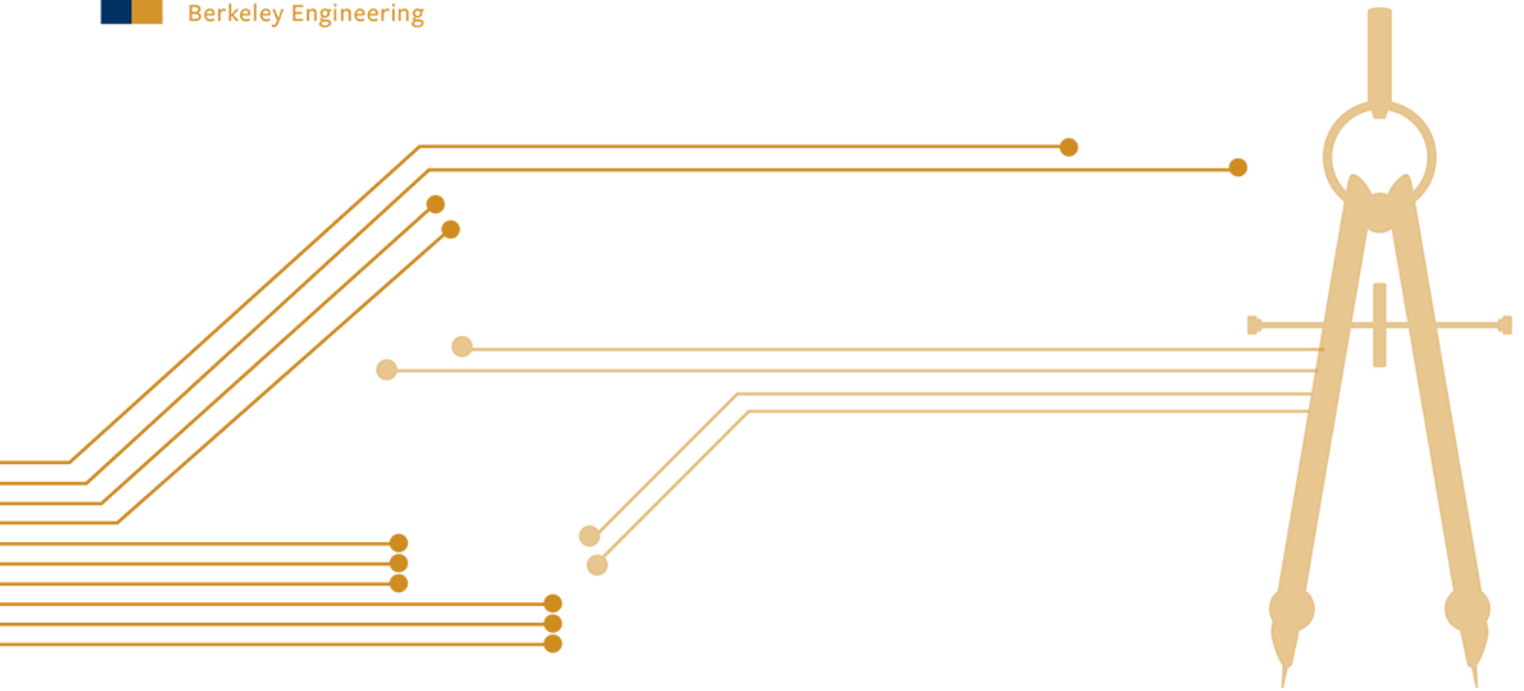




Pantas and Ting

**Sutardja Center**  
for Entrepreneurship & Technology

Berkeley Engineering



## Meeting Mate – Venture Pitch

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This work was created in an open classroom environment as part of a program within the Sutardja Center for Entrepreneurship & Technology and led by Prof. Ikhtlaq Siddiqui. The views expressed herein do not necessarily reflect those of the University of California.



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## Executive Summary

We all know that meetings can be a tremendous waste of time, but statistics from the Bureau of Labor Statistics and the Harvard Business Review help to put this startling loss of productivity into perspective ...

- Employees spend 14 or more hours per week in meetings rated with 38% of those meetings rated inefficient by participants
- Senior management spends more time in meetings and ranks 71% of those meetings as inefficient
- 65% of managers' report that meetings keep them completing critical tasks and come at the expense of deep thinking
- There are over 250 million meetings held every month in the US (3 billion per year). This total is rising with an increasingly mobile/remote workforce

This data reveals tens of billions of dollars wasted in unproductive meetings and likely many frustrated employees.

The impact of meeting inefficiency is not lost on Human Resources, but executives from Samsung, VMware and Applied Materials reveal persistent inability to significantly improve either efficiency or satisfaction metrics over the course of years. Even companies with a strong meeting culture like Intel struggle to maintain that culture within an evolving, increasingly remote workforce.

These businesses are eager to improve employee meeting efficiency and workplace morale. Training is part of the solution, but the impact of training fades when desired behaviors are not nurtured and encouraged. Software feedback can be used to simplify and sustain the required change in culture, but today's software tools are not widely adopted because they cannot be integrated into existing workflows.

We conducted an independent survey of over 120 professionals from multiple companies across the globe and it identified that individuals were very willing to receive feedback about meetings so that they could better improve. 70% of respondents said

that they would willingly and regularly provide feedback if a simple process was available, and 80% of respondents would appreciate receiving feedback on presentations and meeting effectiveness.

Our research also shows that software required to motivate improved meeting culture must have the following attributes ...

- Closely integrated into the existing enterprise productivity tools and social landscape from calendaring and video conferencing to messaging, email, and HR systems
- Enabled by natural and non-intrusive encouragement of desired behaviors with features like meeting cost estimates and pre-populated agenda templates for invites
- Configurable to company specific culture and cultural initiatives
- Driven by constructive feedback and metrics collected from attendees

Our solution is Meeting Mate; a cloud service which enables measurable, high-value transformation of corporate meeting culture. Meeting Mate collects both hard-data from systems (e.g. number of attendees, durations etc.), and connects that with softer metrics such as human generated feedback and smart audio analytics. All of this data is combined, and smart reports are generated that recommend behavioral changes and allow meeting organizers and teams to better organize and run meetings in the future.

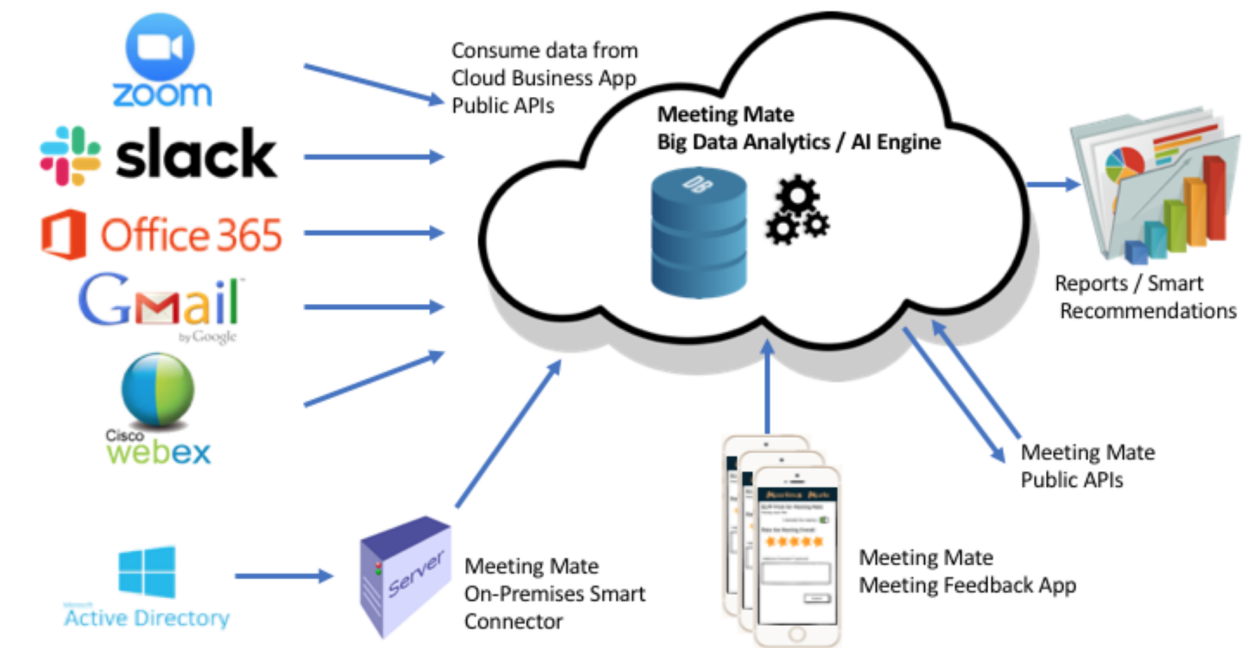
We seek a Series A investment of \$3.5M for product development, marketing and sales with profitability and positive cash flow of \$18M expected in 2024.

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## Meeting Mate Overview

Meeting Mate is a Cloud Service which at its heart has a big data platform and analytics. The platform aggregates data from multiple data-sources from the existing enterprise productivity tools that are being used today (e.g. Outlook, Zoom, WebEx, Slack etc) and pairs that data with softer 'feedback' data gathered from the Meeting Mate mobile app.



**Figure 1: Overview of the Meeting Mate Platform**

Figure 1 above shows the multiple data-sources that are collected by the cloud service. From Outlook; Meeting title, duration, number of invited attendees can be gathered. Multitasking can be gathered by measuring how much time is spent writing emails or slack messages during the meeting time.

After the meeting concludes, if the meeting was hosted on Zoom or WebEx, then the audio from the meeting is analyzed. This is done to gather critical information such as;

- How many people spoke (and for how long?)
- The overall tone of the meeting (quite frustrated/stressed, or calm)
- How much time was spent with multiple people talking at once?

The above metrics are key to high performing teams; better engagement from a diverse set of individuals will lead to higher productivity and better results, often requiring fewer or shorter meetings in the process<sup>1</sup>.

The Meeting Mate Mobile app (available for IOS and Android) sync's events from the user's calendar, and after each meeting prompts for feedback; asking whether the user attended the meeting and general perspectives on how efficient the meeting was, communication/presentation styles and inclusion of participants. Using the time zone of the mobile device also helps identify the users time zone - this can be used to measure 'team health' as to whether the user attended the meeting out of hours for example at 3am in their location! The Mobile app is designed to be very quick to use (similar to providing feedback on a Lyft or Uber ride).

Active Directory (accessible via the on-premise 'Smart Connector') can be used to determine the individual's role within the org to help assess how many 'levels' of employees attended the meeting. Approximated costs per role can be configured allowing the meeting cost to be approximated based on the number of people that attend.

Not all meetings are created equal - specifically some are data-blasts whereby it is expected that only a handful of people will present information (e.g. All-Hands type communications), some may be general status update meetings, and some may be more engaged 1on1 discussions or team brainstorming sessions.) For each the measurement of 'inclusion' and engagement from participants will likely vary. As a result, Meeting Mate will provide a way to auto-classify meetings (based on the meeting invite and metrics received), but individuals can override that best-guess classification if required. This will allow meetings of specific types to be compared (e.g. 'show me the

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1

<https://www.forbes.com/sites/eriklarson/2017/09/21/new-research-diversity-inclusion-better-decision-making-at-work/#1ae898654cbf>

feedback from all of my team meetings' vs 'show me the feedback for all of my all-hands meetings').

By aggregating all of the above data, reports can be generated and shared with individuals, teams or organizations about the overall effectiveness of specific meetings, or people and teams. The cloud service will also make suggestions for ways to improve (for example to identify better scheduling time slots to engage remote teams, training for communications or presentations or other such opportunities.)

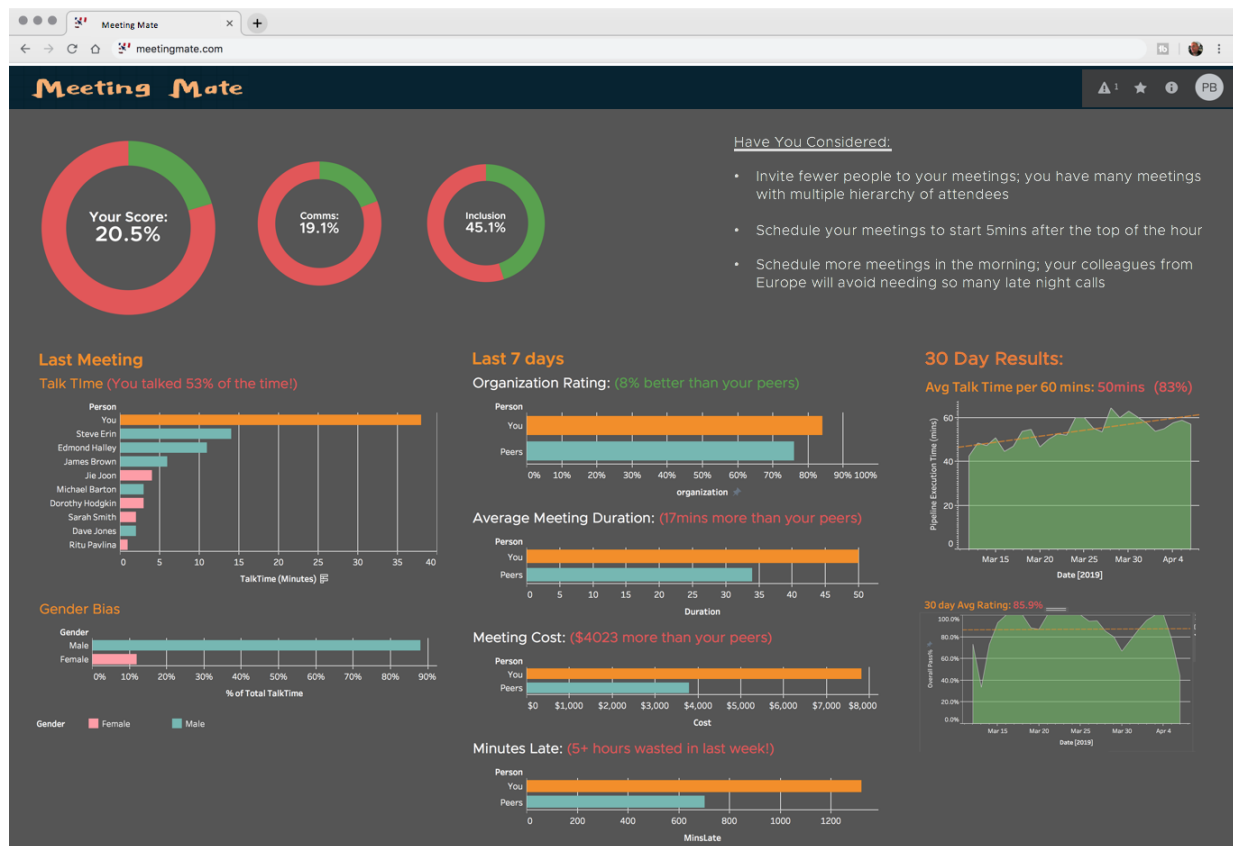


Figure 2: Example Meeting Mate Report

Figure 2 above shows an example of the meeting mate report for a specific individual. The reports are targeted at providing feedback about a specific meeting, a specific individual, and for a team within an organization. Data and results are aggregated over

time periods (e.g. last 7 or 30 days) and provide comparisons between other peers, teams or previous time periods. Data such as:

- *'your effectiveness in communication has improved in the last 30 days'*
- *'you speak for significantly more time than others in your meetings'*
- *'your team is less inclusive than a similar team within your organization'*

This particular individual isn't doing very well in terms of durations, cost, lateness and inclusion, however, does seem to be quite well organized! There are some very clear areas that this individual could target for improvement, and by using the tool over a period of time, they could track towards making such improvements.

Meeting Mate is an open platform, with Public API's allowing (authenticated) access to extend the functionality. For example, additional 'plugins' can be written by the community to allow additional data metrics to be gathered or other smart analytics to be performed. Also, the anonymized Meeting Mate data can be accessed and used for other purposes via our Consultancy services.

By using Meeting Mate, enterprises of any size will be able to operate more efficiently and identify ways to improve team engagement, inclusivity and reduce the amount of time spent in non-productive meetings.

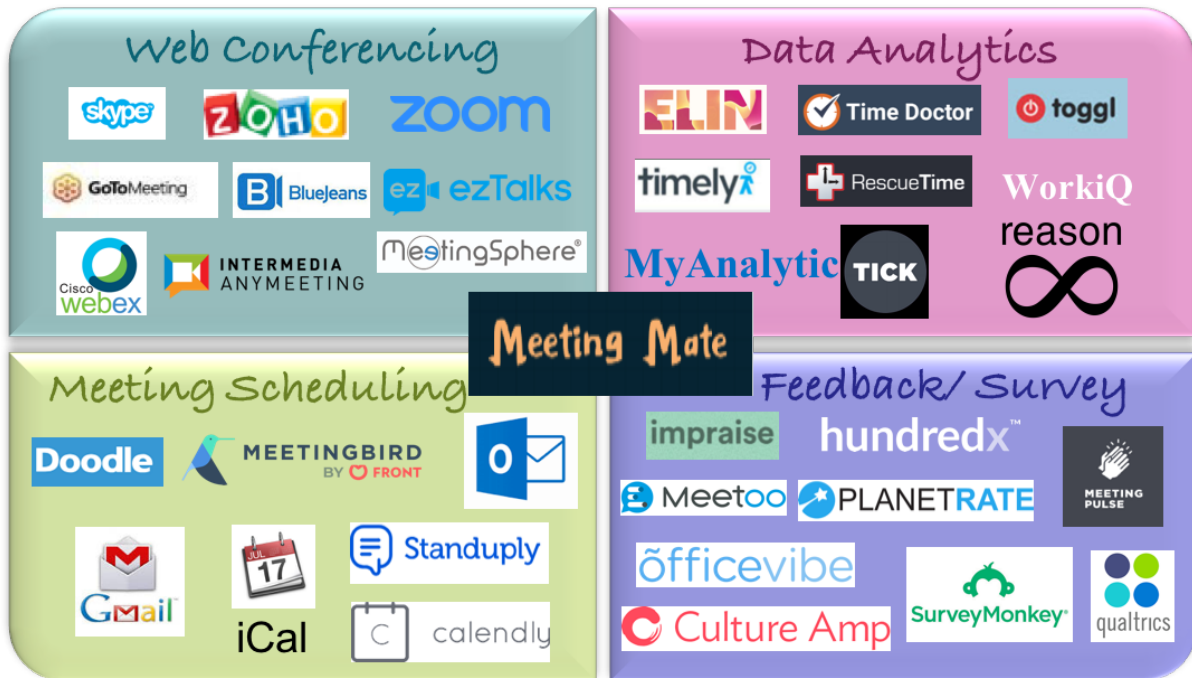
## Competition

The meeting-place solution landscape can be broken down into four major sectors:

- Web Conferencing Solutions,
- Meeting Scheduling Solutions,
- Data Analytics Tools, and
- Feedback & Survey Tools.

Figure 3 below shows various players within each of these sectors:





**Figure 3: Landscape Analysis**

As described in previous sections, Meeting Mate does not seek to compete directly with pre-existing Web Conferencing or Meeting Scheduling tools. Indeed, these domains have large numbers of well-known and established players. Meeting Mate will plug into, and aggregate data from, existing Web Conferencing and Meeting Scheduling applications to deliver comprehensive feedback to the user. There are a few examples of partnerships between some data analytics companies and companies on the right half of Figure 3. For instance, Elin is a data analytics application that extracts data from Zoom meeting transcripts and Slack chat transcripts to deliver reports on employee engagement and the overall cultural environment of the meeting. Similarly, there are a large number of generic feedback delivery tools available in the market today, with some being tailored towards the meeting place. Meeting Mate is the only offering that will build partnerships between the Web conferencing and Meeting scheduling players and build an embedded feedback application to deliver effective and impactful user feedback for improving the quality of meetings.

In this section, we focus on three competitors in the data analytics domain, and describe their approach and contributions to the Meeting Analytics domain.

## **Reason8**

Reason8 is described<sup>2</sup> as an ‘assistant for managers and meetings’. In addition to typical meeting-specific analytics such as identifying whether meetings are running on time, Reason8 claims to provide an easy means of generating a summary of key points and a list of actions after a meeting. In terms of market focus, they claim to “focus on managers who spend a large amount of time on making meeting minutes and on tracking the tasks that they gave to their employees”.

They use meeting audio in order to also answer questions such as ‘which speakers tend to dominate? And how many decisions are being made and actioned?’. At least two smartphones are required to record any one meeting via the app (IOS). This provides enough audio input data for the speaker-separating AI to work with, and also means multiple meeting participants can participate in grabbing the record of the meeting if they wish. So it aims to help with the consent and ownership issue as well.

Reason8 uses Google’s cloud speech API for the speech-to-text conversion of meeting audio captured via its app — so the first thing to note is it is not trying to replicate competitive and robust speech recognition technology that’s already available in the market. Rather, its focus is on making that existing technology more useful in the context of meetings and managers. Its special sauce is a deep learning model trained to be able to identify different voices and thus to separate out speakers within a transcript - meaning the user doesn’t just get handed one big block of text.

They claim to use unsupervised learning to separate speakers based on the audio feed. The second bit of Reason8’s proprietary technology is a natural language processing (NLP) engine that it’s using to automatically identify specific tasks agreed on in the meeting. They claim to have built their own NLP engine that analyzes phrases rather than words in the audio stream.

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<sup>2</sup> Reason8 - <https://techcrunch.com/2017/12/04/auroom-is-an-ai-assistant-for-managers-and-meetings/>

## **Elin.ai**

The mission of this company<sup>3</sup> is claimed to be ‘to help your company become remote-enabled by building high engagement culture’. This mission is addressed through three steps of data collection, analysis, and the generation of recommendations. For the data-collection phase, Slack chats are used to create ‘sentiment’ data, and Zoom calls are used to create ‘emotional’ data. Pulse surveys through chatbots are used to augment the data collected.

The data collected is analyzed for sentiment, collaboration patterns, and for company culture types. Thereafter, the analysis is used to provide recommendations in the form of an ‘engagement dashboard’, ‘culture snapshot’, and ‘engagement coaching’. They also claim to have ML-based predictions and a virtual meeting assistant.

## **Delve Analytics in Microsoft Office 365**

Delve Analytics<sup>4</sup> from Microsoft claims to provide work analytics in a compliant, private, and secure way. It is stated to be built for employees seeking to improve impact and effectiveness, and business leaders looking at organizational efficiency. It claims to be part of a broader vision at Microsoft for ‘reinventing productivity with the intelligent cloud’ and ‘empowering every person and organization to be productive’. This involves ‘the automation of the delivery of analytics and the discovery of insights within the Office 365 service’, which processes millions of workplace interactions daily (e.g., ~850 million meetings scheduled per month within Office 365, and billions of Skype contacts and exchanges). The data from these interactions is then personalized to reflect personal and organizational priorities.

At the organizational level, transactions such as email, calendar, messaging, and telephony, as well as information on organization hierarchy and relationships, are built up and organized as an “Office graph”. This Office graph is then used to provide personalized insights and optimize search via Delve. This uses the relationships within each transaction to discover information important to the user and trending events.

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<sup>3</sup> Elin.ai - <https://www.youtube.com/watch?v=faO08XQaq24&t=2s>

<sup>4</sup> <https://www.youtube.com/watch?v=43ji-IXo4wN8>

Delve analytics goes further, by incorporating time, network, and activities as dimensions that allow analytics to be layered in, around how time is spent at personal and team level. All this data remains within Office 365, and strict privacy control is maintained. Machine learning is applied to deliver insights and take advantage of extensive compute power on the cloud.

Delve aggregates these analytics and insights into a personal dashboard, which captures basic metrics such as how much time you are spending in meetings or email, how much time you are getting to focus on work outside meetings, and how much time you are spending on work after hours. The dashboard allows the user to set targets on each of these basic metrics, and to track progress towards those targets. Other insights that can be delivered are around who you are interacting with the most, speed of responses to emails to/from you, the amount of time you are spending with your manager and/or group in 1:1s or meetings, how much time you are spending time in meetings relative to the rest of your team or organization, and which meetings are taking up most of your time. However, there is no explicit mention of using Skype audio or audio/video from devices in the meeting rooms or any aggregation of direct feedback from meeting attendees.

### **Where does Meeting Mate fit?**

The competitors identified above operate within certain specific areas and interact with limited products. For example, Delve will only work with Microsoft Office stack and does not integrate with audio conferencing, Slack or other products. Reason8 requires the use of different meeting recording tools (i.e. it does not integrate with the existing applications being used within the organizations), and Elin.ai does integrate with Zoom and Slack, but doesn't integrate beyond that. Meeting Mate is therefore uniquely positioned to span across all of these sectors - having access to the same data (using the same public APIs that are being used by the competitors above) to allow for an even greater aggregation of data across the tools that are used by enterprises. Coupling this data with the additional data from the Meeting Mate mobile app will produce much deeper analytical results and capabilities.

## Indirect Competitors



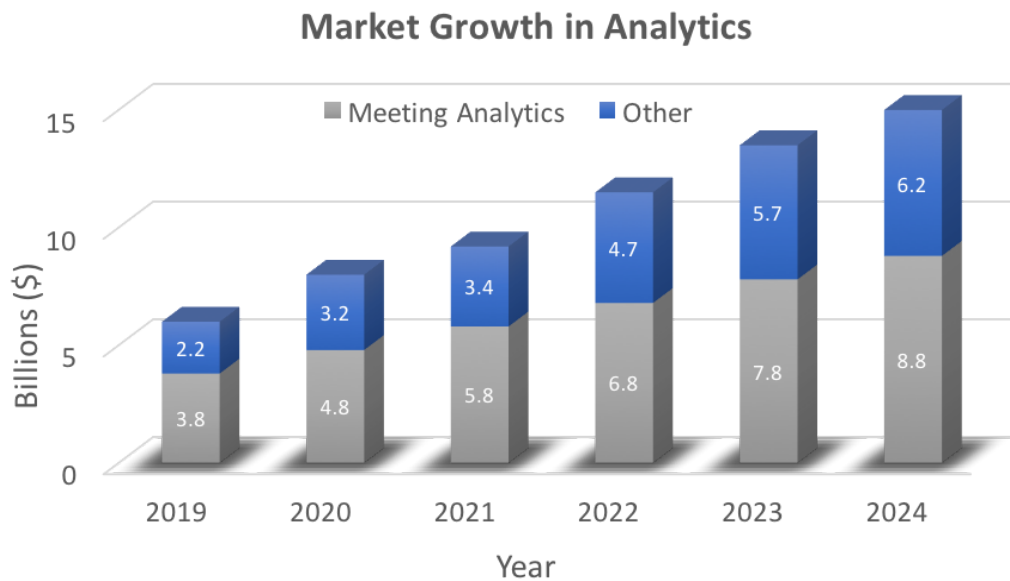
**Figure 4: Examples of Indirect competitors**

Careful analysis of the competitive landscape surrounding meeting experience enhancement exposed some potential threats. Figure 4 shows two sectors that represent possible indirect competitors. Meeting Management Software is a space that includes applications that focus on standardizing meetings by offering agenda templates, action item tracking, feedback for meeting organizers among other features related to meeting productivity enhancement. If consumers believe that the reason for their unproductive or unenjoyable meetings are due to a lack of meeting structure, they may reject Meeting Mate for these products. Interestingly, 90% of these companies are 10-50 people with revenues of <\$50M, which suggest that consumers are not gravitating towards their applications to meet this need. The other segment that could be considered an indirect competitive threat is Collaboration Software such as Microsoft Teams and Slack. These applications promote easy social interaction at the workplace essentially eliminating the need for official meetings. On the other hand, these applications offer a wealth of extractable data and therefore may be a future opportunity

for Meeting Mate. Even with these possible threats we do not see any near-term risks that the number of meetings that employees attend will be dropping significantly as a result of these indirect competitors.

## Market Size

Market size and future market growth outlook is very positive for applications in the segment of Meeting Analytics. Figure 5 shows the amount of money to be spent in Billions over a 6-year period in Big Data/Analytics. We have further segmented this into meeting analytics and others. The market size for Meeting Analytics was estimated using web conferencing applications for the total market available for meeting analytics applications. We think that the global web conferencing market is a reasonable estimation of the Meeting Analytics market for two key reasons. First, people who use web conferencing applications are possible customers. Second, the cost for a subscription for a web conferencing application is similar to the subscription cost for Meeting Mate. The market growth over the next six years in Meeting Analytics is quite impressive with estimated values of 3.8 Billion in 2019 to a total of 8.8 Billion in 2024. This equates to a Compound annual growth rate (CAGR) of 10% over a six-year period, indicating a promising area to invest money in.



**Figure 5: Total expected money to be spent in Big Data/Analytics over the next 6 years.<sup>5 6</sup>**

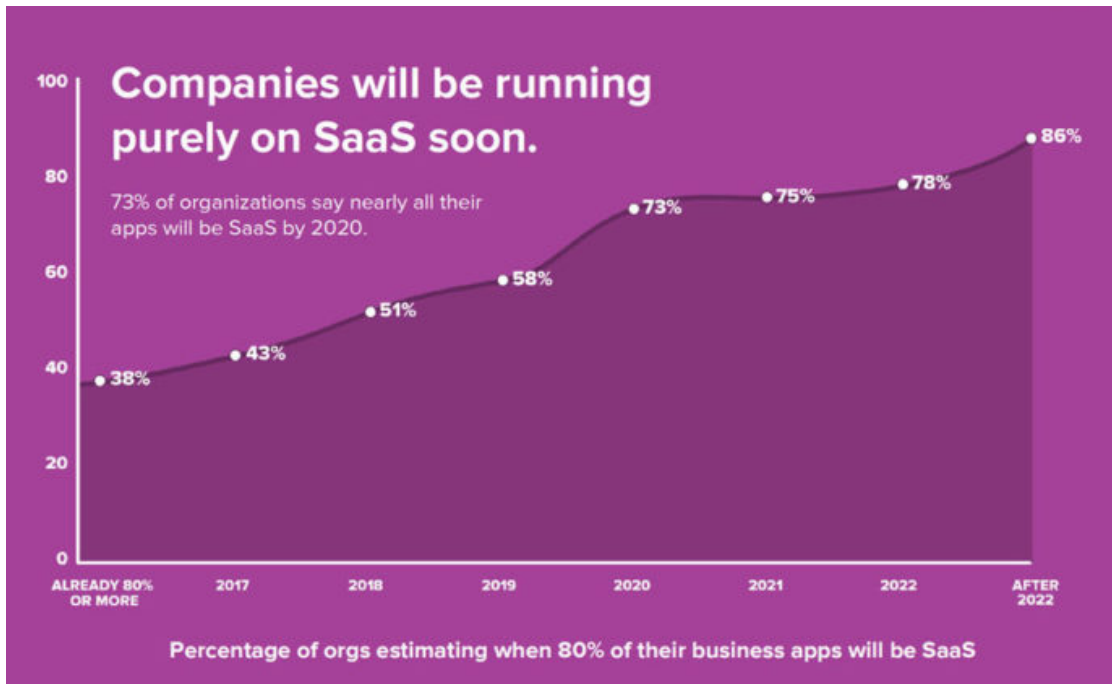
Figure 6 below shows the expected percentage of companies across the world that will be using Software as a Service (SaaS) over the next several years. By 2022, 78% of all companies will be running only SaaS. This indicates that companies will continue to pay subscription costs for business applications and that more companies will continue to add to this trend. For these reasons we believe that the market growth should be very favorable over the next several years for Meeting Mate.

<sup>5</sup>

<https://www.enterpriseirregulars.com/128015/10-charts-that-will-change-your-perspective-of-big-datas-growth/>

<sup>6</sup> <https://www.ameriresearch.com/product/web-conferencing-market>





**Figure 6: Percentage of companies that will be using Software as a Service (SaaS) as a function of time.<sup>7</sup>**

## Go To Market Strategy

Our target market will be corporate HRs and IT organizations within companies with greater than 150 employees. These are the companies that are most likely to suffer from meeting inefficiencies and start experiencing low productivity issues.

Our initial market penetration is to pilot Meeting Mate at 5 major companies, SanDisk, VMware, Applied Materials, Lam Research, and Qualcomm. This will build our first user base, and with the customer engagement, we can refine our product solution based on user feedback. By generating customer satisfaction, we can utilize the networks of the organization leaders to expand Meeting Mate to other organizations and corporations.

<sup>7</sup> <https://financesonline.com/2018-saas-industry-market-report-key-global-trends-growth-forecasts>



We will roll out freemium trials with basic features of data aggregation and reporting to help teams and organizations identify and quantify productivity issues. With the conversion to a paid subscription (Standard Tier), enhanced features of Meeting Mate such as smart analytics, intelligent recommendations will be included. This will help teams and organizations to resolve the productivity issues and improve on overall meeting efficiency. Our top-level Professional pricing tier will appeal to the larger customers that want more control over the data, and extended reporting capabilities.

Strategic partnership with Humu, Slack, Zoom and Google will be explored. Meeting Mate as a productivity solution can work with various enterprise tools and forming alliances with major players that stay within one sector of the competitive landscape can benefit us in expanding our customer base. Their existing customers will now be our customers.

We will do targeted advertising on social media and sites such as Facebook, LinkedIn. These are the sites that corporate HRs and organization leaders will frequent. We will have links to our Meeting Mate site, introducing Meeting Mate, what it is and how it works with accompanying demonstration YouTube videos and tutorials. (The <https://MeetingMate.com> URL is currently available for purchase.)

We will showcase at various HR conferences, such as HR Redefined (May 5-7 New York), California HR conference (August 25-28), and Watermark (February 11-12). We will perform demonstrations to introduce Meeting Mate and how it works as a productivity solution, and as part of this we will show that meeting inefficiency is a quantifiable problem, and with our unique solution, teams and organizations can improve on overall productivity and track the progression. This will raise awareness across corporate America.

## Financial Plan

The financial plan for Meeting Mate is roughly modeled after that of Slack. We have targeted 70% gross margin as a starting point for laying out the model given this is a

typical margin for software companies. We wanted a model that got us to profitability within 5 years, even though many software startup companies go beyond 5 years without actually making a profit. The key drivers for revenue growth are growth in users and balanced growth in company headcount. One of the interesting things we found is companies like Slack have huge user growth, but with the typical tiered pricing plans up to 75% of users stay on the free price plan. For a company like Meeting Mate our plan will ultimately be to have corporate HR buying our product. To get enough buy in and marketing power we will have to have large user growth which will in turn power our data analytics. This means we are likely to have similar 75% free users to generate enthusiasm and users.

Our financial plan is based on the assumption of a four-tiered pricing plan. We estimate 75% of our users will stay on the simple free plan. 15% will be paying our entry level fee of \$7 that includes access to better short-term reporting. 10% of users will be from paying corporations that are paying the full \$15/month/user fee. This \$15 plan has access to the full suite of features from Meeting Mate. Finally, we think the combined data analytics can be further monetized through a consulting plan. We are targeting bigger corporations who will pay this additional fee and utilize our inhouse consultants. We think there will be strong interest in the consulting service, but we will have to keep a close tracking on headcount of consultants as their salaries will be high and to offer superior customer service will require large bandwidths of their time.

We have projected moderate headcount growth only enough to ensure solid engineering and marketing. Our product aggregates many other services, so we estimate that our headcount doesn't need to grow as fast as a company like Airbnb or Uber that are generating all of their own content and operating systems. We have put together a financial and hiring plan that targets large user growth with decreasing need for further VC investment year over year. Likely if this plan is successful, we would be acquired or go public in 3-5 years. We can work through the first year with a first VC investment of \$3.5 million dollars.

## **Pricing Strategy:**

Find the **Meeting Mate Plan** that best fits your needs. You only ever pay for what you use, based on active users per month;

Freemium	Standard	Professional	Consultancy
\$0	\$7 Per active user, per month	\$15 Per active user, per month	\$Contact us
<input type="checkbox"/> Meeting Feedback	<input type="checkbox"/> As per Freemium +	<input type="checkbox"/> As per Standard +	<input type="checkbox"/> Want help making your teams more productive? Talk to us about the training and coaching packages we can offer to help.
<input type="checkbox"/> Individual Meeting Report summaries	<input type="checkbox"/> 7 day time limit on reports	<input type="checkbox"/> No time limit on reports	<input type="checkbox"/> The anonymized data has value. Talk to us about how you can leverage this data in your applications and organizations.
<input type="checkbox"/> 3 day time limit on reports	<input type="checkbox"/> Individual Reports (14 day history)	<input type="checkbox"/> Individual / Team / Org Reports	
	<input type="checkbox"/> Outlook Integration	<input type="checkbox"/> Corporate exports for all messages	
	<input type="checkbox"/> Plugins for: Zoom/Outlook/Webex	<input type="checkbox"/> On-Premise installation available	
	<input type="checkbox"/> Smart Audio & Video Integration	<b>\$19/user/month if billed monthly</b>	
	<b>\$8/user/month if billed monthly</b>		

All tiers are SaaS, cloud hosted, with mobile apps available for iOS and Android devices.

**Figure 7: Pricing Strategy for Meeting Mate**

Detailed Financial statements are included below:

Time		0	1	2	3
			0.8	0.73	0.69
			0.1	0.14	0.13
			0.1	0.13	0.18
			1	1	1
<b>Business Details</b>					
Total users		100	25000	200000	600000
User Growth (%)			24900%	700%	200%
Basic Service Users		100	20000	146000	414000
Standard Service Users		0	2500	28000	78000
Permium Service Users		0	2500	26000	108000
Clients paying for data package and consulting		0	7	50	100
<b>Revenue</b>					
	<b>\$/Month/User</b>				
Basic Service	\$ -	\$ -	\$ -	\$ -	\$ -
Standard Service	\$ 7.00	\$ -	\$ 210,000	\$ 2,352,000	\$ 6,552,000
Permium Service	\$ 15.00	\$ -	\$ 450,000	\$ 4,680,000	\$ 19,440,000
Clients paying for data package and consulting	\$ 10,000.00	\$ -	\$ 840,000	\$ 6,000,000	\$ 12,000,000
<b>Total Revenue</b>		\$ -	\$ 1,500,000	\$ 13,032,000	\$ 37,992,000
<b>Cost of Sales</b>					
Server Hosting and operations (\$/User)	\$ 3.84	\$ 384	\$ 96,000	\$ 768,000	\$ 2,304,000
Licensing fees (% of Revenue)	10%	\$ -	\$ 150,000	\$ 1,303,200	\$ 3,799,200
Customer Support (\$/user)	\$ 7.00	\$ 700	\$ 175,000	\$ 1,400,000	\$ 4,200,000
<b>Total Cost of Goods Sold</b>		\$ 1,084	\$ 421,000	\$ 3,471,200	\$ 10,303,200

Time		0	1	2	3
<b>Salaries and wages</b>					
Head count		5	50	200	350
CEO	\$ 150,000.00	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
CTO	\$ 150,000.00	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Sales Marketing executives & Engineers	\$ 100,000.00	\$ 100,000	\$ 1,680,000	\$ 6,930,000	\$ 12,180,000
engineers	\$ 120,000.00	\$ 240,000	\$ 1,670,400	\$ 6,890,400	\$ 12,110,400
Customer Support	\$ 50,000.00	\$ -	\$ 600,000	\$ 2,475,000	\$ 4,350,000
Meeting Analytic Consultants	\$ 120,000.00	\$ -	\$ 576,000	\$ 2,376,000	\$ 4,176,000
Admistrator	\$ 80,000.00	\$ -	\$ 38,400	\$ 158,400	\$ 278,400
<b>Total head count cost</b>		\$ 640,000	\$ 4,864,800	\$ 19,129,800	\$ 33,394,800
<b>Operating Expenses</b>					
Salaries and Wages		\$ 640,000	\$ 4,864,800	\$ 19,129,800	\$ 33,394,800
Sales & Marketing	5%	\$ -	\$ 75,000	\$ 651,600	\$ 1,899,600
Other (Office Rent, overhead)	2%	\$ -	\$ 30,000	\$ 260,640	\$ 759,840
Legal Advice	1%	\$ -	\$ 7,500	\$ 65,160	\$ 189,960
<b>Total Operating Expense</b>		\$ 640,000	\$ 4,977,300	\$ 20,107,200	\$ 36,244,200

Time		0	1	2	3
<b>Summary 1</b>					
Revenue		\$ -	\$ 1,500,000	\$ 13,032,000	\$ 37,992,000
Cost of Goods Sold		\$ 1,084	\$ 421,000	\$ 3,471,200	\$ 10,303,200
Gross income		\$ (1,084)	\$ 1,079,000	\$ 9,560,800	\$ 27,688,800
Gross Margin	S/B 80%	0%	72%	73%	73%
Operating expenses		\$ 640,000	\$ 4,977,300	\$ 20,107,200	\$ 36,244,200
EBIT		\$ (641,084)	\$ (3,898,300)	\$ (10,546,400)	\$ (8,555,400)
Income tax	10%	\$ -	\$ (389,830)	\$ (1,054,640)	\$ (855,540)
Net Income		\$ (641,084)	\$ (3,508,470)	\$ (9,491,760)	\$ (7,699,860)
Investment infusion		\$ 100,000			
Cash Balance		\$ 100,000	\$ (3,408,470)	\$ (12,900,230)	\$ (20,600,090)
Net profit margin			-234%	-73%	-20%
<b>Condensed Summary</b>					
Revenue		\$ -	\$ 1,500,000	\$ 13,032,000	\$ 37,992,000
Cost of Goods Sold		\$ 1,084	\$ 421,000	\$ 3,471,200	\$ 10,303,200
Gross Margin		0%	72%	73%	73%
Operating expenses		\$ 640,000	\$ 4,977,300	\$ 20,107,200	\$ 36,244,200
Cash Balance		\$ 100,000	\$ (3,408,470)	\$ (12,900,230)	\$ (20,600,090)
Net profit margin		0%	-234%	-73%	-20%

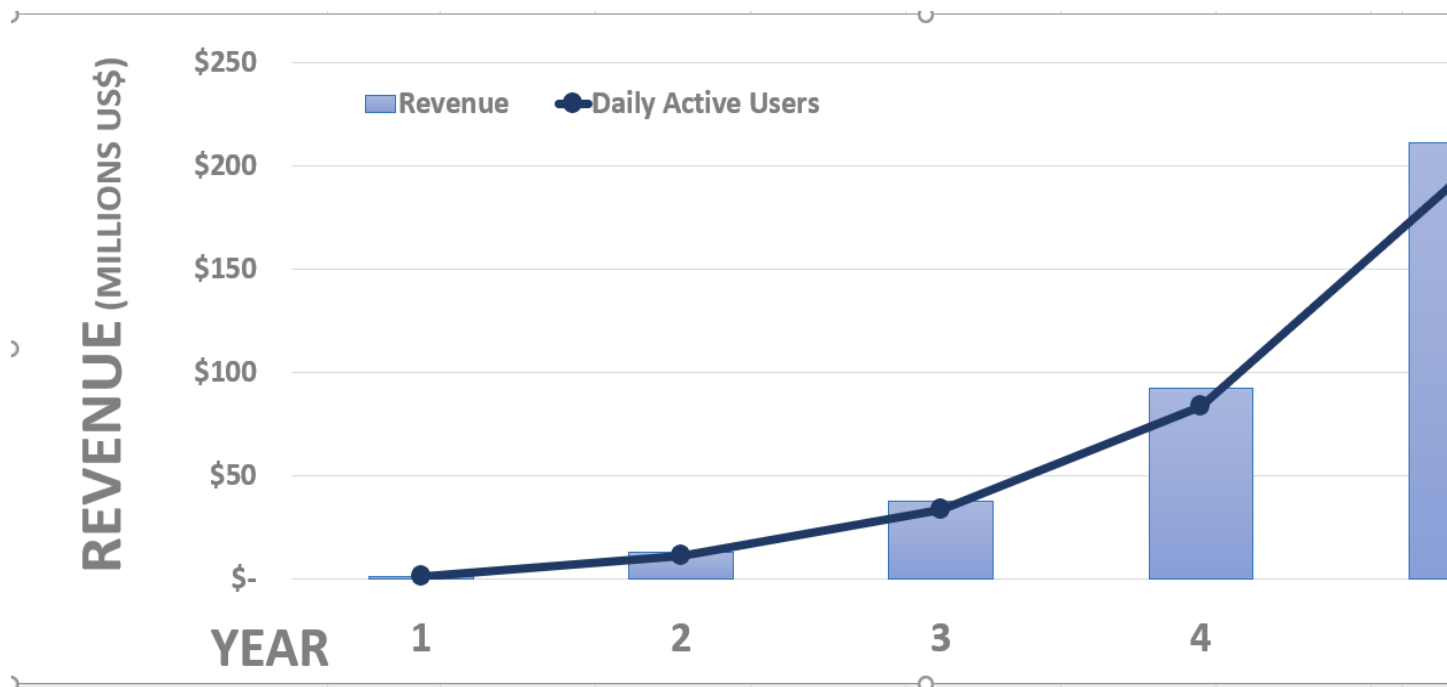


Figure 8: Revenue, and Active User predictions for Meeting Mate over next 5 years

## Response to Questions/Comments from Presentation

### 1. Question: How do you know what type of meeting is being held?

This was a good question and something that we hadn't considered. If this product has any chance of being successful, we will have to give timely and precise feedback/reports to presenters and attendees. We think coming up with a creative way to characterize the type of meeting will be important. The key will be how to do this, if we make it hard to do this then it will negate any benefit it offers. Our first approach would be to use information already in the meeting invite (e.g. meeting Summary, list of attendees and some of the smart analytics) to auto-characterize meetings, with the ability to override this when the report is presented. By doing this, it will be possible to see feedback on meeting types which in itself might be interesting - for example, the feedback for an 'all-hands' presentation may be very different from a team brainstorming session.

### 2. Comment: The financials are aggressive given you are selling to HR and they likely don't have budget

We think that we have definitely captured a need in the market and there will be pull from customers for these types of solutions. That being said, it is true that a standalone software for the meeting optimization may be difficult to sell by itself. The more likely future outcome is that other players in this space (Microsoft, Slack etc.) will add these types of solutions to their existing platforms to capture more users. The meeting mate solution would be preferred as it allows the use of any platform, but this is not the direction the industry has gone in other areas. Every company is trying to create its own "universe".

The financial model itself is well motivated in regard to percentage of free users, cost for users, but the number of users may very well be aggressive. One thing we would have

to work out is did we target the right group to sell to. There is a mix of selling to HR, IT and the executive management. We do think HR is where we will get the pull, but it may require IT buy in to purchase and implement successfully. Companies can start small - they only pay for what they use (i.e. even if company has 10K employees, but only 500 people use it then they would only pay for the active users. In this way, we offer a low risk on-cost for companies to try without huge upfront costs.

### **3. How do you transition people from free to paid accounts?**

This appears to be the million-dollar question for many SaaS companies. Even Slack, who is wildly successful, still has 70% of its users on free accounts according to reports we read. For Meeting Mate, we considered whether a simpler pricing model with only two options would make more sense. Given that the free accounts would be more for individuals to gather interest and the paid accounts would be targeted toward corporations; having two price structures is more logical. In addition, it may require some trial and error to see how many features need to be in the free model to attract users, but not keep them in the free bucket for too long.

### **4. Why wouldn't companies just use training?**

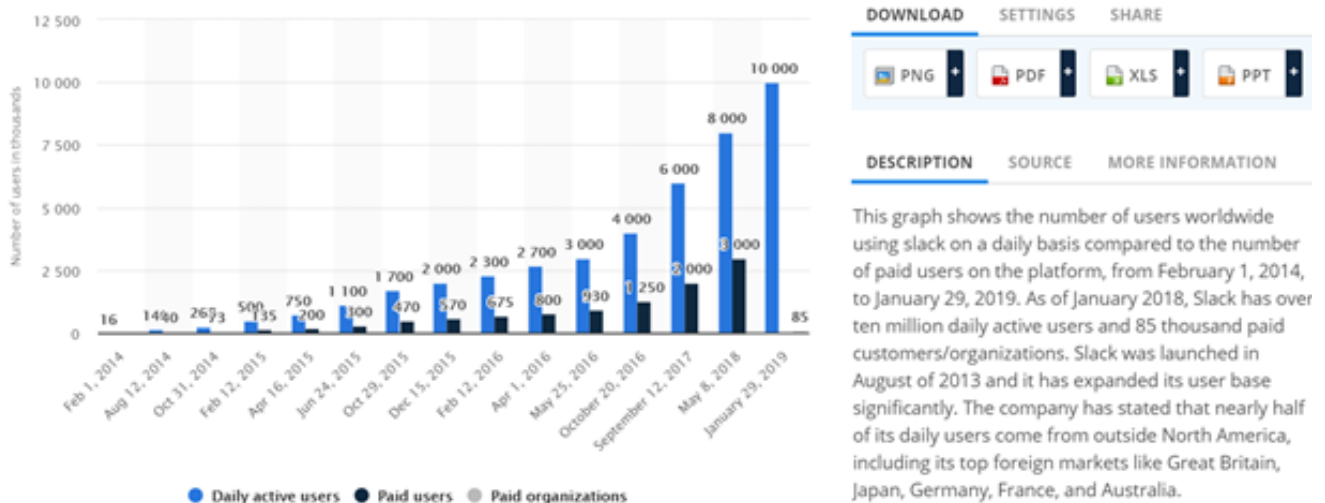
We feel strongly that data driven decisions are extremely powerful and this is a recognized trend by corporations and also was echoed in the feedback we received from individuals. Even from our surveys of HR professionals it is apparent that changing meeting culture takes a tremendous amount of effort and a few simple hours of training will have little impact. We think Meeting mate provides the analytics and improvement recommendations to make a culture change actionable and more likely to succeed. In addition, the consulting portion of the meeting mate business model would incorporate training and strategies to help create a total package of meeting improvement



## Appendix 1: Slack Paid User Growth

Slack paid user growth used to model our financial plan. Very large percentage of non-paid users.

Number of users on Slack, from February 2014 to January 2019, by paid status (in 1,000s)



## Appendix 2: Competitor Analysis

Competitor	Product Description	Business Model/cost	Disruption Possibility	Comments
MeetingBooster by Matchware	<a href="https://www.meetingbooster.com/how-it-works.php">https://www.meetingbooster.com/how-it-works.php</a>	License subscription: MeetingBooster: Cost not shown MeetingBooster Premium:  Cloud-based meeting management system that provides a secure method for scheduling, executing, and archiving meetings. Contains a meeting analytic system for analyzing meeting data such as meetings ratings..etc.	Target only the meeting analytics, consumer may not be looking for the whole package	Looks very similar to do, but many more
Klaxoon	<a href="https://klaxoon.com/about">https://klaxoon.com/about</a>	19 dollar per month per user- User can invite people to meeting for free. Only user can set up meetings		Looks like more of like Microsoft Teams (looks like for internal)
Meetoo	<a href="https://www.meetoo.com/about">https://www.meetoo.com/about</a>	<a href="#">Pricing done by one time (on weekly basis) or annual which is billed on a monthly basis. Click to see exact pricing.</a>		Similar features that incorporate in our
Sli.do	<a href="https://www.sli.do/features-questions">https://www.sli.do/features-questions</a>	<a href="#">Can pay per event, annual, and there is educational pricing. Click on link for exact figures. Its fairly pricey.</a>		Very minor data and
impraise	<a href="https://www.impraise.com/platform/overview">https://www.impraise.com/platform/overview</a>	Need to enquire, pricing not listed and based on individual company demands		Impraise empowers to accelerate their professional growth, alignment, feedback, recognition. Have leadership reviews. Could be

				feedback. Analytics week.
MeetingSense	<a href="http://www.meetingsense.com/features/">http://www.meetingsense.com/features/</a>	<a href="http://www.meetingsense.com/pricing/">\$19 per month per user or \$180 per year</a>	All tailored to more productive meetings. Agenda setting, a common dashboard where meeting minutes can be kept and actions can be given and tracked.	Create agendas and dial-in information, meeting, assign task information. Meant productive
MeetingKing	<a href="https://meetingking.com/what-is-meetingking/">https://meetingking.com/what-is-meetingking/</a>	<a href="https://meetingking.com/plans/">https://meetingking.com/plans/</a>	No meeting analytics	Product is mostly meeting minutes
Delve / MyAnalytics	<a href="https://products.office.com/en-us/business/myanalytics-personal-analytics">https://products.office.com/en-us/business/myanalytics-personal-analytics</a>	Automated metrics about emails/meetings/work habits part of O365. VoloMetrix Acquired by Microsoft for \$250M in 2015 Great into video/discussion here: <a href="https://www.youtube.com/watch?v=43i-IXo4wN8">https://www.youtube.com/watch?v=43i-IXo4wN8</a>	They base their data on everything that's 'available' via O365. They do not look at information that is not readily available. i.e. the behavior inside the meetings. Enhancing this capability - i.e. extracting info out from who is in what time zone, who is 'in the room' vs remote, and participation would potentially go along way	consider a strategy could mate along with acquisition in
Time Doctor	<a href="https://www.timedoctor.com">https://www.timedoctor.com</a>	Watches for productivity of teams (screen grabs, websites visited) tag line/value prop "Teams using Time Doctor save an average of \$37,000 a year in lost time" \$9.99/user.month	seems to be more of a Realtime monitor than analytics. quote "We believe that the employer has the right to know what their employees are doing while working, and has no right to know what they are doing when they're not working. The software doesn't track any activity when someone is not working (on a break etc.). This is in fact less invasive than similar software which monitors all computer use and doesn't distinguish the difference between working and non-working time." not sure this is a disruptive opportunity. small fry.	really focused on other stuff. Shows likely aimed at certain would likely not be offering. It is worth survey.

WorkiQ	<a href="https://www.openconnect.com/workiq">https://www.openconnect.com/workiq</a>	WorkiQ is a software that tracks employees' computer behavior and provides reports on their time spent on productive and non-productive applications.	similar to TimeDoctor.	this is a very intrusive approach. I can't see most likely a small industries where e opportunity to spend youtube/facebook
Zoom.io	<a href="https://zoom.us/">https://zoom.us/</a>	Online meeting tool (with auto transcribe and perhaps other features) Free, 14.99/mo/host, 19.99/mo/host (min 10 hosts) or Enterprise (50hosts)	they collect audio, and transcribe it. so do they have extensible APIs for analyzing who is speaking? could we look for an exit strategy with zoom?  Plugins: see Elin.ai - this "How does Elin.ai work? Elin analyzes your recorded Zoom calls. After the call, we'll immediately send a summary email to the host. It'll include the transcript of the call, participants list and tell you what impact the call had on participants' engagement, wellbeing, and communication.  Once a week we'll send a weekly summary email to the hosts with key trends of their calls that week and recommendations for improvement."	Elin.ai is a plugin (details) and looks Zoom is making a simplicity, quality, technology. (much friendlier than Web
<a href="#">Elin.IO</a>	<a href="https://product.elin.ai">https://product.elin.ai</a>	\$3/user/month, on top of zoom		measures wellbeing Interesting. seems heavily on zoom  How do we measure dimensions?  * Elin checks in with in Slack  * Elin observes public calls to understand dynamics

MeetingHero	<a href="https://themeetinghero.com/">https://themeetinghero.com/</a>	primarily its a front to advertise his book, although they do offer some consultancy services. not really relevant in our search	this is primarily a 'learning' offering, ie signifies that he believes that many people do not know how to	not interesting. ba <a href="https://laforcetea">https://laforcetea</a> no software/tech practices (accordin
Review on Meeting Managemnet Software	<a href="https://www.meetingmanagementsoftware.com/software-review.php">https://www.meetingmanagementsoftware.com/software-review.php</a>	n/a	comparison site; simply reviews Meeting Booster as being the best	rates MeetingBoo
<a href="#">Less Meeting</a>	<a href="#">Less Meeting</a>	Refocus meetings.Platform to maximize meeting efficiency through agenda templates, action item management, and user communication.		
<a href="#">Lucid Meetings</a>	<a href="#">Lucid Meetings</a>			
Polycom	<a href="https://www.polycom.com/your-workspace/conference/team-meeting.html">https://www.polycom.com/your-workspace/conference/team-meeting.html</a>	Leader in meeting room tech. Investigate if they have smart speaker type tech		
oink	<a href="https://www.fastcompany.com/1789065/kevin-roses-oink-app-will-allow-you-rate-anything-anywhere">https://www.fastcompany.com/1789065/kevin-roses-oink-app-will-allow-you-rate-anything-anywhere</a>	Phone App, likely Add Revenue	Take over the space they were in	App that let's you business, can't find like, disapprove. R French fries and M McDonalds thems item you want.
Jotly	<a href="http://www.jotly.co/">http://www.jotly.co/</a>	None	None	Rate anything app by fire spotter lab a web conferencing
stamped	<a href="https://www.stamped.io/">https://www.stamped.io/</a>	Sell their review solicitation service to other businesses. Cost: Monthly service fee depending on # of orders per month	None	It is a rating app. T would be that you of stamps instead
Expresit	<a href="https://www.expresit.com/">https://www.expresit.com/</a>		Use positive public and negative private review idea for meetingMate	Consumer feedback post positive review reviews go to the would work for me company is hundr

hundredx	<a href="https://hundredxinc.com/">https://hundredxinc.com/</a>	Companies pay hundredx to have their feedback system integrated on their website. Cost unknown	Could build a competing app more focused on internal business improvement	Enterprise feedback Used to rate user Company started t site to compete w expresit and now
Planet Rate	<a href="https://planetrate.com/en">https://planetrate.com/en</a>	Unknown		A rate everything Yelp. Unique is the into categories and
YAM	<a href="http://www.yamlabs.net">http://www.yamlabs.net</a>	App that includes features like Agenda/Notes, Pro-Con Analysis, Consensus Development, Whiteboard and others. Meant to be more productive during meetings.		
ZippyMeetings	<a href="http://www.zippybusiness.com.au">http://www.zippybusiness.com.au</a>	ZippyMeetings is tightly integrated with Microsoft Outlook and provides a simple workflow for setting the meeting agenda, recording discussion and action items, automatically creating the meeting minutes and following up via Outlook tasks.		
Meeting sphere	<a href="https://www.meetingsphere.com">https://www.meetingsphere.com</a>	\$49/month, \$99/month pro		Web conferencing <b>workspace features</b> item for rating and and anonymity. Brainstorm/discus
webex	<a href="https://www.webex.com/">https://www.webex.com/</a>	Free plan (up to 3 invitees, 1GB online storage) Paid plan : <a href="https://www.webex.com/pricing/index.html">https://www.webex.com/pricing/index.html</a>		Web conferencing standard. Video conferencing recording, storage Mobile features Integration features Group messaging, sharing.

GoToMeeting	<a href="https://www.gotomeeting.com/">https://www.gotomeeting.com/</a>	<a href="https://www.gotomeeting.com/meeting/pricing">https://www.gotomeeting.com/meeting/pricing</a> Pricing per month (annually billed) based on attendees and features, separate enterprise billing		Web conferencing Messaging, applications, tools, cloud recording Meeting assistant transcripts of recordings Similar to webex v <b>feature</b>  Company has other <b>GoToWebinar</b> : powerful Analyze attendee source tracking <b>Join.me</b> : simple o less features <b>GoToTraining</b> : bet custom registration content sharing ; L tests/polls, small g discussions, white features reports o attendance/tests/ of completion, rec
ezTalks	<a href="https://www.eztalks.com/">https://www.eztalks.com/</a>	<a href="https://www.eztalks.com/pricing">https://www.eztalks.com/pricing</a>		Standard web con <b>poll</b> feature during Webinar plans inc <b>webinar reports, r</b> <b>participant report</b>
Trueconf	<a href="https://trueconf.com/">https://trueconf.com/</a>	<a href="https://trueconf.com/pricing.html">https://trueconf.com/pricing.html</a>		Web conferencing <b>Offers custom sol</b> development.
AnyMeeting (acquired by Intermedia)	<a href="https://www.anymeeting.com/">https://www.anymeeting.com/</a>	<a href="https://www.intermedia.net/products/anymeeting-webinars/pricing">https://www.intermedia.net/products/anymeeting-webinars/pricing</a>		<b>Webinar</b> : features from the audience polls, built-in repo your webinar and your surveys and c engagement data. quizzes. <b>Conference</b> : stan

## Appendix 3: Survey Results

We ran an online survey for 3 weeks, collecting data from multiple levels of individuals within an organization from individual contributor up to VP level. We did this across a number of companies and sectors. The results are below;

### Results

#### Survey 814698

Number of records in this query:	124
Total records in survey:	124
Percentage of total:	100.00%



## Summary for Gen1

What is your current role in your organization?

Answer	Count	Percentage
Individual Contributor (A1)	49	42.61%
Technical Manager or Director (A2)	60	52.17%
HR Professional (A3)	1	0.87%
Executive (VP or above) (A4)	2	1.74%
Other	3	2.61%
No answer	0	0.00%

58 engineer  
88 architect/tech lead  
115 business development

## Summary for Gen2

What communication tools do your company use?

Answer	Count	Percentage
Email (SQ001)	114	99.13%
Slack (SQ002)	52	45.22%
Microsoft Teams (SQ003)	52	45.22%
Skype / Skype for Business (SQ004)	74	64.35%
Zoom (SQ005)	50	43.48%
Webex (SQ006)	62	53.91%
Socialcast (SQ007)	33	28.70%
Workplace (by Facebook) (SQ008)	1	0.87%
Other	15	13.04%
3 Yammer, sharepoint		
28 Talking in person, phone calls		
43 Jira, wiki		
44 Hangouts		
48 gsuite		
54 Google Hangouts		
55 Jabber		
62 Jabber		
65 Google Meet		
69 Smartsheet & Powerpoint & Automated dashboard reports that pull from databases		
70 Yammer		

76	Sharepoint
86	Confluence
97	Sharepoint, Confluence, Every couple years they try something new. There was one that started with "L", can't remember its name.
103	yammer, intranet corporate

This question is about how many meetings you attend each week;

Calculation	Result
Count	95
Sum	1711.000000
Standard deviation	12.58
Average	18.01
Minimum	1.000000
1st quartile (Q1)	10
2nd quartile (Median)	15
3rd quartile (Q3)	25
Maximum	70.000000

**Null values are ignored in calculations**  
**Q1 and Q3 calculated using minitab method**

Summary for Meet1 [Estimate how many meetings per week (on average) do you actually attend?]

This question is about how many meetings you attend each week;

Calculation	Result
Count	95
Sum	1204.000000
Standard deviation	8.42
Average	12.67
Minimum	0.000000
1st quartile (Q1)	6
2nd quartile (Median)	10

3rd quartile (Q3)	20
Maximum	43.000000

**Null values are ignored in calculations**  
**Q1 and Q3 calculated using minitab method**

Summary for Meet1 [Estimate how many hours per week you SPEND in meetings?]

This question is about how many meetings you attend each week;

Calculation	Result
Count	95
Sum	1334.500000
Standard deviation	9.36
Average	14.05
Minimum	0.000000
1st quartile (Q1)	7
2nd quartile (Median)	10
3rd quartile (Q3)	20
Maximum	40.000000

**Null values are ignored in calculations**

**Q1 and Q3 calculated using minitab method**

Summary for Meet1 [Estimate how many hours per week you spend in meetings that are inefficiently run?]

This question is about how many meetings you attend each week;

Calculation	Result
Count	95
Sum	520.500000
Standard deviation	4.91
Average	5.48
Minimum	0.000000
1st quartile (Q1)	2
2nd quartile (Median)	4
3rd quartile (Q3)	8
Maximum	25.000000

**Null values are ignored in calculations**

**Q1 and Q3 calculated using minitab method**



Summary for Meet1 [Estimate how many hours per week you spend in meetings while multi-tasking (e.g. emails, surfing the web etc)]

This question is about how many meetings you attend each week;

Calculation	Result
Count	95
Sum	567.000000
Standard deviation	6.47
Average	5.97
Minimum	0.000000
1st quartile (Q1)	1
2nd quartile (Median)	4
3rd quartile (Q3)	8
Maximum	30.000000

Null values are ignored in calculations

Q1 and Q3 calculated using minitab method

Summary for Meet2(SQ001)[Have you ever had any formal training about how to run effective meetings?]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	34	35.42%
No (N)	55	57.29%
Uncertain (U)	6	6.25%
No answer	1	1.04%

Summary for Meet2(SQ002)[Have you ever had any formal training about how to make good presentations?]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	64	66.67%
No (N)	27	28.12%
Uncertain (U)	4	4.17%
No answer	1	1.04%

Summary for Meet2(SQ003)[Would you feel comfortable providing feedback to people about their meetings?]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	59	61.46%
No (N)	14	14.58%
Uncertain (U)	21	21.88%
No answer	2	2.08%

Summary for Meet2(SQ004)[Do you think you would make the time to provide feedback to people about the meetings if a very simple process was provided? (eg Cell phone app or Slack integration etc)]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	65	67.71%
No (N)	2	2.08%
Uncertain (U)	27	28.12%
No answer	2	2.08%

Summary for Meet2(SQ005)[Would you be interested in receiving ratings and feedback from your peers related to the organization and running of the meetings?]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	75	78.12%



No (N)	7	7.29%
Uncertain (U)	12	12.50%
No answer	2	2.08%

Summary for Meet2(SQ006)[Would you be interested in receiving ratings and feedback from your peers for presentations given during the meetings? (content/communication style etc)]

Some simple yes/no questions:

Answer	Count	Percentage
Yes (Y)	77	80.21%
No (N)	9	9.38%
Uncertain (U)	8	8.33%
No answer	2	2.08%

Do you think there is an opportunity to standardize something about meetings or the organization of meetings. If so what? (eg meeting agenda, timing, cost estimation, timezone reminders, warnings for too many invitees, etc).

Answer	Count	Percentage
Answer	54	56.25%
No answer	42	43.75%

ID	Response
1	I think there is some opportunity in this space. However there is a risk of over standardization and not everybody works well in these environments.
2	pops for AIs and/or next-steps warnings to very large meetings through forwarding staying time-bound Meeting agenda format Meeting action item format Schedule format
3	Every meeting should have a stated goal at the beginning. Otherwise meetings can meander. 1) Agenda - Takes more effort, but having a clear agenda and requiring people to be present only for their relevant agenda items will free up people's schedules 2) Time checks - Often you never actually get to items near the end of the agenda 3) Meeting minutes - Standardize record of agenda, key discussions, and decisions made
4	Agenda, desired outcomes, actual outcomes, actions
9	meeting agenda along with context where applicable start and end times 5 mins after and before the hour (or half)
18	Yes - meeting agenda, assigned note taker, maybe someone assigned to keeping task for larger meetings
20	clear agendas

ensure no over runs where possible (ideally stop 5mins before scheduled end) summary of meetings/agreed actions

21 Specify the meeting agenda

Allocate time for each item on the agenda Keep track time spent

23 Yes, I think a formal structure would be beneficial. The content would be specific to the material, but if people knew what was upcoming, they could hold off on asking questions out of sequence disrupting the flow of the presentation. This could also just be people outlining the structure of the meeting at the beginning as well.

Too many people:

- show up late
- are not paying attention (laptop, cell phone, sleeping (yes sleeping)
- in lala land since they have been in meetings the whole day)
- leave early (required to make a decision, but sneak off before a decision is made)
- don't make a decision and we keep revisiting topics
- agenda does not state who is required for each agenda item --> the whole team stays the whole time when they are only required for 2 out of 4 topics.
- since a required list is not sent out, delegates are not sent if the required attendees don't show and the meeting wastes everyone's time.
- cannot tell the story clearly and everyone gets confused
- actions are not captured clearly enough that they can be understood after the meet let alone a week later.
- action items are not reviewed at the end of the meeting
- action items from previous meeting not reviewed or status update not given
- they are always running behind and important information/topics are rushed
- people do not know what a great presentation looks like
- people finish presentation right before the meeting and don't have alignment with core team on the presentation content
- the younger employees are learning that our inefficiencies are how things are done and are learning our bad habits, creating the wrong culture
- Many questions that come up in meetings are not something that needs to be addressed, but a did you think of this or they need some background context...How do we still allow people to ask the did you think of this or get background information in the meeting without affecting the flow?
- Too many meetings get side tracked on off topic items
- Many people jump right into the details and don't zoom in from the birds eye view to give context.
- People have too many slides. 50 slides for 30 min meeting

- People try to write everything down on the slide
- Pictures and diagrams in presentations are not oriented so it is difficult to determine what is being shown

Sorry, added all my meeting and presentation grips in here. I'm guessing some of it should be in another section.

- 24 agenda, purpose, goal, people arriving on-time, too many invitees or invitees that are not required for decision making, meeting minutes.
- 25 There is an opportunity. 0. Meeting should be narrow focus, and with impact. 1. Have an agenda and follow it. Time box. 2. Table all cell phones and computers (unless they are part of the presentation). 3. Very large meetings are usually not meetings but presentations and can be prerecorded for a better presentation. 4. Meetings are not the time to do one-on-one work, example: working through a spreadsheet (unless that is the purpose of the meeting, then there should be 4 or less people). 5. Come prepared - presenter and recipient. 6. Have a goal or meaning for the meeting. Not "Hello. Do you like my hat?". 7. Not appropriate for HR tasks. 8. Meetings should not be in the morning when the greatest productivity happens. Make them after lunch. 9. Stand up meeting have potential but end up being "Let's hold hands and yell 'Go Team' - a waste of time."
- 26 I think that standardizing the need to set a clear agenda well in advance would help, but is not always possible.
- i think that across company dedicated timeslots for meetings vs. non-meetings might be interesting.
- I am interested in using slack to replace some meetings, but my attempts to do so have been unsuccessful, I think I need some example of how to do this effectively.
- 27 Timezone reminders, Agenda, meeting room reminders
- 28 There are some categories of meetings that can be standardized, i.e. group staff meetings, customer meetings, quarterly business/operations meetings, etc.
- 29 Meeting agenda, staying on topic, coming to conclusions (There are times when a discussion goes on and then nothing is finalized. Each person has his own conclusion about the discussion), action items should be sent out to invitees along with the minutes
- 31 no
- 33 1. Have a clear meeting agenda
2. Have only those invitees in 'required' that are actually required, and make others 'optional'
3. Start and end on time
4. The host can do some pre-meeting preparation to optimize the meeting time - e.g. if it is a bug scrub, maybe go through the bugs beforehand and take actions that don't require other's input
5. As unintuitive as it sounds, there will be meetings that require the presence of a lot of people(like a whole team) but not

necessarily require their full attention for the whole duration(like bug scrubs), in such cases maybe it does make sense to let people multitask?

6. nit: More effective reminders, like if there is a meeting at 1 PM, have a reminder at 11.45 so that people don't go off to lunch and forget about the meeting. :)

- 38 - Clearly defined agenda with each topic allotted time for effective time management.
- Decision maker in the meeting for any specific decision to be taken.
  - Off topic should be discouraged (have something like a parking lot which can be taken offline)
  - Meeting minutes clearly stating the action items by individuals (prefer not to put a group name)
- 39 n/a
- 42 Meeting agenda & meeting minutes
- Presentation flow templates
- 44 Maybe guided meeting creation  
(after feedback is provided).  
Creating a new meeting
- \* It is a "quick sync" (or whiteboard, 1-1, etc or auto detected from agenda)
  - \* Max suggested invited for meeting
  - \* Recording or prior Q&A recommended for larger meetings (all hands, etc)
  - \* Prior meetings have been rated as too long, consider shortening.
- 54 Requiring agenda, providing a sum of hours total that will be spent from all the attendees (10attendess and 1h meeting => 10h)
- 59 I think the timing and cost estimation would be helpful as well as a reminder of best practices  
- i.e. agenda, note-keeper and followup with next steps/resp./timing.
- 61 Yes. What content is being covered.
- 62 proposal: 45min meeting instead of 1 hour meeting.
- 64 I think there is already a standard but people do not know about it or care to take the time to learn
- 65 No.
- 66 meeting agenda. Invite only relevant people
- 69 If we could make meetings end 5 - 10 minutes early that would allow people to arrive to meetings on time and allow for meetings to be more efficient. Today many people are late and the first 10 minutes are spent trying to set up the room or repeating content for people who are late.
- 70 Meeting agenda
- 75 - share any information you have before the meeting starts,  
so all can (and do) review beforehand and come ready to make decisions
- precision in communication
  - make sure people understand the long-term picture so that decision-making happens within the frame of that vision. Once that context is shared, decision-making happens faster because

everybody's using the same frame of reference

- make sure you have a day where you have no meetings so you can learn
- major frustration: VPs I see in meetings do not take notes, nor record their action items, nor follow up on the action items- or if they do it's not in a timely manner and if they don't write anything down- they can say, ' that's not what I remember'. NO accountability. It's not just the people that work for them that should hold themselves accountable. VPs need to be as well.
- do not allow yourself or others be distracted by multi tasking in meetings
- save at least 2 hours/day without meetings
- don't feel you need to have 1-1s every week with everyone

76 Schedule meetings to be 50 or 55 minutes so there is time to get to the next meeting.

Standardize on stopping conversations when a meeting is over so that people can get to the next meeting.

78 meeting agenda, timing

81 time zone reminders

83 Standardizing the expectations like summaries, content, etc. would streamline everyone's expectations about what would be achieved by a given meeting.

87 Helping with meeting agendas, formats, and expectations would help improve meetings in general. IE: Status updates, brain storming, planning, or decision making meetings are different and I don't think most of our colleagues realize that.

91 Yes.

My issues are:

1. People are very often 5 mins late and others have to waste time waiting.
2. Most meeting are 1 hour when in reality most could be 30 mins.

92 Meeting duration and adherence to key topics

95 meeting agenda; time management and managing digressions during meeting with effective time management.

97 No. Most of the meetings I go to are deliberately created by scattershot thinkers who need to talk in a random-walk fashion in order to -- I don't know -- gel their thoughts or feed off the energy of people like me who CAN think in a linear fashion and find it more effective to think with my brain instead of with my mouth. These think-talkers never let anyone else get a word in edgewise, certainly not a lower form of life such as a FEMALE. If you could organize and structure the meetings, a) it wouldn't work, these guys would run roughshod over the agenda, get off topic, talk continuously in a stream-of-consciousness mode. You can't do anything about those people. They exist. They need to say their piece. b) the think-talkers would get nothing out of the meeting, and would try to create apps to add more chaos (they would call it "energy") to the meetings.

	All the people who can be organized and adhere to a schedule can effectively handle back- and-forth communication or negotiation via email.
100	Mandatory meeting agenda and written summary of decisions taken or action items.
	Guidelines of the purpose of a meeting given number of attendees. A meeting of 10 people is appropriate for brainstorming, while a meeting of 50 is for information sharing.
	Guidelines for attendees. AKA rules of order. A meeting of a 100 people is not an appropriate opportunity for debating a point.
104	meeting agenda, meeting goals, meeting timing shouldn't be too short or too long, warnings for too many invitees
107	Define Objective and Desired Outcome and path to get there (Agenda). How to facilitate (stay on path), how to capture actions and owners, how to follow up on actions and hold people accountable.
108	Yes - but it is not about standardization, it is about desired outcome of a meeting.
109	Yes Agenda, Timing
110	Minimum required attendees Cost estimation
110	Yes. Several things that can be standardized. <ol style="list-style-type: none"> <li>1) A key objective for the meeting. The decision(s) that need to be made</li> <li>2) An attendee purpose - the *why* of someone's invite. What is their expected contribution to the meeting.</li> <li>3) Advanced preparatory material - no droning monologues at the start of the meeting. It should be about multiple people discussing</li> <li>4) A keen sense of size. Meetings resulting in decisions should be small (&lt; 10 people).</li> <li>5) Differentiate between discussion meetings vs. broadcast meetings. Label the meetings as such.</li> </ol>
112	No. I think that in general, the more things are automated and standardized the more one gets into a one-size-fits-all mentality and efficiency is reduced in the long run. I think it is better to train people on how to run effective meetings and then ALSO give them the support and tools to actually do it. meeting agenda, objective and what we want to get out of the meeting. Standing meetings-update meetings should stick to the time. Any deep dive discussion should be taken offline
119	Agenda including timing of each item. Warning if more than n attendees. More of a presentation than a discussion if above 8-10 people.
120	Agendas, invitees limits, cost
121	It starts with a company culture on starting on time. There can be a basic guideline but it would be tough to cover all types of meetings.
124	Pre-establish meeting agenda with rough timing breakdown for high level topics (if applicable)





## Summary for Meet4(SQ001)[Mobile app (ios, android etc)]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	22	18.03%	34.43%
2 (2)	20	16.39%	
3 (3)	16	13.11%	13.11%
4 (4)	17	13.93%	
5 (5)	19	15.57%	29.51%
No answer	2	1.61%	0.00%
Arithmetic mean	2.9		
Standard deviation	1.47		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet4(SQ002)[Slack Integration (or similar)]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	21	17.36%	33.88%
2 (2)	20	16.53%	
3 (3)	26	21.49%	21.49%
4 (4)	14	11.57%	
5 (5)	12	9.92%	21.49%
No answer	3	2.42%	0.00%
Arithmetic mean	2.74		
Standard deviation	1.32		
Sum (Answers)	93	100.00%	100.00%
Number of cases		0%	

### Summary for Meet4(SQ003)[Outlook Integration]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	9	7.44%	18.18%
2 (2)	13	10.74%	
3 (3)	22	18.18%	18.18%
4 (4)	26	21.49%	
5 (5)	23	19.01%	40.50%
No answer	3	2.42%	0.00%
Arithmetic mean	3.44		
Standard deviation	1.27		
Sum (Answers)	93	100.00%	100.00%
Number of cases		0%	

### Summary for Meet4(SQ004)[Email]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	11	9.02%	21.31%
2 (2)	15	12.30%	
3 (3)	23	18.85%	18.85%
4 (4)	30	24.59%	
5 (5)	15	12.30%	36.89%
No answer	2	1.61%	0.00%
Arithmetic mean	3.24		
Standard deviation	1.24		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet4(SQ005)[Web Form]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	22	18.03%	35.25%
2 (2)	21	17.21%	
3 (3)	24	19.67%	19.67%
4 (4)	23	18.85%	
5 (5)	4	3.28%	22.13%
No answer	2	1.61%	0.00%
Arithmetic mean	2.64		
Standard deviation	1.21		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet4(SQ007)[Voting Tablet App positioned right outside meeting room]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	37	30.58%	53.72%
2 (2)	28	23.14%	
3 (3)	11	9.09%	9.09%
4 (4)	10	8.26%	
5 (5)	7	5.79%	14.05%
No answer	3	2.42%	0.00%
Arithmetic mean	2.16		
Standard deviation	1.27		
Sum (Answers)	93	100.00%	100.00%
Number of cases		0%	



## Summary for Meet4(SQ006)[Within the Meeting App (Zoom/Webex) itself]

What's the best way to provide feedback? (which would make you most likely to provide it)

Answer	Count	Percentage	Sum
1 (1)	7	5.74%	17.21%
2 (2)	14	11.48%	
3 (3)	18	14.75%	14.75%
4 (4)	28	22.95%	
5 (5)	27	22.13%	45.08%
No answer	2	1.61%	0.00%
Arithmetic mean	3.57		
Standard deviation	1.26		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

If people were able to provide feedback on your performance, how would you like to receive it?

Answer	Count	Percentage
In Person from the attendee directly (SQ001)	47	48.96%
From your direct manager (SQ002)	25	26.04%
Anonymous (SQ003)	46	47.92%
On a ratings/feedback app (which only you can see) (SQ004)	68	70.83%
On a ratings/feedback app (which everyone can see) (think Yelp for meetings) (SQ005)	17	17.71%
Other	1	1.04%

33 No matter how the feedback is received, any rating must be associated with a reason so that the rating is given after people actually think things through.

## Summary for Meet6

Is there a meeting technique or supporting tool that is unique or innovative that you have seen work? If so, please provide a summary

Answer	Count	Percentage
Answer	26	27.08%
No answer	70	72.92%

ID	Response
4	Closed computer meetings have much better participation and general learning. However requiring all meetings to be closed computer is untenable.
9	Live meeting minutes pre-populated with AIs from before, as well as intended Attendees. As folks join, the names get highlighted real time by the one running the meeting
21	MS outlook integration that analyzes and provides meeting statistics.
26	I am a big fan of active working during meetings, like opening a notebook or matlab window and doing work openly in front of people so they can see and be involved in the process
27	Screen sharing for those that cannot be there in person
28	Qualitative feedback is more important than a rating. Meandering/unimportant discussions or meetings that don't get high engagement can be issues with attendees, not just the host. There's a culture question on how to give feedback, but even a high feedback culture may not result in more productive meetings is people spend all non-meeting time planning for meetings. As an example, executive reviews can take a full week (or more) of a team's time. The meeting itself can be very productive, but is it the best use of peoples' time leading up to the meeting?
31	no
33	Mark the agenda clearly that indicates why a particular meeting is important. E.g. maybe for bug scrub, say, this meeting is important because 'we have 15 bugs for the RC and just 3 days to go' as opposed to just saying something generic like 'bug scrub for so and so release'? In short, it makes sense for one person to do some common homework as opposed to multiple people sitting and doing the same thing.
39	n/a
44	Undisclosed
45	Email clients have it

- 54 Concrete agenda emailed a day ahead of the meeting to let people decide if agenda is relevant for them or if they can skip.
- 61 Making clear expectations of what material is to be presented
- 63 Timeboxing
- 64 nothing
- 69 Meeting management template in Smartsheet, used to track prior, current, and future agenda items. Allow me to cue up presenters in advance and allocate time allowed for each. Also used to track action items from the meeting.
- Taking notes in OneNote allows me to pull the meeting information from Outlook and then email out notes to meeting distribution when meeting is over.
- I manually take attendance and calculate a COM = cost of meeting based on number of people who attended.
- 70 Meetings with a clearly defined agenda  
For meeting feedback? Best way is face to face if person with feedback has courage to do so- so you get the best context of where they coming from and reduce misunderstandings
- 76 Unrelated to the question: There is plenty of feedback given in meetings. People seem very open when they don't like a particular format or a slide doesn't exactly match their organizational preference.
- 95 No
- 97 One of the classes I took recently suggested that for these scattershot, random-walk meetings, you can email a list of questions that you want answered to all the meeting participants. Scattershot people now a) have something that can pass as an agenda, since they won't prepare anything of their own, and b) reminds those guys that you have very specific questions that you need answers to, so if they care about their project at all, they can make sure to get you that information. Best case scenario, that person just emails back all the answers and you can skip the meeting!
- 107 Sir Humphrey (Civill Service) old school meeting structures.
- 108 Texting into a voting app - live
- 109 No
- 110 Flip the meeting technique. The meeting leader records the need, the background material and expected process for the meeting as a video and sends it to the attendees. The video cannot be more than 2 minutes long. All attendees are required to view the video ahead of the meeting. The same video plays for 2 minutes at the start of the meeting. The first statement in the meetings starts with "Any questions, comments or thoughts?"
- 121 Most meetings require guidelines and an agenda to provide structure and rules.





Summary for Meet7(SQ002)[Agenda Help (eg remind you to set agenda when creating a meeting)]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	8	6.56%	9.02%
2 (2)	3	2.46%	
3 (3)	10	8.20%	8.20%
4 (4)	30	24.59%	
5 (5)	43	35.25%	59.84%
No answer	2	1.61%	0.00%
Arithmetic mean	4.03		
Standard deviation	1.21		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

Summary for Meet7(SQ003)[Online meetings (zoom, webex etc)]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	5	4.10%	6.56%
2 (2)	3	2.46%	
3 (3)	15	12.30%	12.30%
4 (4)	29	23.77%	
5 (5)	42	34.43%	58.20%
No answer	2	1.61%	0.00%
Arithmetic mean	4.06		
Standard deviation	1.11		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	



## Summary for Meet7(SQ004)[Meeting Time keeping]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	7	5.74%	10.66%
2 (2)	6	4.92%	
3 (3)	17	13.93%	13.93%
4 (4)	34	27.87%	
5 (5)	30	24.59%	52.46%
No answer	2	1.61%	0.00%
Arithmetic mean	3.79		
Standard deviation	1.18		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet7(SQ005)[Automated Meeting Minutes]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	7	5.74%	8.20%
2 (2)	3	2.46%	
3 (3)	10	8.20%	8.20%
4 (4)	34	27.87%	
5 (5)	40	32.79%	60.66%
No answer	2	1.61%	0.00%
Arithmetic mean	4.03		
Standard deviation	1.16		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

Summary for Meet7(SQ006)[Cost - approx meeting cost estimator based on attendees (when organizing and attending)]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	16	13.11%	28.69%
2 (2)	19	15.57%	
3 (3)	24	19.67%	19.67%
4 (4)	20	16.39%	
5 (5)	15	12.30%	28.69%
No answer	2	1.61%	0.00%
Arithmetic mean	2.99		
Standard deviation	1.32		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

Summary for Meet7(SQ007)[Automated Reminders (for actions taken)]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	3	2.46%	8.20%
2 (2)	7	5.74%	
3 (3)	23	18.85%	18.85%
4 (4)	40	32.79%	
5 (5)	21	17.21%	50.00%
No answer	2	1.61%	0.00%
Arithmetic mean	3.73		
Standard deviation	1		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	



Summary for Meet7(SQ008)[Tracking of user's usage of computers (eg track/alert time spent on Facebook)]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	26	21.31%	39.34%
2 (2)	22	18.03%	
3 (3)	23	18.85%	18.85%
4 (4)	12	9.84%	
5 (5)	11	9.02%	18.85%
No answer	2	1.61%	0.00%
Arithmetic mean	2.57		
Standard deviation	1.33		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

Summary for Meet7(SQ009)[Business intelligence / reporting of time spent in meetings, doing emails etc]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	11	9.02%	19.67%
2 (2)	13	10.66%	
3 (3)	36	29.51%	29.51%
4 (4)	21	17.21%	
5 (5)	13	10.66%	27.87%
No answer	2	1.61%	0.00%
Arithmetic mean	3.13		
Standard deviation	1.18		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	



## Summary for Meet7(SQ010)[Performance Ratings for meeting / meeting host]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	8	6.56%	21.31%
2 (2)	18	14.75%	
3 (3)	26	21.31%	21.31%
4 (4)	32	26.23%	
5 (5)	10	8.20%	34.43%
No answer	2	1.61%	0.00%
Arithmetic mean	3.19		
Standard deviation	1.13		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet7(SQ011)[Feedback for meeting presentations / communications]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	2	1.64%	8.20%
2 (2)	8	6.56%	
3 (3)	15	12.30%	12.30%
4 (4)	51	41.80%	
5 (5)	18	14.75%	56.56%
No answer	2	1.61%	0.00%
Arithmetic mean	3.8		
Standard deviation	0.92		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	





## Summary for Meet7(SQ012)[Feedback for meeting organization/effectiveness]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	2	1.64%	6.56%
2 (2)	6	4.92%	
3 (3)	18	14.75%	14.75%
4 (4)	46	37.70%	
5 (5)	22	18.03%	55.74%
No answer	2	1.61%	0.00%
Arithmetic mean	3.85		
Standard deviation	0.93		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Meet7(SQ013)[Attendance Count / Geo's (analysis of in room, vs remote) etc]

Please rate the following 'features' out of 5 to show their importance to you.  
ie, Do you think software that tracks and manages these features would be beneficial to you?

Answer	Count	Percentage	Sum
1 (1)	8	6.56%	17.21%
2 (2)	13	10.66%	
3 (3)	30	24.59%	24.59%
4 (4)	29	23.77%	
5 (5)	14	11.48%	35.25%
No answer	2	1.61%	0.00%
Arithmetic mean	3.3		
Standard deviation	1.14		
Sum (Answers)	94	100.00%	100.00%
Number of cases		0%	

## Summary for Comms1(SQ001)[-->]

How effective are the corporate communications you receive?

Answer	Count	Percentage	Sum
1 (1)	6	4.84%	19.35%
2 (2)	18	14.52%	
3 (3)	35	28.23%	28.23%
4 (4)	31	25.00%	
5 (5)	3	2.42%	27.42%
No answer	0	0.00%	0.00%
Arithmetic mean	3.08		
Standard deviation	0.96		
Sum (Answers)	93	100.00%	100.00%
Number of cases		0%	

## Summary for Comms2

How could the corporate communications you receive be improved?

Answer	19	20.43%
No answer	74	79.57%

- 4 The amount of corporate communications is too large. An email sitting in the sea of other emails presented is hard to keep track of. Either sending fewer corporate communications, or sending them through a different avenue, would help them stick out if they are of actual import.
- 6 More focused & aligned with company culture More interactive
- 23 Too many, I don't read them.
- 25 Good video presentations. The presentation need to be to the point and with a message. Five minutes should be the limit.
- 26 Some corporate communications are very helpful, but there is a lot

of noise to find the signal. I think some sort of user machine learning model that customized communications for me, as well as ones that everyone really responded too might help.

My favorite example of a super effectively corporate communication is the monthly safe message. making a relatively simple video with some nice to the point graphs, a consistently ~5 min engagement and voice over is very effective for me.

29 Subject should be more clearer so that it would be easier to set priority.

39 n/

65 Accessibility is a first step -- they keep sending pictures of text!

Mostly they need to send shorter, more informative mail and try less hard to be trendy (you know what's worse than being boring? Using up-to-date slang wrong.)

68 Fewer keywords. More about how things are aligned with corporate strategy.

75 lots of corporate lingo. need more real/honest language.

81 send subject through email and not have to go to website to read it.

95 Have a regular cadence

97 More targeted specifically to appropriate groups. I get an email twice a year telling me how to handle daylight saving time in my hourly timecard, even though a) I am not an hourly employee, and b) I'm not ever at work at 2am.

104 I personally hate long emails with lots of redundant, political, and unnecessary details.

Prefer short and concise email messages.

108 Less

109 Have more content that are closer to the BU that I am part of, and adjacent BUs or orgs

110 There's too much volume of communication. It is essentially corporate spam. Simply make then available in a central place for people to seek to consume.

And create habits where people check it often - e.g. run a trivia contest with prizes at the central location that makes people come to the central page often.

112 Reduce the amount of acronyms and corporate-speak. Most corporate communications from higher-level managers are incomprehensible. Uses common language accessible to everyone.

119 Less internal PR. More factual and to the point.

## Summary for Comms3(SQ001)[-->]

How would you feel if your company installed something on your desktop which tracked what you did during the day, and challenged you if you started using Facebook, or YouTube (etc) to see if you are staying productive?

Answer	Count	Percentage
1 (1)	36	38.71%
2 (2)	12	12.90%
3 (3)	12	12.90%
4 (4)	2	2.15%
5 (5)	13	13.98%
6 (6)	2	2.15%
7 (7)	6	6.45%
8 (8)	7	7.53%
9 (9)	2	2.15%
10 (10)	1	1.08%
No answer	0	0.00%

## Summary for HR1

How do you encourage & monitor employee effectiveness and efficient use of time?

Answer	Count	Percentage
Answer	0	0.00%
No answer	1	100.00%

## Summary for HR2

Do you track metrics to drive improvement in employee effectiveness?

Answer	Count	Percentage
Yes (A1)	0	0.00%
No (A2)	1	100.00%
Comments	0	0.00%
No answer	0	0.00%

### Summary for HR3

Do you place special emphasis on effectiveness and efficiency of meetings?

Answer	Count	Percentage
Yes (A1)	1	100.00%
No (A2)	0	0.00%
Comments	1	100.00%
No answer	0	0.00%

103 if I run the meeting, yes.

### Summary for HR4

Do you use software or hardware tools to facilitate effective meetings?

Answer	Count	Percentage
Yes (A1)	0	0.00%
No (A2)	1	100.00%
Comments	1	100.00%
No answer	0	0.00%

ID	Response
103	no, but I would like to learn more about it.

### Summary for HR5

Are you aware of any tools to improve effectiveness of meetings and have you considered or evaluated any of these tools? If so, What is your opinion of these tools?

Answer	Count	Percentage
Answer	1	100.00%
No answer	0	0.00%

103 no, but would like to know more.

## Summary for HR6

Is there a reason why your company has decided not to use these tools (or cannot use these tools? - eg privacy, compliance etc)

Answer	Count	Percentage
Answer	0	0.00%
No answer	1	100.00%

## Summary for Other2

How much time would you be willing to spend providing feedback after meetings or corporate comms ?

Answer	Count	Percentage
Answer	93	100.00%
No answer	0	0.00%

- 1 5-10 minutes
- 2
- 3 30 seconds
- 4 2 minutes
- 5 1 minute
- 6 10 to 20 minutes per week
- 7 5 minutes
- 8 5 mins
- 9 30 secs



14	5
18	half hour/week
19	a little
20	
21	3 minutes
22	5 minutes (average)
23	30 seconds
24	15 minutes
25	2 min
2	
27	little as effectively possible
28	less than 2 minutes per meeting unless it was consistently a problem.
29	5 minutes
30	5 or 10 min
31	10min
32	1min per event
33	5 minutes
34	1
35	1
36	5min
37	~10-15 minutes
38	10 minutes
39	depends. If it was bad I would be more likely to leave feedback.
40	5 min
41	3 min
42	
44	1 minute
45	30 seconds
46	10 seconds
47	1
48	1m
49	1
50	30 secs
51	5 mins
53	1-2 mins
54	3mins per meeting max
57	5 Mins
59	Almost note
60	5 minutes
61	10mins
63	5m
64	5 min
65	About a minute.
66	10 min
67	5 minutes
68	5 min.

69	2-5 minutes
70	1min
73	10min
75	not much unless I thought it was very important. we are already asked to rate every little thing we do way too much.
76	0, because I have to get to my next meeting
78	5 - 10 min
79	10
81	5 mins
83	3-5 min
85	2mins
87	5 minutes directly after the meeting
88	1 minute
89	30 minutes
91	60 seconds
92	< 5 minutes
94	1 minute
95	1 minute
96	half hour
97	Approximately as much time as the meeting wasted. For instance, a 30 minute meeting that conveyed interesting, valuable information: 1 second. A meeting where a bunch of idiots talked over each other for two hours about issues not on the agenda: I would like to rant and vent for two hours.
99	1 min
100	5
101	5min
103	1 hour a week or so
104	couple minutes
105	1
107	2 minutes
108	30 seconds
109	15 seconds
110	2 minutes
112	5 minutes. I am too busy in meetings.
114	1
115	5
116	5 minutes
118	3 minutes
119	3 mins
120	15 mins
121	5min
124	5 minutes

### Summary for Other3

## What incentives would encourage you to provide regular feedback?

Answer	Count	Percentage
The feel good factor of helping someone improve (SQ002)	56	60.22%
Random Spot Prizes (SQ001)	22	23.66%
Points on some kind of Leaderboard (SQ003)	13	13.98%
Some kind of rewards system once you reach 1000 points (eg a free lunch) (SQ004)	25	26.88%
It's just what I do when asked to rate something (SQ005)	28	30.11%
If its a really really bad meeting/communication, then I would love to provide feedback! (SQ006)	65	69.89%
If its a really really good meeting/communication, then I would love to provide feedback! (SQ007)	61	65.59%
Other	5	5.38%

ID	Response
25	If it required and tracked.
69	We all benefit from better meetings.
91	Opportunity to view anonymous feedback
97	I like ranting.
108	Built into the meeting itself

## Summary for Other4

### Any other comments about productivity or effectiveness in the workplace?

Answer	19	20.43%
No answer	74	79.57%

- 18 Keeping to task is difficult. Maintaining a laser focus on the goals/agenda of the meeting and requiring all participants to participate may be able to improve the effectiveness of meetings.
- Also, I feel that we have become accustomed to very short attention spans in almost every thing we do. It makes it hard to concentrate on doing one thing at a time with full focus, which is especially necessary in programming. I wonder if there is some way to encourage or force focus for an hour+ a time - maybe a 'concentration pod' (instead of e.g. sleep pods).
- 25 The work teams need to be narrow focused, and short term task driven. The short term tasks need to be aligned with the longer term goals, and they need to be managed (herded). The tasks need to be group based more than individual based with dependencies on others. The teams should understand how they fit with the other teams and with the goals, or they should feel apart of a larger mission. There is no need to grandiose statements with little meaning. Make these missions and goals relevant to the inside, not the outside. Be able to say NO to keep the focus.
- 26 I think that videos are super effective, and underutilized, do to a lack of effective tools to quickly make them. I think if results of important meetings could be captured in the way that good online classes are, that would go a long way.
- 28 I have a visceral response to tracking people's time on their job. I will often work weekends and evenings, and I actually use youtube videos to learn about my customers and target industries. One person's work time and effectiveness may be different than another's.
- Tracking metrics on these things isn't the way to get improvement; it's the way to alienate employees. We should already know in a skilled workforce who is leading and who is lagging in performance. Results can be correlated with how people spend their time, but tracking them can provide some poor incentives for people.
- 29 Less micro-management. People should be given the freedom to choose how they work and management should focus on

efficiency of the completed work and its results.

Requirements should be provided clearly so that time can be estimated correctly. Work should be assigned in sprints rather than on a daily basis, so that people can plan appropriately. Expectations should be set well in advance.

Appropriate career path should be set for individuals. Short-term and long-term goals should be set for the individual and the team, so that all work towards the same goal.

Managers should show appreciation for work as frequently and promptly as they show displeasure with issues.

Meetings are important. Putting meetings away could give more time to get the job done but without meeting or communicating, you could be going down the wrong path or multiple people might end up doing similar things. Meetings should have an agenda, timeline and outcome. Also, people would know what others in the team are working on even if they are directly involved or not. It helps a lot for introverted people who would not go out and make the effort to know it.

In today's world, there is a huge overlap between personal time and work time or between home and workplace. Since software development is also a thinking job, you cannot shut yourself off from thinking about office work when you leave office nor put yourself off from personal issues when you are in office. There will always be an overlap. So, monitoring people on what they do during office time might not lead to productivity but will just put people down. Because same happens when people reach home. Some idea could trigger and they would start working at home during personal time. So, too much monitoring would not bring

- more productivity or effectiveness in workplace.
- 39 n/a
- 65 Almost all my meetings in a week are with one other person, or are very task focused, so even though I have a ton of meetings, I don't know what one could do about them.
- 69 The company has capability to track computer activity. I am not sure that this data is that significant based on an individual basis but may have meaning in aggregate. How many people are visiting corporate websites per week or using a service. This would indicate how effective a corporate initiative was or if training was being completed at a certain rate.
- 75 1. too much avoidance of face to face tough conversations- which includes giving productive feedback. I don't believe a tool will solve this. This is leading to lack of clarity, diminishing trust, more passive aggressive behavior, talking behind people's backs, 'meetings after meetings'
2. too much shame and blame, not enough accountability and learning
3. too much time fire fighting and not enough developing sustainable solutions that address the core set of problems causing fires in first place. Causes burnout, demoralizing; lack of good collective introspection and taking sustainable action
4. need deeper understanding of human behavior so we can learn to work together more productively
- 83 It seems like people could take rating for meetings very personally, so it would not only have to be anonymous, but used only for personal development. If meeting structure was more standardized, that may be a more effective way of giving everyone some structure, but not singling out certain individuals for their performance.
- 87 For thought workers, we're always working since our minds are always on. Tracking effectiveness is tricky for that kind of work. Occasionally the best ideas come in the shower so productivity tracking there might be a bit rude. But, we can track how well we voice those ideas and implement them. This is where we can apply more traditional effectiveness tools.
- 95 It should come from the top... otherwise it will not work.
- 97 I don't think you can force people into molds. Scattershot talk-thinkers will always need to random-talk in order to understand the world around them. Forcing them to obey an agenda would be like cutting off their legs. Women are always going to have to sit silent in meetings and email their questions afterward. Brain-thinkers are always going to waste their time listening to talk-thinkers yak and yak.

What would be helpful is to categorize all the meeting attendees in advance, so that talk- thinkers can be aware which brain-thinkers want a direct answer to their

questions, not a 20 minute brainstorm. Brain-thinkers can be aware which talk-thinkers don't actually know the answers until their jaws are tired from yakking about the questions.

- 100 Meetings should have written detailed agendas. Meeting organizers should think through what they expect to get out of a meeting before organizing the meeting. I.e., what does success look like?
- 103 I would like to provide feedback on meetings if the meeting organizer agrees to receiving it and is willing to take the feedback whether positive or constructive. I myself would be open to feedback.
- 108 It is a skill you can improve. And it is also the cost of doing business.
- 110 If inefficient meetings are terrible, inefficient meetings with remote attendees is terrible squared. Employees should be trained, sensitized and encouraged to handle remote attendees in meetings better.
- 119 People need to be free to say 'no' to meeting they think are a poor use of their time without fear of being excluded from relevant communication. Many meetings are one-way and majority of people could not attend and instead read succinct minutes/actions.
- 121 Need less meetings in general. They should only be used when necessary but too often are a crutch due to lack of accountability and ownership.