

# Communications Business Solutions

N°65 June - July - August 2019



## The Role of Emotion in Experience Design

Let's start with you. Yes – you - the person reading this article. You're an individual. You have a mind of your own. You have your own preferences, your own aëideas, your own biases. You like your eggs sunny side up and you really don't like it when someone interrupts you when you're talking. You think these tiny details are on autopilot, but they aren't. You and your choices are driven by emotion.

Page 2



## New Requirements for Hotels

Times are changing and so are hotel offerings. They are increasingly adapting to the expectations of their guests by improving the customer experience.

The current stage is where advanced technology blends as harmoniously as possible with human involvement.

What is sought for today is clear: well designed, modern spaces equipped with facilities that work. The underlying idea is also to create a positive impression on the participants.

With this renovation, there is the constraint of an unbroken connection, unsurprisingly. And that's not all.

Page 9



## CEOs Are Benchmarks For Their Staff

The study issued by the "Edelman Trust Barometer" says it: 75 % of persons interviewed say it is the employer, the boss, the CEO who represents the most credible information!

Page 4



## The power of tribe: the real binder of members of Associations

In my search for the success in the golf business, I found out that the golf course and the game itself have little to do with the decision whether people stay or not.

Page 10



## The Evidence is Clear A wider audience with more intense engagement

Page 13



## A dose of common sense... and everything goes well!

Let's go back a little, for a moment, to the origins of videoconferencing. Rather, let's take a look at what it was like about twenty years ago.

Page 7



## A "Cash Machine" in the Shop Window?

Page 13



## DSS Europe 2019 will put the customer first

Page 15

# The Role of Emotion in Experience Design

*Let's start with you. Yes – you - the person reading this article.*

You're an individual. You have a mind of your own. You have your own preferences, your own æideas, your own biases. You like your eggs sunny side up and you really don't like it when someone interrupts you when you're talking. You think these tiny details are on autopilot, but they aren't. You and your choices are driven by emotion. Think of all the times you lost an argument with someone despite having all the facts. Ask yourself why you lost when you had reason and logic on your side. The answer is simple: decision-making is driven by emotion.

As event organisers, we're in the business of people, and people are driven by their emotions. This knowledge is power, because it informs how we design events that tap into the

emotions of a specific audience. This morning, did you eat the first thing you found on the buffet table? No, you decided to eat what was going to make you happy. It's as simple (and as complicated) as that.

A few years ago, Neuroscientist Antonio Damasio, made a ground-breaking discovery. He studied people with damage in the part of the brain that generates emotions. He found that while they otherwise seemed perfectly normal, they were not able to feel emotions. They also had something else in common - they were not able to make decisions. They could articulate what they should be doing in logical terms but couldn't make simple decisions such as what to eat or what to wear. Since most decisions have both pros and cons, they couldn't find a



Tamlynne Wilton-Gurney  
Chief Ideas Officer idna Africa



Green Building Convention hosted by the Green Building Council South Africa

way to decide.

This is why it's so important to focus on the emotional brain – this is the oldest part of the brain or what neuro-marketers like to call the “reptilian” or “instinctual” brain. Both the amygdala and hippocampus are located here, both of which play an essential role in the formation of new memories about past experiences. Simply put, this is where the 'BUY' button is located. This is also where the 'run like hell' button is located.



Africa Play Conference hosted by LEGO Foundation

To put it in simpler terms, when you like something, your pleasure centre (located in your reptilian brain) is activated which releases dopamine. When you don't like something, it's processed by your endocrine system and the fight or flight response is triggered.

How do we as event professionals target the right part of the brain to trigger the desired emotions? Organisations can no longer fill a venue with people, prop a cool speaker in front of them and hope for the best. They need to go back to the absolute basics of the people who they hope will attend their event.

Henry Ford once said: “they can have any car they want, as long as it's black”, but the difference between Ford's time and ours is that consumers are spoilt for choice. The world has become bigger and more accessible. You can't just put any block of cheese

down and expect the mouse to come running. Even the mouse is getting fussier.

We don't just sell a ticket to an event – we sell a unique experience that can only be accessed with that ticket. Experiences drive emotions. Joseph Pine and James Gilmore, co-authors of the article 'Experience Economy', argue that leading companies - whether they target consumers or businesses - will find that the next competitive battleground lies in staging experiences.

Emotion is at the heart of experience design. Done well, experience design will deliver brand loyalty, repeat event delegates and buy-in from customers and employees. Ignore emotion, and your event will be dead on arrival.

Humans actively seek out experiences that meet their emotional needs. So how do we design experiences that stimulate the emotions we are after? We focus on the "old" brain! Just a few examples include:

**Target the reward centre:** This can be done by providing networking opportunities, CPD points, competitions and leaderboards, goodie bags and awards. CSR initiatives such as building a house for a community or painting a school also activate the same area. Create opportunities for meaningful connections. Just one meaningful connection can change your perception of the event in its entirety.

**Engage the senses:** The same region of the brain that processes the five senses is also responsible for storing emotional memories.



Africa Play Conference hosted by LEGO Foundation

What we hear, taste, feel, see and smell provides us with information on how to feel. USE the senses to your advantage when designing your event.

**Focus on comfort and interest:** It's vital that you understand your target audience so you can ensure that the experience is designed with their preferences in mind. Seating style, personal space, activities and "aha!" moments are all key here.

**Provide opportunities for intellectual engagement:** Yes, delegates are at your event to learn. But whatever the subject matter, it shouldn't bore them to death. Events (no matter how small) need to be designed to stimulate delegates.

**Teach them something new, provide them with an opportunity to grow personally and professional-**

**ly, and give them the opportunity to share their own knowledge and experience.**

**DO NOT SENTENCE THEM TO DEATH BY CONFERENCE** (this is also achieved through death by PowerPoint and death by shell scheme). Limit the duration of talks and vary the methods and presentation styles of your speakers.

We only really have two emotions. Love and Fear. Everything else is on the continuum. If you dislike something, ultimately you fear it, and if you fear it – you're going to run like hell. So... which part of the brain will your next event stimulate?

**About the author:**  
Tamlynne Wilton-Gurney is the founder and chief ideas officer of idna (pronounced idea-NA) a strategic marketing agency specializing

in association brand building and event and conference management. Her background in psychology gives her a deep understanding of the human mind and how it impacts the decisions we make. She believes that events provide a powerful platform to inspire change and influence policy and combines her knowledge of psychology, marketing and sociology to create touchpoints that are truly unforgettable.

Email: tamlynne@idna.co.za



Keizershovestraat, 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  
Keizershovestraat, 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.



Africa Play Conference hosted by LEGO Foundation

# CEOs Are Benchmarks For Their Staff

**The study issued by the “Edelman Trust Barometer” says it: 75 % of persons interviewed say it is the employer, the boss, the CEO who represents the most credible information!**

## A huge loss of confidence

In a world of social media, fake news and an overload of information, this is something surprising. But the results are clear: the employer is trusted much more than NGOs (57 %), governments (48 %) and social media, which are being turned away from more and more, as several articles we have published have already emphasized.

In fact, as Richard Edelman, president of the company with the same name, says, “The last decade has seen a loss of confidence in authority figures and in traditional institutions. And more recently people have also lost confidence in social platforms.”

In the end, people are falling back on their close relationships, which are under their control, and are more particularly turning to their employers. CEOs are expected to be the spearhead of change.

More than three-quarters (76 %) of those interviewed said that they want CEOs to take the initiative for change rather than waiting for the government to impose it. And 73 per cent believe that the company can take measures that increase its profits and improve the economic and social conditions of the community in which it operates. Employees expect potential employers to actively join them in standing up for social issues (67 %).

Ultimately, companies that do so are rewarded by employees having greater engagement (83

%), defense of their interests (78 %) and loyalty (74 %).

## Trust at Work, quite simply

“It is the emergence of a new contract between the employee and the employer, which we call Trust at Work,” continued Edelman.

“This contract is based on several specific actions by companies: driving change, setting an audacious goal that attracts socially engaged employees, making it a central objective for the company, and empowering employees by informing them directly of the issues of the day.

It’s a matter of starting locally and talking directly about the issues of the moment. Smart companies will build trust from the inside out, keeping their employees as the central point.” This “localized trust” is part of a context where we are witnessing the greatest gap ever seen between the “informed” public and the “general mass” of population.

The informed public has increased its trust in developed markets (65 %), while the population’s trust remains stable (49 %).

This difference in trust also depends on people’s gender. Thus the confidence gap be-

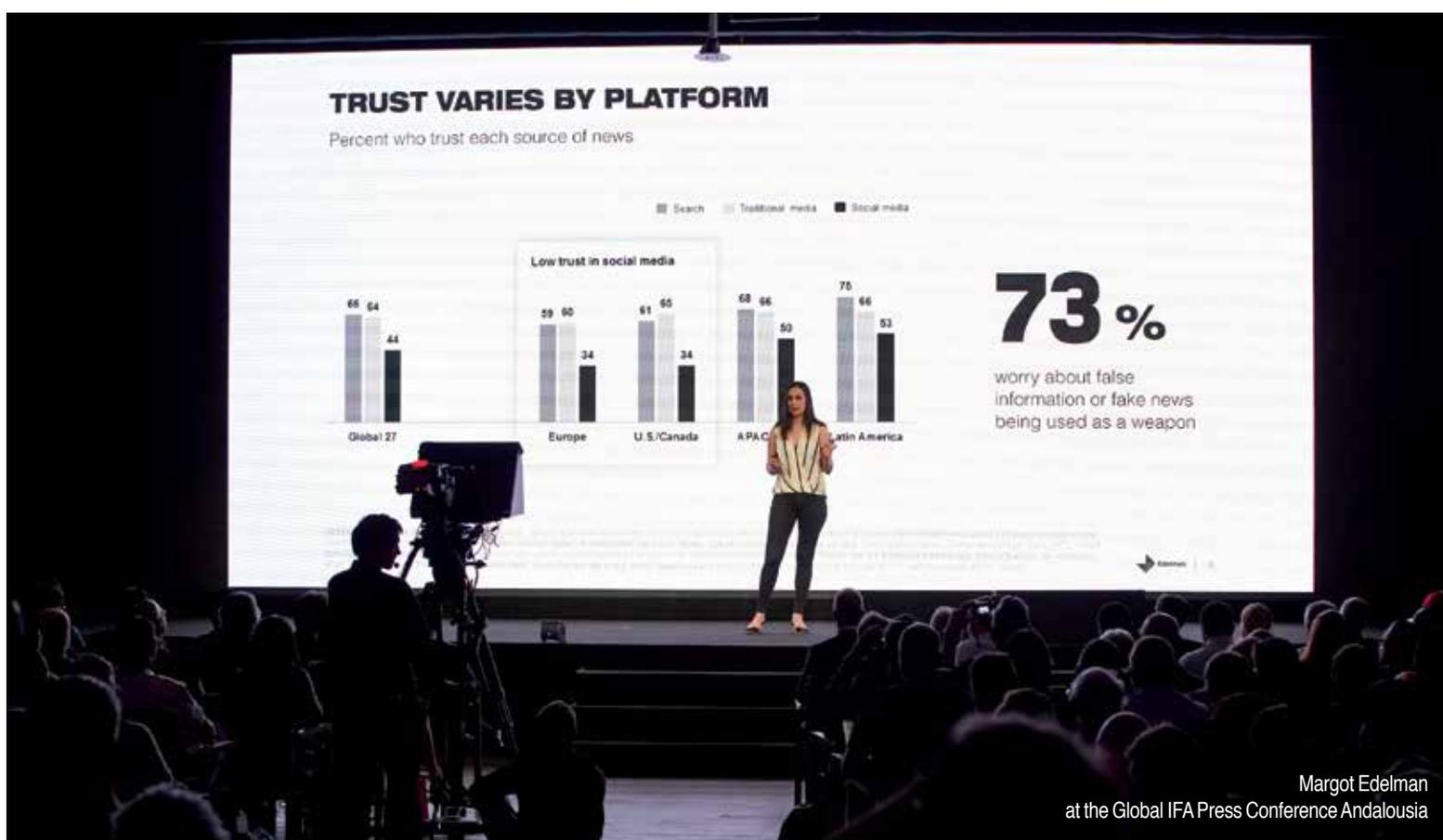


Margot Edelman at the Global IFA Press Conference Andalusia

tween the two sexes reaches more than 10 points in several developed markets, including the United States, which is explained by the lower confidence of women in business.

For information, trust has increased in 12 sectors out of 15, technology (78 %) remaining the most reliable, followed by manufacturing (70 %) and the auto sector (70 %), which has seen the strongest boost at seven points. Financial services, which rose by two points to 57 per cent, was once again seen as the least reliable at the global level.

In the light of these results, business leaders need to evolve and enrich their traditional role by providing benchmarks that allow their staff to stabilize.



Margot Edelman at the Global IFA Press Conference Andalusia

# Generation "Z" Is Becoming Suspicious of Social Media

*Is Generation Z backing away from social media? It would seem that this is more and more often the case!*

Yet, the "Zs" are digital natives, and grew up with the internet just one click away. However, and against all expectations, they seem to be keeping their distance from social media.

## Social media leading to bad feelings

This trend is verified by a recent survey where more than 60 % of "Zs" intended to "pause" their use of social media and more than 30 % simply wanted to get rid of this "enslavement". It should be noted that these are different attitudes than those encountered in Millennials, who did not grow up with social media and are therefore (maybe) less susceptible to specific "traps".

But there are reasons for everything... One of them is that the "Zs" believe that the use of social media leads them to consider their personal life as boring, because social media is continuously making comparisons. Here you see a "friend" basking on the beach in Miami, there you see another busy shopping on a lively street in Brussels... while you are just ...resting on a couch.

The result is that many users of social media feel "inferior", "lacking in self-esteem". Another somewhat perverse consequence is they sometimes "invent" a "parallel" life, richer but

false, so as not to appear like a nobody. Finally, the "Zs" often come to the conclusion that social media only makes them "depressed" and "wasting their time".

## Communication must adapt to this maturity

But be careful, this does not mean that the "Zs" are completely abandoning social media, rather that they are using it much more critically than in the past, for all the reasons we have just mentioned.

In addition, the "Zs" are particularly sensitive about the use of their personal data that they want to see respected as such.

All these considerations have consequences for companies and enterprises that want to communicate via social media.

The sequences and scenarios have to reflect real life and not idealized situations that lead



to diminished self-esteem. Inserting paradise beaches, private jets, VIP lifestyles will no longer be effective.

Given this new maturity of the "Zs" it will also be necessary to avoid sequences that are too long, and it will be a matter of getting straight to the facts, simply and concisely.

This is a rich lesson, because doing so will allow Generation Z to be reached effectively. Brands that understand the motivations of Zs and who know how to adapt their messages accordingly will have a chance to stay connected with this growing generation of consumers.

# How Poorly Trained Managers Are!

*Managers are poorly trained! This is a sad fact, but it follows from a simple observation: companies don't invest in training them.*

Everything happens as if it was believed that things would go on smoothly, that the new manager would magically know how to manage people, because somehow they would have learned the techniques and know-how from the manager who preceded them. This is a very risky assumption.

## Just a list of procedures, nothing more!

What a new manager inherits is a list of processes and procedures for managing records. It is therefore a long way from providing the basis for energizing teams and moving them towards success. Staff expects a "vision of the future" from their managers.

These are general considerations that lead to a necessity: that of manager self-training, when they become aware of the situation. This prior awareness is essential, of course.

They then, for example, need to attend institutions that offer possibilities to improve their training.

Or else study high quality books on the subject of leadership and personnel management, while being helped by a mentor either internal or external to the company.



## The magic of communication with peers

Another interesting avenue (and parallel – one does not prevent the other) is to regularly register with conferences and events on the theme of personnel management. Not only will the speeches of the speakers (usually high-flying) be of benefit, but there will be participation in the networking related to the event where there can be discussions with peers who also, by the force of things, had to learn "on the job".

There's nothing like speaking about pitfalls encountered and the resulting solutions to be-

come trained! In addition, this networking is likely to lead to continued relations, very useful during the rest of your career – people are found with whom concerns can be shared and who will help to resolve them.

It will also be necessary to keep in mind this simple truth: a good manager is well trained, of course, but he has to remain "himself", it is out of the question for him to "play a game for which he was not made".

He needs a tailor-made suit, but he is not the one that has to squirm to wear it!



# Employees Are Swarming, the "Office" Has to Adapt!

***Collaborative work in companies is increasingly calling on teleconferencing and communication tools to bring teams together, even if they are composed of nomad workers.***

It has to be acknowledged that mobile technologies have considerably changed the relationship between employees and their company.

## **Remote work triumphs!**

Remote work, mobile teams on the road, sales forces, all these people are in many different places, but they have to keep in touch. And more importantly, they have to share their information, absorb new concepts, and continue to work with their colleagues who have remained "in the fold".

The numbers of remote workers, for example, have exploded. It's normal, when you consider the traffic on the roads and the loss of time associated with it. And then there is the personal pace, much better respected in the philosophy of remote work. This flexibility in working time is highly appreciated. Some employees like to take advantage of the early morning to get through important work, while others prefer to wait until afternoon to make a big push. This success of remote work lets it be seen as a real lever for business development. Because the results are the key: a recent study

shows that the worker who works remotely generates more productivity and the work he produces is of higher quality.

Everyone comes out winning, because it has also been noted that there are fewer absences due to illness (on the order of 5 fewer days per year).

## **Flexible spaces and shared work**

Under these conditions, it is obvious that the layout of "offices" has been redesigned. Today it's a matter of creating innovative spaces and flexible architecture. This new layout of spaces is in line with the needs of employees, but it has to be able to evolve on the fly according to the demand.

This is how today it is the reign of flexible spaces that do not include designated offices. The employee may, for example, reserve an office for a specific time slot during the day, based on the available places.

The flexible office is also a new concept according to which the employee settles down, with his notebook and smartphone... wherever there is room. The company can then segment

its floor area into "spaces" dedicated as "concentration", "relaxation", "discussion", for example. The underlying idea of the flexible office is that it will be considered by the employee as a living space in its own right, like the personal home.

On the road, in the field, mobile employees will be looking for "co-working" spaces. These may be hosted in hotels, conference centers or even present themselves as dedicated structures as such, and independent. A constant for these shared workspaces is that they are equipped with state-of-the-art technological equipment, allowing (among others) videoconferencing and collaborative work with the remote company.



# Do You Have a Real Role in Your Meetings?

***Improving the effectiveness of meetings is a constant challenge for businesses. It has to be remembered that an effective meeting produces good business decisions, which are vital for the company's health and future.***

However, many managers quite openly question how they can spend so much time in meetings that often appear to be unproductive.

## **Hope in a bottle thrown into the sea**

It comes down to a kind of paradox: you spend the whole day in meetings and you can only think peacefully after 6 pm. Let's stay optimistic nonetheless: about 35% of people who responded to a survey feel that the meetings they attended were high quality.

It is therefore interesting to learn from the best practices on the subject. To do this, there are some useful clues that could be presented in the form of a few questions.

The first is the importance and questions your very presence at a meeting. "Is it important to have a meeting?" Underlying is the question of the importance of the meeting ITSELF. Are the decisions made there going to be followed up and actioned?

This point is not trivial, because more and more frequently we get bogged down in major discussions that do not lead to decisions, OR what is decided does not have the force of law (with-

out having the competence to do so), which leads to the practical nullity of the decisions made. We then console ourselves while send-



ing the meeting minutes up the hierarchy, with a hope corresponding to that which you would have throwing a bottle into the sea.

Before attending a meeting, it is therefore a matter of having full information on the purpose and the very core of the topic to be addressed.

## **Your competitors can win the business!**

But the role of each participant must be determined. In other words, will an involvement have any real influence? Don't forget that in many cases (unfortunately) the die is already cast

and the decisions have already been made. Setting up a meeting is then a sort of an alibi: it is used to prove, wrongly, that the decision was collegial.

On the other hand, the meeting can hinder responsiveness. If the slightest decision is to be made, the speed of action is lost which is indispensable in our time where promptness is a competitive advantage. Your competitors can benefit from this latency, which has forced you to "shoot later", and win the deal.

Last but not least, it is also necessary to question the information that will be available at the meeting. Does the subject matter call for experts to be involved?

Will they be able to be heard? If the purpose of the meeting is this technical point, should "tourists" be invited (it's often done, simple observers from other departments or "non-essential" individuals and persons "not competent in the subject") in addition to the real decision-makers?

By cleaning up the field in this way, only meetings that have every opportunity to be really productive will be retained on the agenda, where we can truly play a real role.

# The Good Idea of Videoconferencing Via the Cloud

*Videoconferencing is more and more frequently taking place in the cloud. This is videoconferencing as a service (VCaaS).*

New techniques guarantee the same reliability and quality as using traditional on-site video infrastructures.

propose will have to be “flexible” and user-friendly.



## “Flexible and user-friendly”

The cloud has many advantages: lower cost, no concerns about management and improved user experience.

But whatever the technique, the videoconferencing solution has to actually be used by collaborators. In other words, there is no question of IMPOSING its use, but staff must be made aware of the benefits and want to take advantage of them. Indeed, we must not forget that we are living today in a world where everyone has their own peripherals (smartphones, computers, tablets), and that seeing oneself on a screen is no longer a discovery, it’s something we are getting used to. Under these conditions, in order for the company to avoid a myriad of devices from connecting in a “wild” and disorderly way to do videoconferencing “on the job”, the solution it proposes has to be accepted.

Once again, we must put ourselves in the shoes of potential users. And they will not be aware of your videoconference in a large meeting room – their first contacts will be through their office computer, which implies that the system you

## Be open to “mixed meetings”

Nonetheless, meeting rooms (from “formal” rooms to huddle rooms) remain very much in use. Indeed, meeting physically still allows for better working together than through videoconferencing and, when possible, is the prime solution for employees who share a single location. However, these people gathered together have to be able to include remote collaborators in their discussions (not present in the room) and allow them to be aware of the discussions and to participate in them.

More and more often we are seeing mixed meetings where physically gathered teams are in discussions with their nomadic colleagues.

The video conferencing solution in the cloud must allow this “mix” between fixed equipment and external mobile peripherals. Ease of use should be the primary criterion of choice, once quality and reliability are assured.

Ultimately, any system chosen must provide the necessary scalability and be able to follow the growth of your company.

## A dose of common sense... and everything goes well!

*Let’s go back a little, for a moment, to the origins of videoconferencing. Rather, let’s take a look at what it was like about twenty years ago.*

A bright future was predicted for it, but it had to face big challenges. Its price was very high, the quality was rather uncertain, unreliability was a concern, and problems of interoperability were a headache, with each manufacturer having its own “closed” standards.

## Now fully open

Today, all the weak points have been eliminated. Videoconferencing has become an affordable means of communication and it is not confined to dedicated rooms – it is found at all levels of the company. Starting it up is now user-friendly, with voice commands helping greatly. At the same time, the quality and reliability have become impressive.

But it has gone even further: today, videoconferencing does not allow JUST connecting one room to another, it is also integrated into other actors, including computers, tablets and smartphones. You can have access from wherever you are, with whatever device you want to use. A conference room can thus communicate with a huddle room, with a salesperson on the road and with a collaborator in front of his computer screen at home. It is now fully open.

There are obvious inherent benefits to video-



People were absolutely unused to being filmed, when they were just on the phone. The camera, they thought, was for TV presenters or actors.

This is obviously not the case today, where everyone has entered the world of live video, even if only by social media and more generally by the massive use of smartphones that allow filming in a jiffy. The general public is now culturally ready for videoconferencing which is no longer emotionally exceptional.

conferencing. It allows for more productive and shorter meetings and increases the impact of a presentation. When videoconferencing is used, remembering is proven to be better.

## We have left the “camera syndrome” behind

Even more important, we have left the “camera syndrome” behind. Yes, remember, at the very beginning there was fear, fear of the camera.

All the more reason to implement “smart” videoconferencing in the company, respecting the “workflow” of employees. It has to serve them, simplify their lives, be a help, save them time. Arriving at this stage was almost impossible in the past, given all the constraints that videoconferencing entailed.

It could be that today a simple dose of common sense is enough for everything to go well!

# Small, Quiet and Intimate Spaces... Equipped With Videoconferencing!

*Company meetings take place at two speeds: traditional big meeting rooms and, more and more, "huddle rooms".*

This situation is mainly related to the massive arrival of the Millennials, as well as changes of points of view about collaboration and remote working.

## A real tsunami

The culture surrounding meetings is changing, because employees prefer meeting rooms to actual conference rooms for ad hoc meetings. This change is the result of demographic and cultural changes in the workplace.

In fact, huddle rooms are a real tsunami: there are more than 32 million worldwide! At the same time, by 2030 Millennials will represent more than 75% of workers and, quite logically, trends in equipment for meeting rooms are changing.

Videoconferencing is becoming a real necessity and everyone has to participate, including teams that are not within the company's walls.

Huddle rooms equipped with videoconferencing do the job in

the most efficient way. In fact, when employees are interviewed, more than 65% believe that a huddle room would benefit from videoconferencing tools.

## A completely intuitive videoconference

A sign that times are changing, the use of videoconferencing is becoming much more intu-

itive and hence much less formal and scheduled than in the past. Teams are focused on increasing productivity and go into impromptu meetings where they will quickly and effectively reach out to another outside collaborator.

We have moved from the culture of individual work to teamwork. Videoconferencing goes beyond easy file sharing, and helps create a new "team culture". Under these conditions equipped huddle rooms are perfect tools to achieve this goal.

With companies frequently designing open floor plans to foster a more collaborative atmosphere, teams need an isolated space to allow them to collaborate on moving various projects forward.

This is the role of huddle rooms that offer an intimate and quiet workspace for small groups, as well as the technology and tools required that favor collaborative workflows.



## An IFA Berlin at the crossroads

*Andalusia recently hosted the press conference about the IFA (IFA is the world's leading trade show for consumer electronics and home appliances), which brought international journalists together.*

It was learned that the main speakers at the IFA Berlin will be Richard Yu, Chief Executive Officer of Huawei, and Christiano Amon, President of Qualcomm. The IFA reiterates its confidence in the technology sector.

## "Co-innovation" at the heart of the experience

Christian Göke, CEO of Messe Berlin, insisted on the "co-innovation" which is at the heart of the IFA experience, saying, "Only the IFA can capture the real magnitude of the industry, because innovation involves companies from diverse backgrounds. So tomorrow's smart home will be born of a combination between the consumer electronics sector, the health and welfare sector, that of home appliances and many others... And the only place where you can see all these sectors together is the IFA."

Hans-Joachim Kamp, Chairman of the Supervisory Board of the GFU Consumer & Home Electronics, organizer of the IFA, said that "more and more products use artificial intelligence which allows them to improve their performance over time, while voice-controlled systems improve the use of devices and broaden their use possibilities." He also indicated that it is expected that there will be stable develop-

ment for consumer electronics as well as new growth in the field of home appliances.

The IFA will also be a showcase for Japan's technological excellence. This country will be IFA NEXT's first "global innovation partner".

## Beware of losing consumer confidence

There remains the interesting contribution of Margot Edelman, Vice-President of Edelman's Silicon Valley office, the world's largest public relations company. She emphasized that confidence is one of the greatest challenges of the technology industry in 2019. Although the technology sector continues to be the most trusted in the world, the public is skeptical about all these new technologies – from block chain and artificial intelligence to autonomous vehicles and robotics. "Confidence gives companies the authorization to move forward," Ms. Edelman declared, but overall, "many people feel left behind by the pace of innovation." 47% of respondents believe that technical innova-



Dr. Christian Göke Chief Executive Officer  
Messe Berlin Group

tion is too fast and will lead to changes that are not good for ordinary people. Technology companies now have the duty to play a bigger role in society, especially to help people acquire new skills. Words of common sense!

The Berlin IFA will be held from September 6 to 11, 2019

# A Market in Full Growth to Profit From!

*Companies are increasingly favoring hotels to host their meetings and conferences. This is a fundamental trend and it affects groups of all sizes, whether 400 persons or small groups of thirty people.*

In doing so, companies are discovering that there are very different offers, because many hotels have adapted to the new requirements and have freshened and modernized their offering.

## Taking good care of companies

What is sought for today is clear: well designed, modern spaces equipped with facilities that work. The underlying idea is also to create a positive impression on the participants.

With this renovation, there is the constraint of an unbroken connection, unsurprisingly. And that's not all. The preliminaries also have to be as simple as possible. In some establishments there are now "touch of a button" solutions that permit immediate use of devices and screens with no connecting wires. More sophisticated again, some hotels already offer holographic conferences that project 3D versions of people of products.

But there we are in an area that aims to "pleasantly surprise", because the great majority of companies seek a very fast Wi-Fi connection above all. It is also worth emphasizing that one does not prevent the other, of course!

Another desire of companies is for everything to be hosted in the same place. Meetings, meals and rooms.

## Lighting, food and wellness on the program

Meetings, meanwhile, do not necessarily take place around a table, as is the usual technique. There are sofas around low tables, quiet areas for reading emails, flexible partitions, sliding doors, the ability to create "huddle rooms", and, above all, maximum adaptation to the customers' specifications.

Today, there is included the need to be open to outdoor lighting conditions with adjustable blinds. The spaces are airy, favor concentration, and have carefully selected plant elements.

Food for participants is also now an essential point. Fresh and healthy food will be served, prepared by local chefs who also cook creative dishes.

Wellness is also on the program with fitness rooms (it is "good fatigue"!), spas, meditation or



Belmond Hotel Monasterio Cusco Peru

yoga sessions and bars for relaxation. These achievements are fully or partly present in new establishments and are present in the renovation plans for most hotels that want to have an attractive business offering. These hotels have sensed the winds of change and know that these offerings will benefit from a return on investment and being a place of choice in the list of establishments that will appeal to companies. The market is clearly in full growth, and must be taken advantage of!

## New Requirements for Hotels

*Times are changing and so are hotel offerings. They are increasingly adapting to the expectations of their guests by improving the customer experience.*

The current stage is where advanced technology blends as harmoniously as possible with human involvement.

### Technology must NEVER complicate things!

Of course, as everyone knows, the best technology will never replace human involvement, but it does provide remarkable help. This is what customers expect. In a way, technology has the task of "cleaning up" the request, refining it as much as possible and then passing it on to a human. The latter, the hotel staff, will have fewer transmission tasks to perform and many more "decisive" actions.

Thus conceived and used, technology provides an increasingly decisive competitive advantage to establishments that use it wisely. Any implementation of technology should lead to a solution or simplification and NEVER complicate the operational process.

More and more often, artificial intelligence is being used to analyze situations and improve the proposed solutions.

An important point is emerging: the need to know and to recognize the customer, in order to propose offerings in line with their usual expectations and suggest possibilities that extend



them. This way of operating values the customer and encourages them to consume more.

### Subtly incorporate the "human touch"

This customer personalization is proving to be essential. It also goes through the customer's personal smartphone, obviously.

The more relevant suggestions are and take into account his tastes and interests, the greater his satisfaction. He then feels that he has a

"privileged connection" with his host.

It is also in this area that artificial intelligence will play an increasingly predominant role in exploring needs and perceiving desires.

There is an increasing number of travelers. Air travel is increasingly popular and used, with the IATA (International Air Transport Association) estimating that the number of trips will double by 2037. This development must be taken advantage of and adapted to.

While in the past the "average" customer expected to find a bath robe, a minibar and a hair

blower, today he wants to find ultrafast Wi-Fi and state-of-the-art technology in his room. And also highly personalized service. And that's not all. Smartphones, tablets and notebooks impose new requirements that are only going to increase over time.

More than ever, the hotel has to stand out by offering this type of high-tech service, but continuing to provide its guests with the benefit of a subtly incorporated "human touch".

# The power of tribe: the real binder of members of Associations

*In my search for the success in the golf business, I found out that the golf course and the game itself have little to do with the decision whether people stay or not. Here is my journey of finding out what people binds. During the latest edition of the World Conference for Association Executives last April in Göteborg I presented my story.*

Some 15 years ago I was managing a golf course. I can say pretty successful. Business was booming on our beautiful golf course. Big bonuses for the general manager and I felt I understood the business like no other. But then the financial crisis broke out. Suddenly the success of the golf course went down. No more waiting lists to get in, but to get out. At first, I tried to create a better product: nicer fairways, faster greens: a better golf course. But that made no difference at all. I did not know what to do next.

I was then invited to the birthday party of one of the first members of the club. Of the 50 people present I found out that 30 were also members since the beginning of that club. What a strong social bonding when 60% of his close friends were member of the club.

I started to look around for more social contacts and I found out that people do most things in groups.

And the group activates them. We live in Amsterdam in the old harbour where my wife used to swim once or twice per year. And now somebody started a swimming club via WhatsApp: 16 ladies joined and one man. She now sometimes swims 2 times per week.

Because there is a social connection she is much more active. And after the swimming



Lodewijk Klootwijk

there is coffee to drink and stories to share: it is a social thing.

I started reading books on the decision-making process. I found out that our brain has three parts. Our instinct is based on the oldest part: the reptilian brain. It is our read-only memory, based on millions of years of experience. Next, we have the limbic part, where our emotion houses and finally the biggest part: the neocortex where we take rational decisions which

separates us from the animals. But does it? I started reading books on neuroscience and I found out that our actual decision-making process takes place in the reptilian and the limbic part of our brain. The neocortex just finds a rational excuse for the decision already made.

If this is true, one of the strong instincts we have is to become part of a group. And if we are somewhere where do not feel we belong, we are no part of the group, so our instinct says: get out. And this is all very logical: only a few thousand years we would die without being part of a group.

In the USA big corporations found out that a good "onboarding" process for new employees including a strong part for social connectivity with new colleagues has a much higher success rate for the performance of the new employee compared to onboarding with a poor or minimal social part.

How is the onboarding process organized by your association? And why are new members especially important for the future of your association? Why are they more important than existing loyal members? The new ones will bring new members once we make them fans of the association. The network of the old members dried out. 80% of new members in the US golf business are brought on board by new members.

The trick is that the new member is the first one to leave. Why? Because we do not focus on setting their instinct at ease, we do not fo-



cus on making them at home within our association by making them socially connected.

And it gets better. Harvard did a 75-year social study following a group of more than 700 young men.

The biggest sociological study ever. Trying to find out the reason that some people are not so happy, ill a lot of the time, die younger than others who are happier, healthier and get older. They found out that the nr 1 difference between the happy and not so happy group is relationships: the happy group has more meaningful relationships. Loneliness kills. And why is that? Oxytocin is the neurohormone that is released in our brain when we have those good and



want to bring. What if you only focus on social and not accomplish anything with your association: than your members will start complaining

club. Hardly any new members were present. The group was socially very strong, so strong that there seemed no room for newcomers. There was no onboarding process at the club to mingle the newcomers with the existing members.

Make sure you have a strong onboarding program for your new members and only leave them alone when you are sure they are socially well connected within your association. If not, your association might not have a bright future. But when you succeed in creating Oxytocin for your new members and therefore making them a big ambassador for your association: success assured!

*Lodewijk Klootwijk is secretary of the Golf Course Association of Europe and a well-received key-note speaker. He performed as keynote in Europe, USA, Canada, Australia. He had the highest evaluation in 25 years of the NGCOA (National Golf Course Owners Association) of Canada conference with a 98% score.*

Email: lk@nvg-golf.nl

strong relationships. And it is a booster for our health.

And we did our research in golf. Nearly 1.000.000 surveys were filled in by members and new golfers. The strongest correlation we could find was between the happiness of new golfers in the club and their social connection: the more socially connected the members are the happier they are with the club.

Nice and all but how does this affect your organization. If you want to keep your members, make sure they get and stay socially connected to other members. Have a focus for this and not only for the hard values you



# Improving Relations Between Managers and the Board of Directors

*Monica Fontana, Executive Manager ERA-EDTA European Renal Association - European Dialysis and Transplant Association at her presentation at the Medical Association Meeting in Gothenburg last April.*

The ERA-EDTA was founded in 1963 by a group of three “friends”, pioneering nephrologists interested by the development of this new medical specialty in Europe.

The first Congress was held in Amsterdam in 1964. All the Association’s activities took place with no one being hired. They were done directly by volunteers (nephrologists). It was not until the 1980s that the Association hired a secretary whose only task was to take care of the membership office, thus helping the treasurer in his activities. ERA-EDTA has approx 11,000 members.

## No decision-making power

During these early years, all the congresses were organized by external PCOs.

Over the years, more and more staff was hired and in the 1990s the Association hired permanent staff and therefore a permanent administrative headquarters.

The staff continued to manage memberships, as well as the annual meeting.

Fundamentally, the Association’s Board of Directors, was composed of volunteers who made all the decisions (from the venue of a congress to creation of a new project, etc.). Under these conditions, the duty of staff was simply to “follow orders”.

It was at this time that the first management “problems” arose. Senior managers found themselves having all the responsibility to manage the staff and initiatives decided by the Board of Directors, but with no real decision-making power... And things didn’t work out very well!

## “Internal” managers and “external” managers

Schematically, there are two types of managers: those who become one by having risen up through the company’s ranks, the “internals” in a way, and those who occupy the position from outside the company, the “externals”.

The following proposal will be based on the study of the first, those who become managers and who have had a professional career that has led them to the highest levels of management. We will consider the relations between the manager and the company’s Board of Directors.

The “natural” advantage of an internal manager is that the staff have come to know him, they are used to his way of working (and vice versa). Another asset is the overall view that the “internal” manager has of the history of the company and its culture. He also knows the dynamic and procedures that are involved in achieving a goal or an objective.

Of course, there are also disadvantages to promoting an “internal”. Since there is no “attraction to the new”, the “internal” manager can sometimes not be perceived as a “true professional” since he has always been there. This can also weigh on relations with the Board of

Directors since they can question the actual management training of the “internal manager” or because he has had, in the past, some problems with one or the other board member.

## Recommendations and advice

Some advice to reach the most harmonious relationships...

It is necessary at all costs to win the confidence of the Board of Directors, because nothing will be possible without it. For example, since most of the members of the Board are volunteers and you, as a manager, are paid to do this work, you must work for the association at least as much as they do.

You will also need to justify every proposal or request, as well as know how to explain your failures, by correctly analyzing situations and providing facts, objective evidence and measurable results. It is important to remember that the only people who make no mistakes are those who do nothing!

Remaining honest under all circumstances is a necessity. Negative points of a proposal must never be hidden nor the problems encountered. First because they always come to light sooner or later, then because the Board of Directors can sometimes help find good solutions.

It is necessary to try to be as objective as possible by presenting all possible options with the pros and cons of each of them.

This may sound odd, but you must never forget who is the “boss”, and it is essential to remain respectful. Of course you can make suggestions, but at the right time, in the right way and with the right people.

Admitting that you don’t know everything and if necessary seeking support or a contribution from an outside professional will be a very positive point. However, you have to stay firm when

you know you are right.

The criticisms to be faced must be taken as being challenges to do better still, knowing, of course, that it is difficult or impossible to please everyone.

Put into practice the adage “no sooner said than done”: act quickly, without losing time, once a decision has been made.

The association’s money must be used as if it were personal money and therefore managed “in a reasonable way”.

*Monica Fontana was born in the United States and raised in Parma (Italy). She started working for ERA-EDTA in 1991, the same year she graduated from Parma University (Master Degree in Foreign Languages). Her first task was managing the Membership Office. In 2000, still remaining in charge of the Membership Office, she became also the External Relations Manager, being responsible for the public relations of the Association and advisor to the Board of Trustees. In 2015 she became Executive Manager, role that she currently still has. [Monica.fontana@era-edta.org](mailto:Monica.fontana@era-edta.org).*



Monica Fontana



Annual Congress in Copenhagen (May 24-27, 2018)

# A “Cash Machine” in the Shop Window?

*When talking of digital signage, we mainly imagine applications outdoors. But here is one that is half-way, and it's quite interesting and original.*

It concerns traditional stores, the “bricks and mortars”. The idea is obviously still to attract a look, but rather to place the screens inside (it's obviously always possible, even desirable), arranging them... directly at the shop window.

## Attracting attention and persuading them to enter

Here is the principle: customers walk by on the sidewalks... and suddenly large images attract their attention. The clips broadcast are simple and direct, about products, promotions or various promises, no matter what – what matters is that they are brief, so they can be noticed in a very short period of time.

Word phrases are used to compensate for the lack of sound. These slogans are designed to clearly express the promises and are supported by eloquent images.

You will most likely think that it's already a tough sell and that this way of acting will collide with an obvious constraint: that of daylight (even sunlight) obscuring these screens and making them non-functional.

The good news is that this is no longer the case today – even under direct sunlight, certain types of screen, specially designed, work exceptionally well! It's just a question of select-

ing the right equipment. In the same way, the total footprint can be reduced.

## Arrange everything creatively

From this moment, it is possible to reach customers even before they set foot in the store and in this way they can be persuaded to enter... and that's the goal pursued!

There are many ways to position screens in the shop window. They can be placed simply or suspended or mounted. It's easy to imagine a layout where the screen overlooks a product that we want to put in the spotlight, for example. More sophis-



ticated, you could imagine several screens arranged side by side, with any object (a product, an arrow, a slogan, etc.) or a series of images scrolling from left to right. For example, in the center the main product and on the sides various possible uses (always focusing on the USE and not on the technical characteristics, of course).

In this way we have a smart and creative design that can be incorporated into any space. The tools are there, at your disposal. All that's left is to make it a “cash machine”!

# The Evidence is Clear – A wider audience with more intense engagement

*The Smartphone is the single most significant digital device of today. From using Apps to viewing brochures, websites, videos and presenting sales and marketing information, everything can be done from the touch of a button.*

Giant iTab has very successfully piggy-backed on this powerful marketing tool and combined it with large format touchscreens to create Giant Smartphones which can leverage any company, venue or

event marketing information and provide an informative and engaging customer experience which tells your story better.

During his Associate World Congress 2019 speaker session, Mark Jones, CEO of Giant iTab, explained the real benefit of Giant iTab Smartphones is that your customers already know how to use them, drawing in the crowds and turning a single user device into a group experience.

The familiarity and friendliness of Giant iTab's Smartphones has allowed Giant iTab to outperform standard digital signage. Research undertaken at IMEX, Frankfurt found that Giant iTab's Smartphone solution was vastly more effective than standalone touchscreens or kiosks.

Replicating the entire mobile experience attracts a far wider audience with more powerful engagement.

Their solution received 2.5 times more touches per user and twice the dwell time per user compared to standard touchscreen or kiosk alternatives. This equates to over 5x more return on your investment (5 x ROI).

This is why clients from events, retail, banking,



gaming, venues and events all trust the Giant iTab Smartphone solution to present their digital information in a trusted and “live” format. Whether you manage a hotel, venue, store, event or conference, Giant iTab's plug ‘n’ play solution can be seamlessly integrated into your sales and marketing activity to Attract Your Customer's Attention, like no other.

## Giant iTab

Mark Jones – Founder CEO

Tel : 00/44/7810 893911

Email : info@giantitab.com

Website : www.giantitab.com

Video link :

[https://m.youtube.com/results?search\\_query=giant+itab](https://m.youtube.com/results?search_query=giant+itab)





03-04 JULY 2019  
MUNICH  
GERMANY

# digital signage summit europe

## EUROPE'S LEADING STRATEGY CONFERENCE FOR THE DIGITALSIGNAGE AND DOOH INDUSTRY

Customer Centricity in the Age  
of Personalisation and AI

- PRESENTATIONS
- PANELS
- NETWORKING
- WORKSHOPS
- EXHIBITION
- AWARDS

SECURE YOUR  
**30% DISCOUNT**  
WITH THE CODE  
**415540**

[digitalsignagesummit.org/europe](http://digitalsignagesummit.org/europe)

3-4 July 2019  
Hilton Munich Airport, Germany  
Tickets and further information:  
[digitalsignagesummit.org/europe](http://digitalsignagesummit.org/europe)



A JOINT VENTURE OF:

Integrated  
Systems  
Events



# DSS Europe 2019 will put the customer first

*Les clients - ce qu'ils veulent, comment ils se comportent, ce qui les motive- ont toujours constitué un pôle essentiel d'intérêt pour toutes les entreprises. Plus ils en savent sur les clients en tant qu'individus, mieux ils peuvent suivre leurs parcours et offrir une expérience plus personnalisée.*

Customers -what they want, how they behave, what motivates them – has always been a key objective for businesses of all kinds. The more they know about customers as individuals, the better they can map the customer journey and offer a more personalised experience.

Today, analytics is a key tool in understanding customers. And in the world of digital signage, it's also a necessary tool for determining return on investment in installations and campaigns. The scope of analytics goes far beyond bricks-and-mortar retail. Increasingly it is being implemented within corporates, in smart city applications and in transportation. What's driving this growth?

The rise of the Internet of Things is an important factor: sensors have fallen in price and become simple to implement in recent years. However, a more important driver of analytics is artificial intelligence. Today, AI platforms enable customers and integrators to manage and analyse millions of data points at the push of a few buttons – and the technology has become affordable for small and medium-sized businesses.

Against this background comes this year's Digital Signage Summit Europe, with the theme of 'Customer Centricity in the Age of Personalisation, Experiences and AI'. Over 40 experts and thought leaders will offer their expertise via panel discussions, case study presentations and keynotes at the event, which takes place in Munich on 3-4 July 2019.



The two-day event will present best practice approaches and lessons that have been learned around AI-based analytics; also, a panel will address the concerns of the public about analytics, particularly with regard to privacy and data protection.

Within retail, digital concepts for customer journeys are increasingly being designed by global agencies and professional service organisations – who may struggle with the unique

challenges of digital signage. So another important conference topic will be: what are the preferred tools for designing customer centric experiences?

As mergers and acquisitions continue to bring about consolidation in the digital signage marketplace, an opening keynote from Florian Rotberg and Stefan Schieker, both from DSS co-organiser invidis consulting, will explain the implications for the digital signage pure player model and the role of digital signage content management systems. An M&A panel, comprising representatives of four pure signage players on the acquisition trail, will explore some of these issues in more depth.

Sometimes, though, technology needs to take a back seat. 'Pitch Perfect', a keynote from Louise Richley, Managing Director of Beyond Digital Solutions, will offer guidance on delivering an effective sales pitch to end users who are not technical but still need to demonstrate ROI.

DSS Europe follows a well-established format. By holding the conference at an airport hotel, the organisers have ensured that international visitors can minimise the time they spend travelling, and so make the most of their time at the conference. Digital Signage Summit Europe is jointly organised by Integrated Systems Events and invidis consulting.

<https://digitalsignagesummit.org/europe>



# Creating a Better Sales Experience

*Seeking to provide the best sales experience possible... Regardless of the products sold... That's the challenge.*

The store's floor space must be propitious... The "buying triggers" need to be detected and identified.

## A SOLUTION to solve a PROBLEM

Visual cues, interactions with a collaborator – everything has to be sifted through. What's the best way? Putting yourself in the customer's shoes, quite simply. Imagine searching for a specific product and clock the time you take to find it. How can this search time be reduced? By visual navigation screens? Or what about by lighting? By its position? It is known that products placed at eye level are detected more easily.

In any case, the vast majority of customers don't consider products that they cannot reach without help.

A product is not bought for the product itself, but for a desired use. In most cases, a product is bought to have a SOLUTION to a PROBLEM. Today, many products, especially in the technological field, do not properly express what they can do.

The use does not "jump out at you". One enclosure is similar to another, but for example one lets several devices be charged simultaneously

while the other connects these devices to a computer.

## Complementary purchases

So you have to try to illustrate the use either by the documentation, clear panels or a short video. It should not be forgotten that what is not understood has NO chance of selling, and this is only normal.

The "complementary" purchase must also be aimed for. The customer enters to buy a product, but it is also about encouraging him to acquire additional items. In reality, it's really a service provided to the customer, because he is likely to omit purchases that he will miss having once he returns home. These "additional" purchases (whatever the field) really create an exciting customer experience, as people are delighted to have made a good investment in their shopping time.

Then, don't hesitate to test each change that you make to your sales space...

If you have several branches it's simple: make



changes in one and compare it with the others. In this regard, listening to what sales staff think is also worthwhile...

# When digital signage (Re)Motivates Employees

*Digital signage can also be an ambassador to your staff of your values.*

Of course, you have selected your employees according to criteria that include their support of your "Corporate Charter", but restating your company's goals and mission at various key times can be very useful.

## Reinforcing general engagement

Digital signage makes it possible to reinforce staff engagement. This should not be thought of as being a "repetition", but rather a matter of increasing support by reaffirming the values that staff have agreed to, following the principle of "bis repetita placent" (Latin: that which pleases is twice repeated). These little reminders can take place during "busy" periods, when there is high anxiety (facing a big rush on large orders, or when there is anxiety for one reason or another). Ultimately, it's a matter of tightening ranks, rallying the troops, telling them, "You were right to believe in us and you will still be right tomorrow to have confidence in us".

You will achieve this by emphasizing the benefits and goals pursued by the work staff does every day.

Reaffirm a "vision" and take a step back to re-establish the basics, and by doing this everyone's commitment is strengthened.

Key words, word phrases, images, slogans ... You do not go into details (no question of dis-



playing performance or measurements), but reaffirm what constitutes the heart of the company.

This is for the "corporate" aspect.

## Disseminating more specific messages

You can then go further and into more detail, but at other times. This will be the case when the company expresses its satisfaction in its

staff.

Here, the "employee of the month" can be focused on or specific projects that have been recently successfully completed.

A rule in psychology is that you should not wait to show gratitude to someone. True gratitude should be as immediate as possible. Digital signage permits this rapid responsiveness.

Finally, digital signage is used with great results by disseminating information that is truly useful to staff, such as,

for example, professional development opportunities or new job openings.

Digital signage is a communication tool, and its effectiveness, here as elsewhere, depends on the content that will be displayed. Investment in the equipment is only the very first step. Success is linked to disseminating the "right message at the right time".