

## **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 19<sup>th</sup> 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 20<sup>th</sup> 2025

08:30 - 09:00	Welcome Coffee
09:00 - 09:30	<b>Welcome &amp; Icebreaker</b>
09:30 - 10:30	<p><b>How to be(come) Future Ready</b></p> <p>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.</p> <p>Presenter: <b>Sandy Kennedy</b>   Strategy Director   Intelligent Growth Solutions</p>
10:30 - 11:00	Coffee Break
11:00 - 12:00	<p><b>AV has moved from backstage to centre stage</b></p> <p>This session explores the latest trends shaping event experiences — from immersive LED environments and multi-plane stage design to next-generation lighting, tracking systems, and the data backbone behind them. Discover how European venues and production teams are merging visual storytelling with advanced technology to create unforgettable moments. Through inspiring case studies and a hands-on group challenge, participants will gain practical insights on how to turn technical innovation into emotional impact and prepare their venues for the future of live experiences.</p> <p>Presenters:</p> <p><b>Zsuzsa Szégner</b>   Head of Sales   Visual Europe Group (BUD)</p>
12:00 - 13:00	<p><b>The Future of Food</b></p> <p>Presenter: <b>Joanna Slusarczyk</b>  </p>
13:00 - 14:00	Networking Lunch
14:00 – 14:45	<p><b>The Nordic Approach to Sustainability</b></p> <p>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 across the globe.</p>

	<p>Presenters:</p> <p><b>Malin Erlandsson</b>   Director of Sales, Corporate, Congress and Events   Svenska Mässan koncernen, The Swedish Exhibition &amp; Congress Centre Group</p> <p><b>Guy Bigwood</b>   CEO and Chief Changemaker   Global Destination Sustainability Movement</p>
14:45 – 15:30	<p><b>Sustainability in Action: The Edinburgh Case Study</b></p> <p>The Edinburgh International Conference Centre (EICC) has been leading the way in sustainable events for the past 30 years. Rob Turnbull, the EICC's Sustainability Manager, will share the Centre's journey, highlighting how it has reduced its carbon emissions by 60% over the past decade, even while hosting twice as many events. From smart energy management and low-carbon travel planning to responsible catering, community food redistribution, and inclusive initiatives, discover how the EICC creates events that are greener, more inclusive and impactful, raising the standard for sustainable gatherings.</p> <p>Presenter: <b>Rob Turnbull</b>   Sustainability Officer   EICC</p>
15:30 – 16:00	Coffee Break
16:00 - 17:00	<p><b>Operational Excellence Keynote: the Nato Summit case study</b></p> <p>In 2025, the World Forum The Hague hosted a historic NATO Summit. We have the privilege of welcoming <b>Michiel Middendorft</b>, CEO of the convention center, as a keynote speaker to share what it takes to make such a high-profile summit happen.</p> <p>Joining him will be <b>Manon Jongejan</b>, 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.</p> <p>Presenters:</p> <p><b>Michiel Middendorft</b>   CEO   World Forum The Hague</p> <p><b>Manon Jongejan</b>   Building Manager   World Forum The Hague</p>
17:30 - 18:00	<b>Where Sustainability Happens: A Backstage Tour of CCIB</b>

18:00 - 20:00	Free time
20:00 – 22:00	Optional Tour: Barcelona Gothic Quarter

### **Day 3: Friday, November 21<sup>nd</sup> 2025**

08:30 - 09:00	Welcome Coffee
09:00 - 09:30	<p><b>The Power of Continuous Improvement</b></p> <p>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.</p> <p>Presenter: <b>Sven Bossu</b>   CEO   AIPC</p>
09:30 - 10:30	<p><b>Shaping Workplace Culture — One Dialogue at a Time</b></p> <p>In this interactive session, Angela Herberholz from Herberholz Mediation Services explores how everyday conversations shape workplace culture and team dynamics. Drawing on her mediation experience in the international business events industry and insights from her recent survey publication, she introduces practical initiatives that organizations can apply immediately. Through real examples from Boards, leadership teams, and project groups, participants experience how guided dialogue transforms collaboration and strengthens trust across all levels.</p> <p>Presenter: <b>Angela Herberholz</b>   Founder   HERBERHOLZ MEDIATION SERVICES</p>
10:30 - 11:00	Coffee Break
11:00 - 12:00	<p><b>Trends in Event Technology</b></p> <p>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</p>

	<p>provide us with that picture, providing a compass to move through a landscape which is constantly reshaping itself.</p> <p>Presenter: <b>Lloyd Tan</b>   Consultant   Tannovations</p>
12:00 - 12:30	<p><b>A short introduction in Cyber Security</b></p> <p>Presenter: <b>Robert McClure</b>   Director   Paratus</p> <p>The cyber security world is moving faster than ever before with considerable threats occurring across the association and member centers; most notably the rise of Artificial Intelligence threats; that are evolving by themselves to tailor their attacks to each centre; causing a considerable development in threat types. This summit will review these models, gauge the threat to our centres and in effect understand how we can resist and protect our centres against this innovative security threat that we have never seen.</p>
12:30 - 13:30	Networking Lunch
13:30 – 14:30	<p><b>At the end, it's all about Finance</b></p> <p>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.</p> <p>Presenter: <b>Eric Manganel</b>   COO   STCC</p>
14:30 – 15:15	<p><b>Everything you want to ask a CEO</b></p> <p>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.</p> <p>Presenters:</p> <p><b>Julianne Jammers</b>   Managing Director   STCC</p> <p><b>Marc Rodriquez</b>   General Manager   CCIB</p> <p><b>Kurby Court</b>   President &amp; CEO   Calgary Telus</p>
15:15 – 15:30	Coffee Break
15:30 - 16:30	<p><b>Optional: Connecting The Dots - Global Outlook lecture followed by a PESTLE workshop</b></p>

	<p>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.</p> <p>Presenter: <b>Sven Bossu</b>   CEO   AIPC</p>
16:30 – 17:30	Closing Words & Cocktail
17:30 – 22:00	Departures