presents the findings from the AKL and the RTO networks, using the themes and codes developed in the thematic analysis. Data from all three sources of evidence (interviews, documentation and the survey) are included, and quotes are used to illustrate significant points. The chapter concludes with a cross-case analysis, comparing the two network environments and offering insight on the collaborative processes and the impact of RWC 2011 on the CC of the organisations involved and the two networks as a whole.

6.2 Findings from the AKL network

The following section presents the findings from the intra-regional network environment (i.e. the AKL network), divided into the strong and the weak ties. Each

subsection also provides graphical network views from ATLAS.ti 6.2, depicting the themes — or code families (CF) — and their associated codes.

6.2.1 The strong ties

The AKL strong-ties network is comprised of seven organisations (see Table 14, p. 121). Findings from the pre- and post-event interviews with the participants from these organisations, and seven valid completed surveys, are integrated in the analysis. Quotes from TA staff members and from the Chair of the ACG for RWC 2011 are also utilised. The data generated seven themes: (1) forms of communication and collaboration; (2) frequency of communication and collaboration; (3) collaboration with TA; (4) importance of collaboration; (5) evaluation of collaboration for RWC 2011 in Auckland; (6) barriers in the RWC 2011 context; and (7) impact of RWC 2011 on CC (see Figure 35).

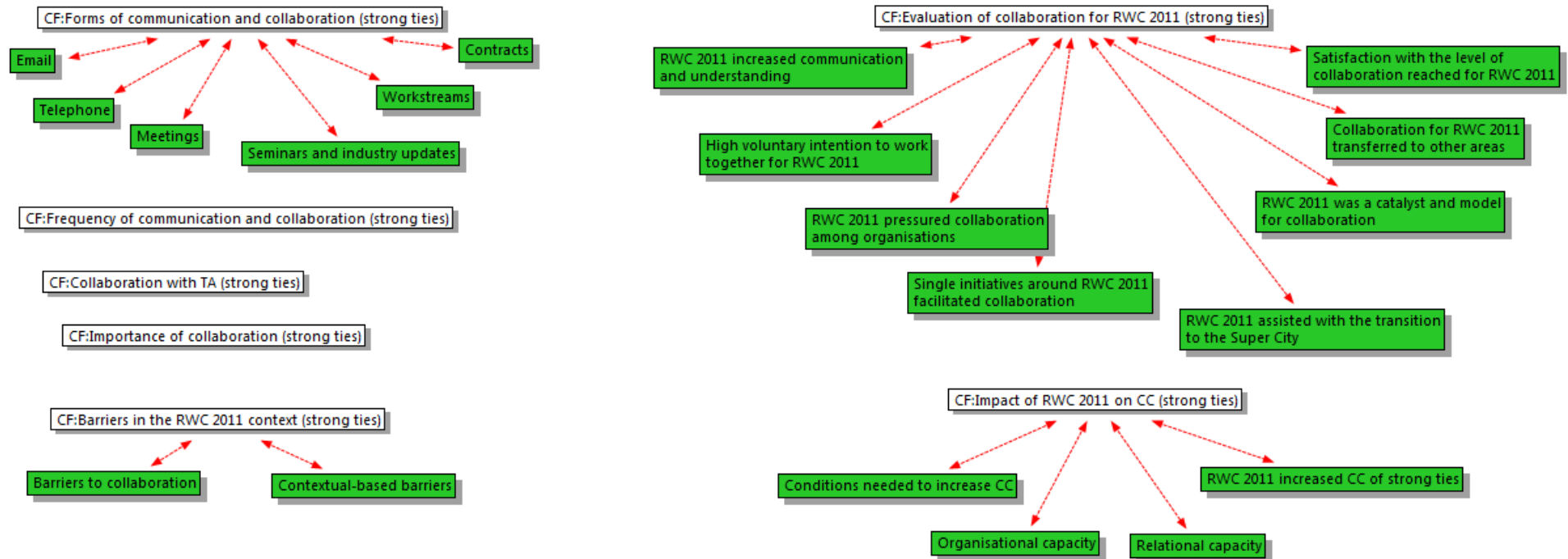
THEME 1: Forms of communication and collaboration (AKL network, strong ties)

Interview analysis identifies different forms of communication and collaboration among the strong ties. These include email exchange, telephone conversations, meetings, seminars and industry updates, workstreams and contracts (see Table 15).

Table 15: Theme 1: Forms of communication and collaboration (AKL network, strong ties)

Form	Description
Email	Frequent exchange of emails to organise various parts of RWC 2011 in the Auckland region, e-newsletters and e-alerts
Telephone	Frequent telephone conversations among the partners
Meetings	Regular meetings, either between staff from two organisations, or with a whole group of organisations
Seminars and industry updates	TA and Auckland Council organised a RWC 2011 speaker series for organisations in the Auckland region to prepare for RWC 2011. Quarterly stakeholders forums, stakeholder breakfast events and other public presentations were also used to engage and collaborate with stakeholders (Auckland Council, 2012b)
Workstreams	Several workstreams were established and regularly met to prepare the region for RWC 2011. Each strong tie was part of one or more of these workstreams. They were further subdivided into several sub-workstreams (e.g. within the transport and traffic workstream, a separate bus sub-workstream and a rail sub-workstream existed) (see section 3.5.2.1).
Contracts	For the bid process, each organisation involved had to define its commitment, which then became part of the bid document. The region signed a “Host Region Agreement” with RNZ 2011. Internal contracts also existed between various organisations that captured the funding of single projects and intentions around RWC 2011 (S-AKL1-1: 32).

Figure 35: Codes and themes: AKL network, strong ties



All participants from strong-tie organisations frequently exchanged emails, conducted telephone calls and met face-to-face. Since they were all part of at least one RWC 2011 workstream (e.g. visitor market, community engagement, transport and traffic) (see section 3.5.2.1), these workstreams facilitated high levels of interaction.

Furthermore, several strong-tie organisations were connected through external (e.g. Host Region Agreement) or internal contracts that regulated their responsibilities (S-AKL1-1: 32). TA and Auckland Council also organised industry updates, guest speaker presentations, and seminars to engage with tourism organisations and other stakeholders (Auckland Council, 2012b). One participant summarised the different forms of collaboration as “a mixture both of the willingness and desire to work together, regular forums for communications through workstreams ... and then underpinned are some contractual obligations both to the tournament and between ourselves” (S-AKL1-1: 33).

THEME 2: Frequency of communication and collaboration (AKL network, strong ties)

The interviews and survey analysis further reveal close collaboration and communication. All strong-tie participants communicated with others frequently — three of them daily — on RWC 2011-related issues (question 11). One participant confirmed that there were “meetings, phone calls, emails — virtually on a daily basis” (S-AKL6-1: 35).

The frequency of communication intensified as the event approached. The Auckland Regional Steering Group — later the Auckland Coordination Group (ACG) — met every six weeks between July 2006 and September 2010, and then increased their meetings’ frequency to every four weeks. The workstreams and sub-workstreams met weekly in the weeks before the event (S-AKL2-1: 45). The Chair of the ACG explained:

... three to four years out, you really stick to these workstreams, so you’ve got a traffic workstream and a communications workstream, etc. As you get closer to the tournament, what effectively happens is, because you are getting down to more detail, those workstreams do start splitting because you need to be in more detail. Workstreams at the start are a good information-sharing collaborative way of working, then you ... need to get down to the nitty-gritty and start planning. So I know that the tourism team still have their workstream, which is called destination marketing and visitor services, and that is their mechanism

to communicate with the various different entities; but sitting under that workstream there is a whole variety of projects that they are looking at. So it does evolve as you get closer. (O-AKL1-1: 22)

Thus, shortly before and during the event, the boundaries of the workstreams blurred, and communication and collaboration increased significantly on a “needs by needs basis” (S-AKL2-1: 39).

THEME 3: Collaboration with TA (AKL network, strong ties)

All strong-tie participants acknowledged a particularly close collaboration with TA. Asked to describe the collaboration in Auckland for RWC 2011, one participant explained:

I think it is exceptional what is going on in tourism in Auckland. ... [TA’s CEO] was instrumental in pulling all the stakeholders together for that, and I believe that a lot of the other regions and indeed TNZ learned from what Tourism Auckland did in regards to organising the impact of [RWC 2011] on the Auckland region. (S-AKL7-1: 37)

Another participant confirmed that they “would definitely be talking almost every day” with TA, and that “there is a lot of contact” with TA (S-AKL2-1:36). Several strong ties also emphasised TA’s lead role in driving collaboration among the Auckland entities. One interviewee noted:

[TA’s RWC 2011 co-ordinator] had co-ordinated a very good forum called the Auckland visitor workstream forum, as part of Rugby World Cup, and so that was where the tourism sector once a month came together. She invited us to always have a slot to update the industry and to deal with particular issues, and issues were tabled and discussed. And I think that link with the private-sector part of tourism, Tourism New Zealand and the regional players was absolutely [pause]. It was very effective and timely, and it was good discipline to have those meetings. Yes, that was really effective ... (S-AKL6-2: 32)

THEME 4: Importance of collaboration (AKL network, strong ties)

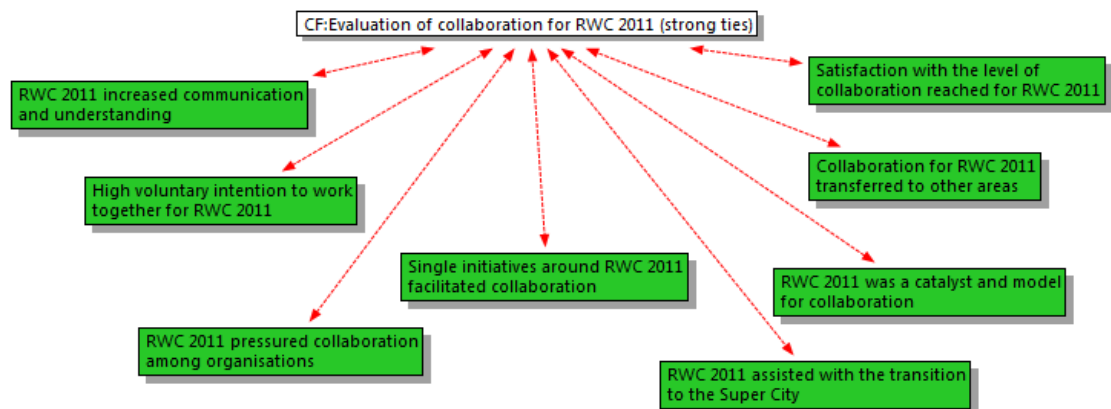
Strong-tie participants generally felt that high levels of collaboration among the organisations involved are important for any mega-event. One interviewee stated, that “[collaboration] is absolutely critical. And mega-events are never delivered by one agency, they are totally interdependent on multiple agencies” (S-AKL1-1: 39).

In the survey (question 23), all participants agreed that collaboration among the Auckland agencies was critical to the success of RWC 2011. On a scale of 1 to 10, most of them rated it with 9, and the lowest figure named was 8 (mean: 8.86). In the interview, one CEO confirmed that collaboration among Auckland entities for RWC 2011 was “very important, absolutely, I couldn’t agree more” (S-AKL5-1: 41).

THEME 5: Evaluation of collaboration for RWC 2011 (AKL network, strong ties)

This theme is concerned with evaluating collaboration for RWC 2011 in the Auckland strong-ties network. Participants were asked to evaluate the collaboration and its benefits for the future. Eight codes were identified: (1) RWC 2011 increased communication and understanding; (2) high voluntary intention to work together for RWC 2011; (3) RWC 2011 pressured collaboration among organisations; (4) single initiatives around RWC 2011 facilitated collaboration; (5) RWC 2011 assisted with the transition to the Super City; (6) RWC 2011 was a catalyst and model for collaboration; (7) collaboration for RWC 2011 transferred to other areas; and (8) satisfaction with the level of collaboration reached for RWC 2011 (Figure 36).

Figure 36: Theme 5: Evaluation of collaboration for RWC 2011 (AKL network, strong ties)



RWC 2011 increased communication and understanding

All participants outlined how RWC 2011 helped them to further understand each other’s roles, tasks and objectives. The event also boosted communication. Due to the increased number of emails, conversations and meetings for RWC 2011, the organisations connected more often. The event made them share ideas and

experiences, and helped them get to know each other. The Chair of the ACG described the situation as follows:

Major events are great in that they touch so many parts. I mean I go from a meeting where I am talking about transport, then I will be talking about marketing, and in the next I will be talking about parks, and then the stadia, liquor licensing, etc. (O-AKL1-1: 30)

Similarly, a TA staff member highlighted that “without doubt RWC has increased communication” with the other organisations (E-AKL1-1: 53).

High voluntary intention to work together for RWC 2011

Interview analysis suggests a high voluntary desire among the strong ties to collaborate for RWC 2011. The organisations actively sought to get together, and share ideas and experiences. One interviewee specifically highlighted this situation when saying: “We have a voluntary intention to work together” (S-AKL1-1: 33). Another participant stated that RWC 2011 was “an amazing opportunity to collaborate” (S-AKL2-1: 122).

RWC 2011 pressured collaboration among organisations

In addition to the voluntary collaboration, the demands of the event, its importance and profile, also pressured organisations to work together to ensure its success. One interviewee described this situation as follows:

There are so many different organisations with different distribution channels and networks that we’ve got to work together or else we’d all have different messages and we’d be crossing over each other. Auckland is quite complex as well If we weren’t working together it would look very disjointed. (S-AKL2-1: 48)

Hence, the event demonstrated both the opportunity and the necessity to collaborate, and provided major advantages for the future. The Chair of the ACG concluded, “we are in really good space around collaboration, having been forced to work together” (O-AKL1-1: 19).

Single initiatives around RWC 2011 facilitated collaboration

Single projects, campaigns and other initiatives established around RWC 2011 brought organisations together. Examples in this context include the REAL New Zealand Festival (with 279 events having been organised in the Auckland region during RWC 2011; NZ 2011, 2011), Auckland's RWC 2011 marketing campaign ("The world is here to play"), and the creation of a special workstream for campervan issues. While not all of the strong ties participated in every initiative, they did increase the level of collaboration among the partners significantly. One participant described the unifying influence of Auckland's RWC 2011 marketing campaign as follows:

[The campaign] was a significant initiative that we embarked on late last year, and it was a mechanism that all of the key delivery partners came in under the umbrella of; that was a major piece of work and a major triumph to do that. ... And that was a successful collaboration. That was very definitely a collaboration, and it was predominantly successful. So it harnessed the resources, it conveyed a single message to residents and to visitors [and gave] a single face to the message. (S-AKL1-2: 37)

Similarly, Auckland's evaluation report for RWC 2011 states that the campaign:

... was an excellent example of inter-agency collaboration. The "One-Auckland" approach using a unified campaign creative platform and visual system across all activity, resulted in substantial cut-through and this built equity in the campaign in a relatively short timeframe. (Auckland Council, 2012b, p. 133)

The REAL New Zealand Festival (see section 3.5.1.2) was coordinated by the NZ 2011 office within the Ministry of Economic Development. The 279 festival activities organised in the Auckland region during RWC 2011 (NZ 2011, 2011) included the RWC Opening Night at Auckland's waterfront on 9 September 2011, Auckland's International Boat Show 2011 in the Viaduct Harbour (15–18 September 2011), and the Diwali Festival of Lights (8–9 October 2011). Organising these events brought together many of the strong ties (especially those who participated in the "festival workstream") and — in addition — provided opportunities to increase contact with central government.

RWC 2011 assisted with the transition to the Super City

The event contributed to the Super City transition (see section 3.3). One participant emphasised that “RWC 2011 has been a very effective catalyst in demonstration of regional collaboration on a voluntary basis long before Super City was even contemplated” (S-AKL1-1: 29).

Thus, RWC 2011 collaboration in Auckland prior to the 1 November 2010 launch of the Super City provided a positive, important example of regional collaboration. These collaborations reflected the vision for the new local government structure. The Chair of the ACG explained:

... this model [of collaboration for RWC 2011] was actually looked at when we moved from seven or eight councils to one council; they actually looked at the way we had established ourselves [for RWC 2011], because they said “you are already working as if you were one”. So we were almost ahead of the game because we had to be for RWC 2011. (O-AKL1-1: 19)

Auckland Council’s RWC 2011 evaluation report also emphasised the event’s role-model status for the new local government structure:

In essence, the first phase of Auckland’s planning [for RWC 2011] can be summarised as collaboration by multiple autonomous organisations utilising a number of existing forums to mandate the approach and commit each agency to their deliverables. This level of coordination and collaboration across councils was unprecedented in Auckland at the time and was commented upon very favourably by RNZ 2011. (Auckland Council, 2012b, p. 77)

RWC 2011 was a catalyst and model for collaboration

Overall, the event was viewed as a catalyst for collaboration and future collaboration. The Chair of the ACG explained the benefits:

I think that RWC 2011 has been the catalyst for a far greater level of collaboration across the Auckland region, and the transition through the Super City has further enhanced that, and ... this degree of collaboration will only help the city to function better in the future and also attract and deliver good major events in the future as well. (O-AKL1-1: 61)

The strong-tie organisations agreed that the event will serve as a model of how efficient collaboration among stakeholders at the destination can work in the future. The ACG Chair remarked that the “level of collaboration on RWC 2011 is probably a benchmark project” (O-AKL1-1: 30).

Collaboration for RWC 2011 transferred to other areas

Projects outside of RWC 2011 also benefited from the increased collaboration. One interviewee stated:

The collaboration that has taken place because of and through RWC 2011 has already transferred out to other areas, so we are already working more collaboratively as agencies in a number of different areas. (S-AKL1-1: 60)

It is evident that other projects within the region benefited, or will benefit in the future, from the increased level of communication and collaboration established for RWC 2011.

Satisfaction with level of collaboration reached for RWC 2011

In survey question 24, all strong-tie participants assessed the level of collaboration among organisations in the Auckland region for RWC 2011 (“How well have the organisations in the Auckland region collaborated for RWC 2011?”). On a scale of 0 to 10 (with 0 being “not at all” and 10 “very well”), most of them rated the level as 9 out of 10 (the lowest figure named was 7 out of 10; mean: 8.14). One interviewee emphasised the good collaboration when stating:

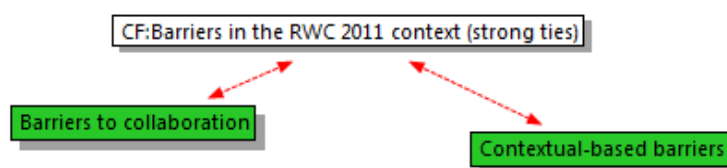
I am more than impressed — I’m actually quite amazed at the level of collaboration amongst Auckland entities. ... [I]t has been impressive to see the tourism sector interacting with economic development agencies and the city councils, to see the seven local authorities all cooperating and agreeing on processes, seeing staff being swapped, to see the whole regional coordination for RWC 2011, and people being quite relaxed about it. (S-AKL6-1: 41)

THEME 6: Barriers in the RWC 2011 context (AKL network, strong ties)

This theme presents major collaboration barriers in the RWC 2011 context (see Figure 37). The section first presents barriers to collaboration among the organisations. Next, *contextual-based barriers* (Parent et al., 2011) are examined. These barriers included

issues specifically relating to RWC 2011, such as managing stakeholder expectations or tourist displacement.

Figure 37: Theme 6: Barriers in the RWC 2011 context (AKL network, strong ties)



Barriers to collaboration

A variety of barriers to collaboration in the RWC 2011 context were named by the strong-tie participants (Table 16).

Table 16: Barriers to collaboration (AKL network, strong ties)

Barrier	Description
Changing environment/creation of the Super City	The tourism and events environment is constantly changing and requires constant adaption. The creation of the Super City led to a lot of uncertainty about roles, jobs, strategic direction, etc.
Dependency on others	Being dependent on others and their delivery
Different objectives/lack of common goal	Organisations involved had different objectives that did not necessarily align
Extra workload	RWC 2011 meant a lot of additional workloads on top of “business as usual”
Involvement of the “right people”	Not having skilled collaborators
Lack of communication	Communication was considered improvable, and people did not feel well-informed
Lack of decision-taking	The lack of ability to take decisions and then act accordingly
Lack of experience	NZ and organisations around the country did not have any experiences with mega-events
Lack of focus	Organisations did not concentrate on one main goal but often got “distracted”
Lack of human resources	Not enough human resources to do the extra work
Lack of leadership	No clear lead organisation to determine the direction
Lack of planning	No planning was made, or was made only very late, and timelines were not considered
Lack of stakeholder integration	Not all relevant stakeholders had been integrated
Lack of strategy	No strategic direction evident
Lack of trust	The level of trust among organisations could improve
No apparent value of collaboration for RWC 2011	Not seeing the value of collaboration for RWC 2011
Not being prepared to learn from others	“We have done things this way for 20 years” attitude. Not being prepared to learn and adapt to new situations or demands
Overlap	Too many people working on similar, and sometimes the same, projects, resulting in a high degree of overlap
Patch protection	Being afraid of competition

However, the barriers most frequently mentioned by the strong-tie participants were: different objectives/lack of common goal; overlap; lack of communication; lack of planning; and patch protection. These barriers are explored in Table 17, with exemplar quotes.

Table 17: Most frequently mentioned barriers to collaboration (AKL network, strong ties)

Barrier	Quote
Different objectives/lack of common goal	"I am just not 100% convinced that all organisations involved in RWC 2011 in the Auckland region have got a feel and a comprehensive understanding of the agenda of what the region really wants to achieve from RWC 2011." (E-AKL1-1: 75)
Overlap	"I think in the early days there was this kind of over-collaboration in some ways, particularly talking about Auckland. ... it just became a complete mind-melt, [with] way too many people involved. They needed a smaller type of a focus group at that early stage, I think, rather than this very broad and big group. So that was one group, and then there were probably six other groups parallel that were dealing with different topics. It was a bit insane." (S-AKL3-1: 52)
Lack of communication	"I think perhaps getting the message out to our industry and public is probably something that could have been [done] a little bit better. We've tried really hard to communicate all the time with, certainly, the tourism industry." (E-AKL2-1: 27)
Lack of planning	"To be honest I think there is a lot of stuff we could have done 12 months ago. There are certain things ... and it is always great in the afterthought, but there are a number of things — major activities — that could've been done, and some of the budgets are still not 100% clear 100 days out; so that all could have been done 12 months ago." (S-AKL4-1: 71)
Patch protection	"It is human nature to try to kind of protect your patch a little bit. ... I believe when they first came together it was quite an awkward thing. Some of the agencies are competing with each other in terms of membership bases and things like that; so there was probably a little bit of reluctance to be completely open about their plans. And there still is, actually, to a certain extent." (S-AKL2-1: 61)

Despite the increased communication among the organisations (see Theme 5), many participants lamented that this was still not high enough.

Contextual-based barriers

In addition, strong-tie participants mentioned several external circumstances that made it difficult for them to prepare the event. Factors mentioned in this context include the following:

- *“Cookie-cutter approach” of the IRB:* The delivery of RWC 2011 was explicitly defined by the IRB. Several participants noted that this structure was not a good fit for the NZ market, since market conditions were very different compared to those of other markets (e.g. Europe). This often led to issues and problems (e.g. ticket-selling strategies) (E-AKL1-2: 30).
- *Displacement:* The organisations struggled with the displacement the event created, since “normal tourists” not interested in rugby did not visit NZ during the time of the event. The convention and events business also suffered: “There was a lot of conference and events business that didn’t come during the two months” (E-AKL1-2:34).
- *Hype:* Several interviewees commented negatively on the “artificial hype” about the event created by the central government and the media. One CEO was “worried that there is a huge oversell and that the return on investment for a lot businesses ... will be a short, sharp shock” (S-AKL5-1: 38).
- *Lack of reliable forecasts on visitor behaviour:* Strong-tie participants were unhappy with the level of research on visitor arrivals and visitor flows within NZ, which made it difficult to plan strategically for the event. A TA staff member noted that the lack of reliable forecasts on visitor flows meant they could not “educate and ... share that information with industry to help them form their own marketing plans and ... manage expectations from [their] operators” (E-AKL1-2: 34).
- *Negative media:* The participants also expressed their disagreement with the negative press about the event, with media constantly covering issues and problems. One interviewee noted: “they are always looking for what’s wrong. Where can we find something wrong, there must be something wrong ...” (S-AKL1-1: 116).
- *Work with central government:* The participants also mentioned the difficulty of dealing with central government for RWC 2011, because “different political

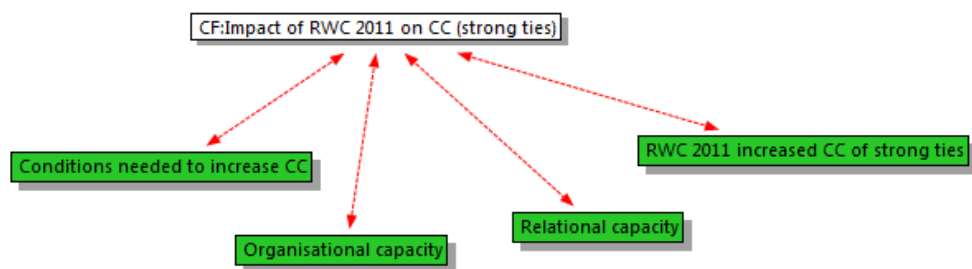
agendas and different politicians were involved with their own particular focus” (S-AKL6-1: 56).

These factors negatively impacted on the work of the organisations involved, and hence also indirectly impacted on their ability to collaborate. For example, the lack of reliable forecasts prevented the organisations from sharing important information with their partners and stakeholders.

THEME 7: Impact of RWC 2011 on CC (AKL network, strong ties)

This theme combines the codes developed around CC: (1) conditions needed to increase CC; (2) organisational capacity; (3) relational capacity; and (4) RWC 2011 increased CC of strong ties (see Figure 38).

Figure 38: Theme 7: Impact of RWC 2011 on CC (AKL network, strong ties)



Conditions needed to increase CC

As discussed earlier, *collaborative capacity* (CC) refers to the “conditions needed for coalitions, partnerships, or networks to work together toward common goals in order to create sustainable ... changes” (García-Ramírez et al., 2009, p. 116). This definition was read out to the participants in the interviews, and they were asked to name conditions needed for successful collaboration from their perspective. Similarly, survey question 8 asked participants to list the top three conditions needed. An overview of all of the conditions named in the interviews and surveys is given in Table 18.

Table 18: Conditions needed to increase CC (AKL network, strong ties)

Condition needed	Description
Ability to influence	Skilled employees who can influence decisions
Ability to learn	Ability of organisations to learn and adapt to new things
Accountability	To take responsibility, to deliver what was promised
Clear and common goals, and shared vision	To have a common goal that is clearly announced
Clear roles	No overlap of tasks and projects
Collaborative approach	An approach by the whole region and every person and organisation involved that acknowledges the importance of collaboration, willingness to collaborate
Commitment	Motivation and commitment to reach the goal(s)
Compromise	Being open for consensus
Discipline in process	Discipline in all processes
Empathy	Understanding for others; ability to acknowledge others' roles and objectives
Focus	Remaining focused and not getting lost in detail
Honesty and openness	Being honest and open
Information	Sharing of information; keeping partners and stakeholders informed
Inter-sectoral engagement	Working across sectors
Leadership	A strong, skilled leader
Openness for new ideas/new ways	Being open to new forms and ways of working, being open to new ideas
Preparation/planning	Strategic preparation and planning processes
Regular, clear communication	Constant communication with all partners and stakeholders
Respect	Respect towards other organisations and individuals
Small groups	Small, focused groups that have the mandate to take decisions on behalf of others
Staff empowerment	Empowerment of staff to make decisions
Stakeholder integration and buy-in	Integrating all relevant stakeholders and getting their buy-in
Strategy	A common strategy, clearly communicated
Sufficient budget	Enough budget allocated for each project
Sufficient human resources	Enough human resources to handle the extra workload
The "right people"	Having skilled collaborators
Time	Enough time to deliver on deadlines
Transparent government	Clear role, structure and responsibilities within central government
Trust	Trust between the partners

The conditions most frequently mentioned by the participants were: clear and common goals, and shared vision; honesty and openness; leadership; regular, clear communication; and stakeholder integration and buy-in. These conditions and exemplar quotes are listed in Table 19.

Table 19: Most frequently mentioned conditions to increase CC (AKL network, strong ties)

Condition	Quote
Clear and common goals, and shared vision	"The basis of having a shared goal and a shared vision ..." (S-AKL1-1: 57)
Honesty and openness	"I think collaboration works well when you've got a tight focus, smaller not bigger groups, and open and honest relationships." (S-AKL3-1: 60)
Leadership	"strong and clear leadership" (S-AKL7: survey)
Regular, clear communication	"Be clear what you want to achieve. And then once you do that, communicate and communicate and communicate." (S-AKL6-2: 38)
Stakeholder integration and buy-in	"... get all the big players together first. And then I'd determine if we had all the key players; because what you think and what might be may be two different things. You might think you've got all the key players around the table but you might not; so assume nothing." (S-AKL5-1: 115)

In survey question 9, strong-tie participants were asked whether these conditions were present in the Auckland region for collaboration around RWC 2011. On a scale of 0 to 10 (with 0 being "not at all" and 10 being "very present"), the answers ranged from 5 to 9, with three participants rating it with 6 (mean: 6.71). These elements were clearly present, but there was also "room for further improvement".

As outlined in Chapter Two, Foster-Fishman et al. (2001) analysed CC in community coalitions, and identified four processes needed to construct CC among network members: (1) building *individual members' capacity*; (2) creating *relational capacity*; (3) building *organisational capacity*; and (4) developing *programmatic capacity* (see section 2.6.5). Since this research focuses on collaboration among organisations within TA's destination marketing network, the following analysis concentrates on organisational capacity and relational capacity, and clarifies whether RWC 2011 impacted on these two forms of capacity.

Organisational capacity

Based on the "critical elements of collaborative capacity" (see Appendix B) by Foster-Fishman et al. (2001), six statements were developed to test organisational capacity and the impact of RWC 2011 upon it (question 6). A five-point Likert scale was used with the following format: "strongly disagree", "disagree", "neither disagree nor agree", "agree", and "strongly agree". Table 20 sets out the statements included in the

survey to test organisational capacity, and also the results for each statement given by the strong-tie participants in the AKL network.

Table 20: Statements included in the survey to test organisational capacity (AKL network, strong ties)

Statement (included in survey to test organisational capacity)	Results
(1) My organisation encouraged me to collaborate while preparing RWC 2011.	5 participants "strongly agreed" 1 participant "agreed" 1 participant "neither disagreed nor agreed"
(2) My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	5 participants "strongly agreed" 1 participant "agreed" 1 participant "disagreed"
(3) Our communication with other organisations in the Auckland region while preparing RWC 2011 was efficient.	3 participants "strongly agreed" 2 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed"
(4) My organisation added adequate human and financial resources to successfully prepare RWC 2011.	3 participants "strongly agreed" 4 participants "agreed"
(5) My organisation sought external input, information and expertise to successfully prepare RWC 2011.	2 participants "strongly agreed" 3 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed"
(6) My organisation is able to collaborate more effectively as a result of RWC 2011.	3 participants "strongly agreed" 2 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed"

The analysis shows that five of the participants were very satisfied with their organisation's performance during RWC 2011; they either "agreed" or "strongly agreed" to all six statements. The remaining two organisations especially questioned whether their organisation's communication was effective enough and whether their organisation will be able to collaborate more effectively as a result of RWC 2011. In particular, one CEO responded rather negatively and "disagreed" with the statements about clear roles and responsibilities, effective communication, and ability to collaborate more effectively because of RWC 2011.

Relational capacity

Similarly, seven statements (also based on the "critical elements of collaborative capacity" by Foster-Fishman et al., 2001) were developed for the survey (question 7) to test relational capacity and the impact of RWC 2011 upon it (see Table 21),

Table 21: Statements included in the survey to test relational capacity (AKL network, strong ties)

Statement (included in survey to test relational capacity)	Results
(1) The organisations in the Auckland region were generally more open to collaboration when it came to RWC 2011 than they are normally.	1 participant “strongly agreed” 3 participants “agreed” 3 participants “neither disagreed nor agreed”
(2) There was a high level of trust present among the organisations in the Auckland region involved in RWC 2011.	5 participants “agreed” 2 participants “disagreed”
(3) For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region.	7 participants “agreed”
(4) Around RWC 2011, the atmosphere among the organisations in the Auckland region was honest and open.	1 participant “strongly agreed” 3 participants “agreed” 2 participants “neither disagreed nor agreed” 1 participant “disagreed”
(5) For the preparation of RWC 2011, power was shared equally among organisations in the Auckland region.	3 participants “agreed” 2 participants “neither disagreed nor agreed” 1 participant “disagreed” 1 participant “strongly disagreed”
(6) Competing desires and goals existed among the organisations in the Auckland region but were considered as much as possible.	5 participants “agreed” 2 participants “neither disagreed nor agreed”
(7) Because of RWC 2011, the region as a whole is able to collaborate more effectively.	1 participant “strongly agreed” 5 participants “agreed” 1 participants “neither disagreed nor agreed”

The answers demonstrate a high level of satisfaction among the strong-tie participants; most of them “agreed” or “strongly agreed” to all seven statements above. Responses to statement 5 (sharing of power in the Auckland region) were equivocal, with answers ranging from “strongly disagree” to “agree”.

Again, one CEO continued to give rather negative or neutral responses; he “disagreed” about the high level of trust, “strongly disagreed” about the equal share of power, “agreed” to the existence of a shared vision and common goals, and “neither disagreed nor agreed” to the remaining four statements. Overall, however, the statements towards relational capacity were answered positively. RWC 2011 appears to have impacted positively on the relational capacity of the organisations.

RWC 2011 increased CC of strong ties

To determine whether RWC 2011 increased the CC of the strong-tie organisations overall, it is necessary to highlight the findings from the previous three codes: conditions needed, organisational capacity and relational capacity. As outlined earlier, both relational and organisational capacities have been impacted positively by RWC

2011. Furthermore, the strong ties rated the presence of the conditions needed to collaborate effectively (question 9) an average 6.71 out of 10, indicating the conditions were present but not strong.

To further analyse the impact of RWC 2011 on CC, participants were asked whether they thought the event had helped them collaborate more effectively. The responses were extremely positive. One interviewee replied:

Yes, I would absolutely say it does [help us to collaborate more effectively]. There is a common goal which hadn't been there before. And that kind of aligns different organisations' strategies much more. So it gives them a common purpose, a reason to talk to each other, allows to build new relationships and it will have a positive effect beyond RWC 2011 as well. (S-AKL2-1: 64)

Analysis of the statements on organisational capacity (question 6, statement 6) and relational capacity (question 7, statement 7) in the survey mirrors this finding. Nearly all participants from strong-tie organisations "agreed" or "strongly agreed" that RWC 2011 assisted their organisation (mean 4.0 out of 5) as well as the whole region (mean: 4.0) to collaborate more effectively.

Summary of findings for the strong ties in the AKL network

Strong-tie participants collaborated closely and frequently for RWC 2011, both among one another and with TA. While there was a strong voluntary intention to collaborate, the set-up of the event also compelled organisations to work together. Participants identified some barriers limiting collaboration, but they were satisfied with the level of collaboration. They felt that RWC 2011 not only assisted with the transition to the new local government structure, but also served as a catalyst for stronger collaboration in the future. The most frequently mentioned conditions needed to collaborate effectively were: clear and common goals, and shared vision; honesty and openness; leadership; regular, clear communication; and stakeholder integration and buy-in. The event positively impacted on the strong ties' organisational capacity and relational capacity, and they acknowledged they were able to collaborate more effectively as a result of RWC 2011 being held in NZ. The event positively impacted on the CC of the strong-tie organisations.

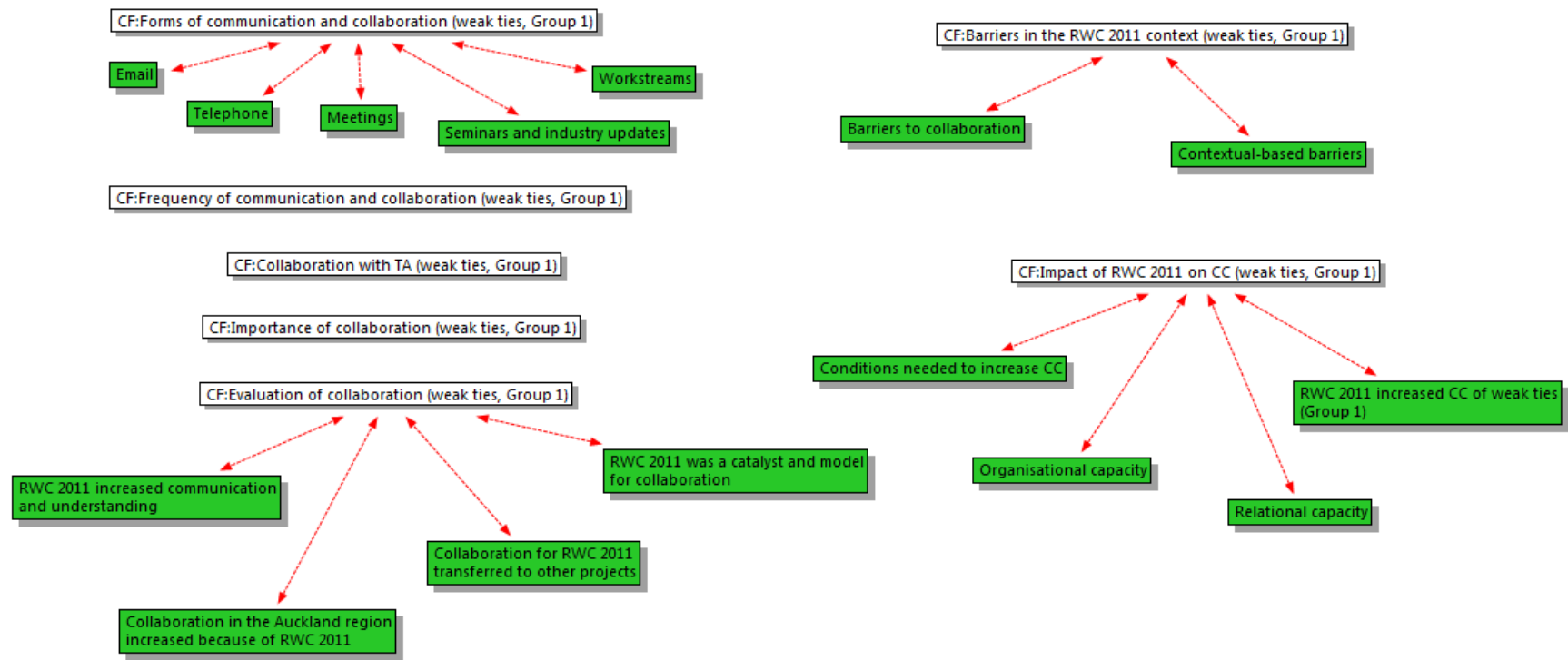
6.2.2 The weak ties

The following section presents the findings from the weak-tie organisations within the AKL network. Thirteen organisations comprise the weak-tie sample intra-regionally. These organisations included: two local business associations; a local golf club; the local hospitality association; the local rugby union; the local transport authority; a match venue; a motel; two NZ ministries; a tour operator; a transport operator; and a vineyard (see Table 14, p. 121). Similar to Study 1, two distinct groups were identified. Group 1 is comprised of six organisations that perceived a positive impact of RWC 2011 on relationships and collaboration. In contrast, the seven organisations belonging to Group 2 did perceive no impact. The section will present the findings for each of these two groups.

Group 1: Organisations that perceived an impact of RWC 2011 on collaboration

Group 1 consists of six organisations whose participants emphasised the positive impact of RWC 2011 on collaboration among organisations in the region: the local hospitality association, the local rugby union, the local transport authority, a match venue and the local offices of two NZ ministries. The analysis includes the findings from the pre- and post-event interviews with these six participants, and from six valid surveys. The data generated seven themes — or code families (CF): (1) forms of communication and collaboration; (2) frequency of communication and collaboration; (3) collaboration with TA; (4) importance of collaboration; (5) evaluation of collaboration; (6) barriers in the context of RWC 2011; and (7) impact of RWC 2011 on CC (see Figure 39).

Figure 39: Codes and themes: AKL network, weak ties (Group 1)



THEME 1: Forms of communication and collaboration (AKL network, weak ties/Group 1)

Interview analysis demonstrates that various forms of collaboration were utilised: email exchange, telephone conversations, meetings, seminars and industry updates, and the workstreams (Table 22).

Table 22: Theme 1: Forms of communication and collaboration for RWC 2011 (AKL network, weak ties/Group 1)

Form	Description
Email	Frequent exchange of emails to organise various parts of RWC 2011 in the Auckland region, e-newsletters and e-alerts
Telephone	Frequent telephone conversations among the partners
Meetings	Regular meetings, either between staff from two organisations or with a whole group of organisations
Seminars and industry updates	TA and Auckland Council organised a RWC 2011 speaker series for organisations in the Auckland region to prepare for RWC 2011. Quarterly stakeholders forums, stakeholder breakfast events and other public presentations were used to engage and collaborate with stakeholders (Auckland Council, 2012b)
Workstreams	Several workstreams were established and regularly met to prepare the region for RWC 2011 (see section 3.5.2.1). Each Group 1 weak-tie participant was part of one or more of these workstreams. They were further subdivided into several sub-workstreams (e.g. within the transport and traffic workstream, a separate bus sub-workstream and a rail sub-workstream existed) (W-AKL3-1: 29)

THEME 2: Frequency of communication and collaboration (AKL network, weak ties/Group 1)

The interviews and the analysis of question 11 reveal close collaboration among the organisations in the AKL region. For RWC 2011, most of the participants communicated with others between “several times a day” and “several times a week” (only one participant indicated RWC 2011-related communication of “once per month”). Furthermore, all six interviewees participated in regular meetings of the respective workstream(s) they were part of. One interviewee highlighted the importance of RWC 2011, and explained:

... at the moment we are seeing each other face-to-face once a week at least, and that might be an hour, two-hour, three-hour meeting, depending on the agenda items; I suppose with milestones we are having more meetings. But also with phone calls and emails ... there might be at least one a day. (W-AKL4-1: 39)

THEME 3: Collaboration with TA (AKL network, weak ties/Group 1)

Group 1 participants collaborated with TA in the RWC 2011 context mostly through the visitor workstream that TA led. The level of collaboration was reasonably high, although not as high as between the strong ties and TA. However, all participants of this group acknowledged the importance of collaborating with TA for RWC 2011. One interviewee stated:

We work very closely with Tourism Auckland, particularly with [their CEO] and a few other people in the office. We touch base at least once every two days, just to bring each other up to speed on what it is we are doing and more importantly to see how we can contribute to one another's area of work ... (W-AKL4-1: 30)

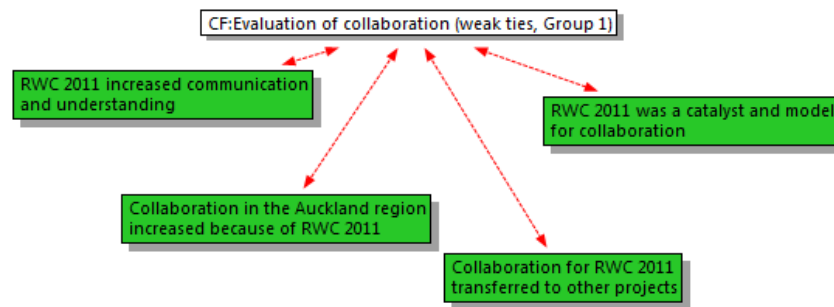
THEME 4: Importance of collaboration (AKL network, weak ties/Group 1)

All Group 1 participants agreed that collaboration was critical for RWC 2011 to be successful. On a scale of 1 to 10, most of them rated it with 10 and the lowest figure named was 8 (question 23; mean: 9.5). Asked whether he thought collaboration between the partners was a key element for a successful RWC 2011, one interviewee stated: "Not only for RWC 2011, it is a key element for any major event. And I have done major events for 15 years. And you need a collaborative approach across all organisations, you cannot do it yourself" (W-AKL3-1: 39).

THEME 5: Evaluation of collaboration for RWC 2011 (AKL network, weak ties/Group 1)

Group 1 participants were asked to evaluate collaboration and its benefits for the future. Four codes were identified: (1) RWC 2011 increased communication and understanding; (2) collaboration in the Auckland region increased because of RWC 2011; (3) collaboration for RWC 2011 transferred to other projects; and (4) RWC 2011 was a catalyst and model for collaboration (see Figure 40).

Figure 40: Theme 5: Evaluation of collaboration for RWC 2011 (AKL network, weak ties/Group 1)



RWC 2011 increased communication and understanding

Group 1 participants emphasised that RWC 2011 increased their understanding of one another's roles, tasks and objectives, and also enhanced communication levels. Due to the increased number of emails, conversations and meetings for RWC 2011, the organisations connected much more than usual. The event brought them together, made them share ideas and experiences, and helped them get to know each other. One participant explained that "as a result of collaboration [for RWC 2011] we've become better informed about each other's organisation ... I've become more aware about the role of Tourism Auckland, the Ministry of Economic Development, etc." (W-AKL7-1: 63). Another interviewee highlighted that "there's significantly more communication between all of the entities involved, and as a result of that, a lot more coordination of activities and collaboration" (W-AKL13-1: 36).

Collaboration in the Auckland region increased because of RWC 2011

All participants emphasised that RWC 2011 increased significantly their level of collaboration with other organisations in the Auckland region. One CEO noted: "There is a very high level of good-quality communication between all of the agencies involved, and I think that is what is enabling a much better collaboration for this event than what has happened historically" (W-AKL13-1: 65).

Group 1 participants were satisfied with the overall level of collaboration reached for RWC 2011 in the Auckland region, and rated it 7 or 8 out of 10 (question 24; mean: 7.67).

Collaboration for RWC 2011 transferred to other projects

The six interviewees were highly satisfied with collaboration for the event, and also mentioned other areas and projects that had already benefited from this increased level of collaboration. One CEO commented:

And for the first time, we have got a meeting with people looking at how we could promote the city through sporting organisations. So there is a genuine interest from the Council in doing that, and I have to say it has not existed previously. (W-AKL5-1: 24)

Thus, other projects within the region benefited or will benefit in the future through the increased level of communication and collaboration for RWC 2011.

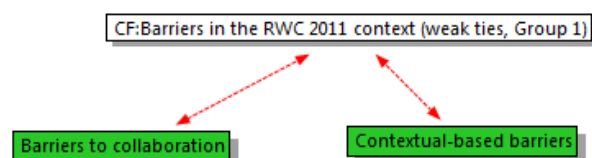
RWC 2011 was a catalyst and model for collaboration

All Group 1 participants agreed that RWC 2011 was a catalyst for collaboration in the Auckland region and that it will serve as a model in the future. One interviewee emphasised that “the [RWC 2011] itself ... was a catalyst to a whole lot of activity around the region, and so without the rugby it wouldn’t have happened obviously” (W-AKL7-2: 23). Another CEO noted that “in terms of collaboration between all of the parties” RWC 2011 will be “a benchmark for future mega-events” (W-AKL13-1: 39).

THEME 6: Barriers in the context of RWC 2011 (AKL network, weak ties/Group 1)

This theme presents major barriers in the RWC 2011 context (see Figure 41). Similar to the strong-tie organisations, the barriers were divided into barriers that hindered collaboration and contextual-based barriers.

Figure 41: Theme 6: Barriers in the RWC 2011 context (AKL network, weak ties/Group 1)



Barriers to collaboration

A variety of barriers to collaboration in the RWC 2011 context were named by Group 1 participants (Table 23).

Table 23: Barriers to collaboration (AKL network, weak ties/Group 1)

Barrier	Description
Different objectives/lack of common goal	Organisations involved had different objectives that did not necessarily align
Difficult personalities	Difficult personalities to work with
Disrespect	Not being respectful towards other partners
Duration of collaboration	Collaboration takes time; it is quicker to take your own decisions
Fear of change	Not being open to new ideas because it means uncertainty
Lack of budget	Not enough budget for projects
Lack of communication	Communication was considered improvable, and people did not feel well-informed
Lack of decision-taking	The lack of ability to take decisions and then act accordingly
Lack of engagement of other sectors	Not involving other sectors
Lack of human resources	Not enough human resources to do the extra work
Lack of planning	No planning was made, or was made only very late, and timelines were not considered
Lack of stakeholder integration	Not all relevant stakeholders had been integrated
Lack of strategy	No strategic direction evident
No apparent value of collaboration for RWC 2011	Not seeing the value of collaboration for RWC 2011
Overlap	Too many people working on similar, and sometimes the same, projects, resulting in a high degree of overlap
Patch protection	Being afraid of competition
"Silosation"	Working in "silos"; not looking beyond "one's own nose"

The barriers most frequently mentioned by Group 1 participants were: lack of communication; different objectives/lack of common goal; and overlap. These barriers are explained in Table 24, alongside exemplar quotes.

Table 24: Most frequently mentioned barriers to collaboration (AKL network, weak ties/Group 1)

Barrier	Quote
Lack of communication	"... the lack of communication, the lack of resources has meant that some key people have been left out." (W-AKL4: 94)
Different objectives/lack of common goal	"... we are still yet to completely understand each other and understand what each other does, and we are still yet to understand how we can actually work together for mutual benefit." (W-AKL2: 39)
Overlap	"I am concerned that we are throwing too many people at it. In terms of where I am sitting from a management point of view, I am very comfortable about the communication that is going on from a match management perspective. In our sphere the only concern is maybe too many people." (W-AKL5: 38)

Contextual-based barriers

Group 1 participants also identified barriers that did not directly affect collaboration, but made their work and the preparations for the event difficult. In this context, the “cookie-cutter approach” of the IRB (see section 6.2.1, Theme 6) was mentioned again. In this context, one interviewee noted:

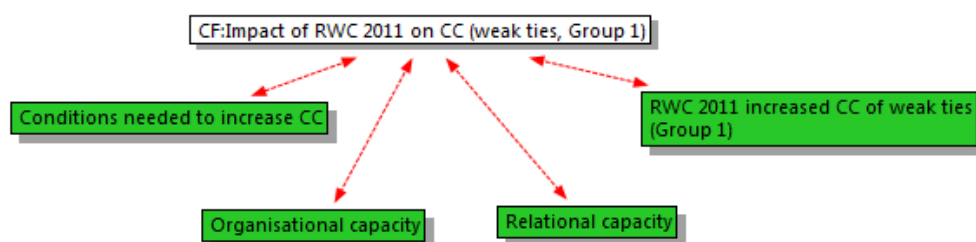
I think one of the negative things that came out of the way things were organised was that the event organisers took what you might call a “cookie-cutter approach” to how things should run, and so didn’t take into account the differences between ... different stadiums and how they operated; and didn’t take into account the experience of the people who ran them and just wanted to do it their way because it was their way. So that created a few issues that we needed to work through. (W-AKL13-2: 47)

The local offices of the ministries (also Group 1 members) described the difficulty that “a lot of the policies are developed in Wellington, and are then driven out through the regions” (W-AKL4-2: 38). Thus, the ministries “had their set of ideas that they wanted implemented, that just couldn’t work in Auckland, that just couldn’t work in the same regions in the far north, deep south, etc.” (W-AKL4-2: 38). Hence, these organisations struggled to implement ideas and strategies that were developed for the Wellington region but did not necessarily work elsewhere.

THEME 7: Impact of RWC 2011 on CC (AKL network, weak ties/Group 1)

This theme combines the codes developed around CC: (1) conditions needed to increase CC; (2) organisational capacity; (3) relational capacity; and (4) RWC 2011 increased CC of weak ties (Group 1) (see Figure 42).

Figure 42: Theme 7: Impact of RWC 2011 on CC (AKL network, weak ties/Group 1)



Conditions needed to increase CC

Similar to the strong-tie participants (see section 6.2.1, Theme 7), the “definition response approach” was carried out: the definition of CC was read out to participants and they were asked to name the conditions needed for successful collaboration from their perspective. Similarly, survey question 8 asked participants to list the top three conditions needed. All of these conditions are listed in Table 25.

Table 25: Conditions needed to increase CC (AKL network, weak ties/Group 1)

Condition needed	Description
Ability to influence	Skilled employees who can influence decisions
Ability to learn	Ability of organisations to learn and adapt to new things
Accountability	To take responsibility, to deliver what was promised
Clear and common goals, and shared vision	To have a common goal that is clearly announced
Collaborative approach	An approach by the whole region and every organisation involved that acknowledges the importance of collaboration; willingness to collaborate
Commitment	Motivation and commitment to reach the goal(s)
Democracy	A democratic process
Empathy	Understanding for others; ability to acknowledge others' roles and objectives
Follow-up	Follow-ups after each projects to address issues
Honesty and openness	Being honest and open
Information	Sharing of information; keeping partners and stakeholders informed
Leadership	A strong, skilled leader
Nurturing relationships	The need and commitment to constantly nurture relationships
Preparation/planning	Strategic preparation and planning processes
Regular, clear communication	Constant communication with all partners and stakeholders
Relationship management roles	Specific roles that facilitate collaboration (e.g. relationship manager)
Stakeholder integration and buy-in	Integrating all relevant stakeholders and getting their buy-in
Strategy	A common strategy, clearly communicated
Strong personal relationships	Strong working relationships
Sufficient human resources	Enough human resources to handle the extra workload
Support for each other	Supporting each other to reach the goals
The “right people”	Having skilled collaborators
Time	Enough time to deliver on deadlines
Transparent processes	Having transparent processes throughout the entire project
Trust	Trust between the partners

The conditions most frequently named were: empathy; clear and common goals, and shared vision; collaborative approach (i.e. willingness to collaborate); and regular, clear communication. These are explained with exemplar quotes in Table 26.

Table 26: Most frequently mentioned conditions needed to increase CC (AKL network, weak ties/Group 1)

Condition	Quote
Empathy	"Understanding for each other" (W-AKL4: survey)
Clear and common goals, and shared vision	"I learnt that Auckland can host a major event so long as the composite parts are all connected and working to a common goal." (W-AKL7: 48)
Collaborative approach	"It is a matter of getting a very collaborative approach." (W-AKL3: 76)
Regular, clear communication	"... the importance ... of communication with all the agencies that are involved in delivery of an event of that scale." (W-AKL13: 44)

In question 9 participants assessed whether these conditions were present in the Auckland region for collaboration around RWC 2011. On a scale of 0 to 10 (with 0 being "not at all" and 10 being "very present"), the answers ranged from 5 to 8, with two participants rating it with 5, but two others with 8 (mean: 6.5). There seems to be a good foundation of the conditions present in Auckland, but also "room for improvement".

Organisational capacity

Analysis of question 6 shows that all six participants were highly satisfied with their organisation's capacity during RWC 2011. Nearly all of them either "agreed" or "strongly agreed" with all six statements (see Table 27).

Table 27: Statements included in the survey to test organisational capacity (AKL network, weak ties/Group 1)

Statement (included in survey to test organisational capacity)	Results
(1) My organisation encouraged me to collaborate while preparing RWC 2011.	4 participants "strongly agreed" 2 participants "agreed"
(2) My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	1 participant "strongly agreed" 4 participant "agreed" 1 participant "strongly disagreed"
(3) Our communication with other organisations in the Auckland region while preparing RWC 2011 was efficient.	1 participant "strongly agreed" 5 participants "agreed"
(4) My organisation added adequate human and financial resources to successfully prepare RWC 2011.	2 participants "strongly agreed" 2 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed"
(5) My organisation sought external input, information and expertise to successfully prepare RWC 2011.	3 participants "strongly agreed" 3 participants "agreed"
(6) My organisation is able to collaborate more effectively as a result of RWC 2011.	1 participant "strongly agreed" 4 participants "agreed" 1 participant "neither disagreed nor agreed"

One participant was not satisfied with his organisation's financial and human resources, and with the communication of clear roles and responsibilities. Overall, however, the analysis presents a positive picture of the impact of RWC 2011 on the organisations' organisational capacity in this group.

Relational capacity

Similarly, the answers to question 7 demonstrate a high level of satisfaction with the relations among organisations in the Auckland region. Nearly all participants "agreed" or "strongly agreed" with all seven statements (see Table 28).

Table 28: Statements included in the survey to test relational capacity (AKL network, weak ties/Group 1)

Statement (included in survey to test relational capacity)	Results
(1) The organisations in the Auckland region were generally more open to collaboration when it came to RWC 2011 than they are normally.	5 participants "agreed" 1 participant "disagreed"
(2) There was a high level of trust present among the organisations in the Auckland region involved in RWC 2011.	1 participant "strongly agreed" 4 participants "agreed" 1 participant "neither disagreed nor agreed"
(3) For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region.	2 participants "strongly agreed" 4 participants "agreed"
(4) Around RWC 2011, the atmosphere among the organisations in the Auckland region was honest and open.	1 participant "strongly agreed" 5 participants "agreed"
(5) For the preparation of RWC 2011, power was shared equally among organisations in the Auckland region.	3 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed" 1 participant "strongly disagreed"
(6) Competing desires and goals existed among the organisations in the Auckland region but were considered as much as possible.	4 participants "agreed" 2 participants "neither disagreed nor agreed"
(7) Because of RWC 2011, the region as a whole is able to collaborate more effectively.	1 participant "strongly agreed" 5 participants "agreed"

Again, responses varied considerably for statement 5 (sharing of power in the Auckland region), with answers ranging from "strongly disagree" to "agree". Overall, however, the statements regarding relational capacity were answered positively. RWC 2011 appears to have impacted positively on the organisations' relational capacity.

RWC 2011 increased CC of weak ties (Group 1)

To determine whether RWC 2011 increased this group's CC, it is necessary to highlight the findings from the previous three codes. As outlined earlier, both relational and organisational capacities were impacted positively by RWC 2011. Furthermore, Group 1 participants rated the presence of the conditions needed to collaborate effectively (question 9) in Auckland between 5 and 8 out of 10 (mean 6.5).

To further analyse the event impact on CC, Group 1 participants were asked whether they thought the event helped them collaborate more effectively. They responded in very positive terms. Asked whether RWC 2011 would help his organisation to collaborate more effectively in the future, one interviewee noted:

I think it really makes a difference. What it does do is it really enforces existing or develops new relationships with other industries, like the tourism industry in this case So with an event coming along it will reinforce existing relationships and bring people together. If anything it will test how efficient our processes are with each other. Hopefully it will break down silos and fragmentation; so this event — because of the relationships that will be developed and networks formed — will allow us to work again with each other on other projects. (W-AKL4-1: 65-68)

Analysis of statements 6.6 and 7.7 in the survey supports this finding. All but one participant “agreed” or “strongly agreed” that RWC 2011 assisted their organisation to collaborate more effectively (mean 4.0 out of 5). Furthermore, all “agreed” or “strongly agreed” that the region as a whole collaborates better as a result of hosting RWC 2011 (mean: 4.17).

Summary of findings for the weak ties (Group 1) in the AKL network

The organisations of this group collaborated closely with each other, with TA and with other organisations in the region for RWC 2011. They listed several barriers to collaboration, in particular: lack of communication; different objectives/lack of common goal; and overlap. However, they also acknowledged a variety of benefits of RWC 2011: increased level of communication and understanding of other organisations' roles and goals; and increased level of collaboration overall. Other non-event contexts and projects benefited from this higher level of collaboration. The most frequently named conditions needed to collaborate effectively were: empathy; clear

and common goals, and shared vision; a collaborative approach (i.e. willingness to collaborate); and regular, clear communication. RWC 2011 positively impacted on the organisations' relational and organisational capacities, and participants felt that — because of the event and its impact — their organisations and the region as a whole will be able to collaborate more effectively in the future.

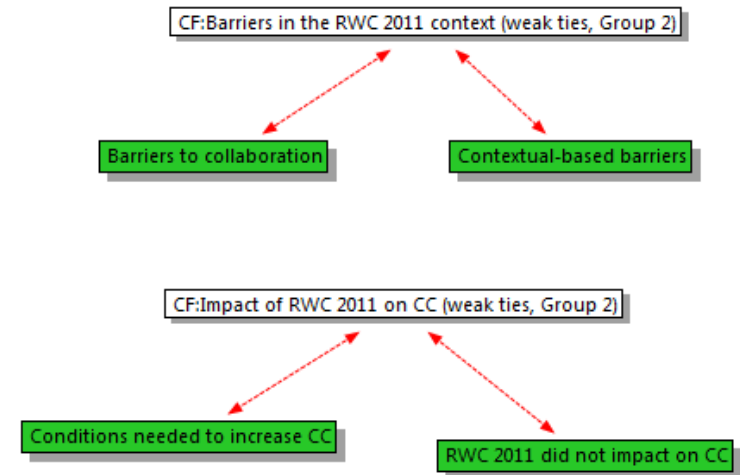
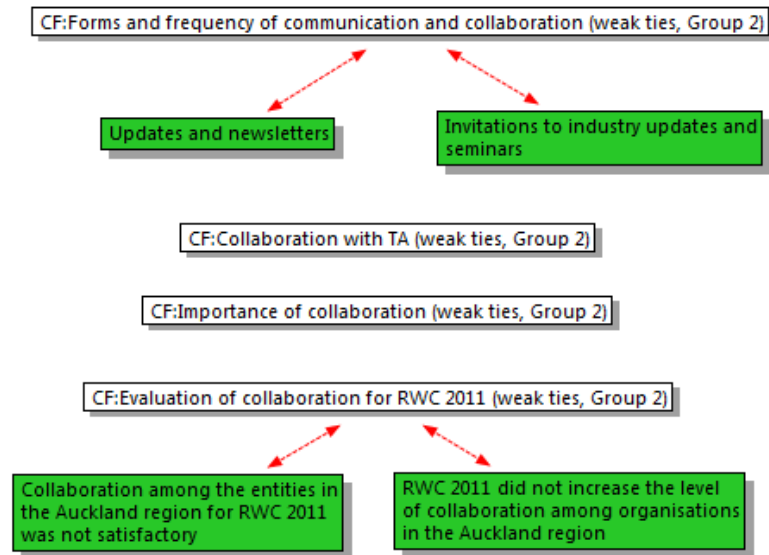
Group 2: Organisations that perceived no impact of RWC 2011 on collaboration

Group 2 consists of seven organisations that did not sense an impact of RWC 2011 on collaboration among organisations in the region. These organisations are: the local hospitality association, the local rugby union, the local transport authority, a match venue and the local offices of two NZ ministries. The following analysis includes the findings from the pre- and post-event interviews with the seven participants, and the results from six valid surveys. The qualitative data analysis generated six themes — or code families (CF): (1) forms and frequency of communication and collaboration; (2) collaboration with TA; (3) importance of collaboration; (4) evaluation of collaboration for RWC 2011; (5) barriers in the RWC 2011 context; and (6) impact of RWC 2011 on CC (see Figure 43).

THEME 1: Forms and frequency of communication and collaboration (AKL network, weak ties/Group 2)

Interview analysis demonstrates that there were few forms of communication and collaboration present among Group 2 organisations. Participants received regular RWC 2011 updates and newsletters from TA and Auckland Council. They also received invitations to industry updates and RWC 2011 seminars, and attended them where possible. Some also attended infrequent meetings from their “umbrella organisation” (i.e. the motel association, the golf association, etc.). However, apart from that, little communication and collaboration existed in the RWC 2011 context. Two participants even indicated in response to survey question 11 that they did not communicate with any other organisation in the Auckland region for RWC 2011.

Figure 43: Codes and themes: AKL network, weak ties (Group 2)



The only exceptions were the two business associations. They described further communication and collaboration with Auckland Council, and took part in specific meetings that brought together all the “Mainstreet” and Business Improvement Districts (BIDs) in the Auckland region. The “Mainstreet” and BID programmes are partnerships between local government and the business communities (Auckland City Council, 2009b). During these meetings Auckland Council helped the different urban districts prepare themselves for RWC 2011. These meetings also aimed to ascertain the expectations of the business associations and their members (W-AKL1-1: 49). In summary, however, communication and collaboration between members of this group and other organisations in the Auckland region for RWC 2011 appear limited.

THEME 2: Collaboration with TA (AKL network, weak ties/Group 2)

Group 2 participants did not have any major involvement with TA for RWC 2011. They received regular email updates, and invitations to the industry updates and RWC 2011 seminars. Other than that, contact with TA was limited. One interviewee stated that they had not had “any direct involvement with TA in the context of RWC 2011” (W-AKL10-1: 22).

THEME 3: Importance of collaboration (AKL network, weak ties/Group 2)

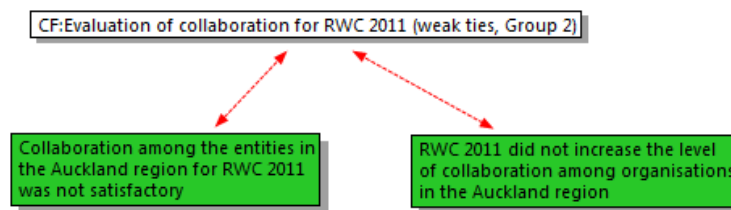
Analysis of the interviews and survey (question 23) reveal that participants held different views on the importance of collaboration for RWC 2011 in the Auckland region. On a scale of 1 to 10 (with 10 being “very important”), the answers ranged from 5 to 10 (mean: 8.0). Thus, overall the value and significance of collaboration for RWC 2011 was not as high for Group 2 as it was for the other ties. However, asked whether collaboration among Auckland entities for the event was essential, one participant noted:

If you want to get people like us on board We are away from the action so to speak ... so to get us on board and to try and stimulate enthusiasm to be an Auckland-wide welcoming city, then it is essential.
(W-AKL1-1: 41)

THEME 4: Evaluation of collaboration for RWC 2011 (AKL network, weak ties/Group 2)

Group 2 participants rated and evaluated the collaboration and its future benefits. Two codes were identified: (1) collaboration among the entities in the Auckland region for RWC 2011 was not satisfactory; and (2) RWC 2011 did not increase the level of collaboration among organisations in the Auckland region (see Figure 44).

Figure 44: Theme 4: Evaluation of collaboration for RWC 2011 (AKL network, weak ties/Group 2)



Collaboration among the entities in the Auckland region for RWC 2011 was not satisfactory

The interviews reveal that Group 2 participants were not satisfied with the level of collaboration among Auckland entities for RWC 2011. They felt they had not been involved enough, and that they had not been given a chance to contribute to the event or to benefit from it. Beyond updates and invitations to seminars, no other efforts had been made by the organisers in the Auckland region or by TA to include them. One interviewee stated that he “wouldn’t say there’s collaboration. ... we’re certainly not working together. ... I think just sending emails isn’t enough” (W-AKL9-1: 86; 99).

Participants were also unhappy with the level of communication and with the way problems were identified and handled. Issues in this context included accommodation providers who asked for exorbitant rates during the event, and the constant negative press about various aspects of the event. One participant lamented the lack of involvement by RWC 2011 organisers and stated:

I would like to see [the organisers] come out now and say, “We are thinking about that, and this is what we have planned and what we have thought about for post-Rugby World Cup.” I know it’s not their mandate, but really it should’ve been. (W-AKL9-1: 190)

Participants also mentioned their disappointment with the focus of RWC 2011 on certain areas only of the city: the waterfront area, the area around the two stadia, the three regional fanzones, and the fan trail. Asked what could be improved in Auckland for future mega-events, one interviewee replied:

They could diversify it ... into other areas. ... [W]ider spread, and have more localised meeting places, because the community wanted to be part of it, that's the sad thing. People wanted to enjoy it and wanted to be part of the party (W-AKL1-2: 51-54)

In the interviews the business associations expressed their disappointment. While initially satisfied with collaborative efforts during the early preparations, their opinion later changed for the worse:

... we've been going through for two years and planning for this event, which I thought was really cool and I was quite impressed that they involved us so early and got our opinions and said what they were going to support And I thought it's so good that we're being asked what we want and they're really getting us on board and getting schools around, all involved and things. But the reality was something different really. (W-AKL1-2: 33)

Several Group 2 participants felt the event created nothing but extra work for them. For example, one participant noted:

Rugby World Cup for [us]? All I can say is: "Thank goodness it's over!" On our side, we didn't see the impact of RWC 2011. Mainly because it was all [pause]. The focus was in town What it did do was create so much work on my side. A lot of headaches. A lot of expectation and that's what happened, because ... the publicity was "We're going to be having an influx of people, we're just going to be over-run with tourists." That's what happened down the waterfront, everyone went down, did the fanzones — all of that sort of thing; but we were never part of that publicity, so it wasn't going to happen out here. However, everyone had an expectation. (W-AKL6-2: 19)

One participant summarised these impressions: "RWC was a great spectacle but ... it really didn't alter things for us at all" (W-AKL12-2: 22).

RWC 2011 did not increase the level of collaboration among the organisations in the Auckland region

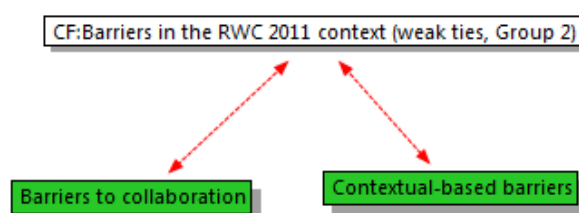
Similarly, participants did not perceive RWC 2011 increasing levels of collaboration. One participant stated: “I don’t think it gets us working together any more or less than anything else” (W-AKL9-1: 133). Other interviewees simply noted “No. Short answer” (W-AKL12-1: 76) and “No, it had no impact, in all honesty” (W-AKL11-2: 41).

In summary, participants of this group considered the event did not in any way increase the level of collaboration between them and other organisations in the Auckland region. RWC 2011 was simply irrelevant in this context.

THEME 5: Barriers in the RWC 2011 context (AKL network, weak ties/Group 2)

This theme presents the major barriers that hindered collaboration among the partners, and also contextual-based barriers (see Figure 45).

Figure 45: Theme 5: Barriers in the RWC 2011 context (AKL network, weak ties/Group 2)



Barriers to collaboration

Several barriers to collaboration in the RWC 2011 context were identified by Group 2 participants (Table 29).

Table 29: Barriers to collaboration (AKL network, weak ties/Group 2)

Barrier	Description
Extra workload	Additional workload on top of “business as usual”
Lack of budget	Not enough budget for projects
Lack of communication	Communication was considered improvable, and people did not feel well-informed
Lack of leadership	No clear lead organisation to determine the direction
Lack of stakeholder integration	Not all relevant stakeholders had been integrated
Loosing individuality	Risk of losing individuality when collaborating
No apparent value of collaboration for RWC 2011	Not seeing the value of collaboration for RWC 2011
No opportunity to become involved	Not being able to contribute/take part

The barriers most frequently mentioned by Group 2 participants were: lack of communication; lack of stakeholder integration; no apparent value of collaboration for RWC 2011; and no opportunity to become involved. These barriers are explained in Table 30, with exemplar quotes.

Table 30: Most frequently mentioned barriers to collaboration (AKL network, weak ties/Group 2)

Barrier	Quote
Lack of communication	"...we've had no contact really with any organisation as to the RWC 2011." (W-AKL11: 35)
Lack of stakeholder integration	"I just think it was a pity that they forget about the rest of Auckland. They were very good at incorporating everyone else. They just forgot about us." (W-AKL6: 68)
No apparent value of collaboration for RWC 2011	"We didn't partake in any of those, we've been invited and we just were too busy." (W-AKL9: 107)
No opportunity to become involved	"... for a lot of these businesses, it was "You can't do this, you can't do that, you can't ..."; and they asked "How can we be involved?" ... it was just like — "Well, come on, guys. Give us a chance"." (W-AKL6: 56)

In contrast to the other groups (strong ties; weak ties/Group 1), the barriers identified by Group 2 participants differed. They made clear that not all relevant stakeholders were included in organising RWC 2011 in the Auckland region, and there was a lack of communication from the event organisers. They were frustrated that they had no real chance to contribute or take part in the organisation process, since only the "big businesses" and the businesses around the main locations (waterfront, stadia, fanzones) were involved. They felt excluded and did not see a chance to benefit from the event. Many opted out of any collaborative processes. Several stated that RWC 2011 merely involved extra work and extra costs without any benefits.

Contextual-based barriers

As had the other ties, this group highlighted several factors that hindered their work around RWC 2011. In particular:

- *Bad "behaviour" of other businesses:* Several businesses in Auckland and around NZ charged exorbitant rates for their services during RWC 2011. This damaged the credibility of NZ's tourism industry.

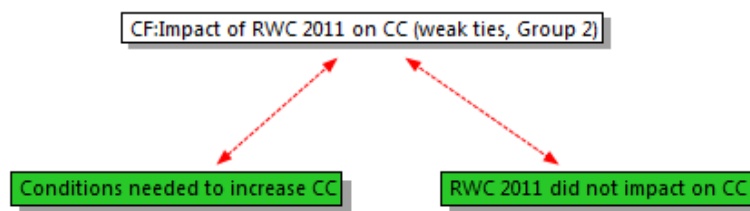
- *Hype*: The artificial hype that was established by the media and central government about the event and its potentially high benefits for “everyone”.
- *High expectations*: This hype created high expectations from businesses owners around Auckland and NZ on gains from RWC 2011
- *Negative media*: Constant negative press about the event.

These barriers negatively impacted on their preparations for RWC 2011, and thus indirectly also affected their ability to collaborate.

THEME 6: Impact of RWC 2011 on CC (AKL network, weak ties/Group 2)

This theme combines the codes developed around CC: (1) conditions needed to increase CC; and (2) RWC 2011 did not impact on CC (see Figure 46).

Figure 46: Theme 6: Impact of RWC 2011 on CC (AKL network, weak ties/Group 2)



Conditions needed to increase CC

The “definition response approach” (see section 6.2.2, Theme 7) was utilised to identify conditions needed for successful collaboration. Similarly, survey question 8 asked participants to list the top three conditions needed. An overview of all conditions named by Group 2 participants is depicted in Table 31.

Table 31: Conditions needed to increase CC (AKL network, weak ties/Group 2)

Condition needed	Description
Accountability	To take responsibility, to deliver what was promised
Clear and common goals, and shared vision	To have a common goal that is clearly announced
Collaborative approach	An approach by the whole region and every organisation involved that acknowledges the importance of collaboration; the willingness to collaborate
Honesty and openness	Being honest and open
Regular, clear communication	Constant communication with all partners and stakeholders
Stakeholder integration and buy-in	Integrating all relevant stakeholders and getting their buy-in
Sufficient budget	Enough budget allocated for each project
Support for each other	Supporting each other to reach the goals
The “right people”	Having skilled collaborators
Trust	Trust between the partners
Unifying body	A central unifying body coordinating collaboration among entities
Workshops/training	Best-practice training

The most frequently named conditions were: a collaborative approach (i.e. willingness to collaborate); regular, clear communication; and clear and common goals, and shared vision (see Table 32).

Table 32: Most frequently mentioned conditions needed to increase CC (AKL network, weak ties/Group 2)

Condition	Quote
Collaborative approach	“Desire.” (W-AKL8: survey)
Regular, clear communication	“Communication.” (W-AKL11: survey)
Clear and common goals, and shared vision	“Working towards a common goal/result.” (W-AKL10: survey)

In survey question 9, the participants were asked whether these conditions were present in the Auckland region for collaboration around RWC 2011. On a scale of 0 to 10 (with 0 being “not at all” and 10 being “very present”), the answers ranged from 0 to 8 (with two participants rating it with 5, one with 0, one with 3, one with 6 and one with 8; mean: 4.5). Thus, several participants did not see these conditions being present in the Auckland region.

RWC 2011 did not impact on CC

To determine whether RWC 2011 increased the CC of the organisations involved (and, hence, of the network as a whole), it is necessary to analyse organisational capacity

(survey question 6) and relational capacity (question 7). For this group, the answers to the statements on organisational capacity (question 6) look much more negative compared to the responses of the other groups (strong ties, weak ties/Group 1), with “neither disagree nor agree”, “disagree” and even “strongly disagree” being selected more often (see Table 33). Nonetheless, several organisations also positively “agreed” to some statements. In this context, it should be noted that most of the seven organisations in this group were small businesses and owner/operators who — for these series of statements — rated their own business behaviour.

Table 33: Statements included in survey to test organisational capacity (AKL network, weak ties/Group 2)

Statement (included in survey to test organisational capacity)	Results
(1) My organisation encouraged me to collaborate while preparing RWC 2011.	1 participant “strongly agreed” 1 participant “agreed” 1 participant “neither disagreed nor agreed” 2 participants “disagreed” 1 participant did not respond
(2) My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	1 participant “strongly agreed” 2 participants “agreed” 2 participants “neither disagreed nor agreed” 1 participant did not respond
(3) Our communication with other organisations in the Auckland region while preparing RWC 2011 was efficient.	3 participants “agreed” 2 participants “neither disagreed nor agreed” 1 participant “strongly disagreed”
(4) My organisation added adequate human and financial resources to successfully prepare RWC 2011.	4 participants “agreed” 1 participant “neither disagreed nor agreed” 1 participant “strongly disagreed”
(5) My organisation sought external input, information and expertise to successfully prepare RWC 2011.	4 participants “agreed” 1 participant “neither disagreed nor agreed” 1 participant “strongly disagreed”
(6) My organisation is able to collaborate more effectively as a result of RWC 2011.	2 participants “agreed” 3 participants “neither disagreed nor agreed” 1 participant “strongly disagreed”

Similarly, the answers to the relational capacity statements (question 7) received more negative or neutral feedback than from the other ties (strong ties, weak ties/ Group 1). Overall, however, the responses were more positive than anticipated (see Table 34). Perhaps Group 2 participants evaluated only the collaboration levels of key/central RWC 2011- delivering organisations, effectively excluding their own organisations from the assessment.

Table 34: Statements included in the survey to test relational capacity (AKL network, weak ties/Group 2)

Statements (included in survey to test relational capacity)	Results
(1) The organisations in the Auckland region were generally more open to collaboration when it came to RWC 2011 than they are normally.	3 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed" 1 participant did not respond
(2) There was a high level of trust present among the organisations in the Auckland region involved in RWC 2011.	2 participants "agreed" 2 participants "neither disagreed nor agreed" 1 participant "disagreed" 1 participant did not respond
(3) For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region.	3 participants "agreed" 2 participants "disagreed" 1 participant did not respond
(4) Around RWC 2011, the atmosphere among the organisations in the Auckland region was honest and open.	3 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed" 1 participant did not respond
(5) For the preparation of RWC 2011, power was shared equally among organisations in the Auckland region.	2 participants "agreed" 2 participants "neither disagreed nor agreed" 1 participant "disagreed" 1 participant did not respond
(6) Competing desires and goals existed among the organisations in the Auckland region but were considered as much as possible.	2 participants "agreed" 2 participants "neither disagreed nor agreed" 1 participant "disagreed" 1 participant did not respond
(7) Because of RWC 2011, the region as a whole is able to collaborate more effectively.	1 participant "strongly agreed" 2 participants "agreed" 2 participants "neither disagreed nor agreed" 1 participant "disagreed"

To further analyse the impact of RWC 2011 on CC, participants were asked whether they thought the event helped them collaborate more effectively. Nearly all of them thought that RWC 2011 was rather irrelevant in this context. One interviewee stated: "I think it gives me something else to talk to my businesses. But if it wasn't RWC 2011 it would be something else" (W-AKL1-1: 55).

Asked whether RWC 2011 helped his business to collaborate better with others, one interviewee simply replied with "No" (W-AKL6-2: 42). Analysis of the statements (6.6 and 7.7) in the survey supports this finding. Several participants "neither disagreed nor agreed", "disagreed" or "strongly disagreed" that RWC 2011 assisted their organisation (mean: 3.0) or the whole region to collaborate more effectively (mean: 3.5).

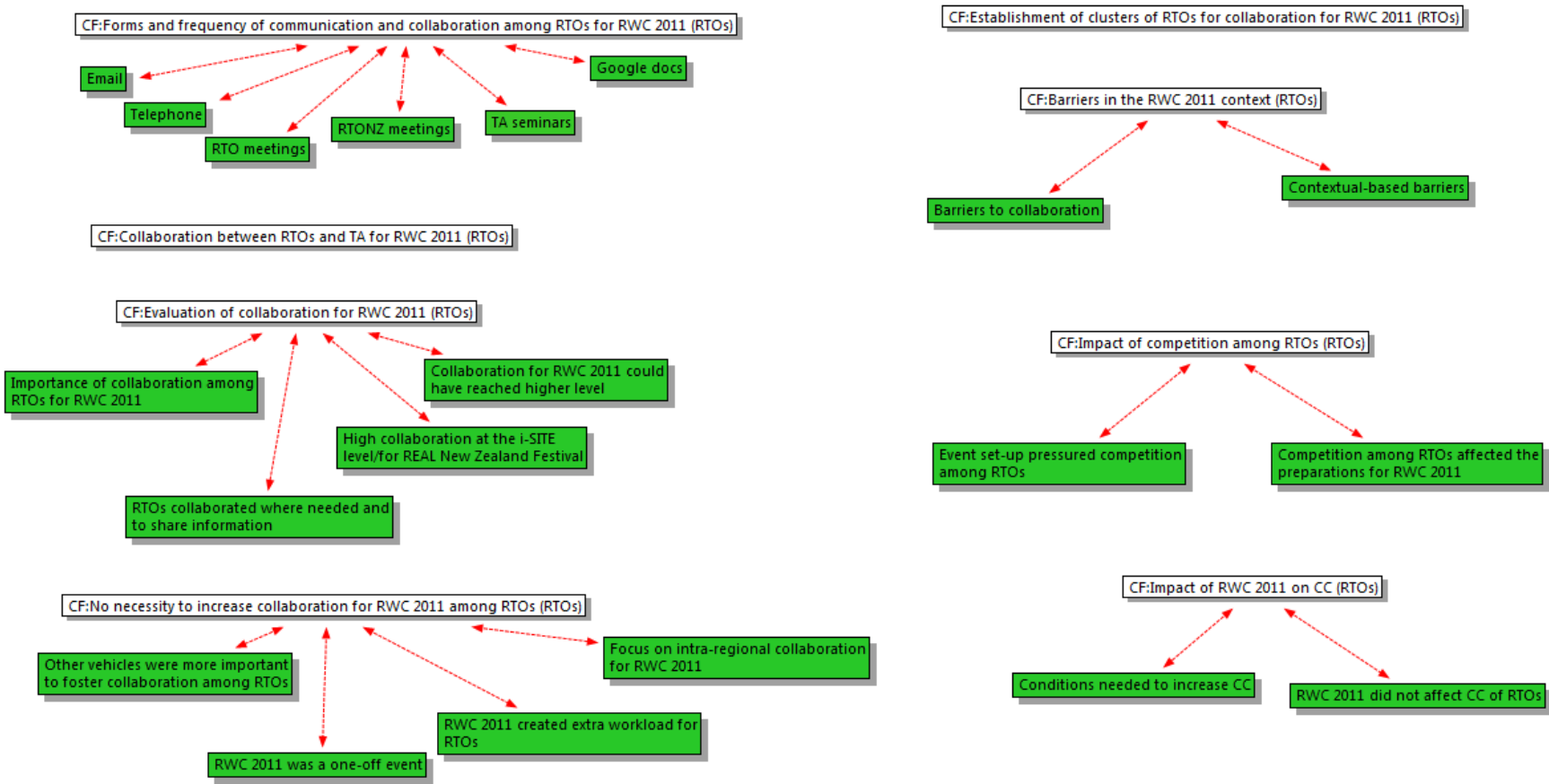
Summary of findings for the weak ties (Group 2) in the AKL network

Group 2 organisations had little or no involvement with RWC 2011, and did not, or only rarely, collaborate with others for the event. They did not see RWC 2011 increasing levels of collaboration among the organisations in the Auckland region, and they were not satisfied with the level of collaboration. The barriers they mentioned most frequently included: lack of communication; lack of stakeholder integration; no apparent value of collaboration for RWC 2011; and no opportunity to become involved. Hence, they felt that RWC 2011 was only for larger businesses and was centred on only a few areas around the city. They were also disappointed with the lack of stakeholder integration by TA and other organising bodies in Auckland. RWC 2011 did not make them collaborate more strongly with other organisations in the Auckland region, and thus did not impact on the organisations' CC — it was simply irrelevant.

6.3 Findings from the RTO network

The thoughts and perspectives expressed by the six weak and the five strong ties of the RTO network were very similar. The findings for both strong and weak ties are therefore presented together in one section. The analysis includes the pre- and post-event interviews from 11 participants (with one having participated only in the pre-event interview round), and nine valid surveys. In addition, the interviews of two TA staff members and of RTONZ's Executive Officer have been integrated to further validate the findings. Eight themes — or code families (CF) — were generated from the data (see Figure 47): (1) forms and frequency of communication and collaboration among RTOs for RWC 2011; (2) collaboration between RTOs and TA for RWC 2011; (3) evaluation of collaboration for RWC 2011; (4) no necessity to increase collaboration for RWC 2011 among RTOs; (5) establishment of clusters of RTOs for collaboration for RWC 2011; (6) barriers in the RWC 2011 context; (7) impact of competition among RTOs; and (8) impact of RWC 2011 on CC.

Figure 47: Codes and themes: RTO network, strong and weak ties



THEME 1: Forms and frequency of communication and collaboration among RTOs for RWC 2011 (RTO network)

The RTOs described six main ways of communication and collaboration among the RTOs for RWC 2011. First, emails and telephone conversations were used to share ideas with neighbouring regions, like-minded regions (e.g. the biggest regions that had similar objectives or the hosts regions), or simply regions where staff knew each other. Next, regular quarterly RTONZ meetings took place, with RWC 2011 always an agenda item. In addition, special meetings for RWC 2011 discussed important issues affecting all RTOs. A TA staff member explained the forms of collaboration among the RTOs as follows:

... there have been two meetings ... over the last two years or year-and-a-half that was driven by a couple of key factors. There was an official travel guide for RWC 2011, and there was a lot of concern about the media space and advertising space and editorial space that was being sold in that guide; there were a lot of discrepancies. So we came together as a group of RTOs through RTONZ, and we laid that with the Executive Officer from RTONZ. And that brought the RTOs all together, so that we are all saying the same thing, we've got the common sales pitch from the official suppliers (E-AKL1-1: 30)

TA also invited neighbouring regions to attend their RWC 2011 seminars. In addition, "Google docs" — an online tool to share documents within a closed user group — was initially used to communicate and share experiences; however, "it actually didn't work [for us]. It was too much administrative effort and time — so it hasn't been updated and used. It was just too much" (E-AKL1-1: 129). An overview of all forms of communication and collaboration among RTOs for RWC 2011 is presented in Table 35.

Table 35: Theme 1: Forms of collaboration and communication among RTOs for RWC 2011 (RTO network)

Form	Description
Email	Email exchange to share ideas and experiences
Telephone	Telephone conversations among two RTOs to share ideas and experiences
RTO meetings	Special meetings just about RWC 2011, to discuss issues that affected all of them
RTONZ meetings	Regular quarterly meetings of all RTONZ members, with RWC 2011 an agenda item
TA seminars	Attendance of TA's seminars and industry updates for RWC 2011 (neighbouring regions only)
Google docs	Closed user group to share documents, ideas and experiences (used only initially)

On average, the RTOs communicated with each other in the RWC 2011 context between “once a month” and “several times a month” (survey question 11).

THEME 2: Collaboration between RTOs and TA for RWC 2011 (RTO network)

The RTOs generally thought that TA was not very open to collaborating with other RTOs in the RWC 2011 context. One CEO described TA’s behaviour as follows:

Auckland has more or less withdrawn from cooperative enterprise; [Their CEO] said to me that he doesn’t really want to go people [to other parts in NZ] but wants to keep them in the Auckland area. But this is not going to happen. If you come from Paris, Berlin or Rome or San Francisco, you don’t want to stay in Auckland for six weeks. And I think Tourism Auckland needs to look at a strategy that is inclusive of the adjacent regions to give people those experiences. (W-RTO1-1: 34)

Historically, TA had not collaborated closely with other regions, and this did not change for RWC 2011. Their CEO simply wanted to keep RWC 2011 visitors in the Auckland region as long as possible to increase visitor spending. One interviewee described his collaboration with TA and commented on the joint venture fund introduced by the NZ government (see section 5.4):

[The collaboration with TA] has been quite rocky, it’s been very up and down; mainly because under the current management they haven’t wanted to partner at all. Up until about four to five months ago they were not keen to partner with any neighbouring regions The government’s JV process that has been brought into place has sort of forced them to work around the table a bit more. I still think they are a bit of a reluctant partner to do that. (S-RTO5-1: 33)

The RTOs did, however, also mention some positive changes in the way TA collaborated and interacted with them for RWC 2011. In this context, one CEO described:

One of the best things that we had in terms of collaboration is our participation in a couple of Tourism Auckland’s RWC 2011 seminars where we’ve asked them and they said very politely that we could come along and have a listen to those seminars. So we’ve sent one of our staff up to take part and that was very useful to hear the sorts of planning that is happening up there and how we can participate with that. I think from my perspective that is the best piece of collaboration that we have had so far with them. (W-RTO2-1: 45)

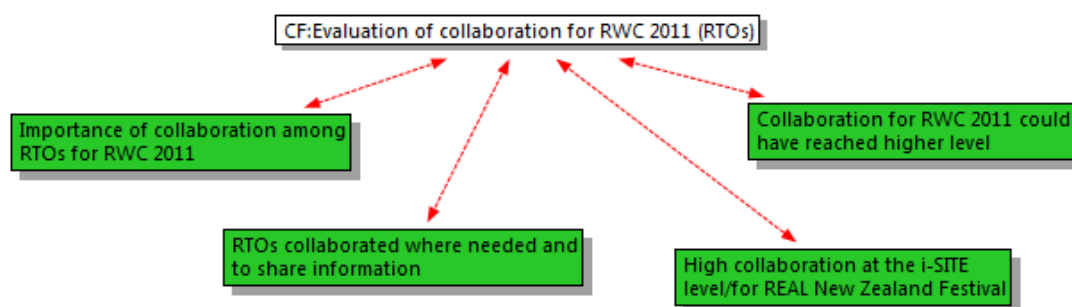
Consistent with Study 1, several RTOs emphasised that TA's recent restructure had already led to a more positive form of engagement with TA. One interviewee noted: "I had a couple of meetings with them over the last couple of months and things are starting to move. And we are definitely starting to work on some joint marketing ideas" (W-RTO5-2: 38).

This, however, was unrelated to RWC 2011.

THEME 3: Evaluation of collaboration among RTOs for RWC 2011 (RTO network)

Four codes comprise this theme: (1) importance of collaboration among RTOs for RWC 2011; (2) RTOs collaborated where needed and to share information; (3) high collaboration at the i-SITE level/for REAL New Zealand Festival; and (4) collaboration for RWC 2011 could have reached higher level (see Figure 48).

Figure 48: Theme 3: Evaluation of collaboration among RTOs for RWC 2011 (RTO network)



Importance of collaboration among RTOs for RWC 2011

Analysis of question 23 demonstrates the wide variety of opinions on how important collaboration among the RTOs was for a successful RWC 2011. On a scale of 1 to 10 (with 1 being "not important" and 10 being "very important"), the answers ranged from 2 to 10 (mean: 5.44). Asked whether collaboration for RWC 2011 among the RTOs was important, one CEO noted:

Absolutely. That doesn't mean we can solve everything, we are only a small part of it. But at least we know where each of us is coming from and we can represent a consistent or similar approach to our various councils. It means that hopefully we can make good use of these synergies that do exist. (S-RTO1-1: 46)

In contrast, one TA staff member stated: “whilst it is important to collaborate nationally, we do have our own sort of unique issues and legacy projects that we would like out of this” (E-AKL2-1: 72). Another TA staff member added that collaboration among the RTOs “is just not as relevant as the collaboration within the region here” (E-AKL1-1: 34). Hence, very mixed perspectives of RTOs on the importance of collaboration for RWC 2011 existed.

RTOs collaborated where needed and to share information

Most interviewees thought that the RTOs for RWC 2011 collaborated to share experiences and ideas and to solve problems. One CEO commented:

... the RTO [collaboration for RWC 2011] was just about sharing information and supporting each other in terms of new initiatives. Like I rang my neighbour and said, “Look, from a campervan perspective, I’ve got a feeling we’re not going to have enough campervan parks.” We won’t have enough capacity for the supply, so I ring my counterpart down in [the other region] and have a chat to him, and what does he think and what are they doing? So we shared information, really. And that was probably the main thing as to how the RTOs collaborated, and we also agreed on certain approaches. So when it came to all the official guides and programmes that were published, we agreed to be consistent across some of the key publications. (W-RTO3-2: 39)

The RTOs collaborated where and when needed. One CEO noted:

I think I am reasonably satisfied with where [the collaboration for RWC 2011 among RTOs] is at the moment. One thing we didn’t want to have is another group that had to meet. It really meets when it needs to. It is not like it is meeting for meeting’s sake. (W-AKL6-1: 49)

Several RTOs felt that the level of collaboration was adequate and appropriate, on a “needs by needs basis”. One CEO summarised the collaboration among RTOs as follows: “We are collaborating irregularly, or perhaps I should say adequately. I’m not certain that we need to. Our responsibility is to look after our own patch” (S-RTO2-1: 34).

High collaboration at the i-SITE level and for REAL New Zealand Festival

Collaboration among RTOs for RWC 2011 was strongest at the i-SITE level and for the REAL New Zealand Festival preparation. The regions’ i-SITEs (visitor information

centres) collaborated with each other to facilitate visitor flow and make visitor experiences as smooth and positive as possible. One TA staff member explained:

We are obviously connecting with a lot of the RTOs through our i-SITE network and through our visitor services manager. ... So we work very closely on the visitor services side around RWC. On the destination marketing side it is slightly different, because we are all trying to get concrete visitor arrivals, spending, etc. (E-AKL1-1: 26)

Furthermore, the preparation of the REAL New Zealand Festival (see section 3.5.1.2) around NZ brought several RTOs together and made them share information, ideas and experiences. An interesting comment came from RTONZ's Executive Officer: "I guess the only thing that is making [the RTOs] collaborate is [pause]. No, sorry I shouldn't say this. The way people are collaborating the most is probably through the festival" (O-RTO1-1: 53).

Collaboration among RTOs for RWC 2011 could have reached higher level

Several RTOs suggested that collaboration among RTOs for RWC 2011 could have been better. In this context, one CEO described the collaborative process for RWC 2011 among the RTOs as follows:

There is no network *per se*; people are doing their own thing. The RWC 2011 people have come to talk to us, and there are about four RTO meetings a year where everyone gets together. So there have been the odd RWC 2011 updates for people who attended them. But there is no coordinated approach through the RTOs. (W-RTO1-1: 40)

One CEO explicitly stated that the level of collaboration among the RTOs could have been higher: "the collaboration between the other RTOs is and always has been all about getting people to their own region. So I don't think that the collaboration is as high as it possibly could be" (S-RTO3-1: 44). Another participant thought that "there is a lot of talk about collaboration, but in practice it doesn't always eventuate because people are looking after their own little patch" (W-RTO4-2: 53).

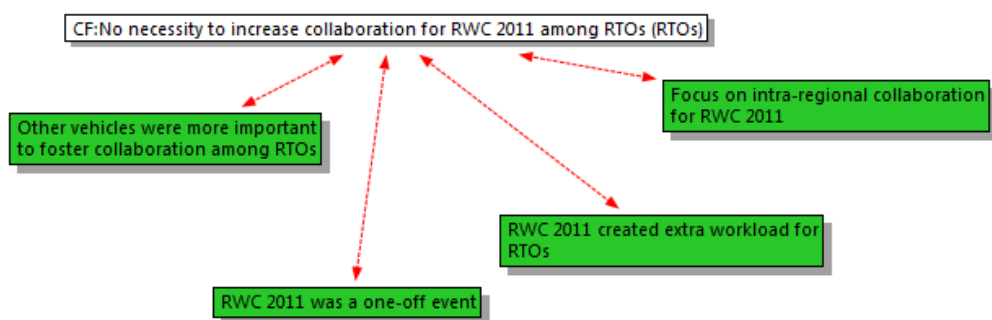
Local and regional governments fund the RTOs and in turn expect increasing visitor nights and spending for their region. It is logical that each RTO first of all concentrates on its own region and that a certain degree of competition exists among the RTOs. Responses to survey question 24 ("How well have the RTOs collaborated for RWC

2011?”) reflect the low level of collaboration. On a scale of 0 to 10 (with 10 being “very well”), the answers ranged from 2 to 8, with three RTOs choosing 2 out of 10 (mean: 5.25; one participant did not respond).

THEME 4: No necessity to increase collaboration for RWC 2011 among RTOs (RTO network)

The RTOs did not see a strong, driving necessity to extend and increase the collaboration among them or with TA for RWC 2011. Four reasons were mentioned in this context, presenting the following four codes: (1) other vehicles were more important to foster collaboration among RTOs; (2) RWC 2011 was a one-off event; (3) RWC 2011 created extra workload for RTOs; and (4) focus on intra-regional collaboration for RWC 2011 (depicted in Figure 49).

Figure 49: Theme 4: No necessity to increase collaboration for RWC 2011 among RTOs (RTO network)



Other vehicles were more important to foster collaboration among RTOs

RWC 2011 was not regarded as a relevant vehicle to promote collaboration among RTOs. Other vehicles, such as the Australian JV fund, or marketing alliances such as the International Marketing Alliances (see section 5.4), were perceived as better catalysts for increased collaboration among RTOs because of their long-term focus. RTONZ’s Executive Officer explained:

... I don’t think Rugby World Cup’s really relevant in that issue. There are other vehicles out there that are actually doing that; for example, there’s the Australian Joint Venture initiative which has been going now for three years. It’s not perfect, but it’s working and getting regions working together. (O-AKL1-1: 48)

RWC 2011 was a one-off event

Furthermore, RWC 2011 was a one-off event and lasted only six weeks. One interviewee pointed out:

RWC 2011 is not the total feature of NZ tourism; it is a one-off event that happens for six weeks in 2011 and then it is over. We have to be very careful about not thinking that RWC 2011 is everything for us. Because it will be over so fast that if our total effort has been RWC 2011, then what is going to happen in December 2011? RWC 2011 is an exciting opportunity, but it is one opportunity in a basket of things. We need to look beyond a one-off event. (S-RTO4-1: 43)

Rather, RWC 2011 was seen as “one of many projects” that could bring RTOs together to collaborate. The same CEO stated, post-event:

[RWC 2011] is just one project, and as I say quite a small one really There are lots of other things that have happened this year that have been equally if not more significant than the RWC. ... it's just one project that brings us together. (S-RTO4-2: 31)

RWC 2011 created extra workload for RTOs

Every RTO experienced additional workloads on top of their “business as usual”. One participant explained:

It is a mega-event, but over the longer term we have also got our other visitors and we are still putting those messages out. So we just need to make sure that we are consistently doing our marketing and not just holding everything back for RWC 2011. (S-RTO3-1: 129)

Focus on intra-regional collaboration for RWC 2011

The findings also reveal that collaboration within each region was more relevant than collaboration among the RTOs (i.e. inter-regionally). The RTOs concentrated on their regions and worked with the council(s), economic development agencies, transport providers, rugby unions, and venues/stadia within their region. RTONZ's Executive Officer explained:

Most RTOs ... are beholden to their stakeholders and their stakeholders [are] in the region. So they ... are the catalyst of putting together all the tourism operators, the councils, whoever else to make that event work within that region. So while they may know what's going on in

neighbouring regions or around the country, of course they're going to focus on what they need to do in their region. (O-RTO1-1: 36)

Another interviewee confirmed this, saying that collaboration for RWC 2011 "has actually been more beneficial within [our region] than the collaboration externally [across the RTOs]" (S-AKL5-1: 71). The RTOs felt that collaboration with the regional agencies and organisations, as outlined above, was far more critical for a successful RWC 2011 than inter-regional collaboration. This echoes the findings of Study 1.

THEME 5: Establishment of clusters of RTOs for collaboration around RWC 2011 (RTO network)

Some clusters (defined as "geographic concentrations of interconnected companies"; Porter, 2000, p. 15) were established between neighbouring or closely located RTOs. One example is the "Spin-it-wide Group", a voluntary action group of southern South Island regions working together to create a platform for RWC 2011. One CEO described Spin-it-wide as:

a collection of all the RTOs in the Otago and Southland provinces: Destination Queenstown, Tourism Dunedin, Tourism Waitaki, Venture Southland, Clutha, Destination Fiordland, Tourism Central Otago and Lake Wanaka Tourism. That is a group that is working to try and leverage opportunities for the regions in terms of RWC 2011. (S-RTO4-1: 32)

In total, over 40 representatives from local authorities, provincial rugby unions, regional tourism organisations, and hospitality, transportation and service industries (RNZ 2011, 2009b) worked together to "to welcome and entertain international teams, visitors and media for Rugby World Cup 2011" (RNZ 2011, 2010b). While the group was originally formed to work on a creative, collaborative bid to host RWC 2011 matches and teams, it continued to exist after the bid process and worked on a joint promotion of RWC 2011. The group developed a marketing campaign and produced a promotional video, featuring prominent local personalities, icons, landmarks and landscapes, to demonstrate what was going on around the region during RWC 2011 (RNZ 2011, 2009b, 2010b). Their spokesperson emphasised the collaborative approach behind the campaign, and highlighted that an "ongoing coordinated approach is needed to encourage RWC 2011 visitors to travel throughout the region, ensuring a

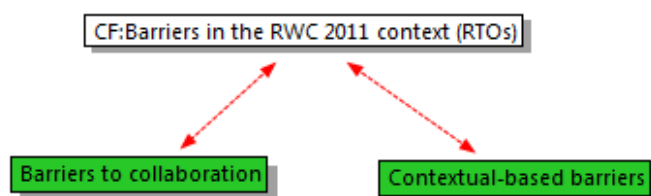
collaborative calendar of events and activities for visitors to make the most of their time down South” (RNZ 2011, 2009b).

In addition to Spin-it-wide, several RTOs collaborated with neighbouring RTOs for RWC 2011. Examples include the Nelson and Marlborough region, the Bay of Plenty and Rotorua, and Positively Wellington Tourism and Destination Wairarapa (O-RTO1-1: 39). That RTOs tended to collaborate more closely with neighbouring regions than with other RTOs is also evident in the survey data. Question 10 asked the RTOs to list the three RTOs they collaborated closest with for RWC 2011. Six of nine RTOs referred to neighbouring regions (two did not respond, one indicated he collaborated closely with: “none”; W-RTO1: survey).

THEME 6: Barriers in the RWC 2011 context (RTO network)

This theme presents major barriers in the RWC 2011 context (see Figure 50). As before, the section distinguishes between barriers that hindered collaboration and contextual-based barriers that indirectly affected the RTOs’ ability to collaborate.

Figure 50: Theme 6: Barriers in the RWC 2011 context (RTO network)



Barriers to collaboration

A variety of barriers to collaboration were named by the RTOs (see Table 36).

Table 36: Barriers to collaboration (RTO network)

Barrier	Description
Changing environment	The changing tourism environment and the uncertainty
Control loss	Collaboration means control loss; not being able to fully control all processes
Different objectives/lack of common goal	RTOs had different objectives that did not necessarily align; no common goal(s) evident among the RTOs
Difficult personalities	Difficult personalities to work with
Duration of collaboration	Collaboration takes time; it is quicker to make your own decisions
Extra workload	Additional workload on top of “business as usual”
Internal fragmentation	Fragmentation within the region, no united goal
Lack of budget	Not enough budget allocated for the projects
Lack of communication	Communication was considered to be improvable, and people did not feel well-informed
Lack of experience	The RTOs did not have any experiences with mega-events
Lack of human resources	Not enough human resources to do the extra work
Lack of support from central government	No support from the government
Lack of willingness to collaborate	No willingness to collaborate, not seeing collaboration among RTOs for RWC 2011 as very important
Late involvement	RTOs got involved too late by event organisers
Late planning	Planning and preparations started very late
Loss of staff	Losing personal relationships (people moving)
Overlap	Too many people working on similar, and sometimes the same, projects, resulting in a high degree of overlap
Patch protection	Competition among the RTOs
Politics	Central decisions made by politicians or the government
Silosation”	Working in “silos”; not looking beyond “one’s own nose”

The most frequently named barriers were: extra workload; lack of communication; lack of human resources; and lack of willingness to collaborate. These are looked at in Table 37, with exemplar quotes.

Table 37: Most frequently mentioned barriers to collaboration (RTO network)

Barrier	Quote
Extra workload	“There was a lot of expectation and we put a lot of resource into it, and a lot of our other activity also stopped during that time because it became all about the rugby.” (W-RTO3-2: 59)
Lack of communication	“... communicating a bit better what some of the objectives and the processes around the event are.” (W-RTO6-1: 116)
Lack of human resources	“Definitely one factor is how busy we all are. ... so finding the time to attend meetings and take part in these collaboration efforts. Resourcing is a problem.” (W-RTO2-1: 60)
Lack of willingness to collaborate	“There are 29 RTOs in NZ altogether, and some have the capacity to be more engaged with the others than others do, and some have a greater desire to be more involved than some others do.” (S-RTO1-1: 26)

Contextual-based barriers

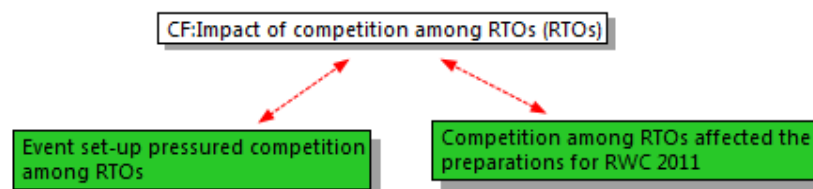
The RTOs referred to several RWC 2011-specific factors (similar to the intra-regional ties) that made their work around the event difficult. These barriers did not directly impact on the collaboration among them, yet affected them in a negative way and thus indirectly affected their ability to collaborate. Barriers named by the RTOs were:

- *Displacement*: Due to RWC 2011, other relevant business for the RTOs — in particular, meetings, conventions and incentive trips — stopped entirely. So a significant source of revenue for the regions ceased during the time of the event.
- *Hype*: The RTOs all talked of an “artificial hype” created by central government and the media around RWC 2011, which provoked the impression that every single business around NZ could gain significantly from the event.
- *High expectations*: Due to the hype, the expectations from tourism businesses and other RTO stakeholders were very high and hard to fulfil.
- *Lack of reliable forecasts on visitor behaviour*: No reliable statistics and forecasts for the flow of visitors around the country for RWC 2011 were available. This made it hard for the RTOs to prepare their region for a potential influx of tourists.

THEME 7: Impact of competition among RTOs (RTO network)

This theme combines codes surrounding the topic of competition. Two main codes have been derived from the data: (1) event set-up pressured competition among the RTOs; and (2) competition among RTOs affected the preparations of RWC 2011 (see Figure 51).

Figure 51: Theme 7: Impact of competition among RTOs (RTO network)



Event set-up pressured competition among the RTOs

RWC 2011 was a mega-event hosted by 22 cities, town and regions throughout NZ (treating the Auckland region with its two stadia as one host region), and not by one sole city (RNZ 2011, 2009a). The competitive dilemma was simple: contribute to getting as many people as possible to visit NZ for the event, and then try to get those tourists to spend as much time (and money) as possible in your region. Five of nine RTOs “agreed” that competitive tendencies were present among the RTOs during RWC 2011 (question 15; one did not respond to the question, two “disagreed”, and one “neither agreed nor disagreed”).

The findings of the interviews demonstrate that the bidding process to host matches and teams strongly encouraged competition among the RTOs. One interviewee from the AKL network (working closely with different RTOs) described the situation in detail:

Then you go into the next stage, which was quite a competitive stance. I attended some of those meetings where there was basically a tender document going out: “If you want to host a game, what are you offering in the way of supporting festivals and experiences, making stadia available, hotels, rooms, lower our cost, that we would look at coming to you?” And also meeting all the requirements in terms of stadia size, distances and all that. So yes, there was some intense competition, and I remember going along to meetings where mayors were leading the delegations and the pitches, and in the end they had to submit all this stuff. Yes, it was competitive. But once those decisions had been made, results were out and the allocations were seen to be reasonably just. ... And then there was good healthy competition between regions to try to work out what they could offer fans, and a lot of soul-searching and questioning about travel patterns and analysing the spider’s web that was the travel Trying to work it all out, and when they could have festivals and could they trap people longer in their regions. But that’s what they do every day. So the first part is always to grow the size of the cake and then work out the size of the slices. I mean that’s the best analogy. (S-AKL6-2: 47)

All RTOs agreed that “the level of competition has decreased since the games and the team bases have been allocated” (S-AKL6-1: 112) by RNZ 2011, in March and December 2009. An AKL network participant (working with different RTOs in different contexts) highlighted that “for collaboration there is a better opportunity now that as regions we are not bidding against each other for matches” (S-AKL1-1: 95). One RTO noted:

... once the games and the teams were announced, everyone then knew the flow of visitors; every region could then plan ahead. so the competition went away a bit, and it was more about making sure that everyone has a good experience. (S-RTO5-1: 80)

Competition among RTOs affected the preparations for RWC 2011

Analysis of question 16 reveals diverse opinions on whether the competition affected preparations and organisation for the event. Of the nine valid RTO surveys, five RTOs “disagreed”, three “agreed” and one “neither agreed nor disagreed” that tension between competition and collaboration among some RTOs affected preparations for RWC 2011. In the interviews, several RTOs did not see competition as negatively impacting on preparations for RWC 2011, replying with answers like “No, it hasn’t” (S-RTO3-1: 95). Instead, these RTOs felt they had to work together to make the visitor experience as positive and memorable as possible:

I think we’ve all moved beyond [competition]. It now is about the Stadium of Four Million, it is about the quality of visitor experiences. There will be a lot of people moving through NZ and through our regions, and our focus is to make sure that we give them the best time that we can. And sure, at the end of the day we will do a lot to keep them here for as long as possible, but we also understand that for a lot of people this trip is a once-in-a-lifetime experience. And they want to see other parts of NZ. And for us it is about how we can make their experience easy for them as well, and helping them to understand how to spend their time effectively while they are here. But don’t get me wrong, we’re all still pushing our own region, without a doubt. But it is not [to the] detriment to other regions. (W-RTO3-1: 120)

In contrast, other RTOs perceived a negative impact of competition on the preparation of RWC 2011. One CEO noted: “it always has a slight negative factor, yes; because it can hurt the relationships ... And as a result it is harder to communicate on that basis” (W-RTO2-1: 120). Another CEO presented a practical example of how competition influenced the work of the RTOs during RWC 2011:

The competition now is going to be who is going to come across as the most interesting region. All of us have discussed and tried to manage a publication that’s been out for us for advertising. And I would say that some regions have been upfront and honest as to whether they will be advertising in that or not, and some have simply not been honest or not been open because potentially they see themselves as having some type of peculiar competitive advantage by not exposing any of their marketing activities. (S-RTO2-1: 108)

Statements and thoughts from the “neutral” interviewees who work closely with the RTOs (e.g. the employees from TNZ and RTONZ who were part of the sample) were also analysed. Neutral participants emphasised that the degree of collaboration and competition between RTOs varies according to the project and the specific strategic aim for each RTO involved. This also applied to RWC 2011. Asked whether the competition among the RTOs affected the work around RWC 2011, one neutral interviewee thought that “there is no one answer there, because there is a moving continuum of levels of competition and co-operation. And I think somebody invented a word ‘co-opetition’...” (S-AKL6-2: 44).

The interviews further reveal that the degree of collaboration and competition among RTOs depends mainly on the market (i.e. high degree of competition for short-haul target markets such as Australia, high degree of collaboration for long-haul markets such as those in the Northern Hemisphere) and also on the strategic relevance of a project for each RTO. One CEO explained:

There are always costs and benefits to collaboration. Part of that comes down to ... are we simply head-to-head direct competitors, or is there an opportunity for us both to win if we work together? The best way to consider this is to look at the market portfolio ... When it comes to Australia we believe we probably are competitors to some extent, because Australians are doing point-to-point vacations and so we do Australia by ourselves We are not particularly interested in collaboration there. But when it comes to long-haul market opportunities, and possibly RWC 2011 to some extent, there is an opportunity for all RTOs to win by working together. (S-RTO4-1: 63)

This general attitude of the RTOs towards collaboration versus competition was also present during RWC 2011. One interviewee confirmed that “the competition at the regional level [for RWC 2011] is simply a reflection of the RTO structure” (W-RTO4-1: 82). The RTOs considered marketing activities and other projects around RWC 2011 according to the value and to the compliance with their own strategic goals and objectives, and acted and behaved accordingly. In some areas they collaborated (e.g. for the Northern Hemisphere markets), in others they competed. Thus, the RTOs’ behaviour for both RWC 2011 and in general, reflects *coopetition* (Nalebuff & Brandenburger, 1996; von Friedrich Grängsjö, 2003; Wang & Krakover, 2008).

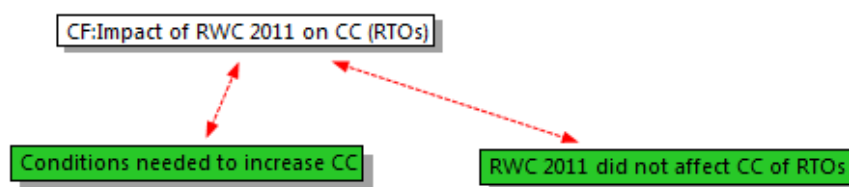
In this context, it is important to keep in mind that “RTOs in their own right are set up to compete” (O-RTO1-2: 28) since they are funded by local councils. One interviewee stated that for future mega-events “there is certainly a need for RTOs to be collaborating throughout the country” (W-RTO4-1: 39). However, he continued:

I’ve worked in regional tourism organisations for the last decade, and I have some concerns about the ability of regional tourism organisations to work more closely together in general. ... there is a lot of talk about collaboration, but in practice it doesn’t always eventuate because people are looking after their own little patch. I think the only way to get real regional collaboration between RTOs is through centralised incentives [W]e’ve already seen some of this with the Australian market initiative, the joint venture, where central government or Tourism NZ say “Look, we’ve got some money that we are going to put into a marketing project. You need to show us how you are going to work together as regions, before you can access that money.” I think that’s the only way of doing it; because you just get patch protection going on because they are funded by local council. (W-RTO4-2: 53)

THEME 8: Impact of RWC 2011 on CC (RTO network)

This theme combines the codes developed around CC: (1) conditions needed to increase CC; and (2) RWC 2011 did not affect CC of RTOs (see Figure 52).

Figure 52: Theme 8: Impact of RWC 2011 on CC (RTO network)



Conditions needed to increase CC

The “definition response approach” was utilised again (see section 6.2.2, Theme 7) to identify the conditions needed for successful collaboration. Similarly, survey question 8 asked participants to list the top three conditions needed. An overview of all of the conditions named in the RTO interviews and surveys is depicted in Table 38.

Table 38: Conditions needed to increase CC (RTO network)

Condition needed	Description
Clear and common goals, and shared vision	To have a common goal that is clearly announced
Collaborative approach	An approach by the whole region and every organisation involved that acknowledges the importance of collaboration; willingness to collaborate
Empathy	Understanding for others; ability to acknowledge others' roles and objectives
Focus	Remaining focused and not getting lost in detail
Honesty and openness	Being honest and open
Integrity	Exercising integrity
Leadership	A strong, skilled leader
Monetary incentives	Monetary incentives from government to promote collaboration
National facilitator	A national, unifying facilitator to foster collaboration
Preparation/planning	Strategic preparation and planning
Realistic expectations	Realistic expectations of what can be achieved
Regular, clear communication	Constant communication with all partners and stakeholders
Stakeholder integration and buy-in	Integrating all relevant stakeholders and getting their buy-in
Strong personal relationships	Strong working relationships
Sufficient human resources	Enough human resources to handle the extra workload
The "right people"	Having skilled collaborators
Time	Enough time to deliver on deadlines
Transparent processes	Having transparent processes throughout the entire project
Trust	Trust between the partners

The most frequently mentioned conditions were: a collaborative approach (i.e. willingness to collaborate); trust; and clear and common goals, and shared vision. These conditions are shown in Table 39, with exemplar quotes.

Table 39: Most frequently mentioned conditions needed to increase CC (RTO network)

Condition	Quote
Collaborative approach	"I think it is more about individuals' or individual organisations' willingness to be collaborative." (S-RTO1: 26)
Trust	"Trust is definitely a factor." (S-RTO2: 66)
Clear and common goals, and shared vision	"Mutually agreed objectives." (W-RTO1: survey)

Question 9 asked whether these conditions for collaboration were present among the RTOs around RWC 2011. On a scale of 0 to 10 (with 0 being "not at all" and 10 being "very present"), the answers ranged from 2 to 9, with two participants rating it with 5, but two others with 8 (mean: 6.25; one participant did not respond). Thus, there are very different perspectives. Compared to the intra-regional ties, the level of collaboration is lower.

RWC 2011 did not affect CC of RTOs

To ascertain whether RWC 2011 has assisted to increase the RTOs' CC (and, hence, that of the RTO network as a whole), the event's impact on organisational capacity (question 6) and relational capacity (question 7) is analysed. The responses to the statements on organisational capacity (question 6) are very positive. Nearly all of the nine RTOs "agreed" or "strongly agreed" to the first five statements (Table 40). However, most of them "disagreed" or "neither disagreed nor agreed" that their organisation is able to collaborate more effectively as a result of RWC 2011 (statement 6). Hence, RWC 2011 was not seen as a relevant factor to RTOs increasing their capacity to collaborate.

Table 40: Statements included in the survey to test organisational capacity (RTO network)

Statement (included in survey to test organisational capacity)	Results
(1) My organisation encouraged me to collaborate while preparing RWC 2011.	4 participants "strongly agreed" 5 participants "agreed"
(2) My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	2 participants "strongly agreed" 6 participants "agreed" 1 participant "disagreed"
(3) Our communication with other organisations in the Auckland region while preparing RWC 2011 was efficient.	7 participants "agreed" 1 participant "neither disagreed nor agreed" 1 participant "disagreed"
(4) My organisation added adequate human and financial resources to successfully prepare RWC 2011.	2 participants "strongly agreed" 5 participants "agreed" 2 participants "disagreed"
(5) My organisation sought external input, information and expertise to successfully prepare RWC 2011.	9 participants "agreed"
(6) My organisation is able to collaborate more effectively as a result of RWC 2011.	1 participant "strongly agreed" 1 participant "agreed" 5 participants "neither disagreed nor agreed" 2 participants "disagreed"

The responses to the statements on relational capacity (question 7) were rather negative. Some RTOs "disagreed" with all seven statements listed (Table 41). Others remained neutral, ticking "neither agree nor disagree". In particular, the statements about the equal sharing of power (statement 7.5) and about the CC of the RTO network as a whole (statement 7.7) attracted negative responses, as nearly all "disagreed" with them.

Table 41: Statements included in the survey to test relational capacity (RTO network)

Statement (included in survey to test relational capacity)	Result
(1) The organisations in the Auckland region were generally more open to collaboration when it came to RWC 2011 than they are normally.	3 participants "agreed" 1 participant "neither disagreed nor agreed" 4 participants "disagreed" 1 participant "strongly disagreed"
(2) There was a high level of trust present among the organisations in the Auckland region involved in RWC 2011.	1 participant "strongly agreed" 3 participants "agreed" 5 participants "disagreed"
(3) For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region.	4 participants "agreed" 2 participants "neither disagreed nor agreed" 3 participants "disagreed"
(4) Around RWC 2011, the atmosphere among the organisations in the Auckland region was honest and open.	4 participants "agreed" 3 participants "neither disagreed nor agreed" 2 participants "disagreed"
(5) For the preparation of RWC 2011, power was shared equally among organisations in the Auckland region.	2 participants "agreed" 2 participants "neither disagreed nor agreed" 4 participants "disagreed" 1 participant "strongly disagreed"
(6) Competing desires and goals existed among the organisations in the Auckland region but were considered as much as possible.	3 participants "agreed" 4 participants "neither disagreed nor agreed" 2 participants "disagreed"
(7) Because of RWC 2011, the region as a whole is able to collaborate more effectively.	1 participant "agreed" 4 participants "neither disagreed nor agreed" 4 participants "disagreed"

To further analyse the impact of RWC 2011 on CC, the RTOs were asked in the interviews whether they thought the event helped them to collaborate more effectively. Nearly all of them thought that RWC 2011 was irrelevant in this context. One CEO noted that "it hasn't made much difference really, in the bigger picture" (W-RTO2-2: 39). RTONZ's Executive Officer summarised the situation when stating: "I don't think the Rugby World Cup *per se* was a catalyst or was anything special to bring them together" (O-RTO1-2: 28). RWC 2011 seems to have been irrelevant in increasing the CC of the RTO organisations (statement 6.6; mean 3.11 out of 5) or the RTO network (statement 7.7; mean: 2.67) as a whole.

Summary of findings for the RTO network

RWC 2011 was not an important catalyst for collaboration among the RTOs. Other vehicles, such as the IMAs or the joint venture fund, played much more important roles since they are regarded as long-term strategies. The event was seen as another chance for the RTOs to get together and share ideas and experiences. The event had, however, a strong impact on intra-regional collaboration, and each RTO collaborated closely with its council(s), economic development agencies, rugby unions, stadia,

transportation providers. The bidding process was instrumental in driving these collaborations.

Analysis of the interviews and surveys revealed two main findings in relation to competition among the RTOs. First, competition among RTOs is market-related. RTOs tend to compete in short-haul target markets that generate a high number of visitors each year, especially from Australia. RTOs collaborate in more distant markets, which is relevant for RWC 2011. The “behaviour” of the RTOs in the RWC 2011 context simply mirrored their normal, everyday behaviour. Second, competition among the RTOs during RWC 2011 decreased significantly once team and match allocations were completed in 2009. Thus, the continuum of collaboration and competition evident for RWC 2011 reflects the normal, everyday behaviour of RTOs in NZ. Competition affected various parts of the work among the RTOs and the preparations for RWC 2011, and this was especially evident during the bid phase where competition was high.

The conditions for effective collaboration most frequently mentioned by the RTOs included: a collaborative approach (i.e. the willingness to collaborate); trust; and clear and common goals, and shared vision. RWC 2011 did not foster RTOs’ CC, nor increase the CC of the RTO network as a whole.

6.4 Cross-case analysis

The following section compares the four different groupings — AKL network strong ties, weak ties/Groups 1 and 2, and RTOs — and provides a summary of the most important findings gained from this study.

6.4.1 Forms and role of collaboration among organisations in the RWC 2011 context

Adding to the findings of Study 1, the results emphasise the impact of RWC 2011 on the intra-regional environment (AKL network). The strong ties and the weak ties that were major deliverers of the event within the Auckland region (Group 1) were positively affected by the event. These organisations collaborated closely with each other, with TA and with other organisations within the Auckland region. Important forms of collaboration included email exchange, telephone conversations, frequent

meetings, and the workstreams. While these organisations acknowledged the presence of barriers (in particular lack of communication, different objectives/lack of common goals and overlap), they felt that RWC 2011 had increased communication and understanding within the region, and regarded the event as a catalyst for collaboration and a model for future behaviour. They also mentioned projects and areas that had benefited from the higher level of collaboration associated with RWC 2011. In contrast, the Group 2 weak ties were not part of the collaborative process for RWC 2011 and felt excluded. They were not satisfied with the level of collaboration, and frequently expressed disappointment that the event was focused on only a few areas within the Auckland region. Hence, RWC 2011 did not enhance their level of collaboration.

The analysis of the inter-regional environment again demonstrates the value of RWC 2011 for promoting *intra-regional* collaboration. All RTOs confirmed that the event increased the level of collaboration with their council(s), economic development agencies, rugby unions, and stadia. In contrast, the RTOs did not experience an increased level of collaboration among one another or with TA due to RWC 2011. Most of them found the event irrelevant in this context, and believed there are more important vehicles to foster collaboration among the RTOs. For RWC 2011, the RTOs collaborated only when needed. A continuum of collaboration and competition was present among the RTOs during RWC 2011. This competition was market- and project-related and mirrored their normal, everyday behaviour. The set-up of RWC 2011, with each region having to bid to host matches and teams, also encouraged competition. While five RTOs disagreed that this competition affected preparations for the event, three of them agreed.

In summary, RWC 2011 positively impacted on collaboration in the intra-regional environment (i.e. within the AKL network and within each RTO region) as opposed to the inter-regional environment. There is a strong need to include a large variety of other stakeholders in the collaborative processes in the Auckland region and to enhance collaboration among the RTOs.

6.4.2 The impact of RWC 2011 on CC

Interviewees in the Auckland region identified the most important conditions needed for more effective collaboration in the RWC 2011 context as: clear and common goals, and shared vision; a collaborative approach (i.e. willingness to collaborate); regular, clear communication; honesty and openness; trust; stakeholder integration and buy-in; empathy; and leadership. The RTOs indicated: a collaborative approach (i.e. willingness to collaborate); trust; and clear and common goals, and shared vision. These conditions should be considered for future mega-events in NZ in order to increase the CC of organisations in both the inter-regional and intra-regional networks.

In the AKL network, the strong ties and Group 1 weak ties were positively affected by the event. They collaborated and increased their CC through the event. Since the event increased the CC of very important event and tourism organisations in the Auckland region, it is concluded that the event positively impacted on the CC of the Auckland network as a whole. This impact did not reach its full potential because many weak-tie organisations were not integrated. These Group 2 weak ties and the RTOs did not perceive an increased level of collaboration through RWC 2011, and hence could not increase their capacity to collaborate as a result of RWC 2011.

6.5 Chapter summary

This chapter has analysed the roles and forms of collaboration among the organisations in the AKL and RTO networks. The findings emphasised the findings from Study 1: the strong ties and those weak ties that were major deliverers of the event within the Auckland region (Group 1) were positively affected by the event. They collaborated strongly and were able to increase their organisation's CC and that of the AKL network as a whole. The remaining weak ties (Group 2) could not perceive any positive impact of the event on collaboration or their CC. While RWC 2011 did not increase collaboration *among* the RTOs, it fostered collaboration *within* each RTO region. The following chapter will now present the findings from Study 3, the impact of RWC 2011 on KT dynamics among organisations within the two networks.

CHAPTER SEVEN **STUDY 3: THE IMPACT OF RWC 2011 ON KNOWLEDGE TRANSFER DYNAMICS AMONG ORGANISATIONS WITHIN THE TWO NETWORKS**

We have not only hosted a successful tournament but also learned lessons that will make Auckland a better major events destination in the years to come.

— Doug McKay, Chief Executive, Auckland Council

7.1 Introduction

Study 3 examines the KT dynamics among the organisations in the AKL and RTO networks. It analyses the types of knowledge acquired by the organisations in the RWC 2011 context and investigates the KT channels. In addition, the study clarifies whether simultaneous collaboration and competition between the RTOs in the inter-regional network impacted on the KT process. The three questions guiding this study are:

(RQ 3.1) What kind of knowledge was transferred in the RWC 2001 context?

(RQ 3.2) How was knowledge transferred between the organisations involved?

(RQ 3.3) How did the tension between collaboration and competition affect knowledge transfer among the organisations in the inter-regional environment (RTO network)?

This chapter presents the findings from the two network environments, the AKL and the RTO networks, using the themes and codes developed in the analysis process. Data from all three sources of evidence (interviews, documentation and the survey) are included. The chapter concludes with a cross-case analysis, comparing the two network environments. It offers insight on whether and how RWC 2011 assisted KT among the organisations involved, and whether coopetition impacted on the transfer dynamics in the inter-regional environment.

7.2 Findings from the AKL network

This section presents findings from the intra-regional network environment (i.e. the AKL network). The section is divided into two parts: strong ties and weak ties. Each subsection provides graphical network views from ATLAS.ti 6.2, depicting the themes (or code families, CF) and their associated codes.

7.2.1 The strong ties

The AKL strong-ties network consists of seven organisations (see Table 14, p. 121). Findings from the pre- and post-event interviews and seven valid surveys are integrated in the analysis. Quotes from TA staff members and from the Chair of the ACG for RWC 2011 are also utilised. The data generated nine themes — or code families (CF): (1) RWC 2011 as a learning opportunity; (2) knowledge acquired through RWC 2011; (3) knowledge acquisition in the tourism field; (4) ways and forms of learning in the RWC 2011 context; (5) main sources of knowledge; (6) channels of KT; (7) knowledge benefits through RWC 2011; (8) evaluation processes; and (9) advisory role of organisations (see Figure 53).

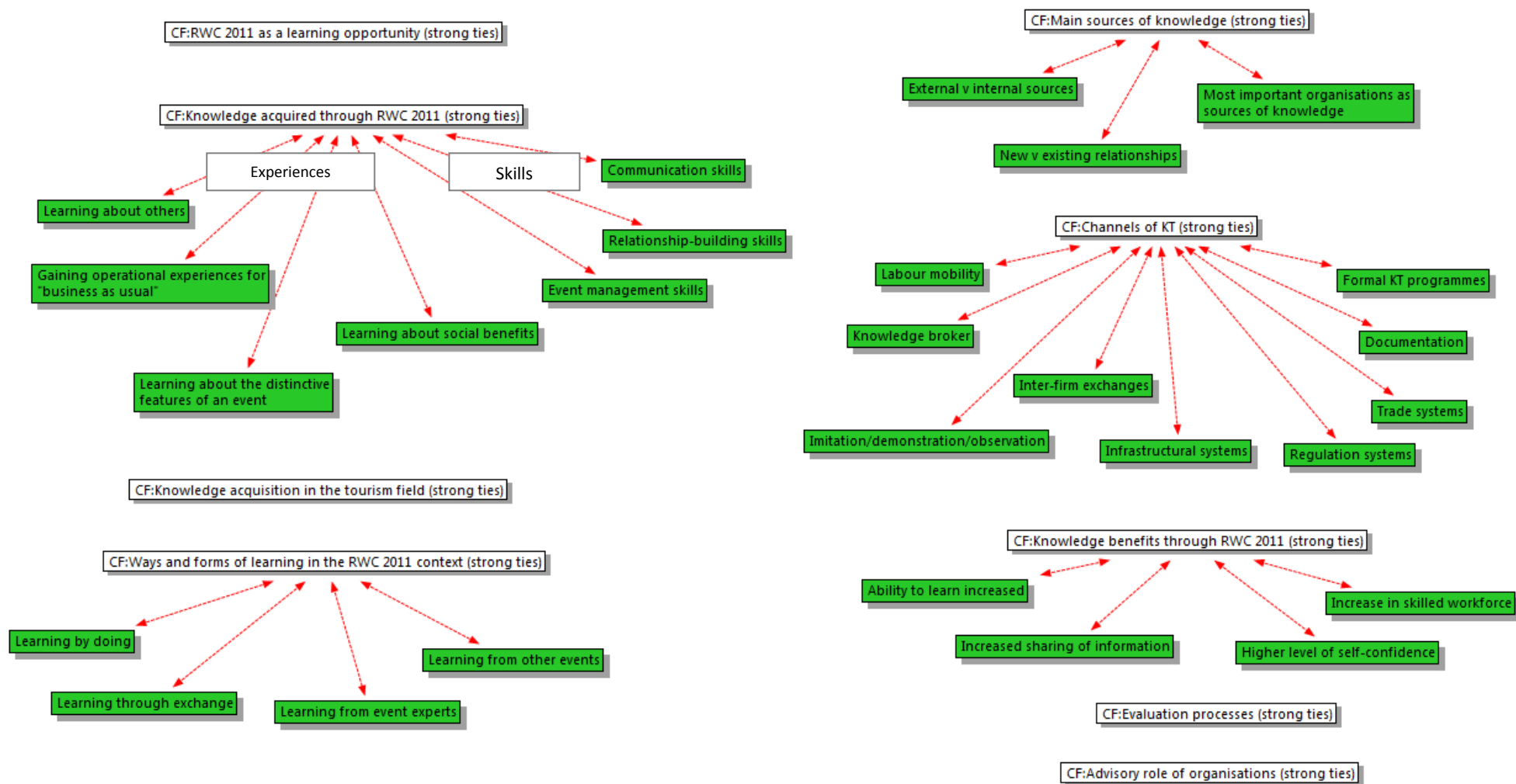
THEME 1: RWC 2011 as a learning opportunity (AKL network, strong ties)

All seven strong-tie participants recognised RWC 2011 as a learning opportunity. One interviewee noted: “I think those that are involved will learn a lot out of it and the country will be better off” (S-AKL3-1: 119).

Similarly, in the survey, all but one participant “agreed” or “strongly agreed” that RWC 2011 was an opportunity to learn and share knowledge (question 12; one participant “neither agreed nor disagreed”).

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Figure 53: Codes and themes: AKL network, strong ties



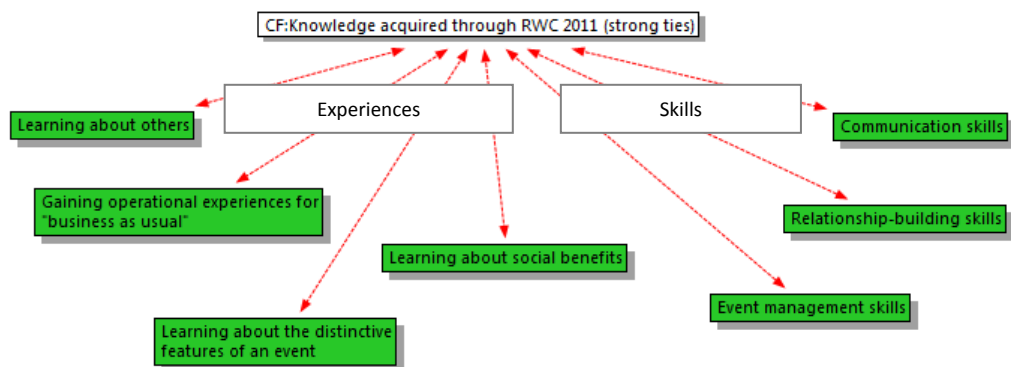
THEME 2: Knowledge acquired through RWC 2011 (AKL network, strong ties)

All but one strong-tie participant “agreed” or “strongly agreed” that they learned from other organisations in the Auckland region while collaborating for RWC 2011 (question 13). The interviews reveal that many forms of knowledge and skills were acquired by the AKL strong-tie organisations through their RWC 2011 involvement. These have been divided into:

1. *Experiences*: Operational experiences, new perspectives and ideas gained through the organisation and preparation of RWC 2011.
2. *Skills*: New skills acquired through the involvement with RWC 2011 that did not exist prior to the event.

The findings are presented as two sub-themes: “experiences” and “skills” (Figure 54).

Figure 54: Theme 2: Knowledge acquired through RWC 2011 (AKL network, strong ties)



Sub-theme 2a: Experiences made through involvement in RWC 2011

Four forms of experiences combine to create this sub-theme: (1) learning about others; (2) gaining operational experiences for “business as usual”; (3) learning about the distinctive features of an event; and (4) learning about social benefits. These are outlined in the following.

Learning about others

The strong-tie participants learned about other organisations within the region and about their stakeholders, i.e. their roles, strategies and goals for RWC 2011. One interviewee emphasised that knowledge was gained:

... especially from some of the other stakeholders that are on the [workstream] like the holiday parks, with which we've got a relationship anyway, and maybe some of the hoteliers so we can see what the hotel sector is doing. There's then also the public sector as well that is involved in the organisation of RWC 2011, so there's building relationships with them, but also learning about what issues they have. (S-AKL7-1: 63)

Another participant stated that "[RWC 2011] has reinforced the understanding [of] what people's objective are" (S-AKL6-1: 79).

Gaining operational experiences for "business as usual"

The interviewees highlighted the opportunity to gain operational experiences relevant to their "business as usual" through RWC 2011. These experiences are able to streamline and optimise everyday operational processes. One participant noted:

Another example is that we are setting pricing for RWC 2011, and that's a lot of groups coming through, so we might be able to apply some of those principles to other convoy groups and large groups that come through on a regular summer. (S-AKL7-1: 70)

Another participant explained:

We'll probably also look at what we learnt in terms of [pause]. There's some miscellaneous things about how we operate some of the processes today. And [for RWC 2011] we've put a lot more people on to some areas to make sure things ran smoothly and what it meant is our processing times got a lot better. (S-AKL3-2: 58)

Learning about the distinctive features of an event

RWC 2011 was frequently compared to the 2005 DHL British and Irish Lions Series (during which the British & Irish Lions Rugby Union Team came to NZ to play several matches; Covec Ltd, 2005). However, all participants recognised that RWC 2011 was a much bigger event, which made comparisons difficult. The Chair of the ACG (who had a high level of prior international mega-events experience) explained:

I have learnt heaps in the last four years of being here. Because every city operates quite differently in the way they go about their business. And certainly from a NZ perspective the cultural element, the innovation elements are certainly different. It is a totally different scale. (O-AKL1-1: 55)

Hence, all strong-tie participants highlighted the difficulty in comparing large events, due to varying contexts, surrounding conditions, visitor markets and other influencing factors. One interviewee compared RWC 2011 with the 2015 Cricket World Cup and noted:

... in regards to the Cricket World Cup ... that's another opportunity with slightly different countries India would be a target market for us, Australia would be a target market for us, too; maybe South Africa. It's probably, to be fair, a slightly longer bow than in cricket, in rugby. With rugby you had the countries like the USA which is a target market for us and also ... with rugby now becoming an Olympic sport, or Rugby Sevens. There was interest, too, from people like China and other big countries who would be less involved in the cricket. So you have to look at it in slightly different ways. (S-AKL4-2: 60)

Hence, the participants referred to the unique characteristics of every event. This creates difficulty in correctly utilising potential “learnings” from one event to the other.

Learning about social benefits

The strong-tie participants also learned that a mega-event's impact extends beyond financial impacts. Social benefits, such as increased community pride and lower crime rates, were specifically mentioned (O-AKL1-2: 42). One CEO also referred to the increased international profile of NZ through RWC 2011:

... my major learning is it doesn't all have to be about money. An event like this can do a hell of a lot to profile the country, but we shouldn't oversell the economic benefits. We didn't need to. If an event ran like that, ran at a loss, it was a loss we could carry as a country because there were greater benefits, long term; in terms of profiling the country. (S-AKL5-2: 42)

Other experiences gained through RWC 2011 and named in the survey (question 16) by the strong-tie participants were: “make it happen yourself” (S-AKL5: survey); “politics — the tension intra-regionally and with central government” (S-AKL6: survey); and “how Auckland can pull together and work effectively” (S-AKL3: survey).

Sub-theme 2b: Skills acquired through involvement in RWC 2011

The strong-tie participants listed “event management skills”, “relationship-building skills”, and “communication skills” as skills developed through RWC 2011.

Event management skills

Participants also emphasised the acquisition of event management skills. One CEO confirmed that “there were a lot of learnings ... from an event management sort of perspective” (S-AKL5-2: 44).

Two of the strong-tie participants used the free text field in question 16 (“The area in which I learned the most in the context of RWC 2011 was ...”) to note down “event management” and “event organisation” (S-AKL7: survey; S-AKL4: survey). In this context the participants also emphasised the usefulness of the RWC 2011 experience to working on future bids and attracting new events to Auckland. The Chair of the ACG referred to a recent feasibility study carried out to determine whether Auckland should host the 2018 Commonwealth Games and explained: “... if Auckland would have been asked to do this before RWC 2011 came along, I doubt that they would have actually been able to do it” (O-AKL1-1: 45).

Relationship-building skills

The event helped participants acquire relationship-building skills. This occurred because they regularly attended meetings, interacted closely, and created a variety of new relationships. A TA participant noted that “there is lots of learning taking place in relationship building” (E-AKL1-1: 18).

Communication skills

Finally, the participants felt that their communication skills improved through RWC 2011. This occurred through the need to communicate effectively with each other, with their stakeholders, but also with the public and the media. One interviewee described the workstreams as “a communication vehicle” (S-AKL1-2: 40) and the Chair of the ACG remarked that: “I have had to learn a lot about dealing with the media” (O-AKL1-1: 55).

This finding again points to the importance of good communication in the events context to keep stakeholders and partners, as well as the public and the media, informed and up-to-date about processes (see Study 1 and 2).

THEME 3: Knowledge acquisition in the tourism field (AKL network, strong ties)

The strong-tie participants also explained why the tourism industry might *not* acquire new knowledge through RWC 2011. For most tourism operators, RWC 2011 simply meant an additional “high season”. Hence, it did not fundamentally change the way they operated or behaved. One of TA’s participants explained:

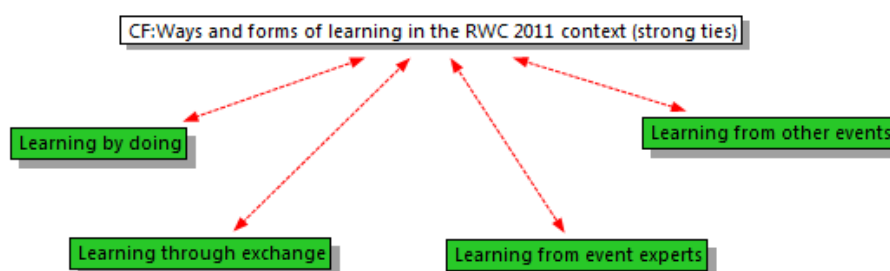
... the learning wasn’t so much for the tourism industry. You’ve got to remember that a major event like this brings with it ... visitor numbers that are far less than the peak season for tourism, so it’s not a difficult event in terms of the visitor nights and arrivals — they are very easily managed by the tourism industry. (E-AKL1-2: 34)

Since the RWC 2011 visitors did not differ from other “normal tourists”, many tourism businesses just continued operating in their usual ways; only the number of tourists who arrived was unusual for that time of the year. Hence, the opportunity to acquire new knowledge and experiences was limited in the tourism field.

THEME 4: Ways and forms of learning in the RWC 2011 context (AKL network, strong ties)

The strong-tie participants mentioned a variety of ways and forms of learning from RWC 2011: (1) learning by doing; (2) learning through exchange; (3) learning from event experts; and (4) learning from other events (Figure 55).

Figure 55: Theme 4: Ways and forms of learning in the RWC 2011 context (AKL network, strong ties)



Learning by doing

The most popular way of learning in the RWC 2011 context was “learning by doing”. Many strong-tie participants had no previous experience with mega-events and described how they learned “on the go”. Through RWC 2011 they were brought into new situations and had to solve unfamiliar issues. One interviewee summarised that people learned “by participating, so learning by doing” (S-AKL3-1: 84). The Chair of the ACG explained further: “learning on the ground is the most important thing. And watching how the media respond to things, seeing how stakeholders respond to things, and going through that process and learning along the way” (O-AKL1-2: 48).

The survey also supported these findings. Four of seven participants “agreed” and one participant “strongly agreed” that learning in the RWC 2011 context was achieved through “learning by observing” and “learning by doing” rather than through written documents, manuals and systems (question 14). The remaining two interviewees “neither disagreed nor agreed”.

Learning through exchange

Learning through exchange was relevant for the strong-tie participants. Through their frequent meetings, email exchanges and telephone conversations they shared ideas and experiences, discussed issues and agreed on processes. One interviewee stated: “we have transferred a lot of knowledge on mega-events in discussions and sitting around tables and meetings” (S-AKL6-1: 93). Another participant also emphasised the mutual benefits for both parties involved: “every time we meet I learn something... . And hopefully, I like to think that it is also a dual carriageway, so in both directions” (S-AKL1-1: 77).

Organisations from a variety of sectors, each of differing size across both non-profit and for-profit orientations, interacted during meetings, seminars, industry updates and in the workstreams. A TA participant described how they learned from the tourism industry:

The industry is who we learn from and vice versa. And that’s why the visitor workstream is so important: because they are on the ground — they live it and breathe it day-to-day. And they can come back to us and

say “That doesn’t work; great idea, but it doesn’t actually work.” (E-AKL1-1: 97)

Learning from event experts

Three strong-tie organisations had hired specific staff with prior mega-events experience to organise parts of RWC 2011 (question 18). The other participants of the AKL network frequently referred to these “event experts” and emphasised that they gained a lot of useful knowledge from them for RWC 2011. One participant explained:

Because an event of that size hasn’t happened here before, ... there aren’t necessarily people here with that skills and expertise, and with the knowledge. So we are quite fortunate here in Auckland that they have brought people over from Australia who have got that mega-event experience and they are transferring their skills and knowledge to those of us in Auckland who didn’t have it, and that is really valuable. (S-AKL2-1: 78)

Learning from other events

The strong-tie participants also described how they analysed other mega and major events. This included previous events in NZ (e.g. the 2005 British and Irish Lions Tour) and international mega-events around the world (e.g. the Olympics and the Commonwealth Games). One participant referred to knowledge gained from the Lions Tour: “there was a debriefing exercise after the event Those learnings were taken into account for RWC 2011” (S-AKL7-1: 49).

Two strong-tie organisations (plus TA) were also part of an extensive knowledge acquisition process prior to the event. This process included extensive desktop research on mega-events in other cities and countries, a visit to RWC 2007 in France and participation in the Play of Cities forum (a forum in which the major host cities for RWC 2011 — Auckland, Wellington and Christchurch — and RNZ 2011 came together to learn from each other). One participant described the processes in detail:

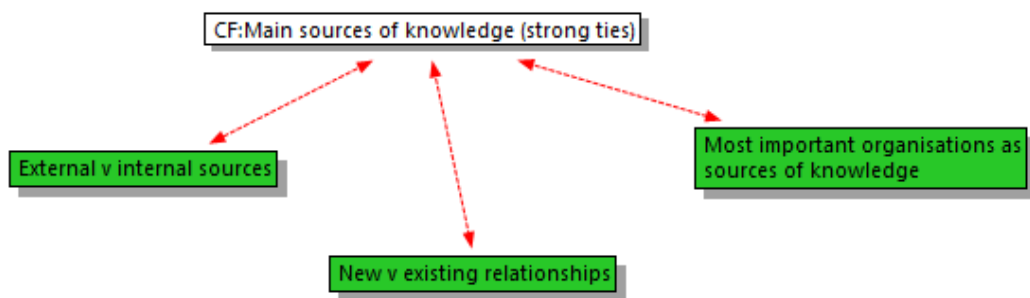
And we did some very extensive desktop research on previous major events since 2000, so Sydney Olympics, Commonwealth Games in Manchester and Melbourne, etc. And looked at four or five events We wanted to [look] at how they had structured themselves, how they had organised the event, what bids worked, what bids didn’t work It was around the areas that we thought were going to be important, so transport, visitors, communication, festivals, etc. And governance was a

really important part We went to France in 2007. We had four people going to France, which at that time was considered as enormously extravagant. Some at the beginning of the tournament, some at the end of the tournament. Some focused on cities, some people ... were looking at how does the business end of the tournament works from a business and tourism perspective So we had an active programme of learning, and we also have an active programme of transfer of knowledge now between the cities. We participate in something that is called Play of Cities forum, which is a learning that came from France. So we meet with Christchurch and Wellington and RNZ 2011 on a quarterly basis because we have lots of things in common. (S-AKL1-1: 72-73)

THEME 5: Main sources of knowledge (AKL network, strong ties)

This theme identifies the main sources of knowledge. The relevant codes are: (1) external versus internal sources; (2) new versus existing relationships; and (3) most important organisations as sources of knowledge (Figure 56).

Figure 56: Theme 5: Main sources of knowledge (AKL network, strong ties)



External versus internal sources

The interviews and the survey reveal that strong-tie participants utilised both internal and external knowledge sources. One interviewee referred to knowledge and in-house expertise:

... we do have some expertise, because we've also been doing the America's Cup and we also do the Exports Expos. So we have a group of people across a range of different big events that we are involved with. We have expertise in here (S-AKL4-2: 60)

Another participant described the use of external sources:

I am a 100% believer in stealing with pride. So the first place I usually go for something is "OK, who has done this and who [has] done it really

well? What can I learn from that, what do I take from it?" ... What you have to do is ask: "Which bits of it are the same or relevant, which bits do I need to drop off, which bits do I need to put in because I know they are different?" Everything has to be customised and unique. But I absolutely draw on previous knowledge and experience So most of what we do is picked up and adopted, and we encourage it being adopted by others as well. (S-AKL1-1: 74-76)

External sources included stakeholders, the event organisers and owners (RNZ 2011 and IRB), other cities and countries who have hosted successful events, but also the other strong-tie organisations since they got together frequently during meetings, telephone conversations, email exchanges and in the workstreams (see Chapter Five).

New versus existing relationships

Survey question 15 clarifies whether existing relationships or new relationships (i.e. relationships established specifically for RWC 2011) were more important sources of knowledge. The responses varied significantly: four participants "agreed" that new relationships were more important information sources, while the remaining three "disagreed". Hence, existing and new relationships provided knowledge for the strong-tie organisations in Auckland. This finding suggests that existing relationships should not be under-estimated (as was the case by the participants of the strong-tie organisations; see Chapter Five); they were important for KT in the RWC 2011 context.

Most important organisations as sources of knowledge

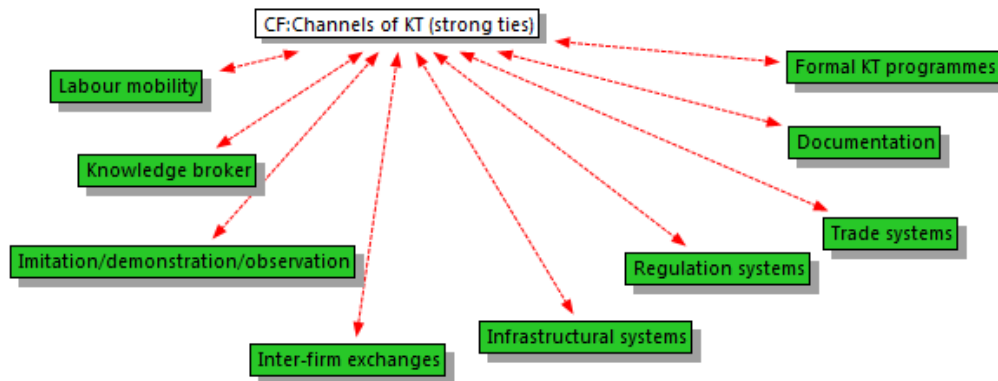
Question 17 explores the main sources of knowledge and information, i.e. which organisations were regarded as the most useful knowledge sources. Only three of seven participants responded, and they nominated two organisations: RNZ 2011 and the Auckland Chamber of Commerce (named twice). Interestingly, the participants did not name any of the other strong ties (i.e. did not name each other).

THEME 6: Channels of KT (AKL network, strong ties)

While all three channels of KT suggested by Weidenfeld et al. (2010) — individual, firm and system — played a role in the RWC 2011 context, the individual and especially the firm level appear more important than systems.

The different channels used by the strong-tie participants included: (1) labour mobility; (2) knowledge broker; (3) imitation/demonstration/observation; (4) inter-firm exchanges; (5) infrastructural systems; (6) regulation systems; (7) trade systems; (8) documentation; and (9) formal KT programmes (Figure 57).

Figure 57: Theme 6: Channels of KT (AKL network, strong ties)



Individual level

As described earlier, three strong-tie organisations had hired additional staff with prior mega-event experience (question 18). These employees had worked at mega-events in Australia (e.g. Commonwealth Games, Formula 1 Grand Prix, Sydney Olympics 2000) and in Europe. They relocated to NZ specifically for RWC 2011. Thus, labour mobility was an important channel of KT for RWC 2011. At the same time, these employees also acted as knowledge brokers, defined by Weidenfeld et al. (2010) as “influential individuals who ... play a key role in knowledge transfer” (p. 608). Since few individuals possessed mega-events knowledge in Auckland, these “experts” were well-respected and frequently referred to. Asked how knowledge was transferred in the RWC 2011 context, one participant explained: “through the people with mega-event experience that have come over from overseas, by observing how they are doing it” (S-AKL5-1: 84).

Firm level

The firm level as a channel of KT was mentioned most frequently by the strong-tie participants. As described in Theme 4, imitation/demonstration/observation (defined by Weidenfeld et al., 2010, p. 608 as “planned, unplanned and/or uncoordinated

knowledge spillovers between firms") and inter-firm exchanges (i.e. "planned knowledge spillovers or exchanges as firms work together ...", Weidenfeld et al., 2010, p. 608) were highly important ways of learning. One interviewee described how they transferred knowledge to other organisations in Auckland through presentations:

We do a lot of presentations; a lot of presentations there is always a different audience, a different focus If it is a business audience I will spend more time on the business goal and telling the world Auckland's story, of which the business programme and the destination marketing are some key platforms. If it is a community rotary I spend more time talking about the engagement with mainstreams or with the community organisations. If I'm talking to RNZ 2011 I am talking about the things we are doing to support the tournament as a whole. We customise it all the time So that's part of our transfer of knowledge, too; not so much in a formal sense. It is more about a broader communication, but it is also a transfer. (S-AKL1-1: 80)

Another interviewee indicated that the KT happened by "observing how [others] are doing it" (S-AKL2-1: 84).

Systems

This channel was less important than the firm or individual levels. Technological systems (e.g. purchase or lease of technology) were not mentioned by any of the participants as a KT channel.

The infrastructural system, i.e. public bodies as "agents of knowledge transfer", was frequently described in the interviews. In particular, Auckland Council and its agencies (including TA as part of ATEED) diffused knowledge. A variety of RWC 2011 seminars and industry updates were held for tourism businesses and other stakeholders "to ensure visitor-facing businesses were prepared for RWC 2011 with a focus on business planning that required a long lead time for implementation" (Auckland Council, 2012b, p. 144). This included the "speaker series" during which a variety of keynote addresses and presentations about RWC 2011 from a wide range of business people were held for tourism and other business operators in Auckland (Auckland 2011 Ltd., 2010). The "Match Ready for Business" programme (Tourism Auckland, 2011, March 25), which consisted of a 21-page brochure and a website, was specifically designed for Auckland businesses by the Economic Development Workstream (particularly by

Auckland Plus, the then business development agency, and TA who were both later integrated into ATEED; Auckland Regional Steering Group, 2009). The programme provided free access to a variety of tools and initiatives (e.g. checklist for businesses to get prepared, video presentations from leading industry figures, transport plans, information about commercial restrictions and compliance issues, and opportunities to connect with visiting international businesspeople).

Additionally, staff from Auckland Council and its agencies (including TA) conducted intensive desktop research about other international mega-events, went to France to observe and learn from RWC 2007, and took part in the Play of Cities forum (see Theme 4). The aim was to transfer all information and knowledge gained to other Auckland organisations through meetings, workstreams, seminars, industry updates, emails, and telephone conversations.

The regulation system also provided a KT channel. The Major Events Management Act 2007 (MEMA) seeks to protect organisers and sponsors of major events from ambush marketing (New Zealand Ministry of Economic Development, 2012c). The Act prohibited businesses other than the official sponsors from creating associations with RWC 2011. The Ministry of Economic Development (MED) published the *Guide to the Major Events Management Act 2007* to provide general guidance and to give real-life examples on “dos and don’ts” (New Zealand Ministry of Economic Development, n.d.). Auckland Council and its agencies (including TA as part of ATEED) passed on their knowledge and information about appropriate business behaviour in the RWC 2011 context (as per the MEMA) to businesses around Auckland. One interviewee noted:

... being a small country and running a big event like this, the whole country has to get behind it and we do do that with things like RWC 2011, America’s Cup; we do seem to get the country and the government behind big events. MEMA provides an outline on how to run a major event like this, sponsorships and all those kinds of things. So there are always great learnings. (S-AKL4-1: 49)

Finally, trade systems were not specifically described as a form of KT in the interviews or surveys. However, the researcher personally attended a variety of RWC 2011 seminars and industry updates organised by TA and Auckland Council (see Appendix G). It was evident that many surveys, economic reports, forecasts and other research results about events in general and in the RWC 2011 context were conducted or

simply distributed by tourism, events and other industry associations (such as RTONZ and the Tourism Industry Association New Zealand, TIANZ, the "largest representative body of tourism operators in New Zealand"; Tourism Industry Association New Zealand (TIANZ), n.d.). This information was shared with businesses around Auckland to prepare them for the event. The Employers and Manufacturers Association (EMA) also organised a conference titled "Legacy 2011. The world is coming, get ready to host" in October 2010 (Employers and Manufacturers Association, 2010), during which a variety of keynote addresses and seminars were held, covering important topics around RWC 2011, such as legacy building, commercial rights and restrictions, financing and marketing. The conference was designed for businesses around NZ to leverage the opportunities brought by RWC 2011. On the website of the conference, the organisers stated:

LEGACY 2011 recognises that your business can leverage opportunities, networks and alliances well beyond just the games. We're expecting over 85,000 international visitors and many of them will be interested in making connections with you and your business, so join us for a business engagement programme designed to put you in the best place to do business well after the final whistle It's not just about 48 games, it's about building a legacy that will sustain your business and your brand for years to come. (Employers and Manufacturers Association, 2010)

Other channels of KT in the RWC 2011 context

Two further KT channels were mentioned by the strong-tie participants: documentation and formal KT programmes. While they appear to be similar to "inter-firm exchange" and "technological systems", they did not involve the lease or purchase of technology (i.e. "technology systems") and did not correspond to inter-firm collaboration (i.e. "inter-firm exchange"), which is a mainly tacit-to-tacit form of KT and involves a *mutual* exchange between organisations.

It was hence decided to add these two new channels:

1. *Documentation*: The creation of documents as a tacit-to-explicit form of KT, as well as the sharing and circulation of these documents (explicit-to-explicit form of KT) among the organisations.

2. *Formal KT programmes*: Rather than a mutual form of inter-firm exchange, this channel involved a one-way form of KT (i.e. from one organisation to the other, rather than vice versa).

The two new channels are further elaborated below.

Documentation

Documentation was the KT channel most frequently named by the participants. As such, documents were used in a variety of contexts:

- Documents containing reviews of previous events (e.g. the America's Cup, the 2005 British and Irish Lions Tour), both internal (i.e. an organisation had noted down internal experiences from previous events) as well as external (publicly published, e.g. economic impact reports such as "The economic impact of the 2005 DHL Lions Series on New Zealand"; Covec Ltd, 2005).
- Documents (e.g. policies) describing general procedures and processes for major events that were then adapted to RWC 2011.
- Strategic documents outlining the goals, objectives and legacies for RWC 2011 that were shared within a firm but also with other stakeholders and organisations.
- Documents containing information about the event and what to expect (e.g. statistics of previous RWCs, forecasts).
- Documents describing the "status quo" and how to work on the requirements for the event as determined by the IRB and RNZ 2011 (e.g. requirements listed in the Host Union Agreement (HUA) such as team and match officials accommodation, training and match venues and other commercial requirements; RNZ 2011, 2007a; RNZ 2011, 2007c).

Many types of documents were thus created and used: statistics, forecasts, economic impact reports, internal records and post-implementation reviews from previous events, strategic plans, running sheets, minutes and agendas from meetings, budget sheets, policies, and legislation. The Chair of the ACG noted:

... in terms of maintaining and retaining the knowledge, we've got a very clear programme and project management framework that sits across all of this, and we've been creating documentation all the way through. So as an example we've got quite an extensive programme

framework that picks up a summary of every single project. So it might be one project summary on cleaning and waste and it says, “OK what is the scope of the project, what is the cost of this project, what are the things that I need to think about, how is it going to be delivered, what’s the budget” — all those sorts of things. This document has been updated as we’ve gone through, and it will be a really good legacy document. (O-AKL1-1: 52)

All strong-tie participants confirmed that documents provided an important tool to write down experiences made and knowledge gained, and to pass them to colleagues, partners and other stakeholders (tacit-to-explicit and explicit-to-explicit forms of KT). Similarly, documents from previous events and documents describing generic processes and processes for major events were also highly regarded. The documentation of experiences provides a major benefit for the future, as the Chair of the ACG explained: “there will be lots of documents that enable us to retain that knowledge. And staff will change, so it is important to have those documents” (O-AKL1-1: 48).

Formal KT programmes

Formal KT programmes with other cities were also regarded as important channels of KT. The Play of Cities forum was described in Theme 4. Participants also emphasised the importance of KT programmes with previous and future hosts of the Rugby World Cup, to learn from them. The IRB had introduced the Observer Programme (see section 2.7.8) during RWC 2007 in France. IRB Chairman Bernard Lapasset stated that “The RWC 2007 Observer Programme was a major highlight of the learning experience, bringing together members of the Rugby and wider sporting family to share experience, transfer knowledge, build relationships and get a better understanding of how one of the world’s premier sports events operates” (International Rugby Board, 2011c). Staff from organisations in the Auckland region (TA, Auckland Plus and Auckland Council) went to France to observe the 2007 RWC and to learn from the organisers there (Theme 4).

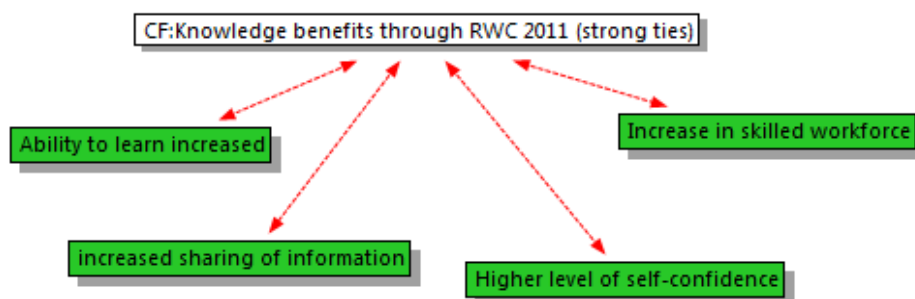
Furthermore, in conjunction with RNZ 2011 and the NZ government, the Auckland region (including one of the strong-tie participants) participated in the RWC 2011 Observer Programme, which sought to “provide a comprehensive insight to the RWC 2011 bidding process, Tournament planning, operations and delivery, and the legacy

plans for Rugby in New Zealand” (International Rugby Board, 2011b). The three-day programme offered an overview on main organising areas, such as bidding, tournament management, finance, legal requirements, venues, marketing and communication, media, broadcast, city operations and other services. Thus, knowledge was transferred to future hosts of RWC 2015 and RWC 2019 (England and Japan), and to other interested individuals and organisations. One interviewee noted: “We have also been brought in by RNZ 2011 to work with the future hosts, so we met as part of the future-host briefing programme with England and Japan” (S-AKL1-1: 73).

THEME 7: Knowledge benefits through RWC 2011 (AKL network, strong ties)

This theme combines the benefits gained through knowledge transfer and acquisition. Four codes are utilised: (1) ability to learn increased; (2) increased sharing of information; (3) higher level of self-confidence; and (4) increase in skilled workforce (Figure 58).

Figure 58: Theme 7: Knowledge benefits through RWC 2011 (AKL network, strong ties)



Ability to learn increased

Participants indicated that their ability to learn improved because of their involvement with RWC 2011. Asked about this, one interviewee replied:

Yes, certainly. When you are challenged with extreme situations — and a mega-event is an extreme situation as it puts pressure on all parts of the business — you do have to think differently about it, and, because you’re having to think differently about it, maybe some of those differences that you apply for the mega-event you can then recognise and say “Well that’s actually better on a day-to-day basis, why don’t we do it like this?” So some of the learnings you can get from that in

terms of streamlining processes can then be applied on a day-to-day basis. (S-AKL7-1: 69)

Increased sharing of information

In question 25, participants rated how effectively information around RWC 2011 was shared amongst organisations in the Auckland region. The responses ranged from 7 to 9 (on a scale of 0 to 10 with 0 being “not at all” and 10 “very good”), and four participants rated it with 7 (mean: 7.71). Question 26 asked whether the sharing of information between their organisation and other organisations in the Auckland region had increased or decreased as a result of RWC 2011 (scale from -5 to +5; -5 = “decreased significantly”, 0 = “has not changed”; +5 = “increased significantly”). One participant rated it with 0; all others chose positive values between +1 and +4 (three participants rated it with +4; mean: 2.57). The interviewees thus thought that RWC 2011 positively impacted on the sharing of information among organisations in the Auckland region.

Higher level of self-confidence

RWC 2011 is regarded by most as a successful event (International Rugby Board, 2011a). This success has led to a higher level of self-confidence in the organisations and individuals involved that will be beneficial for the future. The Chair of the ACG explained:

... the mindset of stakeholders and staff within their respective organisations has changed because they’ve been through and seen that the city can cope. It’s a big challenge and they’ve got to prepare for the size of the challenge, but they can cope and Auckland can host very large-scale events. (O-AKL1-1: 48)

The participants frequently pointed to the fact that NZ has shown that “we can hold major events, even in a relatively small country” (S-AKL6-2: 21).

Increase in skilled workforce

The event contributed to workforce development within the region through the creation of new jobs in the lead-up and during the tournament and through the training of volunteers. One CEO noted:

I am sure RWC 2011 will set us in very good stead to manage [the Cricket World Cup]. And it is both TNZ's and Tourism Auckland's strategy for the future to attract more and more events, and that is fabulous because we are building up and there is a whole lot of people here that are going to have so many more skills to be able to contribute to those events. (S-AKL2-1: 103)

THEME 8: Evaluation processes (AKL network, strong ties)

All strong-tie participants indicated their participation in some form of evaluation process. One participant explained their evaluation process:

We're currently doing our post-implementation review now, and that covers all aspects, so I've just finished the marketing part of it and I've just sent that ... to our GM Operations and he's had a debrief with his team... . (S-AKL7-2: 65)

These review documents and analyses were important tools to reflect on RWC 2011 and the acquired knowledge. They are also useful for future events. One interviewee emphasised the importance of the evaluation process and stated: "We see this as a learning project for us" (S-AKL4-1: 65). The most extensive evaluation process was carried out by Auckland Council and its CCOs (including TA as part of ATEED): The 219-page *Rugby World Cup 2011: Evaluation report* presents "evaluation findings ... and predominantly comprises the results of a series of market surveys undertaken of key audiences both during and after RWC2011 and lessons learned from those Auckland Council Group staff involved in the various programmes" (Auckland Council, 2012b, p. 1).

The evaluation process of Auckland Council and its CCOs began well before the event (unlike most other evaluation processes conducted by organisations in the AKL region). One interviewee explained:

... we've been evaluating for three years. The evaluation programme has been integral to the design of the overall programme. So we've been evaluating as we've been going, and we have done quite a lot of pre-assessment as well We've already released our first preliminary findings. We released them on the 24th of October, the day after the final We're evaluating 93 projects out of our 150, 170, whatever we had originally. That's project evaluation, which is following into visitor satisfaction, resident satisfaction, business satisfaction, team, tournament, participant satisfaction and that's Rugby New Zealand,

IRB, participating teams, visiting media — all of that has been in plan and underway for some time (S-AKL1-2: 54-58)

THEME 9: Advisory role of organisations (AKL network, strong ties)

The interviews also reveal that particularly TA and Auckland Council regarded themselves as “advisors” for other organisations, especially small tourism businesses.

A TA participant explained:

... our role around tourism is advising the tourism industry how they can leverage and benefit from RWC 2011, how they can market their product through the channels that are available as a result of RWC 2011 (E-AKL1-1: 94)

This again highlights the use of the infrastructural system (i.e. public bodies as “knowledge transfer agents”) for KT in the RWC 2011 context, as outlined in Theme 6.

Summary of findings for the strong ties in the AKL network

Strong-tie participants regarded RWC 2011 as a learning opportunity and acquired knowledge in two main areas: experiences (i.e. learning about others, gaining operational experiences for “business as usual”, learning about the distinctive features of an event, and learning about social benefits); and skills (event management skills, relationship-building skills, and communication skills). They emphasised that the event provided fewer opportunities for tourism organisations to learn because “RWC 2011 tourists” were very similar to “normal tourists”. The participants learned by doing, through exchange, from event experts, and from other events. Their main sources of KT were both external (i.e. stakeholders, the other strong-tie organisations and the event organisers, RNZ 2011 and the IRB) and internal sources (within an organisation). Both new and existing relationships were also sources of knowledge. Utilising Weidenfeld et al.’s (2010) KT model, the KT channels were: labour mobility and knowledge brokers (through the hiring of mega-events experts from overseas); imitation/demonstration/ observation; inter-firm exchanges; and three systems — the infrastructural system (through Auckland Council, and TA as public agency), the regulation system (through the MEMA) and the trade system (event and tourism associations providing research). In addition, documentation and formal KT programmes (Play of Cities forum, the

IRB's Observer Programme) also played important roles as KT channels. The participants acknowledged a variety of benefits through RWC 2011 and the additional knowledge acquired. Their ability to learn increased, as did the sharing of information and the increase in the skilled workforce within the Auckland region. Self-confidence levels also increased given the many successes in delivering or facilitating the event. All participants were involved in formal evaluation processes. Finally, TA and Auckland Council regarded themselves as "advisors" for other organisations, and disseminated valuable knowledge and experiences to other organisations in the region.

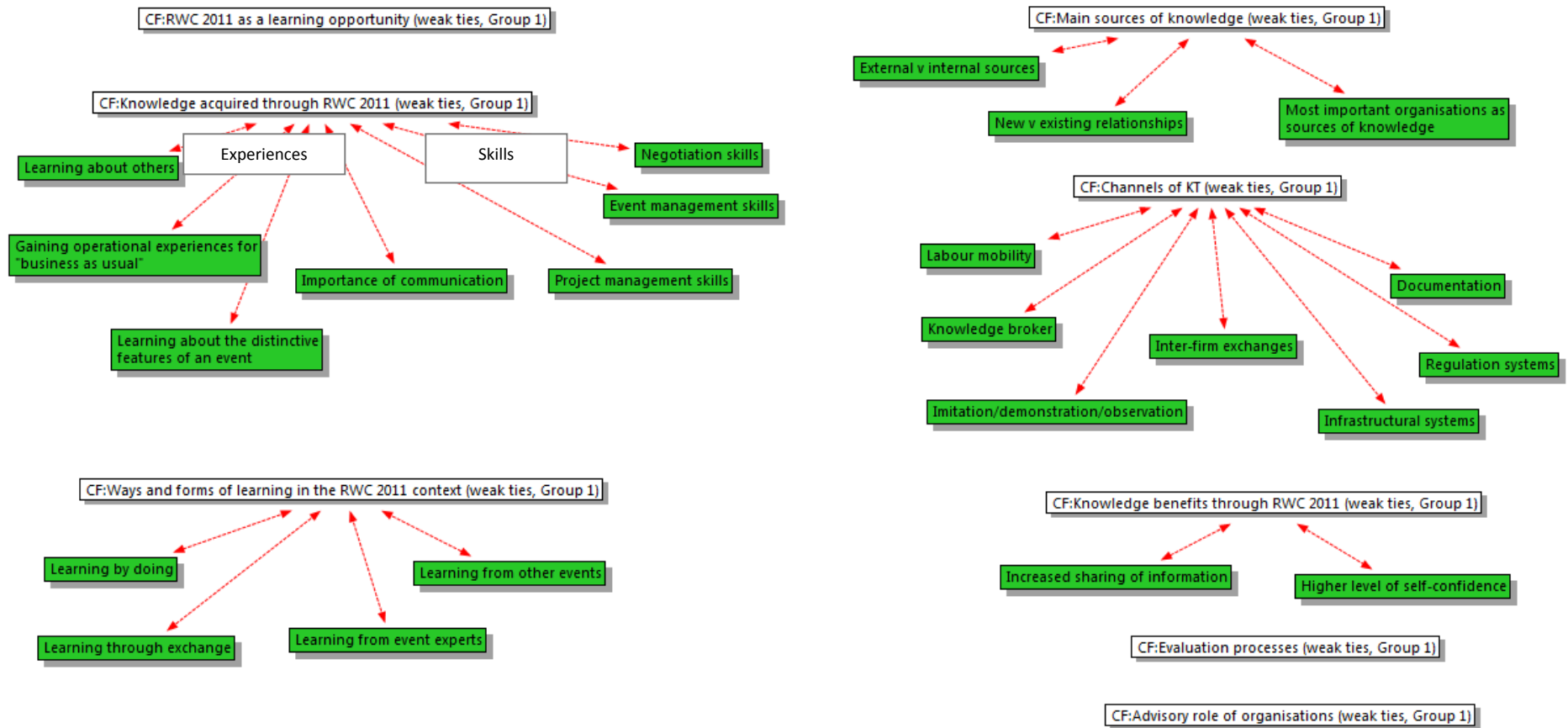
7.2.2 The weak ties

There were 13 organisations in the weak-tie sample in the Auckland region. These organisations included: two local business associations; a local golf club; the local hospitality association; the local rugby union; the local transport authority; a match venue; a motel; two NZ ministries; a tour operator; a transport operator; and a vineyard (see Table 14, p. 121). Again, the weak-tie organisations can be classified according to whether they acknowledged RWC 2011 impacted on tie strength, collaboration and KT (Group 1) or did not feel it had (Group 2).

Group 1: Organisations that perceived an impact of RWC 2011 on knowledge acquisition and transfer

Six organisations spoke in positive terms about the impact of RWC 2011 on KT. These "Group 1" organisations include the local hospitality association, the local rugby union, the local transport authority, a match venue, and the local offices of two NZ ministries. Eight themes — or code families (CF) — were generated from the pre- and post-event interviews and from six completed surveys (Figure 59): (1) RWC 2011 as a learning opportunity; (2) knowledge acquired through RWC 2011; (3) ways and forms of learning in the RWC 2011 context; (4) main sources of knowledge; (5) channels of KT; (6) knowledge benefits through RWC 2011; (7) evaluation processes; and (8) advisory role of organisations.

Figure 59: Codes and themes: AKL network, weak ties (Group 1)



THEME 1: RWC 2011 as a learning opportunity (AKL network, weak ties/Group 1)

All Group 1 participants spoke about the positive role of RWC 2011 as a learning opportunity. One interviewee explained:

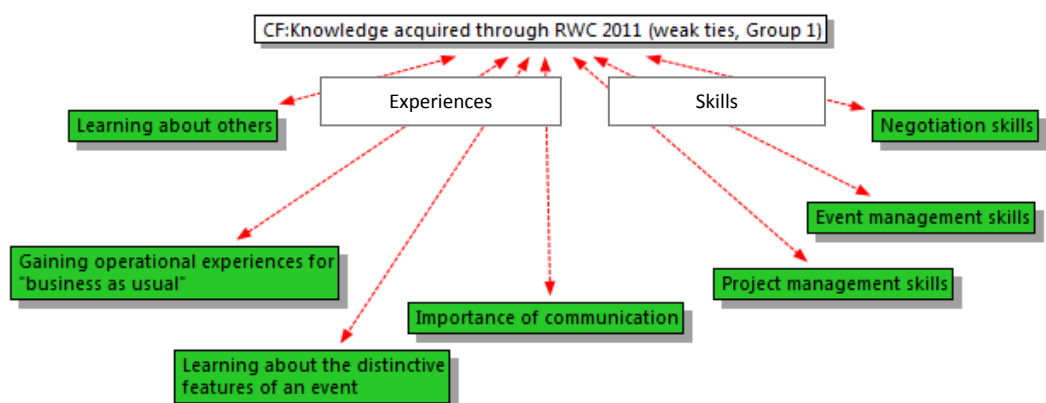
... there is a constant stream of learning that is always occurring. And the specialists in my team will learn from other specialists in other organisations. And I will learn from them and they will learn from me. So it is almost like a symbiotic relationship where every interaction is a learning opportunity. (W-AKL4-1: 84)

Similarly, in the survey, all but one participant (who did not respond) “agreed” or “strongly agreed” that RWC 2011 was an opportunity to learn and share knowledge (question 12).

THEME 2: Knowledge acquired through RWC 2011 (AKL network, weak ties/Group 1)

Three of six participants “agreed” and one “strongly agreed” (one did not respond, and one “neither disagreed nor agreed”) that they learned from other organisations in the region (question 13). The knowledge acquired was divided into: (a) experiences (i.e. operational experiences, new perspectives and ideas gained through the organisation and preparation of RWC 2011); and (b) skills (i.e. new skills acquired through the involvement in RWC 2011 that did not exist prior to the event). The theme, its sub-themes and the codes are depicted in Figure 60.

Figure 60: Theme 2: Knowledge acquired through RWC 2011 (weak ties/Group 1)



Sub-theme 2a: Experiences made through involvement in RWC 2011

Four forms of experiences were combined to this sub-theme: (1) learning about others; (2) gaining operational experiences for “business as usual”; (3) learning about the distinctive features of an event; and (4) importance of communication.

Learning about others

Group 1 participants indicated that they learned about each other, other organisations in the region, and their stakeholders. This included their roles, strategies and goals for RWC 2011. One interviewee noted:

... as a result of collaboration we’ve become better informed about each other’s organisations, for example about the role of the [Ministry of Pacific Island Affairs]. I’ve become more aware about the role of Tourism Auckland, the Ministry of Economic Development, etc. (W-AKL7-1: 63)

Another participant described their experience as follows:

... for me it is kind of learning what is going on around me and what I should know about in terms of what organisations are out there and what they are doing and how that might impact on our members So there’s a lot I can learn. (W-AKL2-1: 83)

Gaining operational experiences for “business as usual”

Participants highlighted the opportunity to acquire operational experiences through RWC 2011. These experiences will be useful for their “business as usual” and to streamline and optimise operational processes. One participant remarked:

... it probably does help for everyday processes because ... there are learnings that come out of it and people create systems to cope with the big numbers ... and those systems can be used going forward. (W-AKL2-2: 52)

Another participant explained that they learned “a lot about getting people to [Eden] Park” (W-AKL5-2: 52) which will be helpful for future test matches. In the survey (question 16) one participant also mentioned the operational area of “taxi management — lack of coordination and need for change in the industry” as an

area in which new experiences were made in the RWC 2011 context (W-AKL3: survey).

Learning about the distinctive features of an event

The participants perceived that every major event is different in its scale and scope, due to different contexts, conditions, visitor markets and other influencing factors. One interviewee noted:

Every event from my perspective is different. Everybody travels differently, everybody moves differently. ... every event we had, the 15 events here in Auckland — and you can just take the 11 events at Eden Park and you take the 4 from North Harbour — every event was different. (W-AKL3-2: 46)

All Group 1 participants highlighted the difficulty in comparing mega-events with each other. They referred to the unique factors of every event and the implications of this for planning and managing expectations.

Importance of communication

Several participants also emphasised how important good communication among all organisations was to the event. Asked about the most important experience they had during RWC 2011, one CEO referred to “the importance ... of communication with all the agencies that are involved in delivery of an event of that scale” (W-AKL13-2: 44).

Sub-theme 2b: Skills acquired through involvement in RWC 2011

Group 1 participants listed the following skills acquired through their involvement with RWC 2011: (1) project management skills; (2) event management skills; and (3) negotiation skills.

Project management skills

Several participants referred to an improvement in project management skills. They learned how to successfully deliver projects involving a variety of different stakeholders under considerable time pressure. One interviewee noted: “I’ve had a group of people working with me as well, so I’m hoping that I’ve imparted some

knowledge or experience ... — how to project-manage something carefully” (W-AKL7-2: 51).

Event management skills

Similarly, the participants also emphasised the relevance of RWC 2011 to acquiring major event management skills. This included experiences with sponsoring, bid processes and legislation. One CEO explained:

... there were some things that we had to learn or do because the event organisers who were using the stadium wanted to do things in a particular way to suit their model and they were different to how we would have run things for a different sort of event. And so yes, we had to learn and understand those. (S-AKL5-2: 44)

One participant used the free text field of question 16 (“The area in which I learned the most in the context of RWC 2011 was ...”) to note down “bid preparation and documentation” (W-AKL5: survey).

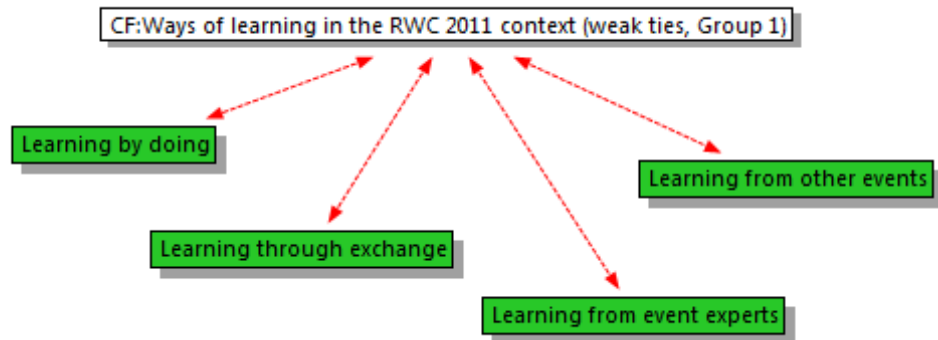
Negotiation skills

Participants felt that their negotiation skills improved through RWC 2011. This refers to interactions with other organisations (i.e. to “negotiate” a compromise if different opinions existed), but also to operational negotiations (e.g. prices for venues). One participant noted: “At the operational side of things we’ve learned a lot about negotiating, prices for venues, etc.” (W-AKL4-1: 85). This was also expressed in the free text field for question 16 in which “negotiation” was noted down (W-AKL4: survey).

THEME 3: Ways and forms of learning in the RWC 2011 context (AKL network, weak ties/Group 1)

Group 1 participants learned in variety of ways. Four codes underpin this theme (Figure 61): (1) learning by doing; (2) learning through exchange; (3) learning from event experts; and (4) learning from other events.

Figure 61: Theme 3: Ways and forms of learning in the RWC 2011 context (weak ties/ Group 1)



Learning by doing

The most popular way of learning in the RWC 2011 context was “learning by doing”. Most participants had no previous experience with mega-events (only two of the organisations indicated that they had hired specific staff with international mega-events experience for RWC 2011; question 18) and described that they learned “on the go” and that they had to learn very quickly. They attended meetings, exchanged ideas with others, and observed how others dealt with situations. One interviewee summarised that it was “learning by attending meetings and workshops” (W-AKL2-1: 89), another participant highlighted that the team “definitely learn[t] by doing” (W-AKL4-1: 80). The same interviewee noted: “A lot of this RWC 2011 stuff we’ve had to pick up very quickly because of our short timeframe. And if we don’t master those competency sets or skills, then we are not going to be successful” (W-AKL4-1: 77).

Three of the six participants “agreed” and one participant “strongly agreed” that learning in the RWC 2011 context was mostly achieved through “learning by observing” and “learning by doing”, less through written documents, manuals and systems (question 14; one did not respond, one “neither disagreed nor agreed”). Interview analysis further mirrors this finding and indicates that “learning by doing” and “through experiencing the event” was much more important than “learning through documents or manuals”. One participant emphasised that, “You learn from your experiences. If you haven’t been through the ordeal, to try to tell somebody, it’s very difficult” (W-AKL3-2: 61).

Learning through exchange

Learning through exchange was also relevant. Through frequent meetings, email exchanges and telephone conversations (see Chapter Five) they shared ideas and experiences, agreed on processes and learned from each other. One CEO noted that their learning was:

a combination of looking at how others have done things in the past and ... a lot of work with the other agencies in planning and testing scenarios of what may or may not happen during the course of the tournament. (W-AKL13-1: 54)

Another interviewee described the process as follows:

Externally, working with our partners, a lot of it is achieved through meetings. So like "What are you thinking there? How do we do that? What's your guys' process for doing that?" And if there is no process we talk about establishing one. (W-AKL4-1: 82)

Learning from event experts

Two of the participants indicated that their organisation had hired specific staff with mega-events experience (question 18). These experienced experts played an important role as a source of knowledge around RWC 2011. One interviewee explained the way they learned in the RWC 2011 context as follows:

... we've called on those project leaders from for example the Melbourne Games, the Olympic Games, Commonwealth Games to come and help with the planning. So obviously there have been some good learnings in that experience which we are trying to bring over here so that we can learn how to do it here as well. (W-AKL7-1: 78)

Learning from other events

The participants also described how they learned from other major and mega-events. This included previous events in NZ (e.g. the America's Cup 2000 and 2003) and international mega-events around the world (such as the Olympics and the Commonwealth Games). One interviewee referred to knowledge gained through hosting the America's Cup in 2000 and 2003:

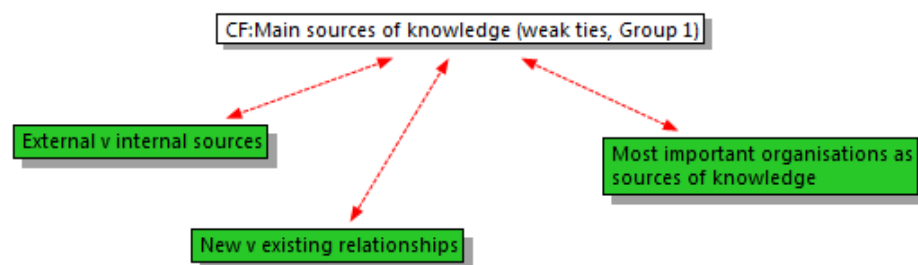
We are looking at the last mega-event that Auckland has staged, and this is where I learned stuff from Auckland City Council. The yachting was a mega-event for Auckland City, and a lot of information has been

used to inform the structure for this event. Now this one, RWC 2011, will obviously be much bigger, and it will act as a template for future events. And the processes that we used in the past will be tweaked a little to meet this event's needs. (W-AKL4-1: 91)

THEME 4: Main sources of knowledge (AKL network, weak ties/Group 1)

This theme utilises three codes: (1) external versus internal sources; (2) new versus existing relationships; and (3) most important organisations as sources of knowledge (see Figure 62).

Figure 62: Theme 4: Main sources of knowledge (AKL network, weak ties/Group 1)



External versus internal sources

The interviews and the survey reveal that external and internal sources were utilised. One participant referred to in-house knowledge that was transferred within the team:

So different members in the team have transferred ... knowledge on, and they've kind of picked it up that way; so basically by coaching, one on one: "This is how we are doing it as a rationale, this is why we're doing it, this is why we are like that, etc." So it is face-to-face transfer. (W-AKL4-1: 80)

External sources included stakeholders, the event organisers and owners (IRB and RNZ 2011), and other organisations in the Auckland region. Asked whether they learned from other organisations in the RWC 2011 context, one participant responded: "No question. And we will be a lot stronger for it" (W-AKL5-1: 51).

New versus existing relationships

The responses to question 15 ("For RWC 2011 I learned more from new relationships than from organisations I already dealt with in the past") varied significantly. Two participants "agreed", two "disagreed", one participant indicated "I didn't establish

any new relationships” and one participant did not respond. It therefore remains unclear whether new relationships or existing relationships were more important. Both forms of relationships appear relevant. However, this finding clearly emphasises the importance of existing relationships for KT, and highlights that these existing relationships should also be considered when preparing for a mega-event.

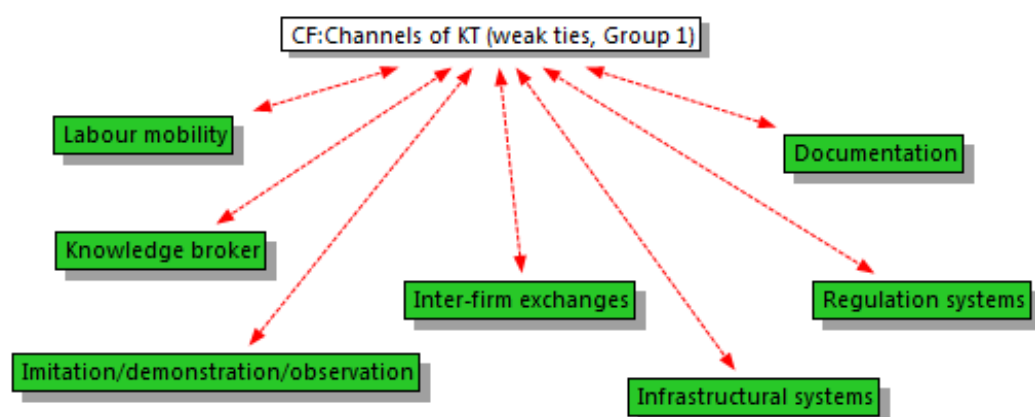
Most important organisations as sources of knowledge

Question 17 asks which organisations were regarded as the most useful and beneficial source of knowledge in the RWC 2011 context. Only four of six participants replied to this question, and they referred to three specific organisations: New Zealand Transport Agency, ATEED and Auckland Council (the latter named twice).

THEME 5: Channels of KT (AKL network, weak ties/Group 1)

While all three channels of KT — individual level, firm level and systems — played a role for Group 1 participants, the individual and especially the firm level appear more important channels for KT than systems. The different channels used by Group 1 participants include: (1) labour mobility; (2) knowledge broker; (3) imitation/demonstration/observation; (4) inter-firm exchanges; (5) infrastructural systems; (6) regulation systems; and (7) documentation (Figure 63).

Figure 63: Theme 5: Channels of KT (AKL network, weak ties/Group 1)



Individual level

As described earlier, two organisations had hired additional staff with prior mega-event experience for RWC 2011 (question 18). Group 1 participants frequently

referred to them as important channels of transferring knowledge and information. Thus, labour mobility was an important channel of KT in the RWC 2011 context. At the same time, these employees also acted as knowledge brokers. They came to Auckland to organise a successful event and transferred their international events knowledge to other individuals and organisations within the region. Asked how knowledge was transferred in the RWC 2011 context, one CEO referred to “people who have experience with events of this nature previously so they can bring some of their learnings to assist all the organisations that are working on putting this one together” (W-AKL13-1: 48).

Firm level

The firm level as a KT channel was also mentioned frequently. As described in Theme 3, imitation/demonstration/observation and inter-firm exchanges were important learning mechanisms. One interviewee explained that KT within the organisation happened “... by coaching So it is face-to-face transfer” (W-AKL4-1: 80). Another CEO described learning processes through inter-firm exchanges as “more verbal than anything; but it was [through] collaborative meetings and regular meetings with quite a large number of groups” (W-AKL5-2: 44).

Systems

This channel appears to not have played a major role for Group 1 participants. Neither technological systems (e.g. purchase or lease of technology) nor trade systems (e.g. research from events or tourism associations) were specifically mentioned by any participant.

However, participants did refer to the infrastructural system (i.e. the role of public bodies as “agents of knowledge transfer”). Auckland Council and its agencies (e.g. ATEED, including TA) disseminated knowledge within the Auckland region. Three of six participants indicated that Auckland Council (mentioned twice) and ATEED were the organisations they learned the most from (question 17). Similar to the strong-tie organisations, Group 1 participants also mentioned the regulation system as a KT channel by referring to the MEMA. One interviewee explained that through the MEMA: “we learnt what wasn’t permitted to do, but we also learned that there were

some inconsistency and some cause for confusion with our members that we wanted to address” (W-AKL2-2: 40).

Other channels of KT in the RWC 2011 context

In addition to the channels suggested by Weidenfeld et al. (2010), documentation was another KT channel utilised. Comparable to the strong-tie organisations (see section 7.2.1), a great variety of documents — such as statistics, forecasts, economic impact reports, internal records and post-implementation reviews from previous events, strategic plans, running sheets, minutes and agendas from meetings, budget sheets, operational reports, policies, legislation, and many more — were produced, used and shared internally and externally. The ministries often referred to their policies:

... our policy is available to every government department and it clearly outlines how it is we go about doing things. More importantly it provides us with a template and that gives us a lot of starting points. (W-AKL4-1: 80-82)

Another participant explained:

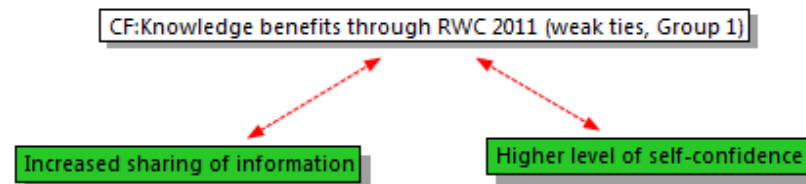
We’ve actually got a traffic and transport operations plan, so we’ve developed an operations plan, which we led into the event with. That operations plan got significantly changed after the first match, because of the government taking over and increasing fanzone sizes and it meant a massive change to public transport operations. But then we’ll write a brief, a report. How did the planning go? How did the operations go? How many people did we move? Did we meet our KPIs? What have we learnt from it and where do we go from here? So we’re in the process of developing that document at the moment. (W-AKL3-2: 55)

Thus, all Group 1 participants confirmed that documents were important tools to record experiences and knowledge gained, and that it was important to pass them on to colleagues, partners and other stakeholders. This represents both tacit-to-explicit and explicit-to-explicit KT. Similarly, documents from previous events as well as documents describing generic processes and processes for major events were regarded as important KT tools.

THEME 6: Knowledge benefits through RWC 2011 (AKL network, weak ties/Group 1)

This theme combines the benefits gained through KT and knowledge acquisition in the RWC 2011 context. Two codes were generated: (1) increased sharing of information; and (2) higher level of self-confidence (see Figure 64).

Figure 64: Theme 6: Knowledge benefits through RWC 2011 (AKL network, weak ties/Group 1)



Increased sharing of information

In question 26, the participants rated whether the sharing of information between their organisation and other organisations in the Auckland region had increased or decreased as a result of RWC 2011 (scale from -5 to +5; -5 = “decreased significantly”, 0 = “has not changed”, +5 = “increased significantly”). Two participants rated it with 0 (i.e. unchanged). All others indicated positive values between +2 and +4 (two participants rated it with +3; mean: 2.0), indicating that RWC 2011 has positively impacted information sharing among organisations.

Higher level of self-confidence

RWC 2011 is regarded as a successful event and has received positive feedback from media around the world (International Rugby Board, 2011a). The participants acknowledged that this has led to a higher level of self-confidence for everyone involved and will be beneficial for the future. One interviewee explained:

... it's proven to the world that NZ can handle any event of this magnitude, that's brilliant. ... Not only did it put us on the rugby map, it put us on the international event map. It's also given our leaders, ministers, etc., the level of confidence ... they always needed, to put in bids for future things like ... future Commonwealth Games and Olympics (W-AKL4-2: 41)

The participants frequently expressed the sentiment that “There’s no doubt ... Auckland has proven it can now run major events” (W-AKL3-2: 43).

THEME 7: Evaluation processes (AKL network, weak ties/Group 1)

All Group 1 participants indicated their involvement in evaluation processes. One interviewee explained the process as follows:

I'm on the second-to-last week of regional evaluation. It's going to be summated evaluation which will basically explore how the [RWC 2011] plan worked; what worked, what didn't work, etc., and what we can do better in the future. (W-AKL4-2: 44)

One participant also stated that documents alone are not enough to keep knowledge "alive" in the future, but that it is important to keep skilled staff who have experienced the event at first hand:

Sydney did a great job in delivering the 2000 Olympics; but they let the whole team go. So when it comes to operating major events and going for bigger mega-events, we're going to bring all these events to the city, but the team is not there anymore... . It is important to actually maintain somebody who has learnt how to do it and who can give some recommendations and say "This is what you should be doing" — whether they take them on or not. (W-AKL3-2: 58)

THEME 8: Advisory role of organisations (AKL network, weak ties/Group 1)

The interviews reveal that the government ministries and the Hospitality Association thought of themselves as "advisors" for their members, communities (e.g. Maori and Pasifika communities) and other organisations. They provided advice on all areas around RWC 2011. One interviewee described a situation:

I went along to [a RWC 2011] meeting, heard about the implications for our members, and now I am looking to put together a little info pack to email out and to put onto our website for the members who will be affected. (W-AKL2-1: 54)

Another participant explained that they "have been hosting community information forums around Auckland" and "are going to go nationwide to talk about these opportunities [from RWC 2011]" (W-AKL7-1: 54).

Summary of findings for the weak ties (Group 1) in the AKL network

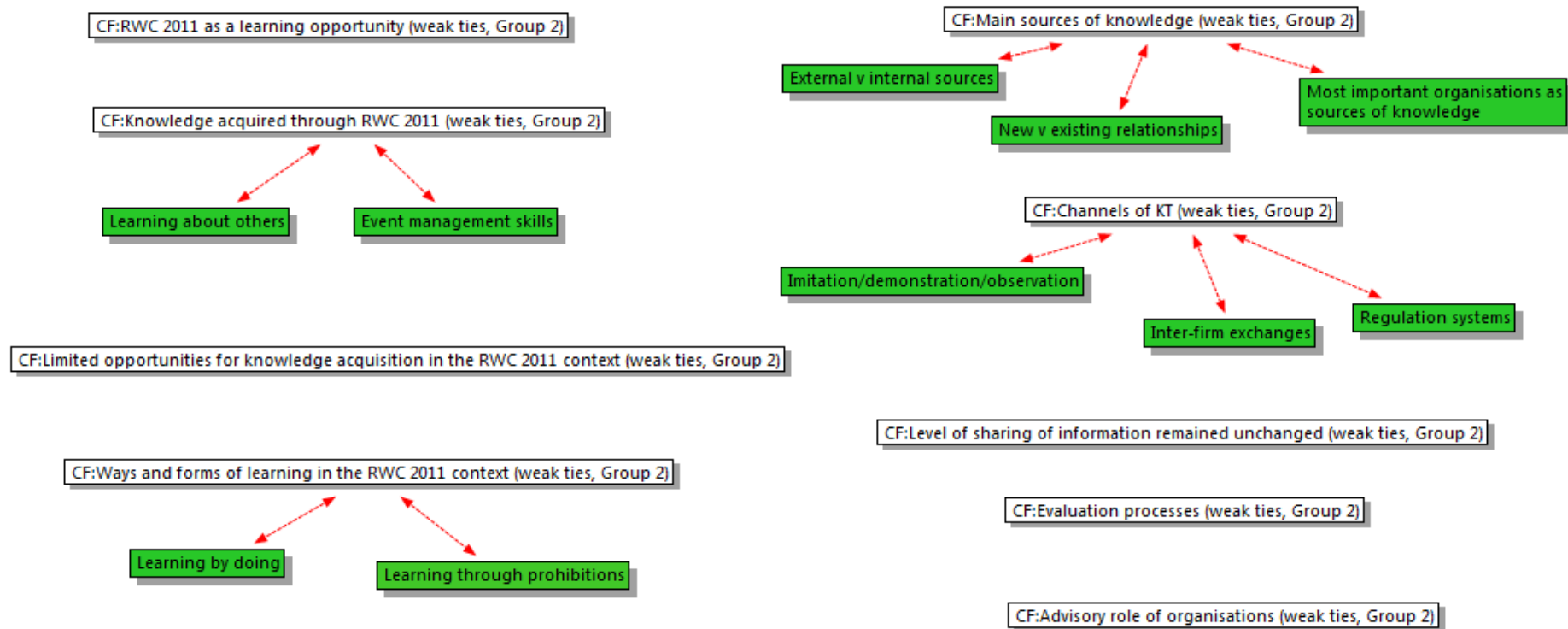
Group 1 participants regarded RWC 2011 as a learning opportunity and acquired knowledge in two main areas: experiences (learning about others, gaining operational experiences for "business as usual", learning about the distinctive

features of an event, and learning about the importance for communication) and skills (project management skills, event management skills and negotiation skills). They mainly learned by doing, through exchange, from event experts as well as from other events. They utilised external and internal sources, new and existing relationships. The main channels for KT were labour mobility (through the hiring of mega-events experts from overseas) and knowledge brokers, imitation/demonstration/observation, inter-firm exchanges and two systems: the infrastructural system (through Auckland Council and TA as public agencies) and the regulation system (through the MEMA). In addition, documentation played an important role as a KT channel. The participants acknowledged increased sharing of information among organisations and increased levels of self-confidence as two key event benefits. All participants engaged in a formal evaluation process. Three organisations acted as “advisors” for other organisations in the RWC 2011 context and spread valuable knowledge and experiences to other organisations in the region.

Group 2: Organisations that perceived no impact of RWC 2011 on knowledge acquisition and transfer

Seven organisations form this group that did not see an impact of RWC 2011 on tie strength, CC and KT. These included: two local business associations, a local golf club, a motel, a tour operator, a transport operator, and a vineyard. Data from their pre- and post-event interviews as well as six valid surveys (one participant did not partake) was included in the analysis. The data generated nine themes (Figure 65): (1) RWC 2011 as a learning opportunity; (2) knowledge acquired through RWC 2011; (3) limited opportunities for knowledge acquisition in the RWC 2011 context; (4) ways and forms of learning in the RWC 2011 context; (5) main sources of knowledge; (6) channels of KT; (7) level of information sharing remained unchanged; (8) evaluation processes; and (9) advisory role of organisations.

Figure 65: Codes and themes: AKL network, weak ties (Group 2)



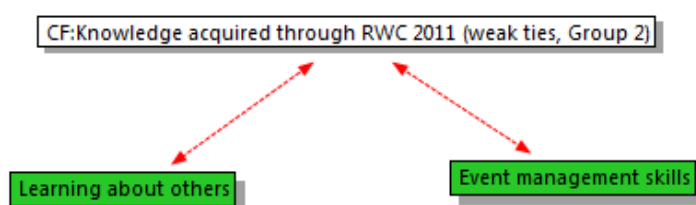
THEME 1: RWC 2011 as a learning opportunity (AKL network, weak ties/Group 2)

The responses to the question as to whether RWC 2011 was a learning opportunity varied (question 12). Three participants “agreed”, two “neither disagreed nor agreed” and one “strongly disagreed”. In the interviews, several participants expressed the view that there is always something new to learn from each event, so “if there was another event [coming] to NZ you’d learn from the first one and take up from there” (W-AKL11-1: 55).

THEME 2: Knowledge acquired through RWC 2011 (AKL network, weak ties/Group 2)

Only one participant “agreed” that they learned from other organisations in the region. One “strongly disagreed” and the remaining four “neither disagreed nor agreed” (question 13). The surveys and interviews indicate that learning was limited for this group. Two codes were generated from the data: (1) learning about others; and (2) event management skills (Figure 66).

Figure 66: Theme 2: Knowledge acquired through RWC 2011 (AKL network, weak ties/Group 2)



Learning about others

Group 2 participants believed that RWC 2011 assisted them to learn about other organisations. One interviewee explained:

... we’ve talked to quite a few retailers as well, just out of interest to find out how they see it, what they see is the opportunity for them. And how are they trying to attract more people? And I have been talking to quite a lot of people to see how their industry works and how they see RWC 2011 being beneficial to them. (W-AKL8-1: 50)

Event management skills

Participants mentioned event management skills as skills they learned from RWC 2011, and referred to the MEMA as the most important area of knowledge

acquisition. Asked about the major area in which they learned in the RWC 2011 context, one interviewee noted:

... the MEMA thing for example. It's huge. The major events rules are so strict, it's something probably I have never come across in my five years here, with any other event. We have to be so careful. To even know about it really, because it has never been part of our realm. (W-AKL1-1: 64)

Two participants stated that they had learned what to expect from a mega-event for the future (i.e. if other mega-events come to NZ). One interviewee emphasised that they "have got a better feel for what kind of demand it places on us and timing" (W-AKL8-2: 42). Another participant noted:

What we did wrong, though, was that we didn't advertise the fact [of not increasing the prices during RWC 2011 like many other businesses], and we probably should have. ... but our gut feeling all the way along — that we wouldn't be too affected by [RWC 2011] but we would get the odd one or two [guests] — was dead right. (W-AKL9-2: 46)

Other operational areas in which the participants learned included "promotion" (W-AKL1: survey) and "communication" (W-AKL11: survey). These responses were given in the free text fields to question 16 of the survey ("The area in which I learned the most in the context of RWC 2011"). Two other participants did not respond to this question, one indicated the general experience of "How difficult everything was to get done" (W-AKL6: survey), and one answer was not legible.

THEME 3: Limited opportunities for knowledge acquisition in the RWC 2011 context (AKL network, weak ties/Group 2)

Three participants stated that they did not learn "anything compared to what we knew before" (W-AKL10-2: 52). They stated that RWC 2011 was irrelevant as a source of knowledge and that they did not make any useful experiences for their "business as usual". Asked whether they learned something from RWC 2011, one participant noted: "No, not as this organisation" (W-AKL11-1: 74).

Participants believed RWC 2011 did not provide many new knowledge opportunities for the tourism industry. International visitors who came to NZ for RWC 2011 did not

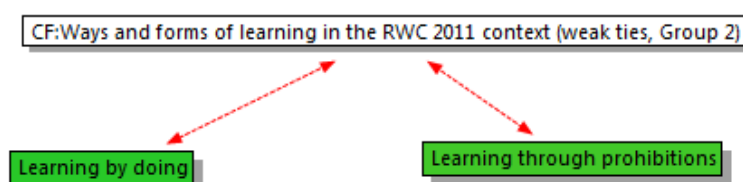
differ from the “normal” international visitors who come throughout the year. One interviewee explained:

... it was a new experience for us, we hadn't been involved with a sporting event of such magnitude. But the spending habit or interest of the customers who came ... didn't differ from other international customers. Because we deal with a lot of international people; It is not that we learned anything new from that customer group, we already have previous experience. They are after the same things when they come — with respect to our little company, so what we do. On a wider perspective, sure, people learned lots, especially from an organisational perspective. But from our business ... we didn't necessarily learn a lot more about international visitors. (W-AKL8-1: 36)

THEME 4: Ways and forms of learning in the RWC 2011 context (AKL network, weak ties/Group 2)

Since learning and knowledge acquisition was limited, the analysis only generated two codes on the ways and forms of learning: (1) learning by doing; and (2) learning through prohibitions (Figure 67).

Figure 67: Theme 4: Ways and forms of learning in the RWC 2011 context (AKL network, weak ties/Group 2)



Learning by doing

Question 14 investigated how the organisations learned through RWC 2011. The responses were mixed: One participant “strongly agreed”, two “agreed” and three “neither agreed nor agreed” that learning from other organisations meant mainly “learning by observing” and “learning by doing”, rather than through written documents, manuals and systems. Participants informed themselves through the media and through newsletters and updates sent from TA and Auckland Council. They then decided independently on their objectives and professional behaviour in the lead-up to, and during RWC 2011, and simply “learned by doing”. One participant described this approach:

We could be doing it totally 100% wrong and that's the risk that we're prepared to take [because,] ... if we make another mistake, ... we've made every other mistake that's possible to date over the 16 years and we've learned from it. (W-AKL9-1: 90)

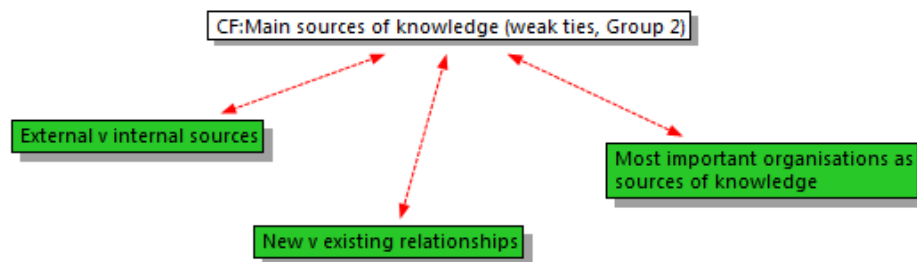
Learning through prohibitions

Participants frequently referred to knowledge they acquired in the RWC 2011 context via the MEMA. Learning through prohibitions (i.e. learning by finding out what was prohibited during the event) was important. The two business associations refer to their constant discussions with their members about the MEMA. One participant described the MEMA regulations and their impact: "it was indoctrinated in us that we had to watch this and watch our businesses so nobody got fined and all of that" (W-AKL1-2: 62).

THEME 5: Main sources of knowledge (AKL network, weak ties/Group 2)

This theme identifies the main knowledge sources: (1) external versus internal sources; (2) new versus existing relationships; and (3) most important organisations as sources of knowledge (see Figure 68).

Figure 68: Theme 5: Main sources of knowledge (AKL network, weak-ties/Group 2)



External versus internal sources

Most organisations of this group were very small owner-operated businesses. Not surprisingly, knowledge sources were predominantly external. One participant stated that they increased their knowledge "on the MEMA; the rest of the support and knowledge has really come through the council and Tourism Auckland" (W-AKL1-1: 82). External sources included the event organisers and owners (IRB and RNZ 2011), but also other organisations in the Auckland region, especially Auckland Council and TA.

New versus existing relationships

The answers to question 15 (“For RWC 2011 I learned more from new relationships than from organisations I already dealt with in the past”) varied. Four participants “didn’t establish any new relationships”, while the remaining two “disagreed”. It appears that existing relationships were important because very few Group 2 participants established new relationships as a result of RWC 2011.

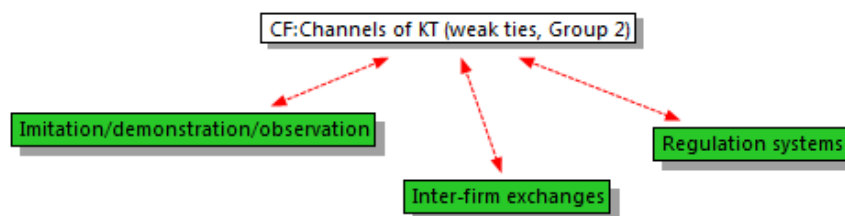
Most important organisations as sources of knowledge

Question 17 identified the organisations regarded as the most useful and beneficial sources of knowledge. Only three participants responded to this question, and they referred to two organisations: RNZ 2011 (named twice) and Auckland Council.

THEME 6: Channels of KT (AKL network, weak ties/Group 2)

There were three KT channels for Group 2 participants; two operating at the firm level (imitation/demonstration/observation and inter-firm exchanges), and one at system level (Figure 69).

Figure 69: Theme 6: Channels of KT (AKL network, weak ties/Group 2)



Imitation/demonstration/observation played an important role, and participants constantly analysed information in the media and information sent from RNZ 2011, Auckland Council and TA. One participant noted: “They are keeping us well informed via email — very well informed I must say” (W-AKL9-1: 84). They also looked at how other organisations dealt with situations and imitated them. Group 2 participants exchanged ideas, perspectives and experiences with others. One interviewee described how they contacted their business partners to discuss business processes in the RWC 2011 context: “we talked to him a lot like ‘What are you specifically doing? How are you targeting your markets?’ ” (W-AKL8-1: 53). Finally, the regulation system (through the MEMA) was an important KT channel. Business associations, in particular,

used it to inform and advise their members: “everyone has to learn, otherwise they will be in big trouble if you think about all the MEMA things. We will try to pass it to our members and we will have to monitor it” (W-AKL1-1: 70).

THEME 7: Level of information sharing remained unchanged (AKL network, weak ties/Group 2)

In question 26, the participants rated whether information sharing between organisations increased or decreased as a result of RWC 2011 (scale from -5 to +5; -5 = “decreased significantly”, 0 = “has not changed”; +5 = “increased significantly”). Five of six participants rated it with 0 (i.e. unchanged). The remaining participant rated it with +4 (mean: 0.67). The participants thus considered RWC 2011 to have had little effect on information sharing.

THEME 8: Evaluation processes (AKL network, weak ties/Group 2)

The participants did not participate in any form of formal evaluation process on RWC 2011. Most of them indicated their organisation was too small or did not have time for it. One interviewee noted:

... I’m afraid we are a small business because we are the owners. We probably won’t write it down. We put it in our memory base and know what to expect next time. We have had a little bit of an evaluation meeting, and talked about what we would do differently next time; so some sort of informal meeting on what we do next time that is a little bit different or how can we improve our facilities to accommodate larger groups. (W-AKL8-2: 48)

Another participant explained:

... it’s in my head at the moment. We haven’t had a debrief. I doubt if we’ll have a debrief. There’s been stuff that’s come through, tell[ing] us how this went and that ... but you know it’s just going to go in that feel-good sort of value, so I’ll wait for the next one. (W-AKL5-2: 62)

THEME 9: Advisory role of organisations (AKL network, weak ties/Group 2)

The two business associations acted as “advisors” for their members. One participant explained:

We had to inform all our members, because a lot of people wanting to go “Come here for the RWC 2011 or go da da da” ... and so we had to

go out and educate them about what they could use, what they couldn't use, and also the implications if they did, because a lot of people didn't take it seriously. [RWC 2011] really [was] too regimented. A pub in [an Auckland suburb] is not going to break the World Cup branding [pause]. But [RNZ 2011's] expectations are that every little bit does, and it was just very, very difficult for the one-man-bands. (W-AKL6-2: 50-53)

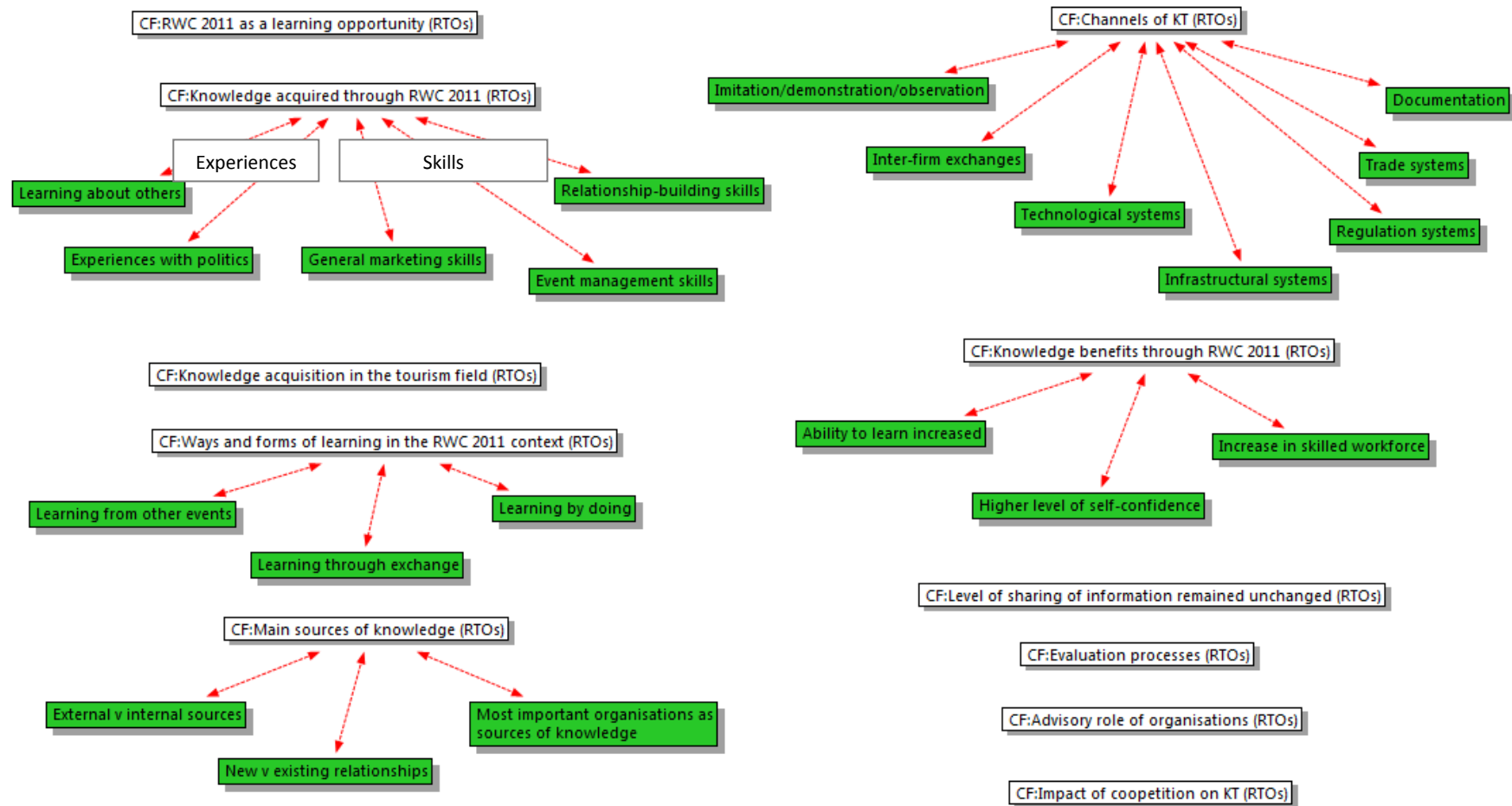
Summary of findings for the weak ties (Group 2) in the AKL network

Group 2 participants had mixed feelings about whether RWC 2011 was a learning opportunity. They acknowledged only a few areas in which they acquired new knowledge: learning about others and event management skills. Several emphasised that they did not gain any new knowledge from RWC 2011 and that the event did not provide much new knowledge in the tourism field. The limited new forms of knowledge were mainly acquired by doing and through prohibitions. External sources (in particular, the event organisers and Auckland Council) were more prevalent than internal sources. The main KT channels were imitation/demonstration/observation, inter-firm exchanges, and the regulation system. The participants did not take part in any form of evaluation process. The business associations regarded themselves as “advisors” for their members.

7.3 Findings from the RTO network

This section combines the findings for the five strong and the six weak ties in the RTO network since their views and perspectives were very similar. Again, the findings include results from all three sources of evidence (interviews, documentation and surveys): 11 pre- and 10 post-event interviews (one RTO only participated in the pre-event interview), and nine surveys inform the data analysis. Quotes from interviews with TA staff and RTONZ's Executive Officer are also utilised. Eleven themes were identified (see Figure 70): (1) RWC 2011 as a learning opportunity; (2) knowledge acquired through RWC 2011; (3) knowledge acquisition in the tourism field; (4) ways and forms of learning in the RWC 2011 context; (5) main sources of knowledge; (6) channels of KT; (7) knowledge benefits through RWC 2011; (8) level of sharing of information remained unchanged; (9) evaluation processes; (10) advisory role of organisations; and (11) impact of coopetition on KT.

Figure 70: Codes and themes: RTO network, strong and weak ties



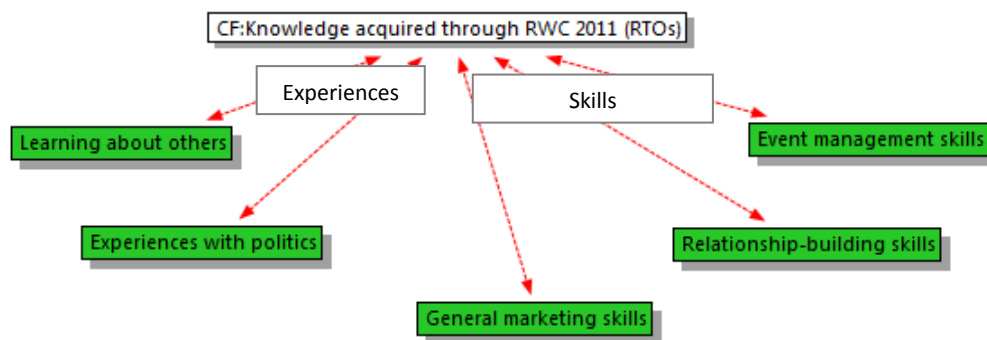
THEME 1: RWC 2011 as a learning opportunity (RTO network)

The RTOs highlighted the positive role of RWC 2011 as a learning opportunity. One CEO noted: “RWC 2011 will be a starting point to learn for the future and be prepared” (W-RTO1-1: 94). Another interviewee highlighted that “every event you go through you learn more from” (S-RTO3-1: 115). One CEO referred to RWC 2011 as an “opportunity to appreciate that there are some new things that we have to learn” (S-RTO1-1: 66). In the survey, six RTOs “agreed” that RWC 2011 was an opportunity to learn and share knowledge, two “neither disagreed nor agreed” and one “disagreed” (question 12).

THEME 2: Knowledge acquired through RWC 2011 (RTO network)

Five RTOs “agreed” that they learned from the other RTOs, while four “disagreed” (question 13). The interviews indicate that — next to learning from other RTOs — the participants also learned from regional stakeholders. All experiences and knowledge acquired during RWC 2011 and mentioned by the RTOs in the interviews can be divided into: (1) experiences (e.g. operational experiences, new perspectives and ideas); and (2) skills (new skills acquired through the involvement with RWC 2011 that did not exist prior to the event). Hence, two sub-themes (experiences and skills) with five codes were generated from the data (see Figure 71).

Figure 71: Theme 2: Knowledge acquired through RWC 2011 (RTOs)



Sub-theme 2a: Experiences made through involvement in RWC 2011

Two forms of experiences were combined for this sub-theme: (1) learning about others; and (2) experiences with politics.

Learning about others

The RTOs indicated that they particularly learned about their stakeholders and other partners within their region. This included their roles, strategies and goals for RWC 2011. A TA staff member emphasised that RWC 2011 contributed to:

... definitely understanding our stakeholders and the industry, about their business and what drivers they have, what is important for them and what is not. There are a wide variety of stakeholders, whether it is attractions or transportation, accommodation, there are quite different parts of the industry, and what is important to one part is not necessarily important to the other and vice versa. But being able to understand what is important to certain stakeholders has been really interesting. (E-AKL2-1: 46)

Another participant described the event as helping them to learn more about their council:

We are also learning about the way the councils function, and what different department of the council does what etc.; so we are learning a lot more about how those organisations and departments work. (S-RTO3-1: 67)

Interestingly, the RTOs rarely referred to each other. Their responses suggest that they learned more about their own stakeholders and organisations within their own region.

Experiences with politics

The RTOs also referred to an increased level of competency in dealing with politics. One RTO emphasised the importance when noting: “Event management of this scale, managing expectations of the industry as well, that’s quite important. There is quite a strong political and stakeholder role in this; because it is seen as such a big deal” (W-RTO2-1: 91). Asked which particular skills have been learned from RWC 2011, another RTO responded: “Politics is one” (S-RTO3-1: 70).

Sub-theme 2b: Skills acquired through involvement in RWC 2011

The RTOs mentioned three skills acquired through their involvement in the event: (1) general marketing skills; (2) relationship-building skills; and (3) event management skills.

General marketing skills

General marketing skills were listed as important skills that were acquired by the RTOs. One CEO stated: “[RWC 2011] was a biggie, in the areas that we normally wouldn’t have done. Particularly in terms of our appreciation of online marketing; we certainly learnt a lot about that” (W-RTO1-2: 44). In survey question 19, the same participant used the free text field to list “social media marketing” as an additional skill (W-RTO1: survey).

Relationship-building skills

Participants felt that the event assisted them in gaining skills around collaboration and relationship building since they frequently interacted with other RTOs and stakeholders. One CEO noted: “working collaboratively has improved as a skill and inter-relationship building” (W-RTO6-1: 82). A TA staff member added that there is “lots of learning taking place in relationship building as well” (E-AKL1-1: 18). In question 19, one participant listed “Collaboration over a proposed mobile application” in the free text field that asked for the area in which the most knowledge was acquired during RWC 2011 (W-RTO1: survey).

Event management skills

The biggest field of knowledge acquisition the RTOs mentioned was the field of event management. In the survey, four RTOs used question 19 to list: “Event management and organisation” (W-RTO5: survey; W-RTO4: survey), “statistics on visitor numbers and flows” (W-RTO3: survey) and “mega-event economic drivers” (S-RTO1: survey). Event management experiences mentioned in the interviews included: dealing with the scarcity of reliable forecasts and statistics; gaining operational knowledge for future mega-events; handling large budgets; learning about the distinctive features of an event; and managing high expectations from stakeholders (Table 42).

Table 42: Event management and organisation skills gained from RWC 2011 (RTOs)

Experience made/ knowledge gained	Quote
Dealing with the scarcity of reliable forecasts and statistics	"... the key learning is [that] data is really important, and the general feeling is that we just didn't have enough data in terms of what to expect and how to plan and how to manage." (W-RTO3-2: 45)
Gaining operational knowledge for future events	"... we didn't spend a lot of money. We got \$10,000 from the REAL New Zealand Festival and a little bit of other money, but frankly we would just spend that again and probably just highlight the things that were here. So our return on investment was fine, but I sure wouldn't spend any more money on promoting the region." (W-RTO5-2: 36)
Handling large budgets	"... we've learned about working with large budgets." (W-RTO2-1: 84)
Learning about the distinctive features of an event	"... having done the Lions Tour we know that the demographics of the RWC 2011 visitor is different to the Lions visitor. We know that the demographics of the Cricket World Cup is different to the RWC 2011 visitor. So we are not going to roll out the same plan for every single mega-event; because you have got to look at the demographics of the visitors." (S-RTO3-1: 115)
Managing high expectations from stakeholders	"RWC 2011 is a wonderful opportunity and it has created additional work for us. So we are delighted that it has come along, but it is a challenge for a smaller organisation to cope with the additional expectations and meetings and developments. So from a resource point of view, we are spending so much time on this. And we have to be very, very careful that things don't go flat straight after the event." (S-RTO2-1: 133)

THEME 3: Knowledge acquisition in the tourism field (RTO network)

The interviews reveal that not much new knowledge could be acquired in the tourism field. For most tourism operators it was simply an additional "high season", and hence it did not change fundamentally the way they worked. One CEO explained:

... the knowledge of our visitors is already high. These people are going to enjoy the same [pause]; sure, they come for a rugby match — but outside of it they'll enjoy the same things that people come to New Zealand for anyway. It's unlikely that they are going to do a whole lot of new stuff. (W-RTO5-1: 59)

In the post-event interview the same CEO confirmed:

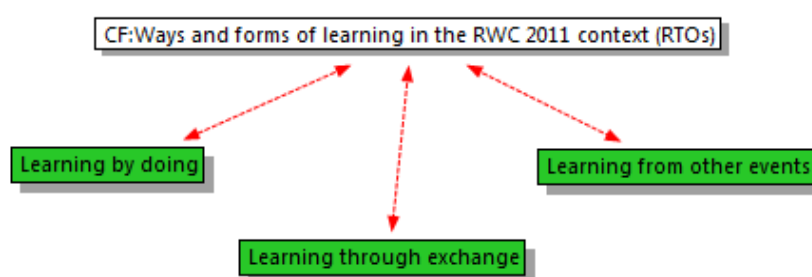
... there were a lot of logistics and infrastructure change, particularly if you had teams staying. And that's where the work was. It wasn't so much in the tourism side It was not different in kind from anything else we would do; perhaps a little different in degree ... it was business as usual really. (W-RTO5-2: 45)

Another CEO emphasised that they “have to get visitors here, whether there’s a RWC 2011 or whether there’s no RWC 2011” (S-RTO4-2: 45). The visitors did not vary much from the “normal tourists”. Hence, no significant new forms of knowledge and experiences were acquired.

THEME 4: Ways and forms of learning in the RWC 2011 context (RTO network)

The RTOs indicated the following RWC 2011-related learning mechanisms: (1) learning by doing; (2) learning through exchange; and (3) learning from other events (see Figure 72).

Figure 72: Theme 4: Ways and forms of learning in the RWC 2011 context (RTOs)



Learning by doing

The most popular way of learning was “learning by doing”. Many RTOs had no previous experience with mega-events, and said they learned “on the go”. One CEO explained: “it is learning by doing. So once you are doing things and you have got deadlines and action, you do it as you go” (S-RTO5-2: 101). Through RWC 2011 they were brought into new situations, participated in meetings, exchanged ideas with others, but mostly made their own experiences. One RTO noted: “I think mainly it is learning by doing, to be honest. Working with different parties, and it has been a bit of a learn-as-you-go process” (W-AKL2-1: 88). The survey reinforces these views. One RTO “strongly agreed” and four “agreed” that learning was mostly achieved through “learning by observing” and “learning by doing” than through written documents, manuals and systems (question 14). Two RTOs “neither disagreed nor agreed” and two “disagreed”.

Learning through exchange

Learning through exchange was very relevant for the RTOs. They shared information and knowledge with other RTOs, as one CEO explained:

Through sharing we will be able to pick up ideas we may not have considered. And we will be able to give our ideas to others who may not have considered them. So it is about sharing ideas. (S-RTO2-1: 78)

As such, ideas and perspectives were shared and discussed among the RTOs (e.g. in the RTONZ meetings, via email or telephone conversations). One CEO emphasised the value of this process:

We are learning from what others are doing. It is about getting together and having discussions about “So what are you doing about the motor-home issue? What are you doing about welcome issues? What are you doing about training issues”? All of those discussions that happen that are different, potentially different applications to different regions because different regions have different make-up. It is just the opportunity to consider whether any of those applications are relevant to our own region and whether we, too, need to step up to a mark or not. So the great thing is that it gives us opportunities to benchmark ourselves against others. (S-RTO2-1: 72)

One RTO emphasised the importance of it being a mutual process of giving and taking: “it’s about ‘I show you mine if you show me yours’; so it is about sharing” (S-RTO4-1: 66). It is important to note that not *all* information and knowledge was shared among the RTOs — the interviews demonstrate that information sharing among the RTOs was selective. This is explored further in Theme 8.

Learning from other events

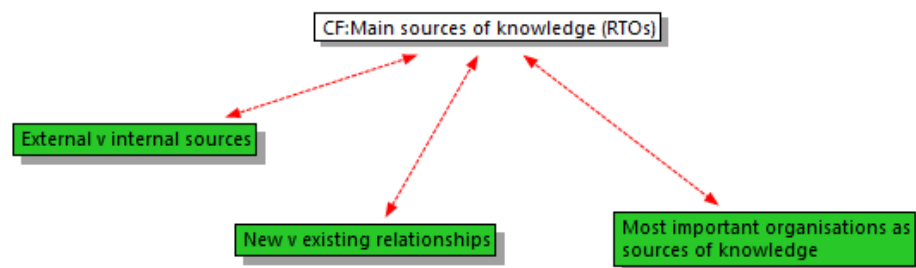
The RTOs also described how they learned from other mega-events and major events, especially the 2005 British and Irish Lions Tour and the America’s Cup. One interviewee remarked: “We also had the Lions Tour not so long ago that we’ve learned from and knew what we needed to have in place going forward” (S-RTO3-1: 106). Another RTO agreed that “the America’s Cup and Lions Tour have been quite helpful to understand what RWC 2011 might be about” (S-RTO4-1: 77). One interviewee emphasised the importance of the 2005 British and Irish Lions Tour:

... we often talk about the Lions Tour and use that as a little bit of a benchmark, obviously because it was a rugby event and the numbers travelling based around that event. It is all very positive in terms of learnings moving forward. (W-RTO3-1: 135)

THEME 5: Main sources of knowledge (RTO network)

This theme identifies the main sources of knowledge and utilises three codes: (1) external versus internal sources; (2) new versus existing relationships; and (3) most important organisations as sources of knowledge (see Figure 73).

Figure 73: Theme 5: Main sources of knowledge (RTOs)



External versus internal sources

The interviews and the survey reveal the use of internal and external sources by the RTOs. One RTO referred to external sources and stated that they are learning “from what others are doing” (W-RTO3: 88).

Similarly, five RTOs “agreed” that they learned from the other RTOs (four “disagreed”; question 13). However, the findings reveal that the RTOs learned most from organisations *within* their region and not from other RTOs. One CEO noted:

... if I was to say where we learned the most in terms of the collaboration for RWC 2011 it is probably more in our local relationships, so with [our] City Council, [our] Rugby Union, [our economic development agency], etc. and that’s where I think RWC 2011 has actually made a critical difference. (S-RTO1-1: 63)

Asked whether RWC 2011 was an opportunity to learn and gain new knowledge, another CEO responded: “Yes, but probably more internally, so within the region” (W-RTO2-1: 81). And another interviewee emphasised how much they learned from other organisations within the region while being part of a regional coordination group for RWC 2011:

... the fact that I sit on a steering committee. It's been quite interesting to see what's involved from an event delivery perspective. So that information gets shared with me; also aspects that I am not directly involved with, but you certainly get an appreciation for the entirety of the event and what's involved — from traffic management plans, to security, environmental sustainability, etc. So all the different facets that each of the cities or regions who are involved need to do, the criteria they have to meet, the different things they have to put in place. So I am fortunate to get a lot of that information even though some of it doesn't directly involve me. So in terms of gaining a much wider knowledge it has been great. (W-RTO3-1: 82)

Furthermore, the RTOs referred to the RWC 2011 organising bodies as a knowledge source. One CEO noted:

I think Martin Snedden's communication in general has been very good. We've learned a lot trying to work with the brand, the IRB brand, that's been challenging. But that's life. And that has certainly been one of the learnings. (S-RTO2-1: 139)

External sources of knowledge included the other RTOs, but mostly stakeholders and other organisations within each region as well as the organising committees (e.g. RNZ 2011, NZ 2011). Internal sources comprised staff members within the RTO organisations. Most RTOs had one or more staff members with significant RWC 2011 involvement. These members passed on knowledge and information to the remaining staff. Two RTOs (plus TA) indicated that they had hired additional staff with prior mega-events experience to help deliver RWC 2011 (question 21).

New versus existing relationships

Question 18 investigated whether the RTOs learned more from new relationships than from existing relationships. The responses varied: six participants "disagreed", while the remaining three "agreed". Both new and existing relationships thus appear important. This finding also suggests that existing relationships are an important knowledge source within the mega-events context.

Most important organisations as sources of knowledge

Question 20 identifies the most useful and beneficial sources of knowledge in the RWC 2011 context. Six of nine participants replied to this question and referred to four organisations: Positively Wellington Tourism (named three times), RNZ 2011, REAL New Zealand Festival Team, and a private marketing and web-design firm. It is interesting to note that TA was not mentioned.

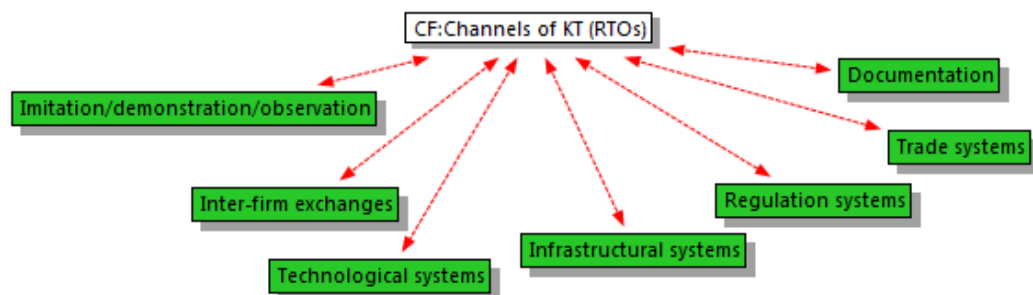
THEME 6: Channels of KT (RTO network)

The following quote summarises the RTOs' KT processes in the RWC 2011 context:

We are sharing documents among each other, so there are fairly regular meetings of this group which are minuted, and that's where the knowledge transfer happens. And then also through learning by doing and observing how others are doing something. (W-RTO6-1: 85)

The most important KT channels among the RTOs were firm-level channels (imitation/demonstration/observation and inter-firm exchange) and systems (technological, infrastructural, regulation and trade) (Figure 74). However, systems did not play as important a role as the firm-level channels. In addition, documentation was another important KT method.

Figure 74: Theme 6: Channels of KT (RTOs)



Firm level

As outlined in Theme 4, the RTOs acquired knowledge through “observing and learning from what others are doing” (W-RTO3-1: 88). Imitation/demonstration/observation was important for KT. One RTO explained:

I have no real idea what Auckland and Wellington are doing [around RWC 2011]. ... I think they are doing some good stuff as well. There is a trade piece that one of our trade managers has picked up that we thought was a really good idea. So we have taken that concept, we have improved on it, we have made our own, and we have translated it into the language of the teams. So we can send it off to the agents that are dealing in those markets. We are not nicking ideas; they have taken some similar ideas from us, I'm sure. But we've come across these things and we think "That is a really good idea". (S-AKL3-1: 83)

In addition, inter-firm exchanges were used by the RTOs. One RTO described the KT process:

It is being able to pick up the phone to [name of a TA staff member] in Auckland and saying, "What do you think about that? What are you guys doing?" and then she asks "What are you doing?" and we tell them. It is that sort of exchange. (S-AKL3-1: 86)

Systems

During the early preparations for RWC 2011, "Google docs" (a free, web-based tool offered by Google to "create, share, and collaborate on the web with documents, spreadsheets, presentations, and more"; Google, 2012) was used among the RTOs to share documents and information (i.e. as a technological system). One CEO explained:

... we have actually used "Google documents" to be able to share information across the group online. The RTOs have been quite good, because we are all getting approaches from various agencies that are involved with RWC 2011, and so we often get online and just share who these people are and how we may work with them. So "Google docs" has been quite a good information-sharing sort of mechanism. (W-RTO3-1: 33)

However, this tool was abandoned after some time because "It was too much administrative effort and time — so it hasn't been updated and used. It was just too much" (E-AKL1-1: 129).

The infrastructural system was described by several participants in the interviews. Since the councils were the lead organisations for RWC 2011 in most regions, the RTOs closely collaborated with them and learned from them. One RTO stated: "We are also learning about the way the councils function, and what different department

of the council does what etc.; so we are learning a lot more about how those organisations and departments work” (S-RTO3-1: 67).

In the context of regulation systems, the MEMA requirements were also mentioned by the RTOs. One participant noted:

Probably that has been another big learning curve, too — working within guidelines of a major event — so sponsorships and things like that are very, very tight. At times it seems a little bit over the top. For example, the use of the term “Rugby World Cup”; some of it makes sense, but at certain levels maybe it has got a little bit carried away. (W-RTO2-1: 88)

Trade systems were not specifically described as a form of KT in the interviews or surveys. However, through the RTONZ meetings a variety of economic reports, forecasts and other research results about mega-events and major events in general, and for RWC 2011, were shared to help members prepare for the event. RTONZ’s Executive Officer described a RTONZ meeting during which a market researcher presented statistics around RWC 2011:

[Name of an employee from a market research organisation] did a presentation at our RTO meeting last Thursday. He did a debrief and was doing some top-line data on it, and he pretty much picks what our guys were saying — that certainly game days were great, weekends were great, but during the week not. His view [was] that ... the numbers were pretty well spot-on to what was projected a couple of years ago when they did the first tourism economic evaluation of it, but that he didn’t see the spread of benefit as much as they predicted it would be, which seems to be anecdotally backed up by our guys as well. (O-RTO1-2: 22)

Other channels for KT used by the RTOs in the RWC 2011 context

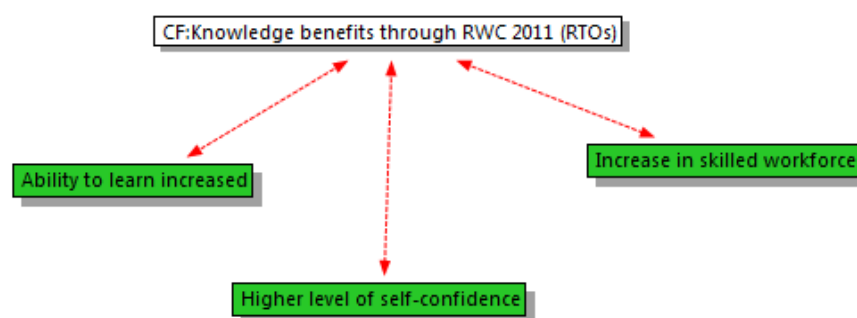
Documentation was also used by the RTOs for KT in the RWC 2011 context. Asked how knowledge was transferred among the RTOs, one CEO referred to “meetings and sharing of documentation primarily” (W-RTO3-1: 88). Another CEO noted that they were “sharing documents among each other” (W-RTO6-1: 85). A great variety of documents — such as statistics, forecasts, economic impact reports, post-implementation reviews from previous events and strategic plans — were shared among the RTOs and other regional stakeholders. Documents from previous events and documents describing generic processes and processes for major events were also

regarded highly. Documentation provides a major benefit for the future, as one RTO explained: “The good thing is that we documented everything. So we documented all the things that went well and some of the things that were challenges. So it is all there for the future” (S-RTO5-2: 77).

THEME 7: Knowledge benefits through RWC 2011 (RTO network)

The RTOs indicated that RWC 2011 helped them broaden their knowledge base. Two main areas could be identified in which they benefited from RWC 2011 from a knowledge acquisition point of view: (1) ability to learn increased; (2) higher level of self-confidence; and (3) increase in skilled workforce (see Figure 75).

Figure 75: Theme 7: Knowledge benefits through RWC 2011 (RTOs)



Ability to learn increased

The RTOs indicated that their ability to learn improved because of their involvement in RWC 2011. Asked about whether he thought that RWC 2011 would increase their ability to learn, one RTO replied: “I think it will. Any large event like this broadens the expertise of the organisation that is involved in it” (S-RTO3-1: 76).

Higher level of self-confidence

The success of the event (International Rugby Board, 2011a) bolstered self-confidence levels. The RTOs frequently referred to this. Some spoke about it from a national perspective:

... it shows that the country is capable of actually holding major events. I think New Zealand as a whole has a special offering in terms of its people and the friendliness of its people and the uniqueness of the destination. ... OK, [RWC 2011] was a financial cost to the country and

what needs to be really, really considered very carefully in terms of other major events is that the actual benefit outweighs the cost. And I think certainly in a number of areas it has; in terms of raising the profile of the country. (W-RTO1-2: 58)

Others spoke about it from a town, city or regional perspective:

Yes, I think RWC 2011 demonstrated that we can do it; that we can ... — and particularly us as a destination — that [our city] is able to successfully absorb and manage and host a major event of international standing, and that [our city] model worked. (S-RTO2-2: 47)

The RTOs emphasised this increase in self-confidence and regarded it as a great benefit to attracting and hosting future mega-events.

Increase in skilled workforce

The RTOs referred to benefit of having more event-experienced employees through RWC 2011. They also referred to the importance of keeping this trained workforce in the future. One CEO explained:

... people that had been involved in the last couple of years and a lot of it has been built on relationships and personalities. So one of the issues going forward is — if half the people say in a year's time are not there for varying reasons — will that continue? (S-RTO5-2: 74)

THEME 8: Level of sharing of information remained unchanged (RTO network)

The RTOs were not very satisfied with information-sharing processes within the RTO network for RWC 2011 (question 25). On a scale from 0 to 10 (with 10 being “very good”), the answers ranged from 1 to 8 with five RTOs rating it 5 or lower (mean: 4.63). In question 26, the RTOs rated whether information sharing between them and other RTOs increased or decreased as a result of RWC 2011 (scale from -5 to +5; -5 = “decreased significantly”, 0 = “has not changed”; +5 = “increased significantly”). Six RTOs rated it with 0 (i.e. unchanged); two RTOs rated it with +1, another with +2 (mean: 0.44), indicating RTOs did not find RWC 2011 useful in increasing information sharing among the RTOs.

The interviews also reveal that information sharing was a selective process. One CEO explained: “we don’t have an open book policy. We are evaluating any information

exchange on its merits, and usually information exchange is that [pause]; it's about 'I show you mine if you show me yours' " (S-RTO4-1: 66).

Asked whether the RTOs were openly sharing all the information with each other, one RTO stated: "I wouldn't expect them to, no" (S-RTO2-1: 93). Similarly, one CEO confirmed that there were some things they would "definitely" not share with other RTOs (W-RTO2-1: 99), and responded to the question whether he believed there are things other RTOs would not share: "Yes, I know there are" (W-RTO2-1: 102). Only two RTOs indicated in the interviews that they openly shared all information with the other RTOs. One CEO noted that they "tell virtually everything. I don't think we hold anything back" (S-RTO1-1: 73).

THEME 9: Evaluation processes (RTO network)

The RTOs also indicated their involvement in formal evaluation processes. One RTO explained:

... there'll definitely be a little bit of a wrap-up. Because there's been some local government investment across a number of areas, I think there will be a bit of a follow-up, sort of wrap-up report on RWC 2011 and the benefits, etc. (W-RTO2-2: 50)

For several RTOs their review process was part of a wider review process involving other agencies and organisations from within the region. One CEO noted that "[the region's] sort of formal commitment review and appraisal will be done as a whole — by the council and other organisations as well" (S-RTO1-2: 43).

THEME 10: Advisory role of the RTOs (RTO network)

The interviews also demonstrated that many RTOs saw themselves as "advisors" for other RTOs, smaller tourism businesses, stakeholders and for non-tourism organisations seeking tourism-related knowledge. One of the larger RTOs referred to themselves as a "knowledge bank":

From our perspective it is probably more about sharing and offering our broader resource base to be a bit of a "knowledge bank" for the smaller RTOs. So when they feel they need to talk to somebody about it they can talk to [us]. (S-RTO1-1: 67)

Asked what kind of skills they learned from RWC 2011, another CEO explained:

It probably is the reverse: people are learning from us. A lot of people actually don't understand what tourism is about. They see tourism as an entity. But it's about business; you cannot buy "a tourism". You can buy a farm or a boat or a fishing company. So people ask me: What sort of skills set do I need? Do you want a tourism degree? But I want people who have accounting training or marketing training, as tourism is about business, it's about putting people into shops and beds and cars and spending money. (W-RTO1-1: 85)

THEME 11: The impact of coopetition on KT (RTO network)

In question 15 the RTOs were asked whether competitive tendencies were present among the RTOs during RWC 2011. Five RTOs "agreed", one "neither disagreed nor agreed", two "disagreed", and one did not respond (mean: 3.38). Several RTOs thus sensed competition being present in the lead-up and during RWC 2011. Three RTOs also "agreed" that a tension between collaboration and competition among some RTOs affected preparations for RWC 2011 (question 16). Five RTOs "disagreed" and one "neither disagreed nor agreed" (mean: 2.78). As outlined in section 6.3, the level of collaboration and competition among RTOs varied significantly in the lead-up to RWC 2011, and decreased once all teams and matches had been allocated to the different regions.

Four RTOs "agreed" that the tension between collaboration and competition among some RTOs affected the sharing and transfer of knowledge and information for RWC 2011 (question 17). Two RTOs "disagreed" and three "neither disagreed nor agreed" (mean: 3.22). Hence, while five of nine RTOs did not think that competition affected the event preparations for RWC 2011 (only three saw an impact of competition on the preparation), competition appears to have more likely affected the sharing and transfer of information and knowledge: four of nine RTOs felt an impact and only two "disagreed".

Summary of findings for the RTO network

The RTOs regarded RWC 2011 as a learning opportunity and acquired knowledge in two main areas: experiences (learning about others and experiences with politics) and skills (general marketing skills, relationship-building skills, and event management skills). The event provided the tourism industry with fewer opportunities to learn

because the RWC 2011 visitors did not fundamentally differ from “normal tourists”. The RTOs mainly learned by doing, through exchanges as well as from other events. Their main sources of KT were from both external and internal sources (with a slight dominance of external sources), and from both new and existing relationships (with a slight dominance on existing relationships). The main KT channels were imitation/demonstration/observation and inter-firm exchanges. All four systems (technological systems, infrastructural systems, regulation systems, and trade systems) were also used. Documentation was regarded as a very important KT channel. The RTOs acknowledged that their ability to learn and their self-confidence increased due to the success of the event. They also referred to the increase in a skilled and trained workforce as a result of RWC 2011. The RTOs learned more from organisations within their region as opposed to from other RTOs. There was little evidence of increased information sharing among the RTOs. All RTOs indicated that they were taking part in some form of evaluation process of the event, either independently for their organisation or as part of a regional assessment. The larger RTOs acted as “knowledge banks” and “advisors” for other RTOs, and helped spread RWC 2011 knowledge throughout the intra-regional environment. While several RTOs indicated that competitive tensions were present among the RTOs during RWC 2011, most did not see these tensions as negatively impacting on preparations for the event. However, four of nine RTOs felt that the tensions negatively impacted on the sharing and transfer of knowledge and information for RWC 2011.

7.4 Cross-case analysis

Comparing the four different groups (AKL network strong ties, weak ties Groups 1 and 2, and RTOs), the following section provides a summary on the most important findings gained from this study.

7.4.1 Forms and kinds of knowledge acquired in the RWC 2011 context

In the RWC 2011 context, both tacit knowledge (e.g. employees shared and exchanged ideas, observed, imitated and practised) and explicit knowledge (e.g. through manuals, documents) was transferred in both intra-regional and inter-regional environments. Also, all four modes of knowledge conversion as defined by Nonaka

(1994; see section 2.7.5 and Figure 5, p. 49) were used by the participants of both environments:

1. Tacit-to-tacit (socialisation): e.g. face-to-face conversations and meetings among the businesses in the Auckland region and among the RTOs.
2. Tacit-to-explicit (externalisation): e.g. email contacts, creation of documents and manuals, workshops for employees and stakeholders.
3. Explicit-to-explicit (combination) e.g. circulation of documents.
4. Explicit-to-tacit transfer (internalisation): creation of new ideas from reading written documents or from learning by doing, e.g. by applying procedures from generic mega-events manuals and templates.

The responses from the strong-tie participants and Group 1 of the weak-tie organisations were very similar. In addition, the findings from the RTO network are also comparable to the findings from both the strong-tie and the Group 1 weak-tie organisations. Only Group 2 of the weak-tie organisations in the Auckland network expressed an entirely different view on knowledge acquisition and transfer in the RWC 2011 context. Important findings for the inter- and intra-regional networks (with the exception of Group 2 weak-tie organisations) include:

- RWC 2011 provided a learning opportunity. The participants of all three groups acquired new experiences (e.g. learning about their partners and stakeholders) and skills (e.g. event management skills, communication skills).
- The participants emphasised that the event involved fewer learning opportunities for the tourism industry because RWC 2011 visitors did not significantly differ from non-RWC 2011 tourists.
- Sources for new knowledge included external sources (stakeholders, other organisations within each region), internal sources, and existing and new relationships.
- Participants particularly learned by doing, through exchange, and from other events. Participants from the Auckland region (strong-tie organisations as well as Group 1 weak-tie organisations) also gained knowledge from international events experts who had been recruited to help organise RWC 2011.

- All participants took part in some form of evaluation process and pointed to several benefits from the increased level of knowledge gained through RWC 2011 (e.g. increased levels of self-confidence)
- Clear communication was regarded as crucial by a large variety of participants, and several interviewees indicated that they were able to improve their communication skills through the event.
- The RTOs learned most from organisations within their region and from the national organising bodies of RWC 2011 (e.g. RNZ 2011, NZ 2011) as opposed to from other RTOs.

In contrast to these findings, Group 2 participants of the AKL network provided a different opinion on the impact of RWC 2011 on knowledge acquisition and KT. For them, RWC 2011 offered only limited opportunities to learn and acquire new knowledge, experiences and skills.

7.4.2 KT in the RWC 2011 context and the channels used

The most important KT channels in both the intra- and the inter-regional environments (except for the AKL network Group 2 weak-tie organisations) were imitation/demonstration/observation and inter-firm exchange (i.e. the firm level). Although systems did not play the same important role, they were also used; in particular, the infrastructural system (public bodies acted as “agents of knowledge transfer”) and the regulation system (through the MEMA). In addition, documentation was a significant channel for transferring knowledge and information.

The individual level (i.e. labour mobility and knowledge brokers, such as international events experts) played an important role in the AKL intra-regional environment, but was not mentioned by the RTO network participants. While several international event experts were hired specifically for RWC 2011 by organisations in the Auckland region (e.g. TA, Auckland Council), only two RTOs (out of nine) were able to employ additional staff with prior mega-events experiences, due to limited financial resources.

To transfer knowledge, AKL network Group 2 weak-tie organisations used imitation/demonstration/observation and inter-firm exchanges (i.e. the firm level) as well as the regulation system. Since they were able to gain only limited or no new

knowledge, their KT process was also very limited, as were the channels and mechanisms used.

7.4.3 The tension between collaboration and competition and its impact on the KT process in the RTO network

In the inter-regional environment (RTO network), five of the nine RTOs indicated that some form of competition was present among the RTOs during RWC 2011 (question 15). Earlier findings (see section 6.3) also demonstrated that there was a continuum of collaboration and competition present among the RTOs in the RWC 2011 context. While five RTOs did not think that this coopetition affected preparations for the event itself (question 16), four “agreed” that it did impact on knowledge sharing and transfer among the RTOs in the RWC 2011 context (question 17). This finding is not surprising: the RTOs collaborated closely within their regions and with national bodies (e.g. RNZ 2011, NZ 2011, TNZ) for RWC 2011. Competition among them did not much affect the overall preparations for the event. It did, however, negatively impact on the sharing and transfer of knowledge among each other. Thus, the continuum of collaboration and competition (coopetition) impeded a more efficient and effective KT process among the RTOs.

This finding is further enhanced with the analysis of question 13 of the survey (“I learned from other RTOs while preparing RWC 2011”): five RTOs “agreed”, four “disagreed”. This demonstrates that some RTOs were actively sharing knowledge and sought to learn from other RTOs, while others were not. Willingness to actively collaborate was a major factor in determining the efficiency of the KT process in the inter-regional environment. Overall, the RTOs did not acknowledge an increase in the level of information sharing for RWC 2011 (question 26).

This underpins the findings from Study 2 (section 6.3): they used each other mainly as a source of information and to exchange ideas; the level of collaboration among them was limited, and this directly affected their KT processes. The findings indicate that the RTOs acquired most new knowledge in the RWC 2011 context from organisations within their regions (intra-regionally) and from national bodies and organising committees (e.g. TNZ, RNZ 2011, NZ 2011) rather than from other RTOs. More collaboration and less competition would have facilitated KT among the RTOs. This

would have led to a more efficient and effective flow of knowledge across the regions and, hence, added additional value for the whole country.

7.5 Chapter summary

This chapter has analysed the KT dynamics among the organisations in the AKL and RTO networks. For the strong-tie and Group 1 weak-tie organisations in the AKL network and for the RTOs, RWC 2011 provided a learning opportunity from which they acquired useful new experiences and skills. In contrast, the Group 2 weak-tie organisations were largely unable to learn and acquire new knowledge through RWC 2011. The most important KT channels in the RWC 2011 context were located at the firm level (i.e. imitation/demonstration/observation and inter-firm exchange). The infrastructural system (public bodies as “agents of knowledge transfer”) and the regulation system (through the MEMA) were also prevalent. In addition, documentation was a significant KT channel. The RTOs acquired most new knowledge from organisations *within* their regions (intra-regionally) and from national bodies and organising committees (e.g. TNZ, RNZ 2011, NZ 2011) rather than from other RTOs. The final chapter will now critically discuss the main findings of each of the three studies, and outline the contributions and implications of the research. It will also consider the strengths and limitations of the thesis, and provide suggestions for future research.

CHAPTER EIGHT DISCUSSION AND CONCLUSIONS

[RWC 2011's] legacy includes an enhanced waterfront and improvements to recreation and transport infrastructure for the benefit of all Aucklanders, and new social capital in the form of improved capability and better networks and relationships between key agencies in Auckland.

— Virginia Terpstra, Manager Major Event Feasibility, ATEED

8.1 Introduction

This chapter starts with a discussion of the findings presented in the previous three chapters. It addresses the research questions for each of the three studies and for both network environments (the AKL and RTO networks). The discussions feed into a cross-study analysis, presenting findings and conclusions to the overall research question, how RWC 2011 impacted on tie strength, CC and KT dynamics of the two networks and their organisations. The chapter then considers the contributions of the thesis to theory and practice, discusses its strengths and limitations, and offers suggestions for future research.

8.2 Discussion and conclusions on the research questions

This section discusses the main findings for each study, addresses the research questions, and concludes with a cross-study analysis critically examining how RWC 2011 impacted on tie strength, CC and KT dynamics of the two networks and their organisations.

8.2.1 Study 1: The impact of RWC 2011 on tie strength among organisations within the two networks

The first study investigated how RWC 2011 impacted on tie strength within TA's intra-regional (AKL) network and inter-regional (RTO) network. The research question was:

(RQ 1) *How has RWC 2011 impacted on tie strength among the organisations within the two networks?*

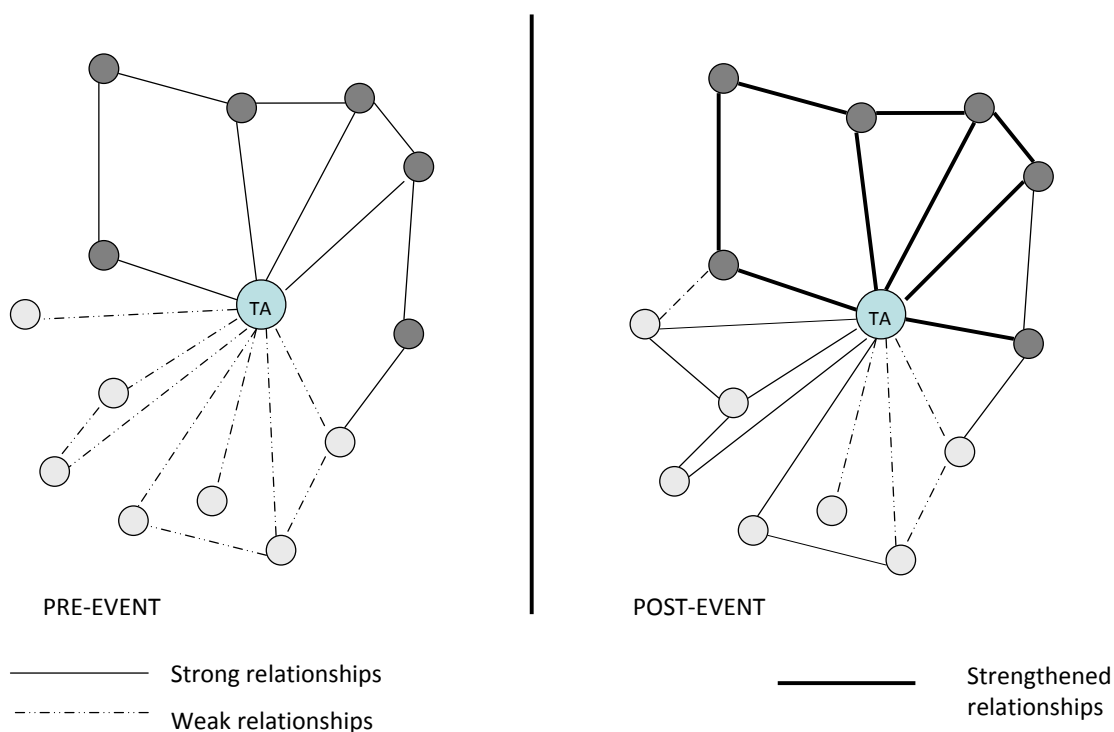
Following on from key concepts, ideas and theories developed to date, the findings presented in Chapter Five (Study 1) are now critically discussed.

RWC 2011 impacted on tie strength among organisations in the AKL network

RWC 2011 impacted on tie strength among a number of organisations within the AKL network. More specifically, tie strength of the strong-tie organisations and Group 1 weak-tie organisations was positively affected. These organisations were not only able to create new relationships but also significantly strengthen existing relationships due to RWC 2011. This will be beneficial to attracting future events to Auckland and NZ, and for their working together on other projects of interest.

Given the positive impact of the event on a large variety of organisations in the AKL network, the overall strength of the AKL network has been positively affected by RWC 2011. Figure 76 presents a model highlighting how all strong ties and some weak ties (Group 1) were strengthened.

Figure 76: Model of the AKL network, and changes to relationships as a result of RWC 2011



The AKL network benefits from the strengthening of their relationships: Strong ties act as catalysts for knowledge-building and have an increased ability to transfer complex

knowledge (van den Bulte & Wuyts, 2007). They also play an important support role and are typically more willing and motivated to assist (Granovetter, 1973; Pavlovich, 2003). This high level of motivation and enthusiasm was especially evident in the interviews with the strong-tie participants.

Pre-event, the AKL network strong-tie organisations likely under-estimated the positive impact of the event on existing relationships

Pre-event, the participants of the strong-tie organisations in the AKL network did not expect RWC 2011 to have an impact on their existing relationships. Rather, they felt that RWC 2011 would help them create new relationships, both nationally as well as internationally, with organisations they had not connected with before. This finding is also reflected in the events literature. Most studies to date have concentrated on the potential of events to strategically establish new relationships (e.g. Chalip, 2004; Gardiner & Chalip, 2006; Kellett et al., 2008; Sallent et al., 2011) rather than looking at what an event can do for existing (i.e. “business as usual”) relationships within a given destination marketing network. However, the ties between a number of organisations in the AKL network strengthened significantly as a result of the event.

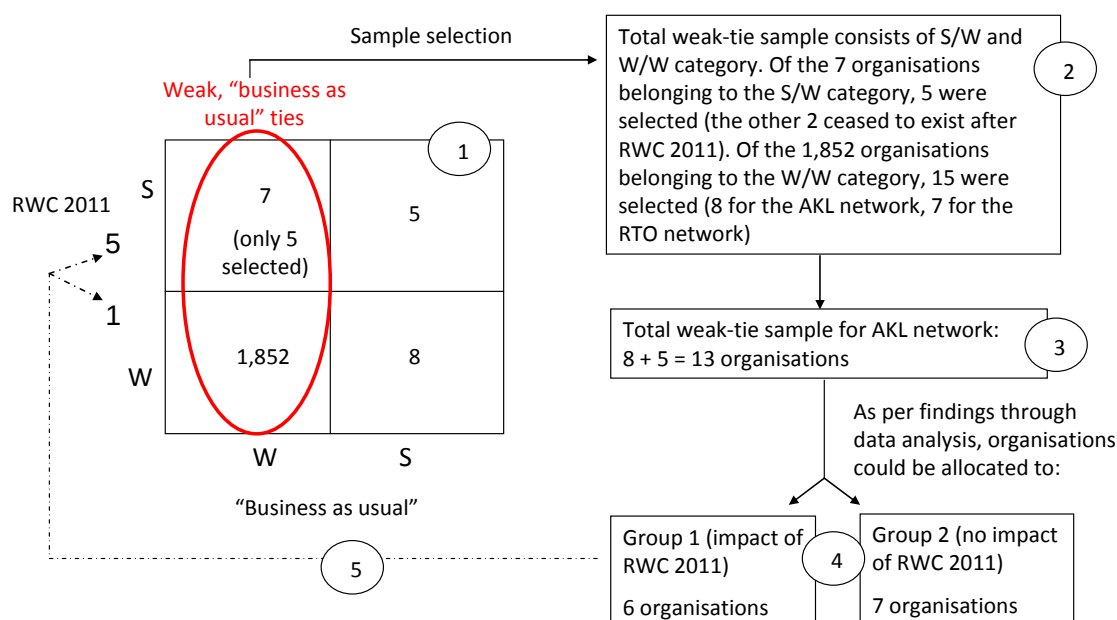
Only certain weak-tie organisations benefited from RWC 2011 and were able to strengthen their relationships with others in the AKL network

As described in Chapter Five, only those weak ties belonging to Group 1 benefited from the event in terms of relationship strengthening and building. Group 1 organisations were relevant for both the tourism destination domain and the events domain. This means that on the one hand they were important within the destination marketing network to organise RWC 2011, and on the other hand they also had a significant role as “events deliverer”. These factors combined to provide significant tie-strengthening opportunities (see Figure 34, p. 158).

A further analysis of Group 1 organisations reveals another interesting finding, depicted in Figure 77: five of the six Group 1 organisations belong to the S/W category, as determined by TA in the sampling process (see section 4.5.6). This means that in the sample selection process TA regarded them as strong relationships in organising RWC 2011, but weak for their “business as usual”. Since this research aimed to identify the

impact of RWC 2011 on “business as usual” relationships, the S/W category and the W/W category (weak relationships for RWC 2011 *and* for “business as usual”) were merged to represent weak “business as usual” ties (i.e. the complete weak-tie sample; see Table 9, p. 100). However, data analysis suggested that the weak ties were not homogenous and that two groups existed within the overall weak-tie sample, viz Group 1 and Group 2. That Group 1 organisations are the same organisations as those of the S/W category endorses the sampling process. It also shows that TA correctly estimated the specific role of these five organisations. Only one further organisation was added to Group 1 that had not been initially allocated to the S/W category by TA in the sample selection process.

Figure 77: Consistency of data analysis findings with sampling process findings



- 1 Allocation of their business partners to four categories by TA (see section 4.5.6)
- 2 Selecting the final sample of weak and strong ties for both networks (AKL/RTO)
- 3 Total weak-tie sample for AKL network
- 4 Findings from data analysis highlight the existence of two groups of weak ties
- 5 Group 1 organisations are the same organisations TA identified earlier (plus one organisation from the W/W category)

Many weak ties in the AKL network did not benefit from RWC 2011 in terms of relationship building and strengthening

All Group 2 weak-tie participants expressed disappointment and frustration at “not being able to take part in” and “not being able to benefit from” RWC 2011. Therefore, the goal for a “cohesive approach” (see Theme 1, section 5.3.1) appears unfulfilled.

Group 2 organisations were not able to benefit from RWC 2011 in terms of relationship building or strengthening, and so for them, in this context, RWC 2011 was simply irrelevant.

Van den Bulte and Wuyts (2007) and Bian (1997) point to the low level of motivation and willingness of weak ties to support and share knowledge. In contrast, the weak ties in the AKL network appeared to be motivated and actively sought to become involved in the event. However, the event organisers did not provide the opportunity for them to get involved. The high level of motivation of the weak ties might be related to the importance and popularity of rugby and the RWC 2011, which resulted in a high interest in the event across NZ (see section 3.5.1).

Valuable opportunities to include and learn from more weak-tie organisations have been missed in the AKL network

The involvement of more weak-tie organisations would have addressed the goal for a more cohesive approach. This should be considered a missed opportunity. Uzzi (1998) points to the benefit of having a portfolio of both strong and weak ties. Strong ties are highly beneficial as supporters and motivators; however, weak ties add valuable new perspectives, ideas and knowledge to networks from which others can learn (Granovetter, 1982; Pavlovich, 2003; van den Bulte & Wuyts, 2007). As outlined in section 3.6.2, the pre-event expectations of benefits in Auckland were high: nearly 88% businesses expected benefits. Post-event, however, fewer than a quarter felt a sense of involvement in the event, and only 8.9% believed RWC 2011 had benefited them (Auckland Council, 2012b). Explicit strategies to involve more weak-tie organisations in event planning should be included in mega-event thinking in Auckland.

The event was driven by Auckland's events unit, and tourism did not play a dominant role

The findings demonstrated a relatively minor role for tourism within Auckland's major events. The "Auckland dimension" of RWC 2011 was driven by the events units and departments within Auckland Council. Several interviewees expressed the feeling that the needs of tourism organisations were insufficiently considered. Future events should strategically address this situation and leverage important synergies between

the two domains of tourism and events. The creation of ATEED (Auckland Tourism, Events & Economic Development) provides a significant opportunity for the future and a step in the right direction. However, ATEED's projects have yet to fully integrate the tourism and events sectors. Mega-events provide high benefits for the host country since they attract a large number of international visitors (Getz, 1989; Kang & Perdue, 1994; Light, 1996; Ritchie, 1984). The interests of the tourism industry should have a higher profile, especially given that these businesses also provide a wealth of experience and knowledge that can help event organisers better prepare an event to the satisfaction of international visitors.

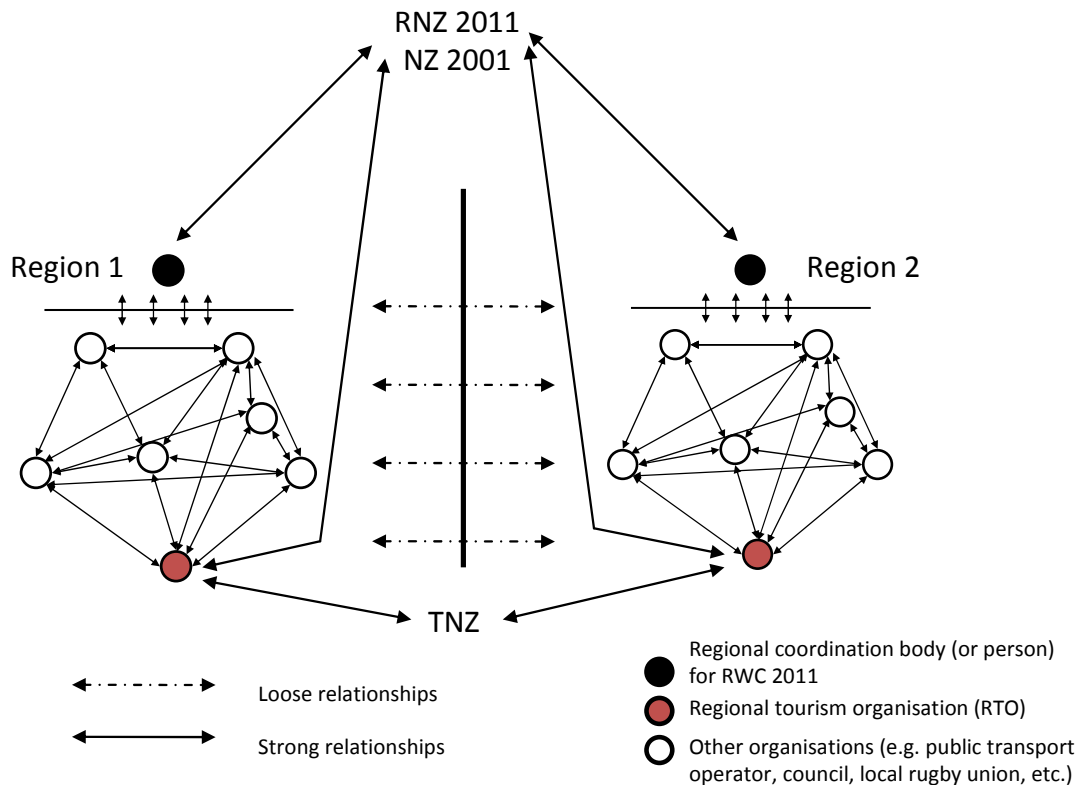
RWC 2011 was a largely irrelevant tool for strengthening relationships in the inter-regional network (RTO network)

The findings from the strong and weak ties in the RTO network are very similar. RWC 2011 was largely irrelevant as a tool to (a) enhance their relationship with TA, and (b) strengthen relationships among the RTOs themselves. RWC 2011 was just one of many projects that brought RTOs together. Other vehicles, such as the joint venture fund or the IMA collective, were seen as more important tools for strengthening relationships among RTOs.

The set-up and organising structure of RWC 2011 impacted on relationship building and strengthening in the RTO network

Figure 78 presents an overview on the overall set-up of RWC 2011 in NZ, and the various relationships involved. The RTOs were often just one of many members of a regional coordination group with a coordination body (or person in the case of smaller regions) at the top. These coordination groups were assigned the task of organising the relevant parts of RWC 2011 for their regions. The relationships within the regions among the group members thus strengthened because of the event. The RTOs also connected with national bodies (i.e. RNZ 2011, NZ 2011, TNZ), which helped to improve relationships with them. On the other hand, the connection to other RTOs was limited and the event did not impact on these relationships.

Figure 78: Set-up of RWC 2011 in NZ and its impact on relationships



The question remains whether a different set-up (e.g. RNZ 2011 determining the locations for matches and teams themselves without going through a bid process) would have increased the level of engagement among the RTOs, thus strengthening their relationships. However, it is questionable whether enhancing relationships between RTOs is desirable. RTOs are funded by regional and local authorities, and their role is to promote their own regions and to increase visitor nights and spending for their regions (RTONZ, 2011a). The views of the RTOs vary regarding increasing collaboration among RTOs. Some see a need to further strengthen RTO relationships; others believe that current relationship strengths are adequate given their region-specific mandate. The findings suggest that while RWC 2011 was unable to strengthen these relationships, not all would consider this a missed opportunity.

A change in thinking is required and RTOs should more strongly connect to each other. They need to be more informed about the important role of relationships and the value of strong relationships for support, motivation and as valuable knowledge sources (Pavlovich, 2003; van den Bulte & Wuyts, 2007). This is especially true for the tourism industry, characterised by constant changes (Gretzel et al., 2006) and

increasing global competition (Pike, 2005). To adequately prepare for the future, destinations need to create strong tourism networks (Fyall & Garrod, 2005; Fyall et al., 2006; Fyall & Leask, 2006; Wang & Xiang, 2007) that assist in “the creation of more stable and competitive destinations” (Parra-López & Calero-García, 2010, p. 37).

RWC 2011 mainly impacted on intra-regional relationships as opposed to inter-regional relationships

The RTO network findings showcase the benefits for *intra-regional* relationships (as opposed to *inter-regional* relationships). While RWC 2011 did not impact on the relationships among the RTOs, it had a positive influence on relationships within the regions, and dialogue between the RTOs and their stakeholders increased. The event also helped RTOs demonstrate their contribution to their region and so “justify” their existence.

8.2.2 Study 2: The impact of RWC 2011 on the CC of the two networks and their organisations

The second study investigated how RWC 2011 impacted on collaborative processes within the two networks and their organisations, and whether RWC 2011 increased their CC. The two research questions developed were:

(RQ 2.1) *How did the organisations in the networks collaborate in the RWC 2011 context, and what role did collaboration play?*

(RQ 2.2) *How has RWC 2011 contributed towards an increased collaborative capacity of the two networks and their organisations?*

8.2.2.1 Forms and role of collaboration in the RWC 2011 context

This section discusses key collaborations from both networks.

Collaboration played an important role within the AKL network for RWC 2011, and a variety of organisations collaborated closely

In particular, the strong ties and the Group 1 weak ties collaborated through email exchanges, telephone conversations, meetings, seminars, industry updates, and workstreams. Collaboration was felt essential to leverage RWC 2011. These findings

complement the Study 1 findings. The same weak-tie organisations that experienced enhanced relationship building and tie strength also reported a positive impact on collaboration. The weak ties that operated in both the events and tourism domains especially benefited from RWC 2011.

RWC 2011 was largely regarded as a catalyst for collaboration and will be a model for future events in the AKL network

RWC 2011 was recognised as the “catalyst” for increased levels of collaboration among a wide variety of entities in the AKL region, and will provide a model and a benchmark for the future. RWC 2011 also played an essential role in the smooth implementation of Auckland’s new local government structure (the creation of the Super City). Collaboration among Auckland entities for RWC 2011 served as a positive example of where the region wanted to head with the creation of the Super City.

A variety of organisations were unsatisfied with the collaboration among organisations in Auckland

The findings indicate that a variety of organisations (i.e. Group 2 weak-tie organisations) were not satisfied with the level of collaboration in Auckland for RWC 2011. They felt excluded, with no chance to contribute or gain from the event given that the organisers concentrated their efforts on only a few areas within the city. While seeking a chance to become more involved in the event, they did not get many opportunities to do so.

This finding contrasts with previous research. Gnoth (2007) analysed business networking during the 2003 America’s Cup in Auckland concluding that “Auckland’s tourism industry [does] not have the skills nor the insights into the benefits of networking” (p. 1). He pointed to the need of actively promoting the benefits of collaboration among tourism businesses in an events context. The findings for the current case, however, demonstrate that most of the participants were aware of the benefits of collaboration for RWC 2011 and actively sought to engage in collaborative processes. Yet, they were not integrated by the event organisers and therefore feelings of exclusion and frustration ensued. While the Auckland Council and TA offered different engagement programmes for its stakeholders (such as the “Match

Ready for Business” programme or the “speaker series”; see section 7.2.1, Theme 6), these initiatives appeared to be both insufficient and ineffective.

“Lack of communication” was among the most important barriers to collaboration

Even though many of the strong-tie and Group 1 weak-tie organisations acknowledged the positive impact of RWC 2011 on collaboration, there were also a number of barriers negatively impacting collaboration. For example, communication was poor within the AKL network. There is a strong need to improve communication for future mega-events, given that good communication is regarded as one of the most important elements in business transactions (Parra-López & Calero-García, 2010) and also as one of the main success factors of tourism networks (Parra-López & Calero-García, 2010; Sigala, 2004). Also, good communication is an essential condition for successful information and knowledge acquisition and transfer (Beesley & Chalip, 2011; Davila et al., 2006).

Other important barriers to collaboration in the AKL network included the different objectives/lack of common goals and overlap (i.e. too many people/organisations involved in similar or identical projects). In the inter-regional network, the RTOs highlighted the lack of human resources; the extra workload; the lack of communication; and the lack of willingness to collaborate, i.e. missing *collaborative approach*.

An important barrier to collaboration among RTOs was “lack of willingness to collaborate”

RWC 2011 was not a significant catalyst for increased collaboration among the RTOs. Other vehicles, such as the IMAs or the joint venture fund, are considered more important. The event was simply another chance for RTOs to share ideas and experiences. They only collaborated where and when needed (i.e. where and when they saw benefits to reach their very own goals and to make RWC 2011 an overall success), especially at the i-SITE level and for the REAL New Zealand Festival. Many RTOs found it unnecessary to collaborate further with others since the event was a one-off, six-week event and placed pressure on already limited resources.

This finding complements results from earlier studies in the tourism field. Tourism organisations often do not value highly collaborative practices, and are characterised by short-term thinking and lack of strategic vision (Gnoth, 2007; Parra-López & Calero-García, 2010). There is a need in the inter-regional environment to promote the benefits of collaboration, i.e. “to gain competitive advantage by bringing together and sharing [the] combined knowledge, expertise, capital and other resources” of stakeholders involved (Fyall & Garrod, 2005, p. 3; see section 2.6.3).

Intra-regional collaboration was more important than inter-regional collaboration

The event impacted strongly on intra-regional collaboration, and each RTO collaborated closely with regional stakeholders. The bidding process to host teams and matches, and the regional coordination groups, created these collaborative opportunities. In contrast, the RTOs did not report increased levels of collaboration with each other or with TA. For most, the event was irrelevant in terms of increased collaboration among RTOs.

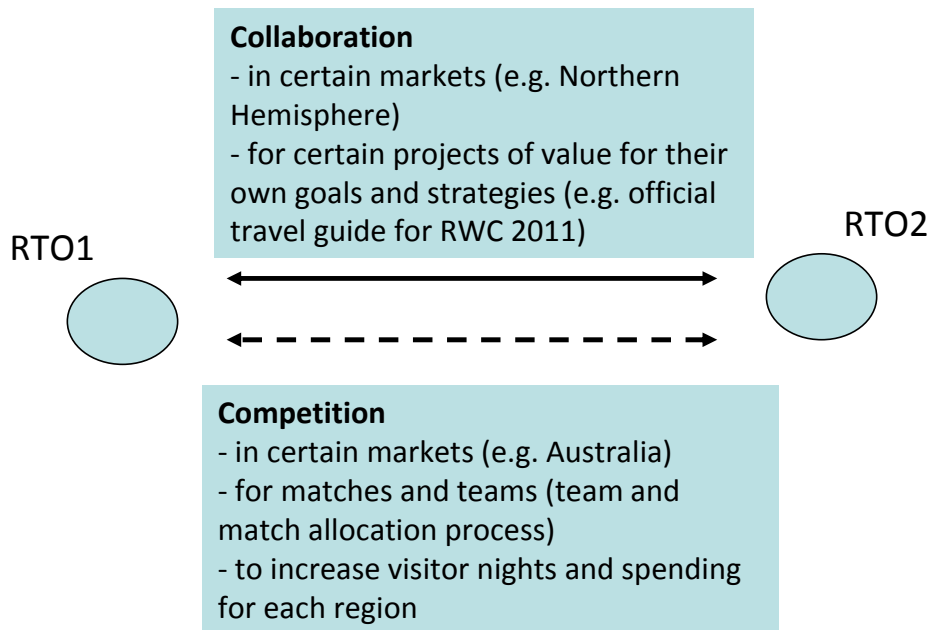
The match and team allocation process encouraged competition (rather than collaboration) among the RTOs

RNZ 2011 conducted a systematic team and match allocation process wherein regions bid to host teams and matches. The competition among the RTOs was high during this period. Competitive mindsets decreased once the allocation process was complete.

The continuum of collaboration and competition among RTOs during RWC 2011 mirrored their normal “business as usual” behaviour

The level of competition and collaboration among the RTOs varied depending on projects, and RWC 2011-related and market-related activities. RTOs tended to compete for short-haul markets (e.g. Australia) and collaborate for long-haul markets (e.g. Europe). They also collaborated around projects they found beneficial to reach their own goals and objectives (e.g. the RWC 2011 visitor guide). The continuum of collaboration and competition (i.e. coopetition) evident among the RTOs in the RWC 2011 context simply mirrored the normal, everyday behaviour of RTOs in NZ (Figure 79).

Figure 79: Continuum of collaboration and competition among RTOs



This continuum of collaboration and competition (or coopetition) underpins findings from earlier studies emphasising that coopetition is especially present among organisations in tourism and destination marketing (von Friedrich Grängsjö, 2003; Wang, 2008; Wang & Krakover, 2008). Thus, the research provided an ideal context to analyse the impact of coopetition on KT processes (see section 8.2.2.3 below).

8.2.2.2 The contribution of RWC 2011 towards increased CC of the two networks and their organisations

This section discusses the main findings of how RWC 2011 contributed towards increased CC of the two networks and their organisations, thus addressing research question 2.2.

Clear and common goals and a collaborative approach were regarded as essential conditions to increase CC in the mega-events context

According to Foster-Fishman et al. (2001), CC refers to the conditions “needed ... to promote effective collaboration” (p. 242). They state that coalitions need CC at four different levels: within their members (i.e. member capacity); within their relationships (i.e. relational capacity); within their organisational structure (i.e. organisational capacity); and within the programmes they sponsor (i.e. programmatic capacity) (see section 2.6.5).

For this thesis, the interviewees were asked to identify the conditions needed for their organisations and for the network overall to increase CC in the mega-events context. The conditions most frequently mentioned by all interviewees across the two networks included: clear and common goals (and shared vision); a collaborative approach; regular, clear communication; honesty and openness; trust; stakeholder integration and buy-in; empathy and leadership.

Table 43 presents the most important conditions needed to increase the capacity to collaborate (as named by the participants of this research) and their respective level of capacity (as per Foster-Fishman et al., 2001).

Table 43: Most important conditions needed to increase the capacity to collaborate

Condition	Description	Level of capacity (Foster-Fishman et al., 2001)
Clear and common goals, and shared vision	To have a common goal that is clearly announced	Relational
Collaborative approach	An approach by the whole region and every organisation involved that acknowledges the importance of collaboration; willingness to collaborate	Organisational
Regular, clear communication	Clear and constant communication with all partners and stakeholders	Organisational
Honesty and openness	Being honest and open	Relational
Trust	Trust between the partners	Relational
Stakeholder integration and buy-in	Integrating all relevant stakeholders and getting their buy-in	Relational
Empathy	Understanding for others; ability to acknowledge others' roles and objectives	Relational
Leadership	An individual or organisation acting as a strong, skilled leader	Organisational

These findings demonstrate the particular importance of organisational and relational conditions to increase CC in the mega-events context. Member and programmatic levels appear less instrumental.

The conditions named also emphasise the findings from earlier studies (see Chapter Two), demonstrating the importance of communication (e.g. Beesley & Chalip, 2011; Davila et al., 2006; Parra-López & Calero-García, 2010), common goals (e.g. Fyall & Garrod, 2005; Morrison et al., 2002; Spyriadis, 2002), honesty and openness (e.g. Sigala, 2004), leadership (e.g. Morrison et al., 2002), trust (e.g. Håkansson, 2006; R. M. Morgan & Hunt, 1994; Parra-López & Calero-García, 2010; Sigala, 2004), and

willingness (i.e. a collaborative approach; e.g. van den Bulte & Wuyts, 2007) for a collaborative environment. Only the conditions “stakeholder integration and buy-in” and “empathy” appear to have been discussed less in the literature to date, which might reflect the specific context of this research.

RWC 2011 impacted positively on the CC of strong-tie and certain weak-tie organisations in the AKL network

The event impacted positively on both the organisational and relational capacities of many AKL-network organisations (i.e. strong ties, Group 1 weak ties). The interviewees also emphasised that both their organisations and the region as a whole were able to collaborate more effectively as a result of RWC 2011. Since the event impacted on the CC of key organisations in the AKL network, it also positively affected the CC of the AKL network as a whole.

Weak-tie organisations need to be strategically integrated for future events to increase the CC of the AKL network and its organisations

Group 2 weak-tie organisations reported no impact of RWC 2011 on collaboration. For them, RWC 2011 was an irrelevant tool for increased collaboration and the event did not impact on their CC. This may weaken the level of their support for future mega-events. The region should therefore strategically plan collaboration and integrate more weak-tie organisations. Many scholars point to the need for collaboration within the destination (e.g. Bhat, 2008; Bhat & Milne, 2008; Fyall & Garrod, 2005; Fyall et al., 2006; Fyall & Leask, 2006; Fyall, Leask, & Garrod, 2001; Wang, 2008; Wang & Fesenmaier, 2007; Wang & Krakover, 2008; Wang & Xiang, 2007). Given the importance of collaboration, it is crucial for organisations as well as destination networks to increase their *capacity* to collaborate. In the Auckland context, this would mean spreading the event’s ancillary activities more widely, which would lead to greater satisfaction for businesses in the Auckland region.

A collaborative approach is essential to increase RTOs' CC in the mega-events context

A collaborative approach was among the most important conditions needed to increase the CC of the RTOs. Other important conditions were: trust; and clear and common goals, and shared vision. Organisers of future events should consider the need to promote the opportunities and benefits of collaboration among RTOs.

RWC 2011 did not impact on the CC of the RTOs and the RTO network

The RTOs did not collaborate closely for RWC 2011, and hence their CCs were unchanged. There was limited collaboration *among* RTOs around RWC 2011. On the other hand, the findings show that RTOs closely collaborated with other organisations *within* their regions, and their CC might have been positively affected through these collaborative interactions. This, however, lies outside the scope of this research.

8.2.3 Study 3: The impact of RWC 2011 on KT dynamics among organisations within the two networks

This section comprehensively discusses the findings from Study 3 (Chapter Seven) and addresses the three research questions developed around knowledge and KT.

(RQ 3.1) What kind of knowledge was transferred in the RWC 2011 context?

(RQ 3.2) How was knowledge transferred between the organisations involved?

(RQ 3.3) How did the tension between collaboration and competition affect knowledge transfer among the organisations in the inter-regional environment (RTO network)?

8.2.3.1 Forms of knowledge acquired and transferred in the RWC 2011 context

The most important findings of this research in the knowledge acquisition and management context are discussed below.

RWC 2011 was seen as an important learning opportunity

Nearly all participants in this research (with the exception of Group 2 weak-tie organisations) regarded RWC 2011 as a learning opportunity. They reported new experiences and learned new skills while preparing for RWC 2011.

No systematic, strategic IKM approach was in place in the AKL and RTO networks for RWC 2011

For RWC 2011, no systematic and strategic IKM approach was in place in NZ. This was the case for the Sydney Olympics where a strategic information management approach led into a wider knowledge management role, assisted by a technological system (Halbwirth & Toohey, 2001). In the AKL network leading organisations (e.g. the Auckland Council) took part in KM initiatives such as the Play of Cities forum and the Observer Programme (see section 7.2.1) to learn from other cities and to transfer information and knowledge to future hosts. However, there was no strategic approach to systematically “tap” into the vast amount of information and knowledge sources and to leverage the knowledge opportunities provided by RWC 2011. While an aspiration to learn new skills and experiences existed among the organisations, this was not accompanied by specific IKM programmes and/or technological systems. Similarly, while the RTOs shared ideas and experiences, no strategic IKM approach existed in the RTO network.

A more strategic, systematic IKM approach, accompanied by technology would have provided further opportunities for information and knowledge acquisition and sharing around RWC 2011. Previous research demonstrates how beneficial (I)KM programmes can be in the mega-events context (Halbwirth, 2002; Halbwirth & Toohey, 2001; Toohey & Halbwirth, 2001). This should be considered for future mega-events in NZ.

Both tacit and explicit knowledge was transferred in the RWC 2011 context

In both the AKL and RTO network environments, tacit knowledge (e.g. employees sharing and exchanging ideas, observing and imitating) and explicit knowledge (e.g. acquired through manuals and documents) were transferred.

All four modes of knowledge creation, as described by Nonaka (1994; see section 2.7.5), were used by the participants:

1. Tacit-to-tacit (socialisation): e.g. face-to-face conversations and meetings.
2. Tacit-to-explicit (externalisation): e.g. email contacts, creating documents and manuals, workshops for employees and stakeholders.
3. Explicit-to-explicit (combination): e.g. circulation of documents.
4. Explicit-to-tacit (internalisation): creating new ideas from written documents or learning by doing, e.g. by applying procedures from a manual.

Knowledge was created and transferred in a dynamic interaction between the different modes of knowledge conversion, i.e. socialisation, externalisation, combination and internalisation (Nonaka, 1994; Nonaka & Takeuchi, 1995; Nonaka et al., 2000). Given the nature of a mega-event (with a well-defined end), it is, however, questionable whether the knowledge does move as a spiral (as suggested by Nonaka, 1994; Nonaka et al., 2000). Understanding the influence of the time-bound nature of events on KT is an opportunity for future research.

Learning about other organisations and operational experiences were important experiences; event management skills were important skills acquired

Interviewees discussed the opportunity to learn more about other organisations (e.g. their roles and objectives) through RWC 2011. Many also gained operational experiences useful for their “business as usual” activities. Furthermore, many organisations (including Group 2 weak-tie organisations) acquired event management skills, particularly mega-events skills. They learned to deal with hitherto not-experienced scale and complexity, and gained experiences relevant to sponsorship, bid processes, event legislation and event operations.

As previous studies demonstrate (Beesley & Chalip, 2011; Davenport & Prusak, 2000; Toohey & Halbwirth, 2001), it is important to apply this new knowledge from RWC 2011 to other contexts (e.g. to other mega-events or other “business as usual” contexts) in the near future as otherwise it will not be useful. The transfer of new information needs to lead “to the generation of new knowledge that in turn allows individuals working within a new context to identify new opportunities relating to

products, services, markets, or processes” (Beesley & Chalip, 2011, p. 329). Given that RWC 2011 generated a lot of knowledge for “business as usual” processes, there is a high chance for successful adoption of this knowledge in other contexts.

The most common way of learning was “learning by doing”

“Learning by doing” was the most common way of learning. This is an explicit-to-tacit form (internalisation) of knowledge conversion (Nonaka, 1994) where individuals internalise knowledge from documents into their own experience (Skyrme, 2011a). Learning through exchange and from other events was also prevalent. Participants from the Auckland region (strong-tie organisations and Group 1 weak-tie organisations) also learned from recently recruited employees with prior mega-event experiences. On this basis, “labour mobility” was recognised as an important mechanism for learning (Weidenfeld et al., 2010).

The event provided few learning opportunities in the tourism field

Participants highlighted that “RWC 2011 tourists” were similar to “normal tourists” that come to NZ throughout the year. These impressions were confirmed in a recent study by the Ministry of Economic Development (New Zealand Major Events, 2013), and are in contrast to previous research suggesting that event visitors are less interested in visiting sights or other “must do” activities than are ordinary leisure tourists (e.g. Preuß, Seguin, & O'Reilly, 2007), i.e. event visitors are mainly interested in the event *per se*. However, the study by the MED highlighted that RWC 2011 visitors were doing similar activities and were “significantly more likely to go to volcanic and/or geothermal attractions (37% compared to 24%) and to wineries (18% compared to 7%) than non-RWC visitors” (New Zealand Major Events, 2013, p. 18).

Since RWC 2011 tourists did not differ from “normal tourists”, most tourism businesses worked “normally” during the event. RWC 2011 brought more tourists to NZ than usual for that particular time of the year. However, during the months of NZ’s high season (January/February) more tourists generally come to NZ than did during the RWC 2011 period (e.g. in January 2011, 265,553 international visitors arrived in NZ compared to 133,200 visitors during the total Rugby World Cup period; New Zealand Ministry of Economic Development, 2012a). Thus the event did not require major

changes to the normal, everyday processes for tourism businesses; rather the high season was duplicated. Hence there were limited learning opportunities in the tourism field.

Sources for new knowledge included external and internal sources, new and existing relationships

The findings reveal that both external (e.g. other network partners, RNZ 2011, IRB) and internal sources (e.g. staff and senior managers within an organisation, especially those with prior international mega-events experience) were sources of knowledge. New relationships and previously existing relationships were also knowledge sources. Hence, existing relationships (both strong and weak ties) also serve as an important information source in the mega-events context. Strong-tie organisations actively support each other and are willing to transfer new knowledge to their partners (Pavlovich, 2003; van den Bulte & Wuyts, 2007). An example in this context is Auckland Council — a strong tie for many participants of this research — which participated in an extensive knowledge acquisition process for RWC 2011 (e.g. travelling to France to learn from RWC 2007) and transferred this knowledge to others. Weak-tie organisations, on the other hand, had very specific knowledge that they transferred to others within the network. Examples include the stadia (e.g. Eden Park) that transferred their specific knowledge from previous functions and rugby matches (e.g. transportation to and from the ground). Overall, this finding strongly emphasises that existing relationships should not be under-estimated as sources for valuable knowledge.

RWC 2011 provided few opportunities to learn and acquire knowledge for a large number of weak-tie organisations in the AKL network

Participants from Group 2 weak-tie organisations in Auckland had mixed feelings about whether RWC 2011 was a learning opportunity. For them, RWC 2011 provided only limited opportunities to learn and acquire new knowledge. These organisations did not acquire valuable new knowledge, experiences and skills through RWC 2011. This points to the interdependence between collaboration and KT (Bramwell & Sharman, 1999; Inkpen, 1996; Inkpen & Tsang, 2005). The members of this group did

not participate in any of the collaborative processes for RWC 2011, and hence did not acquire new information, experiences and skills through the event.

8.2.3.2 KT and its channels in the RWC 2011 context

This section discusses the KT channels used in both networks, building upon the KT model designed by Weidenfeld et al. (2010).

KT channels at the firm level were the most commonly used in the RWC 2011 context

The KT channels located at the firm level (i.e. imitation/demonstration/observation and inter-firm exchanges (as per Weidenfeld et al., 2010) were used by all four groups of organisations (strong ties, Groups 1 and 2 weak ties, and RTOs) to transfer knowledge around RWC 2011. They were the most important KT channels. This is consistent with earlier research. Hall and Williams (2008) and Hjalager (2002) point to the relative ease of imitating partners and competitors in the tourism industry given that “the front stage processes are highly visible, and the level of technology is relatively unsophisticated” (Hall & Williams, 2008, p. 77). Furthermore, the tourism destination is an amalgam of individual operators who need to collaborate to provide a positive total tourist experience (Murphy et al., 2000). It is therefore not surprising that these two channels play an essential role in the given context.

The most important systems (serving as channels of KT) in the RWC 2011 context were the infrastructural system and the regulation system

The findings demonstrate the importance of public sector organisations for KT within the AKL network (Hall & Williams, 2008; Hjalager, 2002; Weidenfeld et al., 2010). Auckland Council and its CCOs (including TA as part of ATEED) engaged in an extensive knowledge acquisition process (e.g. visit to RWC 2007 in France, extensive desktop research; see section 7.2.1). The AKL network interviewees referred frequently to these public sector organisations as the organisations they learned the most from during RWC 2011. Similarly, the RTOs in the inter-regional network also emphasised the role of their own regional councils as important channels of KT. The infrastructural system was thus a very important channel for KT in the intra-regional network.

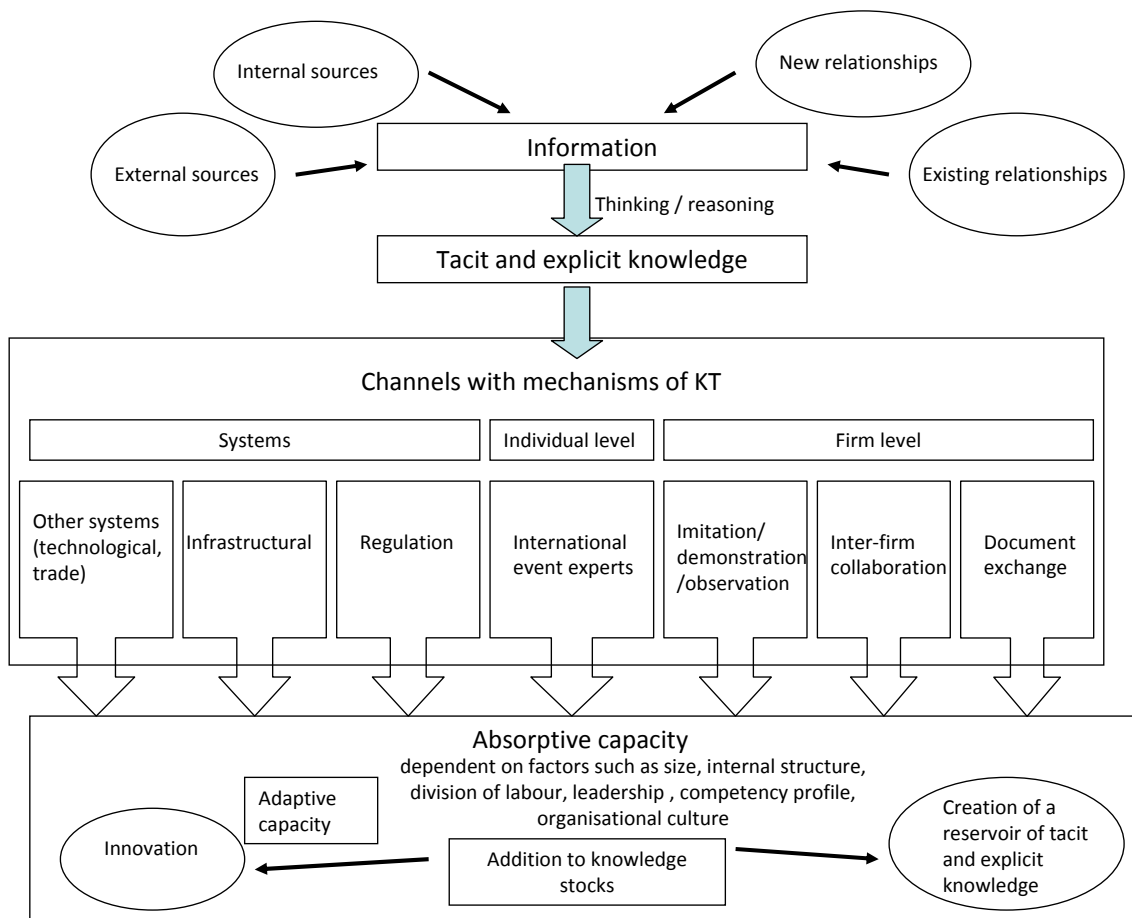
Participants from all four groups of organisations (AKL network strong ties and Groups 1 and 2 weak ties, and the RTOs) also referred to the regulation system as an important source of knowledge. The MEMA was introduced to protect RWC 2011 sponsors from ambush marketing and the proper use of its regulations was highly important to everyone involved in the event (see section 3.5.1.2). Through the MEMA the participants learned about prohibitions and restrictions in the RWC 2011 context, and shared this knowledge with their partners and stakeholders. Hence, these regulations in the form of mandatory actions and prohibitions gave “clear behavioural signals to the industry” but also contained “a substantial bulk of knowledge, ... rapidly diffused to potential users” (Hjalager, 2002, pp. 472-473).

Document exchange was a highly important KT channel

Many documents were shared among the organisations during RWC 2011, and served as an important channel for transferring explicit knowledge. Documents included internal event reviews from previous events, economic impact reports, policies, strategic documents, statistics, forecasts, and official documents and agreements from the IRB and RNZ 2011 (e.g. the Host Union Agreement).

These findings underpin an adaptation of Weidenfeld et al.’s (2010) model of KT to reflect the mega-events context. The new model is presented in Figure 80. Within the model, information is acquired through external and internal sources, and through new and existing relationships. Through applied reasoning and thinking (Beesley & Chalip, 2011) this information generates relevant tacit and explicit knowledge which is transferred (Cooper, 2006; Weidenfeld et al., 2010). Individual and firm-level channels and systems are all evident. At the individual level, international events experts — hired specifically for the event — serve as knowledge brokers and also represent some form of labour mobility (given that they often relocate from overseas).

Figure 80: KT model in the RWC 2011 context
(based on Weidenfeld et al., 2010, p. 607)



At the firm level, imitation/demonstration/observation, inter-firm collaboration and document exchange serve as important channels and mechanisms of KT. The model represents these channels as closely inter-related, yet they can still be distinguished from each other. Imitation/demonstration/observation mostly refers to tacit knowledge being transferred in an often unplanned or uncoordinated manner during which the other party does not necessarily need to be actively involved. Inter-firm collaboration involves the planned transfer of mostly tacit forms of knowledge in a process in which both parties actively interact with each other. Finally, document exchange mainly refers to explicit knowledge being transferred in a process that does not necessarily need close collaboration.

The most important systems in the mega-events context referred to the infrastructural system (with Auckland Council and other regional councils and public sector organisations being important agents of KT) and the regulation system (through the MEMA). Technological systems and trade systems were used, but were less important.

As described by Weidenfeld et al. (2010), the KT process results in the creation of stocks of knowledge embedded within an organisation that help create a reservoir of tacit and explicit knowledge. This is useful not only for “business as usual” processes but also for future mega-events. The additional knowledge stocks may also indirectly inform the innovation process, and will to varying degrees stimulate and shape future learning. This, however, depends on the absorptive and adaptive capacity of the organisation. It is important to note that the findings of this study particularly sought to identify knowledge sources and channels; the potential future use of this knowledge and the ability of the organisation to do so (i.e. the absorptive/adaptive capacity) lie outside the scope of the study.

In contrast to Weidenfeld et al.’s (2010) model — which was designed for tourism and attractions — the model depicted in Figure 80 incorporates the IKM concept and the acquisition and sharing of information as an essential first step (Elearn, 2009; Skyrme, 2011a; Swan et al., 2000). Only through reasoning and thinking can this information generate tacit and explicit knowledge (Beesley & Chalip, 2011). The new model also demonstrates the importance of external and internal sources, and both new and existing relationships, as knowledge sources. The model particularly emphasises the firm level with three KT channels: imitation/demonstration/ observation, inter-firm collaboration (renamed from “inter-firm exchange” to emphasise the collaborative aspects), and document exchange. It also adapts the relevant systems: the infrastructural and the regulation system were particularly prevalent while other systems (technological and trade systems) played a minor role. The individual level is made up by international events experts relocating to the host country/city to disseminate their events knowledge (thus combining the original channels “knowledge brokers” and “labour mobility”). Finally, the new model refers to the determinants of absorptive capacity (Cooper, 2006; N. Scott, Baggio et al., 2008), such as size, internal structure, division of labour, leadership, competency profile and the organisational culture of the receiving organisation. Previous studies note that the understanding of the organisational environment and culture as well as the changing strategic objectives are highly important for successful IKM implementation (Halbwirth & Toohey, 2001).

8.2.3.3 The impact of coopetition on KT dynamics in the inter-regional network (RTO network)

This section analyses the impact of coopetition (i.e. simultaneous cooperation and competition; Nalebuff & Brandenburger, 1996) on the KT process among the RTOs in the inter-regional network.

The RTOs learned more from intra-regional partners than from inter-regional partners

In the inter-regional network, the RTOs especially learned from organisations within their region (e.g. the local councils, economic development agencies, public transport providers, local rugby unions, etc.). The organising committees and national bodies (i.e. RNZ 2011, NZ 2011, IRB) also played important roles. In contrast, other RTOs were not as important. None of the RTOs acknowledged an increased sharing of information within the RTO network due to the event.

Coopetitive tendencies were present among the RTOs during RWC 2011

Several RTOs identified competition within the RTO network in the lead-up to, and during, RWC 2011. The RTOs were competing for matches and teams (during the match and team allocation process), but also for visitor nights and spending. As described in section 6.3, a continuum of competition and collaboration (i.e. coopetition) was present in the RTO network that mirrored normal everyday RTO behaviour and that is characteristic for the tourism industry (von Friedrich Grängsjö, 2003; Wang, 2008; Wang & Krakover, 2008).

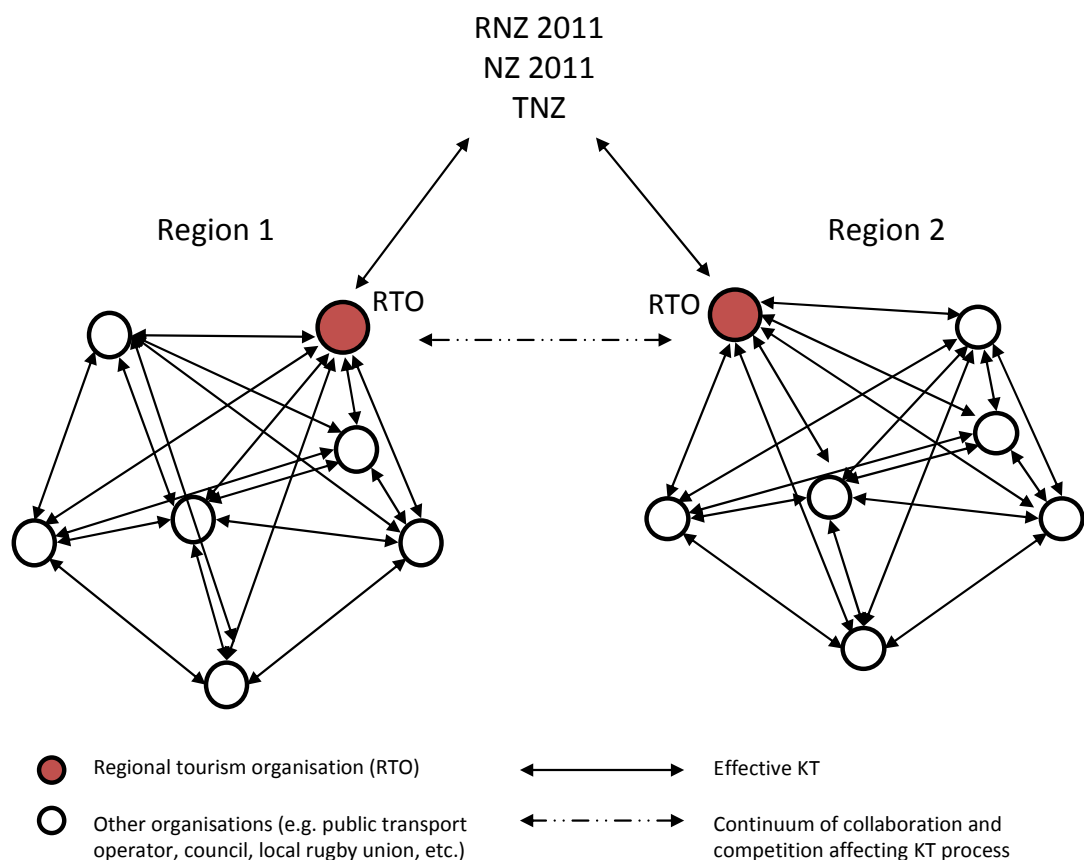
Competitive tensions did not negatively impact on preparations for the event

Five of nine RTOs did not think that competition affected preparations for the event. Most of the preparations took place *within* the regions, and the regional coordination groups also liaised closely with RNZ 2011, NZ 2011 and TNZ, which meant that collaboration with other RTOs was not overly important. Competition between the RTOs did not much affect the RTOs' overall preparations for the event.

Coopetition negatively impacted on KT among the RTOs

Overall, it appears that the knowledge acquisition and transfer processes among the RTOs were negatively affected in two ways: (1) the limited amount of collaboration among the RTOs did not facilitate an effective KT process; and (2) competition among the RTOs further hindered more knowledge to be passed on. Without these two factors the RTOs could have transferred much more knowledge and information. Figure 81 presents a model of the KT process in the RTO network.

Figure 81: KT dynamics in the RTO network in the RWC 2011 context



As evident in the figure, the RTOs effectively transferred knowledge with other organisations in their regions (e.g. councils, rugby unions) and with RWC 2011 organising committees (e.g. RZN 2011, NZ 2011) and national bodies (e.g. TNZ). The inter-regional KT was, however, negatively affected by the continuum of collaboration and competition (i.e. coopetition).

These findings address the call by Easterby-Smith et al. (2006, 2008) for research dealing with the influence of cooperation and competition on KT dynamics in

order “to enhance our understanding of inter-firm knowledge transfer, a topic that has both theoretical and practical significance” (Easterby-Smith et al., 2006, p. 1). The findings of this study demonstrate that coopetition can negatively affect the sharing and transfer of knowledge in a destination marketing and events environment.

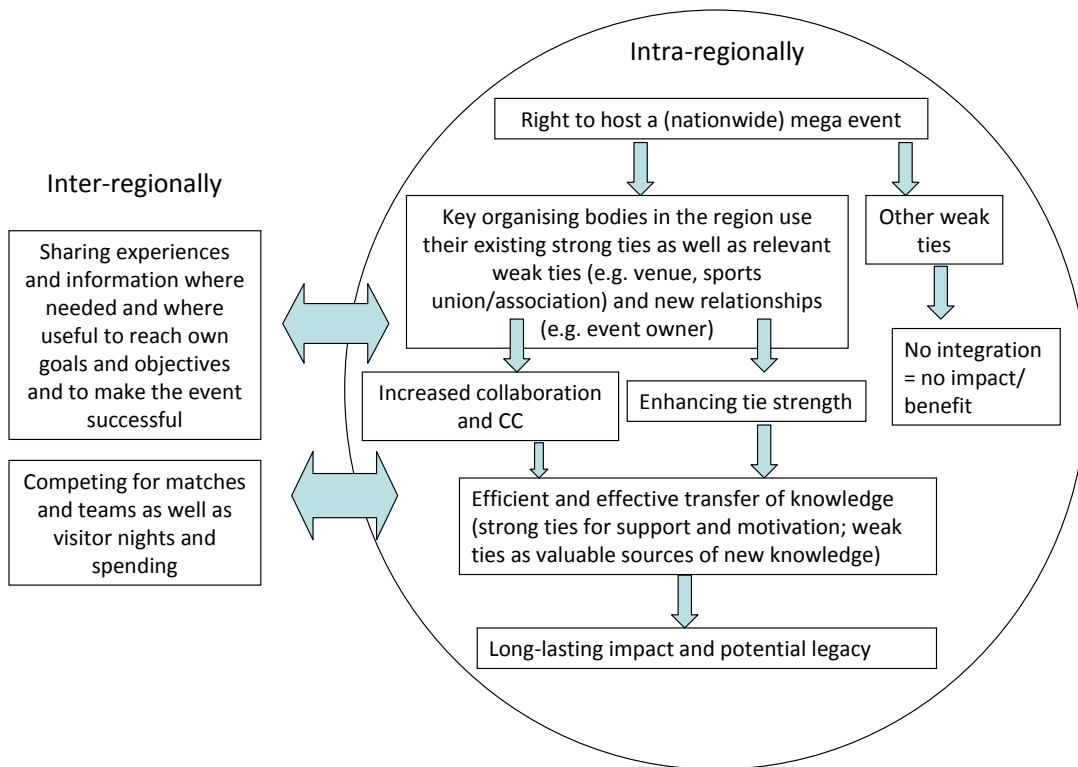
8.3 Overall conclusion and implications: the impact of RWC 2011 on tie strength, CC and KT dynamics within the two networks

The findings of this thesis demonstrate that RWC 2011 positively impacted on the tie strength and CC of a variety of organisations within the AKL network (i.e. intra-regionally), and also facilitated KT and knowledge acquisition. On the other hand, some weak-tie organisations were not able to gain any relational, collaborative or knowledge benefits from RWC 2011 and felt excluded. There is a strong need to integrate these stakeholders in future events in Auckland.

In the inter-regional environment, the RTOs collaborated closely with organisations *within* their regions, and shared and transferred valuable knowledge with them. Collaborative processes and KT *among* the RTOs were limited, and the continuum between collaboration and competition affected the KT process. The event was unable to strengthen relationships among RTOs or increase their CC.

Figure 82 presents the processes underlying relationship strengthening, collaboration and KT within a mega-event context. As illustrated, the preparations of key organising bodies (e.g. the council, the RTO) for a nationwide mega-event within the destination involve: (1) their existing strong ties (i.e. organisations with which they collaborate frequently in their “business as usual”); (2) important new relationships (particularly with event owners and newly established organising committees); and (3) specific weak ties (organisations that play an important role in delivering the event, e.g. the venues, the respective sports associations and unions).

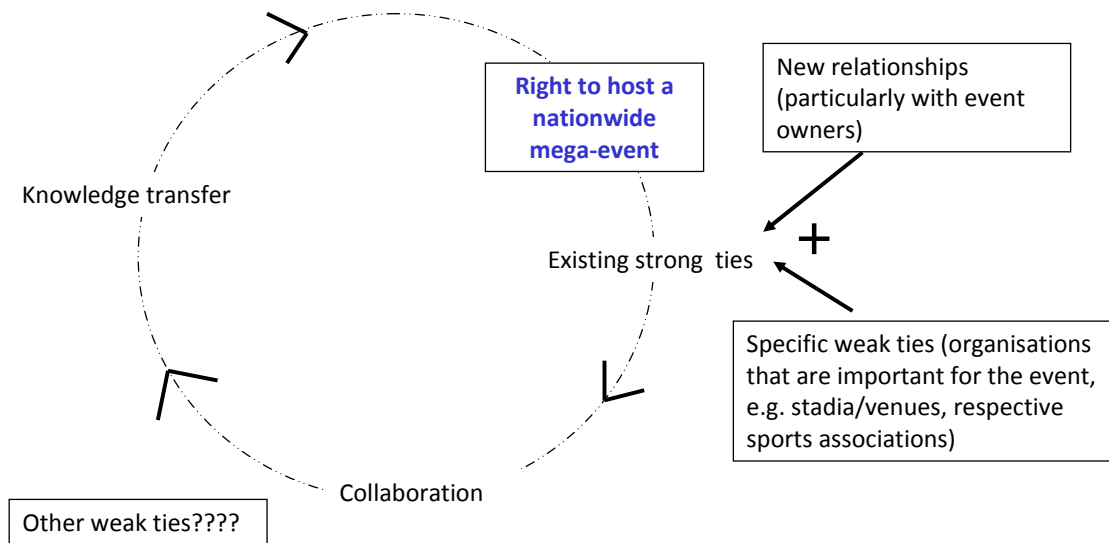
Figure 82: Processes underlying relationship strengthening, collaboration and KT within a mega-event context



These organisations further enhance their relationships and collaborate closely, which positively impacts on their CC. Information and knowledge is efficiently and effectively transferred among these parties. Strong ties act as support and motivators for KT, and weak ties assist with bringing in valuable new knowledge. The collaboration and KT with other regions is limited. The regions mainly collaborate and share ideas and experiences only as required. Figure 82 emphasises the dependency and inter-relation of the three areas investigated — relationship strengthening, collaboration and KT. It also demonstrates the limited options for weak ties within a region to become involved.

The process described above repeats itself when a new event is hosted by the destination. This cyclical process excludes a large variety of weak ties completely. A model of the mega-event cycle for relational, collaborative and KT processes is presented in Figure 83.

Figure 83: Mega-events cycle for relational, collaborative and KT processes



The model illustrates the cyclical process, and emphasises the continuous involvement of strong ties, new relationships (particularly with event owners) and specific weak ties (important for event organisation/operation), while other weak ties (i.e. those whose role is not relevant to event delivery) do not have the opportunity to become closely involved in the process. The findings of this research point to the strategic need for regional tourism destinations to more effectively and efficiently organise and manage their tourism networks in the events context, a finding that is consistent with previous research (March & Wilkinson, 2009). Given the importance of weak-tie organisations in supplying additional knowledge and skills (Granovetter, 1973; Pavlovich, 2003), TA as the RTO should involve weak-tie organisations more strategically in the process of organising events in order to learn from them and understand their needs (Timur & Getz, 2008; Wang, 2008). In this context, Wäsche and Woll (2010) emphasise that DMOs need to recognise the importance of network relations. A further inclusion of weak-tie organisations would furthermore increase regional cohesion.

Greater inclusion of weak-tie organisations would also ensure that their needs and objectives are better addressed, and would thus help them to benefit from an event. Involving these organisations and their needs in the future would likely underpin further backing to attract and organise future large-scale events. Of 500 businesses in Auckland, 69.7% agreed after RWC 2011 that Auckland should bid to host large events in the future (compared to 83.1% of Auckland residents; Auckland Council, 2012b).

Given the strategic goal to position Auckland as a “major events city”, further backing from Auckland businesses appears necessary.

Tourism needs to have a more prominent role in the events context for more businesses to benefit from future mega-events in Auckland. Several interviewees emphasised the neglected role tourism played during the organisation of RWC 2011. Similarly, an analysis of strategic events documents (e.g. Auckland’s Major Events Strategy) identified the lack of the integration of tourism. Given the importance of tourism for New Zealand (international tourist expenditure accounted for \$9.7 billion or 16.8% of New Zealand's total export earnings in the year ending March 2011; New Zealand Ministry of Economic Development, 2012b), this lack of integration is surprising. A more prominent forum for tourism businesses to impart their knowledge about international and domestic visitors, travel behaviour and spending is highly desirable to ensure higher benefits for the Auckland region in the future. Mega-events lead to increased visitation of the host region (Getz, 1989; Kang & Perdue, 1994; Light, 1996), and, hence, have a significant impact on the local tourism industry. Organisers of future events in the Auckland region need to recognise this, so that the needs of this important industry are addressed.

For collaboration to be successful, the research has identified the importance of trust, commitment, mutual understanding (in line with Parra-López & Calero-García, 2010; Sigala, 2004; Wang, 2008), and communication (in line with Beesley & Chalip, 2011; Davila et al., 2006; Parra-López & Calero-García, 2010), as well as clear and common goals (in line with Fyall & Garrod, 2005; Morrison et al., 2002; Spyriadis, 2002). Many organisations were able to increase their CC through RWC 2011, and the collaboration that took place through RWC 2011 transferred to a variety of other areas and projects outside the event’s context. However, the strategic promotion of collaboration in both the intra-regional environment (i.e. through the inclusion of weak ties) and the inter-regional environment (i.e. inter-regionally among the RTOs) would further increase the CC of the two networks and their member organisations. The most important conditions needed for organisations to increase their CC in the events context were identified as: clear and common goals (and shared vision); a collaborative approach; regular, clear communication; honesty and openness; trust; the integration of all

stakeholders; empathy; and leadership. These should be strategically considered by event organisers in the future, both intra-regionally and inter-regionally.

The findings also demonstrate that the set-up of an event within a host country impacts significantly on the collaborative and KT processes of the organisations involved. The structure and set-up of RWC 2011 in NZ — with the requirement for regions to bid to host teams and matches, and with the subsequent formation of regional coordination groups — facilitated intra-regional collaboration and KT processes while at the same time impeding inter-regional collaboration and KT. If future events use a similar set-up, collaboration among the regions needs to be further promoted. This could be achieved through financial or marketing incentives from the government or other national bodies. An increased level of collaboration among the RTOs (and less competition) would enhance KT processes among them. In particular the smaller RTOs could learn from larger RTOs with better human and financial resources (e.g. the ability to hire staff with prior mega-events experience).

Knowledge is arguably “the only organizational asset that increases when it is shared and used more frequently” (Singh & Hu, 2008, p. 937). Similarly, knowledge “lies at the heart of innovation” (Hall & Williams, 2008, p. 55), and new areas of knowledge and a demonstrated capacity for innovation will become increasingly important in the future to facilitate the increasing number of strategic functions that events play (Allen et al., 2011). Effective KM is essential to remain competitive in the global, rapidly changing business environment (Talwar, Hancock, Yeomans, & Padgett, 2010). The analysis of KT processes during RWC 2011 again demonstrates the importance of collaboration among the organisations involved in organising a mega-event, since most knowledge was transferred at the firm level, i.e. through imitation/demonstration/observation, inter-firm collaboration and document exchange.

The research emphasises the close inter-relatedness between relationships, collaboration and KT (Bramwell & Sharman, 1999; Inkpen, 1996; Inkpen & Tsang, 2005; Kogut, 1988). In all three areas, organisations either benefited or did not benefit at all. The research especially emphasises the significant *opportunity* of a mega-event to strengthen relationships, to improve the CC of network members, and of networks as a whole, and to facilitate KT processes. However, it also points to the need to

strategically leverage these opportunities *ex ante* in order to spread the benefits around the region and the whole country and to enable the integration and participation of all stakeholders. This approach would lead to positive long-term impacts, potentially even long-term legacies — in line with O'Brien (2006) who highlights that “mega events and the opportunities they present are merely the seed capital; what hosts do with that capital is the key to realizing sustainable longer-term legacies” (p. 258).

8.4 Contributions and managerial implications

The thesis provides a greater understanding of the impact of a mega-event on tie strength, CC and KT dynamics in a regional destination marketing environment. While the events literature to date has focused on economic impacts (Sallent et al., 2011), this thesis points to another form of event impact that plays a significant role and might potentially be regarded as a long-term legacy. This thesis hence makes a number of contributions to the body of knowledge on mega-events in the destination marketing context.

8.4.1 Theoretical contributions

The first theoretical contribution of this research is a greater understanding of how a mega-event impacts on strong and weak ties within a regional destination marketing environment. This addresses the call by March and Wilkinson (2009) and Chalip (2006). While previous research suggests the usefulness of network analysis in the event context (e.g. Sallent et al., 2011), the impact of an event on tie strength and the evolution of relationships among the organisations involved has not received major attention. Similarly, previous studies have focused on the opportunity of events to build new relationships (Chalip, 2004; Gardiner & Chalip, 2006; Kellett et al., 2008; O'Brien & Chalip, 2007) but have scarcely considered the effects on existing relationships. This research demonstrates the opportunities provided by mega-events to strengthen existing relationships among organisations, and demonstrates the benefits involved in doing so: stronger collaboration and enhanced KT. However, it has also highlighted the need to strategically integrate weak ties, in order to ensure a more cohesive approach and to limit isolation and dissatisfaction for a large number of stakeholders.

A second theoretical contribution is the application of CC to the mega-events and destination marketing literature. The research identifies the main conditions necessary for increased CC in the mega-events context: clear and common goals (and shared vision); a collaborative approach; regular, clear communication; honesty and openness; trust; the integration of all stakeholders; empathy; and leadership. Overall, the research provides a comprehensive and integrated view of the collaborative processes of organisations in the context of preparing for and hosting a mega-event, and hence demonstrates an important step toward a research theme focusing on capacity building for organisations in the mega-events context (Wang & Xiang, 2007).

A third theoretical contribution is the identification of the forms of knowledge acquired by organisations, as well as the channels of KT used in the events context. The thesis provides valuable insights into KT and KM processes both intra-regionally and inter-regionally. It demonstrates that, along with event management skills, a variety of other valuable experiences and skills can be gained in the mega-events context. These are useful not only for attracting and hosting future events, but also for refining and improving everyday processes and projects outside the events context. The research proposes a model for KT channels in the mega-events context that provides valuable insights into KT processes and can guide future research.

Fourth, the thesis offers insight into how coopetition among regional tourism organisations affects KT processes in a mega-events context. This addresses the call by Easterby-Smith et al. (2006, 2008). It comprehensively explains the continuum of collaboration and competition (i.e. coopetition) among the RTOs in the RWC 2011 context, a reflection of their normal, everyday behaviour, and demonstrates that this coopetition negatively affected KT processes among the RTOs.

Fifth, this research offers a comparative analysis of the intra- and inter-regional destination marketing environment. It provides insights into the forms of collaboration and KT within the intra-regional (AKL) and intra-regional (RTO) networks, and how they differ. A nationwide mega-event is hosted by several cities, towns and regions within a country, and they all need to collaborate and work together to make it successful. The success of a nationwide event for a particular region depends on the success of the event for the whole country, which in turn depends on the success of all of the

individual regions, towns and cities. Thus, a single region needs not only to effectively deliver parts of the event within its boundaries, but also to work collaboratively with other regions, cities and towns. An analysis of both the intra- and the inter-regional destination environments is therefore essential to understanding these inter-dependencies.

Finally, the thesis contributes to the still limited number of studies using pre- and post-event data collection (e.g. Balduck, Maes, & Buelens, 2011; Sallent et al., 2011). It demonstrates the value of pre- and post-event data collection in an evolving environment (Yeoman, Robertson, & Smith, 2012).

In summary, this thesis has addressed the calls for further research in a wide variety of areas, including: (1) relationship strengthening and building (Chalip, 2004; Sallent et al., 2011); (2) strong and weak ties and their evolution (Chalip, 2006; March & Wilkinson, 2009); (3) collaboration and capacity building (Wang, 2008; Wang & Fesenmaier, 2007; Wang & Xiang, 2007); (4) KM and KT in the mega-events context (Beesley & Chalip, 2011; Singh & Hu, 2008); and (5) the impact of coopetition on KT dynamics (Easterby-Smith et al., 2006, 2008). The thesis has provided a deeper understanding of the impact of a mega-event on tie strength, CC and KT dynamics in the destination marketing context.

8.4.2 Practical contributions and managerial implications

The thesis demonstrates the need to integrate more strategically all of the stakeholders in the mega-events context, especially weak ties. The non-integration of a large variety of organisations leads to dissatisfaction with the event, and to negative perceptions about large-scale events in general. Strategising for mega-events should include the coordinated identification and integration of all stakeholders and their needs and perspectives as much as possible. In the Auckland region, TA plays a crucial role in this context, and has to take a lead role in the future, given that most of the diverse tourism industry actors at the destination trust or depend on the local DMOs (Fyall & Leask, 2006; Timur & Getz, 2008). TA needs to embark on a more cohesive approach and to actively promote the benefits of collaboration. In addition, event activities should be distributed more widely to increase stakeholder engagement. The involvement of more weak-tie organisations would bring valuable new knowledge,

perspectives and ideas to the network (Granovetter, 1973; Pavlovich, 2003; van den Bulte & Wuyts, 2007) and would ensure a more optimal network configuration with a large portfolio of both strong and weak ties (Pavlovich, 2003; Uzzi, 1998). It would help to create a *cohesive* network in which organisations collaborate closely, and effectively share and transfer valuable information and knowledge. This would offer the whole region competitive advantages in an environment characterised by increasing competition and rapid change (Gretzel et al., 2006).

Furthermore, the role of existing relationships in the mega-events context should not be under-estimated again in the future. These relationships act as motivators and supporters, and also help disseminate valuable knowledge throughout the region. For future events, emphasis should be placed not only on creating new relationships but also on strategically strengthening existing relationships with relevant stakeholders.

The research highlights the neglected role tourism plays in Auckland's events sector. This should be addressed in the future, since the tourism industry and its businesses can make an important contribution, with their experience and expertise in visitor experiences, buying behaviour and travel behaviour.

The thesis has also shown that the set-up and structure of an event is a significant determinant of collaboration. The set-up of RWC 2011 in NZ hindered collaborative processes between the regions (inter-regionally) while fostering intra-regional collaboration. While competition among the regions can be beneficial in certain areas (e.g. to enhance the visitor experience), this set-up of a nationwide event should be carefully considered for the future, given that it negatively impacted on collaboration and KT processes among the RTOs. A future approach to promote collaboration and thus enhance KT among the RTOs in an events context would benefit the whole country, lead to more cohesion, and foster the effective flow of knowledge among the regions so that they can learn from each other. This would prepare NZ for the future, create a competitive advantage, and assist in bidding for and attracting other mega-events.

By providing insights into knowledge sources, ways of learning and the KT channels used (through the development of a KT model), this thesis furthermore helps event

organisers strategically plan the KT process *ex ante* to increase potential benefits in the mega-events context. Singh and Hu (2008) state:

There is a vast amount of tacit knowledge accumulated by key officials who are involved in organizing the mega-event and marketing the destination. This precious knowledge source should be transferred to and re-used by future organizing committees and destination organizations again. (p. 937)

In summary, this thesis demonstrates the value of a mega-event for relationship strengthening and building, and increasing collaboration and KT. It can help practitioners and event managers strategically leverage relationships (thus improving the strength and cohesion of the network overall), increase their CC in an events context, and comprehensively plan the knowledge creation and transfer processes surrounding mega-events.

8.5 Strengths and limitations

The strength of the study lies in the close interaction with the destination under investigation. The researcher spent 35 months closely observing the destination and its focal organisation, TA, and collecting data both pre- and post-event over that entire period. She participated in industry updates and RWC 2011 seminars, and worked as a tournament volunteer (i.e. as a “festival host” on the Fantrail, responsible to direct the fan crowds, answer questions and provide information to visitors). The sample selection process of the egocentric network was carried out in close cooperation with TA, guaranteeing the process to be as close to reality as possible.

Data was gathered from 69 pre- and post-event semi-structured interviews (35 pre-event interviews and 34 post-event interviews), and 28 post-event surveys. Since each of the four groups identified in the thesis — strong ties, Groups 1 and 2 weak ties, and the RTOs — consisted of only six to nine participants, this represents a limited sample size. In order to make the study even stronger, a larger sample size could have been used. However, this was not possible due to the fact that the sample was defined by TA.

A further limitation to this thesis is that the definition of tie strength was limited to the frequency of contact (also referred to as tie intensity by van den Bulte & Wuyts, 2007)

and did not consider other dimensions, such as emotional intensity and intimacy (as per Granovetter, 1973, 1982). Given the difficulty of measuring the latter dimensions and the practicalities of partnering with TA for the sampling, it was decided to focus solely on the frequency of contact. Future research should analyse other dimensions of tie strength in the context of mega-events.

While the study uses the terms *pre-event interviews* and *post-event interviews*, it should be noted that the pre-event interviews took place in late 2010 and early 2011 — five years after New Zealand was granted the right to host RWC 2011 in November 2005, and only a few months before the start of the tournament (RWC 2011 took place between 9 September and 23 October 2011). Hence, for several participants this “pre-event” period was already part of the event, since important relationships had already been established, collaborative activities had been undertaken, and knowledge already transferred since 2005. Thus, when asked about processes pre-RWC 2011, most participants referred to the time before NZ was granted the right to host RWC 2011. Ideally, this thesis would have included three different times of data collection: pre-2005 (prior to winning the hosting bid), between 2005 and August 2011 (pre-event), and post-event. However, the comprehensive sampling process adopted (with the determination of strong and weak ties in both the “business as usual” and the RWC 2011 environments, as described in Chapter 4.5.6) sought to address this issue and to enhance the findings gained.

This research targeted the CEO and senior management levels, since these staff members were involved in all parts of the event management and organisation process, and were felt best suited to provide a meaningful and in-depth insight into the research context (Denzin & Lincoln, 2005b; Neumann, 2003). Including staff from “lower” employee levels (i.e. the individuals responsible for the day-to-day operation) may have provided different views on the impact of RWC 2011 on tie strength, CC and KT dynamics (cf. Martin, 2009). Future studies could investigate these other levels.

A further limitation was the creation of the Super City, the restructuring of Auckland’s local government, in November 2010. Several organisations within the region (including TA) significantly changed their structure, lost staff or had to quickly take over new staff, and had to adapt to entirely new regional structures and legislation. TA

became a CCO, and now represents the tourism unit of Auckland Tourism, Events & Economic Development (ATEED). Given the proximity of the event to the restructure — RWC 2011 taking place within a year of the restructure — it appeared to not be a problem to still refer to the organisation as “Tourism Auckland” in the pre- and post-event interviews and surveys, as every participant understood exactly which organisation and organisational structure was being referred to. Moreover, most interviewees themselves automatically used the “old” organisation’s name (“Tourism Auckland”), rather than the “new” name (“ATEED”).

Finally, while the RWC is arguably the third largest mega-event in the world (Deloitte & Touche LLP, 2008), its scope and impact is not entirely comparable to other mega-events such as the Olympics or the FIFA World Cup. Furthermore, due to the distant location of New Zealand (and the travel time and costs involved in getting there) the event attracted fewer visitors than previous Rugby World Cups: 133,200 visitors travelled to NZ for RWC 2011, compared with the 400,000 visitors who went to France for RWC 2007 (International Rugby Board, 2008). The findings gained for the present case may thus differ to those from other mega-events and even other Rugby World Cups. However, in line with Getz (2007), RWC 2011 can be classified as a mega-event due to its media coverage, economic impact, attendance (considering the overall population of NZ of only 4.4 million) and the profile it raised (see section 3.7).

8.6 Future research

Given the relative dearth of research around relationship strengthening, CC and KT dynamics in the context of mega-events, an exploratory, qualitative case study was carried out to gain insights into these three areas under investigation. The following discussion presents various ways in which research on this topic might be further enhanced in the future.

Future studies should comprehensively analyse each of these three different research areas further. In the context of tie strength, a quantitative network analysis using social network software such as UCINET (Borgatti, Everett, & Freeman, 1999) to precisely measure the strength of ties pre- and post-event would be beneficial. Such a network analysis should also consider other dimensions of tie strength — intimacy and

emotional intensity, for example. In addition, this approach would add the quantitative perspective as an adjunct to the qualitative work carried out in this thesis.

Given the significance of collaboration in the destination marketing and mega-events context (Fyall & Garrod, 2005; Fyall et al., 2006; Fyall & Leask, 2006; Wang, 2008; Wang & Fesenmaier, 2007), future studies around CC would be valuable. The conditions needed to increase CC — as defined in this thesis — should be tested in other event and destination environments. Also, the remaining levels of capacity (as per Foster-Fishman et al., 2001) — in particular, member capacity (i.e. the individual level) — should be explored in the mega-event context to identify its value and significance to increasing overall CC of destination networks and their organisations.

The dearth of literature on (I)KM and KT in the mega-events context is surprising and calls for further research in this area. The thesis has identified the forms and sources of knowledge, as well as the channels used for its transfer in the mega-events context among organisations at the destination. The model developed can be tested in the context of other mega-events in different destinations. Furthermore, the focus of the study was on knowledge acquisition and transfer; how the knowledge is adapted and absorbed by the different organisations, leading to valuable forms of innovation, should be the subject of further investigation.

The thesis also demonstrates the value of comparative research. The perception of the participants both pre- and post-event provided valuable insights into the evolving and dynamic event management process. The thesis thus highlights the usefulness of pre- and post-event data collection for event research as already emphasised by Sallent et al. (2011). In addition, the research has compared the intra- and inter-regional destination marketing environments. It has given valuable insights into the differences of these environments and their value in organising a nationwide mega-event. In the case of RWC 2011, the intra-regional environment was much more important for the organisations involved than was the inter-regional environment. Future research of other mega-events should carry out further comparisons of the inter- and intra-regional environments to help governments and national tourism bodies leverage nationwide mega-events more strategically.

As outlined in the previous section, future studies should also include other staff levels than merely the CEO and senior management level, since the views from “lower” level-staff (i.e. the individuals responsible for the day-to-day operation) might differ and thereby offer new insights around the topics under investigation.

Finally, future studies should ideally collect their post-event data well after the event (i.e. several months to even years). This would lead to meaningful conclusions in terms of potential event legacies. Given the definition of event legacy (Preuß, 2007; see section 2.3.2), and the fact that here pre-event data collection was carried out one to four months after RWC 2011, this thesis can only offer valuable findings, statements and implications on the *impact* of RWC 2011. However, the *sustained impact* (or *legacy*) of mega-events on tie strength, CC and KT dynamics remains unanswered by this research.

8.7 Final words

The thesis set out to provide a greater understanding of the impact of RWC 2011 on tie strength, CC and KT dynamics in a regional destination marketing environment. It analysed the intra-regional (AKL) and inter-regional (RTO) networks of TA (the focal organisation), and utilised three studies building upon one another. Semi-structured interviews pre- and post-event, a post-event online survey, and documentation review provided across-method triangulation and enriched the findings. The qualitative research approach captured the perspectives of CEOs and senior management staff of the two networks to present “real-life” experiences in the RWC 2011 context. The study highlighted the key impact of RWC 2011 on relationships, collaboration and KT within the two network environments. By so doing, the thesis has increased the understanding of a new area of impact of mega-events and addressed several gaps relevant to both the events and destination marketing literature.

The thesis concludes that mega-events can strengthen existing relationships, increase CC and enhance KT processes among organisations in the host community. Careful strategic pre-event planning, the integration of all relevant stakeholders, and a unifying collaborative approach are essential conditions.

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APPENDICES

APPENDIX A: APPROVAL OF ETHICS APPLICATION



MEMORANDUM

Auckland University of Technology Ethics Committee (AUTEC)

To: Geoff Dickson
From: **Madeline Banda** Executive Secretary, AUTEC
Date: 26 March 2010
Subject: Ethics Application Number 10/25 **The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.**

Dear Geoff

Thank you for providing written evidence as requested. I am pleased to advise that it satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC) at their meeting on 8 March 2010 and that I have approved your ethics application. This delegated approval is made in accordance with section 5.3.2.3 of AUTEC's *Applying for Ethics Approval: Guidelines and Procedures* and is subject to endorsement at AUTEC's meeting on 12 April 2010.

Your ethics application is approved for a period of three years until 25 March 2013.

I advise that as part of the ethics approval process, you are required to submit the following to AUTEC:

- A brief annual progress report using form EA2, which is available online through <http://www.aut.ac.nz/research/research-ethics>. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 25 March 2013;
- A brief report on the status of the project using form EA3, which is available online through <http://www.aut.ac.nz/research/research-ethics>. This report is to be submitted either when the approval expires on 25 March 2013 or on completion of the project, whichever comes sooner;

It is a condition of approval that AUTEC is notified of any adverse events or if the research does not commence. AUTEC approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided to participants. You are reminded that, as applicant, you are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application. Please note that AUTEC grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to make the arrangements necessary to obtain this. Also, if your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply within that jurisdiction.

When communicating with us about this application, we ask that you use the application number and study title to enable us to provide you with prompt service. Should you have any further enquiries regarding this matter, you are welcome to contact Charles Grinter, Ethics Coordinator, by email at ethics@aut.ac.nz or by telephone on 921 9999 at extension 8860. On behalf of the AUTEC and myself, I wish you success with your research and look forward to reading about it in your reports.

Yours sincerely

Madeline Banda

Executive Secretary
Auckland University of Technology Ethics Committee
Cc: Kim Werner kwerner@aut.ac.nz

APPENDIX B: CRITICAL ELEMENTS OF COLLABORATIVE CAPACITY

(Foster-Fishman et al., 2001, pp. 244-245. Reprinted with permission.)

Member Capacity

Core Skills and Knowledge

- Ability to work collaboratively with others

 - Skilled in conflict resolution

 - Effective communication

 - Knowledgeable about norms and perspectives of other members

 - Broad understanding of problem domain

- Ability to create and build effective programs

 - Understands targeted problem or intervention

 - Understands target community

 - Knowledgeable and skilled in policy, politics, and community change

 - Grant writing and program planning, design, implementation, and evaluation skills

- Ability to build an effective coalition infrastructure

 - Skilled in coalition/group development

 - Knowledgeable about coalition member roles/responsibilities, committee work

Core Attitudes Motivation

- Holds positive attitudes about collaboration

 - Committed to collaboration as an idea

 - Views current systems/efforts as inadequate

 - Believes collaboration will be productive, worthwhile, achieve goals

 - Believes collaboration will serve own interests

 - Believes benefits of collaboration will offset costs

- Committed to target issues or target program

- Holds positive attitudes about other stakeholders

 - Views others as legitimate, capable, and experienced

 - Respects different perspectives

 - Appreciates interdependencies

 - Trusts other stakeholders

- Holds positive attitudes about self

 - Views self as a legitimate and capable member

 - Recognizes innate expertise and knowledge bases

Access to Member Capacity

- Coalition supports member involvement

 - Logistical supports to assist members in attending meetings

 - Social supports to facilitate active involvement

 - Organizational support and institutional backing of coalition participation

- Coalition builds member capacity

 - Provides technical support in needed areas

 - Helps members identify innate expertise

Relational Capacity

- Develops a positive working climate
 - Cohesive
 - Cooperative
 - Trusting
 - Open and honest
 - Effectively handles conflict
- Develops a shared vision
 - Superordinate goals
 - Shared solutions
 - Common understanding of problems
- Promotes power sharing
 - Participatory decision-making processes and shared power
 - Minimizes member status differences
- Values diversity
 - Individual and group differences appreciated
 - Multiple perspectives, unique interests, and competing desires and goals coexist and are incorporated into the work plan as much as possible
- Develops positive external relationships
 - Links with organizational sectors unrepresented on coalition
 - Engages community residents in planning and implementation processes
 - Connects with other communities and coalitions targeting similar problems
 - Links with key community leaders & policy makers

Organizational Capacity

- Effective leadership
 - Excellent administrator
 - Skilled at conflict resolution and communication
 - Develops positive internal & external relations
 - Visionary
 - Effective at resource development
- Task-oriented work environment
- Formalized procedures
 - Clear staff and member roles, responsibilities
 - Well-developed internal operating procedures and guidelines
 - Detailed, focused work plan
 - Work group/committee structure
- Effective communication
 - Effective internal communication system
 - Timely and frequent information sharing, problem discussion, and resolution
- Sufficient resources
 - Financial resources to implement/sponsor new programs and operate the coalition
 - Skilled staff/convenor
- Continuous improvement orientation
 - Seeks input, external information/expertise
 - Develops monitoring system and adapts to evaluation information
 - Responds to feedback and shifting conditions

Programmatic Capacity

Clear, focused programmatic objectives

Realistic goals

- Identifies intermediate goals

- Achieves “quick wins”

Unique and innovative

- Program fills unmet community needs

- Program provides innovative services

Ecologically valid

- Program driven by community needs

- Program culturally competent in design

APPENDIX C: RWC 2011 MATCH SCHEDULE

(adapted from International Rugby Board, n.d.)

POOL A			
Date	Team	Team	Host
Sep 09	New Zealand	Tonga	Auckland (Eden Park)
Sep 10	France	Japan	Auckland (North Harbour)
Sep 14	Tonga	Canada	Whangarei
Sep 16	New Zealand	Japan	Hamilton
Sep 18	France	Canada	Napier
Sep 21	Tonga	Japan	Whangarei
Sep 24	New Zealand	France	Auckland (Eden Park)
Sep 27	Canada	Japan	Napier
Oct 1	France	Tonga	Wellington
Oct 2	New Zealand	Canada	Wellington

POOL C			
Date	Team	Team	Host
Sep 11	Australia	Italy	Auckland (North Harbour)
Sep 11	Ireland	USA	New Plymouth
Sep 15	Russia	USA	New Plymouth
Sep 17	Australia	Ireland	Auckland (Eden Park)
Sep 20	Italy	Russia	Nelson
Sep 23	Australia	USA	Wellington
Sep 25	Ireland	Russia	Rotorua
Sep 27	Italy	USA	Nelson
Oct 1	Australia	Russia	Nelson
Oct 2	Ireland	Italy	Dunedin

QUARTER FINALS			
Oct 8	Ireland	Wales	Wellington
Oct 8	England	France	Auckland (Eden Park)
Oct 9	South Africa	Australia	Wellington
Oct 9	New Zealand	Argentina	Auckland (Eden Park)

BRONZE FINAL			
Oct 21	Wales	Australia	Auckland (Eden Park)

POOL B			
Date	Team	Team	Host
Sep 10	Scotland	Romania	Invercargill
Sep 10	Argentina	England	Dunedin
Sep 14	Scotland	Georgia	Invercargill
Sep 17	Argentina	Romania	Invercargill
Sep 18	England	Georgia	Dunedin
Sep 24	England	Romania	Dunedin
Sep 25	Argentina	Scotland	Wellington
Sep 28	Georgia	Romania	Palmerston North
Oct 1	England	Scotland	Auckland (Eden Park)
Oct 2	Argentina	Georgia	Palmerston North

POOL B			
Date	Team	Team	Host
Sep 10	Fiji	Namibia	Rotorua
Sep 11	South Africa	Wales	Wellington
Sep 14	Samoa	Namibia	Rotorua
Sep 17	South Africa	Fiji	Wellington
Sep 18	Wales	Samoa	Hamilton
Sep 22	South Africa	Namibia	Auckland (North Harbour)
Sep 25	Fiji	Samoa	Auckland (Eden Park)
Sep 26	Wales	Namibia	New Plymouth
Sep 30	South Africa	Samoa	Auckland (North Harbour)
Oct 2	Wales	Fiji	Hamilton

SEMI FINALS			
Oct 15	Wales	France	Auckland (Eden Park)
Oct 16	Australia	New Zealand	Auckland (Eden Park)

FINAL			
Oct 23	France	New Zealand	Auckland (Eden Park)

APPENDIX D: INDICATIVE INTERVIEW GUIDES

Indicative interview guide AKL network, pre-event



The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

Indicative discussion guide for interviews
(AKL network, pre-event)
Interview time approximately 1 hour

Name:

1. Introduction

5 minutes

- Please tell me about your organisation and the organisational structure.
- What is your role in the organisation?

2. Relationship with TA and other organisations in Auckland

10 minutes

- How would you describe the relationship between your organisation and Tourism Auckland?
 - cordial or hostile
 - partner or competitor
 - close or distant
- How would you describe the relationship between your organisation and other organisations in Auckland? Which other organisations are your strongest partners?

3. Collaboration and collaborative capacity

20 minutes

- In the context of RWC 2011 - In what areas & how does your organisation collaborate with Tourism Auckland? Please describe the process.
- In the context of RWC 2011 - In what areas & how does your organisation collaborate with other organisations in Auckland? Please describe the process.
- What are the most important organisations you collaborate with for RWC 2011 in Auckland?
- How, i.e. in which forms, does collaboration for RWC 2011 take place (e.g. meetings, phone conversations etc.)?
- How often does collaboration for RWC 2011 take place?
- How important do you think is collaboration among the organisations in Auckland for a successful RWC 2011?
- What level of collaboration was achieved so far?
- What level of collaboration will be achieved over the next months?
- What do you think were/are the facilitators for collaboration (e.g. environment, people, leadership)

- What were/are factors hindering collaboration in Auckland?
- Do you think that the level of collaboration has or will change over time? How?
- *Collaborative capacity* refers to the “conditions needed for coalitions, partnerships, or networks to work together toward common goals in order to create sustainable ... changes” (García-Ramírez, Paloma, Suarez-Balcazar, & Balcazar, 2009, p. 116). What would you define as ‘favourable conditions’ for collaboration among organisations in the Auckland region to be successful?
- Do you think that these conditions exist among organisations in the Auckland region? If not, what is missing? If yes, why?
- Do you think that your organisation is able to collaborate more effectively due to RWC 2011 and the experiences made?
- Do you think that the Auckland region as a whole will be able to collaborate more effectively due to RWC 2011? If so/if not - why?

4. Inter-organisational learning & knowledge transfer

15 minutes

- Do you see your relationship with other organisations in Auckland as an opportunity to learn and share knowledge?
- In which areas do you think you can learn from other organisations?
- Do you see shared visions and collective goals among the organisations in the Auckland region for RWC 2011 that can facilitate the knowledge transfer process?
- What kind of skills/knowledge/information do you think is transferred among organisations in Auckland for RWC 2011?
- How do you think are new skills/knowledge/information being transferred among the organisations?
- How would you describe your current organisation’s ability to learn and to absorb information/skills/knowledge?
- Do you think that this ability will improve because of RWC 2011 and the collaboration? If so, why?

5. Conclusion / The future

10 minutes

- Please summarise the collaboration and knowledge transfer process in the Auckland region in one sentence.
- What are the major “learnings” you made as an organisation so far?
- What are the major “learnings” you made as an organisation within the Auckland region so far?
- Do you think that the “learnings” you are making while preparing RWC 2011 will be helpful for future mega events in NZ (e.g. Cricket World Cup)? If so/not, please explain why.
- Is there anything in particular you would do different to leverage another mega event in the future? What is it?

Thank you very much for contributing your time to this research which will greatly assist academic research and the researcher’s PhD dissertation.

Indicative interview guide RTO network, pre-event



The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

Indicative discussion guide for interviews
(RTO network, pre-event)
Interview time approximately 1 hour

Name:

1. Introduction

5 minutes

- Please tell me about your organisation and the organisational structure.
- What is your role in the organisation?

2. Relationship with Tourism Auckland and other RTOs

5 minutes

- How would you describe the relationship between your organisation and Tourism Auckland?
 - cordial or hostile
 - partner or competitor
 - close or distant
- How would you describe the relationship between your organisation and the other RTOs? Which other RTOs are your strongest partners?

3. Collaboration and collaborative capacity

20 minutes

- In the context of RWC 2011 - In what areas & how does your organisation collaborate with Tourism Auckland? Please describe the process.
- In the context of RWC 2011 - In what areas & how does your organisation collaborate with the other RTOs? Please describe the process.
- How, i.e. in which forms, does collaboration among the RTOs take place (e.g. meetings, phone conversations etc.)?
- How often does collaboration among the RTOs take place?
- How important do you think is collaboration among the RTOs for a successful RWC 2011?
- What level of collaboration was achieved so far?
- What level of collaboration will be achieved over the next months?
- What do you think were/are the facilitators for collaboration (e.g. environment, people, leadership)
- What were/are factors hindering collaboration among the RTOs?
- Do you think that the level of collaboration has or will change over time? How?

- *Collaborative capacity* refers to the “conditions needed for coalitions, partnerships, or networks to work together toward common goals in order to create sustainable ... changes” (García-Ramírez, Paloma, Suarez-Balcazar, & Balcazar, 2009, p. 116). What would you define as ‘favourable conditions’ for collaboration among the RTOs to be successful?
- Do you think that these conditions exist among the RTOs? If not, what is missing? If yes, why?
- Do you think that your organisation is able to collaborate more effectively due to RWC 2011 and the experiences made?
- Do you think that the RTOs as a whole will be able to collaborate more effectively due to RWC 2011? If so/if not - why?

4. Inter-organisational learning & knowledge transfer

10 minutes

- Do you see your relationship with the other RTOs as an opportunity to learn and share knowledge?
- In which areas do you think you can learn from other RTOs?
- Do you think that the current structure and environment of the RTO network encourages knowledge transfer, i.e. do you see shared visions and collective goals among the partners that can facilitate the knowledge transfer process?
- What kind of skills/knowledge/information do you think is transferred among the RTOs?
- How do you think are new skills/knowledge/information being transferred among the RTOs?
- How would you describe your current organisation’s ability to learn and to absorb information/skills/knowledge?
- Do you think that this ability will improve because of RWC 2011 and the collaboration of the RTOs? If so, why?

5. The influence of collaboration and competition on KT dynamics

10 minutes

- Is your organisation willing to share information with Tourism Auckland and the other RTOs?
- In which areas do you prefer to NOT share information with the partners of the network? Why?
- Do you think that Tourism Auckland and the RTOs are happy to share information with your organisation?
- Do you feel that the other partners within the network are protective of what they share? In which areas do you think the partners are protective?
- Please describe the level of competition that exists between your organisation and Tourism Auckland.
- Please describe the level of competition that exists between your organisation and other RTOs.
- Please describe the level of competition overall within the RTO network.
- Do you think that competition affects/will affect the network’s work? If so/not, why?
- Do you think that competition affects/will affect the sharing and transfer of knowledge among the RTOs? If so/not, why?

6. Conclusion / The future

10 minutes

- Please summarise the collaboration and knowledge transfer process among the RTOs in one sentence.
- What are the major “learnings” you made as an organisation so far?
- What are the major “learnings” you made as a member of the RTO network so far?
- Do you think that the “learnings” you are making while preparing RWC 2011 will be helpful for future mega events in NZ (e.g. Cricket World Cup)? If so/not, please explain why.
- Is there anything in particular you would do different to leverage another mega event in the future? What is it?

Thank you very much for contributing your time to this research which will greatly assist academic research and the researcher’s PhD dissertation.

Indicative interview guide AKL network, post-event



The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

Indicative discussion guide for interviews
(AKL network, post-event)
Interview time approximately 30-40 minutes

Name:

1. RWC 2011 in hindsight

5 minutes

- What's your conclusion on RWC 2011 in the Auckland region? How did it all go?
- Did you as an organisation achieve your goals for RWC 2011?
- Did the Auckland region achieve the goals for RWC 2011?

2. Impact of RWC 2011 on relationships in the Auckland region

10 minutes

- Which organisations in the Auckland region were your closest partners while preparing RWC 2011? Why?
- Have the relationships changed because of RWC 2011? How?
- Has your relationship to Tourism Auckland changed because of RWC 2011? How?
- Did you establish contact to any organisation in Auckland for RWC 2011 that you did not expect to get in touch with pre-event? Do you think this relationship will be beneficial for the future and in contexts outside RWC 2011/mega events?
- Is there any new relationship you established outside the Auckland region / outside NZ because of RWC 2011? Do you think this relationship will be beneficial for the future and in contexts outside RWC 2011/mega events?
- Do you think that the relationships among organisations in Auckland changed because of RWC 2011? How?
- How would you summarise the impact of RWC 2011 on relationships in the Auckland region?

3. Collaboration and collaborative capacity

10 minutes

- How would you rate collaboration among the organisations in the Auckland region for RWC 2011 in hindsight?
- What is the most memorable experience in the context of collaboration for RWC 2011 in the Auckland region?
- What did not go well / could have gone better? What would you have done differently?

- Do you think RWC 2011 has impacted on collaboration among organisations in the Auckland region? How?
- Do you think your organisation is now able to collaborate better in the future, i.e. has RWC 2011 increased your capacity to collaborate?
- Do you think the Auckland region overall is now able to collaborate better in the future, i.e. the region's capacity to collaborate has increased because of RWC 2011?

4. Inter-organisational learning & knowledge transfer

10 minutes

- In which area did you learn the most for RWC 2011?
- How do you think you learned most? How was knowledge transferred to you (learning by observing, by doing, by sharing, through manuals, through systems, through documents etc)?
- Is there something you learned that will assist you in the future in other contexts?
- Did you learn more from existing relationships or from new relationships?
- Did you learn more from closer relationships or from organisations you didn't deal with much beforehand?
- From which organisation do you think you learned the most?

5. Conclusion / The future

5 minutes

- Please summarise the collaboration and knowledge transfer process in the Auckland region in one sentence.
- Is there anything in particular you would do differently to leverage another mega event in the future? What is it?

Thank you very much for contributing your time to this research which will greatly assist academic research and the researcher's PhD dissertation.

Indicative interview guide RTO network, post-event



The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

Indicative discussion guide for interviews
(RTO network, post-event)
Interview time approximately 30-40 minutes

Name:

1. RWC 2011 in hindsight

5 minutes

- What's your conclusion on RWC 2011? How did it all go?
- Have you as a region achieved your goals for RWC 2011?
- Do you think the RTOs overall have achieved their goals for RWC 2011?

2. Impact of RWC 2011 on relationships

10 minutes

- Have any of your relationships to other RTOs changed because of RWC 2011?
 - Did any relationship become stronger than they were before?
 - Did you connect with some RTOs more often than you used to in the past?
- Did you collaborate closer with some RTOs than with others for RWC 2011? If so, with which ones (e.g. neighbouring RTOs, only with the bigger ones, only with those RTOs hosting teams/matches)?
- Has your relationship to Tourism Auckland changed due to RWC 2011? How?

3. Collaboration and collaborative capacity

10 minutes

- How would you rate collaboration for RWC 2011 among the RTOs in hindsight? Have the RTOs collaborated adequately or do you think there should have been more collaboration?
- Do you agree that RWC 2011 made a bigger difference on collaboration within a region than between regions?
- What is the most memorable experience in the context of collaboration for RWC 2011 among the RTOs?
- What did not go well / could have gone better? What would you have done differently?
- Do you think RWC 2011 has impacted on collaboration among RTOs? In which way?

- Do you think your organisation is now able to collaborate better in the future, i.e. has RWC 2011 increased your capacity to collaborate? Is that because of the RTO network or because of collaboration happening outside the RTO space?
- Do you think the RTO network is now able to collaborate better in the future, i.e. did the capacity to collaborate of the RTO network increase because of RWC 2011?

4. Inter-organisational learning & knowledge transfer

5 minutes

- In which area did you learn the most for RWC 2011?
- Did you learn from other RTOs? What did you learn from them?
- How do you think you learned most? How was knowledge transferred to you (learning by observing, by doing, by sharing, through manuals, through systems, through documents etc)?
- Is there something you learned that will assist you in the future in other contexts?
- Did you learn more from existing relationships or from new relationships?
- Did you learn more from closer relationships or from organisations you didn't deal with much beforehand?
- From which organisation do you think you learned the most?

5. The influence of collaboration and competition on KT dynamics

5 minutes

- What is your view on competition between the RTOs in hindsight? Was there competition present among RTOs during RWC 2011?
- Were some RTOs more competitive than others for RWC 2011?
- Do you think competition among RTOs affected the preparations for RWC 2011?
- Do you think competition among RTOs affected the knowledge transfer and sharing during RWC 2011?

6. Conclusion / The future

5 minutes

- Please summarise the collaboration and knowledge transfer process among the RTOs in one sentence.
- Is there anything in particular you would do differently to leverage another mega event in the future? What is it?
- Is there anything in particular the RTOs should do differently to leverage another mega event in the future? What is it?

Thank you very much for contributing your time to this research which will greatly assist academic research and the researcher's PhD dissertation.

Participant Information Sheet



Date Information Sheet Produced:

23 January 2010

Project Title

The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

What is the purpose of the study?

The study will focus on the role and impact of a mega-event on collaboration and knowledge transfer within a regional destination marketing network. More specifically, the research will use the 2011 Rugby World Cup (RWC 2011), to analyse the collaboration and knowledge transfer process between Tourism Auckland and other (tourism) organisations and public authorities in their efforts to leverage this mega-event.

The main purpose of this research is to examine whether Tourism Auckland will be able to improve the relationships with its partners and to collaborate more effectively due to RWC 2011. It also intends to find out whether the tension between collaboration and competition affects the knowledge transfer between all partners involved.

The research project will result in the publication of findings in an academic journal as well as in practical implications for destination marketing organisations in New Zealand. It will be carried out by Kim Werner, PhD candidate at the New Zealand Tourism Research Institute (NZTRI) at AUT University. The project is also contributing to the researcher's PhD dissertation.

An Invitation

You are invited to participate in this research project. We believe that you are able to offer valuable insight into collaboration, inter-organisational learning and knowledge transfer within the context of regional destination marketing in New Zealand.

The participation will take the form of interviews. In order to capture any changes evolving to collaboration in the various stages of the event, you are asked to take part in three interviews over a period of approx. 1.5 years. Each interview will require approximately one hour of your time. The interview will seek your views on the process of collaboration and knowledge transfer between the organisations involved and the end result.

The interview will be recorded on an audiotape. They will be transcribed by a professional transcriber who has signed a confidentiality agreement. Upon request you have the opportunity to view a written copy of your transcribed interview to ensure it is a true and accurate reflection of what you said and to eliminate any statements.

Participation is entirely voluntary and you will have the right to withdraw from participation at any time without giving reasons. The information that you provide can also be withdrawn at any time prior to completion of data collection.

How was I chosen for this invitation?

The research process began with detailed secondary research in order to understand the current structures / forms of collaboration in Auckland's regional destination network and to identify some initial people / organisations involved in leveraging RWC 2011.

The 'snowball' sampling technique is being used to select a representative and manageable sample of 20 members of the Auckland destination network involved in leveraging the RWC 2011. Each participant is being asked to refer the researcher to further participants.

You have been chosen because your company is collaborating closely with Tourism Auckland in order to leverage RWC 2011 and because of your role and seniority within your organisation.

What will happen in this research?

Your organisation is part of "Tourism Auckland's RWC 2011 network" aiming at leveraging the RWC 2011. You will be interviewed to explore the extent of collaboration and knowledge transfer between the various organisations involved in the project. The aim is to analyse your perceptions of the process and the end result.

What are the benefits?

The study will be contributing towards academic research, and is important for both academics and practitioners to understand how a mega-event (the 2011 Rugby World Cup) can enhance collaboration and knowledge transfer in a regional destination marketing network. The aim is to provide NZ tourism industry members with a framework for evaluating and improving their own efforts in this area.

Access to the PhD dissertation which is expected to be the outcome of this research, will be available through the AUT library. You are also welcome to contact the researcher for access to the dissertation.

What are the discomforts and risks?

There will be minimal discomfort or risk to the participant. Interviews will be semi-structured that will allow for free discussion to take place regarding the project topic.

How will these discomforts and risks be alleviated?

Information obtained will remain confidential, as well as any other information likely to put the individual at risk. You are able to withdraw from the interview at any time, and you also may refuse to answer any specific questions.

How will my privacy be protected?

Every care will be taken to ensure that any risk of breach of confidentiality arrangements is minimised. The raw data collected in the form of field notes and audio tapes will be stored for, at least six years in a locked cabinet with access limited to the researcher and as per the strict guidelines of AUT Ethics Committee. All information gathered will only be used for data relation to this study.

Any publications based on this research will be written so that an individual cannot be identified as the source of any specific information or viewpoint. As such, each company/public authority and interviewee will receive a randomly issued code. Only the researcher and supervisor will be aware of which company/interviewee receives which code. Individual's names and names of companies/public authorities will not be used in the research.

The above is a comprehensive approach to protect the privacy of all participants being interviewed in this research. It should however be noted that anonymity can not be guaranteed as readers with an in depth understanding of this industry sector may try to make links to certain individuals or groups they represent based on the information in the thesis.

What are the costs of participating in this research?

There are no financial costs of participating in the research. All that is required from you is the time to participate in three interviews which take approximately one hour each. We are aware that your time is valuable therefore it is critical to keep interviews to the approximate time span.

What opportunity do I have to consider this invitation?

You have two weeks following the reception of this invitation. The researcher will ensure that communication is made to ensure that you have received all information and forms relating to the study.

How do I agree to participate in this research?

Invitation to participate in the study will come from an initial email or phone call explaining the research to you. An information sheet will be presented via email. You can choose to either accept or decline the offer. You may then email/phone the researcher with your decision (contact details at end of this document). Following a positive response a participant consent form will be sent to you. Following this the researcher will arrange a time for an interview to take place. At the time of the interview the consent form will be collected by the researcher.

Will I receive feedback on the results of this research?

Yes, feedback from the study will be provided in a summary format to participants involved in the study at their request. This summary will be provided on completion of the study. An approximate time for this summary should be expected between August to October 2012. Access to the full PhD dissertation which is expected to be the outcome of this research, will also be available through the AUT library.

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

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Dr Geoff Dickson, geoff.dickson@aut.ac.nz, 921 9999 ext 7851, or Dr Ken Hyde, ken.hyde@aut.ac.nz, 921 9999 ext 5605.

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

Whom do I contact for further information about this research?

Researcher Contact Details:

Kim Werner
New Zealand Tourism Research Institute (NZTRI)
Auckland University of Technology
Ph: 921 999 ext 8890
Mob: 021 246 2406
Email: kim.werner@aut.ac.nz

Project Supervisor Contact Details:

Dr Geoff Dickson
School of Sport and Recreation
Auckland University of Technology
Ph: 921 999 ext 7851
Email: geoff.dickson@aut.ac.nz

Dr Ken Hyde
School of Marketing
Auckland University of Technology
Ph: 921 999 ext 5605
Email: ken.hyde@aut.ac.nz

**Approved by the Auckland University of Technology Ethics Committee on 26 March 2010,
AUTEK Reference number 10/25.**

APPENDIX F: CONSENT FORM

CONSENT FORM



Project title: The contribution of a nationwide mega-event to increased collaborative and knowledge transfer capacity in a regional destination marketing network.

Project Supervisor: Dr Geoff Dickson

Dr Ken Hyde

Researcher: Kim Werner

- ☐ I have read and understood the information provided about this research project in the Information Sheet dated 26 March 2010.
- ☐ I have had an opportunity to ask questions and to have them answered.
- ☐ I understand that notes will be taken during the interviews and that they will also be audio-taped and transcribed.
- ☐ I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- ☐ If I withdraw, I understand that all relevant information including tapes and transcripts, or parts thereof, will be destroyed.
- ☐ I agree to take part in this research.
- ☐ I would like to receive a copy of the transcribed interview to ensure it is a true and fair reflection of what I have said in the interview (please tick one):
Yes ☐ No ☐
- ☐ I wish to receive a copy of the report from the research (please tick one):
Yes ☐ No ☐

Participant's signature:

Participant's name:

Participant's Contact Details (if appropriate):

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

Date:

***Approved by the Auckland University of Technology Ethics Committee on 26 March 2010.
AUTEC Reference number 10/25***

APPENDIX G: OVERVIEW ON DOCUMENTATION USED THROUGHOUT THE RESEARCH

Notes from industry updates and RWC 2011 seminars personally attended by the researcher

Function	Date	Venue	Key speakers
Tourism Auckland Industry Update event	21 May 2009	Skycity Convention Centre	Graeme Osborne (CEO Tourism Auckland), Martin Snedden (CEO RNZ 2011), John Key (Prime Minister)
Visitor Ready Workshop (hosted by Tourism Auckland)	16 March 2010	The Langham Hotel	Workshops designed to assist tourism operators to gain maximum benefit from RWC 2011 while contributing to a great visitor experience; topics ranged from a broad RWC 2011 overview to more detailed sessions on topics including media opportunities, sustainability and accessibility. Speakers included Cate Slater (IMG), Rob Rendle (Ministry of Economic Development), Simon Roche (Auckland RWC 2011 Planning Team), Sandra Parkinson (RTH) and many more
Visitor Ready Workshop (hosted by Tourism Auckland)	23 March 2010	The Langham Hotel	
Visitor Ready Workshop (hosted by Tourism Auckland)	30 March 2010	The Langham Hotel	
Tourism Auckland Industry Update event / RWC 2011 panel session	22 April 2010	The Langham Hotel	Graeme Osborne (CEO Tourism Auckland), Martin Snedden (CEO RNZ 2011); Jonathan Kritzing (Senior Vice President, Sales & Marketing RWC 2011, IMG); Bruce Barnard (Rugby World Cup Transport Programme Director, Auckland Regional Transport Authority)
Tourism Auckland Industry Update event	1 July 2010	Auckland Museum	John Banks (Auckland Mayor), Jonathan Coleman (Associate Minister of Tourism), Graeme Osborne (CEO Tourism Auckland), Simon Moutter (Auckland Airport)
Tourism Auckland Industry Update event	14 October 2010	The Langham Hotel	John Key (Prime Minister)
ATEED Industry Update event	9 June 2011	Crown Plaza Hotel	Michael Redman (CEO ATEED), Rachael Dacy (Chair of Auckland Coordination Group RWC 2011), Len Brown (Auckland Mayor)
Te Puni Kokiri (Ministry of Maori Development) Media Event RWC 2011	26 August 2010	Heritage Hotel	Paora Ammunson (Project Manager Maori, Rugby World Cup 2011)
ATEED Industry Update event	8 December 2011	The Langham Hotel	RWC 2011 review from Rachael Dacy (Chair of Auckland Coordination Group RWC 2011), Jason Hill (Manager Tourism ATEED)

Reports and Strategic documents

Document	Published by	year
"1000 days to go": A snapshot for project progress	RNZ 2011	2008
23 centres to host RWC 2011 teams	RNZ 2011	2009
Auckland super city - taking Auckland into the future.	Auckland City Council	2009
Auckland's Major Events Strategy	ATEED	2011
Auckland's Visitor Plan	ATEED	2011
Changes to the government's approach to major events	Cabinet Office Wellington	2009
Convention 2020 - The future of exhibitions, meetings and events.	Talwar, R., Hancock, T., Yeomans, G., & Padgett, G.	2010
Factsheet	RNZ 2011	2008
Factsheet: OGKM & the Vancouver 2010 debrief	International Olympic Committee	2010
Factsheet: Vancouver 2010 Observer Programme	International Olympic Committee	2010
Government Major Event Strategy	Cabinet Office Wellington	2004
Growing New Zealand's share of the international business events market	New Zealand Major Events	2011
Guide for Businesses to the Major Events Management Act	Tourism New Zealand	2012
Host Union Agreement: Summary of terms and obligations (unpublished)	RNZ 2011	2007
Investing in world class events	New Zealand Major Events	2011
Key tourism statistics	New Zealand Ministry of Economic Development	2012
Local development benefits from staging global events	Clark, G.	2008
Major Events Development Fund Recipients	New Zealand Major Events	2012
Match and team allocation guidelines and process principles (unpublished)	RNZ 2011	2007
Next stop Auckland (official bid document; unpublished)	Auckland Regional Sustainable Development Forum	2008
Potential economic impact of the Rugby World Cup on a host nation	Deloitte & Touche LLP	2008
Rugby New Zealand 2011 Ltd Stakeholder Newsletter (unpublished)	RNZ 2011	2007
Rugby World Cup 2011 Opening Night Report - Waterfront and Queens Wharf activity	ATEED	2011
Rugby World Cup 2011: Auckland plays host	ATEED	2012
Rugby World Cup 2011: Evaluation report	Auckland Council	2012
Rugby World Cup 2011: Observer Programme: Overview	International Rugby Board	n.d.

Reports and Strategic documents (continued)

Document	Published by	Year
Rugby World Cup: Auckland region's proposal (official bid document; unpublished)	Regional Sustainable Development Forum	2008
RWC 2011 Venue usage / Match management	Snedden, Martin	2007
RWC 2011 vision & objectives - Auckland region	Auckland Regional Steering Group	2007
RWC 2011: Government framework	NZ 2011	n.d.
Summary of the economic impact of the 2003 America's Cup defence	Market Economics Ltd	2003
The economic impact of the 2005 DHL Lions Series on New Zealand	Covec Ltd	2005
Tourism Strategy 2015	New Zealand Ministry of Tourism	2007
Your guide to business opportunities around Rugby World Cup 2011	Auckland Regional Steering Group	2009

Newspaper and online articles

Author	Year	Title	Newspaper
Cosgrove, Clayton	2008, September 4	Rugby World Cup 2011 a true national hosting event	infonews
Dickison, M.	2011, October 24	Rugby World Cup: 'The best ever? Probably'	The New Zealand Herald
Garner, D.	2011, September 14	McCully must share Rugby World Cup Waterfront blame	3 News
Heslop, J.	2012, March 15	Auckland to host the World Master Games	3 News
Ilhaka, J.	2011, June 1	Rugby World Cup: 100 days to go	The New Zealand Herald
Roan, D.	2011, October 24	New Zealand marks All Blacks' rugby victory with parade	BBC News
No author	2011, October 21	World Cup 'very patchy' for NZ tourism industry	ONE News
No author	2011, September 18	Putting politics into the RWC	The New Zealand Herald on Sunday (editorial)

Main websites

Organisation	URL
ATEED	http://www.ateed.co.nz/
Auckland 2011 Ltd	http://www.auckland2011.com
Auckland City Council	http://www.aucklandcity.govt.nz
Auckland Council	http://www.aucklandcouncil.govt.nz
Auckland Transition Agency	http://www.ata.govt.nz
Central Park New Zealand	http://www.centralparknz.com
Employers and Manufacturers Association	http://www.legacy2011.com
International Cricket Council	http://www.cricketworldcup2015.org/
International Rugby Board	http://www.irb.com
McCully, M. (Member of Parliament)	http://www.mccully.co.nz
New Zealand Government	http://www.beehive.govt.nz
New Zealand Major Events	http://www.med.govt.nz/majorevents
New Zealand Ministry of Economic Development	http://www.med.govt.nz
New Zealand Parliament	http://www.parliament.nz
New Zealand Rugby Union	http://www.nzru.co.nz
NZ 2011	http://www.nz2011.govt.nz
RNZ 2011	http://www.rwc2011.irb.com
RNZ 2011	http://www.rugbyworldcup.com
RTONZ	http://www.rtonz.org.nz
Rugby World Cup Authority	http://www.rwcauthority.govt.nz/
Statistics New Zealand	http://www.stats.govt.nz
Tourism Auckland	http://www.tourismauckland.com
Tourism Auckland	http://news.aucklandnz.com
Tourism Industry Association New Zealand	http://www.tianz.org.nz/
Tourism New Zealand	http://www.tourismnewzealand.com

APPENDIX H: FORMAL ONLINE SURVEYS

Survey for AKL network members (printed version from Survey Monkey)

RWC 2011 in the Auckland region

A very successful RWC 2011 has now come to an end and my research on collaboration and experiences made around RWC 2011 is fast approaching the finish line too.

The following survey forms the last part of my study and takes not longer than 10 minutes to complete.

If you don't want to answer a particular question or if it doesn't apply to your area then please just leave the answer blank.

Many thanks for your participation and ongoing support!

Warm regards,
Kim



RWC 2011 in the Auckland region

Relationships among organisations in the Auckland region and the impact of ...

1. The relationship between my organisation and Tourism Auckland (now part of ATEED) has become stronger as a result of RWC 2011.

☐ Strongly Disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

2. The relationships between my organisation and other organisations in the Auckland region have generally become stronger as a result of RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

3. RWC 2011 did not have any impact on the relationships among organisations in the Auckland region.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

4. RWC 2011 assisted us in establishing new relationships with organisations we haven't connected with in the past.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

5. These new relationships established because of RWC 2011 will be beneficial in the future and for collaboration outside the mega event context.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree ☐ We didn't establish any new relationships

RWC 2011 in the Auckland region

Collaboration around RWC 2011 in the Auckland region

6. Organisational capacity

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
My organisation encouraged me to collaborate while preparing RWC 2011.	☐	☐	☐	☐	☐
My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	☐	☐	☐	☐	☐
Our communication with other organisations in the Auckland region while preparing RWC 2011 was efficient.	☐	☐	☐	☐	☐
My organisation added adequate human and financial resources to successfully prepare RWC 2011.	☐	☐	☐	☐	☐
My organisation sought external input, information and expertise to successfully prepare RWC 2011.	☐	☐	☐	☐	☐
My organisation is able to collaborate more effectively as a result of RWC 2011.	☐	☐	☐	☐	☐

RWC 2011 in the Auckland region

7. Relational capacity

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The organisations in the Auckland region were generally more open to collaboration when it came to RWC 2011 than they are normally.	☐	☐	☐	☐	☐
There was a high level of trust present among the organisations in the Auckland region involved in RWC 2011.	☐	☐	☐	☐	☐
For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region.	☐	☐	☐	☐	☐
Around RWC 2011, the atmosphere among the organisations in the Auckland region was open and honest.	☐	☐	☐	☐	☐
For the preparation of RWC 2011, power was shared equally among organisations in the Auckland region.	☐	☐	☐	☐	☐
Competing desires and goals existed among the organisations in the Auckland region but were considered as much as possible.	☐	☐	☐	☐	☐
Because of RWC 2011, the region as a whole is able to collaborate more	☐	☐	☐	☐	☐

RWC 2011 in the Auckland region

effectively.

8. From your perspective - what are the top 3 conditions that need to be in place for successful collaboration among organisations (in general)?

One

Two

Three

9. Are these conditions present among organisations in the Auckland region?

(0 = not at all; 10 = very present)

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

10. Please list the top 3 organisations in the Auckland region you collaborated closest with for RWC2011. (NB. Leave fields empty if you did not collaborate with any organisation around RWC 2011)

One

Two

Three

11. In the context of RWC 2011, how often did you communicate with these 3 organisations on average?

- | | |
|---|--|
| ☐ Several times a day | ☐ Once a month |
| ☐ Once a day | ☐ Once every 2 months |
| ☐ Several times a week | ☐ Less than once every 2 months |
| ☐ Once a week | ☐ I did not collaborate with any organisations in the Auckland region for RWC 2011 |
| ☐ Several times a month | |

RWC 2011 in the Auckland region

Knowledge and experiences made through RWC 2011

12. I saw collaboration with the other organisations in the Auckland region for RWC 2011 as an opportunity to learn and share knowledge.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

13. I learned from other organisations in the region while collaborating for RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

14. In the context of RWC 2011, learning from other organisations meant mainly "learning by observing" and "learning by doing", rather than through written documents, manuals, systems etc.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

15. For RWC 2011, I learned more from new relationships than from organisations I already dealt with in the past.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree ☐ I didn't establish any new relationships

16. The area in which I learned the most in the context of RWC 2011 was...

17. The organisation I learned the most from during RWC 2011 was...

18. For RWC 2011, my organisation hired additional staff with mega events experience.

☐ Yes ☐ No

19. During RWC 2011 competitive tendencies were present among organisations in the Auckland region.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

20. A tension between collaboration and competition among some organisations in the Auckland region affected the preparations for RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

21. A tension between collaboration and competition among some organisations in the Auckland region affected the sharing and transfer of knowledge and information for RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

RWC 2011 in the Auckland region

Final evaluation of RWC 2011

22. How strong is/was the relationship between your organisation and Tourism Auckland?

(1 = very weak; 10 = very strong; 0 = no relationship)

	0	1	2	3	4	5	6	7	8	9	10
Before RWC 2011	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
After RWC 2011	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

23. How important was collaboration among the organisations in the Auckland region for a successful RWC 2011?

(1 = not important; 10 = very important)

☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

24. How well have the organisations in the Auckland region collaborated for RWC 2011?

(0 = not at all; 1 = very bad; 10 = very well)

☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

25. How effectively was information shared among the organisations in the Auckland region for RWC 2011?

(0 = not at all; 1 = very poor; 10 = very good)

☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

26. Has the sharing of information between your organisation and other organisations in the Auckland region increased/decreased as a result of RWC 2011?

(-5 = decreased significantly; 0 = has not changed; +5 = increased significantly)

☐ -5
 ☐ -4
 ☐ -3
 ☐ -2
 ☐ -1
 ☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5

Survey for RTO network members (printed version from Survey Monkey)

RWC2011 and the RTOs in NZ

A very successful RWC 2011 has now come to an end and my research on collaboration and experiences made around RWC 2011 is fast approaching the finish line too.

The following survey forms the last part of my study and takes not longer than 10 minutes to complete.

Many thanks for your participation and ongoing support!

Kim



RWC2011 and the RTOs in NZ

The impact of RWC 2011 on the relationships among the RTOs

1. The relationship between my organisation and Tourism Auckland (now part of ATEED) has become stronger as a result of RWC 2011.

☐ Strongly Disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

2. The relationships between my organisation and the other RTOs have generally become stronger as a result of RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

3. RWC 2011 did not have any impact on the relationships among the RTOs.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

4. RWC 2011 assisted us in establishing new relationships with organisations we haven't connected with in the past.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

5. These new relationships established because of RWC 2011 will be beneficial in the future and for collaboration outside the mega event context.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree ☐ We didn't establish any new relationships

RWC2011 and the RTOs in NZ

Collaboration among the RTOs for RWC 2011

6. Organisational capacity

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
My organisation encouraged me to collaborate while preparing RWC 2011.	☐	☐	☐	☐	☐
My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011.	☐	☐	☐	☐	☐
Our communication with other RTOs while preparing RWC 2011 was efficient.	☐	☐	☐	☐	☐
My organisation added adequate human and financial resources to successfully prepare RWC 2011.	☐	☐	☐	☐	☐
My organisation sought external input, information and expertise to successfully prepare RWC 2011.	☐	☐	☐	☐	☐
My organisation is able to collaborate more effectively as a result of RWC 2011.	☐	☐	☐	☐	☐

RWC2011 and the RTOs in NZ

7. Relational capacity

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
The other RTOs were generally more open to collaboration when it came to RWC 2011 then they are normally.	☐	☐	☐	☐	☐
There was a high level of trust present among the RTOs involved in the preparations for RWC 2011.	☐	☐	☐	☐	☐
For RWC 2011, a shared vision and common goals existed among the RTOs involved.	☐	☐	☐	☐	☐
Around RWC 2011, the atmosphere among the RTOs involved was open and honest.	☐	☐	☐	☐	☐
For the preparation of RWC 2011, power was shared equally among the RTOs involved.	☐	☐	☐	☐	☐
Competing desires and goals existed among the RTOs but were considered as much as possible.	☐	☐	☐	☐	☐
Because of RWC 2011, the RTOs are able to collaborate more effectively.	☐	☐	☐	☐	☐

8. From your perspective - what are the top 3 conditions that need to be in place for successful collaboration among organisations (in general)?

One	
Two	
Three	

RWC2011 and the RTOs in NZ

9. Are these conditions present among the RTOs involved in RWC2011?

(0 = not at all; 10 = very present)

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10

10. Please list the top 3 RTOs you collaborated closest with for RWC2011.

One

Two

Three

11. In the context of RWC 2011, how often did you communicate with these 3 RTOs on average?

☐ Several times a day

☐ Several times a month

☐ Once a day

☐ Once a month

☐ Several times a week

☐ Once every 2 months

☐ Once a week

☐ Less than once every 2 months

RWC2011 and the RTOs in NZ

Knowledge and experiences made through RWC 2011

12. I saw collaboration with the other RTOs for RWC 2011 as an opportunity to learn and share knowledge.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

13. I learned from other RTOs while preparing the RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

14. In the context of RWC 2011, learning from other organisations meant mainly "learning by observing" and "learning by doing", rather than through written documents, manuals, systems etc.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

15. During RWC 2011 competitive tendencies were present among the RTOs.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

16. A tension between collaboration and competition among some RTOs affected the preparations for RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

17. A tension between collaboration and competition among some RTOs affected the sharing and transfer of knowledge and information for RWC 2011.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree

18. For RWC 2011, I learned more from new relationships than from organisations I already dealt with in the past.

☐ Strongly disagree ☐ Disagree ☐ Neither disagree nor agree ☐ Agree ☐ Strongly agree ☐ I didn't establish any new relationships

19. The area in which I learned the most in the context of RWC 2011 was...

20. The organisation I learned the most from during RWC 2011 was...

21. For RWC 2011, my organisation hired additional staff with mega events experience.

☐ Yes ☐ No

RWC2011 and the RTOs in NZ

Final evaluation of RWC 2011

22. How strong is/was the relationship between your organisation and Tourism Auckland?

(1 = very weak; 10 = very strong; 0 = no relationship)

	0	1	2	3	4	5	6	7	8	9	10
Before RWC 2011	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
After RWC 2011	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

23. How important was collaboration among the RTOs for a successful RWC 2011?

(1 = not important; 10 = very important)

☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

24. How well have the RTOs collaborated for RWC 2011?

(0 = not at all; 1 = very bad; 10 = very well)

☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

25. How effectively was information shared among the RTOs for RWC 2011?

(0 = not at all; 1 = very poor; 10 = very good)

☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5
 ☐ 6
 ☐ 7
 ☐ 8
 ☐ 9
 ☐ 10

26. Has the sharing of information between your organisation and the other RTOs increased/decreased as a result of RWC 2011?

(-5 = decreased significantly; 0 = has not changed; +5 = increased significantly)

☐ -5
 ☐ -4
 ☐ -3
 ☐ -2
 ☐ -1
 ☐ 0
 ☐ 1
 ☐ 2
 ☐ 3
 ☐ 4
 ☐ 5

APPENDIX I: ALLOCATION OF SURVEY QUESTIONS TO THE THREE STUDIES

Allocated to study	Question No.		Question from survey
	AKL	RTO	
Study 1	1	1	The relationship between my organisation and Tourism Auckland has become stronger as a result of RWC 2011.
	2	2	The relationships between my organisation and other organisations in the Auckland region / the other RTOs have generally become stronger as a result of RWC 2011.
	3	3	RWC 2011 did not have any impact on the relationships among organisations in the Auckland region / among the RTOs
	4	4	RWC 2011 assisted us in establishing new relationships with organisations we haven't connected with in the past.
	5	5	These new relationships established because of RWC 2011 will be beneficial in the future and for collaboration outside the mega event context.
	22	22	How strong is/was the relationship between your organisation and Tourism Auckland? (1 = very weak; 10 = very strong; 0 = no relationship)
Study 2	6	6	Organisational capacity
	7	7	Relational capacity
	8	8	From your perspective - what are the top 3 conditions that need to be in place for successful collaboration among organisations (in general)?
	9	9	Are these conditions present among organisations in the Auckland region / among the RTOs? (0 = not at all; 10 = very present)
	10	10	Please list the top 3 organisations in the Auckland region / the top 3 RTOs you collaborated closest with for RWC2011.
	11	11	In the context of RWC 2011, how often did you communicate with these 3 organisations / 3 RTOs on average?
	19	15	During RWC 2011 competitive tendencies were present among organisations in the Auckland region / among the RTOs
	20	16	A tension between collaboration and competition among some organisations in the Auckland region / among the RTOs affected the preparations for RWC 2011.
	23	23	How important was collaboration among the organisations in the Auckland region / among the RTOs for a successful RWC 2011? (1 = not important; 10 = very important)
	24	24	How well have the organisations in the Auckland region collaborated for RWC 2011? (0 = not at all; 1 = very bad; 10 = very well)

Allocated to study	Question No.		Question from survey
	AKL	RTO	
Study 3	12	12	I saw collaboration with the other organisations in the Auckland region / with the RTOs for RWC 2011 as an opportunity to learn and share knowledge.
	13	13	I learned from other organisations in the region / from other RTOs while collaborating for RWC 2011.
	14	14	In the context of RWC 2011, learning from other organisations meant mainly "learning by observing" and "learning by doing", rather than through written documents, manuals, systems etc.
	15	18	For RWC 2011, I learned more from new relationships than from organisations I already dealt with in the past.
	16	19	The area in which I learned the most in the context of RWC 2011 was...
	17	20	The organisation I learned the most from during RWC 2011 was...
	18	21	For RWC 2011, my organisation hired additional staff with mega events experience.
	21	17	A tension between collaboration and competition among some organisations in the Auckland region / among the RTOs affected the sharing and transfer of knowledge and information for RWC 2011.
	25	25	How effectively was information shared among the organisations in the Auckland region / among the RTOs for RWC 2011? (0 = not at all; 1 = very poor; 10 = very good)
	26	26	Has the sharing of information between your organisation and other organisations in the Auckland region / and the other RTOs increased or decreased as a result of RWC 2011? (-5 = decreased significantly; 0 = has not changed; +5 = increased significantly)

APPENDIX J: SPSS ANALYSIS

Questions 1 - 4

5 = Strongly agree 4 = Agree 3 = Neither / nor 2 = Disagree 1 = Strongly disagree			The relationship between my organisation and other organisations in the Auckland region/the relationships between my organisation and other RTOs have generally become strong as a result of RWC 2011	RWC 2011 did not have any impact on the relationships among organisations in the Auckland region / among the RTOs	RWC 2011 assisted us in establishing new relationships with organisations we haven't connected with in the past
AKL strong	Mean	4.43	4.14	1.57	4.14
	N	7	7	7	7
AKL weak, Group 1	Mean	4.00	4.17	2.00	4.33
	N	6	6	6	6
AKL weak, Group 2	Mean	2.67	2.50	3.83	2.50
	N	6	6	6	6
RTO	Mean	2.75	3.38	2.63	3.87
	N	8	8	8	8
Total	Mean	3.44	3.56	2.48	3.74
	N	27	27	27	27

Question 5	These new relationships established because of RWC 2011 will be beneficial in the future and for collaboration outside the mega event context					Total
	Disagree	Neither disagree nor agree	Agree	Strongly agree	We didn't establish any new relationships	
AKL strong	0	1	3	3	0	7
AKL weak, Group 1	0	0	3	3	0	6
AKL weak, Group 2	1	0	1	0	4	6
RTO	2	0	5	1	0	8
Total	3	1	12	7	4	27

Question 6: Organisational capacity

5 = Strongly agree 4 = Agree 3 = Neither / nor 2 = Disagree 1 = Strongly disagree		My organisation encouraged me to collaborate while preparing RWC 2011	My organisation communicated clear roles and responsibilities to the staff involved with RWC 2011	Our communication with other organisations in the Auckland region / with other RTOs while preparing RWC 2011 was efficient	My organisation added adequate human and financial resources to successfully prepare RWC 2011	My organisation sought external input, information and expertise to successfully prepare RWC 2011	My organisation is able to collaborate more effectively as a result of RWC 2011
AKL strong	Mean	4.57	4.43	4.00	4.43	3.86	4.00
	N	7	7	7	7	7	7
AKL weak, Group 1	Mean	4.67	3.67	4.17	3.83	4.50	4.00
	N	6	6	6	6	6	6
AKL weak, Group 2	Mean	3.20	3.80	3.17	3.33	3.33	3.00
	N	5	5	6	6	6	6
RTO	Mean	4.44	4.00	3.67	3.78	4.00	3.11
	N	9	9	9	9	9	9
Total	Mean	4.30	4.00	3.75	3.86	3.93	3.50
	N	27	27	28	28	28	28

Question 7: Relational capacity

5 = Strongly agree 4 = Agree 3 = Neither / nor 2 = Disagree 1 = Strongly disagree		The organisations in the Auckland region / the other RTOs were generally more open to collaboration when it came to RWC 2011 than they are normally	There was a high level of trust present among the organisations in the Auckland region / among the RTOs involved in the preparations for RWC 2011	For RWC 2011, a shared vision and common goals existed among organisations in the Auckland region / among the RTOs involved	Around RWC 2011, the atmosphere among the organisations in the Auckland region / among the RTOs involved was open and honest	For the preparations of RWC 2011, power was shared equally among organisations in the Auckland region / among the RTOs involved	Competing desires and goals existed among the organisations in the Auckland region / among the RTOs but were considered as much as possible	Because of RWC 2011, the Auckland region as a whole / the RTOs are able to collaborate more effectively
AKL strong	Mean	3.71	3.43	4.00	3.57	3.00	3.71	4.00
	N	7	7	7	7	7	7	7
AKL weak, Group 1	Mean	3.67	4.00	4.33	4.17	3.00	3.67	4.17
	N	6	6	6	6	6	6	6
AKL weak, Group 2	Mean	3.40	3.20	3.20	3.40	3.20	3.20	3.50
	N	5	5	5	5	5	5	6
RTO	Mean	2.67	3.00	3.11	3.22	2.56	3.11	2.67
	N	9	9	9	9	9	9	9
Total	Mean	3.30	3.37	3.63	3.56	2.89	3.41	3.50
	N	27	27	27	27	27	27	28

Question 8: Conditions needed to be more collaborative (N.B. Table contains the analysis from both the survey and the interviews)

Condition needed	Description	AKL strong	AKL weak, Group 1	AKL weak, Group 2	RTO	Total
Ability to influence	Skilled employees that can influence decisions	1	1			2
Ability to learn	Ability of organisations to learn and adapt to new things	1	1			2
Accountability	To take responsibility, to deliver what was promised	2	2	1		5
Clear & common goals and shared vision	To have a common goal that is clearly announced	8	4	3	4	19
Clear roles	No overlap of tasks and projects	4				4
Collaborative approach	An approach by the whole region and everyone organisation involved that acknowledges the importance of collaboration, willingness to collaborate	1	4	6	7	18
Commitment	Motivation to reach the goal(s)	2	3			5
Compromise	Being open for consensus	1				1
Democracy	A democratic process		1			1
Discipline in process	Discipline in all processes	1				1
Empathy	Understanding for others; ability to acknowledge others' roles and objectives	2	5		3	10
Focus	Remain focussed and not getting lost in detail	2			2	4
Follow-up	Follow-ups after each projects to address issues		1			1
Honesty & openness	Being open and honest	6	3	1	2	12
Information	Sharing of information; keeping partners and stakeholders informed	2	1			3
Integrity	Being integer				1	1
Inter-sectoral engagement	Working across sectors	1				1
Leadership	A strong, skilled leader	6	2		2	10
Monetary incentives	Monetary incentives from government to promote collaboration				1	1
National facilitator	A national, unifying facilitator to foster collaboration				1	1
Nurturing relationships	The need and commitment to constantly nurture relationships		1			1

Question 8: Conditions needed to be more collaborative (continued)

Condition needed	Description	AKL strong	AKL weak, Group 1	AKL weak, Group 2	RTO	Total
Openness for new ideas/new ways	Being open to new forms and ways of working, being open to new ideas	2				2
Preparation/planning	Strategic preparation and planning processes	3	2		3	8
Realistic expectations	Realistic expectation on what can be achieved				2	2
Regular, clear communication	Constant communication with all partners and stakeholders	6	4	4	2	16
Relationship management roles	Specific roles that facilitate collaboration (e.g. relationship manager)		1			1
Respect	Respect towards other organisations and individuals	1				1
Small groups	Small, focussed groups that have the mandate to take decisions on behalf of others	2				2
Staff empowerment	Empowerment of staff to make decisions	1				1
Stakeholder buy-in & integration	Integrating all relevant stakeholders and getting their 'buy-in'	6	2	2	1	11
Strategy	A common strategy, clearly communicated	2	1			3
Strong personal relationships	Strong working relationships		1		2	3
Sufficient budget	Enough budget allocated for each project	1		1		2
Sufficient human resources	Enough human resources to do the extra workload	2	2		2	6
Support for each other	Supporting each other to reach the goals		1	1		2
The "right" people	Having skilled collaborators	3	2	1	2	8
Time	Enough time to deliver on deadlines	3	1		1	5
Transparent government	Clear role, structure and responsibilities within central government	1				1
Transparent processes	Having transparent processes throughout the entire project		1		1	2
Trust	Trust between the partners	3	2	1	6	12
Unifying body	A central unifying body coordinating collaboration among entities			1		1
Workshops/training	Best-practice training			1		1

Question 9

Are these conditions present among
organisation in the Auckland region / among
the RTOs involved in RWC 2011?
(0 = not at all; 10 = very present)

Group	Mean	N
AKL strong	6.71	7
AKL weak, Group 1	6.50	6
AKL weak, Group 2	4.50	6
RTO	6.25	8
Total	6.04	27

Question 10: Top organisations the participants collaborated with for RWC 2011

AKL strong	Responses	
	N	Percent
Tourism Auckland/ATEED	4	22.2%
Auckland Council	1	5.6%
Auckland Transport	1	5.6%
Auckland Chamber of Commerce	3	16.7%
NZ Police	1	5.6%
EMA	1	5.6%
NZTE	1	5.6%
RNZ2011	1	5.6%
Border agencies	1	5.6%
Auckland Festival Trust	1	5.6%
Government agencies	1	5.6%
NZ2011	1	5.6%
i-SITES	1	5.6%
Total	18	100%

RTOs	Responses	
	N	Percent
Tourism Auckland/ATEED	3	17.6%
None	2	11.8%
Destination Wairarapa	1	5.9%
Destination Rotorua	1	5.9%
Positively Wellington Tourism	3	17.6%
Visit Ruapehu	1	5.9%
Destination Northland	1	5.9%
Venture Hawke's Bay	1	5.9%
Destination Manawatu	1	5.9%
Destination Queenstown	1	5.9%
Destination Mount Cook McKenzie	1	5.9%
Central South Island Tourism	1	5.9%
Total	17	100%

AKL weak, Group 1	Responses	
	N	Percent
Tourism Auckland/ATEED	5	27.8%
Auckland Council	3	16.7%
Auckland Transport	1	5.6%
NZ Police	2	11.1%
RNZ2011	2	11.1%
Veolia	1	5.6%
Qualmark	1	5.6%
Eden Park	1	5.6%
Pacific Business Trust	1	5.6%
Pacific community organisations	1	5.6%
Total	18	100%

AKL weak, Group 2	Responses	
	N	Percent
Tourism Auckland/ATEED	3	25.0%
Auckland Council	2	16.7%
RNZ2011	1	8.3%
BIDS	1	8.3%
Waiheke Visitor Centre	1	8.3%
Tour operator	1	8.3%
Vineyards	1	8.3%
None	2	16.7%
Total	12	100%

Question 11 (mean)

In the context of RWC 2011, how often did you communicate with these organisations / with these RTOs on average (mean)?

0 = no communication

8 = several times a day

Group	Mean	N
AKL strong	6.00	6
AKL weak, Group 1	6.33	6
AKL weak, Group 2	2.33	6
RTO	3.67	6
Total	4.58	24

Question 11 (frequencies)	In the context of RWC 2011, how often did you communicate with these organisations / with these RTOs on average?								Total
	No communication for RWC 2011	Less than once every 2 months	Once a month	Several times a month	Once a week	Several times a week	Once a day	Several times a day	
AKL strong	0	0	0	1	1	1	3	0	6
AKL weak, Group 1	0	0	1	0	0	2	1	2	6
AKL weak, Group 2	2	1	2	0	0	0	1	0	6
RTO	0	0	3	2	1	0	0	0	6
Total	2	1	6	3	2	3	5	2	24

Question 12-14

5 = Strongly agree 4 = Agree 3 = Neither / nor 2 = Disagree 1 = Strongly disagree		I saw collaboration with the other organisations in the Auckland region / with the other RTOs for RWC 2011 as an opportunity to learn and share knowledge	I learned from other organisations in the Auckland region / from other RTOs while preparing RWC 2011	In the context of RWC 2011, learning from other organisations meant mainly 'learning by observing' and 'learning by doing' rather than through written documents, manuals, systems etc.
AKL strong	Mean	4.14	4.14	3.86
	N	7	7	7
AKL weak, Group 1	Mean	4.20	4.00	4.00
	N	5	5	5
AKL weak, Group 2	Mean	3.17	2.83	3.67
	N	6	6	6
RTO	Mean	3.56	3.11	3.44
	N	9	9	9
Total	Mean	3.74	3.48	3.70
	N	27	27	27

Question 15 (AKL network) / Question 18 (RTO network): Existing versus new relationships

	For RWC 2011, I learned more from new relationships than from organisations I already dealt with in the past			Total
	Disagree	Agree	I didn't establish any new relationships	
AKL strong	3	4	0	7
AKL weak, Group 1	2	2	1	5
AKL weak, Group 2	2	0	4	6
RTO	6	3	0	9
Total	13	9	5	27

Question 16 (AKL network) / Question 19 (RTO network): Most significant areas of learning in the RWC 2011 context

		Frequency	Percent
AKL strong	Event management & organisation	2	28.6
	How Auckland can pull together and work effectively	1	14.3
	Make it happen yourself	1	14.3
	Politics - tension intra-regionally and with government	1	14.3
	No reply	2	28.6
	Total	7	100
AKL weak, Group 1	Compliance	1	16.7
	Taxi management - in lack of coordination and a need for change in the industry	1	16.7
	Negotiation	1	16.7
	Bid preparation	1	16.7
	No reply	2	33.3
	Total	6	100
AKL weak, Group 2	Promotion	1	16.7
	How difficult everything was to get done	1	16.7
	Communication	1	16.7
	No reply	3	50.0
	Total	6	100
RTO	Event management & organisation	2	22.2
	Social media marketing	1	11.1
	Collaboration over a proposed mobile application	1	11.1
	Statistics on visitor flow	1	11.1
	Mega event economic drivers	1	11.1
	No reply	3	33.3
	Total	9	100

Question 17 (AKL network) / Question 20 (RTO network): Most important organisation to learn from in the RWC 2011 context

		Frequency	Percent
AKL strong	Auckland Chamber of Commerce	2	28.6
	RNZ 2011	1	14.3
	No reply	4	57.1
AKL weak, Group 1	Auckland Council	2	33.3
	New Zealand Transport Agency	1	16.7
	ATEED	1	16.7
	No reply	2	33.3
AKL weak, Group 2	RNZ 2011	2	33.3
	Auckland Council	1	16.7
	No reply	3	50.0
RTO	RNZ 2011	1	11.1
	Cabbage Tree	1	11.1
	Positively Wellington Tourism	3	33.3
	REAL NZ Festival/NZ 2011	1	11.1
	No reply	3	33.3

Question 18 (AKL network) / Question 21 (RTO network): Additional staff with mega events experience

		AKL strong	AKL weak, Group 1	AKL weak, Group 2	RTO	Total
For RWC 2011, my organisation hired additional staff with mega events experience	No	4	3	5	6	18
	Yes	3	2	1	2	8
Total		7	5	6	8	26

Questions 19-21 (AKL network) / Questions 15- 17 (RTO network): Competition

5 = Strongly agree 4 = Agree 3 = Neither / nor 2 = Disagree 1 = Strongly disagree		During RWC 2011, competitive tendencies were present among organisations in the Auckland region / among the RTOs	A tension between collaboration and competition among some organisations in the Auckland region / among the RTOs affected the preparations for RWC 2011	A tension between collaboration and competition among some organisations in the Auckland region / among the RTOs affected the sharing and transfer of knowledge and information for RWC 2011
AKL strong	Mean	3.29	3.29	3.14
	N	7	7	7
AKL weak, Group 1	Mean	4.00	3.40	3.40
	N	5	5	5
AKL weak, Group 2	Mean	3.00	3.20	3.00
	N	5	5	5
RTO	Mean	3.38	2.78	3.22
	N	8	9	9
Total	Mean	3.40	3.12	3.19
	N	25	26	26

Question 22

0 = no relationship 10 = very strong		How strong was the relationship between your organisation and Tourism Auckland - before RWC 2011?	How strong is the relationship between your organisation and Tourism Auckland - after RWC 2011?
AKL strong	Mean	5.29	8.17
	N	7	6
AKL weak, Group 1	Mean	4.67	7.00
	N	6	5
AKL weak, Group 2	Mean	4.33	5.50
	N	6	4
RTO	Mean	3.44	4.13
	N	9	8
Total	Mean	4.36	6.04
	N	28	23

Questions 23-26

		How important was collaboration among the organisations in the Auckland region / among the RTOs for a successful RWC 2011? (1 = not important; 10 = very important)	How well have the organisations in the Auckland region / the RTOs collaborated for RWC 2011? (0 = not at all; 10 = very well)	How effectively was information shared among the organisations in the Auckland region / among the RTOs for RWC 2011? (0 = not at all; 10 = very good)	Has the sharing of information between your organisation and other organisations in the Auckland region / other RTOs increased / decreased as a result of RWC 2011? (-5 = decreased significantly; +5 = increased significantly)
AKL strong	Mean	8.86	8.14	7.71	2.57
	N	7	7	7	7
AKL weak, Group 1	Mean	9.50	7.67	7.83	2.00
	N	6	6	6	6
AKL weak, Group 2	Mean	8.00	7.00	6.67	0.67
	N	6	6	6	6
RTO	Mean	5.44	5.25	4.63	0.44
	N	9	8	8	9
Total	Mean	7.71	6.93	6.59	1.36
	N	28	27	27	28