



CAMP BUCK 2026 • THE FREEMAN COMPANY

All In, Together.

A 99-year-old company decides how boldly to reinvent itself. Thirty sessions, 400+ leaders, three days on Lake Washington, and one strategic conviction: presence is the new premium.

DATES

**Aug 11 to 14,
2026**

SESSIONS

30 sessions

ATTENDEES

400+ leaders

THEME

All In, Together

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01 · EXECUTIVE SUMMARY

The 99-year bet

Camp Buck 2026 arrived at a strategic inflection point most companies never earn the right to face. Freeman is 99 years old, family-owned, and simultaneously the target and the beneficiary of the largest capital inflow the live-events industry has ever seen.

Over thirty sessions across three days on Lake Washington, 400+ leaders were asked to hold two ideas at once: preserve a culture that has taken a century to build, and rebuild the operating model at the speed of AI.

More than **\$5 billion in private capital** has moved into live events. Hive sold at roughly **3x** its value in three years. Four of the largest trade-show organizers changed hands. Institutional investors began calling live events "an asset class." Janet Dell's framing was pointed: private equity is trying to buy its way into what Freeman already is. The company did not discover the trend; it *is* the trend.

FY26 delivered E&ES over-target on revenue and margin, 3D Exhibits with record new logos, Sparks contributing over **\$100M** in revenue to sister brands, and a private placement that put Freeman in the strongest financial position in its history.

What Camp Buck exposed is the twin transformation now underway. On one axis, Freeman is AI-assisted, not AI-led: **15,000+ hours saved**, **95%** of the workforce touching AI tools, Sky AI handling **80%** of exhibitor questions, contact-center NPS up **6 points**, feature-development cycles cut from two weeks to two or three days, a TFC Command Center built in **2.5 days**.

On the other, the operating and revenue model is being redesigned around cross-brand integration. The Opportunity Hub generated **\$41M in wins** from 38 requests in eight months. GitHub Universe and Autodesk University moved from "crunchy" year one to "badge agnostic" year three. Freeman Next hit **\$16M in revenue with 9,000 customers** across 500+ shows.

The tension the event surfaced most honestly was internal. Ian Beecraft's provocation, that the biggest threat is not moving too slowly but not taking big enough swings, sat uncomfortably alongside Dell's guardrail of "AI-assisted, not AI-led."

“

"AI didn't threaten what we do. It made it scarce. And scarcity is the whole game."

JANET DELL, CEO, THE FREEMAN COMPANY

STRATEGIC TAKEAWAY

Freeman enters its centennial year with the strongest balance sheet in company history, industry validation from institutional capital, a \$41M cross-brand engine in its first year, and a workforce where 95% have touched AI. The unresolved question is not whether to transform; it is whether the pace of transformation can survive contact with a 99-year-old culture that patience built.

THE STRATEGIC TERRAIN

Two axes of transformation

FIGURE 1 · THE DUAL TRANSFORMATION MATRIX

AI TRANSFORMATION

- 15,000+ hours saved across FY26
- 95% of workforce has touched AI tools
- Sky AI resolves 80% of exhibitor questions
- Feature-cycle reduced from 14 days to 2 or 3 days
- TFC Command Center built in 2.5 days
- Cost is \$7 per person per month (the "latte line")

CROSS-BRAND INTEGRATION

- \$41M in Opportunity Hub wins in 8 months
- 17% win rate across 38 requests
- 20-day average lead time on cross-brand deals
- 443 shows already carry Sparks + 3D delivery
- Autodesk University now "badge agnostic" in year 3
- Sparks contributed \$100M+ to sister brands

GROWTH SIGNALS

- E&ES over-target on revenue and margin
- 3D Exhibits with record new-logo year
- Freeman Next: \$16M, 9,000 customers, 500+ shows
- Private placement completed (debt-financed)
- Strongest balance sheet in company history
- Microsoft account grew 3x through Opp Hub

UNRESOLVED TENSIONS

- Two-thirds of licensed employees skipped Claude in July
- Data democratisation racing governance
- Cross-brand deals take 3 years per major account
- Multiplier leadership meets 4am load-in reality
- Beecraft's "swing bigger" vs Dell's "AI-assisted"
- Family patience vs startup pace

Source: Camp Buck 2026 session content across 30 recorded sessions. Consolidated by Snapsight.

The through-line

Every session at Camp Buck traced back to one conviction: as AI commoditises knowledge work, differentiation collapses back onto what cannot be commoditised. That means human trust, encoded organisational judgment, and the physical presence of people in a room together.

The Belief Gap research (7 in 10 marketers reporting growing distance between brand awareness and brand belief) became the empirical spine of the argument. If AI can generate a million versions of a message, only presence can generate belief.

The provocation

Ian Beecraft named the true AI barrier as cognitive, not technological. Yesterday's mental models are colliding with today's technology. His Operator, Designer, Architect framework became the vocabulary the rest of the event used.

Beecraft's warning about "skill flux" (competency shelf lives collapsing from 30 years to potentially six months) makes the multiplier framework urgent. Leaders who cannot redesign work will not have work to lead.

02 · THE PICTURE IN NUMBERS

Data points that define the moment

\$5B+

PRIVATE CAPITAL INTO LIVE EVENTS

99

YEARS OF FAMILY OWNERSHIP

15K+

HOURS SAVED THROUGH AI IN FY26

\$41M

OPPORTUNITY HUB WINS IN 8 MONTHS

2x*

CAPABILITY FROM MULTIPLIERS VS DIMINISHERS

*Live in-room audience poll, not published research

\$81M

WORKERS' COMP CLAIMS OVER 6 YEARS

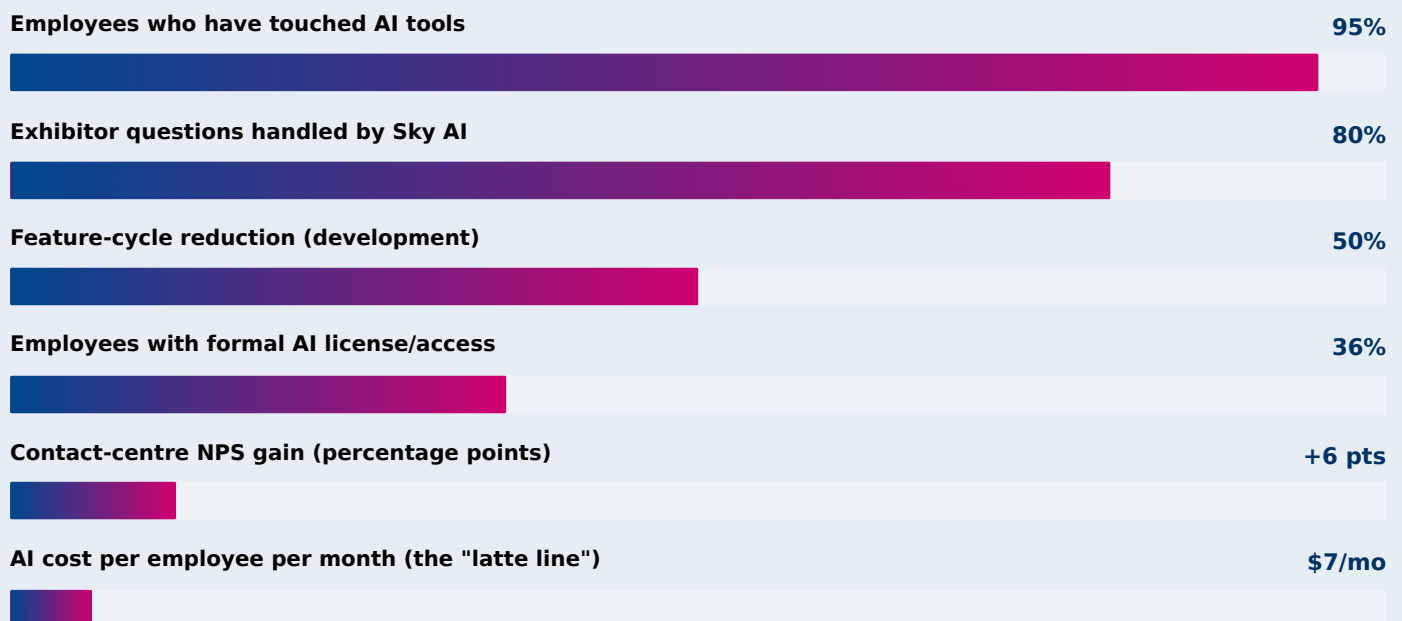
70%

MARKETERS REPORT THE "BELIEF GAP"

\$16M

FREEMAN NEXT DIGITAL COMMERCE REVENUE

FIGURE 2 · AI ADOPTION PROGRESSION AT FREEMAN (FY26, SELF-REPORTED)



Source: Janet Dell (CEO), Dan Jennings (Tech Services), Grant Hushek (Grantbot). Camp Buck 2026 General Session and AI Workshops.

MARKET SIGNAL

The events industry is undergoing a fundamental rerating. Private capital is now treating events as an asset class, not a marketing expense. Hive sold for almost 3x its prior valuation in three years. Institutional investors have begun calling live events an asset worth holding, not flipping. Freeman must monetize this premium positioning before well-funded PE-backed competitors scale to the same messaging.

GROWTH SIGNAL

The \$100M in cross-brand contribution visible today is only the beginning of a compounding engine. 443 shows already carry joint Sparks and 3D delivery. The Microsoft account grew 3x through Opportunity Hub coordination. Once Customer 360 provides a unified view of every touchpoint, the addressable cross-sell opportunity approaches \$1 billion.

03 · FINANCIAL POSITION & MARKET CONTEXT

Why "now" is not a coincidence

The industry is being rerated. Camp Buck 2026 arrived exactly at the moment when institutional capital started calling live events an asset class. Freeman chose to finance its next chapter with a private placement rather than private equity, and the timing is a strategic statement, not an accident.

FIGURE 3 · INDUSTRY TIMELINE · FY22 TO FY26 CAPITAL EVENTS



Source: Janet Dell (Welcome to Camp Buck General Session), David Adler (Fireside, Day 2).

The rerating

David Adler declared the industry is in a golden age, and the market has begun to agree. Institutional investors previously priced live events as a services business; they now price it closer to media infrastructure. That change in multiple is the reason four of the largest trade-show organisers changed hands in a single financial year.

Freeman is inside this shift, not adjacent to it. The company was profitable before the rerating; it is now differentially valuable inside a category that will consolidate whether or not any individual player wants it to.

Freeman's strategic response

The private placement, complete in FY26, is a signal as much as a financing decision. It says: we will control our own timeline. Debt at negotiated terms preserves family ownership and puts Freeman in a position to make counter-cyclical investments while PE-assembled competitors service their capital stacks.

The strongest balance sheet in company history is the platform from which every other decision (AI, cross-brand, digital commerce, safety) can be funded without dilution or urgency.

"Private equity is out there trying to buy its way into what we already are. They can buy the pieces, but they can't buy what we have here."

JANET DELL, CEO, WELCOME TO CAMP BUCK GENERAL SESSION

STRATEGIC IMPLICATION

The window in which Freeman is uniquely positioned is finite. PE consolidation is likely to produce well-funded competitors within the next few years - a Snapsight analysis, not a stated Camp Buck projection. The centennial year is the launch window to establish "un-acquirable trust" as the category-defining position before consolidation closes the messaging space.

04 · EVENT AT A GLANCE

Three days, thirty sessions

Camp Buck 2026 gathered 400+ leaders across The Freeman Company's eight brands on Lake Washington from August 11 to 14. Every day carried the same thesis in a different register.

Programme architecture



DAY 1 · AUG 11

Set the vision

Janet Dell's "All In" thesis, Bill King on ownership, Ian Beecraft on adoption vs adaptation, AI panel launches operator/designer/architect language.



DAY 2 · AUG 12

Deepen the leadership case

Carrie Freeman Parsons on culture as strategy, Liz Wiseman's Multipliers, cross-sell panels with GitHub and Autodesk, Chip Conley on wisdom, David Adler on the golden age.



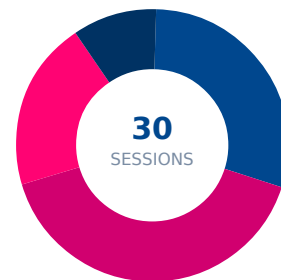
DAY 3 · AUG 13

Operationalise everything

AI Use Cases for Operations, Sales, Leaders. Digital Commerce, Data Strategy, Blue Echo, Safety is the Strategy, CI, Avita, Opp Hub.

Programme composition

FIGURE 4 · SESSION MIX (N = 30)



Workshops (repeated)	~30%
Breakouts (topical)	~40%
General sessions	~20%
External keynotes	~10%

Source: Camp Buck 2026 programme across 30 recorded sessions.

Voices in the room

DAY 1 · VISION

Janet Dell · CEO
Bill King · Navy SEAL Ret.
Ian Beecraft · Signal & Cipher
Dan Jennings · Tech Services
Frank Jones · Avita
Gina Calderon · SVP Ops
Grant Hushek · Grantbot
Pete Sena · Digital Surgeons

DAY 2 · LEADERSHIP CRAFT

Carrie Freeman Parsons · Board Chair
Liz Wiseman · Wiseman Group
Chip Conley · Modern Elder Academy
David Adler · BizBash
Martin Moggre · Freeman
Melissa Levy · Freeman
Jay James, Maggie Jackson · GitHub
Jeff McCaw, Heather Tietzor · Autodesk

DAY 3 · OPERATIONS

Traci Boyer · Safety
Geb Walter · Safety
Becky Warren, Abhishek Gupta · Data
Charan Randhawa, Sanjay · Data
Ruben Del Toro, Natalie Yates · CI
Anytra Lowe · Opp Hub
Barkely Gamble, John Day · Avita
Greg Brown · Blue Echo
Marianne · Presentation Craft

05 · SESSION-BY-SESSION · DAY 1

Setting the vision

Day 1 anchored the strategic frame: AI does not compete with presence; it manufactures the scarcity that makes presence premium.

Welcome to Camp Buck · General Session

DAY 1

Janet Dell (CEO), Bill King (Navy SEAL Ret.), Ian Beecraft (Signal & Cipher), Dan Jennings, Frank Jones, Gina Calderon

Janet Dell opened Camp Buck by naming the moment: \$5B+ in private capital, four major organisers changing hands, Hive at roughly 3x. She unveiled Belief Gap research (7 in 10 marketers seeing growing distance between brand awareness and brand belief), then set the AI position: **AI-assisted, not AI-led**.

EXECUTIVE IMPLICATION

Every strategic conversation the rest of the week is downstream of the two frames set on Day 1: scarcity as competitive moat, and the distinction between operating, designing, and architecting work.

Bill King Keynote · Ownership & the Long Fight

DAY 1

Bill King, Navy SEAL Force Master Chief (Ret.)

Bill King distilled 32 years in the SEAL teams into three ideas: extreme ownership (figure out why it is your fault); select for levity (the ability to laugh under pressure predicts resilience better than raw athleticism); and tell the truth fast so teams can course-correct sooner. These principles map onto Freeman's 4am load-in culture where humor and calm are performance indicators.

WHY IT MATTERS

Freeman produces events under real physical risk on tight timelines. King's framework gave operations leaders permission to be calm and humane under pressure, reinforcing safety-as-strategy.

“

"AI can generate a million versions of your brand message. It cannot generate one person standing in a room believing it."

JANET DELL, CEO, THE FREEMAN COMPANY, GENERAL SESSION DAY 1

FIGURE 5 · BEECRAFT'S COGNITIVE FRAMEWORK · FROM TOOL USER TO SYSTEM ARCHITECT



Source: Ian Beecraft (CEO & Chief Futurist, Signal and Cipher), Day 1 keynote.

DAY 1 CONTINUED

Practitioners take the mic

Ian Beecraft · Adoption vs Adaptation

DAY 1

Ian Beecraft, CEO & Chief Futurist, Signal and Cipher

Beecraft named the true AI barrier as cognitive: "yesterday's mental models are colliding with today's technology." The Operator, Designer, Architect framework became the shared vocabulary for the rest of Camp Buck. He described a "skill flux" era where competency shelf lives collapse from 30 years to potentially six months. The biggest threat, Beecraft argued, is not moving too slowly but not taking big enough swings.

STRATEGIC TENSION

Beecraft's provocation sits against Dell's guardrail. This unresolved tension between "swing bigger" and "AI-assisted, not AI-led" became the defining executive debate of the week.

All In on AI · Practitioner Panel

DAY 1

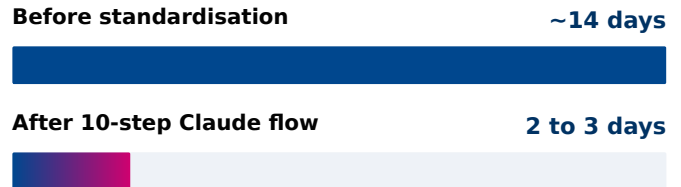
Dan Jennings, Frank Jones, Gina Calderon

Three practitioners translated Beecraft's abstraction into concrete cases. Dan Jennings described the standardization moment: before formalizing Claude workflows, teammates were generating work below standard. The 10-step process his team designed distilled best practices and made them repeatable, cutting feature build time from about 2 weeks to 2 or 3 days. Frank Jones and Gina Calderon reinforced the inspection discipline: AI output is a first draft, not a final product.

STANDARDISATION DIVIDEND

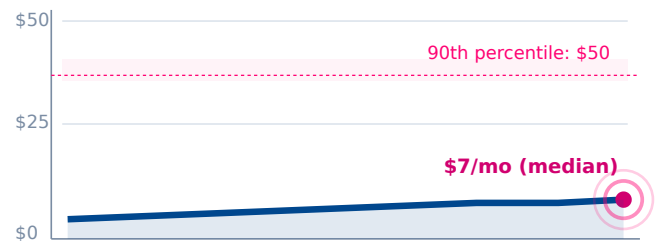
The single largest AI productivity gain reported at Camp Buck came not from more capable models but from encoding a shared standard operating procedure.

FIGURE 6 · FEATURE DEV CYCLE · BEFORE VS AFTER



Source: Dan Jennings, Tech Services, General Session Day 1.

FIGURE 7 · AI COST TRAJECTORY · MONTHLY PER EMPLOYEE



The "latte line": 90%+ of users spend under \$50 per month.

"You have to read it and make sure it's accurate."

GINA CALDERON, SVP OPERATIONS, DAY 1 PRACTITIONER PANEL

DAY 1 · CLOSING SESSIONS

Extending the AI programme to the household

AI Workshop · Claude Cowork Foundations (Guests)

DAY 1

Grant Hushek (Grantbot), Pete Sena (Digital Surgeons), Freeman Tech Services

The guests session, designed for family members and non-employee attendees, was the surprise standout of Day 1. Grant Hushek introduced the "dishwasher cycles" metaphor for AI-induced cognitive load. Pete Sena admitted that his own identity as a builder was disrupted when AI began doing what defined him professionally, calling it more of an identity shift than a threat to his job.

CULTURAL SIGNAL

Extending AI training to guests operationalised Carrie Freeman Parsons' framing that Freeman is "in it for the long haul" and that families are part of the ecosystem.

The design of the guests session was itself an argument. Teaching spouses and adult children how to use Claude signalled AI as generational infrastructure, lowering cost anxiety at home and reinforcing the "latte line" as lived truth.

Pete Sena's honesty on identity threat is the topic Camp Buck came closest to leaving unaddressed. Some of the most valuable people at Freeman are exactly the people whose sense of self is most disrupted by tools that can do what they built their careers doing.

FIGURE 8 · "DISHWASHER CYCLES" · AI COGNITIVE LOAD MODEL

1 · LOAD

Provide raw thinking, context, artefacts. Human sets direction.



2 · RUN

AI processes in parallel. Human moves to next task.



3 · INSPECT

Human checks output, corrects, decides.



4 · COMPOSE

Integrate multiple outputs into a single deliverable.

Source: Grant Hushek (Grantbot), Camp Buck Guests AI Workshop.

DAY 1 THROUGH-LINE

The Belief Gap research, Beecraft's platform framing, and King's ownership doctrine converge on a single conviction: differentiation now comes from the encoded judgment of humans, not from access to the same models everyone else uses.

08 · SESSION-BY-SESSION · DAY 2

Deepening the leadership case

Day 2 shifted from vision to leadership craft. Every voice argued that the human capability layer is the actual differentiator.

General Session Day 2 · Culture & the Cross-Sell

DAY 2

Carrie Freeman Parsons, Liz Wiseman, Martin Moggre, Melissa Levy

Carrie Freeman Parsons opened with a forest metaphor drawn from Dr. Suzanne Simard's research on mycelium networks and "mother trees." Her declaration that "culture is our strategy" reframed culture as the enabling condition for every strategic goal. Liz Wiseman followed with the Multipliers framework: an in-room audience poll, not formal research: diminisher teams reported keeping about a third of their capability, multiplier teams nearly all of it.

STRUCTURAL INSIGHT

The three components of Day 2 are the same argument at different altitudes: nature, research, and case study each say Freeman's brands are more valuable connected than separated.

"Culture is our strategy."

CARRIE FREEMAN PARSONS, BOARD CHAIR, DAY 2 GENERAL SESSION

CULTURE AS ENABLING INFRASTRUCTURE

TRUST FOUNDATION

99-year relationships enable 3-year integrations



CROSS-BRAND ENGINE

\$41M Opportunity Hub validates interconnection

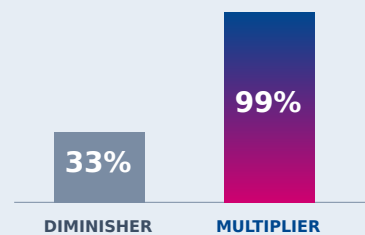


MULTIPLIER LEADERSHIP

Capability gap from a live-audience poll (not formal research)

Framework synthesis: Parsons, Wiseman, Moggre, Day 2

FIGURE 9 · MULTIPLIER VS DIMINISHER LEADERSHIP



Source: live audience poll during Liz Wiseman's Day 2 session - illustrative, not published Wiseman Group research.

Nine accidental-diminisher archetypes

Idea Fountain	Too many ideas, no space
Always On	Constant presence, no oxygen
Rescuer	Solves problems for people
Pacesetter	Speed intimidates rather than models
Rapid Responder	Answers before team can think
Optimist	Reframes concerns as complaints
Protector	Shields team from stretch
Strategist	Owens the framing, not the frame
Perfectionist	Standards become impossible

DAY 2 · CROSS-BRAND CASE STUDIES

Badge agnostic, three years in

GitHub Universe & Autodesk University

DAY 2

Jay James, Maggie Jackson (GitHub); Jeff McCaw, Heather Tietzor (Autodesk); Martin Moggre, Melissa Levy

Heather Tietzor was candid about the Autodesk year-one experience: teams arrived as isolated brands, the client said "you're not really coming together as one for us," and the work began. By year three, the client shares its full budget and asks the team to allocate it. Jeff McCaw articulated the operating principle: "we're badge agnostic." The three-year arc proved cross-brand delivery is a learnable capability, not a marketing claim.

PLAYBOOK

Year 1 is friction, year 2 is learning, year 3 is fluent delivery. The Opportunity Hub compresses that curve, but the culture work must run in parallel.

FIGURE 10 · CROSS-BRAND INTEGRATION CURVE

YEAR 1 · FRICTION

Teams arrive as separate brands. Handoffs are visible. Client comments on the seams.



YEAR 2 · LEARNING

Roles and rituals stabilise. Trust between brand teams starts to compound.

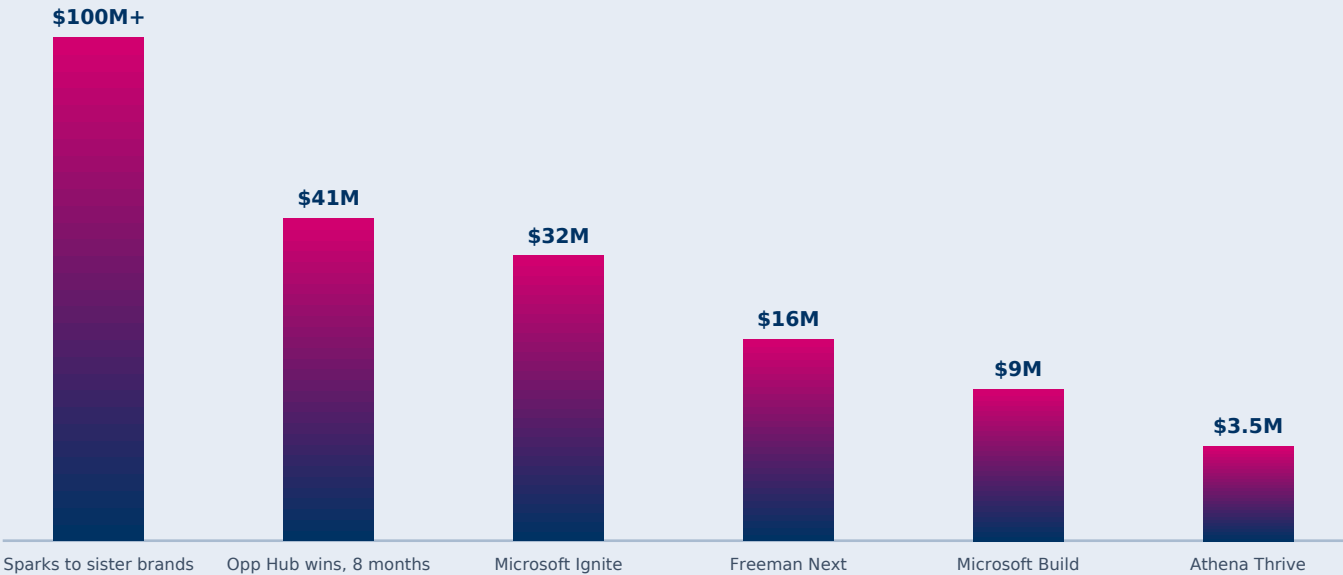


YEAR 3 · FLUENT DELIVERY

Client shares full budget. Team allocates. "Badge agnostic." Delivery feels like one company.

Source: Heather Tietzor, Jeff McCaw, Day 2 cross-brand panel.

FIGURE 11 · CROSS-BRAND REVENUE SIGNALS ACROSS FREEMAN BRANDS (FY26)



Source: Anytra Lowe (Client Solutions), Day 3 Opp Hub storytelling.

DAY 2 · CLOSING CONVERSATIONS

Wisdom, industry & the belief gap

Lunch Keynote · Chip Conley on Wisdom

DAY 2

Chip Conley, Modern Elder Academy

Chip Conley reframed wisdom as "metabolized experience, mindfully shared." His three-part definition: the purpose of life is to discover your wisdom, the work of life is to develop it, and the meaning of life is to give it away. Deloitte data: millennials with mentors are more than twice as likely to stay five years. The mirror: 75% want mentors; only 1% have them.

STRATEGIC PARALLEL

In an industry where knowledge is being commoditised by AI, Freeman's high-tenure, multi-generational workforce is proprietary capability, not overhead.

"The purpose of our life is to discover our wisdom. The work of life is to develop that wisdom. And the meaning of life is to give that wisdom away."

CHIP CONLEY, MODERN ELDER ACADEMY,
LUNCH KEYNOTE DAY 2

David Adler Fireside · The Golden Age of Events

DAY 2

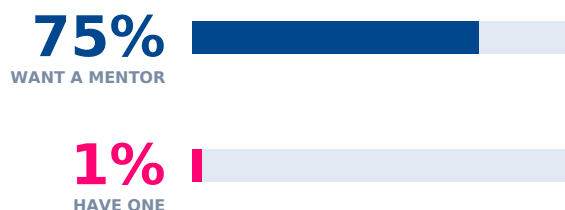
David Adler, Gathering Point News, with Janet Dell

David Adler declared the industry is "in a golden age." Evidence: \$5B+ private capital, Hive at 3x, MARI's dedicated live-events business. His most-quoted line: "we're not in the event industry; we're in the goosebump business." His warning: AI agents will soon act as gatekeepers to event attendance. Freeman must build event transparency as competitive infrastructure.

STRATEGIC URGENCY

The industry has been validated by capital, but the discovery layer is being handed to algorithms. Freeman must build event transparency and data capture as competitive infrastructure.

FIGURE 12 · THE MENTORSHIP GAP



Source: Deloitte, cited by Chip Conley, Day 2 Lunch Keynote.

WISDOM TRANSFER PATHWAYS

FORMAL PROGRAMS

- Structured mentorship pairings
- Leadership development tracks
- Cross-brand rotations

EMBEDDED LEARNING

- 4am load-in apprenticeship
- Client navigation (real stakes)
- Venue relationships over time

Freeman wisdom is metabolized through doing, not documentation.

THE GATEKEEPER PROBLEM

Adler's warning: AI agents will soon evaluate events on behalf of executives. If Freeman-produced events reveal nothing until attendees arrive, agents will systematically under-recommend attendance.

11 · SESSION-BY-SESSION · DAY 3

Operationalising everything

Day 3 was where the vision met the P&L. AI use-case tracks for Operations, Sales, and Leaders. Every session translated a Day 1 to 2 idea into working code, dashboards, dollars, or metrics.

AI for Operations · Use Cases

DAY 3

Dan Jennings, Jared, Tech Services

The session tackled cost anxiety, data privacy, and "outsourcing thinking." The "latte line," **\$7 per month per person, 90%+ under \$50**, demolished cost fear. The TFC Command Center, built in **2.5 days** and saving 30% of routine time, was the demonstration piece. Data privacy was addressed via Freeman's enterprise Anthropic contract. "Outsourcing thinking" was reframed by inspection discipline.

ADOPTION UNLOCK

Cost transparency turned the AI conversation from "should we spend?" to "who isn't spending yet, and why?"

AI for Sales / Growth · Use Cases

DAY 3

Dan Jennings, Jared, Tech Services

The Sales Command Center ranks client communications, flags travel need, and estimates the blended hourly cost of a proposed meeting. Freeing sellers from admin is common ground; monetising the freed hours into pipeline velocity is the actual leverage.

EXECUTIVE IMPLICATION

The AI dividend in sales is not fewer sellers; it is more calls, more customer-facing hours, and better prioritisation.

AI for Leaders · Use Cases

DAY 3

Dan Jennings, Jared, Tech Services

The Leaders variant surfaces employee recognitions from Moment Makers, flags development moments, and prepares coaching insights. In effect, it operationalises Liz Wiseman's multiplier discipline, creating space where speed of response would otherwise crowd out contribution.

CROSS-SESSION LINK

The multiplier behaviours Wiseman described require attention bandwidth most leaders do not have. AI does not replace the behaviour; it removes the excuse.

FIGURE 13 · COMMAND CENTER · 2.5-DAY BUILD TO 30% ROUTINE-TIME SAVING

DAY 1 · SCOPE

Identify highest-frequency routine tasks by role.



DAY 2 · BUILD

Wire Claude skills + data connectors; test on real cases.

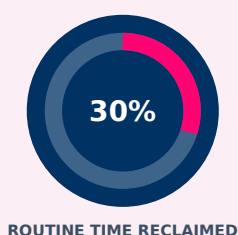


DAY 2.5 · DEPLOY

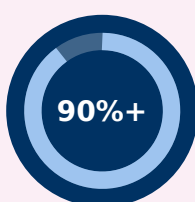
Ship to Ops team. Measure baseline vs post-tool time use.

Source: TFC Command Center walkthrough, Day 3 AI for Ops.

THE ADOPTION MATH · COST DOWN, CAPACITY BACK



ROUTINE TIME RECLAIMED



USERS UNDER \$50/MO



MEDIAN COST VS \$50 CEILING

DAY 3 · DATA, DESIGN & DIGITAL COMMERCE

The plumbing under the P&L

Freeman's Data Strategy Unleashed

DAY 3

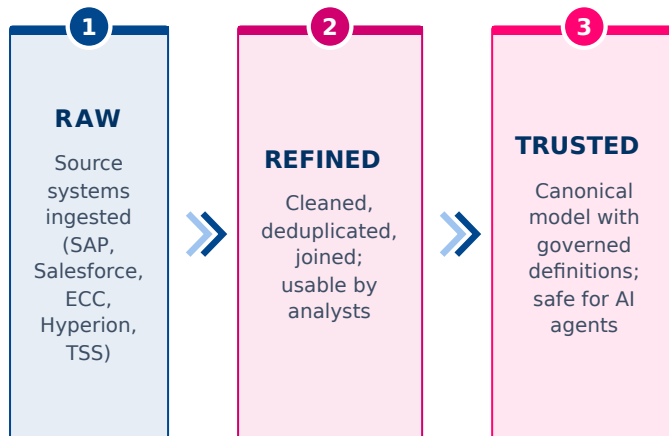
Becky Warren, Abhishek Gupta, Charan Randhawa, Sanjay

The data team laid out the Snowflake migration, the canonical model buildout, and the journey from raw to refined to trusted data. Becky Warren was direct: "AI is only as powerful as the data beneath it." The tension between democratisation and governance became explicit. Randhawa's market-basket analysis has produced Round Trip Ready packages and furniture bundles generating incremental revenue since November.

FOUNDATIONAL IMPLICATION

Every other Day 3 session is a downstream customer of this platform. Snowflake work is the enabling infrastructure for a \$1B cross-sell aspiration.

FIGURE 14 · THE DATA JOURNEY · RAW TO TRUSTED



Source: Becky Warren, Abhishek Gupta, Charan Randhawa, Day 3 Data Strategy.

Digital Commerce · Freeman Next

DAY 3

JP (SVP Digital Commerce), Laura (CX)

Freeman Next has already accumulated **\$16M in revenue, 9,000 customers, and 500+ shows**, and now hosts more shows than Freeman Online. **1 in 3** exhibitors is brand new to Freeman. The roadmap moves through assortment strategy (bundles at ~\$5M), then freight booking online, then AI-powered conversational commerce.

COMPOUNDING LOGIC

Digital commerce is Freeman's clearest path from "vendor" to "sticky partner."

AI / Design · Sparks & Design Systems

DAY 3

Pete Sena, Richard Brandon, Joe English

Professor RFP scores proposal responses against client requirements before submission, flagging gaps before they reach the client. Ballpark generates near-instant design cost estimates. A recurring framing across the AI sessions: every role is a collection of skills, not a fixed job title.

FREEMAN NEXT MOMENTUM · DIGITAL COMMERCE SIGNALS



1 IN 3 EXHIBITORS IS
BRAND NEW TO FREEMAN

\$16M

CUMULATIVE REVENUE

9,000

CUSTOMERS

500+

SHOWS HOSTED

DAY 3 · DIGITAL TWINS & THE CRAFT OF AI

From tools to systems

Blue Echo · Digital Twins for Events

DAY 3

Kadar (Blue Echo lead), Greg Brown, Barney Cusack

Blue Echo introduced the most futuristic technology at Camp Buck: capturing venues as explorable 3D digital twins that unify visualisation, design, and sponsorship sales. The McCormick pre-visualisation moved a client to tears when the built event matched the twin. Three concrete applications create a new revenue category.

REVENUE CATEGORY

Digital twins are not visualisation kit. They are a new sponsorship revenue category and a competitive moat.

Your Data, Your Deck · Massaging Your Relationship with AI

DAY 3

Marianne, Presentation Specialist, Freeman

A masterclass in AI-assisted communication. The methodology (brain-dump, massage, iterate, validate) deliberately rejected the "vending machine" model of prompting. Marianne's counter-intuitive claim: a messy brain dump produces better AI output than a perfectly crafted prompt.

CRAFT SIGNAL

The best predictor of AI output quality is not prompt engineering. It is the quality of the raw human thinking that gets loaded into the model.

FIGURE 15 · THE "MESSAGE" METHODOLOGY · BRAIN DUMP TO DECK

- 1 **BRAIN DUMP**
Human unloads raw thinking. Messy is a feature.
- 2 **MESSAGE**
Human + AI restructure. Draft 1 emerges.
- 3 **ITERATE**
Refine tone, evidence, sequence with AI passes.
- 4 **VALIDATE**
Human checks facts, adds judgment.

Source: Marianne, Day 3 breakout.

"Every role is a collection of skills, not a job title."

PETE SENA, CHIEF AI OFFICER, DIGITAL SURGEONS, AI / DESIGN SESSION

THREE APPLICATIONS OF THE DIGITAL TWIN

1 VISUALISATION

Pre-visualise the event in the explorable 3D venue before build.

2 DESIGN

Unify design iteration inside the captured venue model.

3 SPONSORSHIP SALES

Sell placements inside the twin: a new revenue category.

DAY 3 · SAFETY, CI & PEOPLE

The physical world underneath the digital story

Safety is the Strategy

DAY 3

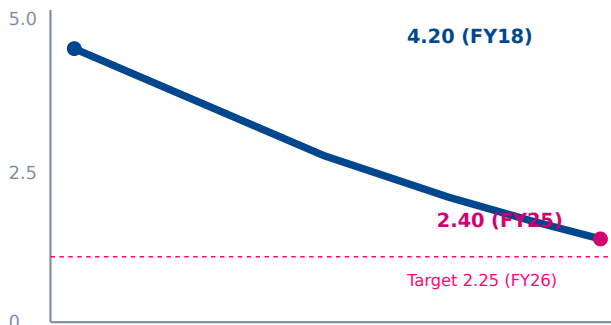
Traci Boyer, Geb Walter

Perhaps the most emotionally decisive session of the week. Traci Boyer reframed safety from compliance metric to strategic imperative. **TRIR improved from 4.20 to 2.40 since FY18** (a 43% reduction) while volume hit a record **18.28M hours** in FY25. Goal was tightened from 2.5 to 2.25.

CULTURAL ANCHOR

Safety was the one topic where zero cynicism, zero eye-rolling, and zero hedging were observed.

FIGURE 16 · TRIR TRAJECTORY · FY18 TO FY26 TARGET



Source: Traci Boyer, Day 3 Safety is the Strategy.

CI the Freeman Way

DAY 3

Ruben Del Toro, Natalie Yates, Val White

First-year CI results showed double-digit productivity gains via 6S methodology, visual management, and colour-coded material flow.

SEQUENCING RULE

Process discipline before technology. AI amplifies whatever process it lands on.

Avita's Transformation

DAY 3

Barkely Gamble, John Day, Frank Jones

Avita presented a three-pillar North Star (people, operational excellence, digital transformation), Rock Lititz internship pipeline (**5 interns across 3 brands in 1 day**), a 15-week veterans fellowship, and Project Meridian.

Storytelling · The Opp Hub & the Deal

DAY 3

Anytra Lowe, Lisa Leslie, Drew Long, Darien Bohannon, Jennifer Paine Pekowski

Eight months, **38 requests, 17% win rate, \$41M in wins, 20-day average** lead time. The Opportunity Hub operationalizes cross-brand selling. Anytra Lowe walked through marquee wins: Microsoft Build (\$9M in 14 weeks), Microsoft Ignite (\$32M), and Athena Thrive. The Hub proves cross-brand is executable commercial discipline. Beyond the numbers, the Hub has begun to reshape how business development teams think, moving from brand-first pitching to opportunity-first framing. Each closed deal seeds the next: Microsoft Build directly enabled the larger Ignite engagement, and Athena Thrive now serves as the template for multi-year, multi-brand contracts across the enterprise.

"I love sales and I love money, but our teams walked away from a \$2 million opportunity. Safety's first."

JENNIFER PAINE PEKOWSKI, SVP BUSINESS DEVELOPMENT, STORYTELLING SESSION

15 · WORKSHOPS & REPEATED SESSIONS

Craft, capacity & commercial machinery

The repeated workshops (HR, AI Foundations, AI Skills) did the translation work of the week, turning keynote frameworks into muscle memory attendees could use the following Monday.

WORKSHOP / SESSION	LEADERS	FOCUS & OUTCOME
HR Workshop · Leaders Who Lead (x3)	LaDonna Hendrix, Lisa Munson	"Give the Pen" delegation practice. LaDonna Hendrix's ledge metaphor: let them walk close to the ledge but do not let them fall off.
AI Workshop · Foundations (x3)	Tech Services, Matt Johnson	On-ramp for the majority who had never opened Claude. Project setup, prompting fundamentals, personal skills.
AI Workshop · Skills (x3)	Tech Services, Grant Hushek, Pete Sena	Bridge from personal productivity to shared team capability. Reusable Claude skills, agents, and workflows.
Building for Blue · Talent Density	Kim Ballew, Jenny Hofer, Lisa Munson	Experiential workshop where relay exercises made "talent density" tangible. Kim Ballew's 4R framework: Recruit, Retain, Reskill, Redesign.
Market Trends & Measurement	Kara Barry, Sheyna Brucker, Ken Holsinger, Kimberly Hardcastle	Full Belief Gap preview. 94% of B2B buyers start online; 70% trust more after in-person. A Salesforce CMO disclosed 60 to 70% conversions attribute to events.
Cents & Sensibility · Financial Literacy	Dan Pitts, Wardah Iqbal, Blair Benton	Finance 101 for non-finance leaders. P&Ls, margins, budget mechanics.
Studio Blue / Legal · Protect the Deal	Studio Blue team, Legal team	Split session pairing AV/event technology innovation with legal guardrails for cross-sell contracting.
AI Foundations · Guests	Tech Services, Grant Hushek, Pete Sena	The inclusion of family members and non-employee guests reinforced "in it for the long haul" positioning.

CROSS-WORKSHOP PATTERN

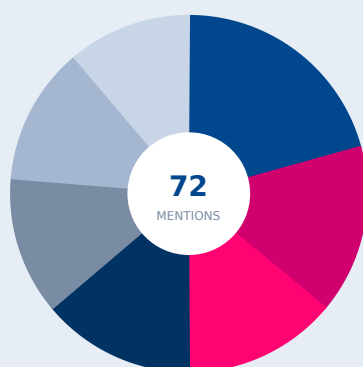
Attendees who took all three repeated workshops left with a Multipliers vocabulary, a Claude skills vault, and a delegation practice they could use Monday morning. The workshops were not preparation for change. They were the change.

16 · KEY THEMES & TRENDS

Seven recurring patterns

These themes appeared in three or more sessions and evolved across the three days. Individually each is a strategic priority; together they form an interlocking system where progress in any one accelerates the others.

FIGURE 17 · THEME PREVALENCE ACROSS THE 30 CAMP BUCK SESSIONS



Source: Cross-session content analysis of 30 Camp Buck 2026 transcripts.

01 · AI as Multiplier

Evolved from Day 1 philosophy to Day 3 deployed use cases. Two-thirds of licensed employees did not open Claude in July. Ambition outruns usage.

02 · Presence as the New Premium

Established Day 1 with Belief Gap data; validated by Adler's "golden age." Freeman must build events to be AI-discoverable.

03 · Cross-Brand Integration

Planted Day 1, proven Day 2, operationalised Day 3 (\$41M Opp Hub). Moat is real; incentive structures still lag.

04 · Multiplier Leadership

King, Wiseman, Parsons, Conley, Hendrix converged on the same argument. Human leadership craft becomes the differentiator.

05 · Data as Foundational Unlock

Every other theme depends on this. Snowflake is 12 months in, canonical models in flight, self-service demand outrunning governance.

06 · Safety as Operating Standard

TRIR from 4.20 to 2.40 in seven years, DART down 29.4%, target tightened to 2.25. A filter on every commercial decision.

07 · Legacy Meets Transformation

The meta-theme binding the other six. The 99-year-old company must decide how boldly to reinvent itself.

17 · CROSS-THEME FLOW

How the themes reinforce each other

No theme is a stand-alone strategy. They form a system in which each theme is a precondition for the theme it points to. The order reads foundation to outcome.

FIGURE 18 · THE SEVEN-THEME SYSTEM · FOUNDATION TO OUTCOME

META-NARRATIVE · LEGACY MEETS TRANSFORMATION

The binding tension. The choice to hold both. The centennial story.

MARKET THESIS · PRESENCE AS THE NEW PREMIUM

Belief Gap, "goosebump business," AI-agent discovery. The category-defining position only Freeman can occupy.

REVENUE MECHANISM · CROSS-BRAND INTEGRATION

Opp Hub, badge agnostic, Customer 360. Turns internal capability into external revenue.

ENABLER · MULTIPLIER LEADERSHIP

AI-freed capacity is captured only if leaders extract it. Wiseman's 33% vs 99% gap.

ENABLER · AI AS MULTIPLIER

Data quality permits agentic use cases. Command Center, Sky AI, Professor RFP.

FOUNDATION · DATA AS FOUNDATIONAL UNLOCK

Snowflake trusted layer. Canonical customer and revenue definitions. Without governed data, AI amplifies chaos.

FOUNDATION · SAFETY AS OPERATING STANDARD

Zero cynicism. TRIR from 4.20 to 2.40. Filter on every commercial decision.

Source: Cross-session synthesis of Camp Buck 2026 transcripts.

18 · STRATEGIC INSIGHTS

What the event collectively reveals

These insights emerged from cross-session analysis rather than any single session. They are the patterns visible only when all 30 sessions are held in view.

Insight 01 · The moat is not AI

Everyone in events will have the same models within 12 to 18 months. Freeman's durable advantage is its skills library, Command Center patterns, Professor RFP scorecards, and organisational judgment turned into standards.

Insight 02 · Presence is only premium if discoverable

Adler's warning about AI-agent gatekeepers is the sleeper strategic issue. Freeman's data on attendees, engagement, and outcomes is the marketing channel for the AI era.

Insight 03 · The Opp Hub is the operating system

Cross-sell has always been a slogan. The Opp Hub converted it into a routing mechanism with an SLA. It is the first Freeman mechanism that treats the eight brands as one integrated capability set.

Insight 04 · Freeman's strength is its adoption ceiling

The culture that makes customer relationships irreplaceable is also what makes two-thirds of licensed employees unlikely to touch a new tool. The transformation timetable must be designed around the culture, not against it.

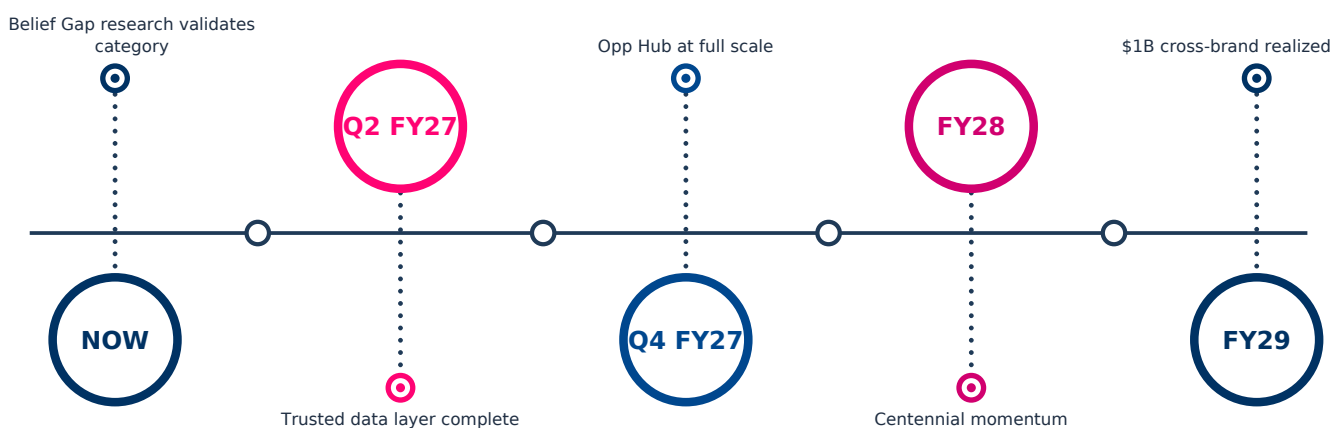
Insight 05 · Safety is the most durable differentiator

Every other strategic advantage can be replicated. Institutional trust that took a century to build cannot be. A single major incident would compress two decades of moat overnight.

Insight 06 · Wisdom is capital

Chip Conley's data (millennials with mentors 2x more likely to stay 5 years) makes intergenerational exchange a retention lever, not a nostalgia project.

STRATEGIC INFLECTION CASCADE



Timing assumes current trajectory sustained and key bottlenecks resolved.

19 · OPPORTUNITIES & CHALLENGES

Where value and risk concentrate

TOP OPPORTUNITIES

- **Billion-dollar cross-brand engine.** Scale Opp Hub from 38 requests to weekly cadence across all eight brands.
- **Digital commerce.** Freeman Next from \$16M to \$100M+ short-term.
- **Unified data platform.** Complete Snowflake trusted layer by Q2 FY27.
- **Belief Gap as market position.** Package proprietary research into a "trust measurement" service.
- **Centennial brand moment.** "99 years of trust you can't buy."
- **Blue Echo digital twins.** New sponsorship revenue category.

TOP CHALLENGES

- **AI adoption ceiling.** Two-thirds of licensed employees did not use Claude in July.
- **Data governance vs democratisation.** Dashboards outrunning canonical definitions.
- **Cross-brand incentive gaps.** "My customer vs your customer" still shapes decisions.
- **AI-agent event discovery.** Adler's warning is unaddressed.
- **Speed vs quality.** AI first drafts shipping under-reviewed.
- **Identity threat.** Sena's framing is largely unaddressed.

FIGURE 19 · OPPORTUNITY VS RISK POSITIONING TABLE

INITIATIVE	IMPACT	FEASIBILITY	RATIONALE
Cross-brand engine	● ● ●	● ● ●	Proven mechanism (Opp Hub). Scaling is organisational, not technical.
Snowflake trusted layer	● ● ●	● ● ●	Gates every other AI, Customer 360, and commerce initiative.
Digital commerce (Freeman Next)	● ● ●	● ● ●	Platform live. Freight booking is the next unlock.
Belief Gap positioning	● ● ●	● ● ●	Research is proprietary. Packaging is a communications task.
Customer 360	● ● ●	● ● ●	Depends on Snowflake trusted layer completion.
Centennial brand campaign	● ● ●	● ● ●	Timing-driven. Once-per-century opportunity.
Blue Echo digital twins	● ● ●	● ● ●	Revenue category still forming. Moat is real once at scale.
AI adoption ceiling (risk)	● ● ●	● ● ●	Cultural, not technical. Requires sustained behaviour change.

Impact dots: Medium to Very high (blue) · Feasibility dots: Low to High (pink)

Source: Snapsight cross-session synthesis of Camp Buck 2026 opportunities and tensions.

20 · EVOLVING NARRATIVES

Old story to new story

Language shifts observed in the room signal deeper strategic repositioning. These are the transitions Camp Buck 2026 attempted to make canonical.

DIMENSION	THE OLD NARRATIVE	THE NARRATIVE CAMP BUCK 2026 MADE CANONICAL
What business are we in?	Event production services vendor	The trust manufacturing infrastructure of the AI era. "The goosebump business." (David Adler)
How do we think about AI?	New tool to adopt	Platform shift. Adaptation, not adoption. Operator, Designer, Architect. (Ian Beecraft)
What is the moat?	Scale, relationships, venue depth	99 years of institutional trust plus encoded organisational judgment on top of AI. (Janet Dell)
Who owns the customer?	The brand team that wrote the deal	TFC. Badge agnostic. (Gina Calderon)
What is leadership work?	Doing the work	Designing the work. Multiplier, not diminisher. (Wiseman, Hendrix)
What is wisdom?	Experience accumulated	Metabolised experience, mindfully shared. (Chip Conley)
What is safety?	Compliance metric	Operating standard. Strategic differentiator. (Traci Boyer, Geb Walter)
What is data?	Reporting artefact	Enabling infrastructure for every initiative. (Becky Warren)
What differentiates us from PE?	Being private	Being unhurried. "You have to earn it one show at a time." (Janet Dell)

LANGUAGE MARKER TO WATCH

"TFC" replacing brand-specific language and "badge agnostic" as an operating principle. Where these phrases show up in client conversations without prompting, integration is real.

ABSENCE TO NOTE

Camp Buck 2026 was almost entirely a story of momentum. There were no dedicated failure stories from AI adoption, no client-loss retrospectives. The next Camp Buck will be more useful with more scar tissue on stage.

21 · STAKEHOLDER IMPLICATIONS

What it means, and for whom

STAKEHOLDER	PRIMARY IMPLICATION	SIGNAL TO WATCH
Board / owners	Strongest financial position in Freeman history. Centennial year is a marketing platform. PE consolidation increases the value of Freeman's un-acquirable culture.	Cross-brand revenue growth; Opp Hub run-rate scaling to \$150M+ annualised.
Senior leadership	Strategic priorities explicit: AI adaptation, cross-brand integration, Customer 360, digital commerce, presence positioning.	Two-thirds AI non-adoption number falling in the next survey.
Client-facing teams	New commercial narrative: Belief Gap, presence premium, "trust manufacturing." Opp Hub is the routing mechanism.	Percentage of enterprise proposals routed through the Opp Hub.
Operations & safety	Zero by design is cultural, not aspirational. TRIR target tightened. CI provides the process bedrock AI can be layered on.	TRIR trajectory toward 2.25; CI enterprise rollout on schedule for 2027.
Technology & data	Snowflake trusted-layer completion by Q2 FY27 is the single most consequential internal milestone.	Trusted layer coverage of active revenue systems.
HR / talent	Talent density > headcount. The 4R framework is the operating model.	Internal mobility rate; Leaders Who Lead participation.
Clients	Client experience is being redesigned around unified delivery, digital commerce, and AI-augmented touchpoints.	Freeman Next adoption; multi-brand contracts.
Employees	AI literacy is expected. The "latte line" makes access affordable. Identity threat should be discussed openly.	Claude engagement (percentage of licensed users active monthly).
Industry	Freeman is positioning itself as the incumbent that owns what PE is buying.	Media coverage of the centennial; adoption of Freeman-authored frameworks.

STAKEHOLDER PRIORITY LADDER

1 BOARD & LEADERSHIP Centennial platform, capital deployment, pace vs culture	2 OPERATING TEAMS AI adoption, cross-brand routing, data readiness	3 CLIENTS & INDUSTRY Belief Gap positioning, discoverability, category leadership
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The signal every stakeholder should watch: is the operating model moving as fast as the narrative?

22 · STRATEGIC RECOMMENDATIONS

Twelve priorities for execution

Sequenced for impact, not urgency. The first three unlock the remainder.

01 · HIGH PRIORITY

Codify the Operator, Designer, Architect ladder

Publish role definitions, expected artefacts, and internal certification. Make it the AI development path. *Anchor: Beecraft, Day 1.*

02 · HIGH PRIORITY

Expand the Opportunity Hub

Scale from Sparks/Freeman to all eight brands. Target 2 requests per week, 25% win rate on cross-brand deals within four quarters. *Anchor: Anytra Lowe, Day 3.*

03 · HIGH PRIORITY

Ship Snowflake trusted layer by Q2 FY27

Prioritize Customer 360, semantic layer for revenue, AV order data. Publish canonical definitions. *Anchor: Data Strategy, Day 3.*

04 · HIGH PRIORITY

Package Belief Gap as client product

Build measurement framework (Connection, Credibility, Conviction) that sales teams can price against. *Anchor: Market Trends, Day 3.*

05 · HIGH PRIORITY

Design events for AI discoverability

Publish structured, machine-readable event data so AI agents can recommend Freeman-produced events. *Anchor: David Adler, Day 2.*

06 · MEDIUM PRIORITY

Formalize "Give the Pen" delegation

Across all people leaders. Track adoption via manager feedback loop; integrate into performance reviews. *Anchor: LaDonna Hendrix, HR.*

07 · MEDIUM PRIORITY

Launch intergenerational mentor marketplace

Chip Conley's "what I want to teach/learn" model. Reverse mentoring on AI, forward mentoring on client relationships. *Anchor: Chip Conley, Day 2.*

08 · HIGH PRIORITY

Scale Continuous Improvement enterprise-wide by 2027

Yellow Belt training beginning in Orlando. Sequence: process discipline first, then AI automation. *Anchor: Natalie Yates, Day 3.*

09 · HIGH PRIORITY

Tighten safety cadence

Move TRIR target from 2.25 toward 2.0 by FY28. Extend forklift speed delimiting to gators and carts. *Anchor: Boyer/Walter, Day 3.*

10 · HIGH PRIORITY

Deploy Freeman Next freight booking online

Add good/better/best packaging across services. Target \$50M+ in freight-attached bundles within 12 months. *Anchor: Digital Commerce, Day 3.*

11 · MEDIUM PRIORITY

Build the centennial narrative

"99 years of trust you can't buy." Coordinate FY28 brand program tying culture, safety, and family ownership. *Anchor: Dell/Parsons.*

12 · MEDIUM PRIORITY

Address the identity conversation openly

Sponsor company-wide dialogue on AI and professional identity. Publish job redesign playbooks. *Anchor: Pete Sena, AI Workshops.*

SEQUENCING PRINCIPLE

Governance and process discipline must lead technology deployment. When AI is bolted onto broken processes, it accelerates dysfunction. When it is layered on standardized work, it compounds advantage.

23 · FUTURE OUTLOOK

The road to Year 100

Camp Buck 2026 was designed as the transition between FY26 results and FY27 execution. These are the developments to monitor and the questions the event deliberately left open.

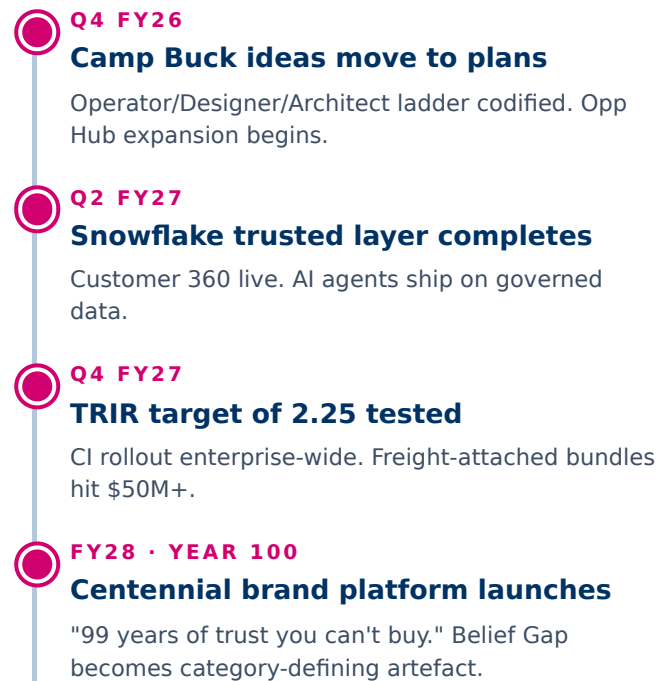
Signals to track

SIGNAL	STRENGTH
AI adaptation, not just adoption (Designer + Architect ratio vs Operator)	Rising
Cross-brand share of new pipeline (via Opp Hub)	Rising
Snowflake trusted-layer coverage	In flight
AI-agent event traffic	Early
Talent density (internal mobility)	Building
PE moves in adjacent industries	Accelerating

Open questions

1. How does Freeman reconcile "AI-assisted, not AI-led" with Beecraft's "take bigger swings"?
2. What happens when governed data arrives after ungoverned Claude dashboards have already shaped board-level decisions?
3. Can multiplier leadership survive contact with a 4am load-in?
4. If AI agents become event gatekeepers, what does a Freeman event look like when redesigned for machine discovery?

FIGURE 20 · THE ROAD TO YEAR 100 · EXECUTION MILESTONES



Source: Snapsight synthesis of Camp Buck 2026 strategic commitments.

"Everyone in this industry is going to end up mastering AI eventually. That's just going to be table stakes. The ones who win are the ones who also master presence."

JANET DELL, CEO, DAY 1 CLOSING



24 • CONCLUSION

Year 100 begins now.

Camp Buck 2026 was not a celebration and it was not a course correction. It was a company at 99 years old choosing to become new again, not by discarding what made it irreplaceable, but by industrialising it. Thirty sessions surfaced one coherent conviction: presence is the new premium, but only if the company that produces it has the data, the standards, the safety culture, and the leadership craft to make that premium visible, defensible, and repeatable.

The unresolved tension the event exposed, between Janet Dell's guardrail and Ian Beecraft's provocation, between family patience and startup pace, between democratised AI and governed data, between doing the work and designing it, is not a flaw in the strategy. It is the strategy.

What Camp Buck 2026 collectively reveals is a company entering its centennial year not with nostalgia but with unusual clarity about the moat it has, the transformation it needs, and the humility to say the two are in tension.

THE FREEMAN COMPANY • CAMP BUCK 2026