

**WORLD
MASTERS
GAMES**



1994

R E P O R T

Brisbane, Queensland, Australia.
26 September — 8 October 1994.

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OATH

WORLD MASTERS GAMES ATHLETE'S OATH

"We come together for the honour of participation
to compete to the best of our ability
for the love of sport and to nurture lasting friendship and unity.
As competitors in our chosen sport, we pledge to uphold these qualities and
compete in the true spirit of sportsmanship, honouring the rules which govern
the World Masters Games."



FROM THE CHAIRMAN



It gives me great pleasure to submit this report for the World Masters Games.

The Games were a great success and truly carried with them the spirit of masters sport. The participants were marvellous in the manner in which they competed in their sports and enjoyed the friendship of the Games. They really did make it all happen.

There is no doubt that the strong support from Government agencies and the private sector helped make the World Masters Games successful. Federal, State and Local Governments along with business all played a major part.

My thanks, and that of the Board and staff, to all the participating sports, the sponsors and the volunteers. The Games represented a wonderful effort from everyone involved. 23,659 people at 103 venues was not easy. You just made it look so.

Also my thanks to the Board of Directors who at times were required to make difficult decisions in the best interests of the Games.

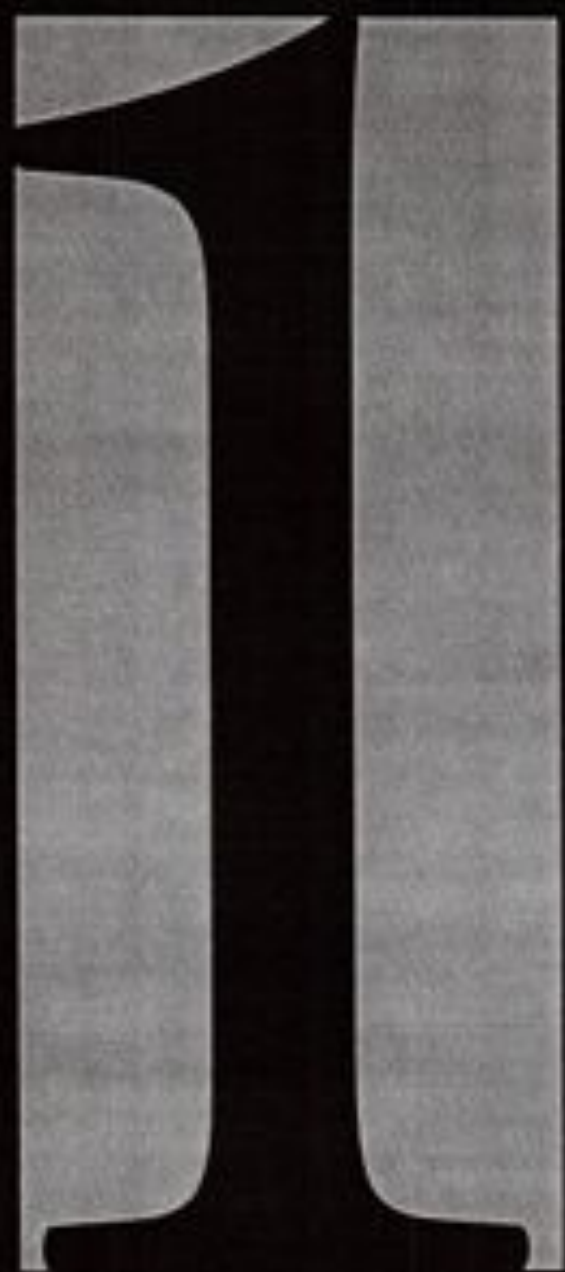
Special acknowledgment must be given to the General Manager Lois Appleby and the staff for their dedication, long hours and hard work.

Brisbane and Australia can be proud of their achievements with these Games. Once virtually unknown, the World Masters Games is now a widely sought after international event that will live on.

May the challenge never end!

A stylized, handwritten signature in dark ink, appearing to read 'Ian Brusasco'.

IAN BRUSASCO AM



1
H I S T O R Y



THE WORLD MASTERS GAMES have been held three times — in Canada in 1985, in Denmark in 1989 and in Brisbane in 1994.

While the Canadian and Danish World Masters Games both achieved good international representation with participants from 61 and 76 nations respectively, the total number of competitors could not compare with the 23,659 from 71 nations who competed in the Brisbane Games.

The Canadian World Masters Games were held in Toronto from 7 – 25 August, 1985 and 8305 people participated in the event's 22 sports. The Danish World Masters Games were held from 22 July – 6 August 1989 and were hosted by three towns, Herning, Aalborg and Århus, in the Jutland Peninsula. These Games offered competition in 37 sports, including four for the disabled, and 5500 athletes participated.

The 1993 World Masters Games were scheduled for Minneapolis, St Paul in the USA, but due to unforeseen circumstances they were unable to continue.

In 1991 Brisbane hosted an extremely successful third Australian Masters Games with 6500 participants. Because of the success of that event Brisbane was certainly well positioned to host another major masters sporting event.

Upon learning that the World Masters Games no longer had a host city, David Williams, then the Chief Executive of the Queensland Events Corporation, with the support of the Brisbane City Council, sent a proposal to the Danish Confederation of Sport, later merged with the National Olympic Committee of Denmark. The proposal outlined Brisbane's wish to host the World Masters Games in 1994. The proposal also expressed the view that the key to the event's ongoing success was the support of the international sports federations.

In reply to the proposal, Masters Games International, the masters secretariat of the Danish Olympic Committee, convened a meeting at the GAISF (General Assembly of International Sports Federations) meeting in Monte Carlo in 1992. More than 45 delegates attended the meeting, showing their overwhelming support for the event. At the same meeting the World Masters Games International Board of Governors was elected, comprising five representatives from international sports federations, a representative of the Danish Olympic Committee and a Chairman from the host city (REFER TO APPENDIX 1).

In conclusion to this successful meeting, the Queensland Events Corporation and Brisbane City Council announced on 9 December 1992, that Brisbane would be the host city for the 1994 World Masters Games.

An organising structure was put into place following the appointment of the General Manager in December 1992, and a number of sports were invited to participate, with the end result being participation by 30 sports.

The 1994 World Masters Games featured competition in: archery, athletics (track and field), badminton, baseball, basketball, canoeing, cycling (road and track), diving, field hockey (women), football (soccer — men and women), golf, indoor cricket, judo, lawn bowls (mixed), netball, orienteering, rowing, rugby union, shooting, softball, squash, surf life saving, swimming, tenpin bowling, tennis, touch rugby, triathlon, volleyball, water polo and weightlifting.

The World Masters Games are held every four years to encourage mature age individuals from all over the world to participate in a multi-national and multi-sport event regardless of age, sex, race, religion or sport status. Unlike other international sporting events, all World Masters Games participants represent themselves only, as there are no national teams, groups or official national representatives. This allows for participants from different countries to unite to form multi-national teams, and also allows one or more teams from one country to compete in the same category.

The World Masters Games are for people who see sport as an enjoyable path to fitness. They are open to all competitors — past champions, people who have never competed at championship level, others who are returning to their sport after many years, and social sports men and women. Unlike World Championships for veterans or masters, the World Masters Games do not have a qualifying standard that competitors must achieve in order to participate. They must simply meet the minimum age requirements set down by their chosen sport.

The future of the World Masters Games now lives on through its future host cities. A bid document for the next host city was prepared by the 1994 World Masters Games Secretariat in consultation with the Chairman of the International Board of Governors and was circulated in January 1994 to cities interested in hosting the 1998 World Masters Games. Durban, South Africa and Portland, Oregon in the USA both bid to host the next Games.

At the World Masters Games Welcome Ceremony on 1 October 1994, David Williams, Chairman of the World Masters Games International Board of Governors announced that Portland, Oregon, would be the host of the 1998 World Masters Games.



2

ADMINISTRATION



THE LEGAL ENTITY for organising the 1994 World Masters Games was 1994 World Masters Games (Brisbane) Limited, a company limited by guarantee, renamed and restructured, previously used to organise the 1991 Australian Masters Games.

This company was licensed to organise the 1994 World Masters Games by Masters Games International, under a contract signed by Masters Games International and Queensland Events Corporation and subsequently assigned to 1994 World Masters Games (Brisbane) Limited. Queensland Events Corporation also appointed International Management Group (IMG) as the official marketing company for the 1994 World Masters Games.

Back row (left to right):
Ian Wood, Mark Peters,
Chris Lyndon, Lesie Applegate,
David Williams, Steve Holland.

Centre row (left to right):
Barbara Markovic, Clem Jones,
John Macdonald,
Vince de Pasquale,
Barbara Menden, Clem Jones.

Front row (left to right):
Christina Sullivan,
Rodney Mayall, Ian Brusasco,
Prof. Alex Howell, Douglas Price.

Seated:
Stephen Moore and
John Covacevich.



BOARD OF DIRECTORS

THE BOARD OF DIRECTORS was appointed in 1992. They were responsible for ratifying policy and all financial issues.

Mr Ian Brusasco AM, Chairman of the Port of Brisbane Corporation and the former Chairman of the 1991 Australian Masters Games, was appointed Chairman of the new Board of Directors. The directors were invited to sit on the Board because of their positions within the government, sporting and business communities.

IAN BRUSASCO AM
PROFESSOR MAX HOWELL

BARBARA ABSOLON AM
JOHN COVACEVICH
STEVE HOLLAND OAM
CLEM JONES AD

(Chairman)
(Deputy Chairman) (Foundation Chair of Human
Movement Studies, University of Queensland)
Chief Executive, Queensland Events Corporation
Solicitor and masters swimmer
Olympic swimming champion
Former Lord Mayor of Brisbane, patron of many sports

CHRISTINE LOHMAN	Director, Professional Public Relations
CHRIS LYNDON	Solicitor and masters rower
JUDITH MALESTRACCI	Chairman, Brisbane Visitors and Convention Bureau
MARLENE MATTHEWS AM	Olympic sprinter
RODNEY METCALF	Senior Executive Officer, Queensland Olympic 2000 Task Force (previously Town Clerk, Brisbane City Council)
VINCE DE PASQUALE	Brisbane businessman
DAPHNE PERE MBE	Marathon athlete, Deputy Chair, Queensland Academy of Sport
MARK PETERS	Executive Director, Queensland Department of Tourism, Sport and Racing
GLENN POOLE	Assistant Under Treasurer, Queensland Treasury
STEPHEN SHARRY	Manager — Major Venues, Department of Recreation and Health, Brisbane City Council (from 28 July 1994)
DAVID WILLIAMS	Director General, Queensland Department of Tourism, Sport and Racing
IAN WOOD	Brisbane businessman (previously General Manager, Brisbane City Council)

EX-OFFICIO MEMBERS:

JIM FERGUSON	Executive Director, Australian Sports Commission
TONY COCHRANE	International Management Group

Lois Appleby was appointed General Manager in December 1992. Ms Appleby who has extensive event experience, was also General Manager of the 1991 Australian Masters Games.

A number of Board members supported World Masters Games committees and helped with promotional launches and speeches. Probably the most difficult and time consuming matter the Board were involved with was the responsibility they carried for the Welcome Ceremony.



OFFICE ACCOMMODATION

THE WORLD MASTERS GAMES began operating from the offices of the Queensland Events Corporation, and in March 1993 moved into offices on level 16 of 40 Creek St, Brisbane where a lease was available until November 1994. Peregrine Capital Australia subsequently offered the naming rights of the building to the Games as part of a sponsorship arrangement.

Other contra office support came from IBM who, as well as providing the computer registration system for the Games, supplied computers and printers for administrative staff, and Inchcape, who supplied photocopiers and facsimile machines.

STAFFING

THE COMPANY COMMENCED OPERATION on 25 January 1993 with the General Manager and five staff, three of whom had been with the Games since June 1992. Additional staff were appointed on a needs basis during 1993/94, with administration staff numbers peaking at 18. (REFER TO APPENDIX 4).

Staff of the Games secretariat were employed under fixed term contracts incorporating general clerical/administrative conditions. Holiday and sick leave accrued under normal award conditions, although minimal absences were recorded. Superannuation coverage was also provided.

In addition to the core administration staff, 12 Sports Liaison Officers (SLOs) positions were funded by the Queensland Department of Tourism, Sport and Racing. These officers were appointed in May 1993. The SLOs proved an invaluable link between the World Masters Games secretariat and the 30 participating sports.

Three administrative trainees were recruited under the Federal Government's General Traineeship System. Their traineeships were financially supported by the Federal Department of Employment, Education and Training, as well as the Australian Sports Commission's Sports Traineeship Program. For the bulk of the 12 month program, the trainees worked three days a week and attended college for the remaining two days. They also attended a one week sports administration course at the Australian Institute of Sport in Canberra and undertook an Australian Society in Sports Administration Level One training course.

The employment of the trainees provided valuable administrative support for the Games at a minimal cost. In return the trainees were provided with an exceptional opportunity to develop work skills and experience. All obtained further employment immediately after leaving World Masters Games. (REFER TO APPENDIX 4).

SUMMARY

THE ADMINISTRATIVE REQUIREMENTS for the 1994 World Masters Games were similar to those for a small, but rapidly expanding business that was self terminating. The challenge was to provide an adequate level of administrative support within budgetary restrictions. Where possible the Games avoided capital acquisitions. The support of the Brisbane City Council in providing furniture and equipment was significant. Any equipment purchased, such as some items of furniture and filing cabinets has been kept in storage by Queensland Events Corporation for future events.



3
OPERATIONS



THE 1994 WORLD MASTERS Games adopted a traditional model of establishing an Organising Committee to assist with operational issues for the Games. The committee structure comprised the Central Organising Committee, chaired by the World Masters Games Deputy General Manager, Stephen Scott, and the chairmen of eleven committees, together with a

representative from the Queensland Police Service and the Bureau of Ethnic Affairs.

The Chairman and members of each committee were drawn from the public and private sectors and were selected on the basis of experience and expertise with particular regard to establishing strategic alliances with organisations which could be of assistance in organising the Games.

The Organising Committee played a significant role in developing and implementing the operational infrastructure that supported the event so successfully.

ENTERTAINMENT COMMITTEE

THE ENTERTAINMENT COMMITTEE first met in November 1993 and was responsible for the development of the various entertainment activities planned as part of the social element of the Games. These included:

- Aussie Bush Nights
- Business Breakfast
- Closing Ceremony and Carnival
- Gala Masters Ball
- Masters Day at the Races
- Nightly entertainment.

Entertainment

THE PLANNED ENTERTAINMENT for the World Masters Games was well patronised and enjoyed by competitors.

AUSSIE BUSH NIGHTS: Two very successful Aussie Bush nights were staged at the Australian Woolshed during the Games. This entertainment was designed to give participants an insight into traditional Australian activities such as whip cracking, wood chopping, sheep dog displays, sheep shearing exhibitions. Music and dancing added to the flavour and fun of the evening. Participants were also provided with a three course meal and drinks. Free shuttle buses from the city to the venue were also provided. Total tickets sales were 3420.

BUSINESS BREAKFAST: This event added a business component to the Games and was held at Parliament House. Speakers at the 'Sport and Business' breakfast were: Mr Athol Guy, Public Relations and Media, St George Bank; Ms Barbara Absolon, Chief Executive, Queensland Events Corporation; and Mr Malcolm Speed, Chairman, National Basketball League.

CLOSING CEREMONY AND CARNIVAL: This was the final entertainment function of the Games. The formal ceremony in which the Masters Games International flag was handed over to the host city of 1998 event, took place in the Piazza at South Bank Parklands. A beach party with entertainment from rock and roll bands took place from 8pm – 12 midnight at Kodak Beach at South Bank. Beverage outlets also operated at the party.

GALA MASTERS BALL: This black tie ball, which was held at the Sheraton Brisbane Hotel and Towers, attracted a crowd of more than 1100 people and was an outstanding success.

MASTERS DAY AT THE RACES: Due to unexpected and severe quarantine regulations enforced on the Queensland Racing Industry at that particular time, this event had to be cancelled.

NIGHTLY ENTERTAINMENT: Despite early efforts by World Masters Games, the area of nightly entertainment proved to be disappointing with only a limited number of establishments offering specific entertainment for participants.

BRISBANE DAY: The Brisbane City Council's Brisbane Day Committee organised a street party in Queen St Mall on the night of 1 October, following the World Masters Games Welcome Ceremony. Games participants were encouraged to attend, which they did in large numbers.

These World Masters Games social events were supported by other activities including an international Sports Medicine Australia conference and another for Women in Sport.

HOSPITALITY AND PROTOCOL COMMITTEE

THE HOSPITALITY AND PROTOCOL COMMITTEE was formed to establish hospitality and protocol standards for the World Masters Games.

Key recommendations made by this committee were that the World Masters Games Secretariat be responsible for inviting dignitaries to present medals to avoid them receiving numerous invitations from sports; to make medal presentations the responsibility of the sport; to provide sports with a basic information sheet on protocol for dignitaries; and the establishment of 'meet and greet' booths at Brisbane Airports.

MEDIA AND COMMUNICATIONS COMMITTEE

THIS COMMITTEE was responsible for formulating the World Masters Games communications plan for the Games period. Committee members identified the communication requirements of the sports and of the Games operations division and then obtained the appropriate equipment which included mobile phones, two-way radios and pagers.

Two sub-committees were established. The Communications sub-committee co-ordinated the supply of communications equipment and provided advice and recommendations for the 24 Hour Operations Centre working out of World Masters Games House from 19 September – 8 October.

The Media sub-committee assisted with media activities during the Games and provided support and advice on the planning and running of the Media Centre.

Media Centre

A FULL-TIME MANAGER responsible for communications was seconded early in September from the Department of Tourism, Sport and Racing. His responsibility was to finalise the arrangements put in place by the Communications Committee and to co-ordinate the activities of the Operations Centre.

A variety of communications equipment was used by sport, World Masters Games staff and key volunteers for the duration of the Games.

The mobile phone network consisted of 109 mobile phones allocated to executive and key operational staff and to the sports. Fifty alpha/numeric pagers were also used. Additional communication at events/venues was provided through 210 trunk mobile radios.

Equipment worth in excess of \$250,000 was in use for the duration of the Games and as such required careful management to ensure it was duly protected.

Communications

THE WORLD MASTERS GAMES Media Centre operated as part of the Registration Centre complex at South Bank Parklands. The Centre, which was open to media from 22 September – 8 October 1994, accredited more than 300 media, both Australian and international.

The Media Centre provided services in three areas — liaison with the media, a results service and publishing of the MasterBlastee, the daily newsletter for competitors. This newsletter was extremely popular and sought after. Some of the earlier editions became collector's items.

Volunteers were rostered to each of these areas. Media liaison volunteers answered media enquiries or passed them on to the manager on duty. They also compiled information for the daily 'Highlights' and 'What's On' bulletins for media. Volunteers with keyboard skills collated the sports results which were faxed to the centre by the sports, entered into the computer and sent by modem to The Courier-Mail for publication in the following day's paper. Newsletter volunteers researched, reported and wrote stories for the newsletter which was desktop published in the centre and commercially printed for delivery to venues the following day.

The Media Centre team was supported by Media Liaison Officers appointed by sports. These roles were also voluntary and each sport was responsible for appointing a suitable person. Their role was to act as a contact for the media and to assist the Media Centre with regular updates and stories on their sports. While this system worked very well with a number of sports, some sports did not fill this position. This made it difficult to obtain regular and interesting information from all sports.

A limited number of media worked out of the centre, with the majority spending their time out at the venues.

MEDICAL ADVISORY COMMITTEE

THIS COMMITTEE was responsible for a paramedical service for the participants, spectators and officials. Committee members included representatives from Sports Medicine Australia, the Queensland Ambulance Service, Australian Red Cross, St Andrew's Hospital, Queensland University, Australian Resuscitation and St John's Ambulance.

The committee implemented medical centres at the two venues with the highest concentration of sports, namely the Sleeman Sports Complex and ANZ Stadium. Both centres were staffed with an accident and emergency doctor, a sports medicine doctor and a registered nurse. In addition a team of sports trainers, and in some cases St John's Ambulance officers, were in attendance at each individual sports competition. These Medical Centres were also a central medical reference centre for sports at surrounding venues.

The Medical Centres operated similarly to an accident and emergency ward, and had the capacity to act as a stabilisation area for critically injured participants before hospitalisation occurred. Approximately 350 participants with various medical conditions were treated at the centres during the Games.

All sports were responsible for arranging appropriate levels of medical cover. The size of the event placed a great strain on the medical services available and contingency plans were put into place during the Games for those sports who found it difficult to provide adequate cover. Queensland Ambulance Services, the Sports Injury Nurses and the Sports Aid/First Aid organisation were all called on to assist. In addition, the Sports Trainers Association and members of Sports Medicine Australia provided extensive backup.

PROMOTIONS ADVISORY COMMITTEE

THIS COMMITTEE was set up to provide direction and support in marketing the Games. Committee members assisted in finalising the World Masters Games promotions strategy and helped with a number of promotions activities, including the Australian launch of the Games which was held at South Bank Parklands in February 1994.

SPORTS ADVISORY COMMITTEE

THE SPORTS that had made a commitment to participate in the World Masters Games were invited to nominate a representative to sit on the Sports Advisory Committee. The purpose of the committee was to provide sport with the opportunity to determine policy on sports related issues and to provide an additional link between sport and the World Masters Games Secretariat.

The committee performed a most important role in the planning of the Games despite problems which were encountered when some representatives on the committee considered issues solely from their own sports point of view.

TRANSPORT COMMITTEE

THE TRANSPORT COMMITTEE was responsible for developing a passenger transportation strategy for competitions and other activities associated with the World Masters Games. The basis of the plan was the existing Brisbane public transport — bus, ferry and train network, and included the development of a MasterPass transport ticket which was sold to participants for use on these services. The passes sold for \$25 for a seven day pass and \$40 for a 14 day pass and were popular with participants. Where existing transport failed to meet a recognised demand, dedicated shuttle services were provided on a charter basis. The transport structure was convenient and cost effective.

Transport

THE BRISBANE CITY COUNCIL seconded a senior transport official to the Games to oversee all transport activities during the Games including the operation of a transport vehicle pool. The vehicle pool included cars for courier and passenger trips, and transportation of VIPs, utilities for moving sponsor signs, cars for transportation of VIPs, and a fleet of mini buses for shuttle services. In addition, a number of Brisbane Transport Shuttle Services operated to Chandler and Belmont, Whites Hill and South Bank.

A special transport service was put in place to cater for the large numbers of participants and spectators travelling to ANZ Stadium on 1 October for the Welcome Ceremony.

VENUES COMMITTEE

THIS COMMITTEE was responsible for ensuring the 103 sporting venues used for Games competition operated at a level consistent with World Masters Games guidelines.

The committee advised on catering arrangements, corporate and directional signage tenders, and co-ordinated a comprehensive audit on facilities and services at all venues.

VOLUNTEER COMMITTEE

THE VOLUNTEER COMMITTEE was formed to assist with the volunteer activities of the World Masters Games.

The World Masters Games volunteer program was developed early in 1994 and volunteers were appointed in the six weeks leading up to the start of the Games. More than 5000 volunteers worked on the Games. Of this number, approximately 700 were general Games volunteers and the remainder assisted the sports.

Volunteers were identified through games and sports organisations, media advertising, other events, universities and community service announcements. Committee members also assisted in sourcing volunteers.

Games volunteers were assigned to the Registration and Operations Centres, and to meet and greet and information booths in the city, at the airports and at major venues. They also assisted at the Welcome Ceremony and social functions, and acted as Games Liaison Officers.

A comprehensive training program was developed for all volunteers. All volunteers received official recognition through:

- access to the Welcome and Closing celebrations
- access to Games venues
- volunteers uniform
- World Masters Games official stick pin
- World Masters Games official program
- letter of appreciation
- certificate of appreciation
- volunteers celebration party
- Lord Mayor's reception.

OPERATIONS CENTRE

THE OPERATIONS CENTRE of the 1994 World Masters Games was based in World Masters Games House at 40 Creek Street and was the central point for most activities. These included:

Hotline

A MAJOR FEATURE of the Operations Centre was a hotline unit, a 24 hour enquiry service staffed by volunteers. This unit was an extension of the daily hotline service which had existed in the lead up to the Games for general enquiries. The telephone number was advertised on all literature and on the back of all accreditation passes. This service was very successful and well trained and highly motivated volunteers kept it going at all hours.

Volunteer Management

THE VOLUNTEERS MANAGER was responsible for the training, rostering and co-ordination of all Games volunteers. This included the provision of uniforms and ensuring that all Games facilities such as the Registration Centre and the information booths had sufficient volunteers at all times.

The Sport and Leisure Ministries Chaplaincy Group

THE CHAPLAINCY WORKING GROUP of Sports and Leisure Ministries Inc together with the churches in the Brisbane area offered a chaplaincy role for the Games. The group helped in a number of ways:

- + placed printed material in competitors registration kits indicating local churches and providing biblical guidance
- + provided emergency back up housing if required for overseas competitors
- + placed chaplains at main venues to monitor emergencies and stress situations with competitors and officials
- + provided support to families where there was a fatality or serious injury
- + provided crisis counselling and general counselling to staff who were under stress related to their work or pending future unemployment
- + supported the volunteers.

Transport Co-ordination

THE TRANSPORT CO-ORDINATOR was responsible for all transport issues during the Games. This included co-ordination of public transport for the Welcome Ceremony, signs for bus and ferry stops, supervision of the World Masters Games transport fleet, co-ordination of the car pool.

Hospitality

THE HOSPITALITY and Protocol Officer ensured all dignitaries were attended to as required and co-ordinated the meet and greet facilities at Brisbane Airport.

Medical Services

THE MEDICAL CENTRES and additional medical services were co-ordinated from the Operations Centre.

Games Liaison Officers

NOT TO BE CONFUSED with the Sports Liaison Officers, the Games Liaison Officers comprised a team of 64 volunteers who were rostered on shifts at the sports venues. As the official Games representative at these venues, the liaison officers played an important role in maintaining communication between the Games office and the venues.



4

FINANCE AND
ACCOUNTING



5

MARKETING AND
SPONSORSHIP



INTERNATIONAL Management Group (IMG) was appointed the official marketing company of the World Masters Games by Queensland Events Corporation in 1992. Following their appointment IMG set about securing media and sponsor support for the Games.

IMG initially faced a number of difficulties in selling the World Masters Games to potential sponsors because the event was relatively unknown throughout Australia. However, by the time the Games began in September 1994, IMG had signed up a number of sponsors for the 1994 World Masters Games.

SPONSOR LISTING

THESE INCLUDED 10 major sponsors:

- Castlemaine Perkins Limited
- Channel Nine Brisbane
- Coca-Cola Bottlers
- DPE International
- IBM
- Inchcape Office Products
- Power Bar
- Qantas
- Sheraton Brisbane Hotel and Towers
- St George Bank.

Naming rights sponsors for participating sports secured by IMG were:

- Colorcorp Australia — Badminton
- Medical Benefits Fund of Australia — Netball, Triathlon and Women's Hockey
- Drake Overload — Rugby Union
- Pauls Trim — Softball, Swimming, Diving and Water Polo
- Streets Ice Cream — Athletics
- Country Bake — Baseball, Touch and Indoor Cricket
- Nerada Tea — Tennis and Orienteering
- Degree Sports Wear — Lawn Bowls
- Easton Sports Australasia — Archery
- Denmac Ford — Golf.

Additional sports naming rights sponsors were secured by the sports themselves:

- Auto Break Services — Squash
- Billy's Beach House; Cuervo Especial Tequila — Beach Volleyball
- Philips Mobile Communications Systems — Cycling
- Precision Eyewear — Football (Soccer)
- Ship Inn — Volleyball
- Sorbent — Weightlifting
- Telecom — Basketball
- Wet Vest — Canoeing and Rowing.

IMG was also responsible for the appointment of the official merchandiser, the publisher of the Games Souvenir Book, the official caterer and several suppliers. In addition they secured the ABC Television telecast of the Welcome Ceremony. IMG's responsibility with this ceremony also involved IMG consultant Tony Cochrane as the executive producer of the Welcome Ceremony.

The majority of IMG's endeavour was seeking sponsorship for the Games and the participating sports. However, IMG also assisted with the promotion and staging of the Games in the following ways:

- free full page advertising and editorial in all major Australian golf and tennis programs
- the enhancement and extension of Channel Nine television programming of advertising for the Games, both within Queensland and interstate
- free time on TWI (Trans World International) programming
- free advertising time for World Masters Games on national Sky Channel
- the provision of advertising spots on Network 7 sports programs interstate.

Sydney based company, Nice Man Merchandising was appointed the official Games merchandiser. They produced a variety of Games merchandise which included track suits, generic and sport specific t-shirts, caps, pins and sweat shirts. Sales of all items were extremely successful.

The company initially commissioned to produce the World Masters Games Souvenir Book was unable to complete the contract and Playbill was appointed immediately prior to the Games. A quality book was produced and included a listing of the names of all competing athletes. However, sales were not as high as anticipated.

IMG was instrumental in securing additional television advertising opportunities for World Masters Games throughout Australia. According to IMG's media placement people, more than \$350,000 worth of advertising time was generated by the television networks to promote the World Masters Games. This figure was for advertising alone and did not include additional media coverage obtained by the Games office. There is no doubt that the television advertising was a significant factor in the large number of registrations received for the Games.

As a result of their involvement with World Masters Games, IMG donated a \$50,000 scholarship to the Queensland Academy of Sport. It is gratifying to see success from the masters section of sport assisting the development of our elite sportsmen and women.

GOVERNMENT SPONSORSHIP

THE 1994 WORLD MASTERS GAMES would not have been possible without the support of government. Many thanks go to the following government sponsors of the 1994 World Masters Games.

Queensland Events Corporation

- provided up to \$2 million funding
- negotiated and secured the 1994 World Masters Games for Brisbane
- Chief Executive as a Board Director providing advice and support
- provided office accommodation in the early and late phases of the event to Games organisers

Brisbane City Council

- made available the renamed company structure established for the third Australian Masters Games
- provided \$1 million in contra support (including rental for Games office)
- through the Transport Division assisted with the development of the transport strategy and the MasterPass transport ticket
- outfitted a ferry in Games colours to help promote the Games
- venue managers were most helpful in assisting with arrangements for the Welcome Ceremony and supporting the sports with the presentation of their competition

Department of Tourism, Sport and Racing

- paid the wages of the Sports Liaison Officers during the two years they worked on the Games
- seconded four senior staff to the Games for three weeks to work in management positions
- the Director-General and an Executive Director of the Department were Board Members providing ongoing advice and support to Games staff

Australian Sports Commission

- provided \$300,000 as a grant to assist in the promotion of the Games
- provided advice to management on national and international sport issues

Queensland Tourist and Travel Corporation

- produced a Sunlover Holiday accommodation program for World Masters Games
- provided advice and assistance with the development of the Preferred Travel Agents network
- through the Queensland Government Travel Centre provided accommodation services to participants
- assisted in the funding of international marketing activities
- international managers supported promotions activities and liaised with preferred travel agents



6

S P O R T



THE 30 SPORTS in the 1994 World Masters Games were: archery, athletics, badminton, baseball, basketball, canoeing, cycling, diving, field hockey (women), football — soccer, golf, indoor cricket, judo, lawn bowls, netball, orienteering, rowing, rugby union, shooting, softball, squash, surf lifesaving, swimming, tennis, tenpin bowling, touch, triathlon, volleyball, water polo and weightlifting.

Early in 1992 a number of sports were invited to express interest in participating in the World Masters Games. The selection criteria for sports to take part in the World Masters Games were that sports should:

- * be capable of attracting significant numbers
- * be capable of organising and conducting an international sports competition
- * have an established masters component, nationally and preferably internationally
- * be appropriate as a masters sport
- * be motivated to take part in the World Masters Games
- * have sufficient administrative resources to undertake and complete the event
- * have support from state, national and international federations.

All sports were requested to obtain endorsement from their national sporting association supporting their participation in the Games. The national associations were requested to write to their international sports federation advising them of the sports participation in the Games.

The initial target for participating sports in the Games was 23, each attracting around 400 participants. However, as planning progressed it was obvious that some of the smaller sports were traditional masters sports and complemented other sports at the same venue such as diving and water polo in association with swimming. As a result they were also invited to participate.

The sports were responsible for conducting the actual sports competition for participants which included the selection of venues, scheduling of events, compilation of draws, appointment of officials, production of an individual sports program, and the development and management of a budget.

The World Masters Games secretariat was responsible for the design, compilation and printing of the official Games entry forms from information supplied by sports. The Games office was also responsible for distribution of the forms, although sports were encouraged to distribute the entry forms to potential competitors as well. Completed forms were sent direct to the World Masters Games office by participants. Upon receipt, competitor details from the entry form were entered into the computer. The entry form was then photocopied and the original supplied to the sport. Unfortunately, when the number of entries increased dramatically, the Games office struggled to process the entries as fast as was desired which resulted in a delay in the delivery of entry forms to sports.

ORGANISING COMMITTEES

EACH SPORT WAS REQUIRED to appoint a convenor and an organising committee to be responsible for the organisation and presentation of the sports competition of the 1994 World Masters Games.

Sports were requested to appoint these committees by mid 1993, but it was March 1994 before all committees were in place. These committees met on a monthly basis and the Games General Manager and Sports Manager made themselves available to attend these meetings. A number of the sports found these meetings very successful in informing their committees of what was involved in the Games and of the overall structure of the Games.

SPORTS ADVISORY COMMITTEE

THE SPORTS ADVISORY COMMITTEE was the first active World Masters Games committee. Members of this committee began meeting in 1992 to discuss the sport element of the Games. The purpose of the committee, which featured representatives from a number of the participating sports, was to advise and determine policy on sports related issues.

SPORTS LIAISON OFFICERS

THE WORLD MASTERS GAMES General Manager approached the Queensland Department of Tourism, Sport and Racing in 1992 for funding for part and full-time staff to assist sports in the organisation and presentation of their sport at the Games. The Department supported the idea and agreed to provide the funding. Discussions were then carried out with the sports and agreement was reached on the groupings of sports that these Sports Liaison Officers (the selected title) would be responsible for and the terms and conditions under which the program was to operate.

World Masters Games advertised the positions, the applicants were interviewed by the World Masters Games Sports Manager, a representative from the sports involved and a representative from the Department of Tourism, Sport and Racing. Initially 13 Sport Liaison Officers were appointed.

The first of these Sports Liaison Officers commenced duty on 4 May 1993. The successful applicants ranged from recent university graduates to mature age sports people with a background in sports administration. Two additional sports, orienteering and water polo, arranged with the Department to have their Sports Liaison Officer undertake additional development with the sport and they were based outside of the World Masters Games office. The remainder of the staff, with the exception of the archery liaison officer who was based on the Sunshine Coast, worked out of the Games office.

In most instances, the sports organising committee allocated the administrative duties to the Sports Liaison Officer and this enabled a good flow of communication between World Masters Games staff and the sport. They also eased the burden on management within the World Masters Games because each officer was responsible for several sports and this allowed information to be obtained quickly and dispatched easily. This two-way communication was a major success and enabled the Games and sport to progress their planning more efficiently.

Internal training of the Sports Liaison Officers took place on a continuing basis with both the Sports Manager and General Manager making the development of the Sports Liaison Officers a major priority. Other senior staff worked closely with their training, and the resultant team made a major contribution to the success of the Games.

The support from the Department of Tourism, Sport and Racing was essential to ensure the Sports Liaison Officer program succeeded. Without this support, the sports would have relied on volunteers alone to plan and present their competition.

PARTICIPANT NUMBERS

THE FINAL NUMBER of participants considerably exceeded all expectations, and this created some pressure for the sports.

Golf, for instance, had an indication in June 1994 that it would face difficulty in catering for all participants and chose to stop receiving entries. Additional venues were obtained and extra participants could be accepted. Basketball, squash, tennis and volleyball were also forced to obtain additional venues. In the case of squash and tennis this caused major additional financial costs and considerable changes to the competition format. Canoeing was the sport to suffer most from increased participant numbers as it was locked into a competition schedule which could not be altered. As a result they were forced to compact a large number of age groups to enable all participants to take part in their chosen events.

VENUES

A TOTAL OF 103 VENUES were used for competition. It is to the credit of the Brisbane City Council that a sporting event of this size was able to be substantially accommodated within the sporting venues that the Council made available. All sports also ensured that venues were presented in the best possible manner. It should be noted that there were very few complaints lodged about any of the venues used in the Games.

SPORTS FINANCES/SPONSORSHIP

SPORTS IN THE WORLD MASTERS GAMES were paid an administration grant to assist them in the organisation and presentation of their competition. In most instances this was an amount of \$5000. The smaller sports received a grant of \$2500.

Sports also received \$15 for every registered participant and registered accompanying person. In the final analysis the majority of sports felt this amount was not sufficient to allow them to adequately organise and conduct the competition to the standard required.

In order to assist the sports with funding, it was decided that individual sponsorship would be sought for each sport. This proved successful with only four sports not achieving a naming rights sponsor.

VOLUNTEERS/OFFICIALS

ALMOST ALL SPORTS reported they had sufficient officials to meet the needs of the sporting competition. The few that reported otherwise indicated that they had sufficient numbers at various times but found that overall they could have used more officials.

The majority of officials came from the sports own resources with support by junior segments being provided in a number of sports. Additional resources were provided through the World Masters Games volunteer program, university students, and family and friends of people from within the sports.

ENTRY FORMS

IT TOOK APPROXIMATELY SIX MONTHS to finalise the sports competition information for the World Masters Games entry form, but it should be noted it was extremely difficult for sports to finalise event details two years out from the Games. Following the printing of the original entry form, 16 of the sports amended details. Amendments were made to age categories, events and competition format. Extra events were also added. In weightlifting, a total change was necessary because of an international change to weight divisions which occurred after the initial entry form was printed. Basketball and cycling had to add older age groups to cater for demand.

In some sports the international date of birth eligibility was beyond the last day of the Games which created minor misunderstandings in that competitors who had not yet attained the minimum age were eligible to compete.

RULES

THE MAJORITY of the participating sports conducted their events in accordance with the international rules of their sport. Those sports with specific international masters age rules, played to those.

RESULTS

EACH SPORT WAS RESPONSIBLE for its own competition results, with the added responsibility to provide the Media Centre with major placings for dispatch to Queensland Newspapers for daily publication.

Some problems were experienced in supplying results to competitors, particularly with those sports with large numbers of competitors and a large number of age group events. A number of the sports were also unable to keep the Media Centre updated with current results.

One third of the sports provided participants with results either daily or at the completion of events at venues. These were either available for purchase at a nominal cost or were placed in a prominent position which allowed competitors to copy the results if they wished to do so.

FUNCTIONS

SPORTS WERE REQUIRED to provide a complimentary function for their competitors. These took the form of presentation nights, themed nights, welcome functions, breakfasts, formal dinners, river cruises, farewell functions and barbecues. In the main these were well attended and all sports are to be commended for the quality of the functions they provided for their competitors.

MEDAL PRESENTATIONS

MOST SPORTS gave special attention to their medal presentations with many playing either the Games song or the National Anthem as background to the presentation ceremonies. Presenters were VIPs, Board members and dignitaries arranged by the sport and World Masters Games.

Over 13,000 gold, silver and bronze medals were presented during the Games. The medals, impressive with their distinctive design, were made by a Brisbane-based company, A.J.Parker.



7
REGISTRATION



THE REGISTRATION Department of the World Masters Games was set up to:

- establish and maintain a computerised mailing list
- implement and manage a computerised registration system.

DIRECT MAIL DATABASE

THE SYMANTEC Q&A DATABASE program (run on IBM computers) was selected as the program on which the Games mailing list would be located. The program allowed data files to be updated quickly and easily, statistical reports to be collated, and letter and mailing labels to be produced without re-entry of data.

The categories in which the database files were identified included:

- individuals who expressed interest in competing
- International Sporting Federations and Associations
- International Sporting Clubs
- Australian National and State Sporting Associations
- Australian Sporting Clubs.

At the close of the Games this database held 16,000 entries.

REGISTRATION SYSTEM

THE COMPUTER REGISTRATION SYSTEM used by the World Masters Games to store data on competing athletes was known as the IBM AS/400. It was created by IBM for the 4th Australian Masters Games in Perth in 1993 and modified for use by the World Masters Games.

The System, which ran independently of the PCs used by staff in their general duties, featured software which was amended to mirror the information supplied by participants in the entry form. The data entry procedure was as follows:

- the original entry form was received at the World Masters Games office
- all details contained within were transferred onto the database by data operators, many of them volunteers
- the form was then photocopied for reference and the original forwarded to the sports.

Regular reports updating sports on entry totals were generated from information created and distributed through the Sports Liaison Officers.

Additional software was added to the system to allow the project manager to create statistical reports, mailing labels, and to issue sports specific information and financial details.

Unfortunately when the software for the computer system was set up for use by World Masters Games its capacity was for data on 12,000 competitors only. When it became apparent that there would be upwards of 20,000 competitors, IBM were called in to expand the capacity of the database.

The computer was transferred from World Masters Games House to the Registration Centre for use during the Games and returned afterwards for final reporting.

REGISTRATION CENTRE

DIFFICULTIES WERE FACED in the early planning stages of the Games Registration Centre because of the large number of competitors required to register. Early investigations revealed there was no suitable building space available. World Masters Games then approached the management of South Bank Parklands to discuss the possibility of setting up the Centre in hockers on the grassed section of the Parkland's flag court. South Bank agreed to the use of the site and planning of the centre began.

The original designs and plans, which were drawn up by Rushmans, an English company specialising in registration and accreditation systems, were based on an anticipated 12,000 competitors.

One of the first tasks for the Centre Manager, who was appointed in July 1994, was to increase and refine the design of the centre. The number of Games participants had doubled in size from 12,000 to 25,000 (including registered accompanying people) and as a result, the size and internal layout of the centre had to be modified to ensure a smooth and logical route through the registration process. The revised design allowed for maximum flexibility and reduced potential long queues to a minimum.

The Registration Centre was set up in a 70m x 15m hocker with flooring, office space, power, lighting and air conditioning. It housed:

- Accreditation and Registration
- Over/underpayments
- Payment/accreditation inquiries
- Registration information
- Red Cross first aid
- Administration offices/meeting rooms
- Staff rest area
- Storage facility
- AS400 computer and terminals.

An Information Centre, Merchandise Centre and Media Centre also operated out of smaller hockers adjacent to the Registration Centre. The Information Centre provided general information on the Games, transport and tourism. It also included a St George Bank and tickets sales for Games social events and the MasterPass transport pass.

The Registration Centre was protected with 24 hour security and police from South Bank Police Station included the Centre in their regular patrols. There were no incidents concerning security for the duration of the Games.

Warehouse Facility

EACH COMPETITOR and accompanying person registering for the World Masters Games received a green sports bag containing a t-shirt, souvenir program, individual sports program, sponsor products and general Games information. While this package was an attractive one for the competitor the logistics of packing all 25,000 kits were considerable.

To facilitate the packing and storage of these kits, a warehouse area was secured from Coca-Cola Bottlers, one of the Games sponsors. The Endeavour Foundation were contracted to pack the kits. All contents were delivered to the warehouse for packing before the kits were transferred to pallet boxes for secure storage and easy transportation to the Registration Centre. This proved an extremely effective and trouble-free system.

Also stored at the warehouse were more than 7000 sponsors and directional signs, medical equipment and other items.

Games management were extremely grateful to Coca-Cola Bottlers for providing this facility.

Services to Site

FULL SERVICES AND UTILITIES were supplied to the Registration Centre site. Power was supplied by South Bank, power cabling to the hockers by Queensland Exhibition Services, telephones by Telecom, waste disposal by JJ Richards, cleaning by Wilclean and water from the mains supply. The hockers were also air-conditioned, a decision which was justified by the high temperatures and long working days for staff.



Registration/Accreditation

THE REGISTRATION PROCESS was designed to cope with more than 25,000 people arriving during a three week period. The process was as follows:

- * upon receipt of their paid entry, participants were sent a letter asking them to bring proof of identity when registering
- * at the Registration Centre they went to a counter indicated by the initial letter of their surname
- * they were then issued with a pre-printed accreditation pass showing their name, country, participant number and sport; together with a green sports bag registration kit.

The system worked efficiently, and at peak times the maximum waiting time for registration was five minutes.

Staffing

THE CENTRE WAS STAFFED by the Registrations Manager who co-ordinated four operations managers, 45 shift managers and 357 volunteers. Volunteers were rostered on four hour shifts operating between 8am and 8pm seven days a week for the three weeks the centre operated.

At least one operations manager was on duty for each shift and assumed immediate responsibility for the site. The shift managers provided hands on direction for the volunteers. There were also several specialist areas of work within the centre such as interpreters, transport and administration.



8

PROMOTIONS AND
PUBLIC RELATIONS



PROMOTION of the 1994 World Masters Games was a challenge. The event was virtually unknown, both within Australia and throughout the world, and limited information was available on international and national masters sporting associations and contacts.

However, through many letters and faxes to existing contacts requesting information on events as well as names and addresses of relevant sporting contacts, an extensive listing of sporting associations and events through which the Games could be promoted was developed.

Overall, the promotions and public relations activities of the World Masters Games were many and varied, but they all contributed to the fact that more than 23,000 athletes participated in the 1994 World Masters Games.

STRATEGIES

THE ORIGINAL WORLD MASTERS GAMES promotions strategy was prepared in late 1992 and after several amendments was completed early 1993. The strategy provided a broad based outline on the marketing aims and objectives of the World Masters Games, but allowed for flexibility within the Games marketing activities according to needs at the time.

The main promotions activities for the 1994 World Masters Games involved:

- direct mail
- promotion at events and through sporting associations
- advertising in select publications
- promotion through the Preferred Travel Agents Network.

While separate international and domestic (Australian) strategies were written, both were aimed directly at the potential masters participants. The main difference between the two was that the international strategy was centred around a team of preferred travel agents who would market the event overseas. The activities of these agents, combined with support from the international offices of the Queensland Tourist and Travel Corporation, Qantas Airways, and the Australian Tourist Commission, accounted for the majority of the Games international marketing activities.

LOGO

THE LOGO for the 1994 World Masters Games was designed by a Brisbane company in 1992/93 and was without a doubt a tremendous success. The simple lines and bright colours of the logo's 'running figure' branded the Games throughout Australia as well as overseas.

PROMOTIONAL LITERATURE

PROMOTIONAL LITERATURE produced by the Games office included brochures, sports information sheets, the entry form, venue maps and newsletters. The original marketing brochure for the Games included a tear-off return slip which was very successful in expanding the mailing list.

All literature was distributed through the Preferred Travel Agent's Network internationally, and at key sporting events. Within Australia, the literature was available nationally from the St George Bank and Qantas offices, as well as at sporting events.

The Games video was another effective promotional tool, (this was updated several times prior to the Games). Games posters were designed, printed and distributed world-wide, and Games t-shirts and caps were worn by staff and sports people when promoting at events. Supporters kits, featuring banners, posters and other signage were sold prior to the Games to local businesses. A number of inner city shops took advantage of this opportunity to welcome the Games and its athletes to Brisbane and the end result was a colourful array of banners and Games logos in shopping centres and stores.

DIRECT MAIL

DIRECT MAIL was the major marketing activity. Initially a brochure was mailed to potential competitors on a database which was compiled from mailing lists of previous international and Australian events. As enquiries increased and the database grew — it reached 16,000 names — all names on the database were sent regular newsletters and updated information on the Games. Four newsletters were produced before the Games and they were a valuable means of communicating with potential participants. The newsletters encouraged athletes to enter early and provided updates on information such as social events, transport, the MasterPass transport pass, registration and contacts for booking accommodation and travel. Sports information was also included with the newsletter mail-out.

SPORT PROMOTION

AN EXTENSIVE SPORTS CALENDAR featuring Australian and international masters sporting events in 1993 and 1994 was prepared and became a critical promotional tool. Information from this calendar was incorporated into a promotions strategy for each sport. Games representatives and ambassadors attended as many of these events as possible to promote participation at the World Masters Games.

Supporting promotional activities included representation at a limited number of special events such as sports, health and leisure shows. Media road shows aimed at attracting regional media coverage also took place in New South Wales and Victoria. They were supported by a story placement program in which competing athletes were put forward as potential stories to the media in their region. The response to the road shows and story placement program ensured good promotion occurred through the media in regional Australia.

MEDIA COVERAGE AND LIAISON

WORLD MASTERS GAMES achieved publicity via both print and electronic media in the metropolitan, regional and suburban regions. The challenge was in achieving publicity for an event that did not have a high profile.

Difficulties were experienced because publicity was required a long way out from the event, yet media felt the Games was not newsworthy. To rectify this problem, personalities who were willing to endorse and publicise the event were identified and put forward to media as possible stories. This helped increase media interest.

From March 1994, a media bulletin was produced weekly featuring different and interesting pieces of information about the Games. These bulletins were very popular with many reporters who used this information for their columns.

A list featuring biographies on high profile national and international competitors, as well as some of the older participants, was one of the most useful documents compiled for media as it was these people that they were interested in. While some sports found this disappointing, it did give the event entree to the media and they could then be encouraged to feature lesser known athletes with an interesting story to tell.

NATIONAL LAUNCH

THE 1994 WORLD MASTERS GAMES were formally launched in Australia in February 1994 at three concurrent breakfasts. While the major launch was held at a breakfast at Kodak Beach, South Bank Parklands, another two were held in Sheraton Hotels in Sydney and Melbourne to increase exposure. The Games were officially launched by Queensland Premier Wayne Goss at the Brisbane launch which was broadcast live throughout Australia on Channel Nine's Today Show.

Guests at all three breakfasts included sporting personalities, business identities and sponsors. At each breakfast media attending the launch were encouraged to interview those present, and in Sydney and Melbourne additional interviews were set up with local television and radio stations.

EDITORIAL SCHEDULES

IN JULY 1993 editorial schedules were set up with the aim of obtaining editorial coverage in sports publications throughout the world. Details on all available publications were sourced and the timing of deadlines established. These publications were sent regular media releases for each issue up to the start of the Games. These releases were sports specific and gave details on the specific sport competition as well as general information on the Games.

ADVERTISING

LIMITED ADVERTISING was carried out in event programs and specific sports publications. This advertising was determined by the price and suitability of the magazines for Games' promotion. Internationally World Masters Games advertised co-operatively with travel agents where possible. Sponsorship by Channel Nine allowed World Masters Games to undertake a television advertising campaign throughout Queensland familiarising locals with the Games and encouraging athletes to compete. Toward the close of entries in July 1994, Channel Nine generously scheduled additional ads to run in Sydney and Melbourne, and IMG were also able to assist with some scheduling on Channel 7.

The television advertisement was amended several times as the Games drew nearer. The first version was introductory with the aim of increasing general awareness of the event, the second encouraged people to enter and highlighted the 15 July 1994 closing date. The final advertisement, run in Brisbane only, promoted ticket sales for the Welcome Ceremony. It was supported by ABC Television promos, advertising on Radio 4KQ and press advertising in *The Courier-Mail*. A number of radio stations also ran community service announcements.

CALL TO ACTION

THE CLOSING DATE FOR ENTRIES to the Games was 15 July 1994. To remind athletes of this early closing date, the phrase "You'll never be too old, make sure you're not too late" was developed and incorporated on a poster. This slogan proved very successful as more than 10,000 entries were received the week entries closed.

SPONSOR PROGRAMS

MANY SPONSORS helped the Games attract community support and participation through additional activities over and above their financial support. These included providing people to sit on committees, the production of World Masters Games specific product and provision of additional equipment beyond sponsor agreements.

While all sponsors were extremely generous in their support of the Games some of the additional activities which occurred included Castlemaine Perkins producing a commemorative XXXX Gold can for distribution in the market in August and September and an outdoor billboard at Yatala featuring the Games; Channel Nine more than tripling their original commitment in advertising airtime and providing a number of their on air personalities as MCs for various functions; Coca-Cola Bottlers generously providing a warehouse facility for the packing and storage of registration kits; DPE International distributing posters to businesses throughout Australia, decorating their vehicles in Australia, Singapore, Hong Kong and the UK with World Masters Games decals, transporting registration kits from the warehouse to South Bank during the Games and delivering the daily newsletter to all major venues; Qantas and St George distributing entry forms and brochures through their offices; and Sheraton Brisbane Hotel and Towers providing venues in Sydney and Melbourne for the national launch.



9

INTERNATIONAL
TRAVEL AGENTS
NETWORK



THE 1994 WORLD Masters Games International Preferred Travel Agents Network was created in 1993. The aim was to increase the global representation of the event and to provide international marketing partners.

The agents were given preferred status only and not exclusivity to sell the Games as a large number of visitors would be independent travellers and needed the freedom to make their own arrangements if desired.

THE AGENTS

PREFERRED TRAVEL AGENTS were appointed in:

New Zealand

GO INTERNATIONAL	Auckland
SPORTS ABROAD	Auckland

Asia

CONCORDE TRAVEL	Hong Kong
DRAGON ROSENBLUTH	Taiwan
HOLIDAY TOURS	Malaysia

Japan

KINGS NIPPON TOURIST CO	Tokyo
JAPAN TRAVEL BUREAU	Tokyo
NIPPON EXPRESS CO	Tokyo

Europe

AUSTRALIAN TRAVEL CENTRE	Netherlands
BENNS REJSER	Denmark
DER	Germany
GULLIVERS SPORT TRAVEL	England
EMHOLE	Switzerland

South Africa

BLUE CHIP	Sandown
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US/Canada

ACUTRAVEL	Chicago
CROWD PLEASERS	Portland
KRISTENSEN INTERNATIONAL TRAVEL AND TOURS	Minneapolis
SPORTS TRAVEL INTERNATIONAL	San Diego
ANZA TRAVEL	Vancouver
KARMA TOURS	Ontario

South America

MARISPORT	Argentina
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Although substantial time and effort went into the establishment and management of the Preferred Travel Agents Network only 26 percent of international participants, or 1049, booked through these agents.

A disappointing result and one that can be attributed to a number of factors:

- in some cases, the preferred agents' packages would appear to have been too highly priced for participants who opted to make their own travel arrangements
- World Masters Games invested in these agents to actively sell the event internationally. All preferred agents were supplied with substantial quantities of Games brochures, ads, posters and other promotional material, yet a major percentage of preferred agents did not actively promote the Games to clients
- all were allocated considerable funds for co-operative marketing activities such as advertising and networking with potential competitors at sports events, yet these funds were not necessarily spent for each market
- although individual commission agreements were drawn up with each of the preferred agents, based on their anticipated bookings, not one reached their targeted number of bookings.

However the value of having a local contact, such as a preferred travel agent in international markets, cannot be underestimated. Correspondence received by the World Masters Games office in Brisbane confirmed that international athletes required a contact in their country/continent from whom they could obtain information about the Games, accommodation and travel.

Each international athlete enquiring about the Games was sent a listing of the preferred agents and encouraged to book through them. This message was reinforced in each issue of the Masterfile newsletter which was sent out to potential competitors prior to the Games.

Two inbound operators, Bob Wood South Pacific Travel and Australian Tours International, were appointed to work with the preferred agents to obtain the desired accommodation for the athletes from budget through to five star.

The managers of the Queensland Tourist and Travel Corporation International Offices also offered assistance through regular contact with the agents from whom they obtained reports on the progress of bookings for the Games.



10

W E L C O M E
C E R E M O N Y



THE WELCOME Ceremony was the centrepiece of the 1994 World Masters Games.

Her Excellency Mrs Leneen Forde AC, Governor of Queensland, and Patron of the 1994 World Masters Games, officially opened the Games at this ceremony before a crowd of almost 40,000 people.



Speeches were also made by Mr David Williams, Chairman of the International Board of Governors, Mr Bob Gibbs, Minister for Tourism, Sport and Racing, and World Masters Games Chairman, Mr Ian Brusasco. Many other dignitaries, including representatives of Durban and Portland, the two cities bidding for the 1998 Games, were present in the audience. The aim of the ceremony held at ANZ Stadium, Nathan, on 1 October, the middle Saturday of the Games, was to welcome the athletes to Brisbane. In a spectacular ceremony reminiscent of the 1982 Commonwealth Games Opening Ceremony, thousands gathered to celebrate the Games.

The Welcome Ceremony was the only event in the Games to which tickets were sold to the general public. In response approximately 25,000 people attended.

The central theme of the Ceremony was, 'we have a dream to share' taken from the commissioned song of the Games, 'The Challenge Never Ends' and the stars of the ceremony were the athletes. It featured both entertainment and ceremonial activities ranging from marching bands and logo formations to

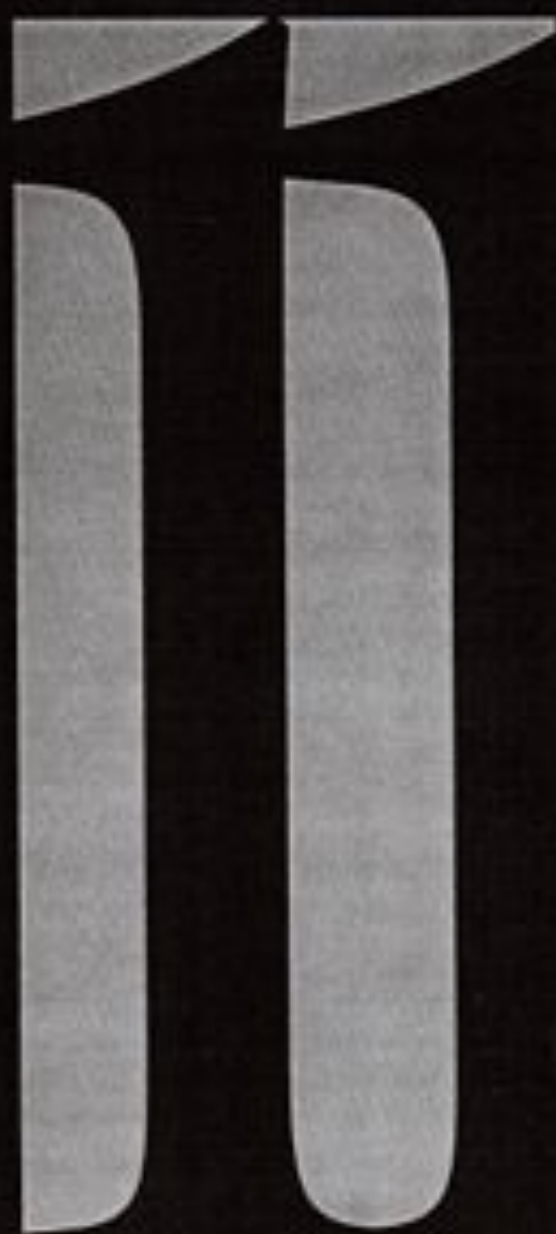


the delivery of an athletes oath and the announcement of Portland, Oregon as the host city of the 1998 World Masters Games. Australia's 'Phantom of the Opera' Anthony Warlow sang the Australian national anthem.

The highlight of the ceremony was undoubtedly the parade of athletes in which approximately 16,500 of the Games' 23,000 participants marched. This resulted in a colourful and moving parade lasting 45 minutes as group after group of athletes filed into the stadium, cheering and waving flags as they made their way around the track.

Competition had already ended for some of the athletes marching, while others still had theirs to come, but the smiles on all their faces were a testimony of the pride they felt to be taking part in one of the greatest sporting events the world has ever seen.

The two hour ceremony concluded with a spectacular fireworks display. It was followed by a party on the field with music provided by the Little River Band. The first hour of the ceremony was telecast live throughout Australia by ABC Television.



11

ECONOMIC
IMPACT



THE WORLD MASTERS Games was arguably the best patronised and most successful multi-sporting event ever held. The Games were predominantly patronised by individuals born post World War II until the early 1960s. These individuals are in the main, relatively affluent, more lifestyle oriented and more globally mobile than previous generations.

The economic returns of the Games to Australia came about in several areas. First and foremost the event attracted overseas tourists, many of whom holidayed elsewhere in Australia as well as Brisbane.

In addition, short term corporate expenditures were attracted into the region in the form of sponsorships, expenditures on competing, and a number of corporate promotional activities associated with the event.

The event also achieved media and promotional coverage that portrayed Australia as an exciting and attractive place to visit. This exposure has long term benefits which extend well past the World Masters Games.

Management consultants Ernst & Young were appointed by the Queensland Events Corporation to assess the economic impact of the 1994 World Masters Games.

Their findings show that the 1994 World Masters Games generated:

- an economic return to Queensland of \$50.6 million, including \$48 million to the Brisbane/Moreton region
- an economic return to Australia of \$58.5 million
- approximately 1160 years of employment in Queensland and an additional 292 years of employment in the rest of Australia
- a promotional impact in excess of \$2.4 million through media stimulation
- additional revenues for the State Government of between \$1.55 million and \$2.07 million
- income taxation revenues for the Commonwealth of up to \$5.17 million
- other revenues for the Commonwealth of up to \$1.5 million from international tourism.

While a number of the economic benefits were distinctly of benefit to Brisbane — such as expenditure in the retail, accommodation and food sectors, the event benefited all of Australia. (REFER TO APPENDIX 5)

As well as yielding excellent economic benefits, the event provided a recreational opportunity which Australians would have otherwise been unlikely to experience.



12

THE FUTURE

THE WORLD MASTERS Games will live on — through the 1998 Games in Portland, Oregon, and in the others that follow every four years.

Many and varied lessons were learnt during the planning and running of the 1994 World Masters Games. The success of the Brisbane Games has made this event one which will be sought after by future host cities.

A full list of recommendations has been passed on to the International Board of Governors and organisers of the 1998 World Masters Games to assist them in their planning of another great event!

ACKNOWLEDGMENTS

THE 1994 WORLD MASTERS GAMES ACKNOWLEDGES THE FOLLOWING GROUPS FOR THEIR OUTSTANDING SUPPORT

Government sponsors:

AUSTRALIAN SPORTS
COMMISSION
BRISBANE CITY COUNCIL
QUEENSLAND DEPARTMENT
OF TOURISM, SPORT
AND RACING
QUEENSLAND EVENTS
CORPORATION

Major sponsors:

CASTLEMAINE PERKINS
LIMITED
CHANNEL NINE BRISBANE
COCA-COLA BOTTLERS
DPE INTERNATIONAL
IBM
INCHCAPE OFFICE PRODUCTS
POWER BAR
QANTAS
SHERATON BRISBANE HOTEL
AND TOWERS
ST. GEORGE BANK

Sport sponsors:

AUTO BREAK SERVICES —
Squash
BILLY'S BEACH HOUSE
CUERVO ESPECIAL TEQUILA
— Beach Volleyball
COLORCORP AUSTRALIA —
Badminton
COUNTRY BAKE — Baseball,
Touch
and Indoor Cricket
COOL ME DOWN — Lawn
Bowls
DENMAC FORD — Golf
DRAKE OVERLOAD — Rugby
Union

EASTON SPORTS AUSTRALASIA
— Archery
MEDICAL BENEFITS FUND OF
AUSTRALIA — Netball,
Triathlon and Women's Hockey
NERADA TEA — Tennis,
Orienteering
PAULI TRIM — Softball,
Swimming, Diving, Water Polo
PHILIPS MOBILE
COMMUNICATION SYSTEMS
— Cycling
PRECISION EYEWEAR — Football
(soccer)
SHIP INN — Volleyball
SORBENT — Weightlifting
STREETS ICE CREAM — Athletics
TELECOM — Basketball
WET VEST — Canoeing and
Rowing

Official supporters:

AVS — official camera, ANZ
Stadium
THE COURIER-MAIL AND
SUNDAY MAIL (official
newspapers)
HERTZ (preferred car rental
company)
K. JEANS HIRE (official hire
supplier)
MCGUIGAN BROTHERS WINES
(official wine supplier)
PHILIPS MOBILE
COMMUNICATION SYSTEMS
(official supplier of two way
radios)
THE QUEENSLAND TOURIST
AND TRAVEL CORPORATION
TELECOM AUSTRALIA
PEREGRINE INVESTMENTS

Thank you also to:

BUREAU OF ETHNIC AFFAIRS
BRISBANE TRANSPORT
BRISBANE VISITORS AND
CONVENTION BUREAU
CITYTRAIN
COACHTRANS
DEPARTMENT OF IMMIGRATION
AND ETHNIC AFFAIRS
FEDERAL AIRPORTS
CORPORATION
GRIFFITH UNIVERSITY
INTERNATIONAL BOARD OF
GOVERNORS
QUEENSLAND AMBULANCE
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QUEENSLAND CULTURAL
CENTRE TRUST
QUEENSLAND GOVERNMENT
TRAVEL CENTRE
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QUEENSLAND POLICE
QUEENSLAND UNIVERSITY OF
TECHNOLOGY
SOUTH BANK PARADES
SPORTS CONVENORS AND
VOLUNTEERS
SPORTS MEDICINE AUSTRALIA
ST ANDREW'S EMERGENCY
CENTRE
ST JOHN'S AMBULANCE
THE BRISBANE BUSINESS
COMMUNITY
THE VOLUNTEER CENTRE
UNIVERSITY OF QUEENSLAND
WORLD MASTERS GAMES
BOARD OF DIRECTORS
WORLD MASTERS GAMES
VOLUNTEERS

APPENDIX 1

1994 WORLD MASTERS GAMES INTERNATIONAL BOARD OF GOVERNORS

DAVID WILLIAMS (CHAIRMAN)	Director-General, Queensland Department of Tourism, Sport and Racing (AUSTRALIA)
DR TAMAS ALAN	Secretary General, International Rowing Federation (HUNGARY)
Y.A.M. TUNKU IMRAN	President, World Squash Federation (MALAYSIA)
DENIS OSWALD	President, International Rowing Federation (SWITZERLAND)
GUNNAR WERNER	Honorary Secretary, International Swimming Federation (SWEDEN)
DR SARAH SPRINGMAN	Vice President, International Triathlon Union (ENGLAND)
BENT AGERSEKOV	Representative of the National Olympic Committee of Denmark (DENMARK)
BORGE KAAS-ANDERSEN	Secretary General, Masters Games International (DENMARK)

APPENDIX 2

ORGANISING COMMITTEE

STEPHEN SCOTT	World Masters Games (Chairman)
DR IAN BRANDON	Medical Advisory Committee
PAT CUNNINGHAM	Volunteer Committee
RICK DAVIS	Entertainment Committee
DON KAHL	Media and Communications Committee
DEL LINDSAY	Hospitality and Protocol Committee
CHRISTINE LOHMAN	Promotions Advisory Committee
PAGE LUNDY	Registration Centre Committee
RON LUNT	Transport Committee
SCOTT ALTON	Venue Committee
STAN PERKINS	Sports Advisory Committee
URI THEMEL	Ethnic Communities Representative
SNE. SGT IAN TOWNSLEY	Police Representative

APPENDIX 3

1994 WORLD MASTERS GAMES STAFF

LOIS APPLEBY	General Manager
ADRIENNE COSTIN	Communications Manager
JENNY DUMENTO	Executive Assistant
LILY DJUROVIC	Secretary
ANNE-MARIE HUXLEY	Public Relations Manager
JOANNE MARANTA	Receptionist
SUE McLEAN	Registration System Assistant
JOHN O'SULLIVAN	Project Officer
STAN PERKINS	Sports Manager
JANE POWER	Media and Promotions Assistant
ANASTASIA RENSHAW	Registration System Coordinator
IAN ROWAN	Registration Centre Manager
STEPHEN SCOTT	Deputy General Manager
SUELLEN THOMPSON	Accountant
JENNIFER WALKER	Educative Assistant

Trainees

LISA HIGSON	SCOTT PAKLEPPA
LIZA SEETO	BARRARA O'CONNELL

Sports Liaison Officers

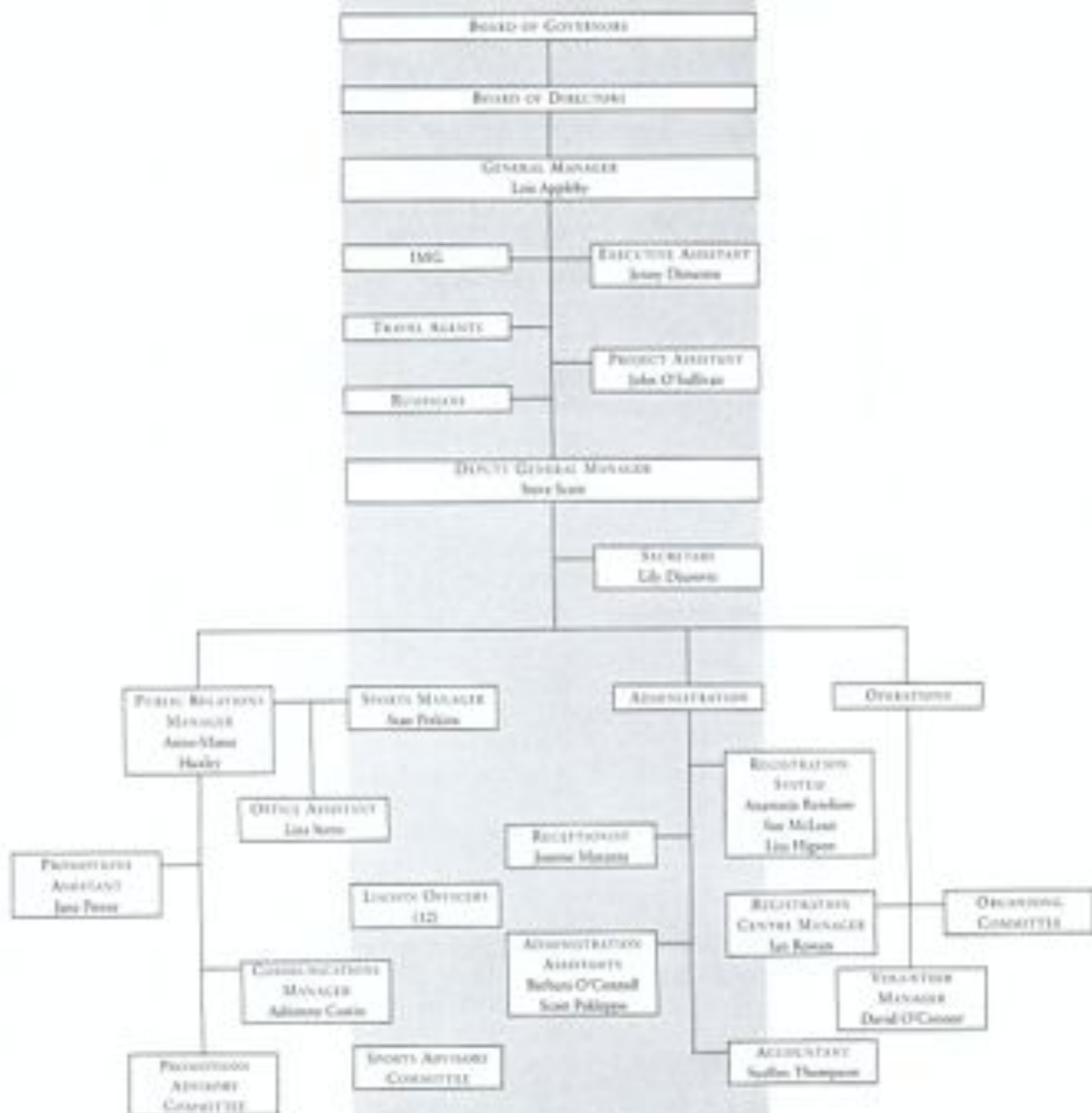
LACHLAN BEGG	Athletics, Rugby Union, Shooting
BRIAN CHAPMAN	Women's Hockey, Triathlon
DENISE COX	Softball, Football, Weightlifting
ROY KNIGHT	Surf Lifesaving, Canoeing, Rowing
PETER MARSHALL	Basketball, Volleyball, Tenpin Bowling
PETER MCCARTHY	Golf, Badminton, Cycling
JOHN MICHAELS	Water Polo
MALCOLM MILNER	Orienteering
TORY NICHOLSON	Baseball, Tennis, Squash
WARREN SMITH	Archery
JEFF STEWART	Judo, Touch, Indoor Cricket, Netball
CAMERON VAN BALEN	Swimming, Diving, Lawn Bowls

SECONDEES

LEE BAKER	Transport Co-Ordinator — Brisbane City Council
BRIAN BAKER	Registration Centre — Department of Tourism, Sport and Racing
GARY HENNINGSEN	Communications Co-Ordinator — Department of Tourism, Sport and Racing
LILLY RABOWNS	Newsletter Editor — Department of Tourism, Sport and Racing
ROGER DE SALLE	Games Liaison Officer Co-Ordinator — Department of Tourism, Sport and Racing

APPENDIX 4

CORPORATE CHART

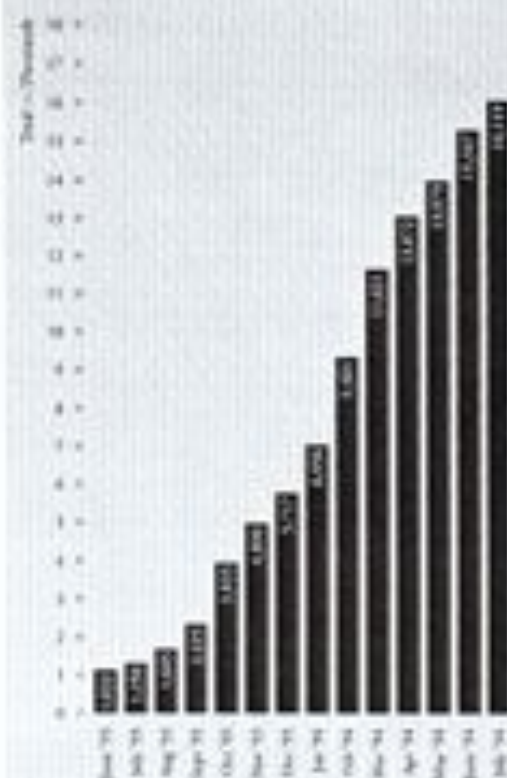


- DEPUTY GENERAL MANAGER — main responsibility Administration and Operations
- LIAISON OFFICERS (12) — Departments of Sport funded sport administration post

APPENDIX 5

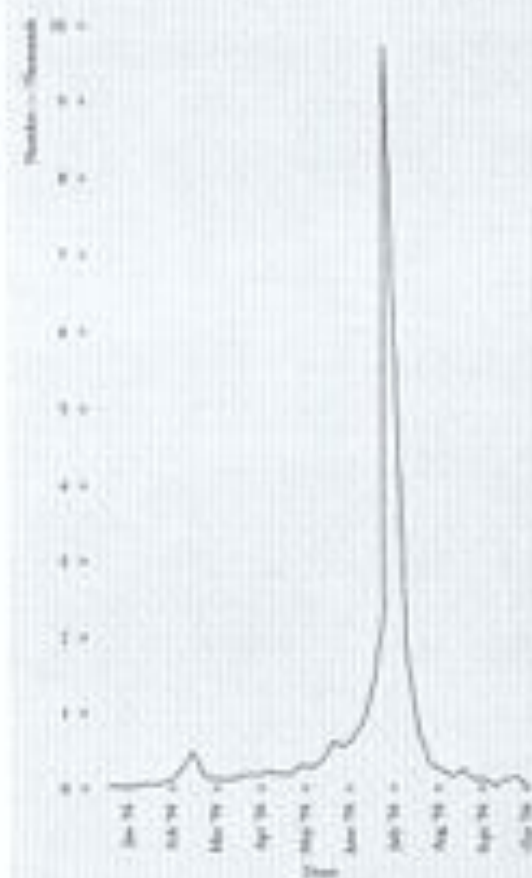
GRAPH 1

Expressions of
interest
(As at end of each
month)

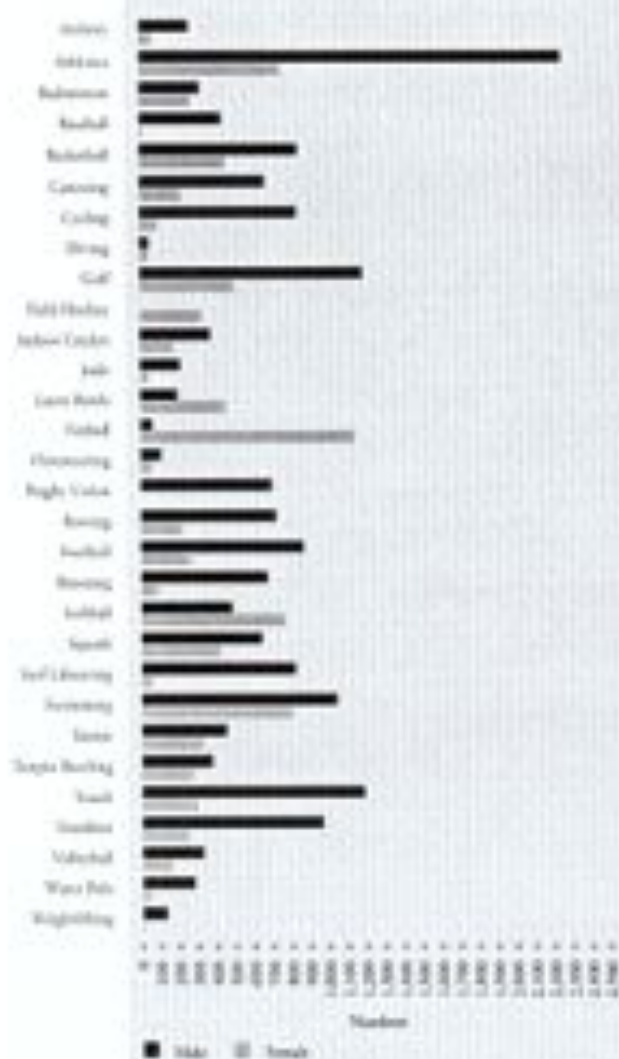


GRAPH 2

Weekly Rates of
Registrations

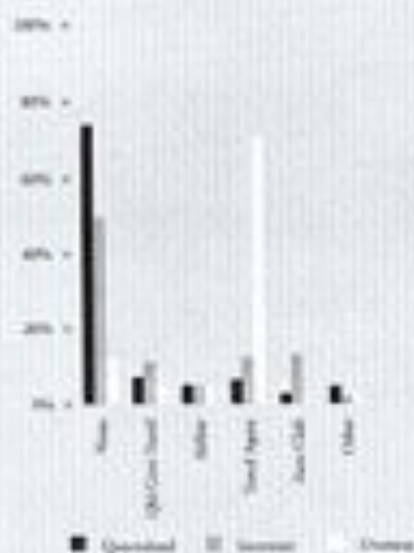


APPENDIX 5



GRAPH 3

Male and Female Participation

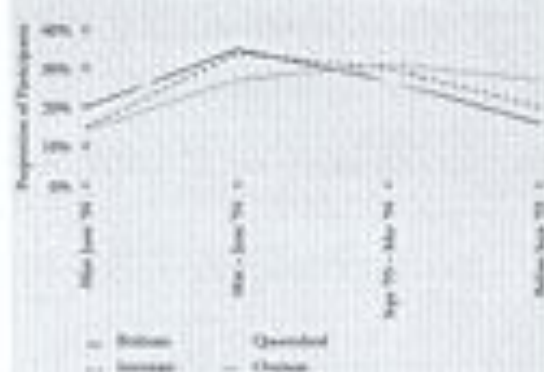


GRAPH 4

Information Source to Plan Trip

APPENDIX 5

GRAPH 5
Decision to Attend



GRAPH 6
Age Characteristics of Participants



GRAPH 7
Gender of Participant by Origin



APPENDIX 5



GRAPH 8

Gender of Attendees



GRAPH 9

Industry Impact in Australia



GRAPH 10

Industry Impact in Queensland

APPENDIX 5

TABLE 1

Brisbane
Participation
Report

SPORT	RECEIVED	TARGET	% OF TARGET
Archery	332	500	66%
Athletics	3,010	1,200	250%
Badminton	582	600	97%
Baseball	436	450	96%
Basketball	1,291	600	215%
Canoeing	890	400	222%
Cycling	921	600	153%
Diving	77	120	64%
Golf	1,688	1,500	112%
Field Hockey	335	160	209%
Indoor Cricket	538	500	107%
Judo	244	300	81%
Lawn Bowls	651	450	144%
Netball	1,197	500	239%
Orienteering	157	150	104%
Rugby Union	708	600	118%
Rowing	926	500	185%
Football	1,128	700	161%
Shooting	776	450	172%
Soccer	1,267	700	178%
Squash	1,057	650	162%
Surf Lifesaving	883	600	147%
Swimming	1,841	1,000	184%
Tennis	777	450	172%
Teppin Bowling	636	500	127%
Touch	1,477	600	246%
Triathlon	1,189	600	198%
Volleyball	465	250	186%
Water Polo	310	320	96%
Weightlifting	151	100	151%
TOTALS	25,900	16,05	161%

APPENDIX 5

TABLE 2

Competitors
by Country

COUNTRY	TOTAL	COUNTRY	TOTAL
Argentina	84	Mozambique	1
Armenia	2	Namibia	1
Australia	19,719	New Caledonia	12
Austria	34	New Zealand	884
Bangladesh	6	Northern Mariana Id	5
Barbados	2	Norway	5
Belgium	1	Papua New Guinea	328
Botswana	2	Paraguay	1
Brazil	15	Peru	3
Bulgaria	54	Philippines	2
Canada	361	Poland	12
Czech Republic	114	Portugal	1
Denmark	56	Puerto Rico	3
England	62	Romania	292
Estonia	32	Saudi Arabia	1
Fiji	2	Scotland	10
Finland	33	Singapore	3
France	3	Slovakia	2
Germany	135	Slovenia	2
Guam	52	South Africa	117
Guatemala	4	Spain	5
Hong Kong	32	Sri Lanka	33
Hungary	81	Sweden	20
India	75	Switzerland	26
Indonesia	16	Taiwan	114
Ireland	9	The Netherlands	12
Israel	4	Ukraine	45
Italy	8	Uruguay	32
Japan	167	USA	403
Kazakhstan	43	Vanuatu	2
Korea	29	Wales	2
Latvia	62	West Indies	3
Lebanon	2	Yugoslavia	2
Lithuania	62	Zambia	1
Luxembourg	2	Zimbabwe	5
Mexico	9	TOTAL	23,659