

AIPC Operational Excellence Summit Barcelona, 20-21 November 2025 AGENDA

Theme: Future Ready Operations: Driving Efficiency and Sustainability in Convention Centres

The AIPC Operational Excellence Summit provides an engaging forum for issues and opportunities associated with a new era of growing digitization and sustainability in the industry — and the implications these have for centre management.

Amongst the areas to be explored will be what's trending in event logistics, risk and crowd management, security and cybersecurity, evolving tech requirements, responding to new event formats, and the reinforced importance of sustainable practices — now guided by the UN Sustainable Development Goals and high on the agenda for centres wishing to demonstrate their social responsibility credentials.

Sessions will also incorporate key discussion topics that have proven to be highly popular and of practical use in previous events, including:

- Our annual industry update with a focus on venue operation
- The hands-on venue experience and knowledge exchange
- A supplier marketplace featuring centre-specific products
- Future-proofing the handover from sales to event services

This event is a must-do for all centres needing the very latest insights into today's most pressing facility operations issues!

Day 1: Wednesday, November 19th 2025 (Optional)

14:00 - 17:00

Back-of-house visit IBTM (Fira Barcelona)

Join us for an exclusive behind-the-scenes tour led by Carlos Moreno, Head of Customer Experience at Fira Barcelona. This is a unique opportunity to explore the venue and learn more about its operations.

Day 2: Thursday, November 20st 2025

08:30 - 09:00	Welcome Coffee
09:00 - 09:30	Welcome & Icebreaker
09:30 - 10:30	How to be(come) Future Ready In this inspiration keynote, Sandy Kennedy, serial entrepreneur, will explain what it takes to make your organisation future ready. He will touch upon all aspects involved - from culture to agile strategy planning. Presenter: Sandy Kennedy Strategy Director Intelligent Growth Solutions
10:30 - 11:00	Coffee Break
11:00 - 12:00	Trends in the world of AV Venues like the Sphere in Las Vegas have pushed AV to the next level, allowing to create truly immersive experiences. Zsuzsa Szégner from Visual Europe will share her insights on the key trends in the magical world of audio and visual Presenters: Zsuzsa Szégner Head of Sales Visual Europe Group (BUD) Kristóf Nagy Account Director Visual Europe Group (BUD)
12:00 - 13:00	The Future of Food Presenter: Joanna Slusarczyk
13:00 - 14:00	Networking Lunch
14:00 – 14:45	The Nordic Approach to Sustainability Sustainability is embedded in the Nordic way of living and therefore also in the world of business events. Guy and Mallen will share the result of recent research on how Nordic countries about sustainability and will also share some best practices as a source of inspiration for convention centres accross the globe. Presenters:

	Malin Erlandsson Director of Sales, Corporate, Congress and Events Svenska Mässan koncernen, The Swedish Exhibition & Congress Centre Group Guy Bigwood CEO and Chief Changemaker Global Destination Sustainability Movement
14:45 – 15:30	Sustainability in Action: The Edinburgh Case Study The Edinburgh ICC is unique in many ways. It is composed of two very different buildings, located in the heart of the city and hosts some amazing events. Rob Turnbull will share the story of the EICC road towards sustainability. Presenter: Rob Turnbull Sustainability Officer EICC
15:30 – 16:00	Coffee Break
16:00 - 17:00	Operational Excellence Keynote: the Nato Summit case study In 2025, the World Forum The Hague hosted a historic NATO Summit. We have the privilege of welcoming Michiel Middendorft, CEO of the convention center, as a keynote speaker to share what it takes to make such a high-profile summit happen. Joining him will be Manon Jongejan, Building Manager at the World Forum The Hague and former Future Shaper participant, who was part of the NATO core team. She will co-present on the operational execution of the summit and its impact. Presenters: Michiel Middendorft CEO World Forum The Hague Manon Jongejan Building Manager World Forum The Hague
17:30 - 18:00	Where Sustainability Happens: A Backstage Tour of CCIB
18:00 - 20:00	Free time
20:00 – 22:00	Optional Tour: Barcelona Gothic Quarter

Day 3: Friday, November 21st 2024

08:30 - 09:00	Welcome Coffee
09:00 - 09:30	The Power of Continuous Improvement Small changes can have big impacts. In this session, you will learn how you, your team and your organisation can drastically improved efficiency by taking very small steps. Something to be instantly applied. Presenter: Sven Bossu CEO AIPC
09:30 - 10:30	Effective Conflict Management Conflicts are unavoidable. But it is the way they are managed which makes all the difference. Angela Herberholz is a global thought leader and specialist in the matter and will provide you some tools and insight you can apply at your organisation. Presenter: Angela Herberholz Founder Herberholz Mediation Services
10:30 - 11:00	Coffee Break
11:00 - 12:00	Trends in Event Technology Event technology seems to be evolving ever faster, making it hard to have a view on the bigger picture and the key trends to watch. Fred Lazzerini will provide us with that picture, providing a compass to move through a landscape which is constantly reshaping itself. Presenter: Momentus Technologies
12:00 - 12:30	A short introduction in Cyber Security Presenter: Robert McClure Director Paratus
12:30 - 13:30	Networking Lunch
13:30 – 14:30	At the end, it's all about Finance Eric Manganel, COO at the SwissTech Convention Center will demonstrate that Finance is not only key for managing a organisation, but also an exiting domain which feeds into many aspects of running events.

	Presenter: Eric Manganel COO STCC
14:30 – 15:15	Everything you want to ask a CEO Have you ever wanted to ask a question to a CEO? Your time has come. Three CEOs from very different venues will share their views on leadership and - most importantly - answer your questions. Presenters: Julianne Jammers Managing Director STCC Marc Rodriquez General Manager CCIB Kurby Court President & CEO Calgary Telus
15:15 – 15:30	Coffee Break
15:30 - 16:30	Optional: Connecting The Dots - Global Outlook lecture followed by a PESTLE workshop In order to understand the world around us and the impact it has on our organisations, it is important to connect the dots. This session is all about making connections and translating them into impacts analysis, which is then transformed into action plans. Presenter: Sven Bossu CEO AIPC
16:30 – 17:30	Closing Words & Cocktail
17:30 – 22:00	Departures