



# GLOBAL ORAT CONFERENCE

## Operational Readiness, Activation and Transition

Presented by Citiri, Inc. in partnership with ACI-NA and Hartsfield-Jackson Atlanta International Airport

October 13-15, 2026 | ATL Airport On Gateway, 2077 Convention Center  
Concourse Suite 250, Atlanta, Georgia, 30337, USA

The 1st USA ORAT Conference is designed to be the premier gathering for aviation leaders and practitioners who are responsible for successfully delivering the outcomes that major capital programs and projects were designed to achieve.

### Conference Themes

- **The Owner's Imperative:** Why operational readiness is the single most important factor in whether a capital project delivers on its promise.
- **From Outputs to Outcomes:** Moving beyond on-time/on-budget construction metrics to measure what actually matters – operational success, passenger experience, and economic value.
- **Start Early, Finish Strong:** Integrating operational readiness from concept development through post-opening support.
- **Building the Community:** Creating a lasting global network of ORAT professionals who elevate standards across the industry.

### Two-Track Format

**Executive Track:** Designed for CEOs, COOs/VPs of Operations, Chief Development Officers, and executive-level program leaders. Sessions focus on governance, investment protection, risk mitigation, and strategic decision-making. Emphasis on the “why”, “what” and “how” of ORAT at the leadership level.

**Practitioner Track:** Designed for ORAT leaders, managers, SMEs, operational readiness consultants, activation leads, program managers overseeing ORAT workstreams, and operations team members. Sessions focus on case studies, methodology, tools, processes, and hands-on techniques. Emphasis on lessons and the “how” of executing world-class operational readiness programs.

# Program

DAY 1 – TUESDAY   Setting the Stage		
TIME	EXECUTIVE TRACK	PRACTITIONER TRACK
7:00 AM	<p align="center"><b>Registration, Breakfast &amp; Networking</b> Badge pick-up, sponsor exhibit area open, continental breakfast</p>	
8:30 AM	<p><b>Opening Ceremony &amp; Welcome</b> <i>Speakers: ATL General Manager/CEO; ACI-NA Executive; Altitudes Executive Rep; Citiri CEO</i> Co-leading-sponsors deliver a brief welcome Interactive Ice breaker on “biggest ORAT challenge you’ve faced”</p>	
9:15 AM	<p><b>KEYNOTE: The Owner’s Imperative – Why So Many of the World’s Most Important Projects Still Fail</b> <i>Speaker: TBD</i> 85% of infrastructure projects fail to achieve executives’ goals for economic and operational outcomes. This keynote examines why – and what the world’s most successful owners do differently.</p>	
10:15 AM	<p align="center"><b>Networking Break &amp; Exhibits (30 min)</b></p>	
10:45 AM	<p><b>Protecting the Airport’s Investment: How Executives Measure True Project Success</b> <i>Panel: 3-4 airport CEOs/COOs from airports with recent major openings</i> Top executives measure success in the context of benefit, economics, and operational outcomes – not just scope, schedule, and budget. A candid conversation about what kept them up at night, what they’d do differently, and how operational readiness shaped their results.</p>	<p><b>ORAT Foundations + Workshop</b> <i>Speaker: Senior ORAT practitioner with global experience</i> What it is and isn’t. The distinction between activation and ORAT. The full lifecycle from concept through post-opening support. How ORAT relates to (but is independent of) the PM/CM function. Detailed walk-through of the optimal ORAT program lifecycle. Interactive exercise: participants map a program against the optimal lifecycle.</p>
11:45 AM	<p align="center"><b>Lunch &amp; Networking (75 min)</b></p>	
1:00 PM	<p><b>FIRESIDE CHAT: Lessons from the World’s Busiest Airport – ATL’s Journey*</b> <i>Speakers: ATL Executive Deputy GM, Senior Deputy GM of Infrastructure, Delta Sr. Executive in conversation with WSP Executive moderator*</i> An in-depth look at how ATL is managing one of the largest active capital programs in U.S. aviation while maintaining operations at the world’s busiest airport. Lessons on governance, airline engagement, stakeholder management, phased activation, and the reality of construction in a live operating environment.</p>	
2:00 PM	<p><b>Governance That Works: Structuring Decision Rights for Complex Programs*</b> <i>Panel: Airport executives, Consultant Executives in conversation with moderator*</i> How leading airports structure governance, steering committees, and go/no-go decision processes. The critical role of operations representation in executive oversight. What happens when governance fails (cautionary tales). Practical frameworks for effective high-stakes decision-making.</p>	<p><b>TBD</b> <i>Speaker:</i> Description.</p>
3:15 PM	<p align="center"><b>Networking Break &amp; Exhibits (30 min)</b></p>	
3:45 PM	<p><b>The Financial Perspective: Quantifying the ROI of ORAT*</b> <i>Speakers: Airport CFO and risk management executive in conversation with the moderator*</i> The financial case for investing in ORAT. Cost of delay per day/week for major terminals. Insurance,</p>	<p><b>Accountability: The Art &amp; Science of Getting Stakeholders Aligned*</b> <i>Speaker: Sr. ORAT leaders in conversation with the moderator*</i> Practical strategies for identifying, categorizing, and engaging stakeholders – airlines, concessions,</p>

	claims, and reputational damage costs from failed openings. The business case for ORAT resources, teams, and technology. Making ORAT a line item, not an afterthought.	government agencies, ground handlers, internal departments. Building and maintaining the stakeholder engagement plan. Managing resistance, and organizational politics. Being heroes, not victims.
<b>4:45 PM</b>	<b>Day 1 Wrap-Up &amp; Preview of Day 2</b> <i>Moderator-led</i> Key takeaways synthesis. Introduction to Day 2 programming.	
<b>5:15 PM</b>	<b>Welcome Reception &amp; Networking Dinner</b>	

**DAY 2 – WEDNESDAY | Deep-Dive**

TIME	EXECUTIVE TRACK	PRACTITIONER TRACK
<b>7:30 AM</b>	<i>Breakfast &amp; Networking</i>	
<b>8:30 AM</b>	<b>KEYNOTE: TBD</b> <i>Speakers: Citiri CEO &amp; Sr. Industry Executive*</i> TBD	
<b>9:30 AM</b>	<b>Achieving Intelligent Operations Requires Transformation, Starting with Your Capital Program*</b> <i>Speakers: TBD</i> How to maintain service quality, safety, and revenue while your airport is a construction zone. Phasing strategies, airline communication, passenger experience management, and the critical role of the operations team in capital delivery decisions. Real-world examples of what worked and what didn't.	<b>Familiarization, Induction &amp; Training (FIT): Beyond O&amp;M Training*</b> <i>Speaker: ORAT training lead from a recently completed major program*</i> FIT goes beyond vendor-provided O&M training. How to build comprehensive familiarization programs that ensure stakeholders are intimately familiar with and confident to operate in the new environment. Needs assessment, curriculum design, scheduling logistics, competency assessment, and the critical distinction between contractor-led O&M training and ORAT-facilitated FIT programs.
<b>10:30 AM</b>	<i>Networking Break &amp; Exhibits (30 min)</i>	
<b>11:00 AM</b>	<b>Optimize Operational Posture: Keep the Airport Running While Building the Future*</b> <i>Panel: CxOs from airports actively managing construction concurrency</i> How to maintain service quality, safety, and revenue while your airport is a construction zone. Phasing strategies, airline communication, passenger experience management, and the critical role of the operations team in capital delivery decisions. Real-world examples of what worked and what didn't.	<b>Designing &amp; Executing Operational Trials*</b> <i>Workshop: Led by trial program director with hands-on exercises*</i> The trials program is the "final exam" before opening day. This workshop covers trial philosophy (testing people, processes, and systems in concert – not technical tests of facilities), script development, volunteer recruitment, execution logistics, performance measurement, issue tracking, and go/no-go reporting. Participants will work through a sample trial scenario in small groups.
<b>12:15 PM</b>	<i>Lunch &amp; Networking (75 min)</i>	
<b>1:30 PM</b>	<b>ACI-NA Executive Roundtable: Toward Common Standards for ORAT*</b> <i>Facilitated by ACI-NA with airport executive panelists*</i> ACI-NA leads a structured discussion on advancing industry standards for operational readiness. Should there be formal benchmarks? How can airports learn from each other more systematically? What role should ACI-NA play in codifying and disseminating best practices? This session plants the seed for ongoing ACI-NA involvement in the ORAT space.	<b>SOP Development, Gap Analysis &amp; Risk Management in ORAT*</b> <i>Speaker: ORAT process lead + interactive exercise*</i> The detailed methodology for collecting, reviewing, and facilitating development of SOPs for new environments. Conducting gap analyses between existing procedures and new operational requirements. Linking SOP gaps to the risk register. Contingency planning for opening day and beyond. Practical exercise: participants conduct a gap analysis on a sample scenario.

<p><b>2:45 PM</b></p>	<p><b>Case Study Deep Dive: Success Stories and Hard Lessons</b>  <i>Panel: Leaders from 2-3 airports sharing their stories</i>          Structured case study presentations followed by candid Q&amp;A. What were the critical success factors? What nearly went wrong? How did governance, stakeholder engagement, and operational readiness planning contribute to outcomes? Audience-driven discussion.</p>	<p><b>Transition Planning &amp; Mobilization: The Move That Makes or Breaks Opening Day*</b>  <i>Speaker: Transition/move coordinator from a major recent program*</i>          Detailed coverage of transition planning from commissioning through opening day. Mobilization team structures, move sequencing (staged vs. big bang), working group coordination, logistics, and the critical interplay between construction handover and operational takeover. Post-opening support: issue tracking, lessons learned, asset management handover, and warranty management.</p>
<p><b>3:45 PM</b> <i>Networking Break &amp; Exhibits (30 min)</i></p>		
<p><b>4:15 PM</b></p>	<p><b>The Debate: Where Should ORAT Report?*</b>  <i>Moderated debate/panel: Airport executives who've structured it different ways</i>          Should the ORAT team report directly to the CEO, the COO, the CDO, or be subordinate to the PM/CM or contractor. This session explores what works, what doesn't, and why – with real examples of how, and what happens when reporting structures create conflicts of interest. A lively, opinionated session designed to challenge assumptions.</p>	<p><b>INTERACTIVE WORKSHOP: Assessing Your Airport's Operational Readiness Maturity*</b>  <i>Facilitated by conference organizers with table group exercises</i>          Both tracks reconvene for a hands-on workshop. Using a structured maturity framework, cross-functional table groups (mixing executives and practitioners) assess a sample airport's readiness maturity across key dimensions: governance, stakeholder engagement, training and familiarization, trials, technology utilization, and post-opening support. Groups present findings and discuss gaps. Participants leave with a self-assessment tool they can apply at their own airports.</p>
<p><b>5:30 PM</b></p>	<p><b>Day 2 Wrap-Up</b>  <i>Moderator-led</i>          Synthesis of Day 2 themes. Preview of Day 3 half-day.</p>	
<p><b>6:30 PM</b></p>	<p><b>Group Dinner – Atlanta Landmark Venue</b>          Optional evening event   Networking-focused   Venue TBD</p>	

DAY 3 – THURSDAY (HALF DAY)   Looking Forward		
TIME	EXECUTIVE TRACK	PRACTITIONER TRACK
7:30 AM	<i>Breakfast &amp; Networking</i>	
8:30 AM	<p><b>KEYNOTE: Technology, Data &amp; the Future of Operational Readiness*</b></p> <p><i>Speaker: Aviation technology leader or digital transformation executive</i></p> <p>How technology is transforming operational readiness – from spreadsheets and emails to integrated platforms, real-time analytics, and AI. Digital twins, simulation, BIM integration, and predictive risk models. What the next 5 years look like for ORAT technology and how airports should be preparing now. The importance of a single source of truth and data-driven decision making.</p>	
9:15 AM	<p><b>Executive Roundtable: The Future of ORAT – What Do We Need as an Industry?*</b></p> <p><i>Facilitated roundtable discussion</i></p> <p>An intimate, off-the-record discussion among senior airport leaders. What are the biggest gaps in the industry’s collective capabilities? What resources, standards, or collaborative structures would make the biggest difference? How do we build a sustainable community of practice? What should the 2nd US ORAT Conference look like?</p>	<p><b>Practitioner Workshop: Building Your ORAT Implementation Plan*</b></p> <p><i>Facilitated working session</i></p> <p>Practitioners work in small groups (ideally by airport or program) to draft a high-level ORAT implementation plan for their current or upcoming project. Facilitators circulate to provide guidance. Covers: team structure, reporting relationships, stakeholder identification, timeline alignment with construction milestones, key deliverables, risk areas, and resource requirements. Participants leave with a working draft they can refine and present to leadership.</p>
10:30 AM	<i>Final Networking Break (30 min)</i>	
11:00 AM	<p><b>PANEL: Rising Voices in ORAT – The Next Generation of Readiness Leaders*</b></p> <p><i>Panel: 4-5 emerging ORAT professionals (under 10 years in the field)</i></p> <p>Fresh perspectives from the next generation of operational readiness professionals. How they entered the field, what excites them, what frustrates them, and what they think the industry needs to do to attract and develop talent. A forward-looking, energizing session before the close.</p>	
11:30 AM	<p><b>Closing Ceremony: Commitments, Community &amp; What’s Next*</b></p> <p><i>Speakers: Representatives from each co-sponsor + conference chair</i></p> <p>Summary of conference themes and key insights. Announcement of the ORAT Community of Practice and how attendees can stay connected. Call to action: each attendee identifies one commitment they’ll take back to their airport. Announcement of the 2nd US ORAT Conference (date, location teaser). Closing remarks from ATL, ACI-NA, Altitudes, and Citiri.</p>	
12:30 PM	<p><b><i>Farewell Lunch &amp; Departure Networking</i></b></p> <p>Final opportunity for one-on-one conversations and contact exchange</p>	
2:00 PM	<p><b><i>OPTIONAL: ATL Capital Program Site Tour (Limited Capacity)</i></b></p> <p>Guided tour of ORAT project areas at ATL   Pre-registration required   Security clearance needed</p>	

Organizers reserve the right to change the program as per speakers’ availability and presenters’ adjustments.