UFI Operations & Services Award 2021.
Driving transformation: The role of operations and services
in revitalising the events industry, post Covid-19

Fira Barcelona

ufi The Global Association of the Exhibition Industry

Fira Barcelona and Covid-19: learnings and future opportunities

0. Introduction.

On the 12th of February 2020, **Mobile World Congress (MWC Barcelona)**, was cancelled just a few days before its opening, being the first international event to be cancelled or postponed due to Covid-19. Since then, we have been carrying out different initiatives in partnership with different entities, to respond to the pandemic and recover our activity, with a double objective: assist our short-term recovery and establish new ways to solve future challenges, providing value in a post-pandemic environment. In a way, Covid-19 has accelerated many strategic changes, and some initiatives before were merely considered only as a potential possibility, have now rapidly evolved into a compelling need that will stay with us for a long period of time.

MWC build-up (February 2020)

Below we briefly describe 3 of these initiatives. They have been key in our recovery, and we foresee that they will prevail in the post-Covid-19: **Developing strategic response mechanisms to respond to future sanitary risks**, using **digitalization to improve productivity and customer experience** and **strengthening the existing relationships with other members of our ecosystem.**

1. Develop strategic response mechanisms to sanitary risks:

In the pre-Covid-19 world, we were prepared to deal with the "standard" known threats (fire safety, terrorism, social disturbances, etc). The sanitary risk was also present (Ebola, SARS, MERS, etc.) but not as it is today. To respond to this risk, we established a collaboration framework with different medical institutions and partners, that could provide knowledge, assessment, and validation of the actions that we would develop.

- We took advantage of the **ecosystem of institutions, companies, and collaborators** around **Healthio** (one of our own events, focused on health and technology) **to establish periodic communication channels** with medical and health consulting teams that has allowed us to receive regular updates on medical advances, existing technologies, and their state of development.

- We established a **collaboration agreement** with **Hospital Clínic de Barcelona** (one of the European reference centre in infectious diseases), to assess the effectiveness of the mitigation plans in our events. We also established a **partnership** with **Essentia HM**, a medical consultancy firm, to develop medical projects, providing our **know how in operations** and our **ability to coordinate with other venues**, to drive a fast extension of temporary medical installations in case of need. This same network allowed us to **install 336 hospital beds in our venue**, together with the public health agency of Catalonia, and will be a very valuable asset for the future, while the health risk management remains in the MICE industry. (https://www.youtube.com/watch?v=-RZ9XPfGInc)

336 bed hospital - Gran Via venue (April 2020)

Once we had established this medical knowledge platform, we carried out a thorough study of the risk of spread of Covid-19 in our events in partnership with **AON**, company specialized in **risk management**, and **Hospital Clínic de Barcelona.** With their help we designed a plan to prevent and mitigate the Covid-19 spread risks. To do this **risk analysis** we applied the following process:

- **Identification of processes/services.** More than 60 processes/services that compose the user's experience at Fira Barcelona were identified (whether and exhibitor, visitor, assembler, employee, etc.), in the three phases of the event (build up, event days, and tear down). Each of these 60 processes/services was de-composed in the different steps that define the process, identifying any interaction that was involved in every step and was a potential source of contagion, either **person to person**, person to object or **airborne transmission.** In this first phase of the risk analysis more than 50 Fira employees were involved, from all the spectrum of the user experience.

Countermeasures graphic per each process/service

- **Risk analysis of the stages of each service.** For each of the interactions identified, a risk analysis was carried out, including: **Existence of risk**: if there is a risk of transmission/contagion of the virus, **Interaction volume**: number of potential interactions per day, **Time and level** of exposure: degree of exposure due to its length or typology, and **(Overall) Risk Level** – based on the combination of the above factors.

- **Definition of countermeasures to mitigate the risk of each step.** Once every process/service has been broken down in its different steps, and all the interactions and risks have been identified, it was time to determine per each risk one (or more) specific countermeasures:

  0. **Maintain:** any current interaction if it is safe.
  1. **Eliminate:** any interaction whenever possible.
  2. **Digitize:** the interaction if possible.
  3. **Separate:** maintain a physical distance or use physical means of separation.
  4. **Screen:** identifying and managing potential positives.
  5. **Protect:** people by means of hygienic measures and personal protective equipment.
  6. **Inform:** the measures and the need for compliance.
  7. **Supervise:** compliance with the above points.

Fira Barcelona Covid-19 mitigation strategies

As a result, **more than 900 interactions have been assessed, specific countermeasures** have been identified per each interaction, and we developed **20 different projects of mitigation.** (More information about Fira Barcelona risk assessment: https://www.firabarcelona.com/en/safety-and-prevention-protocol-against-covid-19/).

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One of these projects was to **develop operational and design guidelines** for **organizers**, **exhibitors**, and **visitors**. These guidelines have been made available to customers, who have valued them highly, incorporating its content to their events' exhibition manuals (e.g.: IBTM World, Integrated Systems Europe -https://www.iseurope.org/keeping-you-safe-at-ise-2021/-, Mobile World Congress, among others). To help **re-build customer confidence,** these guidelines **have also been shared throughout different channels** with other venues and associations (at national and international level) to enable the **exchange of knowledge** and **reapplication of good practices**. (e.g.: a full webinar sharing these practices in IBTM connect webinar can be viewed on demand at: https://www.brighttalk.com/webcast/18140/425451)

All the countermeasures were **deployed in 3 events organized by Fira Barcelona in September 2020** (Bizbarcelona, Saló de l'Ocupació, and Gastronomy and Hospitality Forum -FHG-). These events were **successfully audited by KPMG** certifying the effectivity of the mitigation plan and the implementation of measures. (images of the event: https://galeria.firabarcelona.com/es/premsa/bizbarcelona-ocupacio-2020).

Fira Barcelona Organiser's Guidelines extract (June 2020)

IBTM connect webinar on Fira Barcelona Risk Mitigation Plan (November 2020)

The deployment of this plan allowed us to receive the **"Safe Travels"** stamp, granted by the **World Travel Tourism Council.** The stamp allows travellers and companies to identify those destinations and institutions that have implemented health and hygiene protocols, also **endorsed by the World Health Organization (WHO).**

We now have a **networking platform** that can **provide knowledge, consultancy and exchange of relevant sanitary information**, a **methodology to objectively assess and mitigate sanitary risk** and a **formal process to elaborate guidelines and share them** with all relevant partners. In a sense, we have **now incorporated the sanitary risk in our operating strategy**, in the same way as we did in the past for other potential threats (terrorism, cybersecurity, etc).

2. Implement technological solutions to improve productivity and customer experience.

The use of technology in our venue has been evolving rapidly in the past years, and Covid-19 has boosted its implementation. We have **developed new partnerships in industries where we had reduced knowledge**. This chapter summarizes these initiatives in two streams:

a) **Digitalization tools to connect with our customers** when physical events were not feasible, or to overcome travel restrictions. Hybrid (or pure digital) events have allowed us to **connect with increased audiences** and **extend the connection with our customers throughout the year**.

b) **Increased use of technology in physical events to mitigate risk and instil customer confidence.** Technology can provide **valuable information** of the **behaviours of attendees** to increase our **flexibility** and **efficiency**, two key strategic drivers in periods with such level of uncertainty.

a) Digitalization as a tool to connect with our customers.

- **Valmont Barcelona Bridal Fashion Week (VBBFW)** (combining catwalk and exhibition) adopted a hybrid formula. In partnership with **La Fura dels Baus** (an interdisciplinary staging company, known for their disruption and hyper-technological staging), the fashion show was transformed into an immersive and interactive space. They designed an **innovative catwalk stage** capable of adapting to the artistic needs of each designer and **creating an immersive and unique experience** for each presentation**.** The recorded fashion show, was made accessible to a global audience through an online platform, creating multiple connections worldwide. The VBBFW app allowed buyers and influencers to **interact with designers and brands**, providing **instant** feedback to the **designers and buyers**, who could do their purchase decisions knowing which collections and designs had been more **valued by the audience.**

Catwalk recording in Fira Barcelona (Sept 2020)

- **Smart City Expo World Congress (SCEWC)** was originally planned as a physical event, combined with the online platform **Tomorrow.City**, designed as a complement to the physical congress. However, Covid-19 sped up the digitalization road map, and SCEWC 2020 turned into a completely digital event. To achieve this goal, Fira Barcelona in agreement with **Mediapro Group**, a reference in the European audio-visual sector, launched **Smart City Live (SCL):** a digital platform with audio-visual content that broadcasted the conferences with television production and could also be accessed via a Video-On-Demand system. **Tomorrow.City** achieved **18.000 users**, from those about **80% where new customers**, that can **drive the future growth of the physical event.**

Smart City Live broadcast (November 2020)

Both experiences have provided profound enrichment, and have provided very valuable learnings:

- **The digital layer is an additional value not a substitution** and helps keeping the ecosystem connected.
- **Enables a much superior dissemination and viralizing of content**, spreads knowledge and help publicize initiatives that are carried out.
- **Increase the audiences, allowing the capture of potential new customers** for the physical event.
- **Using big-data provides buyers and sellers very valuable information about the end consumer preferences**, while they **still prefer physical experience to close business deals.**
- **Going digital involves modifying our business model, our organization, and the competencies** that our teams must develop, among others.

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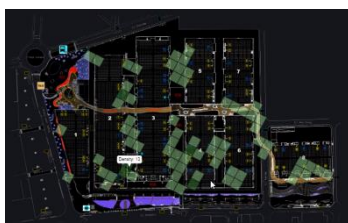## b) Increased use of technology in physical events to mitigate risk and instil customer confidence.

Covid-19 has increased the need to **implement technology**, but ensuring that whatever investment that we did was not only effective, but efficient in cost. Our strategy has been to leverage the use of existing equipment **and accelerate the development of technological deployments**, that **would continue to provide value in a post-pandemic world,** either improving **customer experience** and/or **increasing efficiency and productivity.**

- One stream of developments has been to promote **touchless interactions**, **to reduce the number of direct physical interactions** (extending cashless payments, digital badges, QR codes, online exhibitor service desk, etc). These solutions contributed to mitigate contagion risk, and to reduce cost too. Eg.: online badges reduced registration staffing onsite, cashless policy has reduced cash handling costs (security, taxes), QR codes have reduced printed materials, etc.

- A second stream was to develop **real time people capacity measures,** ensuring that every individual have an individual area of at least 2.5 m^2. There was commercially available technology to do so, but the challenge was to use a system that is widely spread throughout the venue, flexible (easy to adapt to different events and layouts), precise (providing the information required), and at a reasonable cost.

In partnership with two of our suppliers of capacity monitoring technologies and analytics (**Westpoint** and **Wizzie**), we applied a strategy of 3 layers of control: **macro**, **intermediate**, and **micro** level.

Wizzie   westpoint

- At a **macro level**: installing people-counting cameras in the perimeter and knowing the gross surface of the event we can ensure, at any time, that every attendee has over 2,5m^2 of available space.

- At an **intermediate level**: measuring existing **Wi-Fi devices** in the Wi-Fi network. Though this system counts devices, not people, provides a good estimation and helps us to identify high density areas. Divides the venue in a 30m*30m quadrant grid, triggering an alarm if any quadrant has -at any time- a density near or above 2,5m^2. In those cases, a Covid manager is sent to that specific area to divert flows or manage the queue.

Crowd control cameras in BizBarcelona access (Sept 2020)

- At a **micro (operational) level**: we installed temporary **overhead-people-counting** cameras in high density areas (entrances, crossings) **where the precision of the Wi-Fi measurement might not be enough.** We also installed **capacity control cameras in conference rooms**, and provided **lead retrieval** systems to **all exhibitors**, as a contact tracing tool -if needed-, that could be used as an indirect measure of traffic and congestion in a stand.

The **three layers of measures** (macro, intermediate, micro) help us to ensure a **good balance** providing **accurate information at a reduced cost.** The data obtained allows us to take **immediate actions** (reduce queues, divert flows, etc), and also do **short- and long-term adjustments** for the **future** (either eliminating bottlenecks for the forthcoming days, or changing layout design for future events).

Image from overhead-people-counting-camera at BizBarcelona (Sept 2020)

Wi-Fi quadrants in Fira Gran Via venue

Overall capacity Dashboard to monitor and manage flows

Covid Managers supervise flows and density compliance

- The data collected can be **treated with Artificial Intelligence**, and provide very valuable information of the **behaviour of the attendees,** that we did not know in the past, such as detailed attendance (per area, per hall), density values, types of flow, queue creation points, etc.

- This data provides a **better knowledge of people flows** (by day, by time window, by area, etc.). We can deliver **heat maps** to identify **instant main points of interest** of the event. We can do **interventions in the operation** (to influence people flow), and in the **design of the event** (to better use the spaces).

- All this technology and **data can be further exploited with data mining and artificial intelligence** to provide in depth information to exhibitors about the **quality of their attendees**, **comparisons of visitors attendance** between exhibitors or areas, etc.
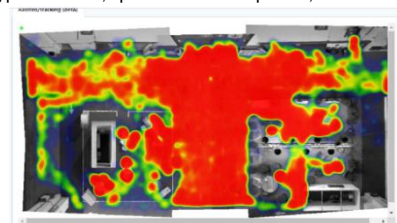
Heatmap from overhead-people counting camera at BizBarcelona (Sept 2020)

The use of this technology has provided **new insights** that, some years ago, we could only guess. We can now know, through the extensive use of lead retrieval in all our exhibitors, what is the behaviour of our visitors, which stands drive more attention than others, and what profile of visitors (overall) are visiting. We can have a much better understanding of the behaviour of our attendees, and this information can lead us to improve our events and provide very valuable information to the organisers of guest events. We are only starting to foresee the possibilities of all this information, and we expect that we will still require to do several events to fully understand its full capability.

Overall, we consider the digitalization of the events as a tool that **enlarges the borders of our event abroad**, and that can **connect with distant customers,** and bring them (part of) the experience of the venue. Though they miss the face-to-face interaction, they can interact with us through **different channels,** and we are **exchanging** lots of data an information with them. On the other side, **the use of technology in the physical events** (boosted by Covid-19 and risk mitigation), **allow us to gather and collect a whole new level of data**, and we can **develop a more in-depth knowledge of customer behaviour,** analogue to the data that we currently get from them when they attend digital events.

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3. Strengthen existing relationships with our community and other members of our ecosystem.

By definition, fairs are business and spaces where **relationships are forged** between exhibitors and visitors, but also with organisers, suppliers, partners, employees and the community of which we are part. Our mission has always been to be a multi-industry economic engine, cooperating with public and private initiatives. During this crisis we have appealed to this mission, **reinforcing all the relationships of which we are part of**: aiding our **community**, supporting our **customers**, preserving our **value chain** of suppliers and partners, looking after our **employees** and reinforcing our **bonds with other venues, associations and the event industry**. While doing so we have **re-shaped many of these relationships**, as a valuable asset to confront the future challenges that we might face (climate change, economic crisis, etc):

- **Community:** Venue and event organisers traditionally have knowledge, space, and experience to rapidly transform spaces to provide emergency response centers, and with Covid-19 this capability has been shown again in the event industry around the globe. On the early stages of the pandemic, alongside with the sanitary crisis, **a social crisis emerged** as different social entities and homeless shelters were forced to close. In this scenario and in partnership with different **NGOs (Nutrition without Borders**, among others), we converted 6.000m2 of exhibition floorspace in a homeless shelter, with more than 450 beds, and donated more than two tons of food to cater their needs. While we regularly work with NGO's to donate material and food, these pasts months have helped to strengthen our relationship and our commitment to keep aiding our community in case of need. (https://www.elperiodico.com/es/barcelona/20200404/abre-el-campamento-de-la-fira-para-hombres-sintecho-que-no-tengan-coronavirus-7904601).

Homeless shelter at Fira Montjuïc (March 2020)

- **Value chain:** We have always relied on a wide network of companies to conduct our activity. The abrupt disruption experienced these past months has jeopardised the continuity of this value chain. We considered our **responsibility to ensure its survival**, as it would be a **key element to rev up faster** once we would be able to retake the activity. To do so, we did several initiatives:

  - **Supplier aid program:** all suppliers were regularly **interviewed** and their **financial capability assessed**, as they are key players in the recovery of the activity. Based on the above data we designed **different actions for those suppliers in need**, with a wide range of actions, **adapted to every supplier need**, e.g.: Extend current contracts, reduce payment terms, allow temporary storage of material in our venue if needed, adapt the requirements of forthcoming bids to adapt them to the current uncertainty, etc.

  - **Service integration:** as we rely on many external suppliers, in strategic services we regularly review where is the **sweet spot between in-house and outsourcing** (in terms of flexibility, know how, risk, etc). This crisis has helped us to **review this balance** again, and **internalize** some parts of the value chain, to help **preserve the know-how** of these critical services.

- **Associations in the exhibition industry:** As many other venues and organisers, we are part of several trade fairs and venue owners associations at national and international level. While we friendly compete amongst other in capturing business opportunities, we cooperate regularly: sharing knowledge, guidance, and good practices. **During this time of adversity, cooperation has driven all our interactions**, and the established network of communication has made a difference in helping manage this crisis. We have done that through regularly association meetings, webinars, etc, and also sharing and following the updates of international associations as UFI, AIPC, EMECA, AEV, etc. These channels will play a major role to **help us face in a united way the global challenges** that we are already foreseeing (climate change, economic crisis, etc). Some of the results achieved has been:

  - In the early stages of the pandemic this network allowed us -trough the Spanish Trade Fair association (AFE)- to **work together to influence the administrations** in the first months of the pandemic, to have a **legal framework that could allow us do events.**

  - These networks have also allowed us to do **fast and effective reapplication of good practices among venues**. As we all have similar spaces, suppliers, technical capabilities, we have been able to rapidly **share** and **re-apply** the best practices among us. (e.g.: we are currently using the Catalan trade fair association -FEFIC- to implement mass vaccination, using our venue as a lead model to optimize vaccination layout and processes, prior to the deployment to other venues).

4. Conclusions and key learnings

Covid-19 has forced all of us to cancel or postpone many of our plans for 2020, suddenly stopping our growth path of previous years. In response of these unexpected crisis, we have developed many different initiatives, that have brought some valuable lessons for the future.

- **Search for the knowledge that you do not (yet) have.** Seek for experts in their field and establish partnership with them. Might be medical information, on risk management, on broadcasting capabilities, in capacity monitoring, etc.

- **Strengthen relationships and reinforce communication:** with customers, suppliers, partners, and everyone in your ecosystem. The bigger the crisis, more diverse knowledge, capabilities, and collaboration is needed. The ability to work effectively with others pursuing the same goal is key.

- **Analyze risks in depth:** a good understanding of the risk and its main sources is a very valuable information to be able to reduce the risk, and to do so in the most cost-effective way.

- **Before investing, seek for new uses of existing technology.** Ask yourself what else can be done with the current existing technology. Using current technology and investing wisely can reduce the overall cost and speed up the process.

We are confident that these principles can help us in the future if we are faced by a similar challenge, while we profoundly hope that none of us will ever face such sanitary crisis again. Meanwhile we look forward to being back soon, to help all the different economic sectors that rely on us.

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5. Additional References. Partners Contact details

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3. Strengthen existing relationships with our community and other members of our ecosystem

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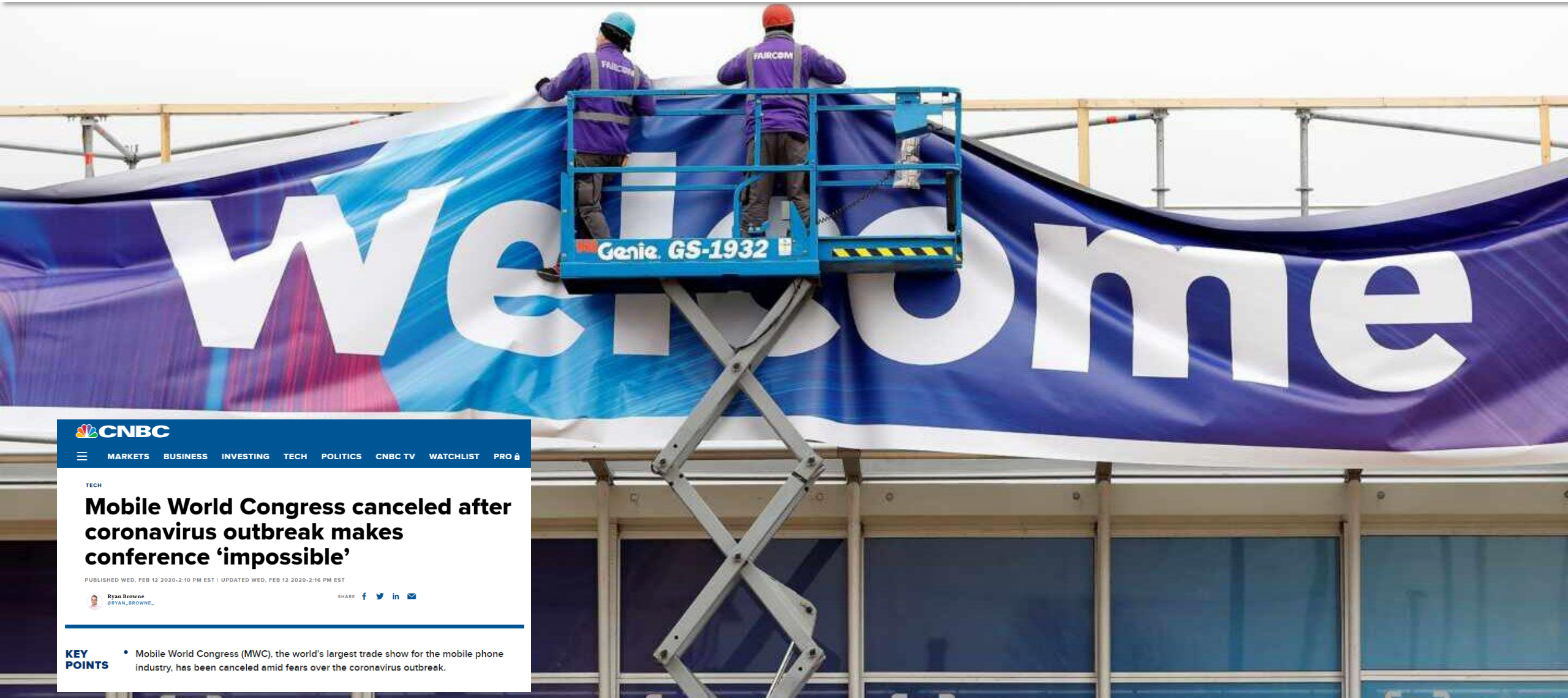AFE - Asociación Española de Ferias (Spanish Trade Fairs Association)
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Fira Barcelona and Covid-19:
Learnings for a better future

Covid-19 outbreak

CNBC

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TECH

Mobile World Congress canceled after coronavirus outbreak makes conference 'impossible'

PUBLISHED WED, FEB 12 2020·2:10 PM EST | UPDATED WED, FEB 12 2020·2:16 PM EST

Ryan Browne
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SHARE f 𝕏 in ✉

KEY POINTS
- Mobile World Congress (MWC), the world's largest trade show for the mobile phone industry, has been canceled amid fears over the coronavirus outbreak.

Brought multiple challenges… and multiple partners!

Fira Barcelona

The need to:

Develop Sanitary risk response mechanisms

in partnership with medical and risk experts:

ESSENTIA

CLÍNIC BARCELONA Hospital Universitari

AON Empower Results®

The need to:

Bring events back (onsite and online)

in partnership with broadcasting, production and technology experts:

westpoint

wizzie

MEDIAPRO

LA FURA DELS BAUS

The need to:

Strengthen relationships within our ecosystem

together with our community, our value chain, and our industry:

Creu Roja Catalunya

nutrició sense fronteres

fefic federació de fires de Catalunya

afe asociación de ferias españolas

EMECA

AIPC EXCELLENCE IN CONVENTION CENTRE MANAGEMENT

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Develop sanitary risks response mechanisms

Fira Barcelona

Objective #1:

Build temporary sanitary centers

to support our National Health Care System

In partnership with:

Essentia
Health Management

ESSENTIA

- Medical consultants, experts in **lean management** (healthcare)

- Coordination with Health Authorities.

AIPC AND UFI GOOD PRACTICE GUIDANCE

Convention and Exhibition Centres as **Temporary Emergency Facilities**

AIPC
EXCELLENCE IN CONVENTION CENTRE MANAGEMENT
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GOOD PRACTICE GUIDANCE MARCH 2021

Convention and Exhibition Centres as **Temporary Vaccination Centres**

AIPC
EXCELLENCE IN CONVENTION CENTRE MANAGEMENT
ICCA
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While Fira Barcelona provided:

- space and **know-how** in operations management

- best practices and standards of temporary aid centers (e.g.: UFI and AIPC guidelines)

- Coordination with other venues, to enable fast escalation.

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Develop sanitary risks response mechanisms

Results:

Temporary Hospital
(April 2020)

- 336 beds installed

- Valuable network while Health risk management remains

Develop sanitary risks response mechanisms

Results:

Temporary Hospital
(April 2020)

- 336 beds installed

- Valuable network while Health risk management remains

Vaccination center
(April 2021)

- 40 vaccination spots

- 1 vaccine every 1,5 min

- 16.000 vaccinations/day

Develop sanitary risks response mechanisms

Fira Barcelona

Objective #2:

Develop sanitary risk assessment methodology

Study of the risk of spread of Covid-19 in our events

This risk assessment methodology can be reapplied in any future sanitary risks.

In partnership with:

AON
- company specialized in risk management

AON Empower Results®

Hospital Clínic
- European reference centre in infectious diseases

CLÍNIC BARCELONA Hospital Universitari

>60 user experience processes reviewed

→

420 process steps analysed

→

>900 Risk interactions identified
- person-person
- person-object
- airbone transmission

→

8 different mitigation strategies applied

↓

>50 team members involved

←

20 mitigation projects to implement all measures

←

Supervise — Maintain — Eliminate — Digitalize — Separate — Screen — Protect — Inform

Fira Barcelona
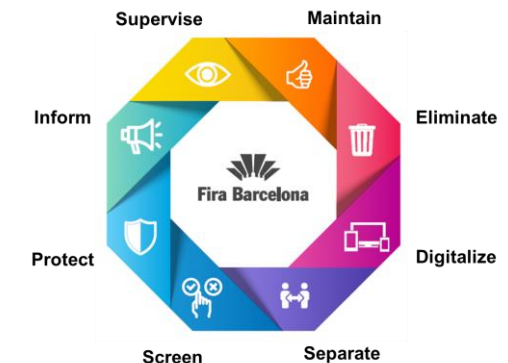
Develop sanitary risks response mechanisms

Results:

20 mitigation projects completed, including:

Design and operational guides for organisers, exhibitors and visitors

to mitigate Covid-19 risk at events
(June 2020)

Shared with customers*, other venues and associations

Covid-19 risk mitigation plan at trade fairs held by Fira de Barcelona

Design and operational guide for Organisers

v.2 (22/06/2020)

Contents

1

Introduction to the design and operational guide for organisers

In response to the emergence of the SARS-CoV-2 coronavirus and with the purpose of contributing to the economic recovery by guaranteeing absolute safety for our customers and employees, Fira de Barcelona has carried out a comprehensive study of the risk of being infected by the virus during our trade fair activity, enabling us to design and implement measures geared towards preventing and mitigating the above risk. These have been defined in different fields (adaptation of capacities to the recommended social distancing, traffic flows, additional cleaning and sanitation protocols, additional signage, etc.).

The following guide provides information on the aspects of the design and operations for events which, together with the actions being taken around the rest of the venue, will enable us to reduce the risk of the spread of the SARS-CoV-2 coronavirus in your stand. In order to perform the risk analysis and draw up this guide, we have worked in partnership with external companies specialising in risk management and obtained the endorsement of the epidemiology service of the Hospital Clínic de Barcelona, a domestic and international flagship institution in the management of infectious diseases. This manual is divided into different sections and the aspects listed herein are mostly recommendations related to design and operations, except for those that require mandatory compliance. This guide should be regarded as complementary to Fira de Barcelona's technical standards and implemented in accordance with the safety and accessibility provisions defined therein.

General principles of the mitigation strategies

According to the current medical studies recognised by the international scientific community, the risk of the spread of the SARS-CoV-2 coronavirus is chiefly due to interactions between people and between people and contaminated objects. The chief recommendation for its mitigation is to prevent person-to-person and/or person-to-object interactions. If this is not possible, the established physical safety distance should be maintained. In the event that the above recommendations cannot be fulfilled, physical means of separation (personal protective equipment, protective screens, etc.) should be incorporated. With these operational principles in mind, seven specific risk mitigation strategies have been taken into account to define the actions listed in this guide:

0. **MAINTAIN** any current interaction if it's safe.
1. **ELIMINATE** any interaction whenever possible.
2. **DIGITALIZE** the interaction if possible.
3. **SEPARATE:** maintain a physical distance or use physical means of separation.
4. **SCREEN,** identifying and managing potential positives.
5. **PROTECT** people by means of hygienic measures and personal protective equipment.
6. **INFORM** the measures and the need for compliance.
7. **SUPERVISE** compliance with the above points.

2

*Communication to exhibitors is key!

Bring events back - onsite

Objective #3:

Apply technology to minimize Covid risk onsite

and instil customer confidence

Bring events back - onsite

Covid mitigation measures applied:

Touchless interactions:

- Digital badge
- Contact management
- Extensive use of QR codes
- Cashless payments

Badgeless access

Contact management and tracing

Paperless policy

Cashless payments

Bring events back - onsite

Covid mitigation measures applied:

Touchless principles:

- Digital badge
- Contact management
- Extensive use of QR codes
- Cashless payments

Other:

- Temperature controls
- Flow management
- Reinforced ventilation
- Increased cleaning
- Hand sanitizers
- Protective screens
- Increased communication
- Capacity monitoring
- etc

Bring events back - onsite

Capacity monitoring
3 layer strategy

We required a **technological solution** to measure **density precisely** and real-time:

$$Density = \frac{Available\ Space\ (m^2)}{people\ (\#)} \geq 2{,}5m^2$$

- Investing in new technology throughout the venue was too expensive.

- Custom made developments could imply delays in its implementation.

- **To reduce cost** and speed up the implementation, we focused on commercial, already implemented technology, adopting **a 3 layers strategy:** **Macro**, **Intermediate**, **Micro**

In partnership with:

Westpoint Solutions

- Capacity monitoring technologies

Wizzie

- Analytical and artificial intelligence solutions

Bring events back - onsite

Capacity monitoring

3 layer strategy

a) Macro

Total amount of people in the venue (precise, realtime)

Perimeter access people counting cameras

(temporary installation)

Total event surface

$$Density = \frac{Available\ Space\ (m^2)}{people\ (\#)} \geq 2{,}5m^2$$

Total people inside the event

Bring events back - onsite

Capacity monitoring

3 layer strategy

b) Intermediate

Estimated* total amount of people spread in the venue

* Measure of devices, not people, in 30m*30m quadrant grid.

Device density measurement
(using existing wifi network)
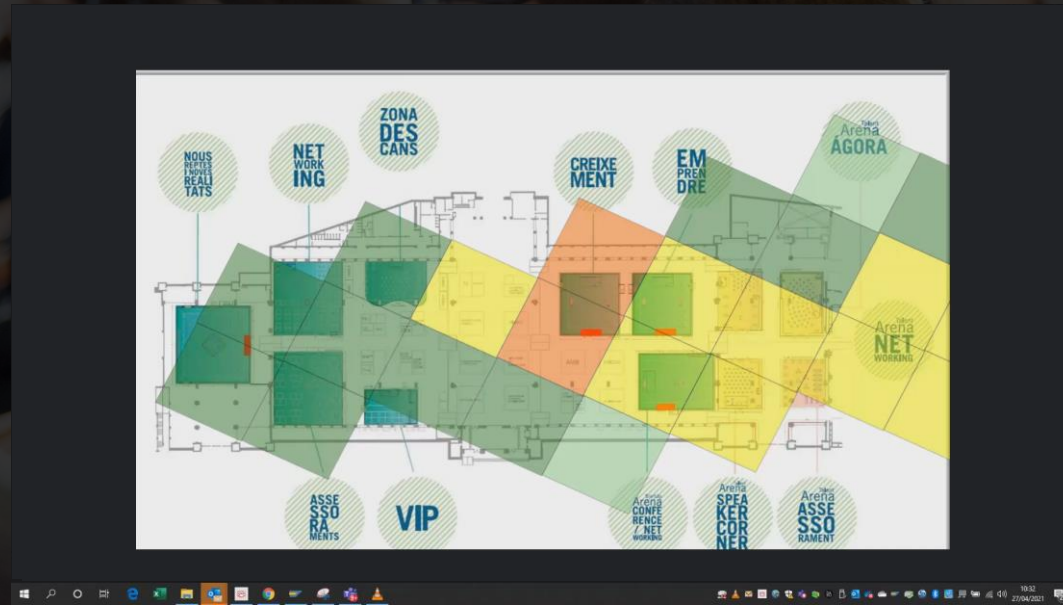
Quadrant surface (900m²)

$$Density = \frac{Available\ Space\ (m^2)}{people\ (\#)} \geq 2{,}5m^2$$

Devices inside each quadrant

Bring events back - onsite

Capacity monitoring
3 layer strategy

c) Micro

Precise number of people in a specific designated area
using over-head cameras in high density points

Over-head people counting cameras
(temporary installed in high density points)
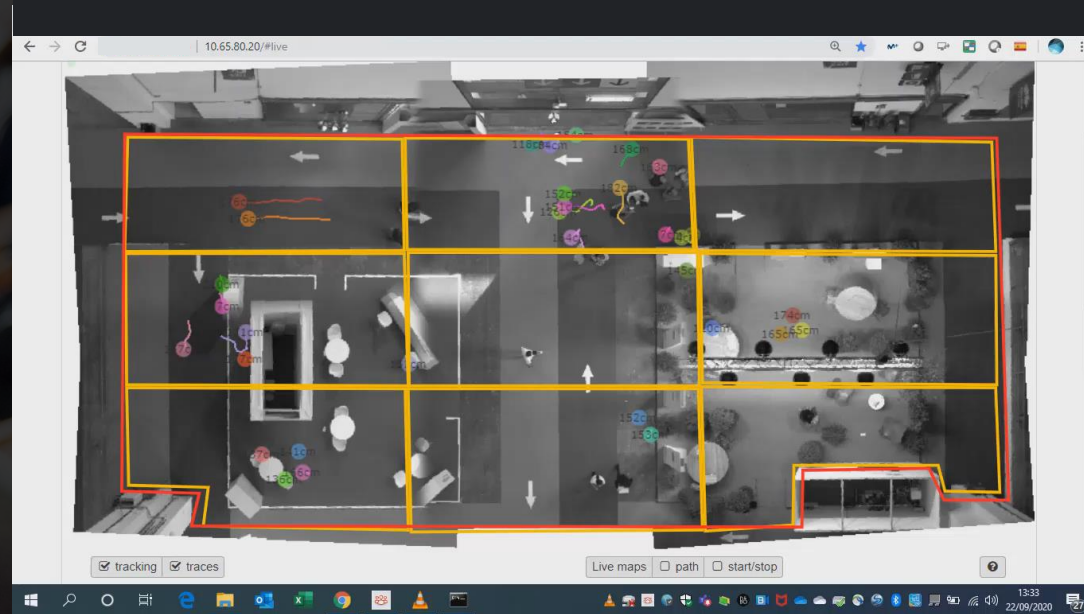
Surface covered by the camera

$$Density = \frac{Available\ Space\ (m^2)}{people\ (\#)} \geq 2{,}5m^2$$

People counted by the camera

Bring events back - onsite

Results:

3 events held in Fira Barcelona
(September 2020)

- **BizBarcelona**

- **Saló Ocupació**

- **Food & hospitality, tourism and gastronomy forum**

Covid mitigation plans succesfully audited by:

Capacity monitoring

- **7.568** overall accesses (21st-23rd sept. 2020)

- **1299** simultaneous devices

- **39** quadrants overviewed

- **4,03** m²/person average max. density

- Average density kept within range in all high density points.

- No alarms registered for exceeding density threshold

- <5k€ overall capacity monitoring cost

Bring events back - online

Objective #4:

Co-creating Digital Events with production and media partners

- **Valmont Barcelona Bridal Fashion Week**

- **Smart City World Expo Congress**

- Allows us to **connect with our customers** when physical events were not feasible

- **Extends this connection** throughout the year

- **Increase audiences**, allowing the capture of **potential** new customers

- **Using big-data** as a source of information about end consumer preferences

In partnership with:

La Fura dels Baus

- Interdisciplinary production company

- Known for their disruption and hyper-technological staging

Mediapro Group

- Reference in the European audio-visual sector

- Experts in content integration, production, and distribution.

Bring events back - online

Physical
Fashion Show
(April 2019)

Bring events back - online

Digital
Fashion Show
(September 2020)

- Turning 3.000 m² of Hall space into a digital studio

- Innovative LED screen (22,5m width * 7m height)

- Fashion shows recorded and edited and made available through the event app
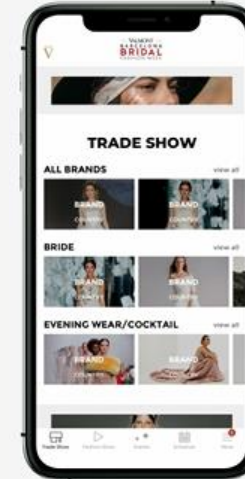
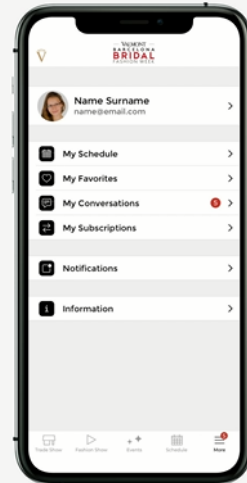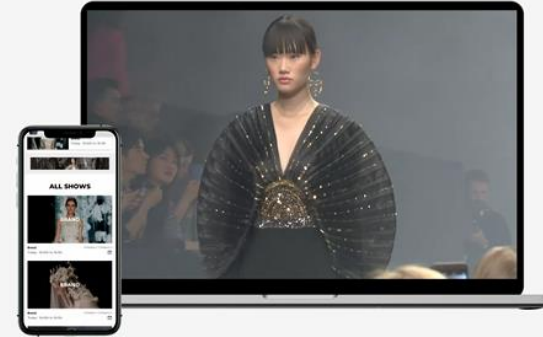# Bring events back - online

Digital
Trade Show
(September 2020)

- Custom app including:
  - Fashion Shows
  - Events
  - Trade Shows

- Multiscreen experience

- Provides real time information on customer preferences

- Allows interaction between customer and brands

Trade Show, Fashion Shows and Events

multi-screen experience

Fashion Shows
Invite your **brides-to-be** to the Fashion Shows to find out what their tastes and preferences are
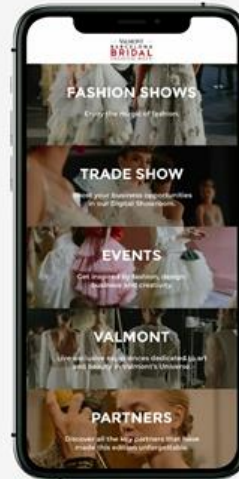
Organise your agenda and personalise **your digital experience**

Trade Show
Brands from **around the world** in a single digital platform

Reach out by chat and **close business deals** wherever you are

Bring events back - online

Results:

- **16.000** users

- **59%** new customers
  (e.g.: brides-to-be)

- **24** Fashion Shows

- **47.147** sessions

- **>70.000** views
  in the VBBFW app

- **>4.000.000** views
  (3M views from China market)

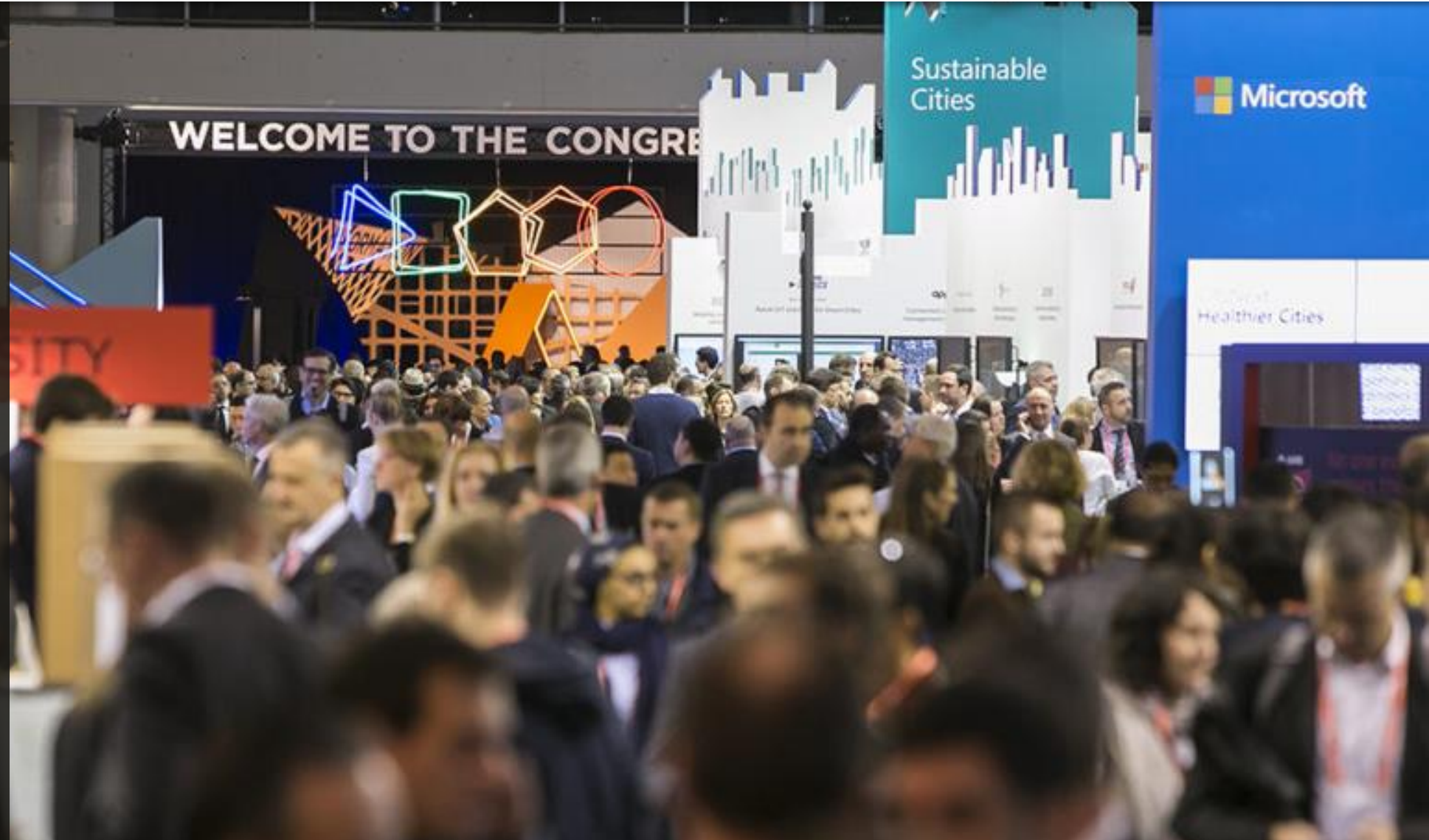- **14** min average session

Bring events back - online

Results:

- **44** hours of live content

- **86** Total sessions

- **144** countries
  With active users

- **242** speakers

- **5,704** heavy users
  Viewed more than 30 minutes

- **20,849** active users
  Watched more than 30 seconds

- **114,215** total views
  unique active user plays of >30 seconds

- **5,452,854** impacts
  On social networks

Bring events back - online

Results:

Tomorrow.City
https://tomorrow.city/

- **Online platform** to review content on demand

- Allows **24/7 connection** with the audience

- Reached **80% new customers** vs onsite experience

Digitalization is an **additional value**, not a substitution: Customers still prefer physical.

TOMORROW.CITY

NEWS & VOICES ▾ TALENT SOLUTIONS ▾ EVENTS ▾ PARTNERS

Imagined by: SMARTCITY EXPO WORLD CONGRESS

GLOBAL CHALLENGES, LOCAL SOLUTIONS – REWATCH OUR FOCUS SESSIONS #1 ON-DEMAND!

THE BACKBONE OF TOMORROW.CITY

WHAT IS TOMORROW.CITY? — The biggest platform about urban innovation

ENERGY & ENVIRONMENT — Cities leading the fight for climate change

GOVERNANCE — Governments embracing the smart revolution

MOBILITY — Tomorrow's transport: faster, safer, cleaner

ENABLING TECHNOLOGIES — Digital transformation came to stay

LIVING & INCLUSION — Cities by the people, for the people

INFRASTRUCTURES & BUILDING — Smart planning for smarter living

Strengthen relationships within our ecosystem

Objective #5:

Provide active support to our ecosystem

- **Community**

- **Value Chain**

- **Industry associations**

Value Chain

Supplier aid program:

- **Regular interviews and custom support** actions:

  - Contract extension

  - Modify payment terms

  - Allow temporary storage of material in our venue

  - Adapting the requirements of forthcoming bids

  - etc.

Industry Associations

Active membership:

- **Exchanging knowledge** and **good practices** in the exhibition industry at national and international forums.

- Using the existing networks in our own events to **exchange knowledge** and explore **joint initiatives.**

- Do fast and effective reapplication of good practices among venues.

In partnership with:

Strengthen relationships **within our ecosystem**

Fira Barcelona

Community

Temporary shelter

- 6.000 m2 of exhibition halls transformed to homeless shelter

- 450 beds

- 2 Tons of food donated

In partnership with:

Value Chain

Supplier aid program:

- **Regular interviews and custom support** actions:

  - Contract extension

  - Modify payment terms

  - Allow temporary storage of material in our venue

  - Adapting the requirements of forthcoming bids

  - etc.

Industry Associations

Active membership:

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In partnership with:

nutrició sense fronteres

Creu Roja Catalunya

fefic federació de fires de Catalunya

afe asociación de ferias españolas

AIPC EXCELLENCE IN CONVENTION CENTRE MANAGEMENT

EMECA

ufi The Global Association of the Exhibition Industry

Conclusions and learnings

Fira Barcelona

Develop Sanitary risk response mechanisms

Search for the knowledge that you do not (yet) have

- Seek for partners in their field of expertise.

Sanitary risk is here to stay:

- Developing response mechanisms is a must.

- A strongest sanitary network provides knowledge, and more efficient and flexible responses.

Bring events back (onsite and online)

Technology to reduce risk effectively and efficiently

- Before investing, seek for new uses of existing technology. Reduces cost and speed up the process.

Going digital: more than technology

- Modifies the business model, the organization and the team competencies.

- Implies lower profitability, and can conflict with our mission as an economic engine for the territory.

Strengthen relationships within our ecosystem

The bigger the challenge, the strongest the alliances need to be

- We are part of an ecosystem, and we cannot overcome a global crisis alone.

- Big crisis can provide big opportunities:
  - ✓ forging stronger relationships
  - ✓ Acquiring deeper knowledge
  - ✓ Developing new capabilities
  - ✓ Higher level of collaboration.

See you in June 28th!