



ABSTRACT BOOK

OF THE

5TH ANNUAL

**WORLD PROTOCOL MATTERS CONFERENCE
2026 BUDAPEST**

Edited by Nikoletta HOSSÓ & Ivan AIGNER



5TH ANNUAL WORLD PROTOCOL MATTERS CONFERENCE 2026
BUDAPEST, HUNGARY
THE FUTURE OF PROTOCOL & DIPLOMACY

Abstract Book

World Protocol Matters Conference Series

The World Protocol Matters Conference is an annual global conference organised by the World Protocol Centre and created in 2022. After four online editions, Budapest hosted the first-ever English-language, in-person, international protocol conference with participants and speakers from around the world. This set the precedent for all future editions of this itinerant global conference. Visit www.worldprotocolschool.org/world-protocol-matters-conferences for further information.

5TH ANNUAL WORLD PROTOCOL MATTERS CONFERENCE 2026

BUDAPEST, HUNGARY

THE FUTURE OF PROTOCOL & DIPLOMACY

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Conference Co-chairs: LaDonna L. Myers • Patricia Kenneth-Divine

Organising Committee: Nikoletta Hossó • Erzsébet Angyal • Ivan Aigner

Date: 11-13 May 2026

Venue: NGM Dürer, Budapest, Hungary

Abstract Book

Publisher: Nemzetközi Protokoll Szakemberek Szervezete

(Organisation of International Protocol Professionals)

Registered address: H-1037 Budapest, Solymárvölgyi út 182., Hungary

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Editors: Nikoletta Hossó • Ivan Aigner

Designer, proofreader, and typesetter: Ivan Aigner

Photographers: Péter Cseh (conference venue) • Ivan Aigner (Budapest by night)

Identifiers: ISBN 978-615-02-7009-8 • <https://doi.org/10.68410/WPMC.2026.AB>

How to cite the abstract book:

Hossó, N., & Aigner, I. (Eds.). (2026). *Abstract Book of the 5th Annual World Protocol Matters Conference 2026 Budapest*. Nemzetközi Protokoll Szakemberek Szervezete (Organisation of International Protocol Professionals). <https://doi.org/10.68410/WPMC.2026.AB>

How to cite an abstract within the book (template):

Author, A. A. (2026, May 11–13). Title of presentation [Conference abstract]. In N. Hossó & I. Aigner (Eds.), *Abstract Book of the 5th Annual World Protocol Matters Conference 2026 Budapest* (p. X). Nemzetközi Protokoll Szakemberek Szervezete (Organisation of International Protocol Professionals). <https://doi.org/10.68410/WPMC.2026.AB>

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PROFESSIONALS**

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It is with great honour and deep professional pride that I welcome you to the **Abstract Book of the 5th Annual World Protocol Matters Conference Budapest (WPMC 2026)** — the first publication of its kind ever produced following a global protocol conference. This volume marks a historic milestone: for the first time, the intellectual contributions of the world's leading protocol and diplomatic professionals are presented in a consolidated academic-style format, reflecting the growing complexity and scientific relevance of our field.

Held **11–13 May 2026 in Budapest, Hungary**, WPMC 2026 convened **participants from 49 nations**, demonstrating the truly global nature of our profession and the shared recognition that protocol has become indispensable in today's international environment. In an era defined by geopolitical tension, rapid technological change and the weaponisation of symbolism and communication, protocol stands as a stabilising force — a strategic instrument of soft power that shapes national branding, diplomatic effectiveness and international cooperation.

The conference opened with the **Ode to Protocol, our global anthem**, followed by the Opening Keynote Address of **H.E. Pál Schmitt**, Former President of Hungary, Former Ambassador and IOC Chief of Protocol. His reflections on representation, diplomacy and the enduring value of protocol set a powerful tone for the three days that followed. WPMC 2026 explored themes at the forefront of our profession: Protocol 4.0, AI, soft power, women in diplomacy, national branding, global collaboration, and the future of protocol education. These themes are now represented in this book through the abstracts of the speakers' presentations, offering readers a comprehensive overview of the ideas, research and innovation shaping the next chapter of protocol. Our **Protocol Round Table**, aligned with **SDG 4**, examined the future of protocol education and the urgent need to integrate protocol studies into accredited university curricula worldwide. Elevating protocol to the doctoral level is essential for cultivating the next generation of leaders who will navigate international engagement with competence, cultural intelligence and strategic insight.

A cornerstone of this year's conference was the continued advancement of our campaign for the **official United Nations recognition of 11 May as World Protocol Day**. This initiative is not merely symbolic; it is a strategic opportunity for UN Member States — particularly smaller nations — to strengthen their visibility and influence through a shared professional platform. Even the submission of the proposal itself can serve as a soft power tool, reinforcing national identity and diplomatic presence.

This abstract book stands as both a record and a testament. It captures the intellectual contributions presented at WPMC 2026 and reflects our collective determination to elevate protocol from practice to profession, from tradition to academic discipline, from ceremonial formality to strategic necessity. By publishing this volume, we take a decisive step toward establishing protocol as an independent scientific field — one that is essential for the clarity, stability and effectiveness of global cooperation.

To all contributors, partners and participants: thank you for shaping this historic moment. Your work continues to advance our mission and strengthen the global protocol profession.

“Protocol is a strategic tool and a changemaker in international relations.”

Its time for formal academic recognition has arrived.



With respect and dedication,

Nikoletta Hossó 

University Associate Professor

Founder & Head Organiser | World Protocol Matters Conferences

President | Organisation of International Protocol Professionals

Founder & CEO | World Protocol Magazine & World Protocol School

Founding Member | World Protocol Organisation (Organización Mundial de Protocolo)

Introduction

Entering uncharted territory is an exciting challenge that demands courage to stay consistent and motivated. It also requires raising awareness of our mission—as outlined in the Editorial Welcome—and setting the tone with appropriate emphasis, particularly in the highly regulated field of protocol. After four years of online meetings and discussions, the first in-person edition of the World Protocol Matters Conference Series created an inspiring space for direct exchange among global changemakers, experts, and scholars. **The Budapest event aimed to establish a tradition-setting annual travelling conference that connects stakeholders across various sectors and related fields.**

Under the theme *The Future of Protocol and Diplomacy*, the three-day program brought together presentations, panel discussions, and informal exchanges, reflecting the unified voice of a motivated, passionate, and vibrant international community: **a Protocol Family of kindred spirits.**

A global pilot study in early 2026 reconfirmed that the scientific literature on protocol remained scarce. In response, the Editors compiled this volume to contribute scientific value and assigned it a Digital Object Identifier (DOI). Nearly all invited speakers responded to our call for abstracts. This publication presents non-peer-reviewed but proofread manuscripts from a multidisciplinary cohort.

The sequence of the abstracts follows the conference agenda. Although only a minority of authors are researchers with ORCID profiles, each entry adheres to the conventional structure of background, methods (where applicable), results, and conclusions. Keywords complement each title to indicate core topics and scope. Interactive links in the Table of Contents provide direct access to individual abstracts.

This open-access volume serves multiple audiences.

- **Researchers** can use it to identify emerging topics, methods, and gaps.
- **Practitioners** can draw on documented experiences, empirical observations, and quantified results to inform their daily work.
- **Educators and trainers** can adapt the abstracts as case material for curricula and professional development.

Because protocol work is largely background-facing yet produces immediate or short-term frontline impact, professionals must operate with advanced situational adaptability. The abstracts highlight **shared priorities identified by the Authors: critical and strategic thinking, community and digital database building, global collaboration, intercultural communication, knowledge transfer, and mutual trust.** Together, these elements form a practical, harmonized toolset for navigating the complex, rapidly changing challenges of the multipolar world in the age of Artificial Intelligence.

Wishing you an insightful reading, the Editors and the Authors welcome constructive feedback and remain open to further discussion on the topics raised in this volume.

Ivan Aigner 

Budapest, September 2026

The World Protocol Matters Conference Series

Motivated by current world events, **Dr. Nikoletta Hossó, Ph.D.**, founder of the World Protocol Matters Conference Series, World Protocol School, World Protocol Magazine, and President of the Association of International Protocol Professionals; the **Hon. Patricia Kenneth-Divine**, Director of International Centre for Protocol and Diplomacy (ICPD) London and Founding President of the Association of Certified Protocol Professionals in Nigeria; and **Ms. LaDonna L. Myers**, former Protocol Director of the U.S. Space Force / U.S. Department of Defense, and Founding CEO of Myers & Associates, LLC, **joined forces in 2021** to launch the first global pro bono event in response to a growing desire to raise awareness, give voice and visibility, and connect protocol and diplomacy professionals.

The World Protocol Matters concept rests on the next four **pillars**:

1. Our **ultimate goal** is to achieve global collaboration and unified cooperation across the field to gain official UN recognition for establishing 11 May as World Protocol Day.
2. Our **continued mission** of maintaining a collective global platform open to all protocol and diplomacy practitioners highlights the field's strategic value.
3. Our **professional vision** translates into amassing an extensive network of like-minded protocol and diplomacy stakeholders with shared interests, serving as a Protocol Powerhouse & Soft Power Hub for international organisations, corporate and civil entities around the world.
4. Our **global motivation** is reflected in instilling an intercultural civility mindset while reiterating the value of protocol as part of an organisation's cultural framework and method for achieving goals and objectives.

Driven by strong demand from both speakers and attendees of the previous four virtual conferences, the 2026 edition was held fully in person in Budapest, Hungary. The event hall at NGM Dürer—or, as we call it, „The Sanctuary of Protocol”—served as the exclusive venue to welcome distinguished guests and participants from around the world.

The [World Protocol Matters Conference 2025 Outcome Report](#) is also available.



Opening Keynote Speaker, H.E. Pál Schmitt with the Editors, Nikoletta Hossó & Ivan Aigner

5TH ANNUAL WORLD PROTOCOL MATTERS CONFERENCE 2026 BUDAPEST, HUNGARY

WORLD PROTOCOL DAY 11 MAY



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NATIONAL ECONOMY



Hungarian Tourism
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UNION OF HUNGARIAN WOMEN

Authors' Portrait Gallery



Francisco José
CALIGIURI



Sirisena
SAROJA



Farah
FAIZAL



U. Desmond
ALUFOHAI



Mark
VERHEUL



Brenda NAVARRO
CASTELLET



Catalina
BORA



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MANU



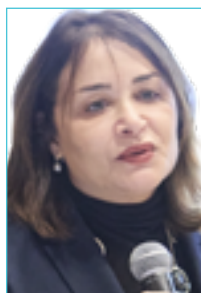
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Protocol 4.0: The New Language of Power in Global Diplomacy

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This paper analyzes the evolution of diplomatic protocol as a symbolic language of power in contemporary international relations. From a historical perspective, it argues that protocol has transcended its ceremonial function to become a strategic communication system that organizes hierarchies, legitimizes actors, and transmits political messages. In a global context marked by digitalization, multipolarity, and cultural diversity, protocol acquires a dynamic dimension, with gestures, symbols, and spatial arrangements shaping public perception and the construction of diplomatic narratives. Within this framework, the concept of “Protocol 4.0” is introduced as a response to these transformations.

The analysis demonstrates that Protocol 4.0 is configured as a strategic tool based on four dimensions: strategic focus, communication capacity, cultural intelligence, and flexibility. In the digital age, protocol acts transcend the physical and are projected globally in real time, amplifying their political and media impact. Furthermore, protocol plays a central role in building soft power by projecting states' international image through symbols and events. The need to adapt practices to multicultural contexts, virtual and hybrid formats, and social demands for inclusion and transparency is also highlighted.

Contemporary protocol should be understood as an essential strategic language in global diplomacy, capable of influencing the perception and legitimacy of international actors. Protocol 4.0 allows for its reinterpretation as a tool for managing symbolic power in an interconnected environment. Consequently, protocol professionals must incorporate analytical, communication, and cultural competencies to anticipate complex scenarios and manage institutional reputation. In short, protocol not only organizes events but also translates and projects power in the 21st century.

Keywords: diplomatic protocol; Protocol 4.0; symbolic power; global diplomacy; soft power; strategic communication; cultural intelligence; multipolarity; digital diplomacy; international relations

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This address positions protocol as a vital instrument of strategic soft power in an era marked by geopolitical fragmentation, contested norms, and declining trust. Drawing on diplomatic experience across Europe, Asia and multilateral institutions, it argues that protocol is far more than ceremonial formality: it is a stabilising force that shapes perceptions, reinforces credibility, and creates the conditions for constructive engagement. The speech highlights how well-designed protocol — from the G20 Summit in Bali to the State Funeral of Queen Elizabeth II — can preserve diplomatic space even amid tension. At the same time, missteps can erode trust or escalate disputes.

The text underscores protocol's role in rebuilding trust through predictability, respect, and psychological safety, illustrated by ASEAN's consensus driven culture and AU-EU efforts to ensure equitable treatment. It further explores protocol as a bridge across cultures and power asymmetries, translating diverse expectations into shared understanding and enabling smaller states to engage on equal footing. Recognising emerging challenges, the address examines the rise of digital diplomacy, where virtual summits, AI mediated communication, and cybersecurity concerns demand new forms of digital etiquette and identity verification. The pandemic's impact on diplomatic practice is presented as evidence of protocol's adaptability and resilience.

Finally, the speech calls for a reimagining of protocol as a strategic capability — one that is inclusive, adaptive, ethical, and future focused. In a divided world, protocol remains a disciplined framework capable of restoring trust, strengthening institutional integrity, and advancing meaningful cooperation.

Keywords: protocol; soft power; trust; diplomacy; strategic influence

Evolving Protocol in a Changing World: Women, Small States, and the Maldives Experience

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Small states operate within a diplomatic environment characterised by limited resources, small delegations and heightened visibility. The Maldives, which joined the United Nations in 1965 as its smallest member state, illustrates how such constraints can shape diplomatic practice. With only around 16 resident missions worldwide, Maldivian diplomats frequently manage multiple portfolios, requiring an agile and strategic approach to diplomacy. In this context, protocol is not merely ceremonial but an important instrument for reinforcing sovereignty, credibility and national visibility.

The Maldivian experience demonstrates how protocol and multilateral diplomacy can enable small states to amplify their influence. Through coalition-building in forums such as the United Nations and the Commonwealth, the Maldives has advanced issues including climate change and women's participation in diplomacy. In 2022, together with a core group of countries, it spearheaded the UN General Assembly resolution establishing 24 June as the International Day of Women in Diplomacy, supported by 191 Member States. This achievement demonstrates how small states can shape international agendas despite limited diplomatic capacity. It also provides an opportunity to examine the particular challenges women diplomats encounter within protocol, including expectations surrounding representation, attire, culture and professional conduct.

As diplomacy evolves, protocol must evolve with it. The Maldives experience demonstrates that protocol can level the diplomatic field by creating recognition, access and visibility regardless of a state's size. Women diplomats are also helping reshape protocol through their leadership and lived experience. Properly understood, protocol is therefore not a constraint but an enabler: giving voice to small states, creating space for women and also reinforcing equality and mutual respect in international diplomacy.

Keywords: SIDS; Maldives; diplomacy; protocol; women

The Evolution of Protocol and Diplomacy: Origins, Contemporary Practices, and the Future of Global Engagement

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Protocol and diplomacy have long served as the stabilizing frameworks through which nations navigate conflict, cooperation, and global transformation. In an era defined by rapid technological acceleration, shifting geopolitical landscapes, and expanding networks of non-state actors, understanding their evolution is essential to strengthening international engagement and safeguarding global stability. This topic matters because the systems that once governed bilateral relations now shape multilateral problem-solving, crisis management, and the ethical use of emerging technologies.

This presentation examines the historical origins of protocol and diplomacy, tracing their development from early civilizational practices to the sophisticated structures that underpin contemporary international relations. It explores how cultural intelligence, ethical leadership, and technological innovation, particularly artificial intelligence and immersive communication, are redefining diplomatic presence, reshaping global narratives, and expanding the diplomatic ecosystem beyond traditional state actors. The analysis highlights Hungary's enduring contributions to diplomatic thought, scientific innovation, and intercultural dialogue, positioning Budapest as a symbolic and strategic venue for this reflection.

The objective is to illuminate how protocol and diplomacy must adapt to govern both physical and virtual realms, reinforce trust in an age of information saturation, and preserve the human element at the heart of global engagement. By assessing current challenges and anticipating future imperatives, the presentation offers a forward-looking framework for practitioners committed to elevating international cooperation and advancing a more resilient global order.

Keywords: protocol; diplomacy; cultural intelligence; global engagement; technology

Up in the Himalayas: Navigating between Rituals, Protocol and Geopolitics on Top of the Roof of the World

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His Holiness the Dalai Lama considers himself nothing special. He was born into a large farming family with four brothers and two sisters in a small village called Taktser in Amdo, Northeastern Tibet. To this day, he dislikes formality. Instead, he prefers to speak with us on the same level – as one human being to another – calling us “brothers and sisters.”

While wandering around the Tibet Museum in Dharamshala, Northern India, in January 2024, I was intrigued by the above sentences on one of the exhibition's displays about the impressive life of the spiritual leader of Tibetan Buddhism. Truly humble and without any fuss – even during all kinds of meetings with local, national or international high-level dignitaries, always based on his longstanding conviction that engaging in dialogue is the best way to resolve difficult issues, and providing guidance on hope and aspirations to live in freedom and dignity, as well as a strong devotion to preserving Tibetans' rich traditional culture. I felt privileged to provide numerous customised trainings for the Central Tibetan Administration to support their mission. As Protocol International, we have also been honoured to offer similar trainings in Nepal and Bhutan

During the World Protocol Matters Conference 2026, it was a true pleasure to reflect on these learning experiences. From attending a spiritual ceremony led by the Dalai Lama on the occasion of the 35th anniversary of his receiving the Nobel Peace Prize to a surprise visit of one of the Queen Mothers of Bhutan during one of our training programmes in Thimphu. And from the purpose of the wide range of prayer flags in the Himalayas to the meaning of colours in traditional dress, hierarchy and Bhutanese society in general. And from experiencing first-hand the colourful festivities in Kathmandu during the Holi Festival to developing protocol manuals for the Tibetan government and parliament-in-exile.

In a continuously increasing globalized world, intensified by the immense growth in technology and artificial intelligence usage, I felt it was also relevant to acknowledge some important lessons learnt from truly impactful human rituals, following thousands of years of traditions on top of the roof of the world.

Four inspiring Bhutanese quotes:

1. Happiness comes from mental freedom. Suffering comes from an emotional prison.
2. A good King can take you to the top of the mountain, but a bad one will push you over the edge.
3. Pile up good deeds in this life, and in the next life you will have mountains of happiness.
4. The voices of your ancestors will echo in the valley of your heart, forever.

Keywords: rituals; dialogue; dignity; traditional dress; parliament-in-exile

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Protocol has evolved far beyond ceremonial procedures, precedence, and event management. Today's protocol professionals operate in increasingly complex environments where success depends on a combination of technical expertise, leadership, emotional intelligence, cultural awareness, communication skills, and the ability to manage human relationships under pressure. While protocol remains essential to diplomacy, government, military, corporate, academic, and international environments, the profession itself continues to face a significant challenge: the absence of universally recognized standards defining the competencies, qualifications, and professional expectations required to practice protocol at a professional level. As the profession expands globally, there is an increasing need to establish a common framework that reflects both the technical and human dimensions of protocol work.

The discussion explored the evolving role of the protocol professional and highlighted the growing recognition of protocol as a strategic leadership function rather than solely an administrative or ceremonial role. Modern practitioners are required to navigate cultural differences, manage perceptions, build relationships, solve problems, and create environments where diplomacy and collaboration can succeed. However, many of these skills are currently acquired through experience, mentorship, and informal learning rather than through standardized educational pathways. This has created considerable variation in professional preparation across organizations and countries. The analysis suggests that the future development of the profession requires competency-based education models supported by internationally recognized standards. Professional certification programs, including the Certified Protocol Professional (CPP™) and Certified Protocol Leader (CPL™) credentials, provide a framework for validating knowledge, experience, and professional competence while helping establish a common language for protocol practitioners worldwide.

The future of protocol depends upon balancing its human-centered nature with greater professional standardization. While technical protocol knowledge remains essential, successful practitioners must also demonstrate leadership, adaptability, emotional intelligence, strategic thinking, and cultural competence. Establishing internationally recognized standards, educational pathways, and certification programs will strengthen the credibility, visibility, and long-term sustainability of the profession. As protocol continues to evolve and expand across sectors and regions, certification offers an important mechanism for recognizing professional excellence, promoting consistency, supporting career development, and advancing the global recognition of protocol as a distinct profession. By investing in standardized competency frameworks and professional credentials, the protocol community can better prepare future generations to lead, influence, and serve in an increasingly interconnected world.

Keywords: protocol profession; professional standards; certification; CPP; CPL; leadership; professional development; cultural intelligence; diplomacy; protocol education

Redesigning Protocol Service in a Multipolar World: Managing Difference Without Diplomatic Breakdown

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This presentation examines how protocol services must adapt to a multipolar world, an environment shaped by multiple powers, civilisational traditions, and competing expectations of recognition, in which a divergent standpoint is no longer the exception but the norm. It argues that, as influence fragments, non-state actors proliferate, and diplomatic interaction becomes permanently visible online, protocol ceases to be a purely technical function and becomes a strategic instrument of stability: the discipline through which difference can be managed without hardening into division. The central question it addresses is how protocol services can manage difference without diplomatic breakdown.

The paper identifies the principal challenges now facing protocol professionals: the persistence of an ethnocentric perspective that treats one's own symbolic language as self-evident; the end of a „one etiquette fits all” standard; the need to operate simultaneously within and across power blocs, where the same gesture or format may signal respect to one actor and asymmetry to another; the rise of asymmetric diplomacy, through which small and medium-sized states exercise influence via credibility, niche specialisation, and soft power; and the heightened symbolic sensitivity created by instant digital visibility. These propositions are illustrated through contemporary cases, including the calibrated protocol of the Alaska summit, where ceremonial symmetry signalled that dialogue remained possible before a word was spoken. From this analysis, the presentation proposes six practical measures: a Protocol Red Team to anticipate the counterpart's reading of each symbolic decision; structured protocol literacy for political principals; a shared, continuously updated symbolic lexicon maintained by practitioners; a 48-hour response doctrine for publicly misread diplomatic imagery; a structured peer network of named counterparts sustained across blocs; and an institutionalised, accredited training infrastructure for the profession.

The presentation concludes that multipolarity, far from diminishing protocol, increases its importance, because protocol remains operational regardless of political complexity; it is where respect becomes visible, difference is managed, and dialogue remains possible. Redesigning protocol does not mean abandoning tradition, but ensuring that tradition continues to serve its purpose: facilitating respectful engagement among diverse actors. This requires treating protocol not only as a practice sustained by custom, but as a discipline supported by continuous, accredited professional competence, a form of quiet diplomacy that builds bridges where differences exist.

Keywords: protocol; multipolarity; diplomacy; cultural literacy; symbolic recognition; asymmetric diplomacy; digital diplomacy; soft power; quiet diplomacy; protocol education

Protocol as Global Power: The Invisible Architecture that Holds Diplomacy, Business, and Peace Together

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In an era of increasing global interdependence, protocol remains one of the least understood yet most influential mechanisms shaping diplomacy, international business, and peaceful cooperation. Often perceived as ceremonial or administrative in character, protocol serves as a strategic framework through which states, institutions, and leaders establish trust, demonstrate respect, and manage complex relationships across cultural boundaries. As Joseph Nye observed, „soft power rests on the ability to shape the preferences of others through attraction rather than coercion.” Protocol provides one of the principal channels through which such attraction, legitimacy, and influence are exercised. This presentation examines protocol not merely as etiquette, but as an instrument of governance, leadership, cultural intelligence, and international engagement.

The analysis demonstrates that effective protocol contributes significantly to successful diplomatic engagement, international negotiations, business partnerships, and intercultural communication. Based on observations from diplomatic practice, executive education, and international leadership development, the findings suggest that protocol enhances institutional credibility, reduces cultural friction, and strengthens stakeholder relationships. The study further identifies protocol as a practical expression of soft power, enabling organisations and nations to build influence through consistency, respect, symbolism, and professionalism. In an increasingly digital and multicultural environment, protocol competencies have become essential for leaders operating across borders and sectors.

Protocol should be recognised as a strategic leadership discipline rather than a ceremonial afterthought. Its contribution extends beyond diplomatic settings into business, education, civil society, and international development. As global challenges increasingly require cooperation between diverse actors, protocol provides the invisible architecture that facilitates mutual understanding, trust, and constructive dialogue. Future investment in protocol education, cultural intelligence, and professional standards will be essential for developing leaders capable of navigating the complexities of the twenty-first century. The findings support the view that protocol remains a fundamental pillar of diplomacy, organisational effectiveness, and sustainable peace.

Keywords: protocol; diplomacy; soft power; cultural intelligence; international relations; leadership; cross-cultural communication; international business; governance; peacebuilding

Protocols, Partnerships, and Globalization: Leveraging Industry Associations for Global Recognition and Influence

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Modern protocol is increasingly concerned with reducing cross-sectoral friction across state, corporate, and diplomatic engagements. Protocol practitioners' associations, acting as key global governance actors through soft power and transnational networks, function as critical institutional infrastructures that transcend symbolic and administrative functions to build institutional legitimacy, standardise practices, and exert strategic cross-border influence. This study examines "Protocols, Partnerships, and Globalization: Leveraging Industry Associations for Global Recognition and Influence" to understand how industry associations leverage institutional linkages, certification frameworks, and global partnerships to elevate protocol practice from localised support roles to recognised drivers of state and corporate diplomacy.

The study evaluates the structural development and institutional trajectory of the Association of Certified Protocol Practitioners in Nigeria (ACPPN) as a primary case study. The analysis focuses on its organisational structure, comprising a Board of Trustees, Executive Committee, and Congress, serving over 500 active members drawn from government officials, corporate leaders, and trained protocol practitioners. The methodology examines ACPPN's historical development and institutional trajectory, from its conceptualisation in London between 2009 and 2010 through subsequent international summits to its formal inauguration in 2018. It assesses the association's core operational strategies in capacity building, professional certification, advocacy, service delivery, and strategic relationship management.

The key outcomes of the study include formal institutional recognition of ACPPN certification by key national government ministries, departments, and agencies; the professional mobilisation and transformation of a previously fragmented field of practice into a unified, knowledge- and data-driven community; and the advancement of best practices, professional capacity, standardised certification, and global engagement systems.

It is recommended that national and regional protocol associations strengthen their roles as global actors by advocating for supportive legislative frameworks, promoting gender and social inclusivity, leveraging digital infrastructure for global knowledge sharing, and establishing deeper linkages at sub-regional, regional, and United Nations levels.

Keywords: protocol practice associations; transnational networks; institutional governance; professional certification; strategic partnerships

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Artificial intelligence is becoming central to interpretation in diplomacy and protocol, where even minor missteps can spark incidents. As AI tools multiply, a defining question arises—echoed in the popular figure C-3PO, fluent in six million languages: will machines replace human interpreters, or empower them? This presentation examines that question for the protocol profession, weighing the promise of scalable, cost-efficient AI interpretation against the profession's uncompromising standards of accuracy, security and cultural competence.

Drawing on industry analyses (McKinsey, Gartner) and conference reporting (Slator), this study examined the experiences of interpreters, protocol officers and delegates, comparing fully automated and human-assisted interpretation models. The 2020 European Parliament's pivot to remote meetings, scaled to 700-participant sessions, served as a case study. OECD AI Incident Database records illustrated how automated mistranslation spreads in diplomatic settings.

Benefits were measurable: 20–30% lower translation costs, 24/7 fatigue-free availability, and support for over 100 rare languages. However, the near-95% accuracy of current automated systems falls short of protocol's zero-error benchmark, where residual mistakes can constitute a full-blown incident. Parliament satisfaction rose from roughly 50% to over 80% over 12 weeks, but only because AI operated alongside human support teams; risks around confidentiality, data sovereignty, and cultural nuance persisted.

AI should complement, not replace, human interpreters. Sustainable adoption requires shared standards, interpreter upskilling, secure data handling and continuous human oversight. The path forward is clear: adopt AI deliberately, positioning it as a colleague rather than an overlord.

Keywords: artificial intelligence; protocol interpretation; diplomacy; human–AI collaboration; data security

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Beyond simple courtesy and rules, protocol is rooted in a moral commitment that signifies a willingness to receive the guest with dignity, respect, and sincerity, and to offer not only what one possesses but who one is. People's fundamental understanding of respect needing structure evolved from good manners (emphasizing the essential role of women as the primary transmitters of respectful interactions and social norms within families, guided by the culture of civility), to etiquette (ceremonial and structured behavior as a tool of order, authority, and identity in royal courts and formal settings), and ultimately to universal diplomatic protocol (legally formalized, consistent, and detail-oriented practices between state actors within a shared global framework). The presentation examines this historical transformation to reflect on the future of protocol.

Drawing on a decades-long experience as a protocol and soft diplomacy practitioner, reciting the building blocks and summarizing the theoretical background enables us to capture why protocol still matters, how this shared language allows different cultures to function together within a universally accepted and exercised common framework, while facing the greatest challenge yet: Artificial intelligence gradually replacing many facets of human existence.

Protocol is resilient as it evolves without losing its essence. At the heart of the circumstantial transformations lies the key element of cultural literacy. Cultural understanding makes protocol nonmechanical and interaction nonchaotic, thus creating the foundation for mutual trust. Technology can support protocol through access, information, and speed, but it cannot replace empathy, human awareness, and judgment. Artificial intelligence can assist but cannot embody protocol, because it begins with humanity and continues with the same culture we carry forward.

Norms create trust and stability. Protocol transcends its commonly known procedural aspect by serving its purpose of ensuring dignity, equality, and order so that dialogue can happen and be maintained. After all, protocol is never a constraint but rather a framework for respect and a bridge between different cultures and entities.

Keywords: cultural literacy; digital diplomacy; ethical obligations; framework of respect; historical evolution of protocol; resilient adaptation

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Rooted in centuries of dynastic continuity, the protocol of the Moroccan monarchy transcends ceremonial formality to constitute a political and symbolic language of diplomacy. This article examines how royal protocol combines historical heritage, cultural identity and diplomatic practice to strengthen Morocco's international influence and project legitimacy, stability and prestige.

The analysis focuses on the stages of a state visit. The airport welcome, marked by the presence of His Majesty the King and the Royal Family, military honours, national anthems and the twenty-one-gun salute, expresses sovereign recognition. The traditional offering of milk and dates adds a cultural and human dimension, transforming hospitality into a diplomatic instrument conveying respect and peace. The royal motorcade through Bab Assoufara, the shared limousine, the Royal Guard escort, mounted units, brass bands, trumpets and drums stage diplomatic proximity while affirming monarchical continuity. At the Royal Palace, introductions conducted according to precedence demonstrate institutional rigour. State dinners, Moroccan gastronomy and the possible conferral of the Wissam Mohammadi further create a diplomatic memory.

The findings identify four interconnected dimensions: symbolic diplomacy expressed through rituals and signs of sovereignty; hospitality as a vehicle of influence; music and ceremonial staging as instruments of diplomatic communication; and the articulation of political authority, culture and human relations. Together, these elements reinforce Morocco's institutional credibility and embed diplomatic action in cultural memory.

The study concludes that Moroccan royal ceremonial constitutes a distinctive form of soft power. By integrating inherited rites with modern diplomatic requirements, it transforms protocol into a strategic instrument of foreign policy that promotes national heritage, consolidates state legitimacy and enhances the Kingdom's international prestige and diplomatic attractiveness.

Keywords: official protocol; Moroccan monarchy; state visit; royal ceremonial; soft power

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This presentation examines the definition and significance of credentials and focuses on the key considerations for preparing for the digital presentation of credentials.

Understanding the importance of credentials from the perspective of both multilateral and bilateral relations is the starting point for developing the digital concept. This includes the flow of credentials, voting rights, logistics, recognition, and representation. The concept emphasizes system design that addresses concerns surrounding digital sovereignty and the workflow connecting the sending state, the receiving state, and the international organization. Legal, technology, security, and financial aspects must be taken into consideration during the development. While technological advancements may enhance effectiveness, the human element remains central to presenting credentials.

Further analysis and discussions are needed. The digital transformation requires a rigorous process and several implementation phases. The system must be accessible across the globe. One of the key questions to be discussed is how technology can replace the physical letter without diminishing its legal validity, prestige, exclusivity, and trust. Answering this question shapes the success or failure of the digital transformation.

Keywords: diplomacy; international affairs; conference services; diplomatic protocol; ambassador; representative; embassy; diplomatic mission

Women in Diplomacy: Dedication, Passion, and Personal Fulfilment

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This presentation traces the speaker's journey in diplomacy, showing how dedication, resilience, and passion can turn early aspirations into a meaningful international career. It highlights the role of family heritage, positive thinking, lifelong learning, and the ability to recognize opportunities in shaping both personal and professional growth.

Drawing on more than twenty five years of experience in diplomatic service, international trade, cultural relations, protocol, and civil society, the presentation illustrates the value of intercultural competence and international cooperation through work with UNESCO, the Canadian and Belgian Embassies in Hungary, business organizations, and professional protocol associations. It also showcases initiatives promoting healthy lifestyles, women's leadership, and talent development, demonstrating how professional excellence can be paired with social responsibility. Special attention is given to the challenges women face in balancing ambition, family life, and personal fulfilment. Practical strategies—effective time management, resilience, openness to change, and continuous self reflection—are discussed, inspired by the concept of FLOW theory (Deep focus + full engagement = optimal performance and joy) and the alignment of values, energy, and long term goals.

Ultimately, the presentation offers inspiration and practical guidance for women pursuing careers in diplomacy. It emphasizes that leadership grows from authenticity, perseverance, empathy, and the ability to build bridges across cultures, encouraging participants to pursue their aspirations with confidence and contribute to more inclusive diplomatic communities.

Keywords: women in diplomacy; intercultural competence; leadership; resilience; work-life balance; FLOW theory

Protocol Under Renovation: Preserving Foundations, Adapting for a Changing World

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Protocol is often associated with rules, hierarchy, and formal occasions. While these foundations remain essential, today's increasingly global and relationship-driven world calls for a broader understanding of protocol, one that recognizes the role of presence, empathy, observation, and intentional human connection. Technical knowledge alone is no longer enough; how people experience an interaction is just as important as following the correct procedure.

Drawing from over two decades of experience in luxury design, hospitality, customer experience, and international etiquette and protocol, this presentation combines real-world stories with practical application. Rather than focusing solely on ceremonial or diplomatic settings, it demonstrates how protocol principles influence everyday leadership, business relationships, and service excellence across industries.

Participants will discover how protocol extends beyond knowing the rules to creating trust, strengthening relationships, and navigating professional and intercultural interactions with confidence. They will gain practical insights that can be applied immediately across leadership, client experience, communication, and daily professional encounters.

Protocol is ultimately about people. By combining technical knowledge with presence, empathy, and intentional human connection, professionals can move beyond simply following rules to creating meaningful interactions that build trust, demonstrate respect, and leave a lasting positive impression.

Keywords: protocol; human connection; presence; cross-cultural communication; relationship building

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The contemporary diplomatic and protocol environment is being reshaped by geopolitical tension, technological disruption, misinformation, cultural complexity and growing demands for transparency and speed. Traditional protocol, grounded in hierarchy, ceremony and institutional authority, is therefore no longer sufficient on its own. This presentation examines “The New Gravitas,” positioning executive presence as a strategic protocol tool for building trust, communicating clearly, exercising influence and remaining composed across cultures and during uncertainty.

Using a conceptual and case-study approach, the presentation draws on contemporary leadership examples and Jamaica’s participation in the Fifth Session of the United Nations Intergovernmental Negotiating Committee on plastic pollution in Busan, South Korea. It examines preparation, stakeholder consultation, coalition-building, negotiation strategy and relationship management as contributors to diplomatic effectiveness.

The analysis finds that modern diplomatic influence increasingly depends not only on title and formal authority but also on credibility, adaptability, emotional intelligence, cultural fluency and trust. The Jamaica case demonstrates how preparation, stakeholder engagement, alliance-building and confident advocacy can strengthen a smaller nation’s participation and influence in complex multilateral negotiations.

Traditional protocol remains important but must be complemented by executive presence, cultural intelligence, crisis leadership and strategic communication. Diplomatic training should therefore incorporate crisis exercises, persuasive communication, cross-cultural engagement and relationship-building. The modern diplomat must become a bridge-builder, strategic communicator and relationship architect, combining protocol competence with humanity to create meaningful diplomatic impact.

Keywords: executive presence; strategic protocol; diplomacy; gravitas; strategic human engagement

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This presentation examines the shifting paradigm of global influence, analyzing how modern nation-states navigate international persuasion by moving beyond traditional „hard power“ (military and economic coercion). Grounded in Joseph Nye’s foundational three-pillar framework—culture, political values, and foreign policy—the research explores how nations strategically cultivate global „attractiveness.“ It contrasts these concepts with „Smart Power,“ proposing an optimal 80/20 operational strategy that prioritizes soft-power mechanisms to secure international legitimacy while reserving hard power strictly for essential national security.

Utilizing empirical data from the 2026 Brand Finance Global Soft Power Index, which surveys over 150,000 respondents across 100+ markets, the paper highlights a widespread decline in international sentiment driven by economic uncertainty and geopolitical friction. The data indicate that deploying hard power severely damages the reputations of liberal democratic nations, as evidenced by significant index score drops for the United States (-4.6) and Israel (-3.0). Conversely, China consolidated its second-place position as the only top-10 nation brand to increase its score (+0.7). Furthermore, comparative micro-studies of Hungary (48th) and Jamaica (87th) demonstrate that identity-driven soft power pathways are highly effective and distinct, proving that soft power is not a one-size-fits-all model.

The study concludes that soft power acts as a modern superpower due to its direct, measurable link to nation brand performance in critical economic sectors. Effectively managing national reputation enables governments and corporations to attract foreign investment, trade, talent, and tourism, ultimately accelerating economic growth. Nations must utilize comprehensive perception indices as diagnostic tools to identify infrastructure gaps and correct international misconceptions. Ultimately, sustainable global diplomacy requires that state influence be exercised within a wholesome framework where hard power, when necessary, is carefully restricted within the margins of smart power.

Keywords: soft power; smart power; hard power; nation branding; Global Soft Power Index; geopolitical influence; diplomacy; Joseph S. Nye; reputation management; international relations

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The paper aims to explore and highlight online and sustainability best practices regarding festival tourism through the activities of the Arts for Rural Development Foundation and the Hungarian Tourism Programme Foundation (MTPA).

The case study enables a comprehensive analysis and critical evaluation of the organizations' core values and initiatives, grounded in theoretical frameworks and empirical data. It uses strategic foresight to develop a blueprint for socially responsible and sustainable event management in rural areas.

The induced paradigm shift serves as a benchmark for tailored adaptation and knowledge transfer while nurturing collaboration and innovation within the industry. The multidisciplinary Valley of Arts Festival and Kerekdomb Festival exemplify this innovative transformation by showcasing how cultural events contribute to economic and social rural development. The combination of an appropriate network, professional knowledge, technical skills, and a sustainability strategy enables these organizations to promote indigenous creativity and local heritage, reinvigorate intergenerational exchanges, and strengthen the infrastructure through their community-building engagement (partners, volunteers), local empowerment, resource optimization, and smart waste management. A scholarship programme dedicated to training and increasing the international visibility of event organisers; a unique calendar of events with a searchable interface for optimal coordination; international contacts; professional materials; annual conferences; and regular Meetup events are tools to support the competitiveness and development of the events sector in Hungary.

The vision of a holistic approach to reduce the vulnerability of small settlements is validated by shared commitment and prosperity. Artistic creativity, cultural diplomacy, and entrepreneurial acumen propel, while forging international strategic alliances reinforces the symbiotic interaction between sustainable economic growth and social development in rural environments.

Keywords: data-driven online marketing; event management; festival tourism; sustainability strategy; Valley of Arts Festival

From Soft to Strategic: The Protocol Officer as Engagement Architect

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Protocol officers have long been positioned as tactical support functions — last to know, first to be underestimated. This presentation, grounded in 26 years of military protocol, cross-cultural communications, and crisis management practice, directly challenges that characterization. „From Soft to Strategic: The Protocol Officer as Engagement Architect” argues that the protocol officer’s command of cultural intelligence, relationship history, precedence sensitivities, and environmental design constitutes a high-value strategic asset — one that shapes the conditions under which diplomatic and organizational agreements are reached or lost. The presentation reframes every logistical decision as a strategic signal and repositions protocol not as what happens before the meeting, but as the meeting itself.

Comparative case analysis drawn from high-stakes diplomatic and organizational engagements demonstrates a measurable difference between protocol-led and protocol-deferred approaches. When protocol is integrated from Day 1 — with cultural and relationship intelligence briefs, intentionally architected environments, and contingency protocols in place — engagements produce binding agreements, open dialogue, and partnerships that sustain well beyond the table. When protocol is engaged 72 hours before a summit, the consequences are quantifiable and costly: inadvertent precedence signals fracture relationships before substance begins, cultural missteps erode trust, and follow-up remediation carries significant diplomatic and financial cost. The MASTER Framework — Mission Alignment, Audience Intelligence, Setting Architecture, Team Integration, Execution & Environment, Return Assessment — is introduced as a replicable planning standard that embeds protocol into every node of enterprise engagement planning from the outset.

The protocol profession stands at an inflection point. The competencies that define exceptional protocol officers — precision execution, stakeholder navigation, cultural fluency, relationship architecture, crisis management, and strategic communication — are identical to those that define the most effective organizational leaders. This presentation issues a clear mandate: demand a seat at the planning table from Day 1, own the intelligence nexus, and measure professional success not by flawless execution alone, but by strategic outcome. The paradigm shift from event manager to engagement architect is not aspirational — it is already operational in every room a protocol officer has prepared. The discipline is not soft. It never was.

Keywords: protocol officer; engagement architecture; strategic protocol; cultural intelligence; diplomatic engagement; MASTER Framework; soft power; intelligence asset; leadership pipeline; enterprise integration

Recent Protocol Developments in Egypt and in Morocco

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This presentation examines recent protocol developments in Egypt and Morocco, highlighting how both countries combine historical traditions with the requirements of contemporary diplomacy. While Egypt represents a republican model characterized by the modernization and institutionalization of state protocol, Morocco offers a monarchical model in which long-established royal ceremonial traditions continue to shape diplomatic practice and national representation.

The lecture compares the two countries through three dimensions: the institutional organization of protocol, the role of ceremony in projecting state authority, and the use of protocol as an instrument of soft power and public diplomacy. It argues that, in both cases, protocol extends beyond ceremonial functions to serve as a strategic tool for reinforcing legitimacy, strengthening national identity, and enhancing international engagement.

By comparing these two distinct models, the presentation demonstrates that protocol remains an essential component of statecraft and diplomatic communication in the contemporary Arab world.

Keywords: diplomatic protocol; Egypt; Morocco; state protocol; diplomatic practice; protocol development

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The rise of the Influencer Envoy reflects the changing nature of contemporary diplomacy and protocol practice. The term describes public-facing individuals who may not hold formal diplomatic rank but whose visibility, credibility and access to audiences allow them to shape diplomatic attention, perception and trust. While the diplomatic passport remains a symbol of formal mandate and legitimacy, it is no longer the only way in which diplomatic trust and influence are built. Figures such as athletes, cultural personalities, digital creators and civic voices can shape the way countries, institutions, causes and diplomatic moments are seen and understood. The traditional hierarchy of rank is increasingly accompanied by a new hierarchy of attention, in which visibility, credibility and cultural relevance may influence how messages travel and how formal events are interpreted. A key question is not whether influence should replace formal authority, but how protocol can continue to protect rank, dignity and legitimacy while recognising that public attention has become part of diplomatic engagement.

The analysis suggests that the Influencer Envoy may appear in different forms: formally appointed, informally aligned or entirely unofficial. Some may be given recognised ambassadorial or cultural roles, while others may support international visibility through arranged visits, advocacy, sport, culture, digital storytelling or public engagement. These actors can help institutions and states reach audiences that may be harder to engage through traditional diplomatic channels, especially younger generations, diaspora communities and online audiences across borders. Their presence calls for a reconsideration of protocol practice. It raises operational questions about access, accreditation, confidentiality, commercial interests, digital content and accountability. A key observation is that visibility should not be mistaken for authority, yet it should be recognised as a form of diplomatic power.

The rise of the Influencer Envoy does not necessarily reduce the importance of protocol; in many ways, it increases it. For protocol professionals, the task is to protect formal precedence in the room as well as consider digital presence and symbolic meaning. Many diplomatic occasions now extend beyond the physical room into the public narrative that follows. This points to the need for clearer frameworks that shape participation, visibility and communication across the full lifecycle of a diplomatic event. In this new environment, protocol plays a strategic role in ensuring that visibility has boundaries, access has meaning, and representation carries responsibility. Visibility can support diplomacy, but trust remains its foundation, and that trust needs structure.

Keywords: protocol; diplomacy; Influencer Envoy; hierarchy of attention; public diplomacy; soft power; trust; credibility

Protocol Beyond the Foreign Service: Repositioning Protocol as a Strategic Profession Across Sectors

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This presentation explores the transformation of protocol from a discipline traditionally confined to diplomatic and foreign service institutions into a strategic profession that underpins effective leadership, governance, and organisational excellence across multiple sectors. As globalisation, international cooperation, and cross-cultural engagement continue to reshape institutions, protocol has emerged as a critical management function that extends far beyond ceremonial practice. The presentation examines how governments, corporations, international organisations, educational institutions, and the hospitality industry increasingly rely on protocol to enhance stakeholder engagement, strengthen institutional credibility, manage high-level engagements, and safeguard organisational reputation. Drawing on practical experience, international best practices, and emerging trends, the paper advocates for the professionalisation of protocol through structured education, certification, ethical standards, and institutional recognition.

The paper demonstrates that institutions which integrate professional protocol into their leadership and operational frameworks achieve greater efficiency in event management, stronger diplomatic and corporate relations, improved executive presence, enhanced intercultural competence, and more effective stakeholder engagement. It further illustrates how protocol contributes to institutional resilience by promoting consistency, respect, professionalism, and strategic communication during both routine engagements and high-profile events. The presentation also highlights the role of Protocol Hub International in advancing protocol practice through executive training, advisory services, policy development, and strategic partnerships that are helping establish protocol as a recognised profession in Africa and beyond.

Protocol has evolved into an indispensable strategic function that transcends the traditional boundaries of the foreign service. In an increasingly interconnected world, organisations that embrace professional protocol are better positioned to build trust, foster meaningful relationships, protect institutional reputation, and achieve sustainable success. The future of protocol lies in its recognition as a multidisciplinary profession that combines diplomacy, leadership, communication, cultural intelligence, and organisational management. Investing in professional protocol education, certification, and institutional capacity will be essential in raising global standards of professional conduct and preparing institutions to navigate the complexities of the modern world.

Keywords: protocol; diplomacy; professionalization; foreign service; corporate protocol; leadership; governance; stakeholder engagement; cultural intelligence; organisational excellence

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The international environment is increasingly shaped by armed conflict, geopolitical fragmentation, contested narratives, declining trust, and rapidly changing alignments. From ongoing instability in the Middle East to tensions across South and Central Asia, diplomacy is being tested not only by what states negotiate but also by how they communicate intentions, manage relationships, and signal respect. This paper examines protocol beyond its conventional association with ceremony and etiquette, positioning it within the wider architecture of public diplomacy, strategic communication, and soft power.

The paper adopts a qualitative and practice-oriented approach, drawing upon public diplomacy scholarship, contemporary diplomatic practice, and selected examples of interstate engagement and crisis communication.

The paper argues that protocol performs an important communicative function. Diplomatic gestures, representation, precedence, language, symbolism, and the management of official encounters communicate political meaning alongside formal statements. When strategically aligned with public diplomacy, protocol can contribute to credibility, relationship-building, reassurance, and perceptions management, particularly during periods of political tension.

In an era of global disorder, protocol should be understood not simply as the choreography of diplomacy but as part of its communicative infrastructure. Integrating protocol, public diplomacy, and strategic communication can strengthen states' capacity to preserve dialogue, communicate intent, build trust, and sustain relationships when conventional diplomacy is under pressure.

Keywords: protocol; public diplomacy; strategic communication; soft power; global disorder

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Protocol and ceremonial practices go beyond formal rules and constitute communication systems through which societies express respect, recognition, identity, and order. In a globalized world, interaction among people and institutions from different cultures also requires understanding gestures, symbols, precedence, forms of address, flags, and ceremonies as elements that convey meaning. This presentation proposes understanding protocol and ceremonial as a universal language of interaction.

A conceptual, analytical, and professional approach is adopted, based on the study and practical application of protocol, ceremonial, and institutional communication in governmental, municipal, and international contexts. The analysis focuses on precedence, symbolism, institutional representation, ceremonial practices, and intercultural communication, incorporating professional experience and practical examples.

The analysis demonstrates that protocol and ceremonial serve as instruments of communication and institutional relationship-building. Three fundamental dimensions are identified: order, recognition, and respect. Order structures interaction; recognition gives visibility to individuals, institutions, and nations; and respect establishes the ethical foundation of coexistence. Their proper application facilitates dialogue and promotes mutual understanding in international contexts.

Protocol and ceremonial can be understood as a universal language that recognizes cultural diversity while establishing common principles for interaction. Contemporary protocol should be conceived as a dynamic discipline that brings together communication, diplomacy, tradition, and institutional identity. Understood as a language rather than merely as a set of rules, it becomes a tool for building bridges among institutions, cultures, and nations.

Keywords: protocol; ceremonial; international relations; institutional communication; diplomacy

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The literature on protocol, in general or in its various aspects, places a strong emphasis on forms of presentation. However, there is a lack of comprehensive analysis tailored to the digitalized world of the 21st century. By exploring the specific conditions and needs pertinent to the major protocol areas, this pilot study aims to fill this gap and lay a solid foundation for conducting a comprehensive, global, and representative study.

Taking into account digital transformation and regulation, the ethical challenges posed by information overload, and the protocol's role in conveying and preserving values, we employed a mixed-methods approach based on a pragmatic research paradigm. In the deductive phase, we defined and categorized the theoretical framework of the protocol profession (essential personnel and material requirements, field-specific tasks) and assessed the protocol catalysts (digital diplomacy, educational ecosystem, global cooperation networks) based on the limited amount of available academic literature. In the inductive phase of the research, we explored the effects of the adaptation process—necessary due to the changes induced by (super)digitalization in all areas of life—using quantitative (in the absence of a validated, structured, and reliable measurement tool, we compiled a topic-specific questionnaire, completed by 67 international experts) and qualitative (thematic analysis of 19 semi-structured expert interviews) tools. We subjected the data to statistical analysis by age group and explanatory analysis.

The result helped rank the competency requirements for protocol professionals in order of importance (not in a representative or generalizable manner, but in a comparative and synthesizing way), illustrated the evolution of protocol tools, new rules, and workflows while defining the desirable direction for standardized protocol training and scientific research.

Protocol is an integral part of our daily lives, holding the dense, multifaceted web of individual and collective interactions together like an invisible thread. For it to become a focus within the field of educational science, accessible globally as a distinct discipline, and integrated into individual educational systems, protocol harmonization through comprehensive professional collaboration, lobbying, networking, and scientifically verifiable results is needed, rather than a collision of norms.

Keywords: digital protocol diplomacy; global protocol study; protocol competency requirements; protocol education; protocol harmonization; protocol tools and workflows

Picture Gallery

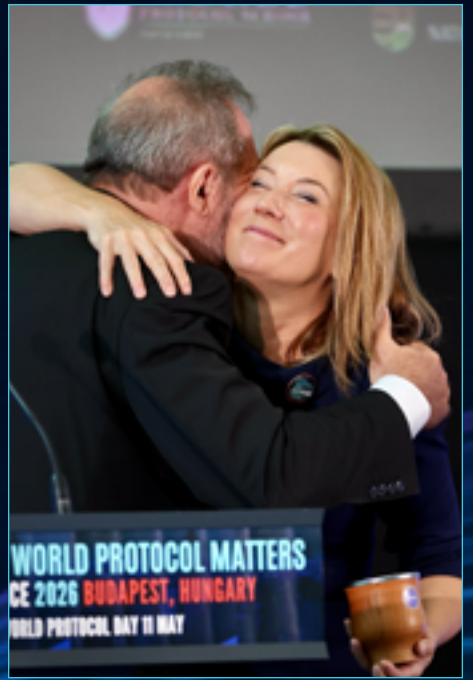




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 Ivan Aigner, Erzsébet Angyal, Barnabás Réti, Nikoletta Hossó, Dániel Áron Papp, Ágnes Sulla, Márta Julianna Váradi & Edit Ránky









Acknowledgments

Contributing Partners

The Editors and Authors extend their sincere appreciation to the following individuals and institutions for supporting the 5th Annual World Protocol Matters Conference 2026 in the Hungarian capital, the first-ever in-person gathering of protocol professionals with a truly global reach.

We appreciate the Ministry for National Economy—particularly Kinga Tóth, Dániel Áron Papp, and their colleagues—for the spectacular venue and smooth collaboration; the Ministry of Agriculture for providing the “Hungarikum” books in various languages; the Castle Headquarters Integrated Regional Development for the admission to the exhibition; Visit Hungary for the Hungarian cultural promotional videos; Barnabás Réti for moderating the entire event; Alex B. Lawani for the roundtable moderation; opera singer Luca Balogh, entertainer Ivan Aigner, and Jazz Trio for their performances; László Regőczy, owner of Primus for the mineral water; László Szabó from X-presso Coffee; László Béres, Valér Bock, Marcell Bukolyi, Tamás Dúzsi, and Bence Laposa for indulging guests’ taste buds with quality wines; Péter Cseh for the photographic documentation; Ildikó Kolozsi for the video recording; ZEMA for the porcelain gifts; Anna Popper from the Diplomatic Press Agency for the media coverage; Edit Ránky for the organizational support; Nikolett Pécsi, Tamás Mezey, Ágnes Sulla, Zoltán Varga, and Márta Váradi for their valued donations; and the students representing Budapest Business School, Corvinus University of Budapest, Ludovika University of Public Service, Károli Gáspár University of the Reformed Church in Hungary, and Milton Friedman University for serving as liaison officers to the esteemed speakers.



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Their invaluable support created space for productive discussions on current issues, potential future developments, and innovative ideas. Their pro bono work, material contributions, concessions, and technical assistance enabled speakers and participants to experience the full three-day program as a complimentary courtesy, including a guided sightseeing tour in Budapest, a visit to the newly opened Citadel and the interactive Bastion of Liberty exhibition, a welcoming coup de champagne, continuous refreshments and lunches, an exclusive indoor wine tasting soirée across major Hungarian regions, and special musical performances. In addition to our pro bono editorial work, their dedication and generosity ultimately led to the open-access publication of this abstract book.

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