The New Zealand Sport Event Sector:
Setting Research Priorities

Prepared for SPARC

By

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Executive Summary

- This report identifies and prioritises the research needs of the New Zealand sport event sector.

- This research underpinning the report was undertaken in two phases: an online 'Delphi' survey of event experts to determine a set of overall research 'themes'; and an online survey of event-related organisations and stakeholders throughout New Zealand designed to i) rank the research themes, and ii) identify specific research projects.

- The online 'Delphi' survey of event experts ran for two weeks from 6-20 July 2007. A total of 11 responses were received, a response rate of 40%.

- Opinions from 11 acknowledged experts and key individuals in the New Zealand sport events industry were used to generate eight general research themes: economic impacts, social/community impacts, environmental impacts, revenue generation, infrastructure, participants/visitors, human resource management, and the role of local, regional and central government.

- The online survey of event-related organisations and stakeholders ran for a period of two weeks from 4-18 October 2007. The aim was to get a minimum of 150 responses; 257 completed responses were received. A good sectoral and spatial mix of organisations was achieved.

- The eight research themes were clarified by respondents as: 'high' priority - participants/visitors; 'medium high' priority - social/community impacts, revenue generation and infrastructure; 'medium' priority - human resource management, role of government and economic impacts; and 'medium low' priority - environmental impacts.

- Within each of these theme areas respondents highlighted the research priorities for the New Zealand sport events sector (in order):

Participants/visitors

- Recruit and retain participants
- Visitor/participant motivations
- Event promotion and marketing
- Visitor/participant experience and satisfaction
- Event planning/management
- Encourage participation
- Youth in sport

Social/community impacts

- Physical and mental health benefits
- Local community involvement
- Encourage and promote participation

- Expectations, perceptions and awareness
- Social benefits and costs

Revenue generation
- Sponsorships and expectations
- Identification of sources of revenue/generation
- Sport and event charges/pricing
- Best practice/methods/tools for generating revenue
- Means to reduce costs to participants/members
- How to improve fundraising skills
- Register of funders and criteria
- Funding issues
- Funding of facilities/equipment

Infrastructure
- Infrastructure needs and requirements
- Best practice for management and structures
- Infrastructure funding/support/assistance
- Civil infrastructure/safety
- Pooled infrastructure/Sportville concept
- Facilities/venues
- The impacts of infrastructure
- Information technology/communication

Human resource management
- Attract and retain volunteers
- Best practice in human resources event management
- Professional development and training
- Club administration
- Volunteer management
- Barriers to volunteerism
- Reward systems for volunteers

The role of local, regional & central government
- Support for infrastructure and facilities
- Funding
- Support for sports initiatives and clubs
- Level of involvement/role of
- Networking and relationship building
- Social/community aspects
- Government benefit and expectations
- Support minority sports and events

- Taxes, rates and rentals
- Regulations and policies

Economic impacts

- Effective tools/methodologies
- Funding, sponsorship and partnerships
- Participant spending and numbers
- Economic impacts of sport
- Regional economic impacts
- Economic impact on local community
- Economic impact on businesses

Environmental impacts

- Environmental impact management/measure/mitigate
- Health & safety
- Environmental impacts of specific sports
- Recycling and waste management
- Wilderness areas and reserves

▪ This report shows there is real demand in the sport event sector for research that can help it grow and develop. Understanding of participants/visitors and social/community impacts is considered to be particularly important. Those surveyed expressed considerable interest in an online toolkit designed to understand community events.

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Introduction

New Zealand events are growing both in number and sophistication. This growth does not come without its share of issues and concerns. Increasingly it is recognised that the sustainable development of sport events depends on partnerships with local communities, and that all types of impacts (i.e. economic, environmental, social and cultural) must be managed effectively. Research into sporting events is therefore vital if the events sector wishes to engage in evidence-based practice. In order to facilitate this SPARC has provided the New Zealand Tourism Research Institute (NZTRI) with a research grant to identify the research priorities for the New Zealand sport event sector. This initiative complements SPARC's 'Research Strategy for Sport, Recreation and Physical Activity in New Zealand 2006-2012' by presenting the research priorities for the New Zealand sport event sector.

This report focuses on the sport events sector, not the wider events sector. Respondents were asked to limit their answers to events within the domain of the National Sport Organisations (NSOs) and National Recreation Organisations (NROs) that are recognised by SPARC.

Aims and objectives

This study is designed to:

- Identify the research needs of the New Zealand sport events industry
- Prioritise the identified research needs

Methodology

This study comprises two phases:

- Phase 1: an online 'Delphi' survey of event experts to determine a set of overall research 'themes'. This was complemented by feedback by delegates at the 2007 Eventing the Future conference.
- Phase 2: an online survey of event-related organisations and stakeholders throughout New Zealand to i) rank the research themes, and ii) identify specific research projects.

Phase1

Expert opinions were sought from selected individuals identified as having broad experience with or knowledge of the sport events industry. The expert opinion survey was sent to 27 individuals. These experts represented a range of organisations including territorial local authorities (city or district councils); regional tourism organisations; events companies; national sport organisations; tertiary education providers; and transportation planners. The experts were asked to list, in order of importance, the most important overall research needs for the sport events industry in New Zealand. A total of 11 responses were received, a

response rate of 40%. (See Appendix 1 for survey). The survey ran for two weeks from 6-20 July 2007.

The initial themes identified by the experts were then presented by NZTRI associate director for Event Tourism, Dr Geoff Dickson, at the 2007 NZAEP 'Eventing the Future' conference in early August. At a conference breakout session, further feedback was received on the research themes from event conference delegates which resulted in the classification of the final themes.

Phase 2

The Phase 1 outcomes were used to inform the survey questions for Phase 2. The online survey asked respondents to prioritise the initial themes and to list specific research projects for each of those themes (See Appendix 2 for survey). In order to avoid survey bias and survey fatigue the research themes in question 3 and 4 were randomly scrambled each time a new respondent would log onto the survey. The survey was sent via email to a database comprising 1278 contacts. The database was compiled by an extensive internet search of sport event-related organisations, including:

- national and regional sport organisations;
- national and regional recreation organisations;
- clubs;
- event organisers and event professionals;
- local and regional councils;
- regional tourism organisations;
- facilities/venues;
- educational institutions;
- volunteer organisations;
- gaming and charitable trusts.

The aim was to get a minimum of 150 responses; 257 completed responses were received – a response rate of 20%. The survey ran for a period of two weeks from 4-18 October 2007.

Expert opinions

Opinions from 11 acknowledged experts and key individuals in the New Zealand sport events industry were used to generate the overall research themes. The initial seven themes are listed below in bold with concepts and phrases provided by respondents listed as sub-themes.

Initial seven themes from experts:

- o **Economic**
    - o Economic value
    - o Economic impacts

- o **Social/Community**
    - o Intangible benefits
    - o Social value
    - o Social impacts
    - o Social fabric
    - o Resident perceptions
    - o Do high profile sport events in NZ stimulate participation

- o **Financial**
    - o Sponsorship seeking skills
    - o Commercial sponsorship
    - o Fundraising
    - o Economic viability

- o **Transport**
    - o Management transportation demands before and after an event
    - o Availability of public transport
    - o Accessibility
    - o Factors affecting choice of travel modality
    - o What are acceptable walking distances

- o **Participants/Visitors**
    - o Satisfaction
    - o Experience
    - o Motivations
    - o Price sensitivity

- o **Human Resource Management**
    - o Volunteers – recruitment, retention, management
    - o Succession planning
    - o Governance issues
    - o Industry training needs

- o **Descriptive/Audit**
    - o Size of industry
    - o Numbers employed
    - o Venue capabilities

Further feedback was received on the research themes from event conference delegates at the ETF conference. Participants indicated that 'Transport' was perhaps too narrow and that the broader concept of 'Infrastructure' would be more inclusive. In addition, participants felt that it was appropriate for the role of local, regional and central government to be included as a research theme. 'Descriptive/audit' was identified as being too conservative and not likely to lead to improved practice or performance.

Taken together, this resulted in these eight (unranked) themes:

- **Economic impacts**
- **Social/Community impacts**
- **Environmental impacts**
- **Revenue generation**
- **Infrastructure**
- **Participants/Visitors**
- **Human Resource Management**
- **The role of local, regional, and central government**

Sector survey

Sample characteristics

A total of 257 sport event organisations/stakeholders responded to the survey. Three quarters of the responding organisations are regional sport organisations/associations (29%), clubs (20%), local sport organisations/associations (15%) and national sports or recreational organisations (13%). Local councils make up 6% of the sample; event organisations (for profit and non-profit) each comprise 3% of the sample (Figure 1).

Figure 1: Types of responding organisations (n=257)
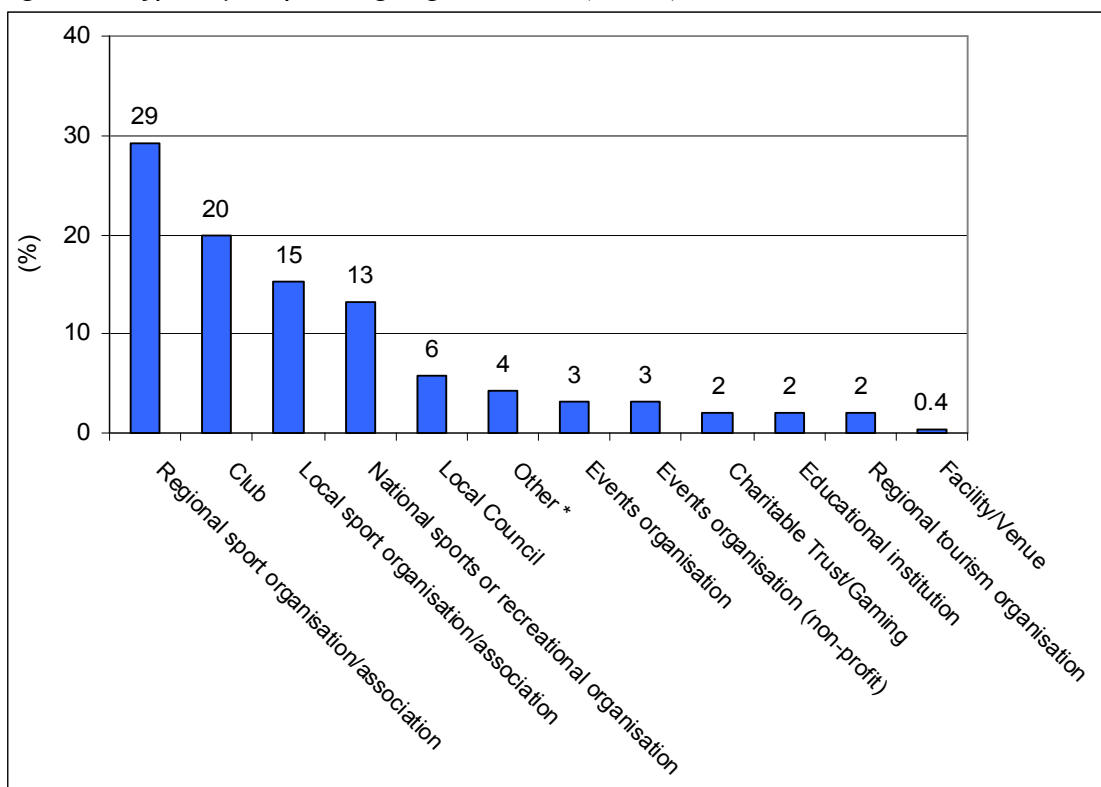
* Other includes one from each of the following organisations: Economic and Community Development Agency; Economic Development Agency; Multi club venue with gym; national advocacy organisation; NZ Swimming Coaches, Online publisher; Professional organisation for educators; Regional council; Regional Sports Trust; RST; Satellite RST.

The majority of organisations surveyed are located in Auckland (17%) or Wellington (16%), followed by Canterbury (8%), Bay of Plenty (8%), Otago (8%) and the Waikato region (7%). Four percent of respondents indicated that their organisation is located in multiple regions around the country (Figure 2).

Figure 2: Respondent organisation located in region (n=256)
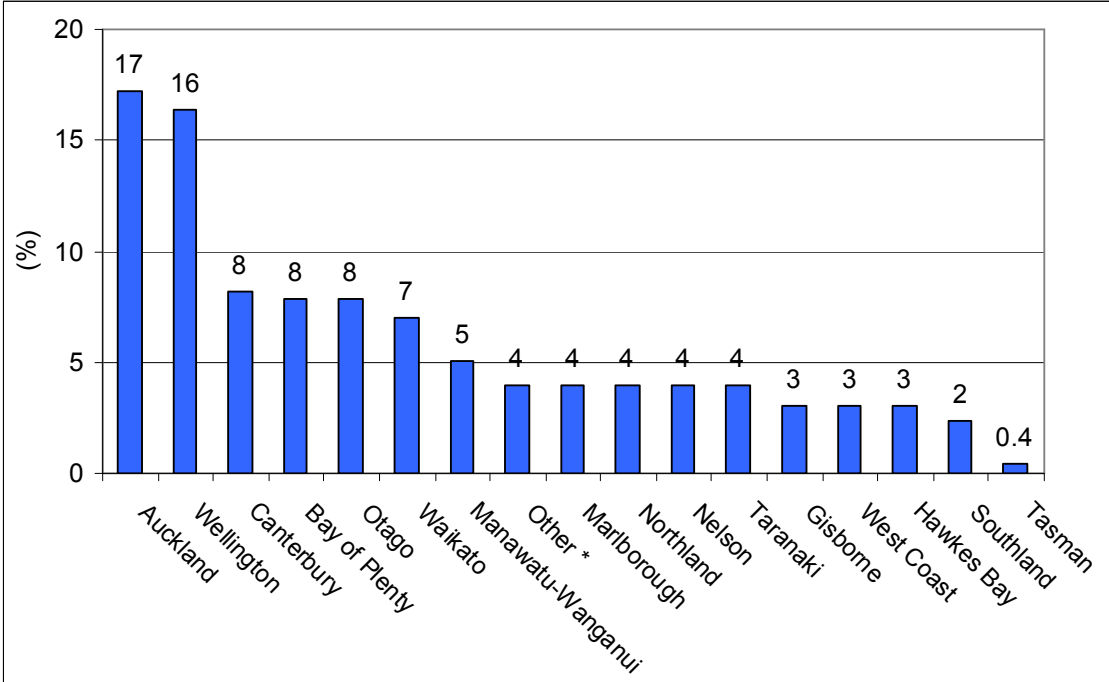
* Other: respondents have indicated that their organisation is located in multiple regions around NZ.

Research priorities

The eight research themes identified in Phase 1 provide the basis for this section (refer p. 4). Respondents were asked, from the perspective of *their* organisation, to indicate the importance of these research themes on a scale from 6 (high priority) to 1 (low priority).

Table 1 shows the priority ranking given to the eight research themes by the responding organisations.

Table 1: Importance of research themes given by sport event organisations

RESEARCH THEMES (%)	6 - High Priority	5	4	3	2	1 - Low priority	Mean
1. Participants/Visitors	58	22	10	6	2	2	5.2
2. Social/Community impacts	36	33	18	9	4	2	4.8
3. Revenue generation	34	22	22	10	8	4	4.5
4. Infrastructure	20	37	26	10	4	3	4.5
5. Human Resource Management	16	30	26	14	8	6	4.1
6. Role of local, regional & central government	19	25	27	10	10	9	4.0
7. Economic impacts	16	23	27	16	12	7	3.9
8. Environmental impacts	17	15	18	16	18	16	3.5

	Range
HIGH PRIORITY	5.0 - 6.0
MEDIUM HIGH PRIORITY	4.5 - 5.0
MEDIUM PRIORITY	3.6 – 4.4
MEDIUM LOW PRIORITY	2.5 - 3.5

The research theme of participants/visitors is given the highest priority with a mean score of 5.2 and has been classified as 'high' priority. Social/community impacts, revenue generation and infrastructure received mean scores in the range 4.5-4.8 and have been categorised as 'medium high' priority. With scores ranging from 3.9-4.1, human resource management, role of government and economic impacts have been classified as 'medium' priority. The lowest priority was given to environmental impacts (mean score of 3.5) and 'medium low' is used categorise its priority.

Table 2 shows the priorities given to each research theme by each type of organisation. A statistical test (i.e. one-sample t-test) shows that there are significant differences between the responding organisations and how they rate the eight research themes (See also Appendix 3).

Table 2: Research themes by type of organisation (cross-tabulation of means)

Research Theme / Organisation	Environmental Impacts	Economic Impacts	Role of government	Human Resource Management	Infrastructure	Revenue Generation	Social/ Community Impacts	Participants/ Visitors
National sports or recreational organisation	**3.8**	4.1	4.4	4.2	4.6	4.4	4.7	**5.5**
Regional sport organisation/association	**2.9**	3.9	4.0	4.3	4.6	4.7	4.9	**5.0**
Local sport organisation/association	**3.2**	3.7	3.7	4.3	4.3	4.7	4.5	**5.4**
Club	**3.5**	3.6	3.8	3.9	4.2	4.3	4.3	**5.2**
Local Council	4.8	4.7	4.5	**3.4**	5.0	3.9	**5.6**	4.6
Events organisation (profit)	4.9	4.3	5.3	**3.6**	4.4	5.3	5.1	**5.8**
Events organisation (non-profit)	**3.4**	4.6	3.9	4.4	4.3	3.8	**5.4**	**5.4**
Charitable Trust/Gaming	**4.2**	4.8	**4.2**	4.5	5.0	5.0	**5.5**	5.2
Educational institution	3.4	3.4	3.6	**3.2**	4.6	4.8	5.2	**5.6**
Regional Tourism Organisation	5.0	5.3	5.5	4.5	5.5	4.3	5.0	**6.0**
Facility/Venue	5.0	**2.0**	4.0	5.0	5.0	**6.0**	4.0	**6.0**
Other	**3.8**	4.4	4.2	4.0	4.4	4.0	**5.4**	4.9
Total	**3.5**	**3.9**	**4.0**	**4.1**	**4.5**	**4.5**	**4.8**	**5.2**

The majority of responding organisations have rated 'participants/visitors' as the research theme of highest priority. It is perhaps not surprising to see that national, regional and local sports organisations and clubs have a great interest in the participants and visitors to their sport. The exceptions are local councils and charitable trusts/gaming organisations – they rate social/community impacts as the highest priority.

Non-profit event organisations and facility/venues rate both social/community impacts and revenue generation as equally important to participants/visitors.

Revenue generation is also given a 'high' priority by for-profit events organisations and charitable trusts/gaming.

Local councils rate infrastructure as a 'high' priority theme. Infrastructure is also rated as a 'high' priority by charitable trusts/gaming, regional tourism organisations and facility/venues.

Regional tourism organisations are the only responding organisation to rate economic impacts as a 'high' priority.

The role of government is rated as 'high' priority only by for-profit events organisations and regional tourism organisations.

While the majority of organisations rated environmental impacts as a 'medium low' research priority, regional tourism organisations and facility/venues have given this research theme a 'high' priority rating and local councils and for-profit event organisations say it is a 'medium' priority.

The only 'low' priority (i.e. mean score of 2.0 or less) is given by facilities/venues towards economic impacts.

Having established the research themes and their priorities, the respondents were asked for their suggestions as to specific research projects. For each of the research themes listed above (refer Table 1), respondents were asked to identify up to three research projects that would assist *their* organisation.

Table 3 below shows the number of research projects mentioned for each research theme.

Table 3: Number of research projects mentioned for each theme (N=257)

Research themes	n=	% of total respondents
Revenue generation	201	79
Role of government	170	66
Human resource management	158	62
Participants/visitors	157	61
Social/community impacts	154	60
Environmental impacts	134	52
Economic impacts	132	52
Infrastructure	124	48

How to read the next section:

The following section is divided into eight research themes in order of importance (refer Table 1, p. 7). Research programme areas are listed below each research theme, and specific research questions suggested by those surveyed are then listed under each research programme area.

The research programme areas are listed in order of frequency in responses. Only research programme areas suggested by 5% or more of respondents have been included in this list. (See Appendix 4 for a full list of research programme areas; Appendix 5 for additional 'one-off' research questions).

1. Participants/visitors: <mark>HIGH PRIORITY</mark>

It is critical that sport event organisations understand the participants and visitors to their sport and events - who are they, where do they come from, why do they come, and what makes them come back.

More than half of the organisations (61%) suggested research projects for participants/visitors (Table 3). Present challenges for sport event organisations are reflected in the research programme areas under this theme. Responding organisations want to learn more about how to recruit and retain participants, to examine the factors that motivate people to participate and factors that influence experience and satisfaction. In terms of encouraging more participants and visitors, respondents also highlight a need for research into event promotion and marketing strategies and best practice for event planning and management. 'Youth in sport' suggests a need for research into issues around youth and decreasing sport participation.

Research programme areas and suggested research projects

Recruit and retain participants

- o Factors affecting retention, and key factors informing the decision to depart the sport.
- o How do we encourage the continuation of community based events as opposed to commercially professional events aimed more at athletes?
- o How to develop commitment to training and participation
- o How to best gain and retain participants. What do they actually want from an organisation?
- o Investigate methods of the best ways to develop membership and retain members
- o Participants, why do they choose the sports they play, how to encourage participants to become club or regional volunteers.
- o To what extent does top-level national competition success encourage higher levels of participation in particular sports
- o What factors have contributed to a decrease in the numbers of people participating in traditional sports?
- o What can/must sporting groups now provide in order to bring people back to that sport?

Visitor/participant motivations

- o Barriers to participation
- o Do participants do one event a year then get back on the couch? Or does the event motivate a lifestyle change or at least a seasonal fitness campaign?
- o Research on the growth of people getting active and why?

- Visitor numbers and demographics as a result of sport and recreation events - how many come, where are they coming and how much does the location influence whether or not they attend.
- Value drivers and motivators for participation
- What is the feeling from New Zealanders towards large events? Do we perceive we get value from our investment?
- What types of events are most likely to engage different ethnicities and ages?
- What would attract visitors to stay in a community before and after an event
- Why are people participating in event fun/fitness or other?

Event promotion and marketing

- Event marketing strategies
- How best to inform potential participants about the event
- How can small sports clubs best advertise to increase the numbers of participants and visitors?
- How to gauge the success of marketing of events in relation to the number of participants that show up.
- How to target market tailor-made solutions to attract bigger participation numbers.
- Low cost Marketing strategies for voluntary organisations.
- What should event organisers be doing to attract larger visitor numbers to their events, and how should they extend the bed-night stay for participants and visitors involved in events?
- What is the best way to target participants for an event?

Visitor/participant experience and satisfaction

- Does the success of one event have an impact on continued participation in a sport?
- How to increase participants and visitors' perceptions of their sporting experience. What are the key factors which determine satisfaction?
- How to maximise the experience of competing visitors
- How to maximise the experience of non-competing visitors
- The correlation between successful events and increased participation in the sport
- The types and the timing of first experiences which tend to lead to recurring involvement in outdoor recreation.
- What do participants and visitors expect from an event?
- What do participants want from a sporting experience?
- What key ingredients that 'make' events a 10/10 experience for both participants and visitors

Event planning/management

- o A register or compendium of examples on how to make an enjoyable event.
- o Competitor safety, by the way of investigating new technology, reviewing old technology, practicality of implementing new technology, having technology or equipment tested.
- o Does annual leave have an effect on visitor stay times in a community
- o How to improve access to regional knowledge
- o Preference for event dates for visitors coming from different countries/areas
- o Value added activities that domestic and foreign visitors use and where and how they spend their money outside of the tournament
- o What is the best time to plan sports events to maximise public exposure and public attendance?
- o What types of event have the strongest 'pull' in attracting visitors?
- o What types of events have the strongest 'pull' in attracting participants?

Encourage participation

- o How to encourage people to participate in non spectator type sports
- o How do we establish a "one stop shop" approach for all major events to facilitate participation and spectators involvement?
- o Identify ways in which participants and visitors can be encouraged to "try out" the sport
- o Methods of getting participation by differing age groups. i.e. Baby Boomers, Generation X, etc
- o Provision of appropriate food handling / bar managing courses for bar/ food staff - would this increase numbers of participants/ visitors
- o The best way of getting teachers on the side of the club, to help build player participation

Youth in sport

- o How effective is targeting 0-12yr olds when the role models are the problem group in the 30-55yr olds. How much influence are inactive lifestyles having on the following generation?
- o How can we improve participation at a tertiary level?
- o Identify the reasons for low numbers of participants after leaving school (i.e. 19 to 35 age group)
- o Is there a real drop off in recreation activity by tertiary students, or is their participation simply in non-recognised recreation fields?
- o Longitudinal study of sports involvements, number & intensity, of young people from 5 to 24
- o Why are teenagers opting out of competitive sport, particularly boys?

2. Social/community impacts: <mark>MEDIUM HIGH PRIORITY</mark>

Social/community impacts have in recent years been given increased attention by event researchers and have become 'buzz words' for governments. This is underpinned by recognition that the long term sustainability of such events can only be achieved with the approval and participation of residents. Respondents appear very keen to better understand the nature of these impacts on host communities.

Sixty percent of the responding organisations provided suggestions on this research theme (Table 3). The health benefits of sport were highlighted by respondents among the most frequently listed research projects. The responding organisations saw a need to investigate how to better involve the local community in sport events, and how to better encourage and promote participation among the community. Value would also be seen in investigating what expectations and perceptions the community has on local events, and to analyse the costs and benefits accruing to host communities.

Research programme areas and suggested research projects

Physical and mental health benefits
- Identify behavioural changes through sport
- Children in martial arts why it is good for them in terms of self worth, discipline vs. other sports
- How many people decide to continue taking part in an event designed to get people active.
- Identify the impact sport & physical activity and recreation have on communities from a community perspective
- Obesity vs. activity level and nutrition one consolidated message rather than mixed messages based on funding dependant research?
- Social impact of physical activity on rural communities
- The real benefits of maintaining a high-participation recreation model in a community
- The role, achieved and potential, of sport in the attainment of educational, health and social imperatives.

Local community involvement
- Development of a modelling tool for communities to actively participate in the planning of the event
- Effectively engage your local community in major events
- How can clubs engage community organisations for the benefit of both, i.e. benefits the community organisation through participation in sport, and supports the club entry into their competitions.
- How can the local community be encouraged to get involved?
- How to include the wider community in planning, holding and evaluating events

- How to optimise the most support from within the locality of the event.
- Improving community attendance at sport events for secondary sports
- The importance of Community Involvement in events

Encourage and promote participation

- What is the best way to reach community to inform them of our sport?
- How do hosting secondary school events affect a society?
- How to let community know what is happening more in sport event and encourage more participation
- How to maximise the exposure of minority sports
- Is there enough information out there for school leavers about their options once they are out of the 'school club' environment?
- Promote sporting events within the community
- What impact does my event have on the community in terms of percentage of our key target market participating?

Expectations, perceptions and awareness

- Community's expectation from events or facilities
- How events change the perceptions of the region by those visitors who attend
- Impact of events on participation and awareness
- Key factors which influence positive views of an organisation by the community within which it operates
- Perception of community on high profile events
- Social and community impact any input on improvement and what is a reasonable expectation
- Spectator attendance satisfaction

Social benefits and costs

- Benefits and costs accruing to organisations/communities hosting or running events
- Benefits of holding national or regional events for the community
- The social and community value of sport and events, beyond the $$
- What are the short & long term positive & negative impacts of a significant event on a community
- What are social costs and benefits to community
- What positive impact does the presence of sporting events have on a community

3. Revenue generation: MEDIUM HIGH PRIORITY

Revenue generation appears to be a theme of high interest to responding organisations - this theme received the most suggestions for research projects (79%) (Table 3). We suggest that this reflects the small, unfunded, and voluntary nature of these organisations - and their general struggle for generating revenue.

Many comments about research projects evolved around sponsorship, funding and general enquiries as to how to source and maximise revenue from events. There was also a call for the availability of tools and best practices to help inform the organisations, and a need to investigate the link between price/costs and service quality and the effect of pricing on participation.

Research programme areas and suggested research projects

Sponsorships and expectations

- o How to achieve effective event sponsorship - what sponsors look for, acceptable levels of sponsorship.
- o How to approach sponsors and be successful
- o Investigate the psychology of donating to the organisation motivations and triggers
- o Willingness of business to donate to organisation, how much and how
- o What is the key motivator for sponsors to support small regional events?
- o What makes a successful sponsorship proposal
- o What type of recognition to sponsors expect for their contribution?

Identification of sources of revenue/generation

- o Research to improve revenue generation opportunities.
- o Creating break even events and opportunities. Sources of gaining revenue
- o How can our sport generate revenue from our players?
- o Means of gathering revenue from events held at public venues
- o How can we more easily gain access to revenue in the wider community for our community
- o How to maximise revenue generation from events
- o How to raise money and not be dependent upon funding bodies
- o The way in which a major focus on, or the prioritisation of revenue generation impacts on the degree to which sport event remains

Sport and event charges/pricing

- o Amount of disposable income available to spend on a sport/recreational activity
- o Benchmarking of types of events and income distribution
- o Best models for pricing entry at your sports events

- Information on leisure spending for like minded activities (Karate, judo, Bjj, Boxing, Kick boxing)
- Pay to play costs and what should be integrated into sports fees to clubs.
- The type (and location) of events where charging has no discernible impact on participation by the community
- The value that membership of an athletic club gives
- What level of discretionary spending does the average NZ citizen have available and what activities do they want to partake in

Best practice/methods/tools for generating revenue

- A business model for sport organisations i.e. to generate income?
- A register of examples on how to generate revenue at an event.
- Development of a modelling tool to calculate break even point and to investigate ways of partnering to achieve maximum return.
- Sharing expertise with other regions i.e. top coaches assisting at regions
- Standard tool(s) for developing revenue generation opportunities at events
- Ways to generate revenue for events that don't include ticket revenue.
- Website development to implement revenue generation.

Means to reduce costs to participants/members

- A guide on how to organise the running of a marathon or such event at the lowest cost would be good.
- How to balance the costs of running an event with ensuring the event is attractive to participants.
- How to maximise revenue yet keep cost to participates down.
- Outlook of the market (participant) in regard to fee setting.
- The cost to participants - is that a factor in them entering?
- What is the ideal balance between profit and service to members

How to improve fundraising skills

- Diversification strategies for identifying funders
- Guidance for organisations on seeking funding
- How to utilise funding streams properly and efficiently
- Investigate the most efficient methods of fundraising that didn't impact on large amounts of time for the organisation
- The best ways to fund and promote safety initiatives
- What are the most efficient ways of fundraising?

Register of funders and criteria

- Application criteria for funding applications
- The development of a funder register

- Usefulness of intermediary services linking funders and end users
- Why funding applications are accepted or not accepted

Funding issues

- Easier access to qualify for immediate funds for start up projects
- Funding for sending teams to National / International events
- Sources of funding grants based on their types of funding i.e. uniforms, accommodation, travel
- The impact trust funding has had on fundraising practice since its inception

Funding of facilities/equipment

- Assistance with up to date facilities or travel to those facilities to give all regions equal opportunity
- Equipment - how can we fund and maintain suitable equipment to deliver sport specific events given the changing technology.
- How to maintain and run a facility in a smaller province at cost or profit.

4. Infrastructure: MEDIUM HIGH PRIORITY

Infrastructure may refer to 'civil infrastructure' such as roads, transport and utilities but may also refer to information technology, informal and formal communication channels, software tools, and political and social networks. The research projects suggested here also reflect these diverse meanings of infrastructure.

Infrastructure received the lowest number of suggestions to research projects (Table 3). The majority of respondents suggested research projects that assess infrastructure needs and requirements to successfully host events. Suggestions also highlighted a request to identify best practice models for the management and structure of sports clubs and events. Respondents suggest that research could look into civil infrastructure and safety issues, and to assess the feasibility of the benefits and cost-effectiveness of pooled infrastructure.

Research programme areas and suggested research projects

Infrastructure needs and requirements

- A standard infrastructure assessment tool to assist in identifying strengths and weaknesses.
- Basic infrastructure requirements for open space events to facilitate wide appeal and easy access
- Gaps in existing infrastructure that dis-count NZ from hosting major events

- How do we establish what cities/towns have the infrastructure to cope with different events and what do we then do to ensure we do not lose major events?
- How to balance the opportunity of infrastructure upgrade through events with the ongoing long term needs of the region for that facility.
- Some form of analysis of changing demographics and whether future venues can hold all events that currently occur
- The conflicting needs for facilities between Joe public and competitive sport, e.g. swimming pools
- What is the minimum event infrastructure required to successfully hold local, regional, national and international events?
- What's behind the most successful community, sporting and major events?
- Whether there could be a cross-pollination with other cultures to identify "best" infrastructure

Best practice for management and structures

- Appropriate business models for running of a large club with a significant training component
- Are we getting the right people in the right places within our organisation? Do we know what the right people and positions are?
- Identify the best sport management models for NSO, RSO and RST structures
- Methods and best practice templates for successful events
- Regional sports organisation structures. best practice and how to improve this structure in today's environment
- The best method of structuring an org looking to host pinnacle events
- Ways of improving links between Governing bodies and clubs
- What organisational structures work best at the base levels for NSOs? How well do they understand the needs of these levels?

Rank 3: Infrastructure funding/support/assistance

- A coordinated national approach to investment in infrastructure to enable NZ to host major events on a country-wide scale.
- Investigate the Infrastructural assistance that can be provided by local government and communities in assisting in our sports events
- How can local business provide support to clubs through the manufacture and supply of goods and services?
- How can the initial cost of long term cost effective infrastructure be funded?
- Ways for a community association or club to obtain funds in order to provide their own facilities

Civil infrastructure/safety

- How to enhance crowd safety, by way of fencing, signage, foot and vehicle access flow.
- Reduced cost/free transport to and from major sports event amenities
- Traffic Management Plan costs and implementation is often a huge cost to event management how can we support a template or provide a service to keep the costs more reasonable?
- Transportation issues
- What are preferred modes of transport for participants

Pooled infrastructure/Sportville concept

- Feasibility of pooled infrastructure and resources within a region accessible to both commercial and non-profit sporting events
- How to obtain affiliation with other groups to reduce infrastructure costs
- Investigate the Sportville concept further with a view to recommending changes in sport administration structures to accommodate this model
- Research ways for similar bodies for the sharing of safety initiatives
- The best way to 'model' their sport and to have similar infrastructures between regions.

Facilities/venues

- Cost-effective options for making sought-after venues (e.g. Rotorua International Stadium, Rotorua Energy Events Centre) more readily available to smaller community groups.
- How to find suitable venues for training, coaching, tournaments, etc… (indoor courts)
- Improved facilities at smaller centres so that all athletes have similar opportunities at similar personal cost

The impacts of infrastructure

- How are towns, local areas impacted by lack of appropriate facilities
- How infrastructure affects the delivery of sport & recreation.
- Ways of implementing and monitoring long and short term plans in a simple and non time consuming manner
- Ways of measuring walkability of infrastructure and environments, taking into account the walker's as well as the engineer's perspective

Information technology/communication

- Admin & IT (web) support
- Communication. Is email the only answer?
- Development of web-based governance systems
- Getting club feedback from regional body. How is this best achieved?

5. Human resource management: <mark>MEDIUM PRIORITY</mark>

Human resource management (HRM) comprises recruitment, training and development, benefits, and performance. For sport event organisations HRM issues include both paid employees and volunteers, and in many cases organisations are reliant on volunteers for hosting a successful event. Whilst there is debate regarding the extent to which volunteerism may be in decline, there is general agreement that the ways in which people volunteer is indeed changing.

HRM, as a research theme, received a total of 158 responses (62%) from the responding organisations (Table 3). Many of the suggested research projects reflect the importance of volunteers in sport events: including the attraction and retention of volunteers, volunteer management, barriers to volunteerism and volunteer reward systems. The responding organisations also noted a need for research into professional development and training, best practice in HRM event management, and club administration.

Research programme areas and suggested research projects

Attract and retain volunteers

- o Enticing volunteers to spend time assisting in coaching, 'working Bees' and committee participation.
- o How can small clubs retain and consolidate the skills of volunteers on committees?
- o How to grow our volunteer base or keep the volunteers we have got!
- o How to keep trained volunteers interested
- o Sporting volunteers and motivation of event volunteers
- o Volunteers - recruitment and retention
- o Ways and means to encourage others to actively be involved in the running of sports events

Best practice in human resources event management

- o A standard human resource management tool for managing people at events
- o How do people communicate during large events with many projects within that? For example Push Play month there are a whole range of events that all the staff individual are responsible for. What is the best way to track this?
- o Pooling of expertise so that all sports at all levels can benefit from this important resource
- o Production of web-based HR Resources
- o Resource identifying event management specialists around country.
- o Setting guidelines and standards for event organisers to adhere to
- o What are the human resource requirements needed for the successful running of an event?

Professional development and training

- Expected skill development drivers to validate participation
- How a sports organisation could best develop and manage its human resources that manage the sport
- How to get workforce development happening locally?
- Investigate ways of getting volunteers into training sessions on how to be become coaches / committee members / examiners / Technical Delegates etc.
- Investigating the economics of training & development of staff i.e. cost vs. investment - show the return on investment
- Use of technology for Leader training
- Vertical and horizontal development of Staff

Club administration

- How can we encourage players to take on more responsibility in running the club?
- How to develop successful grassroot clubs and associations using volunteers
- How to measure the effectiveness of communications with clubs and club members
- Interclub management

Volunteer management

- How to get the best from well meaning volunteers who may not actually have the appropriate knowledge and skills
- How to look after volunteers within a sporting event. Balancing the needs for volunteers to feel valued & involved vs. the need to have control and direction of the event.
- Management of event volunteers to best achieve key outcomes
- Role of volunteers

Barriers to volunteerism

- Does declining volunteerism impact on events?
- How to stop volunteer burn out.
- Reasons why people do/do not volunteer and ways of encouraging volunteer support
- The barriers to volunteering in NZ society
- What are the trends of the volunteer culture in NZ
- What do we need to do to enable volunteers and people in the community to be involved in these events, without adversely impacting their working/home situation?

Reward systems for volunteers

- o Do volunteers expect training?
- o How to increase volunteer willingness to participate in events without fear of personal risk if / when something goes wrong.
- o Volunteer reward and recognition and development. Best practice?

6. The role of local, regional & central government: MEDIUM PRIORITY

Role of government received the second most responses (66%) (Table 3). Many of the research projects suggested focus on how government could better support the industry. This could be through event infrastructure and facilities, funding, support for sports initiatives and minority sports, and support through taxes and rates, regulations and policies. Research would also assess the expectations that government has in terms of supporting sport event organisations. Suggestions were also made as to research projects that could help understand how government can create/facilitate better networking and social outcomes.

Research programme areas and suggested research projects

Support for infrastructure and facilities

- o How to lobby local bodies to provide better access, at an affordable rate, to event facilities for local amateur martial arts groups
- o Infrastructure provision for events
- o Research on application processes councils could use to assess whether an event should be allow to happen in the parks
- o Suitable venues regarding cost
- o Supply of facilities and resources to grow all sports and give equal opportunities for enjoyment and success
- o To make sure that there is areas to training and compete with the structure to accommodate people coming to the area to compete, like hotels etc

Funding

- o Centralised funding system
- o Funding targeted to the areas of need regionally rather than blanket target areas based on higher population area needs?
- o Is the current national model for grants support of events efficient, effective and appropriate i.e.: Central Government funding, National and local gaming machine organisation grants, local government grants - are we coordinated?
- o Local government funding distribution plans and the impact on our sport.
- o Long term attitude to funding obligations and values
- o We would appreciate more funding from the above towards getting people active

Support for sports initiatives and clubs

- o How can Community Boards provide non-monetary support for local sports clubs?
- o How can Local, regional and Central government support non-profit organisations in developing sporting activities
- o How can local/regional/central Government be included in club activities
- o To encourage business to sponsor sport with bigger tax relief etc. To work with SPARC to not only get people active but to get them into clubs

Level of involvement/role of

- o An evaluation system to establish the role of local government in events
- o Best practice in terms of the involvement of these groups is very subjective - better to investigate scenarios that have been deemed to be successful and those that have not been
- o Conflict of interest - local government as event organiser for commercial gain (competing with private sector)
- o How can I maximise the level of input to university sport from local, regional, and central government?
- o How to maximise the involvement of local, regional and central government in the financial support of our sport
- o What are the different roles these levels of government can take?
- o What is the public opinion of the involvement of TLA in local events

Networking and relationship building

- o A standard tool to allow us to identify the organisations that we could should engage with
- o Developing good working relationships with Local & Regional councils, then Central Government so that Sport continues to develop and strengthen communities
- o Developing Sponsorship Network for Event Managers
- o How to plan for future sport development in conjunction with local/regional and central govt policy/practise
- o Networking abilities of NSOs and host clubs and their ability to tap into support from local, regional and central govt

Social/community aspects

- o Do New Zealanders want secondary schools to continue to provide sport or to opt out of sports provision? A review of - the status of sport in the secondary school curricular and co-curricular programmes and - whether or not sport is reaching its potential in building key physical competencies, positive attitudes to healthy lifestyles, and social capital and - whether or not education through sport receives the

level of servicing that is considered to be appropriate to allow achievable education outcomes to be reached.

o Feasibility Study conducted to identify Community owned/managed facilities suitable for dual/multi use community recreation facilities.

o How the local government can support the sport by using it as local pride and to help it grow

o Ways people can see the value of values driven sport to create better citizens who respect themselves, their bodies, others, sport venues and other facilities.

Government benefit and expectations

o How these organisation can benefit the organisation of the event financially, and organisationally

o Regional assessments of what various local govt are looking for or their outlook on events.

o Should government be contributing to events and for what returns

o What are the benefits to local govt / community that are not widely understood and might encourage greater local investment in sports events in future

o What are local government expectations in assisting an regional events

Support minority sports and events

o Building and maintaining a player base in little known and unusual sport with little or no budget, using local/central government resources. Perhaps using events as a focus for promotion...

o How can the Council help to make stadiums more accessible to minority sports?

o How local and regional councils could provide more assistance and support for minor sports

o How to support smaller sports to international medals, cost is tiny compared to other sports

Taxes, rates and rentals

o Encourage local Councils to have reduce rentals to encourage sports in the area

o Ground User charges and issues?

o Local government, could they do better in support of day to day requirements and should non profitable organisations be charged for such things as Rates, and Water Rates.

Regulations and policies

o Does local, regional and central government facilitate the staging of events or does regulation and other red tape adversely impact on the process?

o Project management of regional/local development plans

- o Safety Compliance and how this hinders events
- o The ability for the rules, statutory obligations and planning processes, the gaining of consents, etc, to be the same throughout the country

7. Economic impacts: <mark>MEDIUM PRIORITY</mark>

Hosting even a small-scale sporting event attracts visitors from outside the region, who invariably will spend money in the region, which will generate income for local businesses, and work and income for local residents, thus leading to a more prosperous community.

Just over half of the responding organisations (52%) suggested research projects under this research theme (Table 3). The need for a set of tools and methods for organisers to easily assess economic impacts was highlighted along with the need to put a value on participant spending and numbers. Funding, sponsorships and partnerships was another angle suggested under economic impacts. A number of other suggestions associated with economic impacts related to specific areas such as economic impacts of sport, on the regions, on local communities and on businesses.

Research programme areas and suggested research projects

Effective tools/methodologies
- o Benchmarking of economic impact of a selection of events
- o Economic impact calculation tool for supporting applications for support (online?)
- o Economic impacts for events. Providing a simple means by which sports organiser can do this.
- o Effective tool to estimate potential economic impact of an event
- o How can event organisers easily assess economic of local events
- o Providing NZ economic impact models which are reliable and robust
- o Standard measurement of economic impact of events, i.e.: food, petrol, accommodation, shopping etc.
- o Tool to measure economic impact of events

Funding, sponsorship and partnerships
- o Attitudes to bulk central funding
- o Business partnerships
- o Economic impact flow on to future funding levels
- o How can community based organisations effectively attract corporate sponsors.
- o How to get more sponsorship into the sport
- o Obtaining Sponsorship in minority sport
- o The impact that 1st division rugby has on smaller community funding

Participant spending and numbers

- o An accurate value of daily visitor spend for participants (i.e. Kids) and their parents
- o Economic value of participation
- o Income from visiting teams for tournaments
- o The affect that high fees due to increased running costs impacts on player numbers
- o The amount of money generated locally by having the event broken down by age group
- o The economic impact versus the participation numbers of the effect of urban mainstreaming of sport on a small population spread over an entire country?

Economic impacts of sport

- o Economic impacts of having top grade, highly entertaining sport on television and "in the flesh" which involves other countries.
- o How a particular sport impacts on the local economy.
- o Identifying ways in which sport can demonstrate that it is having a positive economic impact for local authorities
- o The economic impact on sporting associations in rural areas
- o The health economics of moderate exercise, tracked in 10-year intervals through the lifespan of New Zealanders

Regional economic impacts

- o Economic impact of small events on regions.
- o Regional economic impact for host NSOs or clubs
- o What is the economic value to our region of having our club operate?
- o What advantages do events bring to regions?

Economic impact on local community

- o Economic impact of events and benefits flow back into the community
- o How much money an event can inject into the local communities
- o Provide some average figures on the impact to a town from out of town and local visitors attend a sporting event.
- o The economic benefit to the community, of sporting events

Economic impact on businesses

- o Economic impact of professional sports and key events on local business
- o Impact on the motel/hotel and restaurant facilities in the area.
- o The economic benefits to retail businesses of more people walking rather than driving
- o The effect of intermediate and small events upon business in the local area.

8. Environmental impacts: MEDIUM LOW PRIORITY

The increased popularity of outdoor sporting events has brought an increased demand for the use of event venues, which normally occur within regional communities and surrounding natural resources. There is therefore increased pressure upon those resources and it is essential that these events are aligned with the social and environmental values of the local community.

Environmental impacts were given the lowest priority of the eight research themes; just over half of the organisations surveyed (52%) suggested research projects under this theme (Table 3). Respondents highlighted that research could investigate measures on how to best manage and mitigate environmental impacts. A number of suggestions referred to health and safety issues in both the built and natural environments, and some comments were directed towards research on recycling and waste management and impacts on wilderness areas and reserves.

Research programme areas and suggested research projects

Environmental impact management/measure/mitigate

- A standard environmental impact assessment tool
- Best practice for planning an event with minimum environmental impact
- How best to make Clubs aware of the possible environmental impact
- How can long term environmental effects be minimised when developing and maintaining infrastructure for events?
- How can the environmental footprint be minimised when running events?
- Impact of sport & recreation events on the environment - how to minimise impact.
- Most significant impacts observed across sporting events, and most effective measures to eliminate or mitigate the impacts
- Specialist event management course on environmental impact
- What practical and least costly steps need to be taken to ensure minimal environmental impact?

Health & safety

- Are Kiwi Clubs healthy places to be in or are they mould infested poorly ventilated cold in the winter
- Audit of cycling safety on city roads and rural highways
- Audit of pedestrian safety on city streets
- Playing sport in environment contaminated by industrial smoke around playing environment
- The development of safe and fun cycleways and trails as alternatives to private vehicles, to encourage people onto bicycles
- The impact of healthy no smoking and drinking and the effects on both for Sports People

- o The importance of air conditioning in indoor sports stadiums
- o Why people drive to the gym when they could walk there

Environmental impacts of specific sports

- o How little low impact sports effect the environment.
- o Outdoor environment impact on the perceived accessibility of physical activity and sport to disabled people.
- o The impact of "trend" sports events on the back country environment and on adjacent communities
- o The true impact of runners/bikers on of-road tracks

Recycling and waste management

- o How can we encourage players to recycle their drink bottles?
- o How can we provide better waste management at tournaments?
- o How to recycle without doubling the waste management budget
- o One problem is rubbish and disposal of effluent from camper vans from many visitors to the region.

Wilderness areas and reserves

- o Best practice for the making of trails and use of reserves and wilderness areas. Guidance on how to build environmentally sound trails.
- o Ethics of taking popular events into wilderness areas
- o How to best maintain continual coastal access for recreational users
- o The impact of Marine reserves on local communities

Additional comments

Finally, respondents were asked to add any further comments that they might have about the research priorities of the New Zealand sport events industry. Several comments referred to an online toolkit which was seen as a good way of "sharing information" by presenting "ways to share the load of organising sport" and by providing best practice examples "within all sports" and "for sport event organisers". The toolkit could also "provide information or case studies on the different structures for delivery of events". As one respondent commented:

"An online tool kit would enable each group to face their particular challenge".

It was also suggested to "have templates within the toolkit", and perhaps a toolkit could act as a forum for sourcing funding, including "fundraising methods", "revenue generation" and information on "how resources could be accessed when planning an event". In terms of funding, one respondent suggested that value could be found in "research into the priorities of Government funding".

The toolkit was seen as a possible venue for training and advice by providing "practical advice and assistance in helping to keep functioning" and perhaps even "event management training courses".

Research projects in other areas were also highlighted, such as issues in minority and "grass-roots" sports. Research should investigate "methods to raise the profile of minority sports in NZ" and "be prioritised on the lower ranked sports". It was also suggested to "evaluate a greater spread of different sports at different locations".

Other comments focused on how research can assist in marketing by investigating "market segments for our sport event" and "creating an image of sport events among the general public".

"Benefits to the local community" was highlighted as a research project, and research could investigate "the positive impact of low profile participation type events on the local community" and look into "quantifying the intangible benefits of sport events".

Other specific research projects were suggested, for example:

- o *"Gap of sport and recreation participation between school years and later in life"*

- o *"Reflection of Maori perspectives in sport events"*

- o *"Examining the different needs of the regions and the cities"*

- o *"Maximising involvement by eliminating clashing events"*

- o *"Research needs to look at how we can pull our sports and recreation environment operations into line with the social and physical environment they now operate in"*

- o *"The cost of venues are ridiculous due to the limited venues available. How can this be monitored and regulated so the smaller sports can utilise key venues?"*

(See also Appendix 6 for a full list of comments)

Online toolkit

The New Zealand Events Toolkit is part of the TRACE (Tourism Research and Community Empowerment) Events project being developed by the New Zealand Tourism Research Institute. The online toolkit will provide information, guides, and links to examples of best practice in a number of areas related to event management in New Zealand including event management, managing the businesses that organise events, marketing and sponsorship, risk management and health and safety, IT and eCommerce, networking and collaborating, and the tourism and hospitality industry.

Respondents were asked to indicate what value they would see in the development of an online toolkit to assist the events industry in the planning, management and development of events on a scale from 1 (no value at all) to 5 (great value). Nearly three quarters (73%) of the responding organisations indicated that the toolkit would be of 'good' or 'great value'. Only 3% see 'no value at all' in the development of an online toolkit (Figure 3).

Figure 3: Value of online toolkit (n=239)
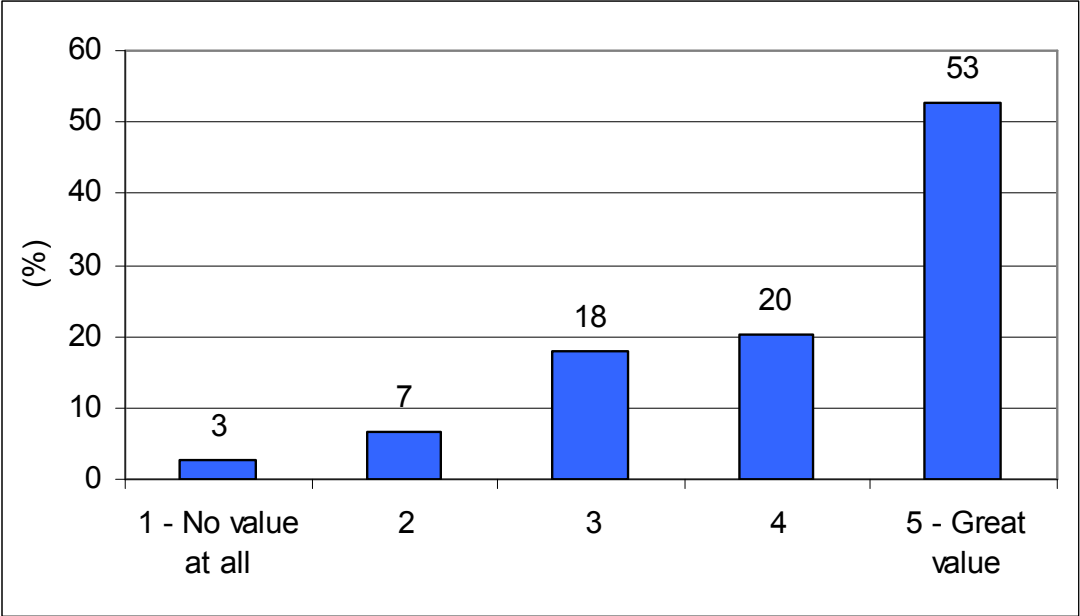
The value of the toolkit is also supported by a number of research programme areas as suggested by the surveyed sport event organisations. The need for a set of tools and methods for organisers to easily assess impacts was listed as the research programme area with the highest frequency under economic impacts. For HRM and infrastructure, research programme areas highlighted the need for a best practice resource in HRM event management and best practice models for the management and structure of sports clubs and events. Respondents also called for tools and best practices to help inform the organisations of how to generate revenue. An additional suggestion under social/community impacts was to develop tools/methods for event organisers to assess social/community impact of events.

Conclusions and recommendations

This research has identified and prioritised the current research needs of the New Zealand sport event industry.

The results show that the research priorities for the New Zealand sport events sector are (in order): participants/visitors; social/community impact; revenue generation; infrastructure; human resource management; role of local, regional & central government; economic impact; and environmental impact

This report shows there is real demand in the sport event sector for research that can help it grow and develop. Understanding of participants/visitors and social/community impacts is considered to be particularly important. Those surveyed expressed considerable interest in an online toolkit designed to understand community events.

We recommend that SPARC incorporate these findings into its research strategy and facilitate inquiry into these research themes and the research projects underpinning them.

APPENDICES

Appendix 1: Phase 1 survey instrument

Research Priorities Expert Opinion Web-Survey

Information for participants – 07/06/07

The New Zealand Tourism Research Institute at AUT University and SPARC (Sport and Recreation New Zealand) invite you to be part of research into assessing the research priorities for the New Zealand sport events industry.

This research is concerned with the *events* within the sport and recreation sector. It is not about sport or recreation in a general sense. These events can be participant or spectator based, produced by national sport organisations, clubs, district councils or the private sector. To provide you with a defined boundary for your thoughts, we ask you to limit your consideration to those events that fit within the domain of the National Sport Organisations (NSOs) and National Recreation Organisations (NROs) that are recognised by SPARC. A full list of these organisations can be found here:

http://www.sparc.org.nz/partners-and-programmes/national-sporting-organisations/recognition

http://www.sparc.org.nz/partners-and-programmes/national-recreation-organisations/recognised-national-recrea

For simplicity and clarity, we shall refer to all of these organisations as representing the New Zealand sport events industry. In this way, we ask you to avoid consideration of 'non-sporting' events (e.g. food festival) when considering your responses.

We will use the results from this study in a follow-up survey using a much larger sample of event professionals to identify specific research projects/topics within each theme.

The survey will take approximately 10 minutes to complete. Participation is entirely voluntary and you will in no way be disadvantaged should you choose not to take part. To participate in this research, simply click on the <Take the Survey> button below. The survey asks two questions where you simply use your mouse to click on your answer from a selection given, or type your comments in your own words into the box provided. All questions are optional. The survey will run until 20th July 2007. You may complete the survey at any point during this time.

All answers are confidential and your answers can in no way be linked to your organisation's details. By taking the survey you are giving consent to be part of this research.

<Take the survey>

Results of this research will be used in journal and conference publications. The results of this research will also be available on www.nztri.org in late 2007.

For further information about this research contact:

Project Coordinator: Carolyn Nodder: email carolyn.nodder@aut.ac.nz, phone 09 921 9999 ext 8892

Team Leader: Geoff Dickson: email geoff.dickson@aut.ac.nz, phone 09 921 9999 ext 7851

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Geoff Dickson: email geoff.dickson@aut.ac.nz, phone 09 921 9999 ext 7851

Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTEC, Madeline Banda, madeline.banda@aut.ac.nz , 09 921 9999 ext 8044.

Approved by the AUT University Ethics Committee on 22/06/07, AUTEC Reference number 07/102

Research Priorities Expert Opinion Web-Survey

In this study we are asking you think about research themes for the events industry - not specific research projects/topics.

For example, a study assessing the research priorities of district nursing in Australia identified *overall* themes such as wound care, workload, education, staffing, and technology. Specific research projects/topics related to each theme were then identified, e.g. What formal wound care education is required by district nurses? In this phase of the research, we are interested in research themes.

Q.1 – When you look at the New Zealand events industry as a whole, what do *you* think are the most important overall research needs for the sport events industry in New Zealand? *(Please list as many **themes** as possible, with 1 being the most important and 10 the least important)*

1. [ ]

2. [ ]

3. [ ]

4. [ ]

5. [ ]

6. [ ]

7. [ ]

8. [ ]

9. [ ]

10. [ ]

Q.2 – To help us analyse the responses, please indicate the type of organisation you represent: *(tick one box only)*

     ☐ Territorial Local Authority (e.g. city or district council)
     ☐ Regional Tourism Organisation
     ☐ An events company
     ☐ National Sport Organisation
     ☐ Other *(please specify)* _____

Thank you for your participation!

Appendix 2: Phase 2 survey instrument

Research Priorities for the New Zealand Sport Events Sector

Information for participants – 21/06/07

Research into sporting events is vital for sport event organisations to develop events in the future.

SPARC invites you to be part of this research which assesses the research priorities for the New Zealand sport events industry. We are seeking your valuable input as to specific research projects that would assist *your* organisation.

This research is concerned with the *events* within the sport and recreation sector. It is not about sport or recreation in a general sense. These events can be participant or spectator based, produced by national sport organisations, clubs, district councils or the private sector. To provide you with a defined boundary for your thoughts, we ask you to limit your consideration to those events that fit within the domain of the National Sport Organisations (NSOs) and National Recreation Organisations (NROs) that are recognised by SPARC. A full list of these organisations can be found here:

http://www.sparc.org.nz/partners-and-programmes/national-sporting-organisations/recognition

http://www.sparc.org.nz/partners-and-programmes/national-recreation-organisations/recognised-national-recrea

For simplicity and clarity, we shall refer to all of these organisations as representing the New Zealand sport events industry. In this way, we ask you to avoid consideration of 'non-sporting' events (e.g. food festival) when considering your responses.

The survey will take approximately 15-20 minutes to complete. Participation is entirely voluntary and you will in no way be disadvantaged should you choose not to take part. To participate in this research, simply click on the <Take the Survey> button below. The survey asks a number of questions where you simply use your mouse to click on your answer from a selection given. Some questions ask you to type your comments in your own words into the box provided. All questions are optional. The survey will run until 18th October 2007. You may complete the survey at any point during this time.

All answers are confidential and your answers can in no way be linked to your organisation's details. By taking the survey you are giving consent to be part of this research.

<Take the survey>

Results of this research may be used in journal and conference publications. The results of this research will also be available on www.nztri.org in late 2007.

For further information about this research contact:
Project Coordinator: Carolyn Nodder: email carolyn.nodder@aut.ac.nz, phone 09 921 9999 ext 8892
Team Leader: Geoff Dickson: email geoff.dickson@aut.ac.nz, phone 09 921 9999 ext 7851

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisor, Geoff Dickson: email geoff.dickson@aut.ac.nz, phone 09 921 9999 ext 7851

Concerns regarding the conduct of the research should be notified to the Executive Secretary, AUTEC, Madeline Banda, madeline.banda@aut.ac.nz , 09 921 9999 ext 8044.

Approved by the Auckland University of Technology Ethics Committee on 05/07/07, AUTEC Reference number 07/116

By taking the survey you are giving consent to be part of this research.

ABOUT YOUR ORGANISATION

1.   From the list below, please choose the one that most represents your
        organisation...
           o   Local Council
           o   National sports or recreational organisation
           o   Regional tourism organisation
           o   Regional sport organisation/association
           o   Local sport organisation/association
           o   Club
           o   Educational institution
           o   Events organisation
           o   Facility/ Venue
           o   Charitable Trust/ Gaming
           o   Other (please specify)_____

2.   Where is your organisation located?
           o   Northland
           o   Auckland
           o   Waikato
           o   Bay of Plenty
           o   Gisborne
           o   Hawke's Bay
           o   Taranaki
           o   Manawatu-Wanganui
           o   Wellington
           o   Nelson
           o   Tasman
           o   Marlborough
           o   West Coast
           o   Canterbury
           o   Otago
           o   Southland
   o   Other (please specify) _____

3. The following 8 research themes have been suggested by a panel of New Zealand event industry experts as representing the most important research needs of sport event organisations in New Zealand. From the perspective of *your* organisation, on the following scale (1 = high priority; 6 = low priority) please indicate the importance of these research themes.

	1 - High priority	2	3	4	5	6 - Low priority
Economic impact						
Social/community impact						
Environmental impact						
Revenue generation						
Infrastructure						
Participants/visitors						
Human resource management						
Role of local, regional & central government						

4. Having established the research themes and their priorities we are now seeking your suggestions as to specific research projects. For each of the following research themes listed above (Q.3), we would like you to identify *up to three* research projects that would assist *your* organisation.

> For example, a study assessing the research priorities of district nursing in Australia identified overall **themes** such as staffing, education, and technology. Specific **research projects** related to each theme were then identified, e.g. How can district nursing services retain nurses? In this phase of the research, we are interested in these research projects.

a) With respect to **ECONOMIC IMPACTS**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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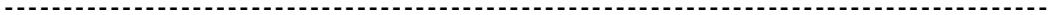
b) With respect to **SOCIAL/HOST COMMUNITY IMPACTS**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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c) With respect to **ENVIRONMENTAL IMPACTS**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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d) With respect to **REVENUE GENERATION**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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e) With respect to **INFRASTRUCTURE**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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f) With respect to **PARTICIPANTS/VISITORS**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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g) With respect to **HUMAN RESOURCE MANAGEMENT**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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h) With respect to **ROLE OF LOCAL, REGIONAL & CENTRAL GOVERNMENT**, it would be useful to my organisation if research could identify and develop best practice by investigating...

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| |
| |

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5. What value do you see in the development of an online Toolkit to assist the events industry in the planning, management and development of events?

   The online Toolkit will provide information, guides, and links to examples of best practice in a number of areas related to event management in New Zealand including event management, managing the businesses that organise events, marketing and sponsorship, risk management and health and safety, IT and eCommerce, networking and collaborating, and the tourism and hospitality industry.

   1 --------------- **2** --------------- **3** ---------------- **4** --------------- **5**
   No value   Great
   at all   value

6. Please add any further comments you may have about the research priorities of the sport events industry in New Zealand

   _____
   _____
   _____

Thank you for your participation!

Appendix 3: One sample t-test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Economic impact	249	3.95	1.451	.092
Social/Community impact	252	4.79	1.245	.078
Environmental impact	248	3.48	1.710	.109
Revenue generation	251	4.52	1.449	.091
Infrastructure	251	4.48	1.224	.077
Participant/visitor	251	5.22	1.165	.074
HRM	250	4.11	1.398	.088
Role of government	252	4.05	1.528	.096

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Economic impact	42.925	248	.000	3.948	3.77	4.13
Social/Community impact	61.105	251	.000	4.794	4.64	4.95
Environmental impact	32.019	247	.000	3.476	3.26	3.69
Revenue generation	49.409	250	.000	4.518	4.34	4.70
Infrastructure	58.004	250	.000	4.482	4.33	4.63
Participant/visitor	71.009	250	.000	5.223	5.08	5.37
HRM	46.496	249	.000	4.112	3.94	4.29
Role of government	42.082	251	.000	4.052	3.86	4.24

Appendix 4: Full list of suggested research programme areas

PARTICIPANTS/VISITORS	#	%
Recruit and retain participants	29	18
Visitor / participant motivations	25	16
Event promotion and marketing	23	15
Visitor / participant experience & satisfaction	17	11
Event planning / management	17	11
Encourage participation	13	8
Youth in sport	13	8
Facilities / infrastructure	6	4
Benefits of sport participation	4	3
Involvement of disability sector	2	1
Unclassifiable answers	8	5
Total	**157**	**100**

SOCIAL/COMMUNITY IMPACT	#	%
Health benefits (physical & mental)	21	14
Local community involvement	20	13
Encourage & promote participation	20	13
Expectations, perceptions & awareness	12	8
Social benefits and costs	11	7
Tools / measures to mitigate	6	4
Volunteers and issues in sport event	6	4
Social cohesion	5	3
Infrastructure needs	5	3
Government	5	3
Community economic impacts	3	2
Unclassifiable answers	40	26
Total	**154**	**100**

REVENUE GENERATION	#	%
Sponsorships and expectations	24	12
Identification of sources of revenue/generation	21	10
Sport and event charges/pricing	17	8
Best practice/methods/tools for generating revenue	17	8
Means to reduce costs to participants/members	14	7
How to improve fundraising skills	14	7
Register of funders and criteria	13	6
Funding issues	13	6
Funding of facilities/equipment	10	5
Ways to generate income/funding for small clubs/minority sports	9	4
Alternative sources of income	5	2
Funding distribution	3	1
Unclassifiable answers	41	20
Total	**201**	**100**

INFRASTRUCTURE	#	%
Infrastructure needs and requirements	23	19
Best practice for management and structures	21	17
Infrastructure funding / support / assistance	16	13
Civil infrastructure / safety	12	10
Pooled infrastructure / Sportville concept	10	8
Facilities / venues	8	6
The impacts of infrastructure	6	5
Information technology / communication	6	5
Unclassifiable answers	22	18
Total	124	100

HUMAN RESOURCE MANAGEMENT	#	%
Attract & retain volunteers	25	16
Professional development and training	19	12
Best practices in human resources event management	19	12
Club administration	13	8
Volunteer management	11	7
Barriers to volunteerism	11	7
Reward systems for volunteers	8	5
Qualifications and labour force	7	4
Staff recruitment & retention	5	3
Staff motivation and rewards	5	3
Roles and job descriptions	5	3
Attract and retain coaches	4	3
Health and safety	3	2
Unclassifiable answers	23	15
Total	158	100

ROLE OF GOVERNMENT	#	%
Supporting infrastructure and facilities	25	15
Funding	17	10
Support for sports initiatives and clubs	14	8
Level of involvement/role of	13	8
Networking and relationship building	13	8
Social/community aspects	13	8
Government benefit and expectations	9	5
Support minority sports and events	9	5
Taxes, rates and rentals	9	5
Regulations and policies	8	5
Assistance in hosting national & international events	6	4
How/who to approach	4	2
Human resources	3	2
Resources available	3	2
Support for disability sector	3	2

Support in marketing of sport events	3	2
Unclassifiable answers	18	11
Total	170	100

ECONOMIC IMPACT	#	%
Effective tools/methodologies	18	14
Funding, sponsorship, partnerships	18	14
Participant spending and numbers	15	11
Economic impacts of sport	9	7
Regional economic impacts	8	6
Economic impact on local community	8	6
Economic impact on businesses	7	5
Economic benefits of specific events/sports	4	3
Economic impacts and volunteering	3	2
Value for money	2	2
Unclassifiable answers	40	32
Total	132	100

ENVIRONMENTAL IMPACT	#	%
Environmental impact management / measure / mitigate	20	15
Health & safety	11	8
Environmental impacts of specific sports	9	7
Recycling and waste management	7	5
Wilderness areas and reserves	7	5
Carbon reduction	5	4
Infrastructure	5	4
Greening event	4	3
Sustainable use of resources	3	2
Unclassifiable answers	63	47
Total	134	100

Appendix 5: List of additional 'one-off' research projects

The following research projects suggested by respondents were either 'unclassifiable answers' or did not meet the criteria to be included under the research projects in the main body of the report (i.e. suggested by 5% or more of respondents).

Participants/visitors

- *Are numbers of participants in one off sports events growing or decreasing? Are inactive people (those who exercise less than 30mins a day 3 times a week) participating? Or are events for those already active and want a sport (cycling, running, triathlons etc) that involves less commitment (weekly team trainings etc)*

- *Benefits accruing to participants through various event types that could assist in promotion and otherwise encouraging involvement*

- *Interaction of physically and mentally disabled into mainstream participation*

- *What 'add-ons' to local events do visitors/participants want from a community when they are travelling to events*

- *What key transport infrastructure is required to attract participants to an event?*

Social/community impacts

- *Does the event increase the social diversity of the community?*

- *Ethnic integration through sport*

- *Host Responsibility against Service delivery*

- *How does hosting events support and increase community pride?*

- *How the social impacts of events can be accurately measured*

- *How to maximise positive impacts and minimise negative impacts of events*

- *Identify and analyse the culture of different sports and what define the features of a 'good sporting culture'*

- *Is there a minimum critical mass for an event to have a significant impact on a community?*

- *Recruitment and management of volunteers and how to give back to the community through volunteer programmes*

- *The barriers to volunteering in NZ society*

- *The effect that sporting events have on availability of accommodation within a community*

- *The impact drink driving is having on clubs who are reliant on bar trade for survival*

- *To what extent do events enhance social cohesion?*

o *Tools/methods for event organisers to assess social/community impact of events*

Revenue generation

o *How to draw events to the regions and away from the 3 big centres*

o *Is sports funding being fairly distributed*

o *Likelihood of an event management hub - ability to manage generic components of the event*

o *Proper balance between the allocation of community funds between community sport groups and other arts and social users*

o *The effect of reduction in gaming charity support due to local body legislation against gambling machine operation*

Human resource management

o *Development of team culture*

o *Effectiveness of event management staffing procedures*

o *Generalised job descriptions. Is there a need for a database of job descriptions, which organisations can tap into when looking to employ staff for specific roles at events?*

o *How to motivate and manage coaches*

o *HR Management - making sure all employees and volunteers have job description*

o *Labour Force gaps and customer service levels*

o *Reducing burn-out of key people in sport administration*

o *Tertiary education gaps/issues*

o *The benefit of volunteering and gaining future employment in the industry?*

o *The extent to which having paid staff / personnel within an organisation reduces the perception of the need to volunteerism*

The role of local, regional and central government

o *Accessibility for disabled at sporting venues*

o *Can the disability sector be included as a target audience that has a voice in all TLA surveys?*

o *How can Central Government provide funding resources for international events at a district level?*

o *Should central government be more involved, financially, in supporting event organisers who attract international events into New Zealand?*

o *Streamlined process for seeking support of events across government and agency boundaries*

- o *The best way to apply political pressure on LOCAL, REGIONAL & CENTRAL GOVERNMENT to consider our sport as important and provide resources to it.*
- o *To establish a baseline against which improvements can be measured*
- o *What level of marketing support from council could be considered appropriate for the size of an event?*
- o *Where are university students placed in priority of resource provision?*

Economic impacts

- o *Role conflicts and expectations between paid and non paid employees or volunteers?*
- o *The link between long term sustainability of facilities / operations and events*
- o *What is considered value for money*

Environmental impacts

- o *How areas can be used for recreation in a sustainable way.*
- o *How best to understand and mitigate resistance to sporting events that could inconvenience locals*
- o *How best to use the environment to add benefit to the tournament and host organisation*
- o *How events can be "green*
- o *Look at the way the population is spreading and define sporting areas decades in advance*
- o *Should events be forced to consider zero waste initiatives as a core part of their event planning?"*
- o *The major drivers of our carbon footprint, and how our footprint can be economically improved*
- o *The use of technology and are we keeping up with the speed of change in our structural environment?*
- o *What would encourage people to use the public transport more?*
- o *Work time vs. Play is the balance right have we kept up with the social change in our timing of events and competitions?*

Appendix 6: Additional comments to research priorities

Q5 – Full list of additional comments to research priorities
Sharing information
Access to support to find funding for youth teams essential
An online tool kit would enable each group to face their particular challenge.
Assessment of risk management
Assisting sport event meet their goals
Benefits to local community
Best practice within all sports
Biomechanics
Club Health
Creating image of sport event in general public
Dealing with local councils etc.
Effect marketing of sport
Evaluating a greater spread of different sports at different locations
Examining the different needs of the regions and the cities.
Expanding in the range and numbers in "grass-roots" sport
Funding raising methods
Gap of sport and recreation participation between school years and later in life
Getting new events of the ground and improves existing events
Having templates within the toolkit.
How resources could be accessed when planning an event.
IOSH rules and regulations ant impact on sporting events and sports
Look at how stand alone clubs could operate and survive
Making the lives of all the people who give up their time to make their chosen sporting events a success
Market segments for our sport event
Maximising involvement by eliminating clashing events
Methods to raise the profile of minority sports in NZ
Others
Practical advice and assistance in helping to keep functioning
Providing event management training course
Providing information or case studies on the different structures for delivery of events
Quantifying intangible benefit of sport event
Reflect a Maori perspectives in sport event
Research into the priorities of Government funding
Research needs to look at how we can pull our sports and recreation environment operations into line with the social and physical environment they now operate in
Research should be prioritised on the lower ranked sports
Revenue Generation
Encourage greater participation in administration of sport event
Share the dollars around to all sports

Teaching must be done on one to one basis not over the net. Try to remember that not everyone wants to be held up with dealing with miles of paper work. Also remember that not every "grass-roots" club has access to a computer and printer.
The best practice for sport event organisers
The cost of venues are ridiculous due to the limited venues available. How can this be monitored and regulated so the smaller sports can utilise key venues?
The development of an online Toolkit and given the socio-economic depression
The positive impact of low profile participation type events on the local community
The value of the toolkit
Toolkit development
Volunteer Involvement
Values of the outcome.
Ways to share the load of organising sport
Which hampers our ability to grow.