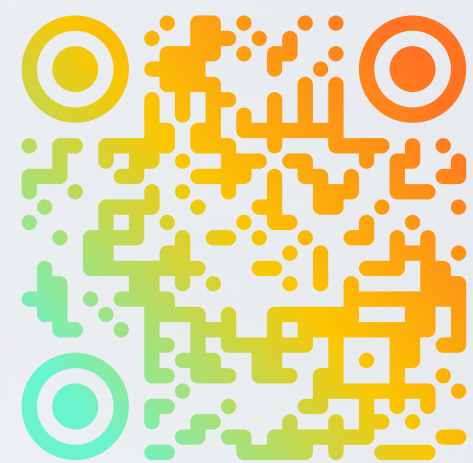


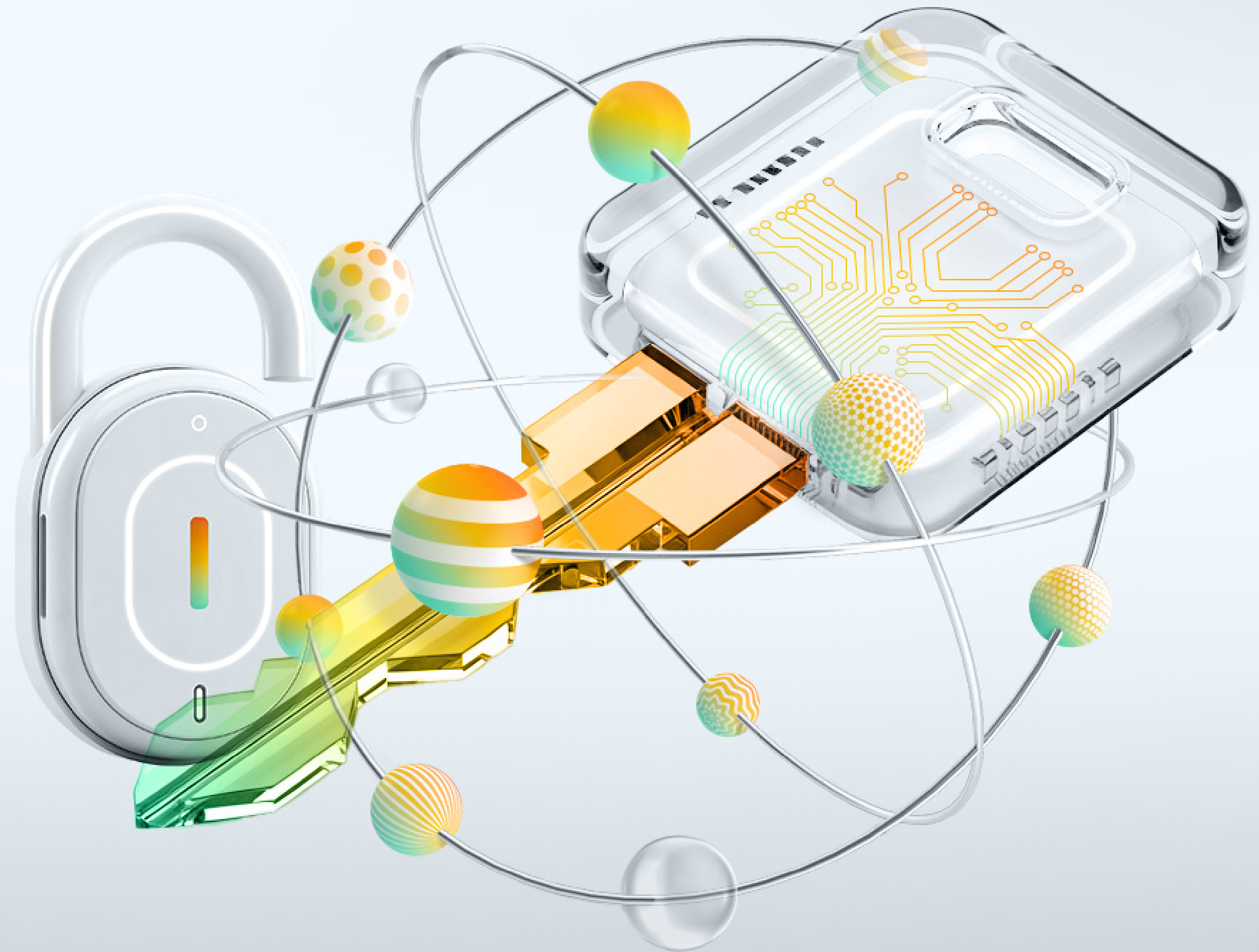
Collaboration is Key!

Fresh Approaches to Collaboration
in an Era of Complexity and Multiple Crises

An ebx.lab Community White Paper



ebx.content &
community space



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We're very happy to answer any questions.
Please feel free to get in touch!

1 Collaboration is Key! Essential Skills for Driving Transformation

Foreword by Matthias Schultze

From cooperation to collaboration – it might seem like a subtle semantic difference but has profound implications for how we approach building sustainable solutions within the business events ecosystem as we move from individual jigsaw pieces to swarm intelligence:

Collaboration across organisational boundaries opens access to diverse perspectives, resources, and skills that are often unavailable within a single organisation. Sharing knowledge and experiences enables innovative solutions for complex challenges that no single stakeholder could tackle alone. This is particularly valuable when staging complex events or managing large-scale initiatives. Working together fosters trust, accelerates learning, and strengthens the ability to respond flexibly to change which is a critical success factor in today's interconnected and dynamic work environment.

The previous two ebx.lab editions were dedicated to the joint exploration of some of the key transformation challenges the business events ecosystem currently faces, such as generational change, sustainability, digitalisation and AI. The results produced by our growing ebx.lab community include prototypes, use cases, future visions, and practical guidance on how individual transformation projects in different areas can be advanced effectively.

Collaborative solutions for related challenges

Despite the differences and varied responsibilities that companies and associations in the business events world have, the discussions within the ebx.lab community very clearly showed that the challenges faced by the different stakeholders, as well as their need for constructive solutions, are often very similar.

With this year's ebx.lab edition, we have built a bridge between prototypes and use cases on the one hand, and the wish to implement them on the other. Our shared approach – and our 2025 motto – is: "Collaboration is Key!"

Our approach combines theory and practice to achieve swift collective learning while simultaneously sparking real change within the community. To ensure that our work on collaboration is both methodologically rigorous and scientifically grounded, we invited two leading experts to this year's ebx.lab: Peter Baeck, who set up the Centre for Collective Intelligence Design at the UK innovation agency Nesta, and Dr Marie Heidingsfelder, Team Leader Design-Based Strategies at the Center for Responsible Research and Innovation (CeRRI) at Fraunhofer IAQ.

Their insights from years of research and practice were not only featured in several masterclasses at the in-person ebx.lab event in September 2025 in Frankfurt, but are also core elements of our "Book of Keys". In total, these 14 methodological keys cover a wide range of approaches to successful collaboration and serve as practical guidance for everyone's own collaborative projects.

Collaboration Invite

The eight projects presented in this white paper as the outcome of the 2025 ebx.lab edition serve as conversation starters designed to trigger practical collaboration. All stakeholders within the business events ecosystem are **> invited to get involved** in one of these collaborative projects and take the next steps together!

Our third ebx.lab edition has once again demonstrated that this format is more than just a meeting of strategy experts: our ebx.lab community powers a genuine innovation workshop for events (e), brands (b), and experiences (x). It is a space where ideas are born, experiences shared, and practical solutions developed. Through the transformation projects and collaboration tools created within the ebx.lab, we aim to provide the community with a range of inspiration and guidance for evolving events, brands, and experiences. Our goal is to strengthen events not only as an essential part of the corporate communication mix, but as drivers of progress in business and society as a whole.

Matthias Schultze | Managing Director, GCB German Convention Bureau e.V.



2 Management Summary

Purpose of the White Paper: Capturing Insights, Knowledge Sharing and Community Engagement

This white paper is a product of the ebx.lab 2025 and a timely contribution to the business events ecosystem. “Collaboration is Key!” is not just a catchy slogan but defines a strategic capability that determines long-term viability in an increasingly complex world. The insight gained from three ebx.lab editions is clear: the challenges facing stakeholders across the business events ecosystem are far more similar than expected, and the most effective solutions emerge where knowledge, data, perspectives, and resources are brought together through genuine collaboration.

This white paper therefore has three objectives:

1. Documentation and consolidation of insights

We share the key insights, models, and experiences emerging from the discussions, masterclasses, and working groups of the ebx.lab 2025. With the *Book of Keys*, we are establishing, for the first time, a shared frame of reference for collaborative work, which is informed and supported by academic expertise, including contributions from the Centre for Collective Intelligence Design (CCID, Nesta) and the Center for Responsible Research and Innovation (CeRRI, Fraunhofer IAO).

2. Transfer into practice

The use cases presented in this white paper are rooted in real questions raised by the ebx.lab community and illustrate how collaboration works in real life, from data-sharing models and governance frameworks to AI-enabled tools. They are not intended as theoretical analysis, but as hands-on blueprints for application in people’s own projects.

3. Community engagement and invitation to contribute

As highlighted in the foreword, our focus is not on one-off cooperations, but on fostering a new culture of collaboration. Each use case therefore concludes with an open “Collaboration Call” as an **> invitation to get engaged** in such projects and continue this shared approach to innovation.

This document is not intended as a retrospective report, but as a starting point for making things happen. It is a tool kit, a source of inspiration, and a basis for new alliances. The vision behind it reflects the ebx.lab spirit: we see business events not merely as communication tools, but as spaces where economic, cultural, and societal innovation can happen.



3 Collaboration Keys

Our Toolkit

The collaboration keys are a core outcome of our most recent ebx.lab edition and serve as a practical guide to intentional collaboration. They translate the rich insights from a year focused on collaboration into clear and practical principles. Grounded in real-world challenges and lessons from the events and innovation ecosystem, the keys were developed and refined jointly with the experts involved in the ebx.lab.

The keys frame collaboration not as an abstract concept or theoretical model, but as a set of actionable steps. Each key highlights a central challenge in collaborative work such as data collaboration, incentive structures, interdisciplinary working or conflict resolution, outlines common difficulties, and offers clear, practical actions that can be applied directly. They can thus help individuals and teams within organisations to professionalise the way they work together.

The Book of Keys is therefore not a manifesto, but a practical tool. It is designed to help teams collaborate more effectively, while making their processes more reflective and measurable both within individual organisations and across multiple stakeholders in complex ecosystems.



3 The 14 Collaboration Keys as a Central Framework

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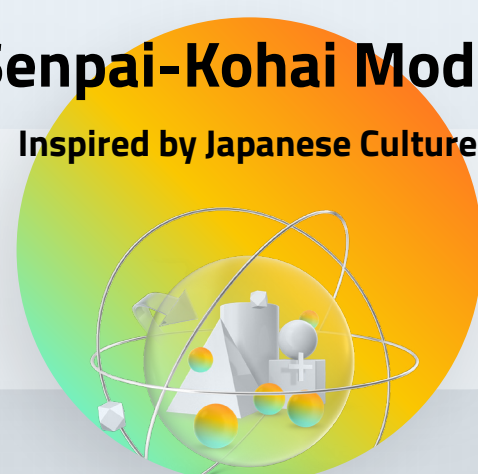
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1

Data-Based Collaboration

This key enables you to build a collaborative approach to data use, collection, and analysis—one that goes beyond technical interfaces to define responsibilities, ensure transparency, and prevent distortions. Data becomes a common point of reference for making decisions, getting insights and achieving impact.



Challenges this key addresses:

- > How do we ensure that all partners involved have access to relevant data and understand it?
- > How do we avoid distortions or exclusions due to incomplete or unbalanced data?
- > How do we develop a responsible, transparent and sustainable approach to data?



How to apply this key:

1. Identify data objectives:

Agree on which questions your data should answer and what role it should play in your collaboration (e.g., control, evaluation, reflection).

2. Develop a common data model and agree on the following:

- What data will be collected?
- Who will have access to it and when?
- How will it be stored, shared and analysed?

3. Ensure usability for everyone:

Make sure that data formats, visualisations and terms will also be understood by non-experts (e.g., through data storytelling or by “data translators” within your team).

4. Define roles and responsibilities:

Who will act as the data steward, who will analyse the data, and who will use it for decision-making? All responsibilities should be clearly defined.

5. Use data for long-term value:

Decide whether and how the collected data can be used beyond the project or shared openly (open data, data donation, API access, etc.).



2

Collaboration Incentives and Retention



This key enables you to craft an effective strategy for fostering collaboration and securing long-term commitment. It emphasizes designing targeted incentives and measures to sustain motivation and retain contributors over time. In addition, it guides you in identifying incentives that align with your audience's needs and can be implemented realistically.



Challenges this key addresses:

- > How can we encourage people to take an active, long-term role in a project or network?
- > What incentives resonate with your target group and how can you put them into practice, even when resources are limited?
- > How can you turn one-off engagement into a lasting relationship?



How to apply this key:

1. Define your target group:

Who do you want to get involved and what typically motivates them? (e.g., purpose, community, visibility, learning, financial incentives)

2. Choose incentives:

Use the categories from the > [Nesta playbook](#) (pp. 136 ff., "Incentives and Retention"), such as recognition, feedback, learning opportunities, financial rewards, social connections. Choose one to three options that are most relevant to your project.

3. Work out the how:

Think about how each chosen incentive can be put into practice, ideally with examples, such as public recognition, learning formats, community meet-ups, vouchers or project responsibilities.

4. Plan for retention:

Which measures can help ensure engagement doesn't remain one-off? This could include regular communication, providing feedback on progress, developing roles and responsibilities, establishing shared goals and making impact visible.

5. Pilot and evaluate:

Test selected incentives on a small scale and gather feedback on what works and what doesn't. Adjust your strategy if needed.



3

Overcoming Biases



This key helps you become aware of cognitive and social biases that can unconsciously affect group decisions and collaboration. The aim is to identify blind spots early, question decision-making patterns, and take targeted steps to ensure fairness and better outcomes in group processes.



Challenges this key addresses:

- > Why do groups sometimes make poor decisions, despite many smart people being involved?
- > How can power structures, peer pressure, or blind consensus affect collaboration?
- > Which specific strategies can help systematically avoid cognitive biases?



How to apply this key:

1. Identify biases:

Get familiar with common group biases, e.g., conformity bias (“groupthink”), authority bias, confirmation bias, in-group/out-group thinking, anchoring bias, or shared information bias.

(Tip: see > **Nesta playbook** , pp. 152 ff., “Overcoming Biases”)

2. Recognise common patterns:

Think of specific situations in projects or workshops where certain viewpoints dominated and others barely had a say. What might have caused this?

3. Integrate bias reflection:

Build dedicated “bias reflection moments” (10-15 minutes) into key decision-making processes, for everyone to examine their assumptions and implicit opinions as well as group dynamics.

4. Establish counter-strategies:

Work with your team to create principles or checklists for actively avoiding bias.



4

Collaboration Mapping

This key helps you identify potential for collaborations within your own network and systematically prepare them. It starts by looking at the existing network and then extends beyond it. Using this key, an initial foundation is laid for first discussions with potential partners, focusing on possible roles and the needs of those involved. The key can be used individually or with a team.

**Challenges this key addresses:**

- > How can you identify and engage the right partners in your ecosystem?
- > What benefits do the different partners gain from the collaboration?

**How to apply this key:**

1. Start by describing your ecosystem, by defining internal and external stakeholders and, if relevant, sub-groups, e.g. customers, suppliers, research partners, experts or other branches of your organisations.
2. Draw a simple network map showing your current collaboration partners. For each partner, briefly describe the field you cooperate in, the form of collaboration, and what each of you gains from it.
3. Curate topics where you currently see potential for new collaborations, such as emerging themes, target groups, or events.
4. Assess who could be suitable collaboration partners for these topics, considering both established partners and new ones. Tip: use AI to help generate a list of potential partners.
5. For the most promising new areas, think about what role you want to take in the collaboration and what roles your partners should take. What does each party contribute, and what does each expect in return?
6. Use this mapping as a basis for discussions with potential partners.



5

Collaboration Moments

This key enables you to reflect on what makes collaborations successful, rewarding and motivating. It can be used individually or with a team.



Challenges this key addresses:

- > What makes collaboration effective?
- > How can I apply this know-how to new collaborations?
- > How can I get others in my organisation on board?



How to apply this key:

1. Think back to a particularly successful collaboration: what contributed to its success? What did the people involved gain from it? How was that success evident? What part was played by the wider conditions, and what by personal factors? Note down your key insights.
2. How can you apply these success factors to new collaborations? Describe the five golden rules for effective collaboration from your perspective.
3. How can you share your knowledge within your organisation? Outline an appropriate format and who the key internal audiences are.



6

Cost of Collaboration

This key helps you reflect and decide whether collaboration is the right approach for a particular challenge to achieve your goals. It highlights which topics and tasks are not suited to collaboration and reveals the cost of collaboration. This key can be used individually or with a team.

**Challenges this key addresses:**

- > Which topics and tasks are not suited to collaboration?
- > What is the cost of collaboration?

**How to apply this key:**

1. Look back on how you collaborated with partners in the past and establish the cost of this collaboration. Consider both direct cost such as time spent in meetings and meeting room cost and indirect cost such as time spent on partner search, initiating collaborations or drafting collaboration agreements.
2. Identify the main cost drivers of collaborations. How can these costs be contained and at what point do they become so high that collaboration should no longer be the preferred solution?
3. Beyond cost, are there other reasons – “red flags” – why you shouldn’t enter into collaborations?



7 Cooperating with Competitors

This key enables you to develop strategies for collaborating with competitors, which is known as coopetition. The term describes the balance between cooperation and competition. It aims at jointly creating added value without weakening one's own position. This key helps identify opportunities, limitations and success factors for such demanding partnerships and supports their constructive setup.



Challenges this key addresses:

- > How can we collaborate with direct competitors in a way that safeguards our independence and market position?
- > Which areas are most suitable for coopetition, and where should firm boundaries be maintained?
- > How can we foster trust and establish shared rules in a competitive yet collaborative environment?



How to apply this key:

1. Identify opportunities for collaboration:

Explore areas where you and your competitors share common interests, e.g. infrastructure, research, industry standards, sustainability initiatives, policy advocacy, or platform development.

2. Define collaboration boundaries:

Clearly separate areas that are strategically sensitive such as customer access or pricing from those suitable for collaboration (so-called "pre-competitive spaces").

3. Establish ground rules:

Agree on clear collaboration principles:

- Which data can be shared, and which must remain confidential?
- How will decisions be made?
- How will trust be built, e.g., through neutral platforms, "Chinese walls," or intermediaries?

4. Embed success principles:

- Develop a shared vision: "What's in it for us and for them?"
- Promote transparent communication
- Define conflict-resolution mechanisms upfront
- Make potential synergies measurable



8

Interdisciplinary Collaboration

This key guides collaboration between people from different disciplines, such as engineering, science, design, social sciences, or business. The goal is to tap into differences for positive outcomes, rather than ignore or downplay them. This key promotes mutual understanding and establishes a shared foundation for working together.



Challenges this key addresses:

- > How can people with different professional languages and varied ways of accessing knowledge and thinking collaborate productively?
- > What can be done when different professional perspectives conflict or fail to be immediately understood?
- > How can a truly shared space for learning and innovation be created?



How to apply this key:

1. *Make different perspectives visible:*

Start with an exercise where everyone shares their viewpoint on your topic, using images, metaphors, or analogies (e.g., "What do we see through our respective lenses?").

2. *Acknowledge and value differences:*

Create space for (positive) conflict and perspective shifts rather than rushing to consensus.

3. *Translate knowledge:*

Translate technical terms and concepts into everyday language or across disciplines (e.g., "Explain to a five-year-old" or "jargon bingo").

4. *Develop a shared language:*

Use common metaphors, visualisations, or storytelling elements to build bridges.

5. *Work with co-facilitation and role mix:*

Pair people from different disciplines for workshop moderation or leadership tasks.



9

Digital Platforms

This key helps you purposefully select and use digital tools to support hybrid or fully digital collaboration. The goal is to employ these tools not as obstacles, but as enablers of structure, participation, and creativity.

**Challenges this key addresses:**

- > How can collaboration in distributed or digital teams be made effective?
- > How can we avoid tool overload and information chaos?
- > Which platforms are best suited to each collaboration goal?

**How to apply this key:****1. Purpose-driven tool selection:**

Do not choose tools because they are trendy but select them based on their value for the goal, format, and group, e.g., Miro for ideation, Notion for documentation, Slack for communication.

2. Ensure onboarding:

Take time at the start to properly introduce the tool via screensharing or a mini-tutorial.

3. Translate collaboration rules into the digital world:

What's obvious in person (e.g., not to interrupt someone who's talking) often needs to be stated explicitly in online spaces.

4. Define roles and responsibilities:

Who runs the online session? Who documents results? Who keeps the tool up to date?

5. Enable asynchronous work:

Create spaces for participation that work independently of time and location (e.g., boards for commenting or questions that can be answered later).



10

Conflict Resolution

With this key you learn to approach conflicts in collaborative processes not by avoiding them, but by turning them into something productive. The goal is to identify tensions early, address them, and resolve them in a way that strengthens rather than strains relationships.



Challenges this key addresses:

- > What to do when underlying tensions are blocking collaboration?
- > How can criticism be expressed constructively, without causing loss of face or escalation?
- > How can conflicts be fairly managed in self-organising teams?



How to apply this key:

1. Normalise conflicts:

Make it clear that conflicts are a natural part of genuine collaboration because they show that something important is at stake.

2. Address tensions early:

Use regular check-ins, mood surveys, or “elephant in the room” sessions to surface issues before they escalate.

3. Introduce moderated conflict conversations:

Apply clear frameworks such as non-violent communication or mediation principles for difficult discussions.

4. Enable perspective-taking:

Use role swaps, empathy questions, or a third party to reflect on the situation.

5. Document agreements and outcomes:

Record results in writing to create accountability and prevent recurring issues.



11

Complementary Collaboration

Inspired by Cleaner Fish

With this key, you learn how different skills, resources, or perspectives can work together effectively, even between very different partners. The idea is taken from nature where animals such as cleaner fish and larger fish benefit from each other despite their differences.



Challenges this key addresses:

- > How can very different partners collaborate constructively, e.g., a large organisation and a small initiative?
- > How can dependencies be managed productively without reinforcing power imbalances?
- > How can genuine mutual benefit be achieved?



How to apply this key:

1. Highlight complementary strengths:

Clearly articulate what each side brings to the table, what they need, and where their strengths and weaknesses lie.

2. Clarify mutual benefits:

Together, determine what would be a genuine win-win and what might disrupt the balance of the relationship.

3. Define roles clearly:

Set out who is responsible for what, not based on size, but on strengths and capabilities.

4. Regularly rebalance:

Establish regular check-ins to spot shifts in power, overload, or uncertainties early.

5. Ensure visibility for both sides:

Make sure contributions from both parties are recognised internally and externally.



12

The Agora Principle

Inspired by Ancient Greece

This key enables you to create spaces for open, non-hierarchical conversations, like the Agora of ancient times, where citizens met to discuss, decide, and participate. It helps foster collective intelligence in organisations and projects.



Challenges this key addresses:

- > How can we create space for ideas that are not imposed from “the top”?
- > How can different perspectives be made visible without pressure created by dominating characters?
- > How can we encourage genuine dialogue rather than one-way monologues?



How to apply this key:

1. Create open spaces for dialogue:

Set up regular sessions where everyone can contribute ideas, ask questions, and provide feedback, such as Agora check-ins, idea markets, or community forums.

2. Ensure equal speaking rights:

Use ground rules or tools (e.g., talking tokens, timeboxing) to give everyone a chance to speak.

3. Allow bottom-up topics:

Make sure that topics come from within the group and not just from project leadership.

4. Lead sessions without dominating:

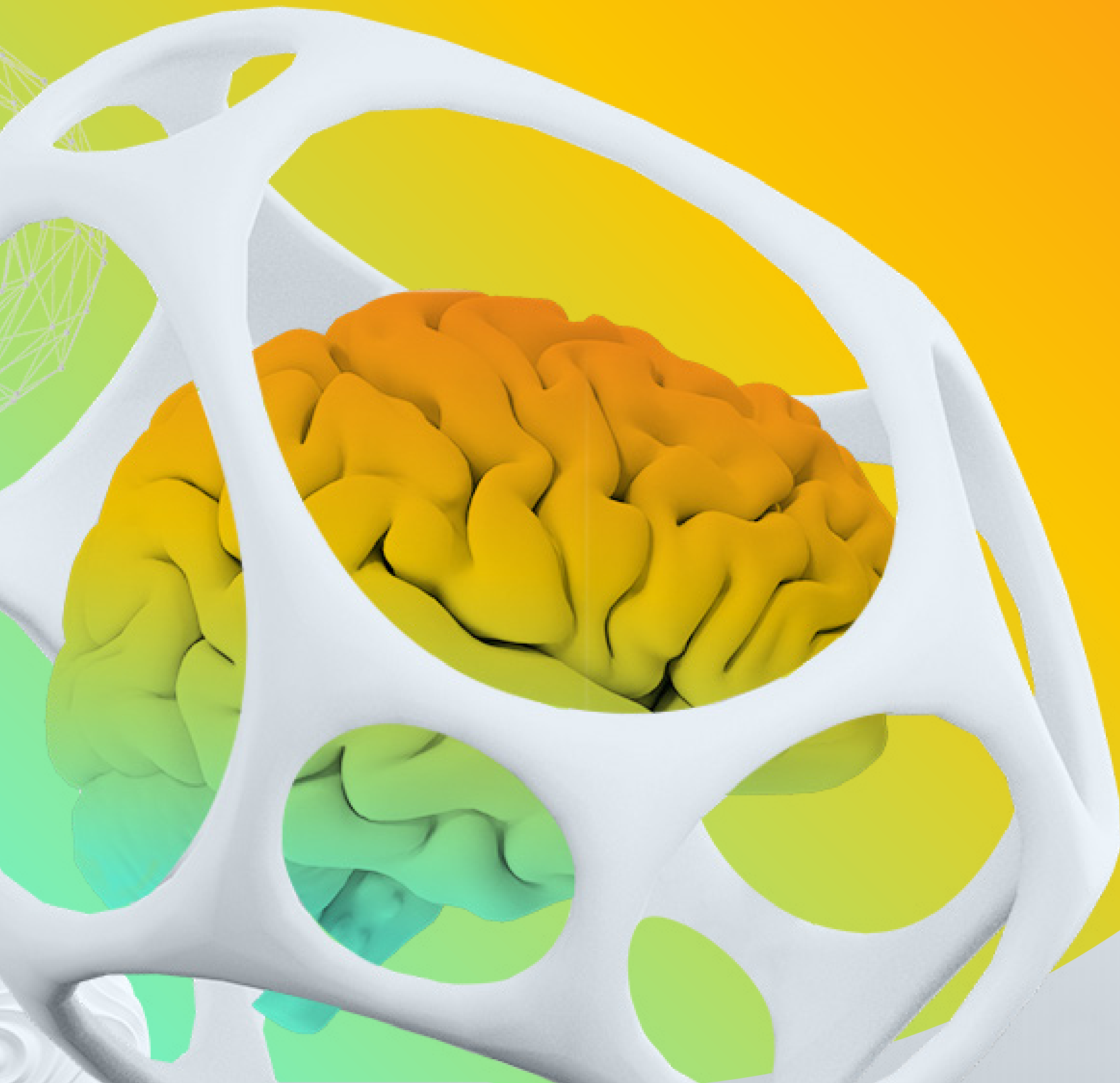
Be neutral or have rotating moderators to avoid bias or undue influence.

5. Collectively capture outcomes:

Keep insights visible, e.g., on a shared Miro board or feedback walls.



13 Ubuntu Mindset



Using this key, you can strengthen the sense of community in collaboration. The Ubuntu principle is rooted in South African culture and emphasises that identity and success are built on togetherness. It shifts the focus from individual goals to collective responsibility.



Challenges this key addresses:

- > How can genuine collaboration succeed when many focus only on their own contribution?
- > How do we create meaning and a sense of belonging in diverse groups?
- > How can respect and connection be built beyond roles?



So wird der Schlüssel angewendet:

1. Prioritise relationships over results:

Deliberately create space for getting to know each other, sharing stories, and establishing rituals, also in online settings.

2. Use language that fosters connection:

Adopt phrasing like “We achieved this together” instead of “I did this.”

3. Make shared responsibility visible:

Clearly indicate in project plans where responsibility is collective rather than individual.

4. Celebrate successes together:

Provide opportunities for teams to reflect collectively on what they have achieved and see the impact of their work.

5. Actively foster inclusion:

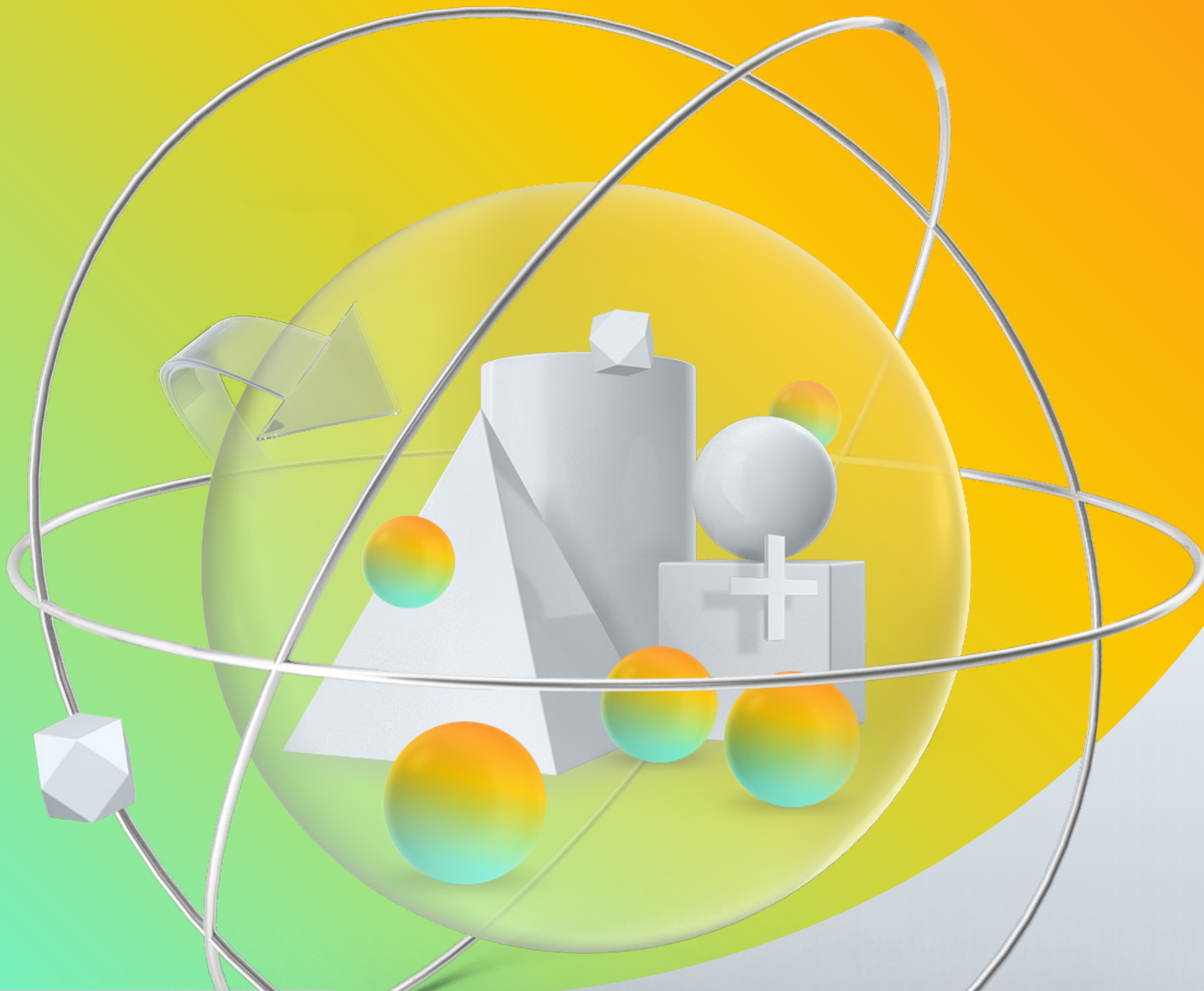
Pay attention to barriers, whether linguistic, social, or technical, and deliberately build bridges rather than assuming they are not needed.



14

Senpai-Kohai Model

Inspired by Japanese Culture



With this key you can implement a collaborative mentoring model based on mutual respect and continuous learning rather than rigid hierarchy. In Japan, “Senpai” (more experienced individuals) take responsibility for “Kohai” (less experienced individuals) without dominating them.



Challenges this key addresses:

- > How can experiential knowledge be shared effectively without stifling innovation?
- > How can cross-generational or cross-experience tandems succeed?
- > How can mentoring become genuine collaboration?



How to apply this key:

1. Form tandems:

Pair people with different levels of experience deliberately and on an equal footing.

2. Clarify expectations:

What does each person bring to the table? What do they want to learn or share?

3. Make mentoring mutual:

Encourage “Kohai” to contribute their perspective or digital skills, e.g., through reverse mentoring.

4. Ensure continuity:

Arrange regular meetings for open conversations that go beyond project work.

5. Integrate reflective moments:

Use journaling, feedback sessions, or short storytelling rounds to reinforce learning and strengthen relationships.



4 Collaboration in Real Life

2025 ebx.lab Use Cases

The following use cases were initially developed in the ebx.lab editions of 2023 and 2024. They were then further developed into projects ready for real-world implementation as part of the 2025 edition. Each case was mapped out by an interdisciplinary working group, critically examined, turned into a prototype, and refined in iterations. All groups were united by a shared and ambitious aim: to create practical, viable solutions for the most pressing issues facing the business events industry.

The use cases described here are designed to achieve two goals: On the one hand, they translate previously developed ideas and prototypes into direct application and pilot them in real projects. On the other, they demonstrate in practical terms how the collaboration keys and the insights from our 2025 ebx.lab can be applied effectively to professionalise collaboration over the long term, accelerate joint work, and deepen collaborative practice.

The use cases are deliberately designed as conversation starters, inviting discussion on two levels:

1. The content level

- What problem are we really trying to solve
- Where are the blind spots?
- What is still missing for a comprehensive solution?

2. The collaboration level

- Who could work with whom?
- Which resources or capabilities are required?
- Who wants to be part of this journey?

They are not intended to be final or closed, but open and evolving. Not polished to perfection, but designed to connect. Not exclusive, but inviting.

Each use case therefore concludes with a **>direct invitation to get involved**, whether through feedback and refinements, expressions of interest, applying the ideas in your own practice, or co-developing pilot projects together. We very much want to invite you to become part of this movement: the future of business events will not be shaped by individual stakeholders, but through genuine partnerships, co-creation, and shared learning.

CO₂ Budget for Business Events >>

Curating the Ideal Audience >>

Building Knowledge Across Companies >>

Democratisation as a Path to Inclusion >>

AI-Powered Evaluation of Event Experiences >>

From Individual to Organisational Knowledge >>

Data Alliance for Personalised Events >>

A Learning AI Event Tool >>

4 CO₂ Budget for Business Events

See the full use case [> here](#)

“Every event has a budget – so why not for CO₂?”

How can sustainable decision-making be systematically integrated into event planning without being perceived as an added burden?

This question was at the heart of the working group that developed a visionary yet practical tool: a CO₂ budget for events.

The aim is to establish a new standard that raises awareness among planners, agencies, and clients of their events’ carbon footprint while providing them with a measurable, comparable, and collaboratively developed management tool.



User Story

Six months before a major conference, 24-year-old event manager Selam receives a client’s briefing which includes a CO₂ budget of 32 tonnes maximum. Once considered a “nice to have,” this aspect has become an established planning parameter.

His team calculates, optimises, and compares options, including train instead of plane as mode of transport, local vegetarian catering, and digital conference programmes. Using a CO₂ calculator, they develop three scenarios. The best one meets both the budget and emission targets.

On the day of the event, a live dashboard visualises the CO₂ balance in real time. By the end, the total stands at 26.9 tonnes, i.e. the requirements were successfully met. The data feeds directly into the client’s CSR report, delivering trust, transparency, and a compelling narrative.

See the full use case [> here](#) incl. context, collaborative approach and learnings.



4 Democratisation as a Path to Inclusion

[See the full use case > here](#)

“Making every voice heard”

How can teams work together so that different perspectives are not merely present, but genuinely heard, respected, and able to shape outcomes? This question guided a working group that developed a set of collaborative practices aimed at making inclusion something that people actively experience and is not just a token organisational requirement.

The goal is a way of working that opens up roles, strengthens a sense of belonging, and improves team effectiveness, particularly when different generations and hierarchies are involved.

User Story

55-year-old Dirk, a seasoned project manager, and 23-year-old project associate Katarzyna are members of a cross-generational project team developing a concept for an event. In the past, their working styles often clashed: structured and experienced (Dirk) vs fast, intuitive, and experimental (Katarzyna).

With the introduction of weekly “collaboration check-ins”, things begin to change. Dirk now considers questions such as: “Is there anything I might be missing? How can your perspective help me today?”, while Katarzyna asks “Where do I need your experience today to avoid unnecessary work?”

This new transparent way of working reveals that both bring valuable skills to the table. Together, they make clearer decisions, take responsibility, and operate as a partnership rather than opposites. Their project moves forward faster, team morale rises, and the outcome exceeds expectations.

See the full use case > [here](#) incl. context, collaborative approach and learnings.

4 AI-Powered Evaluation of Event Experiences

[See the full use case > here](#)

“We don’t just measure an event’s output but look at its impact on everyone involved.”

How can we gain a holistic understanding of how an event is perceived, including the perspective of organisers, attendees, destinations, service providers, and all participating institutions? The group that explored this question developed a collaborative, data-driven evaluation tool, called EvaluAid.

The goal is an intelligent analysis tool that captures the entire event journey from planning and execution to follow-up to enable genuine learning and opportunities for improvement.



User Story

The day after a major international conference, 38-year-old Laura, a senior event producer, starts her working day by opening the EvaluAid tool. Immediately, a multi-layered picture of the event emerges: attendees rate wayfinding and signage, service providers highlight logistical friction during setup, the destination flags traffic and visitor flow issues, and internal project team members report communication issues that affected efficiency.

As she goes through the analysis, Laura – for the first time – spots deeper pattern, such as networking areas that are too noisy highlighted as a recurring factor across all stakeholder groups. For next year’s implementation, the AI suggests specific and prioritised improvements that are clear and make sense.

Laura realises that EvaluAid offers something that was previously missing: how to not just run a successful event, but how to evolve everything – team, concept, and experience – through data-driven, multi-perspective insights. She sees that evaluation is not merely about assessing past work but enables better quality in the future. This insight transforms how she sees her own role that shifts from organiser to systemic optimiser.

See the full use case > [here](#) incl. context, collaborative approach and learnings.



4 Data Alliance for Personalised Events

[See the full use case > here](#)

“From scattered data points to a truly personalised event experience”

How do you create events that feel like a tailored service rather than mass communication? The group exploring this question realised that personalisation is only as good as the underlying data. Rather than developing a single AI product, they set a bigger goal: establishing a cross-industry “Data Alliance” that makes data usable, controllable, and value-creating for all stakeholders.



User Story

For 45-year-old Martin, Head of Digital Experience at an event agency, personalisation had long been just a marketing promise. Available data was isolated in various tools and on different platforms including ticketing systems, apps, hotel bookings, surveys or social media footprints. None of it spoke to each other.

With the Data Alliance, a consolidated, trust-based system is established for the first time. Martin’s event team can see aggregated user profiles, anonymous behaviour patterns, and experience clusters. Instead of generic recommendations, he receives insights into how specific attendee groups actually interact, which routes they take through the event, which areas they avoid, and where they linger.

He realises it is not about having more data, but about understanding the connections. Only a multi-perspective data foundation enables future event concierges to address attendees individually, guide them according to their needs, and suggest relevant contacts or content. For Martin, the core of his work changes – from intuition to evidence, from guesswork to recognising patterns.

[See the full use case > here](#) incl. context, collaborative approach and learnings.

4 A Learning AI Event Tool

See the full use case [> here](#)

“Sharing knowledge, and multiplying impact”

How can expertise, experience, and event insights be combined to create better events for attendees, clients, and the wider business events ecosystem?

This question was the starting point for the ebx.lab working group developing a new, collaborative solution: an AI-powered, community-driven event tool that synthesises data and know-how from multiple sources to generate concrete recommendations for planning and delivery.

The vision is to create a learning, collaborative system that builds an industry memory from numerous event data points and experiences to come up with suggestions, benchmarks, templates, and event format ideas.

This tool does not replace creativity, but enhances it. It is an ecosystem resource that no single agency, destination, or service provider can own alone but only exists through sharing.



User Story

45-year-old Claudia has been working as an event project manager in a large company for close to twenty years. In the past, every plan started from scratch, with researching new venues, compiling speaker lists by hand, and endless back-and-forth with service providers. Since her organisation joined the EventIQX network, she has been using this new AI event system almost like a second planning team.

Before she even opens her brainstorming file, the system has already analysed data from previous events, including satisfaction scores, attendee movement patterns, feedback on acoustics, catering preferences, technical matching, and session relevance. It suggests venues that are not only available but have been proven to work well for similar formats. It recommends speakers based on relevance profiles and proposes programme designs that generate strong interaction.

Claudia notices how many decisions were previously made intuitively or on gut feeling. Now, her planning is much more targeted and evidence-based. Instead of spending time on basic research, she focuses on curation, shaping the programme, and focusing on the human elements. During the event, the system provides live feedback signals, and after the event, it automatically generates an anonymised data snapshot that feeds back into the system. Everyone benefits. The event gets smarter and the industry grows with it.

See the full use case [> here](#) incl. context, collaborative approach and learnings.



4 From Individual to Organisational Knowledge

[See the full use case > here](#)

“Where experience meets the future”

How can experience-based knowledge be passed on within organisations deliberately rather than by chance? This use case focuses on unlocking the vast, often unspoken know-how built up over decades and combining it with the ability to learn and adapt fast that is inherent to younger teams. The aim is to establish a structured approach to knowledge transfer that eases generational friction, bridges skill gaps and equips the organisation as a whole to thrive in the future.

User Story

57-year-old Andreas has spent two decades in project management at an event venue. He knows all the pitfalls, the shortcuts and the grey areas that only experience reveals. Maryam is thirty years younger, new to the team and full of drive. She brings modern tools, analytical speed and fresh perspectives to the table. In the past, the two would likely have worked alongside each other rather than together. Today, a clearly defined knowledge-transfer format connects their skills and expertise.

In regular tandem sessions, they share their perspectives: Andreas explains the context and rationale behind earlier decisions; Maryam adds current best-practice insights and AI-supported analyses of feedback data. Their exchange is respectful, engaging and structured around clearly defined roles. Initial scepticism gives way to mutual trust and the realisation that both sides gain from the process.

After six months, methods, lessons learned and tacit know-how are no longer tied to individuals but documented and accessible to the entire team. The organisation gains speed, resilience and clarity.

See the full use case > [here](#) incl. context, collaborative approach and learnings.



4 Building Knowledge Across Companies

[See the full use case > here](#)

“Knowledge grows through shared storytelling.”

How can knowledge be shared not only within a single organisation, but across multiple companies – spanning roles, industries, and generations? This use case explores how organisations can jointly build a cross-generational knowledge network that enables experiential learning, fosters trust, and makes expertise accessible. The goal is a collaborative model that transforms personalised knowledge transfer into a structured yet human process.

User Story

48-year-old Silke has worked for many years as an event director at a trade fair company. 34-year-old Tarek works at an international agency; he is highly analytical and strongly data-driven. 26-year-old Emily is new to the industry and works for a technology provider. She is fast, eager to learn and digitally fluent.

In the past, the three of them would only have crossed paths occasionally. Now, they are part of a co-creating collaboration project, i.e., three companies with one shared knowledge space.

Every two weeks, they meet in turn at one of the participating organisations. Silke shares stories about past decisions and the unwritten rules of the industry. Tarek contributes methods and tools for KPI analysis. Emily asks questions and reflects on the learnings from a younger perspective.

What emerges is more than sharing information but a sense of connection, based on stories about mistakes, unexpected anecdotes and contextual insights that never appear in documents. Gradually, a new culture of openness takes shape, one in which differences do not divide, but connect.

See the full use case [> here](#) incl. context, collaborative approach and learnings.

4 Curating the Ideal Audience

See the full use case [> here](#)

„The right people, for the right event, at the right time.“

How can you identify the people for whom an event truly adds value, while avoiding wasted effort and irrelevant outreach? “Teilnehmer-Scout 365” (“Participant Scout 365”, TS-365) is an AI-powered matching platform that uses year-round profile and behavioural data to analyse audience preferences, interests, expectations, and knowledge needs. Based on this information, it generates smart attendee recommendations for event professionals.

The result is a new foundation, moving from random distribution to carefully curated experiences.



User Story

41-year-old event strategist Julia is organising an international conference on urban mobility. In the past, she relied on previous attendee lists and gut instinct. Today, she works with TS-365: the platform shows her which people from which cities – across research, industry, and government – are currently actively working on mobility issues and are visible in related online discussions and spaces.

Julia creates a curated target profile, considering level of expertise, topic interest, conference behaviour, and networking potential. TS-365 generates predictions on who would benefit most and who would also gain value from attending.

The invitations are surprisingly personal and precise. Weeks later, the attendee analysis shows that 65% of attendees were attending a mobility event for the first time and exactly the individuals she was aiming to reach. Conversations are highly focused, and the match quality is noticeably higher. Julia realises that, for the first time, the event feels like a deliberately designed network for meaningful encounters and not a random gathering.

See the full use case [> here](#) incl. context, collaborative approach and learnings.



5 Our Most Pressing Issues

Data-based collaboration:

Shifting the focus from technology to data governance

Data-based collaboration is increasingly seen as a key lever for better decision-making, more efficient processes, and informed strategic management. Yet, although nearly all organisations collect data, it often remains siloed, primarily due to cultural barriers and a lack of clear governance structures.

This issue is particularly pressing because decisions are made in ever more complex environments and against the background of uncertainty, resource constraints, and volatile markets. Collaboration without data quickly leads to opinion-driven dynamics, gut instinct, and inconsistencies. At the same time, increasing regulation (e.g., in AI or data protection) heightens the need for clean, transparent data processes and interoperability.

For organisations, this means developing shared metrics, transparent rules, and clearly defined roles. The challenge is primarily one of governance, culture, and trust, creating the conditions to unlock the value of shared data while maintaining control and sovereignty.

FURTHER READING

- MIT Sloan Management Review (2023): **The Data-Sharing Imperative in the AI Age.**
On the necessity of data ecosystems to unlock AI potential.
- McKinsey Digital (2022): **The Data Governance Imperative.**
On establishing governance structures and roles as a foundation for a data culture and data sharing.
- Harvard Business Review (2021): **Data Collaboration: How to Use Shared Data to Create New Value.**
On practical approaches to defining shared metrics and value-creation scenarios.

Cost and limits of collaboration:

The risk of collaborative overload

Collaboration is often seen as a cure-all but it also comes with costs: time spent on coordination, complexity, joint decision-making, lost time, conflicts, and frequently unclear responsibilities. Research shows that teams sometimes “over-collaborate”, i.e., too many people are involved, too many meetings are held, and responsibilities become diluted.

This is especially relevant in event and innovation settings, where fast decisions, clear accountability, and high operational agility are crucial. Lack of clarity creates paradoxes: more involvement but slower processes; more perspectives but fewer bold decisions.

Organisations therefore need to learn how to collaborate in a focused, outcome-driven way to secure the net benefit: where does collaboration create genuine value? Where does it hinder progress? And how can we ensure that collaboration does not become an end in itself, but instead adds real value in the context of alignment and agility?

FURTHER READING

- Cross, R. (HBR, 2024): **Collaborative Overload: The Secret to Success in the Age of Constant Connection.**
On patterns that lead to overload and strategies for targeted reduction..
- Stanford Business (2021): **The Value of Disagreement: When Collaboration Hinders Performance.**
On when individual work or smaller, more conflict-prone groups are more effective.
- McKinsey Quarterly (2022): **Making Collaboration Work: The Hidden Costs and How to Mitigate Them.**
On quantifying the time costs of collaboration and identifying low-value meetings.

Bias in group decisions:

Designing intelligent groups

Groups are often assumed to be diverse, reflective, and capable of learning. However, a range of empirical studies show systematic biases such as groupthink, confirmation bias, social loafing, and the “hidden profiles” phenomenon (where groups overlook unique information held by individual members). This is particularly relevant for collaborative innovation processes, as the quality of ideas, strategies, and event concepts depends on whether groups can genuinely integrate different perspectives.

Without clear moderation, decision-making rules, and psychological safety, status, the loudest voices, and existing narratives tend to dominate. The solution lies in structured decision-making formats to reduce noise, data-driven inputs, and proactive facilitation that taps into cognitive diversity. Collaboration becomes an advantage and maximises its collective intelligence when it is deliberately designed, rather than left to chance.

FURTHER READING

- Kahneman, D. et al. (2021): **Noise: A Flaw in Human Judgment.**
On unwanted variability (noise) in collective judgments and how structured processes can reduce it.
- Sunstein, C. & Hastie, R. (2023): **The Hidden Traps of Group Decision-Making and How to Avoid Them.**
On specific methods to actively counter groupthink and make use of unique
- MIT Human Dynamics Lab (2020): **Measuring Group Intelligence: Patterns in Productive Team Behavior.**
On research into observable behavioural patterns that enhance a team’s collective intelligence (e.g., turn-taking, social sensitivity).



6 Key Questions and Concerns

Cooperation vs. control:

The fundamental dilemma of modern collaboration

Cooperation involves openness, sharing, joint decision-making, and shared responsibility. Control, on the other hand, entails clear accountability, direction, efficiency, and risk management. Both are necessary but they exist in a natural conflict, i.e., the dilemma of trust and control.

In ecosystems such as the events industry, academia, or associations, this tension is amplified as there are more stakeholders, more interfaces, and more uncertainty. Effective organisations find ways to combine both: clear frameworks and defined governance alongside flexible spaces and open participation, as well as shared data alongside differentiated access rights.

This conflict will become even more important in the coming years, as digital tools (AI, analytics, platforms) not only create new ways to steer processes but also new forms of dependency.

FURTHER READING

- Gulati, R. (HBR, 2021): **The Two Pillars of Effective Collaboration: Trust and Control.**
On how formal control mechanisms (contracts, governance) can reinforce and support informal trust.

Trust vs. confidentiality:

The core of modern data ecosystems

Data-based ecosystems rely on trust to enable knowledge sharing while at the same time having to ensure confidentiality. This tug-of-war is particularly acute as awareness of data protection, IP rights, and sensitive strategic information has increased significantly. Organisations are asking themselves: what can we share, what are we allowed to share, and what should we share in order to enable innovation in the first place?

At the same time, research shows that without trust, there is no meaningful knowledge sharing. Trust, however, does not emerge from goodwill alone. It needs clear governance, transparent rules, technical standards, and auditability (for example, through data trusts). Ecosystems that are fit for the future manage to combine both robust data security and collaborative openness.

FURTHER READING

- Harvard Kennedy School (2022): **Data Trusts: A Governance Framework for Sharing Data Responsibly.**
On establishing independent entities that manage data on behalf of third parties and ensure confidentiality.

Collaboration as an end in itself vs. a means to an end:

A blind spot of many initiatives

Many organisations launch collaboration projects with the best of intentions but without a clear definition of purpose. This results in projects continuing even when the benefits are unclear, meetings taking place when no decisions are needed, and engagement being mistaken for success.

In innovation ecosystems in particular, collaboration is often idealised as anything that involves more sharing is seen as intrinsically positive. Without a clear purpose, however, we are faced with “collaboration theatre”, characterised by high activity and low output. The crucial step is to set up collaboration in an outcome-focused way, with clear metrics, focused workstreams, defined roles, success criteria, and exit scenarios. Collaboration is a tool to achieve objectives, not an objective in itself.

FURTHER READING

- McKinsey (2023): **Outcome-Based Collaboration in Ecosystems: Designing for Impact.**
On methodologies for designing collaborations that are consistently focused on measurable business outcomes.



7 Community

The 2025 ebx.lab Members

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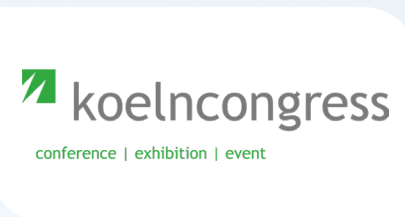
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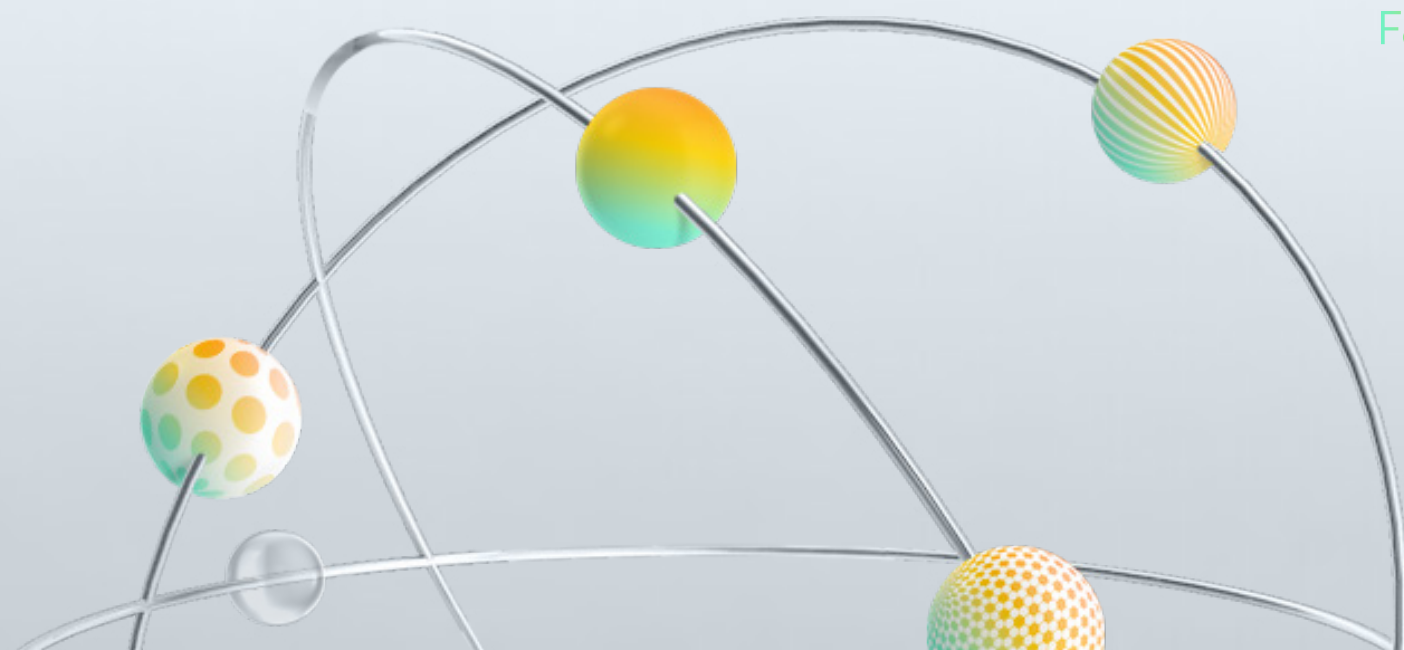
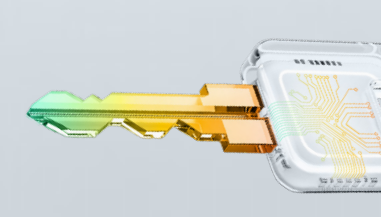


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We're happy to answer any questions. Please feel free to get in touch!



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Art direction, layout and illustration:
Johannes Schebler | Mikrolabor für Gestaltung

An AI image generator was used to create individual illustration elements, which generated artificial graphic elements with the help of prompts.

Use Cases in Detail

4 CO₂ Budget for Business Events

Challenge & Context



While there is a growing sense within the business events community to take responsibility for climate matters, proper guidance is missing:

- No standardised metrics or clear benchmarks for emissions by event type
- Sustainability often involves extra effort and cost, but is rarely measured against comparable targets
- Neither clients nor agencies currently know what counts as “good enough”

In a nutshell: sustainability often remains a vague and therefore optional concept.

Results & Learnings



I. CO₂ budget as a strategic management tool

A CO₂ budget makes emissions predictable and therefore manageable. It introduces a new level of control in project management and enables benchmarking across the industry.

II. Collaboration as a success factor

Joint development is key: clients, agencies, suppliers, and policymakers must define and agree on CO₂ frameworks together. Only then can a practical, widely accepted standard emerge.

III. Three practical ways to get started

Standardisation

Uniform emission values per event type provide a basis for comparison and are scalable and aligned with international standards.

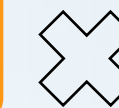
Incentive systems

Bonus schemes, visibility, and support for low-emission events foster motivation and acceptance.

Transparency and communication

A clear and easy visualisation of the CO₂ balance builds trust and reputation, both with clients and the wider public.

Collaboration Model



Applying three guiding questions, the working group approached the topic from practical, political, and planning perspectives:

1. Who is willing to accept CO₂ costs as a standard part of a budget?
2. Under what conditions are people prepared to pay a premium for sustainable options?
3. Are legal frameworks needed, or are voluntary standards sufficient?

Based on this, an initial prototype was developed:

- CO₂ limits tiered by event type (e.g., conferences, incentives, trade fairs)
- Alignment with recognised standards (e.g., ISO 20121, Science Based Targets)
- Integration in briefings, tenders, and reporting tools

Collaboration keys used

- *Key 1: data-based collaboration*
- *Key 3: overcoming biases*
- *Key 5: collaboration moments*
- *Key 13: Ubuntu mindset*

Collaboration Call

Are you interested in further exploring this topic with us and developing the initial steps for putting it into practice? If so, please click [here](#) and share your contact details.

4 Democratisation as a Path to Inclusion

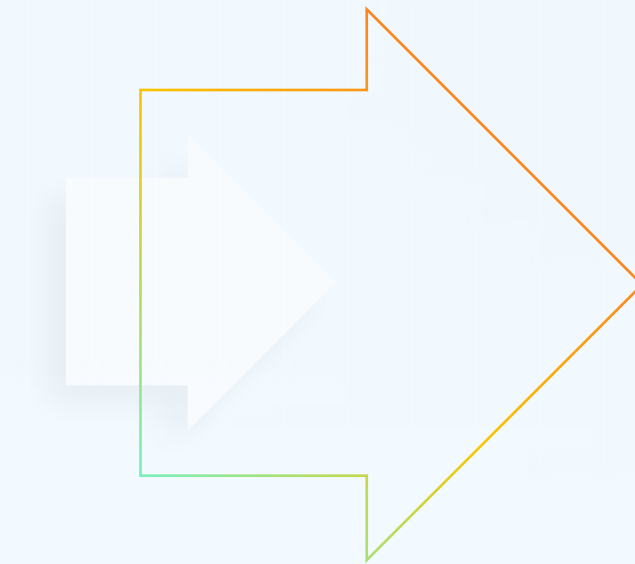
Challenge & Context



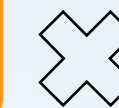
In many organisations, the following can be observed:

- Roles are defined by seniority rather than by skill
- Younger employees feel their contributions are not taken seriously
- Older employees feel overlooked or held back
- Communication styles clash (direct vs diplomatic)
- Feedback is sporadic rather than systematic

In a nutshell: collaboration becomes ineffective, and potential goes untapped.



Collaboration Model



The group focused on a key question: how to create real inclusion in everyday work, not through diversity initiatives that look good on paper, but through collaboration that is actually practiced and lived.

Based on this, specific guidelines were developed:

- Open, honest exchange in one-on-one and group settings
- Stepping into each other's shoes and mentoring
- Clear alignment on expectations and roles
- Identification of skills and strengths rather than focus on job titles
- Jointly defining consequences and responsibilities

Collaboration keys used

- *Key 2: collaboration incentives and retention*
- *Key 4: collaboration mapping*
- *Key 10: conflict resolution*
- *Key 12: Agora principle*

Results & Learnings



I. Democratisation as a path to genuine inclusion

When people can share responsibility, they feel they belong. When their voices are heard, they engage. When they are valued, they are motivated.

II. Inclusion improves effectiveness

Teams that make active use of the different skills and perspectives their members bring to the table work faster, take bolder decisions, and deliver better-quality results. Differences become strengths, not friction.

III. Three practical ways to get started

Be clear about roles

Focus on skills rather than job titles. For a team to function everyone needs to be clear about each other's skills, know who makes which decisions, and who needs what.

Feedback and mentoring as a deliberate practice, not left to chance

Regularly stepping into each other's shoes, rather than reacting with criticism. Dialogue instead of judgment.

Relationship intelligence as a leadership tool

Being aware of expectations, uncertainties, and communication styles helps prevent conflict, strengthen the team, and improve effectiveness.

Collaboration Call

Are you interested in further exploring this topic with us and developing the initial steps for putting it into practice? If so, please click [here](#) and share your contact details.

4 AI-Powered Evaluation of Event Experiences

Challenge & Context

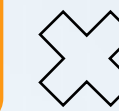


The feedback culture around business events is still fairly limited:

- Evaluation mainly focuses on attendees, not all stakeholders
- Data is collected, but rarely analysed
- Insights remain isolated, not connected
- Event experiences are not seen as a complete journey
- Opportunities for improvement remain untapped

In a nutshell: events learn very little from themselves and about themselves.

Collaboration Model



The working group developed EvaluAid as a cross-sector model, guided by the following key questions:

- How can we measure the experience of all stakeholders, not just the attendees?
- How can AI help turn large volumes of data into meaningful insights?
- How can we create a shared basis for decisions on improvements?

Approach to and structure of the pilot project:

- Mapping stakeholders and their interactions
- Joint identification of expectations and pain points
- Transparency about resources (time, staff, budget)
- Establishing an initiative to build commitment
- Maintaining a continuous improvement cycle (feedback > analysis > next iteration)

Key data sources are interviews, feedback, complaint patterns, service data, sentiment analysis, text inputs, and AI-driven semantic analysis.

The AI doesn't just answer "What happened?". It also helps explain "Why it happened."

Collaboration keys used

- Key 1: data-based collaboration
- Key 11: complementary collaboration
- Key 13: Ubuntu mindset
- Key 14: Senpai-Kohai model

Collaboration Call

Are you interested in further exploring this topic with us and developing the initial steps for putting it into practice? If so, please click > [here](#) and share your contact details.

Results & Learnings



I. Evaluation as a driver of learning

EvaluAid turns events into learning systems. The tool provides a level of insight that was previously missing, enabling continuous improvement.

II. Multi-perspective approach

The perspective of attendees is just one of many. Involving destinations, service providers, technical teams, and stakeholders from politics and business leads to stronger, more robust decisions.

III. Three practical ways to get started

Comprehensive Stakeholder Input

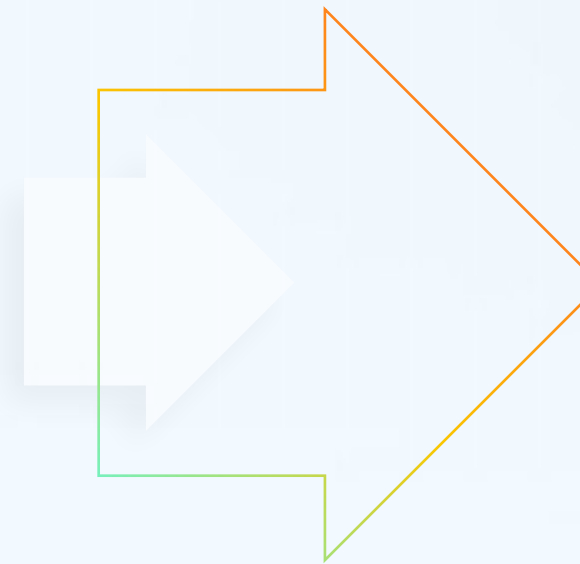
All voices are captured and weighted according to how closely they are involved in the event (high / medium / low).

Iterative AI-supported analysis

An AI module distils feedback into actionable insights. Feedback becomes a basis for planning action.

Institutionalised commitment process

By establishing a joint initiative with clear rules and goals, shared responsibility is created for cycles of improvement.



4 Data Alliance for Personalised Events

Challenge & Context



The working group identified several key pain points:

- Data exists, but is fragmented
- Organisations are reluctant to share it, due to uncertainty or competitive concerns
- There are no interoperable standards
- Individuals lack control over their personal data
- The value gained from sharing data is unclear

In a nutshell: enormous potential for personalisation remains untapped.

Results & Learnings



I. Personalisation requires trust

Genuine participation only happens when users and organisations can be confident that data is used responsibly, securely, and transparently.

II. Sharing data pays off when the value is clear

Attendees get more personalised events and content.

Organisers can significantly improve the overall event experience for their attendees. Service providers get clearer feedback instead of needing to rely on assumptions.

III. Three practical ways to get started

Open data standards

Interoperability instead of isolated, stand-alone solutions.

Mutual benefit rather than one-way street

A give-and-take that is visible and measurable.

Individual data sovereignty

Control over personal data sharing as a core principle, not an optional add-on.

Collaboration Model



The group deliberately chose a collaborative path to developing their idea. The focus was not on technology, but on trust, with the following guiding questions:

- Which data should be shared and in what form?
- How can individual data sovereignty be preserved?
- How can secure interfaces and standards be created?
- What incentives encourage institutions to share data voluntarily?

As a pilot, the group outlined the idea of an alliance, including:

1. Developing a shared commitment to data sharing
2. Defining a technical interface based on an open standard
3. Attracting new members through clear, tangible value
4. Establishing a governance structure
5. Ensuring individual user control over data

Collaboration keys used

- *Key 1: data-based collaboration*
- *Key 7: cooperating with competitors*
- *Key 13: Ubuntu mindset*

Collaboration Call

Are you interested in further exploring this topic with us and developing the initial steps for putting it into practice? If so, please click [here](#) and share your contact details.

4 A Learning AI Event Tool

Challenge & Context



The world of business events sits on a treasure trove of experience, yet that knowledge is fragmented:

- Event data is rarely collected systematically
- Insights are tied to individuals, not shared across organisations
- Benchmarks are created on an ad hoc basis, rather than being data-driven
- Planning often starts “from scratch” instead of building on existing knowledge
- There is a lack of trust and structured incentives for sharing data

In a nutshell: each organisation optimises for itself, rather than making the system as a whole smarter.

Results & Learnings



I. Collaborative learning as a driver

The tool does not just improve individual events. It builds a shared learning network. Insights aren't lost; they are multiplied.

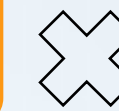
II. Transparent incentives build acceptance

Data sharing cannot be forced. It must be meaningful, secure, and beneficial. Reward systems and personal value make sharing attractive.

III. More human, thanks to better data

The tool does not replace human creativity but frees people from repetitive tasks, allowing them to focus on quality content. Events in the future will not just be planned. They will evolve as living systems, powered by collective knowledge.

Collaboration Model



The working group approached the topic from both a pragmatic and visionary perspective. Three guiding questions shaped the discussion:

- Which data can and should be shared?
- What are the concrete benefits for all stakeholders?
- How can trust and governance be established in data sharing?

Building on this, the concept for a collaborative tool emerged with the following features:

- Closed community: access only for contributing members
- Reciprocity: those who share data receive data in return
- Anonymisation: no traceability to individual organisations
- Governance rules: clear roles, interfaces, and data protection models
- Iterative development: the system evolves with use

Collaboration keys used

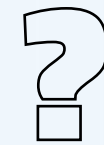
- *Key 1: data-based collaboration*
- *Key 2: collaboration incentives and retention*
- *Key 3: overcoming biases*
- *Key 14: Senpai-Kohai model*

Collaboration Call

Are you interested in further exploring this topic with us and developing the initial steps for putting it into practice? If so, please click [here](#) and share your contact details.

4 From Individual to Organisational Knowledge

Challenge & Context

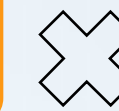


Despite good intentions, knowledge often remains tied to individuals:

- Experiential knowledge lives in people's heads rather than in systems.
- Younger employees want to contribute, but often do not know how or where.
- More experienced employees have valuable insights to offer, but do not always feel heard.
- Different communication styles collide, leading to misunderstandings.

In a nutshell: knowledge is not shared and therefore cannot be leveraged.

Collaboration Model



The working group developed an approach that embeds knowledge transfer as both a process and a cultural principle as opposed to a one-off measure.

This includes formats and principles that have proven effective:

- **Lunch & Learn** – informal, experience-based exchange
- **Reverse mentoring** – young employees teach the experienced
- **Tandem learning** – two worlds, one goal
- **Shadowing** – understanding roles through firsthand experience
- **Best-Practice libraries** – documentation becomes the backbone of organisational knowledge
- **Fail-fast nights** – learning from mistakes as a cultural principle

Collaboration keys used

- *Key 1: data-based collaboration*
- *Key 2: collaboration incentives and retention*
- *Key 3: overcoming biases*
- *Key 6: cost of collaboration*
- *Key 12: Agora principle*
- *Key 14: Senpai-Kohai model*

Results & Learnings



I. Knowledge is democratised and scalable

Rather than tying knowledge to individuals, it is embedded in formats that can be used by many. Knowledge flow becomes an organisational resource.

II. Generations complement each other instead of competing with each other

Strengths become visible: experience + energy, context + tools, hindsight + foresight. Diversity becomes a competitive advantage.

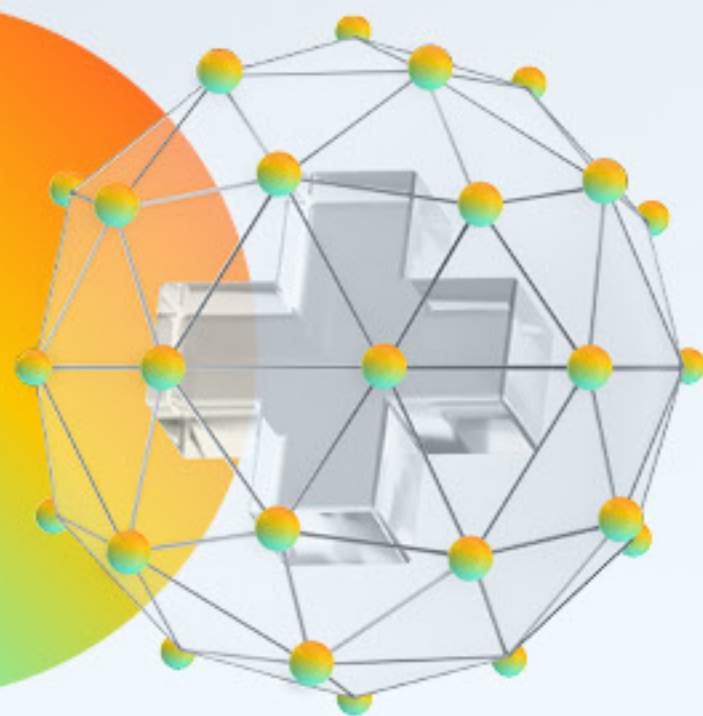
III. Cultural change through practice and routines

Knowledge transfer is no longer left to chance. It becomes an integral part of the way the organisation works and happens in a structured, methodical, and reliable way.

Collaboration Call

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4 Building Knowledge Across Companies



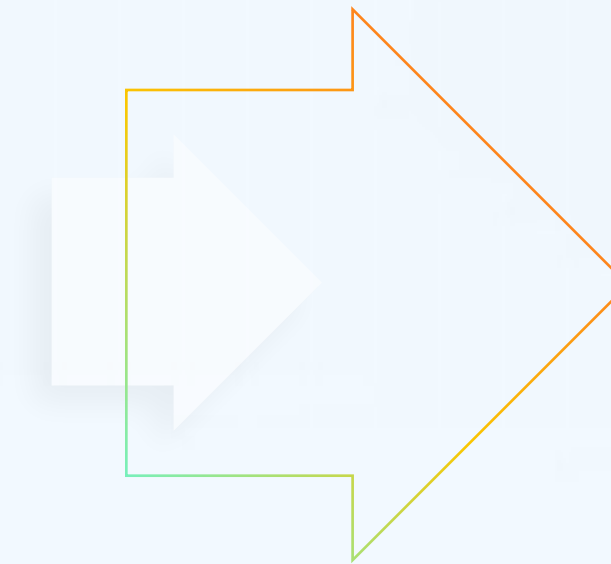
Challenge & Context



The current situation is characterised by several structural barriers:

- Lack of established processes for knowledge transfer
- Varying levels of expertise and experience
- Knowledge silos and gaps
- Hierarchy-based control of knowledge (knowledge as power)
- Uncertainty about what can and cannot be shared

In a nutshell: knowledge remains fragmented instead of flowing.



Results & Learnings



I. Knowledge sharing becomes a culture of dialogue

When knowledge is shared through stories rather than slide decks, genuine connection emerges that is human, memorable, and actionable.

II. Barriers between organisations fall away

What was once company secret transforms into collective capital and a learning network takes shape.

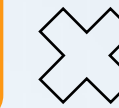
III. Values form the foundation for trust

An explicit code of values provides security and creates space for openness.

IV. Preserving knowledge through documentation

Knowledge does not disappear into people's heads. Instead, it is captured, becomes traceable, and can easily be built upon.

Collaboration Model



The approach is based on setting up a co-creating collaboration project supported by three companies.

Phase 1 – Launch & Setup:

- Joint project definition
- Identification of all stakeholders
- Definition of roles and responsibilities
- Development of a shared code of values
- Monitoring stakeholder buy-in

Phase 2 – Implementation & Interaction:

- Regular in-person meetings every two weeks
- Pairing across generations
- Anecdotal learning (experience-based narratives)
- Shadowing and speed-learning formats
- Meetings at different physical locations (rotating among all partners)

Structural support:

- External experts as required
- Communication support to ensure visibility
- Documentation on a collaborative platform
- Combination of online and in-person meetings

Collaboration keys used

- Key 1: data-based collaboration
- Key 4: collaboration mapping
- Key 6: cost of collaboration
- Key 14: Senpai-Kohai model
- Key 13: Ubuntu mindset

Collaboration Call

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4 Curating the Ideal Audience

Challenge & Context



In today's event landscape, there is a lack of precise data for genuinely matching people with topics:

- Outdated records dominate attendee acquisition
- Wasted effort due to generic invitation lists
- Limited understanding of who is genuinely interested in what
- No ability to forecast target audience dynamics
- New audiences remain invisible and undiscovered
- High manual effort required for selection and communication

In a nutshell: the right people are often missed and the "wrong" attendees turn up in large numbers.

Results & Learnings



I. Mailing lists turn into communities

TS-365 transforms target audiences from anonymous contact lists into living, growing communities with real interaction profiles.

II. Match quality is improved

Events become places for meaningful encounters rather than random meetings. Conversations are more focused, valuable, and long-lasting.

III. New audiences become visible

Suddenly, people appear who were never invited before but who bring exactly the right perspectives into the conversation.

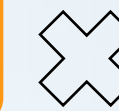
IV. Transparent data literacy is a competitive advantage

Organisations that handle their data assets confidently strengthen both their credibility and their appeal as hosts.

V. Event design evolves

Targeting and format development merge: the audience helps shape the event experience, even before it begins.

Collaboration Model



The working group "TN-Scout 365" developed its approach considering collaborative perspectives from agencies, venues, research institutions, the hospitality sector, technology partners, and database system providers.

Three guiding questions were applied:

1. Which data provides genuine insight and can be used responsibly?
2. How can we create incentives for the voluntary sharing of data?
3. How can a platform be created that adds value for everyone involved without veering into surveillance?

Based on this, a step-by-step, ideal implementation model was developed:

- Phase 1: Initial demo version, created in a five-day workshop, budget approx. €10,000
- Phase 2: stakeholder buy-in – agencies, associations, venues, tech partners
- Phase 3: pilot project – kick-off September 2026
- Phase 4: launch – January 2027

Collaboration keys used

- *Key 1: data-based collaboration*
- *Key 2: collaboration incentives and retention*
- *Key 4: collaboration mapping*
- *Key 8: interdisciplinary collaboration*
- *Key 9: digital platforms*

Collaboration Call

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