

# BERLIN PAPER 2025

## Major Events in Berlin: Shaping the Future Together

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Strategic Recommendations  
for the Management of  
Sustainable, Inclusive, and  
Innovative Major Events

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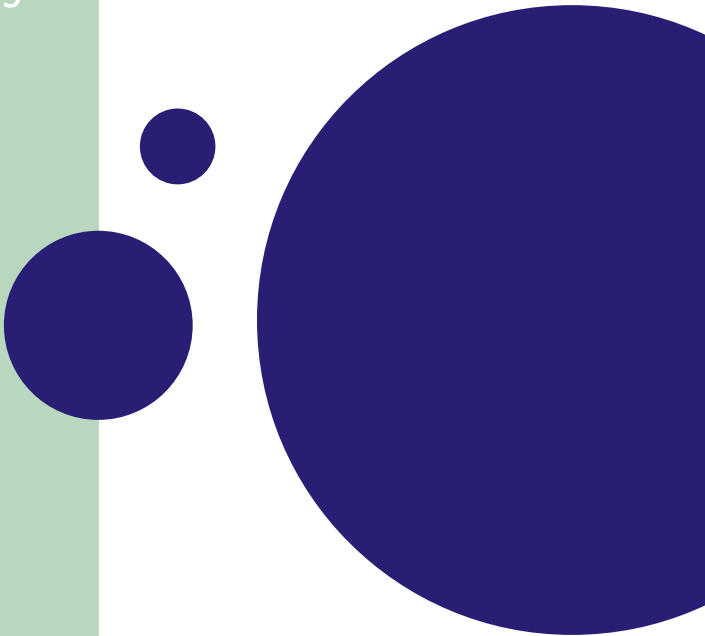
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Enterprises



Over the next 10 years, Berlin aims to establish itself as a global pioneer city for sustainable and inclusive major events.



Representatives from politics, business, and civil society agree: Berlin's future viability as a leading event metropolis depends on close cooperation and a clear strategic direction.

# Executive Summary

Our vision of Berlin as the destination for major events is achievable—if we all pull together. And by “we,” we mean all stakeholders.

Further data and facts on tourism and MICE in Berlin can be found in our [market research tool](#).

Berlin has established itself internationally as a major destination for large-scale events and continues to benefit significantly from both the tourism sector and the MICE industry (Meetings, Incentives, Conventions, Exhibitions/Events).

Participants of conferences and congresses alone generate annual expenditures of €4.262 billion, of which €2.815 billion directly impact Berlin’s economy. These expenditures result in a gross value added of €1.714 billion and support over 45,000 jobs across Germany—more than 27,000 of which are located in Berlin (Berlin’s Event and Congress Statistics, 2024).

These figures account solely for participants’ personal expenses such as accommodation, meals, and similar costs—averaging €350 per person per day. In addition, there are the conference-related expenses incurred by organisers, including venue rental, catering, technical equipment, exhibition construction, and other services.

At the same time, the city is committed to realising its sustainability and inclusion goals while maintaining its competitiveness in the global context in order to ensure long-term success.

Major events and gatherings are far more than just economic or cultural highlights—they have the potential to bridge societal divides and create new social connections.

With intentional design, events can create spaces for genuine encounters—regardless of origin, social status, or political beliefs.

Emotional, community-building experiences activate our “social brain” and help overcome prejudices. This not only strengthens social cohesion but also positions Berlin as a role model for inclusive and dialogue-driven event formats. International and purpose-driven large-scale congresses and business events also foster new connections, innovations, and visibility for Berlin’s economic and scientific sectors, further enhancing the city’s profile in these areas.

**Over the next ten years, Berlin aims to establish itself as a global pioneer city for sustainable and inclusive major events. To achieve this vision, an action plan is needed that involves and coordinates all relevant stakeholders.**

The [Berlin Tourism & MICE Summit 2024](#) (BT&MS 2024) provided a central platform for exchange between stakeholders from politics, business, and civil society. Based on the insights gained, the co-organisers are developing the Berlin Paper as an action plan. The cross-departmental dialogue initiated at the summit is essential for the continued development of this strategy. Close cooperation among all parties involved is key to securing Berlin’s long-term viability as a leading event destination.

## HOW DO WE ACHIEVE OUR SHARED GOAL?

With a **strong, interconnected, and innovative visitor economy**, Berlin can further develop into one of the leading destinations for major events. It is crucial to involve different stakeholders in the process and collaboratively develop work packages that contribute to the long-term achievement of this goal.

## AND WHAT NEEDS TO CHANGE BY 2035?

The cross-industry **networking of key stakeholders from the events and tourism sectors** should be strengthened through regular exchange formats and a central platform. A newly established Berlin Event Board will coordinate event applications and play a key role in planning. In this way, it will significantly contribute to positioning Berlin as an attractive event metropolis and will have a lasting impact on the city's image.

For the efficient planning and execution of major events, there needs to be an **official point of contact** that coordinates between politics, organisers, security institutions, and the administration. This central body will, for example, manage security-related processes, public transport planning, city design, and sustainability standards. Recurring processes can be optimised, and an official allocation will prevent bureaucratic hurdles. An independent Berlin Assembly Venues Ordinance would make major events safer and more efficiently planned by creating uniform regulations, reducing bureaucracy, defining security standards, considering modern event formats, and enabling faster governmental decisions.

Finally, **central security requirements** should be developed to ensure uniform safety standards. Regulations concerning maximum occupancy, escape routes, and detours are necessary, as are regular training sessions for the relevant stakeholders to continually improve the quality of safety measures.

To promote the sustainable development of major events in Berlin, **mandatory sustainability standards** are required, considering both ecological and social criteria. These standards should be linked to specific measurement criteria to accurately assess the impact of events. Continuous evaluation must be an integral part of planning to optimise the long-term effects on the environment and society.

Another important aspect is the promotion of **citizen participation**. By expanding existing participation formats and providing free access to events, broad acceptance within the city's society can be achieved.

To meet the demand for skilled workers in the events and tourism sectors, **practical training programmes** should be developed that address specific industry requirements.

The development of a **comprehensive inclusion and accessibility plan** is essential to ensure that all people have access to events. This plan should include not only barrier-free access to events but also multilingual informational materials and training for event teams.

For a positive perception of major events in Berlin, a **transparent communication strategy** is necessary, one that highlights the positive impacts on the local society and economy.

Additionally, the promotion of **innovation and technology in the event industry** should be advanced to increase the efficiency of events.

To optimise mobility during major events, Berlin's **transportation infrastructure** must be further expanded. Sustainable, interconnected transport solutions such as car-sharing and e-bikes, along with the integration of transportation infrastructure into event tickets, will contribute to more environmentally friendly mobility.

The implementation of these measures requires **close cooperation among all relevant stakeholders** in order to position Berlin as a sustainable, inclusive, and innovative major event city of international significance.

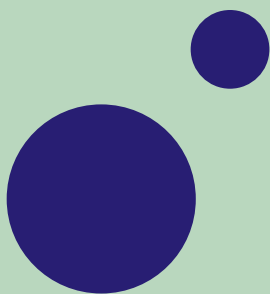
[Here you can get involved and help shape the future.](#)



**“Berlin has once again proven to be the right place for mega events, as shown during the 2024 European Championship.**

**Smooth organisation and hospitality go hand in hand here!”**

**FRANZISKA GIFFEY**  
Senator for Economics,  
Energy, and Enterprises



**MICHAEL BIEL****State Secretary for Economics, Energy, and Enterprises**

"We support the tourism and event industry in Berlin because it is an important economic factor and our calling card to the world. Two major topics are particularly on our radar: securing skilled workers and developing a growing, yet sustainable and city-friendly tourism. Together with the industry, we also want to bring more events, trade fairs, and congresses to Berlin, thereby strengthening the economy and the city's return on investment."

**MATTHIAS LEONHARDT****Managing Director, BEN e.V.**

"It's not about copying other cities; it's about making large-scale events city-friendly and as sustainable as possible. Berlin is so diverse in every respect that events coming to our city will not only change the city itself but can also learn a lot from Berlin. The only requirement: Berlin needs a shared will and the courage to take new paths. We are ready!"

**ROBERT RÜCKEL****Vice President, IHK Berlin**

"Berlin tourism and the Berlin MICE sector are a success story thanks to the diverse offerings, driven by entrepreneurs and employees alike. Providing these people with a platform for exchange is a matter close to my heart. Only if we tackle challenges together can we successfully meet the demands of tomorrow."

**GEORG STRECKER****Chairman of the Board, INTOURA**

"It is good and right that the tourism stakeholders of Berlin, in a refreshingly constructive collaboration, have now agreed on a promising strategy to firmly establish the city as THE place for attractive and sustainable major events on an international scale. With this innovative approach, they certainly have a strong chance of inspiring both politics and administration to actively support this visionary strategy and promote its focused implementation."

**SABINE WENDT****Managing Director, visitBerlin**

"We want Berlin to be a city that offers excellent conditions for major events. These not only bring many guests to us, but they also have diverse economic, social, and cultural effects on the city. To further develop Berlin's success as an event destination, we need a strong and efficient network of stakeholders, as well as a top-class offering for organisers and their guests."

**BURKHARD KIEKER****Managing Director, visitBerlin**

"Major events with international appeal are part of the success story of the visitor economy in Berlin. In order for our city to remain attractive for future major events, we need to work on important levers: unified standards must be developed, and technology and innovations must be promoted. The Berlin Paper, developed in collaboration with the industry, serves as a guiding framework."

**GERRIT BUCHHORN****Chief Executive Officer, DEHOGA Berlin**

"It is important to us that the ideas developed are ultimately implemented, so that all stakeholders benefit. Only together with all stakeholders and the state government can we put these coordinated proposals into practice."

**STEFAN ATHMANN****Chairman of the Board, visitBerlin Partnerhotels e.V.**

"Major events such as concerts, festivals, or sports events bring tourists to the city, who spend money in hotels, restaurants, shops, and other local businesses. This leads to economic growth and supports the local economy."

# Berlin – THE destination for major events?

We asked the initiators and partners of the BT&MS: What makes our city the perfect host for major events? And what added value do these events generate for Berlin, the Berlin economy, and the people of Berlin?

# Thinking / Talking / Making Change Together

Major events are an important driver of economic growth, cultural exchange, and international positioning for Berlin. At the same time, it is essential to meet the demands of sustainability, inclusion, and Berlin's competitiveness.

The development of the Berlin Paper 2025 took place in a collaborative process, with representatives from the tourism and event industry, as well as an advisory board, actively involved.

The groundwork was laid by the advisory board, which consisted of the Berlin Chamber of Industry and Commerce (IHK Berlin), the Berlin Event Network (BEN) e.V., visitBerlin Partnerhotels e.V., DEHOGA Berlin, and the Senate Department for Economics, Energy, and Enterprises.

The **Berlin Tourism & MICE Summit 2024 (BT&MS 2024)** marked the culmination of an intensive process, during which the starting point for major events in Berlin was analysed with stakeholders from politics, business, and civil society, and a shared vision for the future was formulated. The key outcomes include challenges, practical recommendations for action, and a long-term strategy for Berlin's role as a leading event destination.

„The Berlin Tourism & MICE Summit is our top meeting for the Berlin tourism industry. It is an excellent opportunity to discuss with committed representatives from our industry the topics that truly move us.“

**SABINE WENDT**

Managing Director, visitBerlin

## BT&MS 2024 – BERLIN DISCUSSES THE FUTURE

### Opening Speech and Keynote Lectures

The event was kicked off with an opening speech. In the keynote lectures, the social and economic significance of major events, as well as their societal impact, were examined from a scientific perspective.

### Panel: Berlin as a Magnet for Major Events

Experts discussed Berlin's current position and future as a host city for major events, with a particular focus on Berlin's importance as an international event location.

### Workshops: Berlin 2035 – The Best of All Futures

In the workshops, strategic topics such as Berlin's national and international positioning, the value creation through events, and the optimisation of processes and structures were addressed. The integration of sustainability and inclusion as central principles was particularly important.

### Marketplace of Ideas:

For future discussions, the involvement of the next generation is essential. Dual students and apprentices moderated the thematic areas of the summit in this format. On the marketplace, innovative practical examples such as "Berlin Food Week," "EXPO 2035," and "Host City Operation Center" were presented as pioneering solutions for major events.

The BT&MS laid the foundation for concrete strategies and measures to strengthen Berlin's position as a top international destination for major events. More details in the [documentation](#).



# IMPULSE

## The Neuro-Social Dimension of Major Events

Major events and conferences are far more than just economic or cultural highlights; they have the potential to bridge societal divisions and create new social connections. Neuroscientific findings, particularly the research by Dr. Liya Yu, show that our brains are evolutionarily designed to form strong group bonds, often at the cost of excluding others. In a hyper-diverse environment like Berlin, this presents a challenge: **How can events be designed to counter dehumanisation and instead contribute to cognitive humanisation?**

### DR. LIYA YU

is a researcher at the Institute of Medical Psychology at LMU and an author who combines neuroscience and political science in her research.

Through intentional design, events can create spaces for real encounters—regardless of background, social status, or political beliefs. Emotional, community-building experiences activate our "social brain" and make it easier to overcome prejudices. This not only strengthens societal cohesion but also positions Berlin as a model for inclusive and dialogue-promoting event formats.

Event organisers should especially consider the following aspects:

- **INCLUSIVE EVENT-DESIGN:** Develop formats that allow encounters at eye level and make diversity an enriching experience.
- **NARRATIVES WITH IMPACT:** Use communication concepts and storytelling to emphasise shared values and highlight connections.
- **SPACE FOR DIALOGUE AND EXCHANGE:** Promote interactive formats in which different perspectives are visible and experienced.
- **RAISING AWARENESS OF RISKS:** Be mindful of potential challenges such as extremism or dehumanisation, particularly when dealing with security and communication.

Integrating these insights into event design not only opens up new perspectives but also gives Berlin a unique radiance as an international event metropolis that combines innovation with social responsibility.

# Fast Forward: Berlin 2035, the Best of All Futures

Together with 250 participants of the BT&MS 2024, we have developed a vision for the future of major events in our city.

Finally: 2035! In the past ten years, Berlin has established itself as a leading host for sustainable, inclusive, and innovative major events. The city combines its cultural uniqueness with global appeal, setting new standards for environmental awareness, social responsibility, and economic impact. With a clear profile focused on diversity, creativity, and sustainability, Berlin is internationally known for events like the Berlinale, the Berlin Food Week, and potential flagship projects like the Olympics, which demonstrate how events can combine economic success with ecological and social responsibility.

The city society, industry, and politics have agreed on a new and comprehensive definition of major events, efficiently aligning cluster strategies and funding policies. International major conferences and business events thus bring new contacts, innovations, and attention to Berlin's economic and scientific sectors, strengthening the city's profile in these areas.

A digitised administration, a central government contact point, and standardised procedures ensure efficient processes. The established "One Stop Agency" acts as the coordinating body that connects politics, event organisers, the event industry, public safety actors, as well as infrastructure and administration, utilising proven processes and systematically optimising them. Economy, politics, and civil society work closely together to specifically promote skilled workers, thereby sustainably strengthening the event industry.

A Berlin Event Board strategically manages event applications and plays a central role in the planning. Through forward-looking, medium- to long-term planning, balanced utilisation of businesses is ensured, and sustainable revenue for the city is generated. This results in additional tax revenues that can be specifically invested in infrastructure and urban development. This significantly contributes to positioning Berlin as an attractive event metropolis and sustainably shapes the city's image.



Public transport is largely free of charge, barrier-free, and climate-friendly. The city offers optimal connectivity for international guests and consistently focuses on sustainable mobility solutions.

Sustainability and inclusion are at the core of every event. A binding Code of Conduct ensures that ecological and social standards are consistently adhered to.

Circular economy, barrier-free venues, and solidarity ticket models ensure broad societal participation. Berlin systematically collects data on events and uses a standardised system for impact measurement and continuous improvement. Sustainable and inclusive measures are regularly evaluated to achieve the goals of CO<sub>2</sub> reduction, resource conservation, and social inclusion. By identifying challenges early, measures can be optimised, so each event contributes long-term to the sustainable development of Berlin as an event metropolis and serves as a model for other cities.

Sustainable investments in infrastructure, mobility, and tourism also strengthen Berlin well beyond the events themselves. Transparent communication and the active involvement of the city's population have further significantly increased acceptance of major events.

**Berlin in 2035 is a global role model for major events that combine economic success with social value and ecological responsibility.**



# With great strides towards the future

Through close collaboration between politics, business, and civil society, we are developing a clear strategy and concrete measures that maximise the positive impact of the Visitor Economy on urban society, the economy, and infrastructure.

## 01

### Strengthening collaboration and networking of relevant stakeholders

The goal is to build a strong network of key stakeholders who will moderate Berlin's strategic direction, implement the developed action fields, and initiate necessary measures and processes. A shared Code of Conduct will be created. A strategic Berlin Event Board will be established to coordinate applications, plan events, and shape the city's image. It will moderate the strategic direction, implement measures, and foster long-term partnerships between government, business, and society.

## 02

### Create a central point of contact for (large-scale) events

For efficient acquisition, planning, execution, and follow-up of large-scale events, a central government point of contact is necessary. This office coordinates between politics, administration, event organisers, service providers, citizens, public safety institutions, and event and mobility infrastructure. It manages processes that need to be influenced by the city of Berlin, such as security requirements, public transportation planning, communication, marketing (including city dressing), and sustainability standards.

Additional topics, such as event evaluations, unified legal positioning towards rights holders, a city-wide volunteer tool, template documents, or Host-City responsibilities, could also be handled by this central office. Recurrent processes can be optimised, and learning effects can be efficiently utilised. The allocation of responsibilities between authorities promotes collaboration with districts and specialised authorities, reduces bureaucratic hurdles, and grants access to state resources. Unified framework conditions for large-scale events strengthen Berlin's competitiveness – similar to the Host-City concept of the UEFA EURO 2024, which has already successfully integrated interface management and optimization potential.

## 03

## Standardised Framework Guidelines for Security Concepts

To ensure uniform security standards, central security guidelines should be developed, which organisers must adapt to their specific needs. These guidelines include regulations on maximum occupancy, escape routes, and detours. Additionally, the introduction of regular training for all relevant stakeholders is necessary to continuously improve security standards and maintain a high level of quality in their implementation. An independent Berlin Assembly Venues Regulation (VStättV) makes large events safer and more efficiently planable by establishing uniform regulations, clear approval processes, higher security standards, rules adapted to modern event formats, and faster administrative decisions.

## 04

## Mandatory sustainability standards for (large-scale) events

To promote the sustainable development of large-scale events in Berlin, it is essential to clearly define events and measure their impacts. This requires the development and visibility of binding sustainability standards that take into account economic, ecological, and social criteria. These standards should be supplemented by specific measurement criteria to accurately capture the actual impacts of events. Furthermore, it is important to ensure continuous evaluation of goal achievement and establish proof of progress as an integral part of the planning process. Another key factor is the provision of financial resources for sustainable development to ensure the long-term implementation of these measures. In this way, the long-term impact of events on the environment and society can be effectively optimised.

## 05

## Promoting citizen participation in (large-scale) events

To foster acceptance and integration of large events into the city society, more intensive citizen participation is necessary. Existing participation formats, such as digital platforms, surveys, workshops, or volunteer programmes, should be expanded and promoted more actively. Additionally, access to events should be facilitated through free offerings for Berlin's residents, enabling broader participation.

## 06

## Practical training and qualification programmes

To ensure a qualified talent pool in the event and tourism industry, it is important to strengthen practical training programmes that cover event management, security, accessibility, hospitality, and intercultural management. Models like "work first, then language" can facilitate the entry for people from diverse cultural and linguistic backgrounds. Additionally, specific training will be offered in areas like event management, security, sustainability, and intercultural competence to meet the demands of a global industry. High-quality training and the reduction of entry barriers will increase the attractiveness of the industry.

## 07

**Create a comprehensive inclusion and accessibility plan**

A comprehensive inclusion and accessibility plan for all event venues is required to ensure accessibility for all individuals. This plan should include the provision of multilingual informational materials as well as digital translation tools. Additionally, training event teams to handle inclusive requirements should be an integral part of the programme.

## 08

**Transparent communication strategy for (large) events**

To foster a positive perception and acceptance of large events, a transparent communication strategy should be developed that highlights the positive impacts on the local community and economy. Early and continuous communication with all relevant partners strengthens the participation of Berlin's citizens and the city's image as a forward-thinking metropolis. Successful examples of large events should be showcased to make their benefits clear. An important aspect is also providing opportunities for active citizen involvement. Structured city-dressing measures such as signage at airports, train stations, or in public spaces through information monitors and flags help promote a coherent visual identity and strengthen the connection with the city's residents. This is supported by the implementation of a city-wide cluster strategy for events, including a funding and acquisition budget for international B2C and B2B events.

## 09

**Promote innovation and technology in the event industry**

To enhance the efficiency of large events, integrating new technologies into the event sector is crucial. The use of AI, digital tools, cashless payment systems, and improved security solutions can optimise the event experience. Additionally, multilingual information services and translation tools should be used to promote accessibility and inclusion. Another important aspect is the provision of financial resources for technological innovations.

## 10

**Reliable transportation infrastructure for (large) events**

To improve mobility during large events, Berlin's transportation infrastructure should be further expanded, particularly with regard to international rail connections and public transportation links to peripheral areas. The focus should be on sustainable and interconnected transport solutions such as car-sharing and e-bikes. Integrating this transportation infrastructure into event tickets allows for efficient and eco-friendly mobility for visitors and helps reduce CO<sub>2</sub> emissions.

# The implementation of the vision has already begun – actively shape it with us!

The central areas of action are currently being translated into concrete work packages. Soon, the associations will provide information about the next steps and opportunities for involvement. This will give you the chance to network with the key players and actively contribute to the further development of Berlin's event landscape.

Visit our [website](#) to learn about the latest progress and upcoming opportunities for involvement!

**LET'S SHAPE THE FUTURE OF MAJOR EVENTS IN BERLIN TOGETHER – SUSTAINABLY AND INNOVATIVELY!**





BERLIN *ist eine*

WELCHE THEMEN wollen

# GROSSVERANSTALTUNG

SIGNIFIKANTEN  
**EINFLUSS**

auf die  
**STADT**

KULTURELL  
WIRTSCHAFTLICH

STADTENTWICK-  
LUNG

POSITIVER  
IMPACT

FAN-  
KULTUR

als  
**ZUS**  
einer  
**GES**

ORTE  
der  
**BEGEGNUNG**

# VISION

ein  
KATALYSATOR für  
**WANDEL?**

WLAN

SICHER

BERLIN  
PAPER

POSITIVE,  
MENSCHLICHE, EIN-  
LADENDE STADT-  
ATMOSPHÄRE

ES BRAUCHT  
ein STARKES  
NETZWERK

GEMEINSAM ist ZUKUNFTSICHER

international

## TOP-DESTINATION

DAS GIBTS  
nur  
in  
BERLIN!

DAS IST  
KONSENS.  
WIR WOLLEN  
DAS!

## EVENTLANDSCHAFT



len wir?

für  
**BERLIN**  
und  
GÄSTE

NEURO.  
SOZIAL

Immo  
Vativ

SOZIALE

EVOLUTIONÄR

OUT

NG

CHANCE für  
AMMENHALT  
POLARISIERTEN  
SELLSCHAFT



für TIEFE  
GRUPPEN-  
BINDUNGEN

ABER!

auf KOSTEN von

INKLUSION

DIVERSITÄT

WAS



DEHUMANISIERUNG und AUS

SHAMING & SCHULD

SINNSTIFTENDE  
MOMENTE mit

INSPIRATION

WIR können

DISKURSE



STRATEGIE &  
POSITIONIERUNG

UMLERNEN

KULTUR- & EVENTSTADT

EDUKATIVER AUFTRAG

HYPERDIVERSE  
METROPOLE

DIVERSITÄT  
bestärkt



Standort

(MEHR)  
WERT

von BEST PRACT



Attraktiv

