

# WEBEX AT INSEAD

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# INSEAD at a glance



Expand your horizon. Make an impact.

# INSEAD at a glance

## **INSEAD's Mission:**

To promote a learning environment that brings together people, cultures and ideas from around the world; to promote management education; to develop leaders and entrepreneurs who create value for their organizations and their communities; and to expand the frontiers of academic thought and influence business practice through research. ©

**Established:** 1957 (first class graduated in 1960)

## **Three campuses:**

- Europe Campus in Fontainebleau, France
- Asia Campus in Singapore
- Abu Dhabi Campus, U.A.E.

**Deans (Interim):** Peter Zemsky & Ilian Mihov

**Faculty:** 145 professors from 35 nationalities

## MBA:

- 1,000+ participants per year on two campuses – on the Europe Campus in Fontainebleau, France and on the Asia Campus in Singapore (31% women, 83 nationalities);
- New Abu Dhabi MBA module as of January 2013.

## Executive MBA:

- Three EMBA sections (Europe, Asia, Middle East);
- Almost 200 participants this year for both GEMBA (Global EMBA programme) and TIEMBA (dual-degree EMBA programme offered by INSEAD and
- Tsinghua University in China).

## PhD:

- The INSEAD PhD programme enhances the school's research and currently has around 80 participants on its different campuses.
- INSEAD has already graduated around 145 PhDs

## Executive Education:

- 9,000+ participants in 2011-2012 from more than 2,000 companies and from 122 countries (CSP – Company Specific Programmes – and OEP – Open-enrolment Programmes – combined).
- 45+ Open programmes make up INSEAD's Executive Education portfolio (20 delivered on our Asia campus).
- 170+ Company Specific Programmes in 2011-2012.

## Partnership & Alliances:

### Brazil:

- Fundação Dom Cabral in Brazil (Executive Education programmes - launched 1990)

### U.S.:

- Wharton (MBA exchange programme - launched 2001)
- Kellogg (MBA exchange programme - launched 2010)
- Johns Hopkins University/SAIS in Washington, D.C. (Dual-Degree MA and MBA launched 2011)

### China:

- Tsinghua (Dual EMBA programme - launched 2006)
- CEIBS China Europe International Business School (Executive Education programmes - launched 2012;

MBA exchange programme to be launched in 2013)

### France:

- Sorbonne University (INSEAD is a founding partner in the multidisciplinary Sorbonne University created in 2012).

# INSEAD at a glance

**Centres of Excellence:** INSEAD has 15 centres of excellence

**Alumni:** 43,000+ worldwide in 160 countries.

**Academic Areas:** Accounting and Control - Decision Sciences - Economics and Political Science - Entrepreneurship and Family Enterprise - Finance - Marketing – Organisational Behaviour - Strategy - Technology and Operations Management.

[http://www.insead.edu/media\\_relations/](http://www.insead.edu/media_relations/)

# How we use webex meeting centre





## Number of meetings per month:

### Usage Dashboard

#### 13 Months total meetings



Number of WebEx accounts: 2000+ (both active/non active hosts)

Amount of storage purchased for WebEx recordings: 200Gb

# What do you need to connect?

Laptop or  
Desktop PC

1



Active

2

Wi-Fi



or internet  
connection

3

Headset or  
built-in Mic and  
speaker



& webcam  
(optional)

Your  
WebEx account

4

email &  
password

## Log in to your account

I already have an account:

Username:

Password:

[Forgot your password?](#)

Log In

# Personalized Web page

## Sign in to insead.webex.com

INSEAD  
The Business School  
for the World®

Welcome Meeting Center Event Center Support Center Training Center My WebEx **New!** Community

### Log in to your account

**I already have an account:**

Username:

Password:

[Forgot your password?](#)

**I do not have an account:**

Sign up for an account to

- speed up meeting registration
- track meetings to which you are invited
- schedule and start meetings

# Scheduling a Meeting

Welcome **Meeting Center** Event Center Support Center Training Center My WebEx New! Community

New User Reference  
Select Language

▼ Attend a Meeting  
Browse Meetings  
Unlisted Meeting  
Register

▼ Host a Meeting  
**Schedule a Meeting**  
My Meetings  
One-Click Meeting  
My Recorded Meetings

► Set Up

▼ Support  
MyResources  
User Guides  
Downloads  
Training  
Contact Us

Did you know you can schedule a WebEx Personal Conference meeting if you select Personal Conference as the m

### Schedule a Meeting

To set advanced meeting options or to schedule a Personal Conference meeting, go to [Advanced Scheduler](#)

\* Meeting topic:

\* Password:  \* Confirm password:

Tracking codes: Department - IT; Campus/Office - Europe ... [Select tracking code...](#)

Date: April 3 2012

Time: 6:00 am  pm [Paris Time](#)

Duration: 1 hr 0 min

Attendees:  [Use address book...](#)

Send a copy of the invitation email to me

Audio conference: Use VoIP only [Change audio conference...](#)

Cancel Save as template...

If you expect attendees to dial in, choose **WebEx Audio**

If all of the invitees use PC and headset, choose **Use VoIP only**

**SCHEDULE MEETING**

# Scheduling a Meeting

From: Marilyn Yu <messenger@webex.com>  
To: YU Marilyn  
Cc:  
Subject: (Forward to attendees) Meeting invitation: TIEMBA15 WebEx presentation

Sent: Mon 7/22/2013 12:05 PM

\*\*\*\* You can forward this email invitation to attendees \*\*\*\*

Hello ,

Marilyn Yu invites you to attend this online meeting.

Topic: TIEMBA15 WebEx presentation  
Date: Wednesday, July 24, 2013  
Time: 6:00 pm, Singapore Time (Singapore, GMT+08:00)  
Meeting Number: 847 175 131  
Meeting Password: tiemba15

-----

To join the online meeting (Now from mobile devices!)

1. Go to <https://insead.webex.com/insead/j.php?ED=228203592&UID=0&PW=NM2U2MGRiMTj&RT=MIM0Nw%3D%3D>
2. If requested, enter your name and email address.
3. If a password is required, enter the meeting password: tiemba15
4. Click "Join".

To view in other time zones or languages, please click the link:  
<https://insead.webex.com/insead/j.php?ED=228203592&UID=0&PW=NM2U2MGRiMTj&ORT=MIM0Nw%3D%3D>

-----

To join the audio conference only

-----

1. Dial the Global call-in number of the country that you are in. <https://insead.webex.com/cmp0307/webcomponents/widget/globalcallin/globalcallin.do?renewticket=0&actappname=cmp0307&actappname=cmp0307&actname=/webcomponents/widget/globalcallin/gcnredirector.do&actname=/webcomponents/widget/globalcallin/gcnre&rnd=6818649256&siteurl=insead&siteurl=insead&siteurl=insead>
2. Key in the Access code below and follow by #  
Access code: 847 175 131

-----

For assistance

1. Go to <https://insead.webex.com/insead/mc>
2. On the left navigation bar, click "Support".

# Attending a WebEx Meeting

## Meeting Invitation



Hello ,

Marilyn Yu invites you to attend this online meeting.

Topic: TIEMBA15 WebEx presentation

Date: Wednesday, July 24, 2013

Time: 6:00 pm, Singapore Time (Singapore, GMT+08:00)

Meeting Number: 847 175 131

Meeting Password: tiemba15

-----  
To join the online meeting (Now from mobile devices!)  
-----

1. Go to <https://insead.webex.com/insead/j.php?ED=228203592&UID=0&PW=NM2U2MGRiMTlj&RT=Mim0Nw%3D%3D>
2. If requested, enter your name and email address.
3. If a password is required, enter the meeting password: tiemba15
4. Click "Join".

To view in other time zones or languages, please click the link:

<https://insead.webex.com/insead/j.php?ED=228203592&UID=0&PW=NM2U2MGRiMTlj&ORT=Mim0Nw%3D%3D>

# Attending a WebEx Meeting Through Phone



Hello <name>,

Please join my meeting that is currently in progress.

Topic: test2  
Date: Tuesday, April 24, 2012  
Time: 12:00 pm, Europe Summer Time (Amst)  
Meeting Number: 840 248 620  
Meeting Password: webex

To join the online meeting (Now from mobile)

1. Go to <https://insead.webex.com/insead/e.p>
2. If requested, enter your name and email address
3. If a password is required, enter the meeting password
4. Click "Join".
5. Follow the instructions that appear on your screen.

To view in other time zones or languages, please visit <https://insead.webex.com/insead/e.php?AT=1>

To join the audio conference only

To receive a call back, provide your phone number.  
Call-in toll-free number (UK): 0800-051-3810  
Call-in toll number (UK): +44-20-310-64804  
Global call-in numbers: <https://insead.webex.com/insead/globalcallin.php?serviceType=MC&ED=200571152&tollFree=1>  
Toll-free dialing restrictions: [http://www.webex.com/pdf/tollfree\\_restrictions.pdf](http://www.webex.com/pdf/tollfree_restrictions.pdf)

Access code **846 108 163**

Country	Toll Free Number
Denmark toll free	8088-7006
Estonia toll free	800-0100348
Finland toll	+358 931 584349
Finland toll free	0800-915086
France toll	+33 17091 8646
France toll free	0800-9-19312
Germany toll	+49-(0)692551-17400
Germany toll free	0800-187-3683
Greece toll free	00800-1612-20-35535
Hong Kong toll	+852 5808 1922
Hong Kong toll free	800-966347
Hungary toll	+36 1700 8735
Hungary toll free	06-800-19550
Iceland toll free	800-9381
India toll free	000-800-100-8166
Singapore toll	+65 3158 1415
Singapore toll free	800-101-2597

[=MiMyMg%3D%3D](#)

[Mg%3D%3D](#)

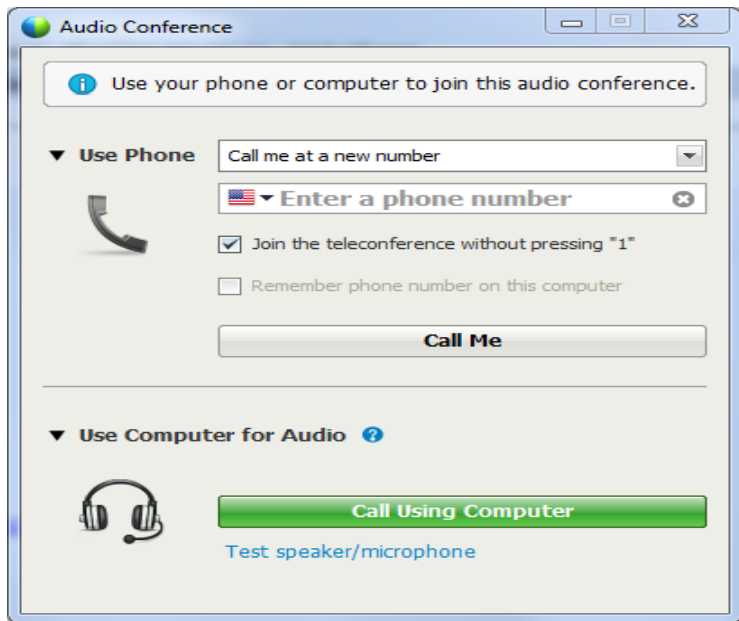
code.

To join the meeting,  
invitees should call the toll number  
in the window.  
and then dial 846108163#  
to join the meeting.

# Useful Tools and Functions



*These options are only available if you scheduled your meeting to use WebEx Audio*

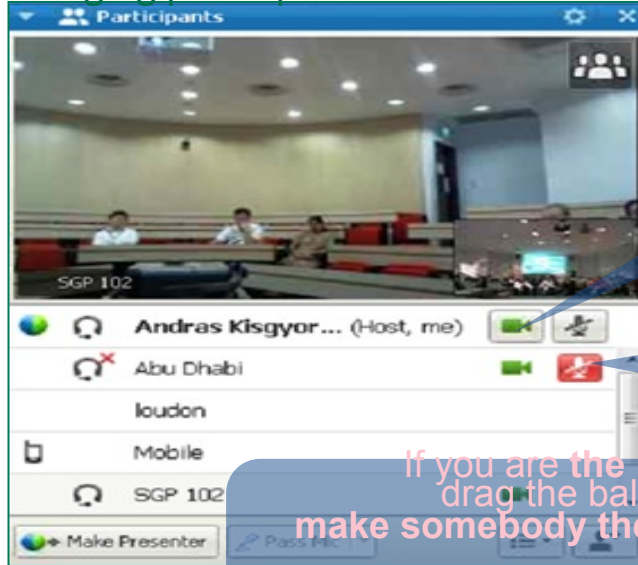


If you **use phone**, enter your phone number and you will be called by WebEx service so that you can join the meeting using your phone.



# Useful Tools and Functions

## Managing participants



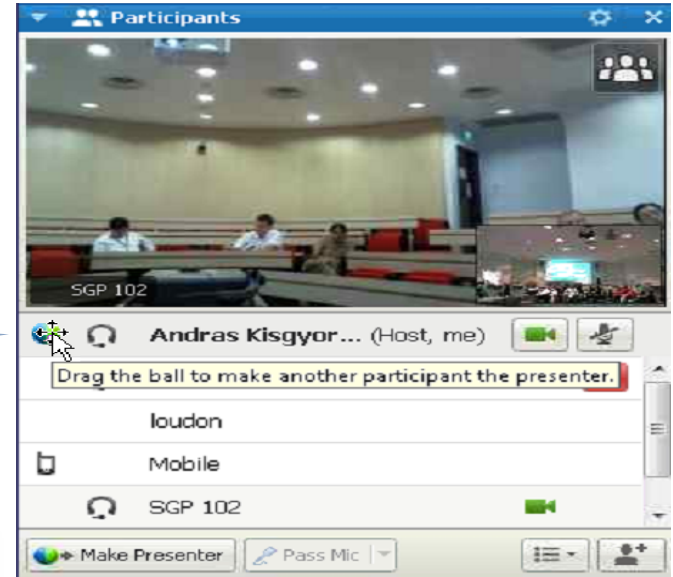
Click the camera icon to switch your webcam on / off.

mute / unmute mic

Red mic icon shows who is on mute. Click the icon to unmute.

If you are the host, drag the ball to make somebody the presenter

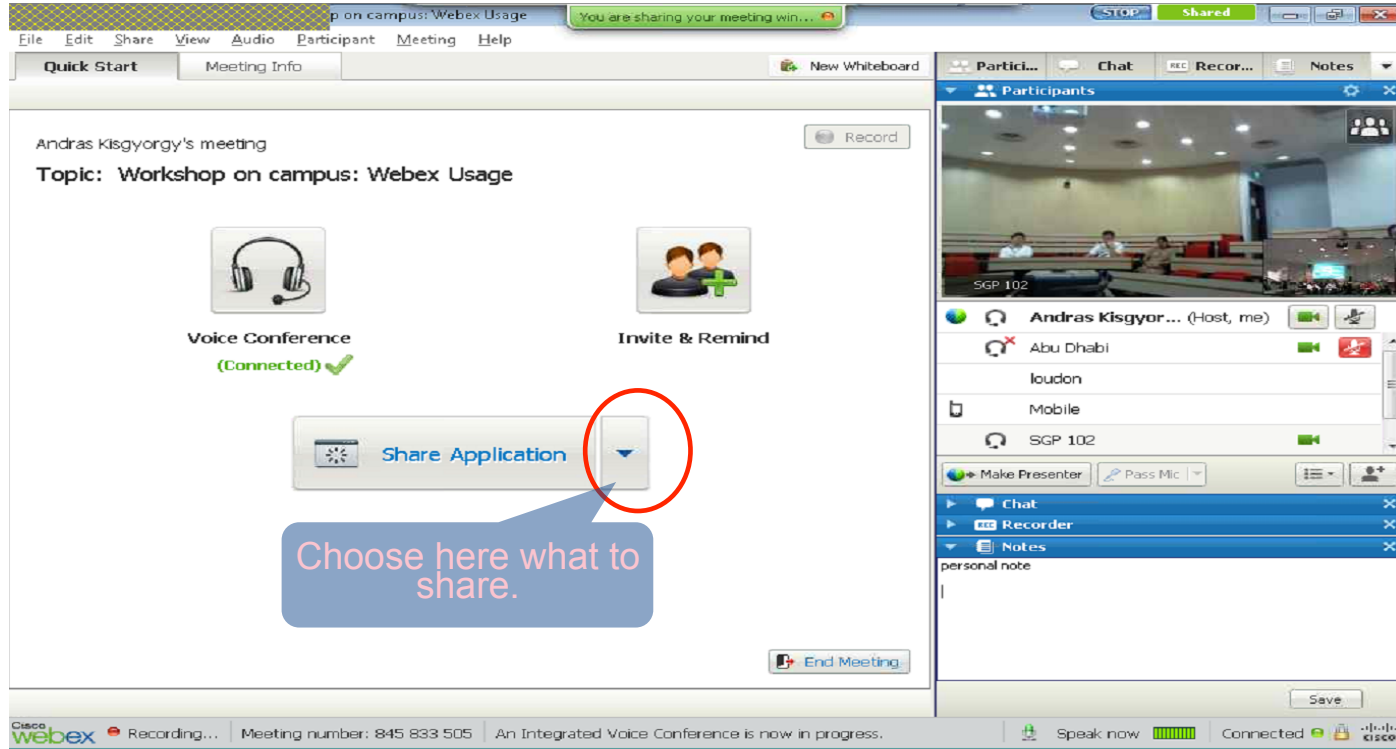
If you are not the host, but finished your sharing, you can pass the presenter ball to anyone



***If you are in the same room, use headsets - or try to use only one of your microphones (mute the others) and lower the speaker volume to avoid echo.***

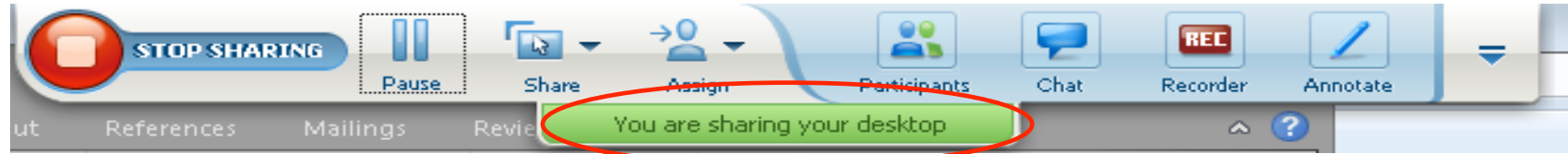
# Useful Tools and Functions

## Sharing Desktop/Application



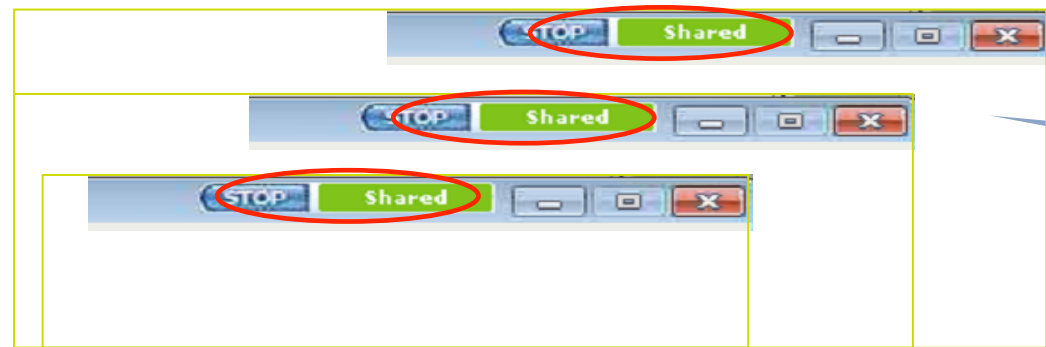
# Useful Tools and Functions

## Sharing Desktop/Application



On the top of the screen  
You can always  
check what you are  
sharing

If you share  
**your desktop** every  
single window is  
visible for  
participants.



# Useful Tools and Functions

## Recording Meeting



You can stop sharing your desktop at any time.

You can choose what to share

# Useful Tools and Functions

## Access Recorded Meetings

The screenshot shows the 'My Recorded Meetings' page. The 'Meeting Center' tab is highlighted in the top navigation bar. In the left sidebar, 'My Recorded Meetings' is also highlighted. A search bar is present at the top of the main content area. A table lists six recordings with columns for Topic, Size, Create Time, Duration, and Format. Each row has a play button icon. A blue callout box points to the play button of the recording titled 'Deployment of Remedy Email Auto Logging & Misc. 20121227 0644-1' with the text 'Click the button to play it back.' Below the table, there are status indicators for 'Disabled' and 'Password required', and a note about storage counting.

Recording storage Site: 53% of 101GB

Find recordings  Search

Total: 6 recordings

Topic	Size*	Create Time ▲	Duration	Format	
<a href="#">Briefing re: MIM/E2ETeam-20130311 0903-1</a>	30.75MB	3/11/13 6:06 pm	1 hour 1 minute	ARF	
<a href="#">Meeting with Careers Group-20130201 1010-1</a>	5.58MB	2/1/13 6:27 pm	12 minutes	ARF	
<a href="#">Yammer Demo for IT Support-20130116 0940-1</a>	41.4MB	1/16/13 6:17 pm	32 minutes	ARF	
<a href="#">Deployment of Remedy Email Auto Logging &amp; Misc. 20121227 0644-1</a>	494.0KB	12/27/12 2:46 pm	1 minute	ARF	
<a href="#">BMC Remedy Foundation Training Part I-20121015 0532-1</a>	192.42MB	10/15/12 3:26 pm	1 hour 41 minutes	ARF	
<a href="#">CCC Conference Calls Handover of Duties-20120807 0704-1</a>	2.08MB	8/7/12 4:11 pm	2 minutes	ARF	

Disabled Password required

\*Multiple uses of the same recording are counted only once in storage totals.

Click the button to play it back.

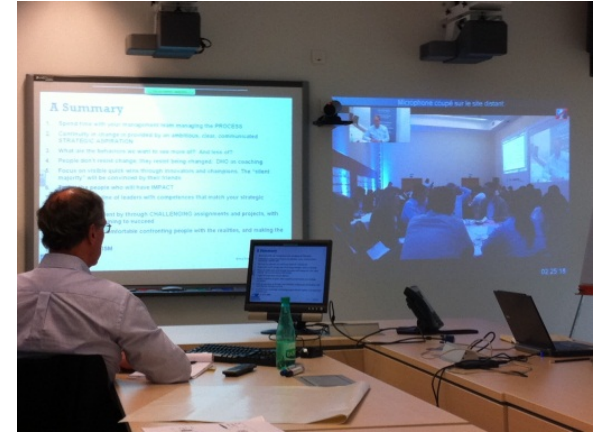
# INSEAD Virtual Solutions

**Webex: some examples  
of how we use the virtual  
classroom technology**



# WebEx is used to facilitate internal and external communication

- Internal meetings across campuses via VOIP
- Internal training sessions across campuses
- Telephone conference calls
- Support for Video Conferences – to share slides
- Since 2011: about 10 virtual classes delivered regularly per month to external clients (participants connecting up are located in an average of 25 different countries)



# Why WebEx? Robust and reliable virtual classroom technology with a global distribution of servers

- **Easy access** from anywhere in the world via internet (including mobile devices such as iPad, iPhone)
- **Choice of integrated audio options** through computer head-sets or telephone dial-in
- **Range of Interactive tools** allowing fully engaged participation (raising hands, microphones, text chat, whiteboard and polls)
- **Possibility to record and stream** the recorded sessions from Cisco servers for review on demand afterwards
- **Option to choose the language** settings of the Interface (eg. Russian, Spanish etc)
- **2 Formats:** Event Centre for up to 500 participants or Meeting Centre for 200





# Interaction through audio discussion or text chat

The screenshot shows a Cisco WebEx meeting interface. The main slide is titled "Value Creation in Online Education" and compares "Traditional MBA" and "Online MBA".

Traditional MBA	WTP	Online MBA
<p><i>Learning/Motivation</i></p> <p><i>Network/Peer Learning</i></p> <p><i>Selection/Exclusive</i></p>		<p><i>Best in class lectures</i></p> <p><i>Convenience/pacing</i></p>
	Cost	<p><i>Eliminate facilities</i></p> <p><i>Massive scale</i></p>

At the bottom of the slide, it says: "Expand your thinking. Make an impact."

The chat window on the right shows the following messages:

- from Bechra: Tony rasto to Everyone: Time factor is important. Did it "for fun", so didn't really have to be complete. If for degree might have been different
- from Vladimir Skubiy to Everyone: not all courses is cheaper
- from Ernest Azzam to Everyone: I have completed several online trainings: convenience is comfort, cost etc... but disadvantage is no proper networking and interaction and learning from other participants
- from Eric Belpaire to Everyone: I was motivated by the knowledge provided by the courses I paid for
- from FICHAL KACZURA to Everyone: not afraid about asking questions :)
- from Magda de Jong to Everyone: we see tah % of no show to be 2 x higher than with F2F trainings
- from Jukka Majanen to Everyone: one way too simple - not serious. One pretty hard work!
- from Haneek Warejko to Everyone: besides knowledge there is also motivation of meeting people. without it people might not stay long in the course
- from Vladimir Skubiy to Everyone: but minus is that if you on't understand very difficult to raise question and receive full answer

# Interaction through Polls – you can display results immediately

Cisco WebEx Meeting Center - INSEAD LIVE: Digital Disruptions: the Case of Online Management Education

File Edit Share View Audio Participant Meeting Help

Quick Start Meeting Info Webex\_Audio... Introduction\_Se... Digital\_Disrup... New Whiteboard

## How big is the threat/opportunity?

INSEAD  
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for the World®

- Revolution:** Management education will likely be fundamentally transformed by digital technologies over the next five years
- Major Change:** Digital will have a significant impact on the sector, even if it is likely to fall short of being a true revolution
- Modest Change:** Digital technologies will be modestly incorporated into management education over the next five years
- Just a Fad:** The current focus on digital is mostly hype: the importance and nature of in-person education will likely not change in the next five years

Expand your thinking. Make an impact.

Full Screen 122% View

Recording... Meeting number: 160 614 849

Participants

Professor Peter Zemsky

Jil Huret (host, me)

Professor Peter Zemsky

Bechara Tony Raad

cinzia boschiero

Daniel Verabief

Make Presenter Audio

Chat

Recorder

Polling

Poll in progress:

Questions	Results	Bar Graph
1.How big is the threat/opp...		
a. REVOLUTION: Manage...	5/53 ( 9%)	■
b. MAJOR CHANGE: Digi...	8/53 ( 15%)	■
c. MODEST CHANGE: Digt...	0/53 ( 0%)	■
d. JUST A FAD: The curre...	0/53 ( 0%)	■
No Answer	26/53 ( 49%)	■

Polling status

Not started	21/53(40%)	■
In progress	5/53(9%)	■
Finished	27/53(51%)	■

Remaining time: 4:45 Time limit: 5:00

New Poll Edit Questions Close Poll

Connected

# Interaction via Whiteboard sharing

The screenshot displays a Cisco WebEx Meeting Center window titled "Schlumberger Debrief Session 2bis". The interface includes a menu bar (File, Edit, Share, View, Audio, Participant, Meeting, Help), a toolbar with drawing tools, and a "Whiteboard" tab. A red circle highlights the "New Whiteboard" button in the top right of the toolbar. The whiteboard content is organized into a 2x2 grid of "Leadership Dilemma" charts. The top-left chart is titled "Leadership Dilemma 1 (Tim/RED or Ann-Margaret/BLUE)" and is annotated with a red arrow pointing to it from the label "Relevant (likely to happen within SLB)". The top-right chart is titled "Leadership Dilemma 2 (Thomas vs Raju)" and is annotated with a red arrow pointing to it from the label "Challenging (Gray zones Leaders need to address)". The bottom-left chart is annotated with a red arrow pointing to it from the label "Relevant (likely to happen within SLB)". The bottom-right chart is annotated with a red arrow pointing to it from the label "Challenging (Gray zones Leaders need to address)". Each chart features a horizontal axis from 0% to 100% and a scatter plot of colored dots representing data points. To the right of the whiteboard is a "Participants" panel showing a video feed of Prof. Angehrn, INSEAD, and a list of other participants including Huret (Host, me), Alexandre Perchat, Ayman Elmasik, Call-in User\_3, Call-in User\_8, Dany Rahal, Dawn Jarisch, Jonathan Morris, Manfred D'Souza, Manoj Vallikkat Thachaparambil, Marina Trinca Vespan, Mike Atkinson, Richard Herbert, Robert Greenaway, Swapnesh, Todd Giasson, and Yujiro Otsubo. At the bottom of the window, there is a "Recorder" panel and a status bar showing "Recording..." and "Meeting number: 842 460 734".

# Share your desktop or your tablet

Meeting Number: 166 888 113 | Date: Friday, February 03, 2012 | Time: 09:21, Local Time (GMT +01:00)

FirstLeadOnlineMeetingNotes - Windows Journal

**Some *Key Questions* related to *Global Virtual Teams (GVT)* & Collaborative Performance**

- ★ **How to leverage (rather than kill) Diversity ?**
- ★ **How to guarantee Decision Quality ?**
- ★ **What means Leadership in GVTs ?**

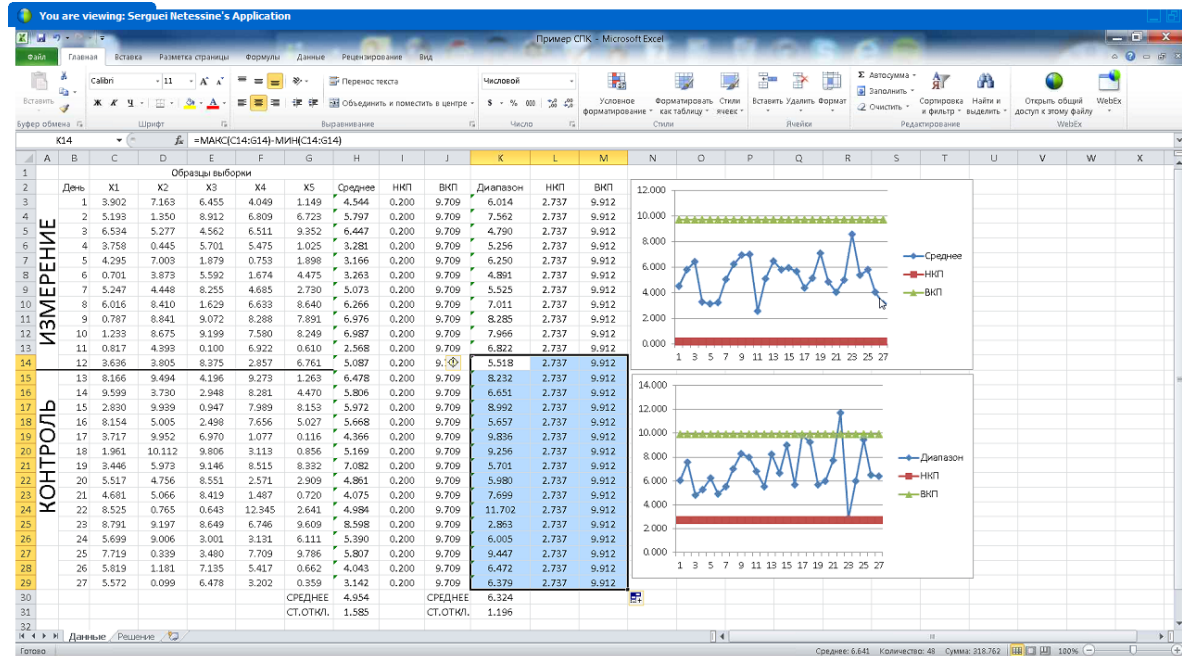
time pressure

limited communication

20 / 24

Video: Prof. Albert Angehen

# Share an application eg. Excel



# Share a video during the session

The screenshot displays the Cisco Webex meeting interface. At the top, the menu bar includes File, Edit, Share, View, Audio, Participant, Meeting, and Help. Below the menu, there are tabs for Quick Start, Meeting Info, and several open documents: Webex\_Audio..., Webex\_Intro\_Sl..., Thatcher\_final, and Forced\_Out. A status bar indicates 'Successful'.

The main content area is split into two sections. On the left, a video player is shown, currently paused. The video depicts a woman wearing a white hat with a dark band and a dark top, smiling and looking to the right. The player controls at the bottom show a progress bar at 00:00:00 / 00:09:53 and the Cisco Webex logo.

On the right, the 'Participants' panel is open, listing several attendees. At the top of the list is Jill Huret (Host, me), followed by Herminia Ibarra. Below them are Alexandros Maniatis, Andrea Shimada, andrew jones, bindu subramani, Bryan Howett, Call-in User\_12, Call-in User\_15, Call-in User\_7, Call-in User\_8, Christian Eder, Elisabeth Andersson, Erik Schimmer, and Fernando Abbondanza. Each participant has a small video icon and a red 'X' icon.

Below the participants list is the 'Chat' window, which contains the message: 'OK - will do so after the session, no problem'. The 'Send to' field is set to 'Nigah Isguzar'.

At the bottom of the interface, there is a 'Recorder' panel showing 'Recording...' and a progress bar at 00:47:57.

# End user can choose Russian interface

Cisco WebEx Event Center - Вторая виртуальная сессия по курсу "Управление операциями"

File Edit Share View Communicate Participant Event Help

Quick Start Event Info Session 2 Toy...

25: Инструментарий

## Инструментарий управления качеством

Инструментарий с прошлой сессии:

- Цикл Определение-Измерение-Анализ-Улучшение-Контроль.
- Статистический контроль процессов.
- Диаграммы Ишикавы, Парето
- Дизайн, устойчивый к вариациям.
- Система пока-йюке (защита от дурака).

Что, если сбой всё-таки произошёл??

- Обнаружил – Остановил процесс – Оповестил (Дзидока).

Шнур Андон как драматизация производственных проблем.

- Контроль качества «встроен» в каждый ресурс (цукуруикоми).

Understand the world. Expand your world.

24

Participants: 302

Chat

Participants: 302

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for the World®  
Europe Campus  
Asia Campus  
Abu Dhabi Campus  
www.insead.edu

Serguei Netessine

Panelists: 4

- Huret (me)
- Sberbank Host (Host)
- Serguei Netessine
- Olga Goryushkina

Attendees: 298 (5 displayed)

- Ирина Изотова
- ольга крюкова
- нина самохвалова
- Сергей Варуха
- Владислав Босалыга

View all attendees...

Chat

From Владимир Крапп to All Panelists:  
принцип "точно во время" приводит к тому, что производитель не узкое место подстраивает под спрос, а спрос подстраивает под свое узкое место (ожидание а/и запчасти через дилера Тойоты - 3-6 месяцев в РФ). А как же маркетинг "от потребителя", когда нулюю нулюю быстрее получить желаемое?

From Андрей Аксенов to All Panelists:  
Мне он больше напоминает закон скорости  $v=S/T$  где расстояние = запасам

Send to: Host & Presenter

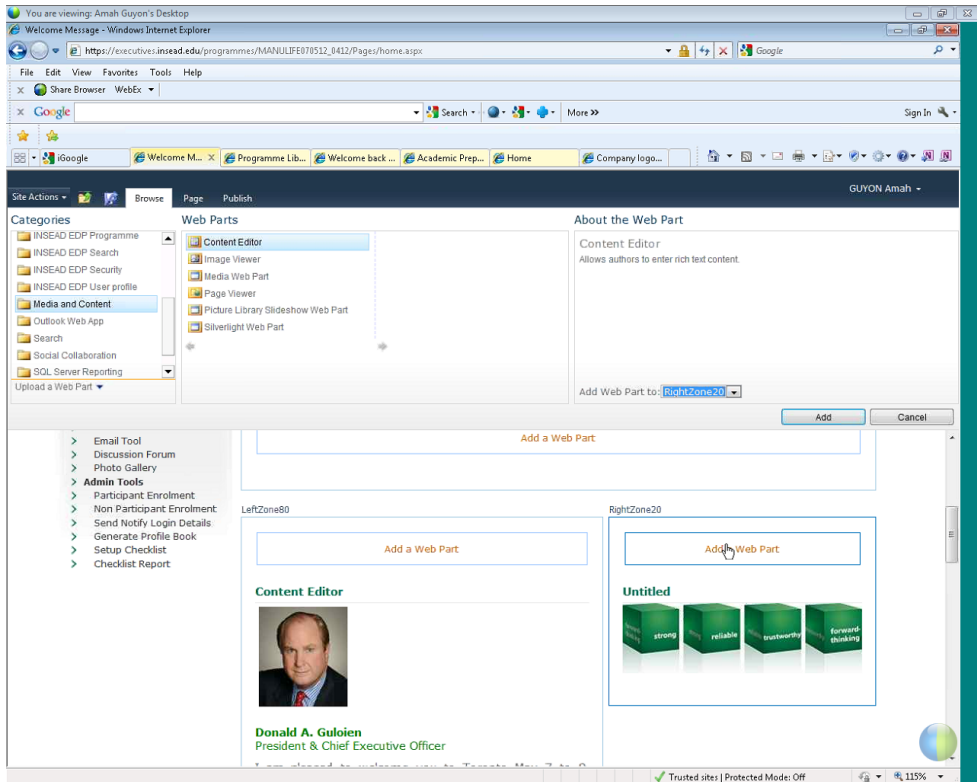
Send

Full Screen 89% View

Recording... Event number: 843 023 709 An Integrated Voice Conference is now in progress.

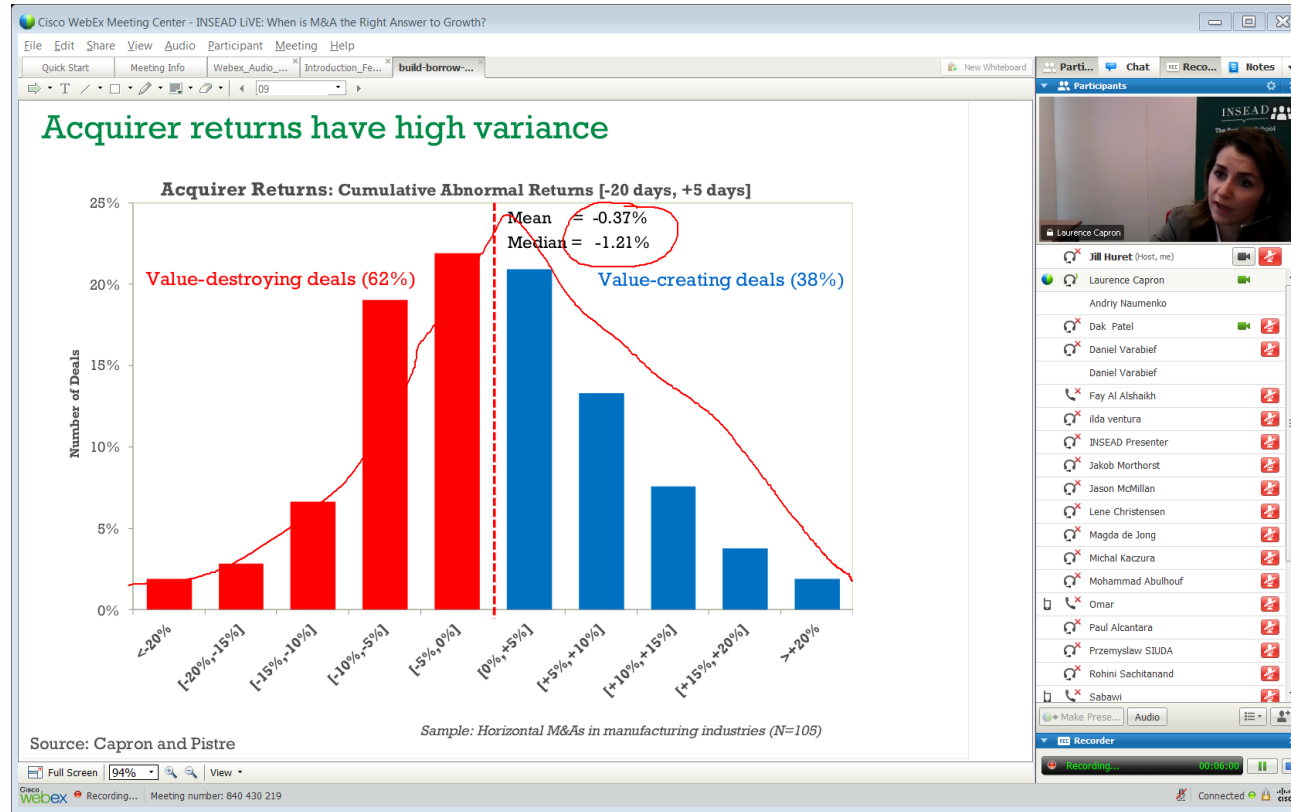
Connected

# Internal uses of WebEx: Small group meetings or cross-campus training between Fontainebleau and Singapore





# External uses of WebEx: Seminars or classes as part of a fully virtual, blended or residential programme



# Pre-programme Economics classes prior to arrival on campus

Cisco WebEx Meeting Center - The Rise of Asia

File Edit Share View Audio Participant Meeting Help

Quick Start Meeting Info Webex\_Audio... Webex\_Intro\_Sl... 2012 04 insea... New Whiteboard

## The Role of Institutions

Governance indicators +2.5 to -2.5

Voice and accountability	Government effectiveness	Rule of law
Political stability	Regulatory quality	Control of corruption

### The Great Wall: Institutions and income per capita (2007)

Oil producing countries

Participants

INSEAD Business School for the World® The Campus

Ilian Mihov

- Jil Huret (Host, me)
- Ilian Mihov
- AG
- Ali Fakhro
- Andre LEBLANCS
- Bruno Montfort
- Call-in User\_3
- Call-in User\_7
- Cara Cheng
- CATHERINE MEYER
- Christian Eder
- Collin Ong
- Erik Spade
- Francois-Xavier Gerard
- frank farnel
- Ilda Ventura
- Jukka Majanen
- Kenny Chan

Full Screen 87% View

Recording... Meeting number: 846 716 692

Connected

# Small team meetings for participants located remotely



# The recording captures video, polls and text chat

Meeting Number: 160 614 849 | Date: 17 September 2013 | Time: 13:04, Local Time (GMT +01:00)

## How big is the threat/opportunity?

- Revolution:** Management education will likely be fundamentally transformed by digital technologies over the next five years
- Major Change:** Digital will have a significant impact on the sector, even if it is likely to fall short of being a true revolution
- Modest Change:** Digital technologies will be modestly incorporated into management education over the next five years
- Just a Fad:** The current focus on digital is mostly hype: the importance and nature of in-person education will likely not change in the next five years

Expand your thinking. Make an impact.

The screenshot displays a Zoom meeting interface. On the left, a video window shows Professor Peter Zemsky speaking. On the right, there are two windows: 'Chat' and 'Polling'. The chat window contains a transcript of the meeting discussion, and the polling window shows the results of a poll titled 'How big is the threat/opportunity?'.

**Chat**

From Valerie Coscas to Everyone (01:18:25 PM): Revolution because 1/ Connexion is there ; 2/ technos are there 3/ Devices are there 4/ need is there

From Eric Belpaire to Everyone (01:18:52 PM): Major change because

From Nikki Burgess to Everyone (01:18:58 PM): I think the technology has been around some time and those who will embrace that have probably done so already, hence why I voted for major change. Though on reflection I think it might even be more modest than that...because of budgetary constraints...

From Haajda de Jong to Everyone (01:19:02 PM): Revolution: accessible for all, at their own time, with no/few cost

From Makoto Hakabe to Everyone (01:19:08 PM): The accessibility will make people more interested in being educated and developed, but it will require the company to handle and manage the wish. There the interpersonal relation will come in the play.

**Polling**

----- Start@01:14:53 PM -----

How big is the threat/opportunity?  
(Apply:01:16:10 PM)

a.REVOLUTION: Management education will likely be fundamentally transformed by digital technologies over the next five years	8/54 ( 15%)
b.MAJOR CHANGE: Digital will have a significant impact on the sector, even if it is likely to fall short of being a true revolution	25/54 ( 46%)
c.MODEST CHANGE: Digital technologies will be modestly incorporated into management education over the next five years	10/54 ( 19%)
d.JUST A FAD: The current focus on digital is mostly hype: the importance and nature of in-person education will likely not change in the next five years	0/54 ( 0%)
No Answer	11/54 ( 20%)

# Questions & Answers