



Post Event Evaluation



Under 17 Men racing - Murwillumbah on the 'Stan Brims Criterium' circuit

Prepared for



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BATTLE ON THE BORDER PROGRAM

Thursday 2 May (stage 5)

Point Danger to Mount Warning
NRS Mens Classic Road Race – 111km



Friday 3 May (stage 1)

Murwillumbah, Terranora, Bilambil
Road Race – 55.90km to 92.30km



Saturday 4 May (stage 2)
Murwillumbah
Individual Time Trial – 9.3km



Saturday 4 May (stage 3)
Murwillumbah
Stan Brims Criterium



Sunday 5 May (stage 4)
Salt Village, Cabarita, Burringbar range
Road Race – 45.90 to 99.30km



EXECUTIVE SUMMARY

The 2013 Battle on the Border Cycling Festival (hereafter referred to as the Battle) was the most complex racing tour in its five year history, and the most difficult cycling program in Australia in terms of delivery given the nine races per day, multiple distances, multiple grades, multiple sites and concurrent varying distance courses.

The organisers have achieved most preset goals except for Social Ride sales and have certainly exceeded QSMsports', Tweed Shire Council's and Cycling authorities' expectations in terms of number of entries, \$1.32 million economic impact (direct visitor spending), number of spectators and number of visitors.

Customer satisfaction ratings are "very good" (51%) to "excellent" (32%) and the inclusion of the acclaimed Men and Women NRS (National Road Series) racing achieved the much sought after national media profile with coverage on NBN Gold Coast and on SBS One.

The 2013 vision and mission are considered fulfilled for the 5th edition of the cycling festival.

The major focus for the Battle organisers for 2013 were:

- 1. Safety improvements through rolling road closures for all races*
- 2. New courses to accommodate larger pelotons and more races*
- 3. Addition of the feature race for the NRS Men from Point Danger to Mount Warning.*



Ruth Corset, winner of the Women NRS at the 2013 Tour de Tweed

Battle on the Border Vision 2013


“The Battle on the Border Cycling Festival strives to create an entertaining yet environment friendly cycling event with as much community involvement as possible at the heart of some of the most challenging mountain rides and spectacular scenery in the world”.

Battle on the Border Mission Statement

“The Battle is being positioned in May 2013 as a major marquee sports tourism driver and will have high profile presentation and engagement for all participants to secure its place as the leading east coast cycling festival on the Australian sporting calendar”.

Whilst resource limitations in Northern Australia in terms of policing, traffic control, officials, commissaires, volunteers and qualified event crews made some aspects of the event particularly difficult; and despite new courses for every stage, the 2013 Battle on the Border was a major success.

Furthermore, the delivery of the social rides was not of sufficient standing to meet the participants’ expectations and major improvements will be required in 2014.

The forward plan for the 2014 Battle has accounted for shortcomings evident in 2013 and started to implement necessary changes to deliver a fault tolerant festival of tour racing and social rides in ten months time. Some of the major focus points for 2014 are marked in this document with a  icon.

Finally, the issues associated with managing courses often 100% longer than those previously used (a total of 400kms of roadways) changed the management dynamic of this event, and recognition must be given to New South Wales Police commands, officers of the Tweed Shire Council, Bob from Traffic Control, our crews, Stan Brims, Greg Bateson, Rob Craig and the QSMsports staff who excelled and met each challenge head on with passion and enthusiasm.

After all, how many Race Directors will run 600 plus time trial’ers on 20 second intervals whilst conducting a criterium on over lapping race circuits...?

Congratulations to a great Battle Team for a job very well done.



Research Intent



This research and analysis was conducted by Consultants - *Destination Research & Development*, and is designed to measure the success of the Battle on the Border 2013. More precisely, the study describes the demographic profile of visitors and participants attracted to the Battle, their level of

satisfaction with the event, as well as the estimated economic contribution of the Battle to the local community.

The research is also intended to provide feedback to stakeholders on the social, ecological and community impact of the Battle and provide yearly comparatives. The following research results are based on results from an online survey taken by 210 respondents from the 612 competitors at the Battle (34% sample).

Key Findings

Participants

- The Battle attracted **612 competitors and 98 staff** and officials from outside the region, interstate and overseas for the main racing program, the Tour de Tweed
- A social cycling event, the 'Gran Fondo' attracted an additional 97 participants from local and interstate regions
- The Battle attracted groups of athletes with each competitor coming with an average of 3.7 other competitors and bringing 2.4 supporters with them
 - This suggests that the total number of unique visitors to the Battle was 2,608
- **83% positive rating: "very good" (51%) or "excellent" (32%)**
- There is also a list of priority recommendations from participants comments in the survey and various debriefs.

Tourism

- Based on the **average stay of 3.79 nights** for competitors, and 2.2 nights for social riders, the total visitor bed nights generated by the Battle was approximately 9,146
 - As a comparison, the average stay was 3.10 nights in 2012
 - It should be noted the core event, the Tour de Tweed, is only three days and that participants stayed 3.79 nights
- There is an increase in the percentage of respondents staying in the region rather than returning home
 - This has risen from 70% (2010), 78% (2012) to 96% in 2013

- The majority stayed in Kingscliff (59%), but also in the Tweed Shire towns of Pottsville, Murwillumbah and Tweed Heads
- **24.60% of participants had never come to the Tweed** prior to the Battle and 74.90% indicated they would come back to participate in the event next year.



1. *Increase duration of stay to exceed 4 nights*
2. *Create a pre-Battle training program for the six week period prior to the Battle*
3. *Encourage participants to stay in the region the week after the event.*

Economic Return

- The Battle generated an estimated **\$1.32 million in direct visitor spending** with the majority of expenditure related to accommodation
- **80% consider returning to the Tweed** for a day trip or a holiday in the future.

The research also suggests that:

- The attraction of the Battle is the opportunity to race in a challenging environment such as is provided by the Tweed Shire region
- Cyclists are attracted by difficult, mountainous courses where their race craft gets tested
- Participants, however also value the opportunity to race competitively, and as such have exacting requirements with regards to race organisation and safety
- The multi-stage racing offered by the Battle is an unusual program and appeals to a broader target audience.



Exhausted riders after the Mt Warning climb

STAKEHOLDERS

The Battle on the Border only occurs due to the integral partnerships between QSMsports, Destination New South Wales, the Tweed Shire Council, New South Wales Police, Cycling Queensland, Cycling Australia, Destination Tweed, Roads and Maritime Services, National Parks and Wildlife Service and the many officials and volunteers.

Destination New South Wales first time support as a Strategic Partner and passion for the community events as well as the involvement of all other stakeholders contributed greatly to the success of the Battle.

Special thanks go to New South Wales Roads and Maritime Services for allowing us to be the first sporting event to use part of the Pacific Highway.

Thank you to the New South Wales National Parks and Wildlife Service for opening the closed Heritage Park of Mt Warning.

Particular recognition must be given to the Police commands of Lismore/Ballina, Byron and Tweed for continued support and guidance. The Police services throughout the Battle on the Border were exceptional.



PARTICIPANTS REGION OF ORIGIN



The table below indicates where respondents emanated from. The percentages indicated for 2013 show marked differences to those for 2012. For example, the number of respondents from Queensland dropped by 21% (with Brisbane accounting for 10% of this decrease) whilst those from New South Wales increased 10% and those from other States also rose by 10%. Victoria in particular experienced a significant rise (from 2% to 6%), whilst interestingly the percentage of Tweed Shire residents dropped markedly from 6% to 1%.

The main reason for this skewing is the presence of the Men NRS teams (22.5% of the total participants in the Tour de Tweed).



Local junior legend rider Jesse Kerrison claiming another victory

While the Battle continues to draw visitors from target markets in Queensland, it also attracted athletes from southern states in record numbers which can be explained by the inclusion of the National Road Series. Future events will undoubtedly leverage a strong reputation and attract teams and riders from all over Australia and New Zealand.

	2012 %	2013 %	Region
NSW	6%	1%	Tweed Shire
	3%	2%	Other Northern Rivers
	4%	9%	Sydney
	6%	16%	Other NSW
Total NSW	19%	29%	
QLD	14%	4%	Gold Coast
	53%	43%	Brisbane
	3%	4%	Sunshine Coast
	8%	6%	Other Qld
Total QLD	78%	57%	
Other	2%	6%	Victoria
	2%	5%	ACT
		2%	SA
		1%	TAS
Total other	4%	14%	



1. Commence marketing of the Battle in southern states and Asia by September 2013

ECONOMIC IMPACT



The Battle generates new business income in Murwillumbah, Salt Village and the surrounding communities through direct visitor spending in accommodation, dining, retail, entertainment, transport and other incidentals.

This year, the increased economic impact of the Battle is due to a larger field of competitors and can possibly be explained by higher expectations of the quality of the event due to its past successes.

The 2013 Battle generated a significant number of economic benefits for shops, tourism and accommodation houses across the Tweed Shire.

The wider economic impact of the Battle includes the effects that the visitors to the Battle have on the local economy through their expenditures in the local communities; but does not measure the long-term legacy benefits that the increased exposure to the channel markets and national media (SBS) brings through increased tourism.

Visitors Spending

Based on the results of the survey, the direct impact of visitor spending is estimated at **\$1.32 million**. This figure is calculated on visitors to the Battle who are bringing “new money” to the region. For the purpose of the study, the average tourist expenditure was determined using registered competitor numbers and the estimate of the “supporters” they brought, multiplied by average per person visitor spend for the event of \$573. The same calculation was used for social riders, and day-tripper expenditure was also included from the small number of visitors who returned to their own accommodation each night.

- **\$1,319,271**- total direct spending
- \$573 average spending per person
- 258% increase in visitor spending, from year 2010 to year 2013
- 176% increase in total visitors, from year 2010 to year 2013.

	2012	2013	
		Competitors & supporters	Social riders & supporters
Unique visitors	3552*	2317	165
Overnight tourist %	78%	96%	85%
Overnight tourist #'s	2,771	2,224	140
Per person visitor spend for the event**	\$435	\$573	\$215
Total overnight visitor expenditure (A)	\$ 1,205,194	\$ 1,274,535	\$ 30,153
Day trippers (ex tweed shire)	15%	3%	12%

# Day trippers	533	70	20
Visitor spend for the day	\$ 133	\$ 187	\$80
Total day visitor expenditure (B)	\$ 70,862	\$12,998	\$ 1,584
Subtotal (A+B)	\$ 1,276,056	\$ 1,287,534	\$ 31,738
Total Visitor expenditure	\$ 1,276,056	\$ 1,319,271	

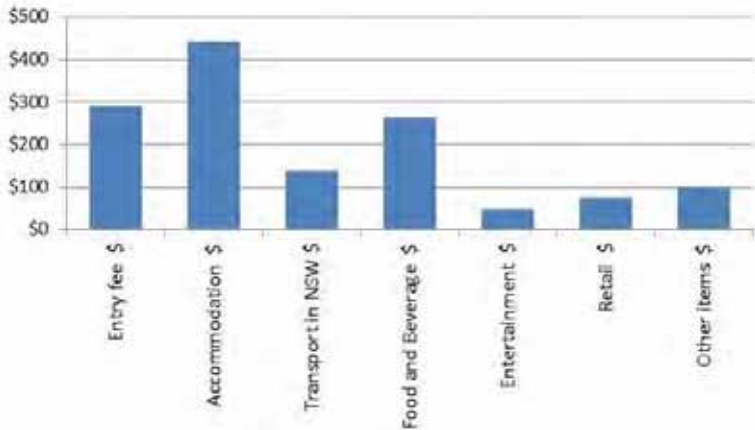
* 2012 calculations included both competitor and social riders together.

**This includes expenditure on registration fees paid to the Battle organisers – it is estimated that 29% of this is returned to the region in payments to suppliers and contractors.

Expenditure Areas

As shown in the below analysis of expenditure (per group), the major expense for the Battle (over \$400 per group) was accommodation, followed by entry fees (between \$230 and \$300), and food and beverage (over \$250).

*Whilst the survey findings indicated an average spend of \$573, it is suggested this is on the low side given entry fees and average accommodation expenses alone for many participants was \$735 not including meals, travel costs etc. for three days.



DESTINATION TOURISM



The Tweed River at dusk

The partnership with Destination Tweed contributed to the cross marketing of the Tweed Region through the Battle promotions. Event specific booklets “*what to do when in the Tweed*” were created and distributed seeking to offer a comprehensive program to supporters and families who were here for the races. Whilst the Battle attracts supporters and families of competing athletes, road cycle racing can be tedious particularly for children and alternate activities are vital to maintain the appeal of the Battle.

Destination Tweed also developed an extensive list of accommodation options in the Tweed area which was made available on a dedicated section of their website and regularly promoted.

Bed Nights



The number of bed nights is determined as 1 person staying for 1 night (two people sharing = 2 bed nights). Calculations were undertaken for both competitor and social riders, cognizant of the different travel behaviours of these groups.

Based on the calculations shown below, the total visitor bed nights generated by the Battle was approximately 9,146.

	Competition	Social
# Competitors	612	97
# Officials	98	n/a
# Supporters attending with each competitor	2.4	1.0
Total attendance*	2,414	194
Visitors from out of the region	96%	85%
Total overnight visitors	2,317	165
Average nights stayed	3.79	2.2
Bed nights per category	8,783	363
Total bed nights for the event	9,146	

* Total attendance is calculated on registered competitors, and officials plus their accompanying supporters

Average Nights

The average night stay increased from 3.10 in 2012 to 3.79 in 2013. This can be explained by the addition of an extra day of racing for the Men NRS teams.

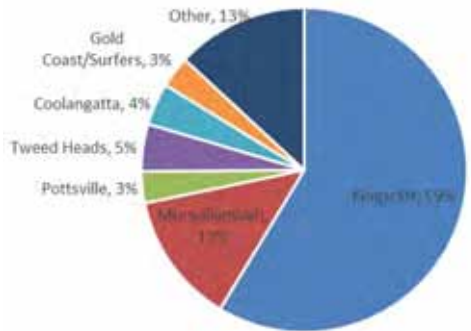
	2012	2013
1 night	4%	0%
2 nights	12%	6%
3 nights	63%	46%
4 nights	15%	29%
5 nights	5%	8%
6 nights	0%	4%
7 nights and more	0%	7%



1. Offer more 7 to 10 day accommodation packages to teams.

Accommodation Location

The majority of visitors (59%) stayed in Kingscliff/Salt Village however accommodation in other parts of the Tweed Shire including Pottsville, Murwillumbah and Tweed Heads was also used for the first time. A small number (only 7%) stayed north of the border in the Queensland towns of Coolangatta and Surfers Paradise.

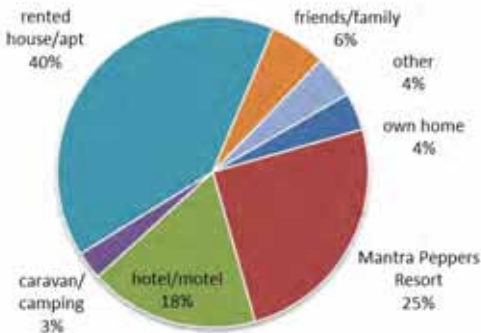


Accommodation Choices

Accommodation was centred around the village of Kingscliff (27% utilising Mantra and Peppers resorts). Of these, 40% rented either a house or an apartment for the duration of their stay whilst hotel/motel accommodation attracted 18% of respondents. Notably, only 4% returned home; 10% stayed with friends/family and 3% used caravan/camping facilities. Thus the choice of accommodation is generally high yield properties given a room at Mantra was costing between \$185 to \$225 per night including breakfast.

Particularly, the Masters age group athletes (the largest group of entrants accounting for 40% of the field) seek premium accommodation and destination experience where price is not a major issue affecting their decisions.

However, there was insufficient coastal accommodation at the right price which forced some of the participants to stay further out of the event bases in Murwillumbah and Salt Village, Kingscliff. This was a particular problem for larger team or clubs. Further the limitation of team based accommodation options caused considerable financial pressures for NRS teams attending with six to ten athletes and up to four support staff – requiring accommodation for up to ten days.



80% of respondents to the survey indicated they would consider returning to the Tweed Coast for a day trip or holiday in the future. Some NRS teams have already advised they would return to the area for training camps.

Furthermore, 35.90% of participants said they came to train on the courses in the weeks leading up to the Battle, whilst 17.40% decided to drive the courses. This indicates that many riders have spent time in the region before the event, sometimes up to two months before.

Supporter numbers have continued to increase each year, though in 2013 due likely to extensive social media marketing, the excellent weather and better communication in general, the accommodation houses were full almost two months in advance of the

Battle. The Battle is now recognised as one of the most exciting cycling events on the calendar and does attract families and friends due to the beach/valley destination. Much more can be done to improve supporter programs and increase supporter numbers.



1. *Develop action plan with Destination Tweed to increase accommodation inventory to suit team requirements*
2. *Integrate packaging at time of registration online*



NRS rider Rebecca Wiasak on the Time Trial circuit

MARKETING & MEDIA

The marketing strategy used to promote the Battle on the Border started late 2012 and ran through to early May 2013. Although registrations opened later this year (3 months out from the event), the extensive communication on social platforms and forums used by cyclists proved successful as Tour de Tweed sales increased by 20%.

Since its inception, the Battle has gained in popularity and has become a “to-do” event on the cycling calendar. The status of the **2012 Cycling Queensland event of the year** was an important factor for 55% of participants in their decision to attend the event and 85% rated important the opportunity to race in a major multi-stage tour.

The delay in opening the Gran Fondo social rides was intentional as concerns were raised on the resourcing and capability to deliver such an expansive racing program which could have ultimately compromised the social rides. Thus sales achieved were smaller but this was an acceptable return given the priority of delivering the Tour de Tweed to meet Cycling Australia standards and requirements.



The peloton in a Masters B race trying to catch up to the break

Marketing Strategy

The rationale used for marketing was to entertain target audiences in order to generate Battle awareness and eventually generate conversions from prospects to participants.

A variety of mediums were used as shown in the next table.

Element	Frequency	Objective / Result
Change Battle Graphic 'look & feel'	N/A	Develop a new strong, perennial, easily identifiable visual identity – logos and marks.
Media Releases	Monthly (6 months out)	Engage media early and promote the Battle regularly. *Limited take up except two local papers
Social Media (Facebook/Twitter)	Daily (4 months out)	Build a strong following and focus on social rides. *Battle social media rated as the best seen in any multisport event by industry experts
News Flash (eNewsletter)	Weekly (6 weeks out)	Sent to registered participants. Drive traffic to website and social media platforms. Specific information was also sent to NRS teams
New Websites	Daily	The website project included a goal to force the separation of the Battle, Tour de Tweed and Gran Fondo brands to make information more readily available and align target audiences to the correct brand. In the past racers claimed the Battle, but in reality they were racing the Tour de Tweed.
Online communities/forums	Weekly	Engage cycling fans and generate interest and buzz

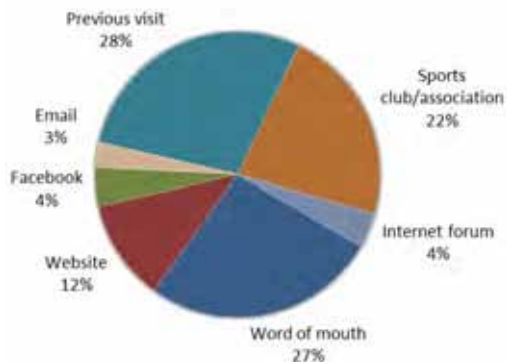
Promotion Analysis

Respondents were asked to indicate how they heard about the Battle and were allowed to choose more than one response (% totals more than 100%).



Relatively high ratings were found for both 'previous visit' (28%) and 'word of mouth' (27%) whilst the importance of sports club/association (22%) should also not be underestimated.

This analysis emphasises the importance of respondents being satisfied with the Battle as they are unlikely to either return or recommend if they have had a bad experience.



Social Media



The extensive social media strategy (Facebook and Roadgrime mainly) helped spread awareness of the Battle among the very active and influential cycling community and became an integrated part of the communication strategy. The number of visitors, tweets and posting in a short space of time were very high.

Along with the live race results through mobile devices, integration of communication was rated a huge value add by the athletes. According to Cycling Australia, the Battle is the most visited content (website and social media) of the National Road Series events on the calendar by a very large margin and the Battle 2013 doubled visitation compared to 2012.

Battle on the Border websites

- 20,411 hits on www.battleontheborder.com.au
- 4,165 hits on www.granfondo.net.au
- 11,722 hits on www.tourdetweed.com.au.

Battle on the Border Facebook

- 1,104 Likes (470 new likes between January 1 and May 10 2013)
- 29 April – 11 May reach: 7,000.

Cycling Australia – Youtube channel

- Over 3,000 views (4 videos).

Cycling Australia - Road Facebook

- 4,006 Likes
- 36 posts about Battle on the Border reaching 4,006 followers.

Cycling Australia Road Twitter

- 14,698 followers
- 13 Battle on the Border Tweets reaching 14,698 followers.

NRS (National Road Series – Cycling Australia) Website

- 14,460 visits
- 6,877 unique visits



- 60,122 page views
- Top 10 page visits - all were BOTB pages, plus Schedule, Home, Teams, Results.

Media Analysis

The engagement of a Melbourne based film and production house to attend every race, activity and produce quality output for use on Youtube and newsfeeds was successful in terms of the promised very high quality output – 6.00pm daily package for news channels; and 8.00pm highlights package for various mediums across Australia.

The handbook guideline for the onsite production manager and moto film crew covered extensive destination marketing. However, our perspective on the content matching our requirements was far less than satisfactory. We were disappointed that our cross marketing requirements of localities, sponsors was inadequate and a formal complaint has been lodged with Cycling Australia.

SBS Cycling Central & NBN Gold Coast

There were a total of 82,000 viewers on SBS One’s coverage of the National Road Series (63,000 on Sunday 19 May and 19,000 on Monday 20 May – source: Cycling Australia). The Battle also featured twice on NBN Gold Coast’s news at 6pm on April 30 and May 2.



1. *Implement the marketing plan earlier*
2. *Secure agreement with news partners*



Newspapers

Media coverage of both the Battle and the Tweed destination was also created in newspapers, sport magazines and social media.

Good lead coverage was provided the week prior and the weekend of the Battle by the Tweed Valley Weekly and the Tweed Coast Weekly newspapers. These

newspapers actively promoted the event and engaged continuously with the Battle organisers.

All the Battle on the Border media coverage can be found at

<http://www.battleontheborder.com.au/media-battle>.

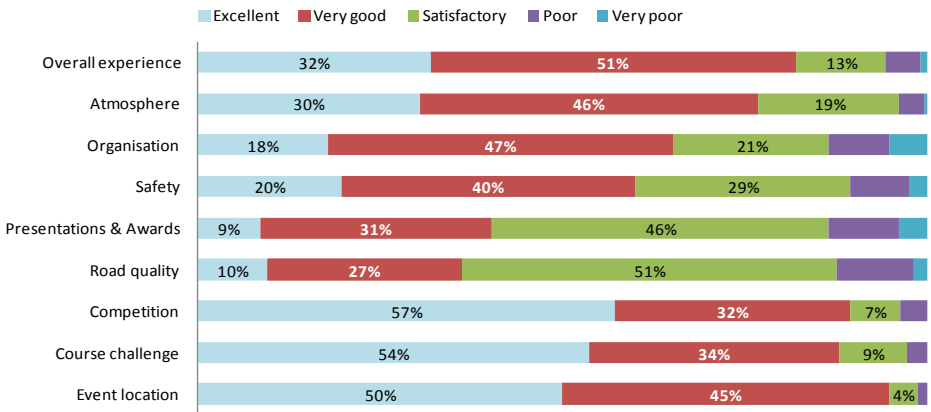
Cycle Sport News	4/05/2013	Huon-Genesys flex muscle as Cooper creams Time Trial
Cycle Sport News	05/05/2013	McConville wins Salt battle, Corset the war
Cycle Sport News	05/05/2013	Results: Stage 3 Battle on the Border 4th May
Cycle Sport News	05/05/2013	Results: Stage 3 Battle on the Border (Women's NRS) 4th May
Cycle Sport News	05/05/2013	Results: Stage 4 Battle on the Border (Women's NRS) 5th May
Cycle Sport News	05/05/2013	Results: Stage 5 Battle on the Border 5th May
Cycle Sport News	04/05/2013	Wiasak Wheels to Border Time Trial Title
Cycle Sport News	03/05/2013	Border Battles: Girls, Lycra and a Rampaging Cow!
Cycle Sport News	02/05/2013	Haig strikes first in Battle on the Border
Cycle Sport News	02/05/2013	Queensland's Roper ready for Battle on home soil
Cycle Sport News	05/05/2013	Scott lays down the Law as Haig holds on
Cycling News	07/05/2013	Virus forced Walker from Battle on Border fight
Cycling News	06/05/2013	Bringing the best of the National Road Series to the Border
Cycling Queensland	02/05/2013	Haig Strikes First in Border Battle
Cycling Queensland	03/05/2013	Griffiths Grabs Opening Stage Of Battle on Border
Cycling Queensland	04/05/2013	Battle on the Border Criterium is Called Off Due to Fading Light
Cycling Queensland	05/05/2013	McConville Wins Salt Village Battle, Corset the War
Cycling Queensland	05/05/2013	Scott Lays Down The Law As Haig Holds On For Border Prize
Echonetdaily	07/05/2013	Cyclists battle it out
Genesys Pro Cycling	06/05/2013	Huon Genesys Win The Battle And The War!
Hamilton Wheelers	04/05/2013	Battle on the Border Results
My Daily News	06/05/2013	Fiery competition and unfortunate casualties
NBN News (Video)	02/05/2013	Tassie Rider Wins Battle On The Border Stage One
NBN News (Video)	02/05/2013	Hunter Cyclists Climb Hard
NBN News (Video)	30/04/2013	Cyclists Brace For Battle of the Border
Peloton Cafe	05/05/2013	2013 Battle on the Border - Men's Stage 5 Results
Peloton Cafe	05/05/2013	2013 Battle on the Border - Women's Stage 4 Results
Peloton Cafe	03/05/2013	Anthony Giacoppo Sprints To Battle on the Border Stage 2 Victory
Peloton Cafe	05/05/2013	Jack Haig Wins Overall
Peloton Cafe	05/05/2013	Chloe McConville Wins Final Battle on the Border Stage
Peloton Cafe (Photos)	06/5/2013	2013 Battle on the Border - Photo Gallery
SBS Cycling Central		Battle on the Border 2013
SBS Cycling Central	03/05/2013	Griffiths wins women's Battle on the Border opener
SBS Cycling Central	05/05/2013	Corset secures Battle on the Border victory
SBS Cycling Central (Photos)	06/05/2013	Battle on the Border 2013 - Women
SBS Cycling Central (Photos)	06/05/2013	Battle on the Border 2013 - Men
SBS Cycling Central (Video)	04/05/2013	Cooper clocks quickest time in Huon field day
SBS Cycling Central (Video)	05/05/2013	Haig victorious in Battle on the Border
SBS Cycling Central (Video)	03/05/2013	Battle on the Border Stage 1
SBS Cycling Central (Video)	04/05/2013	Battle on the Border Stage 2
SBS Cycling Central (Video)	05/05/2013	Battle on the Border Stage 3
SBS Cycling Central (Video)	06/05/2013	Battle on the Border - Final
Subaru		2013 Battle on the Border 2 May - 5 May
Ten Sport	07/05/2013	2013 Battle on the Border, National Road Cycling Series
The Roar	02/05/2013	NRS: battle on the border
The Roar	04/05/2013	Stage two NRS: Battle of the Border
The Roar	06/05/2013	Stage five: NRS Battle on the Border
The Roar	07/05/2013	2013 Battle on the Border, National Road Cycling Series
Vibrant imaging (Photos)	03/05/2013	Battle on the Border 2013

EVENT EXPERIENCE

Visitor experience of the Battle is important as it can inform future decisions on whether or not to return.

As clearly illustrated most aspects surveyed achieved a majority of 'excellent' or 'very good' ratings, however aspects such as road quality, presentations, safety and social rides did not achieve such high ratings.

Whilst the state of roads is outside the sphere of influence of event organisers (except by changing the course), safety, program organisation, presentation of awards and the social rides most definitely are areas which require some attention. Failure to address concerns could lead to future non-attendance and a decrease in positive word of mouth recommendations.



As intimated, a good event experience naturally leads to a propensity to return for future events.

This is certainly the case here where the majority 74.9% of respondents suggested they would definitely return for the 2014 Battle. Of the remainder, 22.2% were undecided and only 2.9% said they would not attend again.

Furthermore, **80% of respondents said they would consider returning to Tweed** at a time other than when the Battle was scheduled.

This has significant implications for tourism as the Battle is obviously showcasing the Tweed region and promoting future intention to holiday here and also for possible strategic partnerships.

The importance of addressing concerns of respondents is emphasised by the table below which details the factors motivating people to attend the Battle. The main reasons are:

- The standing and status of the Battle on the Border
- The challenge of the event
- The ability to race as part of a major tour
- The competitiveness.



This seemed to be over and above more 'social' reasons that, although important, were not viewed as highly. To address these issues adequately, resources need to be brought from across Australia and this will increase costs considerably e.g. Police \$11,000 in 2012 and \$35,000 before subsidy in 2013; traffic control \$15,000 in 2012 and \$31,000 in 2014.

As a competitive event therefore aspects mentioned previously such as the state of the roads, safety and program organisation take on a much greater relevance.

The Battle is constrained by resource limitations such as:

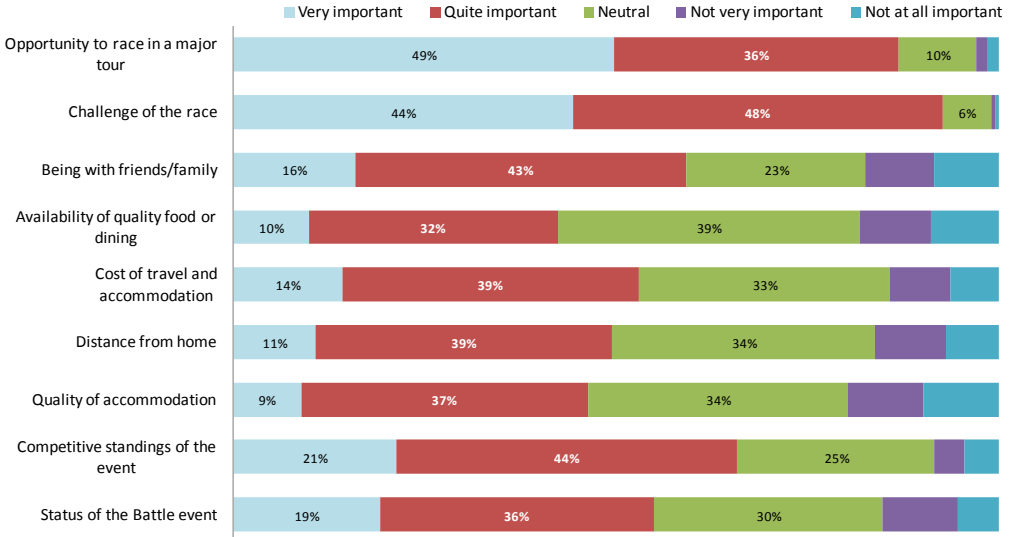
- Only five level three commissaires capable to managed a convoy of 70 riders and 15 vehicles in open road conditions, operating under protected enclosures
- There are insufficient commissaires in Queensland and Northern New South Wales to cover all official duties
- There are insufficient convoy lead drivers skilled to lead convoys in Queensland and Northern New South Wales
- Police have limited skilled officers understanding and experienced in rolling road closure mechanics, and some officers were imported from Sydney
- Police do not have access to sufficient motorcycles required to cover nine races per day and these resources have to be imported from Sydney
- The traffic controllers have limited experienced to manage traffic, bikes and convoys
- There is no communications on most race courses via either dedicated radio repeaters or mobile phones
- Income not matching cost increase particularly road safety



- Only one minor cash sponsor in 2013.



1. Seek longer term funding from Destination New South Wales during event's establishment phase
2. Commence search for major sponsorship
3. Engage part-time employee from September dedicated to the Battle project



NRS Women fighting to become Queen of the Mountain during Stage 4

COMMUNITY AND SOCIAL IMPACT



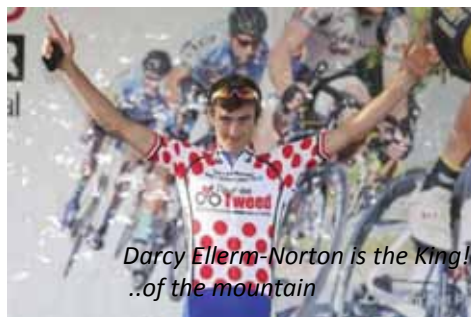
The community significantly contributed to the success of the Battle with a large number of organisations giving up their time and expertise. Various organisations enjoyed a financial return, whilst others simply marketed their brand and sought to attract increased membership.

The collective resources of all organisations were stretched and some groups were poorly serviced due to pressures internal to running the Battle. It has been recognised the Battle needs volunteers over five days, often needing up to 120 per day.

Volunteer management needs to improve for future events to protect and respect the efforts of such a large work force.

Organisation	Contribution	Return
Salt SLSC	Drivers and first aid - Barbeque at Salt Park on Sunday	\$1,100 and self-promotion
Cudgen SLSC	Drivers, 4 first aid providers in race convoys	
Rotary Tweed Head South	10 volunteers over 4 days	\$500
Tweed River Agricultural Society	20 Volunteers - Catering at Showground	\$1,100
Murwillumbah Showgrounds Trust	Ground for event base	\$2,200
Cycling Queensland	28 commissaires	Training at major event \$20,000

1. Undertake larger promotion to community groups to become beneficiaries of the Battle eight months in advance
2. Provide structure benefits to voluntary organisations as per the new community funding model



*Darcy Ellerm-Norton is the King!
..of the mountain*

COMMERCE

Salt Village

The joint effort with the Ray Group to consult and develop sales strategies with shop owners in the village were the most successful to date with some shops undertaking specials and kids eat free campaigns before and during the weekend to attract new business.

The Salt Bar undertook online bookings for pasta meals for weeks prior and were very satisfied with results and see increased opportunities next year. General consensus was that more can be done next year to develop new business for the village.

The reduced number of days racing on the site was considered a positive change.



1. *Undertake consultation with shop owners six months in advance and rollout a package of offer before Christmas.*

Tweed Shire

The various site based racing and groups of riders staying across the Shire increased new business in shops, supermarkets, hotels, restaurants. For example the largest NRS Men team was accommodated in the little village of Uki for nearly eleven days.



1. *Actively promote to all commerce outlets to be aware of these groups and how to win more new business in consultation with Destination Tweed.*
2. *Very little engagement was achieved in the 2013 battle unlike the 2012 battle with Chambers of Commerce – and more can be done 6 months in advance for 2014.*

Murwillumbah

The Murwillumbah township enjoyed two very large days of trade particularly in restaurants and cafes as Friday and Saturday races were based just 500 metres from the centre of town. Simply people, bikes were everywhere as the Battle participants and spectators enjoyed the unique ambience, friendliness of the historic Murwillumbah town.



COMPLAINTS

The five formal complaints lodged with the Tweed Shire Council were from people upset due to the closure of roads particularly during the Saturday criterium circuit being close to the Murwillumbah township.

QSMsports received approximately forty phone calls or short sms/emails concerning road closures before and during the Battle; and received around 15 complaints regarding local residential upset due to diversions around the race courses.

No formal complaints were lodged with the New South Wales Police service.

The cancellation for safety reason of the NRS Men Criterium on the Saturday due to an earlier injury on the course and the pending sunset caused some upset among some of the NRS team managers.

The poor management of the Sunday Gran Fondo social rides led the Battle organisers to refund most of the participants or to offer a free entry to the 2014 event.

ENVIRONMENTAL IMPACT

The nature of the Battle is a low impact, almost nil carbon footprint festival. The Battle promotes healthy and alternate lifestyles built around the cycling.

The Battle creates a discrete amount of refuse which is managed through our partner, Solo Waste Management.

The event can become a proactive policy for recycling product, packaging, refuse and using alternate forms of transport.

Rubbish disposal by some participants during racing was unacceptable and stricter enforcement of pre-existing penalties must be applied.



- 1. Implement on-site recycling program with Solo Waste*
- 2. Appoint community organisation to collect refuse, sort and prepare for recycling*
- 3. Implement clear environmental policy to participants and apply penalties for littering.*

ISSUES TO ADDRESS FOR 2014

- A. Comprehensive earlier communication to participants about the courses and the format of the Battle
- B. Need for increased prize money to satisfy athlete expectation and keep attracting elite athletes
- C. Improved race safety in convoys due to increased peloton sizes including on board crisis medics in each major race
- D. More volunteers, better training and earlier communication of this major , high risk and complicated event
- E. Improved scheduling and timing of races to avoid delays and cancellations
- F. More signage / themeing to achieve benchmark with like events
- G. Provide better accommodation packages
- H. Separate planning and management team for the Fondo social rides. Redesign of the concept to meet industry standards.



CONCLUSION

The Battle on the Border 2013 is just the beginning of this major cycling event's evolution as a mainstay must-do event on the national calendar, and will soon follow on the pathway to a standard like Tour Down Under; Herald Sun Tour etc. Whilst these iconic races are UCI sanctioned, the Battle remains domestic and likely will in the next two years become the largest cycling tour embodying cycling in various forms.

In order to achieve this target, the funding arrangements with major stakeholders need to be extended to provide support to the Battle organisers for the next three years.

The strategy map for the 2014/2015 Battle includes the areas required to be further developed.



*The Masters C peloton on the
Tweed Valley Way*

ANNEXURE - INVESTOR REPORTING DOCUMENT

Draft and subject to minor final adjustments as some expenses are still being received

Participating Numbers and their Origin

Event Attendees	Total number	% from the region	% from outside of the region but inside NSW	% from interstate	% from overseas
Cumulative person attendance	2071	3 %	26 %	71 %	0 %
Unique person attendance	709	3 %	26 %	71 %	0 %

Other event participants	Total number	% from the region	% from outside of the region but inside NSW	% from interstate	% from overseas
Event competitors		1 %	28 %	71 %	0 %
Event VIPs		Difficult to quantify. Local councillors attended the event but did not come as VIPs. Some local Chamber of Commerce representatives also attended. No Destination New South Wales representatives attended.			
Event media <i>(estimated %)</i>	10	60 %	20 %	20 %	0 %
Event staff & officials <i>(estimated %)</i>	98	30 %	10 %	60 %	0 %

Financial Information

Revenue – Including Destination NSW investment

Total event revenue (inc. GST)	\$195,518.00
% of total revenue sourced from companies/interests based inside region	24.70 %
% of total revenue sourced from companies/interests based inside NSW but outside of the region	31.90 %
% of total revenue sourced from companies/interests based interstate	43.40 %
% of total revenue sourced from companies/interests based overseas	0 %

Expenditure

Total event expenditure	\$199,587.00
% of total event expenditure spent with companies/interests based inside the region	28.63 %
% of total event expenditure spent with companies/interests based inside NSW but outside of the region	21.73 %
% of total event expenditure spent with companies/interests based outside of NSW (i.e.: interstate or overseas)	49.64 %



Jack Haig, Men NRS winner of the 2013 Battle on the Border crossing the finish line at Mt Warning

Thank you to all our volunteers, officials, sponsors, and stakeholders for their contribution to the 2013 Battle on the Border.

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