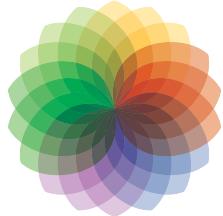


Organiser's Guide for International Horticultural Exhibitions

A guide to the planning and organisation of an international
horticultural exhibition



AIPH



Foreword

We live in a world facing many challenges. The need to live in a sustainable way and to protect the environment we inhabit is now more important than ever. As the world becomes increasingly urbanised so society faces challenges of poor health, crime and economic crisis. A vast body of scientific research shows us that greening our cities and our lives with plants genuinely tackles these global problems. There is no better way to demonstrate to the world the beauty, importance, and value of horticulture than through an International Horticultural Exhibition.

Hosting an International Horticultural Exhibition will change a city forever. Although the exhibition itself is relatively short-lived, the legacy can leave lasting benefits for generations to come. AIPH approval for an A1 exhibition gives organisers the authority to invite other countries to participate even through the highest diplomatic channels. The result is a celebration of horticulture from around the world with all the cultural, trade and innovation benefits that come with it.

Hosting an International Horticultural Exhibition creates greener cities that become the pride of a nation and the envy of the world as well as attracting millions of visitors. These exhibitions raise the profile and use of plants to new levels growing the horticultural industry and giving plants their rightful place on the planet. AIPH is proud to have approved and supported over 50 International Horticultural Exhibitions since 1960. We have many more on their way and we hope that this guide will help all those pursuing this noble goal and encourage many more to take on the challenge. I wish you every success as you plan your International Horticultural Exhibition.



Tim Briercliffe
Secretary General, AIPH



Contents

About the authors	4	3 Stakeholders and Partners	27	16.3 Promote industrial progress in the field of horticulture and landscaping through an exchange of horticultural knowledge	67
Preface	5	4 Planning	29	16.5 Strengthen capability to organise international, multi-cultural events	70
Introduction	6	5 Theme	33	16.6 Attract a large number of people and promote eco/green tourism industry	71
1 Horticultural exhibitions	7	6 Experience concept	35	16.7 Generate demand of goods or services related to the "green" area	72
1.1 AIPH purpose, history and role in the horticultural industry	9	7 Visitors or guests	37	16.8 City development: develop parcels of land by installing new infrastructure (tunnels, highways) and other improvements (develop parks, green spaces, and play grounds)	73
1.2 Motivation and Benefits	11	8 Attendance projection & design day	39	16.8 City development: develop parcels of land by installing new infrastructure (tunnels, highways) and other improvements (develop parks, green spaces, and play grounds)	74
1.3 AIPH Categories A1, B, C and D	12	9 The Expo Park	41	16.10 Cooperate and share their ideas in particular areas	75
1.4 A1/B Expo Timeline in 6 steps	13	10 Participants	44	16.11 Educate and involve citizens	76
1.5 Application	14	10.1 International gardens/participants	45	16.12 Promote innovation in the horticultural sector	76
1.6 Feasibility Study	15	10.2 National gardens/participants	48	16.13 Boost the economy	77
1.6 AIPH Approval	16	10.3 Central administration and support office	48		
1.7 BIE recognition (A1 Expos only)	17				
1.8 Before the Expo COPY TO COME?	19	11 Events program	49		
1.9 Exhibition regulations	20	12 Operations	52		
1.10 During the Expo: Competitions	21	13 Marketing and communications	55		
1.11 Host city and host country	22	14 Sales	59		
1.12 Commissioner general (A1 exhibitions)	23	15 After the Expo: legacy	61		
		15.1 Final report	62		
2 Management organisation	24	16 Attachments	63		
		16.1 Repositioning of the image and brand of the city/country by strengthening national identity and international relationships	65		
		16.2 Generate a new source of revenue	67		



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Copy last updated in August 2020.





Preface

This booklet aims to give expo organisers a guide on how to organise International Horticultural Exhibitions of A1 and B category by providing an overview of all aspects related to the planning and realisation of such events.

The guide is not intended to be exhaustive and is not seeking to replace the consultancy support that will be needed.

However, it provides useful hints, tips and best practice from expert consultants and experience gained from more than 50 years of AIPH-approved International Horticultural Exhibitions.

Experienced organisers may use this guide as a reference and for knowledge exchange. We invite organisers to provide their own experiences to AIPH to continuously improve this guide for the benefit of future Horticultural Exhibitions.

The guide begins with an introduction to AIPH, the International Association of Horticultural Producers. We are the coordinating body responsible for the approval of International Horticultural Exhibitions.

There is an overview of the different categories of Horticultural Exhibitions (A1, B, C and D) with a particular focus on the A1 and B categories.

The guide looks at assessing feasibility, making an application and the essential steps of consideration for each Horticultural Expo.

This guide includes a review of management organisation and responsibilities, looking after stakeholders, partners, sponsors, planning, the importance of the logo, motto and theme of the exhibition; the right people to target; the attendance projections; the design and architecture of the site; the international and national participants and the competitions.

Operations organisers will find advice on how to create a successful event by managing guest's hospitality and management of facilities.

Importantly, the guide also covers the marketing and communication campaign: when to start and how to attract engagement and the different phases of the promotional campaign.

The final part of the guide focuses on the legacy of the expo, including what will remain for future generations? How did the organisers manage sustainability? International relations? And other related questions.

The annex of the guide lists the various best practices and motivations for hosting an International Horticultural Exhibition in a city/country and all the related benefits (i.e. economic, social and, environmental).



1 Horticultural exhibitions

Key Words:

- International Horticultural Exhibitions, platform, promotion, Green City



International Horticultural Exhibitions are an amazing vehicle for promoting the power of horticulture in the modern world. They contribute to the promotion of productivity in all sectors of horticulture and the use of horticultural products, as well as the general public's appreciation of this industry. International Horticultural Exhibitions also promote world-wide cooperation in professional horticulture.

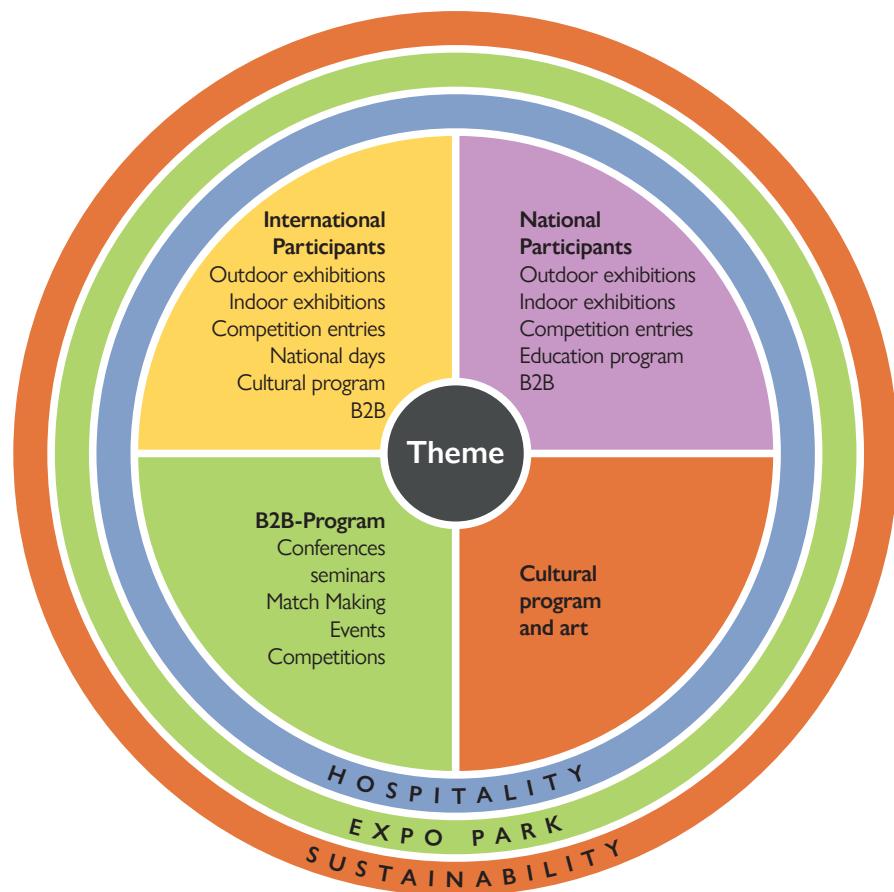
Exhibitions are used to communicate with the public, governments and within the horticulture industry itself. They are also important tools for the host city and country in terms of prestige, gaining importance at an international level, strengthening its brand, and promoting a new image (green city, tourist city, innovative city, etc.) in the context of modernisation, innovation, cultural and scientific development.

The fascinating aspect of a Horticultural Expo is its uniqueness in bringing global issues (pollution, CO₂ emissions, future generations and environment) to a diverse global public through the languages of 'green', culture, diplomacy, entertainment, science, technology and architecture.

The AIPH is the international organisation representing the common interests of ornamental horticultural producers, at an international level, via professional organisations or otherwise.

The general concept of a Horticultural Exhibition is shown in Figure 1.

Figure 1: Structure of an International Horticultural Exhibition



Key Words:

- AIPH, horticultural producers, Horticultural Exhibition, Green City

1.1 AIPH purpose, history and role in the horticultural industry

AIPH History and Purpose

In 1948, amid strained relationships following the end of the Second World War, a group of representatives from the national grower associations of Western Europe came together in Zurich. They were united by an ambition to mend relations between European horticulturists, to rebuild burnt bridges. That vision inspired them to form the Association Internationale des Producteurs de l'Horticulture (AIPH), laying the foundations for an international community that exists to this day.

Since then, things have changed. The world seemed to start spinning faster. We moved from the countryside into the city. We flew to places we never knew existed. We went to the Moon. We started dreaming bigger but sleeping less. We invented the web, the smartphone and social networks. Slowly, sadly, we detached ourselves from the natural world. Our intimate bond with nature, so pivotal to our health and wellbeing, was weakened. We found ourselves living unnatural lives.

That is why AIPH lives and breathes today: to rekindle and maintain an enduring relationship with plants. Serving the diverse needs of growers in a globalised world. Pushing the boundaries of science and sharing cutting edge research. To make clear the value of plants in the urban setting, and to advance the essential role they play in sustaining our planet. To help all of us rediscover an affinity with our surroundings as old as humanity.

Our mission is clearer than ever: to reignite and uphold an appreciation of plants that we believe is a basic human instinct. As an organisation we strive for a world in which humanity, technology and nature exist in healthy and stable equilibrium. By achieving this we will build a balanced and prosperous future for all, sustaining the planet for this generation and the next.

We support and promote the work of our members – the grower organisations around the world who together form our proud AIPH community. Through the expertise and energy they give to horticulture, they embody everything that we stand for.

Globally we act as the central source of industry information. Our statistical yearbook gives an unrivalled view of industry trends and developments, valued by our community and all who take interest in our rapidly moving sector. We bring members together both physically and digitally, and encourage the sharing of new ideas and techniques so that horticulture never stands still.

We advocate fair and robust plant breeders' rights, encouraging innovation and rewarding quality so that growers too can reap the benefits of their work. We promote the most sustainable, ethical and advanced practices in ornamental plant production, celebrating the most progressive growers and sharing pioneering new approaches. This strengthens the ornamental horticulture industry and is an affirmation of our determination to build a more balanced future from the ground up.

We lead global thinking on the successful integration of nature into the built environment. Our Green City initiative promotes the essential role of plants in creating vibrant urban areas in which people and businesses can thrive. Our environment, human wellbeing, social cohesion and economies are all improved by intelligently designed green space.





Finally, AIPH is responsible for the world's finest horticultural expositions. Upholding the very highest standards, we ensure that approved exhibitions benefit growers and visitors alike by inspiring greater appreciation of ornamental plants. Drawing on experience acquired over generations, we provide organisers with expert guidance to create world class spectacles that live long in the memory.

Our great hope is for a world where the essential value of plants is recognised and reflected in every step forward for humanity. AIPH is, and will always be, the world's champion for the power of plants. Our relationship with nature was pivotal in our past. It is fundamental to our future.

AIPH Objectives for International Horticultural Exhibitions

The AIPH objective for international horticultural exhibitions is to promote the products of the horticultural industry to the general public, businesses and governments.

The role of AIPH is to ensure expos are successful through a robust approval and monitoring process and through regulating the number of permitted expos.

Successful exhibitions will:

- Increase global appreciation for horticulture in terms of its benefits to individuals and societies.
- Stimulate the increased use of plants to improve the health and wellbeing of society, the enhancement of the environment and the strengthening of economies.
- Clearly demonstrate society's need for horticulture and the role it plays in linking people with their environment.
- Bring together horticultural excellence from different countries to promote the best knowledge and practice from all over the world and to celebrate cultural and horticultural diversity.
- Promote the concept of the Green City

AIPH is an International Non-Profit Association registered in Brussels and operating from the United Kingdom. The role of AIPH is defined within the AIPH Regulations for International Horticultural Exhibitions and in accordance with the Charter and Regulations of AIPH available at www.aiph.org.

In accordance with Article 4.B.2 of the International Convention Relating to International Exhibitions (Signed in Paris on November 22nd, 1928, and Supplemented by the Protocols of May 10th, 1948, November 16th, 1966, November 30th, 1972 and the Amendment of June 24th, 1982 and the Amendment of May 31st, 1988) AIPH has been given international responsibility for the approval of international horticultural exhibitions.

Within the rules of the Convention the International Exhibitions Bureau (BIE) is permitted to grant recognition to A1 horticultural exhibitions approved by the International Association of Horticultural Producers (AIPH), provided that there is an interval of at least two years between such exhibitions in different countries and at least ten years between events held in the same country.

Key Words:

- motivation, benefits,
urban development

1.2 Motivation and Benefits

The International Horticultural Exhibition is one of the few educational and entertaining events able to attract world leaders and decision makers as well as millions of visitors, it is a unique opportunity to strengthen the international image and position of the host city and country. The International Horticultural Exhibition focuses the economic, social and cultural development objectives of a city or region on a fixed milestone. Horticultural Exhibitions create parks and new, attractive public spaces of recreational value for citizens and tourists. These Exhibitions can create lasting results that forge new identities for cities and set apart a whole region in the eyes of the world. A Horticultural Exhibition is not only a unique catalyst for urban development, but stimulates private and public investment.

Horticultural Exhibitions stimulate:

- Urban and regional development
- Neighbourhood development and improvement
- Sports, games and leisure infrastructure
- Transport infrastructure

Horticultural Exhibitions support:

- Re-development of industrial areas or fallow land
- Active green policies
- Nature conservation
- Tourism development
- The regional economy and labour market
- Regional partnerships and collaboration
- Cultural Identity
- Development of international relationships and cooperation
- Promotion of the national and regional horticultural sector

Hosting a Horticultural Exhibition has many benefits for the organiser in relationship to the city development and the development of international relationships such as:

- Unique opportunity to organise a large scale project concerning city development and to boost the economy of the host city / region.
- Unique opportunity for politics to support the regional economy and citizens of the host city
- Attracting millions of visitors and participants from all over the world.
- Unique opportunity and stimulus to finance planned city development projects
- Support exchange of horticultural knowledge around the world
- Extra financing for permanent infrastructure projects
- Opportunity for clear post-expo planning

Benefits are explored in more detailed in the Annex along with referenced case studies.

Key Words:

- AIPH Categories

1.3 AIPH Categories A1, B, C and D

AIPH recognises four different categories of Horticultural Exhibition. The event types differ substantially in size and duration. The following table summarises the main differences between each of them. This Guide focuses on larger-sized exhibitions (A1 and B).

Figure 2: Categories of International Horticultural Exhibitions

Categories	Official Name	Duration	Minimum Exhibition Area/Specific Requirements	Application
A1	World Horticultural Exhibition	3 – 6 months	Minimum exhibition area of 50ha of which a maximum of 10% is taken up by buildings (excluding buildings used for indoor exhibitions) At least 5% of the exhibition area reserved for full-time international participants Minimum of 10 countries participating Invitations can be issued through diplomatic channels	Application submitted 6-12 years before opening date (BIE recognition required)
B	International Horticultural Exhibition	3 – 6 months	Minimum exhibition area of 25ha of which a minimum of 3% is reserved for international participants Minimum of 10 international participants	Application submitted 3-10 years before opening date
C	International Horticultural Show	4-20 days	Minimum exhibition area of 6,000m ² of which a minimum of 10% is reserved for international participants Minimum of 6 international participants	Application submitted 0.5-5 years before opening date for established annual shows 1-5 years before opening date for new shows and shows that are not annual
D	International Horticultural Trade Exhibition	No requirement	Exhibition aimed at horticultural trade visitors and promoting business to business commerce At least 60% of exhibition participants must be involved in the production of horticultural products or supplying that sector. Exhibitions can incorporate conferences and symposia.	Application submitted 0.5-5 years before opening date for established annual exhibitions 1-5 years before opening date for new shows and shows that are not annual

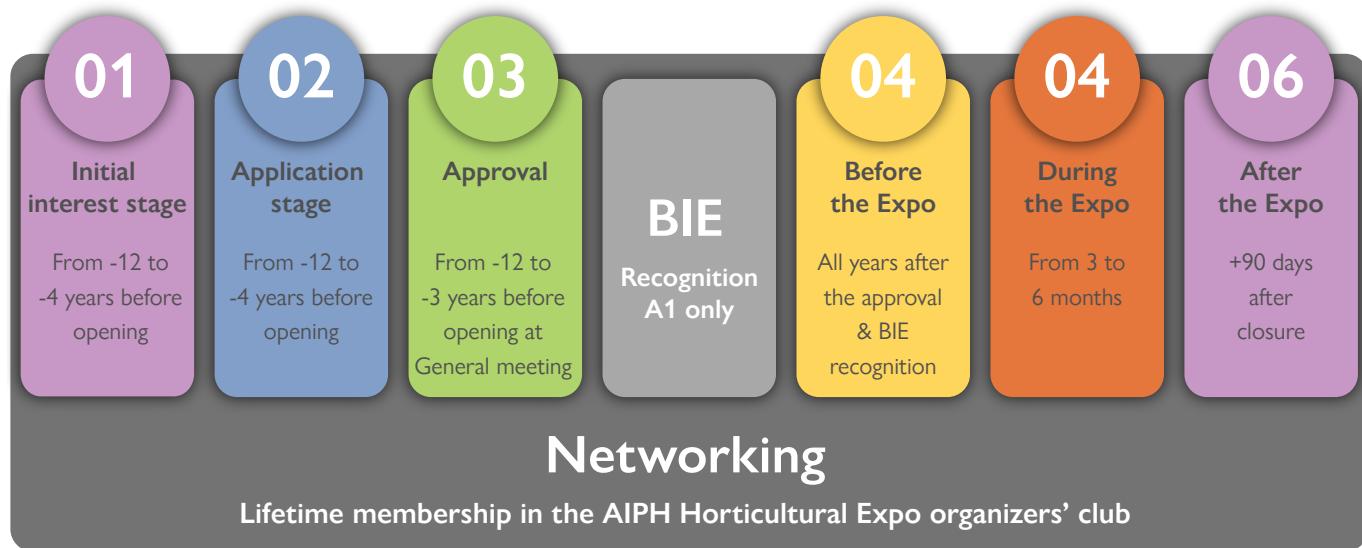
Key Words:

- timeline, initial interest, application

1.4 A1/B Expo Timeline in 6 steps

The A1/B Expo timeline will follow the following scheme, with the exception of the BIE recognition for B category Expos.

At each of the steps AIPH provides guidance and support.



At the Initial Interest stage potential Expo Organizers get in touch with AIPH Secretariat and AIPH member in their region.



Key Words:

- application, approval, regulations, reporting, AIPH member organisation

1.5 Application

At the Application stage potential Expo Organizers will prepare their application; obtain the support of their government and necessary funding; develop the Expo concept and reflect it in their feasibility study. They are asked to send their application via their AIPH national member to the AIPH with all the information needed in accordance with AIPH regulations.

The potential host country must have a full member within AIPH which represents the interests of growers of plants/ flowers or the green landscaping industry. If currently there is no member in AIPH from the organiser's country, the organiser may try approaching them to discuss the benefits of this cooperation and encourage a potential member to join.

In the case of a country where there is no full member of AIPH an application can be submitted without the support of a full member of AIPH but the financial guarantee will be increased by 100% and AIPH may require further investigative work.

A potential Expo organizer may develop awareness of other AIPH members about their intentions to host an Expo, by actively participating in AIPH bi-annual meetings and sponsoring special events during those meetings.

Once the application is ready, the relevant financial guarantee must be paid to AIPH 30 days prior to the AIPH meeting where the application will be considered or before an AIPH Site Inspection, whichever is sooner.

The documents will be circulated to all AIPH members prior to the next General meeting.

The applicant will be invited to make a presentation of the application during the meeting of the AIPH Expo Conference.

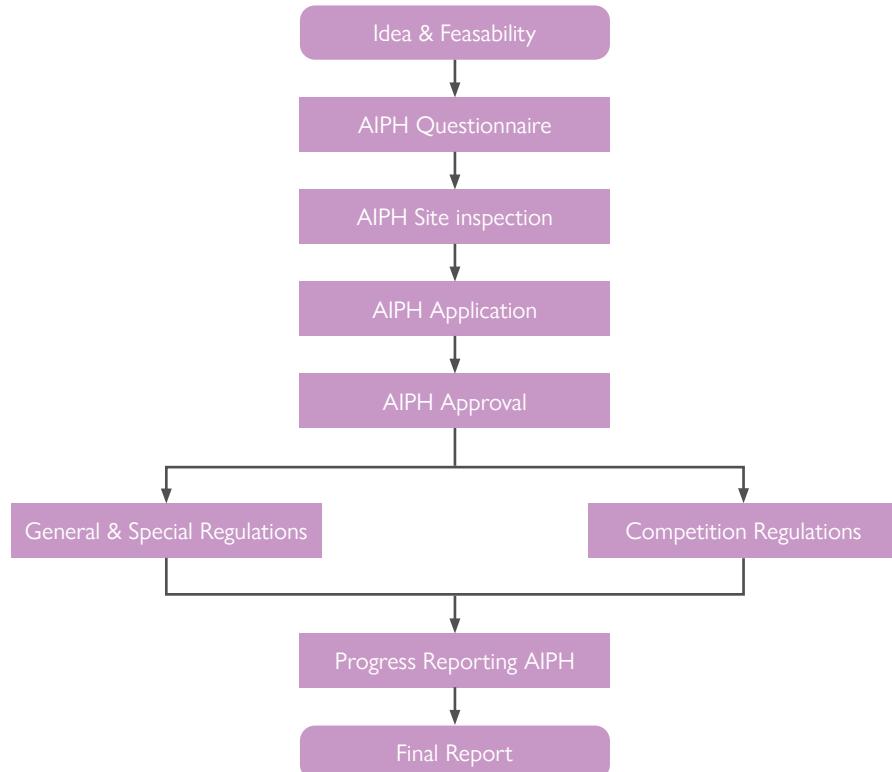
AIPH will ensure ongoing assistance and support.

After the Application the organisers will then be required to report progress to the AIPH Exhibitions Committee up to twice a year (during the Spring Meeting and the Annual Congress).

The final step, after the Exhibition is the submission and presentation of the final report to the AIPH.

The application and reporting process for an A1/B International Horticultural exhibition is shown in Figure 3.

Figure 3: Application, Approval and Reporting Process for an A1/B Horticultural Expo



1.6 Feasibility Study

Before sending the application to AIPH and to BIE (for A1 Expos), it is required that a feasibility study should have been performed. The feasibility study is an important tool for promoting the International Horticultural Exhibition concept. The study should be performed by professionals with an understanding of city development, the horticultural sector and organising Exhibitions.

As soon as you start with the feasibility study you should take into account the regulations of AIPH and BIE:

- AIPH Regulations for the organisation of International Horticultural Exhibitions
- BIE Convention (A1 Exhibitions only)
- BIE guidelines for the general and special regulations (A1 Exhibitions only)

In addition, the AIPH and BIE (for A1 Expos), can provide the documentation from previous Horticultural Exhibitions such as:

- Masterplan
- Final Report
- General & Special Regulations
- Competition Regulations

For the AIPH application the organisers are required to submit the following information:

- Host city and host country
- Commitment/letter of intent of host city and host country
- AIPH-Member Organisation
- Category

- Duration and date
- Theme
- Expo site
- Reasons for organizing the Horticultural Expo
- Estimation of budget needed
- Number of visitors expected

The final recognition is given when AIPH receives a complete application form from the potential Expo organizer, including all the documents as stipulated in the most recent Expo Regulations, undertakes a site inspection and after AIPH members vote for the recognition.

A different process with some extra steps has to be followed for A1 exhibitions which will be described in the chapter 'BIE Recognition'.

1.6 AIPH Approval

AIPH will consider the application in closed session and inform the applicant of the decision at the earliest opportunity. The General Meeting is entitled to grant approval subject to conditions.

In the event that there is competition for a particular time period for hosting an exhibition AIPH will reach a judgement on the matter, with the General Meeting deciding which applicant shall be granted approval.

For Class A1 World Horticultural Exhibitions it is necessary to gain recognition from the BIE (www.bie-paris.org). AIPH approval is required prior to making an application to BIE.

Once the potential Expo is approved by the General Meeting, AIPH will initiate the first meeting with the BIE.

The BIE then support the Expo Organizer to comply with their regulations & processes.

Interface AIPH/Organiser

The following list summarises the interface between the organiser and AIPH and describes the instruments by which AIPH supervises and supports the successful organisation of an International Horticultural Exhibition.

Before the Exhibition:

1. Application

Presentation by the organiser and AIPH member organisation of the host during AIPH meeting, based on AIPH questionnaire

2. Kick-Off Meeting

- Participants: Organiser, AIPH member organisation of the host, AIPH
- Handover of the recognition and the necessary official documents
 - AIPH regulations
 - BIE convention and regulations

3. BIE application & recognition

AIPH initiates the first meeting with the BIE

4. AIPH site inspection

Besides the official site inspection by AIPH Marketing Committee, once a year a site inspection by AIPH Secretary General

5. Progress Report

During AIPH meetings; up to two per year, spring meeting and annual congress

6. Review and acceptance of the exhibition regulations General and Special regulations (review and acceptance) Competition regulations (review and acceptance)

During the Exhibition:

1. International jury

To be coordinated by the AIPH

2. Opening ceremony

Speech provided by AIPH President, Secretary General or representative

3. Coordination meetings

At least three meetings between AIPH and the organiser, before opening, half way through the Exhibition and in combination with the closing ceremony

4. National days (optional)

5. AIPH annual congress during the horticultural exhibition

6. Closing ceremony

Speech provided by AIPH representative and awarding of AIPH prize

7. Final Report

To be delivered within three months after the closing ceremony

8. Presentation of Final Report

First AIPH meeting after closing ceremony

9. Payments in accordance with the AIPH regulations

Key Words:

- BIE, application, recognition, regulations, reporting, interfaces

1.7 BIE recognition (A1 Expos only)

The Bureau International des Expositions (BIE, www.BIE-Paris.org) is the intergovernmental organisation in charge of overseeing the calendar, the bidding, the selection, and the organisation of World and International Expos. The BIE was created by an international convention signed in Paris in 1928, which established the rights and responsibilities of Expo organisers and participants. The role of the BIE is to supervise and ensure the application of this Convention.

BIE may grant recognition to A1 category Expos. International Horticultural Expos are recognised by BIE after the project is examined and approved by AIPH. The government of the country in which the exhibition would be held submits an application to the BIE. The application must be accompanied by Exhibition Regulations¹ of the exhibition (General and Special Regulations). The BIE General Assembly approves the project and the A1 Expo is officially recognised.

After the recognition of the BIE the organiser has the right to invite via the national government other nations to participate in the Horticultural Exhibition.

During the preparation phase, the Expo organisers are required to provide BIE (in addition to AIPH) with progress reports throughout the years of the organisation of the Expo, giving data and important information on the expo planning and work in progress. This happens four times a year when the BIE Executive Committee and the General Assembly take place.

During the presentation of progress reports by the authorities of an Expo, BIE member states may make recommendations or ask for certain measures to be taken in order to ensure the smooth running of the Expo.

Upon receipt of the application, the BIE shall appoint an account manager to support the organisers in delivering a successful Exhibition. The BIE account manager is available for any kind of questions related to the BIE, the development of the exhibition regulations and to support the progress reporting.

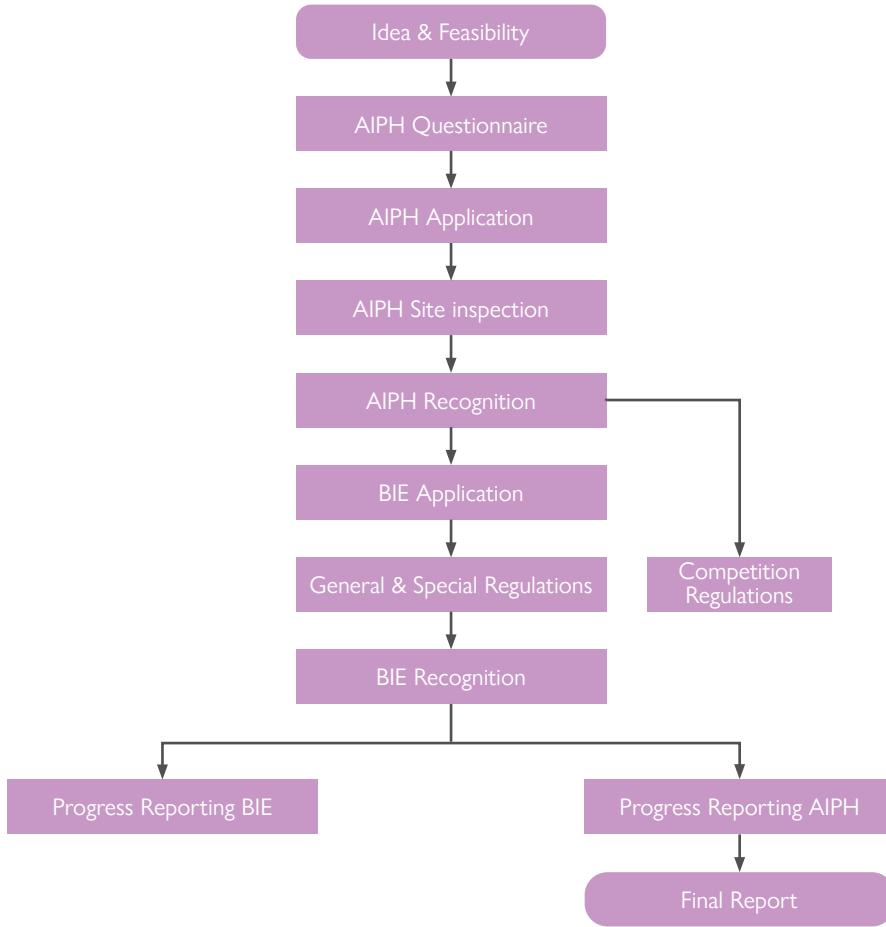
The entire application and reporting process for an A1 International Horticultural exhibition is shown in Figure 4.

Note: It is only after the recognition of an A1 Expo project by the BIE that the host country can officially send out, through diplomatic channels, official invitations to governments and international organisations to participate in the Expo.



¹ BIE has a model for General and Special Regulations for International Recognized Exhibitions.

Figure 4: Application, Recognition and Reporting Process for an A1 Horticultural Expo



Interfaces BIE / Organiser

The following list summarises the interface between the organiser and the BIE and describes the instruments by which the BIE supervises and supports the successful organisation of an A1 International Horticultural Exhibition.

1. BIE application

Via the national government

2. General & Special Regulations

Support, Review & Approval by BIE and AIPH

3. Reporting during Executive Committee and General Assembly

In accordance with the BIE convention

4. BIE site inspection

A site inspection may be carried out by BIE if deemed necessary

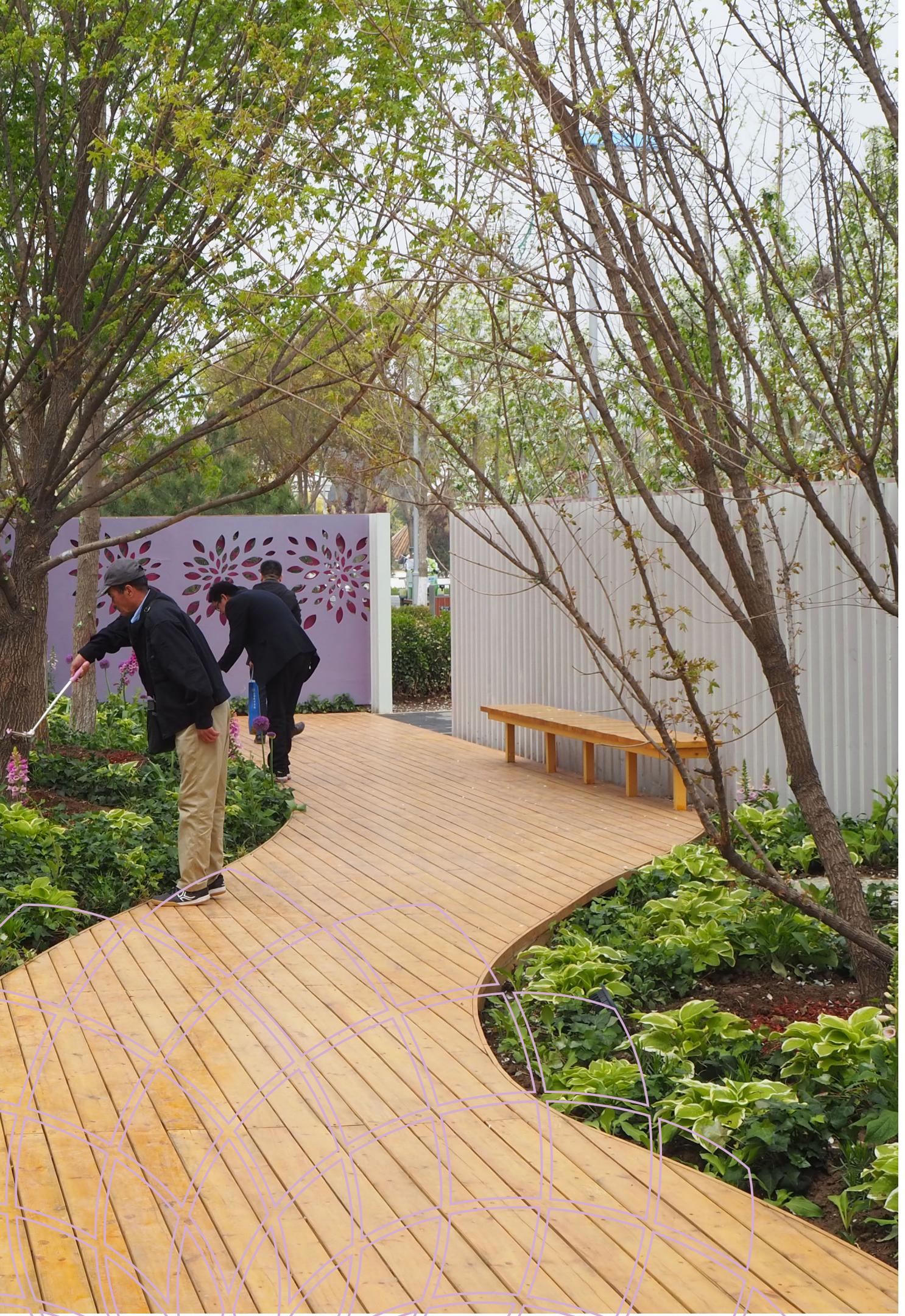
5. Opening / closing ceremony

Speeches by the BIE and AIPH representatives

6. International planning meetings

Supported by BIE representative





Key Words:

- competitions, juries, AIPH
- jury, judging ceremonies

1.9 Exhibition regulations

1.10 During the Expo: Competitions

International Horticultural Exhibitions promote ornamental plants and competitions are a crucial part of each event, addressing quality and innovation in the ornamental horticulture sector. Organisers of an International Horticultural Exhibition are required to include competitions² in their events program, to make efficient arrangements for their judging and to award appropriate prizes to those whose exhibits are of exceptional quality. The organiser must

2 See chapter IV – AIPH Regulations

take care of Competition Regulations, according to AIPH regulations and AIPH Competition Guidelines. To set up the competition regulations, organise the juries and coordinate the competitions and judging ceremonies an experienced project team is needed. Close cooperation with representatives of the national horticultural industry is recommended.

For the development of the competition regulations it is recommended that

organisers make use of similar regulations from previous Horticultural Exhibitions.

Concerning the gardens or exhibits of the official participants, the AIPH coordinates an international jury. The contributions of the official participants will be examined by the AIPH jury three times for A1 Exhibitions and twice for B Exhibitions. The judging takes place immediately before the opening and just before the closing ceremony. An additional jury round is conducted mid-way through the Exhibition for A1 category Exhibitions.

The awards ceremony takes place after completion of the competition period. Three to four awards ceremonies are typical in which the last ceremony takes place in combination with the closing ceremony. For the other ceremonies it is advised to combine these with public events or Expo-Team events. This will increase the importance of the awards ceremonies.

Note: The participants should be invited specifically to participate in the flower and plant competitions.

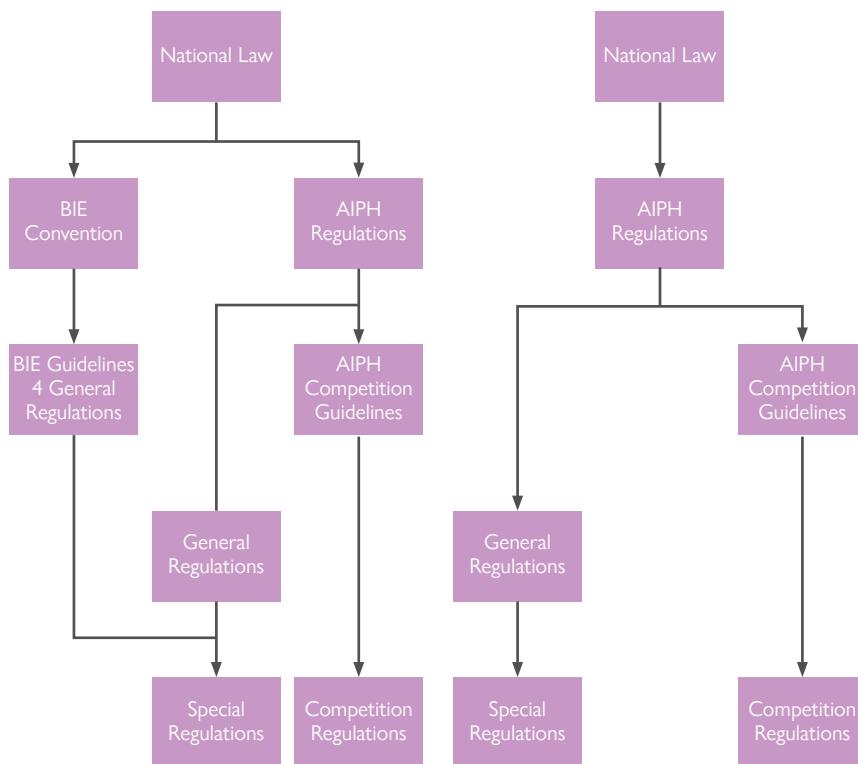


Figure 5: Development Process for the Exhibition Regulations

Process for the development of Regulations for A1 International Horticultural Exhibitions

Process for the development of Regulations for B International Horticultural Exhibitions

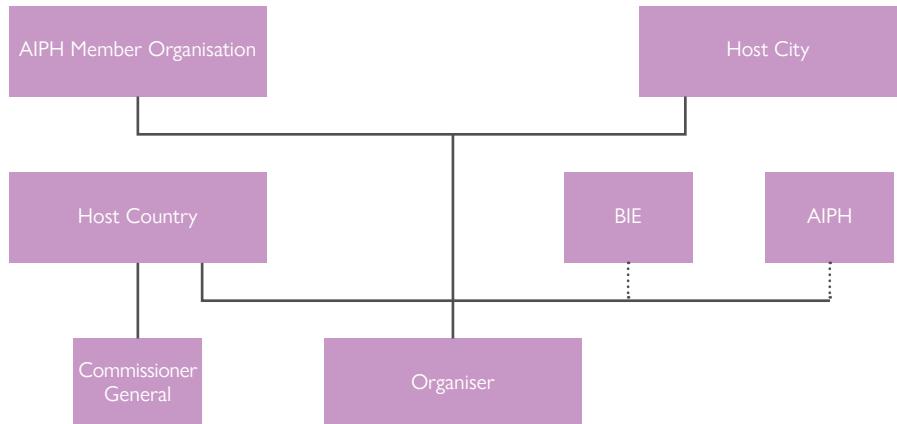
1.11 Host city and host country

The Host City has the responsibility to plan and to organise the Horticultural Exhibition. In general the host city establishes the Expo organisation and takes care of the financing.

The host country is in charge of inviting the other nations, for A1 exhibitions and it has responsibilities towards the participating nations in accordance with the BIE convention³.

The following organisational chart shows the relationship between AIPH Member Organisation – Host City – Host Country – AIPH – BIE.

Figure 6: Organisational Structure



Key Words:

- commissioner general,
steering committee,
international planning
meetings

1.12 Commissioner general (A1 exhibitions)

For A1 Exhibitions the Government of the Host Country and any country participating in an exhibition shall appoint a Commissioner of the Exhibition⁴ (to represent the government) and a Section Commissioner⁵, whose role is defined in the BIE convention, their role is to inform the Commissioner of the Exhibition of the content of their exhibit and see that the rights and obligations of exhibitors are respected.

The Commissioner General of the Host Country represents the Host Country to the invited nations. For Horticultural Exhibitions, all the Commissioners of the Countries meet during the Steering Committee of the College of Commissioners, in order to report information about the Exhibition.

Some of the Commissioner General's main responsibilities are defined in the Convention, such as:

- Sign participation contracts on behalf of the host country
- Organisation of the international planning meetings
- Coordination of the steering committee
- Representing the host country during the National Days
- Representing the host country during protocol events
- Representing the host country during opening and closing ceremony
- Mediation in case of conflicts between the organiser and official participants
- Establish an organisational structure which allows dynamic growth and efficiency.
- Set up an efficient planning and controlling instrument which fits for the interdisciplinary team.

4 BIE convention. Part IV, art. 12, pag. 11.

5 BIE convention. Part IV, art. 13, pag. 12.



2 Management organisation

Key Words:

- management organisation

The Exhibition is a project with specific organisational and management requirements because the project is defined by:

- Being a newly established management organisation with little experience in organisation of Exhibitions
- Being a complex and multidisciplinary stakeholder structure
- Having a definitive beginning and end (there is no opportunity to shift the opening date)
- Specific evolutionary project phases from the feasibility study and master planning to further implementation and operations
- An interdisciplinary team with differing understandings of project management

Because of this it is recommended to establish the Expo-Organisation as a management organisation with specific management know-how in:

- Organising International Horticultural Exhibitions
- Architecture, Engineering and Construction
- Entertainment and Event Management
- Horticultural Sector
- Marketing & Communication

Concerning the organisational structure, planning and controlling of the event two recommendations will be made:

Establish an organisational structure which allows dynamic growth and efficiency

We use the acronym S.M.A.R.T. to define the goals of an exhibition:

- Specific (well defined and understandable)
- Measurable (results achieved can be evaluated)
- Achievable (considered so by the people involved)
- Relevant (important value for the customer so that a clear mandate is given to the organisers)
- Timescale (to be achieved in time for a due schedule)

Goals for a Horticultural Exhibition should be defined in terms of quality (results), costs (budget) and time (date), reflecting the value expected by the visitors.

"Projects means achieving defined targets respecting time and budget. Projects cut the traditional organization lines (functional).The target to achieve, often, is more important than the process adopted to achieve. Both, product and process, have to be the object of an effective management system"⁶

A typical Exhibition management organisation consists of about 30 staff members. The rest of the team is made of contractors or staff offices. An example organisational structure is presented in Figure 7. In this structure the Exhibition is divided into divisions and projects. The project level is the most important level in this structure because the project managers are responsible for the realisation the projects within the defined and agreed budgets.

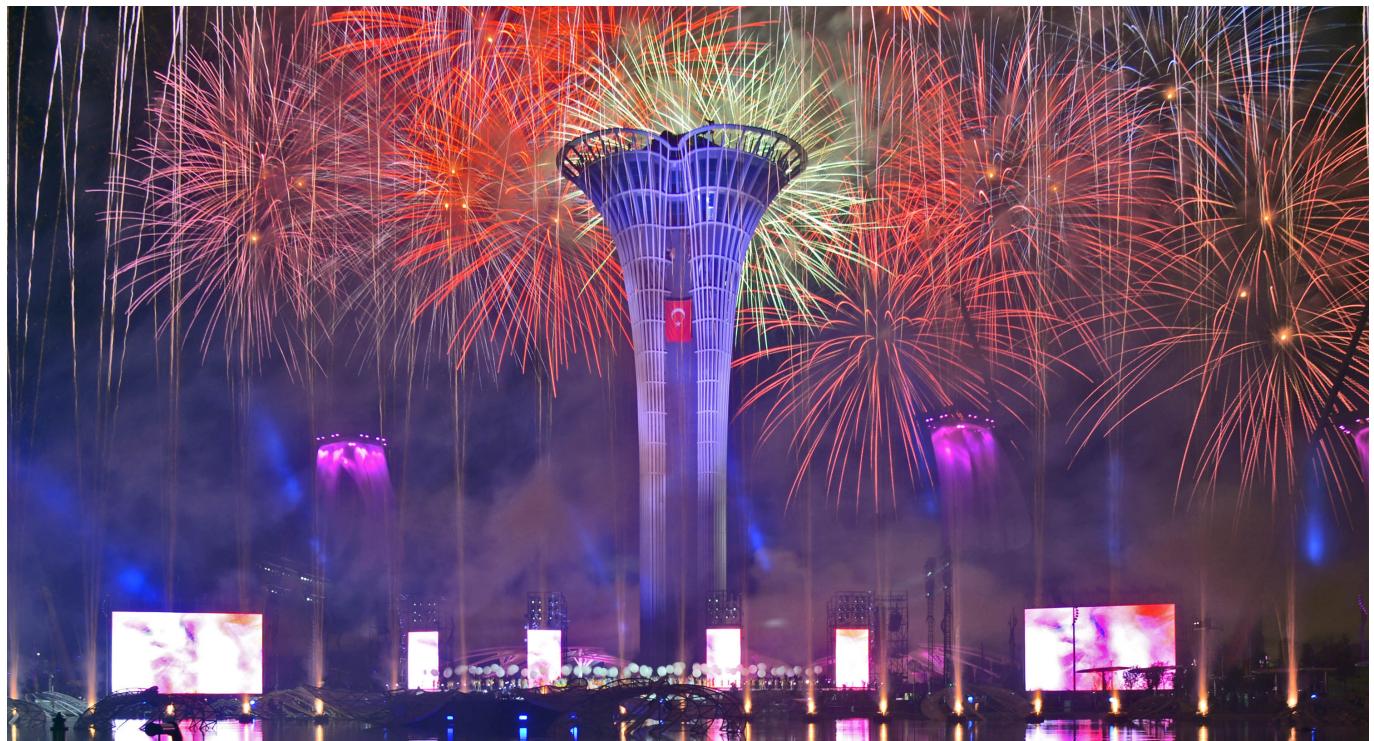
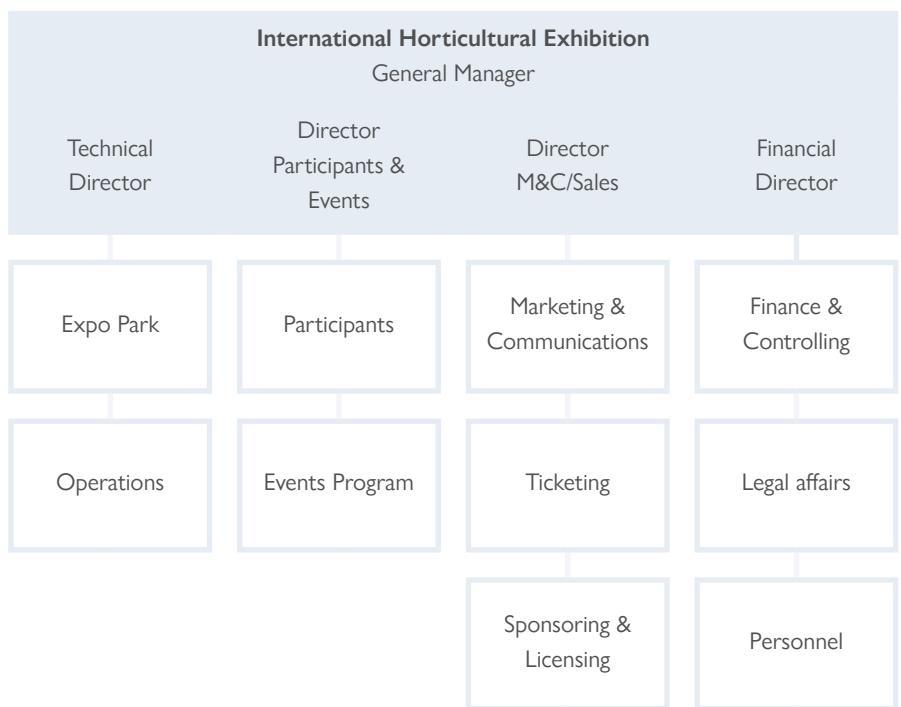
"Project managing is the planning, organizing, directing and controlling of company resources, in order to achieve a given goal for the project, within time, within cost and within resources...⁷"

⁶ Source: R.D. Archibald, "Managing High-Technology Programs and Projects", New York,Wiley, 1976.

⁷ Harold Kerzner "Project Management: A system approach to planning, scheduling and controlling"

To train the Exhibition team it is recommended to use experienced Expo consultants and to visit other comparable events, at least during the start-up phase of the project (Feasibility and Masterplan).

Figure 7: Management Structure of a Horticultural Exhibition



3 Stakeholders and Partners

Key Words:

- stakeholder, partner, sponsors, residents

The range of stakeholders and partners in International Horticultural Exhibitions makes them unique events. The stakeholder and partner network exists on the local, regional, national and international level as well as from the horticultural sector and associated industries. Careful diplomacy on a national and international level is required in particular for A1 category Exhibitions. In the following we list typical stakeholders for a Horticultural Exhibition:

The main Stakeholders for the organisation of a Horticultural Exhibition are:

- Host city and region
- Host country
- Horticultural sector
- The main partners are:
 - Sponsors
 - Media partners
 - NGOs

The responsibility of the organiser is to establish and manage a good relationship with stakeholders. The organiser has the active role of informing and engaging the stakeholders.

It is also important to inform and engage the residents of the host city in an early stage. Regular preview and information days are proven instruments.



4 Planning

We list here all the main planning tools:

- WBS (Work Breakdown Structure) – what has to be done?
- OBS (Organization Breakdown Structure) – who are the people in charge?
- RAM (Responsibility Assignment Matrix) – assigning the responsibility
- Network – logic of the project
- Gantt – Master Gantt – Detail
- Resources plan
- Costs plan

From this list we recommend two basic tools for the planning of such a multidisciplinary and multicultural project that ensure flexibility and focus towards the opening. Number one is the Work Breakdown Structure (WBS) which is an instrument to identify and to structure the work to be done on different levels. In Figure 8 a top level WBS structure for Horticultural Exhibitions is shown and in the following chapters more details about the WBS structures are provided. The WBS structure is not an organisational structure but will often be used as the basis for the development of the organisational structure.

Figure 8: Work Breakdown Structure of a Horticultural Exhibition

International Horticultural Exhibition						
Park	Participants	Events	Operations	Marketing & Communication	Sales	Program Management
Project Management	International Gardens	Cultural Program	Visitor Services	Marketing	POS System	Finance: Budget, Expenditure, Revenue
Site Preparation	National Gardens	Art	Admission & Gates	CI/Brandbook	Advance Ticketsales	Legal Affairs
Landscape	Central Administration and Support Office	Educational Program	Facility Management	Public Relations	Call Center	Contracts
Urban Infrastructure		B2B program	Traffic Security	Media Services during the Expo	Sponsoring Media	Purchasing
Buildings and Facilities	Competitions	Event Services	Food & Beverage/ Retail	Advertising	Partner Licensing	Human Resources
Street Furnishing			Special Projects	Preview Activities	Concessions	
Special Projects	Protocol & VIP Services			Official Publications		Office Management
				Final Report		Expo asset Sales
				Website & Social Media		Liquidation Application & Reporting APIH & BIE

Planning instrument number two is the Master Bar Chart or Gantt Chart which defines the key project phases and milestones for the realisation of the project. In the Master Bar Chart deadlines are defined for sub-project and the project overall. Typical milestones for a horticultural exhibition are:

Feasibility, Application AIPH, Recognition BIE, Expo organisation established (Kick-Off), AIPH Site Inspection, General Regulation, Special Regulations, Businessplan, Masterplan, Start construction, Start operations organisation, Start events organisation, Preview days, Infrastructure completed, Start construction of outdoor exhibition, Buildings available, Start indoor exhibition, Start furnishing, Test day, Evacuation test, Start marketing and communication campaign, Opening, Closing, International planning meetings, Exhibition dismantled, Handover expo site, Expo organisation liquidated.

Because of the interdisciplinary team it is recommended to work with project phase and milestone oriented planning and controlling on the overall level. The detailed planning should take place under responsibility of the division and project level because of the same project management and planning background. In Figure 9 an example Master Bar Chart for a Horticultural exhibition is shown.

Figure 9: Master Bar Chart of a Horticultural Exhibition

	-6	-5	-4	-3	-2	-1	0	+1
Project Phase	Feasibility & business plan stage Master plan and concept phase							
Program Management	Feasibility & business plan Theme, experience model & storyline		Construction and implementation phase Invitation phase		Contracting phase	Training phase Expo phase		
Park	Site selection and master plan Design Urban infrastructure Planting						Post Expo phase Residual sales Close down Expo organisation	
Participants		Concept & networking		Invitation		Design Construction	Operation Dismantling	
Events			Concept	Booking and contracting phase		Preparation stage, backstage	Operation Dismantling	
Operation			Concept phase		Contracting	Training	Operation	
Marketing & Communications		Concept & CI phase Market research Communication phase I		Communication phase II		Communication phase III	Communication phase IV	
Sales		Ticketing concept Group sales Sponsorship plan Contracting		Contract ticketing Relationship management		Ticket sales		

How to start

After the application is submitted (in case of A1, we consider the two applications submitted), we need to set up the organisation and define the final business plan, theme etc. A frequent question that organisers ask is 'how shall we start?'

Kick-Off

After a successful application to the AIPH the intended management organisation will be established. The first substantive step towards a successful realisation of the Exhibition is a well organised kick-off meeting. A recommended format for a kick-off meeting is the so called 'Charette'. The Charette is a stakeholder meeting where, under the supervision of an experienced moderator, all the essential requirements of the stakeholders are gathered together and combined to a common approach. One of the main outcomes of this meeting is the theme or slogan that was developed during the kick-off meetings and is thus shared, accepted and championed by all stakeholders.

Learning from others and creating your own exhibition

- Learning from others helps to avoid unnecessary delays and risks in the Horticultural Exhibition project. There are various opportunities to learn from other Horticultural Exhibitions and the experience they gained during the planning and realisation of their event:
- Make use of the AIPH and BIE accountant managers
- Study the masterplans, concepts, regulations, final reports of previous Horticultural Exhibitions
- Participate regularly at the AIPH and BIE conferences. Organisers can become AIPH Affiliate members in their own right.
- Visit other Horticultural Exhibitions or World Expos during their preparation phase and establish continued knowledge exchange
- Visit amusement parks to learn how these theme parks are creating the visitor experience
- Make use of experienced Expo consultants with a track record in
 - International Horticultural Exhibitions
 - World Expos
 - Design of amusement parks and visitor attractions

It is well worth asking expert Expo Consultants to support the theme development and the review of the masterplan as well as the concepts for participants, events, operations, marketing/communications and sales. In the later phases these consultants will be available for specific questions.

Note: During the kick-off meeting organisers should never forget their focus on the legacy of the expo and the added value produced. These aspects should be covered already in the feasibility study and during the kick-off there must be a clear picture of the post-expo phase.

5 Theme

Key Words:

- Objectives, Theme,
- Motto, Slogan

The Theme or Motto combines all objectives of the Horticultural Exhibition and is:

- Short (max. 5-6 emotional words)
- Simple (for maximum acceptance)
- Catchy (memorable)
- Durable (it has to last for 5-10 years)
- Distinctive (for the branding of the exhibition)

Slogan. The slogan will be developed based on the horticultural and urban development objectives of the exhibition and must meet the inspiration and aspiration level of the visitors and Host City. With the theme we address primarily the general public. They have to pick up the message and be inspired to visit the Exhibition.

One opportunity to develop the theme is the earlier mentioned kick-off meeting. In a later stage the theme will be translated into the corporate identity of the exhibition with the logo and the house style.

Note: Important remarks concerning the theme development are made by the Secretary General of the BIE in the article: A pillar of the success of Expo 2010: the Theme Development⁸.



6 Experience concept

Key Words:

- Visitor experience, entertainment, education, aesthetic, escape

The main objective of every visitor attraction is to create a positive experience for the guests, a durable and positive memory.

The experience concept is what people perceive and how it may engage guests on any number of dimensions. At International Horticultural Exhibitions guests should be engaged, not just entertained.

The 4E⁹ experience concept from Joseph Pine and James Gilmore provides a good example of how to create the concept of a Horticultural Exhibition.

Entertainment The guests can laugh, smile, feeling involved and actively participate in the event.

As for the entertainment experience, **Education** involves visitors actively by informing them and increasing their knowledge. Often times it is possible to find **edutainment** in order to connote the strict relationship between the two.

The third great area involves the idea to Escape from the daily routine and the harried rush, by experiencing something new and inspirational.

And last in the list, Esthetical¹⁰, this word takes into account the architectural side of the Exhibition and everything related to it, the power of the appearance and the beauty of plants.

The experience is being created for a varied audience: consumers (families, kids, older and disabled people, politicians, professionals and landscape gardeners). It must not be just a B2B event; organisers have to bear in their mind that the main purpose is to create awareness on the park by letting people enjoy it. The guest is visiting the Exhibition mainly for horticulture and is primarily looking for inspiration and new ideas: landscape or garden design, new products (plants, trees, etc) and home decoration. The organiser tries to address the needs of all the people attending the event, knowing that their experience can be different from one to another.

Using the experience concept the promotion of the horticultural sector and its products and services takes place within 3 steps:

1. **Attract people**
2. **Inspire them**
3. **Create awareness for plants**

Note: A good entertainment program makes about 30% of a successful day.

9 Source: The Experience Economy: Work is Theatre & Every Business a Stage. B. Joseph Pine, James H. Gilmore.
Website: http://books.google.co.uk/books?id=5hs-tyRrSxMC&pg=PA31&lpg=PA31&dq=joseph+pine+escape+aesthetic+entertainment+and+education&source=bl&ots=IKi6YBdNni&sig=jsYzKoujk_Wc_asRy7E8HfHEbPd8&hl=it&sa=X&ei=QJr8U-6_Nuzo7AaN_YGwAw&ved=0CC4Q6AEwAQ#v=onepage&q=joseph%20pine%20escape%20aesthetic%20entertainment%20and%20education&f=false

10 We use the word esthetical and not aesthetical to keep the principle of the 4E's concept

7 Visitors or guests

Key Words:

- visitors, guests, target groups

Visitors to the exhibition should be treated as guests. Organisers need to convey the idea of hospitality, people must be happy when they go back home, they need to have an experience in their minds. People should feel like guests and keep a positive memory of the Exhibition, taking into account the different targets (disabled, children, adults, elderly, experts, politicians, families, etc).

What kind of guest visits the Exhibition?

First of all the general public. The park, the facilities like the information system, the exhibitions, and events program will be built primarily for the general public. The Expo park, the exhibitions, the entertainment and the general educational program has to correlate with the inspiration and aspirational needs of the general public. Because of the complex and diverse structure of the general public to focus on a target group of families with an age of about 40 years is recommended. This target group corresponds with the needs of the younger and older generation. It is self-evident that specific measures will be taken for groups, disabled guests or children. The following figure shows the extra facilities to be built for the other target groups like professionals, politicians or media.

Figure 10: Target Groups of a Horticultural Exhibition

Target Group	Infrastructure / Content
General Public / all target groups	Landscape Park, Gardens, Exhibitions, Cultural Program, Educational Events, Service Facilities, F&B, Souvenirs, Play Grounds,
Professionals	+ Conference Facilities, VIP-Lounge, Conferences, Competitions, VIP Services
Politicians	+ VIP-Lounge, VIP Restaurant, National Day, Meeting Facilities, VIP Services
Media	+ Media Centre, Media Services, Onsite Mobility, ICT

Developing the Horticultural Exhibition as an experience it is important to take into account the behaviour of the guests. A typical structure for a visit is:

Arrival – Welcome – Orientation – Exhibition/Education – Lunch / Break – Exhibition / Education – Entertainment – Good Bye – Departure.

The following figure gives an idea concerning the time budget for a full day visit:

Figure 11: Target Groups of a Horticultural Exhibition

Activity	Time Budget
Arrival / Departure	0.5 hours
Park: landscape, walking, orientation, information	2 hours
Exhibition / Education	2.75 – 3 hours
Entertainment / Cultural Program	0.5 – 0.75 hours
Break / Food and Beverage	1 hour
Total	7 hours

In figure 11 we did not take into account an evening program, which is normally more related to the entertainment.



8 Attendance projection & design day

Figure 12: Example Design Day Analysis Floriade 2012

Design day analysis Floriade 2012

Design day calculation

Visitors (tickets)	Visits (1.15/visitor)	Duration	Peak in ground PD (80%)
2.000.000	2.300.000	186 days	28.000
Peak day (PD)	Design day (84%)	Peak in ground DD 80%	
35.000	28.000	22.400	

Required onsite in acc with DD

Space for visitors (4 sqm/visitor DD)	Capacity restuarants (25% DD)	Capacity exhibition (30% DD)
100.000 sqm	6.000	7.000

Entrance area in acc with PD

Peak hour arrival PD (35%)	Peak hour arrival DD (35%)	Cash register (PD)	Turn styles (PD.4 sec/visitor)
10.000	8.200	20	12

Entrance area in acc with PD

Car (3 guests/car)	Touring cars	Public	Bike	Others
65%	20%	10%	4%	1%

Parking

Cars (PD)	Touring cars	Staff
6.500	140	500

9 The Expo Park

Key Words:

- masterplan, gardens / exhibitions

In principle the Expo Park will be designed in two layers. The first layer of the masterplan is the permanent park for the post-Expo phase and the second layer is the temporary park for the Horticultural Exhibition. The

starting point is always the permanent park. The following Figure 13 shows the work breakdown structure for the development of the Expo Park.

Gardens / Exhibitions

The landscape architecture, gardens, flowers and plants are the primary motivation for visiting a Horticultural Exhibition. The

Figure 13: Work Breakdown Structure Expo Park

Park (In this WBS we do not differentiate between temporary and permanent construction measures)

Project Management	Site Preparation	Landscape	Urban Infrastructure	Buildings & Facilities	Services
Project Management	Site Preparation	Topography Lake	Underground	Ticketing	Site
Architecture	Site Restoration	Forest Trees	have to be invited by the organiser and	Entrance(s)	
Landscape Architecture	• dismantling	Shrubbery	international participants have to be	Restaurants	
Planting Commission	• prep final park	Perennials	invited by the host country. For both	Kiosks	
Experience Management		Flower Bulbs	groups different invitation processes	Expo Souvenir	Break D&B
Engineering		Annuals Lawns	to be organised.	Souvenirs	Participants
Quality Management		Natural meadows	Structure for the participants division	Participants	Presented in figure 13.
Construction Logistics		Maintenance	presented in figure 13.	Restrooms	Participants
Permits				Visitor Information & Services	Participants
Participants Services				Rental Services	Participants
				Lockers	Participants
				Warehouse VIP Lounge Media	Participants
				Convention Center	Participants
				Stages	Participants
				Backstage Areas	Participants
				Preview Center	Participants
				Employ Areas	Participants
				Tourism	Participants
				Security Area	Participants
				Public Transport	Participants
				Facility	Participants
				Bike Processes	Participants
				Horticultural Management	Participants
				Horticultural Exhibition. This is because	Participants
				the organiser has to develop a good	Participants
				network utilising	Participants
				the diplomatic connections of	Participants
				the host country and the diplomatic	Participants
				Bank	Participants
				connections for countries to be invited	Participants
				Fence/Gates	Participants
				It is recommended to start organising	Participants
				Indoor exhibition participation and issuing invites between	Participants
				4-5 years before the opening.	Participants

10.1 International garden

park and the gardens or exhibitions shall represent the objectives and the theme of the exhibition. An important aspect organisers have to take into account is that the organiser is not creating the exhibition but is rather just a part of it. The garden and exhibitions of the participants will be built and operated by the participants. The organiser shall provide specific exhibition and design guidelines via the special regulations. The necessary minimum space for the international participants for the outdoor and indoor exhibition is defined in the AIPH regulations. In the following we list the different types of gardens/exhibitions

Special Projects

Figure 14: Work Break Down Structure Participants

in a Horticultural Exhibition:**Outdoor Exhibition (permanent)**

- Gardens and pavilions of official participants (Countries or International Organisations officially invited by the host country)
- International participants (international companies)
- National participants (invited by the organiser)
- Design gardens (initiated by the organiser)
- Themed gardens (initiated by the organiser)

Indoor Exhibition (permanent or temporary)

- Exhibitions of official participants (Countries or International Organisations officially invited by the host country)
- National participants (invited by the organiser)
- Themed shows: Tropical Greenhouse, Orchid Greenhouse, Fruit & Vegetable, etc. (initiated by the organiser)

Note: all those who are not official participants are invited by the organiser.

Participants				
International Gardens/ Participants	National Gardens / Participants	Central Administration and Support Office	Competitions	Protocol & VIP Services
Invitation International Participants	Invitation National Participants	Exhibition Regulations Permits: Construction, Visa, Work, Food & Beverage	Competition Regulations Organiser Jury AIPH Jury Judging Ceremonies	Protocol VIP Lounge VIP Services Flag Protocol
Support Design & Construction Phase	Support Design & Construction Phase			
Support Expo Phase	Support Expo Phase	Services Guide Team Events		
Phase National Day Support				
Support Dismantling Phase	Support Dismantling Phase			
Hospitality Phase				

...ns/participants

The participation of an official participant consists principally of the following elements:

- A permanent outdoor exhibition (garden and pavilion)
- A permanent or temporary indoor exhibition
- A cultural program
- Participation in the B2B program
- Organisation of a national day

Three years before the opening is the recommended moment to send the official letter of invitation. This is because the invited nation needs to decide about the participation, has to establish a project team and has to design and realize its exhibit.

A second invitation for the organisation of a national day should be sent about six



10 Participants

Key Words:

- international participants,
national participants, national
day, services

Figure 15: Invitation Process for the International Participants

- | | |
|---|---|
| <ul style="list-style-type: none">• Invitation and Realisation Process for the Official Participants• Organisation, Information & Network phase (2 years)• Establish organisation• Concept development• Coordinate invitation process with the government• Information material• Inform embassies• Visit and inform embassies of countries to be invited• Official Invitation phase (2 years)• Verification that the invitation has arrived• Visit invited countries• Coordination of international information days | <ul style="list-style-type: none">• Visit invited countries• Coordination of international information days• Planning & contracting phase (1 year)• Construction phase (6-9 months)• Invitation to organize a National Day (by the government of the host country)• International Planning Meeting I• Opening Ceremony• Exhibition phase• International Planning Meeting II• International Planning Meeting III• Closing Ceremony• Dismantling & Contract Closeout |
|---|---|

The National Day

The national day program elevates the Horticultural Exhibition towards being a world expo. Besides the general participation by realising a garden or exhibition participating nations should also be invited to organise a national day. During the national day diplomatic relations and B2B relations will be developed. The general visitor will enjoy a unique cultural program provided by the participating country.

The following scheme is an example for a national day program as known from the World Expos.

Figure 16: Standard Program of a National Day

Standard Program for the National Days:

- 10.00: Welcome guests and signing Expo-guestbook
- 11.00: Public opening of the National Day (main stage):
- Flag ceremony and national anthems (official participants only)
 - Speeches:
 - Mayor of the Host City
 - Commissioner General of the Host Country
 - Representative(s) of the Participating Country
 - Cultural performance(s)
- 12.00: Lunch break
- 13.00: Visit to the Participating Country Pavilion
- 14.00: Visit to the Host Country Pavilion and to the Expo site
- All-day: Cultural performance(s) by the host country (Country Pavilion, Expo Site)



10.2 National gardens/participants

It is the responsibility of the organiser to develop the Horticultural Exhibition in close cooperation with the producers and producer organisations of the host country.

The organiser will initiate an invitation process comparable with the invitation process for the international participants.

There will be various opportunities to participate:

- A corporate presentation from a specific horticultural sector
- An individual presentation from a company
- Delivery of Plants for the Expo Park
- Participation in the competition

program

In addition to the presentations of national participants the organiser should initiate specific projects in cooperation with the horticultural sector such as 'Design or Themed Gardens' or a Tropical Greenhouse.

10.3 Central administration and support office

To coordinate the support of the participants of a Horticultural Exhibition many Exhibitions establish a Central Administration and Support Office (CASO) to guarantee efficient participant services based on providing a single outward face. The CASO will coordinate any requested participants services internally or externally. Due to this philosophy no unnecessary delays will take place with respect to the participant activities.

The CASO is usually in charge of the following services:

- Participants contracts and contract closeout
- Visa and work permits
- Accreditation
- Housing
- Expo forwarder and Customs Services
- Exhibition design support
- Construction and other permits
- Construction logistics
- Construction services
- Warehousing
- Media contacts
- Protocol Services
- Organisation of Team Events during the Expo
- Coordination participants events: Cultural activities, B2B, Protocol Services, National Days
- Food & Beverage/ Retail
- Energy, Water, ICT

The events program serves both target groups, the general visitor and the professional. Concerning the general visitor it will be a combination of entertainment, cultural performances and educational activities. With respect to the professionals and international participants a B2B program combining seminars, workshops, conferences and trade missions should be organised. Besides knowledge exchange the aim of the B2B program will be to improve international relationships and support business development.

The aim of the events program is to promote the horticultural sector indirectly through the events program.

Areas for the entertainment should be spread all over the expo park and involve every target group of the audience, in this way people will not feel bored and will have the idea of being considered within the park.

Figure 17: Work Breakdown structure Events Program

Events Program				
Cultural Program	Art	Educational Program	B2B Program	Event Services
Opening & Closing Ceremony	Art in the Park Exhibitions	Trends, ... Kids Program	Seminars Workshops Conferences Trade-missions Judging Events	Stages Convention Center Technical Services Artist Handling Backstage Transportation Catering Daily Program Communication Support National Days Permits
Street entertainment				
Daily Stage Program				
Daily High Lights (Parade, Night Show)				
High Lights				
Off-Site Program				

Note: To provide an estimate concerning the importance of the cultural or entertainment program. The cultural program contributes about 30% to a successful visit to the Exhibition.

Note: The Region Venlo Florida 2012 invested about 2.5 Euro per visit in the Events Program

11 Events program



was important to address all senses for successful environment education. Where there was something to touch, feel, taste, smell or observe, the event went well and involved everybody¹¹. This concept had a successful follow up with the Floriade Kids Program 2012 in Venlo.

B2B program

The B2B program is addressed through conferences, seminars and workshops. Trade missions are stimulated by creating awareness that this is a unique opportunity for business people to seek out potential buyers and sellers. For the B2B guests to the Horticultural Exhibition it is important to meet on the expo-site.

Note: The Business to Business (B2B) program of the Floriade 2012, Venlo was developed in close cooperation between the Province of Limburg, Region Venlo, Development Company Greenport Venlo (DCGV), Rabobank, Chamber of Commerce and Floriade. In total 800 B2B-meetings and conferences took place during the Floriade period. The following conference facilities were provided on the Floriade site:

- 1 x Conference center 600 pax
- 1 x Indoor theatre 300 pax
- 4 x Conference room 100-150 pax
- 8 x meeting room 20-50 pax
- 1 x Business lounge 150 pax

Note: To meet the Green City objectives of the ALPH and the objectives of the BIE in creating an Exhibition a dialogue platform for progress and cooperation for the international community Floriade 2012 organised between 2009 and 2012 an international dialogue program the 'Floriade Dialogue' with 15 Dialogue meetings.

¹¹ For further information: IGA 2003 Rostock. Abschlussbericht zur gruenen Weltausstellung am Meer, page 6

Plans for managing the operations of the Exhibition should be developed about three years before the opening. Most of the services related to operations will be contracted to service companies (i.e. cleaning, waste management, security, etc.). The remaining two years before the opening should focus on contracting, team building and training. The Work Breakdown Structure for the division operations is shown in figure 18.

Figure 18: Work Breakdown Structure for the Operations Department

Operations						
Visitor Services	Admission & Gates	Facility Management	Traffic Management	Security	Food & Beverage/Retail	Special Projects
Info Desk Day program	Onsite Ticket Sales	Cleaning Waste-management	Parking Traffic Signage	Security Video Surveillance	Food & Beverage • Restaurants • Kiosks • Mobile Units • VIP-Lounge • B2B Catering	Attendance Projection Design Day Permits Soft Opening / Test Day Media Services Conference Services
Rental Services	Access Control	Landscape Maintenance	Public Transport Shuttle Services	Medical Services Emergency / Evacuation	Retail • Souvenirs • Shops	Visitor Survey Duty Management
Guided Tours	Accreditation	Technical Services	Traffic Management	First Aid Training I/F Police	I/F F&B / Retail Intl Participants	Daily Reporting & Briefing
Visitor Mobility	Access control staff	Energy, Water, ICT		I/F Fire Brigade		
• Cable car		Communication		I/F Hospital		
• Hop-on Hop-off Train		Warehousing				
Disability Services		Expo Forewarder				
Locker		Mobility				
Lost & Found Dogs		Operations & Service Center				
Complaint Management						
Crowd Management						
Personnel						
Official Publications						
• Map						
• Pocket Guide						
• Expo Book(s)						
Preview Center						

12 Operations

In the following some specific aspects from the operations division will be highlighted.

Mobility

The mobility of the visitors is an important success factor for the Horticultural Exhibition. During a seven hour visit guests will walk between 5 and 7 km. Many guests will not be able to visit the whole Exhibition without transportation. This is especially relevant for the elderly, disabled or children. Another important target group which need onsite transportation are tourist groups; especially groups from abroad, as they often have limited time for the visit. Many tour operators will request an onsite transportation service. The following figure shows some opportunities for onsite transportation.

Other Operational Issues

In future updates of this guide there will also be information provided on hospitality, training, volunteers, public security, food and beverage, retail, guided tours, traffic management and pre-opening tests.

Figure 19: Visitor Mobility and Onsite Transportation

Transport System	Target Group	Capacity	Remark
Hop-On Hop-Off Train / In Park Train	All guests	moderate	€, separate ticket 6-10 stops, Infrastructure to be shared with the pedestrians
Cable Car	All guests	high	€, separate ticket 2 – 3, stations, Transport & Attraction
Electric Scooter	Older and disabled guests	low	€, separate ticket
Wheel Chairs	Older and disabled guests	low	Free of charge
Stroller	Children <3 years	low	Free of charge
'Club Car'	VIP Transport	low	To be managed by the protocol team

Exhibitions are very important because they offer the opportunity for networking in a face-to-face context, enabling people to meet new prospects that matter in the field of horticulture, including suppliers, existing customers, advisers, investors and other key figures. Getting the marketing strategy and communication process right is essential. Many forms include telesales, advertisements, direct mail, emails, etc. The associated press attention and word-of-mouth will also attract the visitors extensively. Expos offer the chance to the people involved to be updated on the development of the horticultural industry (e.g. business people) and to enjoy a nice atmosphere (e.g. tourists) and inspirational event.

The following list shows the main steps to follow to prepare a good marketing strategy:

- Assess the situation through market research
- Define your marketing mix:
 - product you are ‘selling’: the international horticultural event should have clear objectives and goals
 - place: from where you shall start? Plan all the operations and resources (money and people involved)
 - price: choose the right price according to customers willingness to pay
- promotion: advertise the event, chose the best time to promote it and delegate by allocating the right tasks to the right people
- people: they are the main focus around which the event should be built. Define the target groups, like potential clients, existing customers, suppliers, other visitors, etc.
- Monitor the results throughout the process (e.g. preview days) and modify accordingly to improve your strategy
- Be aware of time!

In Figure 20 the Work Breakdown for the Marketing and Communications Division is shown:

Figure 20: Work Breakdown Structure Marketing and Communications

Marketing & Communications							
Marketing	CI	PR	Media Services during the Expo	Advertisement	Preview	Official Publications	Website & Social Media
Marketing Concept	Corporate Identity	Media Partner TV	Media Center Accreditation Mobility	TV	Preview Events	Map	Website Facebook
Market Research	Logo & Brandbook Character Expo Song Expo Uniform	Radio Print Copy Writing	ICT-Services Media News Media Tours	Radio Print	Preview Center	Pocket Guide Official Book Architectural Book Final Report	YouTube Twitter Instagram Online editorial Office

13 Marketing and communications

Key Words:

- marketing mix, strategy, preview, revisit, official publications

Visitor Analysis

An understanding of the people that visit Horticultural Exhibitions will help in understanding the process required to attract visitors. To analyse this it is recommended to split the visitors into different groups:

Figure 21: Example Visitor Analysis; Catchment Areas

Visitor Type		Estimated %
1. Visitors from within a 2 hour radius	Residents, Tourists	70
2. Visitors from outside a 2 hour radius	Residents, Tourists	10
3. Visitors from abroad	Tourists	10
4. Professionals, Officials & Diplomats	National & International	10

Visitors from within a 2 hour radius

The visitors from within a 2 hour radius can be split in to two target groups; residents and tourists.

Residents

To attract this group it is necessary to have a communication strategy which lasts for the whole preparation phase of the Expo. During the preparation phase preview activities should be initiated. These can include:

- Guided tours
- Preview Events including guided tours, demonstrations, cultural performances and activities for children
- Preview Center (2 years before the opening)

For this target group the revisit is an important issue. Often the revisit is not stimulated by the park, the gardens and the exhibitions but rather by the educational and entertainment program which makes this a unique non recurring event.

Local Tour operators will run contracted programs with groups including:

- Older people
- Disabled groups
- Schools

Tourists

Tourists will be informed primarily via the typical channels in the Hotels where they are staying.

Visitors from outside a 2 hour radius

Sign contracts with local tour operators to run 1 day tourist excursions to the Exhibitions.

Visitors from abroad

Cooperation with the national tourist organisation is recommended and it is recommended that organisers exhibit at the most important travel/tourism trade fairs, like the WTM London and ITB Berlin. It is recommended that organisers sign contracts with international tour operators. The communication should take place primarily via the typical tourist channels, i.e. through travel agents.



Professionals, Officials and Diplomats

The professionals will be addressed primarily via the following activities which are more network and knowledge exchange related:

- Opening and Closing Ceremony
- Conferences, workshops, seminars
- B2B and Match Making Program
- Exhibitors program

Stimulate the exhibitors and partners to use this event as a unique platform to invite their business partners and make use of the exhibitors, horticultural sector and sponsors as a multiplier for the businesses and countries they represent

Politicians and international diplomats

This target group depends on the official activities initiated by the organiser and the official participants. Besides the opening and closing ceremony, the conference program and the national days, organised by the official participants, will be the most important opportunity to welcome official guests.

- Opening and Closing Ceremony
- National Days
- Conferences, workshops, seminars

Note: Tour operators and group sales should account for 25-30% of the total ticket sales (in Europe). These tickets will be reserved the year before the event takes place and will be an indicator of the attractiveness of the event. Another important aspect is that the group sales will be independent from any impact of the weather so are an accurate gauge to likely success.

The official Publications & the official App

It is recommended that four official publications should be available during the event:

1. [Map \(€\)](#)
2. [Pocket guide\(€\)](#)
3. [Expo book \(€\)](#)
4. [Architecture book \(€\)](#)
5. [App \(€\)](#)

The map will be distributed free of charge at the entrance. The pocket guide is written as a kind of a travel guide to be used during the visit. The Expo book is a high quality consumer oriented book; a collectors item. The architecture book is a collectors item for professionals related especially to the architecture and design of the Exhibition.



Besides the sales of the tickets the Sales division covers, the ticketing system itself

and all other sales related activities such as sponsoring, media partner, licensing and

concessions. The Work Breakdown for the Sales division is presented in Figure 22.

Figure 22: Work Breakdown Structure Sales

Sales						
Ticketing	Ticketing System	Call Center	Sponsoring	Media Partner	Licensing	Concessions
Ticketing Concept	Ticketing System Cash Register	Call Center Daily Operation	Sponsoring Management	TV Radio	Souvenirs Publications	Food Beverage Souvenirs Retail
Tour Operators	Access Control System		Sponsoring in Cash	Print		
Ticketing Partner						
Advance Ticket sales	Accreditation Systems Car Parking System		Sponsoring in Kind Media Partner			



14 Sales

15.1 Final report

The organiser is required to deliver a Final Report, in accordance with AIPH regulations, not later than 90 days after closing of the event.

Provided that the organizers have fulfilled all their obligations, including the submission of a final report, AIPH will refund a part of the financial guarantee to the organizer as specified in the Expo Regulations. Provided that the AIPH Member (that supported the original application) completes a report to review the Expo (in accordance with AIPH guidelines) within one year of the Closing of the Expo another part of the financial guarantee will be paid to the AIPH Member.

The minimum content of the final report is defined in AIPH regulations. Because of the importance of the event for the host city it is recommended to write a more detailed report for the stakeholders of the Horticultural Exhibition. This detailed final report is a good opportunity to document all facts and figures around the realisation of the event from the perspective of the organiser. It is recommended to initiate this project in an early stage.



15 After the Expo: legacy

Key Words:

- motivation, benefits, legacy

Projects have been created to obtain enduring results. The motivation and benefits of organising a Horticultural Exhibition are defined in the chapters before. The legacy of the Exhibition depends on the objectives and the program of the specific event. The following list defines the potential legacy of an International Horticultural Exhibition for the host city:

Primarily

- A unique landscape park or city park
- The infrastructure projects realised around the Expo

Secondary

- An increase in the tourism in the Region of the Host City
- An increase in the attractiveness of the city as place to live and work
- An increase of the attractiveness of the city economically
- The follow up of the international knowledge exchange program

This list shows clearly that the post-Expo phase has to be taken into account during the concept and masterplan phase. For a good legacy the Expo must be an integral and strategic part of the development of the host city. If the Expo is developed independently from any long term city development strategy there will be no legacy effects.

Two good examples concerning the legacy of an International Horticultural Exhibition are Hamburg 'Planten un Blomen', IGA 1953, 1963 and 1953 and Amsterdam 'Beatrixpark', Floriade 1972.

Note: Chicago Tribune published an article about the 'The Legacy Of A Truly World's Fair': .. But the most enduring legacy of the fair is the idea that coherent, aesthetic, ennobling design and planning matter—that they contribute to the health, happiness and productiveness of people and to the effectiveness of urban areas. ..., May 01, 1993.

Note: The successful legacy of an Expo is directly correlated with systematic post Expo planning.

16 Attachments



Benefits of organising an International Horticultural Exhibition

Below are listed some of the benefits of hosting this type of event, with relevant examples from recent AIPH-approved International Horticultural Exhibitions (Categories A1 and B).

1. **Repositioning of the image and brand of the city/country by strengthening national identity and international relationships**
2. **Generate a new source of revenue**
3. **Promote industrial progress in the field of horticulture and landscaping through an**
4. **Exchange of horticultural knowledge**
5. **Promote awareness of sustainability and environmental issues**
6. **Strengthen capability to organise international, multi-cultural events**
7. **Attract a large number of people and promote eco/green tourism industry**
8. **Generate demand of goods or services related to the “green” area**
9. **City development: develop parcels of land by installing new infrastructure (tunnels, high ways) and other improvements (develop parks, green spaces, and play grounds)**
10. **Create jobs and new opportunities**
11. **Cooperate and share their ideas in particular areas**
12. **Educate and involve citizens**
13. **Promote innovation in the horticultural sector**
14. **Boost the economy**
15. **Change politically, socially, environmentally and economically**

16.1 Repositioning of the image and brand of the city/country by strengthening national identity and international relationships



Floriade 2012¹², in The Netherlands, has contributed to the international brand awareness of the region and in that respect has had promotional value. The contact with the diplomatic network (embassies) brought Greenport Venlo and the region to international attention. Floriade Dialogue 2009-2012 contributed to improve the international awareness of the territory. It was an international platform and network, bringing together international professionals within the field of science, business and government to discuss topics such as adequate and safe food production, responsible use of natural resources and green architecture and business.



After the Expo in 2013, Suncheon¹³ has been recognised as the ecological capital of South Korea, as a green city role model and one of the most liveable cities in the world (Silver prize at the 2010 LivCom Awards, UNEP – United Nations Environment Program).



Xi'an¹⁴, China, thanks to the International Horticultural Exhibition in 2011, has been recognised as a new ecological city, decorated with large areas of water and green trees. It has become a city with flourishing economic development and advanced science and technology.

12 Picture, source: <http://www.inparkmagazine.com/brc-designed-floriade-2012-world-horticulture-expo- opens-in-venlo-netherlands/>

13 Picture, source: <http://koreatravelnotes.blogspot.co.uk/2013/06/suncheon-bay-garden-expo-and-jangdae.html>

14 Picture, source: <http://www.morfae.com/1015-plasma-studio/>



In 2010, Taipei¹⁵, the 7th city to host an International Exhibition in Asia, was a demonstration of the characteristics and accomplishments of Chinese Taipei in technology, environmental protection, humanity, and arts. Eleven corporations received the “Green Energy Award” and eleven gas stations received the “Greening and Beautification Excellence Award”. Moreover, while TIFE (Taipei International Flora Exposition) was in session, representatives from AIPH member states, various governments, and cities, sister cities, enterprises from various countries, and famous gardens from around the globe, totalling 30 countries, 60 cities, and 92 institutions, came to visit or participate in international competitions held in the Global Garden Area and indoors. TIFE was successfully marketed through press and broadcast media. TIFE attracted foreign visitors, which greatly improved the international image and recognition of Taipei City. Organising this event was an opportunity for Taiwan to enhance its international rank and reputation.



Thailand¹⁶, with the A1 Royal Flora in 2006, gained the image of being a leader in agricultural products promoting exports and tourism.

15 Picture, source: <http://www.ivanhenares.com/2011/05/taiwan-2010-taipei-international-flora.html>

16 Picture, source: http://mychiangmaitour.com/royal_flora/

16.2 Generate a new source of revenue



In Suncheon¹⁷ 2013 (South Korea), new businesses were developed in the green sector (solar energy, sustainable garden development, electronic transportation) and new industries grew (landscape architecture, floriculture, eastern medicine, beauty industries).



A total of 75 famous enterprises participated in the TIFE in Taipei. TIFE introduced promotions with 500 partner stores in Taipei City and 185 partner hotels throughout the nation to increase the occupancy rates and bring about substantial economic benefits.

16.3 Promote industrial progress in the field of horticulture and landscaping through an exchange of horticultural knowledge



In Chiang Mai¹⁸ 2006 (Thailand), thanks to the expo, they developed the Horticultural Knowledge Centre, useful for exchange of knowledge and technology among horticulturists around the world; promoting Thailand as a hub for horticultural production and exports (fruits, vegetables, flowers and herbs). Five years later, international Symposia were organised and hosted 4,500 participants and presented a forum for academics and researchers to exchange their knowledge and experiences in horticulture.

17 Picture, source: <http://www.korea.net/NewsFocus/Travel/view?articleId=10621>

18 Picture, source: <http://www.changpuak.ch/GALLERY/Royal%20Flora%20Ratchaphruek%202006/index.php>



The expo in Taipei 2010¹⁹ provided onsite microclimate reports, supported by the cutting-edge technologies of the Central Weather Bureau, Ministry of Transportation and Communication. It was the first expo that planned the pavilion of dreams that integrated high-tech, culture and art:

- The 65" Multi-view Naked Eye Stereoscopic Display
- The largest smart controllable liquid crystal glass
- 360° panoramic
- Huge FleXspeaker

16.4 Promote awareness of sustainability and environmental issues



Expo in Suncheon 2013²⁰ is also known to be an environmentally-friendly expo because of the introduction of new techniques in recycling within the expo grounds:

Recycling of trees: trees that were left after deforestation or in danger of being disposed of were moved to the Expo grounds. The trees that have found a new home are growing strong

Recycling of rocks and boulders: most of the large rocks and boulders found on the Expo grounds were supplied from the Expo construction sites and other construction sites near Suncheon and have become excellent materials to decorate the Expo grounds

Environmentally-friendly compost, earthworms: the compost used to grow flowers and trees, was made by mixing micro-organisms and waste

Reed fences: made by weaving reeds taken from Suncheon Bay, providing warmth for the cold construction site. The reed fences were much cheaper than the zinc-plated counterparts, and the 2.5 metre-tall reed fences can be recycled and made into natural fertilisers after the Expo

19 Picture, source: <http://www.wantchinatimes.com/news-subclass-cnt.aspx?id=20101103000015&cid=1803>

20 Picture, source: <http://kidsfuninseoul.wordpress.com/2013/05/15/suncheon-bay-garden-expo-2013/>



Dream bridge/the Container Bridge²¹: built using 30 abandoned shipping containers, preserved the structural properties of the containers which act as a shelter from the rain and sun

The garden exhibition was composed of natural objects such as trees, flowers and rocks, with only a limited number of facilities needed to be constructed, there was no need to dismantle or remodel the expo grounds after the event. It was planned to serve as an 'Eco-belt', by connecting the downtown area of Suncheon city to the Suncheon Bay Area.



For the expo in Taipei the City Government team authorised the Foundation of Taiwan Industry Service to conduct carbon emission surveys. The results show that the total carbon emissions during TIFE 2010²² totalled around 144.6 thousand tons, most of which came from transportation (inside and outside park areas, and international transportation), accounting for around 73%. The data were estimated with reference to carbon emissions during large events in different countries, of which transportation also accounted for the majority. Therefore, the traffic control measures and encouraging the use of public transport were truly effective energy- saving strategies.



In addition, TIFE²³ practised energy-saving and carbon reduction form inside out. There was the utilisation of renewable energies, including the solar photovoltaic power generation in the three pavilions of the Xinsheng Park Area and the wind power generation in the Dajia Riverside Park Area. Inside the 14 pavilions were energy-saving and water-conserving equipment, too. There were the low-carbon transportation tools, including the hybrid low-floor shuttle buses planned for TIFE featuring reduced gas consumption and emissions, Luxgen's electrical cars and intra-park green buses. With the further reduction of 811.1 thousand tons of carbon emissions as a result of the energy-saving and carbon reduction proposal introduced by individual departments and offices of the Taipei City Government.

21 Picture, source: idem

22 Picture, source: <http://3.bp.blogspot.com/-yc9d6-cdshk/TVnqgRWew3I/AAAAAAAJNA/0BSzW7lijyo/s1600/taipei-floral-expo.jpg>

23 Picture, source: <http://www.gov.taipei/>



The pavilion of the New Fashion (FE EcoARK)⁶, was built with 1.25 million recycled and treated PET bottles:

- It's the world's most eco-friendly structure certified with the LEED platinum status
- The world's only structure built with 100% recycled PET materials
- The world's first large-span, carbon neutral, experimental structure
- It features the world's sturdiest, most lightweight, translucent screen
- The world's first structure combining PET walls with LED lights
- The world's only building able to self-produce building materials to minimise pollution generated from transport.

16.5 Strengthen capability to organise international, multi-cultural events



Before the Exhibition takes place, the country hires experts in the field of project management. A clear example is Antalya²⁴, the next Recognised Horticultural Exhibition, the organisers are dealing for the first time with the preparation of this world-event and they're acquiring more expertise in the field.



Organisers for Royal Flora Ratchaphruek²⁵, starting in 2006 with the A1 expo and continuing for the second time in 2011 with the A2/B1, increased their capability to organise a World-Class exhibition in Thailand, creating the world's leading Tropical Horticultural Exhibition with a significant trading ground for agricultural technology and unique international plant specimens by promoting the potential of Thai garden plants.

24 Picture, source: <http://artvin.habermonitor.com/en/haber/detay/the-sky-was-colored-with-expo-2016-antalya/345852/>

25 Picture, source: <http://thaitours2008.blogspot.co.uk/2012/01/international-horticultural-exposition.html>

Organising the Deaflympics²⁶, in Taipei 2010, was an invaluable chance to begin a dialogue with the world of sport.



16.6 Attract a large number of people and promote eco/green tourism industry

A proof of this is given by Expo Xi'an 2011²⁷ which attracted approx. 15,700,000 visitors and Expo Taipei 2010, with its 9,000,000.



In Rostock 2003²⁸, a large number of tourists arrived in Mecklenburg-West Pomerania (Rostock's region): 51% of visitors came from other regions / abroad and 49% were internal visitors (29% of which were from Rostock and 20% from the region). They integrated the outside sites to the park; this was to make the hidden treasures of Rostock, related to its art and culture, accessible for tourism and local recreation. The visitors could obtain information on site in a particular pavilion, especially set up for this purpose²⁹.



26 Picture, source: <http://www.taiwanembassy.org/be/ct.asp?xItem=104782&ctNode=482&mp=102&nowPage=6&pageSize=30>

27 Picture, source: http://www.chinadaily.com.cn/m/expo2011/2011-05/03/content_12434061.htm

28 Picture, source: <http://www.horstweyrich.de/naturbauten2.html>

29 For further information: IGA 2003 Rostock. Abschlussbericht zur grunen Weltausstellung am Meer, page 93



During the Royal Flora in 2011, 86.4% of entrepreneurs in hotel and accommodation sectors earned higher revenues, 36.67% for food centres and restaurants' entrepreneurs and 100% of van and bus entrepreneurs earned higher revenues.

Suncheon Bay in 2013 from a local tourist attraction turned into an international, world-class, eco-tourist destination.

In Xi'an 2011 the turnover of hotel accommodation increased 23.5% on the previous year and the turnover for the catering industry grew 24.3% with an increase in total retail sales of social consumer goods of 18.6%.

The total number of visitors in Taipei³⁰ grew by 26.67 % in 2010 (year of the expo) and by 9.34% the next year (the expo covered the period 2010-2011), and continued the next year, 2012, with +20.11%.

16.7 Generate demand of goods or services related to the “green” area

The demand for plants throughout Taiwan increased as a result of TIFE 2010 (Taipei International Flora Exposition), driving growth of the flower industry. Export flowers in 2010: USD 149 million +35% from 2009 (USD 110 million).

³⁰ Picture, source: http://en.wikipedia.org/wiki/Taipei_International_Flora_Exposition#mediaviewer/File:2010_Taipei_Flora_Expo_sea_of_flowers.jpg

16.8 City development: develop parcels of land by installing new infrastructure (tunnels, highways) and other improvements (develop parks, green spaces, and play grounds)



The IGA 2003 (Germany) facilitated the construction of the Warnow Tunnel, the western feeder road for the A20 motorway and the HanseMesse Rostock, the reconstruction of the main train station and the urban railway station Lutten Klein, as well as many residential improvement measures in the neighbouring boroughs. The reed hall house turned into a meeting point for social and cultural events. The ship "Dresden³¹" has returned to its old mooring, after complete refurbishment and modernisation by IGA GmbH. The German pavilion has been reutilised at the Federal Horticultural Show 2005 in Munich. The park stage had only been planned for one season but was set up again subsequently for further cultural events and concerts. 11 of the 22 gardens of nations remained after the event as beauty spots for visitors. During IGA 2003³², in Germany, new connections have been made, linking Rostock to the new motorway A20 to Hamburg and to the A19 to Berlin. Moreover during the preparation of IGA, the main station was redeveloped, the interurban railway and bus station Lutten Klein opposite the IGA grounds was set up and the inner city tram network was extended. It is very important to notice that the Macklenburg village Schmarl was redeveloped even if not integrated in the IGA grounds, this shows how, thanks to the Exhibition, a lot of areas could be renewed.



After the expo the Innovation Tower at the entrance to the Floriade 2012, and the transparent "Flora Villa³³", are used as representative company headquarters. The site is now a high value business park. Moreover, 200 million EUR were invested in infrastructures in the region, such as the highway between Germany and The Netherlands.

31 Picture, source: [http://en.wikipedia.org/wiki/Frieden_\(museum_ship\)#mediaviewer/File:Rostock_Traditionsschiff_Typ_Frieden_\(01\).JPG](http://en.wikipedia.org/wiki/Frieden_(museum_ship)#mediaviewer/File:Rostock_Traditionsschiff_Typ_Frieden_(01).JPG)

32 For further information: IGA 2003 Rostock. Abschlussbericht zur grunen Weltausstellung am Meer, page 11-12

33 Picture, source: <http://www.interiordesign.net/projects/detail/1929-project-villa-flora-in-venio-the-netherlands/>

16.8 City development: develop parcels of land by installing new infrastructure (tunnels, highways) and other improvements (develop parks, green spaces, and play grounds)



In Suncheon 2013, the expo site has been transformed into an ecological garden filled with trees and flowers. The Expo grounds act as an eco-belt to protect Suncheon Bay. The nation's first Personal Rapid Transit system is an environmentally-friendly and uniquely enjoyable way to convey up to six people in each pod from the Garden Expo site to Suncheon Bay³⁴. Moreover, they built the Dream Bridge of recycled containers and high-tech IT gardens have been created, the facilities of which utilised eco-friendly energy. Moreover they are implementing some health policies, for instance, by developing the Carbon Level Monitoring Systems in order to reduce city carbon levels.



Chiang Mai's exhibition area has been developed into a comprehensive learning and research centre in agriculture for the benefits of all people, not only academics and students, but also farmers and the general public.

The expo park in Xi'an has now turned into an ecological environmental protection site for sustainable use. They created a movie-themed park, with new movie production facilities, 5D cinema and other first-class entertainment facilities.

In Taipei 2010, the pavilions have been renovated and some of them are offices or host today large exhibitions. They can be rented by public and private organisations as a venue for cultural activities. Some of the pavilions turned into exhibition centres or museums (e.g. museum of Mongolian and Tibetan Cultural Relics and the Taipei Fine Arts Museum). Dajia Blue Highway has been improved and is still operating, the same for the Flora Tunnel and the pedestrian bridges.

³⁴ Picture, source: <http://magazine.seoulsselection.com/2013/04/11/suncheon-bay-garden-expo-2013/>

16.9 Create jobs and new opportunities



According to a survey, in Suncheon 2013, 11,000 green jobs were created.

In the framework of the Floriade³⁵ disadvantaged people are helped to rejoin the labour market and trained for a new future. This has led to a substantial government saving to benefits of ca. 1.4 million EUR in 2012. At the end of the Floriade 60% of these people is moved on to a new job.

In Taipei 2010 the employment rate increased with 23,244 (person/year) additional jobs.

16.10 Cooperate and share their ideas in particular areas



In Floriade 2012³⁶, some countries took Greenport Venlo as an example in the development of their own food production (this is specifically the case in Russia). This offers new business opportunities and forms of cooperation for companies from Venlo region, particularly in agro-technology and logistics. Moreover the visit of Qingdao to Floriade 2012, has led to a trade mission of Venlo to this Chinese region.

35 Picture, source: <http://www.catliciousgoesnatural.de/2012/10/floriade-2012-welt-garten-expo-in-venlo.html>

36 Picture, source: <http://www.ad.nl/ad/nl/1007/Reisen/article/detail/3236022/2012/04/04/Koningin- opent-Floriade-in-Venlo.dhtml>

16.11 Educate and involve citizens

Suncheon 2013 was also recognised as a Citizen's Expo. The municipality involved people from the region to design gardens. Moreover they named some students as the ambassadors of the venue and hired volunteer workers from the neighbourhood.

An important initiative was carried out during IGA 2003, Germany: the 'Green Class Room', in which associations from the region were involved, for the first time at a horticultural show, to offer an educational program at all levels of age. The evaluation of the project showed that it was important to address the needs of all the senses for successful environmental education. Where there was something to touch, feel, taste, smell or observe, the event went well and involved everybody³⁷.

16.12 Promote innovation in the horticultural sector



In Xi'an 2011³⁸ (China) thanks to the expo, they promoted a green low-carbon idea with new horticultural techniques. With the introduction of state-of-the-art engineering methods, they built a new ecology repairmen and construction of drainage basin around the two rivers Chan and Ba. This led to the prise "Chan Ba Ecological Zone as the most popular destination for Conference in the year 2009- 2010 in China".

In Chiang Mai, after the closing of the Expo, in 2007, they created a learning centre of horticulture and Thai traditional culture.

37 For further information: IGA 2003 Rostock. Abschlussbericht zur grünen Weltausstellung am Meer, page 65

38 Picture, source: http://www.bjreview.com.cn/life/txt/2011-12/26/content_416229.htm

16.13 Boost the economy



Taipei's³⁹ Economic benefits during Expo TIFE 2010: NT\$43.068 billion, including investments of around NT\$13.591 billion from the government and private enterprises. Operational benefits: NT\$17.678, and industrial related results of both benefits combined that totals NT\$11.799 billion. With the investment from the government and private enterprises deducted, net benefits of TIFE come around NT\$29,477 billion.



For Suncheon 2013, the expo represented 679 billion won of added value, with a production stimulation of 1332.3 billion won.

In Royal Flora 2011⁴⁰ (Thailand) the gift shops and souvenirs' entrepreneurs earned a higher revenue, with +40% in December, +30 % in January and + 25% in February. Moreover the number of vehicles and passengers at the bus terminals in the airport was 4 times more than the previous year, and the number of passengers passing through the airports in the northern regions increased by 24.5%.

16.14 Change politically, socially, environmentally and economically

The previous examples show that every country has experienced a visible effect in its political, social, environmental and economic areas, visible in the infrastructures, transport, communication system, new job opportunities (in particular in construction and services), tourism and entertainment. Hosting an International Horticultural Exhibition has a positive effect all round.

39 Picture, source: <http://www.wantchinatimes.com/news-subclass-cnt.aspx?id=20101105000001&cid=1103>

40 Picture, source: <http://amazingzone.com/inspiration/apostrophe-light-garden-royal-flora-ratchaphruek-by-new-media-designers-in-thailand/>

