



**RUGBY
WORLD CUP
2011**

Team 2011

Workforce Brand Principles
January 2011

The background is a solid blue color. Overlaid on this are several large, stylized, light blue swirls or waves. These swirls are composed of concentric, curved lines that create a sense of motion and depth. They are positioned in the upper and lower portions of the frame, framing the central text.

with open arms...



...we welcome the world
and embrace the spirit of the Rugby World Cup brand
“the world in union”



Team 2011

Team 2011 - All those working in a Tournament-related role including RNZ 2011 staff, volunteers, contractors, Provincial Union staff, Venue staff, suppliers and other stakeholders who adopt the values and behaviours of the brand.



RWC 2011 – a special Tournament

Rugby World Cup 2011 in New Zealand will be a special Tournament. Held across the country, New Zealand will transform into a “stadium of 4 million” to deliver a nationwide Rugby festival. With over 60,000 visitors expected and billions more to watch, RWC 2011 will offer a unique experience that only a country with such a rich Rugby tradition and passion can offer.

Critical to this delivery will be Team 2011, who will become the face of the Tournament.



New Zealanders will welcome the Rugby world into their homes. They will take pride in sharing their country with new Rugby friends; in particular its natural beauty, passion for Rugby and special culture.



The RWC brand

Our brand is precious. All members of the RWC 2011 brand family work together to embrace and celebrate the heart of the brand “The World in Union” through upholding its core values of:

pride and respect

champions/celebration

camaraderie/team work/unity

strength/intensity/ruggedness

passion/love of the Game

tradition and heritage

Rugby World Cup provides a means through which fans both old and new can be touched by the excitement and spirit of Rugby. The Tournament is a celebration that unites fans and players from around the world.

RWC 2011 will deliver a Tournament that not only strives to deliver new benchmarks but also provides enduring legacies for New Zealand, the Tournament, the Game and all involved. Next year, **Team 2011**, our workforce, will welcome the Rugby world **with open arms**.

Team 2011 – Our reason for being

Team 2011 is a critical part of the Tournament delivery. Our workforce will be the face of the Tournament. The Team 2011 brand celebrates and acknowledges this role. It energises and inspires people to participate. It reflects the journey and commitment each person will take to prepare and deliver the best Tournament by truly representing the spirit, culture and passion of New Zealand and the Rugby World Cup.



Our objectives

To deliver a RWC 2011 workforce programme and brand that:

- * helps to motivate a culture of engagement, commitment and pride both before and during the Tournament
- * excels through well-trained and informed workforce
- * helps facilitate a seamless, fun and memorable Tournament experience
- * ensures that the workforce will be a part of the Tournament that is long-remembered, and who receive due credit for their significant contribution





... to make the most of the opportunity when the eyes of the world are upon us next year. But we will only do that if we stage an excellent Tournament and if this Stadium of Four Million fans becomes a Stadium of Four Million great hosts. Maori have a powerful word for this. *Manaakitanga*. It means the act of hosting or caring.



Jock Hobbs
Chairman
Rugby New Zealand 2011 Ltd

Manaakitanga & He ringa manaaki

"Manaaki is derived from the power of the word as in mana-a ki, and means to express love and hospitality toward people. The most important attributes for hosts are to provide an abundance of food, a place to rest, and to speak nicely to visitors so that peace prevails during the gathering. If these principles are implemented, a gathering will more likely be regarded as a memorable occasion."

Professor Cleve Barlow of Nga Pahi

By providing **manaakitanga** a person or group of people will be enriched with **mana** – mana being the increase in status or respect that they have in the eyes of their guests and others. However you cannot go about your work to grow your own mana as an important element of mana is to remain humble. Therefore mana is an internal journey of growth for an individual and often brings with it a great sense of wellbeing.

The Team 2011 workforce will embark on a journey of enjoyment and enrichment as they themselves extend manaakitanga to guests from throughout the Rugby world. They will be known as **He Ringa Manaaki** – The hosting hands. The idea of the hosting hands extends from an outstretched hand of welcome, to open arms that embrace.

The whole country will benefit from this mana, but it will be the workforce who will be uplifted by the excitement and good spirit that ensue from being part of Team 2011 in **He Ringa Manaaki** for RWC 2011.

As He Ringa Manaaki they will enjoy being part of a collective effort and will be personally satisfied by the mana associated with staging a successful Rugby World Cup in Aotearoa.

Manaakitanga & He ringa manaaki

The concept of He Ringa Manaaki can be seen in Maori meeting houses and in the traditional action songs that will greet visitors, to New Zealand for Rugby World Cup 2011. In Maori songs performed to visitors, the arms and hands are often extended to beckon or draw the visitor forward.

Maori meeting houses are known as wharenui or whare tupuna – literally big houses or ancestral houses. They are the centre of Maori tribal life, gathering houses for important discussions and celebrations. They are the places where ancestral knowledge is shared and are often ornately carved. A wharenui is said to represent a body. The front of a wharenui has two large barge boards known as the maihi – or the arms of the body. These are the extended arms that one must walk into to be part of the gathering. Guests are taken into the wharenui and greeted before they are given food, drink and songs of welcome.

The ethos of He Ringa Manaaki is simply that there are many hands working together to host their esteemed visitors. Some people cook, some people clean, some people guide, some people simply offer support in whichever way that they can.

This is He Ringa Manaaki in action. Without the work of all the people the best results cannot be achieved. In the act of manaakitanga no one person is more important than another. There are leaders to ensure the process is carried out - however the success is enjoyed by all.

Rugby World Cup 2011, in New Zealand, can be looked at in a similar fashion. While it will be our most talented players on the field it will be all the team leaders, support staff the workforce who will ensure the event's success – **He Ringa Manaaki**.



Outcomes

Key messages to our audience:

- * be part of something special, a once in a lifetime opportunity
- * make friends and have fun
- * learn and grow
- * extend your skills and make new contacts
- * participation comes in many different forms
- * workforce are the backbone of truly great events

What we are asking them to do:

- * participate and engage
- * commit to the journey
- * learn and grow
- * have fun, be happy



We are:

fun, friendly, welcoming

willing, cheeky, engaging

passionate, committed

real, natural, warm

generous, embracing

professional, proactive

Our personality

We are not:

aloof, disrespectful

over the top, insincere,

cheesey, unappreciative

parochial, arrogant

aggressive, belligerent

lazy, disinterested



welcoming



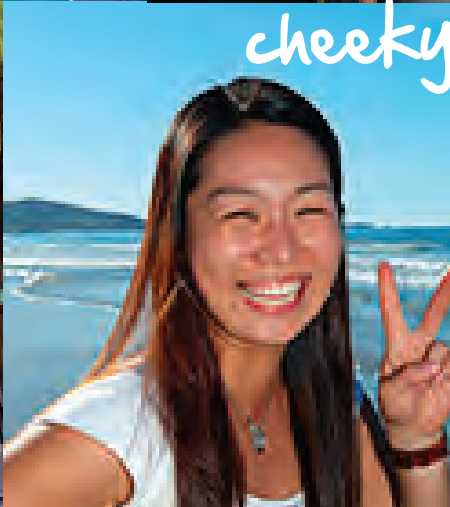
friendly



real



warm



cheeky



fun



committed



passionate

We are:

We are not:



Our Ambassador Michael Jones

Our brand personality is embodied in our Ambassador, Michael Jones.

Michael Jones is widely acknowledged as one of the greatest All Blacks of all time, playing 55 tests in the black jersey from 1987 to 1998 and scoring 13 test tries. In 2003 he was inducted into the International Rugby Hall of Fame.

His sincerity, charisma and the depth of his convictions have seen Michael Jones remain a greatly admired household name to this day. In addition, Michael's achievements include:

- Member of the inaugural RWC 1987 champion New Zealand side
- Scored the first try of the first Rugby World Cup in 1987
- Coach of Manu Samoa 2004–2007
- Founder of the Village Sports Academy, which provides training opportunities for at risk Pacific Island youth in Central and West Auckland
- Chairs a community trust that provides mentoring services to West Auckland schools

"As a player I couldn't have achieved what I did without the tireless support of so many unpaid, enthusiastic people who turned up to help me train and play, who maintained the clubrooms, who made the tea and sliced the oranges – they all made a difference."

Our values

Our values are the core unchanging principles that underpin everything we do. They are our most prized beliefs; they do not change when situations change.

Respectful

- * of all visitors, other cultures and teams
- * of all work colleagues
- * of the brands & organisations we represent

Committed

- * to my job and my role from start to finish
- * to learning and being prepared
- * to being reliable

Passionate

- * about doing a good job
- * about being part of the team
- * about being part of the Tournament – a once in a lifetime experience
- * about representing our country

Success

- * in achieving our objective
- * in creating legacies
- * in delivering the best Tournament we can

Engaging

- * with all visitors and Tournament attendees

Friendly

- * in our approach
- * in our passion for Rugby
- * in our welcome



Our brand aspiration

We will welcome all RWC 2011 visitors to our country and into our homes. Providing an experience and personal connection with our country, our culture and the Tournament that will be cherished for years to come and leave everyone involved wanting to be part of it all again.

Our brand spirit

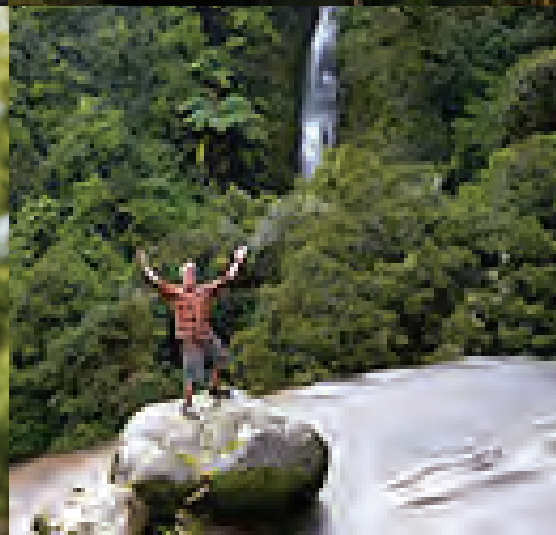
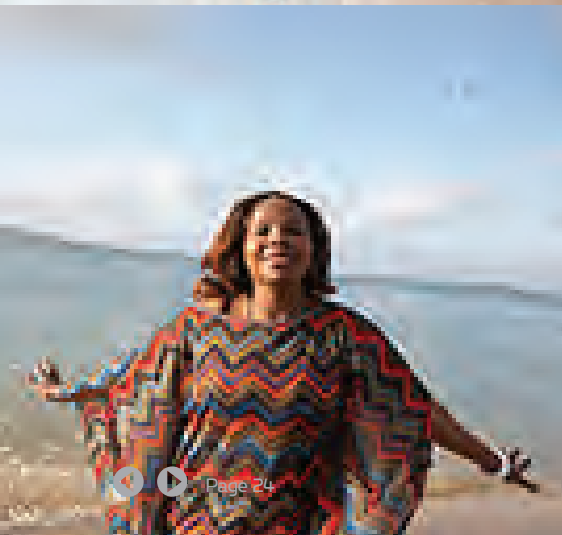
he ringa manaaki

those who host, the hosting hands

with open arms

In Maori thinking the 'Ringa' (hand or arm) is often used as a metaphor for a person – but one who is in charge of certain tasks. The ethos of the metaphor is simply that there are many hands at work who deal with the business of hosting their esteemed visitors.

He Ringa Manaaki – those who host, the hosting hands extending from an outstretched hand of welcome, to arms that embrace. This idea and spirit is encapsulated in our brand's simple tagline “**with open arms**”.



With open arms

Our tagline is simple and universal. It can be used in different languages, please always use the provided translations. The Japanese translation has been adjusted to make it more relevant and understandable.

English.....	With Open Arms
French.....	À bras ouverts
Spanish.....	Con los brazos abiertos
Italian.....	A braccia aperte
Samoan.....	E Faafeiloai Atu ma le Māfana
Tongan.....	Talitali Māfana Koe
Fijian	Ni sa bula vinaka mai
Russian	С распростертыми объятиями
Japanese*	ウイズ・オープン・アームズ...ようこそ
Welsh.....	Gyda Breichiau Agored
Afrikaans	Met ope arms
Georgian.....	გაშლილი მკლავებით, ღია გულით

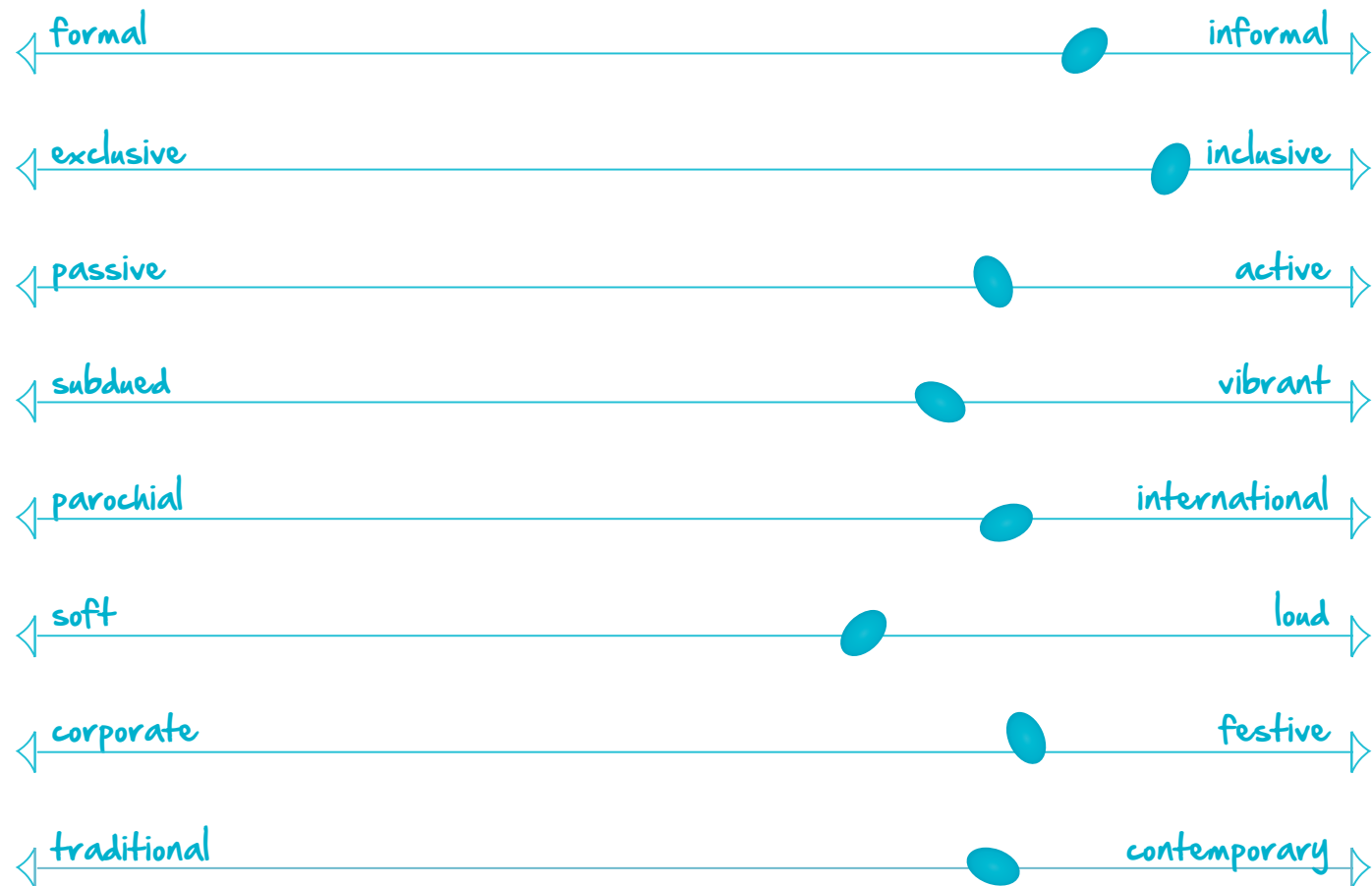
Our tone of voice

We are:

- * respectful/passionate
- * informal/relaxed
- * genuine/sincere
- * friendly/personal
- * competent & confident
- * succinct
- * contemporary
- * multicultural

We are not:

- * formal
- * corporate
- * stuffy
- * cheesy
- * over the top
- * aggressive
- * parochial



While our primary audience is New Zealanders, our communication style and tone needs to translate well into other languages/cultures, particularly for the Pacific region.

With open arms

Our tagline “**with open arms**” gives us the opportunity to craft extended messages and create a language that will help to reinforce the brand idea in different ways.

could be extended to...

- Welcoming the world with open arms
- A once in a lifetime opportunity to welcome the world with open arms
- With open arms we welcome the world
- With open arms we embrace the challenge
- Welcome to our home with open arms

or call to action...

- NZ, open your arms!
- Opening our arms to the world!
- Be there with open arms!
- Joining together with open arms!

related language...

Using language that relates to hands and arms in our communication will help to reinforce our brand message, such as:

- touch
- embrace
- hold
- seize
- reach

Our key messages

To our workforce

be part of something special, this is a once in a lifetime opportunity, the contribution you make is critical, you are part of the team and we thank you for your support

To our Partners

we will uphold the RWC brand values and represent our partners' investments with respect and appreciation by being great at our jobs and always going above and beyond to deliver the best we can

To fans and visitors

everyone is welcome, we will make it our business to see you leave New Zealand having enjoyed the best event you have ever attended

To Rugby World Cup Limited

the Tournament provides a neutral and all-welcoming environment in which all the best aspects of Rugby can be enjoyed and celebrated. It is not about any one player or any one team, it is about the Game and the world coming together to celebrate Rugby. We will represent and protect the RWC brand by embracing and upholding its spirit.

To players and teams

we will provide an easy, fun and seamless experience, so that you can concentrate on playing great Rugby

To New Zealand

as the face of the Tournament, the workforce will be representing the NZ Government and all New Zealanders and we will take pride in truly reflecting the spirit of New Zealand and our special culture

Our points of difference

STADIUM OF FOUR MILLION



NATIONAL PASSION
FOR RUGBY



OUR UNIQUE CULTURE,
SPIRIT AND ATTITUDE



Team 2011 - New Zealand

Team 2011 will embrace participants from all parts of New Zealand.

RWC 2011 Host Cities will be able to work with Team 2011 to create their own local teams, eg **Team Auckland 2011**.



Our legacy

- * developing excellent systems to underpin the workforce and volunteer infrastructure for 2011 and future Tournaments
- * encouraging our workforce to share knowledge and experiences, encouraging a culture that will contribute to New Zealand's ability to hold major events in the future
- * enhancing the workforce and volunteer ethic around the RWC brand

Our one enduring message - "I want to do it all again"



Our brand story

- New Zealanders from far and wide will join **Team 2011** with a desire to be part of the team that will look after our visitors from around the globe.
- Through their work they will be both promoters and representatives of New Zealand and Rugby World Cup.
- They will be certain of the value of their efforts to ensure the success of RWC 2011.
- They will know that by their attitude, spirit and commitment their country will gain **mana** as a nation that looks after its visitors. This mana will continue to benefit RWC and New Zealand long after RWC 2011.
- By joining Team 2011 and providing **He Ringa Manaaki**, our workforce will show their commitment to RWC 2011 and to their country.
- Our workforce may be passionate about Rugby, and about people: but overall, they will be passionate about doing the best job that they can and will welcome the Rugby world to New Zealand **with open arms**.
- Making the commitment to learn and develop new skills in the lead-up to RWC 2011 and ensuring that we all see the event through, from beginning to end, is what **He Ringa Manaaki** is all about. Working together to achieve the best event that the Rugby World Cup has ever seen.
- From the core principle of **Manaakitanga** will come a supreme sense of purpose, so that once the final whistle is blown we will be able to look back at what has been achieved, and know that we did the best job we could. We gave it 100%.
- We will be proud of what has been achieved both individually and collectively. We will cherish the experiences we have gained, the strong friendships we have forged and the mana Team 2011 has brought to the Tournament and our country.
- Through this experience, new bonds will be built and the Game of Rugby will help to bring people together and create new opportunities for all involved, and through this we will have upheld the heart of RWC - **The World in Union**.

Our brand blueprint

Our tone of voice

- respectful/passionate
- informal/relaxed
- genuine/sincere
- friendly/personal
- competent & confident
- succinct
- contemporary
- multicultural

Our values

- passionate
- respectful
- committed
- success
- engaging
- friendly

Our personality

- fun, friendly, welcoming
- willing, cheeky, engaging
- passionate, committed
- genuine, natural
- warm, generous, embracing
- professional, proactive

Our legacy

- developing excellent systems to underpin the workforce & volunteer infrastructure for 2011 and future Tournaments
- encouraging our workforce to share knowledge and experience
- contributing to New Zealand's ability to hold major events in the future
- enhancing the workforce and volunteer ethic around the RWC brand

Positioning statement

Team 2011 is a critical part of the Tournament delivery. This group of people will be the face of the Tournament. The Team 2011 brand celebrates and acknowledges this role. It energises and inspires people to participate. It reflects the journey and commitment each person will take to prepare and deliver the best Tournament by truly representing the spirit, culture and passion of New Zealand and the Rugby World Cup.

he ringa
manaaki
the hosting hands

Our brand aspiration

We will welcome all RWC 2011 visitors to our country and into our homes.

Providing an experience and personal connection with our country, our culture and the Tournament that will be cherished for years to come and leave everyone involved wanting to be part of it all again.

Our key messages

- be part of something special, a once in a lifetime opportunity
- make friends and have fun
- learn and grow
- extend your skills, make new contacts
- participation comes in many different forms
- our workforce are the backbone of truly great events

Our points of difference

- "stadium of four million"
- national passion for Rugby
- our unique culture, spirit and attitude

Our objectives

- to help to motivate a culture of engagement, commitment and pride both before and during the event
- to excel through well trained and informed workforce
- to help facilitate a seamless, fun and memorable Tournament experience
- to ensure that the workforce will be a part of the Tournament that is long-remembered and who receive due credit for their significant contribution

Our audience

- all New Zealanders - everyone with the right attitude, passion and drive is welcome
- our audience is broad and diverse, the opportunity to be part of the Team 2011 is open to everyone over 17 years of age

Our brand wheel

He ringa manaaki flavours everything that we do and sits at the heart of our brand. It underpins our culture and our values and directs the way we behave.



Our visual expression

typography/symbols

rwg font lower case

hand of sean font

Brand name*

Team 2011 Team 2011

Tagline*

with open arms

with open arms with open arms

Volunteer Icon*

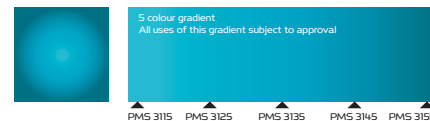


colours

Team 2011 colour palette and gradient



Team 2011 gradients*



RWC 2011 Event Mark colours



photographic



using RWC 2011 look & feel

embracing*



linking*



holding*



For further details on RWC 2011 typography, colour palettes, photography and use of the look & feel, please refer to the RWC 2011 brand guidelines.

* Artwork available upon request.

Application example

RWC 2011
Event Mark

Headline

Tagline

Brand name

Hero photo in correct style
and message

RWC 2011 Mango Pare
look & feel



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