

Study on Sustainable Development of Shenyang Expo Park and Innovation of Management

ETUDE DU DÉVELOPPEMENT DURABLE DU PARC D'EXPO ET DE SON INNOVATION DE MANAGEMENT

Li Miaoyan¹ Yang Fan²

Abstract: Shenyang China International Horticulture Exposition 2006 was a world meeting, which gains most public attention in the world. Taking this chance, Shenyang shows to the whole world its new image as a modern metropolis. In order to do further research about the development of Shenyang Expo Park; this article explore and study from the following four aspects, in terms of the awareness of sustainable development, sustainable increase factors, the issues of sustainable and innovation of management, ultimate goal lies in offering a clear idea for the healthy, sustainable and steady development of Shenyang Expo Park.

Key words: Shenyang, Shenyang Expo Park, Sustainable Development

Résumé: L'exposition internationale de l'horticulture de Shenyang en Chine 2006 est une réunion mondiale, qui attire l'attention du public dans le monde. En profitant de cette occasion, Shenyang expose au monde entier sa nouvelle image comme un métropole moderne. Afin de mener des recherches approfondies sur le développement du Parc d'expo de Shenyang, le présent article procède à l'étude sous les quatre aspects suivants : la conscience du développement durable, les facteurs de croissance durable, le résultat du développement durable et l'innovation de management. L'objectif ultime consiste à offrir une idée claire de développement sain, durable et stable du Parc d'expo de Shenyang.

Mots-Clés: Shenyang, Parc d'expo de Shenyang, développement durable

After Kunming Exposition, Shenyang Expo is the second international horticulture exposition held in China, lasting for 184 days, receiving 12.8 million visitors in total, which, together with the 2008 Olympic Games in Beijing and the 2010 World Exposition in Shanghai, is described as the event reflecting China's influence to the world at the beginning of 21st century. However, after the brilliant exhibition, what is more important is how to achieve sustainable development, and how to create greater value through innovative management? Our academic team carries on the on-site investigation and analyzes in depth.

1. ENHANCE THE AWARENESS OF SUSTAINABLE DEVELOPMENT OF SHENYANG EXPO PARK

Sustainable Development is the world's strategic issue, which involves public attention. It is a strategic planning that whether a business and even an industry can grow and how to achieve growth in this severe-competing society and rapidly changing market.

Shenyang Expo Park is built on the base of the original Shenyang Botanical Garden, its theme park impression represents the image of Shenyang, becoming a bright card and enhancing the functions of the city. First, it enhances the city's ecological functions. The massive vegetation and trees have balanced the ecological of old industrial bases. The second is to enhance the expansion functions of the city. Shenyang Expo Park is only 10 km away from the urban area, undoubtedly, the urban will extent to the good ecological environment. Third, it enhances the city's tourism and leisure function. There are only a few spots in Shenyang, such as Shenyang Imperial Palace, Fuling tomb and Zhaoling tomb called "One palace and two

¹ Phd at Wuhan University of Technology, Professor of Shenyang University, China.

² Graduate of Liaoning University, China.

* Received 18 November 2007; accepted 4 January 2008

tombs” in Shenyang. Shenyang Expo Park made up for this regret. Last, it is the important support for the development of New Industry Zone of north in Shenyang and it has a positive impact on functional improvement, such as ecological, tourism, leisure and recreation. Therefore it is very significant for us to retain and achieve sustainable development of Shenyang Expo Park.

2. FACTORS ANALYSIS OF SUSTAINABLE GROWTH

It is totally different between Shenyang Expo and Shenyang Expo Park after the exposition. So, in order to achieve sustainable development, we must continue to carry forward the spirit of the World Expo, implementing the transfer of operation strategy, cultivating deeper and further development, exploring new fields, create bright spots, grasp the attraction, pulling market and earning efficiency, driving neighbour area to build ecological Expo cities. Then, the article points out comparative analysis related to the factors of sustainable growth on the as below:

2.1 Demand factor

2.1.1 Analysis from the total customer market: during the exhibition, there were a lot of customers, while after the exhibition, it curtails gradually, the number was decreasing continually. The most serious problem is the shortage of originating customers.

2.1.2 Analysis from the originating customer structure: during the exhibition, the originating customers concluded overseas visitors, domestic tourists, leaders at all levels and all sectors of society, collective visitors, local and surrounding areas leisure visitors and those who enjoy various concessions, while after the exhibition, mainly overseas tourists, domestic tourists and local residents.

2.1.3 Analysis from the psychological characteristics of tourists: during the exhibition, the tourists enjoyed government support or at discounted price with fresh feeling, positive attitude, the host’s hospitality and good service. They thought it was worth the money. While after the exhibition, most of them changed to admiring the high expectations with high requirements, no longer feel fresh. Most of the locals had been visited Shenyang Expo and didn’t want to visit again for the high price.

2.2 Competitive factors

2.2.1 Peer competition analysis: during the exhibition, tourists were attracted by the unique ecological concepts and design, while after the exhibition, if we were satisfied the status quo for a period of time, in

contrast, other competitors in urban surrounding areas with ecological features are trying their best to expand the market, they will be more aggressive while we will disappear our features gradually.

2.2.2 Supply and demand analysis: during the exhibition, the seller took the initiative and large-scale concessions, while after the exhibition, the buyer bargained and the travel agent played a very strong leading role.

2.3 Government factors

2.3.1 The extent of governmental administrative participation: during the exhibition, the government involved and protected directly, while after the exhibition, the government changed the way of involving directly to the Macro-economic adjustment.

2.3.2 The extent of financial support: during the exhibition, the government supported directly, while after the exhibition, there were no special direct support.

2.3.3 The extent of market supporting: during the exhibition, the market was created by social forces for government’s support. It was the reason the Shenyang Expo Park was far away from the competition in the market, while after the exhibition, this factor will disappear immediately, the economic rules of its own came into play. The development of Shenyang Expo Park must relies on its own brand and characteristics to attract tourists and face the opening up of international and domestic tourism market competition. The microcosmic factors of the management will play a greater role in the competition for Shenyang Expo Park.

2.3.4 Public relations supporting: during the exhibition, it stood for the image of Liaoning Province, while after the exhibition, the brand was depended on Shenyang Expo park.

3. THE PROBLEMS FACED BY THE SUSTAINABLE GROWTH

3.1 Change of management system

During the exhibition, the government played a dominant role in management system and mechanism and set the non-profit as a goal; while after the exhibition, it was changed from the type of exhibition into the tour operation, the purpose of operating naturally changed from the public welfare activities into corporate profits. Low efficiency and high costs originated from original management system has been shown.

3.2 Conflict of multiple targets

During the exhibition, the single goal was guarantee the exhibition successful. After the exhibition, there are a number of goals, such as to achieve social impact of

"everlasting", to achieve management by their own and economic profits, to make it a brand of Shenyang and Liaoning Province, to build New Industry Zone of north in Shenyang become a Green Ecological City in the ecological environment. Obviously, there are contradictions and conflicts in the several goals above.

3.3 The problem of the large scale of investment, seasonal variations and decreasing number of tourists

According to the budget of tourists' number during the exposition and the vision of investment construction, Shenyang Expo is very imposing and magnificent which is on the high level of garden and landscape architecture with the architectural style features of the northern landscape. Most tourists think it is the most impressive that nothing could be better. However, after the past year, the number of tourists decreased sharply for the particularly seasonal reasons in Shenyang. Actually, there are only six months for us to promote the landscape gardening activities. Because we have obviously seasonal differences, there are few tourists in Shenyang, especially in winter. Therefore, it is difficult for us to support the high operating costs rely on the possible tourist scale and recover huge amount of investment.

4. INNOVATION OF MANAGEMENT AND COUNTERMEASURES

Our team research on Sustainable development of Shenyang Expo Park and innovative management. At the beginning of the study, we decided to explore economic, ecological and social benefits of sustainable growth function basing on management Innovation on July 2006. After deep investigations and studies, through collecting information and asking for experts' opinions and suggestions extensively, we put forward to the strategy of management innovation.

4.1 Expanding ideas to form an "Expo" economic pattern

On the limited supply, unlimited demand and competitive market, the sustainable development of Shenyang Expo Park mostly depend on innovation of business model, that is to say, we should continue to develop Shenyang Expo Park. Shenyang Expo Park, as the center, through regional operation, is becoming the core regions with complete supporting facilities and strong function for holding international meeting, tourism activities, commerce and leisure, ecological research, senior housing and education. Along with the development of the cities, we decided to make it a core function of Shenyang, horticultural garden tourism and leisure venues, signs of outward open of Liaoning

Province and theme function area. At the same time, we should pay more attention to strengthen the cooperation with neighboring cities and integrate tourism resources, such as Shenyang Qi Pan Shan International Scenery Tourist Development Zone of China, "One palace and two tombs" and ancient meteorite hill, Anshan Jade Buddha Court and Qianshan Mountain, Benxi water-dunnel, Dandong Phoenix Mountain, and so on. We should promote new products in the central cities of Liaoning province, such as one-day trip, two-day trip, three-day trip, and so on. Shenyang Expo Park should seize the opportunity of Shenyang Expo and re-integrate tourism resources, construct new tourist projects and set up a new image of the Shenyang Expo Park. As the necessary spot of Liaoning tourist routes, Shenyang Expo Park should join other spots together and establish a tourism route system of Shenyang and Liaoning Province. Only if the "Expo" economic pattern is come true, the sustainable development of Shenyang Expo Park will be possible

4.2 Implement management innovation from a strategically level

Shenyang Expo Park should change the management style form government management to self-management with government monitoring. It is different from Yunnan, which is fully to the market, and make one's own management decisions without government's participation. This management style is brought up on the basis of the concept of "Expo". An "Expo" economic pattern also need the government's support, guide, planning, the sustainable development of its management will finally come true. Obviously, It is effective in the past year. Of course, when the time is ripe we can expand research ideas and continue to innovate management and to set up the "Expo Group" or "Expo Company" or "Expo enterprises", and other modern enterprise groups.

4.3 Product upgrades or transform from "exhibit destination" into a "tourist subject park "

Shenyang Expo Park is a complete saved exhibition park, which is trying to become a "tourist subject park ". The question is the subject is "professional" or "generalization". If we adhere to the allegation of Shenyang Expo that

"Harmoniously Coexistence with the Nature", our team tends to theme of Expo generalization. The theme itself is a dynamic concept. To begin with, from a time perspective, the interaction between people and nature is changed which is of great benefit to the development of Shenyang Expo Park to keep up with the trends of the world. Further more, even at the same time, its content is dynamic. The content of "We coexist in harmony with the nature" is very rich. Shenyang Expo Park coincides with the content of this match. SO, the dynamic theme

can be described as, our eternal theme is “We coexist in harmony with the nature”, our background and carrier is existing landscape gardening and architectural art, our guide is global demand for tourism now and in the future, aiming to provide a large-scale comprehensive tourist subject park which is dynamic, fashionable and can realize the tourist’s active imagination.

4.4 Strengthen the operation and management of commercial and expand Expo influence abroad

We must resolve the problem of commercial operation mode to make sure a long-term operation of Shenyang Expo. First of all, we must to strengthen the management and commercial shipment, improve the quality of operations in the future for the current social effect and Expo brand needs. We must make good use of the Expo brand to luck the industry through image effect, brand effect, investment effect, radiation effect, and to

develop the tourism, real estate and other relevant industries. Secondly, we can entrust and employ foreign professional companies in the management for consultation and management to extend the scope of service, to cut their service and product prices reasonably to realize the standardized management. Third, as the Expo a platform, we should attract merchant from the whole country and overseas, at the same time, attract investment from well-known big companies domestic and international and access to International Park directly. For example, we can establish high-level International Conference Center around Shenyang Expo Park to hold meeting, such as World Expo Park international forums, investment attraction conference. Fourth, as the Expo a platform, holding various cultural activities, such as painting, photography, bonsai exhibition, literature, singing and other activities. We can select masterwork representative and use of the print media and television to spread widely for the effects of brand and the influence both at home and abroad.

REFERENCES

Zhao Guangzhou, Gong Yingmei. Functional expanding and industrilized development strategy of Expo Park.

Economic issue and explore, 2004(2),118-119

Li Miaoyan, Wang juan. Suggestion for sustainable development of Shenyang Expo Park. *Business Times*. 2006(33)-94

Hua Zhefei Trial contention of sustainable development of Expo Park. *Yun Nian Survey*. 2004(5)22-23

THE AUTHORS

Li Miaoyan, Professor of Shenyang University, Phd at Wuhan University of Technology.

Address: No 54 Lianhe Road, Dadong District, Shenyang, Liaoning, 110041, .P.R. China.

Shenyang Tourism and Geography Science College, Shenyang University.

Email:Lmy5000@126.com

Yang Fan, Graduate of Liaoning University