MPI

How-to Guide:
Hybrid Meetings

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INTRODUCTION
Hybrid is the breakout star of the meeting industry, an emerging event type that requires meeting professionals to stretch their creativity, strategizing, execution and measurement and integrate technology with traditional live events to create new types of experiences and content delivery tools. Nowhere in the history of meetings have we seen such an explosion of so many different formats and applications of new technology.

Microsoft, eBay and Thrivent Financial are just a few of the companies that have realized the value of the hybrid meetings—to increase sales, improve performance and grow attendance. However, only a fraction of meeting professionals take advantage of all that technology has to offer. Many interviewed for MPI's research into hybrid events don't have experience using the model, but those who do are more likely to exceed objectives.

So, we present this How-to Guide, based on author experience, a survey of 1,794 meeting professionals and delegates and 37 in-depth interviews with meeting professionals who have conducted hybrid events and delegates who have experienced them. This guide gives you the tools you need to implement your own hybrid event in two sections: one theoretical, one practical.

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CHAPTER 1:
Introducing Hybrid Meetings

What is a Hybrid Meeting? Hybrid meetings integrate technology with traditional event practices to create new types of attendee experiences and content delivery tools. They include any meeting or event with at least one group of face-to-face participants that digitally connects with participants in another or multiple locations.

FACE TO FACE MEETING — VIRTUAL MEETING
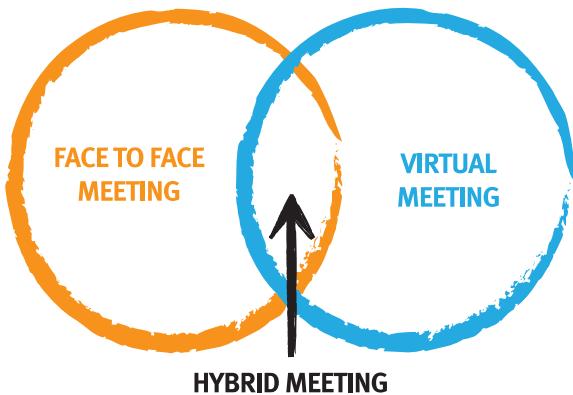
HYBRID MEETING

The best hybrid events create unique experiences for different types of participants in different places. Combining functionalities of face-to-face events and those of virtual meetings into hybrid events enables meeting planners to have a much broader spectrum of options to engage delegates. It's important to become familiar with the components of hybrid events before you think and conceptualize available options.

Discovering the Benefits of Hybrid Meetings

Meetings deliver value when participants do something (buy a product/service, become more efficient, learn a skill or procedure) as a result of having attended. Hybrid events are no different in that sense from live events. They give you opportunities for adding value in the following ways.
- Reaching more delegates (face-to-face plus virtual)
- Allowing virtual delegates to participate alone or in small groups
- Providing new content delivery and communication options
- Connecting multiple events that occur concurrently or at different times or locations
- Extending the reach of your message by repurposing event content
- Including people who could not otherwise attend (busy executives, global attendees)

Attend hybrid events as a virtual participant prior to creating one for your own organization and seek the advice of peers who are experienced in the medium.

Benefits to Meeting Professionals

Hybrid events create new opportunities for meeting planners to:
- Become more involved in the content development,
- Develop creativity in designing events,
- Concentrate on objectives and strategy,
- Learn how to strategically ask questions when selecting and applying technology and
- Develop additional project management and planning skills.

Benefits to Onsite Planners

Onsite planners who work for conference centers and other event venues can expand their client offerings to:
- Centralized booking of conference rooms across multiple properties for hybrid meetings,
- Centralized audiovisual technology ordering and support across multiple properties,
- Videoconference facilities on multiple properties,
- Centralized ordering of food and beverage across multiple properties,
- Temporary staffing support across multiple properties and cities and
- Internet bandwidth support.

Building Blocks of Hybrid Events

One of the greatest advantages of hybrid events is that they allow meeting professionals to reconfigure the building blocks of an event. For example, instead of having a single venue, you could have four or five regional sites. Instead of flying attendees to a single city for a half-day conference, you can invite them to a two-hour conference at restaurants in their cities.

Technology enables hybrid events to work across time and space. Before getting engaged with the technological options and requirements, it's critical to understand the basic building blocks of hybrid events.

Spaces. Hybrid attendees aren't limited to a single room or venue. They can participate online at the hotel, at a regional site or on the beach. Presenters and facilitators can be spread across time and space as well. Here are the most common spaces.
- A hybrid event is a gathering of at least one group of face-to-face participants that digitally connects with participants in another or multiple locations.
- A virtual event is a gathering of participants in multiple locations who connect by some form of technology (phone, video, computer).
- A face-to-face event is a gathering of individuals in the same location.
- A pod event (also referred to as a pod) is a gathering of individuals in one location linked to an event in a separate location.
- A studio event is a gathering that includes a space for content production that is distributed to an online or pod audience.

Audiences. When you link audiences in vastly different locations, you need to consider their different needs and experiences. Here are the most common audience types.
- The face-to-face audience of a hybrid event can be small or large. Its needs are the same as the needs for any face-to-face event, but there are new aspects to consider. Will the virtual audience interact with the face-to-face audience? Often face-to-face participants pay more to attend. Keep this in mind to ensure that other elements of the event don't negatively affect the face-to-face experience.

- The Pod audience experiences two types of events simultaneously: the face-to-face meeting and the remote experience that they watch streamed. Consider how much autonomy each pod has in relation to the event(s) they're connected to, whether or not the pods can communicate with other pods or with the main event space, what technology will produce the most glitch-free experience and what everyone will do in case of technology failure.
- Remember that individuals attending online can disconnect when and if they want to. So keep their attention top-of-mind.

Configurations. When you move the audience and speakers to different spaces, you can start recombining the building blocks of your hybrid event. Here are some commonly used configurations for hybrid events.

Legend

| space types		communication connection	
⬤	= Face to face event	→	= realtime 1 way broadcast stream
⬤	= Pod event	↔	= realtime 2 way communication
⬤	= Studio event	┄┄>	= on demand broadcast stream
🧍	= Online individual	<┄┄>	= near realtime

Format Types
Traditionally, we have speakers and attendees in the same venue. You have staging and production equipment in place for your general (plenary) sessions.

Live Main Event

The simplest form of hybrid event takes the content already being captured and streams it to individuals who are watching sessions online. It's one-way communication from your event to participants that view the event remotely.

Live Main + virtual participants
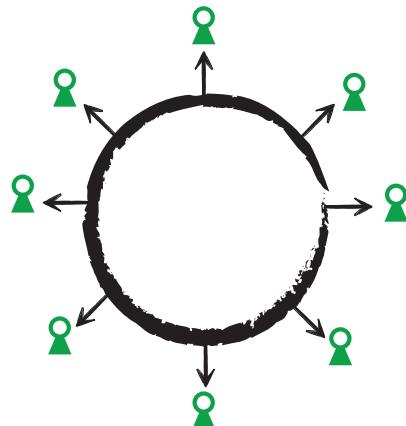
Some of your virtual viewers may get together in groups and watch the event together. Here, pods "watch" the content in four groups; each has its own "live event" in other locations. This technique is often used when room capacity at live events is insufficient, or when you want to connect groups of people who can't travel, and thus gather remotely in pods to have their own "live events" in other locations. You capture the essence of the video and audio onsite at the live event and stream it out to the pods. They can watch it live or live with a delay or time-shifted (when it is convenient in their time zone or program).

Main + 1 way pods
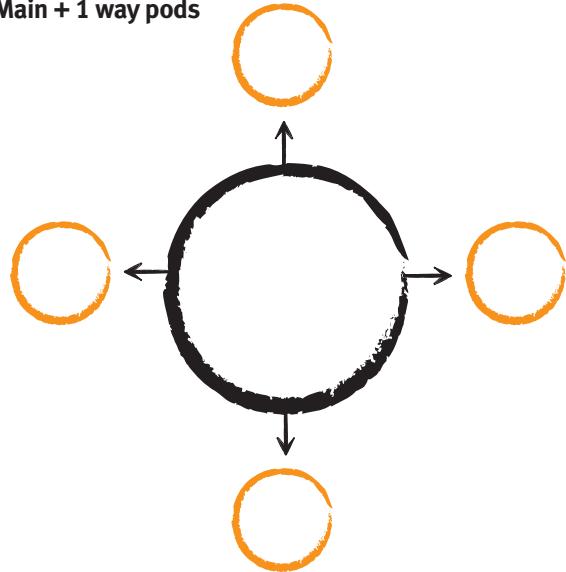
Today's technology has made it much more affordable to set up two-way communications between pods and remote sites. This allows attendees to actively contribute to the content and the dialogue. Equally important, speakers from one pod can present to the live event, or do callouts to the pods to get their perspectives on specific topics. This format is much more engaging for the pod participants but requires two-way streams from the live event to the pods for both audio and video. As soon as you introduce two-way communication, the level of complexity and coordination goes up significantly.

Main + 2 way pods
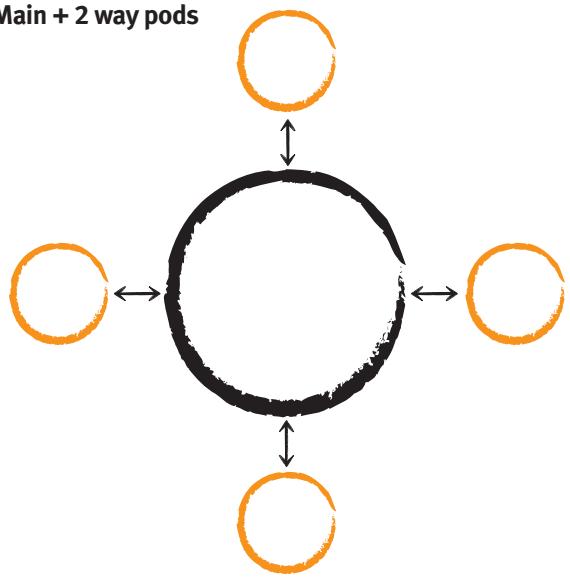
It's also possible to combine elements from the above formats. You can have a live event, a number of pods and individual participants.

Main + 1 way pods + virtual participants
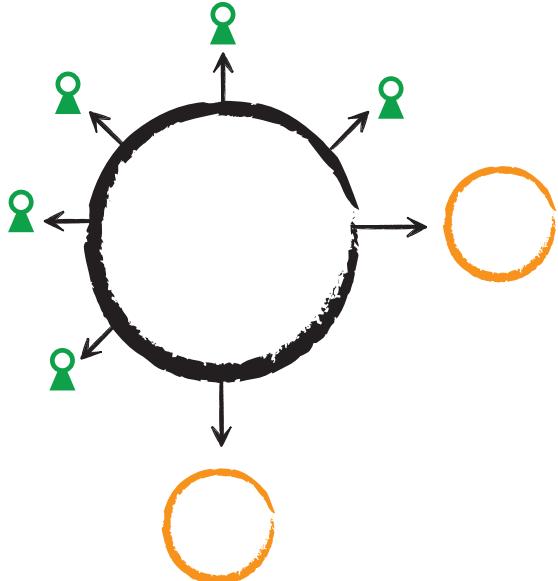
Another hybrid format uses a studio to create and broadcast content. The face-to-face delegates attend in small groups in remote pods watching the broadcast. These attendees then have the chance to ask the speaker questions or give feedback.

Studio + 2 way pods
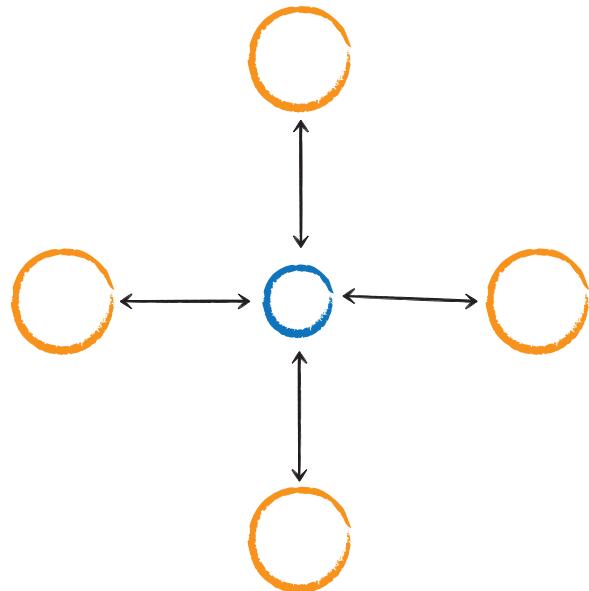
This can then also be combined with pods and individual virtual participants.

Studio + 2 way pods + virtual participants
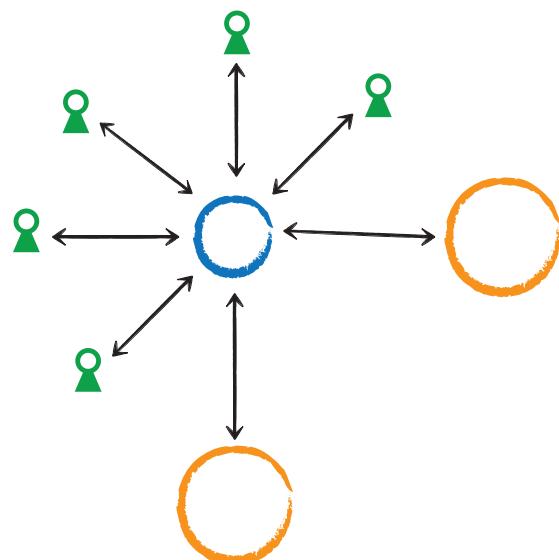
Alternatively you can have independent events that are interconnected during which each pod has its own programming and connects with other pods for joint sessions.

Equal pods
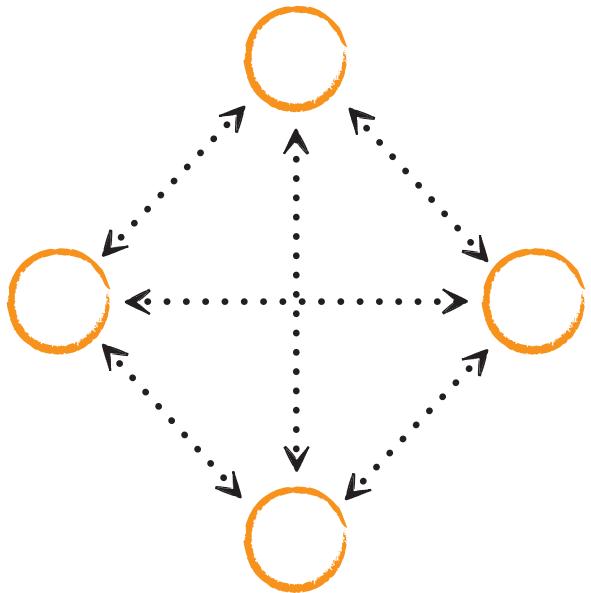
For examples, refer to Chapter 3.

Technology. There are five key tech considerations for all hybrid events. Your event priorities and objectives will determine how you allocate resources to each.

- **Production/audiovisual** ensures that the event venues, pods and/or studios have high-quality lighting, audio and video.
- **Streaming Providers** prepares content for the Internet, host it on a server, make it available for online attendee to watch and provide a place for viewing.
- Online attendees watch content on **platforms**. They register and login and select sessions. Most platforms have an interactive element such as polling or Q&As. Platforms can be websites, online communities or dedicated virtual platforms.
- You need strong **Internet connectivity** with dedicated bandwidth. This may come from the venue or a third-party provider.
- **Videoconference bridges** ensure dedicated two-way audio and video connections between remote pods and main events, minimizing communication glitches.

Role of Communication in Live and Hybrid Events

The role of communication changes when you spread attendees across multiple locations and include technology elements. This creates a different communication and participation environment for content delivery and collaboration. Technology provides new communication tools that were not available before. In the table on the next page you will find an overview of functions and why they are relevant when you consider organizing hybrid events.

Dispersion of hybrid-event remote participants among many locations creates several communication challenges. Focus on building face-to-face connections in small groups or pods for remote participant networking and team building.

Your building blocks can be configured in many different ways. Keep your audience, spaces and objectives forefront, as these factors will help guide your hybrid strategy. In Chapter 2, you'll find the steps for developing and executing your hybrid events strategy.
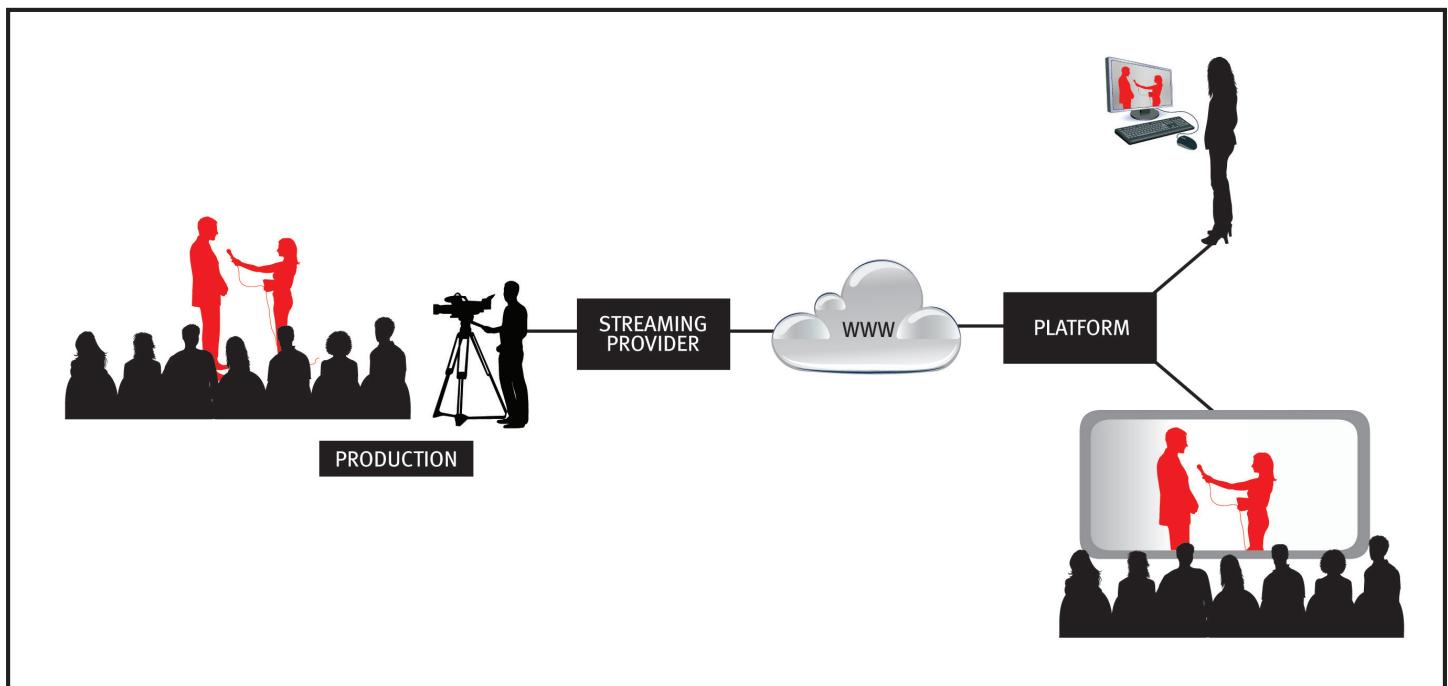
Function	Why it is relevant?
Anonymity	Fear of public speaking is a reason why some questions do not get asked in public. While live participants can see who is saying what, in virtual and hybrid events, this is not always the case. This function of anonymity can be used to make the introverts feel more at ease with their contributions in the dialogue. Complete anonymity can even be useful in gathering valuable insights otherwise not shared.
Attention	Keeping track of whether the participants are paying attention and engaged is different in face to face as opposed to virtual environments. It is easier to gauge the attention of participants when there is audio and video feedback. In the live environment it is purely by observing the behaviour, in virtual and hybrid formats it can be tracked through chat buzz, visual cues, attention tracking.
Belonging	Acknowledgement and being part of the event regardless of location or time zone can deliver powerful experiences for those who cannot be physically present.
Scalability	Reaching many people at once simultaneously is not always feasible in real life. Hybrid events can scale the message to reach everyone in real time or captured and viewed on demand.
Share of voice	In discussions some can be dominant in their presence and some voices can remain unheard. Hybrid events can enable smaller groups in remote events to develop an opinion and contribute to the discussion in new ways.
Search	Capturing content in audio, video or text makes it searchable and archiveable in ways not possible before. The availability of tagged content on demand after it has been delivered live is a valuable asset.
Oral - written	Speaking or oral communication is linear and requires a big time investment. Sharing and discussing in writing can speed up the collection of input for later synthesis.
Decision	Decision making can be done in hybrid events. In hybrid events audience response tools or collaboration tools can be deployed to vote or contribute opinions to a discussion that richer input on which to base decision.
Networking	The dispersion of hybrid event remote participants among many locations can be a challenge. A focus on building face to face connections within small groups or pods may be one way to approach remote participant networking. Another may be to see online connections as a precursor for deepening relationships at face to face events.
Interaction	In speaker driven plenary sessions it is often difficult for the audience to interact.Participants in pods may be able to discuss the content while it's being presented without disturbing the speaker. Additionally speakers can interact with remote attendees through social media, text chat or video chat in real time or in a rebroadcast after the session.
Depth	Hybrid events create opportunities for smaller groups to engage and reach more depth in discussions, Dialogue can be further enhanced by using collaborative tools and techniques.

CHAPTER 2:
Hybrid Event Process

IBM, Wells Fargo, Nike and many other companies have discovered the value of including hybrid events in their meeting portfolio. These companies use hybrid events to help them increase sales, improve performance and increase attendance in their meetings. You can, too.

The following are the steps in the process for organizing a hybrid event.

Hybrid Strategy

Creating a remarkable hybrid event requires meeting planners to get involved in the messaging, content, technology and logistical execution. For some, it means getting more involved in the development of content than ever before.

When you start the planning process, develop a strategy and business case for the event. This strategy will be a roadmap that you can share with your stakeholders. Here are the six elements of your strategic roadmap.

1. **Define meeting objectives**
2. **Consider social, technological, political, internal factors and trends**
3. **Develop a budget and business case**
4. **Determine how you will measure success**
5. **Analyze your audience**
6. **Outline your event execution strategy**

At the end of this process, document your strategy for the virtual event.

1. Define Meeting Objectives
Hybrid technology creates new types of experiences for attendees and professional challenges for meeting organizers. In order to create an experience that excites and motivates, you need to establish clearly defined objectives. As you develop these objectives, be clear about your priorities. This will help later on when you need to make trade-offs in the scope, quality and the design of the event. Here are some examples of objectives.
- Expand our reach to a broader audience
- Include attendees who are unable to travel
- Reduce meeting/budget costs
- Improve employee satisfaction
- Extend the life of our face-to-face event
- Keep revenue-producing staff in the field
- Expand education
- Support sustainable initiatives
- Generate revenue
- Bring speakers together who can't travel

2. Consider External Factors
External factors may affect your event, so examine them before moving forward. Circumstances relating to technology, politics and law, for example, may influence decisions about when and

where to hold your event, what kind of hybrid event will work best for you or even whether or not to produce your hybrid event at all.
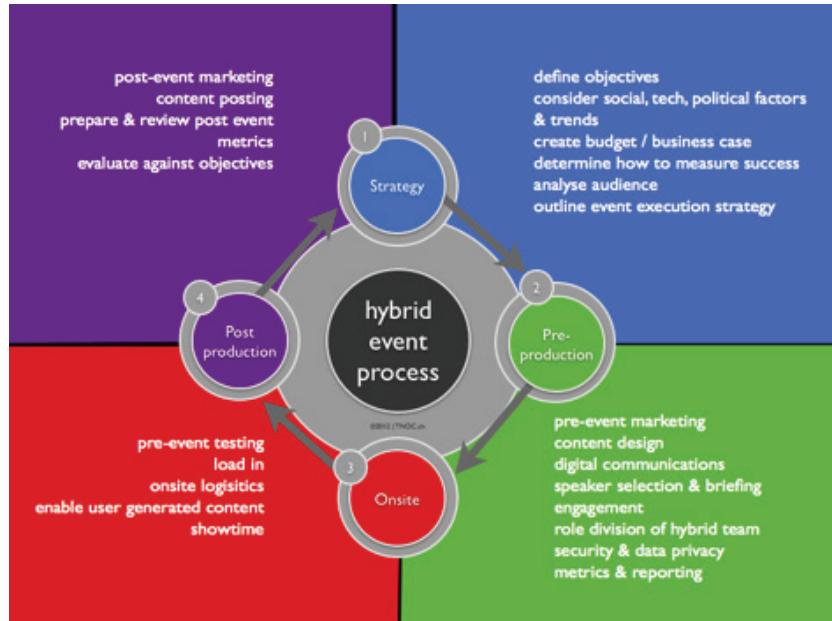
3. Develop a Budget
For most meeting professionals, hybrid event costs are rolled into the larger event budget. To the greatest extent possible, try to separate the costs so you can later determine business value. Here are some budget categories to consider for your hybrid event.
- Video Production
- Internet connectivity
- Streaming services
- Virtual platform
- Décor
- Content development and delivery
- Consulting and labor

When you don't have to bring attendees onsite, you save on hospitality and logistical costs such as travel and transportation, hotel and food and beverage. In addition, for attendees that are sales representatives or consultants, hybrid events reduce out-of-the-office travel time, allowing them to maintain productivity.

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Budget Tips
- Streaming and production will likely be your largest costs, amounting to more than 50 percent of total budget.
- In the United States, if your event is in a union facility, your production costs alone can be more than 50 percent of your budget.
- Internet costs can range from $1,500 to more than $100,000 depending on the scope of your project.
- Reduce production labor costs by looking for opportunities to:
  - Reduce camera operators
  - Use audio instead of video
  - Rationalize the content that you record and stream
  - Only stream the most popular sessions
  - Reduce streaming costs by maximizing the use of rooms with production and streaming equipment and labor

4. Measure Success

Hybrid events create new opportunities for you to collect statistical data and measure the digital tracks of participants and content. Rather than just taking base-level reports, consider the measures that are important to you.

What are your key success factors? How will you measure these? Will you look at future sales generated? Will you look at employee satisfaction surveys and compare them to historical data? Do you care how long attendees stay, as compared to the content available to them?

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Choose a measurement tool that would give you data to support your goals. For instance, "If your major goal is to increase the bottom line, [a simple tally of] clicks and views isn't going to help you do that." —Dannette Veale, manager of technology and digital engagement strategy for Cisco

5. Analyze Your Audience

Most meeting professionals manage delegates in a single group or in a few segments. For hybrid events, you have four types of attendees (face-to-face, Pod, online and on-demand). Each of these groups has different needs and will experience your event in different ways. Map out the needs and experiences of these attendees. Then, look for opportunities to create exclusive experiences for each.

For example, at a live event you control lighting, sound, visuals and focal points. By comparison, you only control one window for online attendees, so it's more difficult for you to retain their focus. And with audiences in different places, time creates opportunities and challenges. Consider the following.

- Local time of delegates (time zones).
- Time that you can expect various audience types to be engaged. Planning white space and buffers between programmed items can be critical to the success of the program.
- Options to view content live, in near-real time and asynchronous or on-demand.

6. Outline Your Event Execution Strategy

Now that you know your objectives, audience, budget and measurement plan, you can select the hybrid meeting building blocks that you should use. These are the most common hybrid event building blocks.

- Live main event + individual Events
- Studio + virtual
- Live + Pods
- Live + Pods + individual events
- Multiple connected live events

You can learn more about these building blocks in Chapter 1. Accommodate attendees who are unable to participate in real time by:

- Creating opportunities for on-demand viewing and
- Rebroadcasting sessions at a later date.

Pre-Production

By this phase, your project has been approved, your strategy outlined and your team scoped out. But there are eight areas of the hybrid puzzle that need to be pieced together.

1. Pre-Event Marketing. Marketing a hybrid event isn't much different from marketing any other event. You need to devise a timeline and strategy that make sense for your audience and create a plan for marketing your captured content following the event.

Social media channels such as Twitter, Facebook, YouTube and private online communities are a great way to get buzz going. Make sure that you're using these tools to engage your targeted audience, rather than broadcasting marketing messages. Developing a long-term association with your audience on these platforms takes time, but it's really the only effective way to market your event using social media.

Email and intranet are also great ways to get the word out, particularly when you're producing an internal event. Make sure you start your marketing campaign well in advance to ensure that everyone who wants to can attend.

It's also important to consider when you will make your on-demand content available and how you will market it. Waiting too long after your event can result in your targeted audience losing interest.

2. Content Design. Look for opportunities to create exclusive content for each audience segment. For example, the PowerPoint speaker may not be the best delivery vehicle for some content and ideas, especially considering the distractions available to online attendees.

The program should be designed based on your audience profile. Keep the content focused on the attendee needs to ensure attendee engagement and participation.

There are three key elements to content design.

- Program and time blocks
- Content delivery format(s)
- Speaker scripts and engagement

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Tips for Content Development

- Use political and sports events and talk shows with multiple speakers as examples to help you articulate your vision.
- If you use a studio element, develop a script that helps you move between topics and different types of speakers.
- Consider short segments that are 16 to 20 minutes in length.
- Add supporting contextual material to your online experience. For example, have a shorter presentation coupled with downloadable documents.
- If you can describe your content development needs well, your technology providers will be able to translate your vision into a set of options for you to consider.
- Offer exclusive content to online attendees, such as interviews with keynote speakers.

3. Digital Communications

There are several digital touch points for your attendees before, during and after the event online. Create consistent graphics, copy and key messages for each. Here's a list of typical digital communication elements for a hybrid event.

- E-blast invitations
- Registration pages
- Login pages for the online platform
- Customized and branded pages inside the platform and user interface
- Custom branding and graphics inside the player
- Graphic overlays for video (intro slides, lower 1/3's)
- Post-event survey
- Virtual attendee agenda

Ensure that there is one person on your staff who oversees the setup, configuration, content and programming of the vendors working on these digital touch points.

4. Speaker Selection and Briefing

Your speakers and facilitators are key to content delivery. In a hybrid event, your speakers need to be skilled at engaging both remote and face-to-face delegates. For many speakers, facilitators and subject-matter experts, your hybrid event may be one of their first. So, it's incumbent on you to prepare them to present to both audiences, for example, by telling them to acknowledge the online audience and look at the camera. Encourage your speakers to rehearse in advance.

Equally important, make sure to include recording, broadcasting and repurposing of content in the speaker contract.

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"The camera is your friend. So, you've got to attend to that camera, and remember there are people with interest in your event on the other side of the camera." —Tony Lorenz, founder of bXb Online

5. Engagement

Capturing and maintaining the attention of virtual or remote attendees can be difficult because you don't control their environments. Engagement strategies can help you keep remote attendees tuned in to what you're doing. Try these.

• Switching between multiple video cameras
• Using a virtual emcee
• Customizing programs
• Providing hard-copy participant booklets
• Using audience response/collaboration systems
• Featuring chat rooms or Q&A moderators
• Holding special Q&As for virtual speakers only
• Creating digital breakout rooms
• Hosting leader boards and gaming
• Providing airtime and recognition for remote pods
• Enabling photo and video sharing from remote attendees with everyone
• Creating awards and badges
• Create activities and teambuilding for local pods

6. Key Hybrid Team Roles.

The hybrid event team's size will vary depending upon the scope of the event. Here are some common roles that you might find on a hybrid team.

General

• Oversee the entire event
• Plan the face-to-face portion of the hybrid event.
• Plan the virtual portion of the event
• Moderate online questions
• Represent virtual audience in the room
• Host and engage the virtual audience

Production

• Technical director, responsible for the technical production
• Creative director, responsible for the creative direction
• Stage Manager, responsible for the studio and people coming on and off the set
• Video director, responsible for the action among the different video cameras
• Video engineer, responsible for monitoring the cameras
• Video cameraman, responsible for shooting
• Audio technician, responsible for managing sound quality and mics

Streaming Vendor

Streaming engineer, responsible for encoding live-stream content

Platform Vendor

Platform engineer, responsible for making sure that the virtual platform is configured and working correctly

Internet Connectivity

Internet engineer, responsible for setting up, configuring and monitoring Internet technology

Pod

Pod content host, responsible for hosting the pod audience.
Pod logistics, responsible for meeting logistics for the pods.

7. Vendor Selection. You'll need two new vendors—one for your streaming and one for your virtual platform. But creating and executing RFPs for these services are not simple.

There's not any consistency or standardization in the industry around pricing and service models. As a result, one vendor might offer streaming, hosting and onsite support for $XX and another will only offer a downloadable platform for $YY. There's no way for you to clearly understand the fixed and variable costs.

On the platform vendor side, it's equally confusing. Many vendors only offer glorified websites. They support online registration, chat rooms, engagement tools and a catalog of streamed sessions. In most cases, when you hire a platform vendor, you'll still need a streaming vendor.

Several streaming vendors have started to offer platform amenities such as registration, engagement tools and a catalog of sessions as part of their services. Be sure to see what your streaming vendor is offering before hiring a platform vendor.

In general, streaming services are one of the most expensive hybrid line items, ranging from 30 percent to 60 percent of your budget. Platform vendors will cost between $5,000 and $25,000.

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Tips for Vendor Selection

• **Relationships.** Get to know the people that you will work with. Do they fit with your organization and its culture?
• **Merging.** Many of these companies are smaller. Beware of them closing down or merging with other companies. Make sure that these new companies will still provide the support that you are looking for.
• **Purchasing.** Look for existing relationships and discounts with streaming vendors in other divisions or departments.

8. Security/Data Privacy. When choosing a provider, consider your organization's data security and privacy guidelines and make sure that your vendors can comply with these. The sessions and content will most likely be hosted on remote servers outside of your company. Your IT team may need to ask your vendors additional security questions.

9. Metrics and Reporting. Work with your streaming and platform providers to help execute your measurement plan. Your plan and the metrics that you prioritize will impact the design of your event and any tradeoffs that you make. All streaming and platform providers provide a wide variety of metrics (number of registered attendees, number of viewers, average time in session). Plus, most of this data can be fed into Customer Relationship Management (CRM) systems and Learning Management Systems (LMS) for future analysis.

Onsite

As in any event production, you will need to consider lighting, video, audio and décor. Test your hybrid technology integration and rehearse to make sure that the technology elements are configured correctly and work as projected. Test Internet connectivity and performance, presentation content, audio and video, streaming and the playback of live content from each room where streaming will occur.

Depending on the technical complexity of your hybrid event production, you may want to do a cue-to-cue rehearsal. This ensures that your technical director has a chance to test the transitions between elements.

Post-Event

After the event, you should be concerned about three things.
- Ensuring that the post-event content is online and available.
- Making sure that your post-event content marketing plan is in place and being implemented smoothly.
- Preparing and reviewing your post-event metrics reports for online performance.

CHAPTER 3:
SUCCESSFUL HYBRID EVENT MODELS

Now that you know the key components of a hybrid event and are familiar with the process for putting them together, learning a bit about how these events are accomplishing well-defined objectives may give you a better idea of how they can work for you.

To get the clearest picture of what hybrid events are and how they can be used, you should experience them firsthand. For now, take a look at a few different kinds of hybrid events and the wide range of objectives they accomplished.

Hybrid Events

Thrivent Financial: Education for Sales Representatives

Problem: Thrivent Financial needed to reach the 60 percent of sales representatives who were missing valuable education by not attending its national sales meeting.

Solution: The organization created a three-day hybrid event with a remote component designed specifically for sales reps interested in fundamental training. The event augmented targeted information with chat rooms and a virtual emcee to keep remote attendees engaged throughout the three days. The company captured video for on-demand viewing and monitored the financial reps who attended remotely for three months. (Virtual reps increased their productivity by more than double that of face-to-face reps.)

eBay European Team Brief: Internal Communications

Problem: Employee engagement suffered when the multinational Internet corporation that manages eBay.com underwent major restructuring. Management also needed to share information with 12 European offices.

Solution: The company connected its European offices for a weekly, one-hour European Team Brief (ETB) that eventually made use of a hi-definition and hi-fi videoconferencing network. The multi-office meeting includes opportunities for participants to interact and ask questions. Agendas are planned months in advance, and hosting is rotated each week among the leaders of the various offices. Participants watch the ETB together in large, designated viewing areas to foster a sense of teamwork. Company executives credit the ETBs with improving employee engagement, allowing company leaders to share updates easily and fostering a sense of camaraderie.

Nike: Product Launch

Problem: Nike needed to launch its new products to regional teams in a timely manner. When it held the meeting at its corporate headquarters, only a few employees could attend. And, when the events team went out to the regional offices, word of the new products had already spread to other regions, lessening the impact of the local product-introduction events. Nike needed a solution to include as many employees as possible in product-launch announcements and do it so that everyone shared the surprise and excitement simultaneously.

Solution: Nike held a small meeting in the Netherlands and streamed it to all regional offices. The new products were shipped to each site. Once the announcement was made, an employee would reveal those products in each remote location. In this way, employees shared in the excitement of the product launch and touched and felt the products at the same time as the announcement. The first meeting was such a big success Nike now does these four times a year for all product launches in Europe.

SAP: Marketing Sales Client Event

Problem: In 2010, SAP leaders wanted their live event, SAPPHIRE, to reflect trends in the marketing, media and business landscapes driven by sweeping changes in the way people communicate. They also needed to revitalize the brand to showcase the company's innovation and relevance.

Solution: Launched in May 2010 on two continents, SAPPHIRE NOW, connected satellite locations in seven cities and included 16,000 onsite and 35,000 online delegates. The event featured two network-quality TV studios, 400 sessions broadcast online in HD and numerous opportunities for engagement via additional presentations, discussions and onsite micro-forums.

Visit: **www.mpiweb.org/sap2010**

SAE: Expanding Reach with Captured Event Content

Problem: SAE International, a century-old nonprofit organization for mobility engineers, needed to expand its reach beyond the confines of its face-to-face events.

Solution: Five years ago, SAE began to capture portions of its live events on video, streaming some of in real time and offering videos of some sessions on-demand. Most recently the organization has begun collecting all of these videos on its website and charging for access to them.

Visit: **www.sae.org/events/convergence**

Hybrid Models in adjacent spaces

Theater
National Theatre Live London. Event presents professional theatrical productions, captures them live and broadcasts them to movie theaters all over the world. Visit www.nationaltheatre. org.uk/ntlive.

Sports
2012 Summer Olympics. The 2012 London games was the first Olympics to live-stream every event online and on mobile/tablet apps. Marketing for the event offered opportunities for fans to engage with the onsite community via social media. Visit http:// icopyu.olympic.org
Professional Sports. Organizations such as the NFL (www.nfl. com) now offer live and on-demand access for almost all of their games.
Sailing Race with Multiple Ports. Online coverage offers opportunities for less popular sports to reach their target audiences. Visit www.volvooceanrace.com/en/live.html

Politics
National Conventions of Political Parties. It has become standard practice for U.S. political parties to live-stream their national conventions. This year, the U.S. Republican party even named Google Inc. the "Official Social Platform and Live Stream Provider" of the 2012 Republican presidential nominating convention. Visit http:// vrge.co/HDF6v9.
World Economic Forum. This event has been live-streamed on Facebook for several years. Anyone can access it for free and ask questions by writing to the presenters using Twitter, Livestream or the Facebook wall. This year, a virtual emcee (a senior staff member of the Facebook team) conducted exclusive, live interviews with Q&As with world leaders. Visit http://on.fb.me/fqPi1s.

Open Source/Community Interest
TEDxYouthDay. A series of events designed to empower and inspire young people that take place all around the world, TEDxYouth-Day events present a combination of live speakers and TEDTalks at events that vary widely in size, format and theme. Visit http:// tedxyouthday.ted.com.

CHAPTER 4:
RESOURCES

Definitions
Asynchronous: An information exchange that does not occur in real time. Participants may interact at any time.

Audience Response System (ARS): A tool that creates inter-activity between a presenter and his/her audience. Systems for face-to-face audiences combine wireless hardware with presentation software, and systems for remote audiences may use telephones or web polls for people watching through television or the Internet.

Bandwidth: The volume of information per unit of time that a transmission medium (such as an Internet connection) can handle. Bandwidth is expressed in upload and download speeds in megabytes per second (mbps). You can check the bandwidth and speed of your Internet connectivity by running a speed test here: http://speedtest.net.

Catalog: For streaming vendors, the catalog is the list of captured sessions that attendees can view on-demand.

Connectivity: This is the state or extent of being connected or interconnected with others during an event either through technology devices, social networks or face-to-face.

Content Capture: The act of recording subject matter from a meeting or event for use or distribution later. Recent technology advances have made it possible to quickly and relatively inexpensively distribute speaker video, audio and visuals over the Web in real time and on-demand.

Content Repurposing: The process of taking intellectual property created and distributed one way and using it in a different way.

Event Production: The making and/or staging of an event, which entails all the processes and equipment needed for sound, video, projection and creating a feed for recording or online streaming.

Face-to-face attendees: People physically attending a meeting or event.

Hybrid Event: A meeting or event with at least one group of face-to-face participants connecting with other participants in one or more additional locations.

Monetization Strategy: The way in which an organization can generate revenues from content that has been captured at an event. If someone is willing to pay to access that content and that can be done systematically, it represents a market value that can be converted into revenue streams.

On-Demand: Content that is available whenever a user wants to consume it, as opposed to live content in real time.

Pod: A group of attendees who gather and participate as a remote component of a hybrid meeting.

Streaming: The transmission of data (video, audio, slides) over a computer network, as a continuous stream in a consumable format for the user.

Synchronous: A term describing content that is heard, seen and responded to as it is being presented.

Virtual Event Platform: The digital environment where a virtual or a hybrid event takes place. The most common type of virtual event platform includes a web page where video, audio and slides are streamed. Interactivity tools such as a chat and a Q&A function are also common. In many cases, these platforms can be customized and branded.

Useful Online Articles Related To Hybrid Events

"How to Design An Effective Hybrid Event"
http://interactivemeetingtechnology.com/2010/11/01/how-to-design-an-effective-hybrid-event-webcast-slides/

"10 Secrets - Hybrid Events"
http://tahiralovesevents.blogspot.com/2012/02/10-secrets-hybrid-events.html

"Nacho Mamas Deep Fried Hybrid Event on A Stick" (case study)
http://interactivemeetingtechnology.com/2010/09/25/nacho-mamas-deep-fried-hybrid-event-on-a-stick/

"14 Things I Learned as Co-Organizer of Event Camp Europe"
http://www.icon-presentations.com/blog/bid/45556/14-Things-I-Learned-as-a-Co-Organizer-of-Event-Camp-Europe

"Effective Hybrid Event: Lessons from Event Camp Twin Cities"
http://www.sonicfoundry.com/webcast/how-design-effective-hybrid-event-lessons-learned-event-camp-twin-cities

"18 Tips to Make Your Event Webcast Rock!"
http://interactivemeetingtechnology.com/2009/08/13/18-tips-to-make-your-event-webcast-rock/

Ideas, Inspiration for Hybrid Events

"Meeting Pros Are from Mars, Attendees Are from Venus: Techniques for Creating a Remarkable Hybrid Event" http://t.co/jMw8Ore3

"What the NFL Can Teach You about Virtual Events"
http://allvirtual.me/2012/04/20/what-the-nfl-can-teach-you-about-virtual-events/

"How Cisco is Leveraging Hybrid Events to Deliver More Value"
http://www.slideshare.net/inxpo/inside-look-how-cisco-is-leveraging-hybrid-events-to-deliver-more-value

"The Future of Digital Events: It's all about the Community"
http://www.virtualedgesummit.com/the-future-of-digital-events-its-all-about-the-community/

"Lessons Learned from TEDActive Simulcast Event" (case study)
http://interactivemeetingtechnology.com/2010/11/05/talking-tedactive-with-sarah-shewey/

Hybrid Event Pre-Production and Production Tools

How to Capture a TEDtalk
http://www.youtube.com/watch?v=hykE511y3yA&feature=player_embedded

RFP Tool Virtual Edge Institute
http://www.virtualedgeinstitute.com/vei-consulting/digital-event-rfp-tool/

Creating a Cinematic Event Experience
http://bit.ly/tedvideotips

Connectivity and Testing Bandwidth
http://www.speedtest.net
"5 Tips for Live-Streaming Your Event"
http://www.virtualedgesummit.com/learn-from-the-experts-5-tips-for-live-streaming-your-event/

Remote Audience Engagement Tools

How to Prepare Your Speakers for Hybrid Success
http://bit.ly/connollywebinar

Webinar: Role of Virtual Emcee
http://www.sonicfoundry.com/webcast/3-ways-give-your-virtual-audience-voice

"Organizing an EventCamp Pod"
http://www.scribd.com/doc/37355982/20100912-ECTC-Basel-POD-Experience-Event-Camp-Twin-Cities-Mindmap-Learning-Plain

"Experiences of Participants at Event Camp Pod"
http://nickbalestra.tumblr.com/post/1110550686/experience-events-through-a-remote-event-pod

"Keep It Legal—How to Keep Your Virtual Event on the Right Side of the Law"
http://www.virtualeventshub.com/virtual-event-trends/keep-it-legal-%E2%80%93-how-to-keep-your-virtual-event-on-the-right-side-of-the-law/

"Four Skills Meeting Planners Will Need as a Result of Virtual Events"
http://www.icon-presentations.com/blog/bid/51067/Four-Skills-Meeting-Planners-Will-Need-as-a-Result-of-Virtual-Events

"Which Event Technology Delivers the Best ROI?"
http://interactivemeetingtechnology.com/2009/11/04/which-event-technology-delivers-the-best-roi/

TEDx In a Box
http://www.ted.com/pages/tedx_in_a_box

Supported By

Mediasite Events is the trusted market leader for conference webcasting, hybrid meetings and video management solutions. Powered by the patented Mediasite webcasting platform, our expert technicians provide the highest quality webcasting experience to organizations who seek to complement their events by streaming to viewers on any computer, tablet or mobile device. Mediasite Events empowers meeting professionals to reach new audiences, build instant archives of video presentations and explore new revenue streams online. Visit http://events.sonicfoundry.com to learn more.

TNOC | The New Objective Collective brings ideas to life using live and digital communications. The collective is specialized in crafting Live, Hybrid and Digital Events and training teams to deliver them effectively. Collective contributors use modern collaboration techniques to provide objective-based services. The projects are managed in online collaboration spaces enabling geographically dispersed team and their supply chains from around the globe, each with a distinct specialty, to collaborate. Whenever possible, the collective uses open source methodologies and innovative collaboration partnerships to consult and deliver live and digital event experiences for corporations, associations and open source communities.

Interactive Meeting Technology, LLC is an event technology consultancy, which creates digital interactive experiences that transform attendees into active participants. It helps clients develop a strategy around their digital initiatives. Then, it brings their vision to life. The company works across Web, mobile, social, digital signage and hybrid meetings.

The Meeting Support Institute is an association for companies and individuals with products or services on the content side of meetings, offering a wide range of tools from art to technology, AV to facilitation, knowledge to science. Its goal is to help meeting professionals design the content side of meetings and events. The institute informs and educates about available tools in the market via its knowledge base, presentations, dinners and conference. Here, suppliers meet each other and their clients.

The University of Derby Corporate is the corporate training and development division of the University of Derby. The school works with a wide variety of organizations to deliver work-based learning programs and accredited qualifications that improve key capabilities, such as service, innovation, leadership and problem solving.

The Authors

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Fryatt has a background in journalism and communications and more than 20 years' experience in the event industry as the co-owner of U.S.-based Icon Presentations audiovisual company. An avid meeting industry blogger, social media consultant and former community manager for Engage365.org, Fryatt also has extensive experience leading virtual discussions, creating and distributing content online and studying and participating in virtual-event experiences.

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A digital global nomad, Janssen is an online collaboration and bespoke new media specialist for events, as well as speaker and trainer. With a solid background in conference organizing and hospitality marketing, he has a curiosity and appetite for slow food and fast media. Living in Basel, Switzerland, he is the founder of TNOC.ch, an unconventional marketing collective specializing in crafting live, hybrid and virtual experiences for international, organizations. He is also founder and curator of TEDxBasel and co-founder of Event Camp Europe.

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Smith is a thought leader, speaker and award-winning innovator on event technology. In 2011, BizBash Magazine named him one of the most innovative people in the event industry. In 2010, Smith co-founded Event Camp Twin Cities, an innovation lab for events that rewrote the rules for attendee engagement in hybrid events. Smith judges the annual EIBTM Worldwide Event Technology Watch Awards in Barcelona, Spain.

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About the MPI Foundation

The MPI Foundation is committed to bringing vision and prosperity to the global meeting and event community by investing in results-oriented initiatives that shape the future and bring success to the meetings and events community. For more information, visit www.mpifoundation.org.

About MPI

Meeting Professionals International (MPI), the meeting and event industry's largest and most vibrant global community, helps it's members thrive by providing human connections to knowledge and ideas, relationships and marketplaces. MPI membership is comprised of more than 23,000 members belonging to 71 chapters and clubs worldwide. For additional information, visit www.mpiweb.org.