

BEYOND THE WORLD FAIR

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Introduction

World Expos are 'world known' events since 1851, with its core business to meet, learn and innovate. The most memorable ones in Europe are; the very first one in 1851 in London with the Crystal Palace, the 1900 international exhibition in Paris with the Eiffel Tower and the 1958 in Brussels with the Atomium. The character of World Expos have changed overtime; started with an era of industrial boost where the World Expo was a platform for trade and technology (1851-1945), followed by an era where government power was very strong reflected in World Expos and cross cultural dialogue became a defining element. Since the end of the nineties World Expos have started to be used more widely and more strongly as a vehicle for nation branding. The national pavilions specially build for these events are outstanding architectural structures to show off the visitors and the rest of the world. Cities promote themselves and are using expos as catalyst for urban development. But why then have former host cities World Expo areas which are after the expo not optimally in use? If cities want to create urban development and profit from the possibilities of the event on the long term these areas should be more optimally used after the event. This problem statement has lead to the following main research question:

What strategic plan can lead to optimal post-use of World Expo areas which supports the urban development and economic growth of the city both on short and long term?

Research methods

This research makes use of two research methods in order to give an answer to the main question. First with the use of extensive literature studies knowledge is provided on urban development and city marketing strategies. These strategies create certain impacts for mega-events and World Expos. These impacts are categorised and are tested within the second research method.

The second research method that is used is part of empirical research namely; case study research. The design of the case study research is a multiple-case embedded design. Two cases are selected for this research. The case of Hanover, where in the year 2000 a World Expo has been staged. And the case of Lisbon where in 1998 an International Expo has been organised. The data for the case studies are collected through multiple sources. Three important sources used are direct observation, systematic interviewing and documentation. The case studies are adequate analysed on their specific situation, organisation, planning and progress regarding the expo and its post-use. Both cases give lessons learned of what has done right and/or wrong and what aspects need more focus. The final result of this research is a strategic plan which serves as advice to future host-cities of World Expos. The results that have lead to this strategic plan are captured in theoretical results and insights and in results conducted from the case study analysis. An overview of the research design and its used research methods is given in Figure 1.

Literature results

Cities use expo's for several reasons, such as for city promotion, economic development or redevelopment, to attract tourists. The main purpose of this all is to boost the cities development. What can be used to gain city development is studied in literature.

Every city should have a future vision and a certain goal they are aiming for. Nowadays, more and more is seen that the expo is part of realising this future vision. This future vision should be incorporated into the leading mission and the whole organisation around expos. This will give a common drive of what the city is aiming for in the future. Contrasting opinions between actors can be prevented by holding on to this vision. Important for the development of a strategy are to set these concepts beforehand; vision, mission and goals.

An urban development strategy is a tool to use when new development plans are necessary for a green or brown field area. These strategies (Urban regeneration) includes a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting improvement in the economic, physical, social and environmental condition of an area that has been subject to change.

City marketing is not an goal on itself but a tool. An instrument to realize the city and regional future vision. The city's future vision has to be the starting point of a city's marketing strategy. If this future vision is not explicit yet, the first step is to set this future vision for the municipality. The next step is to translate this vision in concrete goals. These goals will form the basis for the developed city marketing strategy.

In order to operationalize the city marketing strategy, it needs to be measured. This can be achieved in several phases. First one needs to know what the vision and goals of the city are and what image the city want to achieve. Second one needs to find out what has been done to realize and achieve these goals, the image. The step by step plan of the marketing. And third does this city marketing strategy is in line with the urban strategy a city has?

A certain strategy should lead to the wished impacts of that strategy. The impacts of mega-events and World Expos have been studied and are discussed on different scales and levels. This has lead to a mega-event impact model; three categorised and overviewed tables with all captured impacts. In this model three variables form the baseline for the case studies analyses. The three variables are: Physical, Economical and Socio-cultural. Included in the analysis of the case studies are the influence factors of the used urban development and city marketing strategy and also the type of organisation that is included in the expo project. The variables are measured according to the parameters visible in Table i.

Variable	Measuring
Physical	Investigating quality of place through the next parameters: program mix, accessibility, grain size, public space and safety.
Economical	Investigate the economical parameters: employment rate of the area, tourism sector, new economic activities, new business. Did the city made use of urban economic regeneration? Property-led urban economic development?
Socio-cultural	Investigate the socio-cultural parameters: socio activities, cultural activities, Did the city attract the creative class?

Table i: Variables and their measuring parameters

Case study results: Hanover EXPO 2000 vs Lisbon EXPO'98

The results of the case studies are first given by a short reflection on the implemented strategies. Followed by the resulted strength and weaknesses according to the investigated variables and the steering instruments.

Strategy

Hanover did not have an overall strategy including post-use. The strategy was divided into four different strategies for parts of the area. The strategy for the Hanover Exhibition Grounds (western area) is about the modernisation and extension before the opening of EXPO 2000. After the Expo this area is maintained as Fair Ground. The strategy for the centre area is about the development of an ICT business and commerce district in the long term run. For the strategy of the Kronsberg residential district (eastern area) the area was put in three phases of development. Until today only phase 1 is completed. Phase 2 and 3 will be developed when the city developments are asking for more residences. This has not been the case yet but can easily adapt to the now existing phase 1, based on the basic concept of construction on the western slope of the Kronsberg hill and due to the fact this destination is included in the zoning plan. The last strategy is the infrastructure and transport strategy. This strategy took place with infrastructural improvements on area, city and region level.

Lisbon's strategy is focussed on a long term use of the area after the World Expo. The project connects two interlinked components. Namely, a plan to redevelop an run-down industrial harbor-side and a plan to create a new urban center. The strategy of Lisbon is more focussed on one goal and includes more concrete steps to realize the goal. It also includes the aspects of urban management and promotion. In Hanover this is lacking in its strategy. There can be concluded that Hanover is being too general with its strategy. Hanover has not converted their ideas and objectives in a clear strategy for the specific EXPO 2000 location. However, they have created a clear strategy for the regional infrastructure improvements and for the Kronsberg residential area. It was also clear what the function Fair Grounds would be after the Expo. Unless these well thought out strategies, Hanover was lacking a clear strategy for the Eastern pavilion area. Or better formulated the strategy was present but was not implemented correctly. The economic situation in the years directly after the World Expo made it hard to attract small ICT companies to the area.

Physical variable

On the physical variable both cities show that the implementation of a well thought through infrastructural plan has gain urban development for the city. Also both cities implemented a new city district. For Lisbon this includes the transformation of the area into Parque das Nações and for Hanover this covers one subpart of the strategy, namely the development of Kronsberg housing district.

Physical weaknesses are also present in both cases. Lisbon had a bit of problem with the marine harbour, that flooded and destroyed the pleasure harbour. However, since year 2009 this harbour area has been renewed and seems to add quality to the area nowadays. Hanover has a bigger problem, because the EXPO Park Hanover is not fully implemented yet. The area was supposed to be an ICT-sector business area but the area still have a lot of unused plots and pavilions on site which have fallen into disrepair. This does not add up to the physical quality of the area.

Economical variable

When looking into the economic strengths there are few to be named. Lisbon did a good job to sell plots already before the opening of the expo. Added to that, the area became attractive for people to live, which positively influenced the real estate values. The leveraging and catalytic effect on various economic sectors has played a positive role in Lisbon. The city and country showed the world that Parque das Nações, new urban centre of Lisbon, generates tourism, business, residents and cultural entertainment. In Hanover the World Expo have caused a growth in the number of tourists that yearly visit Hanover. Tourism is increasing more after the event then it did before the event.

The weaknesses considering the economic variable are the large investments for organising a World Expo. Both cities did not had a break even result, but many debts. In both cases the governments are paying off these debts.

Socio-cultural variable

The socio-cultural strengths show that both cities have increased the availability in cultural activities. For Lisbon this is done specifically at the location of Parque das Nações. For Hanover this growth in cultural activities was settled through the de-central projects, and has an affect which is more visible in the city centre. The cases have shown both cities did not intervene extremely on the socio-cultural variable. Lisbon created the new urban centre in the middle of more poor neighbourhoods. This has given social tension between the two neighbourhoods and it could make Parque das Nações a more isolated district in the future if the safety measurements required will rise. This affects the quality of the public space even more than it already does now.

City marketing

Both cities wanted to strengthen their image. Lisbon did a better job than Hanover. Lisbon city is more of an appeal to tourists and businesses. Both cities have showed the world they are capable of organising a large World Expo. For Portugal as a small south European country it is a real accomplishment to combine this World Expo with a large flag-ship project.

The promotion of EXPO 2000 can be considered as a weakness of the Hanover case. The marketing did not reached enough over the national border. Due to the fact the Expo did not received as many visitors as the city hoped the image of the city was not affected as much as the city planned it.

Organisation

The organisation capacity can have a large impact on the success of a project or not. In Lisbon Parque Expo was set up and directly split-up into one group organising the Expo and one group responsible for the post-use, which interacted with each other lot, in order to gain for two integrated masterplans; one for the expo and one for the post-use. Special legislation made it for Parque Expo possible to handle law procedures quick and efficient.

The organisation capacity of EXPO 2000 GmbH and EXPO GRUND GmbH can be blamed for the many weaknesses in the case. These companies had no clear responsibilities about how to implement the vision and strategy for mainly the post-use.

INTRODUCTION & ANALYSIS

Problem statement
World Expos areas should be optimally used after the event, in order that it supports the urban development and economic growth of the host-city.

A.

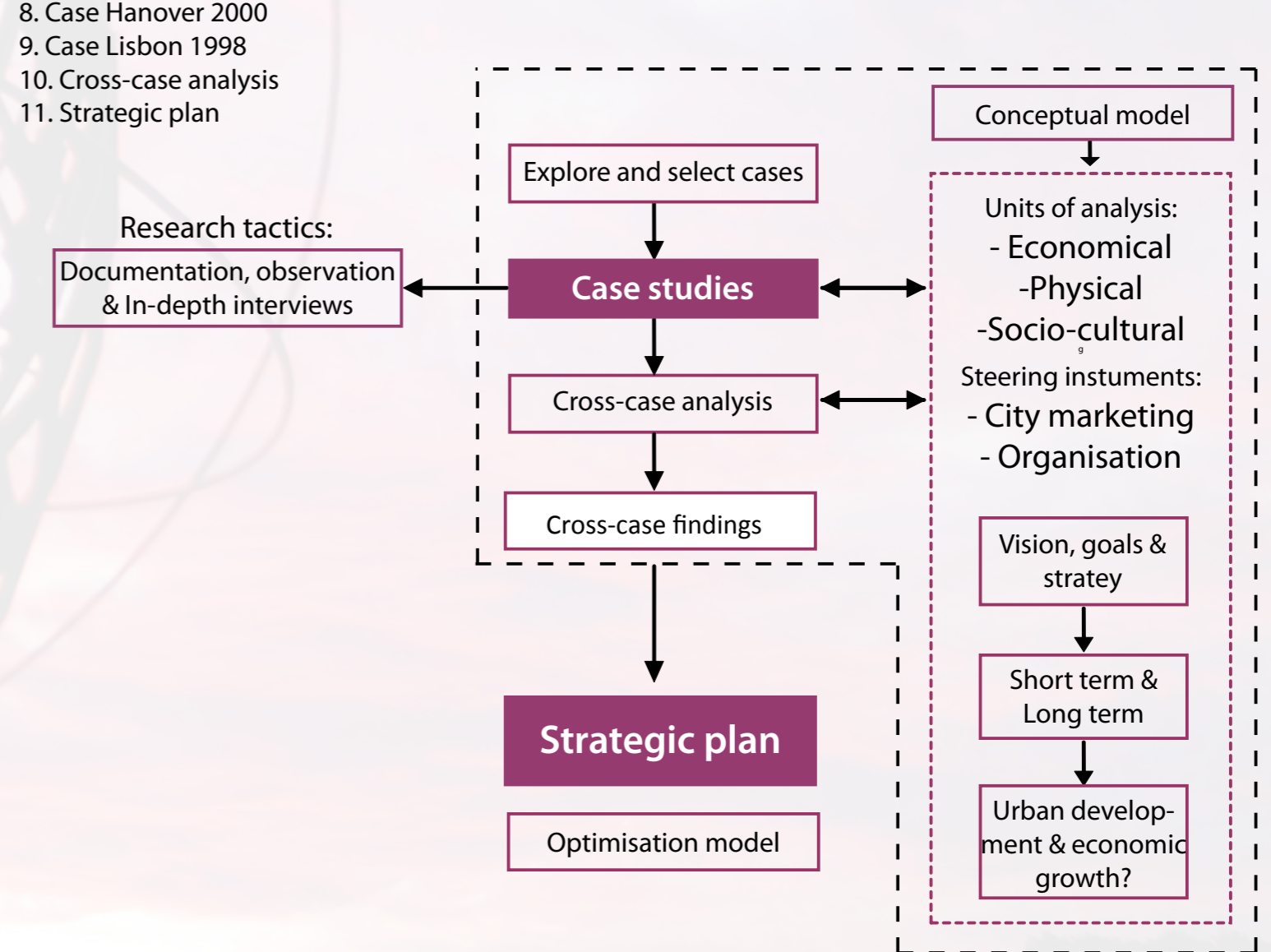
THEORETICAL FRAMEWORK

2. Cities' future vision (preferable future impacts)
3. Urban development strategy (tool to realize impacts)
4. City marketing strategy (tool to realize impact/imagio)
5. Identifying impacts (categorising/identifying impacts)
6. Selecting variables (Measuring the impacts)
7. Conceptual model

→ Conceptual model

B.

EMPIRICAL RESEARCH



C.

CONCLUSIONS & RECOMMENDATIONS

General conclusions
Answer to research question
Reflection on research methods and research results
Recommendations for future research

D.

What strategic plan can lead to optimal post-use of World Expo areas which supports the urban development and economic growth of the city both on short and long term?

Figure 1: Research design

Strategic plan

Variables		
<i>Physical strategy</i>	Action point 1	Creation of an urban centre.
	Action point 2	World Expo area as node in infrastructural networks.
	Action point 3	Flexible pavilions for multiple post-use functions.
<i>Economical strategy</i>	Action point 4	Introduce new economic activities and business to the area and/or extend the existing ones.
	Action point 5	Set up tourist-sector related functions.
	Action point 6	Make private investors and developers have an absolute believe in the post-use masterplan.
<i>Socio-cultural strategy</i>	Action point 7	Strive at least for a break even result, and strive for profit on the long term.
	Action point 8	Maintain several cultural activities from World Expo event in the post-use.
	Action point 9	Initiate creative economy, when desirable.
	Action point 10	Provide program for local communities threatened by the World Expo.
Steering instruments		
<i>City marketing</i>	Action point 11	The city marketing should include all the four activities named by Kotler.
	Action point 12	Use appealing persons who can personificate the image building.
<i>Organisation</i>	Action point 13	Involve private parties in early stage.
	Action point 14	Establish, from the start, a structure or organisation with the responsibility for implementing the longer-term post-use ambitions of the city after the event.
	Action point 15	Plan the longer-term post-use at the same time as the event itself.
	Action point 16	Make use of risk management.

Table ii: Summary of strategic plan

Strategic plan

The extensive literature reviews and the two case studies made it possible to set up a strategic plan for the optimal post-use of World Expo areas. This strategic plan has evolved around 16 action points, presented in Table ii.

The strategic plan is divided in two parts. The first part includes the strategies for the variables; physical, economical and socio-cultural. During the investigation of the cases and reading literature, it became clear that these variables are being influenced by steering instruments. The second part of the strategic plan includes the strategies for the steering instruments; city marketing an organisation.

This strategic plan is an advice to show cities how post-use of World Expo areas can be made more successful. With the use of this strategic plan it should be easier for cities to gain this optimal post-use.

This strategic plan will support the urban development of the city if the quality of the area is perceived positively by the future users of the area. Future users are attracted to the area by creating an urban centre in a good accessible infrastructural network.

This strategic plan will supports the economic growth of the city if the existing and new economic activities can survive on the longer term and do not limit other economic activities in the city. Longer term continuing investments in the post-use are needed before profit will be made. In the end the economic growth is dependable on the willingness of private investors to invest in the post-use development of a World Expo. Also the willingness of the public bodies to invest in an optimal post-use depends on the economic growth.

Conclusions

The research question is answered with the creation of the strategic plan. Besides answering the research question, some general conclusions are made:
• This research has showed that a World Expo can perfectly be used to upgrade a run-down area in order to obtain a successful post-use for the area. The Lisbon case is the proof of this conclusion;

- In general a transformation project is more complex than a green field development, therefore the use of an expo seem more logic to use as catalyst in a transformation project.
- Another essential point that has to be made is that an integral vision, goals and strategy are needed for as well the expo-project as the post-use project.
- In order to learn from mistakes, research and monitoring are needed before and after a World Expo.
- There has to be concluded that the feasibility of a post-use project is much dependent of the economic situation of the country or city at time of implementation.

Recommendations for future research are:

- The conclusions of this research are based upon the findings in literature and in the two selected cases, for more validity of this research extra cases studies can help to strengthen and extend the strategic plan.
- To avoid subjectivity in a case, future research could consider interviewing multiple experts with the same background and story to tell.
- The strategic plan of this research can be implemented in practice. A future research with the involvement of possible host-cities could lead to specific designed, more concrete strategic plans for post-use of specific areas. That research would include a more practical approach.
- The variables discussed in this research have been investigated at the surface. In order to deepen the investigation, one variable can be selected for further research.