

# Team Project Brief: Attracting International Competitions to New Zealand

## Assignment Objectives

- 1) To practice business case analysis
- 2) To discover which online collaboration tools work best for your team

## Project Background

In 2021, Emirates Team New Zealand successfully defended their title at the 36<sup>th</sup> America's Cup (hereafter referred to as the Cup). The Cup race was held on home ground – or rather home water – in Tāmaki Makaurau Auckland. This victory marked Team NZ's second win in a row after successfully challenging and winning the 35<sup>th</sup> Cup held in Bermuda in 2017. While Team NZ won, hosting the 2021 Cup was costly to Aotearoa New Zealand, with a retrospective government Impact Evaluation Report (Fresh Info, 2021) estimating that the net benefit was –292.7 million NZD.

Importantly, victors have the right to select the location for the next Cup race. For instance, Oracle Team USA selected Bermuda for the 2017 Cup, and Team NZ selected Aotearoa New Zealand for the 2021 Cup. However, Team NZ has made the controversial decision to move the upcoming 2024 Cup race off our shores. In 2021, Team NZ rejected an NZD 99 million bid by the Crown and Auckland Council to host the 2024 Cup (The Beehive, 2021), opening up for offers from elsewhere in the world. Then, in 2022, the Team accepted a €70 million (NZD 123 million) bid by Barcelona (Reive & Toogood, 2024). While this decision disappointed many locals, there has been much discussion, both locally and globally, about *why* Team NZ decided to move the race elsewhere, foregoing what is generally seen as a home advantage. Nevertheless, the 2024 Cup in Barcelona is projected to be a huge success, with a potential economic impact of +€1.2 billion (NZD 2.1 billion) (Reive & Toogood, 2024). In contrast, there is speculation that an Aotearoa NZ-based Cup would have been much less successful.

The America's Cup is not the only major sporting event that has had its host city or country scrutinised. For instance, the hosting of the Commonwealth Games has been tumultuous lately, with Birmingham stepping in to replace Durban as the host at the last minute in 2022 and Victoria cancelling its hosting of the 2026 Games, with no alternative selected. Alberta has also withdrawn its bid for the 2030 Games. Rio's hosting of the 2016 Olympic Games was also considered unsuccessful, whereas the 2024 Paris Olympic Games seems to be shaping up quite well. Another hosting success story is that of the 2023 FIFA Women's World Cup, hosted jointly by Australia and Aotearoa New Zealand.

## Problem Statement

Your team has been hired by a public-private partnership made up of NZ government officials, NZL Sailing, the Royal Yacht Squadron, and other private investors. You are tasked with **examining at least two of** the following scenarios:

- a) The Olympics (including Rio 2016 and Paris 2024)
- b) The Commonwealth Games (including 2022, 2026, and 2030)
- c) 2023 FIFA Women's World Cup
- d) 2024 America's Cup in Barcelona

By exploring **at least two of these scenarios**, your team should identify two problems that Aotearoa New Zealand must address in order to (successfully) host future America's Cups.

Following the exploration of the problem space and development of two problem statements, your team should identify the Key Success Factors for addressing the proposed challenge. Using the methodologies taught in class, the team needs to develop a list of options Aotearoa New Zealand could consider to address the two problems. These options should then be evaluated, and a short list of options returned to the public-private partnership for further investigation.

## Assessment Outline

The 'team-focused' objectives of this assessment include figuring out what works for your team. Simultaneously, you are tasked with analysing a complex problem with the intent of developing your own business proposal. You must identify and analyse the problem, the stakeholders, develop some options and make a recommendation of two or more shortlisted options for the government to investigate further.

While some research is required to explore the problem space, helpful links and references have been provided (see bibliography & additional resources on Canvas) to minimise the need for your team to conduct intensive research. Remember, this is not primarily a research paper, you will not have sufficient time to fully review and digest reference materials when creating this summary, so look for a few key facts that help to underpin, inform, or support your understanding. This is an opportunity to analyse a problem and recommend potential improvements. Be thoughtful and creative, keeping in mind your limited time.

**There is no right answer for the task at hand. Instead, focus on understanding the problems, analysing available information, synthesising opportunities for change and innovation, and conveying to the reader why your recommendation is reasonable. Remember, your team will need to weigh up the information and take positions on approaches that are uncertain and sometimes ambiguous to complete the project.**

All material should be presented in your own words. Please cite all sources your team uses using the APA 7<sup>th</sup>ed format.

#### Due dates and Submission:

- Due 23/08/2024 5 pm
- Submit via Canvas as a PDF (one submission per team)
- Report file name: [Team Number]\_Team\_Project\_Report.pdf
- Reports will be assessed via Turn-it-in.
- See Team project Deliverable Document for more information.

#### Workload and Student Support

The effort required to complete this report is estimated at 8 to 10 hours per student.

There will be three support sessions for the team project. Monday 19/08 from 11 am-12 pm in the lecture hall 260-115 for Team Leaders, Tuesday 20/08 from 11 am-12 pm via zoom for the class, and Thursday 22/08 from 12 pm to 1 pm via zoom for the class.

Ed Discussions will be operating as usual, and all questions will be answered as promptly as possible.

## Bibliography & Additional Resources

### The Olympics – General, 2024, and 2016

McBride, J., Berman, N., & Manno, M. (2024, July 20). *The Economics of Hosting the Olympic Games*. Council on Foreign Relations.

<https://www.cfr.org/background/economics-hosting-olympic-games>

Panayi, S., & García. (2024, July 31). *Fewer cities can afford to host the Olympics, but Paris 2024 may be clever enough to turn a profit*. The Conversation.

<https://theconversation.com/fewer-cities-can-afford-to-host-the-olympics-but-paris-2024-may-be-clever-enough-to-turn-a-profit-235480>

Wade, S., & Brito, R. (2017, July 28). *Rio's Olympics 1 year later: The good, the bad and the ugly*. Associated Press News.

<https://apnews.com/article/374e490327344fe1adb15c1d49f64724>

### Commonwealth Games – 2022, 2026, 2030

Kelly, C., Karp, P., Ore, A. (2023, July 18). *Australia Commonwealth Games 2026: Victoria cancels event after costs blow out to \$7bn*. The Guardian.

<https://www.theguardian.com/australia-news/2023/jul/18/australia-commonwealth-games-2026-victoria-cancels-event-after-funding-shortfall>

Mackintosh, T. (2023, August 4). *Canadian province Alberta cancels bid for 2030 Commonwealth Games*. BBC News.

<https://www.bbc.com/news/world-us-canada-66402140>

Stuff. (2017, December 22). *Birmingham to host 2022 Commonwealth Games*.

<https://www.stuff.co.nz/sport/other-sports/100111299/birmingham-to-host-2022-commonwealth-games>

RNZ. (2023, July 18). *Victoria cancels plans to host 2026 Commonwealth Games due to financial constraints*.

<https://www.rnz.co.nz/news/world/493911/victoria-cancels-plans-to-host-2026-commonwealth-games-due-to-financial-constraints>

### FIFA 2023

Burgess, M. (2020, June 26). *Anatomy of a World Cup bid: The inside story*. RNZ.

<https://www.rnz.co.nz/news/sport/419933/anatomy-of-a-world-cup-bid-the-inside-story>

New Zealand Major Events. (n.d.). *Bid information*. <https://www.majorevents.govt.nz/fifa-womens-world-cup-australia-and-new-zealand-2023/bid-information>

Pullar-Strecker, T. (2023, May 14). *Will 'NZ Inc' profit from co-hosting the Fifa Women's World Cup?* Stuff. <https://www.stuff.co.nz/business/opinion-analysis/131979088/will-nz-inc-profit-from-cohosting-the-fifa-womens-world-cup>

RNZ. (2023, December 15). *FIFA Women's World Cup economic, social impact 'exceeded expectations' - report.* <https://www.rnz.co.nz/news/national/504772/fifa-women-s-world-cup-economic-social-impact-exceeded-expectations-report#:~:text=%22The%20delivery%20of%20the%20FIFA,which%20co%2Dhosted%20the%20event.>

### America's Cup – Barcelona

Reive, C., & Toogood, W. (2024, June 11). *America's Cup: Barcelona on track to hit billion-dollar positive economic impact from hosting regatta.* The New Zealand Herald. <https://www.nzherald.co.nz/sport/americas-cup-barcelona-on-track-to-hit-billion-dollar-positive-economic-impact-from-hosting-regatta/ARAE7XBDFC57N6D3B5DXVZDBM/>

Stuff. (2024, July 20). *Decision to stage America's Cup in Barcelona vindicated, Team NZ says.* <https://www.stuff.co.nz/sport/350345513/decision-stage-americas-cup-barcelona-vindicated-team-nz-says>

Wilson, B. (2022, March 30). *Team New Zealand to defend America's Cup in Barcelona in '24.* Associated Press News. <https://apnews.com/article/sports-middle-east-barcelona-new-zealand-spain-448ccca026c46b213a0991f2a4922334>

### Additional Resources

["America's Cup decision" – Statement from the Beehive](#)

[What's going to stop the rocketing cost of living? \(2022\)](#)

[Budget 2021 – PWC summary](#)

[Why more countries should back out of hosting global sporting events](#)

[36<sup>th</sup> America's Cup Impact Evaluation](#)