The Six Principles of Next-Generation Live Meetings

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Emerging and Converging Trends

We are at a point in technology history where four trends are converging to create a major paradigm shift in the way we interact when we meet together. The convergence of these trends is creating a tsunami effect we can't afford to miss. We either ride the wave or we watch it roll us over and leave us behind.

LIVE MEETINGS ARE NOT GOING AWAY. There will always be a need to meet face-to-face. According to a 2015 survey conducted by American Express, 85% of corporations polled expect an increase in the number of live meetings they conduct with their clients at various locations around the world. As much as technology continues to change our interactions, it cannot replace the value of human interaction. It cannot supplant the dynamics of "in person" meetings.

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Being in a room together allows for water cooler conversations that won't take place online or over the phone. The visual cues we pick up in face-to-face communication can't be replicated online, even as video conferencing technology evolves. The trust that is built sitting across the table from someone and the networking that takes place in a room will always reign supreme.

ONLINE MEETINGS AND ONLINE LEARNING ARE BOTH ON THE RISE, REACHING MAINSTREAM SIMULTANEOUSLY. According to Docebo, "E-Learning Market Trends & Forecast 2014 - 2016 Report," the worldwide market for self-paced

E-learning is slated to reach $51.5 billion in 2016, up from $35.6 billion in 2011. At the same time, according to Frost & Sullivan, "Emerging Trends in Web Conferencing: Consumerization and Convergence Reshape the Market," the web conferencing market is expected to grow to $3.05 billion in 2018, up from $2.0 billion in 2013. As user experience and mobility continue to drive these markets, their impact on live meetings will continue to increase. Participants expect on-line features to be present in live meetings, and may want to engage offline before and after events.

PERSONAL TECHNOLOGY CONTINUES TO BE MORE INTERACTIVE AND MORE INVASIVE THAN ANYTHING WE HAVE EXPERIENCED. Look around the room at the number of people with smart phones or iPads in their hands, and you can see that devices are becoming an extension of who we are. The culmination of growth in this trend will be wearables everywhere, connectivity for everyone, and usage all the time. According to the GlobalWebIndex report in Q3 – 2015, 79% of online users now have a smartphone and 47% have a tablet. Daily time spent on the mobile web has now passed the 2-hour mark. At the forefront of mobile internet usage are millennials that spend 3.25 hours per day online via their smartphones, which equates to 43% of their total internet time.

ALL OF THESE TECHNOLOGIES ARE GENERATING MASSIVE AMOUNTS OF DATA. We are being inundated with trillions of time-stamped indicators of what people are doing, how they learn, what they've learned, and what circles of people they influence. New analytic prowess is already unlocking insights never before seen and answering questions we didn't even know to ask. According to IDC, in "The Digital Universe of Opportunities," the amount of data being generated by mobile devices is on the rise. Mobile data will grow from 17% in 2013 to 27% in 2020. Also, by 2020 devices, monitors, and sensors connected to the internet will generate more than 75% of all data. According to the 2015 American Express survey, as data from mobile apps and other interactive technology multiply, the role of the meeting planners is transforming from being one of meeting planning and execution to one that also requires planners to become data analysts who can translate data into program improvements.

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| 2020 | 27% | |

The Transformation of the Live Meeting Experience

We are already seeing the transformation of the live meeting experience. As new technology invades in-person meetings, the way people interact with one another is changing. All the benefits of live meetings are still present, but not without some new challenges presented by invasive technology.

THE GOOD. The good news is that when people bring their own technology into the live meeting environment, it increases the potential for networking, connecting, and building relationships. Along with these benefits, participants are able to use their devices and apps to enhance their learning, sharing, processing, decision making, and application of the content communicated.

THE BAD. In contrast to the good, new technology brings its own set of challenges. Perhaps the greatest challenge in live meetings today is digital distraction. The Information Overload Research Group, a nonprofit consortium of business professionals, researchers, and consultants, reports that workers in the United States waste 25% of their time dealing with their huge and growing content and data streams, costing the economy $997 billion annually. You can be certain that part of this impact follows us into our live meetings.
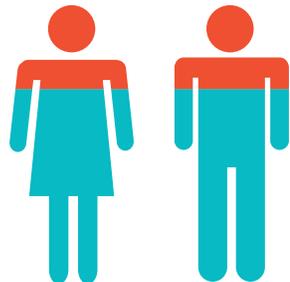
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The challenge following close behind digital distraction is boredom. Many live meetings have not progressed far beyond "death by PowerPoint," where slide after slide put audiences to sleep. Even where meeting organizers have introduced new technology like mobile apps and social media, the experience hasn't caught up with the technology. Most live meetings are still plagued with boredom.

THE POSSIBILITIES. The potential for riding the wave of converging technology overshadows both the good and the bad. Putting the right technology in the hands of all live meeting participants can eliminate distractions, capture attention and create interaction never before experienced in live meetings. Raising levels of engagement with interactive tablet (iPad) technology and applications like gaming

and simulations can overcome boredom and increase participation to new heights. Capturing, blending, enriching and analyzing all of the data generated in live meetings can teach us everything we need to know to continually improve every aspect of live meetings.

Six Principles of Next-Generation Live Meetings

The time is now. Six principles of next-generation live meetings can forever change the way we do live meetings. Each of the six principles contribute to the creation of remarkable experiences. The deployment of all six principles enables you to ride the wave and puts you at the forefront of next-generation live meetings.

TWO FOUNDATIONAL PRINCIPLES The first two principles are foundational principles that have driven live meetings for a long time. They go without saying, and will be with us for a long time to come. They lay a foundation for a successful live meeting and even though they are not transformational, the other four principles cannot be fully realized without them. These two principles will be critical in your selection of a vendor. Without them, your vendor won't be able to deliver a next-generation experience.

True reliability is essential for the creation of remarkable experiences. While some outages cannot be avoided, recovery time and professionalism makes all the difference in the world.

1 PRINCIPLE ONE: CONSUMABILITY

Creating an atmosphere that lends itself to good communication and good learning is no longer enough. Enhanced production methods have created a standard where audiences and presenters demand the kind of audio/visual excellence that creates extraordinary experiences.

From a visual perspective, too many meetings struggle with poor projection and screens that are difficult to see based on the size of the room. Many of the venue audio/visual companies use contracted staff that fail to deliver the quality necessary for next-generation live meetings since they don't seem to have a vested interest in the success of the meeting. Think of your audio/visual vendor as a designer and builder, not just someone to set up and monitor technology. To make information visually consumable, choose a vendor with extensive experience who knows how to design next-generation live meeting environments. Along with projector and screen, consider a visual experience that is available on tablets, laptops, and mobile devices to augment the larger, front room image.

From an audio perspective, select a vendor who understands the importance of

choosing the right microphone, soundboard, cabling, and speaker system; knows how to put the pieces together; and will be there with you just in case something goes wrong. Don't underestimate the critical role played by the sound engineer. You can have all the right equipment set up perfectly, but if your sound person doesn't know how to properly mix the sound, your meeting could be a disaster. Ideally, you want a vendor that can deliver superb audio and visual experiences, along with all of the remaining necessities of next-generation live meetings.

2 PRINCIPLE TWO: RELIABILITY

Everyone has been in too many live meetings where something goes wrong. Failures in technology or glitches in the room environment create negative sentiment and send participants away talking about what failed, as opposed to what inspired them in the event. True reliability is essential for the creation of remarkable experiences. While some outages cannot be avoided, recovery time, back-ups and professionalism make all the difference in the world. Reliability must cover people, processes, and technology.

TECHNOLOGY TAKES TIME. The obvious starting place for reliability is the procurement of reliable technology. Next-generation meeting technology often comes with redundant features that keep them up and running, even if something fails. But real world reliability goes further than just the individual pieces. Reliable technology must be unified, tested, supported, and backed up. Unified means that a single vendor covers all the technology, has all of the components covered, has built systems that work together, and can assure you that the different pieces are reliable as a whole. Testing should follow rigorous test plans to make certain that the equipment will stay up and running throughout the various functions for which they will be used. Supported means having someone in the room that understands all aspects of the technology, and ideally is the same person that set the system up and conducted the testing.

Of equal importance, the scope of reliability must also extend to a reliable network for data transfer, information sharing, and streaming. The most common network failures occur when relying on the conference center or hotel network along with a cloud storage of information. The site network is often slower than advertised or unavailable due to WiFi limitations. Moving large files to and from the cloud can take longer than expected. The best solution is a private network for all storage and communication. Vendors who provide their own network can assure interoperability and guarantee levels of uptime all the way to 99.99%. That's reliability.

Finally, since new interactive software is becoming more a part of live meetings,

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the quality and reliability of that software is critical to the success of your event. Make sure that your live meeting vendor has the proper software engineering, testing, and deployment in place to support your event. Many "software" companies have decided to develop applications without the expertise to deploy enterprise-grade products.

PEOPLE MATTER MOST. Since human error is the number one cause of downtime at events, nothing matters more than the people designing, setting up, testing, and supporting your event. Don't settle for second best. Be specific when booking your event. As you interview, look for people who are experienced, knowledgeable, command leadership, and who are willing to go above and beyond the call of duty. A quality technician will have been in enough meetings to understand all the dynamics of live meetings and is often able to offer help in areas even beyond the technology.

PROCESS MAKES PERFECT. The glue that holds your event together are the processes that are put in place from the time you begin to define your meeting all the way until the last piece of equipment is packed up and shipped off the site. Don't assume that processes are in place; ask and confirm. You'll know immediately by the style of communication with your vendor. Good communication up front will likely mean good communication throughout the planning. Bad communication early on is almost certain indication that you will get more of the same.

> The engagement begins before the meeting; think of it as the pre-game. It continues at the live meeting in real-time; think of it as game time.

As you begin to inquire about processes that are in place, make sure to ask about planning, design, delivery, deployment, testing, training, monitoring, and support. You may want to walk through these questions with your vendor candidates: What steps should I expect for the planning phase? How do you go about working with the on-site event team? What processes are in place to ensure proper delivery and deployment of all the equipment? What do you include in your test plans? What can I expect from my technician? Obviously, a single vendor that covers the full scope and lifecycle of your event with processes will be your vendor of choice.

FOUR TRANSFORMATIONAL PRINCIPLES

The next four principles emerge from the technology convergence described earlier. They transform live meetings into dynamic experiences, turn distracted attendees into involved participants, and take ordinary content and bring it to life.

3 PRINCIPLE THREE: ENGAGEMENT

Capturing and keeping the attention of an audience has much more to do with a relationship, than just a live meeting. People engage with other people, not just

other organizations. Engagement is about establishing an ongoing relationship, not simply how you communicate to an audience in a room. There are two main concepts of engagement that will change the way you do live meetings and help inspire and impress your audiences.

FIRST, ENGAGEMENT IS ONGOING. Because we are a mobile and connected world, the old paradigm of primary engagement happening at a live meeting is no longer valid. Engagement begins before the meeting; think of it as the pre-game. It continues at the live meeting in real-time; much like game time. And ideally, engagement continues after the meeting; just like post-game events. The live meeting becomes an extension of an ongoing customer relationship.

SECOND, ENGAGEMENT AROUND LIVE MEETINGS IS MULTIFACETED. It should not be limited to just a presenter in a room full of participants communicating and interacting with one another. Rather, it should involve a progression from information exchange, dialogue, and polling, all the way to on-site device engagement.

The engagement begins as the meeting organizer provides information on the event and participants provide personal information about themselves to help develop an acquaintance. Before the participant arrives and upon arrival, much of the engagement shifts to dialogue. Rather than simply exchanging information, the two parties engage in a conversation. The conversation that used to take place face-to-face, now can take place in social media sites like Twitter, Facebook, and LinkedIn. At the live meeting, periods of question and answer, panel discussions, and guru tables or birds of a feather sessions take the dialogue to the next level. Polling has also become a typical way of engaging audiences at live meetings and can be utilized before and after the events to establish openness in communication. The next-generation of engagement combines all of these elements in a single platform that allows for consistency before, during and after the meeting. Along with the usual elements, next-generation live meetings will include interactive technology as part of the unified meeting environment. Interactive technology overcomes the typical meeting room boredom and helps you present complex ideas with useful interaction.

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4 PRINCIPLE FOUR: ADAPTABILITY

Every live meeting is different. Every participant is different. Every presenter is different. Because of the prevalence of diversity, transformational live meeting environments must be able to adapt to fit many different scenarios. Ultimately, you should be able to provide personalized experiences for all of your participants. A truly adaptable meeting must be able to flex for timing, budgets, learning styles,

personalities, and preferences.

FIRST, a next-generation meeting must be able to overcome time barriers by supporting the flexibility and adaptability of the environment with up to the minute changes and real-time adjustments.

SECOND, next-generation meetings must support the different budgets and locations of the audience with technology that can be used in live meetings, streaming meetings, and online interactive meetings.

> Live meeting should start out by supporting the most obvious form of collaboration, joint learning.

THIRD, a next generation meeting must adapt to support differences in learning styles including those that are kinesthetic, auditory, visual, numeric, and verbal learners.

FOURTH, next generation meeting technology must fit the different personalities of the participants including introverts v. extroverts, linear v. associative, closed-loop v. open-ended, and feeling v. thinking.

FIFTH, next generation meetings must support many different participant preferences such as device preference, viewing preference, and interactive preference.

5 PRINCIPLE FIVE: INTERACTIVITY

The online world has trained participants to naturally interact with content, presenters, and with each other. In order to inspire audiences and create remarkable experiences, live meeting technology must enable new levels of interactivity.

THE FIRST LEVEL OF INTERACTIVITY IS NETWORKING. Participants of all kinds connect with each other. The starting place is simple connection in a place where people can share contact information and stay in contact beyond the meeting. More advanced live meeting companies are building their own applications to do this, or they are integrating with other applications. Once a connection is established, it's important to enable people to have conversations with each other. Some conversations can take place in advance of the meetings and continue well beyond. As the volume of conversations grows, live meeting participants naturally form communities around common interests. Live meeting planners who can facilitate this with onsite technology will be well ahead of their competition, who allow this to happen naturally and beyond their control.

THE SECOND LEVEL OF INTERACTIVITY IS COLLABORATION. To fully harness the potential of any group attending a live meeting, the organizers must create an environment where participants can work together. Live meetings should start out by supporting the most obvious form of collaboration, joint learning. To truly immerse an audience in joint learning, more advanced technology will also support joint composition (writing together), joint creation (designing together), and joint projects (completing projects together).

6 PRINCIPLE SIX: MEASUREMENT and IMPROVEMENT

The ultimate next-generation live meeting environment will capture data at every point possible, blend and enrich that data, and analyze the results to continually morph and improve over time. To date, most data in live meetings is captured in very simple applications like audience response systems or written evaluations at the end of sessions. New live meeting technology is already available to capture additional information through audience participation, polls, downloads, comments, questions, notes, and conversations. Next-generation meetings will capture data from every aspect of the meeting to gain insight into how to improve all meeting logistics. A framework for live meeting analytics will include the following:

CAPTURE ALL DATA. Along with data already being captured, imagine capturing even more. Meeting applications will create billions of time stamped clicks that will teach us more about how participants learn during a meeting.

RFID or Bluetooth enabled chips can assess the location of participants during the meeting and track their location throughout the event. Video can capture facial expressions and determine room counts. All of this can be tied to different phases of a presentation based on time stamps for every piece of information.

ENRICH THE DATA. We live in a sea of data all around us. Once the live meeting data is captured, it can be easily blended and enriched with demographics, psychographics, social media, social interactions, internet data, and data specifically related to the topic of the live meeting. The most time consuming and difficult part of any analytics project is the integration of the data. It typically represents up to 70% of any project. To streamline this effort for meeting organizers, live meeting technology companies are already working on the software to handle these integrations and many more.

MEASURE AND MONITOR WHAT MATTERS. Once you have captured, blended, and enriched the data, you'll be able to measure and monitor key performance indicators (KPIs) for your live meetings. Analytics will give you insight into how

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knowledge transfer is improving, what is causing that improvement, where things are lagging, and how to improve the ineffective areas of your live meetings. You'll be able to uncover new insight into improvements you can make around content, presenter performance, customer satisfaction, customer return rates, referrals, and overall meeting sentiment. You'll be able to build ongoing customer relationships, increase the number of touchpoints with participants, and better understand your audience and presenters. Ultimately, you'll be able to improve product and program design to make the most of every moment of your live meetings.

DISCOVER NEW INSIGHTS. Discovery analytics are all about uncovering correlations you didn't know existed and finding answers to questions you didn't know to ask. Along with measuring and monitoring some of the more obvious live meeting KPIs, discovery takes you to insights you wouldn't be able to discover with mere human exploration of data. It requires machine learning and advanced analytics algorithms. For example, when you drill down into device data combined with your meeting data, you might find that participants with black phones have different learning patterns that people with white or silver phones. Or you might find that minor shifts in socioeconomic placement impact the way people make decisions around information or purchases.

IMPROVE OVER TIME. Your first experience with improvement processes will incrementally change the way you do live meetings. The ability to continue to learn over time will propel you to a leadership position in your industry and help you sustain that advantage perpetually. There is no end to what you can learn from the data and how you can improve your business.

Creating Next Generation Live Meeting Experiences

To begin your journey toward next-generation live meetings, it's important to recognize that all six principles work together. Consumability, reliability, engagement, adaptability, interactivity, and improvement work in unison to create remarkable experiences. While it may not be necessary to completely implement full-blown plans for all six areas, it is necessary to engage each of the six areas. And most importantly, rather than having multiple vendors fill the needs of the six principles, it's ideal to work with a vendor that can provide a combination of services and technology for a reliable, unified meeting environment with seamless data collection.

About Educational Measures

Educational Measures brings together the benefits of live and on-line meetings. We create exceptional live meeting experiences and help you improve those experiences

over time. In a world consumed with digital distraction, we transform live meetings into dynamic experiences. We turn distracted attendees into involved participants. We take ordinary content and bring it to life.

THE EDUCATIONAL MEASURES UNIFIED LIVE MEETING ENVIRONMENT delivers unique capabilities in all six principles of next-generation live meetings. We are the only company with built-in intelligence and live meeting analytics that give you all the insight you need to continually improve your events. You can expect to increase knowledge transfer with personalized engagement and sustain a competitive advantage with remarkable experiences, return customers, and referrals.

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