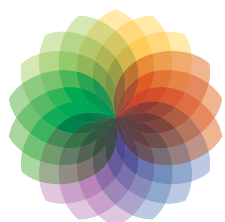


Organiser's Guide for International Horticultural Exhibitions

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



AIPH



About the authors

This report was written by Sven Stimac and Manuela Dimuccio.

Sven Stimac has been in the World Expo and Horticultural Exhibition field for over 20 years, both as a consultant and as a director.

Manuela Dimuccio is international relations professional with over 8 years of experience across major international organisations and geographies.

The text was updated by AIPH International Relations Manager Elena Terekhova in 2020. She currently works for AIPH as International Relations Manager in the office of Secretary General.

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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



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AIPH Preferred Partners

To provide further support to Expo Organisers, AIPH has developed the Preferred Partner programme to engage top quality companies with extensive experience and expertise in providing goods and services to major international events. AIPH has endorsed the companies that follow as Preferred Partners for AIPH Expos. Although there is no requirement by AIPH for Expo Organisers to use these suppliers, AIPH encourages engagement with them to discuss how their expertise can enhance your Expo.

We are grateful to AIPH Preferred Partners CSM live for the design of this document and to Biodiversity Systems, TaylorBridges, Transport Management Services and WeTrack for their editorial content and PERA, IGMPR and Losberger to the guidelines.

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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	<p>Minimum exhibition area of 50ha of which a maximum of 10% is taken up by buildings (excluding buildings used for indoor exhibitions)</p> <p>At least 5% of the exhibition area reserved for full-time international participants</p> <p>Minimum of 10 countries participating</p> <p>Invitations can be issued through diplomatic channels</p>	Application submitted 6-12 years before opening date (BIE recognition required)
B	International Horticultural Exhibition	3 – 6 months	<p>Minimum exhibition area of 25ha of which a minimum of 3% is reserved for international participants</p> <p>Minimum of 10 international participants</p>	Application submitted 3-10 years before opening date
C	International Horticultural Show	4-20 days	<p>Minimum exhibition area of 6,000m² of which a minimum of 10% is reserved for international participants</p> <p>Minimum of 6 international participants</p>	<p>Application submitted 0.5-5 years before opening date for established annual shows</p> <p>1-5 years before opening date for new shows and shows that are not annual</p>
D	International Horticultural Trade Exhibition	No requirement	<p>Exhibition aimed at horticultural trade visitors and promoting business to business commerce</p> <p>At least 60% of exhibition participants must be involved in the production of horticultural products or supplying that sector.</p> <p>Exhibitions can incorporate conferences and symposia.</p>	<p>Application submitted 0.5-5 years before opening date for established annual exhibitions</p> <p>1-5 years before opening date for new shows and shows that are not annual</p>

¹ A2/B1 Exhibitions are recognised as of long duration with the difference that the approval from BIE is not needed. In this case, the invitation to the possible participants cannot be sent through diplomatic channels.

Key Words:

- timeline, initial interest, application

1.4 A1/B Expo Timeline in 6 steps

At the Initial Interest stage potential Expo Organisers get in touch with AIPH Secretariat and AIPH member in their region. At each of the steps AIPH provides guidance and support.

A1 World Horticultural Exhibition

The bidding process to host an A1 World Expo begins 12 years before the expected opening. The BIE Paris convention guides the regulations. An up-to-date [bidding calendar](#) with available dates can be found online at Expo Bidding Dates. The timeline diagram below will help explain the process.



B International Horticultural Exhibition

Bidding to host a B International Expo begins ten years before the expected opening. An up-to-date [bidding calendar](#) with available date slots can be viewed online at Expo Bidding Dates. The timeline diagram below will help explain the process



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.

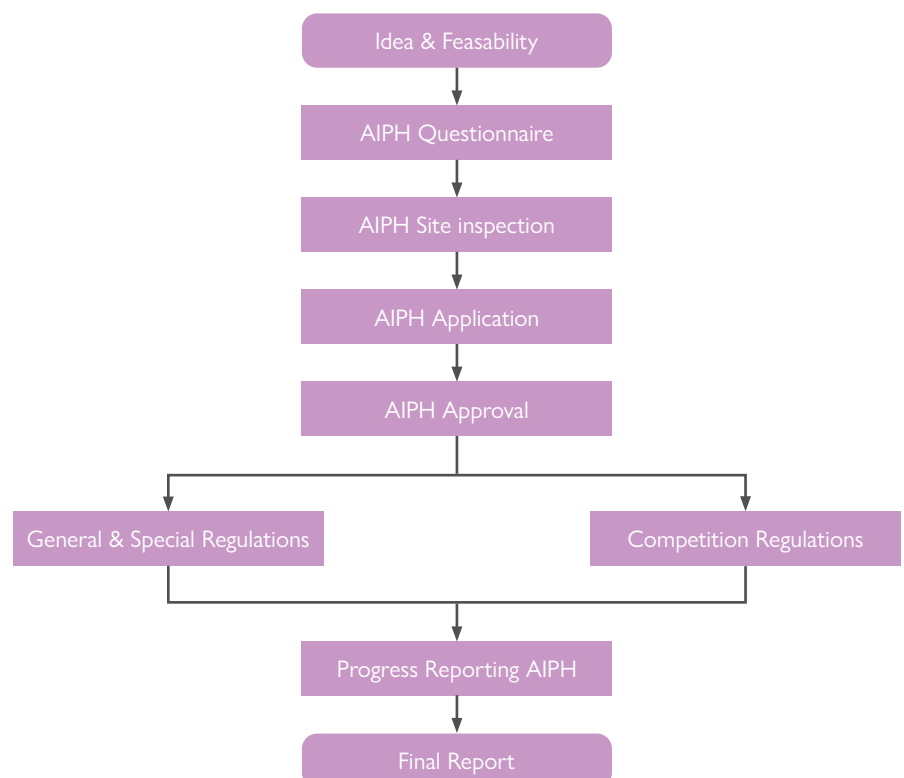
AIPH will ensure ongoing assistance and support.

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.

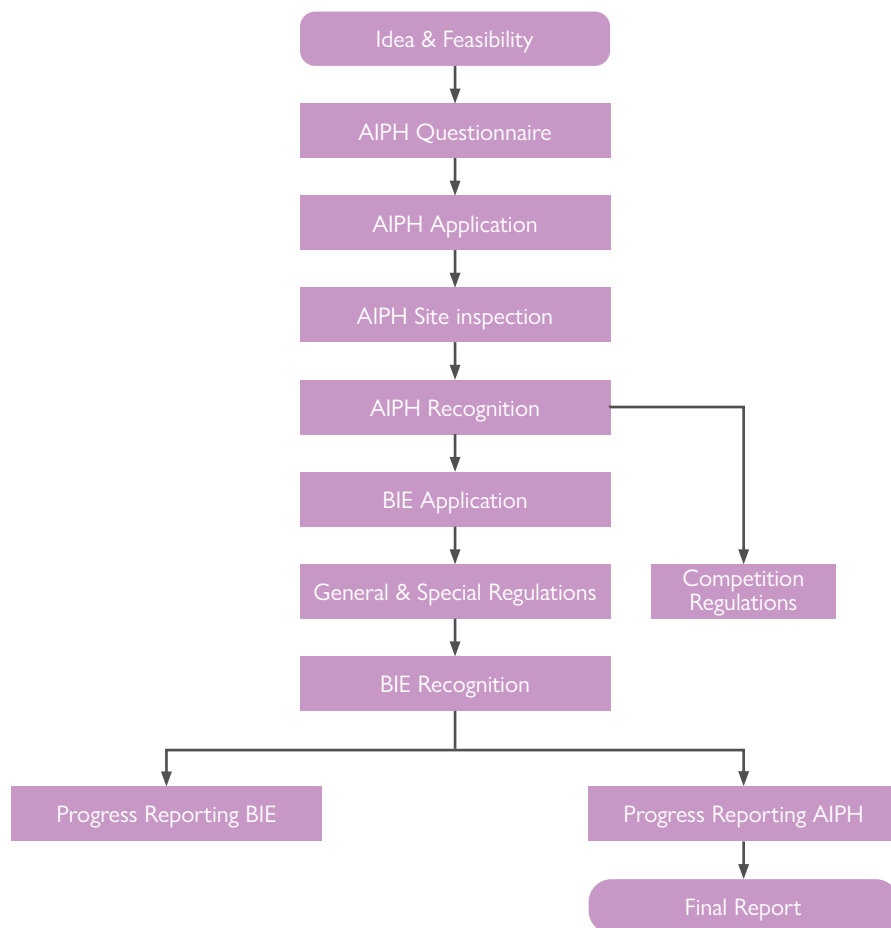
The entire application and reporting process for an A1 International Horticultural exhibition is shown in Figure 4.

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.



2 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:

- Exhibition regulations, general regulations, special regulations, competition regulations

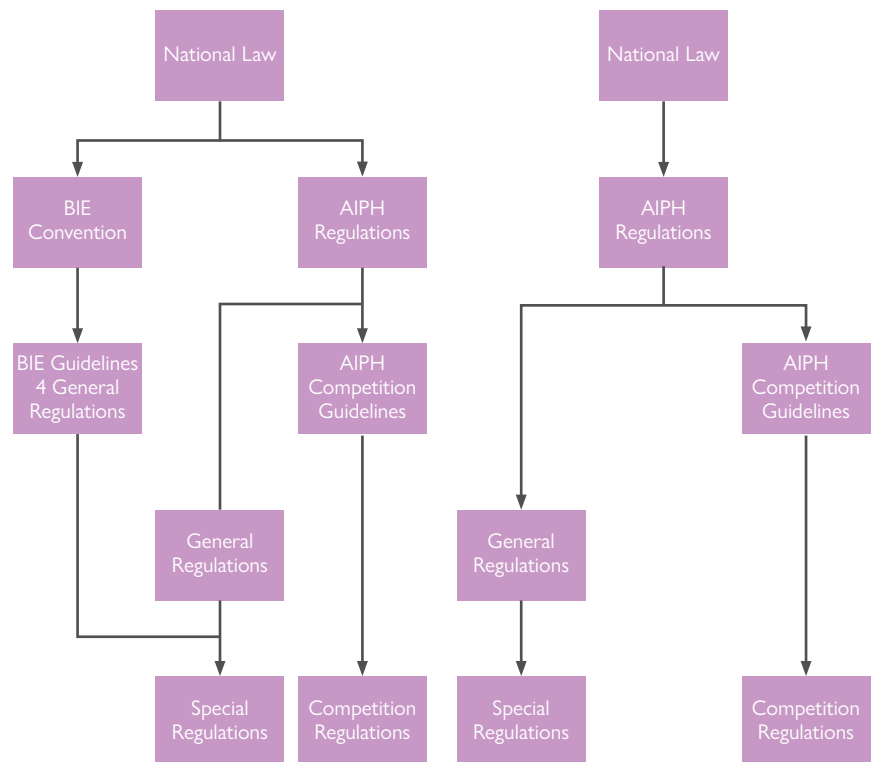
1.8 Exhibition regulations

In accordance with the AIPH regulations and the BIE convention the organiser has to develop exhibition regulations for the participants. The regulations are related to the rights and obligations of a participant and describe the conditions for all available services. The BIE will provide guidelines for an A1 Exhibition for the development of General Regulations. The Special Regulations are related to the specific conditions of the Expo. For the mandatory competitions competition regulations have to be developed based on the AIPH Regulations. The process for the development of the exhibition regulations is shown in Figure 5.

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



Key Words:

- competitions, juries, AIPH jury, judging ceremonies

1.9 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 competitions³ 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 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.



³ See chapter IV – AIPH Regulations

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



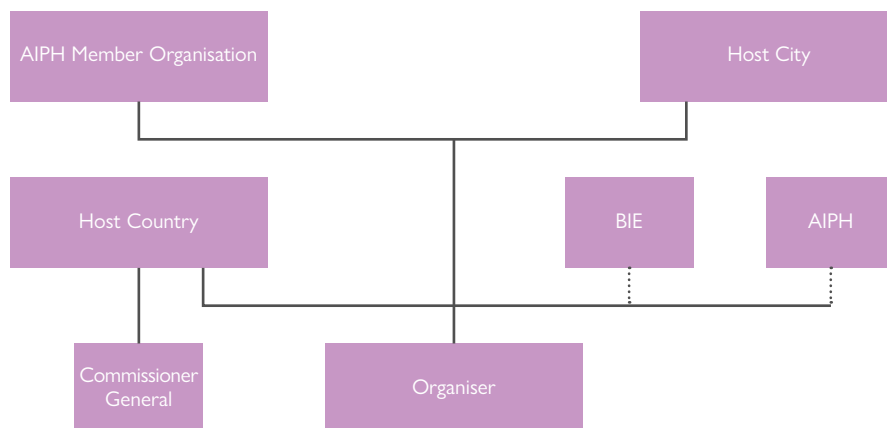
1.10 Host city and host country

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

1.11 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

5 BIE convention. Part IV, art. 12, page 11.

6 BIE convention. Part IV, art. 13, page 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:

1. Establish an organisational structure which allows dynamic growth and efficiency
2. Set up an efficient planning and controlling instrument which fits for the interdisciplinary team

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

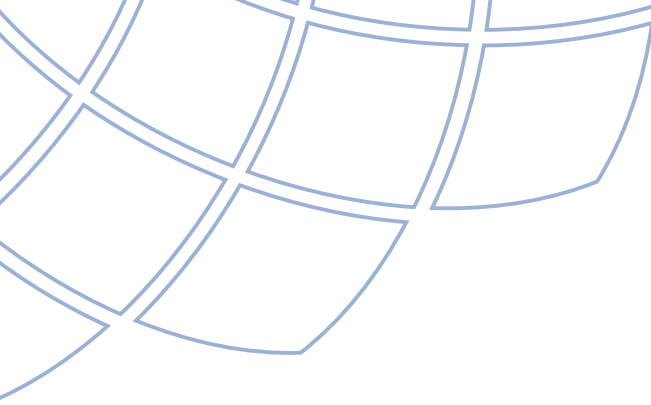
A typical Exhibition management organisation consists of about 30 staff members. The rest of the team is made of contractors or staff offices. An example organisational structure is presented in Figure 7. In this structure the Exhibition is divided into divisions and projects. The project level is the 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

⁷ Source: R.D. Archibald, "Managing High-Technology Programs and Projects", New York, Wiley, 1976.

⁸ 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

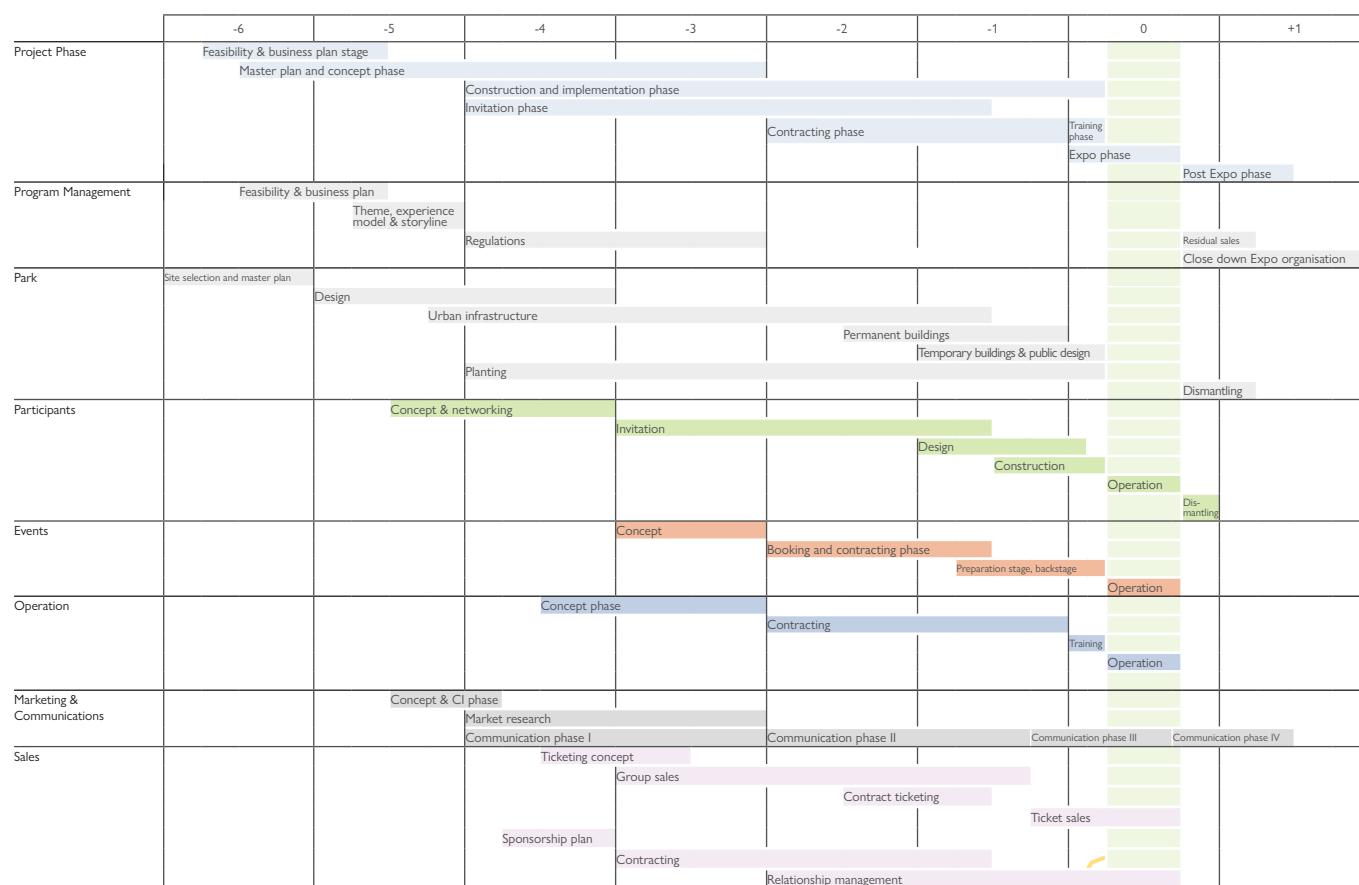
International Horticultural Exhibition						
Park	Participants	Events	Operations	Marketing & Communication	Sales	Program Management
Project Management	International Gardens	Cultural Program	Visitor Services	Marketing	POS System	Finance: Budget, Expenditure, Revenue
Site Preparation	National Gardens	Art	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	Protocol & VIP Services		Special Projects	Preview Activities	Concessions	Office Management
Special Projects				Official Publications		Expo asset Sales
				Final Report		Liquidation
				Website & Social Media		Application & Reporting AIIPH & 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



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.

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.

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 account 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.

After the experience of the global pandemic, building a biosecurity focus into the foundations of all your planning and operations is key to ensuring that governments, sponsors and visitors have confidence in a major event.

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, **Esthetical**¹⁰, 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.

¹⁰ We use the word esthetical and not aesthetic 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 break down 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 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 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.



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	Street Furnishing/ Public Design	Special Projects
Project Management Architecture Landscape Architecture Planting Commission Experience Management Engineering Quality Management Construction Logistics Permits Participants Services	Site Preparation Site Restoration • dismantling • prep final park	Topography Lake Forest Trees Shrubbery Perennials Flower Bulbs Annuals Lawns Natural meadows Maintenance	Underground • Electricity • Gas • ICT • Water • Sewerage • Irrigation System Inside Roads Walkways Places Outside the Park Car Parking Camper parking Touring cars Public Transport Bikes	Ticketing Entrance(s) Restaurants Kiosks Expo Souvenirs Souvenirs intl participants Restrooms Visitor Information & Services Rental Services Lockers Warehouse VIP Lounge Media Convention Center Stages Backstage Areas Preview Center Employ Areas Security Area Facility Management Police Station Medical Services Bank Fence/Gates Indoor exhibition	Street Lighting Benches Street Signs Information System General Planting Garbage Furniture and furnishings • Indoor exhibition • Offices • Convention Center • Operations Center • Hospitality - ...	Play Grounds Fountains / water elements Art Cable Car Viewing Tower

10 Participants

Key Words:

- international participants, national participants, national day, services

The participants provide the main part of the Exhibition. The national participants have to be invited by the organiser and the international participants have to be invited by the host country. For both groups different invitation processes have to be organised. The Work Break Down Structure for the participants division is presented in figure 13.

Figure 14: Work Break Down Structure Participants

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

10.1 International gardens/participants

The invitation process for the international participants is one of the most critical processes for an A1 International Horticultural Exhibition. This is because the organiser has to develop a good network utilising the diplomacy of the host country and the diplomatic connections for countries to be invited. It is recommended to start organising participation and issuing invites between 4-5 years before the opening.

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

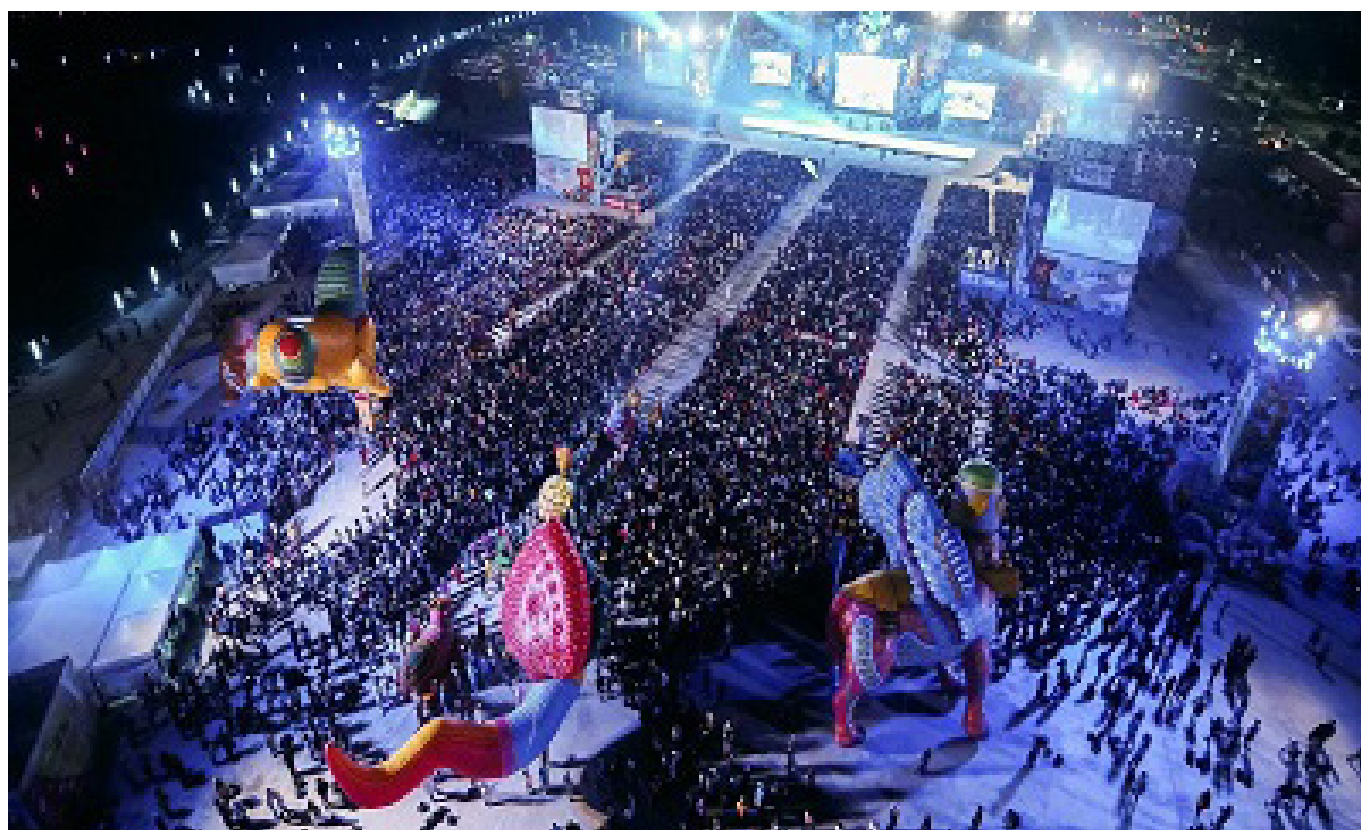
Three years before the opening is the recommended moment to send the official letter of invitation. This is because the invited nation needs to decide about the participation, has to establish a project team and has to design and realize its exhibit.

A second invitation for the organisation of a national day should be sent about six months before the opening. The national days are particularly outstanding events in which each country has the opportunity to present its nation, with international delegations coming to these ceremonies and including meetings and welcome ceremonies with high- ranking delegations from the Host City and Country. The invitation process and realisation process for the international participants is shown in Figure 15.



Figure 15: Invitation Process for the International Participants

Invitation and Realisation Process for the Official Participants	
<ul style="list-style-type: none"> • 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"> • 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): <ul style="list-style-type: none">• Flag ceremony and national anthems (official participants only)• Speeches:<ul style="list-style-type: none">– 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) |
| All-day: | B2B and Match Making Program |

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 program
- An individual presentation from a company
- Delivery of Plants for the Expo Park
- Participation in the competition

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



11 Events program





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.

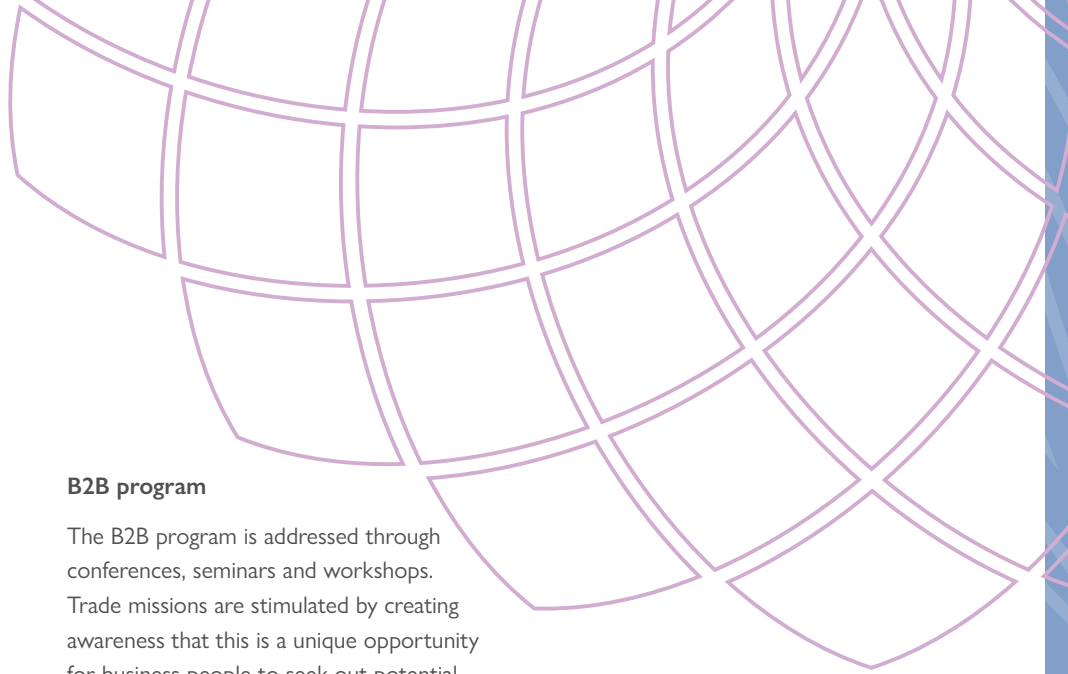
Areas for the entertainment should be spread all over the expo park and involve every target group of the audience, in this way people will not feel bored and will have the idea of being considered within the park.

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	Seminars	Stages
Street entertainment		...	Workshops	Convention Center
Daily Stage Program		Kids Program	Conferences	Technical Services
Daily High Lights (Parade, Night Show)			Trade-missions	Artist Handling
High Lights			Judging Events	Backstage Transportation
Off-Site Program				Catering
				Daily Program Communication
				Support National Days
				Permits

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 Floriade 2012 invested about 2.5 Euro per visit in the Events Program



Cultural and Educational Program

During an Exhibition the organisers must bear in mind that what they are trying to address is a huge range of people. The aim is to promote the horticultural sector through educational programs, such as demonstrations, workshops and to children, etc. When people come to a Horticultural Exhibition, they want to learn something new and to take home.

The cultural program should be varied and cover traditional dancing shows, parades of military bands and culinary specialities and events.

Note: 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 for all ages. The evaluation of the project showed that it 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 AIPH 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 grünen Weltausstellung am Meer, page 6



12 Operations

Key Words:

- operations

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 Rental Services Guided Tours Visitor Mobility <ul style="list-style-type: none"> • Cable car • Hop-on Hop-off Train Disability Services Locker Lost & Found Dogs Complaint Management Crowd Management Personnel Official Publications <ul style="list-style-type: none"> • Map • Pocket Guide • Expo Book(s) Preview Center	Onsite Ticket Sales Access Control Accreditation Access control staff	Cleaning Waste-management Landscape Maintenance Technical Services Energy, Water, ICT Communication Warehousing Expo Forewarder Mobility Operations & Service Center	Parking Traffic Signage Public Transport Shuttle Services Traffic Management	Security Video Surveillance Medical Services Emergency / Evacuation First Aid Training I/F Police I/F Fire Brigade I/F Hospital	Food & Beverage <ul style="list-style-type: none"> • Restaurants • Kiosks • Mobile Units • VIP-Lounge • B2B Catering Retail <ul style="list-style-type: none"> • Souvenirs • Shops I/F F&B / Retail Intl Participants	Attendance Projection Design Day Permits Soft Opening / Test Day Media Services Conference Services Visitor Survey Duty Management Daily Reporting & Briefing

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

After the experience of the global pandemic, building a biosecurity focus into the foundations of all your planning and operations is key to ensuring that governments, sponsors and visitors have confidence in a major event.

13 Marketing and communications



Key Words:

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

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	TV	Preview Events	Map	Website
Market Research	Logo & Brandbook	Radio Print	Mobility	Radio Print	Preview Center	Pocket Guide	Facebook
	Character	Copy Writing	ICT-Services			Official Book	YouTube
	Expo Song		Media News			Architectural Book	Twitter
	Expo Uniform		Media Tours			Final Report	Instagram
							Online editorial Office

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 (0€)**
2. **Pocket guide(€)**
3. **Expo book (€)**
4. **Architecture book (€)**
5. **App (0€)**

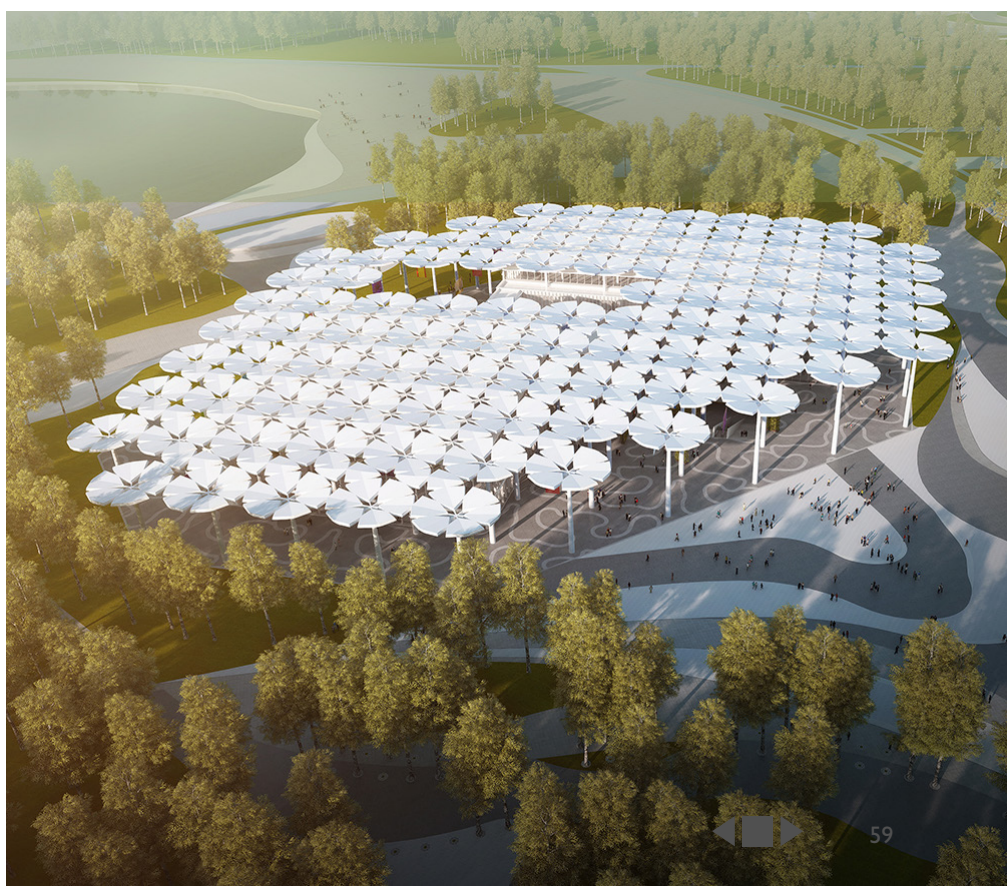
The map will be distributed free of charge at the entrance. The pocket guide is written as a kind of a travel guide to be used during the visit. The Expo book is a high quality consumer oriented book; a collectors item. The architecture book is a collectors item for professionals related especially to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

Preview

The preview days are promotional opportunities to raise people's awareness of the Exhibition taking place soon. It is recommended to do this 2-3 years before the opening. It is an event that can create awareness of the future development of the site. It is a very good test for the organisation before its actual opening day to see how people behave in the park, how they melt with the architecture and design, and so with the theme and the natural context itself.

The preview is good for the ticketing service, in this way they can test how many people they are able to serve, whether they are adequately trained and to look for further partnerships with important tour operators.

In Venlo a preview week-end was organised, called "floriade invites", this gave visitors a preview on the Expo park.



14 Sales



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



15 After the Expo: legacy



Key Words:

- motivation, benefits, legacy

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.

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 Blumen', 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 FleXpeaker

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/AAAAAAAAJNA/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.habermontor.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 grünen 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 grünen 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.seoulselection.com/2013/04/11/suncheon-bay-garden-expo-2013/>

16.9 Create jobs and new opportunities

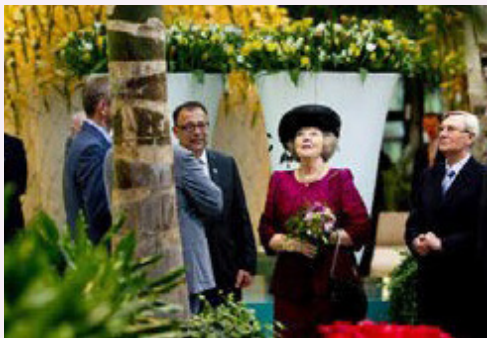


According to a survey, in Suncheon 2013, 11,000 green jobs were created.

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 prize "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.

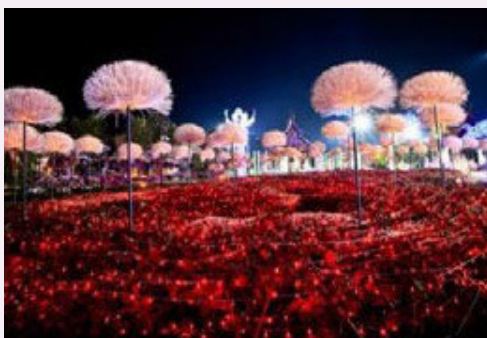
³⁷ For further information: IGA 2003 Rostock. Abschlussbericht zur grünen Weltausstellung am Meer, page 65

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://amazingezone.com/inspiration/apostrophy-light-garden-royal-flora-ratchaphruek-by-new-media-designers-in-thailand/>

AIPH Preferred Partners



To provide further support to Expo Organisers, AIPH has developed the Preferred Partner programme to engage top quality companies with extensive experience and expertise in providing goods and services to major international events. AIPH has endorsed the companies that follow as Preferred Partners for AIPH Expos. Although there is no requirement by AIPH for Expo Organisers to use these suppliers, AIPH encourages engagement with them to discuss how their expertise can enhance your Expo.

We are grateful to AIPH Preferred Partners CSM live for the design of this document and to Biodiversity Systems, TaylorBridges, Transport Management Services and WeTrack for their input to the guidelines.

Transport Management





The keys to event transport success

For all major special events, efficient and effective transportation will be the first and last impact on every visitor, and this vital fact is no exception for AIPH Expos. Capable transportation systems set the tone for the totality of the visitor experience and shape the final lasting memory of every visitor. In creating guidelines for operational success in the pages of this organisers guide, as an AIPH Preferred Partner, we can assist in the delivery of high-quality transportation services, which, in turn, will enable a seamless connectivity experience for the Expo attendee/stakeholder.

Underpinning event transportation principles

While every event presents its attributes, uniqueness and challenges – lessons have been learned, and consistent best practices have surfaced in the industry time and again. The principles outlined here are factors that ensure positive attendee experience and post-event sentiment, work constructively with all stakeholders, and be responsible financially and to the environment.

Environmental impact

Maximum consideration for the event's environmental footprint is at the core of all of the AIPH work. Optimising transportation modes that minimise the Expo's environmental and ecological impact is strongly encouraged. This attention will include optimisation of mass transit, with the utilisation of low or zero-emission vehicles in service provision where rail, road and metro services are concerned. We recommend carbon-neutral vehicles for internal site services.

Utilising existing infrastructure, system, and services

Numerous specific dedicated services will be necessary to service the broad spectrum of Expo attendees and stakeholders adequately. Wherever possible, however, existing infrastructure, systems and services should be utilised by Expo organisers, ideally providing an enhancement to already established transportation provision.

Leaving a legacy

The hosting of major special events is often an outstanding opportunity to utilise federal and local funding to support such projects. All Expo associated projects that provide lasting national and local legacy should be a priority. However, organisers should regard improving post-event transportation infrastructure and services, which will impact all citizens and create a tremendous lasting benefit for all. In addition, transportation legacy projects will continue to support future tourism development.

Visitor experience

The outcome of a quality expo attendee experience must drive all aspects of transport planning and operational delivery. Expo organisers should regard the transportation elements contributing to a "day in the life" of every visitor to the Expo as a significant contributor to positive overall customer satisfaction.

Legislation

All transportation provision must be fully compliant with international, national and local legislation. That said, the Expo can be an opportunity to exceed transportation customer service levels within those legislation standards. Full partnership with the appropriate legislating transportation authorities is essential to ensure complete compliance and minimise any potential public/employee liability issues.





Public transportation uplift

Unprecedented co-ordination with local and state Government

Project Name	2018 Commonwealth Games
Location of Project	Gold Coast, Queensland, Australia
Work Performed	Project management and operational delivery of uplifted urban bus public transport network
Participation	Consultant to Surfside Buslines, largest public bus provider to the Department of Transport and Main Roads – Government of the state of Queensland

Objective

In April 2018, the City of Gold Coast hosted the 21st Commonwealth Games – Australia's largest sporting event of the decade, and the first Commonwealth Games held in a regional city. Surfside Buslines, Queensland's most prominent public bus operator, engaged TMS to provide project management and operational execution of more than a 50% uplift to Gold Coast's public bus network.

Operational overview

Hundreds of thousands of Australian's and international guests descended on the Gold Coast in April 2018 for 11 days of sun and sport. Together TMS and Surfside Buslines were responsible for keeping the city moving, implementing high frequency "turn up and go" services throughout Gold Coast. The routes that serviced games venues, hotel clusters and attractions across the region operated

at uplifted frequencies of 15 minutes or better for the duration of the Games. Bus services increased overall by more than 50%, requiring an uplift in drivers, depot operations, customer service, 24-hour workshop, and deploying a team of games specific transport specialists.

TMS executed a transport plan in a dynamic and ever-changing operating environment – one year in the making. Furthermore, the City Council of Gold Coast, the Queensland Government's Department of Transport and Main Roads, and other public transport operators in Southeast Queensland and Northern New South Wales experienced unprecedented levels of coordination at levels of service never experienced before.

"I thank TAG and TMS for the professionalism, operational agility and customer focus they provided during planning and execution of Games Services... and to have their invaluable input into managing the public transport network real time. I have no hesitation recommending TAG and TMS for the excellent outcomes they have delivered as part of the Gold Coast Commonwealth Games."

Gordon Buchanan, Executive Director Operations, Commonwealth Games

Delivery successes

- Organisation-wide games training package executed before the event
- Deployment of cutting-edge telematics and navigation system in the fleet, an industry first in Australia
- Complete rollout of digital radio network across the fleet and depots, a games legacy to the urban bus network
- Organisation-wide support (over 1,000 staff)
- Deployment of a 24-hour on-demand transport system for passengers with additional mobility needs to supplement games services shuttle system



TMS Global's grand formula

The grand prix of visitor experiences

Project Name	2009-2012 Formula 1 Etihad Airways Abu Dhabi Grand Prix
Location of Project	Yas Marina Circuit, Abu Dhabi, United Arab Emirates
Work Performed	Comprehensive planning, operations and reconciliation including subject matter expert secondments
Participation	Main contractor to Abu Dhabi Department of Transport and Abu Dhabi Motorsport Management (separate entities)

Objective

In September 2009, TMS Global undertook a contract from the Abu Dhabi Department of Transportation (DoT) to assist with the inaugural Formula 1 Grand Prix at Yas Marina Circuit, Abu Dhabi, UAE. Initially brought on to help with the transportation planning and on-site management of the estimated 40,000 visitors to a brand-new site, TMS' role quickly grew to include transportation management and planning for both the Abu Dhabi Department of Transport (ADDOT) and Abu Dhabi Motor Sport Management (ADMMSM).

Operational overview

Varying in size and scope throughout the years, TMS' remained committed to providing exemplary transport services to the thousands of motor racing fans that come annually to view Formula 1 at one of the most unique racetracks in the world. In year one TMS provided 40+ staff members to service over four regional and local, large scale Park & Ride systems, as well as multiple modes of transport servicing the general public all the way up to the most important VIP's. Thousands of spectators utilised hundreds of shuttle buses to, from and around the racetrack for a once in a lifetime visitor experience, all managed by TMS' internationally experienced staff in collaboration with our strong partners within the ADDOT.

Delivery successes

- Park Park & Ride transportation services
- Parking lot management and staffing
Individual airport transfers provided for race officials and ADMMSM guests
- Management of entire VIP car fleet
- Integrated event-specific transportation services with existing ADDOT public bus network
- Assisted with the design, development and installation of directional and wayfinding signage
- Emergency evacuation planning and procedures
- Created a legacy program that involved training and knowledge transfer to local Emirati staff

Critical factors to event transport success

Delivering a successful event transport operation is comprised of many individual components. However, there are two underlying fundamentals that organisers should keep in mind.

Pre-event operational planning will begin as a conceptual idea that transforms into a down to the smallest detail transport blueprint.

Coordination and integration are the second fundamental input for event transport success. These actions need to involve all necessary stakeholders, sharing plans, and utilising available resources is not only efficient and critical to delivering a well-run transport operation and a well-executed overall Expo.

Below are some of the individual components that contribute to event transport success.

Capacity and travel demand management

A travel demand management (TDM) strategy is essential for a successful momentous event traffic and transportation programme. TDM takes account of the capacities, frequencies and capabilities of all the available customer transportation modes. The peak capacity of the TDM matches or must exceed the maximum peak capacity on any given day of the Expo to ensure transportation programme success. The successful marketing and communication of this TDM to stakeholders is also essential to ensure utilisation and the balance of all transportation modes servicing the Expo.

Airport and port of entry coordination

Expos draw a significant number of local attendees, but also regional visitors, both domestic and foreign. Airports and other ports of entry are a notable touchpoint for Expo promotion and communications with future attendees to ensure a frictionless journey once on the ground. Involvement with the proper authorities in the pre-planning phase can ensure operational requirements and agreements are in place to provide a genuine end to end positive transit experience for an out of town visitor.

Federal and municipal mass transit agency agreements

Expo host cities worldwide are also home to world-class public transit agencies and infrastructure operating business as usual throughout the year. Event organisers are sometimes surprised that local transit operators are as excited as they are to host world-class events such as Expo!

In this respect, transit agencies can likely make small changes to their public transport networks, such as extended hours or minor route changes that deliver mutual benefits such as a well-connected event site.

This cooperation, at the same time, will ensure an uptick in public transit ridership. Involving these agencies in the pre-planning phase is another crucial factor in a successful event transport plan.

Road and traffic agency integration

Many factors go into designing a positive Expo attendee experience, but first and last impressions are often the most memorable. If we view this process with a holistic approach, each Expo visit begins and ends with a transport journey of some kind.

Outreach, involvement and planning with traffic and roads authorities can often mean the difference between a frustrating traffic jam and a smooth trip to the Expo!

Traffic signal timing, dedicated routes and other traffic control measures are some of the tools that can contribute to a seamless journey.

Parking considerations

A subset of attendees will indeed choose to drive themselves in personal vehicles, either to the Expo site itself or an adjacent park and ride – and this segment of their journey also needs to be well planned!

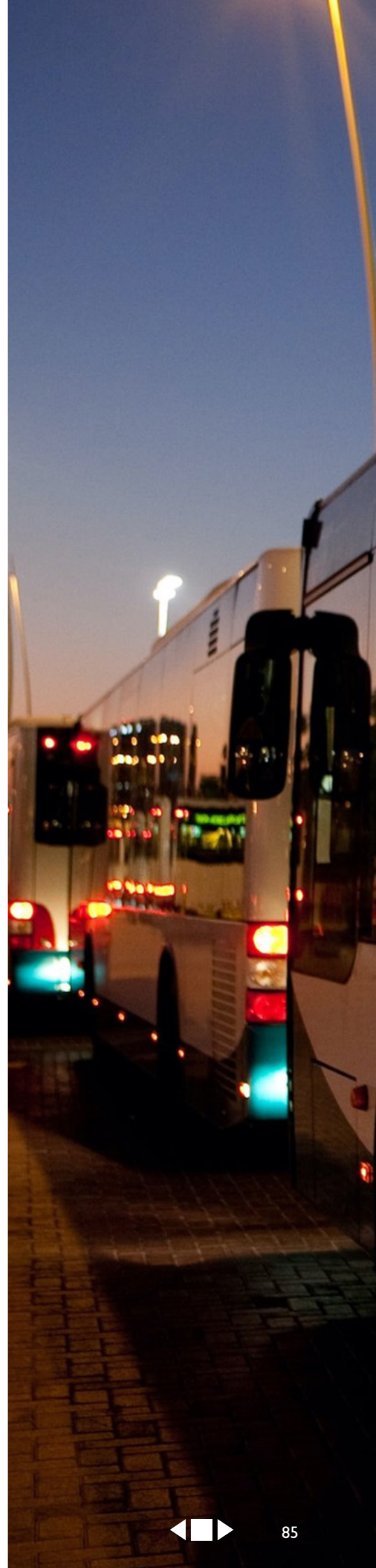
A car park plan would include parking site layout, ingress and egress routes, pedestrian walking paths and proper lighting, to name but a few courses to plan.

Furthermore, some car parks can often be revenue-generating (i.e. paid to park), and others restricted to permitted areas where space is limited or at a premium.

Catering for visitors with disability

Compliance with local legislation regarding transportation provision for visitors with a disability is essential; however, major special events have a unique opportunity to be the catalyst to exceed such compliance standards.

The Expo can set new service level benchmarks for customer groups by improving visitor experience with expanded assistance, including specific transportation provisions for an individual's needs. Extensive consultation with expert advisors and local stakeholder groups will provide organisers with the information to implement successful operational strategies.





Integrated ticketing

Integrated ticketing has become standard for many of the world's pre-eminent special events, essentially facilitating mass transit use for stakeholders for the day of their Expo experience, or ideally for the duration of their stay, if an out-of-town visitor. This seamless transport solution dramatically enhances the stakeholder experience and is crucial for encouraging customers to use specified transportation modes in the TDM strategy. The financial, organisational partnership and participation of all service providers is vital for success.

Catering to organised groups

The composition of the attendee's journey and their means of transportation to and expo site are widely varied. No particular subset of visitor should be overlooked, and transport options have significantly expanded in the recent past

The Expo space should have dedicated space allocated to taxis, rideshare and app-hailing services, and environmentally friendly choices such as cyclist routing and bicycle parking.

Factoring in organised visits from groups such as school students and other horticulture enthusiasts will need to be a feature in the overall transport planning.

VIP and VVIP visitor transport requirements

All Expos will have VIP & VVIP category visitors during their lifespan. Dignitaries will range from Royal Family members, governing body officials, national, provincial and local government representatives, sponsors, and many other sources, because of the high-level stakeholder involvement in major special events.

Whether it is the facilitation of a high volume of entourage vehicles, the proximity of parking locations, liaison with security agencies, precise transportation planning, liaison and operational delivery is essential to accommodate these critical stakeholder groups.

Dedicated event transport team

The transportation section of this document indicates the importance of a dedicated Expo transportation planning and implementation team. Each Expo will have its structural model and approach to planning as well as operations. However, the complexity and importance of transportation, particularly its impact on the overall customer experience, dictates that a dedicated transportation team should be an integral part of all planning and event implementation.

Conclusion

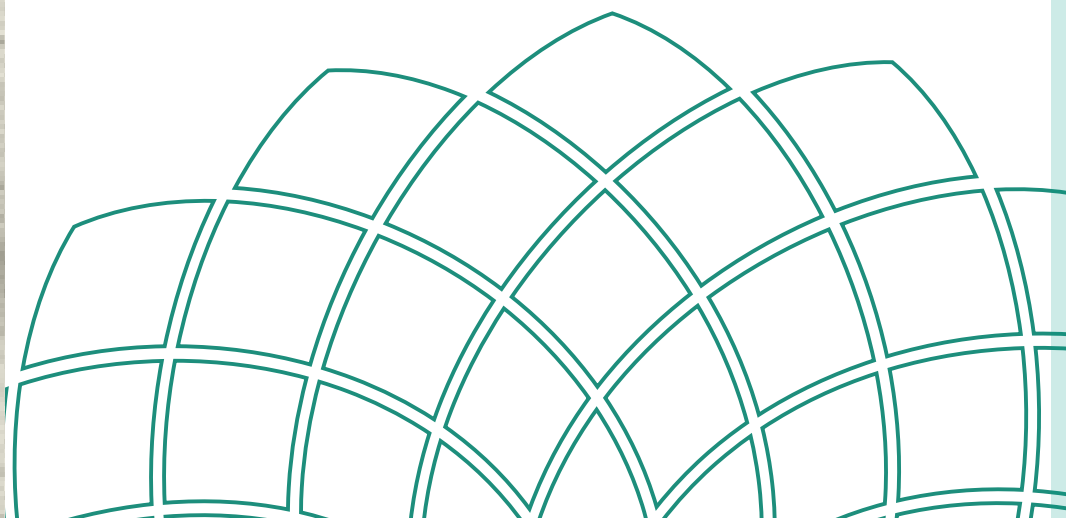
This section of the AIPH guidelines for aspiring and actual Expo hosts is to give a broad understanding of the basic principles surrounding a successful transportation programme and highlight how important it is to the overall success of every Expo.

Each Expo will have its nuances that impact this, and the subject matter of transportation is no exception. AIPH subject matter expert (SME) in this field is TMS Global, who will be happy to engage and advise all current and prospective hosts.

About TMS Global

TMS Global is the international entity of USA based Transportation Management Services (TMS). An event transportation organisation that provides passenger transport logistics for world-class special events, sporting events, conventions and tradeshow, and emergency transport planning and operations. TMS Global was formed in 2017 to bring together the combined experience and capability of both TMS and various partners and subject matter experts around the world, servicing the event transport management sector across the globe.

Get in touch at www.tms.com





Building legacy together

A nation using major events as a catalyst for change

Project Name	2006 Doha Asian Games
Location of Project	Doha, Qatar
Work Performed	Comprehensive transport plan development, depot/staging areas, and venue transport planning culminate in the operational management of bus services transport function for all accredited passengers, in partnership with Qatar National Transport Company, Mowasalat.
Participation	The sub-contractor to Mowasalat and the Doha Asian Games Organising Committee (DAGOC).

Objective

TMS Global had a unique opportunity to help build a transportation legacy for the State of Qatar. Over two tiers, we provided the event overlay for the bus transportation team to assist Mowasalat with the successful delivery of the 2006 Doha Asian Games. This project took Mowasalat from zero bus assets to 1,200 vehicles at the end of the Games, and the success of the Doha Asian Games 2006 became a foundation building block for Qatar’s successful bid to host the FIFA World Cup in 2022..

Operational overview

In late 2004, the Qatari transport company Mowasalat asked TMS to provide the entire bus services team for the upcoming Asian Games in Doha, Qatar. TMS responded by delivering the key staff from our core management team.

Contract responsibilities

- Acting as subject matter experts (SME’s) for critical meetings with internal and external stakeholders
- Delivering the bus services strategy for all client groups in line with budget, agreed to service levels and available resources
- Development and delivery of all bus services related operational plans
- Design and oversight of build for multiple bus services related to infrastructure projects
- Developed and delivered a bespoke vehicle tracking solution to monitor assets in real-time

Delivery successes

- Organisation-In conjunction with Mowasalat, TMS trained over 1,200 bus/coach drivers and operated over 750 vehicles successfully for the event
- Delivered efficient services for four major test events, including the 2005 West Asian Games (WAG)

- Utilised a proprietary and unique vehicle tracking system for all athlete buses
- Deployed an additional 22 staff for WAG and 30 staff for Asian Games at short notice
- Established a legacy of training and skill development in Qatar for future events
- A fleet of buses and coaches used during the event maintained in-country for use in new public transport and charter networks
- The success of the Asian Games has been used as a springboard for Qatar to secure the 2022 FIFA World Cup
- The TMS team worked closely with Mowasalat, DAGOC, government and security counterparts to efficiently and effectively plan and deliver services in a country that previously had never held an event of this scale.

Biosecurity planning and operations





Expo

biosecurity planning and operations

Diminishing infection risks and building participant confidence

COVID-19 has severely impacted the global events industry. But it is not the first, nor will it be the last contagious disease to threaten large scale events. Nor will vaccines return the world to 2019 business conditions.

Event hosts need to invest in detailed planning, partnerships and new technologies and solutions to ensure infection risk minimisation and build visitor and stakeholder confidence.

The following guideline sets out how to address public health prevention and response as one of the most important aspects of hosting a major event. As an AIPH Preferred Partner, we provide infection risk minimisation solutions applicable to the planning and operations of major events.

Adjust now to the new normal

COVID-19 is here to stay, and the achievement of global vaccination will not happen before 2023. Varying vaccination rates and efficacies means that COVID-19 will circulate for decades as an endemic disease like flu, measles, and HIV.

The accelerating risk of new pandemics is of genuine concern. Recent pathogen transmission includes HIV, Bird Flu, SARS, MERS, Ebola, Hendra and Zika, bovine tuberculosis, rabies and leptospirosis.

Epidemiology teaches two stark lessons:

- The globalisation of the world's socio-economy, driven in part by affordable and expanding air and marine transport, means that disease outbreaks are more likely to become epidemics, and epidemics are more likely to become pandemics.
- Growing human population and density brings more human-wildlife interaction, resulting in additional opportunities for pathogen transmission.

Gavi, the international vaccination alliance, has nominated ten lethal diseases for which we do not yet have vaccines, each of which could be the next pandemic.

The new normal for the events industry is planning for a more extended period of living with COVID-19 (even with vaccinations), future pandemic preparedness and risk minimisation.

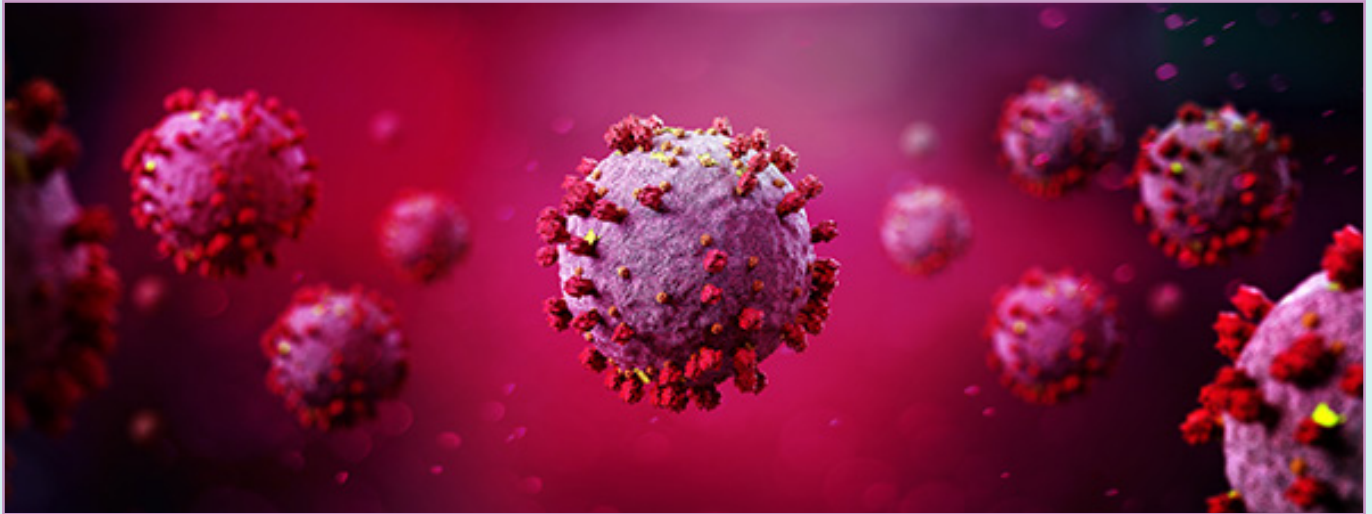
Event holders such as Expos are searching for ways to restart operations and safely restore patron and worker confidence.

An end-to-end process to diminish infection risk to patrons of Expos

Building biosecurity into the foundations of planning and operations is key to ensuring that governments, sponsors and visitors have confidence in a major event.

Here are 12 steps to follow:

- Conduct risk analysis
- Prepare strategic and project planning
- Source threat intelligence
- Establish operational biosecurity protocol(s)
- Manage partnerships and communications
- Pre-event patron screening and educations
- Screen and disinfect patrons and workers at the event
- Disinfect and air purify the venue
- Implement physical distancing
- Establish long-term staff protection
- Conduct disease surveillance and response
- Report, record and share knowledge



1. Conduct risk analysis

When preparing for a major event, it is vital to identify which infections and diseases in the environment may require active intervention during the event.

Here are four questions that should drive the risk assessment:

- What are the existing health risks in the host country (and how will the event affect them)?
- What visitors to the event might import health risks (predominantly communicable diseases)?
- What health risks may visitors export from the host country after the event?
- Are there particular chemical, biological or radiological risks from terrorism? (this varies greatly according to country)

In determining specific risks, organisers should consider the:

- Context and type of event
- Demographics of participants, workers and spectators, both from the host country and visitors
- Normal incidence of public health risks in the host community, bordering countries and participants' countries, including communicable diseases
- Environmental factors such as location, access and temperature
- Potential vector and likelihood of importation and exportation of communicable diseases
- Level of political and media interest in the event.



2. Strategic planning

Thorough risk analysis and a comprehensive understanding of technologies and solutions available inform strategic planning.

A strategic planning process should include:

- Identifying which organisations and partners need incorporating as stakeholders for the Expo's public health management.
- Establishing a coordination structure and agree on common objectives, supporting legal instruments, a command system and budgets.
- Identify tasks and responsibilities and document them as plans. Be clear as to who has the lead in various scenarios.
- Train personnel on plans and test through exercises.
- Modify plans and policies to incorporate lessons learned.

Some of the specifics of the planning should include:

- Identifying what law or government policy needs to be updated to ensure success
- Documenting processes for responding to emergencies.
- Establishing standards and responses for maintaining food, water and air quality integrity.
- Putting in place protections for staff and attendees who are at higher risk of infection.

- Establishing staggered attendance times, time off and backup staff policy.
- Agreeing on public health surveillance systems and reporting, including:
 - i. What diseases or syndromes, or environmental factors need surveillance?
 - ii. What is the best type of public health surveillance system(s) to use?
 - iii. What are the special considerations for communicable disease outbreak or public health response?
- Ensuring clear, well tested operational plans, understanding of roles and responsibilities and reporting requirements
- Requiring all parties to understand and agree on standards for reporting and media statements.
- Establishing a public information programme

- Setting the terms of data collection and sharing so that all parties can gather credible evidence regarding the system's performance

The Expo organiser can use the planning process for risk assessment to engage and gain critical stakeholders' buy-in by informing them of the relevant public health risks and emphasising the benefits of having an established and tested system.

3. Threat intelligence

The infection threat environment is dynamic.

Expo organisers should have access to services providing them with the current biosecurity threat intelligence.

This latest scientific knowledge is critical, ensuring an up-to-date and layered approach to minimising infection risk

Threat intelligence should include reporting on the following:

- **Agents** – pathogens, gene sequences, origin, evolution, etc.
- **Vulnerabilities** – susceptible, exposed, infected and rivered individuals, infection vectors: aerosol, surface, food and drink, faecal etc.
- **Probabilities** – likelihood to affect the Expo's environment.
- **Defences** – response agencies and officials, detection, infection, control, treatment.



AIRBORNE DROPLET TRANSMISSION

4. Expo Biosecurity Protocol

Deriving from the event's strategic plan, the Expo organiser should be preparing for each event and facility a comprehensive Expo Biosecurity Protocol. Essential factors to consider include –

- Objectives of the Expo Biosecurity Protocol
- Biosecurity management structure and process
- Preparation and participation of expo staff
- Process for the participation of contractors
- Transport protocol for staff, contractors, patrons and performers
- Accommodation protocol
- Pre-expo attendance patron screening
- Vaccination and testing passport app
- Patron identification for contract tracing requirements
- At-expo patron screening and disinfection
- Protocol for person testing positive/fever
- Environmental and equipment hygiene and disinfection
- Air purification
- Communications
- Workforce safety and health monitoring
- Staff and contractor journey
- Performer journey
- Technology and equipment
- Foodservice
- Practice regime
- Liaison with public health officials
- Media interaction
- KPIs and reporting



DIRECT CONTACT



INDIRECT CONTACT

5. Partnerships and communications

Deriving from the event's strategic plan, a clear understanding of the roles of various stakeholders (coordination committees, government agencies, medical service providers, PPE and equipment procurement, biosecurity service providers, IT and security providers, media staff, etc) should be reinforced before the event.

This is best confirmed by exercises informed by the scenarios from the risk analysis.

Exercises should run to tight timescales to emulate the real operation pressures of the

event and should test that the multi-stakeholder command, control and communication works.

A key element of coordinating with partners is testing communications processes.

Some exercises should focus on the ability to respond rapidly and robustly to information requests from event organizers, government and media.

They should also test arrangements for formulating, agreeing and disseminating public health advice across partners.



INCUBATION PERIOD



6. Pre-Expo attendance patron screening

Expo organisers should deploy state-of-the-art systems to screen potential patrons to ensure that ticketed patrons of the Expo represent minimal threats to others.

This need is particularly the case in 2021-22 while COVID-19 testing and vaccination processes are happening at differing speeds across countries.

Governments throughout the world are continuing to require Polymerase Chain Reaction (PCR) and antigen testing for travel, access and group assembly.

Expo organisers should make consideration on how to coordinate testing regimes, particularly for staff/contractors. Vaccines will progressively roll out during 2021/22 and future years.

The trials for the vaccines have not provided data on whether the vaccines will stop transmission or only stop getting the disease. Effectiveness rates also vary.

A further risk to be considered by event organisers is the vaccination rate of the populations in their country and neighbouring countries and participants' home countries.

Factors to be considered by event organisers to diminish the infection risk to visitors include

- Sourcing and processing quick antigen tests (if required by public authorities).
- Requiring PCR testing within 72 hours of attendance
- Utilising a vaccination and testing secure passport app and related scanning equipment for "safe" patrons only to enter facilities quickly.
- Capturing of patrons' details to ensure contract tracing if necessary.
- Providing a venue-specific biosecurity safety handbook (or app) for ticketed patrons.

7. Expo patron and worker screening and disinfection

Employing an advanced layered system to screen patrons as they arrive at the expo venue. This system should ensure those non-valid passport holders and symptomatic patrons are turned away or directed to attendant medical staff for triage according to the national protocol for communicable diseases.

Vaccination/testing passport scanning

For example, the patron scans the Passport. The technology verifies the digital signature on the code to ensure its authenticity and displays the results to the verifier – only valid passport holders can proceed.

Temperature scanning

Patron high-volume, high-temperature scanning technology supported by hand-held checking on identified symptomatic patrons.

Blood oxygen testing

If considered relevant for testing asymptomatic COVID-19, banks of blood oxygen scanners to monitor oxygen levels of patrons supported by contactless hand sanitisation.

Lower limb disinfection

Non-toxic spray mist capable of killing more than 99.9% of bacteria and viruses, including the SARS-CoV-2 virus for lower limbs and feet of expo patrons to minimise transmission risk while not posing inhalation risk.

Contactless hand sanitisation

Distributed throughout the facilities, especially in entry/exit and high people flow areas.

Protocol for symptomatic expo patrons

Entering Expo patrons positive with feverish symptoms or low blood pressure are intercepted and directed to nurses for handling according to public health protocol.

The Expo Biosecurity Protocol should detail all procedures designed to minimise infection risk to staff and contractors. These include –

- Personal Protective Equipment
- Protective screens to inhibit respiratory droplets
- Health monitoring of staff and potential use of fitness wearables. The inability of swab tests to recognise possible infection in the first days of SARS-CoV-2 or other disease makes early warning of possible infections among staff significant. Data from wearable fitness devices help identify doctors who might have early stages of infection. The wearable devices gather data about physical activity, heart rate, temperature, respiratory rate, and sleep quality.
- Rostering and stability of teams and shifts
- Ready access to hands-free sanitiser dispensers
- Processes at the start and end of rostered shifts
- Physical distancing between staff members



8. Disinfection of venue and air purification

The Expo Biosecurity Protocol should detail all procedures for enhanced cleaning and disinfection. The frequency of cleaning and disinfection would be included within the protocol and adjusted appropriately in line with venue patronage. Appropriately train cleaners and other relevant contractors and staff in disinfection protocols. Provide all Expo venue infrastructure and equipment with the appropriate level of protection. Expo organisers should pay particular attention to large traffic areas such as the following:

- Expo arrival areas / scanners / turnstiles
- Expo security screening points
- Information counters
- Countertops, bars, cash registers
- Venue lifts, escalators, handrails
- Washrooms and baby changing tables
- Food and beverage areas
- Airflow, ventilation, air conditioning, effective filtration
- Seating areas
- Areas for expo patrons with reduced mobility

Expo organisers should deploy advanced systems to provide highly visible and effective disinfection systems for expo venues. Factors to consider include

- Autonomous driving UV disinfection robots to disinfect high-risk facilities when empty
These highly effective disinfecting robots operate at airports, hotels and other public facilities throughout the world. They can be deployed to the toilets, canteens, meeting rooms to disinfect the interiors.
- Intelligent spray disinfection robots to disinfect public areas and thoroughfares.
These robots spray a non-toxic mist to disinfect public areas of the facilities frequented by expo patrons. Experience shows that these highly visible robots are

received enthusiastically by visitors.

- Disinfection of inbound equipment
- Contactless deliveries, including autonomous driving delivery robots.
- Hands-free sanitisation as touch-free delivery eliminates cross-contamination risks.
- To minimise the risk of Legionnaires' disease and other water-borne diseases, ensuring all water systems and features are well flushed and disinfected after a prolonged facility shutdown.

Minimising the risk from an aerosolised virus as an infection vector has become one of the main themes of the global response to COVID-19. Expos should focus on strategies for both open areas and closed environments. Where events and people aggregation can occur in the open, transmission risk is lower, and maintaining social distancing is easier.

For indoor facilities, ensuring ventilation systems have been cleaned and operate properly is essential. Management should also increase the circulation of outdoor air as much as possible. Use portable ventilation equipment to minimise air blowing from one person directly at another person to reduce the potential spread of any airborne pathogens.

Deploy a leading air purification system to suit many configurations of rooms at the Expo. Factors to consider when deploying such technology include –

- Purifying air to exit unit with 99.99% of pathogens removed or inactivated
- Use of UV in stages to kill harmful pathogens without chemicals
- Rate of air turnover given size of the room
- Ability to operate 24x7 while people are in the room
- Meeting or exceeding CDC guidelines for clean air replacement



9. Implementing physical distancing

COVID-19 has taught us the importance of social distancing for limiting disease transmission.

But the lesson is also applicable to other communicable diseases.

In designing people flow during an Expo, organisers should consider:

- Prioritising outdoor activities where social distancing is easier to maintain as much as possible
- Using multiple entrances and exits and discourage crowded waiting areas and minimise lines or queues and mark out the social distance by tape marks and signs on walls.
- Establishing physical guides for creating one-way routes.
- Installing physical barriers, such as sneeze guards and partitions, in areas where social distancing is difficult, e.g. at cash registers.
- Staggering use of shared indoor spaces such as dining halls, game rooms, and lounges.
- Limiting attendance or seating capacity to allow for social distancing or host smaller events in larger rooms.
- Offering online attendance options in addition to in-person attendance to help reduce the number of attendees.

10. Staff protection

Minimising staff and contractor risk to infection is a interdependent yet different step to protecting visitors.

A long-term perspective has to be taken regarding sanitary work conditions and helping staff members monitor their health.

Nearly all the steps outlined in this guideline apply to staff. But there are also several further actions event organisers should consider:

- If using a cafeteria or group dining room, serve individually plated meals or grab-and-go options, and hold activities in separate areas. Use disposable food service items, including utensils and dishes or ensure that all non-disposable food service items are handled with gloves and washed with dish soap and hot water or in a dishwasher.

- Avoid offering any self-serve food or drink options, such as buffets, salad bars, and drink stations.

- Limit sharing of food, tools, equipment, or supplies by staff. Thoroughly disinfect equipment and supplies which need sharing between shifts and between use.

The **Expo Biosecurity Protocol** should detail all procedures designed to minimise infection risk to staff and contractors. This guide should include:

- The use of Personal Protective Equipment

- Protective screens to inhibit respiratory droplets

- Health monitoring of staff and potential use of fitness wearables

- Rostering and stability of teams and shifts

- Ready access to hands-free sanitiser dispensers

- Handover processes at the start and end of rostered shifts

- Physical distancing between staff members

Expo organisers should establish a regular health monitoring system for staff

For early warning of potential illness, utilise fitness monitoring devices to monitor participants' health, including heart rate, measurement, sleep monitoring, blood pressure measurement and temperature.

Anomalies in these readings can be good indicators of early infection, including alerts to COVID -19.

Establish that appropriate data is shared from the participants' devices only with nominated doctors to enable a patient-doctor relationship for sharing data and for the doctors to provide advice to their patients/participants.

Coordinate this system with health and privacy authorities and the staff's representatives.

Of course, such data collection requires the subject's approval and right to access.

Conduct regular Polymerase Chain Reaction (PCR) tests for staff with a requirement for self-isolation/quarantine for any staff member who returns a positive test for COVID-19.

Have a salary subsidy policy to ensure that sick staff members get tested and self-isolate and don't try to disguise symptoms because of their need for income.

Have contact tracing resources to track any contacts among staff and visitors of any infected staff member.



**WASH
HANDS**



**DISINFECT
SURFACES**



**USE
FACE MASK**



**USE
RUBBER GLOVES**

11. Disease surveillance and response

A well-functioning system for surveillance and response should correspond to the risks identified during planning.

Surveillance management aims to enable early identification of illness, reducing the probability of spreading and ensuring immediate, appropriate care.

Data collection should be helpful to review and, where necessary, acted upon, and systems should also be sensitive enough to detect potential public health events swiftly.

Forms of surveillance can include doctor reporting of incidences, screening data for health vitals and infection testing among workers and visitors, sewerage testing for pathogens, etc.

Surveillance management also needs to focus on the broader society, for instance, relying on the pre-existing national notifiable diseases system.

Sufficient laboratory and testing capacity must be identified and be ready for surge response.

Similarly, clinical, hospital, immunisation capacity must be determined for utilisation in case of the various risks identified.

Having an effective and scalable contact tracing system in place is essential to identify the source of any infection, who may be infected and what control measures to implement.

Expo planners should consider several strategies

to implement when someone gets sick.

- Make sure that staff and visitors know that they should not come to the event and notify event health point of contact if they become sick with COVID-19 symptoms, test positive for COVID-19 or other communicable diseases have exposure to a suspected or confirmed case.
- Advise sick individuals of the established home/hotel isolation criteria.
- Immediately separate staff and attendees with COVID-19 or other communicable diseases symptoms at the event. Individuals who are sick should be transported to home isolation or a healthcare facility, depending on their severity. Close contacts of people with symptoms should be separated and sent home for self-isolation and monitoring.
- Establish procedures for safely transporting anyone sick to their home or a healthcare facility.
- Close off areas used by a sick person and do not re-use until after thorough deep disinfection.
- Following local laws, event planners should transmit details of testing or symptoms identification to the health surveillance contact point and local public health officials while obeying patient confidentiality rules.

12. Reporting, recording and knowledge sharing

Throughout the preparation and execution of the event, regular reports should go to Expo management on biosecurity operations and solutions to encountered issues. All incidents and potentially dangerous occurrences during the Expo should be thoroughly investigated and documented. Expo organisers should provide a post Expo report on operations sharing with Expo management to summarise the events, timeline, experiences and lessons identified. A report for an external audience should outline lessons learned and recommendations to others planning major events. This report is an essential part of ensuring the legacy of the Expo as a whole. Some events run an observer programme during the event to help in the knowledge capture and sharing. An essential part of reporting is to share details of relevant incidents and lessons learned with local public health authorities and countries to whom sick visitors may return.





Conclusion

Expo Organisers should apply an integrated, layered approach, outlined below.

- Recognise that there is no one-off solution
- Implement a series of measures to reduce infection risk
- Integrate with policy-driven measures and commercial measures
- Implement measures consistent with the latest science
- Ensure current threat intelligence informs the thinking
- Consult widely with health authorities

Remember, biosecurity risks are on the rise and are deeply imprinted on the public and governmental consciousness.

Expo organisers need to adjust to this New Normal.

Biosecurity Systems

Biosecurity Systems delivers integrated technology and services solutions to diminish the risk of COVID-19 and other public health risks at Expo events.

Our purpose is to revive and sustain the events industry by creating safer environments and restoring confidence to attendees, staff, stakeholders and asset owners.

- Infection risk minimisation: Strategic planning; protocol design and implementation; threat intelligence
- Coordinating testing regimes: Antigen testing; longitudinal health vitals monitoring through fitness wearable devices and data transfer to medical experts
- Patron screening: Testing and health vitals apps; Health/vaccination passport apps; temperature triaging; blood oxygen measurement
- Advanced disinfection: Spray misting and UV disinfection robots; visitor, worker and equipment misting disinfection; advanced long-lasting disinfectants; UV and plasma air purification systems
- Fully integrated Expert personnel, software and services
- Creative, flexible business model: Custom designed for each event

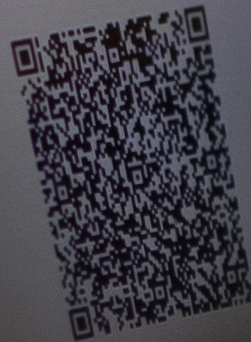
www.biosecurity-systems.com

Planning and Operations Software



Ticket

QR Code



QR codes are automatically detected by your camera

Digital solutions for managing and delivering an Expo

Improve your Expo operations, from programme management to event delivery

WeTrack's project management software has been used by organisers of some of the world's most prestigious events, venues, and organisations, including World Triathlon, the FIA, Expo 2020 Dubai, Wimbledon, and the International Cricket Council. It enables teams and departments to track tasks and projects, collaborate better with stakeholders, and build, download, and share custom reports.

In the same platform, organisations can then integrate their sustainability, readiness and operational planning, providing consistency from the early stages of planning your Expo, to the final stages of delivery. Bespoke, automated reporting underpins every stage of this process.

WeTrack Modules



Planning



Sustainability



Readiness



Operations



ICC Cricket World Cup

Collaborative project management underpins major event planning

Project Name	Cricket World Cup 2019
Location of Project	England and Wales, UK
Work Performed	Providing project, risk and incident management software, as well as training, consultancy, best practices and support as standard, to help plan and deliver the spectacular Cricket World Cup.

Objective

To give the Cricket World Cup 2019 team a single source of truth to manage projects, milestones and risks across the organisational team, enabling seamless collaboration across departments and saving huge amounts of time through automated reporting.

"The ambition for CWC19 was to have one single source of truth for all of the actions, milestones, issues, risks and tournament-time incidents, and WeTrack provided us with the best solution."

Lizzy Bennett, Head of Programme Management at Cricket World Cup 2019.

Operational overview

The 2019 Cricket World Cup was hosted in England and Wales, with the organising committee selling 888,000 tickets at 48 matches across 11 venues. The Local Organising Committee were incredibly ambitious and wanted to make sure every aspect of the event was planned and delivered to their exacting standards. The Tournament culminated in the brilliant final between England and New Zealand, with England emerging victorious by the closest of margins.

Delivery successes

WeTrack gave the Cricket World Cup PMO the foundations they needed from the very start of their planning, to deliver an amazing event 18 months later. We advised on a system structure that suited the requirements of various departments and stakeholders, trained admin and regular users in bespoke sessions, and imported existing project plans and system data.

But the most valuable aspect of WeTrack's project and risk management system was our bespoke, automated reporting functionality. The ability to build and share high-quality reports – on any information type and with any combination of filters – saved the entire CWC team up to eighty hours every single week. Removing this previously huge manual workload freed up a lot of time for the PMO team to focus on their most pressing upcoming milestones.

WeTrack then enabled a smooth transition from the planning phase to the operational delivery phase, migrating CWC's data into our incident management system. This continuity brought another considerable time-saving, with the similar look-and-feel ensuring that users did not need to

be extensively trained on a new piece of software.

The success with Cricket World Cup 2019 resulted in an extended contract for WeTrack to provide project management software for every major ICC event globally.

"The Project Management system enabled the CWC19 PMO function to provide Functional Areas with planning support, and provide a suite of reports for different stakeholders with the most current Tournament progress; and the Incident Management system allowed for quick incident capture to enable individuals to develop action plans and record progress during the Tournament operation. The systems were easy to use, easy to navigate and quick to create bespoke reports, and the support the WeTrack team provided was first-class; from training all our users, to uploading project plans and helping to create bespoke reports."

Lizzy Bennett, Head of Programme Management at Cricket World Cup 2019.



Special Olympics 2019 and 2023

Best practices in incident management gives you confidence

Project Name	Special Olympics World Games, 2019 (Abu Dhabi) and 2023 (Berlin)
Location of Project	Abu Dhabi, United Arab Emirates and Berlin, Germany
Work Performed	Providing incident management software to the Special Olympics in 2019, and then extending our contract with the addition of project and risk management software for the 2023 edition in Berlin. In addition, the standard WeTrack support package of onboarding, training and support to make sure that the Local Organising Committees (LOC) began with the right foundations.

Objective

To give the Main Operations Centre (MOC) in Abu Dhabi the tools to manage incidents effectively: preparing contingencies and checklists beforehand, recording and resolving incidents efficiently and with strong accountability, and delivering clear reports after the fact. Out of that success, WeTrack secured the contract to deliver project and risk management software for the next Games in Berlin, supporting the LOC there with excellent project planning, collaboration and reporting, beginning over three years before the event.

Operational overview

The Special Olympics World Games are the largest humanitarian and sports event in the world. In March 2019, the Special Olympics World Games were held in the Middle East for the first time in Abu Dhabi, UAE. Over 7,500 athletes competed in 24 sports, with 200 nations represented. Behind the scenes, over 20,000 volunteers and more than 300 local staff from 47 nations poured their hearts and souls into the event and left a truly unifying message across the UAE as its legacy.

"WeTrack really helped lift the Main Operations Centre's incident management with its live map functionality. It is an elegant yet immensely capable system for any major event, and has been built with operations in mind. The team were very quick to respond to any requests and were a pleasure to work with."

Clayton D'Costa,
Director of Planning and Integration at
Special Olympics 2019, Abu Dhabi.

Delivery successes

WeTrack helped to enable best practices in incident management for the MOC in Abu Dhabi, before, during and after the event. We configured our incident management software to fit how the organising committee was structured; created seed data to confirm the processes; trained key users on-site; and then remained available for immediate operational support wherever necessary.

WeTrack's live incident mapping enabled the Operations team to have great oversight over the entire site, seeing incidents as they came in, understanding pinch-points and assigning resources where necessary. This level of oversight gave confidence and accountability to the MOC's incident management.

This confidence led to the Special Olympics organisation choosing to extend their use of WeTrack for the next edition. With over 60 departments, stakeholders and programmes working on almost 100 projects already, the collaborative, single source of truth that WeTrack provides to Berlin 2023's project management is invaluable. We look forward to continuing our long partnership with the Special Olympics as they deliver their inspiring major events.

"In 2023, Berlin will host the Special Olympics World Games, the largest sporting and humanitarian event in the world for the year. Preparing, planning and delivering a Mega Event requires proper project management and specialised software for it. WeTrack has been created by people who have successfully delivered the project management office of various mega events around the world, and their experience of sitting at the operational chair was certainly an added value. They have been helpful in understanding our data and ambitions, and have been an important partner in helping us set up our internal processes whilst configuring the system accordingly and to our specific needs."

Ilias Despotopoulos,
Chief Technology Officer,
Special Olympics 2023, Berlin





Benefits of using WeTrack

- Specialised systems and support for delivering complicated major events
- Continuous support through planning, readiness and operations
- Confidence that you have the support of a trusted technology provider to some of the biggest events in the world
- Automated reporting saving money in headcount
- Large reductions in costs and risk.

We can improve your collaboration and systems within 30 days. Get in touch for a full intro and free trial.

www.wetrack.com



Safety & security training





Safety and security in crowded places

The risks we face as organisers responsible for event management today are significant. We have seen that globally, terrorist attacks can happen at any time. Everyone working in major events must play a role in this effort by taking steps to help boost their protective security — before, during and after.

We aim to provide you with an understanding of the complete safety and security ecosystem.

- To support a Covid-19 secure future for events.
- To save rights holders time and money by encouraging pre-procurement efficiencies and best practice.



- To offer collective knowledge to help raise standards — without requiring the need for collective purchasing.

If needed, flag individual company expertise and encourage early engagement, leading to improved risk mitigation.

Points to consider before staging a major event

- Have you conducted a Security Threat & Risk Assessment of the location and venue before final selection?
- Have you calculated the safe capacity of your venue? (This prediction is very different from the number of seats or total visitor capacity.)
- Have you considered the impact of the overlay on this capacity?
- Have you established collaborative multi-agency relationships to ensure a joined-up approach to safety, security and customer service? (For example: emergency services, local authorities, transport, venue management.)
- Have you got the right balance between security (e.g. counter-terrorism), safety (e.g. stewarding) and service (e.g. communications, signage)? Are these different functions joined up effectively?
- Are your safety professionals sufficiently trained to ensure the safety of those attending?
- What digital safety measures are you considering? How will your digital safety procedures provide cost-effective, safer, faster, more resilient communications in a crisis?
- Have you considered the drone threat - if so, what are you doing to mitigate it?
- How confident are you that your plan matches your reality and that your people can carry it out under pressure and record what they need to for post-event scrutiny and analysis?
- Have you identified component and functional readiness activities, including test events within departments and venues and means to test these ahead of integrated and more complex readiness activity?
- Have your critical roles been mapped against required competencies and with a clear professional development plan for knowledge, skills and judgement needed for each key role?





Safe capacities

For any event where visitors attending will gather for entertainment and social interaction, a clear understanding of how many people can safely gather and move around the area is required. For organisers, this means engaging with safety professionals to assess and plan for the event. This intention should be an early activity as space, circulation, routine and emergency egress will influence its preparation.

Other considerations will include security screening considerations, equipment required, access control (entrances/exits to building) for site and search procedures, traffic management, health and safety, adherence to legislation and regulations.

Overlay

It is a given that the footprint of any structural build with the event site will reduce the space available for your visitors to circulate and occupy. The consideration of this impact is often not reviewed or calculated for crowd safety early enough or even before the build's completion. Then it is too late for the consideration of advice and guidance for arrival, ingress, circulation egress and departures in typical and emergencies. Once the physical structures are in place, it is difficult, if not impossible, to change. Early collaboration can and will result in a better customer experience at the event and safety crowd management.

I cannot stress enough the importance of early planning for the impact of the overlay.

Multi-agency collaboration

Stronger together than apart is our mantra!

Working on safety and security risk and collaborating on establishing solutions is a guiding principle for a safer event. Developing a general architecture for a secure environment with advice and guidance from all private and public security disciplines is vital.

Will you have considered a command structure as a multi-agency approach using a 4C strategy of **Co-ordination**, **Co-operation**, **Communication** and **Control**?

By establishing roles and responsibilities, such as budget holders, chief executives and in turn their management system coordinate workers, contractors, and suppliers and have appropriate measures to monitor and control work activities and processes. Namely, who is going to be accountable?



Security

The best-laid plans cannot achieve their purpose without carrying out the following tasks and functions identified. I cannot stress enough the importance of security at events. A secure event covers:

- Health and safety
- Threat analysis and risk mitigation
- Responding to accident and injury
- Damage to property
- Crowd management and control
- Emergency response and conflict management
- Contingency preparedness

A clear and resourced security strategy must be part of the overall planning process. Access control, for instance, is critical. Clear considerations for the ease of ingress to your event by visitors will include access control for screening visitors, contractors, staff.

- What equipment to use?

- Where will this be sited?
- How many entrances to cover?
- What will be the site search protocols?

Transport links, last-mile planning, route signage are just part of the solution. This understanding will encompass the identification of hazards and responsive risk assessment, including a terrorist threat analysis. An experienced, competent well trained/briefed, and adequately resourced security team you can rely on is vital. The use of security event staff will be commensurate to the risk profile of the event. All staff, including security, catering, and cleaning, should be subject to vetting before the event.

Ever-increasingly, cybersecurity is an area in which you may not have adequate protection. Increasingly now, the threat from Drones is increasingly prevalent and difficult to mitigate. *What's your plan?*

A security risk assessment will determine the appropriate level of security planning and mitigation measures for each event.

Training

The hierarchy of competency spans management through all structural layers of people who support the safe and secure event environment.

Skilled and competent people become so through theory-based training and assessment in a real-time environment, and can demonstrate transference of knowledge in the workplace. .

Sometimes the strength in a team fails through a lack of open and transparent auditing of skills, qualifications, and experience required for the roles and positions identified. Regulatory and legislative factors also influence the training needs. Nobody wants what I would call 'warm bodies' security at any event. They are visible and look the part but lack the skills, training and experience required.

Consider the scenario presented to many an event organiser and their management. You typically contract out the stewarding and security staffing needs for your event.

This checking is expected and usual as most organisations will not retain the personnel to support the needs of a major event that may take months or years to organise and plan. You don't know whom the contractor uses and what collaborations they may have for staff supply.

Therefore you will not know where their staff have worked previously and what qualifications they hold or training they have received.

- What are your regulatory and legislative standards?
- Will you check this for all your contractors and their supplied staff?
- What auditing will you require?
- How prepared and responsive will you be should a licencing body arrive to conduct auditing?

Then vetting contractors, suppliers, and their staff against a required standard should occur, including the level of training to satisfy the criteria set out for the event, to ensure the safety and security of the venue and visitors.

Training providers vary significantly, and you get out what you put into a training programme. This consideration is valid as much for the individual's engagement as it is for the quality of the delivery.

How do you ensure that the training received has been absorbed in term of understanding and competency?



Event readiness testing

Well, one way is to test! I advocate experiential learning; there is no better way to organisationally test event readiness than test your staff at the venue under typical and emergency scenarios. How will your crucial event staff react and behave in extremis?

Events are often large scale and complicated. They are often 'one off' events requiring extensive readiness testing to ensure you are ready to open your doors.

This preparation can include:

- Tabletop scenario exercises
- Simulations
- Walkthroughs
- Live test events.

The scale of organisation, monitoring, assessing, debriefing and record keeping can lead to disjointed outcomes and poor visibility of results.

All of which is time-consuming and involves multiple sources of reference, through systems and people, many of whom may have a different version of the outcomes and belief of what worked and what did not.

We currently work with partners who can clarify testing and results through a software dashboard to coordinate and standardise protocols..





TaylorBridges Consultants

Any event and security plan will need consideration for the area's security threat and risk assessment and the event venue location — critical threats of crime, terrorism, fire, environment, and health (Covid-19).

This article is to raise awareness for, and signpost solutions for the needs of your major event as a rights holder and organiser.

It is important to bring security top of mind from site selection and risk assessment, contingency planning for crisis response, security planning and regulatory and legislative requirements.

So what will be your checklist? At TaylorBridge Consultants we recommend the following:

- Preparation of an event security and crisis management plan
- Documenting the outline risks to the operation, mitigation measures in place and actions to take.

- Response planning for security incidents/emergencies
- Building security and fire plans
- Liaising with regulatory, law enforcement agencies and emergency response providers
- Ensuring a comprehensive and effective training plan
- Readiness Testing.

This article has been written by us to raise awareness in an open and supportive way to the complexity of event safety and security and in order to spark some thoughts and action into the plans for your major event. Should you identify areas of support and you require further information about, then please get in touch.

● www.taylorbridgesconsultancy.com

Email Crowd Safety Consultant, Steve Laws
steve.laws@taylorbridgesconsultancy.com



CREATE AMAZING SPACES

Your event and your city need to look amazing, a stunning visual appearance will spark the imagination, engage the audience and invigorate the community. A consistent identity and brand become the golden thread that links everything together.

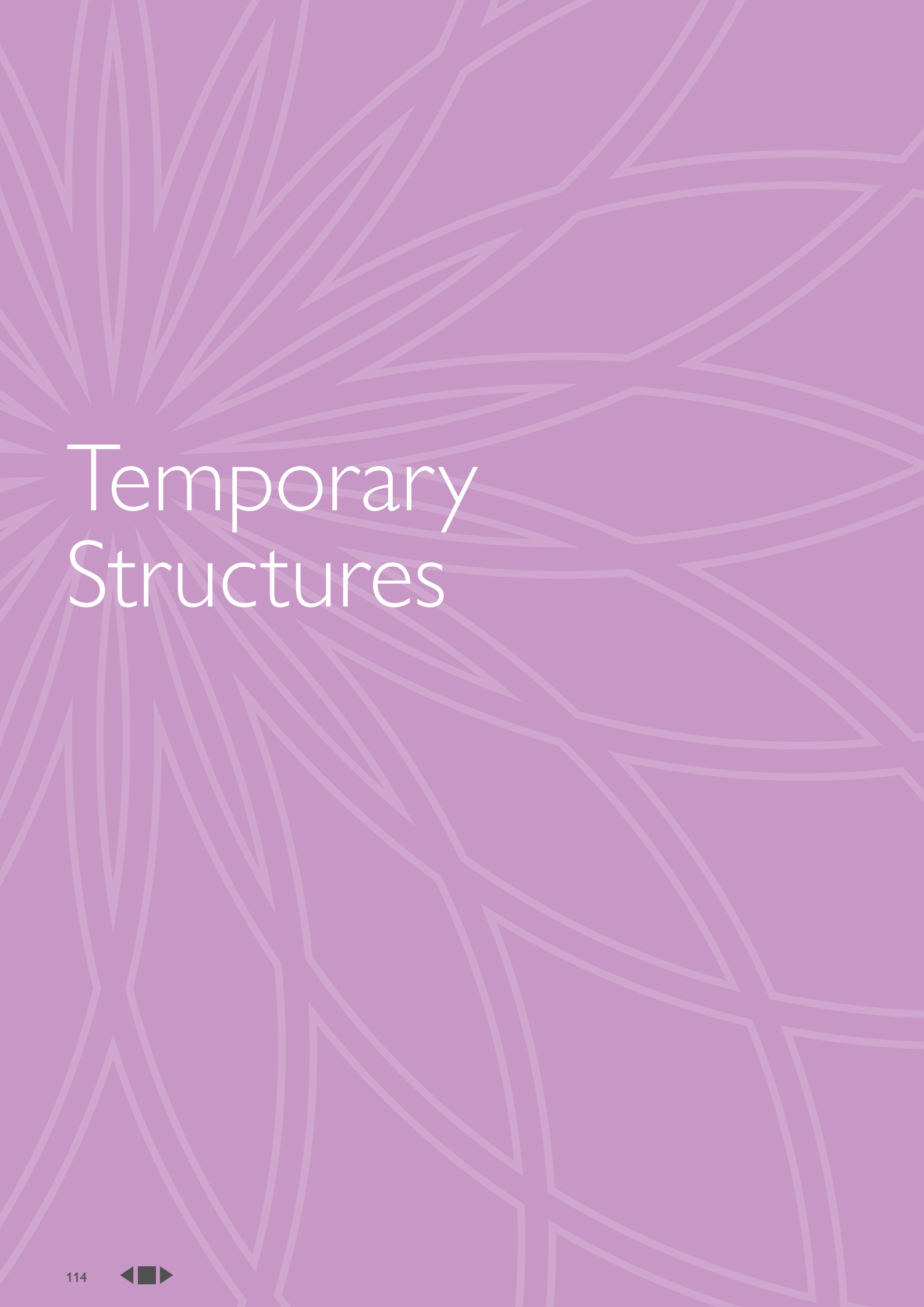
A striking and colourful venue will give your Expo a unique and distinctive feel, creating an extraordinary visitor experience.

Comprehensive signage and wayfinding will deliver a functioning venue.

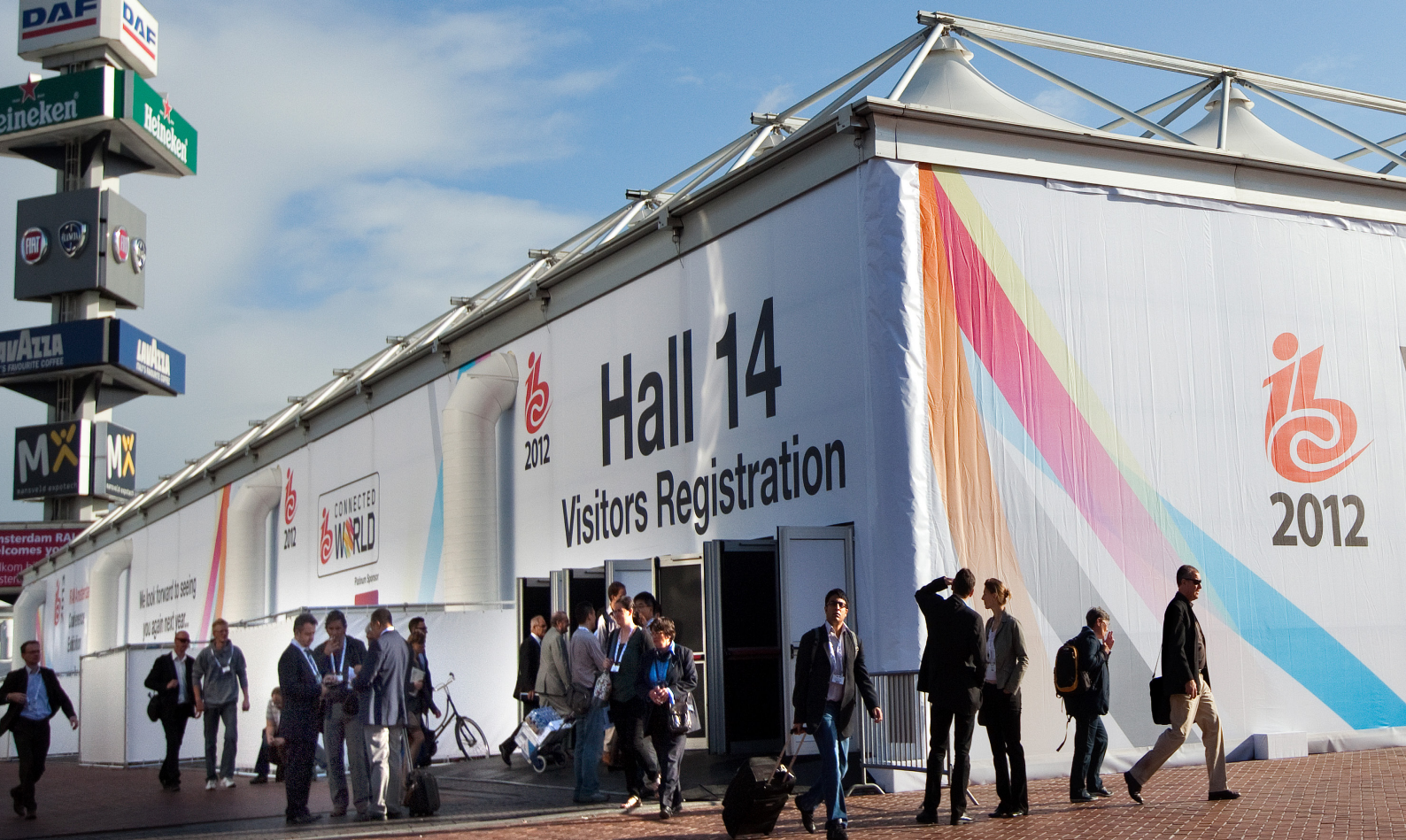
Our mission is to deliver an end-to-end solution which will enhance the experience of all participants within budget and maximise the return on your investment.

CSM Live is your delivery partner.

- Overall creative, brand development & feasibility
- Strategic planning of the Look
- Project & programme management
- Design and artwork generation
- Scoping & product design
- Venue branding and event look
- Venue wayfinding
- Operational signage
- Sponsor & partner branding
- Host city dressing
- Integrated city-wide wayfinding
- Spectacular installations
- Spectator & community engagement
- Material & product specifications
- Project sustainability, recycling and reuse
- Production: printing & fabrication
- Hardware rental
- Installation/maintenance/transition & removal



Temporary Structures



Temporary buildings that add the ‘wow factor’ to an Expo experience



LOSBERGER DE BOER

When deadlines are tight, flexibility is key for temporary building providers like Losberger De Boer.

Here we describe the challenges the professionals at Losberger De Boer had in the Netherlands, when the brief was to temporarily expand a premium exhibition space within two weeks in a busy public square.

“This project offered us several major challenges. Firstly, we had to connect the temporary exhibition area seamlessly with the existing buildings. When we mean seamlessly, visitors will not be able to tell the difference between the existing hall and our temporary one..”

Eva Berkhout, Project Leader, Losberger De Boer





Exceeding expectation and space

Expanding an exhibition area with limited operational room

Project Name	RAI Amsterdam Convention Centre Temporary Expansion
Location of Project	RAI Amsterdam Convention Centre, Zuidas, Amsterdam, Netherlands
Work Performed	Adding fully integrated 10,000m2 exhibition space

Objective

The IBC, or International Broadcasting Convention, is one of the largest trade fairs in the world, hosted at RAI Amsterdam Convention Centre in the business district of Zuidas. After several years of substantial growth for the IBC event, the required floor area for its exhibitors exceeded the RAI's maximum capacity. Our client approached us to help them retain the IBC for the RAI by providing sufficient high-end exhibition space.

We ultimately delivered 10,000 m2 of extra exhibition space, fully integrated with the existing buildings and offered

exhibitors the same level of comfort and quality.

We look back on this particular assignment with project leader Eva Berkhout.

Plenty of custom work and additional calculations

"This project offered us several major challenges," says Berkhout. "The first was to answer the question of how we could connect the new exhibition area seamlessly to the existing buildings. When we mean

seamlessly, visitors will not be able to tell the difference between the existing hall and our temporary one. We could not achieve this by simply building as close to the RAI as possible. In the end, we decided to build over the RAI, almost as if we were covering it, which is certainly not standard. We had to develop a new segment of tent structure for this, which we could connect to the canopy so that our exhibition space could be 100% integrated within the RAI. It was essential for the client that visitors would not get the feeling they were entering a temporary space and that exhibitors could be offered exactly the same level of quality."



Various components had to be customised to connect the existing and new halls. In addition, the presence of an underground car park proved to be another complicating factor. "The load-bearing capacity had to be crystal clear, so we had to make a lot of additional calculations. The crane plan had to be adjusted because we couldn't use heavy cranes above the car park. It's moments like these that I'm extra glad that we have a lot of specialist knowledge available in-house."

Building on a busy square

The location also presented the Losberger De Boer team with some practical challenges. After all, the RAI is located on a public square in a busy part of Amsterdam, which meant that the building team's room to move was minimal. "The presence of so many people means that you have to take a lot of extra precautions. You have to come up with a special safety plan and consider things like fencing, signposting and crowd control. But the biggest challenge lies in the fact that materials need to be delivered in carefully structured phases. You cannot have all your materials delivered at once on this site. As a result, we also had to build in phases."

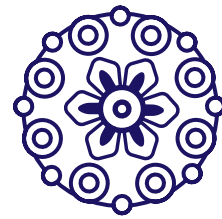
Ultimately, a job like this can only be done with an experienced team and a very tight schedule, says Eva Berkhout. "There are a lot of variables. When a batch of materials is delivered, we have to resume building immediately. The delivery must be exactly right, both in terms of timing and contents; otherwise, the whole process will be delayed. Running late is not an option. Suppliers play an important role in this; they also have to deliver the right things at exactly the right time. That is why we always offer to use suppliers from our network for things like sanitary and upholstery because we know that we can trust them to do their job. Ultimately, it is a challenge to manage many suppliers during a project like this, but we do it to make sure things work out and unburden our customers. A project of this size and complexity is like a train. When it starts moving, everything has to be on schedule. You can't just add a stop along the way without causing a delay. And delays are not an option because our project planning is interwoven with the organisation's planning. They rely on us for their planning, so ours has to be excellent, and we have to meet it; otherwise, the customer will be in trouble. I dare say that you can't do a job like this without a very experienced team."

Immediate response to emergencies

As a project manager, Eva is always on-site during construction. No matter how tight the planning is and how good the preparation is, unforeseen things can always happen. "I have to be able to jump in immediately. Something can always go wrong. A traffic accident can disrupt transport, and the weather can always throw a spanner in the works." During a crucial phase of this project, namely, when the team had to hoist the roof onto the structure, it started snowing heavily. "We couldn't crane because of the snow, but we had to get the roof on the structure. We gathered a large team, waited for the right moment and then quickly cleared the roof with brooms so that we could still crane the 100-metre-long roof onto the building that very day. Our people worked many hours that day, but if the planning leaves no room for flexibility, you have to be flexible yourself."

At times like these, you are fortunate to be able to work with a highly motivated team that is truly committed to a good result."

“ Throughout history flowers have been the universal connector between mankind and nature. ”



IGMPR

IGMPR is an international project development and design firm specialized in floral and horticultural attractions and destinations.

We combine our creativity and fascination for flowers & plants and their use across cultures and history. The projects we are involved in typically attract hundreds of thousands to millions of visitors each year.

We support the growing global flower and garden tourism industry with a comprehensive package of services ranging from planning, creative design to implementation.

Added Value for Expos

Based on our experience in many of the world's most popular garden tourism destinations, we are able to develop an **integrated masterplan** of both Expo and its Legacy. This typically includes functional & capacity planning and design, a detailed visitor journey and storyline, attraction propositions and business case.

Furthermore, our **immersive** and **highly instagrammable** attractions and exhibitions will further drive visitation and publicity during your Expo.

Connect with us to explore how we can make your Expo and Legacy a sustainable success!

Imagineering *Horti* Culture

visit us at www.igmpr.nl

We know that only a company with experienced and passionate, multi tasking event managers and highly skilled hardworking staff can create the difference between an ordinary organization and the spectacular event and that company is Pera Event which is leading brand of Turkey in the field of creative event management.

PERA

EVENT SOLUTIONS FOR LIFE

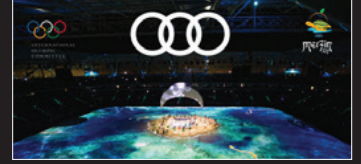
Pera Event has been specialized in corporate events such as fairs, conferences, etc. or special, social mass events such as opening and closing ceremonies of big sporting events and award ceremonies, festivals and open air concerts. As a global event management company which established in İstanbul carried out it's various and prestigious projects with international business partners all over the world from Senegal to the USA, from Madrid to Beijing.

Pera follows all of the new technologies of the current entertainment world closely and implements them in projects. It offers many opportunities as a whole to customers from generating concepts to stage design from video mapping to engineering based scene performances.

On the other hand Pera Event is both a member of the International Association of Horticultural Producers (AIPH) and its sole and official partner in the Eastern Europe, Central Asia and Middle East. Pera Event also carries out intensive work in planning and design by improving the relations between AIPH and the municipality of Onikişubat at every stage of EXPO 2023 Kahramanmaraş.

17th Mediterranean 2013 Games Opening and Closing Ceremonies

Only for this event; 1622 dancers performed. 126 foreign, 211 local and 219 back stage thus in total 943 technical staff worked.



EXPO 2016 Antalya Cultural Event Management

World's one of the most biggest and longest international events of 2016 has held in Antalya between 23rd of April and 30th of October and it has been very first time for Turkey. Pera has planned and designed "Children Island" for all ages with workshops and amusement parks.

23rd Summer Deaflympics 2017 Opening and Closing Ceremonies

In these extraordinary sporting event, where more than three thousand athletes with hearing impairments from all over the world participated, Pera worked with a team of 1,500 people, 750 of whom were dancers.



Dakar Arena Opening Ceremony 2018 Senegal

The opening ceremony of Dakar Arena in Senegal attended by 6 heads of state and government from the African continent, was followed by thousands of people inside and out of the building and the whole event carried out by Pera Event.