

POWERED BY IMEX FRANKFURT 19-21 MAY 2026

# IMEX Place Leaders Forum 2026

**Place Leadership: The New Strategic  
Imperative**

**May 19, 2026**

Frankfurt, Germany

Representatives from 60+ destinations and venues from every continent

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## EXECUTIVE SUMMARY

# A Defining Moment for Business

## Events

On May 19, 2026, the IMEX Group convened the Place Leaders Forum in Frankfurt, bringing together representatives from more than 60 destinations and venues spanning every continent. The event marked a pivotal moment in the evolution of the business events industry, as leaders grappled with a fundamental question: how can the sector move from the margins of economic policy to the center of place-making strategy?

The forum presented compelling evidence that business events constitute a significant global economic force. Direct economic benefits alone total 1.8 trillion US dollars in GDP, ranking the sector as the 16th largest economy worldwide. If it were a country, it would be larger than the GDP of Canada, South Korea, Indonesia, the Netherlands, and Saudi Arabia. When indirect and induced impacts are included, the total economic contribution reaches 3.2 trillion dollars, equivalent to the entire UK economy. This includes 9.7 million direct jobs and 20.34 million total jobs when indirect employment is factored in.

Yet despite this scale, the industry remains undervalued in policy circles. Convention bureaus are often treated as the "poor relation" within destination management organizations, relegated to selling dates and space rather than shaping economic futures. The forum argued for a radical reframing: business events should be recognized as strategic catalysts that convene, accelerate, and embed innovation in cities and regions.

The path forward requires organizational reform, sustainable funding models, strategic intelligence capabilities, new metrics that move beyond delegate counts, and a talent pipeline drawn from business schools rather than tourism programs. Most critically, it demands a shift in mindset. As Professor Greg Clark articulated, place leadership means that all organizations involved in a destination pool risk and cost by adopting a second job description: to be leaders of the place itself. This is not merely a change of name. It reflects where influence now sits, with those shaping places, city leaders, and destination managers responsible for long-term economic growth.

## ECONOMIC IMPACT

# The Economic Case for Business Events

The forum opened with data that reframed the conversation. Natasha Richards, Director of Impact and Industry Relations at IMEX Group, presented findings that positioned business events not as a niche tourism segment but as a major global industry comparable to sectors with far greater policy visibility.

## \$1.8T

Direct GDP Contribution from Business Events

## \$3.2T

Total economic contribution (direct + indirect), same size as UK economy

## 1.6B

People participated in business events in 2025 (25% of global adult population)

## 20.34M

Total jobs including indirect employment

These figures place business events alongside industries with substantially higher policy recognition. The sector is the same size as the pharmaceutical industry and bigger than the space sector, construction, and arts and entertainment combined. Yet, as Richards noted, the industry remains severely undervalued in economic development conversations.

Convention bureaus are often treated as afterthoughts, confined to operational roles rather than strategic ones.

The scale of participation is equally striking. With 1.6 billion people taking part in business events in 2025, representing a quarter of the global adult population, the sector touches more lives than most industries ever will. This statistic, Richards emphasized, "really

stopped me in my tracks." It underscores the human dimension of an industry too often reduced to revenue figures and hotel room nights.

## THE PARADIGM SHIFT

# From Policy to Place Leadership

Professor Greg Clark, a leading urbanist and place leadership expert, provided the conceptual foundation for rethinking the role of business events. He argued that the transition from policy to place is more than a semantic shift. It reflects a fundamental change in where influence now sits: with those shaping places, city leaders, and destination managers responsible for bringing about long-term economic growth.

Clark outlined three transformative forces reshaping the global economy and creating unprecedented opportunities for business events to play a strategic role. First, the destination economy: cities and regions compete not on resources or manufacturing capacity but on their ability to attract talent, investment, and ideas. Second, the century of cities: urban populations are growing from 2.3 billion to 9.2 billion over 100 years, and we are at the midpoint of this transformation. Cities are where innovation happens, where solutions are tested, and where the future is forged. Third, fractured globalization: the old geographical hierarchies are unlocking, creating a multipolar world where unusual opportunities emerge for destinations willing to seize them.

*"Every destination has the opportunity to create high value in the sectors or industries in which it specializes, but only if it is able to marry technological, scientific, and entrepreneurial expertise with a high experience quotient, quality of life, amenity, cultural offer, and above all, identity."*

Greg Clark, Professor CBE FAcSS

This formula, innovation plus experience equals destination economy, is where business events fit. They are not merely a service sector activity. They are the mechanism through which cities bring together technological expertise, entrepreneurial energy, and high-quality experiences. They create the conditions for knowledge exchange, trust-building, and the movement of ideas into action.

Clark framed place leadership as a collective commitment: all organizations involved in a destination pooling risk and cost by adopting a second job description to be leaders of the place. This is not philanthropy or corporate social responsibility. It is strategic self-interest. A place that works, that attracts talent and investment, that solves problems, benefits everyone

within it. Convention bureaus, in this model, are not service providers. They are strategic intelligence hubs, conveners of stakeholders, and architects of collaborative advantage.

## STRATEGIC ROLE

# Business Events as Strategic Catalysts

The forum crystallized around a core insight: business events perform a triple function as conveners, catalysts, and embedders of innovation. This reframing moves the sector beyond transactional measures like delegate days or hotel nights and positions it as a strategic tool for economic development.

As conveners, business events bring together disparate stakeholders who might never otherwise meet. They create the conditions for serendipitous encounters, for the collision of ideas that spark innovation. As catalysts, they accelerate processes that would otherwise take years. A three-day conference can compress months of negotiation, relationship-building, and knowledge transfer into intensive, high-value interactions. As embedders, they leave lasting legacies: new partnerships, investment decisions, research collaborations, and talent pipelines that continue long after attendees depart.

*"It is not just about selling rates, dates, and space anymore. It is not about selling a city. It is about being integrated with the innovation and economic driving forces of a city."*

Forum Participant

This strategic role requires a fundamental shift in organizational identity. Convention bureaus must move from being promotional agencies to intelligence hubs. They need to understand not just who is coming to their city, but why. What problems are these attendees trying to solve? What sectors are growing? Where are the gaps in the innovation ecosystem? A bureau that can answer these questions becomes indispensable to mayors, investors, and academic leaders.

Several participants noted that they are in a "window of opportunity." The pandemic disrupted old patterns and created space for new ones. Cities are rethinking their economic strategies. Politicians are more receptive to arguments about resilience, diversification, and knowledge-based growth. The sector has the data, the global networks, and the convening

power. What it needs is the confidence to claim its strategic role and the organizational capacity to deliver on it.

*"Convention bureaus are really uniquely positioned to foster innovation in our local communities. We should use it, we should own it, and be that spider in the web that connects everybody, connects the dots."*

**Kit Lykketoft, Director of Convention, Wonderful Copenhagen**

## REAL-WORLD EXAMPLES

# Case Studies: Part 1

## Auckland Convention Bureau

### Elevating Bureau Visibility Through Political Engagement

Ken Pereira, Head of Auckland Convention Bureau, described a deliberate strategy to integrate the bureau into the city's political leadership. Every quarter, the bureau submits a list of upcoming business events to the mayor's office with recommendations on where the mayor could attend, speak, or participate. This practice has transformed the relationship between the bureau and city hall. The mayor now sees the bureau not as a service provider but as a strategic partner that delivers access to global networks, thought leaders, and investment opportunities. Pereira noted that having the mayor interested in understanding more about business events and the role they play "has been a step change for us." The journey took approximately three years, requiring persistent education, relationship-building, and the discipline to frame business events in terms that matter to politicians: jobs, investment, and international visibility.

## Catalunya Convention Bureau

### Engaging Private Sector as Strategic Ambassadors

Sonia Serracarbassa, Director of Catalunya Convention Bureau, highlighted the power of private sector engagement in insulating the bureau from political volatility. By involving industry stakeholders, universities, and business leaders in the strategy, the bureau created a constituency that transcends electoral cycles. As Serracarbassa explained, "If governments change, politics change, but if the private industry believes in this strategy, by sure, they are going to be listened to by the new government." The approach also unlocked unexpected advocacy. Government departments outside the convention bureau, once educated about the strategic role of business events, became the bureau's best ambassadors and sellers. They saw firsthand how events could catalyze progress in their own policy areas, from health innovation to climate solutions.

## Copenhagen Convention Bureau

### Positioning as the Innovation Connector

Kit Lykketoft, Director of Convention at Wonderful Copenhagen, described the bureau's evolution into what she called "the spider in the web" that connects stakeholders across the city's innovation ecosystem. Rather than operating in isolation, the bureau actively fosters relationships between universities, startups, investors, and event organizers. This role requires deep knowledge of local innovation dynamics and the ability to identify synergies that others miss. For example, when a biotech conference comes to Copenhagen, the bureau does not simply provide venue recommendations. It connects organizers with local research institutions, arranges site visits to startup incubators, and facilitates networking with municipal health officials. This creates lasting relationships and positions Copenhagen as a hub where ideas move into action.

## REAL-WORLD EXAMPLES

# Case Studies: Part 2

## Javits Center, New York

### From Nuisance to Community Asset Through Sustainability

Joyce Leveston, President and CEO of the Javits Center, shared a transformation story that illustrates how venues can shift from being perceived as burdens to celebrated community assets. The Javits Center was once known as a "bird killer" due to glass collisions. Today, it is a bird habitat sanctuary with a 6.75-acre green roof system that hosts a one-acre working farm growing more than 60 crops, over 2,000 solar panels, and a workforce of more than 3,000 employees who are deeply integrated into the surrounding neighborhoods. The center's demand response system allows it to operate independently of the grid for up to seven days, helping prevent rolling blackouts in New York during peak demand periods. As Leveston explained, "No longer just this big venue that kind of takes up the community and becomes a nuisance. Now it is about how do we tie into that community, how we give back to that community, how do we improve that community." The center achieved 26 percent energy savings through its sustainability initiatives, demonstrating that environmental responsibility and operational efficiency are not in conflict. This transformation also redefined the Javits Center's relationship with city leadership, positioning it as a partner in urban resilience and sustainability goals.

## Greater Oslo Region

### Twenty Years of Horizontal to Vertical Collaboration

Greg Clark used the Oslo case to illustrate the long arc of place leadership. The journey began with 46 municipalities in the greater Oslo area engaging in horizontal collaboration, sharing intelligence and coordinating marketing efforts. Over time, this evolved into vertical collaboration, with municipalities working alongside regional authorities and national agencies. Eventually, the collaboration matured into an alliance around a unified brand strategy, and finally into an integrated organization with shared governance and pooled resources. As Clark noted, "That is a 20-year story of how you go from a horizontal collaboration to a vertical collaboration to an alliance around a brand strategy to an integrated organization. That is the story of a place leadership journey for one place." The Oslo example underscores that organizational transformation is not instantaneous. It requires patience, trust-building, and a willingness to cede autonomy for collective gain.

## Greater Sydney Region

### Influence Without Consolidation

Where Oslo went toward full integration, Sydney took a different path. Clark used the Greater Sydney case to demonstrate that there is no single right model for place leadership. With 36 municipalities in the Greater Sydney area and a strong state government, full consolidation was politically impractical. Instead, the business community, universities, airlines, and major infrastructure providers created the Committee for Sydney as a think tank, generating long-term visions for the region's economy and population strategy. Business Events Sydney took board membership in the Committee. Across two or three cycles of state government change, the Committee for Sydney became the durable convener of strategic thinking for the region, and Business Events Sydney is now embedded at the center of place leadership conversations for one of the most important economic regions in the Southern Hemisphere. The Sydney case offers a critical lesson for destinations where consolidation is not on the table: influence can be earned through deliberate, sustained participation in the institutions that shape the long-term agenda.

## Angola Convention Center

### Building Conference Infrastructure in an Emerging Market

The Minister of Tourism of Angola shared the country's ambitious plans to open a convention center for more than 7,000 attendees in October 2026. This investment reflects a strategic bet that business events can accelerate Angola's economic diversification and integration into global knowledge networks. The center is not merely infrastructure. It is a signal of intent, a statement that Angola is open for business and ready to host the conversations that shape industries. The Angola Convention Bureau, launched the week before IMEX 2026, has been brought into the wider ICCA partner ecosystem. The case highlights the potential for business events to leapfrog traditional development pathways, bringing global expertise directly to emerging markets and creating platforms for collaboration that would otherwise take decades to develop. Emerging destinations, several participants noted, often have a velocity advantage: less rigid governance, more willingness to collaborate across sectors, and the ability to make integrated decisions at speed.

## STRUCTURAL CHANGE

# Organizational Reform and Breaking Down Silos

A recurring theme at the forum was the need for organizational reform. Convention bureaus often sit within larger destination marketing organizations, but their placement varies widely. Some report to tourism departments, others to economic development agencies, and still others operate as independent entities. This structural question is not trivial. Where a bureau sits determines its budget, its access to political leadership, its ability to collaborate with other agencies, and ultimately its strategic influence.

Greg Clark outlined three organizational models. Horizontal collaboration involves bureaus working alongside other agencies, sharing intelligence and coordinating marketing but retaining separate identities and budgets. Vertical collaboration brings bureaus into alignment with regional or national authorities, creating clear reporting lines and shared objectives. Consolidation goes further, merging bureaus with economic development agencies or innovation hubs to create integrated place-making organizations. Each model has trade-offs. Horizontal collaboration is easier to initiate but often lacks accountability. Vertical integration provides clarity but can stifle entrepreneurialism. Consolidation offers strategic coherence but requires significant political capital and risk tolerance.

*"Business events can and do help de-silo the mentality of leaders and stakeholders and place leaders, and we have seen that in action."*

Forum Participant

The challenge of being the "poor relation" within destination organizations was acknowledged openly. Convention bureaus are often under-resourced compared to leisure tourism teams, despite generating higher per-visitor spending and longer-lasting economic impacts. This imbalance reflects legacy perceptions: leisure tourism is visible, measurable, and politically popular. Business events are perceived as niche, complex, and harder to communicate. The forum argued that this must change. Convention bureaus need seats at the table where economic strategy is made, not just where marketing tactics are executed.

Interestingly, several participants noted that second-tier and third-tier cities may have an advantage in organizational reform. In smaller cities, there is more visibility on who is doing what, more integration between agencies, and more awareness of opportunities. Large cities often have entrenched bureaucracies and competing power centers that resist collaboration. Smaller cities can be more nimble, more willing to experiment, and more open to pooling risk. Several voices in the room called for the white paper's case study base to be expanded to reflect this dynamic, with more emerging destinations and second-tier cities included alongside the established metropolitan examples.

## SUSTAINABILITY OF THE MODEL

# The Funding Question

Alongside the conversation about organizational reform, a distinct and operationally urgent theme emerged across the roundtable discussions: the funding model that sustains most convention bureaus today is not aligned with the strategic role they are being asked to play tomorrow.

Convention bureaus are commonly funded through bed tax, hospitality levies, or budget lines that sit within tourism departments. These funding structures reward visitor volume and accommodation spend. They do not reward the work that defines place leadership: cross-sector convening, investment attraction, intelligence flow, sector catalysis, or long-term legacy generation. The mismatch creates a structural vulnerability. Bureaus that succeed at the strategic role still depend on funding tied to a tactical metric, and bureaus that focus too narrowly on the strategic role risk being defunded for failing to deliver the tactical numbers.

*"Defunding of DMOs is a real risk. The financing model is fragile. The mindset around the funding structure has to shift."*

Roundtable Discussion

Participants raised several connected challenges. First, the dependency on bed tax means that bureaus suffer disproportionately during downturns, exactly when their convening capacity matters most for economic recovery. Second, where bureaus report to tourism departments, their strategic ambitions are sometimes constrained by the perception that they are a marketing function. Third, subvention policies in many jurisdictions reward only delegate numbers, which incentivizes volume over strategic value and reinforces the legacy framing that the forum is trying to move past.

The forum surfaced a clear direction for the white paper's recommendations: subvention policy and bureau funding models need to be reformed to recognize the strategic contributions of business events. This means new metrics. Investment attracted, sector growth catalyzed, knowledge transfer enabled, jobs created beyond hospitality. It also means new funding sources. Several participants pointed to the potential for shared funding from economic development agencies, ministries of industry, and private sector contributions

in addition to tourism-linked revenues. The case study of Catalunya Convention Bureau is instructive: with only five core staff and substantial reliance on outsourced consultants, strategic advisors, local convention bureaus, and government departments, Catalunya has built a coalition-based operating model that distributes the cost of strategic work across multiple stakeholders. This is one possible answer to the funding question, and the white paper has an opportunity to document and disseminate it more widely.

The funding conversation is not a side issue. It is the structural foundation that determines whether the rest of the forum's recommendations can be implemented. A bureau cannot become a strategic intelligence hub on a marketing budget. A bureau cannot recruit from business schools on a hospitality salary scale. A bureau cannot sustain ten-year place leadership work on annual hospitality-linked appropriations. Addressing this gap is the most operationally pressing task the industry faces.

## CAPABILITIES

# The Intelligence Imperative

For convention bureaus to fulfill their strategic potential, they must become intelligence hubs. This means moving beyond traditional metrics like delegate numbers and hotel nights to track deeper indicators of impact: how many startups were funded as a result of connections made at an event? How many research collaborations emerged? How many local students were exposed to global thought leaders? These questions require new data capabilities, partnerships with universities and research institutions, and a willingness to invest in long-term impact measurement.

*"We need an alignment between place and leadership, and for that, we need to become a collaboration center to become a hub, a place of knowledge and intelligence."*

Forum Participant

One participant highlighted the Destination Canada Tourism Data Collective as a model. This initiative pooled data from multiple sources, including external and mobile data, to create a comprehensive view of visitor behavior, economic impact, and emerging trends. Layered with a powerful AI engine, the collective is now being expanded to integrate business events data and economic, social, and environmental impact measures. By sharing data and insights, participating destinations gain access to intelligence they could never generate individually. The collective approach also standardizes metrics, making it easier to benchmark performance and identify best practices.

The talent pipeline issue was also raised. Convention bureaus traditionally recruit from tourism and hospitality programs, but the skill sets required for strategic place leadership, data analytics, stakeholder management, and policy fluency are closer to what business schools teach. As one participant noted, "When we talk about engaging with the next generation, we turn to the university event management departments or tourism divisions, where really we should be talking to the business administration schools and the economic divisions." This shift in recruitment will be essential if bureaus are to compete for talent with economic development agencies and consulting firms.

The forum also touched on the role of artificial intelligence and data ethics. AI can help bureaus analyze attendee behavior, predict trends, and personalize engagement at scale.

But it also raises questions about privacy, consent, and the potential for algorithmic bias. Bureaus that invest in AI capabilities must also invest in ethical frameworks, ensuring that data is used responsibly and transparently. A recurring observation in the room was that the next generation of practitioners will arrive already familiar with AI tools. The industry's task is to instill the ethics and judgment that turn that familiarity into responsible practice.

## FORWARD LOOK

# Who Else Needs to Be in the Room

As the forum closed, participants were asked a simple question: who else needs to be part of this conversation next year? The responses, gathered through a live Slido poll, were direct and consistent.

*"If you would like to have more policymakers and politicians in the room, help me get them. And if I can get them, help me keep them."*

Natasha Richards, Director of Impact and Industry Relations, IMEX Group

The largest single answer, by a clear margin, was policy makers. Politicians appeared multiple times. Mayors, ministers of finance, trade ministers, and secretaries general of ministries were all named. The room knows that the case for business events as strategic infrastructure cannot be made without the decision-makers who allocate the strategic infrastructure budget.

Academic leaders were the second-strongest theme. Universities, faculty, and academics conducting research on the impact of events were all called for. Two academics present at the forum, working specifically on event impact research, were welcomed from the stage as a long-overdue addition. In several regions of the world, particularly in parts of the United States, academic institutions act as the convenors of place leadership work, and the industry would benefit from formalizing that relationship in the forum format itself.

Other significant categories included economic development agencies, public servants outside tourism portfolios, private sector business leaders, senior community leaders, and Gen Z and next-generation industry leaders. The presence of Gen Z and next-generation themes throughout the word cloud reflects the broader concern, surfaced in multiple sessions, that the industry's talent pipeline must be rebuilt.

Two practical commitments emerged. First, IMEX and its partner associations will work to recruit policymaker attendance for the 2027 forum, and to design the format so that policymakers find the conversation worth their continued time. Second, the white paper will be deliberately disseminated to academic event-impact researchers, with an open invitation

to contribute research and case studies to subsequent editions. The room understood that the work of changing the policy environment for business events cannot be done by the industry alone, and that next year's forum has to look noticeably different in who is sitting at the tables.

## NEXT STEPS

# The Road Ahead

The forum concluded with a commitment to action. IMEX Group announced plans to publish a white paper in July featuring 10 imperatives for place leadership. This document will synthesize the insights from the forum and provide a roadmap for bureaus, venues, and cities seeking to elevate the strategic role of business events.

The white paper will be grounded in case studies. So far, 26 case studies have been contributed, but the target is 52. These stories will cover a range of organizational models, geographic contexts, and strategic challenges, providing a practical toolkit for leaders navigating their own place leadership journeys. The emphasis is on real-world examples, not theoretical frameworks. The industry has enough theory. What it needs are blueprints, lessons learned, and honest accounts of what works and what does not. A particular invitation has been extended for emerging destinations and second-tier cities to contribute, balancing the current case study base which skews toward established large metropolitan examples.

*"It takes a village to raise a child, but it takes a global village to raise the profile of an industry."*

**Natasha Richards, Director of Impact and Industry Relations, IMEX Group**

A critical component of the road ahead is political stakeholder engagement. Business events must become part of the conversation in city halls, regional assemblies, and national ministries. This requires bureaus to speak the language of policymakers: jobs, GDP, investment, resilience, sustainability. It also requires persistence. Political cycles are short, and elected officials are risk-averse. Bureaus must build coalitions that survive electoral transitions, leveraging private sector support, academic partnerships, and community advocacy.

The forum also acknowledged the need for industry consolidation. There are too many fragmented initiatives, overlapping associations, and competing standards, and the industry has not yet agreed on consistent terminology for itself. A more unified industry voice would carry more weight in policy discussions and make it easier to coordinate research, share

best practices, and advocate for supportive regulation. This is not a call for monopoly but for strategic coordination. The sector needs to act like the 3.2 trillion dollar industry it is, not a collection of isolated players.

Finally, the forum emphasized urgency. The window of opportunity created by the pandemic will not remain open indefinitely. Cities are making decisions now about where to invest, which sectors to prioritize, and how to structure their economic development agencies. Convention bureaus that wait for permission will be left behind. Those that act, experiment, and claim their strategic role will shape the future of their destinations.

## **The business events industry is not a support function. It is a strategic asset.**

*The places that understand this, that invest in place leadership, that position their convention bureaus as intelligence hubs and conveners of innovation, will be the ones that thrive in the century of cities.*

POWERED BY

# Snapsight

*The content intelligence platform for business events.*

This report was produced from sessions captured and analyzed by Snapsight, then reviewed and finalized by the IMEX team. From live transcription through theme extraction, cross-session synthesis, and structured insight generation, Snapsight provided the content intelligence layer that underpins the analysis you have just read.

Snapsight is purpose-built for the lifecycle of business events. It is used by convention bureaus, association organizers, corporate event teams, and industry bodies including the ICCA, EIC, ASAE, AICPA & CIMA, and Northstar Travel Group.

**Capture.** Live multi-speaker session transcription with speaker attribution, across plenaries, breakouts, and BYOD silent seminars.

**Analyze.** Cross-session synthesis and theme extraction across full event portfolios. Understand not just what was said in one session, but what an entire content body reveals about the audience, the sector, and the destination.

**Produce.** Post-event reports, executive summaries, slide decks, and ready-to-publish content. Polished output the morning after the event, not three weeks later.

**Pulse.** Live audience intelligence during the event itself. Real-time theme tracking, audience sentiment, and presenter-facing dashboards that turn the room into a data source.

For convention bureaus and place leaders specifically, Snapsight is being built to make the intelligence hub vision practical: capturing the knowledge that flows through every congress a destination hosts, surfacing the connections between sessions, and routing the insights back to the policymakers, sector leaders, and academic partners who can act on them.

Learn more at [snapsight.com](https://snapsight.com)