

PULSE OF THE *ROOM.*

THE PEOPLE IN **THIS ROOM** ARE THE DATA.

MARC GHAFOORI

SVP, CLIENT EXPERIENCE

HERITAGE



What is a question we should be asking each other?



STEP ONE · GET ON THE BOARD

SCAN IT. JOIN IN.

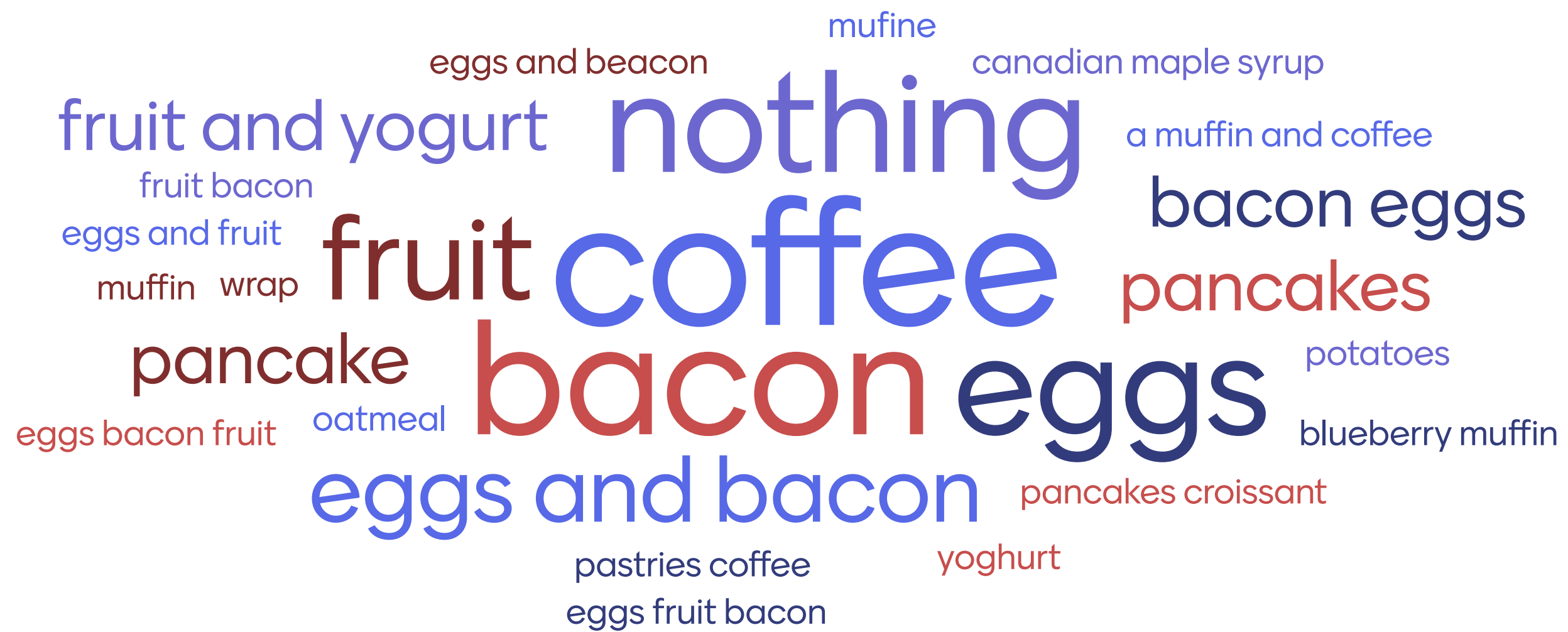
Open your camera. Hit the QR. No app. No login. No names attached (your answers are anonymous to the room and to us).

01

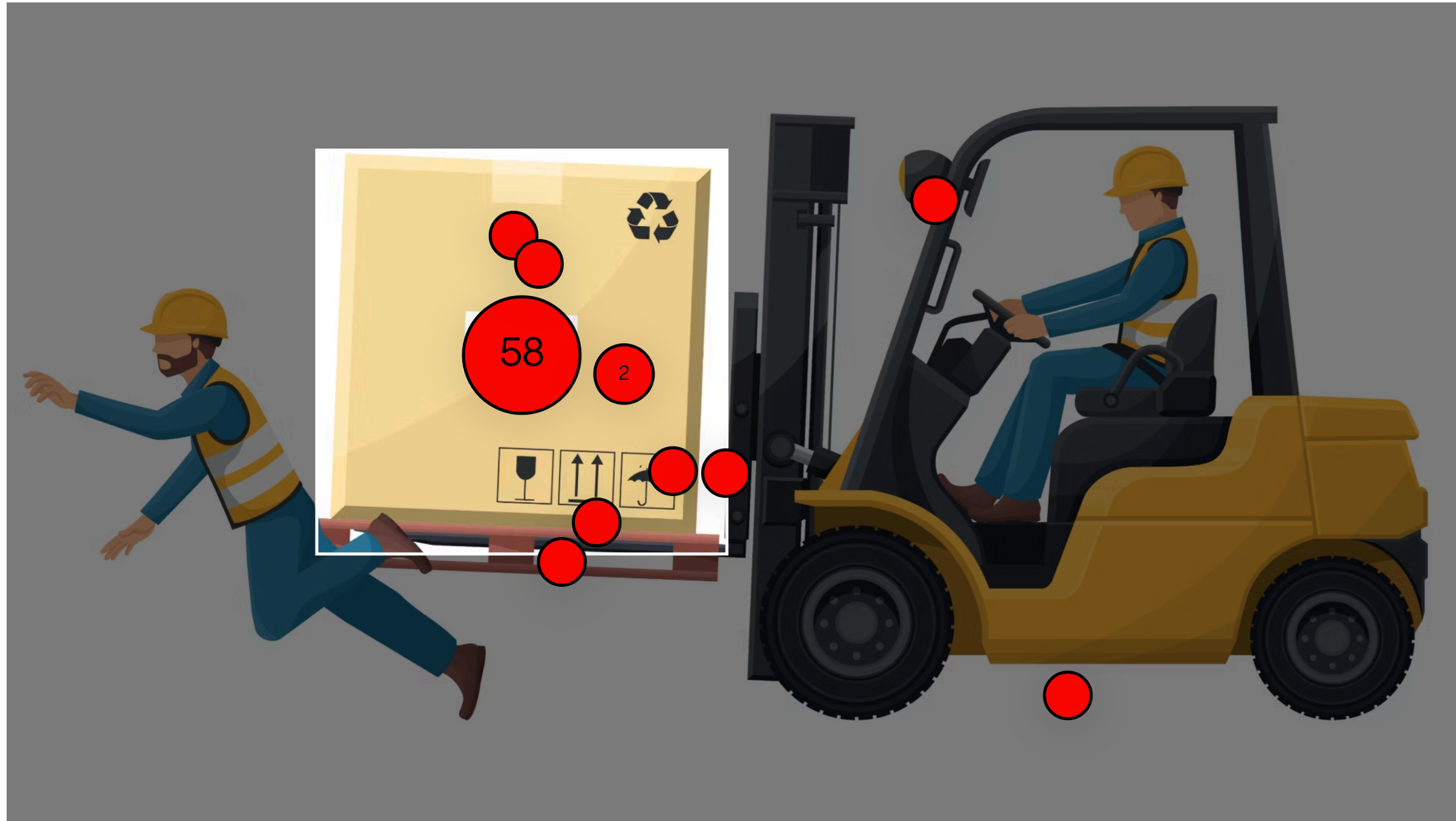
BLOCK ONE

WARM-UP &
ONBOARD.

What did you eat for breakfast today?



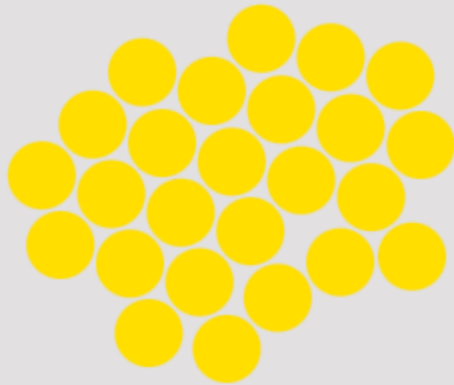
Where is the freight?



In one word, how would you describe your morning so far?



HOW MANY ESCA SUMMER CONFERENCES HAVE YOU ATTENDED?



32% This is my first



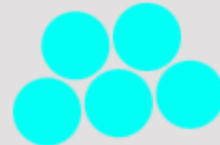
13% 1-2



32% 3-5

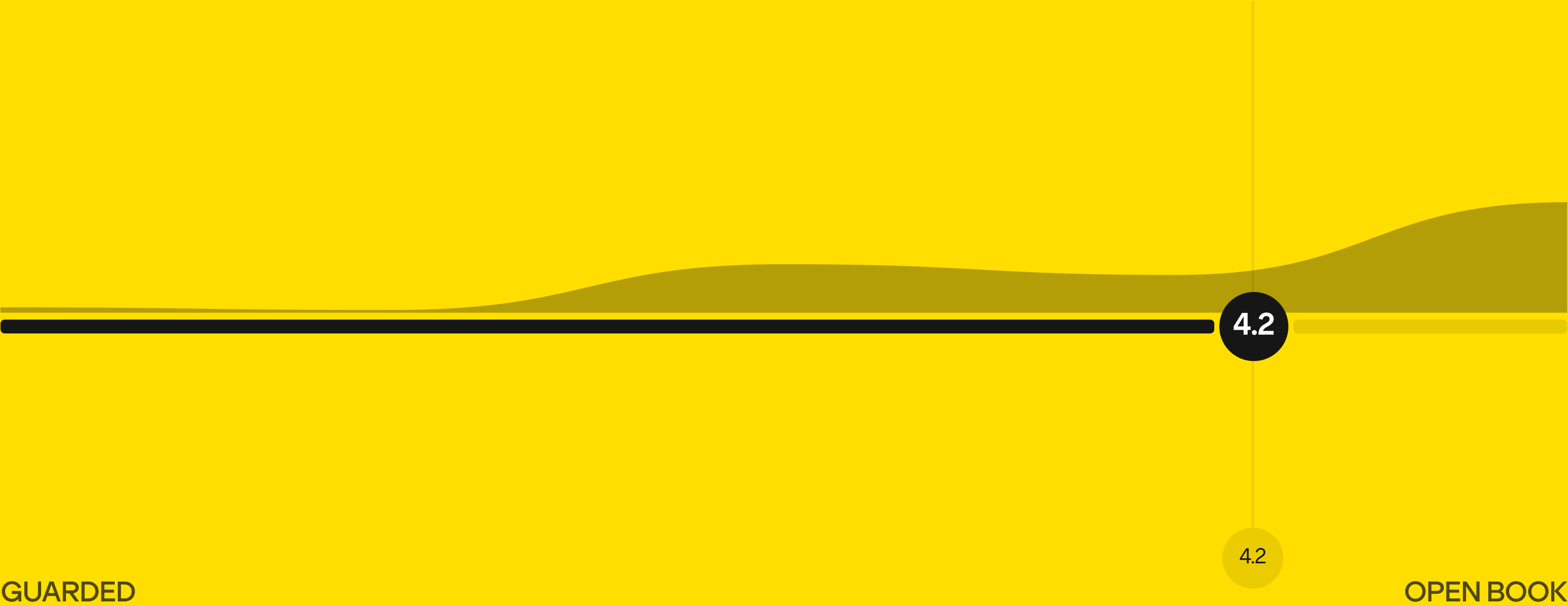


16% 6+



6% I've Lost Count

HOW HONEST DO YOU PLAN TO BE IN THIS ROOM TODAY (REALLY)?



EVERYBODY UP.

RULE 01

Stand up. All of you.

RULE 02

Stay standing if it's true.



***STAY STANDING IF A SHOW
HAS EVER TAKEN YOU AWAY FROM
A PERSONAL MOMENT***

***(A BIRTHDAY, AN ANNIVERSARY, A
BALLGAME, A HOLIDAY...)***

Every person you work for sees the floor on opening day. Nobody sees what it cost to get there.

***STAY STANDING IF
YOU'VE EVER **LOST SLEEP**
OVER AN EVENT.***

STAY STANDING IF
YOUR PHONE HAS RUNG AT AN
HOUR THAT WOULD ***TERRIFY A***
NORMAL PERSON

(AND YOU ANSWERED IT
ANYWAY)

***STAY STANDING IF
THERE'S A **COMPETITOR** IN
THIS ROOM YOU'D CALL WHEN
THE WHEELS COME OFF.

(MAYBE LITERALLY)***

LOOK AROUND.



02

BLOCK TWO

CURRENT STATE.
WHERE ARE WE?

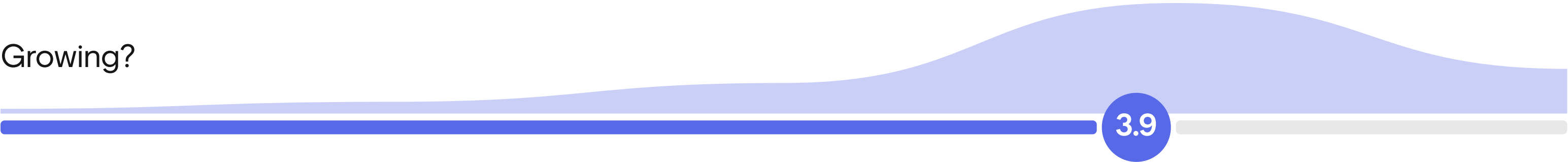
In one word - your biggest challenge in the next 12 months.



100% Anonymous

Is your organization...

Growing?

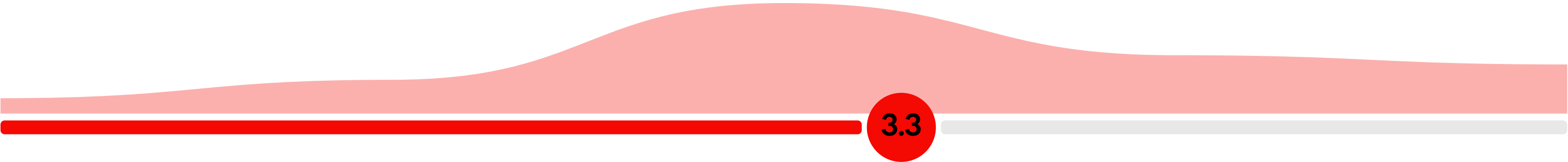


Shrinking

Growing Rapidly

100% Anonymous

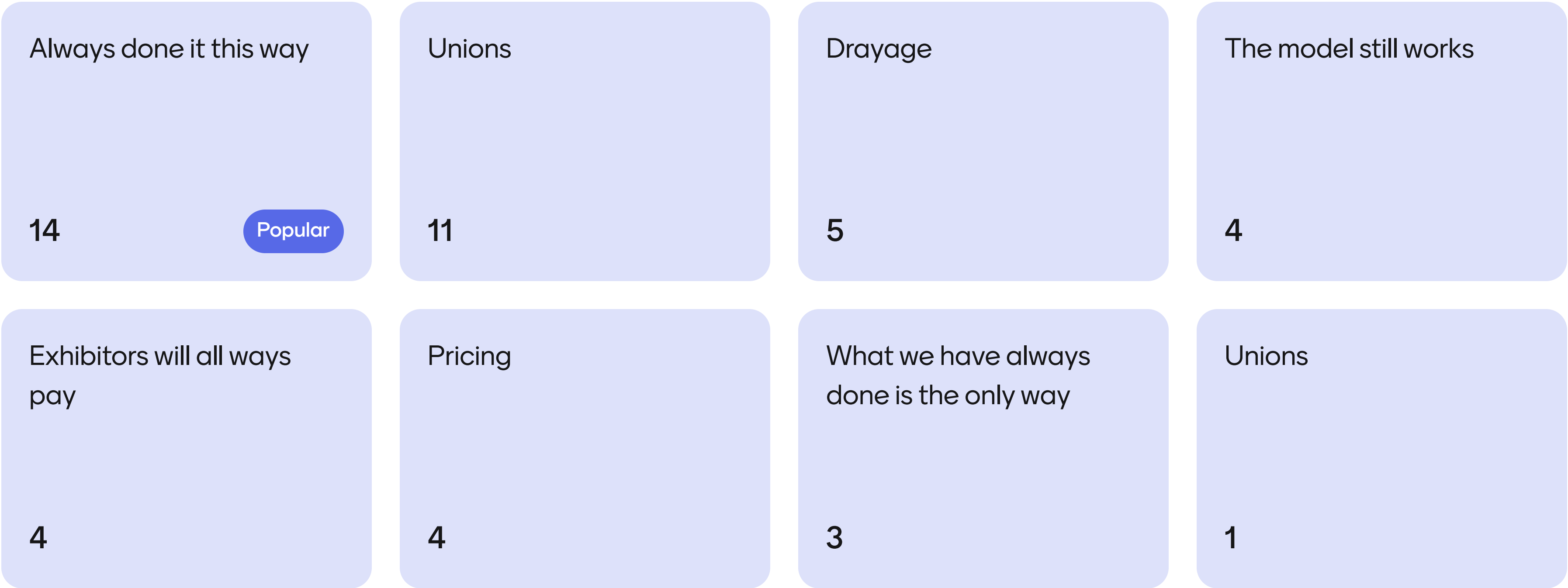
What is your organizations size (compared to your competitors)?



I'm the Smallest

I'm the Largest

What's **one assumption this industry still operates on** that *you believe is already broken*?



What's **one assumption this industry still operates on** that *you believe is already broken*?

It's a mans industry

1

Compacted venue
time

1

Selling is transactional

1

It is simple

Drayage

Paper kits

Smile

unions

What's **one assumption this industry still operates on** that *you believe is already broken*?

Segmented processes

The oldest is the most
experienced and the
wisest

Poor communication

Unions

Drayage

Technology replacing
human interaction

Union pricing

That Labor is the most
expensive line item

What's **one assumption this industry still operates on** that *you believe is already broken*?

Drayage

Pricing

Same as always

It's not about the cost,
it's about the value.

Unions

N/A

Exhibitor lists

Drayage

What's **one assumption this industry still operates on** that *you believe is already broken*?

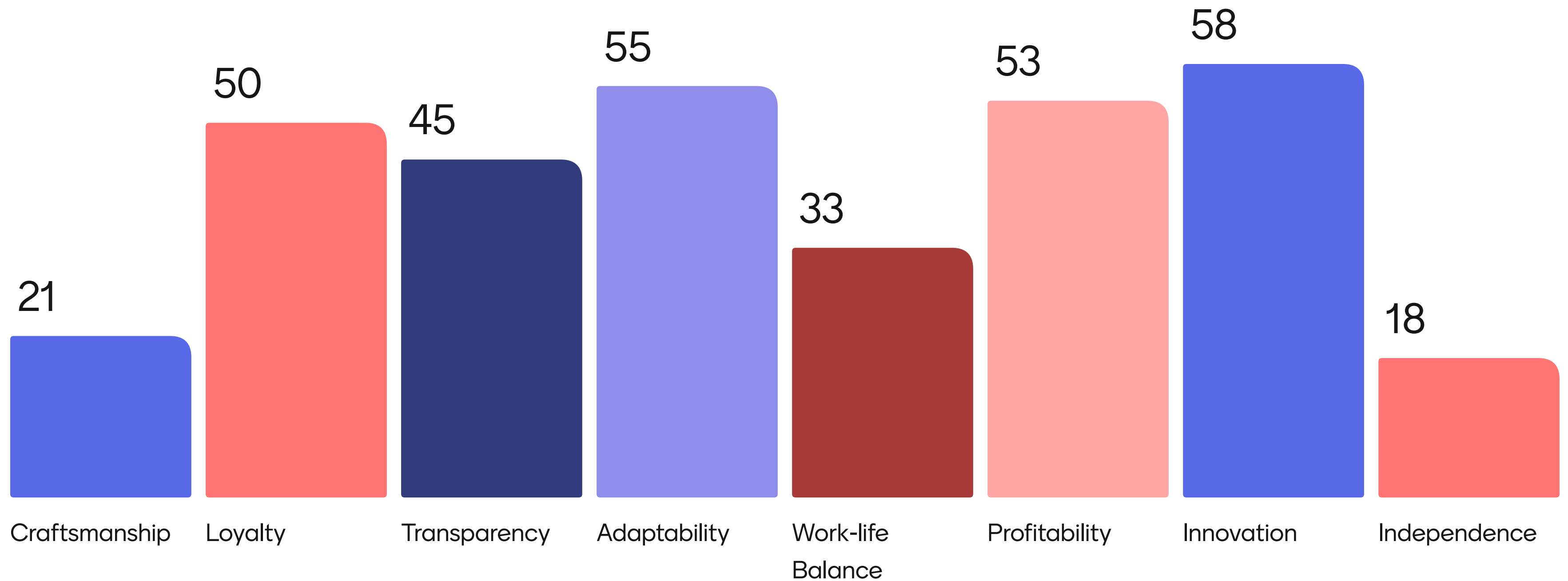
There's always enough
labor

Pricing

Delivering content in
digestible way

Excess Drayage

Select the 4 values that matter most to you and your organization.



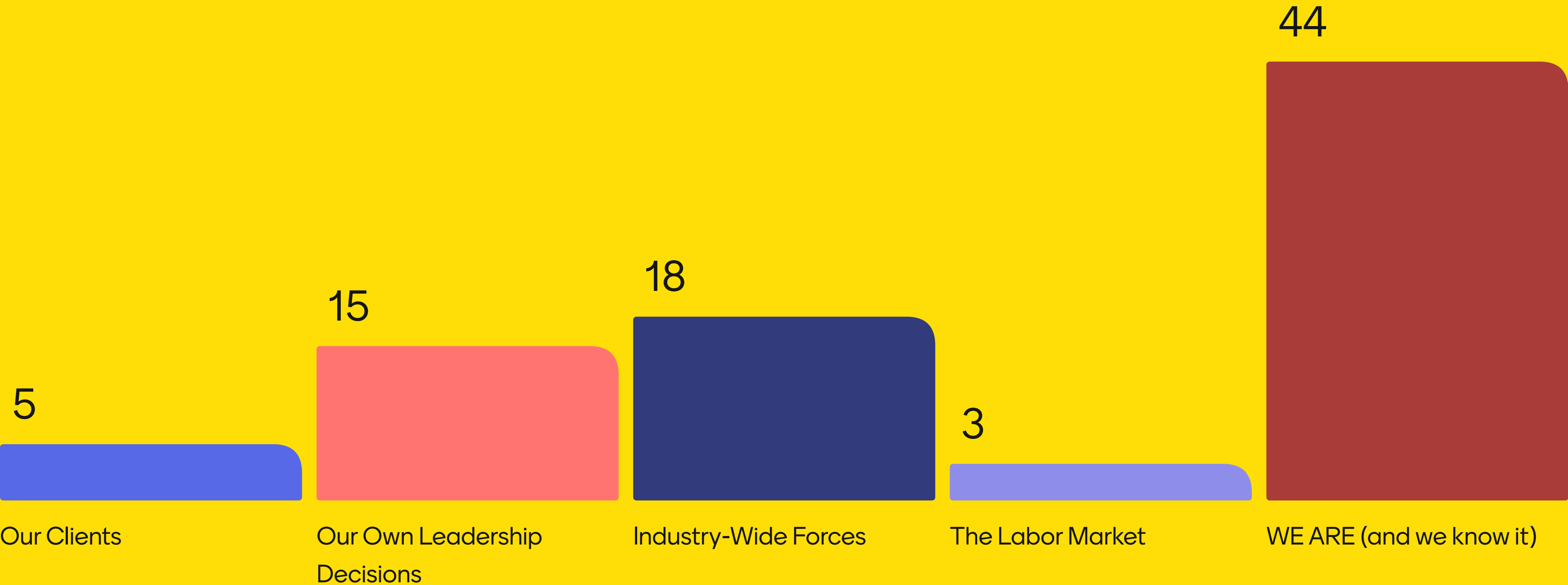
How unique do you believe your organization's biggest challenge is compared to everyone else in this room?



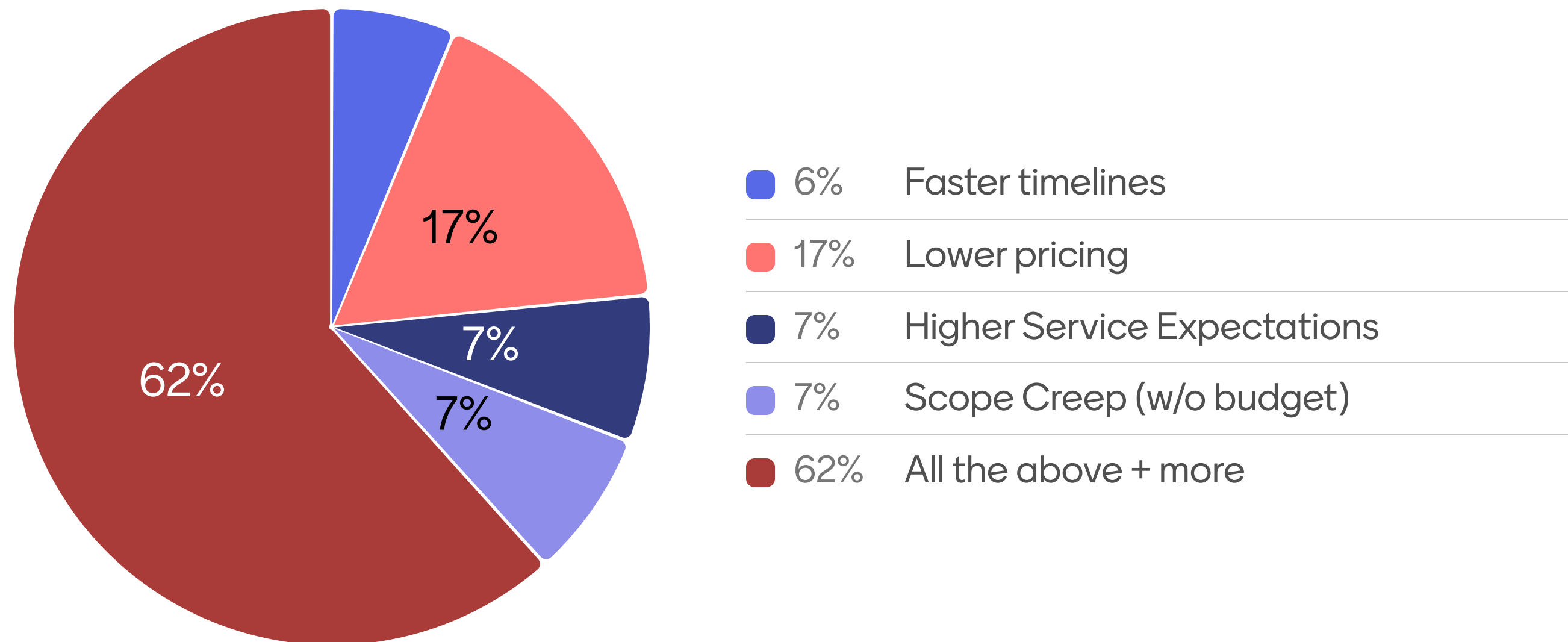
Same problems as everyone else

Nobody here would understand

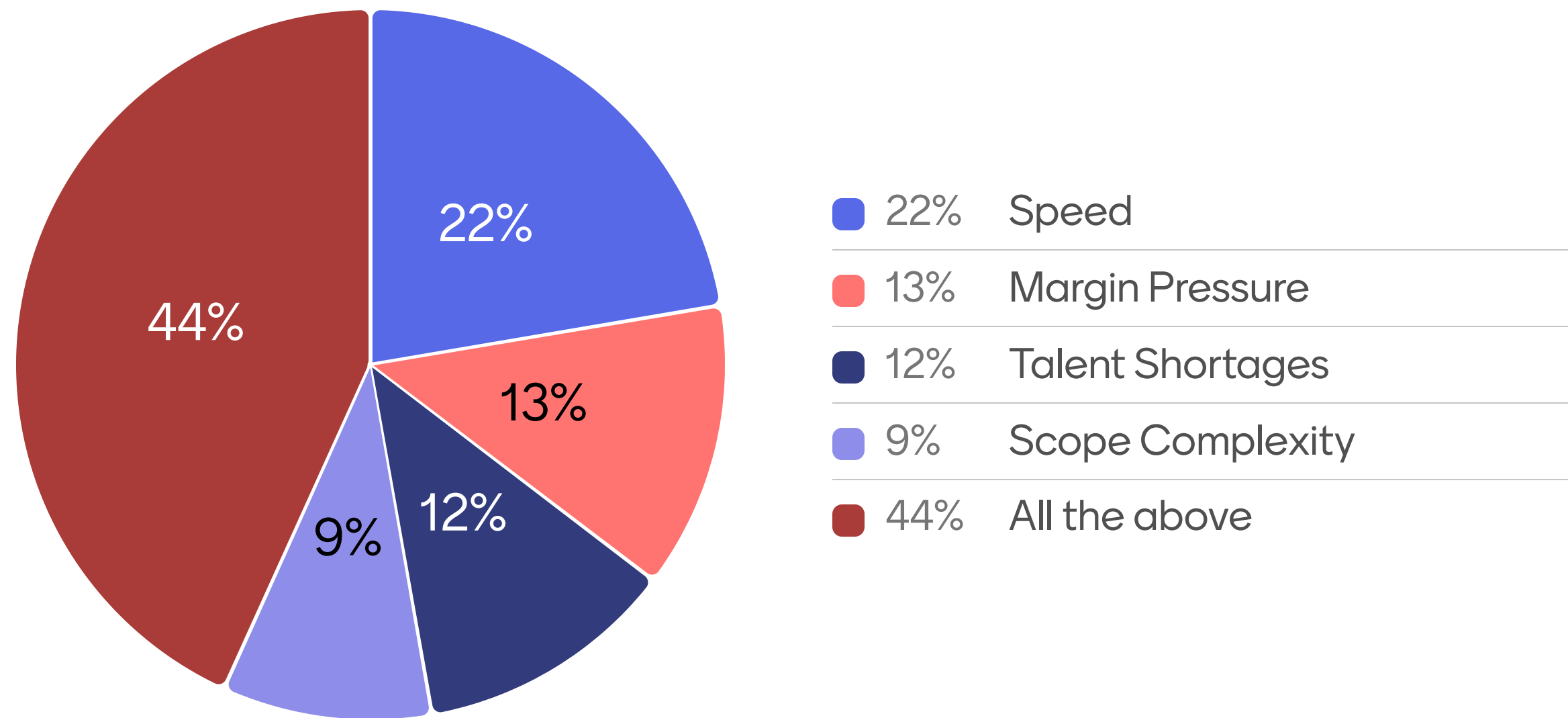
When that challenge follows you home, **who do you believe is most responsible for creating it?**



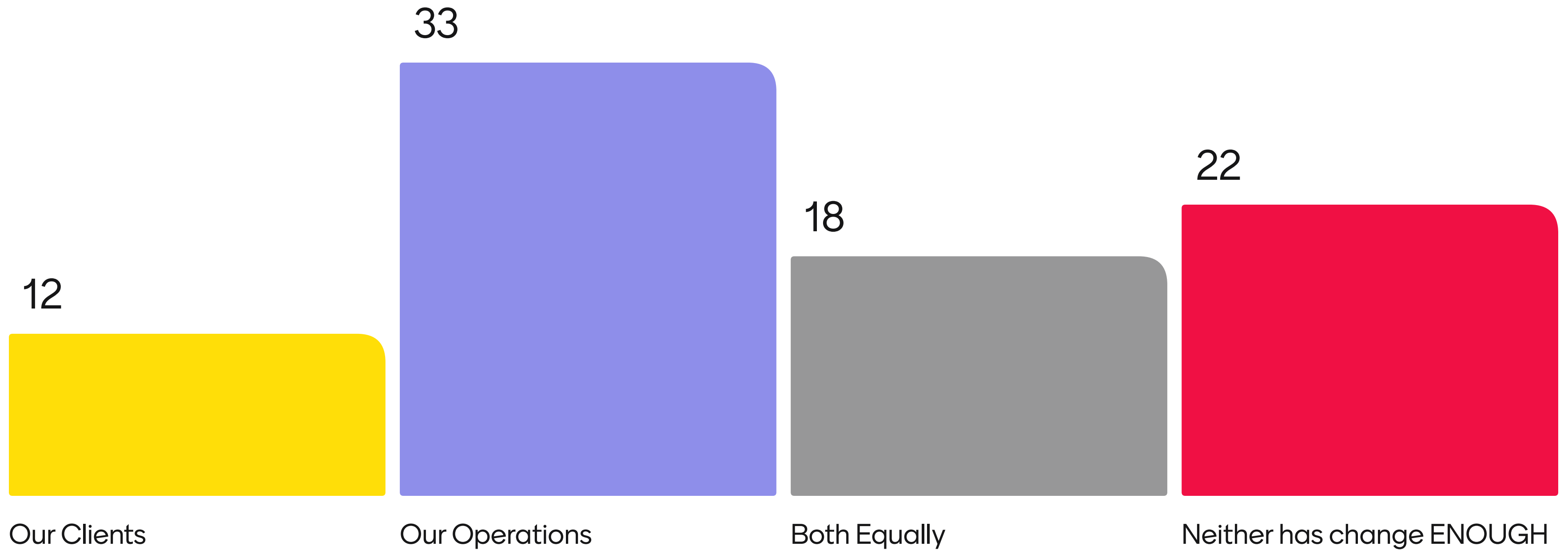
Where is client pressure coming from **hardest** right now?



What client pressure is most **CHANGING** how you operate?



What has changed more in the last 3 years — your clients or your operations?



Rate your agreement:

Our clients have realistic understanding of the complexity behind event execution

2.2

Our pricing reflects the true value of what we deliver.

2.8

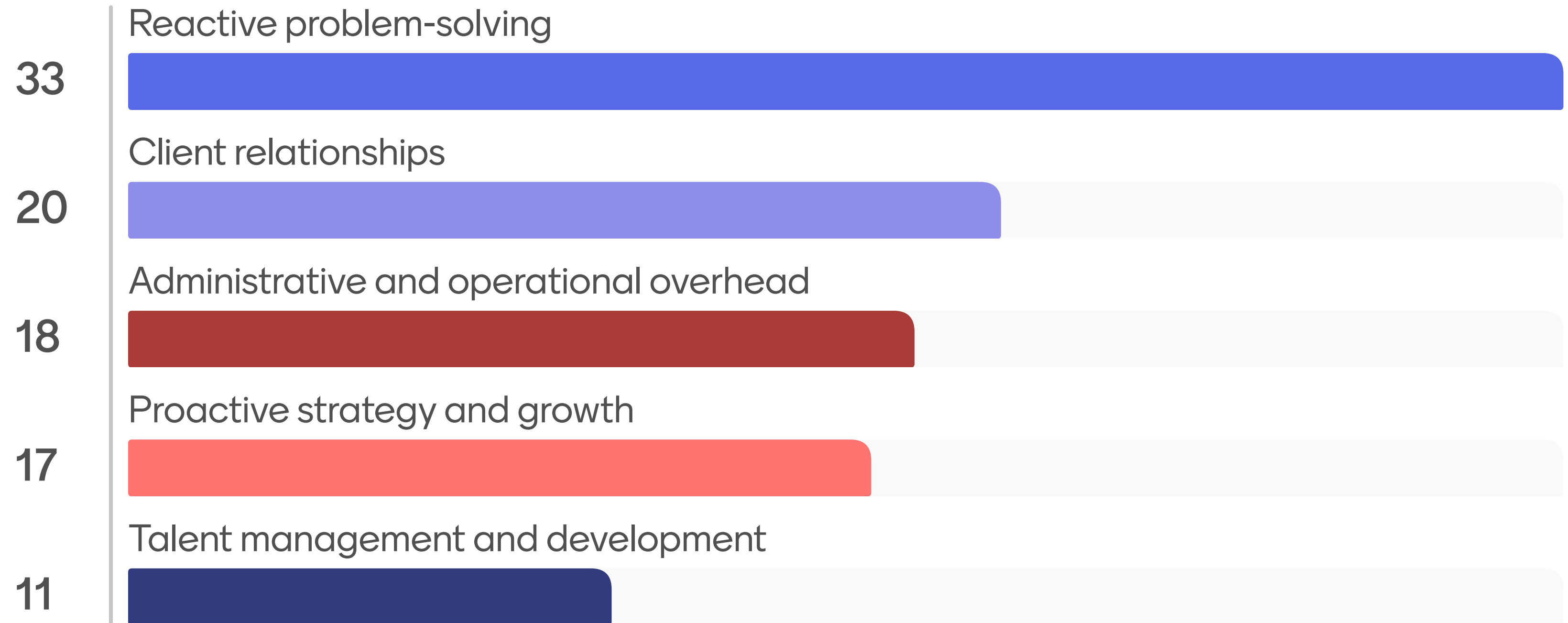
The next generation is ready to carry this industry forward.

2.2

Strongly Disagree

Strongly Agree

You have 100 points. Distribute them across where your energy actually goes on a daily basis:



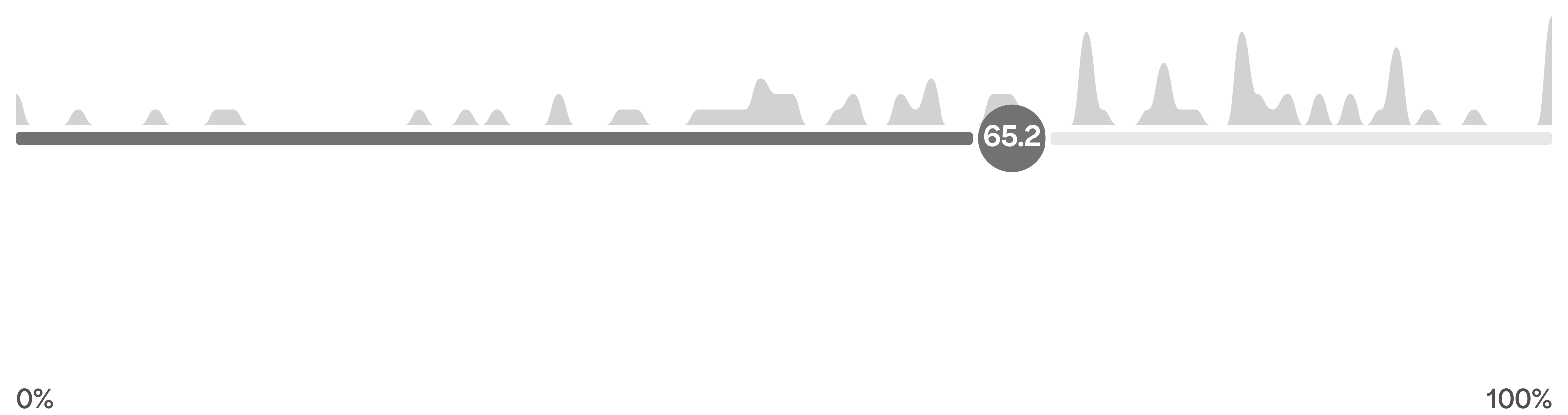
HANDS UP IF

You personally spent more time last year
managing problems that already happened
than preventing the ones that haven't yet.

(past vs future)



What percentage of your current workforce do you believe will still be in this industry in 5 years?



03

BLOCK THREE

DESIRED STATE. *WHERE
DO WE NEED TO BE?*

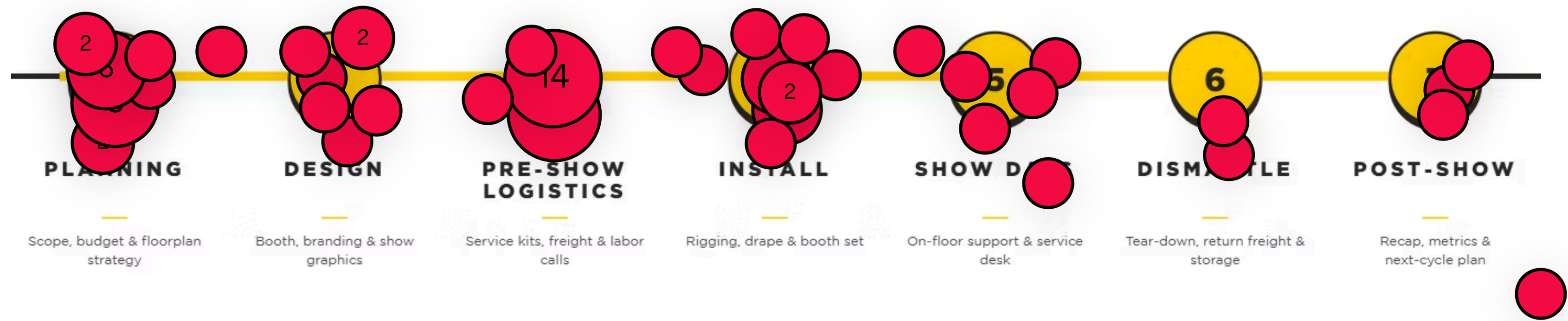
*One word: What do we need **MORE** of?*



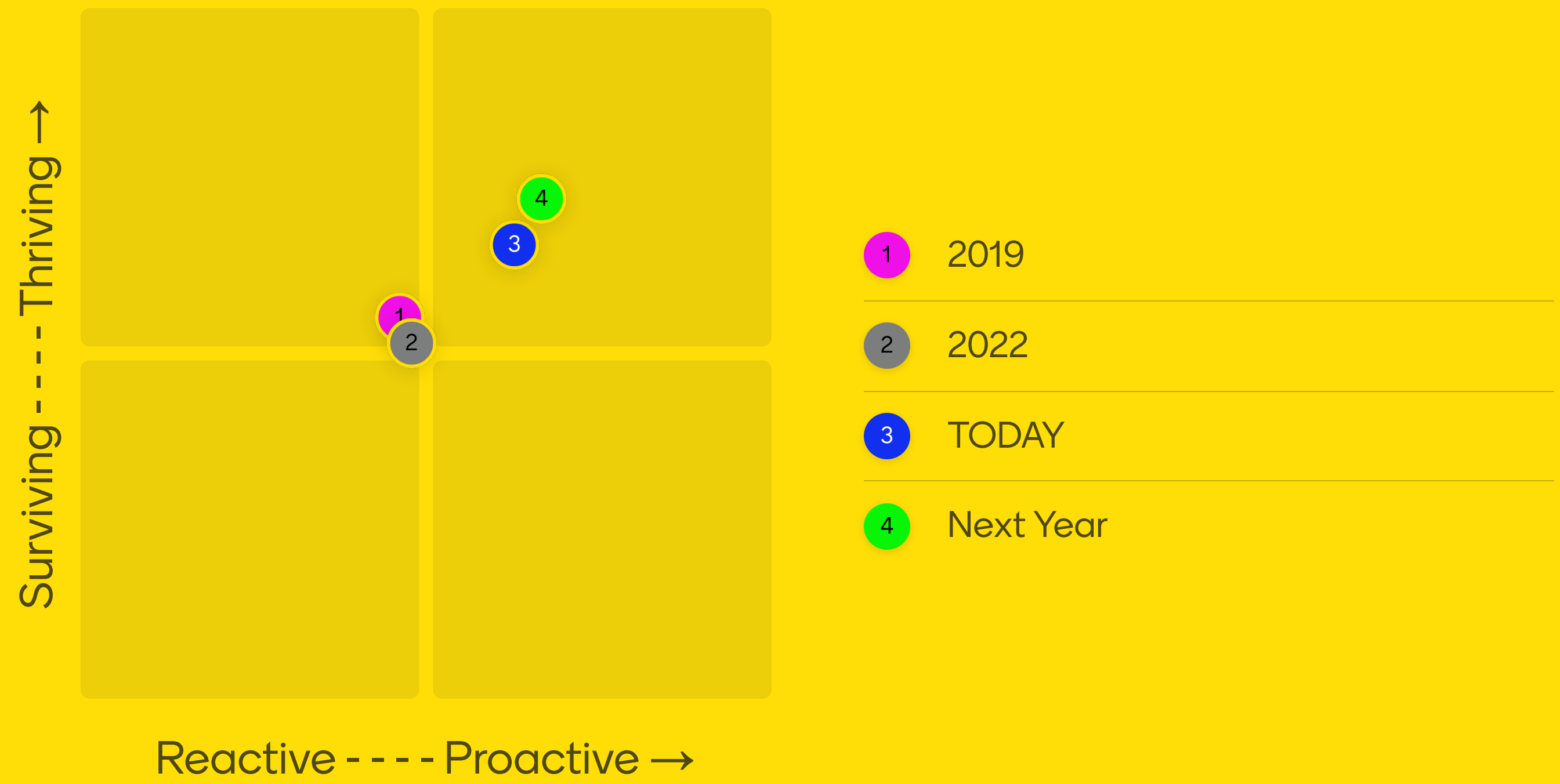
One word: What do we need **LESS** of?



Where in the event lifecycle does **your team create the most value** that **your client never sees**?



Where do you/your organization sit on this map?



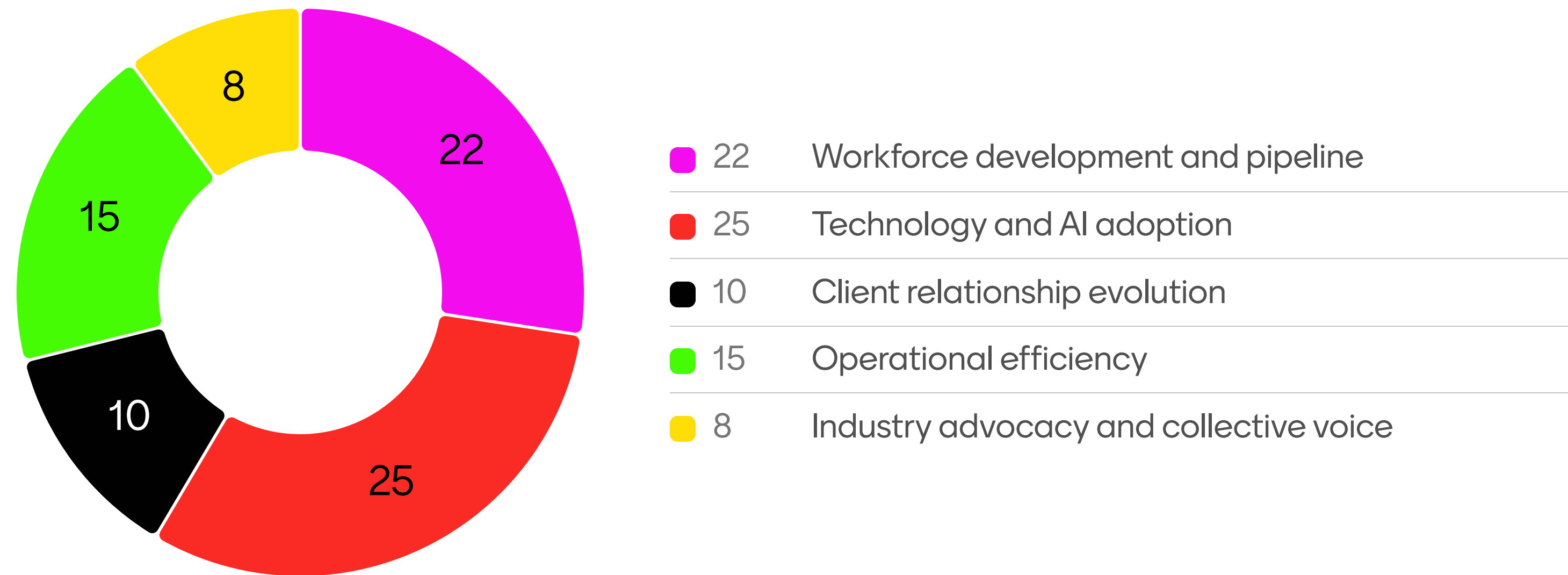
Raise your hand if you have a 3 year plan.

Keep your hand up
if you have *revised* that plan in the last 6
months.

Rank these: What would **change everything for this industry** if we could actually pull it off?



Where should we **invest the most energy** over the next 24 months?



ASK THE OUTLIER



Rate your agreement:

The GSC model as it exists today will still be viable in 10 years.

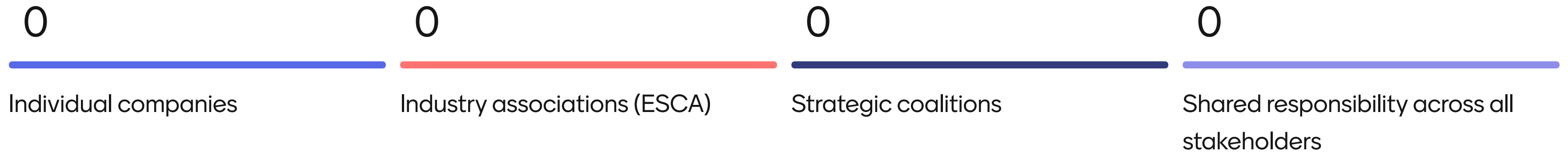
The companies that win will be the ones that collaborate best, not compete hardest.

Strongly disagree

Strongly agree



Who should be leading the collective change this industry needs?



EVERYBODY UP.

RULE 01

Stand up. All of you.

RULE 02

Stay standing if it's true.



STAY **STANDING**

if you've been in the industry *longer than 5 years.*

— if not, please take a seat —



SIT DOWN IF...

RAISE YOUR HAND

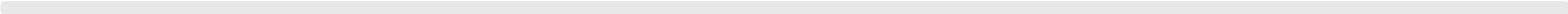
if you're *less than 5 years* in the industry.



LOOK AROUND

You've just found your *mentors* & *mentees* . Find each other other after this session and introduce yourselves.

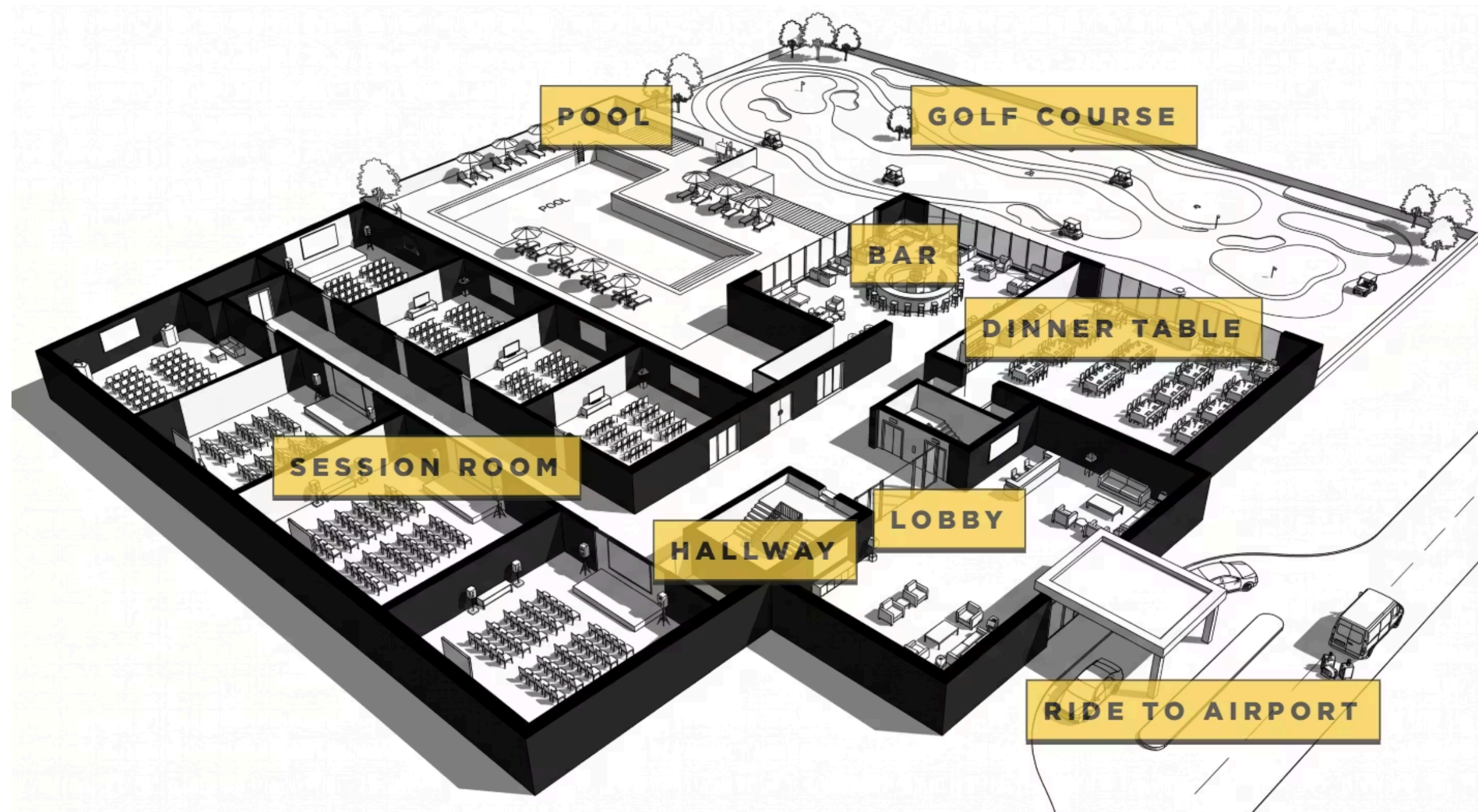
Be honest. **How many days** after you land back home **before you forget about insights from SEC?**



What Insights?

Never

Where do your best conversations happen at this conference?



WHO HAS **15+ YEARS**
IN THIS INDUSTRY?

...and is willing to let me ask a *harder question*?

**WHO HAS LESS THAN
10 YEARS IN THIS
INDUSTRY?**



WHAT'S DIFFERENT NOW,

compared to when you *first started?*



CONNECT THE THREAD

How **HONEST** were you in this room today? (really)



What is a question we should be asking each other?

What can you do to help bring in new voices

Why do we do things the way we do them?

What can we do better

What do you need to be successful?

How can we work together to better serve our clients and our industry?

What works for you??

What can each of us change to ensure the longevity of our industry

How can we help each other?

What is a question we should be asking each other?

How can we collab and align for everyone to win?

How can I help you?

How can we help

How Can we work together to benefit us both.

What can we do better

How can we together for the greater good, how can we prepare the next leaders. What technologies may hinder our industry.

Are old partnerships still working?

How do we cultivate diverse perspectives?

What is a question we should be asking each other?

How can we work better together to make positive change in the industry.

How can we bring in and collaborate with service providers outside of those we typically work with? Other silos within the industry that may go unseen or heard.

How can we collaborate more on technology?

We should be asking how we should be inserting ourselves into any matter, situation, or topic

How do we stabilize cost and sell outcomes

Are we training for the future

How do I find my way back to my room?

How do we insure we have the talent we need in 10 years?

What is a question we should be asking each other?

How can we work together

What do we need to do as an industry to grow forward and help the future generations to continue and be successful

GET THE RESULTS

