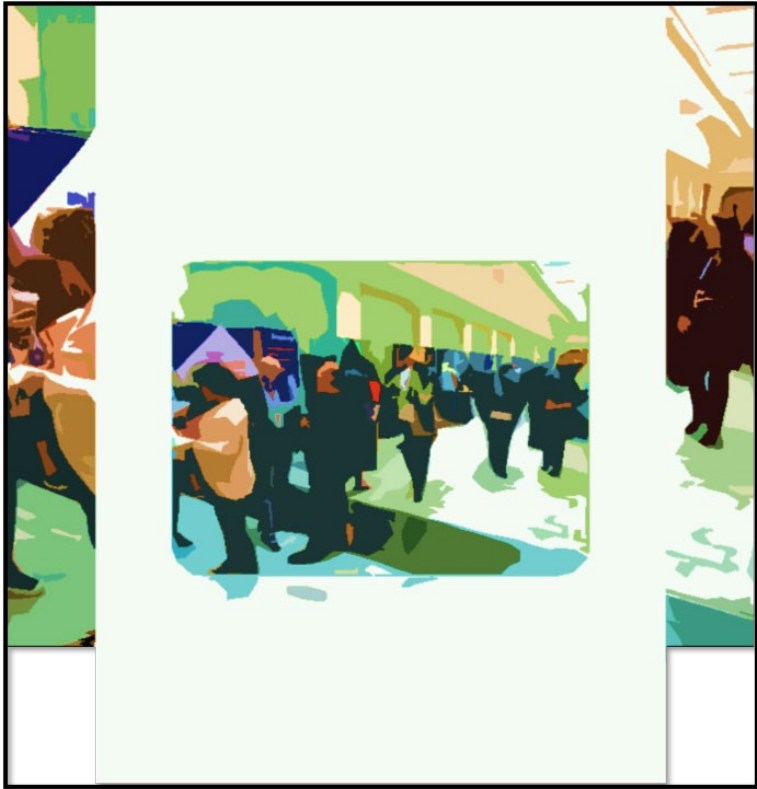


face to face (f2f) events

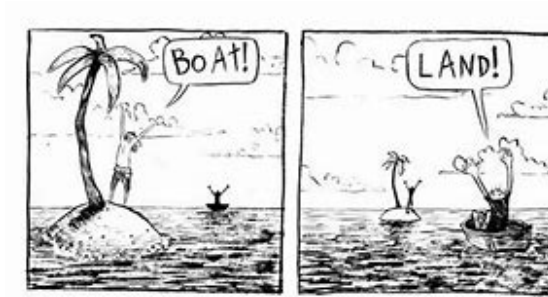
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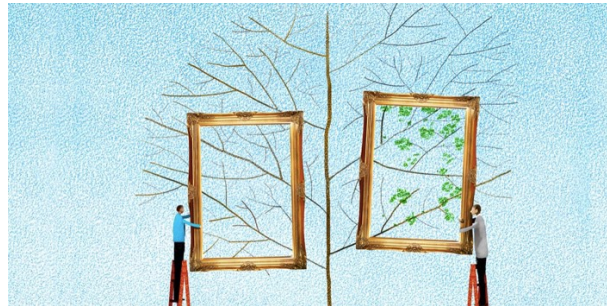
Prepared by
Robert Hughes
Our Hughes Group

face to face (f2f) events post-covid

reframe



redesign



revision



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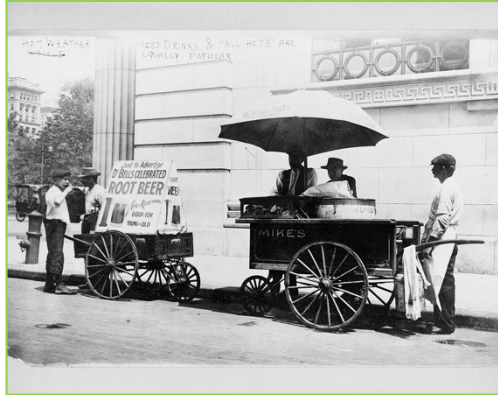
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face to face (f2f) event reframing

an introduction



*We tend to be led by opinions rather than facts. -Bessel A. van der Kolk
Now is the time to know more and pay less - Madam Curie*

At some point, events, conferences, tradeshow, in person training, and in person sales calls will return. Things revert to the mean.

But we will have changed. We have been through so much during the pandemic. We have adapted quickly to many new realities, stresses, and protocols. We have suffered, endured, and enjoyed much of what we may have once thought unimaginable. What impact will these changes make on our thinking, our expectations, and our actions?

One aspect that won't change is that we are social beings. We still want to engage socially, maybe more than ever. But will that look like?

Given what we have been through, how will f2f events, i.e. tradeshow, sales calls, and training return, evolve, end, or help us return to a new normal?

Before the pandemic, attendance, sponsorship, and exhibit revenue were showing signs of stress. In person training efficacy was moving online. In general, f2f events were being evaluated more closely. As the pandemic wanes, we will likely see further stress i.e., budget reallocation. With shows closed for at least one cycle and maybe two, many tradeshow budgets have been reallocated to digital marketing. Anecdotal reports indicate that digital marketing is doing as good or better at generating leads, with the added advantages of lower direct and indirect cost per lead.

The second driver, of course, is when we will be permitted and feel comfortable to travel to meet in person, at scale. This is sure to be different for everyone. There are too many factors involved to predict any single course of action.

This may be a benefit in disguise. For the sake of discussion, let us cede lead generation to the digital team and focus on the unique strength of events: creating face-to-face engagement and social reality. Live events are by definition, in person. As we return to in person live events, this shift could enable us to focus on what happens best in person. In *7 1/2 Lessons on the Brain*, Lisa Feldman Barrett suggests our brain is uniquely qualified to create social realities because of our unique set of human abilities:

- Creativity
- Communication (empathy and understanding context)
- Copying (mentoring, agreeing to spoken and unspoken norms)
relationship building (empathy, mutual understanding)
- Cooperation (creating a shared social reality in relationships,
from building a better supply chain to sharing a ride)

- Compression (summarizing abstract thought and meaning, understanding, engaging, and nonverbal communication.)
- *“In short, the wiring of our cerebral cortex makes compression possible. Compression enables integration. Sensory integration enables abstraction. Abstraction permits your highly complex brain to issue flexible predictions based on the functions of things rather than on their physical form. That is creativity. And you can share these predictions by way of communication, cooperation and copying. That is how the 5 c’s empower a brain to create and share social reality.”ⁱ*

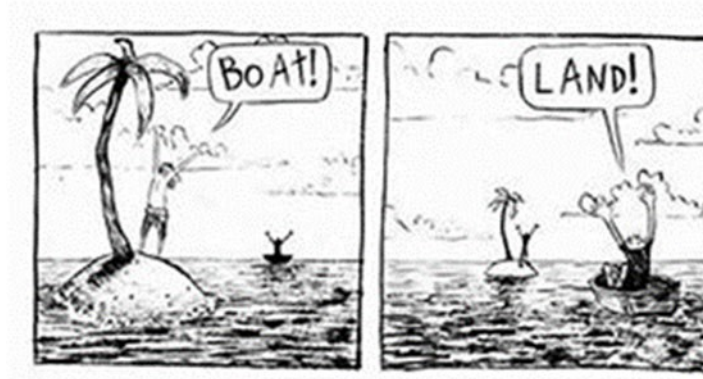
Human-centric activities create a social reality (that exists only in our brain) distinct from our physical reality.

For the sake of this discussion, these activities include but are not limited to the sales, training, research, client retention, new product introduction, recruitment, and troubleshooting—both product and relationships, as well all networking—all the things that happen in person and are part and parcel of creating social reality.

The goal of this paper is to attempt to leverage recent brain research to reframe, redesign, and revision event design with face-to-face social reality engagement as the top priority.

f2f: section 1 - reframing our audience

shall we begin...



... by revisiting how each stakeholder defines success ...

We reframe our audience by revisiting how each stakeholder defines success: reverse engineer the audience, organizer and sponsor needs and expectations. Identify what can be best served by in-person engagement and modify existing protocols to optimize each group's objectives, costs, and definition of success.

Beginning with lessons learned:

What was reported to work when meeting virtually:

Presentations (primarily one, many, or a few) seemed to be “good enough”— saving time, travel, and hosting expenses. Timing for recording and broadcasting was flexible and could be spaced as needed.

What seemed to not work so well:

- Personal, conversation-based communication (primarily one-on-one, face-to-face communication), discussions, sales, networking, socializing, and random discovery suffered meaningful attenuation in virtual gatherings.
- Virtual presentations (even with audience feedback) are akin to emails: unidirectional messaging received without the necessary nuance (the audience does not dare to ask a question or assumes a message without having proper clarification).

Now imagine events methodically designed to reveal the aforementioned:

- Creativity
- Communication (empathy and understanding context)
- Copying (mentoring, agreeing to spoken and unspoken norms)
- Cooperation (creating a shared social reality in relationships, from building a better supply chain to sharing a ride)
- Compression (summarizing abstract thought and meaning)

Humans are a social species and there is a need for proper interpersonal interactions. Current methods of planning and organizing into show floors, general sessions, and breakout sessions may still work, but research hints event design will benefit from reframing in a more brain friendly context, especially small to mid-size meetings.

Freed from the overarching need to generate leads, (absorbed by digital marketing) tradeshow organizers, attendees and exhibitor/sponsors have the once-in-a-career opportunity to minimize the downside risk of a strategic shift in their event format.

This strategic shift hints at some of the reframing considerations: We can look anew at the time, content, delivery modality, sequencing, merging and revisioning logistical planning and costs for all in person events.

With a focus on accommodating the needs of everyone: sponsor, exhibitors, attendees, presenters, organizer, and entry level, middle and senior management.

How reframing might influence our audience planning:

We may organize OR address target markets by their function. For example, events could be organized by different business models targeting services, content, and related activities more directly.

1. Commodity Businesses: defined as—Low Cost—Low Volume—Low Differentiation—Often Sold Online

Characterized by price-driven decision making, highly competitive, low-cost and high volume, with a transactional sales mode.

OR

2. Soft or Capital Goods Manufacturers or Distributors—High-Cost Consumables or Manufactured Goods—High Dollar Volume Sales

Characterized by a need for nuanced understanding for optimum performance, ROI, and overall satisfaction. It is likely this nuance could be missed in the standard procurement process. Where the buyer's perceived primary role is to negotiate concessions i.e., discounts or better terms. Rather than ensuring a successful total value deliverable. This process is typically enabled by engineer-supported sales from executive to executive.

OTHER EXAMPLES COULD INCLUDE:

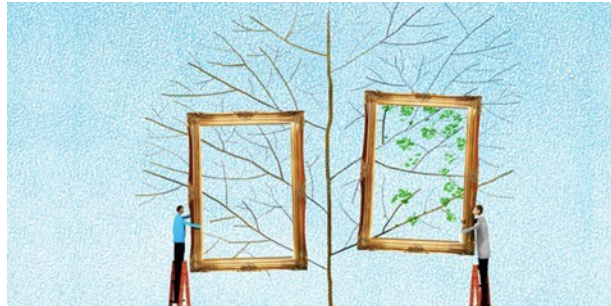
- Producing services and goods focused on meeting the needs of a large social or industry concern or initiative.
- Research and development to deepen understanding of emerging technologies i.e. the relative value and impact of A.I. vs. I.A., climate impact, supply chain issues, financial innovations, and evolving market demographics
- Integrating non-traditional resources such as philanthropy, government, regulators, policy makers, business development specialists, community leaders and educators from secondary and higher education—to ideate just a few.
- Creating large digital implementation programs designed to connect all company divisions. These might range from H.R. to accounting to maintenance for both large and small suppliers as they begin to predict the impacts of issues, personally, departmentally, and corporately, and research the impact on the environment and budget.

Created in consultation with Jacques Marques, President, PowerMar Marketing.

Additional discussion on this subject: The Complex Adaptive Coalition was posited by Tom Freidman in a conversation with historian Yuval Noah Harari, who introduced the concept with the case of the redevelopment of Louisville, Kentucky into a major transportation hub for UPS by involving the entire business, community, and education ecosystems.

YouTube: [How Thomas Friedman and Yuval Noah Harari Think About the Future of Humanity](#)

f2f: section 2 – redesigning your design process



“We don’t create a fantasy world to escape reality. We create it to be able to stay.”

– Lynda Barry

“It’s only two clicks away.”

In his book on web usability, *Don’t Make Me Think*, Steve Krug’s research confirms that anything of importance should not be more than two clicks away from the homepage, maybe by one or two seconds.ⁱⁱ **This user experience may be our true competition.** Our event logistics are now and forever, however unfairly, going to be compared to our clients’ online experience for ease, speed, and efficiency.

I just can’t imagine attendees being willing to stand in long lines for anything—registration, food, drinks—**and not complain.** And if they complain, neuroscience research confirms their ability to learn and participate are significantly diminished. Meaningless, tedious activities are simply not tolerable. There are just too many alternatives. For live events to survive, it is essential we redesign the sponsor–attendee–content provider experience. To begin, let’s look at the following:

1. Data is Essential—collect and use it.
2. Digital First means more than just technology.
3. Your Body's Wisdom is the foundation of all data, information, knowledge, and wisdom.
4. Invented Places are a space designed for connection and memory.

Data is essential

All around us we continue to read and hear that A.I. and DATA-driven decision making is the future of business. If true, how does data apply in redesigning our trade show?

In a recent *New York Times* Op-Ed, Tom Freidman writes,

“Data is the new oil. Who has it and how do you distill insights from it, and then productize and monetize the insights, is the new economic driver that in the long run will determine a country’s wealth and security in the 21st century—not black crude. That is why former Saudi oil minister Sheikh Ahmed Zaki Yamani’s old warning—the stone age did not end because we ran out of stones; it ended because we invented new tools—is more relevant than ever.”ⁱⁱⁱ

As you know, you have invaluable access to data from your industry: members, attendees, exhibitors, and sponsors. But as often as we hear you have the data, we also hear that you have not looked at it, it’s in the wrong format, I.T. has it, or you had not thought of this. No matter the reason, I encourage you to earnestly and quickly create a plan to collect, distill, productize, and monetize your show data. It may prove essential to your survival.

Digital First

In his recent Deloitte White Paper, “Building the Government of the Future, Right Now,” Mike Canning points out that for successful data design outcomes, organizations should not just adopt new technology, but they should embrace a “digital first” approach.^{iv} In his work with the most innovative public sector leaders, his article identifies that while people are the center of every organization **it is people plus technology that can drive true transformation.** His work identifies four emerging trendlines:

- 1) A shift to anticipatory planning using analytics to predict behavior, outcomes, and potential problems.
- 2) A focus on “nudge behavior” (email campaigns, text messaging, public service announcements, and human-centric design) to help engage people in self-benefiting behavior. As this emerges, the ethics of applying A.I./I.T. becomes increasingly important.
- 3) 5G connectivity will extend the reach of trade and training events, especially as you move forward to collect, productize, and monetize insights gathered from your event data.
- 4) Focusing on how technology will benefit people and ensure the workforce use of technology is diverse, inclusive, and ethically focused.

Generally, this process might be used for proactive promotion, industry analysis, emerging needs, emerging trends, new product needs, and regulatory issues. I am sure your data analysis experts will reveal many more relevant uses.

Your Body's Wisdom

In a recent *New York Times* Op-Ed, David Brooks highlights the wisdom your body knows:

“The vagus nerve is one of the pathways, through which the body and brain talk to each other in an unconscious conversation. Much of this conversation is about how we relate to others. Human thinking is not primarily about individual calculation but about social engagement and cooperation.”^v

Brooks cites Stephen W. Porges of Indiana University, who argues that “when you enter a new situation, your body reacts. Your heart rate may go up. Your blood pressure may change. Signals go up to your brain which records the “autonomic state” you are in.”

“Maybe you walk into a social situation that feels welcoming. **Green light**. Your brain and body get prepared for a friendly conversation...but maybe the person in front of you feels threatening, **Yellow light**. You go into flight-or-flight mode. Your body instantly changes. Your ear for example, adjusts to hear high and low frequencies – a scream or a growl – rather than midrange frequencies, human speech...Or maybe the threat feels like life and death. **Red light**. Your brain and body begin to shut down.”^{vi}

Similarly, psychologist and neuroscientist Lisa Feldman Barrett argues that a main purpose of the brain “is to read the body.” She writes in her book *How Emotions are Made* that “you might think that in everyday life the things you see and hear influence what you feel, but it’s mostly the other way around: What you feel alters your sight and hearing.”^{vii}

Attendees must feel more secure in their environment to experience rich engagement. They will need a space that is human-centric.

Attendees’ and sponsors’ positive experiences will determine the quality and quantity of data acquired, subsequent insights, eventual wisdom, and ultimately, your survivability.

Invented Spaces

In his essay “Invented Spaces,” Jan Sircus writes that “invented places spring from the creative minds of authors, artists, and architects.”^{viii} They leverage “theme” and story” across craft, technology and architecture, blending cultures and imagery to create new credible visions of “place.”^{ix}

Years ago, I invited Bob Gurr, the legendary Lead Disney Imaginer to walk through the TS2 tradeshow (Tradeshow About Tradeshows) and share his impressions with me.

- As he entered the tradeshow, his first observation was that he did not know where to go, and second, that he could not figure out what the exhibitors did! (This was a trade show of exhibit builders and designers.)
- He was incredulous at the fact that there was no human scale in the convention center. The lighting was unflattering to humans and walking the floor was uncomfortable, confusing, and fatiguing. He wanted to leave as soon as possible. As he left the tradeshow, he asked me “why would anyone want to come this kind of event?”
- He said emphatically, “there is no castle at the end of the road ... Walt would have never allowed us to design something like that.” The show had no story, no purpose and no memory worth keeping!

Sircus outlines **three principles** that make the quintessential invented space and how they can be used to design a successful space, either physical or virtual:

1.) Structure and Theme

It is essential to adhere to the principles of sequential experience and storytelling if we are to create a memorable sense of place in which both experience and story create memories and meaning.

Structure in this context is about spatial organization and story planning. It is about flow. People like simple, logical flow plans. Good design makes it easy to follow the sequence of events, become oriented in the space, and be comfortable. Good plans needs good flow. When done correctly,

People feel welcome. They enjoy themselves more, stay longer, and return more often to create more memories, ultimately driving ROI. Disney's empire and stock price seem to validate this premise. I understand we are not Disney, but there is nothing that says we can't study the design ideas of Disney or whoever we admire and work to make our guests feel welcome, well cared for, safe and respected.

The structure of each event can be designed with these intangibles and focused on a theme—**not a party or meeting theme, but a cultural or business theme**. Each culture has a shape, and each shape tells its story.^x As Circus, notes, "Disneyland's [cultural shape] is circular, with a central hub and radiating spokes, looping journeys into different lands and stories."^{xi} Each area is distinct. Each has its own clear story. Each creates comfort, flow, memory, and safety.

The question we face is what needs to happen to:

- Create the framework of ideas and flow of people to sequence the attendee, organizer, and sponsor experience.
- Create engagement through participation of the senses, action, and story.
- Activate the attendee's memory through the consistent communication of details, symbols, and actions.
- Make what they are interested in seeing as easy to find as possible and worth the effort.

2.) Spatial storytelling

Telling a story spatially vs. traditional storytelling (a beginning, middle, and end) means we use spatial elements to tell the story. For example, a tunnel or a bridge signal a new beginning, stairs signal a challenge, multiple paths, choices; and many more, all with their own associative meaning. One positive aspect of spatial storytelling is that it need not be expensive and is available to organizers of any sized budget. More important than budget is creating harmony, reassurance, and order in the story. The framework must be consistent and clear.^{xii}

3.) Visual Communication

Visual communication is successful only if it can be read and understood. Legibility is essential. Realistic or abstract, sights, sounds, scale, color, texture, and detail are some of the tools to make the story self-evident and credible. The parts and pieces of the event *need* to create a cohesive whole to be understandable, believable, and memorable.^{xiii} How can we create this for a tradeshow? **Imagine creating a show culture and design template into which the sponsor story, the content provider and attendee experience is inserted as an emotional magnet.**

The Sircus article confirms that successful places can be “either rich in detail and authentic or boldly abstracted and theatric, providing they have clear visual communication that is easily understood and is congruent with the story.”^{xiv} The best presentation needs its own hierarchy or order so everyone knows how to choose, can control their own experience, and create their own memory.

f2f: section 2a – the council of supply chain management professional’s guide to design innovation

“Design is not just what it looks like and feels like. Design is how it works.”...

“Real artists ship.”— Steve Jobs

The Council of Supply Chain Management Professionals’ *Supply Chain Quarterly*’s recent commentary on new product design outlines six solid innovation touchstones:^{xv}

- 1. Conduct scenario planning sooner.** Conduct a premortem. Anticipate failure points. Mitigate probable solutions. Plan options to capture lost time. Plan for failure. Make it a part of your process. *Do not fear failure. Embrace it.*
- 2. Design to the strength of your suppliers.** Avoid rush fees, delays, redesigns, and unnecessary do-overs. *Test, Test, Test.* Avoid as many surprises as possible by pushing reactions to failure. Align processes, technologies, and metrics to bring sourcing knowledge closer to your design sooner. Bring in source partners earlier than ever thought possible.
- 3. Determine your margin upfront (Target Costing).** Be sure the entire team understands the goal, so it can be referenced at every decision point. This saves time, unexpected expenses, wasted effort, and unwanted surprises. Find partners who can be trusted internally and externally. Review price against cost, work backward to identify bottlenecks, and build strategies with all suppliers to hit target costs, alignment, and share profits.

4. Practice data integration. Identify the needed data, utilize cognitive New Product Integration (NPI) solutions to gather all data in a central database, and allow A.I. or I.A. to analyze.

5. Implement cross-functional coordination through the entire process. Connect sponsors, attendees, speakers, organizers, accounting, sales, H.R., publication, government, Q.R. codes, marketing, sales, packaging, design, I.T., regulatory and procurement. There should be no silos.

6. Conduct postmortem. Did the event, service, or product meet the needs of the customer? Did it make us money? Did premortem work out? What were cost issues and unexpected risk issues? Fold this back into the next premortem.

7. Additional ideas. Identify key values to deliver and apply to the industry. Research related industries that connect to yours to design possible “end-to-end” solutions for your member-attendees. Design solution sessions. Build a map of problems you can solve, future problems that can be anticipated, and the various impacts on member-attendees’ futures.

When building a cost model, research the cost of the solution being sold, and the value of the problem being solved and build your financial model as a business solution.

f2f: section 3 – leveraging the “new,” “rewards,” reframing diversity, and why change is so difficult



“Nothing is so painful to the human mind as a great and sudden change.”

–Mary Shelley, Frankenstein

“Vulnerability is the birthplace of innovation, creativity and change.” -Brene Brown

Why are we drawn to new?

A recent article by Ann-Christine Duhaime, Professor of Neurosurgery at Harvard Medical School, states:

“Our brains also evolved to be rewarded by novelty, a tendency exploited by product designers and advertisers. This preference was preserved in our genetic heritage because it gave us a survival advantage: without it, we wouldn’t have explored new things or invented novel solutions to the problems posed by constantly changing circumstances. This helps explain why we consume, even when we don’t have to.”

She then concludes that when an organization wants to promote a new or better idea, **we do much better when we “try working with things we have evolved to find rewarding”**

In essence, “if the goal is the cake itself, frame the choice as a pitch for something most of us find rewarding: the frosting.”

For example, Tesla cars look great (The frosting) and are promoted as such, but ultimately, they are good for the environment (The cake).

Why diversity is so important for us and much more than just gender and race?

Allison Beard, a senior editor at *Harvard Business Review* offers the following example:

“Imagine a group of people a hundred years ago, walking together to look for a new camp. Suddenly, they find some mushrooms. You can’t have only high- dopamine types because they’d all try the mushrooms and may be poisoned. You need some high-serotonin types to say, ‘We shouldn’t do this, it is not in our tradition’; some high-testosterone types to say, “Let’s experiment: Feed to mushrooms to the dogs and see what happens”: and some high-estrogen types to say,” Let’s discuss what we know about these mushrooms.”

We evolved to think differently so that we could put our heads together and come up with good solutions. Complementary styles of thinking make for a far more effective team.

Let's consider this same scenario in today's event design and attendance challenges. Since we have evolved to reactive-predictive creatures, it may help us all to ask why to find new whys.

Why redesign revenue thinking?

If our model is based on selling floor space and sponsor banners et.al, can we consider what happens if we begin to consider our revenue needs from the perspective of our attendee and sponsor needs?

For example, Price Waterhouse Cooper, a Big4 consulting firm, reports the cost to secure a new audit client at \$500,000.00. What would the value be to PWC if the organizer could reduce that cost by half? And increase the result by 2? The same is true for the attending company. What if the organizer can bring forward a solution that works for their company, lifts its profit, and solve its business problem the first time? Reframing the revenue discussion may open revenue options we have not yet considered.

Why is change so hard?

Because it hurts our brain! Seriously, recent brain research explains how. In a recent Neuroscience Leadership Institute paper, David Rock and Jeffrey Schwartz explain change registers in MRI scans the same way physical pain does. Change provokes sensations of physiological discomfort.

Habits live in a different part of the brain than discovery or new information. Habits require much less brain power to process than taking on a new task, i.e., driving a car vs. learning to shift gears manually. The same material research confirms that our brain's desire to restore a loss (returning to the status quo) is more powerful than making a gain (change). This knowledge we now have is the awareness to be able to move through our initial, normal resistance to change, if we chose to.

The key to change is sustained focus in order to move the concept from the conscious effort stage to the habit stage. Insight and gentle reminders in a calm environment make change much easier and longer lasting.

For us to accept new information (change), our brain requires pre-existing internal reference information (memory). Without that reference our brain must reject the information (without or without our awareness). Like a rider on an elephant, our receiving brain function follows the elephant part of our brain.

f2f: section 4 – Glossary of terms

- **Data** encompasses any data compiled by the organizers. The challenge is that it is often stored in different formats and databases. Nevertheless, it is a potential source of revenue, either when organized or when collected for a specific purpose.
- **Engagement** refers to non-transactional f2f and b2b negotiation, presentation, and consulting. The intent is to look at the issues with patience, extended context, courage, and vulnerability.
- **Human-Centric Design** involves looking at the process of engagement—physical, emotional, and intellectual—from a human perspective. The intent is to make human experience the top priority and make all decisions accordingly.
- **Reframe** describes a process used to solve complex problems using a new, data-enabled viewpoint synthesized by the organizers. The idea is to create a new form to support the existing form. While supporting the old form, we sort the functional aspects from the dysfunctional aspects, allowing the old form to relax, be evaluated, and discarded as needed. The process is incremental. It requires patience, steady vision, trust, constant dialogue, and ongoing adjustment.

Since the future is unseen, the intent of reframing is to minimize collateral damage. The purpose is to safely connect the needs of all the stakeholders to enable transformation and increased ROI in an ongoing process of profitable engagement.

- **Transformation** means reframing the needs and expectations of the stakeholders in a human-centric design process. The objective is to transform, not destroy. The goal is neither to maintain or discard the existing process, but to look at what is needed: revenue, relevance, and engagement. The term *sublate* (meaning to literally pull the solution from the problem) applies here: it means applying a new authentic, solution rooted in past success but firmly sighted in the present and future.
- **Stakeholders** are the constituent parties who seek to gain revenue from the event. They must be considered in tandem. Events are three dimensional: they include sponsors/presenters, attendees, and organizers. All three need to be aligned for sufficient revenue. Revenue and or value must be exchanged to meet the needs of all three groups over an agreed amount of time.

f2f: section 5 – brain-friendly tool kit for meetings

our meetings are our organization

Reimagine presentation planning for additional retention and recall:

- When planning, remember it is much easier for us to feel down than up.
- We need to plan help everyone feel up. This requires effort. It is not natural.
- Our emotional wellbeing is essential to our behavior, decisions, and perception.
- The better we feel the better we do—our design, logistics, content—everything we do needs to be informed and designed to make everyone feel welcome, appreciated, respected and of value. We need to be free to work hard in the event.
- If we are trying to learn something, sell something, or change something, we will do better with shorter 30-minute sessions spread over days or weeks, interspersed with questions, additional reading, and mini quizzes with time for self-review, repetition, and reflection.
- Our attention holds for only 20-45 minutes, after which we need a break, preferably one with some kinetic activity.
- To maximize engagement and retention, we are best suited when we reduce visual distraction, even slight distractions. We do better with pencil and paper rather than a screen; even other's screens can distract us. Effort brings reward.
- Multi-tasking can be said to drastically reduce attention and retention and to a large extent renders our efforts useless.
- Turn off e-mail, calendars, computers, and cell phones and consider creating a system to maintain your ability to concentrate on the events you have paid to attend.

f2freframed

- Be sure visual and aural presentation are in sync. Our brain processes visual and aural information in different areas competitively. Show the image and then discuss. Or discuss and then show the images. Never read the slides. Consider using slides with images only or just one or two words per slide.
- Try a guided discussion with question-and-answer segment, along with self- testing aids in retention.
- Tie information to relevant social issues to increase retention. Our brain works better when slightly charged.
- Visualized and repeated application of new information increases retention, as our brain remembers by building networks of information.
- Our strength of memory comes from repetition and building a strong neural pathway in our brain.
- Add authentic positive attention whenever possible i.e., “Yes, good, that’s it.”
- Present tactics *or* strategy, but not in the same session. Discuss and connect the discussion to a bigger idea with actions to increase retention and memory recall.
- When possible, add stories that touch the emotions of the attendees.

Reimagine the Financial Model for additional saving or cost reallocation:¹

As everyone considers their new normal, let’s do everything we can to reduce all costs. Options could include:

- Contracting hybrid online or smaller, non-union venues.
- Identifying relaxed labor guidelines and rates.

¹ Created in consultation with Pete Grigaliunas, President, Laser Exhibitor Service, Chicago.

- Assigning the floor to E.A.C. labor firms directly.
- Renegotiating rates with fewer markups.
- Finding turnkey freight solutions with fewer markups and freight company dock support.
- Reimagine material handling model and using open dock options.
- Introducing exclusive presentation hours or spaces.
- Revision a revenue model based on exclusive access, not space size.
- Focusing presentations on product and service engagement with tactical presentations targeted at director level and below, and strategic presentations targeted at director level and above. Consider special procurement models that involve every aspect of the organization the purchase effects.
- Address senior management engagement, by designing programs, venues, and presentations specifically for them. Add either in-person or virtual in-depth solution presentations, discussion programs and one-on-one or one-to-many facilitated dialogues. Look at extended problem research, case studies of results-driven engagement, and bringing in multiple consultancies and subject matter experts.

(Condensed from NLI – CRN Program)

ⁱ Lisa Feldman Barrett, *7 ½ Lessons on the Brain* (London: Pan MacMillan, 2021) 112 – 123.

ⁱⁱ Steve Krug, *Don't Make Me Think: A Common-Sense Approach to Web Usability* (New Riders, 2005). ⁱⁱⁱ Thomas Friedman, “Did Trump and Iran Just Bury the Hatchet, or the Future?” *The New York Times*. VOL. CLXIX...No. 58, 567 (January 8, 2020)

^{iv} Mike Canning, “2020 Outlook: ‘Building the Government of the Future, Right Now.’” *Deloitte*. <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/public-sector/us-gps-2020-outlook.pdf>

^v David Books, “The Wisdom Your Body Knows.” *The New York Times*. VOL CLXIX... No. 58, 525 (November 28, 2019).

^{vi} Ibid.

^{vii} Lisa Feldman Barrett, *How Emotions are Made: The Secret Life of the Brain* (Boston: Houghton Mifflin Harcourt, 2017).

^{viii} Jan Sircus, “Invented Spaces,” *Prospect*, 81. (Sept./Oct): 30-35.

^{ix} Ibid.

^x See Carl Jung’s Concept of Archetypes.

^{xi} Sircus, *Invented Spaces*, 128.

^{xii} Ibid, 127.

^{xiii} Ibid, 128.

^{xiv} Ibid, 128.

^{xv} Kalindindi, Rajesh. “Commentary: Six best practices for new product introduction.” *CSCMP’s Supply Chain Quarterly* (February 2020). <https://www.supplychainquarterly.com/articles/3141-commentary-six-best-practices-for-new-product-introduction>

^{xv} David Rock and Jeffrey Schwartz, *The Neuroscience of Leadership*

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