

RADISSON
MEETINGS

**RHG Knowledge Exchange:
Healthcare Planning
Design and Strategy**

Florence | 2-3 March 2026





As a committed partner to the healthcare events sector, Radisson Hotel Group continues to invest in the evolving needs of healthcare meetings and events.

Following the inaugural Healthcare Meeting Planning Workshop in 2025, Radisson proudly hosted the 2026 Knowledge Exchange: Healthcare Planning, Design and Strategy in Florence — bringing together industry leaders to advance the conversation from insight to application.

Building directly on the foundations established in 2025, this year's edition focused on translating shared insights into practical, repeatable approaches, reinforcing Radisson's role not simply as a venue provider, but as an active contributor to the future of healthcare meeting design.

Our Vision

Radisson's ambition is to be recognised as a strategic partner for healthcare meetings and events — supporting **healthcare professionals** and organisations as they navigate increasing complexity, regulatory requirements, and stakeholder expectations, while delivering meaningful, measurable outcomes.

In 2026, this vision was advanced through a more structured and methodology-driven approach, responding to the clear mandate expressed by participants in 2025 for greater consistency, clarity, and professional recognition in healthcare meeting planning.

By integrating established frameworks such as Lean Six Sigma, Agile, and Sprint methodologies, the workshop explored how healthcare meetings can be designed with greater intentionality, efficiency, and impact — without compromising compliance or scientific integrity.

Advancing the Conversation

While the 2025 workshop highlighted the challenges facing healthcare meeting planning, the 2026 Knowledge Exchange marked a deliberate shift **from discussion to co-creation**.

Participants engaged in interactive, solutions-focused sessions addressing key industry priorities, including:

- Talent development in meeting planning
- Integrated communication and engagement strategies
- Designing impactful, outcome-led meeting experiences
- Leveraging AI and technology responsibly within healthcare contexts

Through structured collaboration, these themes evolved into **practical tools, frameworks, and approaches** aligned with real-world healthcare challenges, reflecting the sector's shared commitment to continuous improvement.



Measuring Success

The 2026 workshop fostered a highly collaborative environment, bringing together diverse expertise across healthcare, meetings, and technology.

Interactive formats — including working sessions, facilitated group discussions, and knowledge-sharing moments — enabled participants to build directly on insights established in 2025, developing them further into actionable outcomes.

This progression from reflection to implementation underscores the value of a community-based approach and highlights the importance of continuity in driving meaningful change across the healthcare meetings ecosystem.

Looking Forward

The 2026 Knowledge Exchange reinforced a shared industry commitment: to design healthcare meetings that are compliant, innovative, and human-centric — and to continuously evolve how meetings support education, engagement, and organisational objectives.

Radisson Hotel Group remains dedicated to supporting this transformation. By creating trusted platforms for collaboration, applying structured thinking to complex challenges, and maintaining a long-term commitment to the healthcare sector, Radisson continues to play an active role in shaping the future of healthcare meetings and events.



ADVANCING THE DISCIPLINE OF HEALTHCARE MEETING PLANNING

Bringing together a group of experts in the field, the workshop facilitated the co-creation of a non-competitive approach to critical parts of meeting design and planning. Participants were challenged to consider the key components of effective meeting planning, and to collaboratively outline solutions.



Imagine: 75 of the brightest minds in healthcare meeting design, representing agencies, pharma, venues and production, coming together to rethink how our industry plans, designs and delivers meetings. Not just to talk about events. But to redesign how they work. **95.7%** said they would attend again.



We challenged a comfortable truth: Healthcare meetings work but the way we design and plan them hasn't kept pace. "Congresses are succeeding despite design, not because of it."
We still measure attendance. But the real question is why we don't measure **engagement, interaction and behavioural change** knowing that **66%** of HCPs change their practice or prescribing behaviour based on their participation to industry-sponsored symposia.



What made this different: This wasn't a conference. It was a working session. Plenary sessions challenged assumptions. Workshops built practical frameworks. Teams worked on real industry problems. Not theory. The focus shifted from **delivering meetings to designing systems** that deliver outcomes.

What We Worked on in the Workshops:
Designing the Future of Meeting Planning
at the Plenary: Reframing congress as an ecosystem, not an event.

"I had a wonderful time and walked away feeling inspired"

The verdict: The industry wants this conversation to continue. Overall workshop rating: **4.65 / 5** Workshop outcomes rating: **4.14 / 5** Plenary rating: **4.48 / 5**

Participants did not just value the experience. They signalled a willingness to help shape what comes next. **#77.3%** were open to future contribution



Pre-Workshop

Translating Lean Six Sigma, Agile, and Sprint principles into practical tools for healthcare meeting planners.



Plenary

Key insights from 2026 Healthcare Professional Congress Experience Report.



Workshop Topics

- Meeting planning talent development
- Communication channel integration
- Engineering Impactful experiences
- Optimised AI for Healthcare meeting planning



A Community Moving from Conversation to Method

One year on from the inaugural Radisson Healthcare Meeting Planning Workshop, the ambition expressed in 2025 has begun to evolve into something more tangible: a shared effort to develop a practical methodology for healthcare meeting planning.

The 2025 workshop brought together experts from across the sector to challenge the traditional perception of meeting planning as a purely operational function. Participants collectively recognised that healthcare meetings are not simply logistical exercises but strategic communication channels capable of delivering measurable organisational and educational outcomes.

The discussions highlighted a critical industry gap: despite the complexity and importance of healthcare meetings, planning approaches remain fragmented, inconsistent, and often undervalued. As the 2025 report concluded, there can be a pathway to a **structured framework that enables planners and stakeholders to align objectives, improve decision-making, and deliver measurable value across the meeting lifecycle.**

The strong endorsement from participants at the 2025 workshop for developing such a methodology **(rated 4.5/5 in importance)** signalled a clear mandate: this work should continue.

The 2026 workshop represents the next stage in that journey.

The Next Step

The goal of the 2026 workshop was therefore not simply to exchange ideas, but to continue assembling the building blocks of a **community-informed meeting planning methodology for the healthcare sector.**

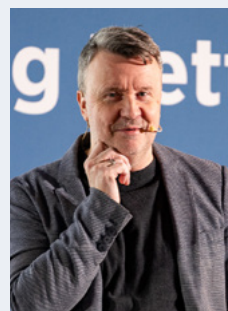
By capturing insights, testing practical frameworks, and analysing participant feedback, the workshop contributes to a growing body of evidence that will inform the continued development of this methodology.

This process reflects the same principle explored throughout the workshop itself:

Build. Measure. Learn.

Through collaboration, experimentation and shared learning, the healthcare meetings community can begin to define a discipline that has long existed in practice but rarely been articulated as a method.

The work has only just begun, but the direction is now clearer.



Workshop Programme Designer

MARK HANDFORTH
3Sixty Event Consulting Ltd

From Process to Practice: Unlocking Flow, Value and Authority in Meeting Planning

Lean, Agile and Sprint Thinking are not new skills for meeting professionals, they are some of the missing language that turns what we already do into recognised expertise.

Workshop Overview

A key development between the two workshops has been the exploration of **method-based thinking tools**, particularly Lean Six Sigma, as a way to bring structure and clarity to meeting planning.

The optional Lean, Agile and Sprint workshop that took place before the main programme demonstrated that these disciplines, widely used in engineering, manufacturing and software development, can also provide powerful frameworks for improving the planning, delivery and design of healthcare meetings.



A Shift That Was Already Underway

In the 2025 workshop, a consistent theme emerged: meeting planning is too often perceived as **transactional**, when in reality it operates at the centre of **complex, multi-stakeholder systems**.

That insight created momentum but also a question.

If the capability already exists within the profession, **what is preventing it from being fully recognised, applied, and trusted?**

This workshop provided a clear answer.

Not capability.

Not effort.

Flow design.

The Invisible Constraint

Across the session, participants reflected on a familiar pattern. Work expands. Timelines compress. Briefings are unstructured and incomplete. Decisions arrive late.

And despite best efforts, a significant proportion of planning time is spent reacting rather than creating.

The data point that cut through the room was simple—and uncomfortable:

If 40–60% of planning time is reactive, we don't have a workload problem—we have a flow problem.

This is not about inefficiency in the traditional sense. It is about **friction**, often small, repeated interruptions to progress that accumulate across the lifecycle of a meeting.

- decisions made too late
- objectives clarified too slowly
- rework caused by misalignment
- complexity introduced without intent

None of these are unusual. All of them are accepted.

And together, they define the system we currently work within.



Making Flow Visible

To move the conversation forward, the workshop introduced a simple diagnostic:

The Meeting Flow Efficiency Ratio (MFER)



Total Planning Time

All hours from brief to post-event reporting (including rework, approvals, chasing, corrections, duplication).



Value-Creating Time

Time spent on decisions, stakeholder alignment, risk mitigation, experience design, and commercial optimisation.

Application: MFER

Traditional Planning Model

Total Planning Time: 120 hours
Value Creating Time: 45 hours

MFER = 37%

Lean-Agile, Sprint Applied

Total Planning Time: 105 hours
Value Creating Time: 65 hours

MFER = 62%

The **Meeting Flow Efficiency Ratio (MFER)** reframes planning not in terms of time spent, but in terms of **value created**.

What became clear was not just that improvement is possible, but that it is already within reach:

- The same teams
- The same complexity
- The same objectives

Delivering significantly more value, simply by removing what should not be there.

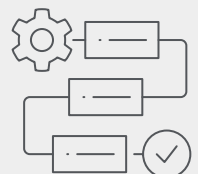
MORE VALUE. LESS TIME. SAME SYSTEM EQUALS BETTER FLOW.

This is where the conversation should be shifted.

From effort › to design

From activity › to flow

From managing work › **to understanding how work moves**



Recognising What We Already Do

Lean, Agile and Sprint thinking were not introduced as new disciplines to learn.

They were recognised as **structures that give shape to behaviours already present in high-performing planners.**

Because the reality is:

- We already anticipate problems before they happen
- We already navigate complexity across stakeholders
- We already adapt, rework and re-sequence under pressure

What we rarely do is **frame this as a method.**

**This is not always a new capability.
It is an existing capability made visible.**

From Process to Flow

The contrast explored in the workshop was not dramatic but it was decisive.

Not a rejection of process.

But a rebalancing of what matters.

There is a difference between:

- following a process
- and **designing how work flows through it**

And that difference shows up everywhere.

A traditional planning model tends to anchor around control:

- follow the steps
- meet the deadlines
- escalate when blocked

Whereas a flow-led model shifts the focus:

- design how decisions are made
- bring clarity forward
- remove friction before it compounds

**We don't just deliver meetings.
We design how they come into existence.**



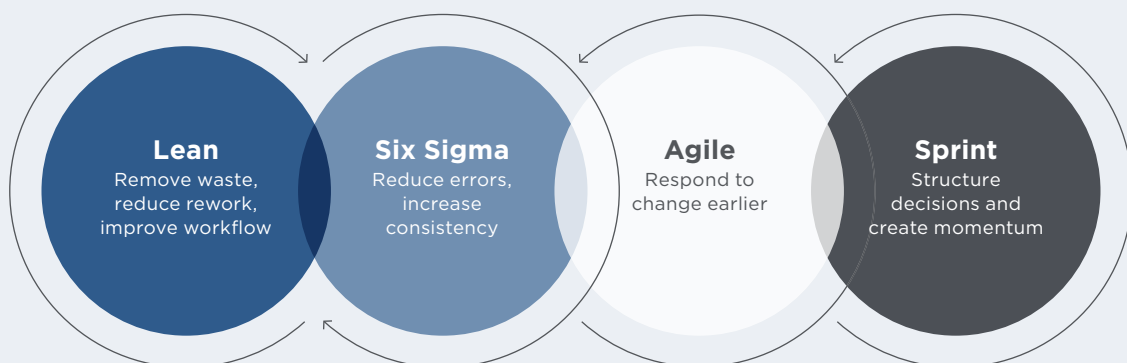
The Method, Simplified

What Lean, Six Sigma, Agile and Sprint thinking provide is not complexity—but clarity.

Each plays a distinct role:

- **Lean** challenges us to ask: what in this process is not creating value?
- **Six Sigma** asks: where is variation creating risk or inconsistency?
- **Agile** introduces a rhythm: how do we learn earlier, and adapt sooner?
- **Sprint thinking** changes the dynamic entirely: how do we take control of the planning narrative, rather than reacting to it?

Individually, these are powerful. Together, they create something more important: **a shared language for how planning actually works at its best.**



Foundation Sprint
Total (Define objectives and Decisions)

Micro-Sprint
(Plan, Test, Adjust)

Outcome Checkpoints
(Review and Confirm Direction)

This is where planners become decision architects

Where This Becomes Real

The turning point in the workshop was not conceptual it was practical.

Participants applied this thinking directly to their own planning challenges.

And what surfaced was consistent.

The issues were not technical.
They were structural.

- decisions happening too late
- alignment happening too slowly
- feedback loops happening too far downstream

The response was equally consistent:

Bring clarity forward.
Break work into defined moments.
Create earlier visibility of risk and intent.

This is where sprint thinking proved particularly powerful.
Not as a scheduling tool—but as a confidence mechanism.

**A sprint doesn't just improve speed.
It improves confidence, credibility and clarity.**



*“Stop managing timelines.
Start managing decisions.”*

The Signature Shift

Running through the entire workshop was one defining principle.

The role of the meeting planner is not changing.

It is being recognised differently.

| What has always existed: | Now sits alongside what has often gone unspoken: |
|--|--|
| <ul style="list-style-type: none"> • coordination • organisation • delivery | <ul style="list-style-type: none"> • decision structuring • stakeholder alignment • system design |

This is the shift:

From executor › to decision architect

From organiser › to flow designer

And critically:

From support function › to valued partner



Why This Matters

Because perception shapes influence.

And influence shapes meeting outcomes.

When planning is seen as execution, it is brought in late.

When planning is understood as a system, it is brought in early, where it has the most impact.



Looking Forward

This workshop did not attempt to define a fixed methodology.

Instead, it established something more valuable:

A direction of travel.

One where meeting planning is:

- more structured
- more visible
- more intentional

And where the skills required to manage complexity are not assumed, but clearly demonstrated.

Building on the foundations of 2025, the next phase is not about adding more process.

It is about refining how we think.

The future of meeting planning is not more control. It is better flow.

And those who can design that flow will define the value of the meeting itself.

Workshop Designers and Co-hosts



JENNY MANTEK

Events & Conference
Organiser

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MARK HANDFORTH

Director

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2026 HEALTHCARE PROFESSIONAL CONGRESS EXPERIENCE REPORT

Congresses are working. If it isn't broken, why fix it?



Across the healthcare meetings landscape, congress remains the dominant channel for medical education. That hasn't changed. If anything, the data reinforces it. HCPs still show up. They still value the experience. They still act on what they learn.

But something more subtle and more uncomfortable is happening beneath that surface.

We are no longer being judged on whether congress works. We are being judged on whether it is **keeping pace**.

The panel discussion reframed this clearly: success today is not proof of strength. It may simply be the result of accumulated goodwill.

“Congresses are succeeding despite design not because of it.”

The longitudinal view (2018–2026) tells a consistent story: the friction points are not new. What has changed is the tolerance for them.

Core Challenge

The issue is not structural failure. It is structural inertia.

We are operating within a model that continues to deliver outcomes yet resists redesign. And because it still “works,” the system protects itself.

This creates a set of embedded tensions:

- Attendance is rising, but relevance is uneven
- Content is expanding, but attention is shrinking
- Feedback is collected, but rarely acted upon
- Hybrid proved its value, then quietly deprioritised

From the panel, one point landed with particular clarity: **we are confusing presence with engagement.**

“If you wait for it to break, you're already behind.”

There is also a deeper behavioural constraint at play. Change is not blocked by lack of insight. It is blocked by competing incentives:

- Scientific committees protecting tradition
- Organisations optimising for ROI by specific demographics and de-prioritising the lost delegate
- Teams operating in silos across content, delivery, and engagement

The result is a system that evolves slowly, even when the evidence for change is compelling.

Key Insight/Shift

The breakthrough is not about redesigning congress.

It is about **reframing what congress is**.

From the discussion, a consistent shift emerged:

Congress should no longer be treated as an event.
It must be designed as an ecosystem.

This is not semantic; it is structural.

An event is a moment in time.

An ecosystem is a continuous exchange of value.

*“Moments inform.
Ecosystems transform.”*

This shift reframes multiple assumptions:

- Hybrid moves from add-on to essential access infrastructure
- Content shifts from delivery to co-creation and shared experience
- Success moves from attendance to measurable impact and continuity

The implication is clear: we are not being asked to do more
We are being asked to design differently.

Application to Practice

When translated into real-world execution, this shift becomes tangible.

Not through wholesale reinvention—but through targeted design decisions that challenge default behaviours.

*“Content is consumed.
Conversations are remembered.”*

1. REDESIGN FOR INTERACTION, NOT DELIVERY

- Move from “slide-led” to **conversation-led formats**
- Build in expert-led discussions, not just presentations
- Shorten sessions to match cognitive reality (e.g. 45-min symposia expectations)

2. TREAT HYBRID AS A PRIMARY AUDIENCE

- Design hybrid as a **parallel experience**, not a broadcast
- Introduce hybrid facilitators and dedicated engagement flows
- Use digital footprints to extend learning beyond the room

3. DESIGN FOR TIME, NOT JUST CONTENT

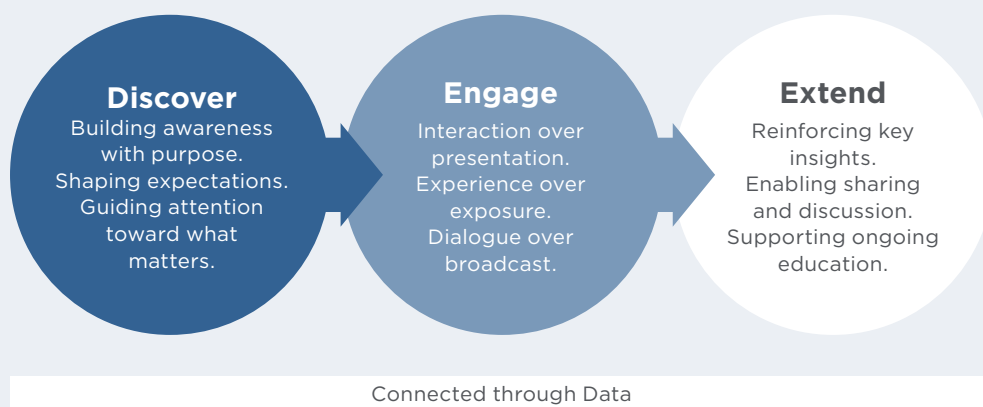
- Recognise that HCPs cannot “be everywhere”
- Curate more pathways instead of overwhelming agendas
- Prioritise relevance over volume

4. CLOSE THE FEEDBACK LOOP VISIBLY

- Demonstrate change based on input
- Treat feedback as part of the engagement contract
- Reduce fatigue by showing responsiveness

5. EXTEND BEYOND THE CONGRESS MOMENT

- Connect pre-, during-, and post-event content
- Enable sharing (74% of HCPs actively share learnings)



This model **reframes congresses** from a point-in-time event into a **continuous system of engagement**.

Value is **not just created at the moment of delivery** it is built before, during, and after, and **strengthened through connection**.

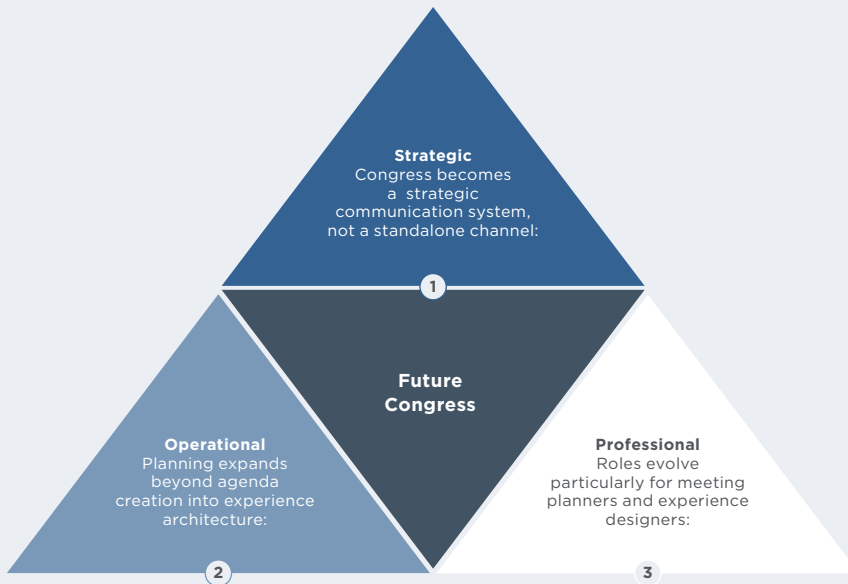
Signature Message

At its core, the shift is simple and demanding:

We are not redesigning events.

We are redesigning how learning, interaction, and value flow.

This increasingly moves the role of planners, agencies, and stakeholders from delivery to **system design**.



- ① Stronger alignment with omnichannel strategies
Greater focus on long-term engagement, not one-off impact
Reframing ROI beyond physical attendance
- ② Designing interaction as a core layer
Integrating hybrid as standard
Connecting data across the lifecycle
- ③ From coordinators to curators of interaction
From logistics to learning design
From execution to influence over system outcomes

Implications

OPERATIONAL

Planning expands beyond agenda creation into experience architecture:

- Designing interaction as a core layer
- Integrating hybrid as standard
- Connecting data across the lifecycle

STRATEGIC

Congress becomes a strategic communication system, not a standalone channel:

- Stronger alignment with omnichannel strategies
- Greater focus on long-term engagement, not one-off impact
- Reframing ROI beyond physical attendance

PROFESSIONAL

Roles evolve—particularly for meeting planners and experience designers:

- From coordinators to curators of interaction
- From logistics to learning design
- From execution to influence over system outcomes



Forward View

The direction is clear but not yet fully realised.

We are operating in a transitional phase:

- Evidence for change is established
- Tools and capabilities already exist
- Behaviour and confidence lag behind

The next step is not innovation.

It is **adoption at pace and scale**.

And that will require something the panel made explicit:

Not more insight.

No more participant data.

But more **willingness to act on what we already know**.



Thank You

We would like to extend our sincere thanks to [IPCAA](#) and [Emota](#) for their support in sharing the Science of Congress insights with the wider meeting planning community.

In particular, we recognise Andrew Moore for bringing both the data and the conversation into the room, elevating discussion beyond opinion and into evidence-led reflection.

We also thank the expert panel for building on these insights with a real-world perspective, challenging assumptions, adding nuance, and grounding the data in lived experience.

“The report and the Florence workshop panel session demonstrated that congress remains a powerful and proven channel - but its real value now lies in how effectively it is designed and the experience it provides. Leveraging insights, like the IPCAA/Emota 2026 Healthcare Professional Congress Experience Report enables a shift from intuition-led planning to evidence-based ecosystem design - where decisions are driven by real HCP behaviour, continuous data, and measurable impact, not just attendance.”

—Andrew Moore

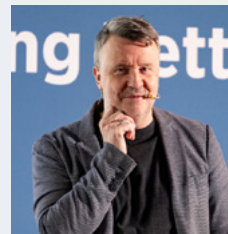
“The gap isn't knowledge. It's movement.”



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**DOWNLOAD THE
SCIENCE OF CONGRESS
REPORT 2026**



Developing Talent for High-Performing Meeting Teams

This workshop explored a topic that is often discussed but rarely structured: how talent development directly impacts meeting quality, delivery consistency, and client trust.

The conversation reframed talent development from an HR initiative into an operational priority.

The group examined where delivery risk actually appears in meeting teams and found a consistent pattern: **problems rarely start at the most junior or most senior levels. They appear at the transition points**, when people take on more responsibility but are not always given clear expectations of what success in the new role looks like.

This led to a key shift in thinking during the workshop. **Rather than focusing on skills in abstract terms, the discussion focused on observable behaviours**, the practical actions that demonstrate whether someone is ready for the next level of responsibility. This shift makes development more objective, progression clearer, and promotion decisions more reliable.

The practical outcome of the workshop was a shared view of how capabilities evolve across the core meeting planning career path. **Coordinator › Project Manager › Account Director**, and where the biggest capability gaps and organisational risks typically appear.

The overall conclusion was simple but important:

Organisations do not usually have a talent problem. They have an expectation clarity problem. **When expectations are clear, performance, retention, and progression improve.** When expectations are unclear, organisations experience burnout, poor promotion decisions, and inconsistent delivery.

The forward view from the workshop was not to introduce more processes, but to **make progression visible and consistent.** Connecting hiring, performance management, development, and career progression into one clear system that supports both individuals and the organisation over time.

“Clarity beats complexity in talent development.”

The Core Challenge

Across organisations, the same pattern appears repeatedly. Entry-level roles are relatively well defined. Senior leadership roles are relatively well defined. But the transition points between roles are where problems emerge.

People are promoted because they performed well in their previous role, but the next role requires different skills, not just more experience. Without clear competency expectations and visible progression pathways, organisations unintentionally create risk at exactly the point where responsibility increases.

This was reinforced repeatedly during the workshop discussions around role progression from **Coordinator › Project Manager › Account Director**, where participants identified not just skills, but the behaviours that demonstrate those skills in practice.

“Performance gets you promoted. Capability makes you succeed.”

Key Insight/Breakthrough

The breakthrough moment in the workshop came when the discussion moved from **skills** to **observable behaviours**.

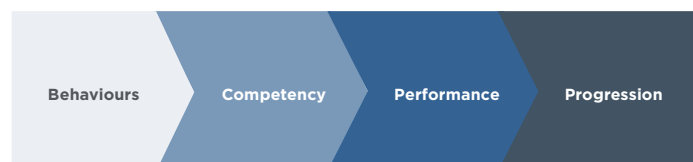
Skills are abstract.

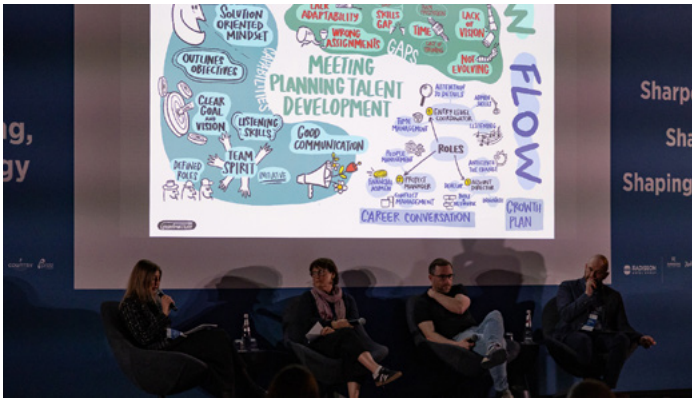
Behaviours are visible.

And behaviour is what organisations can actually assess, develop, and promote against.

This model became central to the workshop because it links individual development directly to organisational performance, rather than treating development as a separate HR process.

“Behaviour is the best predictor of future behaviour.”





Example: The Same Problem at Three Levels

When a major issue occurs two weeks before an event:

- The **Coordinator** reorganises logistics.
- The **Project Manager** evaluates options and recommends a solution.
- The **Account Director** protects the client relationship and approves the commercial decision.

The situation is the same.

The responsibility is different.

What became clear is that progression is not about doing the same things better.

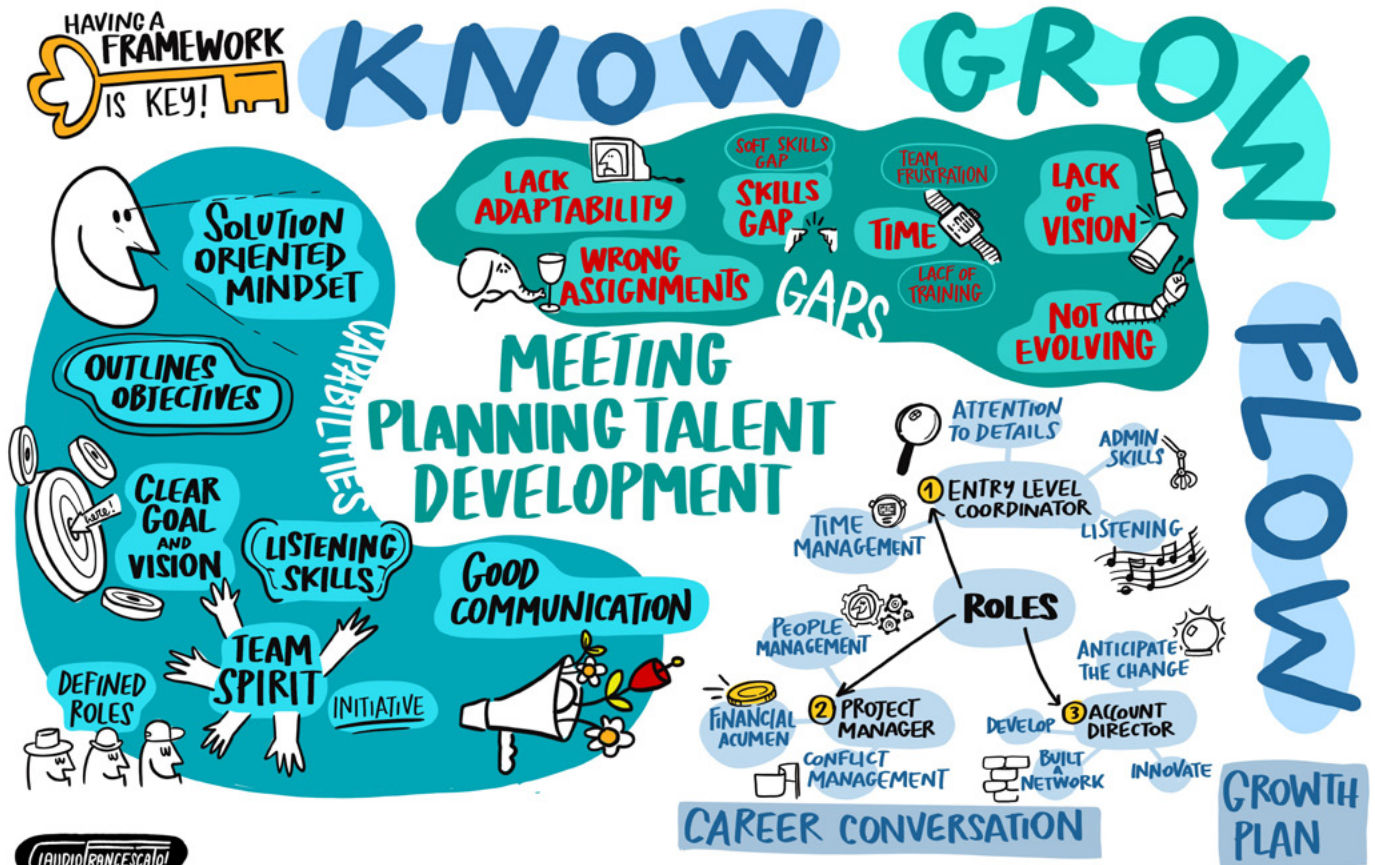
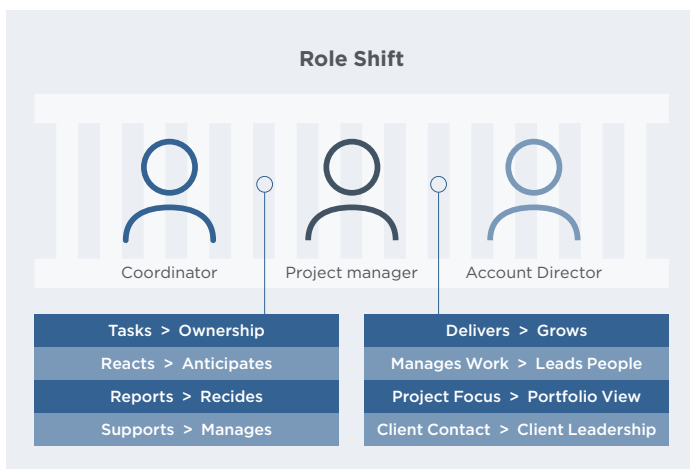
Progression is about doing different things entirely.

Every promotion is a role change, not a reward.

This is where many organisations struggle. Not because they lack talent, but because the **transition expectations** between roles are unclear, what changes, what “good” looks like at the next level, and which behaviours signal readiness.

Application of Concepts

The workshop produced a practical competency progression across three core roles, showing how expectations evolve across a career path:



A clear message

Throughout the workshop, one message kept resurfacing:

Talent development is not about training people more. It is about defining what good looks like and making progress visible.

This is not a talent problem.

This is a clarity problem.

“Unclear expectations are an organisational risk.”



When expectations are clear:

- Performance improves
- Retention improves
- Promotions become more accurate
- Leadership pipeline strengthens
- Organisational resilience increases



When expectations are unclear:

- Burnout increases
- Promotions fail
- Managers spend time firefighting
- High-potential employees leave

“Leaders do not just deliver results. They build the people who deliver results.”

Implications/Outcomes

Throughout the workshop, one message kept resurfacing:

Talent development is not about training people more. It is about defining what good looks like and making progress visible.

An important nuance in this part of the discussion was that development should not be treated as synonymous with promotion. Continuous conversations, including structured 1:1s, matter because they help clarify strengths, development needs, and career direction over time. For some people, success means progression into broader responsibility. For others, it means becoming stronger and more established in their current role. Both matter.

“Development is not always promotion.”



Forward View

The workshop did not position talent development as a finished system, but as a structured process that evolves. What matters is not creating a perfect competency framework, but creating a **consistent and visible progression system** that links:

- Hiring
- Performance management
- Talent reviews
- Development
- Career progression

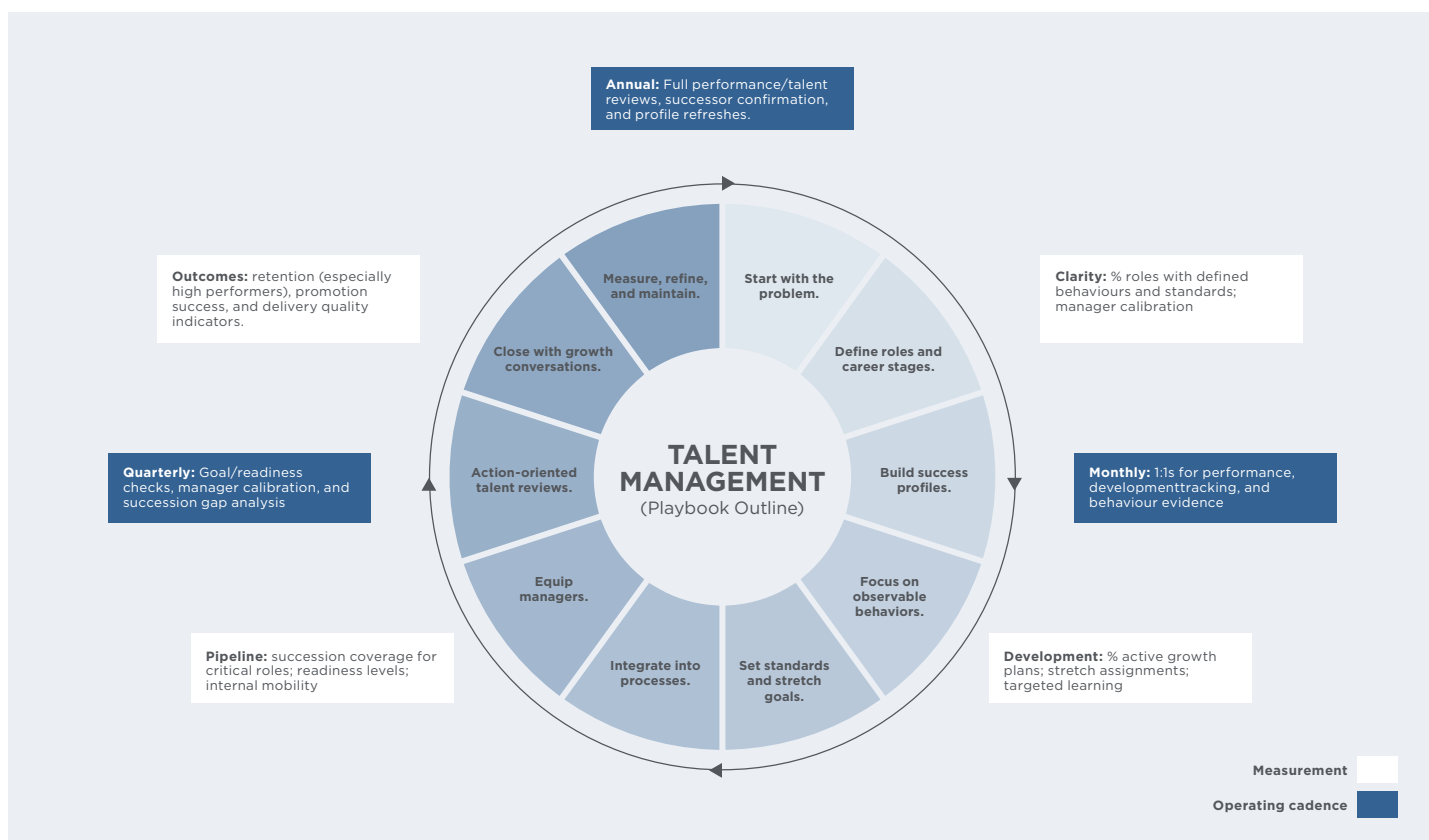
Into one continuous talent lifecycle rather than separate HR processes.

A visible career path is what makes this system work in practice, because it reduces uncertainty at transition points and helps people understand what they need to build next, not just what they need to deliver now.

Because ultimately, the capability of the team determines the capability of the organisation.

Making This Work in Practice

Implementing talent management is less about launching a standalone HR programme and more about building one consistent system that makes **expectations, assessment, development, and progression** visible. The aim is to translate role requirements into **observable behaviours**, then use that shared language across hiring, onboarding, performance, development, talent reviews, and promotion decisions.



“Behind every successful meeting is not just a good plan, but a capable team at the right stage of their career.”



Workshop Designer and Host

LENA BERENGREN

VP People Strategy Business Partners

Radisson Hotel Group

MULTI-COMMUNICATION CHANNEL INTEGRATION INTO MEETINGS AND EVENTS

From Channel Execution to System Orchestration

“The biggest shift wasn’t in strategy. It was in how we see our own role.”



Last year, we began to move away from seeing meetings as isolated moments and towards recognising them as part of a broader system of engagement. We talked about continuity, about designing experiences that extend beyond the room, and about the growing importance of data in shaping decisions.

This year, the conversation matured.

We didn’t debate whether multi-channel matters. That was already accepted. What changed was something more fundamental: **where events sit within that system—and who is responsible for making it work.**

Early signals in the room reflected this tension. While **92% of participants already saw events as equally important to other channels**, almost none positioned themselves as strategic contributors within that system.

There was value.

But there wasn’t yet ownership.

“Value without ownership is invisible.”

The Core Challenge

The challenge we uncovered wasn’t about tools, channels, or even strategy.

It was structural.

Multi-channel engagement promises integration, yet in practice, it often produces fragmentation:

- Channels operate in parallel, leveraging data from one channel to make better decisions for another one or the whole strategy
- Messaging overlaps, but doesn’t connect
- Data is generated, but not translated into decisions

And within this, events risk being reduced to **delivery mechanisms** executed well, but disconnected from the broader intent.

At the same time, the expectations placed on events are increasing:

- Demonstrate measurable impact
- Contribute to long-term engagement
- Generate insights and content

We are being asked to deliver outcomes that sit beyond the traditional scope of event planning.

But we are not always given the tech tools to influence the system that determines those outcomes.

“We’re often accountable for outcomes we don’t fully control.”



Key Insight/Breakthrough

The shift came when we stopped asking:
“Where does the event fit within multi-channel?”

And instead asked:
“What role do we play in making multi-channel work?”

The answer reframed everything.

By the end of the workshop, **75% of participants identified themselves as key stakeholders in multi-channel strategy—up from 0% at the start.**

At the same time, the perception of the role as purely operational disappeared entirely.

This wasn't a theoretical shift. It was a recognition.

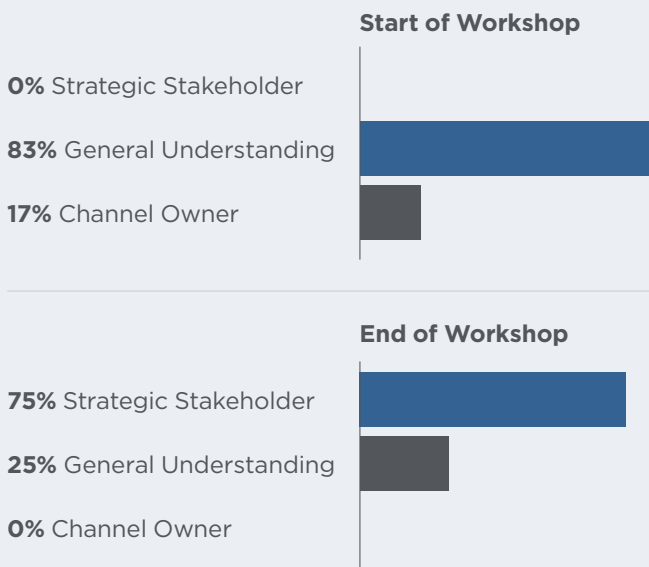
We are not one channel among many. We are the point where channels converge.



“Events don't sit in the system. They connect it.”

A CLEAR SHIFT IN THE ROOM

How Participants' Perceptions Evolved During the Workshop



Knowledge Baseline

91% Started without multi-channel expertise



Value of Events

92% Agreed events are as important as other channels



Post-Event Impact

59% Said greatest multi-channel value is post-event

Application of Concepts

Once we accepted this, the implications became practical and immediate.

Multi-channel started to feel less like a marketing construct and more like a **design challenge**. Not about volume, but about flow.

We began to see where our influence actually sits.

Not everywhere. But critically, at the moments that shape direction.

*“Stop managing agendas.
Start shaping journeys.”*

Early-stage decisions became non-negotiable:

- Defining audience personas based on behavioural insight
- Aligning narrative across channels
- Understanding what success looks like beyond attendance

Later-stage decisions became more precise:

- Designing agendas around what we know resonates and what the analytics indicate have impact
- Structuring interactions to generate usable insight
- Creating moments that extend beyond the event itself

This is where the role sharpens.

Not in doing more.
But in influencing better.

We also challenged whether multi-channel genuinely adds value.

It is powerful when:

- We are reaching dispersed or hard-to-access audiences
- We are launching or repositioning products
- We need to sustain engagement over time

It becomes inefficient when:

- The audience is too small to justify complexity
- The organisation cannot act on the data generated
- The objective is immediate and singular

This was an important moment of restraint.

Multi-channel is not the default.

It is a deliberate design choice.

“More channels don’t mean more impact.”

Signature Message

Across every discussion, one message became increasingly clear:

The role of the event manager is not expanding. It is shifting.

| From: | To: |
|---|--|
| <ul style="list-style-type: none">• Coordinator of logistics• Owner of a moment• Executor of a plan | <ul style="list-style-type: none">• Designer of engagement• Translator of insight• Connector of channels |

This is not a subtle evolution.

It is a repositioning for the value meeting professionals can deliver.

“From delivery to design. From execution to influence.”



Implications/Outcomes

OPERATIONAL

Planning is no longer confined to the event itself.

It extends into:

- Understanding how participants move between channels
- Designing events to generate data, not just experiences
- Creating content that continues to deliver value post-event

Events become both **input and output** within the system.

STRATEGIC

Events shift from being standalone investments to **integrated components of a broader communication architecture**.

This requires:

- Alignment with multi-channel KPIs
- Contribution to long-term engagement goals
- Clear articulation of how events influence behaviour

Success is no longer measured by what happens in the room.

It is measured by what changes because of it.

“An event is only valuable if it changes something.”

PROFESSIONAL

This is where the most significant shift occurred.

At the start, we saw ourselves as contributors. By the end, we recognised ourselves as stakeholders.

This changes how we position ourselves:

- We are involved earlier
- We challenge more confidently
- We use data to support decisions
- We push back when decisions undermine engagement

It also changes what we say no to.

Not out of resistance.

But out of clarity.


“If you’re not in the strategy, you’re in the risk.”

ENGAGEMENT WORKSHOP

This workshop explored the HCP engagement journey across planning, delivery, and follow-up. Participants identified key challenges and opportunities related to communication, content, audience engagement, compliance, and overall event experience.

| | MAIN STRATEGY | KICK OFF | DESIGN RESPONSE | DISCOVERY (WHAT & HOW) | INITIAL IMPLEMENTATION |
|-----------|--|---|--|---|--|
| STRATEGIC | What are our core messages Priority assigned content & format Choosing where to invest Content preferences HCP Personal Preference The professional audience to target HCP demographics (gender, age, experience) HCP Role (Specialist, Generalist) | Decide on how to use data Compliance Audience Profiling | Identify KOLs Refinement - HCP personal Refinement - HCP personal Refinement - Personal preferences Agenda changes without giving functional alignment Compliance Information sensitivity concerns | Webinar platform selection Ability to combine personal and professional information and sharing from individual to professional phase Location / time preferences Content preferences Compliance Attitude toward innovation Communication preferences Communication structure & frequency | Workflows and feedback loops Live multi-channel activation Attitude toward innovation Compliance APEVA uses GSA for HCP (transformational) explicitly allows links (URLs) that cannot be embedded (URLs) - but with this constraint the link should lead the user only to the high page, and the high page must be the first of professional elements (leave ChatGPT, etc.) |
| | Define deliverables to be tracked Communication preference Professional events Communication structure & frequency Compliance Email campaign to provide a check / case awareness Aggressive reaction across channels - when it's too much HCPs (change relationship fatigue leads to being more reactive (cases to them)) | Finalize order of content activation Email for email campaign - open filter or just deleted How do you drive traffic to the company website? Refill across one or two OAs for a webinar Looking at the data that we track across Br - in this HCPs HCPs will see more BCPs this has a high cost associated | Content compliance France based compliance review based on budget not awareness Base of use / customer experience of the website Lack of capability - related to our own experience Commercial teams making decisions based on their own priorities CEO and Exec team making suggestions based on age Establishing compliance related to audience Information sensitivity concerns | Dates selection Considered event experience for hybrid and in person attendees Personalized experience in relation to webinar content / usage | Contract KOLs CRM Automation Content targeting & investment tools/services |
| TACTICAL | | | | | |

| | MAIN STRATEGY | KICK OFF | DESIGN RESPONSE |
|-----------|---|--|---|
| STRATEGIC | Subject Drive Focus on "Emerging Digital" versus "AI" strategy to establish digital active content Email split - 10% in-person content, 90% in digital content - all content is digital content - all content is digital content - all content is digital content Follow the digital footprint and any attention to where they are tracking KPIs/Budget - YouTube view - Email engagement - Social media interaction - Email open rates above benchmark Email split - No measurement of "change" goal - Influence amongst priority items - Email in context of engagement - Activity - impact | Survey questions not based upon event objective relevance Increased flexibility of KOLs and speaker Focus that all personal content is personal content and that HCPs are receiving the information Location chosen without delegates in mind | Compliance Remember to focus on the market that you are working in for example US / UK / Germany etc. for digital content / compliance You have limited data to follow up - 2 weeks before activation starts - "G2 2024" Priority assigned user interaction with content Sales team engage with potential external topics within our relationship for the next 6 months - this is done regularly for inclusion in high impact events |
| | Budget Initial communication not personalized to audience Secure event lead form for hybrid capabilities | Compliance engaged too late particularly with trade show attendees Blended emails See Email Make going and content governance - not CRM numbers without updated content or proper access control | Run webinar Local sponsor declining on local times that not appropriate gaps with teams attendees Lack of accessibility awareness eg attendee needs - cultural, religious, dietary Tech stack integration |
| TACTICAL | | | |

 **GO TO APPENDIX A/B AT THE END OF THIS DOCUMENT TO VIEW AND READ THE FULL WORKSHOP MATRIX**



Forward View

This is not a finished model.

It is a direction.

Multi-channel engagement will continue to evolve, driven by:

- Increasing access to behavioural data
- Greater expectations of measurable outcomes
- More complex engagement journeys

The opportunity and responsibility is clear.

We don't need to become something new.
We need to recognise what we already are.

Designers of interaction.

Curators of engagement.

Connectors of a system that only works when it is joined.

“The event was never the endpoint. It was always the turning point.”



Workshop Designer and Host
GEORGE KOSTOPOULOS
MBA
Product Director Strategic Meetings & Events
IQVIA

ENGINEERING IMPACTFUL MEETING EXPERIENCES

Impact Isn't Delivered. It's Designed—Together



This workshop focused on a simple but critical question: How can we consistently deliver high impact healthcare meetings?

Much of what we already do is good, often very good. But there is still room for improving our approach to event planning and design processes.

Briefs are written without alignment. Decisions are made in isolation. Content, space, and delivery are shaped sequentially rather than together.

The result is fragmentation and missed opportunities for excellence in execution.

“Good execution requires a connected design approach.”

This session explored what happens when that fragmentation is removed, when briefing, space, content, and production are treated as a single system, deliberately structured to create impact.

“Safety has become a design principle.”

Core Challenge

Why do healthcare meetings often look and feel the same?

Because three forces quietly shape everything we do:

- Risk aversion
- Operational stagnation
- Content culture

These are survival mechanisms. But together, they create a system where:

- We default to what is safe
- We prioritise delivery over design
- We equate volume of content with value

The result is predictable meetings. And predictability is the enemy of impact.

Key Insight/Breakthrough

The breakthrough was simple:

Impact is not a by-product. It is an engineered outcome.

We saw this most clearly through two connected ideas:

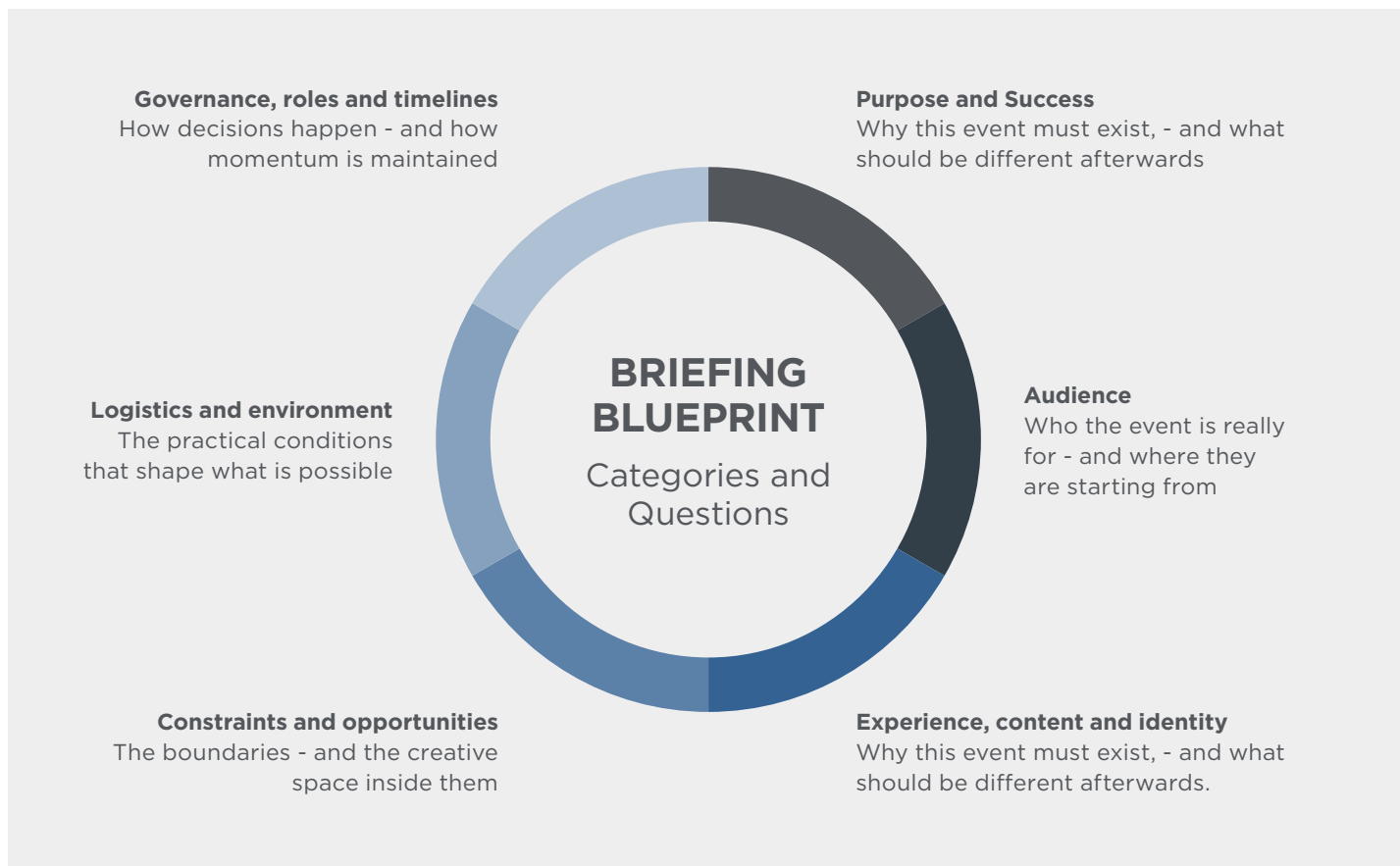
1. The shift from briefing as input... to briefing as alignment

2. The introduction of a more structured approach in the form of a discovery dialogue and briefing blueprint

The strongest briefs don't start as documents. They start as structured conversations with the right people that surface assumptions, challenge thinking, and align around a clear purpose and required outcomes.

The **discovery dialogue** provides that structure, organising thinking across six essential dimensions:

It is not a form. **It is a thinking framework that engineers clarity.** The result is a briefing blueprint everyone can follow.



Application of concepts

What changed in the room was not the theory. It was how we interpreted familiar tools.

1. THE BRIEFING BLUEPRINT IS A NAVIGATION TOOL

The blueprint moves the briefing from a subjective conversation to a structured design.

- It ensures all critical dimensions are captured
- It connects stakeholders through a shared language
- It creates a consistent starting point for every meeting

And importantly, it defines the output of Stage One:

Strategic Blueprint v1

This is where impact is first engineered.

2. BRIEFING BECOMES A DESIGN PROCESS

We move from collecting information to engineering alignment.

- Dialogue creates shared understanding
- The blueprint captures and scales it
- Both are required, in the right order

3. STAKEHOLDERS ARE AT THE CORE OF THE PROCESS

The workshop reframed contribution across six roles: from direction and audience insight through to governance and facilitation. Key stakeholders join the conversation at different times.

This is not about inclusion for its own sake.

It is about ensuring that:

- Decisions are informed
- Trade-offs are visible
- Ownership is clear

Workshop-style discover dialogue

Creates understanding together

- Live conversation
- Surfaces assumptions and hidden expectations
- Builds shared ownership
- Encourages challenge and new thinking
- Adapts in real time
- Aligns people before aligning documents

Clarity emerges through interaction.

Written blueprint

Captures understanding individually

- Structured input
- Efficient information collection
- Easier to distribute and approve
- Reduces ambiguity on logistics and scope
- Creates documentation and accountability

Clarity is recorded, not created.

*“Stop writing briefs.
Start having structured conversations.”*

01 Direction & Ownership

Defines purpose & success

- Meeting Owner
- Decision Makers
- Strategic Thinker
- Innovator / Challenger
- Planner / Ringleader



04 Execution & Delivery

Transforms strategy into experience

- Project Lead
- Logistics & Venue Search Teams
- Production Team
- Creative Team



02 Audience Representatives

Grounded in audience needs

- Audience representatives



05 Governance & Enablement

Feasibility, compliance & value

- Compliance
- Procurement



03 Content & Expertise

Ensures scientific credibility & learning

- Content Leads
- Specialist Experts (e.g., AI, digital, therapeutic-area experts)



06 Facilitation & Process Design

Shapes how thinking happens

- Facilitator



IMPACT
Value & Value
Creation

4. ARCHITECTURE SHAPES BEHAVIOUR.

A few spatial considerations that help increase impact:

- Room height influences thinking (constraint vs expansion)
- Seating layout defines interaction (passive vs participative)
- Stage design signals hierarchy (authority vs equality)
- Light, acoustics, and screens determine attention (focus vs fatigue)

5. CHECKLISTS REFRAMED AS IMPACT TOOLS

A pivotal moment came from outside events. The healthcare sector itself.

The introduction of surgical checklists reduced complications by 35% and death rates by 47%.

Not because they added complexity, but because they structured critical moments.

We recognised the parallel instantly:

- Blueprint thinking from the start
- Checklists to structure delivery at the end

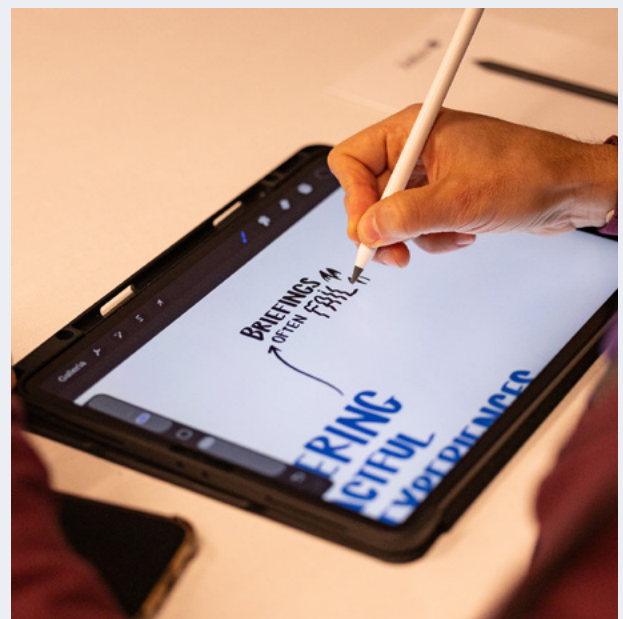
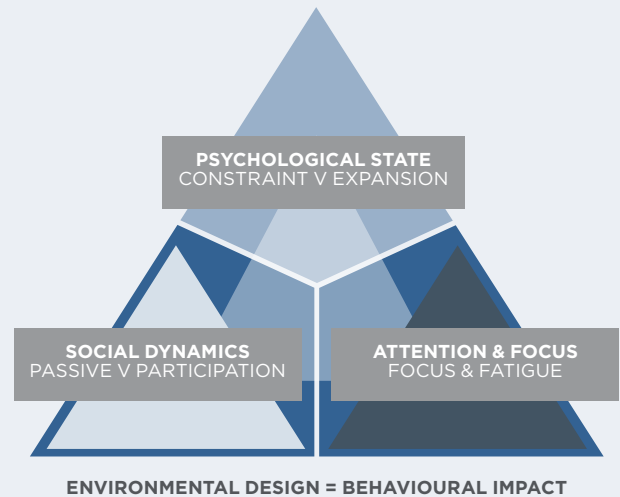
6. STAGED PLANNING BECOMES GATED PROGRESSION

The three-stage model - discovery, logistics, content - was not new in concept.

What changed was intent:

- Stage 1 defines **why** and **for whom** (via the briefing blueprint)
- Stage 2 translates into **what** is possible
- Stage 3 defines **how it actually happens**

With continuous facilitation acting as the connective layer.



“You are not designing a room. You are designing behaviour.”

Signature Message

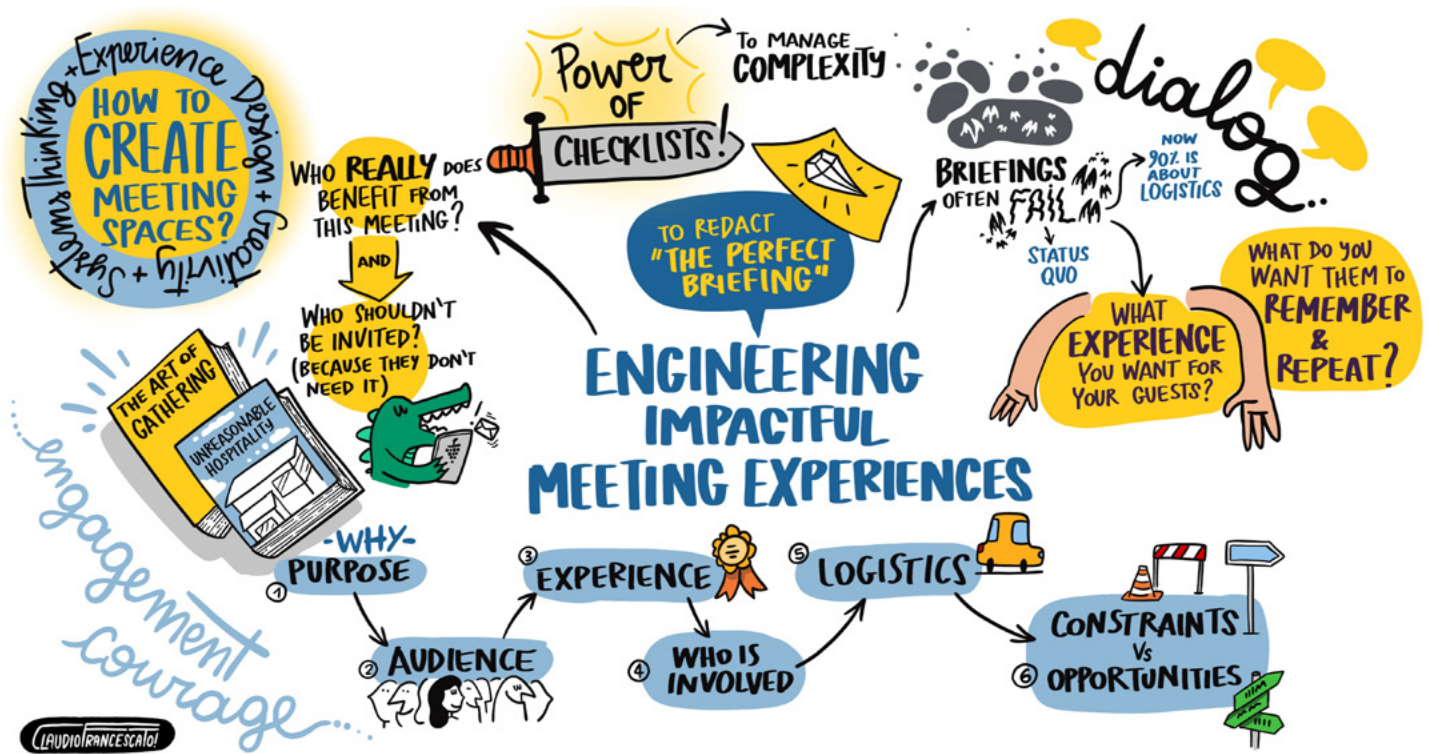
Across every discussion, one shift kept resurfacing:

Engineering impact starts earlier than we think.

It starts with structure.

It continues with alignment.

It is captured with the blueprint.



Implications/Outcomes

OPERATIONAL

Planning is enhanced by a structured design process:

- The discovery dialogue is the starting point with the goal of understanding the nature of the impact you are seeking to achieve
- The briefing blueprint captures this and guides the meeting strategy, creative identity and agenda.
- Logistics and production are integrated early in the process to expand possibilities and check feasibility early

STRATEGIC

Meetings become deliberate interventions:

- Clearer alignment between objective, experience and outcomes
- Focus on the needs of those attending and the people they represent
- Stronger justification for investment
- Reduced reliance on legacy formats

*“You are not designing a room.
You are designing behaviour.”*

PROFESSIONAL

The perception shift is significant:

- From meeting owners › to designers of behaviour
- From meeting planners › to architects of experience
- From meeting architects › to facilitators of decision-making

And increasingly:

- Everyone involved in supporting healthcare meetings needs to become engineers of impact, guided by structure

*“Impact is a process of
structured discipline.”*

And every discipline starts with a framework.

In this case, one that ensures impact is not left to chance but designed from the very beginning.

Workshop Designers and Co-hosts



JÜRGEN KÜNDEL

Founder, Managing Partner
at Vantage Global Event
Production



MISHE SCHEMMANN

Creative and Strategic
Director
Vantage Global Event
Production

AI FOR HEALTHCARE MEETING PLANNING

Adoption is no longer the challenge. Integration is.

“Adoption is no longer the challenge. Integration is.”

Core Challenge

We found ourselves describing a familiar pattern.

AI is everywhere in the workflow. Drafting emails, summarising content, supporting decisions. And yet, the process itself remains largely unchanged. Steps are still fragmented. Ownership is still unclear. Outputs still require manual stitching.

The issue is not capability. It is structure.



We are operating in a space where tools are advancing faster than the systems they sit within. The result is predictable: effort is reduced in moments, but not across the workflow.

“AI is being added to the process. Not redesigning it.”

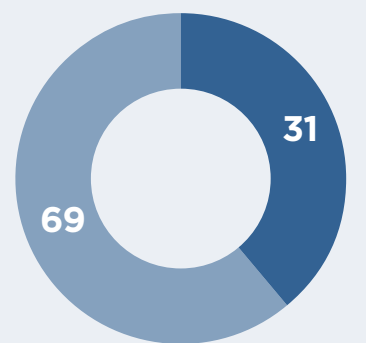
ADOPTION AND INTEGRATION OF AI

87% of large enterprises have implemented AI

31% of AI use cases reach full production (2x from 2024)

20% of organisations see tangible impact of AI, even though 74% hope to do so in the future

61% of meeting professionals cited integration as the critical adoption barrier. Not cost, not skills, but the lack of connected end-to-end workflows within platforms



■ In Production ■ Pilot/Experiment

Most organisations are past experimentation but struggling to scale. The gap between adoption and production is the key challenge

Key Insight/Breakthrough

The shift that emerged was subtle but decisive.
We are not being asked to use AI better.
We are being asked to think differently about where it sits.

*“Stop prompting.
Start designing outcomes.”*

FROM GENERATIVE AI TO AGENTIC AI

Generative AI

Reactive. You prompt, it responds.

“Write me a follow-up email”
“Summarise this document”
“Suggest a venue”

One prompt → one output → you decide next



Agentic AI

Proactive. You set a goal, it delivers.

Plans multi-step workflows
Uses tools & makes decisions
Executes autonomously toward a goal

One goal → many steps → outcome delivered

40%

of enterprise apps
will embed AI agents
by end of 2026

Gartner

100%

of surveyed enterprises
plan to expand
agentic AI this year

CrewAI, Feb 2026

23%

have begun scaling agents,
most still experimenting

McKinsey, Nov 2025

We recognised that most current usage remains reactive—prompt in, output out. But the opportunity sits elsewhere: in defining goals, connecting steps, and allowing systems to carry the process forward. This reframes the role entirely.

Application of Concepts

Rather than exploring AI as a set of tools, we started to reimagine the workflow itself. Identifying where friction consistently appears, and what happens when those moments are redesigned. What emerged were not products, but **pain interventions**.

From Insight to Build

What followed was not discussion, but construction. We moved quickly from identifying friction to action. Structuring the room into three working teams focused on defining the problem, translating requirements, and developing wireframed solutions.

This was fast, iterative, and grounded in real experience. Ideas were challenged, reshaped, and made tangible in real time, shifting the conversation from what AI could do to where the process breaks, and what it takes to fix it.



Understand

- Who are the users
- What are their needs
- What is the context
- Competitor review
- Formulate strategy



Diverge

- Envision
- Develop lots of solutions
- Ideate



Decide

- Choose the best idea
- Storyboard the idea



Prototype

- Build something quick and dirty to show to users
- Focus on usability not making it beautiful



Validate

- Show the prototype to real users outside the organisation
- Learn what doesn't work

TRANSLATING INSIGHT INTO ACTION: FUNCTIONAL AI PROTOTYPES

1. Brief Creation

PROBLEM

The process often begins in ambiguity. Fragmented inputs. Inconsistent structure. Time pressure shapes thinking.

The result is misalignment that carries forward.

CONCEPT

The AI Brief Generation tool addresses this at source, transforming scattered inputs into a structured, objective-driven brief aligned to planning methodology.

2. Decision Point – Contract Review

PROBLEM

Contracts remain one of the highest-risk, lowest-visibility areas of the process. Time-consuming to review. Easy to overlook. Difficult to compare consistently.

CONCEPT

The Contract Comparison tool reframes this as a structured evaluation, highlighting deviations, surfacing risk, and supporting faster, more confident decisions.

3. Rooming Management

PROBLEM

Rooming lists expose the operational reality of fragmentation. Multiple stakeholders. Multiple versions. Continuous reconciliation.

CONCEPT

The Rooming List Management tool centralises this environment. Creating a shared, real-time system that reduces duplication, error, and back-and-forth.

Workflow Integration

Individually, each intervention removes friction. Collectively, they begin to reshape the system.

This is where the shift becomes visible. AI is no longer supporting isolated tasks. It is connecting decisions across the event planning lifecycle.

“The value is no longer in doing the work. It’s in designing how it gets done.”

AGENTIC AI ACROSS THE PLANNING CYCLE



Venue Sourcing & Logistics

Receives brief › searches availability › compares against historical data › flags HCP compliance risks › returns shortlist with rationale



Compliance & Content Review

Pre-screens content against FDA/ABPI/EFPIA › flags issues › routes to correct reviewer › tracks turnaround › escalates if deadlines at risk



Attendee Management

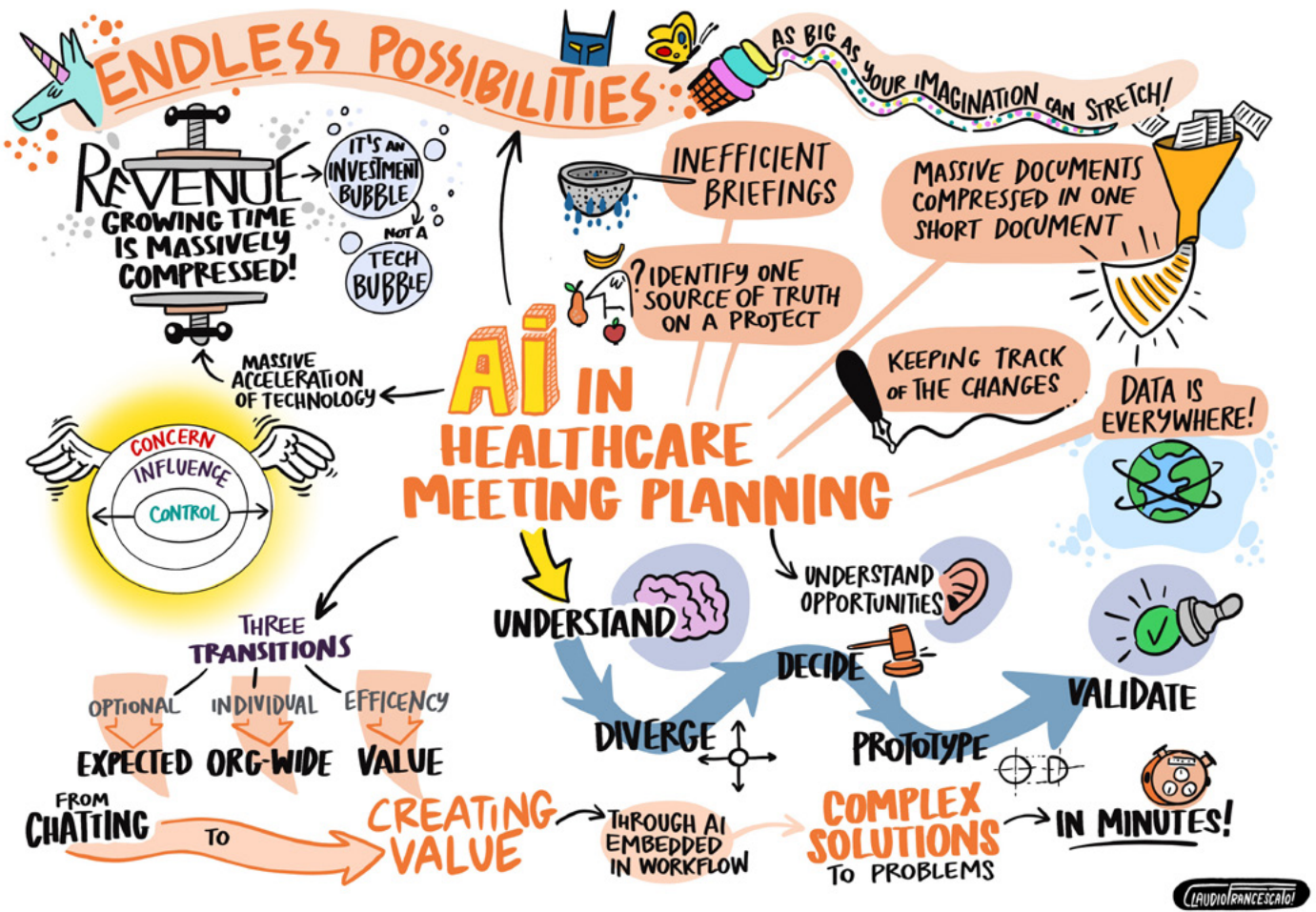
Monitors registration › identifies low-uptake › triggers reminders › adjusts catering & rooms › generates HCP compliance documentation



Post-Event Evaluation

Synthesizes surveys › cross-references attendance data › calculates ROI › drafts report › flags insights for future planning

Your role shifts from executing each step to defining the goal, setting the guardrails, and reviewing the output. That’s orchestration.



Signature Message

This is not about doing the same work faster. It is about redesigning how the work happens. The role moves from execution to orchestration. From managing tasks to defining systems.

Implications/Outcomes

OPERATIONAL

Workflows become more structured, with reduced dependency on manual coordination. Friction points are addressed at source rather than downstream.

STRATEGIC

AI shifts from a productivity layer to an operating model, embedded across the lifecycle, not applied in isolation.

PROFESSIONAL

The perception of the planner evolves. Less executor, more system designer. Less reactive, more proactive.

*“Execution is visible.
Orchestration is valuable.”*

Forward View

What we explored remains early.

The tools themselves are not the outcome. They are signals of a broader shift. A move towards connected systems, clearer decision points, and more intentional design of the planning process.

The opportunity now is not to just adopt more tools.

It is to decide where structure matters most, value can be fulfilled, and design from there.

“Don’t wait for the process to break. Redesign it before it does.”



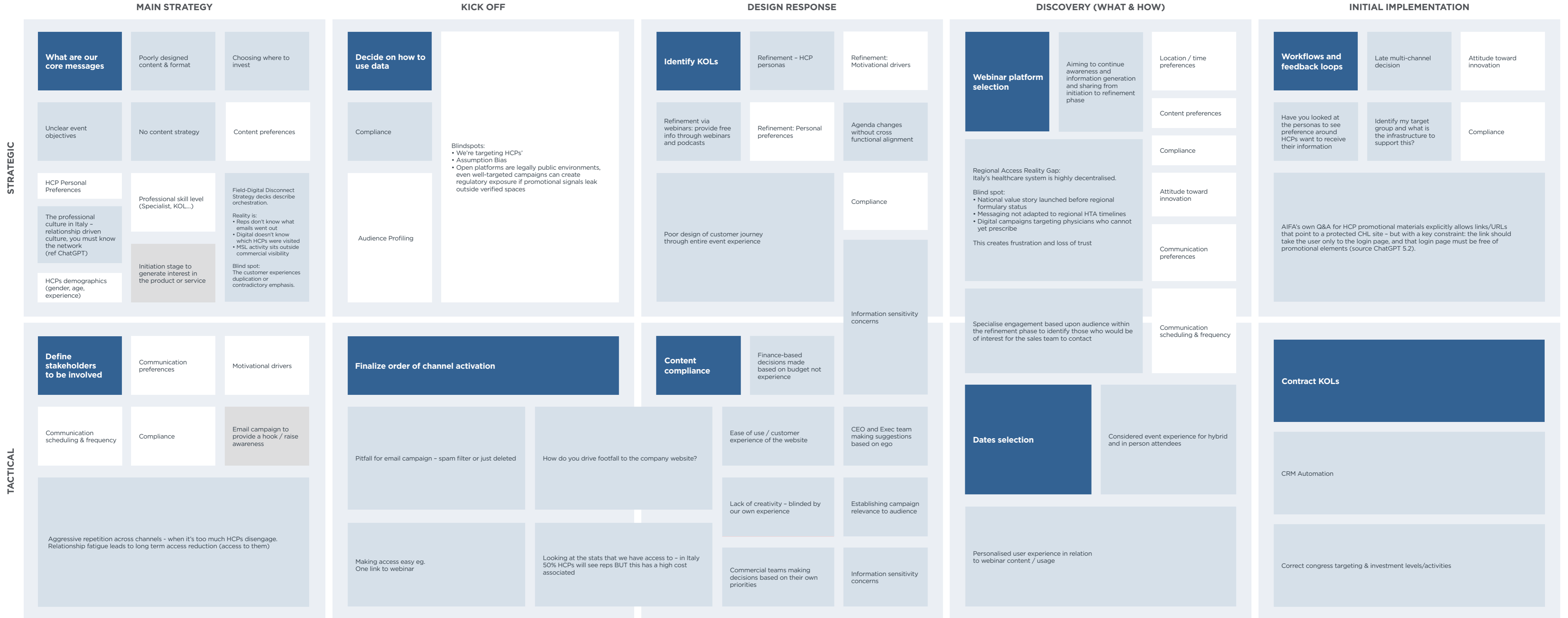
Workshop Designer and Host

FELIX UNDEUTSCH

Co-Founder & CEO

Hivr.ai

APPENDIX A



APPENDIX B

MAIN STRATEGY

Budget

Over-focus on "Emerging" Digital Voices
It's tempting to prioritise digitally active concerns.

Blind spot:
• Tier 1 academic opinion leaders – even if less digitally visible – still shape credibility and prescribing norms.
• Ignoring traditional influence hierarchies in Italy weakens launch legitimacy.

Survey questions not based upon event objective relevance

Follow the digital footprint and pay attention to where they are looking

Incorrect faculty of KOLs and speaker

KPI illusion

You may see:
• High impressions
• Strong webinar attendance
• Email open rates above benchmark

Blind spot:
No measurement of:
• Message recall
• Shift in perception
• Influence amongst priority tiers
• Depth vs breadth of engagement
• Activity = impact

Medical-Commercial Friction
In Italy, medical governance is often conservative.

Blind spot:
• Underestimating MLR timelines
• Late-stage claim disputes
• Misalignment on tone (scientific vs promotional)

This can delay assets and fracture omnichannel synchronisation.

Ensure that in person events are personalised and that HCPs are retaining the information

Budget

Compliance engaged too late particularly with multi country attendees

Location chosen without delegates in mind

Initial communication not personalised to audience

Blanket emails

Key Pitfall:
Weak gating and consent governance – risk: CRM repetition without updated consent or proper access control

Separate event lead/team for hybrid capabilities

Tracking user engagement through touch points and specialising to segment

KICK OFF

Crowdsource

Remember to focus on the market that you are working within for example US TV campaigns are not applicable in Europe. Also be specific to Italy.

Post-event e-mail surveys

Selecting speakers for loyalty rather than credibility

You have limited time to follow up – 2 months before information charts – SoC 2026

Look at National Congresses where cost may be lower – we know the cost per person is high, if we are launching in Italy don't focus on Global where a) it may cost more and b) Italian specific target may get lost.

Content built by marketing without medical review

Poorly designed user interaction with content

Run webinar

Sales team engage with potential influential targets within our established refined consumer base to assess validity for inclusion in high impact events

Pharmacovigilance & Moderation Risk
If social or digital is active:
• Who monitors comments?
• How quickly are adverse events escalated?
• Is there 24/7 coverage during congress spikes?

Blind spot:
Operational readiness for real-time digital interaction.

Local sponsor deciding on a local menu that is not appropriate eg pork with Islamic attendees

Key pitfall:
Poor channel orchestration risk: Multi-channel activity without sequencing logic, frequency control, or unified KPIs.

Lack of accessibility awareness eg attendee needs – cultural, religious, dietary

Tech stack integration

Sit down catering at networking opportunity

DESIGN RESPONSE

Collect and review surveys

Lack of content objectives and outcomes

Post event engagement needs to be strategic and considered

Clear line of information gathering and continuance

Through personalised audience engagement, we look to retain information that can be capitalised upon and utilised in our future audience engagement (tech tools and customer journey evaluation)

High impact events look to achieve a high engagement and understanding level from participants, along with understanding of knowledge gaps, participation and valuable questions.

Compliance missteps

Complete KPIs

Resource management for follow ups

Ensuring a correct measurement and grading metrics post event

Key Pitfall: Compliance exposure via open digital channels – risk of POM promotion

Invite non influential attendees

While we encourage the further use of this content, we respectfully request that any reference to this material cites the source as: "Radisson Healthcare Meeting Workshop, Florence 2026".

3Sixty
Healthcare Meetings Consultancy

3SixtyEventConsulting.com

Compliance Assessed and Trained
healthcare-venues.com

Healthcare-Venues.com



RHG RADISSON
HOTEL GROUP


RADISSON
COLLECTION

Radisson BLU

Radisson

RED
Radisson

RADISSON
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art'otel


PARK
PLAZA

park inn
Radisson


COUNTRY
INN & SUITES


prize
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