

A man in a dark suit, white shirt, and red tie, wearing black-rimmed glasses, is looking down at a white tablet computer he is holding with both hands. The background is a blurred office setting. A large red horizontal band is overlaid on the image, containing white text.

Drive Employee Engagement with Digital Signage

How it Helps Today's Organizations
Connect Their People to Their Purpose
and Get Results

 **CONVERGENT**[®]

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“Employees are a company’s greatest asset - they’re your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company’s mission.”

*—Anne Mulcahy,
former chairperson and CEO
of Xerox Corporation*



What exactly does an engaged employee look like – and why do they make a difference to an organization? While definitions vary, generally an engaged employee is committed not just to his or her work, but to the future of a business. But while some employees may be more inclined than others to invest in their jobs, engagement doesn't happen in a vacuum. Organizations themselves need to develop and nurture the type of culture and practices that contribute to it.

Increasing employee engagement might sound like a soft concept, but it actually makes hard economic sense. Dissatisfied, disengaged employees make up as much

of 70% of the workforce, Gallup says in its latest State of the American Workplace study. Similarly, only 24% of executives who responded to a 2013 Harvard Business Review survey on employee engagement said they considered most of their employees highly engaged.

Those disengaged employees cost the U.S. economy as much as \$550 billion annually in lost productivity, according to Gallup. Conversely, the same report says, companies with high employee engagement have 3.9 times the earnings per share when compared to those in the same industry with lower engagement levels.

The bottom line? Companies with engaged employees have set themselves up to be more competitive and more successful than those whose employees are disconnected from the organization.

Good communication increases engagement

A number of company practices can drive employee engagement. Challenging work, decision-making authority, corporate and management interest in employee well-being, teamwork, development opportunities and recognition of accomplishments are among the most important. Good communication also is key. The top three reasons employees don't like their jobs, About.com says, are communication-related:

- Lack of direction from management
- Poor communication overall
- Constant change that's not well-communicated

And 73 percent of executives in the Harvard Business Review survey said that effective communication is the second-most-important contributor to an organization's success. Only a high level of customer service is a bigger factor, they said.

The problem is, one of the primary ways organizations communicate with employees these days is via email. And email just isn't working the way it used to. The amount of email the average employee receives is inching up to 100 each day, according to technology research firm The

Radicati Group. At the same time, most people can only deal with about 50 emails a day from all sources, Harris Interactive research from July 2010 says.

And your corporate messages are at the bottom of the heap, too. Employees pressed for time typically wade through their inboxes to focus on emails with information they need to do their work. Everything else comes second ...or goes in the recycling bin. Even employees who file emails to read later admit that their good intentions often go unfulfilled.

Companies with great leaders and communicators know that messages are most effectively delivered – and remembered – when they use the right mix of channels to repeat and reinforce them. Email might be abused, but it still is an important part of that mix, as are intranets and social networks. And good old-fashioned face-to-face communication remains effective, even if it is hard to accomplish in our global, mobile and work-at-home world. The point is to choose communication channels strategically, depending on your company, your workforce and your communication needs and goals.



Sharing KPIs, Transforming Your Business

One effective way to deliver instant reporting and improve both employee and business results faster is by sharing your real-time key performance indicators (KPIs) across your digital signage displays. This strategy helps organizations:

Put everyone on the same page.

Displays keep performance front and center, 24/7. Everyone knows what's going on and there's no confusion about what's important; it's being constantly measured and communicated. In particular, millennials brought up on social media and the Internet want real-time information that holds their attention and inspires them. And pretty much everybody wants to stay informed and feel integral to an operation.

Make better decisions faster.

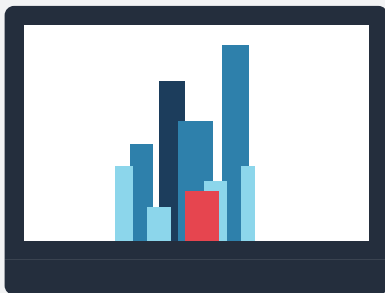
A monthly or even weekly report doesn't cut it in today's world. Digital displays show real-time data to individual departments or across the entire organization. And while old-school thinking says managers are gate-keepers to information, new-school thinking says tap into the collective wisdom to solve problems.

Improve accountability.

Everyone can see how well each department is doing. No one can blame information gaps for issues or duck responsibility for performance. That kind of transparency breeds accountability. Managers and employees can figure out exactly what they need to adjust to get results. It also helps workers connect to the bigger picture and understand their place in achieving goals – something even sophisticated organizations struggle with.

Increase healthy competition.

Showing real-time numbers and promoting top performance in sales, customer service and other functions can inspire competition that helps organizations meet and exceed goals.



The KPIs an organization shares with employees will vary by industry and by departmental function. Typical KPIs include manufacturing efficiency, call center efficiency, new opportunities and closed sales, account renewals and customer satisfaction scores, and real-time website traffic and conversion rates.

When it comes to designing KPI content for digital displays, it shouldn't mimic typical dashboards. People consume information in different ways, using different mediums. If you're at your PC, you have the ability to view detailed dashboard screens. But if you're looking at a display in a break room, a bunch of complicated charts and stats are going to make zero impact. KPIs need to be easy to read and digest so people can actually use them to make better decisions and improve their work.

Of course, it's easier to think about sharing numbers widely when business is going well. It's much scarier to do so when that's not the case. However, letting employees know about problems is the first step to fixing them. The idea of transparency may be unsettling, but the fact of it can transform your business.

Digital signage can help

That brings us to digital signage, which offers employers a new way to communicate with employees and help them connect to the organization. If you haven't added digital signage to your communication channels, consider the advantages it brings:



A fresh way to communicate.

Smart phones, social media and the web have conditioned everyone to receive information in small bites. People in general have less interest and even less time to read copy-heavy communications. Short pieces of content offered up on digital signs in convenient locations help employees stay up-to-date in a way that appeals to them.

A connected workplace.

Teamwork is more important in the workplace than ever, and the better you know your colleagues, the more effective a team you make. Internal digital signage is more than just birthday announcements. Employee recognition and new hire announcements can keep employees connected to each other. Informative, interesting content on signage in gathering areas also can bring employees together and encourage discussion about your company's goals, priorities, direction and news.

A method to address special communication needs.

Consider the challenge in communicating with part-time employees who don't have a dedicated workspace or people in call centers who are constantly fielding customer requests. How do you make sure they're engaged and striving for the same objectives? Dynamic displays in break areas can solve that problem and ensure that all employees can hear and see your messages.

A message that your company is up-to-date.

In a smartphone world, digital delivery of information is the norm. A workplace that offers a modern way to communicate will set your organization apart and attract people of every generation.

Introducing digital signage in your organization

Planning comes first

Digital signage is a tactic just like any of the others in your communication toolbox, and that means it needs to be an integral part of your overall strategic communication plan, not something that stands alone. Before you add digital signage into the mix, revisit the following elements of your plan:

Your goals and objectives.

What's your reason for using digital signage? How does it fit into your communication program and help you meet your goals?

Your employees and their expectations and needs.

What do they want to hear about from you? How do they prefer to receive their communications? Do you have generational differences to take into account? How can digital signage contribute?

Other communication channels and tactics.

Branding, messaging and design need to be consistent and coordinated across all channels. But remember, digital signage is different. You have a short amount of time to attract attention, so content needs to be snappy, short and engaging.



Speaking of content ...

Great content is key and needs to be tied directly to your goals and objectives. Full-screen content tends to be much more engaging than displays that are broken up into a bunch of zones that highlight news, weather and time.

Ways to measure success.

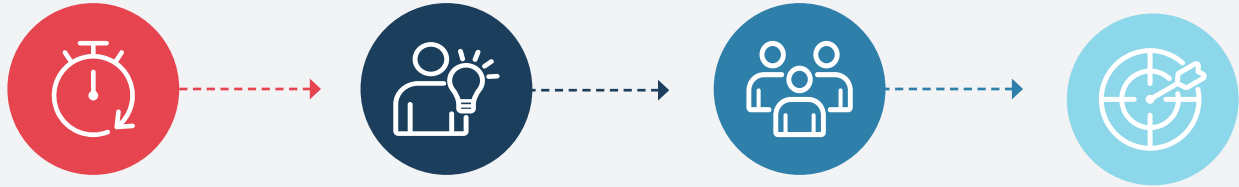
Once you determine how digital signage fits into your program, figuring out how to measure success is important. More on this later.

Location, location, location

Finally, you need to figure out where you're going to put your displays. Departmental work areas, central gathering places such as coffee bars, lunchrooms and break rooms, and pass-through areas including lobbies, hallways and elevators all are great places for signage. But consider how content plays in each of those areas. Longer-form content is great for gathering areas, while short-form content plays best in pass-through areas. When it comes to departmental work areas, performance-based metrics can improve decision-making while driving transparency and accountability.

You'll need help from within

While corporate communicators are well-versed in communications planning, they generally aren't as familiar with the implementation phase of a digital signage solution. So now's the time to leverage the expertise of your associates to make your digital signage program effective.



Case Study: Two Short Weeks to Tell a Whole New Story

Insurance company Manulife approached Convergent with a challenge to create a unique message for its internal digital channels to build excitement around a new corporate brand, which was designed to make it easier for customers to engage with the company's products and services. The message needed to introduce the change and embody the character of the new identity. And Convergent had only two weeks to conceptualize, create and deliver the new long-format spot to the company so it would be ready for an employee event at its corporate headquarters.

To meet the deadline, Convergent's design agency had to enlist all available resources to quickly model, animate, render and composite the 3-D scenes needed to tell the story. Convergent used the Manulife cube, an existing key brand element, in an unorthodox way to create the messaging. The creative team transformed the shape into a character that the employees could immediately identify with and drove the rebrand story forward in a fun and engaging way. The story ended with the old brand logo transforming into the new graphic identity. Designers then edited those pieces together with an upbeat audio track that was sourced and constructed separately to give additional life to the animations.

The new digital spot was well-received and successfully introduced the new brand identity to the Manulife team. The piece not only showcased the new brand elements, but also helped frame how ideas will be communicated through corporate channels in the future.

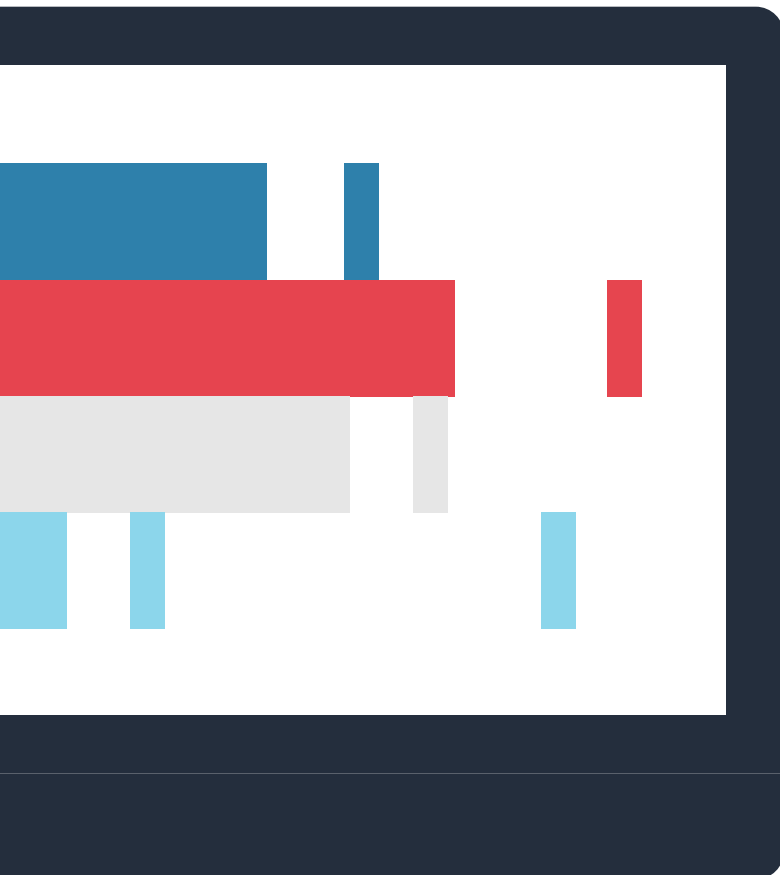
Measurement is critical

One of the most critical steps in digital signage decision-making is often overlooked: defining your solution's purpose and measuring its effectiveness. If it looks good and feels good, then the assumption is it must be working. However, without measurement, there is no clear picture of whether your solution is contributing to your results. Lack of clarity leads to doubt and doubt leads to questioning the solution and the investment. Establishing metrics for employee-facing digital signage is the only way you'll know whether it's making the contribution you need in your organization.

The measurements you choose should coordinate with the goals and objectives for your program. That being said, here are five common metrics to consider:

- 1 **Viewership** (as measured by cameras incorporated into signage). Are employees viewing the content of your signs, and for how long?
- 2 **Company and program awareness.** Are employees absorbing your messages? Do they understand company strategy and initiatives and how they affect them? Do they know about the benefits, programs and activities you offer them?
- 3 **Program participation.** Do they take advantage of opportunities you provide?
- 4 **Employee satisfaction.** Are associates generally happy with the organization and work environment?
- 5 **Employee engagement.** Do they feel equipped and empowered to do their jobs?

Digital signage is a great way to communicate with employees. With careful planning and effective implementation, you can expect it to help meet your communication goals, engage employees and ultimately improve company performance. Measurable value is what communicators are after these days, and digital signage can give that to your organization – and much more.



About Us

Raising expectations for on-site digital signage experiences, we are Convergent, a Ballantyne Strong Company, with hundreds of thousands of locations deployed worldwide that are seen by millions every day.

We challenge clients to think differently about how they engage with their customers and employees and the technology they use to do it—from retail to healthcare, SMB to Fortune 1000, cinema to banking to QSR. We craft captivating and compelling turnkey solutions that increase brand awareness, turn consumers into customers and employees into brand ambassadors. And we handle it all—end-to-end—from strategy to implementation to unmatched technical support.

Our cloud-based digital media platform is transforming the industry. Its radical approach to content creation and management provides unlimited scalability, absolute reliability and lower deployment and management costs.

We are Convergent. And we are here to elevate your digital experiences.

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