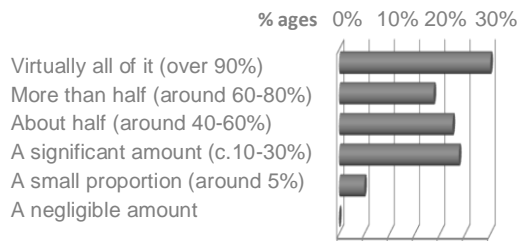# Appendix 2

Key findings from Travel & Web-Meetings Survey

During the last quarter of 2010, we surveyed 80 management and professional staff from 56 different organisations across 10 distinct industry and commercial groups based in the United Kingdom, the rest of Western Europe, Eastern Europe, Scandinavia, United States & Canada & Asia concerning their business travel and their use of web-based meetings.
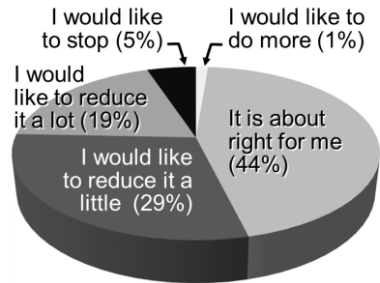
Our survey began by exploring the extent to which people's work is dependent on other people who were based 'at a distance' from them i.e. further than a walk away. Of those people surveyed, 90% had meetings with such people at least weekly and overall respondents estimated that an average of 59% of their work was based on such relationships (see chart above).

% ages 0% 10% 20% 30%

Virtually all of it (over 90%)
More than half (around 60-80%)
About half (around 40-60%)
A significant amount (c.10-30%)
A small proportion (around 5%)
A negligible amount

Managing and participating in these relationships involved respondents in an average of 64 business trips each year at an average direct cost (tickets, accommodation, fuel etc.) of £19,488 and 34,062 kg of CO_2 each year. Furthermore, these trips involved an average of 891 hours, 502 of which were in normal business time. If we assume average employment costs of £100K p.a. and 50% effective utilisation of travel time for work, this equates to a further indirect loss to the organisation of £14,254.
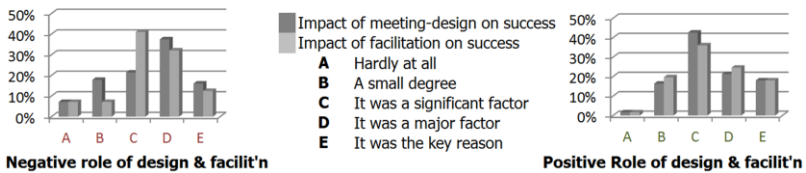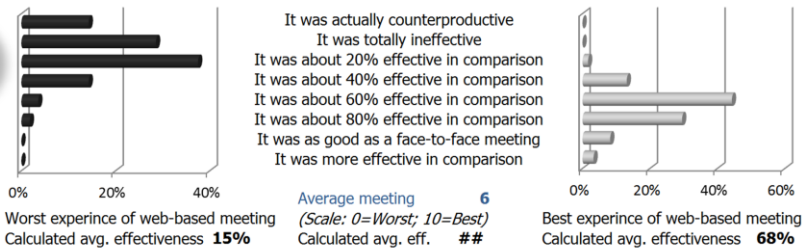
The biggest negative factor of business travel appears to be creating tensions at home, which 36% of respondents experienced. A further 26% of respondents felt that their travel time created issues in the office, and 16% found their level of travel stressful, but only 6% were considering changing their job as a result.

I would like to stop (5%)

I would like to do more (1%)

I would like to reduce it a lot (19%)

It is about right for me (44%)

I would like to reduce it a little (29%)

Overall, 53% would like to reduce the amount of time they spend travelling, and only 1% would like to increase it. (See above).

Of those people surveyed 62 (78%) had experienced a web-based meeting in the last year. The diagrams below illustrate the range of people's experiences of web-based meetings.

Range of Experience vs Average Face-Face Meeting: Poorest (left) and best (right)

It was actually counterproductive
It was totally ineffective
It was about 20% effective in comparison
It was about 40% effective in comparison
It was about 60% effective in comparison
It was about 80% effective in comparison
It was as good as a face-to-face meeting
It was more effective in comparison

0%   20%   40%

Worst experince of web-based meeting
Calculated avg. effectiveness **15%**

Average meeting   **6**
(Scale: 0=Worst; 10=Best)
Calculated avg. eff.   **##**

0%   20%   40%   60%

Best experince of web-based meeting
Calculated avg. effectiveness **68%**

Impact of meeting-design on success
Impact of facilitation on success

A	Hardly at all
B	A small degree
C	It was a significant factor
D	It was a major factor
E	It was the key reason

50% 40% 30% 20% 10% 0%   A   B   C   D   E

Negative role of design & facilit'n

50% 40% 30% 20% 10% 0%   A   B   C   D   E
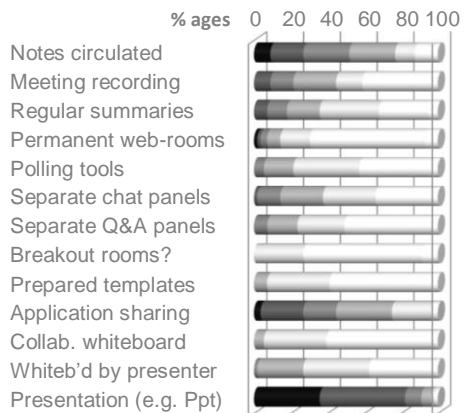
Positive Role of design & facilit'n

At their worst, they can be totally ineffective or even counterproductive as was 43% of respondents' experience. But 11% experienced the best meetings as good as or better than a face to face meeting. The quality of meeting design was seen to be a significant factor in 75% of the failures and 82% of the successes, while the quality of facilitation was a significant factor
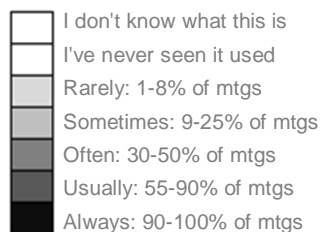
in 79% of the successes and 86% of the failures. Using their experience of the best and worst of meetings as the extremes of a 0-10 scale, respondents felt that 6 represented their average experience, which equates to an effectiveness/efficiency of about 49% of that of an average face to face meeting.

However, this is in large part because people are currently trying to replicate in web-based meetings what they currently do in physical meetings, rather than seeing their potential to be something more. In the figure on the right it can be seen that the web-based functionality with the highest scores are: presentation (91% report it is being used at least 'often' and 36% report it as 'always' used) along with notes and application sharing. However the functionality which is more key to achieving the 'engagement' and 'creativity' potential of web-based meetings, such as: prepared templates (59% never seen it used); breakout rooms (73% never seen it used); and permanent web-rooms (70% never seen it used), is far less in evidence, and even the humble collaborative whiteboard has never or rarely been seen by 95% of respondents!

% ages   0   20 40 60 80 100

Notes circulated
Meeting recording
Regular summaries
Permanent web-rooms
Polling tools
Separate chat panels
Separate Q&A panels
Breakout rooms?
Prepared templates
Application sharing
Collab. whiteboard
Whiteb'd by presenter
Presentation (e.g. Ppt)

I don't know what this is
I've never seen it used
Rarely: 1-8% of mtgs
Sometimes: 9-25% of mtgs
Often: 30-50% of mtgs
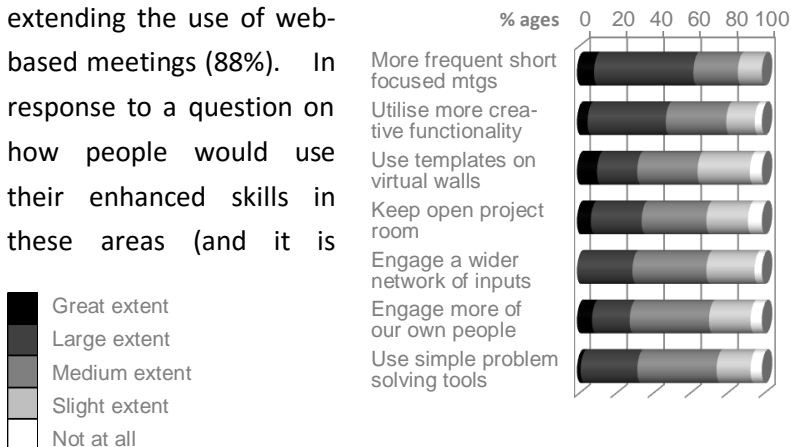Usually: 55-90% of mtgs
Always: 90-100% of mtgs

In fact 91% of respondents were unaware of at least 2 key items of web-based meeting functionality, and 54% of respondents were unaware of half of the functionality that was available to them. And where respondents 'usually or often' lead meetings themselves, the situation is not much improved, with 82% of

them unaware of at least 2 key items of web-based meeting functionality, and 41% of them unaware of half. With such low awareness and use of the engagement and creativity aspects of web-based meetings, it is perhaps unsurprising that 80% of respondents reported that they were aware of people "doing other things" rather than pay attention to the meeting 'often, usually or always'.

The reason for such lack of awareness of key functionality in web-based meetings is not hard to identify. 64% of those people leading web-based meetings have had no formal training whatsoever, and only 19% have had training on the available functionality. Most people have learnt their craft by themselves, or through observation of colleagues, and even where formal training has been accessed, the training that is available is largely technical in nature with little cognisance of the facilitation skills leaders need to be truly confident in deploying the functionality.
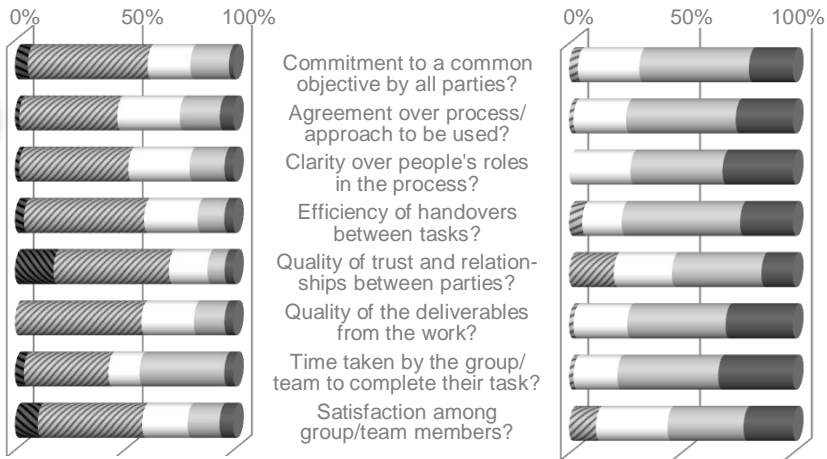
It is therefore no surprise that people see the scope for further learning as so high. Overall 95% of those people leading web-based meetings felt that they had a potential need for further learning in at least one area. The highest potential for further learning appears to centre around utilising creativity (83%) and extending the use of web-based meetings (88%). In response to a question on how people would use their enhanced skills in these areas (and it is

% ages 0 20 40 60 80 100

More frequent short focused mtgs

Utilise more creative functionality

Use templates on virtual walls

Keep open project room

Engage a wider network of inputs

Engage more of our own people

Use simple problem solving tools

- ■ Great extent
- ■ Large extent
- ▨ Medium extent
- ▨ Slight extent
- □ Not at all

important to emphasise that these are skills, and not simply knowledge), the results are shown in the diagram on the right. In particular, 91% would utilise more creative functionality, 87% would engage a wider network, and 84% would engage more from their own people.

People were asked to rate their perception of the effectiveness of web-based meetings, on a number of criteria, using their experience of physical meetings as a comparator. The results of this are shown in the diagram below. The bar-chart on the left is a comparison of their current experience of web-based meetings, and the bar-chart on the right is their expectation of what they could achieve if properly trained and utilising the approaches listed in the diagram on page 3.

Commitment to a common objective by all parties?
Agreement over process/ approach to be used?
Clarity over people's roles in the process?
Efficiency of handovers between tasks?
Quality of trust and relation- ships between parties?
Quality of the deliverables from the work?
Time taken by the group/ team to complete their task?
Satisfaction among group/team members?

Overall an average of 65% expect that their web based meetings will be better and more effective than physical meetings, most notably in the areas of quality of deliverables (70% better) and time to complete (74% better). As a result, respondents in the survey anticipate that they would migrate an average of 50% of their current travel to

In comparison to physical meeting:
- Much worse
- Worse
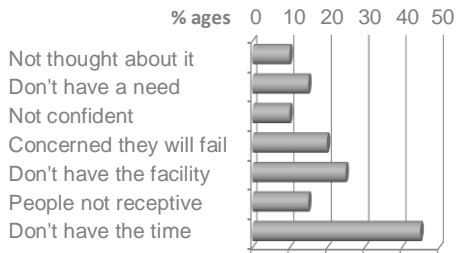- Same
- Better
- Much better
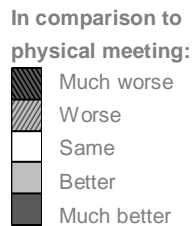
web-based meetings at an average saving per person per year of £16,825 (£9,744 of which are hard & identifiable) and a carbon saving per person per year of 17 Tonnes. Please note however that these are 'pull' effects from people who are making use of new competence and abilities.

Conversely, if meetings are simply 'pushed' from travel to web-based without addressing the issues raised earlier, 79% of respondents feel that any savings will be swallowed up in consequential costs of inefficiency/ineffectiveness, and 64% believe that the consequential costs will significantly (or even grossly) outweigh the savings. The overall average is that consequential costs appear to outweigh the savings by a factor of 2.7:1. This equates to estimated negative consequences of £45,475 per person per year. Unfortunately, the vast majority of these consequential costs are likely to be of the 'hidden' variety, and not evident in any reports, and so it is likely to be a while before organisations realise the issues in their drive. And with 72% of organisations, probably/definitely pursuing this, 45% of them currently, this is far from academic.

About 21% of respondents to the survey had little or no knowledge of web-based meetings. However most of those, 15 people, willingly undertook a survey which provides some insight into how people who are well outside of the web-based meeting fraternity view web-based meetings.

80% of those respondents saw their level of knowledge as vague or basic. Very little of their knowledge (5%) is disseminated by their organisations; most of it is ad-hoc, from colleagues, or through attending a meeting.

The biggest factor in why these people have not used web-based meetings to date appears to be that they 'have not thought about it' (45% - see figure on the right). The next highest factor appears to be a lack of confidence and concern of failure, which polled an average of 22% each. Lack of time or lack of facility only seems to be a barrier for 10% of respondents (each).

% ages 0 10 20 30 40 50

Not thought about it
Don't have a need
Not confident
Concerned they will fail
Don't have the facility
People not receptive
Don't have the time

However, if asked to move one of their existing meetings to web-based, it seems that 70% of this population would be receptive to the idea.

Please rate the usefulness of this document to you ...
Just one click ... or scan with your phone >>

RATE THIS

INSPIROMETER