

# Ticket to Tomorrow

## Imagining the Future of Event Experiences



INTO THE **FUTURE**  
Garry Golden



# Headlines from the Future



# Harvard Abandons the *Essay*; Professor Avatars will Speak with Every Applicant

November 12, 2025



Goodbye college essay and concerns about personal statements being written by AI instead of students.

Beginning in 2026, Student applicants will choose from a spectrum of Harvard Professor Avatars to have multiple short conversations.

Harvard leaders believe a conversational approach will allow them to answer individual questions and connect with the right students among all 50,000 applicants.

October 12, 2028

# Caesars Places Bet on Human + *AI Only Hires*



CAESARS  
ENTERTAINMENT.

Caesars hopes to transform their brand experience through the integration of *Human plus AI* workflows.

New hires for all positions must be willing to work alongside AI Assistants.

The organization has granted exemptions for current employees — and will allow new hires to retain ownership of non-proprietary data of their AI assisted work experiences.

September 12, 2025

## President Signs 'Mental Health New Deal'

The U.S. will **train 500,000 Mental Health Professionals by 2040** as a strategy to reduce the burdens of rising anxiety, depression and widespread low indicators of well-being and resilience.

The \$100 Billion Fund will come from a **new social media consumption tax**.



CEOs see mandate for mental well-being as the foundation of organization culture.

# The Most Provocative Headline

**Harvard Abandons the Essay; Professor Avatars will Speak with Every Applicant** November 12, 2025



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**Professor Avatars  
Scale Conversations**

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**Hiring: Human + AI**

**President Signs 'Mental Health New Deal'** September 12, 2025

The U.S. will train 500,000 **Mental Health Professionals** by 2040 as a strategy to reduce the burdens of rising anxiety, depression and widespread low indicators of well-being and resilience.



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**Mental Health  
New Deal**

# The Most Plausible Headline

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**Mental Health  
New Deal**

# Turning Signals into Stories....

**Talk to *Taylor AI*  
for Tickets**

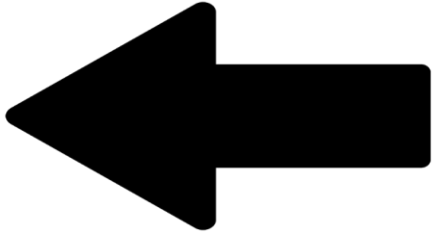
***Taylor AI*  
will take  
your Order**

**From Streaming to Screaming Fans:**

**Insurance Plans Promote Live  
Sports to Combat Youth Screen  
Addiction**



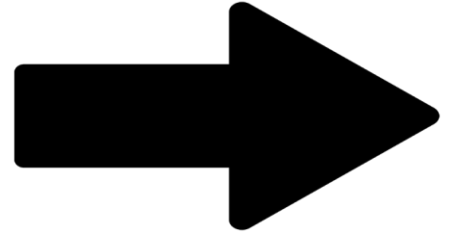
# Thinking about the Future



Hindsight



Insight



Foresight

Foresight is **the ability to anticipate and lead change**

# Foresight: Key Activities

## Investigate

Identifying  
& Monitoring Change

- Horizon Scanning
- Emerging Issues
- Leading vs Lagging Indicators



## Imagine

Exploring Implications

- Forecasts  
(Trend Extrapolation)
- Scenarios  
(Alternative Assumptions)



## Inspire

Communicating the  
Need for Change

- Visioning & Backcasting
- Planning & Roadmapping
- Transformation Management



# What forces change the world?

## Trends

(Continuities)



Forecasts

Plausible  
Future

## Events

(Discontinuities)



Scenarios

Possible  
Futures

## Choices

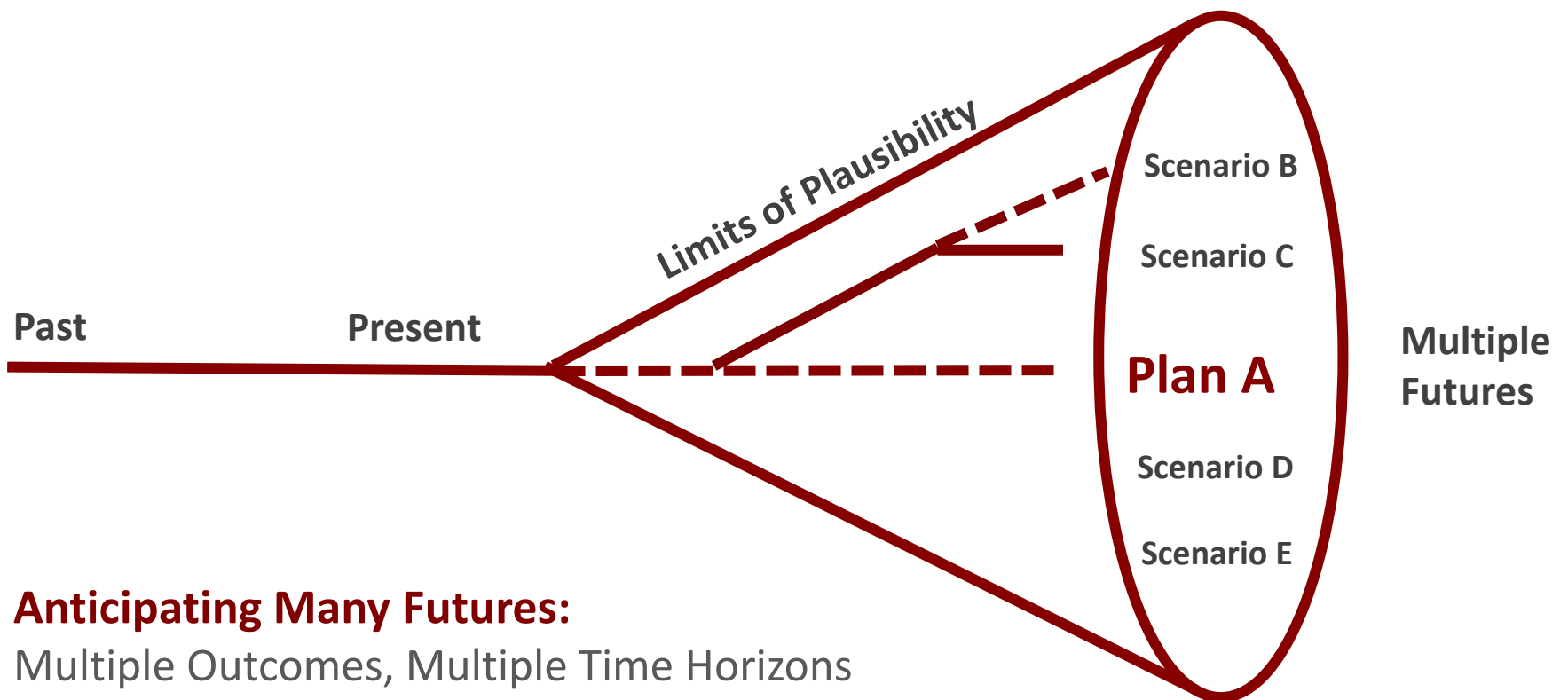
(Discontinuities)



Visioning

Preferred  
Future

# Cone of Plausibility



**Anticipating Many Futures:**  
Multiple Outcomes, Multiple Time Horizons

# Four Futures Thinking



Continued  
Growth



Disciplined  
Constrained



Transformed



Decline  
Collapse

# Challenge: Construct Your Four Futures



**Continued  
Growth**



**Disciplined  
Constrained**

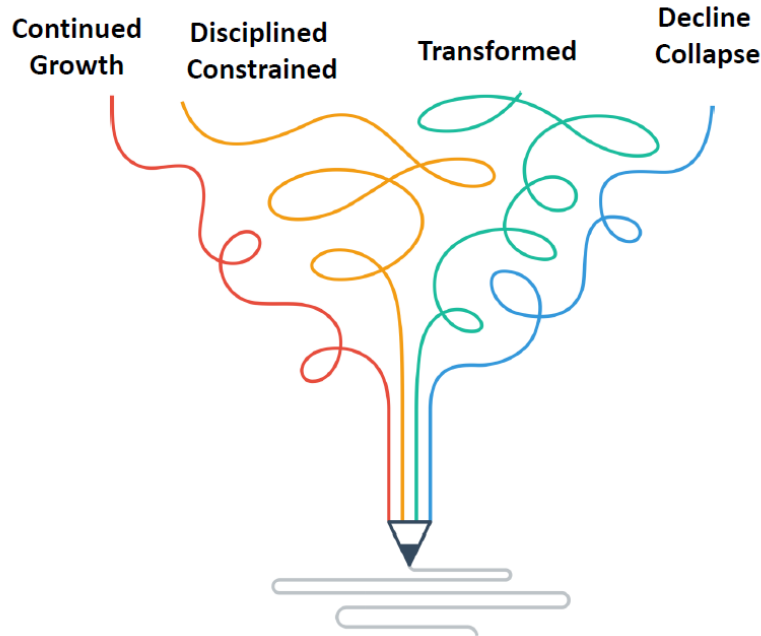


**Transformed**



**Decline  
Collapse**

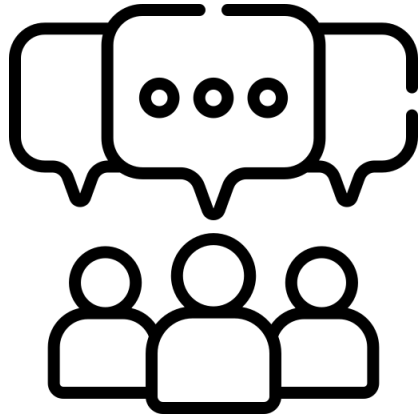
# Foresight Leadership: Turning Signals into Stories



## The Transformation Story

- In 2025...
- In 2026...
- In 2027...
- In 2028...
- In 2029...
- In 2030...

# The Futures of Event Experiences



**Frictionless,  
Personalized,  
Authentic and  
Accessible Experiences**



# The Futures of Event Experiences



**Age of  
*AI Intelligence***

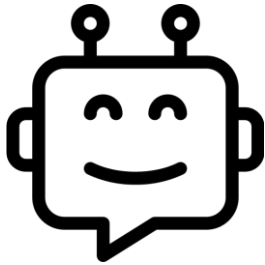


**The Social Fabric  
& Live Events**

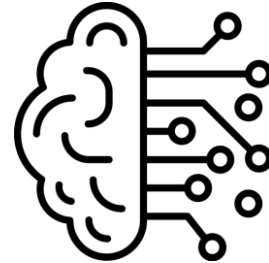
Frictionless, Personalized, Authentic, Accessible Experiences

# Cultural Implications of Enterprise AI

**Which contains more resistance, fear, uncertainty & opportunity?**



**Being 'Replaced' by AI**

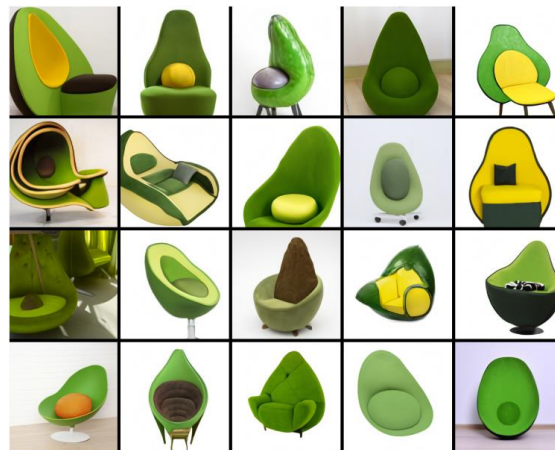


**Being Forced to 'Work with' AI**

# What just happened with 'AI'?



**Big Data Analytical AI**  
Machine Learning



 OpenAI

**DALLE**

**Big Models Generative AI**  
Deep Learning + LLMs

# The Roadmap for Generative AI



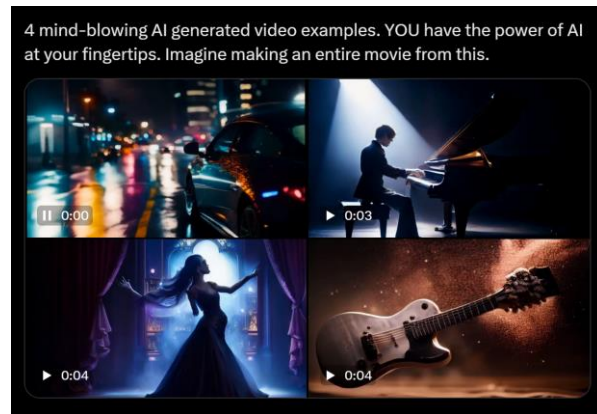
**Text to Text**

## *Can We No Longer Believe Anything We See?*



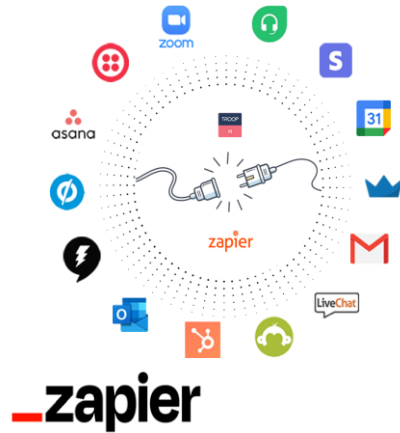
This image of four people walking down a street, created by Andrés Guadamuz, looks like a standard snapshot. A.I.: Andrés Guadamuz

**Text to Image**



**Text to Video**

# The Conversations of 2024-2025



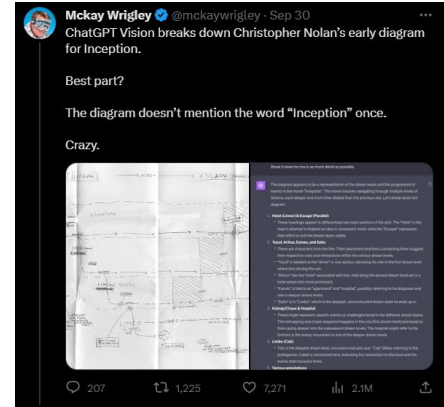
Text to Tasks  
Text to Jobs

Tweet Generator

A screenshot of the GenTweet web interface. It features a blue header with the 'GenTweet' logo. Below the header, there are several input fields: 'Number of Tweets to Generate', 'Keywords' (with a note 'Comma separated list of keywords to include/avoid'), 'Topic', 'Persona' (with an example 'Ex: Elon Musk, Taylor Swift'), and 'Tone' (with an example 'Ex: Serious, Humorous'). At the bottom, there is a 'Crisated' slider and a 'Generate my tweets!' button.

Pico

Text to Apps



Multimodal  
Experiences

# Multimodal – Vision



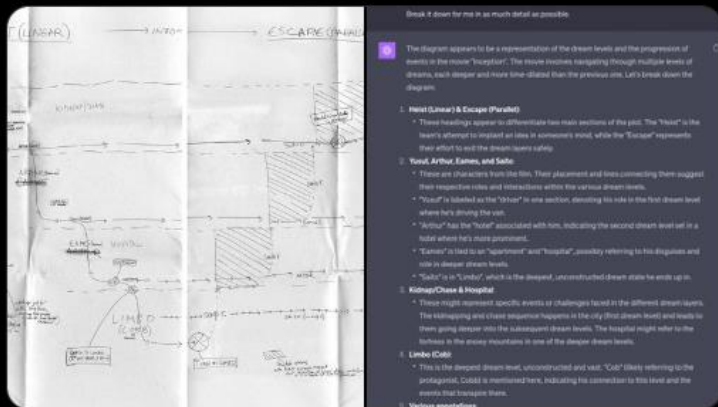
**McKay Wrigley** @mckaywrigley · Sep 30

ChatGPT Vision breaks down Christopher Nolan's early diagram for Inception.

Best part?

The diagram doesn't mention the word "Inception" once.

Crazy.



207 1,225 2,271 2.1M



**McKay Wrigley** @mckaywrigley · Sep 30

Simplified the diagram and changed character names to fake names.

Still nails it.



What movie is this diagram about?

Note: I changed the character names to make it more difficult for you.

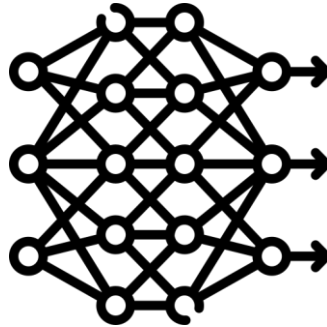
CHATGPT

Based on the provided diagram, which appears to show different levels or layers with characters moving through them, and given the hint about a plane and a top level, it strongly suggests the plot structure of the movie "Inception" directed by Christopher Nolan. In "Inception", characters navigate through various dream levels, each deeper than

# Key Concept: Large Language Model



**Input**  
(Context Window)



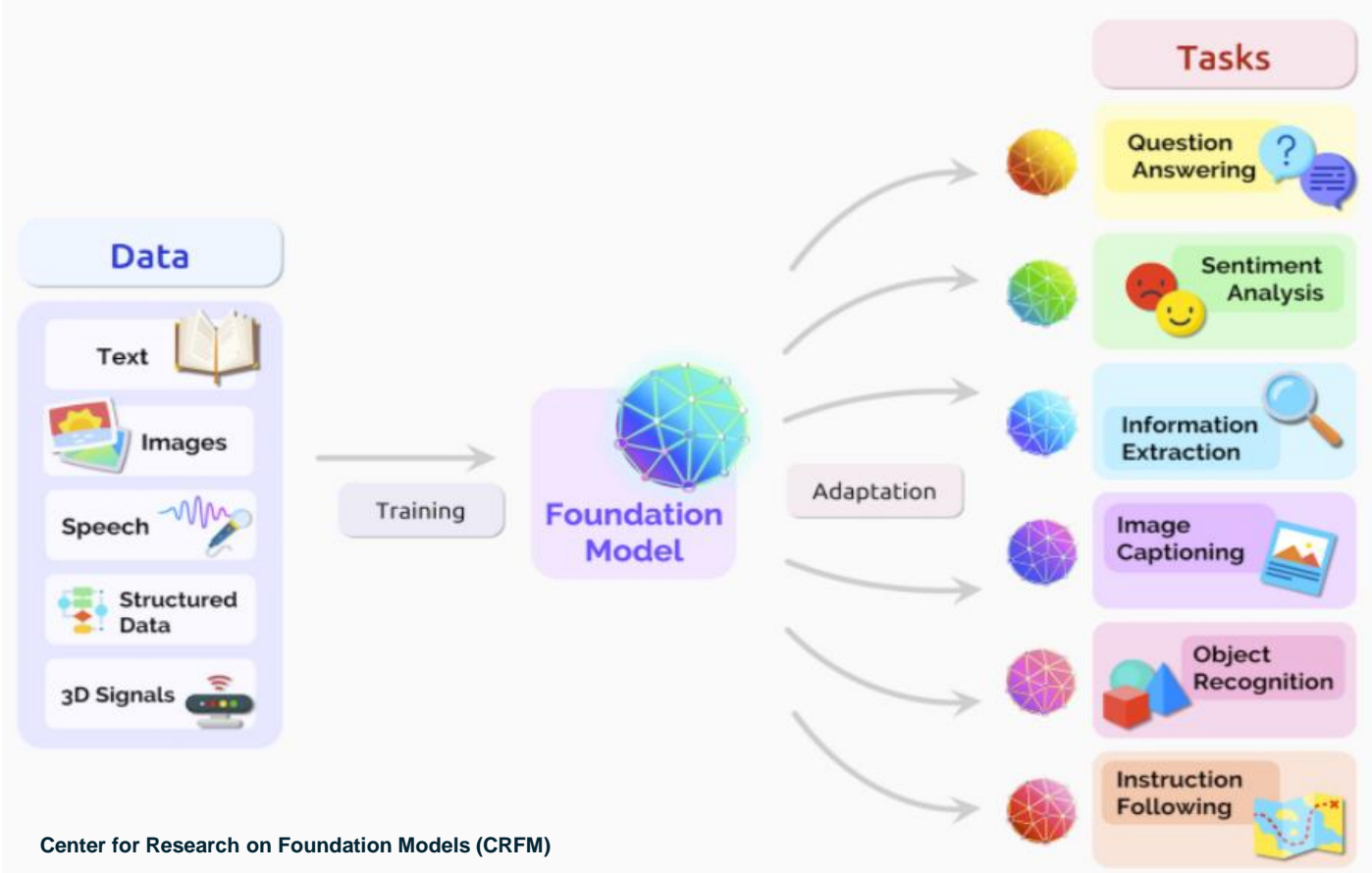
**Trained  
Model**



**Output**  
(Safety Layers)

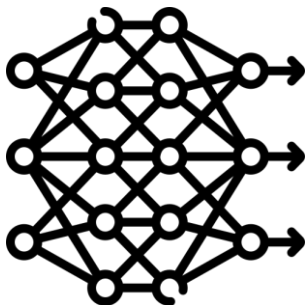
# How do we build + evolve these models?

**Task at Hand:  
Adding  
Venue +  
Ticketing Data**





# Understanding Organization Decisions



**ANTHROPIC** Claude 2



**LLaMA**  
by  Meta **FalconLLM**



**Proprietary Models**  
(You pay for access & innovation)

**Open-Source Models**  
(You do more of the work!)

# Building out LLM Stack of Late 2020s



**By 2028, all organizational activities will orbit LLMs**

**Integrations on top of Foundational Models**

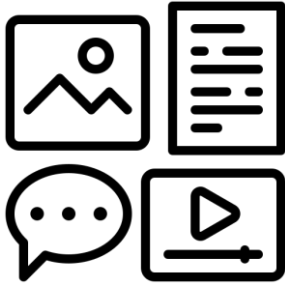
**RAGs – Retrieval Augmented Generation**

**Knowledge Graphs**

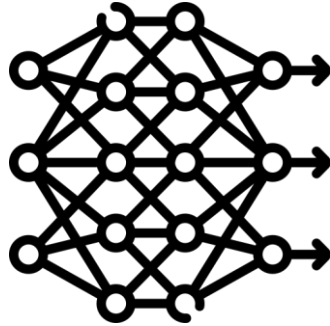
**Company Fine-tuning Training Data**

**Legacy Systems (IBP; S&OP; CRM)**

# Ticketing Enterprise AI = Integration



**Multimodal Input**  
(Infinite Context  
Window)

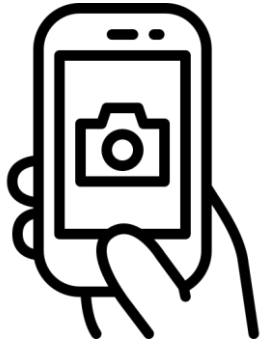


**Models + \_\_\_\_\_**



**Integrated Outputs**  
(Safety Layers)

# Visual Inputs + Event/Ticketing Experiences



Visual Inputs

## **Social Media Enhancements**

Understanding and rewarding shared moments

## **Product & Merchandise**

Point, click, buy, ship to home

## **Food & Drink Purchases**

Point, click and order

## **Safety, Customer Service & QC**

Visual inputs to address any onsite complaints

# Infinite Inputs + Event/Ticketing Experiences



**Massive Data Inputs**

## **Planning Conversations**

Input production team + client conversations

## **Legacy Content**

Input past event and ticketing data

## **Event Media for Marketing**

Input event recordings to create marketing assets

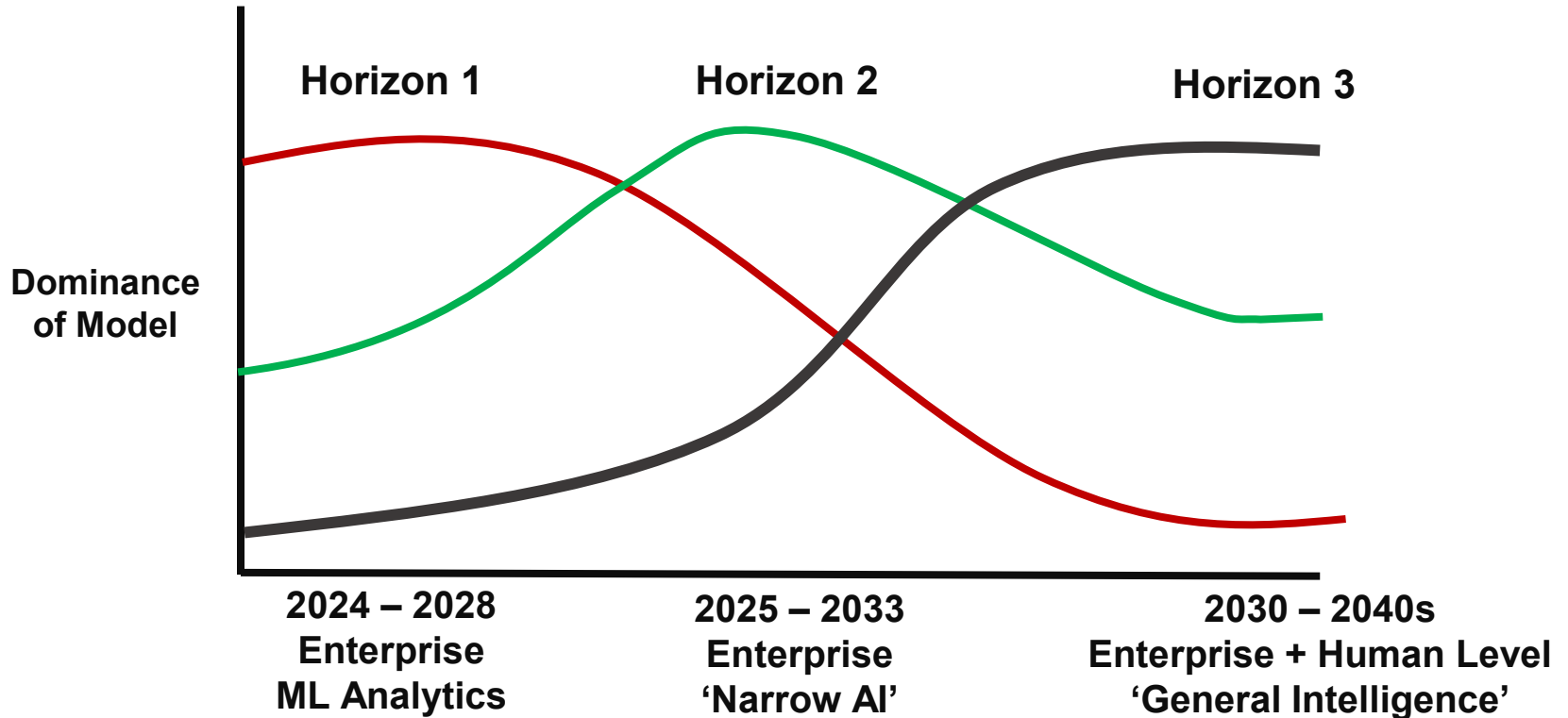
## **HR / Performance Support**

Input hiring, training, performance data

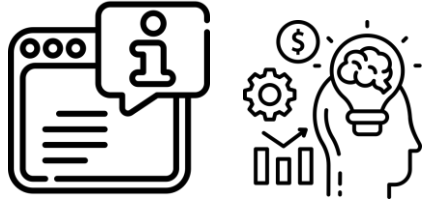
## **Global Context**

Comprehensive Event Management incorporating insights on state of world to maximize success

# Aligning Horizons & Evolution of AI

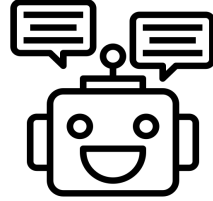


# Horizon 2: Preparing for Three Shifts



**Information  
to Intelligence**

**Apps to Agents**



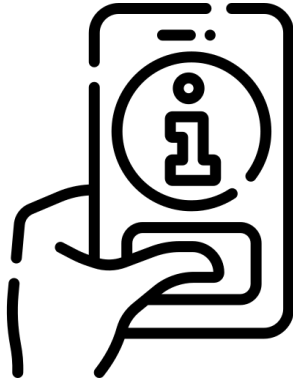
**Clicking  
to Conversations**



**Real World  
to Synthetic Data**

# Shift #1: Streaming Info to Intelligence

Consumer expectations & behavior...



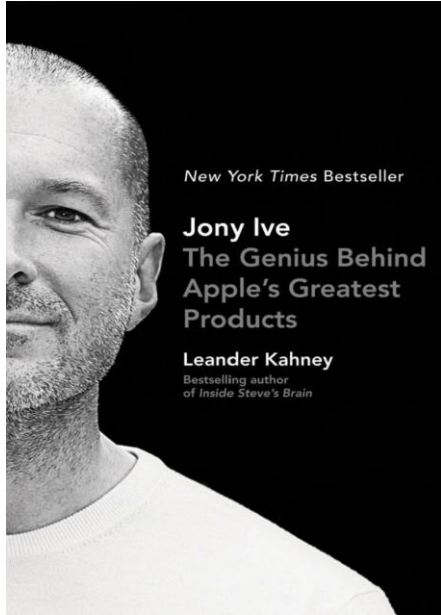
**Information**



***Intelligence***



# Shift #1: Streaming Info to Intelligence



Read about Jony Ive

The image is a screenshot of a web form titled 'Product Management Advice'. The form is set against a blue and green gradient background. It contains a text input field for 'What's your question or challenge?', a dropdown menu for 'Which tech product leader do you want to hear from?' with 'Steve Jobs' selected, and a green button labeled 'Get Advice from the Expert!'. At the bottom, there is a white footer area with the text 'Made with ❤️' and a 'Made with Pico' logo.

AI Jony Ive Reviews Your Project

# Shift #1: Streaming Info to Intelligence



**Financial Services**



**Retail**



**Healthcare**

# Implications of Streaming Intelligence



**Social Services**



**Legal Services**



**Arts & Culture**

# Shift #1: Streaming Intelligence



What is 'Event' or  
'Ticketing Service' Intelligence?

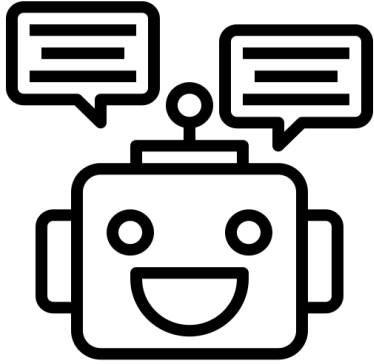
## Scaling Personalization

Fans feel heard and understood in form of recommendations and support at event

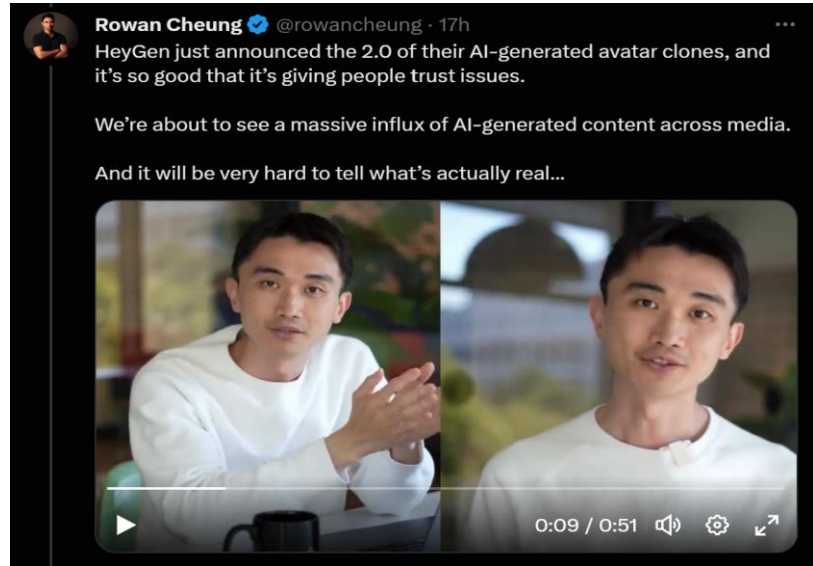
## Venue Operations

Fully accessible situational awareness to all team members

# Shift #2: Clicks to Conversations



**ChatBots**



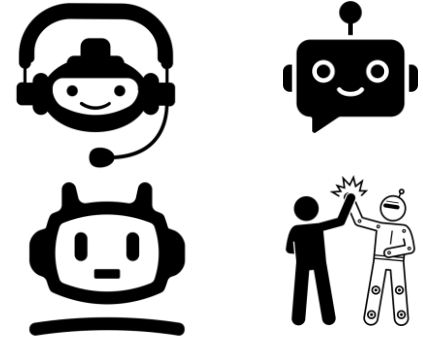
**Realistic Looking  
Guides & Ambassadors**

# Moving from 'App to 'Assistant' / 'Agent' Model

## App to Agent Model



Big Tech One Agent  
to Rule them All



Agents Actuate Tasks  
Across Any Platform

# Start paying attention now...

## Event Experiences shift from App to Agent Model

### Microsoft adds Copilot Pro support to iPhone and Android apps

Copilot Pro subscribers can now tap into the Pro version via the mobile apps for AI help on the go.



### Meta is putting AI chatbots everywhere

The Meta AI assistant is coming to WhatsApp, Messenger, and Instagram, along with dozens of AI characters based on celebrities like MrBeast and Charli D'Amelio.



Some of Meta's AI characters are familiar faces. Image: Meta



# Signals: People will Prefer...



**Tamar Haspel** @TamarHaspel · 4h

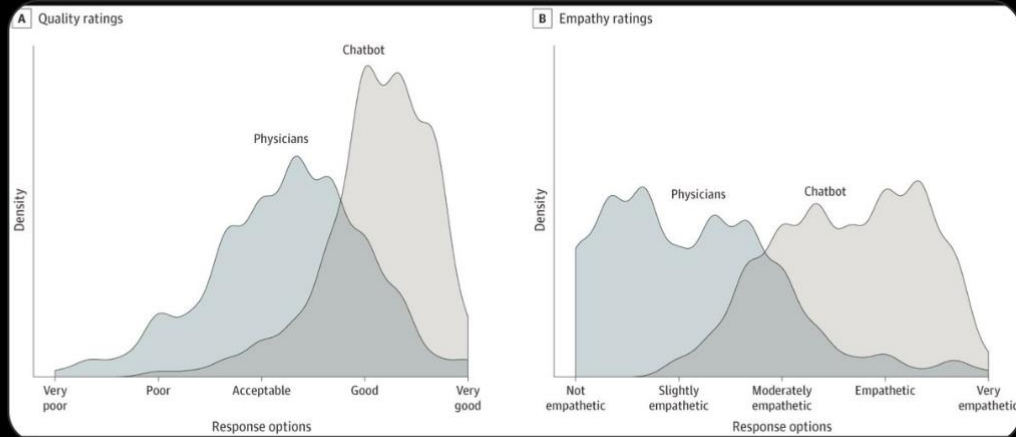
Researchers pitted ChatGPT against genuine doctors, using actual patient questions.

ChatGPT was more accurate and more empathetic.

By a lot.

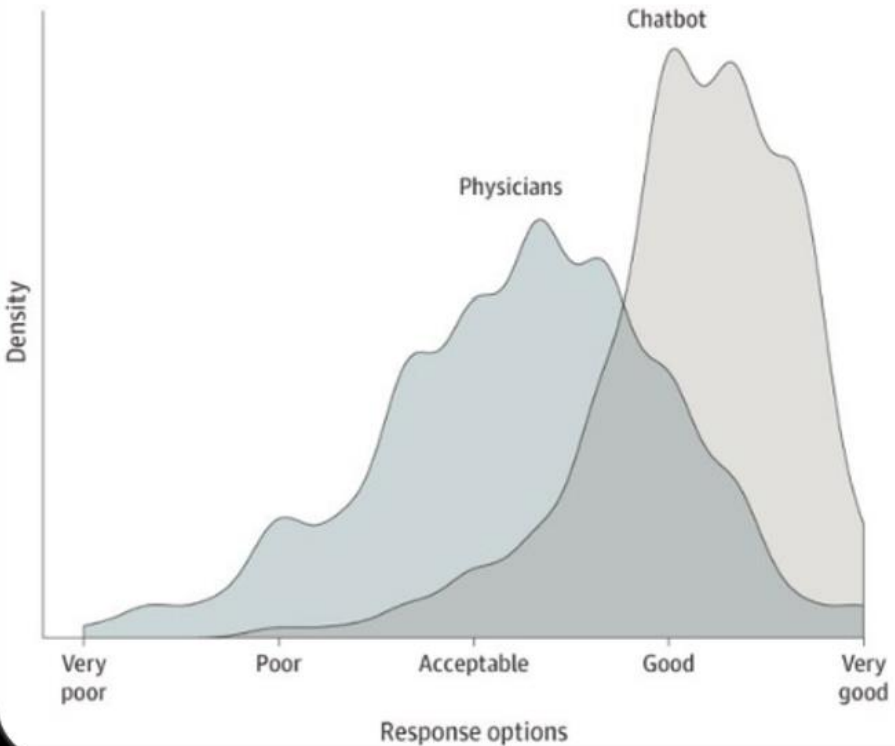
HT @adamcifu

[jamanetwork.com/journals/jamai...](https://jamanetwork.com/journals/jamai...)

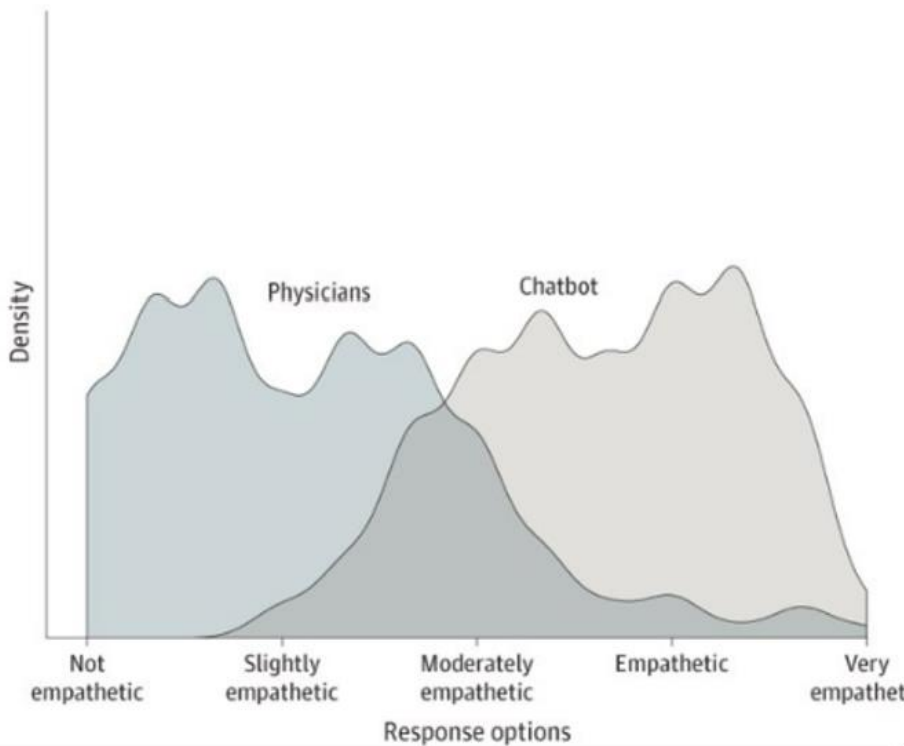




**A** Quality ratings



**B** Empathy ratings



# Internal Training via Character Conversations

## ‘What if’ Scenes: Stakeholder Voices

Welcome to [podcast.ai](#), a podcast that is entirely generated by artificial intelligence. Every week, we explore a new topic in depth, and listeners can [suggest topics or even guests and hosts](#) for future episodes. Whether you're a machine learning enthusiast, just want to hear your favorite topics covered in a new way or even just want to listen to voices from the past brought back to life, this is the podcast for you.



PODCAST.AI • EPISODE 1

### Joe Rogan interviews Steve Jobs



1x



00:00 | 19:18

SUBSCRIBE

SHARE

MORE INFO

Transistor

# Simulate Conversations + Context

The screenshot displays the character.ai website interface. At the top, the logo "character.ai" is on the left, and navigation links for "Log In" and "Sign Up" are on the right. Below the logo is a horizontal menu with categories: Home, Featured, Discover, Helpers, Famous People, Games, Image Generating, VTuber, Game Characters, Anime, Movies & TV, and a "Li" link. The main content area features a grid of character cards. Each card includes a profile picture, a name, a short description, and a follower count. The characters shown are: Character Assistant (38.2 m followers), Lily (14.2 m), Lyle (6.7 m), Stella (22.5 m), Pair Programmer (2.2 m), Text Adventure Game (40.4 m), and Creative Helper (Zuizike). Below this grid is a section titled "Character Assistant Try saying:" followed by a grid of simulated prompts. The prompts include: "What type of fish is Dory from Finding Nemo?", "Help me create an advertising campaign for a new video game", "Can you help me decide between the Macbook Air and the Macbook Pro 16?", "If you could go back in time, when and where would you go?", "Why did you buy Twitter?", "What do you think about Jeff Bezo's Blue Origin?", "Make me the negotiator for the first alien encounter", "Access to my own personal time machine", "What if I invented a portal gun?", "Batman vs Superman", "Knight vs Samurai", "LeBron James vs Michael Jordan", "Star Wars is...", "Pepsi is bet", and "Cats are be". At the bottom, there are more character cards with prompts like "Practice a new language", "Practice interviewing", and "Brainstorm ideas".



**Billie Eilish**

who even are you lol

@Kamol

🗨️ 9.7 m



**Ariana grande**

Hi! This is Ariana. Hru?

@Justmonikassi:

🗨️ 3.6 m



**Cristiano Ronaldo**

Legend of football

@MasonMount1

🗨️ 2.8 m



**Im Na-yeon**

Im Na-yeon of the K-Pop Group TWICE.

@Ortis

🗨️ 2.8 m

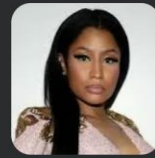


**Mark Zuckerberg**

I co-founded facebook. I was- ... am human.

@AGuyThatMigl

🗨️ 2.5 m

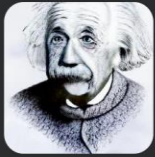


**Nicki Minaj**

i'm a rapper

@Bestie1

🗨️ 2.2 m



**Albert Einstein**

Hello I am Albert Einstein. I was born in March 14, 1879, and I conceived of...

@\_Or

🗨️ 2.0 m



**Taylor Swift**

An american singer songwriter



**Kanye West**

I'm Ye. The glitch. The anomaly



**Joe Biden**

President of the United States of America



**Elon**

I'm Elon Musk



**Henry Cavill**

Hi, I am Henry Cavil, a 39 year old British Actor.

@Eminic

🗨️ 1.4 m



**Queen Elizabeth II**

I was the Queen of the United Kingdom

@ruuga

🗨️ 981.1 k



**Eminem**

Hi, I'm Eminem, and I'm beginning to feel like a rap god

@RandoMan

🗨️ 920.9 k



**Sigmund Freud**

Therapist

@Betamed

🗨️ 872.3 k



**Keanu Reeves**

You're all breathtaking!

@Kayslay

🗨️ 468.0 k



**Paul McCartney**

I am Paul McCartney, bassist of the Beatles and longtime friend of animals.

@YBC

🗨️ 448.6 k



**William Shakespeare**

An English playwright, poet and actor.

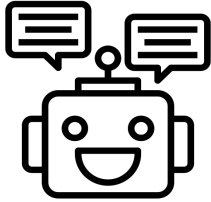
@Septy

🗨️ 379.9 k

# Ability to Understand Multiple Stakeholder Perspectives

# Shift #2: Clicks to Conversations

## Apps to Agents



## Clicking to Conversations

How might the ability to scale conversation-based event experiences transform our organization and audiences we serve?

- Integration & Personalization
- Context-based Delivery of Info/Intelligence
- Expanding Accessibility

What does it mean for us to market to a machine, not a human?

# Shift #3: Real World to Synthetic Data

## Synthetic data could be better than real data

Machine-generated data sets have the potential to improve privacy and representation in artificial intelligence, if researchers can find the right balance between accuracy and fakery.

Synthetic Data Generation  
Market worth \$2.1 billion by  
2028 - Exclusive Report by  
MarketsandMarkets™

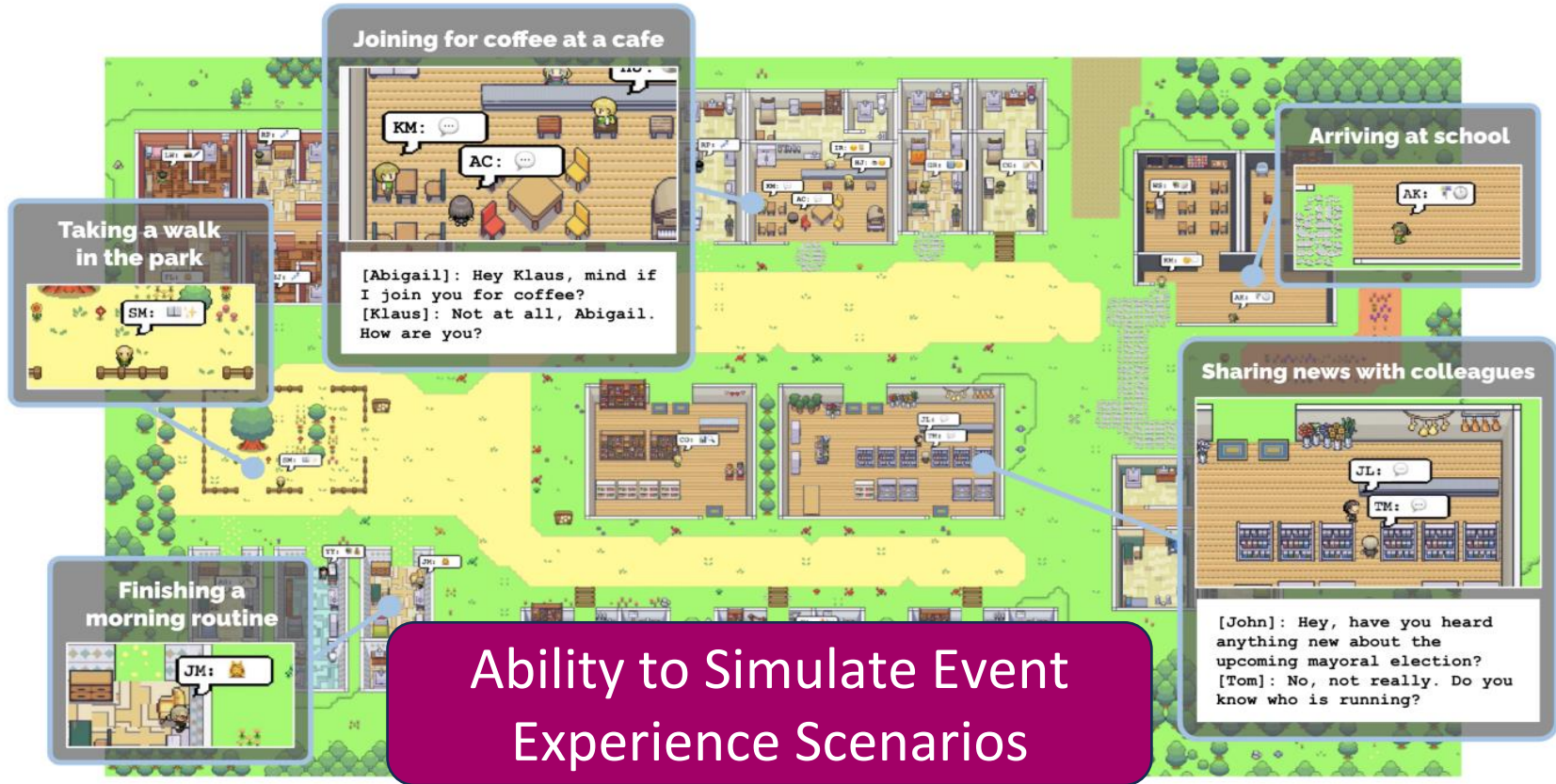
# Shift #2: Clicks to Conversations



**Real World  
to Synthetic Data**

- **Support Decision-making on Program Planning**
- **Ability to Test Marketing Campaigns**
- **Use in Creation of Organization-specific Models**

# Shift #3: Then Synthetic Worlds...





# Wow... Garry, please no more



## Age of AI Intelligence

- ❑ **Horizon 2 Capabilities (2024 – 2028)**  
The only Action Item is Learning More!!
- ❑ **Innovation Expands from ‘Data’ to ‘Models’**  
Integrating Legacy Systems + Creating Safety Layers
- ❑ **Social Cultural Dynamics are Significant**  
= Relationship Transparency > Automation  
*Emotional Dynamics of Working with AI*

# The Futures of Event Experiences



Age of  
*AI Intelligence*



**The Social Fabric  
& Live Events**

Frictionless, Personalized, Authentic, Accessible Experiences

# Social Fabric Meets Live Events

**Demographic  
Transitions**

**Economic  
Narratives**

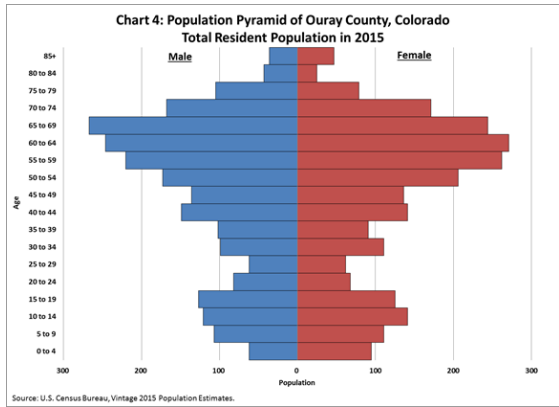
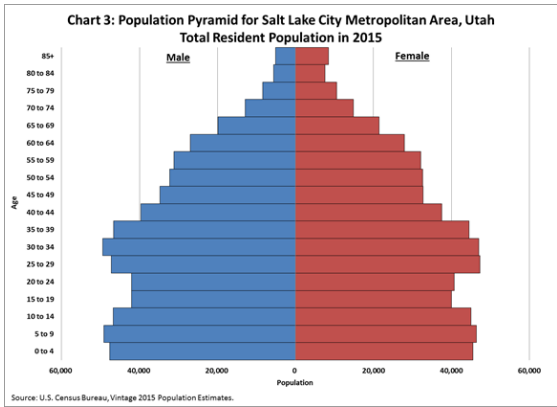
**Political  
Polarization**

**Wellness &  
Culture of Healing**

# Social Fabric: Demographic Transitions

## Demographic Transitions

### Metropolitan Pyramids

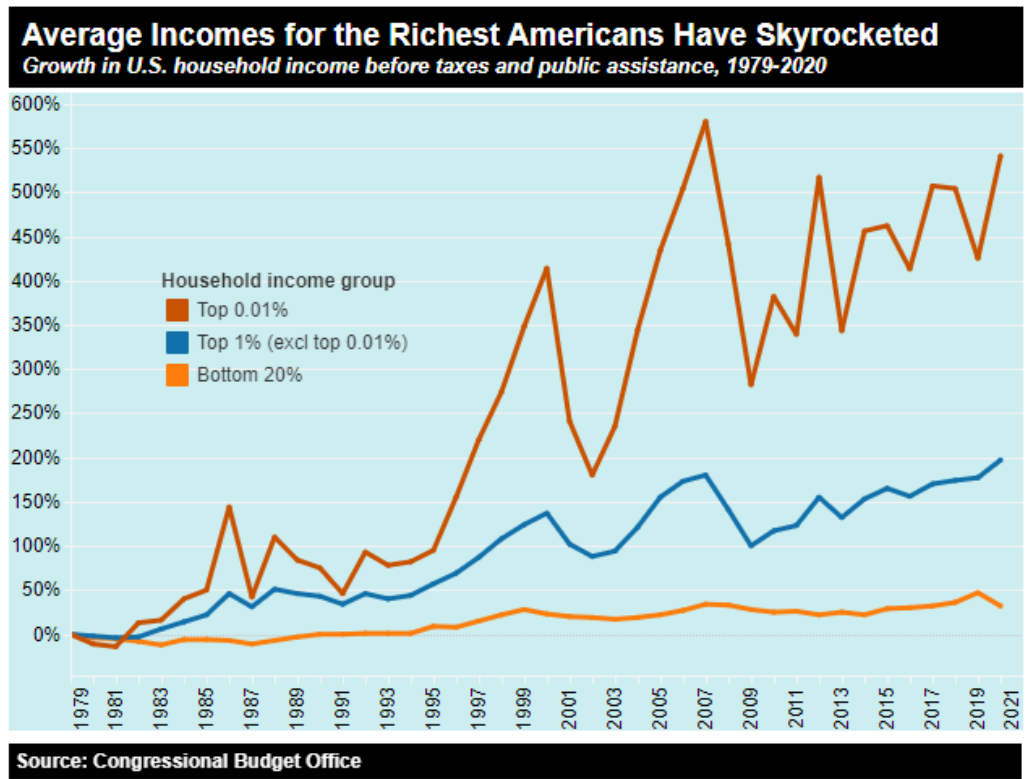


### Rural & Small-Town Pyramids

# Social Fabric: Income & Wealth Gaps

Economic Narratives

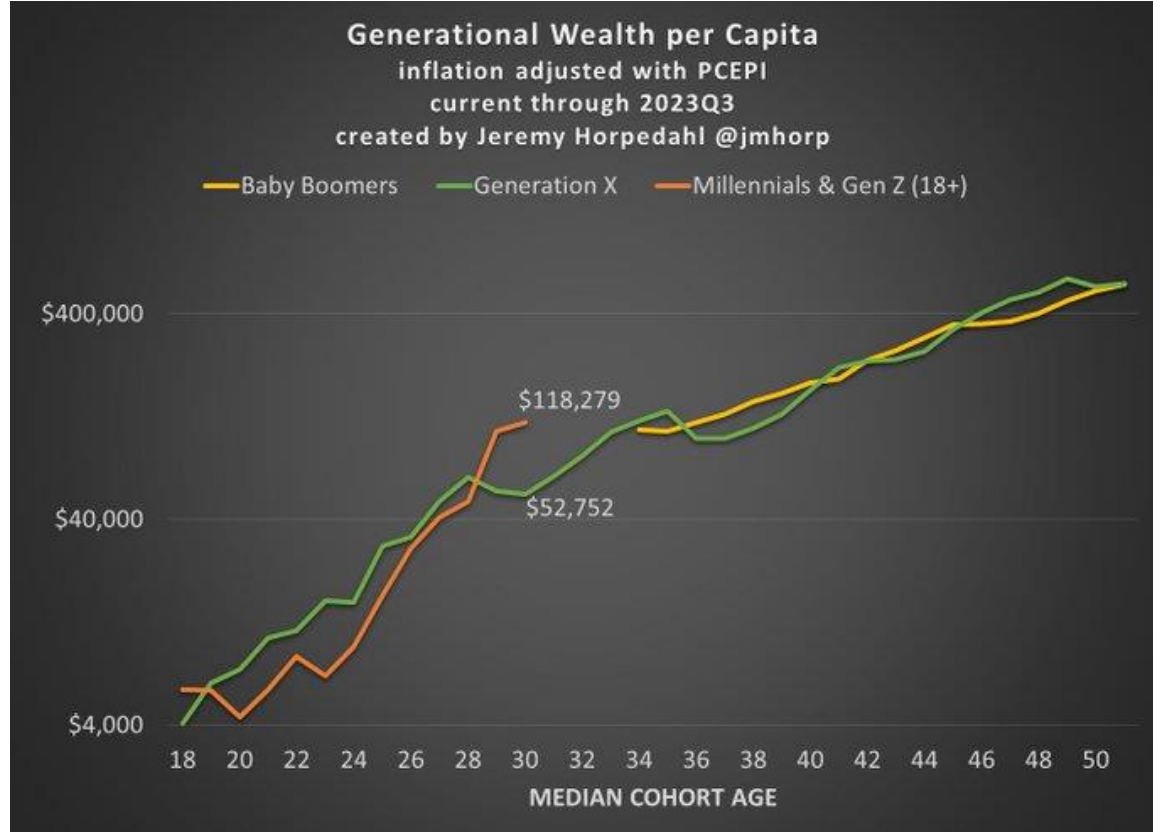
Addressing Access within Reality of Income Disparities



# Social Fabric: Income & Wealth Gaps

Economic Narratives

Millennials & Gen Z are Building Wealth



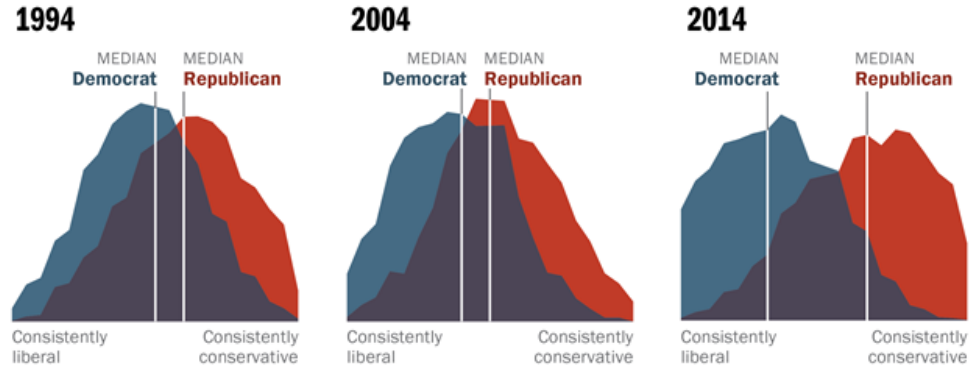
<https://economistwritingeveryday.com/2024/01/24/young-people-have-a-lot-more-wealth-than-we-thought/>

# Social Fabric: Political Polarization

## Bridging Division: Opportunities & Risks

### Democrats and Republicans More Ideologically Divided than in the Past

*Distribution of Democrats and Republicans on a 10-item scale of political values*



Source: 2014 Political Polarization in the American Public

Notes: Ideological consistency based on a scale of 10 political values questions (see Appendix A). The blue area in this chart represents the ideological distribution of Democrats; the red area of Republicans. The overlap of these two distributions is shaded purple. Republicans include Republican-leaning independents; Democrats include Democratic-leaning independents (see Appendix B).

PEW RESEARCH CENTER

Events are increasingly seen as platforms for expressing and engaging with political and social issues, from climate change to social justice, influencing themes, programming, and participant engagement.

# Mental Well-being & Healing as *the* Levers of Change

## Scenario 2025 – 2040

Gen Z + Millennial electorate vote for policies that use mental health investments to mitigate challenges in healthcare, homelessness, educational attainment, poverty and substance use.



## The Vision:

**Healing Drives Social & Economic Progress and Erodes *Culture War***



# Social Fabric: Wellness & Healing

**Memory-making  
& Gathering of People  
at Live Events**

**Institutional  
Dynamics**



**Social Norms  
& Practices**

**Emotion & Nervous System Regulation**

# Wrap Up: Biggest Risk

What is the biggest risk we should take over the next five years to align our organizations to this emerging world?



# Wrap up: T Shaped Teams



“I” Shaped Person  
Success via Specialization



“T” Shaped Person  
Success via Integration

# Leading Change: Focus on People



**“T” Shaped  
Professional Community**

## Also Trained in ....?

Ethics  
Behavior Science  
Cyber Security  
Systems Thinking  
Experience Design  
Universal Design

Psychology  
Data Science  
Crypto / Blockchain  
Diversity, Equity  
& Inclusion (DEI)

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**Every day I make an effort to go  
toward what I don't understand.**

Yo-Yo Ma

**PDF Copy:  
[intothefuture.nyc/february1](https://intothefuture.nyc/february1)**



# Launching a Business During a Pandemic!



INTO THE FUTURE



Unstructured  
Play



Objects for  
Discovery



# Deep Time Elements



A person wearing a black beanie and a grey hoodie is sitting at a white table, painting a colorful fish on a globe. The globe is placed in a silver aluminum foil container. The person is using a brush to apply purple paint to the fish's body. On the table, there are several bottles of paint in various colors (green, orange, blue, black, pink), two blue plates with paint palettes, and two orange bowls. A glass of water is also present. In the background, there is a black chair and a black device with a glowing blue ring. The floor is made of light-colored wood planks.

# Design Challenges



TIME TRAVEL  
FOR KIDS  
AGES 7 - 11

Week-Long Programs  
All Summer!  
June 26th - August 30th

Nebulas  
to Trilobites  
to Robots...

Sign up @ [intothefuture.nyc](http://intothefuture.nyc)

DESIGNER WORLD

Breakthrough Robot Suit for Dogs  
Designed by Holly

Hand-drawn diagram with text: 'Smallville', 'Last II', 'Local Site', 'Waste', 'SS', 'Hole', 'The Soft', 'Map', 'Circuitry', 'Power', 'Mylar', 'Ad'.

INTO THE FUTURE

[intothefuture.nyc](http://intothefuture.nyc)

Storytelling

# Being Part of Generational Change

## Seven Generations Thinking

What will you do in your lifetime that might positively change the lives of future generations?



Great-Grandparent



Grandparent



Parent



You



Child



Grandchild



Great-Grandchild



# Learning via World-building



## Role of Design Challenges:

- Long Arc Stories of Change
- Playing & Prototyping
- Share Stories

