

Summary of the Final Report from the Committee for Sweden's participation in the World Expo 2010 in Shanghai

Expo 2010 in Shanghai was the largest World Expo there has ever been. The theme for the Expo was *Better City, Better Life*. The exhibition area was the same size as Södermalm in Stockholm. 190 countries and 56 international organisations took part in the Expo, which received more than 73 million visitors.

The Swedish participation in Expo 2010 was Sweden's largest ever promotional venture abroad. The Swedish theme was *Spirit of Innovation* and more than 110 collaborative partners were behind the Swedish participation. The Swedish exhibit was interactive and highly appropriate to the theme of the World Expo. The exhibition was well-attended and received about 3,600,000 visitors, mainly Chinese. The conference department (VIP Section) was well frequented with around 33,000 guests. Outside the pavilion a total of some 230,000 children played in the "Villa Villekulla" playground.

The Swedish participation was presented on the Internet in China through a Chinese website and in social media. There was substantial interest among Chinese journalists and about 3,500 features on the Swedish participation were noted in the Chinese media. 82 actors participated in the program activities and 450 performances were produced within the framework of the Swedish program.

The Swedish participation in Expo 2010 raised Sweden's visibility in China and set the conditions for new and more in-depth meetings between China and Sweden. The Swedish pavilion will continue to be used in China as it has been sold to Tangshan and will be erected in the Caofeidian eco city. The results will also live on through a continued use of the Spirit of Innovation theme. Three databases of contact information that have been collected from VIP guests, visitors and media have been handed over to Swedish promotional organisations in China and the communication on the Internet in China is continuing through sweden.cn. The ambition must now be to build on the successful initiative that the Swedish presence in Shanghai has represented.

Expo 2010 and the Swedish participation

In 2002 the members of the International Exhibitions Bureau, BIE, decided that Shanghai would hold a World Expo in 2010. Expo 2010 was given the theme Better

City, Better Life, which concerned sustainable urban development and took its starting point in the fact that 55 percent of the world's population are estimated to live in cities in 2010 and that global urbanisation is continuing to increase. The doors of the World Expo opened on 1 May and it took place over 184 days, closing on 31 October 2010.

Expo 2010 was sited on an area of 5.28 km² in central Shanghai, extending on both sides of the Huangpu River. Around 73 million people visited Expo 2010, a record attendance for a World Expo. It is estimated that 95 percent of the visitors were Chinese. 190 countries and 56 international organisations took part in Expo 2010. The Swedish Government took the decision that Sweden should participate in the World Expo in Shanghai on 7 June 2007. The decision was preceded by contacts, primarily with representatives of Swedish trade and industry, that revealed strong support for Swedish involvement.

From the very start the intention was that the Swedish participation in Expo 2010 should have a focus on promoting business and that the co-financiers should be active partners with the possibility of influencing the content of the contribution. There should be opportunities for the actors involved to arrange their own activities, which is why a functional conference department was important. SEK 70 million of government funds were allocated to Sweden's participation in Expo 2010, with the condition that an equal amount should be contributed by stakeholders from the Swedish business world.

On 4 October 2007 the Government decided that a committee should be set up to be responsible for the Swedish participation in Shanghai. Ewa Björling, the Minister for Trade, appointed Carl Cederschiöld, former Mayor of Stockholm, to chair the committee. Three representatives for the business world and three representatives for the public interest were appointed as members of the committee. The committee members were Head of Corporate Communications Annika Berglund, Museum Director Ann Follin, Director General Yvonne Gustafsson, Ambassador Börje Ljunggren, Head of Corporate Communications Henry Sténson and Communications and Marketing Director Jonas Törnblom. The former Secretary of State Hans Jeppson was temporarily in charge of the work with the Swedish participation in Expo 2010 during the period 1 November 2007 to 30 November 2008, with the title of acting Commissioner General. In November 2008 the committee decided to approve Spirit of Innovation as the theme for the Swedish participation in Expo 2010. Annika Rembe was also appointed as Swedish Commissioner General on the same occasion.

An advisory national committee was also linked to the committee with the remit to act as a coordination and discussion forum in relation to the content of the Swedish participation in the Expo. The members consisted of some 50 leading representatives from the public and private sectors, appointed by the Minister for Trade, Ewa Björling. The national committee's chairman was Carl Cederschiöld and the secretary was Fredrik Wetterqvist, Senior Advisor at the Ministry for

Foreign Affairs. The committee's directive stated that the aim of the Swedish participation in Expo 2010 was to reinforce a comprehensive and positive image of Sweden abroad, to promote the competitiveness and creativity of Swedish trade and industry, and also to boost Sweden's attractiveness for tourism and investments and for research and cultural exchange. The participation should reflect a broad Swedish political and economic involvement with the emphasis on climate and environmental issues, and also contribute to improving prospects for Swedish companies to hold their own in the Chinese market.

Goals for the Swedish participation in Expo 2010

Based on the aim stated in the committee's directive, the committee formulated a number of overall goals for the Swedish participation in Expo 2010.

- Sweden's participation in the World Expo in Shanghai should reinforce a comprehensive and positive image of Sweden abroad.
- Sweden's participation in the World Expo in Shanghai should promote the competitiveness and creativity of Swedish trade and industry.
- Sweden's participation in the World Expo in Shanghai should boost Sweden's attractiveness for tourism and investments and for research and cultural exchange.
- Sweden's participation in the World Expo in Shanghai should reflect a broad Swedish political and economic involvement and should have an emphasis on climate and environmental issues, and should also contribute to improving prospects for Swedish companies to hold their own in the Chinese market.

The overall goals were further developed into a number of intermediate goals with more precise objectives. These should constitute result indicators to analysis whether the goals for Swedish participation in Expo 2010 were fulfilled. The intermediate goals included that the Swedish exhibit should have 3 million visitors, that the Customer Satisfaction Index for the visitors to the Swedish exhibit should be 70–75, that a high level of attention on the Internet and in the Chinese media should be generated for the Swedish participation, that the Customer Satisfaction Index for the collaborative partners with respect to their satisfaction with the involvement in the Swedish participation should be 70–75.

Strategic considerations – how should Swedish participation be formulated?

The overall goals constituted the basis for what the Swedish participation in Expo 2010 should focus on. Based on those goals specific strategic considerations determined the guidelines for the work on the Swedish participation in Expo 2010.

In order to create a stronger image of Sweden it was important to start out from the pre-existing image of Sweden in China, coordinate with the on-going communication from the organisations in China that promote Sweden, make links

with the communicational platform for promoting Sweden abroad, Brand Sweden¹, and take the view of stakeholders from the Swedish business world into account on how best to profile Sweden in China.

The idea of active co-financiers was further developed with the aim of promoting the competitiveness and creativity of Swedish trade and industry. A partnership was to be offered in which the co-financiers were able to influence the structure of the participation in Expo 2010 on an ongoing basis.

With the starting point in, among other things, the existing collaborations that various Swedish authorities and organisations had with different Chinese bodies, and also in the ongoing work of the organisations that promote Sweden in China, a platform was also to be prepared for authorities and organisations that wanted to get involved in Sweden's participation in Expo 2010.

In order to produce clarity in how different groups were involved in Sweden's participation in Expo 2010, four categories were established for different collaborative partners. Co-financing companies and regions were allowed to belong to the group *Official Partners*, sponsoring companies became *Official Sponsors*, authorities and organisations involved were included in *Official Organisations* and certain central suppliers became *Official Suppliers*.

Having an interesting theme for the Swedish Expo participation was strategically important. A theme that, above all, functioned in a Chinese context and fitted with the Expo's theme, Better City, Better Life. The committee also decided to identify specific target groups towards which the principal communication should be directed. The theme for the Swedish participation in the World Expo in Shanghai was Spirit of Innovation and was based on the three watchwords: innovation, sustainability and communication. The two primary target groups were identified as:

- Chinese decision makers within administration/politics and trade and industry
- young, well-educated city dwellers with an outward perspective towards the surrounding world (below called *Young Urbans*).

An additional target group was all ordinary Expo visitors, above all families with children.

Other strategic considerations included working to ensure that the Swedish participation was not an isolated event, but rather an element in a long-term promotional project in China. To ensure that the Swedish participation was

¹ The platform was developed by the Council for the Promotion of Sweden (NSU), which includes the Ministry for Foreign Affairs, the Swedish Trade Council, Invest Sweden, the Ministry for Industry, Employment and Communications, the Swedish Institute and VisitSweden.

successful it was also deemed important to establish local support in Shanghai and to conduct large parts of the operation in collaboration with local Chinese actors.

Strategic considerations surrounding the design of the pavilion included that the building should have a sustainability profile and be possible to dismantle and erect in another location after Expo 2010. It was also central that the pavilion should have a large space where the committee and collaborative partners could conduct various activities, with one of the aims being to establish contacts with the target group of Chinese decision makers.

With the intention of boosting the image of Sweden in China, principally among the Young Urbans target group, a strategic decision was taken that the Swedish participation should also be communicated on the Internet in China by setting up a Chinese website and being active in Chinese social media etc. The committee planned to establish deeper relationships with various target groups through well supported and varied program activities. The focus was placed on four dimensions: trade and industry, science, culture and society.

The foundation for the Swedish participation is put in place

An introductory meeting was held in early 2008 with companies, regions and organisations that were interested in becoming co-financiers, Official Partners, to the Swedish participation. Their reason for participating might for example be to develop new and existing contacts with Chinese decision makers, and to maintain existing customers and find new ones. Specially adapted contracts were concluded with the co-financiers. Their financial contributions varied from one to ten million Swedish kronor. The three parameters on which the contract was chiefly based were: visibility in the exhibition, the number of days in the conference department and special placing at dinners in connection with high-level visits from Sweden. The co-financing target of SEK 70 million was reached in May 2009. The co-financing figure subsequently continued to grow and ultimately amounted to SEK 76 million. In total 26 companies, regions and organisations became co-financiers of the Swedish Expo participation. Putting together the co-financing was a demanding job, partly due to the financial crisis and the long decision processes.

The sponsors to the Swedish participation, Official Sponsors, contributed goods or services to a value of at least SEK 50,000. Special contracts were concluded with them that specified the benefits that the co-financiers would receive, depending on the value of their sponsorship. 61 sponsors signed up for participation, to a total value of some SEK 20 million. The 15 Swedish authorities and organisations that were involved in Expo 2010, so-called Official Organisations, contributed to the Swedish effort in a variety of ways. The ten most central suppliers were made so-called Official Suppliers. Small and medium-sized companies were also given the opportunity to rent rooms in the conference department, in so far as there was space.

In total more than 110 collaborative partners contributed to the Swedish participation in Expo 2010. Their participation was estimated to have encompassed a total of at least twice as much as the budget for the project, in other words, in the order of magnitude of SEK 300 million.

The Swedish pavilion constituted a platform for the activities taking place within the Swedish participation in the Expo. Procurement of the pavilion's design did not involve an architectural competition, primarily for time reasons, but it was instead decided to procure architectural services. The procurement process had to be repeated as there was an appeal that was upheld in court due to formal errors in the procurement documentation. A new procurement was subsequently instituted. The procurement documentation stated that the committee's overall ideas for the pavilion's formulation, such as design and choice of materials, should be in keeping with the watchwords of sustainability, innovation and communication, and that particular consideration should be given to the environmental impact in designing the pavilion. The procurement resulted in the contract being signed with Sweco for implementation of the architectural commission.

The pavilion that was designed was 3,000 m². It included a spacious conference department, large areas for exhibits and space for a shop, café, office and roof terrace with bar. During the first six months of 2009 a Chinese building firm was procured to erect the Swedish pavilion. The construction process was complex due to permit, design and logistics issues, among others. The pavilion was opened by the Minister for Trade, Ewa Björling, on 1 May.

The theme, the logo and the exhibition were important components of the communication in relation to the target groups for the Swedish participation in Expo 2010: Chinese decision makers and Young Urbans. The formulation of theme, logo and exhibition, as well as assembling the latter, were included in the same procurement, which was implemented during the summer of 2008. In the procurement documentation the committee emphasised that the exhibition should be linked to the theme of Expo 2010, Better City, Better Life, and communicate the three watchwords that the committee had decided for the Swedish participation: innovation, sustainability and communication. The exhibition was to be designed in such a way as to manifest sustainability, and demonstrate Swedish expertise in relation to sustainability. A consortium consisting of Springtime in collaboration with Futurniture, Tengbom Arkitekter and Eastwei Relations submitted the most favourable tender. The contract for the commission was signed in October 2008.

The content of the exhibition was developed together with the co-financiers and in close dialogue with the committee. A great deal of knowledge and facts were also derived from previous World Expos, exhibition experts, organisations that promote Sweden, and Sinologists. It was important that the content of the exhibition should be well received by the Chinese in general and the target groups of Chinese decision makers and Young Urbans in particular. The Spirit of Innovation theme was created in conjunction with the collaborative partners in the project and was based

among other things on the three watchwords for the Swedish participation as well as the Chinese theme for the World Expo and the communicational platform for promoting Sweden abroad, Brand Sweden.

At the same time as a Chinese website for the Swedish participation was planned, there were also plans to create a Chinese version of sweden.se, Sweden's official website. The assessment was that synergy effects could be utilized by developing them together and a contract was therefore concluded with the Swedish Institute regarding a joint development of the websites. A web consultant was subsequently procured. The development of the websites (which were given the names swedenexpo.cn and sweden.cn) was carried out locally in China with a joint project manager. A mini-version of swedenexpo.cn was launched in September 2009 and the full version was presented in late April 2010.

The Swedish participation in the World Expo presupposed a stable administrative structure. A large amount of resources was consequently put into establishing secure and satisfactory administrative procedures and effective management. The administrative work was highly complex, not least due to the fact that the operation was implemented in Sweden and in China, with both the countries', and also the Expo Agency's, rules and regulations having to be taken into account. Furthermore, limited basic administrative material was available that was appropriate for the operation to use. This meant that large parts of the administrative functions had to be formulated from scratch and adapted to the prevailing conditions. Both Swedes and Chinese were recruited to work in the Swedish pavilion. There was a varying number of staff, with a large staff organisation during the period when the World Expo was underway and a relatively small staff before and after.

The committee cooperated with a large number of actors in diverse circles in connection with Sweden's participation in Expo 2010. It was particularly important to have good cooperation with the Swedish promotional organisations operating in China, not least with the Consulate General in Shanghai, the Swedish Trade Council and Invest Sweden. A seven-member council contributed recordings and support for the four dimensions of the program and for the Swedish operation as a whole. The program activities were developed in broad cooperation with various actors in Sweden with an interest in and knowledge of China. The four forums that the committee had initiated were established in close cooperation with the Government Offices and authorities within the fields that involve innovations, sustainable cities, CSR and health and medical care. The scope of the logistics work was hard to assess in advance, but was extensive, comprising administration of staff passports and import and export of material.

The content of the Swedish participation in Expo 2010

Based on the platform for activities that the pavilion comprised, communication was planned through the exhibition, conference activities, the web, program activities, i.e. the content of the Swedish participation. One of the most important

tools governing this was the communication strategy, which contributed to establishing unity and creating effectiveness and clarity in the messages surrounding the Swedish participation. The goals for the communication included reinforcing the positive image of Sweden, understanding of Swedish values and an effective platform on which the co-financiers could develop business and relationships. The communication surrounding the Swedish participation was to have the aim of building long-term relationships, be characterised by innovation, communication and sustainability, and be relevant for a Chinese target group. The principal messages concerned smart solutions for Better City, Better Life, new thinking with human beings and the environment at the centre, and openness and cooperation that generates creativity and in its turn produces sustainable solutions.

The exhibition took the Swedish Spirit of Innovation as its point of departure. The bulk of the exhibition was arranged on two floors in the pavilion and situated in five rooms with different themes; Swedish atmosphere, environment, solutions, innovations and the innovative society. The exhibition area was about 1,500 m². It was possible to visit a virtual version of the exhibition at Sweden's Chinese Expo web, swedenexpo.cn.

The conference department was used for temporary exhibitions, meetings and seminars, as well as for receptions, lunches and dinners for specially invited guests. Great importance was placed on the service in the conference department being excellent. The conference department was used for the most part by the co-financiers and the committee, but also by other actors. There was a high occupancy rate.

The Chinese website for the Swedish participation, swedenexpo.cn was interactive and had a modern design. The website was updated from Sweden's pavilion. A picture of what was going on in the pavilion was also disseminated through the website to those who were not able to visit in person. There was an English and a Chinese version of swedenexpo.cn.

The Swedish program contained a large range of activities. The highlights included the inauguration, which was performed by the Minister for Trade Ewa Björling; Sweden's national day, with King Carl Gustaf and Deputy Prime Minister Maud Olofsson in attendance; the four major forums, with the final one arranged on the theme of health and medical care, and with Crown Princess Victoria, Prince Daniel and Maria Larsson, Minister for Children and the Elderly, in attendance. Interactive and creative activities were also produced on the *Innovation Stage*.

The communication work was based on the communication strategy and the goal for the communication that was indicated therein. The bulk of the work was carried out during the Expo. Prior to the World Expo a number of communication activities were implemented in both Sweden and China in order to draw attention to the Swedish participation. E.g. a marketing initiative was held in Shanghai in October/November 2009 for the Swedish Expo participation that was called *Sweden*

Expo Week. A graphic profile, profile products, various printed matter and film productions were also produced prior to Expo 2010. An intensive communication project was implemented during the 184 days that the World Expo was open. There was great interest from the Chinese media, with, for example, a large number of visits to the Swedish pavilion. The impact in the Chinese media was highly satisfactory.

Winding up and the future

Planning in relation to winding up took place on an ongoing basis during the course of the project. The work included preparations for how the results of the Swedish Expo participation should be administered after the project was over. The results included continued use of the Swedish pavilion and the Spirit of Innovation theme, as well as three different databases with information from some 2,500 VIP guests, 230,000 exhibition visitors and around 1,000 journalists.

The pavilion has been sold for 22 million Chinese yuan to Tangshan and will be erected in the Caofeidian eco city. The databases have been handed over to the Swedish promotional organisations, particularly the Consulate General in Shanghai and the Swedish Chamber of Commerce in Shanghai. The Swedish Institute and the Consulate General in Shanghai have taken over responsibility for the Internet communication China. Discussions have been held on how the profit from the Expo venture can best be used to create a lasting platform to promote Swedish business interests and relationships, above all in China. It is important that the successful collaboration between the business world and the Government in promoting Sweden's economic interests in China continues.

Analysis of goal fulfillment

Based on the overall goals for the Swedish participation, more precise goals were formulated, so-called intermediate goals, which comprised result indicators analysing goal fulfillment. The goal for the number of visitors to the Swedish exhibition was 2.7–3 million. A total of some 3.6 million visitors were received, approximately 5 percent of the total number of visitors to the World Expo, the goal has therefore been surpassed. The visitors' satisfaction with the exhibition was assessed through the customer satisfaction index (CSI). The objective was an CSI-value of 70–75. The result was 78. The goal has consequently been surpassed. The goal for the number of guests at the conference department was 60,000. The result was 33,000 guests, which means that the goal has not been fulfilled. In retrospect it can be observed that the goal was unrealistic and that the Swedish conference department had a de facto 75 percent occupancy rate and among the highest number of guests compared with other pavilions in the same size category.

The goal for the committee's activities in the conference department was to have a sufficient number of visitors relevant to the activity. The committee's 18 events received at least 3,500 registered participants and their relevance in general is considered to have been high. The committee therefore considers that the goal has

been fulfilled. The committee also set the goal of receiving a lot of positive attention in the media for the Swedish Expo participation, and also the goal of generating a lot of attention about Sweden and the Swedish Expo participation on the Internet in China. The committee's view is that the goals have been fulfilled. The Swedish participation received about 3,500 features in the Chinese media, many of which were visible on the front pages of publications. More than 1,500 media representatives were given guided tours in the Swedish pavilion and more than 1,000 journalist contacts were collected.

The Chinese website for the Swedish Expo participation, swedenexpo.cn, had approximately 160,000 visitors and there was thus a great deal of activity in social media. The goal for the collaborative partners' satisfaction, in this case Official Partners and Official Sponsors, was to achieve a customer satisfaction index of 70–75. Partners' CSI-value was 75, which means that the goal has been fulfilled. The sponsors' SCI value ended up on 63, which means that the goal for the sponsors has not been fulfilled.

One further goal was that Sweden should be promoted as an investment country in connection with Expo 2010. The committee feels that this goal has been fulfilled, based on comments from Invest Sweden and a survey of the five regional actors who were co-financiers. The committee worked on the goal of establishing satisfactory conditions for strengthened relationships between Swedish researchers and Chinese contacts in connection with Expo 2010. A number of activities with a scientific content were implemented, but not really to the extent expected from the outset. Based on the opportunities that were offered and the quality of the activities that were implemented, the committee considers that the goal has nevertheless been largely fulfilled.

Satisfactorily presenting Sweden as a tourist country in connection with the World Expo was another important goal. Based on comments from VisitSweden and the great interest visitors to the Swedish exhibition demonstrated in visiting Sweden, the committee's view is that the goal has been fulfilled. Positive conditions were also to be provided to enable the Swedish culture sector to bolster its relations with Chinese contacts. A far-reaching cultural operation was conducted within the framework of Sweden's participation in Expo 2010, constituting the basis for the committee's assessment that the goal has been fulfilled.

Finally, the committee has also endeavoured to fulfil the goal of a broad involvement, emphasis on climate and environment, and providing a good platform on which Swedish companies can market themselves in China.

After reviewing the operation that has been conducted, the committee feels that the goal has been fulfilled. To sum up, the vast majority of the intermediate goals have been fulfilled, but not quite all. Together the results comprise indicators for how well the overall goals have been fulfilled. The overall assessment in such an analysis of goal fulfillment is that the overall goals have been fulfilled. The committee

thereby considers that it has on the whole achieved its goals for Sweden's participation in Expo 2010.

Other results

Besides the results that emerge in the analysis of goal fulfillment, there are also some other results. These include, as previously described, a continued use of the Swedish pavilion and the Spirit of Innovation theme, as well as databases with contact details and a continued communication on the Internet in China. Furthermore, Sweden's participation in Expo 2010 has also been given a number of awards, among which is the *BIE Award for Creative Display*. Another result is the number of articles written in the Swedish media about Sweden's participation in Expo 2010. According to the committee's calculations this figure is about 700.

Final financial accounting

As final financial accounting has not yet been established but is expected to be completed during spring 2011, a preliminary account is provided here. The project is expected to produce a small surplus of approx. SEK 2.5 million (1.7 percent) with total financing amounting to approx. SEK 149 million (corresponding budget SEK 150 million). Of the total revenues, the Government accounts for 47 percent, co-financiers 51 percent and other revenues 2 percent. The costs are divided into three sections: Administration 22 percent, which includes costs for the staff and IT and AV equipment for the conference department, Pavilion 47 percent with construction costs accounting for the bulk, and Content 29 percent, which includes the communication/ marketing activities, program, exhibition and conference department. The sale of the pavilion is expected to yield a net profit of approx. SEK 22 million calculated on an exchange rate equivalent to the rate on the balance sheet date 31-12-2010.

The observation can be made that budgeting for participation in a World Expo is a difficult task. Both local cost conditions and rules and regulations such as the Expo organisation's provisions that affect costs are to some extent unknown factors when the budget is prepared. Similarly to currency effects, this can have a major influence on a budget. It is therefore the committee's recommendation that 10–15 percent of the budget remains unallocated for a substantial period.

Analysis

As far as the committee is aware, the Swedish participation is the largest Swedish promotional venture that has hitherto been conducted. It encompassed more than 110 collaborative partners and a budget of approximately SEK 150 million. The basis for this is in the great importance China has for trade and industry and the global economy in general. The aim of the Swedish participation was to reinforce a comprehensive and positive image of Sweden, to promote the competitiveness and creativity of Swedish trade and industry, and also to boost Sweden's attractiveness for tourism and investments and for research and cultural exchange. Put simply, the committee's task was partly to strengthen Sweden's image, and partly to

provide the conditions for various actors, above all from the business world, to establish and further develop relationships that benefit their own operations. Almost 3.6 million visitors saw the Swedish exhibition. Sweden and the Swedish participation has received positive attention in both social and traditional Chinese media. The collaborative partners that took part are generally very positive about both the overall implementation and their own participation. The committee can observe that the goals of Sweden's participation in Expo 2010 have on the whole been fulfilled. The Swedish participation can thus be regarded as having been successful. The positive outcome is based in a large number of different factors, large and small, however, some of the larger ones deserve to be particularly highlighted:

- the project's broad and clear collaborative structure with an active partnership
- first-rate cooperation and strong support from public actors both in Shanghai and in Sweden
- the *Spirit of Innovation* theme functioned for the entire operation and was well supported and exemplified by participating companies as well as linking to the Chinese theme *Better City, Better Life*
- well functioning pavilion, adapted for the entire operation and a local climate
- functional and flexible conference department
- interactive exhibition
- one of the few pavilions with the focus on children and families
- flexible and effective logo
- active presence on the Internet in China
- varied and relevant program activities
- well functioning organisation with a high level of commitment.

At the same time the committee observes that initiatives of this kind should be viewed in the long-term, and that the long-term effects of participation in the World Expo cannot yet be quantified.

Concluding comments and the committee's principal recommendations

The Swedish participation in Expo 2010 is now over. The partner companies involved are agreed that the venture was highly successful for Sweden. The collaboration between the Government and the business world has worked particularly well where private and public actors have taken a very active role. The fact that Sweden is an interesting partner for China's continued development was demonstrated through the pavilion, exhibitions, seminars etc. However, there is stiff competition in attracting the attention of the Chinese as other nations also put a lot of resources into their marketing. It is not during the Expo that the competition will be won. It is during the years that follow and by the nation or those nations that are best able to use their Expo initiative to promote their long-term relations with China.

51 percent of the overall financing has consisted of funds from the stakeholders from trade and industry that provided co-financing and, in addition to that, the business world has contributed sponsorship to a value of around 20 million. This has been justified by the great interest that Swedish trade and industry has in becoming active in China. In addition, some 15-odd authorities and organisations, as well as the Government Offices, have been very active participants. Their participation too has been based on the need to develop long-term relations with China.

The fact that the project generated a surplus, mainly through the sale of the pavilion, provides an opportunity for the Government and the business world to jointly continue to cooperate in promoting long-term relations with China. In the light of China's great importance for Swedish interests, it is therefore the committee's opinion that the surplus funds should be combined and utilised jointly by the Government and the private sector stakeholders for continued promotion of Swedish interests in China. This should take place in accordance with the theme for Sweden's participation in the World Expo – Spirit of Innovation – and be worked out in greater detail between the Government and the private sector stakeholders.

The committee has drawn certain conclusions and is submitting recommendations for forthcoming Swedish participation in world Expos or similar events. These recommendations can in the main be summarised in the following three points:

- Continue to use the model of active partnership for co-financing and a PPC solution (public/private collaboration) with a principal cost distribution of 50/50.
- Ensure as early a start to the project as possible and a carefully prepared systematic follow-up and development of contacts established and results achieved.
- Develop a fundamental communication platform and strategy as one of the first measures before procuring, for example, the design of the pavilion and the exhibition. Establishing a theme and a logo is central in this context.