Major Event-led Strategy for Urban Development and Revitalization

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Abstract

Organizing major events is one of the key driving mechanisms for increasing the competitiveness of destination cities, especially for the event host city. In addition to major events, community festivals and local celebrations also play an important role in increasing opportunities for creating lasting heritage because they reflect the unique city culture and their preservation of historical traditions become a cultural property. The readiness of the city also helps support a major event format that is appropriate for the context of the city and its identity. This study examined the readiness of a city through the lens of 6 key factors, i.e., geography, history, culture, tourist attractions or event venues, facilities, and transportation system of the city. In addition, the study assessed event potential for a city using criteria that included: having international content; potential to attract a large number of participants and international media; potential to generate economic benefits for the city; community participation activities; potential of the organizer and the event area; and ability to create a positive event experience. The proposals for the major events are divided into 2 types: local events that have potential to be upgraded to major events; and international major events that can be engaged to organize in the area according to the types of event: sports events, entertainment events, creative and lifestyle events, and art and cultural events. The result of the study revealed the criteria for assessing potential areas for hosting major events within the context of the city characteristics and capabilities. In addition, the contribution of this study provides guidance to a city that would like to be the host of a major event and organize the event, using the city's assets.

Keywords

1. Introduction

More than 50% of the world's population lives in cities, and the proportion continues to increase. This rapid urban expansion poses challenges for cities to accommodate changes. Furthermore, as more than 80% of the world's GDP is generated in cities, each city needs to have urban development and basic infrastructure plans to support its expansion (The World Bank Group, 2020). Around the world, tourism is a key component of the economy, social life, and geography of cities; it is also a key element in urban development policies (World Tourism Organization (UNWTO), 2018b). In 2019, the economic impact of the tourism sector accounted for 10.4% of global GDP (World Travel & Tourism Council (WTTC), 2019). Moreover, urban tourism is a driving force of economic, social, and urban landscape transformation through the revitalization of public spaces, public infrastructure, connectivity, and development of local amenities and recreational facilities. It also stimulates business entrepreneurs and the development of public–private partnerships, attracts other industries and services, and raises citizens' awareness about the protection of culture and nature. The factors that contribute to the success of urban tourism include visions and long-term strategic planning, public and private participation, authenticity, community involvement, investment in cultural heritage, product development, sustainable development and management policies, technology, and events organization (World Tourism Organization (UNWTO), 2018a).

Events organization is a key strategy for boosting tourism and enhancing the competitiveness of destinations, with a focus on their development and marketing. The types of events that especially attract international attention are Major Events or Mega Events. This is due to their potential to be catalysts for local development, which brings business, social, cultural, environmental, and other benefits, in relation to the branding and expansion of the tourism economy (OECD, 2017). Events also provide opportunities to stimulate the growth and development of the city through long-term infrastructure investment, tourism, and trade promotion, as well as creating jobs and developing communities in an appropriate and sustainable manner (OECD, 2021).
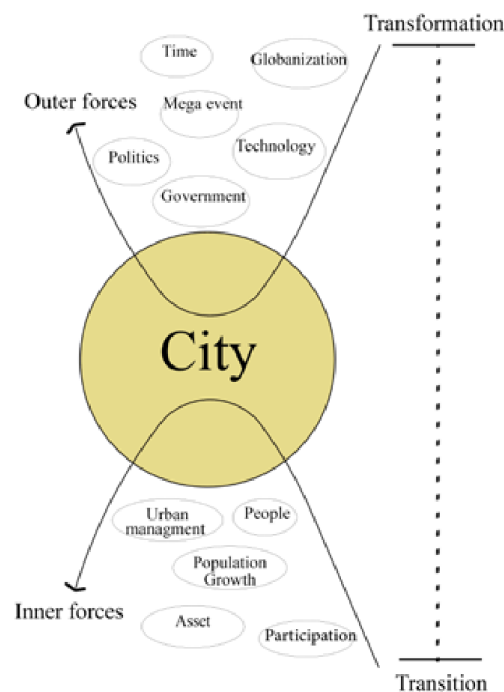
Figure 1 Forces driving city transformation.
Source: Zahra Azarm, 2019

Over the past few decades, events have been organized such as culinary events, art and culture events, sports events, concerts, and marathons, most of which were held in Western countries. Event tourism has developed in many of the above areas and the popularity of such events has increased in recent years. Many developing cities have begun to employ financial advisers and policies to attract such events (He et al., 2020). In 2018, the value of the events industry was 273.8 billion dollars and it is expected to reach 567.10 billion dollars by 2026, with a growth rate of 9.2% from 2018 to 2026 (Allied Market Research, 2020). Many destination cities around the world were transformed via the influence of external factors, especially through the hosting of mega events which involved government policies, politics, technology, globalization, and the post event impact. Meanwhile, internal forces initiate the city transformation through urban management, people, population growth, participation, and city assets, which generate the city identity and character of the city as shown in Figure 1 (Azarm & Ranjbar, 2019). The organization of major events and urban development also have a close relationship and influence on one another. For instance, events in some areas connect with the host cities to promote city development.

Major events consist not only of big events held in major cities, but also communities' festivals and local celebrations. This observation emphasizes the importance of the economic and social contexts of the areas where the major events are held (Evans, 2019). Moreover, choosing the event format that is suitable for the city's characteristics is one of the important success factors, as the event format is critical to achieving results and also increases the opportunity to create lasting heritage. Melbourne, for example, has a prominent sports infrastructure and a long history of organizing successful sports events. Therefore, its government decided to take event organization as the city's competitive advantage and it created a calendar of annual major sporting events along with the city's sports events. These have given Melbourne an international reputation as a successful host for major sporting events (Jago et al., 2010). Danang city in Vietnam has a magnificent natural setting and culture, including a long coast that is considered by Forbes Magazine as being one of the six most beautiful coasts in the world. Danang used this advantage to host the Manulife Danang International Marathon, which created impressive running routes for the competitors. The participants were immersed in different and unique experiences along the beautiful coast and in the mountains. Consequently, Danang became a destination for marathon runners around the world (Pulse Active, 2020). Furthermore, cities have been continuously promoting culture and cultural activities to attract tourists. Each city's culture distinguishes it from others; therefore, most cities own various cultural assets which can become city branding tools and strategies to promote the branding of major events (Riza, 2015). Venice had long held art exhibitions before the success of the internationally acclaimed Venice Biennale. This event format has been a model for many other cities around the world, with art heritage used to restore unused public and private spaces (Australia Council for the Arts, 2015). This shows the character of a major event that connects with the context of the city is one of the main factors impacting the future directions of urban development. On the other hand, the context and readiness of the city also increase the likelihood that the organization of major events will have a positive impact on the city's development. Therefore, it is necessary to study the types of major events and to analyze the city's readiness to host major events. This will enable the choice of a major event format that fits the city's context, as well as city planning, urban development, and infrastructure development, to help accommodate major events in accordance with the atmosphere and identity of the city.

2. Major Event

A "Major Event" is a temporary event defined by its large size and attractiveness to draw a crowd of international attendees, extensive coverage by international media, significant impact on the economy, and the number of visitors to the host city. Major events can also reach a global television audience and be associated with major international sponsors. They also have a positive impact on influencing changes in attitudes and behaviors of target market groups for the major events (Welsh Assembly Government, 2010).

The Organization for Economic Cooperation and Development (OCED) distinguishes four types of events that are held in cites, each with a different size and level of impact on the cities, as follows: 1) mega event has significant impact on the nation; 2) major event focuses on the proportion of international attendees, with coverage by mainly international media and audiences, and has a significant impact on the nation; 3) regional event focuses mainly on audiences from within the country, with coverage by some foreign media, and has mainly regional impact; and 4) local event focuses on local audiences, with limited coverage by foreign media, and mainly affects the city or local level.

Apart from selecting the appropriate event scale according to the level of impact on the city, the process of selecting a suitable major event has to consider the context, assets, and existing infrastructure. Currently, there is no clear classification of types of major events. OECD (2017) classifies types of major events (Figure 2) with the inclusion of sports, arts, and cultural activities: 1) niche events are organized with a specific connection to the destination, e.g., culinary, literary, adventure sports, or music festivals; 2) participatory sports events are sporting events that aim to attract attendees from foreign countries; 3) signature cultural events have earned an international reputation as "must see"; and 4) international sports events are either single or multi-sports competitions. Antyufeev et al. (2018) classifies global events into four categories: sports, exhibition, political, and cultural events. It should be noted that the similarities between the two classifications involve the inclusion of sports and culture. The Thailand Convention & Exhibition Bureau (Public Organization) or TCEB, which is an organization that supports major events in Thailand, distinguishes between five targeted types of events, namely: arts and culture activities, entertainment activities, lifestyle and creative activities, activities in line with the Thailand 4.0 Policy, and lifestyle sports activities with a large number of participants. Based on studying the types of major events in different urban contexts and focusing on the attributes of activities and participants, we suggest four types of major events can be identified, which correspond to opportunities for city development:

1) Sport and Mass Participation Events: Sports events that attract a large number of visitors and offer a creative challenge for the participants. The events must create a new leisure movement for the city by opening up opportunities to showcase the city's famous sports, in order to create an authentic experience for the participants.

2) Entertainment Events: Events or festivals that combine a variety of activities through high-level theatrical performances and grand shows to entertain visitors, including all kinds of live entertainment, e.g., digital media, musicals, and comedies.

3) Creative and Lifestyle Events: Events or festivals related to human creativity, e.g., fashion, product design, computer graphics design, lifestyle items presented as performance, workshops, new media presentation, visual media, performance and light projection shows in the destination place.

4) Art and Culture Events: Events or festivals related to creativity, culture, and way of life, e.g., educational films, puppetry, theatre, culinary arts, visual arts, painting, sculpture, photography, and visual media.
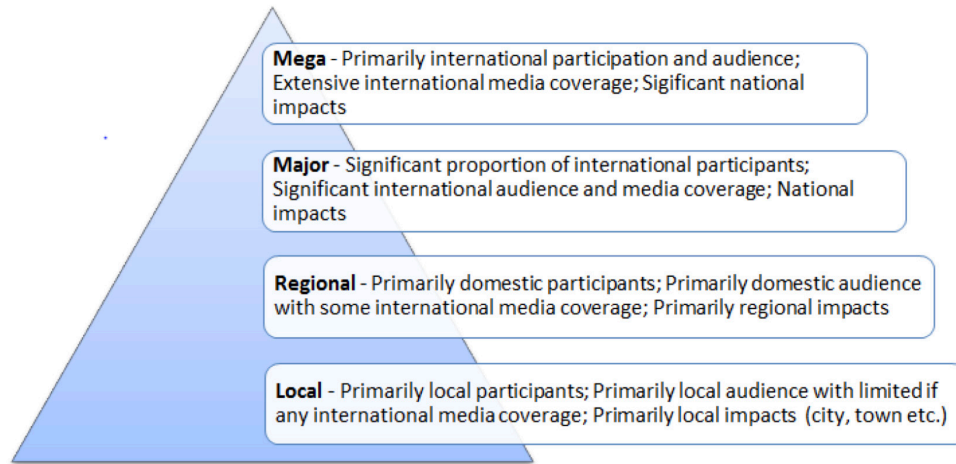
Figure 2 Types of events categorized by size.
Source: OECD, 2017

3. Study and selection of targeted event types

The study and selection of targeted major events aims to create appropriate fit to the context of the city and urban development models through reviewing literature and analyzing case studies, with the ultimate goal of developing assessment methods and criteria for potential cities and events that are flexible enough to be applied broadly. The framework of major event selection is summarized in Figure 3 and discussed in more detail, below.
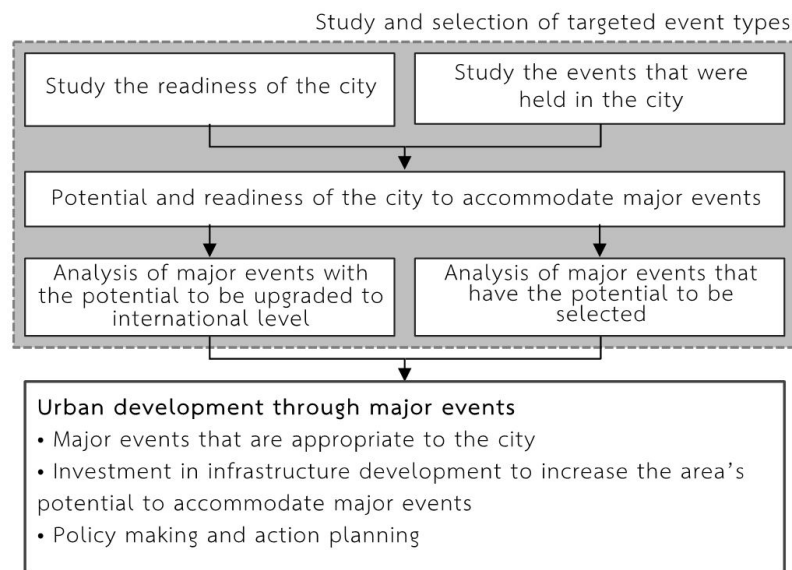
Figure 3 Major event selection criteria and framework.

3.1 Study the readiness of the city: A study of the basic information of the city in various fields, i.e., policies, projects, and development plans related to the area, physical information, geography, natural resources, land use information, public utility information, information on transportation and transportation systems, open space information, tourism information, and learning from cases of successful major events organization. This step is used to derive the criteria for assessing the city's readiness in development to host major events, and understand the stakeholders' ability and vision in organizing major events, leading to identifying the types of major event suitable for the city.

3.2 Study the events that were held in the city: A study of the events that have been held in the city, to analyze their potential to be upgraded as international-level events. This includes studying the basic information on event contents, venues, activities, revenue, and attendees, as well as criteria to gain an overview of past events in the study area, leading to identifying the types of major event suitable for the city.

3.3 Analysis of major events that are appropriate to the city: An analysis of major events with the potential to be upgraded to international level, and analysis of the city's potential regarding the future events, with different criteria for each type of event. The analysis should reveal the major events suitable for the city, help to evaluate investments in infrastructure, and make action plans for city development through major events.

3.4 Urban development through major events: A summary of the city's development through major events, which extends to the context and the original development plan of the city. This can be presented as a major event suitable for the context of the city, an infrastructure investment scheme to raise the area's potential to host major events, a policy draft, or an appropriate action plan.

4. Study the city's readiness

This requires a study of the city's readiness to host major events such as global sports competitions and cultural festivals, to stimulate the city's growth through long-term investment in infrastructure, tourism, and trade promotion, as well as job creation and appropriate and sustainable community development (OECD, 2021). Therefore, it is important to study the readiness of the area based on the area-specific criteria to analyze the city's potential; this will lead to identifying the major event that is appropriate to the area's context.

4.1 Criteria for assessing potential areas for hosting major events

The criteria for assessing potential areas for hosting major events derive from analyzing the success factors of host cities which are selected as host of Olympic games and international and domestic sport events, for instance, 2014 FIFA World Cup Brazil, 2004 Summer Olympics, Olympic Games Rio 2016, Tokyo 2020 Olympic Games and Thailand MotoGP (Ministry of Tourism and Sports (Thailand), 2019). These aim to find potential areas to host future major events. .The assessment criteria are summarized in Table 1.

According to the criteria in Table 1, there are pre-requisite factors for hosting events, which are strong policies, government support, and collaboration between all sectors. Other factors that contribute to a city's potential are geography, history and culture, tourist attractions, event venues, facilities, and public transportation (Figure 4).
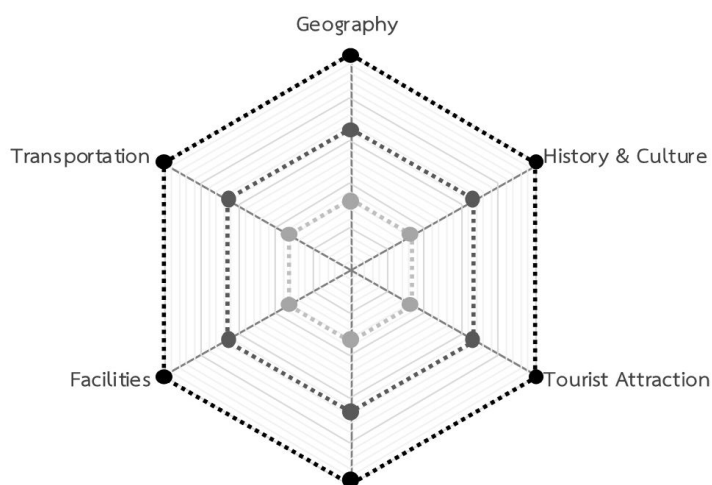
Figure 4 City's potentials evaluation criteria for hosting major event.

Table 1 Criteria for assessing potential areas according to case studies of key factors in organizing major events.

| Factors in organizing Major Events	Scoring criteria	Score level		
		3 points	6 points	9 points
1) Policy	The event direction is related to the city development plan.			
2) Government support	The government provides financial support and helps to facilitate other aspects.			
3) Readiness to collaborate from all sectors	All sectors, i.e., the government, private, and public sectors, can participate and work in collaboration.			
4) General information				
4.1) Geography	Having accessible and diverse geographical features based on 9 different characteristics: 1. Mountain 2. Sierra 3. Plain 4. Plateau 5. Sea 6. Lake 7. Island 8. Peninsula. 9. Cape	Only one	3 or more	6 or more
4.2) History and Culture	4 elements of culture: 1. Belief and ideology 2. Tradition 3. Common network structure 4. Places of worship and religious objects	Having at least 2 elements	Having 3 elements	Having all 4 elements
4.3) Tourist Attraction	Types of tourist attractions offered by the Tourism of Thailand are classified by importance and environmental characteristics: 1. Eco-tourism attraction 2. Art and science attraction 3. Historical attraction 4. Natural tourism attraction 5. Recreational attraction 6. Cultural attractions 7. Natural hot spring health attraction 8. Beach attraction 9. Waterfall attraction 10. Natural attraction – cave 11. Natural attraction – island 12. Natural attraction – rapids	Having at least 3 types of attractions	Having at least 5 types of attractions	Having at least 7 types of attractions
5) Infrastructure				
5.1) Venues, Spaces, Convention Halls	Large open spaces: 1. Residential area 2. Rural and agricultural area 3. Natural area 4. Open space to accommodate a large number of people 5. Building to accommodate a large number of people	Having only one	2 types of areas	3 types of areas
5.2) Facilities, Accommodation	Infrastructure: 1. Infrastructure 2. Large advanced-level hospitals 3. General accommodation and 3–5 stars accommodation	1 type	3 types or less	All types or less
5.3) Transportation Hub	Modes of transportation: 1. Cars 2. Public transport 3. Planes 4. Ships	2 modes	3 modes	All 4 modes

4.2 Stakeholders in major events organization

From the criteria for assessing the potential area in hosting a major event, it can be seen that all sectors readiness to collaborate is an important key for evaluating the area's potential. A global event involves a wide range of stakeholders, both governmental and non-governmental. There are various agencies that play important roles in coordinating for effectiveness and efficiency; the highest ranks of such stakeholders will affect the workflow. Therefore, it is necessary to have clearly defined commands and responsibilities; the mechanisms must be defined according to the size and the complexity of the event, and they should be defined from the earliest stage, in order to avoid work delays and tensions between different levels of the government (OECD, 2021).

Stakeholder benefits are the subject of one of the impact assessments for major events. Many organizations, both public and private, are involved in organizing major events and use major events to promote their objectives. For example, the event rights owner will increase the total value and revenue of the event; the government will be able to increase the prosperity of the city; and national and international governing bodies will enhance sustainable growth. In addition, tourism and economic development agencies will increase tourism and trade; the venue will increase revenue and potential customers both at present and in the future; trade sponsors will increase sales, brand awareness, and brand engagement; and sports communities or arts organizations can increase current and future engagement. Charities and volunteers can also increase engagement and fundraising and suppliers can increase their sales and business reputation (International Association of Event Hosts, 2017). From an event perspective, governments at different levels play an important role in the development and growth of the event, as well as coordination within the destination. Regarding the competitiveness of the destination, the main coordinator is the DMO (destination marketing organization), which is the link between the end-stakeholders and the event. From a DMO's perspective, (Figure 5) the important points are as follows: (1) DMO should represent all stakeholders in the destination city; it acts as an important link between the organizers and the relevant authorities in the destination city, and helps create events that fit the destination. (2) Industry members or buyers and suppliers in the local area need to be able to meet the direct and indirect special needs arising from the event, for the benefit of the industrial economy in the destination. (3) Tourists consist of actual eventers, media-eventers who are likely to be visitors to the event, the event core who are future potential travelers to the destination, non-eventers who are part of the organizing team, and host community or community groups. (4) Local communities play an important role in the event, not only in the planning and execution of the event, but also because the event requires great internal market support in order to be successful. The local communities are also a major component of the visitors' experience. (5) Investors are attracted to make investments through the event occurrence. The types of investments range from tourism and other commercial activities, to investments in the infrastructure and services of a country that supports the community.
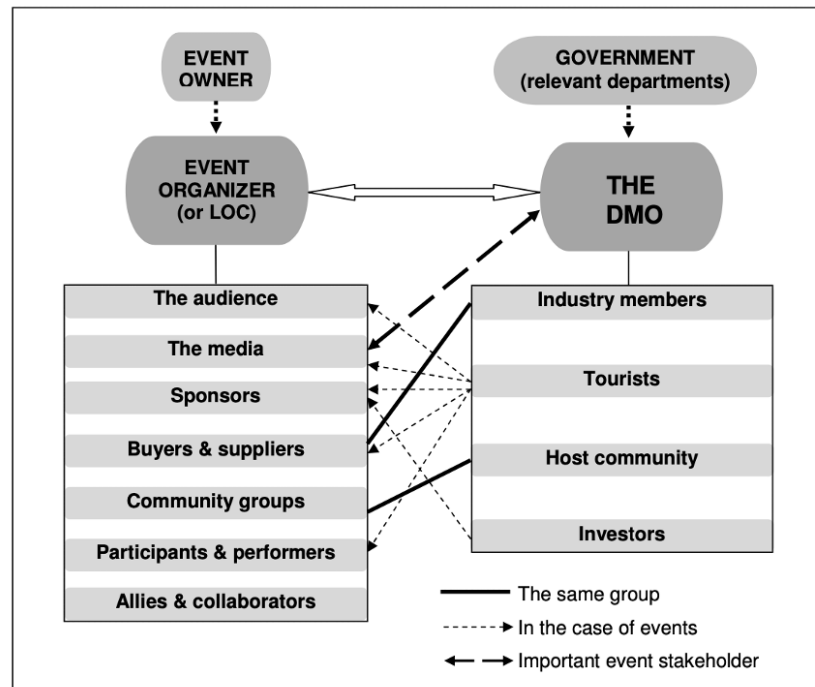
Figure 5 Linking destination stakeholders with event stakeholders (Local Organizing Committee (LOC)).

Source: Kruger (2011)

5. Analysis of the overview of events held in the area

The assessment criteria for events sponsored by Redland City Council (Redland City Council is a local government area and a part of the Brisbane metropolitan area in South East Queensland, Australia) are based on building awareness, attractiveness to foreign tourists, creation of economic benefits for the city, promotion of community pride, demonstration of sustainable and good governance, and creation of a positive experience (Redland City Council, 2016). The TCEB's criteria for considering sponsorship to upgrade the event to an international event involves assessing annual or permanent events' attractiveness to local and international media and possessing the qualifications required for International Homegrown Events (i.e., having international content, attracting tourists, nature of activities within the event, event venues, and generating economic benefits for the city (Thailand Convention & Exhibition Bureau (TCEB), 2021). Based on the above-mentioned findings, the criteria for studying events held in the area were developed to analyze and filter the events with the potential to be upgraded and developed into an international event. The criteria are as follows: 1) Content of the event is international; 2) The event has the potential to attract a large number of participants and international media; 3) The event has the potential to generate economic benefits for the city; 4) There are community participation activities; 5) There are potential organizers and event venues; and 6) The event creates a positive event experience. Scoring of the criteria is summarized in Table 2 and Figure 6.

Table 2 Criteria for analyzing the overview of events held in the area.

Factors in organizing major events	Scoring criteria	Score level		
		3 points	6 points	9 points
1) Having international content	Event formats, themes, activities within the event, including workshops, training, seminars, and performances have international contents and are accessible for foreign visitors.	Content not available	More than 3 contents	More than 5 contents
2) The potential to attract a large number of participants and international media	- Proportion of foreign attendees - Proportion of foreign media (from public relations and marketing)	More than 10%	More than 20%	More than 30%
3) Potential to generate economic benefits for the city	- Growth rate of the city's economy - The value of the event market has increased. - GDP Contribution (Past event recorded)	More than 20 million baht	More than 100 million baht	More than 200 million baht
4) Community participation activities	There are community-supported or community-involved activities that are relevant to the event content.	More than 2 activities	More than 5 activities	More than 10 activities
5) The potential of the organizer and the event area	- Organizers and venues can accommodate the same event and support the growth of the event.			
6) Creating a positive event experience	- Creating an event legacy by bringing back visitors to tour the area.			
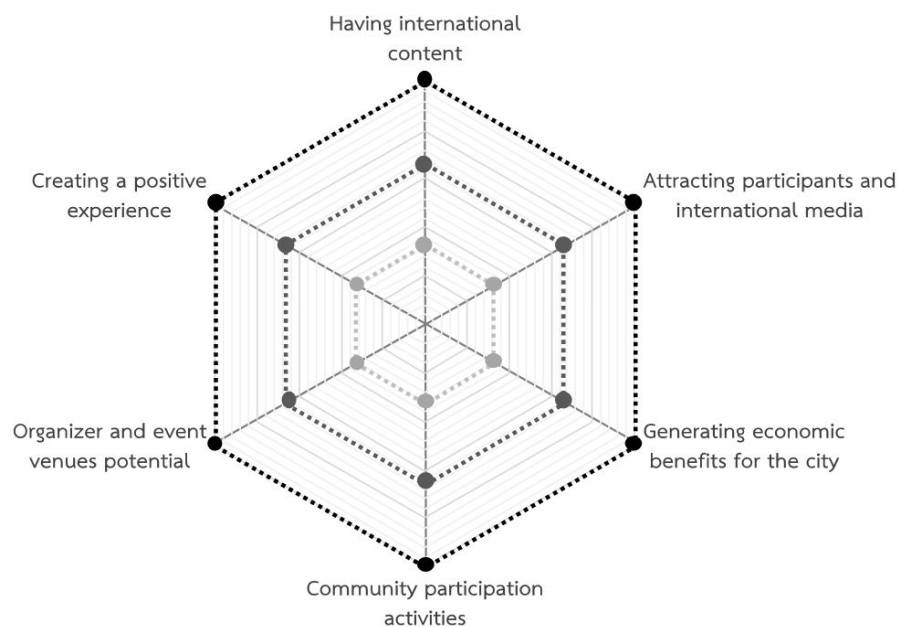
Figure 6 Factors analysis for local events.

6. Urban development through major events

Urban development through major events will build on the city's context and existing urban development in different aspects. The selection process for the appropriate major events is built on analysis of potential regarding the physical condition and geography of the city. The infrastructure development for increasing the capacity to accommodate major events is built on the existing infrastructure of the city. Policy making, action plans, and stakeholders are based on the existing policies and the city's readiness to collaborate. The details of the relationship between the city's context and urban development through major events is summarized in Figure 7.
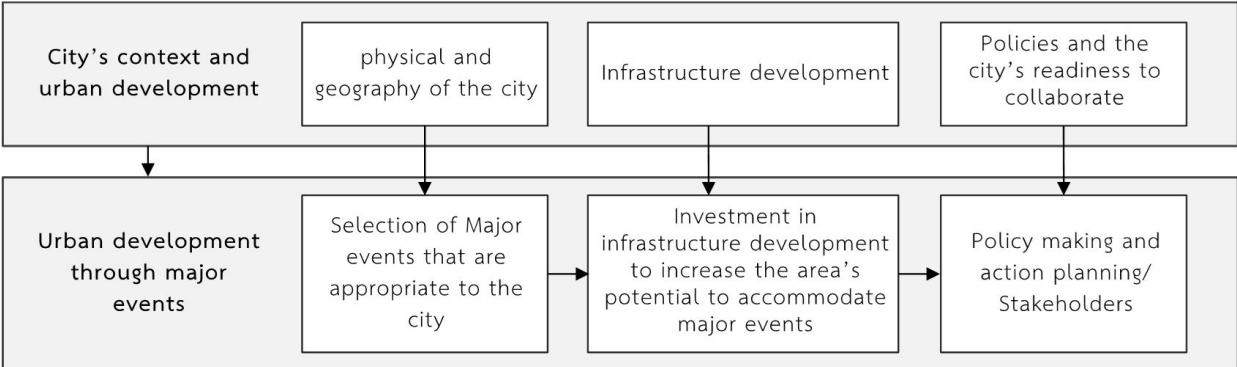
Figure 7 Relationship between city's context and urban development through major events.

6.1 Analysis of targeted events suitable for the area

The analysis of targeted events suitable for the area derives from the analysis of major events with the potential to be promoted to a higher level, along with the analysis of the city's potential and its compatible major events. The analysis is as follows:

6.1.1 Analysis of local major events that have the potential to be promoted to international event
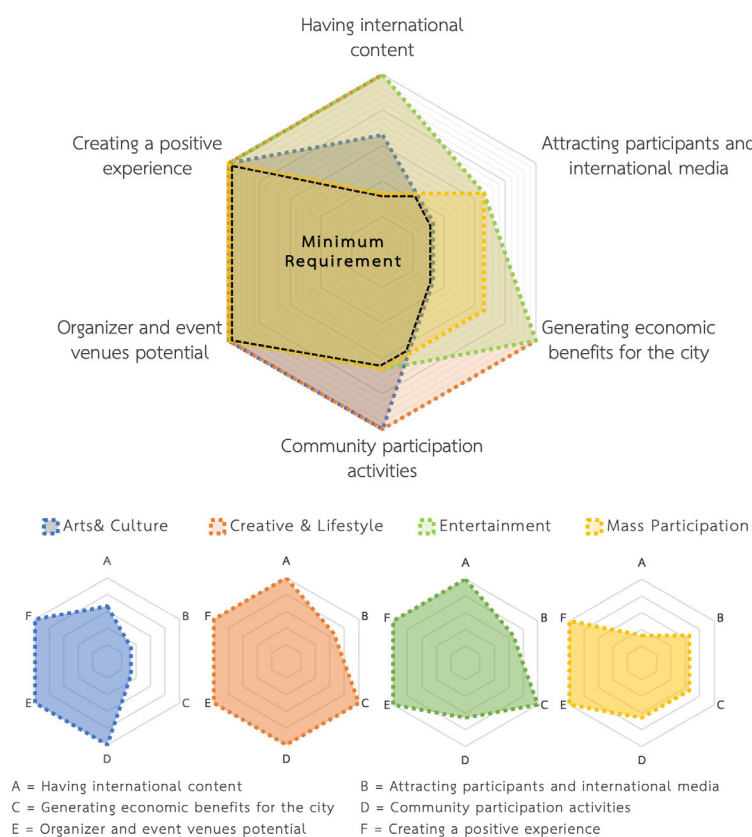
The analysis of major events that have the potential to be promoted derives from the analysis of the relationship between the potential of the event and the demand from the area. Considering the criteria for analyzing the overview of events held in the area, to upgrade any type of potential event to an international level requires the competence of the organizers and the capacity of the event space. It is important that the organizers and the event space can accommodate the event at the same scale and also the potential growth of the event, as well as creating a positive event experience. These factors can create an event legacy and lead the attendees to travel in the area afterwards. Each category of major events has different aspects of requirements, as follows:

- Sports events have high primary requirements for the potential to attract large numbers of attendees and foreign media and to generate economic benefits for the city. The requirement of having community-supported or community-involved activities is medium, while the potential for having international content of the event is low.

- Entertainment events have high primary requirements for having international content and generating economic benefits. The potential to attract large numbers of attendees and foreign media and having community-supported or community-involved activities, are required at a medium level.

- Creative and lifestyle events have high primary requirements for having international content, generating economic benefits and having community-supported or community-involved activities. The requirements for the potential to attract large numbers of attendees and foreign media, and to generate economic benefits, are low.

- Art and cultural events have high primary requirements for having community-supported or community-involved activities with event-related content. The requirement for the potential to have international content is medium, and for the potential to attract large numbers of attendees and foreign media, the requirement is low.

Thus, the required common basic potentials for events (as shown in minimum requirement of Figure 8) that are suitable for promotion at the international level are the high competence of the organizers, the event venue, and the creation of a positive experience; and the middle competence of having community-supported or community-involved activities with event-related content, having international-based content, generating economic benefits for the city, as well as attracting large numbers of attendees and foreign media.

Figure 8 Analysis of major events that have the potential to be promoted to international event.

6.1.2 Analysis of physical condition of a city for major events that have the potential to be selected

Apart from the analyzed potential events, there are other events in other countries and it is possible to bid for the rights to organize them in the targeted areas. Each event has different requirements and criteria. The aspects of basic requirements for events in any category include the suitability of demand from the city's context, geography, history, culture, tourist attractions, venues, facilities, and the public transportation system. The analysis of major events that have the potential to be selected derives from the relationship between

the physical condition of the city and the demand in the area. Considering the criteria for assessing potential city areas to host major events, the organization of such events requires strong policies, support from the government, and the readiness of all sectors to collaborate. Each category of major events has different aspects of requirements, as follows:

1) Sports events have geographical and transportation requirements. Event venues need to be large, with high capacity. The requirements in facilities, infrastructure, and tourist attractions are medium. The requirements for historical and cultural context are low.

2) Entertainment events have requirements for transportation systems and the event venues need to be large, with high capacity. The requirements in facilities, infrastructure, and tourist attractions are medium. The requirements for historical and cultural context are low.

3) Creative and lifestyle events require a high-capacity transportation system, facilities, and tourist attractions. The requirements in having historical and cultural context, and having a large empty space for the event venue, are medium. The geographical requirement is low.

4) Art and cultural events require rich historical and cultural contexts, a high-potential transportation system, facilities, and tourist attractions. The requirement for having a large-capacity event venue is medium, and the requirement for diverse geographical features is low.

The fundamental physical condition of a city that is suitable to host major events requires a high-potential transportation system as the minimum requirement (Figure 9). Therefore, cities that still lack the required condition for the specific type of event need to develop the capacity of their facilities and infrastructure, create an overview plan for the events in the city, and pursue corresponding action plans suitable for the city.
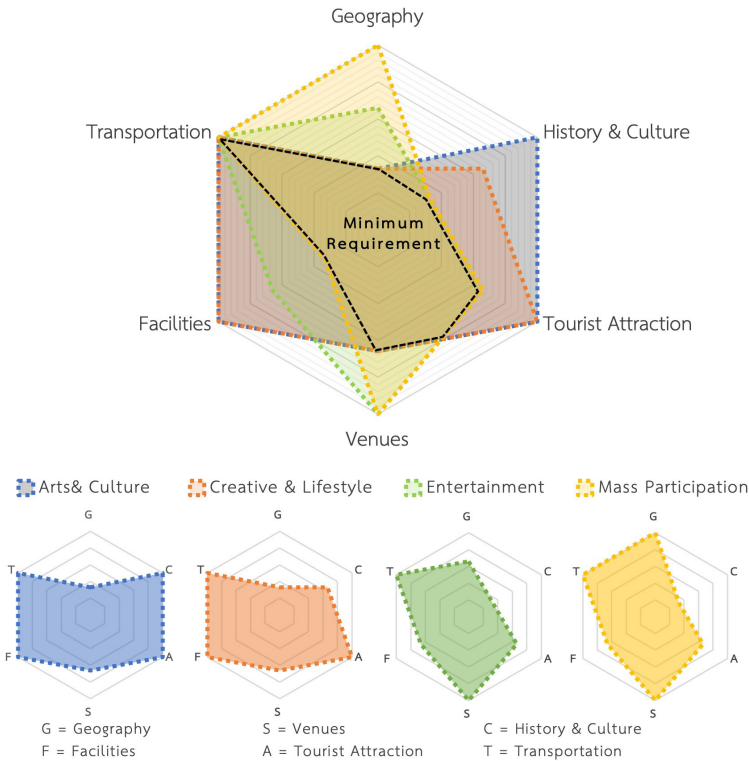
Figure 9 Analysis of physical condition of a city for major events that have the potential to be selected.
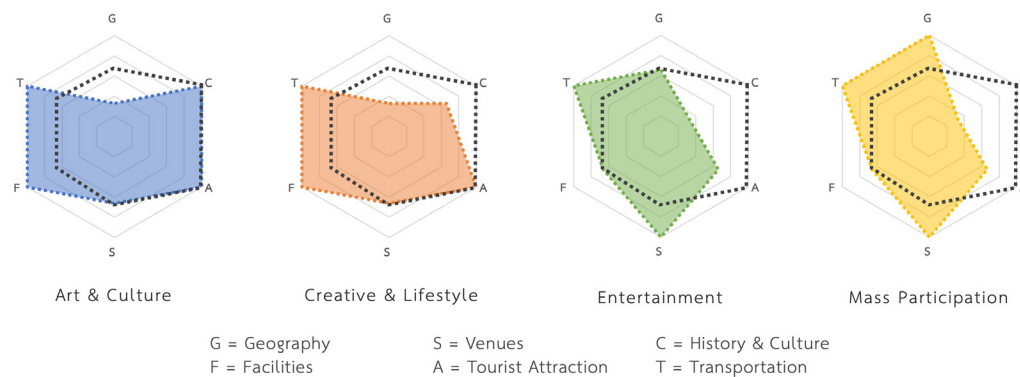
Case: Phetchaburi province

Phetchaburi province is a pilot area under the Memorandum of Understanding (MOU) between TCEB and Thailand International Events & Festivals Trade Association (TIEFA) to support international festivals and urban development with festival economic policies in 2021. From assessing the potential of Phetchaburi, it is found that Phetchaburi has a policy to promote eco-tourism and historical tourism, as well as a plan to join the UNESCO Creative Cities Network as a Creative City of Gastronomy in 2021. The government has been providing annual funds to organize traditional cultural events, such as Phranakhon Khiri Phetchaburi festival, to build on the conservation of Thai culture. In terms of the readiness of all sectors to collaborate, Phetchaburi has a large number of private companies engaged in the tourism business, which is an important factor in organizing major events. The communities are also involved in annual events, especially cultural events. Geographically, most of Phetchaburi is a flat plain, with surrounding small mountains around the city's perimeter. Often called "Three Palaces City," Phetchaburi contains several historical places, including Baan Peun Palace, Pranakorn Khiri or Kao Wang (Mountain Palace), Mrigadayavan Palace, and other noteworthy temples. Phetchaburi has diverse tourist attractions; for instance, various temples and palaces with beautiful and unique architecture are travel destinations in the region. For the potential venues, Phetchaburi has an event space or vacant space on the periphery of the eastern part of the city, including the area with a plaza that is used to host events such as Kao Wang and City Pillar Shrine. In terms of facilities, Phetchaburi is a city that is ready in many aspects, especially having large hospitals. However, it still lacks sufficient 3–5 stars accommodation. In terms of its transportation system, Phetchaburi has a high potential for mass transit because it is a city that is not far from Bangkok. There is train access and Hua Hin Airport is located on the south side of the city. The criteria enable an assessment of the area's basic potential, as shown in Figure 10. It can be seen that while Phetchaburi has potential for a strong transportation system, this potential must be developed further, building on the proximity to existing systems connecting with Bangkok.
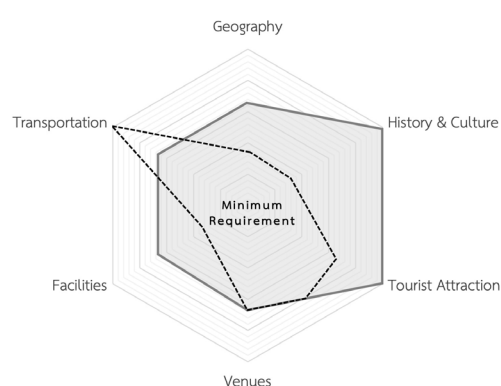
Figure 10 Potential assessment of Phetchaburi city.

When analyzing criteria regarding the need for an urban context for major events, Figure 11 reveals the proximity of the overlaying between the black dashed polygon (the potential assessment of Phetchaburi city) and the colored polygon (category of mega event). it is found that Phetchaburi has the highest potential to host events in the art and culture category. Events may be organized such as the City Art Biennale in Bangkok by the Biennial Foundation, which is internationally renowned. Phetchaburi has a varied culture and history that will interest those who want to learn and travel. Most people would spend about one to two days traveling

or take a daytrip because the location is not far from Bangkok. Most tourists' activities involve paying homage to temples and visiting places. There are also unique food and crafts in the city, as well as frequent cultural events, such as the Phra Nakhon Khiri festival and Phetchaburi Dee Jang event, which are held every year and have a large number of attendees. There are opportunities to build upon these events with communities' collaboration. There is also potential to organize sports events, possibly Spartan Race Franchises or L'Etape Thailand by Tour De France, because of a well-established infrastructure, including the (future) double-track train, the connection to Hua Hin airport south of the city, and available healthcare facilities, hospitals, and public health centers. There is also potential to organize entertainment events, possibly a Billboard Music Festival or Road to Ultra Music Festival, due to the available open spaces around the city.

Art & Culture   Creative & Lifestyle   Entertainment   Mass Participation

G = Geography   S = Venues   C = History & Culture
F = Facilities   A = Tourist Attraction T = Transportation

Figure 11 Potential analysis for major events in Phetchaburi city.

6.2 Investment in infrastructure development to increase the area's potential to accommodate major events

In preparing for an event, both the transportation capacity and the transportation management should be carefully considered to facilitate attendees' travel to the event venues and to other places. Each type of global event has different requirements for transportation. For example, large sport events may need more developed facilities than the existing infrastructure. The numbers of attendees and the duration of the event are also factors that determine the development of different infrastructure (OECD, 2021). Moreover, the main priority for developing the area into a successful major event host is to choose a category of event that is appropriate and consistent with the city's identity or potential. Building upon the city's existing assets can push it to become a more distinguished destination city through the development of spatial structures and transportation systems with the potential to accommodate major events. This also creates opportunities for urban expansion to employ the city's potential to its fullest capacity in the future. In addition, the modification of land-use control regulations can open up opportunities for the private sector to create business models that facilitate the visitor. There should be consideration of an equal balance between small entrepreneurs and large entrepreneurs. It is also necessary to distribute income to the community with the objective of infrastructure development, as follows:

6.2.1 Building upon the city's existing assets and potential to create an identity as a tourist destination city

- Develop the city's capacity and a unique cultural area to create an identity for the city
- Develop the event space with potential in its identity in relation to future major events

6.2.2 Infrastructure, utilities, and facilities development to support the major event in relation to future development

- Develop the existing infrastructure in order to increase capacity to accommodate tourists

- Develop the area around transit nodes as a service area for tourists

- Develop the area of the major event in relation to the future development direction

6.2.3 Develop the existing transportation network for higher capacity, to connect to the major event area, and to be beneficial for future uses

- Upgrade the main transportation systems, i.e., airports, trains, and seaports, to accommodate a large number of people with smart mobility

- Construct a road network connecting the area of transportation nodes, the urban area, and the potential area for major events

- Develop the connectivity from main roads to secondary roads, to create accessibility throughout the city area

6.2.4 Stimulate the economy for the private sector with a balance between small and large entrepreneurs and income distribution to the community

- Adjust the city planning to facilitate the development of tourist attractions and accommodation areas, in order to increase the capacity to welcome tourists and open up opportunities for creating 3-5 star accommodation.

- Develop tourist attractions within the community, in order to 1) promote the establishment of hotels, resorts, or homestays; 2) expand the limited tourist accommodations; 3) distribute income to the community; 4) develop economic areas in relation to the direction of small entrepreneurs' businesses; and 5) build a strong network of local entrepreneurs.

6.3 Policy making and action planning

The action plan for organizing a major event is essential in identifying the operational steps needed for the city to host a successful event. For Redland City, the action plan was divided into three main parts: Infrastructure opportunities, event promotion, and networking opportunities. The plan also included event coordination and development and investment opportunities which will operate on a short-term timeframe (within two years) and in the medium term (within three years) (Redland City Council, 2016). In addition, the design of the action plan should emphasize connectivity from the potential area of the host city to tourist attractions dispersed around the city. This will help to upgrade and develop the quality of tourism services for and by entrepreneurs in the area; it will also create a positive image for tourism and its reputation as a festival city, improve income distribution and job creation within different industrial chains that are involved with the city's events, develop the local festival into a major tourist attraction all year round, develop the potential of entrepreneurs within the supply chain involved in the event, and support the specific potential of each city.

Based on Redland City's and Phetchaburi's action plans, it is concluded that city development to host major events can be divided into four main parts. The first three parts involve opportunities for developing infrastructure that should be in operation two to three years prior to the event, as follows: (1) Developing and connecting urban areas, communities, utilities, and public facilities to support targeted groups of event attendees. For example, developing the capacity of regional transportation infrastructure such as main roads, secondary roads, railway stations, ports, and airports; promoting the development of social space facilities to support

the urbanization of event areas around key transportation nodes; and developing investment mechanisms for 3-5 stars accommodation and convention centers, to accommodate the targeted groups of domestic and foreign tourists during the event; (2) Developing a public transport network to connect with major event venues, natural areas, coastal, and urban areas. For example, upgrading and improving the quality of mass transit systems linked to airports and train stations connected to the event area, the city area, tourist attractions, and potential event areas; and developing a public transport system to link each festival city; (3) Developing the city's identity and atmosphere as a festival town. For example, establishing guidelines for the development of architectural features that are consistent with the arts, culture, and vernacular architecture of the city; creating a sense and image of the festival city; studying and developing guidelines for the conservation and use of the city's valuable conserved buildings; and studying and formulating guidelines for the city's branding and identity; (4) Preparing event plans, bidding for rights, preparing a target group database, and public relations marketing, (e.g., establishing organizations or agencies that are affiliated with regulatory stakeholder groups), setting the festival city's direction;, preparing a calendar of events in advance, developing a travel package linking the city's events with other attractions to create an image of a travel destination, and planning public relations, media, and marketing. For example, a roadshow can be a medium-long-term operation with a span of five years, as shown in Figure 12.

Figure 12 Event-led urban development plan.

7. Conclusion

Hosting a major event can be a catalyst for the transformation of cities. One of the key factors for a city's success in organizing major events is choosing the right event types that fit the city's context, making it necessary to study event type selection procedures. This study proposes a set of criteria for assessing the potential of a city in hosting major events as well as selecting the appropriate event types for the city.

After the event types have been selected, the city must then invest in infrastructure development and come up with an action plan to enhance their capabilities for hosting major events. However, the effectiveness of the plan depends on support from the government and the level of collaboration within each city. Lastly, the proposed criteria are beneficial for a city that plans to host major events and use it as a catalyst for change and transformation of the city.

Author Contributions

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