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**Expo '95**

**A case-study on project management**

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## 1. Introduction

You will now read about an **extraordinary project**. It is extraordinary in that **risks are welcomed, security is shunned**, and there are **no guarantees**. The project is the **1995 International Exposition** in Vienna and Budapest.

## 2. Project Objectives/The Twin City Concept

The ultimate objective of Expo '95 will be to organise a major international event, which reflects the highest **human accomplishments** in all areas and provides a **unique and memorable experience** for its **visitors**. The International Exposition is not only a global **challenge** to **Austria**, it is foremost, a challenge to **Vienna**, our country's capital. Every city is anxious to find **symbols** and take significant action to develop **self-assuredness**. Events such as the **Olympic Games, World Championships and International Expositions** help cities and their national and international partners find their bearings. These events have the **potential** to become part of a positive, forward-thinking **urban identity**.

Expo '95 will be a **vision** of the **future** and a **panorama** of the **21st century**; a panorama not only in the eyes of the **organisers** but also, and more importantly, in the eyes of the **exhibitors**, who will present their reflections on the subject, spanning the **bridges** they believe to be **the link** to our **future**.

We have neither designated nor regulated the exhibitions. Instead we deliberately chose the theme of "**Bridges to the Future**" to stimulate **thought**, to elicit **associations**, and

to further **creativity**. Expo '95 will not only be a **showcase** for the accomplishments of an achievement-oriented society, it will be a "**festival of creativity**" - a manifestation of **optimism** and **confidence** in the future. "Bridges to the Future" is an **invitation** to the hosts and architects, the exhibitors and sponsors, to **symbolize, visualize** and **materialize**, projects and ideas capable of forming a bold, and sustainable transition from the **present** to the **future**.

No sphere of human life will be excluded.

We seek for instance:

- \* the **reconciliation** of **nature** and **technology**;
- \* the **balance** of **ecology** and **economic systems**;
- \* the **complementary action** of the **economic** and **cultural sphere**;
- \* the **combination** of the **useful** and the **beautiful**;
- \* the **marriage** of **high tech** and **high touch**;

The **basic idea** of the organisers is that the recent political developments have exerted a **centripetal force** on **Vienna** and **Budapest**, drawing them from the **fringes** to the **centre** of Europe.

Expo '95 to be held in Vienna and Budapest, will be the **first** truly International Exposition held in Central Europe. This **twin-city concept** is based on cogent and topical **considerations**:

- \* The **Iron Curtain** has been breached. Our project allows us to take a symbolic step and live up to the promises of this historic development.

- \* **Austria and Hungary** learned to communicate and cooperate with each other over a period of **500** years. **40** years of **division** by the **Iron Curtain** could not eradicate those **500** years of common **destiny**.
- \* The Vienna and Budapest World's Fair generates much greater international interest than an exposition in the traditional style.

In order to make our unpredicted twin-city concept viable, we will have to break new ground in our organisational effort. Thus two separate companies, **EXPO-VIENNA** and **EXPO-BUDAPEST** Corporation have been established. Their tasks are to **plan, build, finance, manage, and operate** the Exposition at their respective sites. We are pioneers on many fronts. Including, our shared international **marketing activities** which will be defined within the framework of a **joint venture agreement**.

Until now, we have achieved some remarkable **successes** in our **cooperation** with Hungary. Our **common tasks** have, to date, included:

- setting the **theme**: This was done in the course of painstaking international studies and analyses. The theme, as you will remember, is "**Bridges to the Future**";
- agreeing on a **date** relevant to both countries: in 1995 Hungary will celebrate the 1100th Year since the settlement of the Magyars under the elected leadership of **King Arpad**.

And the closing day of Expo, **October 26**, is the **Austrian national holiday** and the beginning of Austria's **millenium**;

- launching a competition for a **common logo**;
- conducting **two parallel architect's competitions**;
- 150 Hungarian and Austrian **intellectuals** met in June '90 in **Vienna** for an international **symposium** to reflect the **project's philosophy**.

### 3. Project Organisation

Defined in **technocratic terms**, Expo '95 will be:

- a project with a strong **external impetus**,
- **highly goal- and process-oriented**,
- of great **complexity**.

The **complexity** is partly because Expo '95 will be a **multi-cultural** project. It will be the first international exposition **ever** to take place

- on **two sites**,
- in two **different countries**,
- against the **background** of two **different social and cultural traditions**.

It will be **multi-cultural** because organisers and exhibitors will be from different cultures. It will be **multi-cultural** because millions from all over the world will come to see Expo '95.

### 4. Specific Challenges for the Project Management

**200** years ago, **Benjamin Franklin** wrote to a friend, saying: "In this world, nothing is certain but **death** and **taxes**." He forgot about one other certain thing: **change**.

The Expo '95 project is shaped by the **potential** for **change**. Let me give a few examples:

### 1) Changing objectives

During the next five years **Austria** will hold at least two national elections and several **elections** in the **provinces**. In their wake, the political decision-making bodies may change and the political **objective** of Expo may change too.

### 2) Changing ownership

At present, the Federal Government and the City of Vienna each hold half of the EXPO-VIENNA AG shares. Both have declared their intention to involve **private capital** in this public limited company. A change in the ownership structure is certainly a future characteristic of the project.

### 3) Change in Hungary

The new democratically-elected Hungarian government has unequivocally stated its **approval** of the Expo '95 project. But a **backlash** after the historic change would of course also have an impact on the joint Exposition project.

### 4) Who will be exhibitors?

At the moment, the number and composition of the exhibitors are **unknown**. At **Expo '88** in Brisbane, the registration of exhibitors were still occurring **six**

**months** before the opening - and we are **5** years away from our Expo.

The International Architects' Competition for the design of the '95 Expo site, however, had to be launched in **late May**.

Therefore, it will be most important to allow for **redundancies** in the planning of the final design and to allow a maximum of **flexibility** in the Competition proposals.

#### 5) Changing lifestyle

Five years before the inauguration - in our fast-paced world this should be enough time to change the **recreation habits** and the **interests** of potential Expo visitors.

But the six-months of the Exposition will be long enough to influence **attitude** and increase **desire** to come and see our event.

#### 6) Changing economic development

The pace of economic development will also impact our event. Of the predicted **20** million visits, **6** million likely will be from the former East bloc. Should the economic climate in the **East worsen**, the influx of visitors will **decrease**.

A deteriorating economic situation in the **West** would also have an **adverse effect** on visitor turnout. Both **visitor numbers** and **economic development** influen-

ce the interest of **sponsors, investors** and those who will use the facilities after the Exposition is over.

Therefore, sophisticated and detailed economic **forecasting** is needed to analyse:

- the number and flow of **visitors,**
- **investors,**
- **post-Expo use** and
- **sponsoring.**

## 7) Post-Exposition use

Instead of leaving behind an Expo-shambles, our planning efforts must create an attractive **new urban area**. To do so, the contribution of **post-Exposition** use has to be included in the overall **financing concept**. All **planning** is grounded on **forecasting**. Following **Winston Churchill's** advice (according to which a clever man does not make all the mistakes himself, but leaves some to others): We have analysed all previous international expositions. Various national and international institutes also have conducted **studies** and made **predictions** on:

- **visitor turnout,**
- the **cost analysis** and **economic effects**
- scenarios for the **political and economic development** in Eastern Europe,
- public **transport and traffic** in Vienna,
- a **Space and Function Programme** for Expo-site

These studies form the basis for the **Architects' Compe-**



**tion** and for the establishment of **Construction and Design Concepts** in Vienna and their post-exposition use.

Of course, we will allow for the **uncertainty** inherent in all **forecasts**. To quote the words of Hollywood producer **Sam Goldwyn**: "It's very hard to make **forecasts** when they apply to the **future**". But we are coping with these **uncertainties** by mapping out **alternatives**.

Let me give a **few examples**:

Expo '95 in Vienna will be the first almost "**car-free**" international Exposition in the world. For logistics, we will:

- provide a **park and ride system**,
- create sufficient **parking space** for **bus coaches**,
- run improved and more frequent service on the **Underground** and **suburban commuter trains**,
- construct an **Expo railway station** with a capacity for **8,000** passengers per hour,
- moreover, we must develop a rich programme of **events**. The **Expo '88** in Brisbane, for instance, hosted more than **25,000** individual events.
- Some **140,000 visitors** will have to be catered for every day. This means **60 to 70** tonnes of food and drinks daily.
- **Waste disposal** must be ensured. We expect approximately **70** tonnes of refuse every day.
- **Volunteers** must be selected. To choose these approximately **15,000** volunteers, we will need to conduct some **50,000** personal interviews.

An even larger number of people will be working on the Expo grounds. In **Brisbane**, the total staff (including re-

staurant, pavilion, etc.) was about **30,000 people**.

A **final** planning **example**: to have enough **trees and plants**, we must place the orders with tree nurseries throughout Europe **now**. Our estimate is that we will require some **15,000 to 20,000** trees.

Expo '95 must be organised and run in a **goal-oriented** and **process-oriented** fashion. It is not simply a question of building **pavilions** and providing **infrastructure**, it is also a question of **operating** a huge **business** during a six-month-period. Of special importance will be **capacity planning** and **organisation**. (The **1988** International Exposition in **Brisbane** was designed for **8** Million visitors. The actual turnout was **18** million. Thanks to the fact, that the planning had **provided for stand-by capacity**, **chaos** was **avoided**.)

We are aware that "**organisation** in particular **never ends**. The **structure** must be continuously **adapted** to new or anticipated conditions." This includes **personnel policies**. It is a challenge to find capable people who are willing to work on a project of limited duration.

But, it may well be its **limited duration** that exerts a special **fascination**:

- we **start** from **scratch**,
- we are **engaged** in one continuous effort of **structuring** and **building**,
- while thinking all the while of the **winding-up** of the project.

## 5. Project Progress

In December 1989, Vienna and Budapest were awarded the joint organisation of Expo '95 by the **Bureau International des Expositions** (BIE) in Paris. By the beginning of 1990 we had recruited our staff, currently comprising 30 people.

On the basis of an **urban planning master programme**, we launched an **International Architects' Competition** two months ago. The Competition is open to all architects from Austria and Hungary. Moreover, we have invited an additional **22 internationally acclaimed architects** to take part in the Competition. The **Jury** decision is scheduled for January 1991. Furthermore, on June 28., a separate competition for Austrian and Hungarian graduates of architects' colleges.

As far as the Expo-site in **Budapest** is concerned, there will also be an international architects' competition conducted in close cooperation with Vienna. Eligible for participation are again all Austrian and Hungarian architects.

This **approach**, I am proud to say, is **unique** in the history of **international architects' competitions**.

Another focus of our work is to elaborate **financing concepts** with maximum **private-sector involvement**.

An essential **prerequisite** for **success** has already been attained: a generally **positive attitude** towards Expo '95.

In **Austria**, **87%** of the population know about Expo, in **Hungary** the figure is as high as **91%**. This is hardly

surprising if one considers that during the first six months of 1990 more than 1,000 articles devoted to Expo '95 were published in Austrian media alone.

By a carefully defined selection process, **GREY**, the international communications group was chosen (on **recommendation** by an **international jury**) to handle all communications and marketing for Expo '95.

In early June an **International competition** was launched to find a **joint logo**. By year-end it will be presented to the public worldwide.

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# VIENNA & BUDAPEST WORLD'S FAIR 1995

## PROJECT DEVELOPMENT SCHEDULE: VIENNA, AUSTRIA SITE

	1990				1991				1992				1993				1994				1995							
	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th				
<b>SITE PREPARATION/RESTORATION</b>																												
A. Site Preparation					■	■	■	■																				
B. Site Restoration																												
<b>SITE WORK AND INFRASTRUCTURE</b>																												
<b>A. Site Improvements</b>																												
1. Grading									■	■	■	■																
2. Paving and Surfacing													■	■	■	■	■	■	■	■								
3. Outdoor Lighting													■	■	■	■	■	■	■	■								
4. Site and Street Furnishings													■	■	■	■	■	■	■	■								
5. Sculptures, Fountains, Art																	■	■	■	■								
6. Perimeter Fences									■	■	■	■																
7. Road and Parking Appertunances																	■	■	■	■								
8. Landscaping and Irrigation Systems																	■	■	■	■								
<b>B. Civil Structures</b>																												
1. Bridges																	■	■	■	■								
2. Manne Work on Neue Donau													■	■	■	■	■	■	■	■								
3. Internal People Transport Systems													■	■	■	■	■	■	■	■								
<b>C. Utilities</b>																												
1. Water Distribution					■	■	■	■	■	■	■	■																
2. Sewerage and Drainage					■	■	■	■	■	■	■	■																
3. Power and Communications					■	■	■	■	■	■	■	■																
<b>BUILDINGS</b>																												
A. Administration					■	■	■	■																				
B. Entrance Areas, Gates													■	■	■	■	■	■	■	■								
C. Pavilions													■	■	■	■	■	■	■	■								
D. Food and Beverage Facilities													■	■	■	■	■	■	■	■								
E. Souvenir & Merchandise Facilities													■	■	■	■	■	■	■	■								
F. Visitor Service Facilities													■	■	■	■	■	■	■	■								
G. Warehouse and Distribution													■	■	■	■	■	■	■	■								
H. Security and Emergency Medical Facility													■	■	■	■	■	■	■	■								
I. Fire Department													■	■	■	■	■	■	■	■								
J. Solid Waste Removal Facilities													■	■	■	■	■	■	■	■								
K. Employee Rest and Assembly Areas																	■	■	■	■								
L. Amusement Area, Children Play Area																	■	■	■	■								
M. Entertainment Facilities																	■	■	■	■								
<b>INSTALL EXHIBITIONS/INTERIORS</b>																												
																	■	■	■	■								
<b>PLATFORM OVER HIGHWAY A-22</b>																												
					■	■	■	■																				
<b>REMOVAL OF MUNICIPAL DUMP</b>																												
					■	■	■	■																				



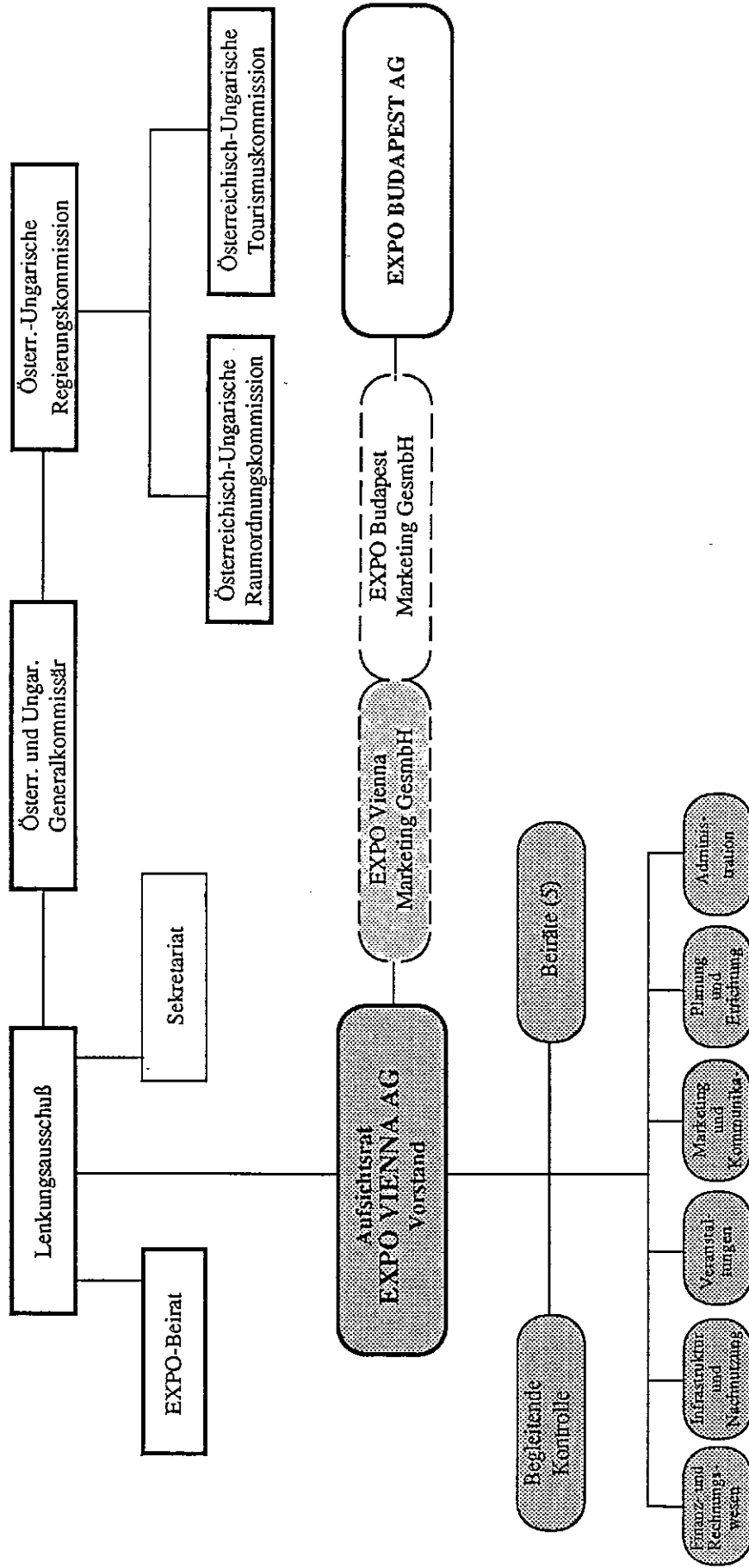
June 29, 1990

Opening of Fair (April 29, 1995)

Closing of Fair (October 26, 1995)

# WELTAUSSTELLUNG 1995

## Organigramm



Politische Ebene

Management Ebene