

Communications Business Solutions

Nr 56 September - October - November 2017



Businesses are not scared of the Cloud Anymore

Digitisation impacts every company, every industry, and all types of organisations are affected.

Given the changing attitude toward digitisation, NetSuite and Frost&Sullivan have conducted an entirely new survey among 1,425 CEOs, CFOs, CIOs and IT managers.

Page 4



4 Stars or 5 Stars: How to Choose your Hotel?

By Laurent DELPORTE, French expert on the luxury hotel sector, influencer, entrepreneur, chairman of DELPORTE HOSPITALITY – www.laurentdelporte.com.

The fundamental difference between a 4-star hotel and a 5-star hotel concerns notions related to our emotions. We all have different emotions and react differently to a hotel experience.

However, there are some real disparities. There are no limits to what a 5-star hotel can offer to excel in the luxury segment. Excellence, refinement, benevolence, highly qualified staff are the key words of a luxury experience at a 5-star hotel. A 4-star hotel will bring quality of service, top-of-the-range amenities, with less staff and refinement.

Page 11



The Creativity Potential: The Huddle Room!

All you need to do is go through the business newspapers to be convinced: Collaboration is indispensable for innovation. And, indeed, innovation stems from effective collaboration and gives the company a key advantage in today's economic world.

Page 6



New Ways of Managing Small Meetings

Sometimes we are a million miles away from clichés – not only by opting for huddle rooms, but also by taking a completely different management approach.

So don't be surprised to find the marketing manager presenting his results while being seated, totally relaxed, on a bag of beans and sipping a drink!

Page 7



The Growing Love between Digital Signage and Businesses

Page 13



Virtual Events, Webcasts and Webinars... Are They the Same Thing?

We are hearing more and more talk about 'webinars' on the Internet. At the same time, it is widely known that people organise 'virtual events'.

According to widespread belief, they are no more and no less than the same thing. This is not correct.

Page 8



The Tool that Brings Employees and Managers Together in a Coherent Whole

Page 12



The Digital Signage Summit Europe Reveals Digital Signage retail evolution

Page 16

So Make a Video – It's Highly Effective!

A business can be promoted by using several means of communication, including a corporate video, which will always have its place as it can enormously increase a company's visibility.

As an external promotion tool, an audio-visual company is also a powerful means of internal communication. And today, with the omnipresence of the Internet, it is possible to reach a very wide audience!

Synopsis and Script

Obviously, making a corporate video is not the same as filming the birthday of your youngest with a smartphone! We must move as far away as possible from low-cost videos that destroy the brand image! Fortunately, today's digital technology allows you to go beyond the constraints of the past that crippled creativity. But preparation is key.

Identify the target group, which will lead to defining the content. Then write a synopsis (a broad outline) which will lead to a script which, in turn, will define the various successive components of the video production. Next, list the order of the shots to be inserted, the timing of the sequences as well as the human interventions and their content.

The speaking time should be limited and it is recommended that you work with professionals (specialized journalist or comedians).

A professional director is highly desirable; he or she will coordinate the entire production from start to finish, taking into

account the needs and wishes of the company.

When it comes to corporate videos, the better the preparation, the better the result will be. A piece of advice: Leave nothing to chance and taking a professional approach will save you money in the end.

The Various Ingredients

The recording equipment must be of good quality. Of course, you can use camcorders, but also full-frame DSLRs fitted with, for example, a 24-70mm lens. It is highly recommended to hire the services of a professional cameraman to avoid... losing money for

having to start over after the shoot. For example, don't forget that large and giant screens do not tolerate shaking or untimely zooming!

The light must be controlled. Using ambient light is out of the question – you have to light very carefully, counter any backlight and avoid any unwanted reflections. You must also avoid lighting objects that are very different so as not to get images that have too much contrast. Here, too, the intervention of a director of photography (who handles the lighting) is more productive, except if the director can handle this aspect of the production.

You must not neglect the sound.

Unfortunately, this is often the case! Booms, special microphones and wind covers must be brought in. Hiring a sound recordist is essential to ensure that the tones and sounds are captured in an intelligible manner.

When filming is over (it's a wrap!), it's time for editing and dubbing (suitable music, mixed inclusion of the original sounds recorded). The director will handle this by giving instructions to a video editor. Once the first cut is ready, the director will show it to the company, take into account their remarks/corrections, then move on to the second cut, and so on until the company is fully satisfied with the result.

The final video must not be longer than 4 minutes; otherwise the viewers' attention will begin to wane.



Businesses Have 'Visions'

Do business leaders have a 'vision' or a 'mission statement? Of course, they have a vision which pushes them to make as much money as possible both for their shareholders and for themselves.

However, it is dangerous to guide a company according to the interests of the shareholder. Fortunately, it is possible to have other visions...

Money is Just a By-Product!

Here are a few examples... For Harley-Davidson: "We make dreams become reality by offering a range of high-quality branded motors, products and services."

For Microsoft: "We strive to help people and businesses all over the world achieve their full potential."

And for Levi Strauss&Co: "People love our clothes and put their trust in our company. We manufacture the most attractive and most worn casual clothing in the world. We are going to clothe the world."

In fact, the money generated by a company should be considered a key by-product of what it does. In other words, "if we pursue our vision and live our mission, we will end up making a lot of money."

Therefore, the return on investment is a by-product of the vision and the mission.



Training Staff

The vision must be ambitious and stimulating, and the staff must be willing to be completely involved. To help workers remember the vision of the company, long speeches full of incomprehensible jargon must be avoided. In order to ensure that these workers are fully aware that your strategy is different and better than the strategies of the competition, they need to be in touch with the reality of the market.

Telling great stories also helps – stories from colleagues and staff who bring the vision and the mission to life. In this respect, you can encourage them to tell stories themselves, in their own words. The fact of being able to recognize the behaviors that will move

the vision and the mission forward will be a source of inspiration for everyone else and will lead them to behave effectively. Listening is essential; the employees must have the impression that they have participated in the company's journey to the future.

And you have to celebrate milestones by recognizing the people and the staff who have contributed to reaching them.



Communications
Business Solutions

Keizershovevestraat, 26
2610 Wilrijk - Belgium
Tel: +32 478 948951
Fax: +32 3 2397516
Email: jp.thys@cbsmedia.biz
Website: www.cbsmedia.biz

Publication Manager
Jean-Pierre Thys

Editor
Jean-Claude Lesuisse

Translation
Babel Ophoff Vertalingen

Printing
Lowyck

Publisher
Jean-Pierre Thys
Keizershovevestraat, 26
2610 Wilrijk - Belgium

Communications Business Solutions is published 5 times a year. Online registration forms on our website will be considered for a regular free copy. Subscription Print: 55 € (Belgium) – 60 € (Europe), 85 € (other continents).

All reproduction rights reserved for all countries. Reproduction of the texts (even partial) is prohibited without permission of the publisher.

Member ICCA
(International Congress
and Convention Association)



Communications Business Solutions is available in print in french and dutch and online in english, french and dutch.

Businesses are not scared of the Cloud Anymore

Digitisation impacts every company, every industry, and all types of organisations are affected.

Given the changing attitude toward digitisation, NetSuite and Frost&Sullivan have conducted an entirely new survey among 1,425 CEOs, CFOs, CIOs and IT managers. More than 600 of these high-level IT decision makers represented Europe (United Kingdom, France, the Netherlands and Sweden).

Change is the Key Word

This survey revealed several key aspects: The need for change is most obvious in the United Kingdom, in large organisations, in the finance industry and in the media, which are most affected by the new distribution channels, along with retail trade/e-commerce.

Most senior managers admit that their businesses are undergoing changes, and that flexibility and adaptability have become lifelines for the survival of their companies.

Transformation is a major trend in the global economy, but the IT/telecommunications, retail/e-commerce and transport/logistics sectors argue that their change rate is particularly high.

Three-quarters of the senior managers are very well aware that their companies will have to change ever more rapidly in the future, and know that innovation is the key to success. Technology enables innovation in every business.

They must reinvent themselves not only in terms of their products and services, but also in terms of their customer service, distribution and commercial models.

Innovation and the Cloud are Closely Linked!

Frost&Sullivan is convinced that there is a direct relationship between the ability of an organisation to innovate and its use of the cloud. In fact, there are practically no European companies that don't use the cloud, at least to some degree. Businesses whose trade is not cloud-based typically use minor standalone applications in the cloud (collaboration or file storage). Only 12% - and probably even less - of organisations reportedly don't use cloud computing.

Use of the cloud is correlated with the size of the business. Groups with more than 500 employees are

twice more likely to use the main cloud-based commercial applications than organisations employing fewer than 50 people.

The cloud is also correlated with the industry, but to a lesser extent. The sectors least likely to use the cloud are education and healthcare.

cloud, mainly because not many e-commerce solutions are offered there.

Therefore, many vendors have built their own system and are struggling to align their chain stores with the e-commerce platform. Today, there are cloud solutions such as SuiteCommerce from NetSuite, so much so that these merchants, over the next two years, will be able to turn toward the cloud, thus eliminating the issues they currently encounter.

The cloud is also a "company's philosophy of life"; we are seeing that once an organisation deploys critical information to the cloud, other applications follow. It is thus absolutely correct to speak of the "cloud of a company".

European companies tend to take a step-by-step approach to the

cloud as the existing systems reach the end of their service life.

And, not surprisingly, it is the information and telecommunications technologies that use the cloud to the fullest extent.

The Cloud, a Company's Philosophy of Life

Customer relationship management continues to use the cloud the most, but is followed closely by finances/accounting, the company's resource planning and artificial and economic intelligence.

This proves that companies are now adopting the cloud in key areas.

E-commerce solutions are less deployed to the

Enabling remote and mobile workers to access the applications and data brings great ease of use and frees up the IT department, allowing it to concentrate on core tasks.

Security concerns have decreased and one third of companies are migrating applications to the cloud.

Unlike in the past where businesses were reluctant to use the cloud over security concerns, today they believe the cloud improves security.



Wireless Displays or Freedom without “Constraints”!

The world has become a mobile communication hub. Wherever we are, it has become vital to be able to share information quickly and easily. Businesses need to be able to connect in a transparent way to screens and projectors of meeting rooms.

One must be able to share conclusions, deliver commercial presentations and collaborate on the fly, professionally and smoothly, without facing technical limitations or having to deal with cable or connectivity issues.

Content is Not a Pack of Slides!

Everywhere, it is the content that matters and content does not come down to a series of ‘old-fashioned slides’; it involves multimedia messages which are disseminated on large screens or using digital projectors.

Unfortunately, as those with a few years of experience in business know, the transition to digital has been accompanied by numerous difficulties (missing or unsuitable cables and adapters) which have resulted in precious time lost and have tested the patience of the participants.

Consider the various possibilities of wired connections. A screen can require a VGA, DVI, DP or HDMI connection, or one that is even more exotic! Even if, by chance, the speaker has the



right connector, the right type of cable will still need to be available!

Deceptive Temptations

Wireless technology has come to the rescue by eliminating such problems. It has succeeded in making the presentation of content easy and efficient.

There are no limitations to the programme whatsoever: As soon the visual document appears on the little screen, you can also see it on the big screen of the meeting room!

A wireless display allows one to focus on what

is essential, the content and the interaction. It brings this freedom to connect, to project, to display and to collaborate from anywhere in the meeting room. Productivity emerges the big winner!

All that remains is to choose the right system to be used. ‘Consumer’ solutions such as Apple TV and Google’s Chromecast may seem tempting at first as they offer wireless displays. Unfortunately, it is a deceptive temptation because those ‘solutions’ are, in reality, nothing more than media players which have numerous limitations, so much so that they cannot be considered serious solutions for business applications.

Their flaws include: limited compatibility (it is widely known that Apple ‘ignores’ the engines from its competitors), low security (Apple TV and Chromecast are designed for home use and, as such, are not interested in securing data), they cannot be managed in a centralised manner, they are subject to interference, and they are unlikely to evolve.

It is therefore preferable to turn to wireless solutions specially designed for businesses and their needs.

The ‘Easy Cloud’ Changes the Integrator’s Job

We increasingly use the cloud, and we must admit: It makes life a lot easier!

This way, numerous office software packages become available to businesses. The great advantage of this is that they do not need to be installed on the hard drives of portable devices. Taking it one step further, use of the cloud allows one to engage in unified communication (UC), which enhances collaboration.

Everything Gets Easy

In this way, staff can communicate via chat and video and share the information on any device.

Perhaps most significant is the shift to a cloud-based approach to video conferencing.

This decreases the time to deploy and it is easy to use. Cloud-based video conferencing is ideally suited for today’s mobile and dispersed work force, also given the proliferation of devices (desktop, laptop, tablets and smartphones).”

As technology evolves, it is inevitable that the criterion of ease of use will become essential.

Basic Adaptation is Key

The plug & play access points and the cloud-based applications which can be easily downloaded have spread, and have led users to become more demanding.

As soon as there is a fundamental change in technology and in the purchasing behaviour of the customers, integrators must leave their comfort zones and reflect on how they can add value.

This implies a dialogue to understand the broader communication and collaboration needs of the customers.

A great opportunity for integrators is to focus on making adequate plans to transform the work areas in a company.

For it does not suffice to install new laptops, of course!

The design, the redefining of the meeting rooms, the addition of projectors or interactive displays and, of course, the creation of huddle rooms are all essential tasks that the integrators will be able to tackle.



Crestron Mercury™, the Ultimate All-in-One Meeting and Collaboration Solution

Crestron Mercury™ delivers everything needed for successful meetings and collaboration combined with secure cloud provisioning and management.

Email address: pvanmeeuwen@crestron.eu

Web site: www.crestron.eu
<http://www.crestron.com/microsites/mercury-all-in-one-meeting-collaboration-solution/>

Video: <https://vimeo.com/212818883>

The Creativity Potential: The Huddle Room!

All you need to do is go through the business newspapers to be convinced: Collaboration is indispensable for innovation. And, indeed, innovation stems from effective collaboration and gives the company a key advantage in today's economic world.

Businesses wishing to move forward must create places that are conducive to collaboration. This means that they have to rethink the concept of a conference room or meeting room, keeping the following in mind: "An idea can be turned to dust or transformed into magic, depending on the presence or absence of talent injected into it".

Openness Hampered Collaboration

In the past, many businesses opted for so-called "open" offices which were likely to promote "spontaneous collaboration".

However, as it turned out, they reduced the staff's productivity and well-being and led to an increase in the number of sick days.

The solution? The huddle room! These are small meeting spaces that can typically accommodate up to 5 people and allow the staff to meet easily and on the fly, without any further ado.

Huddle rooms can have the following equipment: videoconferencing solutions, LCD or LED TV screen, small central table, normal or interactive whiteboard and, possibly, a few chairs.

There are many arguments in favour of creating huddle rooms. Here are a few...

Intimate Spaces where One Feels Integrated

They are "intimate" spaces. The main problems associated with the previous workspaces



es relate to the ambient noise and the resulting distractions. A huddle room offers a calm space where a small group of colleagues can talk without interruption in a quiet place. Given the small size of the room, the videoconferencing equipment will be of the "all-in-one" type.

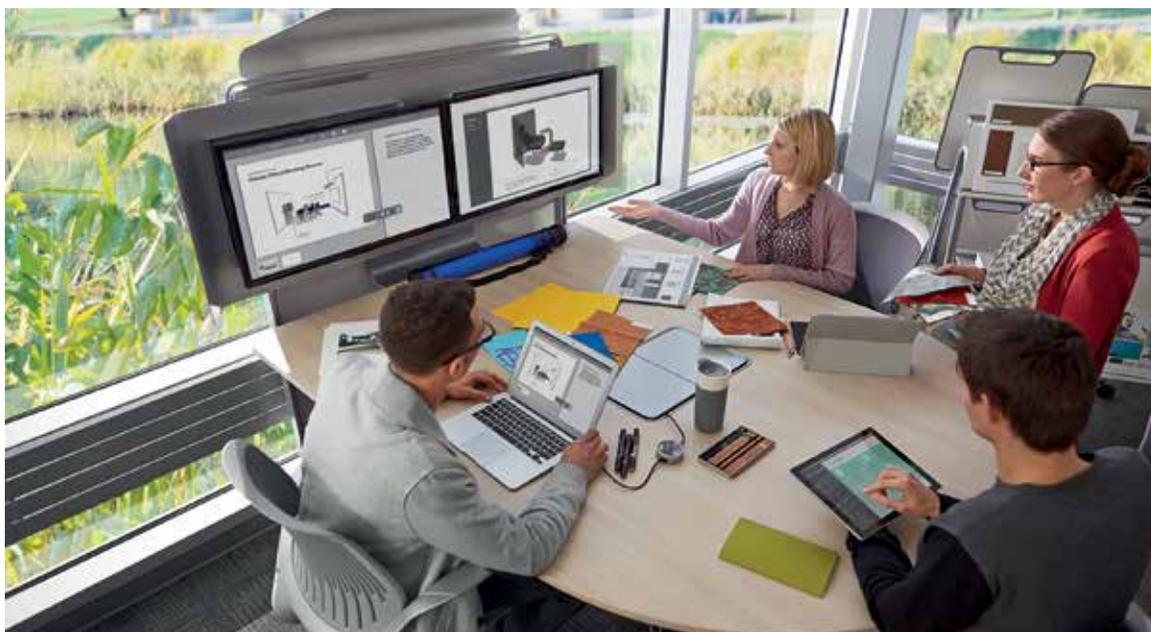
A huddle room helps remote employees feel integrated, and understandably so: the conditions (small

room, small group) are conducive to creating this sense of belonging. This feeling will be refined by equipping the huddle room with a large screen and a wide-angle camera offering a 120-degree field of view to enhance the sense of being part of a group.

Four Times More Productive!

A huddle room does not need to be reserved. It is, indeed, the price to pay to ensure spontaneous collaboration, and this would be impossible if a meeting room had to be reserved two weeks in advance!

And since a huddle room is small in size, businesses can "sprinkle" it everywhere to allow people to hold a meeting "on



the fly".

Finally, a huddle room makes it possible to literally do more with less.

The approach is more flexible, the environment is less formal, it is ideal for Millennials searching for an oasis of collaboration.

They are also highly suitable for holding sales presentations, conducting job interviews, for webinars etc.

Actually, the equipment of four huddle rooms typically costs less than the equipment of a traditional conference room...

Yet, huddle rooms offer four times more productivity potential!

New Ways of Managing Small Meetings

Sometimes we are a million miles away from clichés – not only by opting for huddle rooms, but also by taking a completely different management approach.

So don't be surprised to find the marketing manager presenting his results while being seated, totally relaxed, on a bag of beans and sipping a drink!

The Idea of the Loft and the Outdoors

Hotels and venues play a key role in adorning the meeting rooms as much as possible. The long tables and artificial lights are swapped for natural furnishings, comfortable seats, softly lit spaces. Trade agreements can be signed by a cosy fireplace! Actually, it's very much like being in a modern and elegant loft.

And what if you went outside? After all, who has decreed that a meeting must be held indoors? Why not have a cool breeze and light capable of generating some vitamin D (in addition to fresh ideas!)? A bio breakfast on the lawn?

The sky is the limit – it is a simple as that. A mountain cabin in the Alps, a morning session on a roof terrace by the pool in Singapore? Great idea! Whatever the case, by using portable Wi-Fi routers it will be possible to create a personal hotspot just about anywhere!



ly, it's also about offering experiences before, during and after working hours. Yoga before breakfast, a walk around the city, wine tasting at the bar...

Mixing the business concept with the pleasure concept is important because, these days, the line dividing work and play is becoming increasingly blurred.

Disconnect in Order to Better Reconnect Later!

There is nothing worse than going to a brainstorming session or a meeting with a mind cluttered with received e-mails that you have not



ly diminishes the actual presence at the event. The winning concept is... to disconnect during the entire meeting to allow your attention to be focused completely on the issues discussed. Moreover, participants are surprised to discover that, by doing so, they see things more clearly and make better decisions. The idea is to live fully in the present moment.

And, when it's time to reconnect, there can be no compromising on the quality of the technical installations!

There is only a one in a trillion chance that a venue that does not observe these rules will be booked a second time.

The 5 biggest annoyances regarding venues include a slow internet connection, having to pay for Wi-Fi and equipment that falls short of the promises made. In contrast, venues get very good points for the presence of intelligent tablets, live streaming and 3D presentation capabilities!

Mix!

The best hotels and resorts have known for a very long time that businessmen and businesswomen will not be corporate guests FOREVER. The latter have, without any doubt, a partner; the majority have friends and a family. There is no need, then, to make a STRICT distinction between business and people looking for a few relaxing moments. These hotels know that, by offering recreational options during a conference, many conference delegates might come back the next year and bring their whole family. In addition, as everyone also knows, we must not LIMIT ourselves to organising the conference or the meetings efficient-



Virtual Events, Webcasts and Webinars... Are They the Same Thing?

We are hearing more and more talk about 'webinars' on the Internet. At the same time, it is widely known that people organise 'virtual events'.

According to widespread belief, they are no more and no less than the same thing. This is not correct.

In Real Time and Interactivity

Webinars started in the late 1990s as simple seminars or conferences on the Internet. They were often designed for internal meetings, for training sessions or, as is the case today, to enhance collaboration with the customers. They typically include such options as question & answer sessions, surveys, a whiteboard and marking capabilities.



What made webinars unique at the beginning was that they were held in real time (and thus were not pre-recorded) and, therefore, allowed two-way communication, offering the possibility to share software applications (the PowerPoint slides, the discussions and the surveys were used to create an interactive dimension and to obtain comments from people).

Webinars have become highly valued as they have a unique ability to deliver, in a highly effective manner, specific content to a dispersed audience. It is important to understand this: the content is specific and, therefore, can be extremely technical. It provides clear benefits IF it is directed at the RIGHT audience. It should

be carefully selected and we should avoid, for example (we can extrapolate to other audiences), inviting managers to technical debates while we know very well that they are interested in solutions and not in technical characteristics!

Webcast or One-Way Communication

So what makes them different from webcasts?

Basically, a webcast is a form of one-way communication which is aimed at a larger audience that can only participate to a small degree (if at all).

Webcasts are typically broadcast live from a specific location, using professional AV equipment and multiple cameras. The event produced is intended for a virtual audience and may be part of a conference, a product launch or any other important event.

Virtual Events: Powerful and Comprehensive

And what is the difference between a webinar and a virtual event?

A virtual event is more powerful as it often combines communication elements and tools that are capable of recreating many identifiable features of a physical event.

No two events are ever the same, but in the



case of a standard virtual event, users have a wider range of options in terms of participation, involvement and objectives pursued.

This way, they can attend live seminars, take part in a discussion in a networking group, converse live with other visitors to the event, visit a booth and meet its representatives, join a webinar, or even get invited to a job interview in a video room.

Typically, virtual events will have a series of webinars which are part of the overall experience of the event.

Webinars are excellent marketing and information tools, but they are not 'events' in the traditional sense of the word. Trade shows, exhibitions, training courses, product launches and online conferences are not webinars.

A well-designed virtual event will also include features designed to help manage the delegates (interactive agendas, flow of information on events, appointments for meetings, information booths, announcements etc.).



The Use of Digital Collaborative Whiteboards

The tactile whiteboard is a commercial technology that is quite new and, therefore, can be confusing to companies, who often struggle to find uses for them.

We must admit that digital collaborative whiteboards provide a multitude of advantages. They boast visual communication software, ensuring videoconferencing, screen sharing, digital annotation, as well as other unified communications capabilities.

Improving Unified Communications

Yet, sometimes immediate reactions show that the world is not convinced. For example, Tim Banking, an analyst with GlobalData Pic in London, said: "It seems that it's a product looking for uses. I think interactive boards are a fad and not a trend; without any specific use, they will become inactive white elephants of sorts".

He also questioned the effectiveness of digital annotation: "The time between the stroke of the user's finger or pen is still too noticeable."

One year on, this is no longer the case – new models don't have this drawback anymore.

Now we'll give the floor to the defence. Interactive whiteboards serve as extensions and end points for their collaboration software. They enable users to be integrated into the suppliers' architecture of unified communications.

As a result, on the market of tactile collaboration we find products that aim to improve remote visual communications and focus on brainstorming sessions.

Abandoning the "niche" Concept

At this stage, it seems obvious that tactile whiteboards strengthen and improve communication, but the tangible benefits for businesses are hard to quantify, simply because the significance of any improved collaboration has always been hard to quantify!

It has been suggested that product developers, for example, might shorten the design process by using a collaborative whiteboard. If this were the case, it would be a solid argument! For the time being, there are no real major plans to introduce collaborative whiteboards as businesses prefer to equip one or two of their



meeting rooms.

Historically, we know that interactive whiteboards were criticised for being too "niche"-oriented. The uses, for example, apply only to a few "vertical" sectors, including education, engineering and architecture.

But, as the expert underscores, the products increasingly thrive in other markets, especially as more and more companies concentrate on projects that are based on the 'team' concept.

Setting Up Your Own Webinar

Would you like to set up a webinar?

Remember, it is a term that consists of two words: web and seminar.

As explained in another article published in this issue, it will involve inviting people who are really interested in your subject matter. Determining the subject of the webinar involves selecting the target audience.

Quality, Reminders, the Right Time

Here, fine feathers make fine birds; in other words, you will have to ensure the quality of the transmission: the image, the sound, the visuals used must be of very good quality.

Once the invitations have been sent (to the right target audience!), people need to be reminded – over and over (reminder of reminders etc.). The number of people registering for a webinar depends on the quality of the filtering at the outset. The actual participation rate, when the time

comes, will be lower of course because, between registration and the day of the webinar a lot of unforeseen things can happen in the lives of the people who registered.

Let's also try, why not, to obtain the active participation of an 'expert' on the subject that will be dealt with during the webinar so as to encourage people to register and participate.

As for the schedule... statistically, taking into account the workloads, it would seem that the

best days to organise a webinar are Tuesdays, Wednesdays and Thursdays. Several studies specifically recommend Thursdays. As for the right time to organise it, often 1 p.m. or 2 p.m. is suggested.

Put Your Cards on the Table

Also create a webpage to present the webinar – this will also be the page where the participants will land. There, you will present the speakers of the webinar, its content, its date and time as well as the procedure to participate. Typically, one can log in half an hour before the start of the webinar.

Be accurate in describing your content, put your cards on the table, list the various points you will raise. Don't forget that if it is a "web seminar", its value, more than elsewhere, will lie in its content!

Obviously, it is recommended to promote the webinar using social media such as LinkedIn as well as by any other means, without however "overdoing it" with sensationalist arguments: When it comes to the audience, it is much better to prefer quality over quantity.



Hoping for Better Managers in the Hotel Business

There are mediocre managers in all industries, but it would seem that they are more common in the hotel business, according to studies such as the one conducted by a professor of leadership at Harvard Business School.

Another survey, conducted by Gallup, has found that employees quit their jobs especially when they have “bad” bosses.

The Paradox of “Cross Images”

But why is there a crisis of leadership (we can only call it that) in hotels?

There is also a big surprise: When hotel managers were asked to assess themselves as bosses, they had a fairly positive image of themselves. So there is a paradox between what the employees think of their managers and what the latter think of themselves. Now, the perception of the employees is crucial because that’s what defines reality. The motivation, creativity, productivity and commitment of the staff depend on it.

The outcome of such an assessment could be discouraging, but could also form the basis for a new beginning, for a shock therapy of sorts.

“But how to tackle the weaknesses; how to do the right thing?”

In reality, it is not easy to find hotels where employees can anonymously assess their managers. Only a few large hotel groups have put in place 360° assessment systems to monitor the quality of their managers.

And even fewer have taken action to rid themselves of “toxic managers” who continually get bad assessments.



Explanations

Here are a few facts which can explain why there are more mediocre managers than good ones:

Most hotels only concentrate on the economic results. Obviously, customer satisfaction remains essential but, at the end of the day, it’s all about the numbers (costs, profits, revenue etc.) and maintaining the workflow.

So it is the technical skills and the knowledge of the managers that matter. It’s about “hard skills”, which pre-

vail over ‘soft skills’, interpersonal skills. This can lead to situations where behaviours such as injustice, lack of communication, of empathy, lack of integrity and lack of transparency are acceptable. In the worst-case scenario, one could be dealing with toxic managers who spread their venom among the workforce.

As a consequence, the selection process for the managers is essentially based on technical competence.

The hotels and the selection consultants give priority to professional experience and knowledge rather than leadership skills. The ‘technical’ part of the candidate is twice as important as the human aspect, even though it is necessary to manage the staff.



schools where leadership qualities are often overlooked. Here, too, managers graduate knowing how to do their jobs, but lacking leadership skills.

Their decisions to promote workers are also based on technical know-how, although the reality of leadership demands a lot more! It does not take long for one to realise that

the title and the level of authority do not suffice to obtain the employees’ commitment.

The bad situation is also due to management

In fact, it is a matter of developing new values, more profound self-awareness, greater emotional maturity, as well as the ability to use good judgment.

Finally, “it” spreads – mediocrity breeds mediocrity! If you come from a poorly managed background, you, too, will become a bad manager.

Managers who only use authority as a source of power will never be able to get the most from their workforce.

But there is Hope...

Managers have two main responsibilities: To get results, to make sure the work gets done, but also to ensure that the people who make up their workforce are developed, are integrated into an effective team.

This means providing coaching, stimulating talent, empowering them and allowing a

debate on relevant issues relating to daily work; and not, as some mediocre managers do, “hide the talent of skilled employees”.

But there is hope because good managers are not born like that – they become it. Leadership is a constant process of self-reflection.



A bad boss today can become an exceptional leader tomorrow if he has the courage to face his weaknesses and accept his responsibility in order to develop himself to his maximum potential.

4 Stars or 5 Stars: How to Choose your Hotel?

By Laurent DELPORTE, French expert on the luxury hotel sector, influencer, entrepreneur, chairman of DELPORTE HOSPITALITY – www.laurentdelporte.com.

The fundamental difference between a 4-star hotel and a 5-star hotel concerns notions related to our emotions. We all have different emotions and react differently to a hotel experience. However, there are some real disparities. There are no limits to what a 5-star hotel can offer to excel in the luxury segment. Excellence, refinement, benevolence, highly qualified staff are the key words of a luxury experience at a 5-star hotel. A 4-star hotel will bring quality of service, top-of-the-range amenities, with less staff and refinement.

Is a Hotel Rating a Quality Label?

A hotel rating is no guarantee that you will have an excellent stay at a hotel. It provides a platform to a hotel to define its offer of services, but it is the latter that will confirm the success. You may be disappointed with a

your own opinion.

To this end, you can base your judgment on the comments left here and there on social networks, online booking sites or guest review sites. There are several criteria that you need to consider when looking for a hotel:

- The location of the hotel,
- The structure of the building,
- Its reputation,
- Its history,
- The date of its latest innovation,

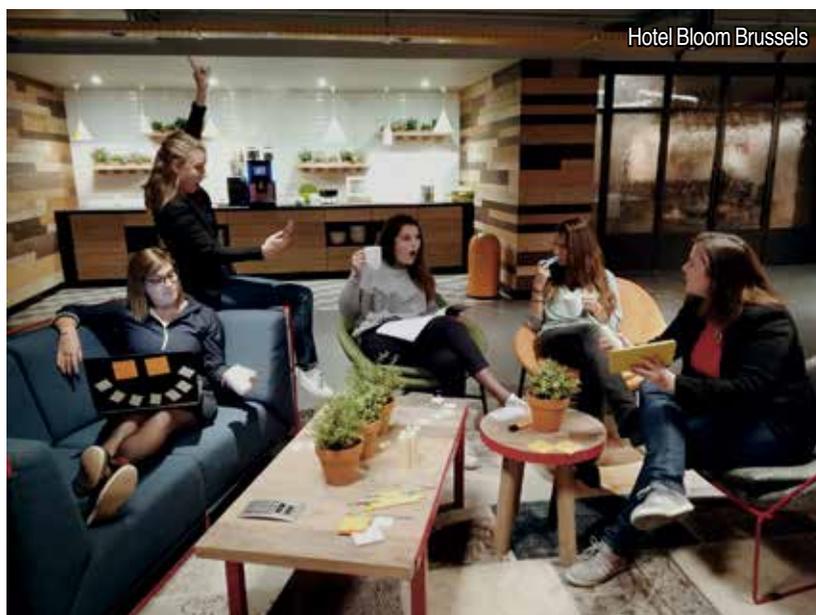
They are criteria to refine your hotel selection. It is also important to take a look at the pictures of the rooms, the restaurant, the bar, the lobby, and the meeting rooms of the hotel. They will tell you if the hotel is modern or not, and you can judge for yourself if the decor is starting to look outdated or if it suits your taste.



5-star hotel even though its structure, services, amenities allow it to be rated 5 stars. I often say that it is better to be an excellent 4-star hotel than a bad one with 5 stars. A 5-star hotel creates high expectations among the guests.

It is sometimes difficult to make heads or tail of it. There are also many differences from one country to another, from one brand to another, and sometimes also within the same hotel group.

The whole world has a try at rating hotels. In some cases, the rating is linked to the Ministry of Tourism, in others to associations and media. It is important that you form



In Search of Excellence on All Levels

A 5-star hotel needs to surround itself with the best suppliers. When it comes to rooms, for example, the bedding, the quality of the linen used for the bed and the bathroom, the products made available for washing are all elements that will contribute to a successful stay.

Likewise, the catering provided both in the room and in the restaurant must be of the highest quality and the greatest refinement. A 5-star hotel will offer a multitude of services for the well-being of its guests: porter, butler, gym, pool, Michelin-starred restau-



rant, a cocktail bar, a spa etc.). There is no limit to the amount of great experiences and tailored service solutions that can be offered to their guests.

A 4-star hotel will be far less demanding in that regard. Obviously, the quality will be present everywhere but it will not seek out the exceptional and will limit the number of services offered. As for the amenities of the hotel, the notion of space will be less important.

The size of the room and the bathroom is smaller than a 5-star room. Often the hotel will have more rooms. Consequently, there will be fewer suites. 4-star business hotels offer large-capacity meeting rooms, whereas 5-star hotels give priority to smaller rooms, for example to accommodate management committees.

Choosing Based on the Type of Stay

These days, guests do not hesitate to switch from a 4-star hotel to a 5-star hotel, and vice versa, depending on the reason for their stay.

They become volatile and let themselves be tempted by new hotel experiences. Some 5-star hotel guests will not hesitate to stay at a 4-star hotel for a short period of time, especially if they don't have the time to enjoy all the services of a 5-star hotel. By contrast, for a weekend with family, they will prefer a 5-star hotel. On such occasions, they will take the time to relax and have a good time with the family.

For a business stay, you will be more interested in comfort depending on the purpose of your meeting. If you are travelling internationally and you are suffering from jet lag, you will appreciate a 5-star hotel more as it will enable you to recharge your batteries and be in good shape for your meeting. If you need to lead a strategic meeting, a 5-star hotel will be better able to welcome you. If you are just visiting a trade show, a 4-star hotel will do.

Email: info@laurentdelporte.com

Internet site: www.laurent-delporte.com

The Tool that Brings Employees and Managers Together in a Coherent Whole

When we hear about 'digital signage', we usually imagine large screens which inform and persuade.

Digital signage uses a display to show information digitally.

Digital signage has quickly become a big hit with shops and advertisers to promote in-store products and to draw people's attention to the services and products offered.

At Issue: The Content

As displays and equipment became more affordable, businesses began to embrace digital signage to communicate. Today, digital signage is extremely widespread and well-known to professionals and the public.

Just as a business without a website is considered not very reliable, an organization that does not use digital signage runs the risk of suffering from a brand image that is not too glorious.

Therefore, the issue today is the CONTENT, in other words what we can do with digital signage.

People have always communicated visually, but visual communications that show mobile images AND allow the displayed content to be changed almost instantly make the difference, and change the playing field!

This way, the content of digital signage can be adapted to specific target audiences and at specific times.

The Three Components

Digital signage uses three components.

Displays. They come in a wide range of different versions and include LCD screens, electronic bulletin boards, scrolling message boards, projection screens, video walls, TV sets and desktop PC monitors. Today, with the advent of new technologies, it is even possible to include mobile devices such as tablets and smartphones.

The software. It allows you to create, manage and approve the content that is shown on the screens. Content creation may involve sophisticated applications (video editing software, for example). It is even possible to create and change the content remotely, if the



software used is Internet-based.

The equipment. It allows you to distribute and read the content. It can be media players on a network, in which case a digital signage operator can program the same message everywhere or put up specific content.

The Advantages

Digital signage can be found in airports, at bus stops, in banks, businesses, restaurants, hotels, convention centers, just about anywhere really.

But there are still businesses that are not yet fully aware of the advantages of digital signage for their internal communications.

However, if you want to communicate with people, you need to get their attention, and traditional methods may prove useless if they don't get noticed.

Computers have 'taught' people how to consult screens to obtain information, so much

so that digital signage is a natural choice for reaching a wide audience. It is far more effective than e-mail, printed posters and bulletin boards because screens catch the eye with their brightness and movement; you can add sound, or display several things at the same time, what goes on can be

changed throughout the day, and this solution is less expensive than printing when addressing a large number of people.

The information retention percentage is very high. According to a study by Arbitron, 70% of Americans have seen a video display in public in the past and 47% of them can still more or less remember its content one month later. digital signage allows you to reach all your employees, highlight key messages, take a proactive approach to situations, keep employees updated on the company, maintain a consistent brand image, reduce the time it takes to respond to problems and crises, minimize 'micro-management' by keeping everyone informed, and recognize the contributions and performance of the staff.

A Fantastic Tool which is also... Green!

A study by WorldAtWork shows that staff performance recognition programs have a 'very positive/positive' effect on employee satisfaction, increase motivation (58%), commitment (64%) and retention of employees (34%). The recognition of employees encourages everyone to perform at their 'best level', prompting them to work more efficiently.

Digital signage is a fantastic tool to bring managers and employees together in a coherent whole.

It is also a tool that is good for the planet: not a single tree is cut, no water, ink or solvents are used, and when the message is no longer relevant, it does not decompose and release methane – you simply delete it.

Since the environmental and economic challenges of our time are becoming increasingly significant in the minds of people, they are bound to be drawn to a more modern, cleaner and more efficient technology.



The Growing Love between Digital Signage and Businesses

Digital Signage is known for being able to communicate messages in retail, transport, education as well as in many other sectors. A quick glance just to make sure? Shops make massive use of it, as do airports and train stations.

In short, Digital Signage is part of our lives and we would often feel helpless if we could not see the information it provides.

Two Different Audiences

Surprisingly, until recently the business world remained a bastion not fully conquered. But things are changing considerably thanks to a shift in awareness.

There are two different audiences for the content disseminated by Digital Signage at companies: The people who work there and the visitors. From the point of view of the latter, the function of Digital Signage is similar to that of other systems elsewhere.

For example, take a design company that frequently receives prospective customers to show them their know-how. A video wall in the entrance hall can display examples of projects already completed for customers. This way, prospective customers can take in the information as they wait for the meeting to begin. One could even live up those visual demonstrations by allowing some form of interactivity enabling visitors to get more in-depth information about the points that really interest them. Of course, the company will enhance its brand image and incorporate its logo and colours into the screens.

Obviously, Digital Signage systems can also be used as 'way finders' which will guide the visi-



tors to their destination.

Reaching the "Maximum Audience"!

But a company's entrance hall is not just used

for visitors. It is often the stage of special events that are specific to company life. For example, one can use it to display marketing information as well as content relating to recent events concerning the personnel. In the case of multinational companies, local information can be mixed with global information and visual diagrams and montages can be created.

The screens are also increasingly used for training purposes. It should be pointed out that the rate of retention of information disseminated by Digital Signage is 30 to 50% higher than if the same information was issued on paper.

Businesses are becoming aware that there are daily time slots (at noon during lunch, for example) during which they can "reach a maximum audience". We are also seeing it in the banking sector where it is customary to learn new procedures during breaks in the conference rooms.

The screens are also likely to play a crucial role in case of an emergency. They can inform the personnel very quickly and prompt them to adopt the right behaviour.



Sign of Our Times

by Bob Snyder, Director Channel Media Europe

Comedy Central's The Daily Show recently created the "Donald J. Trump Presidential Twitter Library," a three-day pop-up museum in New York City that featured Twitter quips from the 45th US president—and, no joke, it drew thousands who queued up to see the showcase as if it were the launch of a new iPhone.

Trump's Twitter feed inspires everything from political commentary to memes and apparently even to museum exhibits. More importantly it sparked the creativity of one man, Peder Dinkelspiel.

Dinkelspiel set out to create a digital art piece for his Stockholm living room. After bouncing around a few ideas, he turned to ePaper display technology for its visibility, lack of glare and energy-saving properties. Using 32-inch E-ink development kit from the

He modified his frame, naming it "Sign of the Times," and no longer displayed breaking news (or random status updates)--instead Dinkelspiel chose to set the display to show only the latest tweet from President Trump. Much like The Daily Show would later do, the concept of the display offers a thought-provoking social com-



Bob Snyder



European company Visionect, he created a display for a simple web page that would feature only the latest tweet from a specified account. The ePaper display was then framed, hung on this wall, and set to update via wi-fi every five minutes.

By this time, however, the idea behind the project had evolved. "We were now in early 2017," says Dinkelspiel, "and USA now had a president tweeting."

price changes as smart shelf labels for retailers, educating museum visitors as e-gallery cards explaining famous artworks, guiding passengers in bus stations in London and Singapore, directing traffic in Australia, and even revolutionizing how musicians access, transport and read music scores with the world's first dual screen e-paper music score device.

mentary "with each tweet creating a news story."

If this unique Trump Art is playing a role in Making America Great Again, it should draw attention to the new and wider business prospects of ePaper technology. You might even call it, "The Digital Sign of Our Times."

ePaper is a versatile technology once dismissed as a contender despite being rugged and tremendously energy-saving. But like Trump's Tweets, no criticism could slow down the development of the technology.

Today you'll find ePaper displays running meeting room solutions, marking

For example, the latest of Visionect's e-paper solutions is the Onethree, the first of its new Place & Play family. Onethree works straight out of the box by combining display, mounting hardware and built-in signage software in a single commercial device that is wire-free and without complex installation. And affordable by comparison to competitive LCD displays.

This display will soon find its way in hotels as reception signage, in offices as business metrics displays, in restaurants as a digital menu board, in medical waiting rooms as info boards, and anywhere paper signs might have been hung.

Especially since this 13-inch display features 99% more energy efficiency than other displays.

The manufacturer claims the same amount of energy it takes to prepare a cup of coffee can be used to power their new real-time ePaper display – for a whopping 12 months!

Visionect is so confident in the Place & Play device's ultralight energy consumption that they offer to cover an entire decade's worth of device-related electricity costs of each of their Onethree customers.

Now that makes ePaper technology something to tweet about, Mr. Trump. It's a real Sign of the Times.



Viscom 2017: Innovative advertising for Users

Digital Signage is unrivalled when it comes to reaching customers out of the home.

This is why the market for digital outdoor advertising is continually growing all the time: "Innovative solutions for Digital out-of-Home (DooH) and Digital Signage therefore also feature as topics at viscom, Europe's Trade Fair for Visual Communication held in Düsseldorf from 18 to 20 October. The event will be about emotional appeal, improved information and bigger business opportunities.

Artificial Intelligence for the POS

"A 'jolt' is going through the industry at the moment. 'Simply placing some screens in store is no longer sufficient, these new technologies should now also be harnessed for well thought-out digital signage applications. 'We need added-value oriented total concepts. His company uses Viscom 2017 to present precisely such an approach. Interactive screens at the POS, so-called Brand Ambassadors, not only estimate shoppers' gender, age and emotions but also identify the products in their hands in real time. This makes it possible to welcome and inform shoppers individually.

New features for the touch point

"Digital Signage must be able to do more than just display content. Content and players can now conveniently and remotely be managed and con-

trolled via smartphone in almost real time. This, for example, allows retailers to better control their campaigns at the POS. Another new feature is an interface with public address systems with which authorities and municipal offices can call up customers optically and acoustically. Furthermore, content can now also be delivered simultaneously on several screens even without an identical playlist. This means that even live streams in all customary formats can be simultaneously screened on all terminals.

Viscom visitors can look forward to further highlights such as concrete POS applications, digital assistants and a stele with digital signposting for shopping malls

Smart advertising landscape for retailers

Which merchandise interests shoppers at my store? Which information should I offer them in addition? How can I sell shelf warmers? The answer is an interactive digital signage solution for the POS. Goods that attract shoppers' interest by means of a camera built into the displays and automatically adjusts the advertising messages at the POS to the actual interest on site. Shoppers are guided through the store by themes and even shelf warmers that fit in with the theme can be offered. Extensive evaluation options round off the range.



Innovations at the Digital Retail Space

Another interesting topic at viscom 2017 will be digital signage solutions especially designed for digital retail and brand communication. The Digital Retail Space (hall 14, booth E35) considers both large integrated solutions and small individual ones – in a total of four categories: "InStore" stands for digital projects and applications that advertise and sell in store. "DOOH" comprises digital solutions and campaigns in the out-of-home segment. "Customer Journey" looks for digital projects that accompany shoppers across various channels all the way down to the final decision to buy. "Start up Ideas" is designed for newcomers in the sector who have not been on the market for more than three years and have less than ten employees.

18 | 19 | 20 october 2017
messe düsseldorf

**WE
CON
NECT**

INNOVATION | INSPIRATION | INFORMATION

What will change
your business
in 2017?
www.viscom-messe.com/success

Organized by
Reed Exhibitions

viscom
düsseldorf 2017
europe's trade fair
for visual communication

The Digital Signage Summit Europe Reveals Digital Signage retail evolution

DSS Europe 2017 delivered on its promise to provide a business roadmap for the International Digital Signage and DooH industry as record numbers of delegates attended the two-day conference and expo in Germany on July 5 and 6.

Attendance at DSS Europe, the first to be held at the ICM – Internationales Congress Center in Munich, was the highest in its 11-year history. Almost 700 attendees came to the conference and expo representing an increase of 53% on the 2016 edition.

Great emphasis on facilitating networking and matchmaking

The conference theme this year was Digital Signage at the Crossroads – New Technology, Changing Demand and Market Consolidation. The evolutionary role of Digital Signage in a business and retail environment that increasingly embraces audio, scent and augmented reality while at the same time was going through a period of market consolidation.

On both days the twin conference tracks covered DooH and Smart Cities in one track and Digital Signage and Retail Experiences in the



Florian Rotberg

Digital Signage in this sector.

Electronic shelf labels and led modules remain particularly popular

The professional display market in Europe and the Middle East grew by almost 12 percent last year. This increased the number of large format screens. As has been the case in the past, individual large scale projects can have a positive effect within individual markets.

The figures certainly reflect continuing strong demand in Europe's largest market, Germany. In addition to catch-up effects, the many innovative

concepts that have entered the market are certainly reasons for recovery and rising demand. There is also good news from Russia: while the

market weakened there in the past due to the recession and currency problems. The Scandinavian and Benelux markets remain stable and strong.

Although the UK is still one of Europe's leading markets, the planned withdrawal from the European Union has had a strong dampening effect on the market. Numerous projects were stopped or put on hold due to the ongoing Brexit debacle. Although these projects are supposed to be resumed in the current and coming year, this is not very likely given the negative developments in British retail and gross domestic product. The UK slipped to the third place and France took second place.

Conceived for Digital Signage projects, projec-



tors – thanks to the laser is bectechnology – can now be integrated into shop buildings without any additional lighting. The development of LED technology is also particularly interesting. Even high resolution content can be easily viewed from a small distance. LED walls are increasingly serving as an alternative to LCD video walls. Service has become much easier, since most new products have front access for maintenance. The trend in the market and the observations clearly show that LED technology is becoming increasingly important. The Digital Signage market is becoming visibly more mature.

Going forward, let's continue to monitor, analyse and adapt the capabilities to the needs of the customers. The focus at DSS Europe remains on creating and developing business opportunities as well as providing market insight and intelligence.

Save the date: Digital Signage Summit ISE takes place on February 7 2018 in Amsterdam.



other. Through a mix of presentations and panel discussions, over 45 leading experts have been assembled to identify the strategies capable through the use of Digital Signage and DooH technologies.

Florian Rotberg, DSS Chairman and invdis consulting Managing Director, the opportunities. For retail we are looking at integrated, holistic solutions, engaging customers in innovative and flexible ways. Digital Signage will be right at the heart of the in-store offering whether it's being used to deliver information, storytelling and entertainment. With the coming together of content, big data, and programmatic we will see the transformation of Digital out of Home marketplace. The result of this will be the increased personalization of

