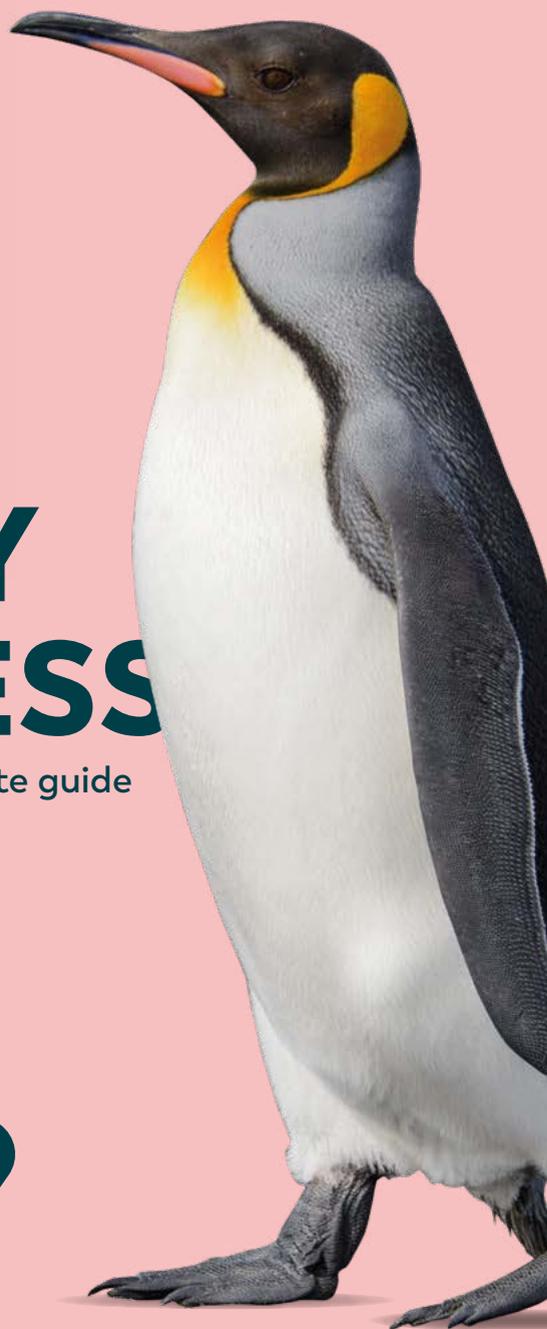


THE H U B B

The business
and career
magazine



DIVERSITY IN BUSINESS

The tiny international business etiquette guide

The flawed concept of perfectionism

Is perception a true reality?

Two hearts and a "W"

The story behind our new logo

Deepfake videos

Can we still believe what we see?

Is too much coffee harmful?

Your tasty alternatives



Think Human

Word from the Co-Founders



Olivier Duha



Frédéric Jousset

The 12th edition of The HUB magazine is here!

In our latest issue, we take a look at one of our strengths as Webhelp: Diversity! Being a community of more than 55 000 people who work from 36 different countries, what does diversity mean in a business environment? Meetings, languages, salutations ... read on to learn more about adapting to the different cultures we interact with.

At Webhelp, we stay on top of the game of the newest and top performing technology trends in the market. Read our insightful article about our innovative front to find out how our portfolio is continuously improving.

Following our rebranding, we like to share with you the story behind a key element in the branding of our company: our new logo!

And as usual, we included our city tip to highlight one of our beautiful French locations, the charming city of Chambéry.

Find this and many more interesting articles in our latest issue of The HUB! Have fun reading!



Feedback to: thehub@webhelp.com

#WOW!

We believe in the power of 'wow'. We go the extra mile to help each other, our clients and their customers.

'Wow' sets us apart and makes Webhelp

an amazing place to work.

Check our vacancies at webhelp.com/careers

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DIVERSITY IN BUSINESS

A tiny international business etiquette guide



We now find ourselves in a world where cultures are more connected to each other than ever before. The amazing spices of India, the astonishing fountains of Rome and the funny German folk songs are just the tip of the iceberg of what there is to discover. Diversity can be found everywhere, not just on a holiday trip but even at the workplace!

In our previous edition of The HUB, we have showcased the diversity of different cultures in regard to food and dance. Now we look into the diversity of work ethics and how to best cooperate with your international colleagues. Learn the motivation behind many habits are, how to avoid a faux pas when visiting your colleagues abroad and how to compromise and create a new international work ethic together.





Salutation

This one is a biggie but nonetheless, easy to prepare for! To avoid an awkward first impression or getting confused with the many kisses you get from your French colleagues when meeting them for the first

time, here is a selection of common practices when greeting people from different cultures in a business environment:

Two kisses on the cheek is the way to go for example in Italy, Spain, Portugal and France. A kiss means touching the cheeks with a kissing noise, not a smooch! In some cultures, the number of kisses is even more! For example, three kisses are common in the Netherlands, Belgium, and Switzerland. In some areas in France even four kisses are standard!

You will find a more formal salutation in Germany, UK or USA, where a handshake is preferred. And very important: keep it firm! A wobbly hand could leave a bad impression.

When going on a business trip to Asia, prepare yourself to perform a bow when greeting people. This is for example common in China, Japan and South Korea. In recent years however, the handshake has gained popularity. When in Japan, as a westerner you might be offered a handshake first, as they are very respectful and



wouldn't want you to feel embarrassed and to "save face". A good tip is to prepare yourself by watching what the opposite person is doing.

Language

In cross-cultural business most verbal communication is done in English. Oftentimes English is not the mother tongue and certain things simply get lost in translation. As a native speaker, to avoid using idioms or slang, as they may be difficult to interpret or become confused. For example, the expression "getting your head around something" may easily confuse non-native English speakers.

Though communication in business mostly happens in one language, body language varies immensely among cultures and can give the spoken words a completely new meaning. For example, the "OK" symbol is a common sign in the US, but it is not OK to use in other countries. Giving this sign to Russians or Brazilians, for example, signals an insult. In Japan it means "money", which may lead to some confusion. In France it means "zero". and in France it means "zero". So, it might be best to express your excitement without this gesture. a "Thumbs up!" in Germany and the US signals approval or a job well done. In Australia, Greece and the Middle East this gesture will not be perceived so well, unless you are trying to hitch a ride.



Meeting

Punctuality has different priorities depending on the country. It is advisable not to expect it and to prepare to keep yourself busy in case you have to wait. Or simply schedule the meeting a couple of minutes earlier than you actually want to meet and in case of a delay, don't interpret it as a form of disrespect! Also consider that in some cultures, it is impolite to go straight into business in a meeting without asking the attendees about their personal or families' wellbeing.

Westerners have a very different perception on how to communicate in a meeting, especially opposed to Chinese people. First and foremost, they are taught to be good listeners, they would not dare to interrupt you when talking. So, when you feel like it is quite on the end of your Chinese colleagues, make long enough pauses when talking, which indicate that you have finished your point or when you are conducting the meeting approach your colleagues directly and ask for their input. Then impress them by being the best listener.

Thinking ahead

Acknowledging cultural differences and educating yourself about them, is the first step to good cooperation. Because the ways in which meetings are conducted vary so much in different cultures, it is best to clearly communicate to each colleague the expectations and goals of the meetings and how it will be led. E-mailing a list of topics that will be discussed beforehand or letting your colleagues know that you want to do a brainstorming session in the meeting is a very good start. Make sure to clarify what the goal of the meeting is so everyone can prepare.

Conflicts

Disagreement is perceived extremely different around the globe. "Agree to disagree" is a commonly used term that best describes the attitude of the western world. Disagreement are the building blocks of starting a discussion, create compromises and work on an idea together. In other cultures, such as Korea or Thailand however, to disagree is considered offensive. Be aware of those differences and choose your language carefully. Make sure you disagree with the idea and not with the person.

Honesty

Even though you may be a good communicator with people from different cultures, it is impossible to be 100% on one wavelength with everyone. Misunderstandings are bound to happen as they can never fully be avoided. Therefore, it is key to be truthful and to admit when you feel misunderstood or when you misunderstand something. Being honest is sometimes a hard thing to do, but it is absolutely rewarding, as that is the only way of finding common ground. Webhelp is a huge global network of over 50.000 colleagues from over 36 countries. Working together in cross-cultural teams is part of our everyday business. We believe that diversity is our strength and we continuously pursue the goal to create a common work ethic together.

Xenia Stepanow



3 MISTAKES TO AVOID IN SOCIAL MEDIA MANAGEMENT

Social media plays a vital role in the marketing mix of any business.

This should at least be the case.

No matter what your goal is, social media can be the right tool to reach your target audience. Whether it is brand awareness, lead generation, selling consumer goods or finding new

employees.

Taking generations Y and Z as examples, they gather information about your company from their social media platforms. And as the first generations to grow up with the internet, they are demanding and depending on your type of business, they are a determining factor of whether your company will stay in business. And with only a few minutes to make a lasting positive impression, every second counts if you want to generate the next follower, the next sale or the next application. It is a vital element that depicts whether you will fall into eternal oblivion, or even worse, become a viral laughingstock. For this reason, you should avoid making these three mistakes.

Mistake #1: Buying your followers

This message should now be a blueprint in every company. Of course, 100k followers look impressive at first sight. But if someone takes a closer look at the profile, they quickly realize that these are not real followers. Maybe you are wondering how they find out. The magic word is – engagement. A high number of followers means

nothing if it doesn't reflect the likes, comments and shares of your posts. Just consider it yourself: How can it be that out of 100.000 fans only 60 people like your posts? So if one zooms in, it gets quite clear that things aren't as rosy as they seem. A fact that, conversely, weakens the authenticity and trust in your own brand.

Social media is a competitive business. The success of a profile comes from hard work, continuity and authenticity. There is no cheat or shortcut here. And what can help you build real followers and fans is the moderation of well thought-out and inspiring content.

Mistake #2: Posting content that does not add value

There is a famous and often quoted statement which states: Content is King. This is true and means that only high-quality content on websites, in magazines, or even on social media leads to lasting success. Posting just for the sake of posting is perceived by your followers as spam and will never be transformed into engagement, but mostly leads to unfriendly comments.

The purpose of a post is to offer the followers added value and to position yourself as an expert in your field. The content should therefore always be unique, creative and at best interactive in order to really resonate with the users.

A well-organized editorial plan can help you to structure your posts and free yourself from the stress of "having to post something again". Search the internet for the latest social media trends, observe your competitors and explore to see which content is published by successful profiles from other industries. This has nothing to do with copying, but should be implemented to enrich your own creativity. Think about it: What can I do better than Profile XY?

Mistake #3: Using Social Media as a "by the way"

If you take these two previous mistakes to heart, it's obvious that social media management can't just happen on the side. Those who have not yet understood the job of social media managers tend to think that it is not a real job. Surf the internet all day long, watch cat videos and post something in between?

No, it is very far from it. The Social Media Manager's work encompasses many areas of activities that can become overwhelming even for one person. The execution of strategies on the different channels, topic research, editorial planning, graphic elaboration and the writing of texts including Hashtag research (which should not be underestimated), community management, introduction and implementation of advertising measures, controlling and monitoring of posts and profiles, social media analysis and reporting, as well as the professional exchange with the internal departments all fall under the scope of Social Media Management.

Sidestepping the three common mistakes mentioned above is essential to the success of any social media strategy. Follow our advice and we are sure that your social media presence will be taken to the next level!

Share your thoughts with us: Did you expect that so much happens behind social media platforms? Did you realise that intensive planning is required to be successful in the long term owing to the extensive reach of Facebook, Instagram and Co. What are your tips for being successful in the social media business? Let us know at

jacqueline.radzyk@webhelp.com

Jacqueline Radzyk

THINK HUMAN – OUT WITH THE OLD AND IN WITH THE NEW!



"We were delighted to experience this historic moment of the brand reveal. As passionate game changers, we look forward to successful Webhelp years ahead."

Lamia Kaddouri, Human Resources, Morocco

30th September marked a milestone at Webhelp. It was an exciting and euphoric moment as we unanimously revealed our new Webhelp brand.

So what led us to the rebranding?

Following our need to clearly express our strengths and core values, we decided to redefine our mission, vision and brand to:

- Better reflect and promote our culture, values, flexibility and agile nature
- Inspire people and energize our employer brand to continue attracting and retaining top talents by creating a sense of purpose, pride and excitement
- Protect ourselves from both global and local competitors by truly differentiating ourselves
- Attract businesses by showcasing our expertise and also communicating a precise message to our existing clients

And how did it all unfold....



"Owing to the scope of the project there were some challenges along the way but that's normal. All hands were on deck and the project was a great success."

Andrea Aumüller, Global Marketing Director

The organization

Because it was a huge project, the organization involved a lot of planning and coordination. Laura Soeteman, our Global Brand Director, steered the project in close consultation with Webhelp's leadership committee and the brand management team. We partnered with FutureBrand, a global brand consultancy who supported us in the conception and design of our new brand, which was going to be implemented on our website, communications and social media platforms.

And to set the ball rolling, FutureBrand conducted a survey of Webhelp's global offices with the objective of finding out more about the company culture and how Webhelp as a brand resonated with the employees. And the results were taken into consideration in structuring the new mission statement.

To make sure that everything went as planned, brand ambassadors were selected from each country. From finding the right contractors, visiting each site to going through the floor plans of the offices, the project included an immense amount of details and processes. Keeping their eyes on the prize, the branding team worked hand in hand with the local brand ambassadors who made sure that things on the ground were streamlined, awaiting the big day.

The reveal

With lots of suspense in the air, the brand reveal moment commenced with a presentation from the management and team leaders in the various locations. And at exactly 12 noon CEST, all Webhelpers gathered and cheered on, as the new vibrant Webhelp logo was revealed!

The reveal moment was great, accompanied with branded cupcakes, sweets and other pastries in the different Webhelp locations. And thereafter, goodie bags were distributed to all employees. Each employee was glad to receive the newly branded items such as notebooks, pens, lanyards, t-shirts and mints.

The response

Change is as good as a rest! The new brand is fresh, vibrant and energetic. It has been received with overwhelming positivity from all our locations around the globe. Our new brand reflects our new mindset – Making business more human. As a global community of passionate, fun-loving people, we thrive on making a difference on behalf of the world's most exciting brands. We are now fully geared up to continue the beautiful journey of enriching customer experiences and also business solutions around the globe!

Evelyn Kamau

"This is a new chapter for all of us. It was an amazing journey until the big day – we can only thank all our Webhelpers for sharing the excitement with us!"

Carla Ferigle, Communications Director, Spain



Two hearts and a "W"

The story behind our new logo



Think Human

Over the past years, Webhelp has grown a lot: both through internal development as well as by welcoming new businesses into the group through acquisitions. Amid the growth, we saw an opportunity to bring together the best elements from each piece of our big puzzle and to better showcase what makes us who we are.



Everything you need to know about our new logo

When we built our new brand platform, we wanted to find a logo that reflects the human connections existing between Webhelp employees and clients and which is also part of our brand DNA. Here are all the insights about our logo with regards to design, font and color.

Meaning of the new logo



Think Human

We decided to go for a more rounded shape, with smooth curves. Our new symbol is easy to remember and even if the name “Webhelp” isn’t written on it, the logo is still recognizable as it also represents a big “W”. Additionally, if you look closely at the W design, you see that the W also displays two hearts brought together! A perfect combination that expresses our brand signature.

Color of the new logo

The idea was to keep using the blue which is a common color in the tech industry, while distinguishing ourselves from the competition. The blue color is often synonymous with serenity, comfort and safety. The peacock green is a perfect match between the industry environment and the modern touch brought by Webhelp.

It was also the time for us to display our real DNA to the market: we are a people first company, so we needed our brand to also reflect our unique culture and strengths! After redefining our mission statement and our vision, the time came for us to design our new logo.

To create our new symbol as well as the whole new brand platform, it was necessary to have a team of people involved in this huge project both internally and externally.. We worked very closely with the design agency FutureBrand and the team dedicated to Webhelp’s rebranding project who were constantly in touch with the Webhelp branding team, the HR departments from our different locations, and of course, the founders of the company.

Throwback to our old logo



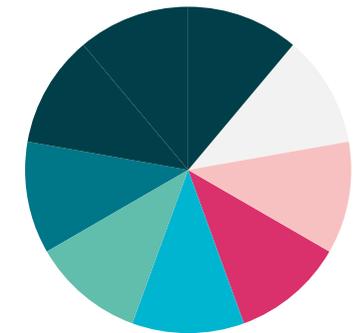
The old Webhelp logo was designed to reinforce the tech & corporate positioning of the company in an expansion phase. Now that Webhelp is a Global leader as a BPO provider, it was necessary to reflect our leadership and human ambitions with a clear brand positioning to identify Webhelp as a human and sustainable brand.

New Webhelp font

Aa Bb Cc Dd Ee

Regarding the font used on the logo and for communication materials (like the article you are reading right now) we wanted to use a modern sans serif font, that would reflect the close relationship that exists between all Webhelp stakeholders. We opted for a font called “Trenda” created by Chilean font designers “Latinotype”: the best choice to simply highlight the smooth autograph of our logo.

Additional color palette



When you create a new brand platform and logo, it is important to propose a color pattern that can be used for internal and external communication. Our idea behind using this color palette was to use bright and vibrant colors that give some freshness to our identity and also align with contemporary graphic codes. It also reflects the “Think Human” tagline as it goes beyond the typical “cool” technological color range of blues, greys and greens.

So let us know now, how you like the new logo.

Diane Servettaz



"Start the project, learn from users and adapt along the way."

Interview with Axel Mouquet,
Deputy General Manager & CCO,
Webhelp Payment Services, Paris

Get to know Axel, who – in his leading commercial role – is the engine behind Webhelp Payment Services' marketplace successes. After gaining his MBA from ESSEC Business School, in 2008, he accepted a Key Account function for the e-Commerce and utilities verticals at the Webhelp Group, a classic BPO specialist. The demanding function needed i.a. pragmatism, project skills and an instinct for improving processes. These are some of the talents that helped Axel, in 2014, to join Webhelp Payment Services, a Payment Service Provider under the umbrella of the Webhelp Group. Today, WPS is a European B2B Fintech leader for digital payment services within the marketplace ecosystem.

Axel, what exactly is a B2B marketplace?

Well, marketplaces (MP) are platforms on which companies sell their products to other companies. The particularity is that the owner of the MP, the operator, invites third parties, so-called sellers or vendors, to sell to its customers. It is a win-win-win-situation, let me explain: The operator expands his product portfolio, which attracts extra buyers. This allows both businesses to increase in growth as well as profit. For sellers, MPs are great since they do not have to invest in additional IT infrastructure but they still benefit from the market chance and the operator's services and reputation. Finally, buyers enjoy the ease of purchasing from a single platform; it helps them streamlining their processes and save time and money.

Besides the economical perspective, why do companies start a marketplace?

For most companies, it is a logical development of their sales and distribution channels and a further professionalization of their e-commerce activities. Many organizations anchor a MP in their strategy, to thrive for leadership in their market segments. Either they strengthen and defend an already dominant position in the market, or they position themselves rather offensively e.g. to counter the dominance of the MP leaders. In this case, a vertical strategy works best which proves that the MP giants are vulnerable too. Depending on

the operator's business model, different strategies apply. Many actors install one-stop-shop-models, however, varieties arise. E.g. initiated by purchasers, procurement networks appear. They benefit from accumulated buying powers and offer selective products. In other cases, distributors turn existing models inside out to serve under-organised markets; they reduce the role of intermediaries and add transparency.

What exactly does Webhelp Payment Services do?

It is important to know that payment services are regulated; as such, Webhelp Payment Services is a licenced Payment Services Provider, specialized in managing the particularities of digital B2B payment flows. Besides building financial infrastructure to pay-in and -out, through escrow accounts, we issue invoices to manage financial flows, monitor deadlines, handle different payment methods and initiate dunning; in a nutshell: all subjects related to B2B payments. We currently offer our services in 36 countries and last year we cashed € 1.5 Billion for our clients.

What are the biggest challenges for operators?

Moving sellers from an analogue to a digital environment can be challenging and may demand some to convince them. At first, operators may struggle with the digitalization of the product portfolio, which is key to grant a perfect customer journey. Sometimes, purchasers need to be convinced to move away from business as usual to start working digital. The user-

friendliness of interfaces, combined with B2C user experiences within a B2B context are very helpful though.

What is your advice to potential MP operators?

Get your MVP* started quickly to gain insights from your users. The first step is the most important, begin your project and solve challenges on the way. We saw prospects who discussed endlessly and never started. Some learnings:

How do you – Webhelp Payment Services – support your clients?

As mentioned, new operators face various challenges. They deal with the integration of new technologies, new payment processes and services and they need to convince their stakeholders. Thanks to the 25 MP projects Webhelp Payment Services is involved in, we have gained a lot of knowhow and experience. We proudly support companies like i.a. Siemens, Conrad or Tetra Pak. New clients benefit from this; they learn from the success of others and avoid reinventing the wheel. We design and deliver best-in-class user-centric solutions. This improves the customer journey and guarantees a safe business environment, which accelerates the MP's development.

Thank you Axel for this exciting exchange and all the best with your MP projects!

Wim Borret

*** MVP: Minimum Viable Product:**
a platform with enough features for initial operations, which enhance getting feedback from the market for future enhancement.

- 1. Assign a specific strategy for a particular geographical scope, to serve well defined clients**
- 2. Start small and grow step-by-step, continuously improving your marketplace**
- 3. Put users in the centre and support your sellers**
- 4. Organize dedicated resources**



BY DESIGN

A short guide for planfully choosing the right graphic design solution for your company



In a saturated market environment where there is seldomly a really new and never-seen-before product or service, businesses face one big challenge: how to differentiate from market competitors and how to gain that competitive edge that drives sales and revenue finally securing a company's success.

This challenge includes a multitude of different areas that stretch from market research and product development to advertising and after sales customer support. One important aspect is the visual identity of your brand. That is mainly the "look and feel" of your product or service, including the logo, color palette, font, supporting graphics (e.g. icons) down to the corporate tone of voice and how those elements are implemented in the company's marketing channels. What comes first to mind is the company website, but also printed material, like flyers, brochures, annual reports, packaging and stretches to photography, corporate videos and social media support. That's when the general question rises whether a company should use the services of a design agency, work with a freelance designer or



"Design adds value faster than it adds costs."

Joel Spolsky, web programmer, writer, and creator of Trello

Freelance designer

Pros

- Creative professionals
- They are less costly than a design agency as there is no management overhead involved.
- If you plan to hire a graphic designer you might end up offering the job to a freelancer with a proven working relationship.

Cons

- A one-man show might limit your company's options concerning visual appearance or the channels through which you can communicate.
- In case of absence of your freelancer, the finalization of tasks might be prolonged. But with good planning from both the freelancer and you, that shouldn't be a problem.

employ its own inhouse graphic designer as a creative source. One criteria that can help with the decision making is the simple question of how much and how regularly do you need graphic support: Is it a one-time task of creating a website? Are there regular newsletters and mailings sent out to clients? Does your organization rely on the fast provisioning of presentations that stick out from the usual slide deck? Do you work a lot with videos and photography to showcase the highlights of your products?

The following are the pros and cons of each option one can choose from.

In-house design team

Pros

- Creative professionals with deep insight of the company.
- No extensive briefing is necessary, as the in-house design team knows about your goals and how you want to be perceived in the public eye.
- High efficiency through very short review cycles: you work in the same company, maybe even only some desks away.
- Great flexibility and availability: As the in-house design team can focus on one client only, there will always be someone to help.
- In-house designers are much more committed to the project's success than an external agency would be.

Cons

- The constant availability of the in-house designers might mislead to the assumption that tasks can be accomplished on very short notice. A lack in quality of the work might be the result.
- It is important for inhouse designers to look for creative input and to further educate themselves about ongoing trends or otherwise they will be limited in their creativity and be stuck in their day-to-day work.

One important factor when thinking about the different options is the cost side of things which leads us back to the starting questions of how much and how often do you need the help of designers: Is the task merely to create a onetime design-product or to design templates that can be used by the non-designer community? Or do you have a constant need for marketing materials? Whatever option you go for – working with designers can and should be fun. Seeing ideas and concepts turn into reality is a great experience and will definitely help bring your business to the next level.

Martin Kloha

Design agency

Pros

- Creative professionals who find new approaches to communicate your product or services.
- They are perfectly skilled in different design techniques and tools.
- They have a pool of partner agencies or freelancers to cover all areas of analogue and digital design.

Cons

- Depending on the duration of the business relationship, the agency might not have deep insight into your company and your overall goals. A lengthy and overly detailed briefing process can be the consequence.
- If the amount of work (or money the agency can earn from you) decreases, the person in charge of you might quickly pass down the task from a Senior Art Director to a working student in his freshman year.
- A lengthy approval process which can prolong the finalization of the design product.

Undoubtedly, coffee is one of the most popular drinks in the world. The daily dose of caffeine is a must-have for most people especially in the morning to jump start the day. But have you ever thought about the health implications of drinking too much coffee?

Is too much coffee harmful?

Tasty alternatives that you can enjoy in the office

A moderate consumption of coffee is okay but too much caffeine is known to cause insomnia, irregular heartbeats and iron deficiency. It also hinders the kidneys from retaining calcium, zinc, magnesium and other important minerals which are required for the proper functionality and vitality of our bodies. Scientists are currently researching acrylamide – a potentially harmful substance that is produced during the roasting

process of the coffee beans, which is classified as a carcinogenic compound.

Due to the side effects of coffee that are mentioned above, more and more people currently flock the internet in search of alternative office drinks that are refreshing and also energizing. We have gathered some of those alternatives on the next page.

Enjoy!



Warm Lemon

Due to its high vitamin C content, the warm lemon drives away fatigue and also stimulates our metabolism. Even without mixing it with a caffeinated drink, its tasty, energizing and boosts our concentration.

Preparation:

Depending on the size of the cup, squeeze a half or whole lemon. Add hot water and feel free to also add a bit of honey.

Ginger-Water

The ginger root is one of the healthiest foods in the world. Not only does the spiciness of the ginger root stimulate digestion, it also enhances blood circulation in our bodies. This drink is a tasty refresher that will also keep you awake during your office hours. Thanks to its anti-inflammatory components, it is also a healthy drink that cleanses our bodies.

Preparation:

Peel approx. 2 cm of a small piece of ginger and cut it into small cubes. Pour boiling water over the ginger and leave it for a few minutes to infuse and to cool down. Warm or cold, it tastes just as good – Enjoy!



Matcha-Tea

For those who don't want to forgo caffeine, Matcha tea is a healthier option. A cup of Matcha tea contains as much caffeine as an espresso. The tea is made from fully shaded tea leaves that contain chlorophyll, which our bodies need to build new blood cells and strengthen the immune system. In addition to its anti-inflammatory effect and the preservation of precious vitamins and minerals, the tea also contains beta-carotene, which we need for our eyes, mucous membranes and metabolism.

Preparation

Place approx. 1 gram or two teaspoons of Matcha tea powder in a bowl. Add a small amount of cold water and mix into a smooth cream. Then add hot, non-boiling water. Beat the drink with the bamboo whisk or a milk whipper for about one minute until it is fluffy and your drink will be ready!

Natalie Dlabolova

THE FLAWED CONCEPT OF PERFECTIONISM

Is perception a true reality?

Every day, influencers on social media amaze us with their adventurous and courageous spirit by sharing breathtaking shots of their exciting journeys around the world. They strike us with their artfully prepared, healthy and nourishing meals and impress us with their discipline in relentlessly following strict fitness programs. In today's Instagrammable world, we are constantly exposed to idealistic depictions of reality through the social media platforms such as Facebook, Instagram and Snapchat, where we spend two minutes in every five minutes online (GlobalWebIndex, 2016). As a result, we are automatically prompted to draw personal comparisons. In many cases, the verdict

regarding our own reality is disillusioning. Well, of course it is.

The whole concept of self-showcasing on social media is based on an exclusive focus on the good parts with individuals skillfully masking their shortcomings. These days, the appearance of perfection is far more important than the reality. However, the concept of endless perfection is fundamentally inhuman and therefore, inevitably incompatible with our reality. What we see on social media is not perfection, it is simply the appearance of it, which unfortunately manages to sometimes make us feel bad about ourselves.



But why is it that perfectionism is the ideal lifestyle that many people seem to strive for?

A product of our cultural realities

According to the psychologists Curran and Hill, perfectionism can be understood as a cultural phenomenon of the Western hemisphere, which was formed predominantly by the social developments during the past couple of decades. The endorsement of competitive individualism and meritocracy as well as anxious and controlling parental practices, contributed to the rise of perfectionism – a perfectionism measurable through achievement, wealth and social status.

Perfectionism – winning strategy or pitfall?

Young people today perceive that others are more demanding of them, are more demanding of others, and are more demanding of themselves (Hewitt and Flett, 1991). It seems like it is increasingly hard for us to take a step back and derive a lasting sense of satisfaction from what we already have, no matter how long the list of our achievements is. In fact, it is often the already high performing individuals who show an increased need to strive for even more, perform better and achieve higher. Excessively upholding standards of perfectionism is proven to be harmful, not only to our mind, but also to our body. Elevated levels of perfectionism are positively associated with clinical depression and early death, caused by stress as well as suicide (Hewitt & Flett, 1991). However, the better we do, the better we are expected to do. We could easily find ourselves caught in a vicious circle of never being quite perfect enough. Perfectionism is indeed a double-edged sword: while excessively high personal standards could be harmful to

our psychological and physical health, a more balanced model of perfectionism might in fact further both our personal and professional development.

When it comes to perfectionism, just like in so many other things, a moderated consumption seems to be the way to go. We should always keep in mind that we all have different strengths and weaknesses.

**"Have no
fear of
perfection –
you'll never
reach it."**

Salvador Dali, Catalan surrealist artist

Although in today's world it might sometimes seem that way, nobody is truly perfect in all respects. Mourning our flaws and trying to keep up with others in areas which simply are not in our nature, will make us feel miserable in the long run. We should instead focus on our strengths, as they bring about a far higher sense of fulfilment and satisfaction. And if we cannot resist the urge of drawing comparisons, the only fair standard of comparison is our former self, since that is the only person with whom we share the same set of social, educational and physical prerequisites.

Natascha Tröger



Deepfake Videos

Can we still believe what we see?

Deepfakes are a form of artificial intelligence. The word combines “Deep” which stands for “deep learning” and “fake” which means unreal. In simple terms, they are falsified videos made from deep learning.

What is Deep Learning?

Just a subset of machine learning that comprises of a form of highly complicated artificial neural networks (ANN's). As the term “neural” suggests, these ANN's are computing systems that are based on the functionality of a biological neural network - our brain. For example, a machine that could have an ANN, may be a face-recognition computer. The code of such computers is typically similar to the part of our brain that is responsible for encoding faces - namely the Fusiform gyrus located in our temporal region of the brain.

Long story short, deep learning technologies are about algorithms that can learn and make an intelligent decision on their own. This creates the danger that the technology can be used to make you believe in something you see, even when it's not real.

Sounds complicated huh? let's see how it all works.

Deepfakes operate through a deep-learning system that scrutinizes various photographs and videos of a specific target. And with great accuracy, the machine begins to mimic the persons behavior and speech patterns.

But that's only the beginning of it. The real magic happens somewhere else. It happens in the Generative Adversarial Network (GAN). Imagine the GAN as a tool that when given a photograph, it generates new photographs that look at least authentic to any human eye because they have many real human features. The GAN detects flaws and improves them to make the face look authentic. It detects flaws and areas of improvement through multiple rounds and voila, there goes your deepfake video or photo.

Okay, I get it! But how dangerous are they?

It depends on who you listen to. As always, some folks think they are the next big internet scam, others, like Florida's Republican Senator Marco Rubio believe they are the modern equivalent to nuclear weapons.

Tim Hwang, Director from AI Initiative at MIT thinks that although their appearance can be very disturbing, he remains skeptical that Deepfakes will act as a major game changer in their areas of application.

Whether it is putting words into politicians' mouths, destroying relationships or spreading fake propaganda videos. The fact that we already know the danger exists, makes us even more aware of the chance of being manipulated.

How can I detect deepfakes?

It depends. Certainly, detecting an amateur video isn't all that hard, yet professional ones are almost impossible to recognize as well. You see, while artificial intelligence (AI) can be used to create deepfakes, it can also be used to identify them. Obviously, the biggest problem in detecting them lies in the rapid advancements of AI, especially of the GAN's in making them. If you have ever seen a well-made deepfake you know perfectly well, that it's almost impossible to tell the difference between what is real and what isn't. And because we live in a time where the internet mediates everything we do, deepfakes have significant implications for determining the legitimacy of information presented online.

Currently, there are great initiatives called the Deepfake Detection Challenge (DFDC) that large corporations such as Facebook and Microsoft have created to fight this problem. Earlier this year, both of them announced their collaboration with various universities across the U.S. to create a large database of fake videos for research.

Google has also committed itself to help fight this battle. Through the development of high-performance fake audio detectors, Google is among the pioneers in bringing a solid solution to life. It further becomes important that "we" collect large amounts of data from current deepfakes, as this will allow a more precise evaluation behind what can and can't be trusted.

Should we eliminate all deepfakes?

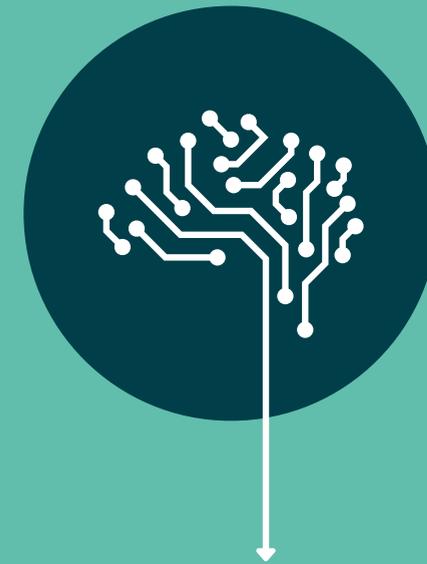
This would indeed be a solution, that would however only be a short-term solution. This is because it's not so much about the technology that creates them, but rather the people who create them. So the technology isn't really the issue here ... Experts agree that at the end of the day, there are only two real solutions to winning this battle.

The first is to legally ban deepfakes in general. As this isn't the case yet and often remains a grey zone in international law, it would still be perfectly appropriate to penalize those who use the technology to smear others. However, this would be very time-consuming, which could make it difficult to use legal measures to mitigate potential harm stemming from deepfakes.

The second option is to develop a technology that is smarter than the ones who create them. More precisely this would mean building a system that can distinguish a deepfake from a genuine video. This can be done using algorithms similar to those that have already been developed. Then again, this may mean the folks creating deepfakes may get access to the new superior technology as well, which will further lead to deepfakes evolving at an even faster rate than before.

You may already have noticed, that neither avenue represents a bullet-proof system. Indeed, the fight against deepfakes is a challenging one in which we will, most likely, always be one step behind the detection.

Maximilian Distler



Webhelp's innovative front

Staying in sync with the latest technology trends

At Webhelp, we leverage a portfolio of technological solutions to not only enrich customer journeys but also support our advisors in creating excellent human experiences. Read on to find out how this portfolio is continuously improved by focusing on the design, prototype and roll out of the solutions.



Technological innovation at Webhelp is managed by a global team of passionate gamechangers, called Technology Enablement. Our team has three main areas of focus:

Omnichannel

How do we enable our customers to consolidate all their clients' interaction through a unique interface that enables a seamless transition from one channel to the next?

Automation

How do we leverage AI to automate interactions before, during and after consultations with our advisors in a customer friendly way and also ensuring that they focus on what matters: creating human connections?

Transformation

How can we make the most out of the new channels that are emerging within customer journeys, such as video or messaging, and embed them within our customers' operations?

Within those three topics, we use a consistent approach to stay on top of the game of the newest and top performing technologies of the market.

The first step of our innovation process is the sourcing of new partners. Through our collaboration with research firms, universities and clients, we always monitor the technology market and look for new candidates to embed within our existing ecosystem. We frequently meet with those new potential partners to evaluate whether there is an opportunity for us to work together. Amongst our criteria, we look for technologies that are not only going to have a big impact on customer journeys but are also going to be compatible with the way we operate and compliant with our security and data privacy policy.

Once we have identified a promising innovative candidate and benchmarked it with existing partners, we move to the next phase of our approach: the proof of concept. We test the solution in real-life conditions on a small scope – for instance on 10 advisors or on 1% of a client base – in order to evaluate the solution's operational and financial impact. This phase also enables us to understand how the solution can be embedded within our ecosystem: what kind of integrations does it have? How complex is it practically to be integrated with leading market technologies such as Salesforce or Zendesk? In addition to conducting those proof of concepts, we also support our clients in their tests of new technologies: based on their business need, we select an innovation which we believe could be relevant amongst our ecosystem and then evaluate whether the solution is indeed the right one for them.

As soon as we have validated the positive impact of the solution, we start working on how to scale the solution within the group: we train solution experts and a support team so that the technology can be easily implemented and maintained, and we also work on building off-the-shelves connectors with our biggest technological partners for faster rollout. An example of this approach is the creation of an integration with Salesforce for our proprietary machine translation solution – Polyglot, which enables our clients to scale and manage multilingual projects.

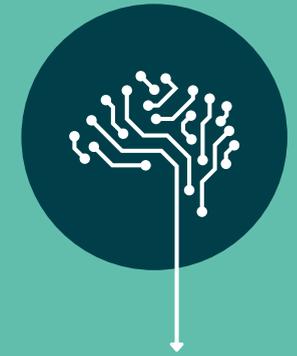
Even when we successfully deploy a solution within the group, we never stop innovating! The Technology Enablement team is always looking for new ways of enriching its existing solution ecosystem, either through in-house developments or through close links with its partners. We work closely with promising technology start-ups in the customer experience industry to help refine the roadmap of their

product. For example, we recently partnered with Allo-Media (a company that focuses on AI-platforms based on Call Tracking, Automatic Natural Language Recognitions) to launch the Self-Augmented Agent, a product leveraging the start-up's speech analytics technology to analyse calls in real time and deliver added value information to our advisors to help them be more efficient.

In addition to the enrichment of our partner ecosystem, we also closely work with our in-house technology solutions to support their development within the group. Such solutions include our centre of expertise around omnichannel technology integration; our leading voice technology experts – Telecats, digital transformation and development specialist MyStudioFactory, and the latest Webhelp acquisition: PitechPlus. PitechPlus enables us to reinforce our service offering around software development, application management and intelligent automation – which is about leveraging technology to simplify and speed up simple processes such as data capture or validation.

Our agile approach to innovation, combining the development of our partner network and of our in-house solutions, enables Webhelp to provide the technological solutions that will be at the heart of customer experience in the future – all the while, ensuring that we maintain high levels of operational performance!

Delphine Burbaud



"We use a consistent approach to stay on top of the game of the newest and top performing technologies of the market."

City tip

Chambéry

In this edition of The HUB, we would like to highlight one of our beautiful French locations – the lovely city of Chambéry. In this picture, you can see one of the emblems of the city: the Elephants fountain!

Located in the South-East of France, between lakes and mountains, the city of Chambéry has a lot of activities to offer both during winter and summer seasons.

fun facts

- A small airport very close to the city offers flights to the UK and the Netherlands
- You can see a lot of people kitesurfing on the Lake of Bourget almost all year long
- Every Tuesday in winter, the cross-country ski resort opens in the evening and people ski through the forest

Local products & regional dishes

If you are starving for a typical Savoyard dish, we advise you to drive for ten minutes outside the city and discover the restaurant “**l’Auberge de la Ferme de la Ramée**”. Before entering, take the time to discover the farm animals right next to the restaurant, for the greatest pleasure of children and adults.

And if you are tempted by a simple cuisine with local and seasonal products, the **Bistrot Brick House** offers you a cosy place with an industrial interior design reminiscent of New York.



©: ART PRISM

Charming historic centre

Take the chance to stroll through the charming historic centre, walk in the picturesque streets and have a look to famous Elephants fountain. From there you can stop by the best pastry shop in the city “**Cédric Pernot**”: from classic French pastries to innovative creations,



©: puggirl

this is the place to go! The “**Café des initiés**”, only a few minutes walk from the pastry shop, provides you a nice place to relax and enjoy a coffee!

Wintertime in the mountains

From Chambéry, it will only take you 30 minutes to get to the closest ski resort! Cross country or alpine skiing, sledge dogs or simply hiking in the snow, you have a wide choice among activities in this season!

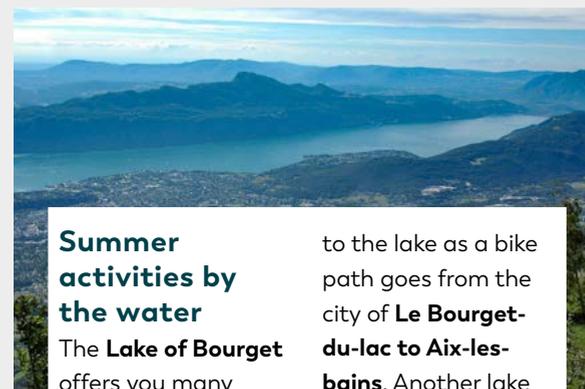
Winter is the perfect time of the year to go there: after a day spent enjoying the wonderful mountains, you will relish in tasting an appetizing cheese meal from one of the many cozy restaurants in the region.

Diane Servettaz

Summer activities by the water

The **Lake of Bourget** offers you many options to enjoy your time in summer: stand-up paddle boats, pedal boats, kitesurfing or simply swim on one of the many beaches. You could also go for a bike ride right next

to the lake as a bike path goes from the city of **Le Bourget-du-lac to Aix-les-bains**. Another lake close to Chambéry is the natural **Lake of Aiguebelette**. This is a private and well-preserved lake (motorboats are forbidden!) which has very nice and natural beaches.



Meet

our

people



"Everything is possible if you have the drive, determination and resilience!"

Jay Fell

Global Account Manager, UK

Parallel to his studies in Applied Psychology at John Moores University in Liverpool, Jay was employed as a Customer Service Advisor at O2, a leading telecommunications company in UK. During his time there, his agility and proactivity led to a rapid development of his career. He was promoted to Platinum Account Manager and then to Platinum Development Manager nine months later.

In 2012, he successfully graduated with a Master's degree in Occupational Psychology at the same university and went on to take the position of Take To Market Change Delivery Consultant before joining Webhelp. In our latest success story, Jay will tell us more about his career path with us.

So when did you join Webhelp Jay, and how has your career developed since then?

I joined Webhelp in September 2013. And back then, my intention was to stay in the outsourcing world for only one year and then go back to working in house. So far, it has been a fantastic journey where I have learned lots of new skills, met new people and interacted with different cultures!

I started as a Project Manager working exclusively on a telecommunications project for one of our long-standing clients. During this time, I delivered some big and exciting projects such as the operational readiness of a new billing system for our client's post-pay customers and the transition of the telecommunications services to South Africa. I then moved to a central function role as a Global Change Manager and worked with other telecommunications projects for different clients. I then received the opportunity to deliver Webhelp's first Global account with a leading low-cost airline.

After successfully transitioning our client to Webhelp, I took the role as International Partnership Delivery Manager before moving into the Bid Manager role in 2018. In 2019, I was part of the team who worked on a big project to secure a deal with a leading sports and apparel company. I transitioned our client from their previous provider to Webhelp, before taking on the role as Global Account Manager.

And what's your current position all about?

As a Global Account Manager, my role involves working with our partner and operational teams across five sites and a shared service center on a day to day basis, to ensure that we are delivering excellence to our client's customers.

The other key part to my role is working with internal teams to develop our roadmap of how we can deliver outstanding customer experiences for our partner and their customers.

Which project has been your highlight so far?

In my time at Webhelp, I have had so many experiences and highlights. To cherry pick just one however, some fond memories include my first trip to Rabat and setting up a new multilingual hub in Lisbon. (Smiles)

Which character trait helped you to advance your career?

I would say three things. The drive, determination and resilience to achieve!

What advice would you give people who want to pursue the same career?

The biggest lesson I have learnt is to have the drive and determination and not to compare yourself with others. Be confident in the skills and expertise you have to offer. Don't worry about others, focus on yourself and be the best version of yourself, in and outside of work!

And last but not least, how do you spend your free time outside of work?

I have three dogs, a Husky, Dalmatian and Labrador and they take a lot of my free time (smiles). Reading non-fiction books and also watching good movies on Netflix are my favorites too!

Thanks a lot Jay for your time and the nice interview. All the best in your career!

Evelyn Kamau

SPOOKY WINNERS

Halloween contest 2019 at Webhelp Spain

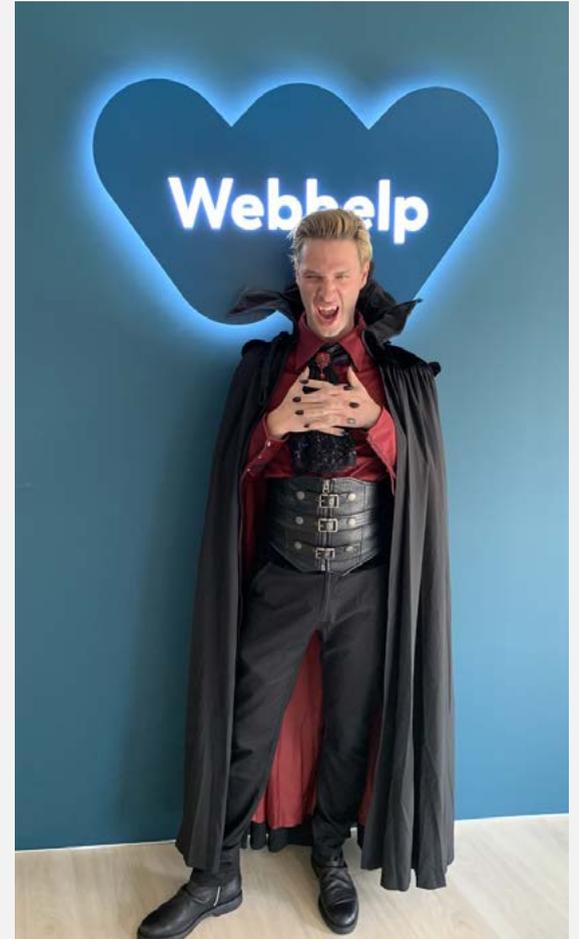
As is the tradition, our colleagues from Webhelp Spain did not miss the opportunity to celebrate this year's Halloween. And as you may also agree, no Halloween is complete without costumes! All Webhellers from our offices come to work dressed in their spooktacular Halloween outfits! It was a vibrant event with everyone looking all flashy and scary.

This year's event was not only a celebration amongst the colleagues, it was also a contest with amazing prizes. The lucky winners were awarded with a trip to a surprise city destination to either Berlin, Paris, Lisbon, London, Marrakech, Copenhagen or Rome. The price also included round-trip flights and two-night hotel accommodation.

Carla Ferigle



Oscar Ernesto Riquelme as "Edward Scissorhands" (right) and Sofia Archer & Abdel Jnah (top) as "Pharaohs of a Lost Time" from Webhelp Barcelona are the winners of this year's halloween contest in the individual and duo category. **Congratulations!**



Jobs at Webhelp

Program Manager -APAC (m/f/d) - Mandarin Speaker in Kuala Lumpur, Malaysia

Your tasks

- Coordinate, manage and monitor various departments in the organization.
- Improve processes and policies in support of organizational goals.
- Plan the use of human resources, organize recruitment and placement of required staff.
- Coordinate and monitor the work of various departments involved in production.

Our desired profile

- Associates Degree required, Bachelor's Degree preferred.
- Minimum 10 years in customer service /BPO industry with a proven track record including management of Team Leaders, Managers and 200-300 agents headcounts.
- Minimum 6 years working in general CRM environment.
- Experience in managing Taiwan market will be valued.
- Excellent communication skills both verbal and written in Mandarin (speak and write) and English will be valued.
- Have good interpersonal and team-working skills engage positively with all members, provide leadership and support where required.

Are you the right fit? Send your applications to SMB-MY-RECRUITMENT-APAC@my.webhelp.com

French Team Leader (m/f/d) – Travel Industry in Malaga, Spain

As a Team Leader you will be responsible for coordinating and supporting the team and the project operations manager with regards to customer specific process, procedures and applications.

Would you like to join us? Please send your applications to albert.pons@webhelp.com

Find more vacancies at:
webhelp.com/careers



Business Intelligence Data Analyst (m/f/d) in Sunnyvale, California

We are shaping the future of how technology is used in the workplace and invite you to be part of an entrepreneurial team in this rapidly growing business.

Your tasks

- Build data pipelines associated with customer activity, product usage, bookings forecasting and business productivity
- Bug fixing pipelines that provide insights to the business through analysis of bookings, activity and product data
- Develop BI - Data Warehousing and Reporting solutions to address the growing business reporting

Our desired profile

- BS degree and 3 years of work experience as an ETL analyst or in a highly analytical role.
- Experience with SQL and visualization tools.
- Capable of back-end and data processing work necessary to power UIs.
- Excellent analytical and problem-solving skills

Are you the right match for this job? Contact us on cypress.hawk@webhelp.com

Operations Manager (m/f/d) in Nuremberg, Germany

Your tasks

- Lead a team of approx. 80 employees at the two locations Nuremberg and Erfurt in technical and disciplinary matters.
- Responsible for communication and cooperation with the responsible contact persons of our client.
- Analyze team performance, work on its improvement and conduct appraisal interviews.

Our desired profile

- You have already successfully led managers and employees
- You have very strong analytical and communicative skills
- A high level of customer, service and employee orientation as well as a confident appearance are your hallmarks
- You can motivate your team to perform at their best.

Want to be one of us? Send your applications to lisa.henning@webhelp.com

Procurement Manager (m/f/d) in Nuremberg, Germany

Your tasks

- Central purchasing interface for the DACH region with 16 locations
- Cooperation with the global procurement team on international tenders
- Supplier management incl. regular purchase price and condition negotiations

Our desired profile

- Business studies or commercial training
- Organizational and communication skills
- Very good written and spoken German and English skills

Want to be one of us? Send your applications to lisa.henning@webhelp.com

Data Analyst Copyright, Legal Operations & Trust and Safety (m/f/d) in San Bruno, California

We are shaping the future of how technology is used in the workplace and invite you to be part of an entrepreneurial team in this rapidly growing business.

Your tasks

- Execute ad hoc analyses that translate data into actionable insights for Copyright & Legal Operations.
- Build, monitor and maintain reports, dashboards and tools to analyze and monitor performance and health.
- Create and enhance data pipelines, workflows and queries based on large data sets.
- Perform structured root cause analyses on fluctuations in operational metrics
- Assist with data on experiments, testing and auditing new or existing workflows.

Our desired profile

- Experience writing and maintaining ETLs
- Experience in spreadsheet software i.e Google Spreadsheets.
- Familiarity with data-visualization tools i.e. PLX, Tableau.
- Ability to work with and merge large data sets (more than 50k rows.).
- Familiarity with Internet policy and regulatory environments.

Sounds interesting? Contact us on cypress.hawk@webhelp.com

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Snapshot

Dean Smith | Training Department | Barcelona, Spain
WebHEALTH warrior and Jiu-jitsu coach

