

PANEL OPENING

Welcome to our panel, "**The Future of Hybrid Events**". We have **45 minutes**, and **I want to leave the last 10 for your questions.**

1 / 7

PANELLISTS

On my left, **Aisha Bello**, Head of Events at **Meridian Group**. Next to her, **Tom Hartley**, founder of **Stagecraft Studio**. And joining us from **Lisbon**, **Inês Carvalho**, Programme Director at the **Atlantic Forum**.

2 / 7

QUESTION 1 – AISHA BELLO

Aisha, Meridian ran **37 hybrid events** last year. **What is the one thing your online audience asked for that you did not expect?**

[BACK-UP: Which format had the highest online attendance?]

3 / 7

QUESTION 2 – TOM HARTLEY

Tom, you have said that **most hybrid events fail in the first five minutes**. What goes wrong, and how do you fix it?

[BACK-UP: What is the cheapest upgrade with the biggest impact?]

4 / 7

QUESTION 3 – INÊS CARVALHO

Inês, the **Atlantic Forum** moved back to in-person only in **2025**. **Was that the right decision?**
[BACK-UP: What would make you go hybrid again?]

5 / 7

AUDIENCE QUESTIONS

Let's open it up. **Please wait for the microphone** and keep your question short so we can take as many as possible.

[10 MIN · ROVING MICS: ROWS 3 AND 9]

6 / 7

CLOSING

Please join me in thanking Aisha, Tom and Inês. Coffee is served in the foyer; the next session starts at **15:30** in **Hall B**.