<table>
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<tr>
<td><strong>From:</strong></td>
<td>Messenger</td>
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<tr>
<td><strong>Subject:</strong></td>
<td>We start now! Open mail and web browser.</td>
</tr>
<tr>
<td><strong>Body Text:</strong></td>
<td>n.a.</td>
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<td><strong>Reference:</strong></td>
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From: Messenger
Subject: Please, check your email to fill in the first questionnaire.
Body Text: n.a.
Reference: n.a.
Attachment: n.a.
<table>
<thead>
<tr>
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<tbody>
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<td>Information type:</td>
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<td>Messenger</td>
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<tr>
<td>Subject:</td>
<td>Please fill in first questionnaire</td>
</tr>
</tbody>
</table>

**Body Text:**

Please press the URL below to go to your questionnaire.

[QuestionnairePre.html](#)

Good luck

<table>
<thead>
<tr>
<th>Reference:</th>
<th>n.a.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attachment:</td>
<td>n.a.</td>
</tr>
</tbody>
</table>
Dear colleague,

The management board of Real Reaction © electronics company has decided that we should develop a new product: a new television remote control. You are invited to take part in the design of this product. You will join a project, consisting of four participants:

1. The project manager
2. The industrial designer
3. The user interface designer
4. The marketing expert

The project will be carried out according to a specific design method, which will send to you by e-mail in a minute. In the appendix you will find your role instructions and a General Design method. You can also visit our web site company information.

Good luck,

Your account manager

Appendices

General Design method
A general design method in three phases will be explained below with an example of a coffee machine.

Phase 1 is called the **functional design**. This consists of:

- **User Requirements Specification**: what *needs* and desires are to be fulfilled
  - Example: hot coffee, quickly made
  - How: marketing research, interviews with future users, internet search;
- **Technical Functions design**: what *effect* should the apparatus have
  - Example: change coffee beans and water into coffee
  - How: get inspired by other, similar designs
- **Working design**: how does the apparatus *work* to fulfill its functions
  - Example: electrical energy heats the water and grinds the beans; the grinded beans fall in the water; a filter separates the beans residue from the coffee.
  - How: get inspired by other, similar designs.

Phase 2 is called the **conceptual design**. This consists of:

- **Conceptual specification of components, properties and materials**
  - Example:
    - case (properties: solid; material: hard plastic)
    - electrical cable (off the shelf)
    - beans container (material: plastic)
    - coffee grinder (off the shelf)
    - electrical heater (off the shelf)
    - coffee container (properties: heat resistant; material: glass)
    - filter (off the shelf)
  - How: get inspired by other, similar designs; be creative
- **Conceptual specification of user interface**
  - Example: on/off switch, on/off light
  - How: get inspired by other, similar designs; be creative
- **Trend watching**
  - Example: pottery sells good these days
  - How: do marketing research, get inspired on the web

Phase 3 is called the **detailed design**. This consists of:

- **Look-and-feel design**
  - Example: case in the form of a large beige pottery-like cup of coffee
  - How: prototyping, using clay for the form and material samples.
- **User interface design**
  - Example: a push button in the form of a coffee bean, with a LED in it.
  - How: make a selection from existing interface solutions, or create a new one.
- **Product Evaluation**
  - Example: The coffee had the right temperature and was ready in within an acceptable period of time.
  - How: Collect the requirements and rank every requirement.

**Team roles**
The project manager coordinates the project and is overall responsible. He should guarantee that the project is carried out with the limits of time and budget. When a hard decision has to be taken by the design team, he has a veto. The project manager will also act as a chair of the project meetings and as a secretary by taking minutes of every meeting. At the end of the day, the project manager has to deliver a final report for the whole project. In this report is written what decisions were made in every meeting and what the solution of the final design looks like. The project manager can work on this report whenever he has time left between meetings. After the last meeting, the project manager has 10 minutes to finish this report.

The Industrial designer is responsible for:

- In the functional design phase: the working design
- In the conceptual design phase: the components concept design
- In the detailed design phase: the look-and-feel design

The user interface designer is responsible for:

- In the functional design phase: the technical functions design
- In the conceptual design phase: the user interface concept
- In the detailed design phase: the user-interface design

The marketing expert is responsible for:

- In the function design phase: the user requirements specification
- In the conceptual design phase: trend watching
- In the detailed design phase: product evaluation

It is very well possible that you lack knowledge and experience to carry out your role. You will be assigned a personal coach who will guide you through your work.
Role instructions Secretary

The Project Manager has to fulfill the secretary role. Here are the secretary role instructions on how-to-make-minutes:

- Obtain the meeting agenda, minutes from the last meeting, and any background documents to be discussed.
- Write "Minutes of the meeting of (exact association name)."
- Record the date, time and place of the meeting.
- Write the names of people present if there are fewer than 20.
- Note people who arrive late or leave early so that they can be briefed on what they missed.
- Write down items in the order that they are discussed. If item 8 on the agenda is discussed before item 2, keep the old item number but write item 8 in second place.
- Focus on recording actions taken by the group. Avoid writing down the details of each discussion.
- Distribute minutes to colleagues by putting them in the Project Documents folder.

Reference: n.a.
Attachment: n.a.
Welcome to the Real Reaction® corporation site.

Real Remote is one of the main developers of everyday electronics. Through our research and development center, we respond to a broad mandate from all sorts of customers. Our role as a trusted partner of the International Remote Control Association gives us unique access to the full range of technology, planning, operations, and proprietary.

Furthermore, we are inspired by the latest fashion. Not only in electronics, but also in the latest trends in clothes and interior design. That is why our products always fit in your home!

Our motto is: We put the fashion in electronics!

Product range

<table>
<thead>
<tr>
<th>Interior</th>
<th>Exterior</th>
<th>Mobile</th>
<th>Space</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.jpg" alt="Image" /></td>
<td><img src="image2.jpg" alt="Image" /></td>
<td><img src="image3.jpg" alt="Image" /></td>
<td><img src="image4.jpg" alt="Image" /></td>
</tr>
</tbody>
</table>

Attachment: n.a.
Instructions for Kick-off meeting

You are asked to:

- Prepare your role in the project
- During the kick-off meeting, get acquainted to your team members
- Bring in your first ideas about the new project

Your personal Coach

Reference: n.a.
Attachment: n.a.
Instructions for Kick-off meeting

You are asked to:

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Your personal Coach
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Reference: n.a.
Attachment: n.a.
Instructions for Kick-off meeting

You are asked to:

• Prepare your role in the project
• During the kick-off meeting, get acquainted to your team members
• Bring in your first ideas about the new project

Remark that as Project Manager, you are overall responsible for the success of the project. This doesn't only depend on time and money, but also team spirit.

You are asked to:

• Prepare the kick-off meeting. A pre-structured kick-off meeting PowerPoint will be send to you by e-mail.
• During the meeting, put effort in team building, and bring enthusiasm into the team. Take time to get your team member acquainted to each other.
• Also during the meeting, train your team members in using the smart boards.
• Take minutes during the meeting.
• Work on the final report.

Your personal Coach

Reference: n.a.
Attachment: n.a.
Feel free to use the attached file for your presentation. - your Coach

Subject: Example presentation Kick Off meeting

Body Text:

Agenda

- Opening
- Acquaintance
- Tool training
- Project plan
- Discussion
- Closing (we have 25 minutes!)

Project Aim

- New remote control
  - Original
  - Trendy
  - User friendly

Project Method

- Functional design
  - Individual work
  - Meeting
- Conceptual design
  - Individual work
  - Meeting
- Detailed design
  - Individual work
  - Meeting

Tool Training 1

- Smart boards
  - Presentation
  - Whiteboard
  - See simple toolbar instructions next slide
- Documents
  - Documents in shared folder are available on both Smart boards
Tool Training 2

- Try out electronic whiteboard!
  - Every participant should draw its favorite animal and sum up its favorite characteristics
  1. On blank sheet
  2. With different colors
  3. With different pen widths

Project Finance

- Selling price: 25 euro
- Profit aim: 50 MEuro
  - Market range: international
- Production costs: max. 12.50 euro

Discussion

- Examples:
  - Experience with remote control
  - First ideas new remote
  - Etc.

Closing

- Next meeting starts in 30 minutes
- Individual actions
  - ID: the working design
  - UID: the technical functions design
  - RE: the user requirements specification
- Specific instructions will be send to you by your personal coach.
<table>
<thead>
<tr>
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<th>0:15:00</th>
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<tbody>
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<tr>
<td>From:</td>
<td>messenger</td>
</tr>
<tr>
<td>Subject:</td>
<td>5 minutes to round up meeting preparations</td>
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<tr>
<td>Body Text:</td>
<td>n.a.</td>
</tr>
<tr>
<td>Reference:</td>
<td>n.a.</td>
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Please, check your email to fill in questionnaire 01.
Body Text:

Please press the URL below to go to your questionnaire.

[Questionnaire01.html]

Good luck
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<tr>
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<td>messenger</td>
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<tr>
<td>Subject:</td>
<td>Move to meeting room and bring your laptop</td>
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<td>Body Text:</td>
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<td>Reference:</td>
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<td>Messenger</td>
</tr>
<tr>
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</tr>
<tr>
<td>Body Text:</td>
<td>n.a.</td>
</tr>
<tr>
<td>Reference:</td>
<td>n.a.</td>
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<tr>
<td>Attachment:</td>
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</tr>
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<td>0:45:00</td>
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<td>Project Manager</td>
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<td>Information type:</td>
<td>alert</td>
</tr>
<tr>
<td>From:</td>
<td>Messenger</td>
</tr>
<tr>
<td>Subject:</td>
<td>Warning: finish meeting NOW</td>
</tr>
<tr>
<td>Body Text:</td>
<td>n.a.</td>
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<td>Reference:</td>
<td>n.a.</td>
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<td>Attachment:</td>
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</tr>
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</table>
Please press the URL below to go to your questionnaire.

[Questionnaire02.html]

Good luck
A schematic view of the remote control

A remote control works as follows. The basic function of a remote control is to send messages to another system. An energy source feeds an integrated circuit (chip) that can compose messages, often in the form of infrared bits. A user interface controls the chip, and accordingly the messages.

![Energy Sender Receiver Diagram]

Inside a TV Remote Control

If you are like most Americans, you probably pick up a TV remote control at least once or twice a day. Let's look inside and see how they work. Here is the remote we will be dissecting today:

![Remote Control Front View]

The remote control's job is to wait for you to press a key, and then to translate that key-press into infrared (pronounced "infra-red") light signals that are received by the TV. When you take off the back cover of the control you can see that there is really just 1 part visible: a printed circuit board that contains the electronics and the battery contacts.

![Remote Control Back View]

The components that you see here are typical for most remotes. You can see an integrated circuit (also known as a chip) labeled "TA11835". The chip is packaged in what is known as an 18 pin Dual Inline Package, or a DIP. To the right of the chip you can see a diode, a transistor (black, with three leads), a resonator (yellow), two resistors (green) and a capacitor
(dark blue). Next to the battery contacts there is a resistor (green) and a capacitor (tan disk). In this circuit, the chip can detect when a key is pressed. It then translates the key into a sequence something like morse code, with a different sequence for each different key. The chip sends that signal out to the transistor to amplify the signal and make it stronger.

![Image of electronic components]

The Circuit Board

When you unscrew the circuit board and take it out, you can see that the circuit board is a thin piece of fiber glass that has thin copper "wires" etched onto its surface. Electronic parts are assembled on printed circuit boards because they are easy to mass produce and assemble. In the same way that it is relatively inexpensive to print ink onto a sheet of paper, it is inexpensive to "print" copper wires onto a sheet of fiber glass. It is also easy to have a machine drop the parts (the chips, transistors, etc.) onto the sheet of fiberglass and then solder them on to connect them to the copper wires.

![Image of circuit board]

When you look at the board, you can see a set of contact points for the buttons. The buttons themselves are made of a thin rubbery sheet. For each button there is a black conductive disk. When the disk touches the contacts on the printed circuit board, it connects them and the chip can sense that connection.
At the end of the circuit board there is an infrared LED, or Light Emitting Diode. You can think of an LED as a small light bulb. Many LEDs produce visible light, but a remote's LED produces infrared light that is invisible to the human eye. It is not invisible to all eyes, however. For example, if you have a camcorder it can see the infrared light. Point your remote at the camera and push a button. You will be able to see the infrared light flashing in the viewfinder. The receptor in the TV is able to see infrared light as well. So the basic operation of the remote goes like this: You press a button. When you do that you complete a specific connection. The chip senses that connection and knows what button you pressed. It produces a morse-code-line signal specific to that button. The transistors amplify the signal and send them to the LED, which translates the signal into infrared light. The sensor in the TV can see the infrared light and "seeing" the signal reacts appropriately.
The function of a remote control is basically to send messages to the television set. Example messages are: "switch on", "switch off", "switch to next channel", "switch to channel 9", "turn volume up", etc. Above are two examples of a remote control interface through which the functions are fulfilled.
Marketing Report

In our usability lab we observed the remote control use among subjects (N = 100) who also filled in a questionnaire. Users dislike the look-and-feel of current remote controls.

- 75% of users find most remote controls ugly
- 80% of users would spend more money when a remote control would look fancy

Current remote controls do not match well the operating behavior of the user

- 75% of users said they zap a lot
- 50% of users say they only use 10% of the buttons

<table>
<thead>
<tr>
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<th>Frequency of use (# per hour)</th>
<th>Relevance [1...10]</th>
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</thead>
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<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Channel selection</td>
<td>168</td>
<td>10</td>
</tr>
<tr>
<td>Volume selection</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Audio settings (mono/stereo, pitch, etc.)</td>
<td>0.8</td>
<td>2</td>
</tr>
<tr>
<td>Screen settings (brightness, color, etc.)</td>
<td>0.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Teletext (flipping pages included)</td>
<td>14</td>
<td>6.5</td>
</tr>
<tr>
<td>Channel settingsn</td>
<td>0.01</td>
<td>3</td>
</tr>
</tbody>
</table>

The biggest frustrations users expressed

- Remote controls are often lost somewhere in the room (50%)
- It takes too much time to learn how to use a new remote control (34%)
- Remote controls are bad for RSI (26%)

Target groups in market

The market is divided in several groups.

Total sales in market is about 10 million units.
New features in remote controls

Would you prefer an LCD screen on a multifunction remote control?

Would you pay more for speech recognition in a remote control?

<table>
<thead>
<tr>
<th>Age group</th>
<th>LCD</th>
<th>Speech Rec</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-25</td>
<td>81,20%</td>
<td>91,20%</td>
</tr>
<tr>
<td>26-35</td>
<td>66,30%</td>
<td>76,30%</td>
</tr>
<tr>
<td>36-45</td>
<td>55,30%</td>
<td>35,30%</td>
</tr>
<tr>
<td>46-55</td>
<td>32,20%</td>
<td>22,20%</td>
</tr>
<tr>
<td>56-65</td>
<td>12,30%</td>
<td>8,30%</td>
</tr>
</tbody>
</table>

Target audience

Two target audiences for remote control are distinguished:

- Younger, age between 16 and 45, highly interested in features, more critical
- Older, age between 46 and 65, less interested in features, spends money more easily

Attachment: n.a.
Dear Colleagues,

The adaptation of the air conditioning in wing C-E is in progress. Today we start replacing the (electric) control unit. This means that during several days, the mechanical airco/ventilation will not be active.

Regards, Facilities manager
**The Business Case for Collaboration**

A brand new magazine supplement

**ARK Group** is launching a **brand new magazine supplement** focusing on **collaboration** and the benefits of creating cross-functional, flexible, and collaborative business processes in today's business environment.

The benefits of collaboration are tangible and real but achieving them will require a major paradigm shift, involving hearts, minds and technology.

Fortunately, new tools and techniques are already paving the way for new forms of collaboration, decreasing project timeframes, enhancing creativity, facilitating communication and the exchange of ideas, data and knowledge across networks of employees, partners, customers and suppliers.

**Particular topics of interest to be covered:**

- Distributed project management
- Collaborative content management and enterprise portals
- The evolution from unified messaging to collaboration
- Multi-party chat and User Awareness tools
- Audio, video and web conferencing
- Co-browsing software and Application sharing
- And more…

Learn how to instantly collaborate within the extended enterprise and add real value to your business processes.

Learn how to drive stronger financial performance and increase competitiveness through connected, collaborative, relationship-enabling and relationship-reliant modes of working.

**Anti Spam policy!**

We have a very strict anti spam policy. This message has been sent to you by ArkGroup, you are receiving messages via this system as you have previously expressed an interest in our events. It is of course possible that a third party may have added your name.

**Reference:** n.a.

**Attachment:** n.a.
The Business Case for Collaboration
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How to design the working of a remote control

In this first design phase: the functional design, you, as industrial engineer, have to come up with the **working design**: how does the apparatus *work* to fulfill its functions.

Remember from the explanation of the general design method (check your mail-box), the working design of the coffee machine was: electrical energy heats the water and grinds the beans; the grinded beans fall in the water; a filter separates the beans residue from the coffee.

You are asked to

1. Search the web for inspiration from similar devices (go to the home page of the web browser).
2. Write your findings down in the pre-structured PowerPoint slides “working_design.ppt”, which will be send to you by e-mail. You can easily copy text or images from the documents and websites (just right-click the pictures) to your PowerPoint slides.
3. Save the PowerPoint slides in the shared folder on your desktop.
4. Prepare your presentation for the next meeting.

Your personal coach

Reference: n.a.
Attachment: n.a.
Feel free to use the attached file for your presentation. - your Coach
**How to design the technical functions of a remote control**

In this first design phase, the functional design, you, as an user interface designer, have to come up with the **technical functions design**: what effect should the apparatus have.

Remember from the explanation of the general design method (check your mail-box), the technical functions design of the coffee machine was: change coffee beans and water into coffee

You are asked to

1. Search the web for inspiration from similar devices (go to the home page of the web browser).
2. Write your findings down in the pre-structured PowerPoint slides, which will be send to you by e-mail. You can easily copy text or images from the documents and websites (just right-click the pictures) to your PowerPoint slides.
3. Save the PowerPoint slides in the shared folder on your desktop.
4. Prepare your presentation for the next meeting.

Your personal coach
Time: 0:50:00
Role: Industrial Designer
Information type: e-mail
From: Personal Coach
Subject: Prestructured technical functions design ppt
Body Text: Some tips to do your work. - your Coach
Reference: n.a.
Attachment:
How to analyze the requirements for a remote control

In this first design phase: the functional design, you, as a marketing expert, has to come up with the **User requirements specification**: what needs and desires are to be fulfilled.

Remember from the explanation of the general design method (check your mail-box), the user requirements specification of the coffee machine was: *hot coffee, quickly made*. For a remote control, the user requirements specification may be somewhat more complicated, however.

You are asked to:

1. Search the web for information on remote control user needs and desires (go to the home page of the web browser).
2. Put your findings down in the pre-structured PowerPoint slides, which will be send to you by e-mail. You can easily copy text or images from the documents and websites (just right-click the pictures) to your PowerPoint slides.
3. Save the PowerPoint slides in the shared folder on your desktop.
4. Prepare your presentation for the next meeting.

Your personal coach
Body Text: Feel free to use the attached file for your presentation. - your Coach

Reference: n.a.
Functional Design

How to manage the functional design phase

Remember from the explanation of the general design method:

- User Requirements Specification: what *needs* and desires are to be fulfilled
- Technical Functions design: what *effect* should the apparatus have
- Working design: how does the apparatus *work* to fulfill its functions

In this phase you are asked to:

1. Prepare the presentation of the pre-structured PowerPoint slides, which will be send to you by e-mail.
2. Save the PowerPoint slides in the shared folder on your desktop.
3. Keep checking your mail for new project requirements from the Account Manager.
4. During the meeting, guarantee that the team reaches a decision on the target group and the functions of the remote control!
5. Remember to stimulate the team.
6. Put the minutes of the former meeting in the shared folder on your desktop.
7. Take minutes during the next meeting
8. Work on the final report.

Your Personal Coach

Reference: n.a.
Attachment: n.a.
Time: 0:50:00  
Role: Project Manager  
Information type: e-mail  
From: Personal Coach  
Subject: Agenda presentation structure meeting B  
Body Text: I would structure your agenda as such. - your Coach  
Reference: n.a.

---

### Agenda

- Opening
- Project Manager = secretary (minutes)
- 3 presentations
- New project requirements
- Decision on remote control functions
- Closing (we have 40 minutes!)

---

### Closing

- Now: lunch break
- Then 30 minutes of individual work
- PM: puts minutes in Project Documents folder
- Individual actions
  - ID: the components concept
  - UID: the user interface concept
  - ME: trend watching
- Specific instructions will be send to you by your personal coach.
New project requirements

The management board has new insights in the aim of your project. They have decided to put two additional requirements forward:

1. Teletext becomes outdated, since the popularity of the Internet.
2. The remote control should only be used for the television, otherwise the project becomes more complex, which endangers the time-to-market.
3. Our current customers are within the age group of 40+. New products should reach a new market with customers that are younger than 40.
4. Our corporate image should stay recognizable in our products. Our corporate color and slogan must be implemented in the new design.

Your account manager

Reference: n.a.
Attachment: n.a.
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Body Text:

Please press the URL below to go to your questionnaire.

[Questionnaire03.html]

Good luck
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<td>Move to meeting room and bring your laptop</td>
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Information type: alert
From: Messenger
Subject: Please, check your email to fill in questionnaire 04.
Body Text: n.a.
Reference: n.a.
Attachment: n.a.
Time: 1:55:00
Role: all
Information type: e-mail
From: Messenger
Subject: Please fill in questionnaire 04.
Body Text:

Please press the URL below to go to your questionnaire.

Questionnaire04.html

Good luck

Reference: n.a.
Attachment: n.a.
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<td>Messenger</td>
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<td>Lunch break!</td>
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<td>Body Text:</td>
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<td>n.a.</td>
</tr>
<tr>
<td>Attachment:</td>
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</tr>
</tbody>
</table>
Target audience product style

A quick scan of the current market in consumer goods revealed several exemplars of popular products.

Senior, wealth (+45)

- Traditional materials: wood
- Shapes are straightforward: form follows function
- Luxurious style

Young, dynamic (<45)

- Materials: soft, primary colors
- Shapes are curved, round
- Sports and gaming define style characteristics

Attachment: n.a.
User interface

The aspects of a computer system or program which can be seen (or heard or otherwise perceived) by the human user, and the commands and mechanisms the user uses to control its operation and input data.

A graphical user interface emphasizes the use of pictures for output and a pointing device such as a mouse for input and control whereas a command line interface requires the user to type textual commands and input at a keyboard and produces a single stream of text as output.

Here are some examples of remote controls:
The interface exists of a clutter of button functions, colors, and forms. This inconsistent use of interface is confusing and doesn't improve the use of the product.

Here are a few examples of new user interface components for the remote control

**Voice recognition**

Control multiple devices and surf your favorite channels with your voice! Stores Up to 80 speech samples, Controls 4 Devices - TV, Cable/Satellite, VCR/DVD & Audio. Record your own verbal labels that is connected to a remote control function.

**LCD/menu display**

A spinning wheel with LC display in the famous iPod music player. This kind of richer, menu-oriented interaction is more suited to young people. Older people prefer a 'one-button, one-function' type of interaction.
Integrated scroll and push button

A scroll button with integrated push button (such as in modern computer mouse) at the side of the remote:

TV remote control for special user

Children

Program in only the channels you want your kids to watch - all others are automatically blocked! Child Friendly design and ease-of-operation ensures kids will love using their own remote! Program in up to 10, 4-Digit channels. Dedicated buttons make getting to channels easy. Supports TV's, TV/VCR, Analog and Digital Cable, DirecTV, Dish, TiVo, ReplayTV and Ultimate TV. Secured and hidden programming and battery covers protect your settings. New version offers even more features and options.
Elderly

Big Button, Oversized TV Remote is the largest universal remote control available!

This jumbo universal remote control is almost impossible to misplace or lose.

Our oversized programmable remote control has big 3/4" buttons that light when pressed. The numbers are on round buttons, the TV channels scroll on triangles on the left and the volume adjustments on triangles on the right. This arrangement is a lot less confusing for most people.

Turn down the TV

You are sitting in front of the TV, and want to turn down the sound. You grab the remote control, scan for the button with the down-arrow and push it. The TV gets louder! You pushed the up-arrow button instead of the down-arrow button. Why?

The letter "V" for volume is on the two volume control buttons. Although the buttons are shaped like up- and down-arrows for increasing and decreasing the volume, the letter "V" looks like a down-arrow. When you are scanning the remote control for a down-arrow, you see the "V" as a down-arrow, and press it. Unfortunately, the first "V" you see is on the up-arrow!
**Executive Summary**

Recent investigation of the remote control market shows the following.

- The most important aspect for remote controls happens to be a fancy look-and-feel, instead of the current functional look-and-feel. This aspect is twice as important as the second aspect.
- The second most important aspect is that a remote control should be technological innovative. In turn, this aspect is twice as important as the next aspect.
- The third most important aspect is that the remote control should be easy-to-use.

**Recent Fashion Update**

Fashion watchers in Paris and Milan have detected the following trends.

- This year, *fruit & vegetables* will be the most important theme for cloths, shoes, and furniture.
- Also in contrast to last year, the feel of material is expected to be *spongy*.
KM update

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KM global update
All the latest knowledge-management news from around the world

KM industry news
Updates on the latest product releases and industry developments

Reference: n.a.
Attachment: n.a.
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• The evolution from unified messaging to collaboration
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• And more…

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Reference: n.a.
Attachment: n.a.
How to specify the components, properties, and materials of a remote control.

In this second design phase: the conceptual design, you, as industrial engineer, has to come up with the **conceptual specification of components, properties and material**.

Remember from the explanation of the general design method (check your mail-box), the conceptual specification of the components, properties and material of the coffee machine was:

- case (properties: solid; material: hard plastic)
- electrical cable (off the shelf)
- beans container (material: plastic)
- coffee grinder (off the shelf)
- electrical heater (off the shelf)
- coffee container (properties: heat resistant; material: glass)
- filter (off the shelf)

You are asked to:

Search the web for inspiration from similar devices (go to the home page of the web browser).

1. Put your findings down in the pre-structured PowerPoint slides, attached to this e-mail.
2. Save the PowerPoint slides in the shared folder on your desk top.
3. Prepare your presentation for the next meeting.

Your personal coach

Reference: n.a.
Attachment: n.a.
**Time:** 2:55:00  
**Role:** Industrial Designer  
**Information type:** web  
**From:** Personal Coach  
**Subject:** Here a prestructured ppt for your presentation  
**Body Text:** Feel free to use the attached file for your presentation. - your Coach  
**Reference:** n.a.  
**Attachment:**

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<tr>
<td>Presented by: &lt;Name&gt;, Industrial Designer</td>
<td>• Discuss your working method</td>
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</table>

<table>
<thead>
<tr>
<th>Findings</th>
<th>Personal Preferences</th>
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</thead>
</table>

---

![Real Reaction](image)
**Conceptual Design**

**How to specify the user interface of a remote control**

In this second design phase: the conceptual design, you, as user interface designer, has to come up with the **conceptual user interface**.

Remember from the explanation of the general design method (check your mail-box), the conceptual specification of the user interface of the coffee machine was: on/off switch and on/off light. The user interface of a remote control may be somewhat more complicated, however.

You are asked to:

1. Search the web for inspiration from similar devices (go to the home page of the web browser).
2. Put your findings down in the pre-structured PowerPoint slides, which will be send to you by e-mail.
3. Save the PowerPoint slides in the shared folder on your desktop.
4. Prepare your presentation for the next meeting.

Your personal coach

Reference: n.a.
Attachment: n.a.
Time: 2:55:00
Role: User Interface Designer
Information type: e-mail
From: Personal Coach
Subject: Here a prestructure ppt for your presentation
Body Text: Feel free to use the attached file for your presentation. - your Coach
Reference: n.a.
Attachment: None
How to watch market trends

In this second design phase: the conceptual design, you, as a marketing expert, have to come up with the **market trends**: what users preferences are there in the near future.

You are asked to

- Search the web for market trends (go to the home page of the web browser).
- Write your findings down in the pre-structured PowerPoint slides "Market_trends.ppt", which will be send to you by e-mail.
- Save the PowerPoint slides in the shared folder on your desktop.
- Prepare your presentation for the next meeting.

Your personal coach
Feel free to use the attached file for your presentation.

- your Coach

Reference: n.a.

Attachment:
Current possibilities on components

Here is a list of components that Real Reaction © can provide for your design.

As energy source we offer a basic battery or, more ingenious, a hand dynamo (such as in 50 years old torches), a kinetic provision of energy (such as some modern watches that you shake casually to provide energy), or use of solar cells.

Our products can be delivered in different cases. The general case is uncurved (flat). A more original case is single curved or even double curved.

Furthermore we offer case material supplements, such as plastic, rubber (such as used in anti-RSI stress balls), wood, and titanium (which we also use in our production of space designs). Unfortunately, we can't use the titanium for the double curved cases and latex cases won't allow the use of solar cells as energy source.

For the interface, we are experts on push buttons. The last decade we also developed scroll, wheels with optional integrated push button (such as in the modern computer mouse), and liquid crystal displays (LCD). Multiple scroll buttons are applicable. Note that, if you use a rubber double curved case, you must use rubber push buttons.

For the electronics, we can use a simple, a regular or an advanced chip on print. The chip on print includes an infrared sender. Furthermore we just developed a sample sensor/ sample speaker.

Note that a push button requires a simple chip, but a scroll wheel requires minimally a regular chip, which is in a higher price range. The display requires an advanced chip, which in turn is more expensive than the regular chip.

The manufacturing division

Reference: n.a.
Attachment: n.a.
Latest development in user interface design

Our division has developed a new speech recognition feature: the integrated, programmable, sample sensor/sample speaker unit. This very small electronic unit will give a standard answer after it recognizes a question. You can program the question sample and answer sample as follows. You say "Record", followed by your question sample and, after three seconds, the answer sample. We have already applied the feature in our new coffee machines. You can say “Good morning, coffee machine”, and it answers with a friendly female voice: “Good morning, Joe!”, or any other sample you have recorded.

The manufacturing division

Reference: n.a.
Attachment: n.a.
How to manage the conceptual design phase

Remember from the explanation of the general design method:

- Conceptual specification of components, properties and materials
- Conceptual specification of user interface
- Trend watching

In this phase you are asked to:

1. Prepare the presentation of the pre-structured PowerPoint slides, which will be send to you by e-mail.
2. Save the PowerPoint slides in the shared folder on your desktop.
3. During the meeting, guarantee that the team reaches a decision on the concepts of the remote control!
4. Remember to stimulate the team.
5. Put the minutes of the former meeting in the shared folder on your desktop.
6. Take minutes during the next meeting.
7. Work on the final report.

Your Personal Coach

Reference: n.a.
Attachment: n.a.
**Time:** 3:00:00  
**Role:** Project Manager  
**Information type:** e-mail  
**From:** Personal Coach  
**Subject:** Agenda presentation structure meeting C  
**Body Text:** This is an agenda example for the meeting. - your Coach  
**Reference:** n.a.  

### Conceptual Design meeting

Presented by: <name>, Project Manager

### Agenda

- Opening
- PM = secretary (minutes)
- 3 presentations
- Decision on remote control concepts
- Closing (we have 40 minutes!)

### Decisions

- Components concept?
  - Energy?
  - Chip on print
  - Case
- User interface concept?
  - Interface
    - Type
    - Supplements

### Closing

- Next meeting starts in 30 minutes
- Individual actions
  - ID: the look-and-feel design
  - UID: the user-interface design
  - ME: product evaluation
- **ID and UID work together on prototype drawing on smart board**
- Specific instructions will be send to you by your personal coach.
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Time: 3:16:00
Role: all
Information type: alert
From: Messenger
Subject: Please, check your email to fill in questionnaire 05.
Body Text: n.a.
Reference: n.a.
Attachment: n.a.
Please press the URL below to go to your questionnaire.

Questionnaire05.html

Good luck
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| <strong>Subject:</strong> | Move to meeting room and bring your laptop |
| <strong>Body Text:</strong> | n.a.     |
| <strong>Reference:</strong> | n.a.     |
| <strong>Attachment:</strong> | n.a.     |</p>
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<td>Warning: 5 minutes to finish meeting</td>
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<td>Messenger</td>
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Body Text: n.a.
Reference: n.a.
Attachment: n.a.
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<tr>
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<td>Messenger</td>
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<td>Body Text:</td>
<td>Please press the URL below to go to your questionnaire.</td>
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   [Questionnaire06.html](#)

   Good luck

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Detailed Design

How to design the look-and-feel

In this third and final design phase: the detailed design, you, as industrial engineer and user-interface designer, have to come up with the look-and-feel design: how does the apparatus look like and feel like.

You are asked to:

Work together on a drawing of the prototype remote control.

1. You can use the smart board flip over program with its color range.
2. Specify the case:
   a. Form
   b. Material
   c. Color
3. Specify the interface elements (button, scroll wheel, etc.), including:
   a. Function
   b. Position
   c. Form
   d. Material
   e. Color
4. Prepare your presentation for the next and final meeting.

Your personal coach

Reference: n.a.
Attachment: n.a.
Detailed Design

How to design the look-and-feel

In this third and final design phase: the detailed design, you, as industrial engineer and user-interface designer, have to come up with the look-and-feel design: how does the apparatus look like and feel like.

You are asked to:

Work together on a drawing of the prototype remote control.

5. You can use the smart board flip over program with its color range.
6. Specify the case:
   a. Form
   b. Material
   c. Color
7. Specify the interface elements (button, scroll wheel, etc.), including:
   a. Function
   b. Position
   c. Form
   d. Material
   e. Color
8. Prepare your presentation for the next and final meeting.

Your personal coach

Reference: n.a.
Attachment: n.a.
**How to evaluate the prototype**

In the detailed design phase meeting your role is to prepare the evaluation of the new design. Evaluate with a seven-point scale as following:

1. *The remote control is according criteria X.*

<table>
<thead>
<tr>
<th></th>
<th>True</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>False</th>
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<tr>
<td></td>
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<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

You should base the collection of criteria on the user requirements and trends found in the marketing reports and the marketing strategy of the Real Reaction © electronics company.

Present your scale on the smart board in a word document and decide as a team on the rating. At the end, calculate the average score.

Your personal coach
Feel free to use the attached file for your presentation. - your Coach

Reference: n.a.

Attachment:
How to manage the detailed design phase

Remember from the explanation of the general design method:

• Look-and-feel design
• User interface design
• Product Evaluation

In this phase you are asked to:

Prepare the presentation of the pre-structured PowerPoint slides, which will be send to you by e-mail.

1. Save the PowerPoint slides in the shared folder on your desktop.
2. Keep checking your mail for new project requirements from the Account Manager.
3. During the meeting, guarantee that the team reaches a decision on the details of the remote control.
4. The design solution must be within the budget! Use the product_costs.xls Excel sheet, sent to you by mail, to calculate the costs. To use the Excel sheet during the meeting, store it in the Project Documents folder.
5. Remember to stimulate the team.
6. Put the minutes of the former meeting in the shared folder on your desktop.
7. Work on the final report.
8. After the last meeting, be sure to specify the agreed design in the final report. Another team needs it for further development.

Your Personal Coach

Reference: n.a.
Attachment: n.a.
Feel free to use the attached file for your presentation. - your Coach

---

**Detailed Design meeting**

Presented by: <name>, Project Manager

---

**Finance**

- Excel sheet
  - Calculate production costs
  - Are the cost under 12.50 euro?
    - No: redesign
    - Yes: project evaluation (next slide)

---

**Project evaluation**

- Project process
- Satisfaction on for example
  - Room for creativity
  - Leadership
  - Teamwork
  - Means (e.g., smart board, digital pen, etc.)
- New ideas found?

---

**Closing**

- Are the costs within the budget?
- Is the project evaluated?

    Then: Celebration!
**Time:** 4:10:00  
**Role:** Project Manager  
**Information type:** e-mail  
**From:** Account Manager  
**Subject:** criteria spread sheet  
**Body Text:** Feel free to use the attached file for your presentation. - your Coach  
**Reference:** n.a.  
**Attachment:**

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</tr>
<tr>
<td></td>
<td>sample sensor / sample speaker</td>
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<td>Fill in the number of components you plan to use in your device and the total cost will be automatically calculated.</td>
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<tr>
<td></td>
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KM Europe 2004

The world's largest and most important KM event began today in Amsterdam RAI, opening with keynote presentations from Dorothy Leonard and Dave Snowden, masterclasses with Verna Allee and Chris Collison, as well as a packed programme of workshops, case studies, presentations and one-to-one meetings.

KM Europe 2004 also features a full exhibition featuring over 100 leading knowledge-based companies, which is free to attend. As one visitor to last year's exhibition said, “It is easy to see why KM Europe has become the annual meeting place for the KM community.”

Don't miss out on the knowledge event of the year. With two full days still to run, KM Europe 2004 will be featuring keynote presentations from Carla O'Dell, Verna Allee, Fons Trompenaars and Ciaran McGinley. Visitors will also have the opportunity to find answers to their most important KM questions and network with their peers, leading solution providers and the thought leaders who are driving knowledge management forwards into 2004.

KM Europe 2004 takes place at the RAI in Amsterdam, the Netherlands, and runs from the 10-12 November. Entry is free to all visitors. For further information, or to reserve your place at any of the four remaining keynote presentations, call +44 (0)20 8785 2700 or visit.

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Please press the URL below to go to your questionnaire.

[Questionnaire07.html]

Good luck

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Role: all
Information type: alert
From: Messenger
Subject: Move to meeting room and bring your laptop
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Please press the URL below to go to your questionnaire.

[Questionnaire08.html](Questionnaire08.html)

Good luck

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Attachment: n.a.
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Please press the URL below to go to your questionnaire.

Questionnaire09.html

Good luck
Time: 5:31:00
Role: all
Information type: alert
From: Messenger
Subject: Please, check your email to fill in your last questionnaire.
Body Text: n.a.
Reference: n.a.
Attachment: n.a.
Please press the URL below to go to your questionnaire.

[QuestionnairePost.html]

Good luck

Reference: n.a.
Attachment: n.a.
QuestionnairePre

This questionnaire deals with your personal experiences.

Background information

1. What is your gender?
   ○ Male
   ○ Female

2. What is your age?

3. What is your current education type or highest earned degree?
   ○ WO
   ○ HBO
   ○ MBO
   ○ LBO
   ○ Other:

4. What is your current profession / study?

Technology experience

5. How often do you use a computer?
   ○ Never
   ○ Monthly
   ○ Weekly
   ○ Daily

6. How often do you use the Internet for browsing webpages?
   ○ Never
   ○ Monthly
   ○ Weekly
   ○ Daily - less than 1 hour
   ○ Daily - 1 to 3 hours
   ○ Daily - more than 3 hours

7. How often do you use the Internet for email?
   ○ Never
   ○ Monthly
   ○ Weekly
   ○ Daily - less than 1 hour
   ○ Daily - 1 to 3 hours
   ○ Daily - more than 3 hours
8. How often do you use the Internet for chatting?
   ○ Never
   ○ Monthly
   ○ Weekly
   ○ Daily - less than 1 hour
   ○ Daily - 1 to 3 hours
   ○ Daily - more than 3 hours

9. How often do you search for multi-media content (audio (e.g. music) or video (e.g. movies)) on the computer?
   ○ Never
   ○ Monthly
   ○ Weekly
   ○ Daily - less than 1 hour
   ○ Daily - 1 to 3 hours
   ○ Daily - more than 3 hours

10. Which of the following devices do you own or use regularly?
    ○ Laptop
    ○ GSM
    ○ PDA
    ○ MP3-player
    ○ None of the above

Meeting experience

11. How often do you participate in meetings?
    ○ Never
    ○ Monthly
    ○ Weekly
    ○ Daily - once
    ○ Daily - more than once

12. What is approximately the typical size of your meetings?
    Number of participants:

13. What is approximately the typical length of your meetings?
    Minutes:

14. How would you characterize your typical meetings (e.g. subject matter, objective, atmosphere)?

15. What role(s) do you typically perform in meetings?
    ○ Chairman
16. Do you feel that the objectives for your meetings are generally attained?
   ○ Never
   ○ Hardly ever
   ○ Sometimes
   ○ Most of the times
   ○ Always

17. Do you feel that the time for your meetings is generally well-spent?
   ○ Never
   ○ Hardly ever
   ○ Sometimes
   ○ Most of the times
   ○ Always

18. Do you generally like to participate in your meetings?
   ○ Never
   ○ Hardly ever
   ○ Sometimes
   ○ Most of the times
   ○ Always

19. Which of the following means do you use before a meeting (to prepare for the meeting)?
   ○ Minutes of the previous meeting(s)
   ○ Related documents
   ○ Agenda
   ○ Personal recollection
   ○ Contact other participants
   ○ Personal notes of the previous meeting(s)
   ○ Means to prepare a presentation
   ○ Pictures of previous meeting(s)
   ○ Audio recording of previous meeting(s)
   ○ Video recording of previous meeting(s)
   ○ Consult external information sources (e.g. internet)
   ○ Contact external people (face-to-face, e-mail, telephone)
   ○ Other:

20. Which of the following means do you use during a typical meeting?
   ○ Minutes of the previous meeting(s)
   ○ Use and annotate related documents
○ Agenda
○ Personal recollection
○ Make personal notes
○ Make/discuss shared notes (e.g. on blackboard, whiteboard, flip-over)
○ Give/discuss a presentation
○ Make pictures
○ Make audio recording
○ Make video recording
○ Consult external information resources (e.g., internet)
○ Contact external people (e-mail, telephone)
○ Audio conferencing tools
○ Video conferencing tools
○ Other:

21. Which of the following means do you typically use after a meeting (to process the results)?
○ Minutes of the previous meeting(s)
○ Related documents
○ Agenda
○ Personal recollection
○ Contact other participants
○ Personal notes of the previous meeting(s)
○ Means to prepare a presentation
○ Pictures of previous meeting(s)
○ Audio recording of previous meeting(s)
○ Video recording of previous meeting(s)
○ Consult external information sources (e.g., internet)
○ Contact external people (face-to-face, e-mail, telephone)
○ Other:

22. What types of information do you typically include in your personal notes?
○ Decisions taken
○ Things to do
○ Things you want to tell others
○ Reminders
○ Reference materials (names, phone number, webpages)
○ "Doodles" (absent-minded scribbles)
○ Other:

23. When you have missed a meeting, how do you catch up?
○ Read meeting minutes
○ Ask other participants
○ Consult notes of other participants
○ Consult audio recording
○ Consult video recording
○ Other:

Design projects

24. Do you have experience with working in project teams?
○ No
○ Hardly any
○ Average
○ A lot

25. Do you have knowledge of or experience with product or service development?
○ No
○ Hardly any
○ Average
○ A lot
Questionnaire 01/03/05/07

Please indicate, by filling in a number between 0 and 150, how much effort it took for you to complete the task you have just finished.
Questionnaire

Please indicate, by filling in a number between 0 and 150, how much effort it took for you to complete the task you have just finished.

150
140
130
120
110
100
90
80
70
60
50
40
30
20
10
0

--- Extreme effort
--- Very great effort
--- Great effort
--- Considerable effort
--- Rather much effort
--- Some effort
--- A little effort
--- Almost no effort
--- Absolutely no effort

Rank the group members (including you) in order of influence on the group decisions. Give the less influential person a 1, the more influential persons a 2 and 3, and the most influential person a 4. Please give all members a number and use a certain number just once.

- Project manager
- Industrial designer
- User interface designer
- Marketing expert

Please fill in this questionnaire.

This questionnaire is not a test for measuring your own performance, but asks your opinion about the meeting you just participated in. The data from this questionnaire are treated anonymously. This means that the data never can be traced back to one person. After completing this list, you can submit it. It is not possible to look back on a questionnaire you already completed.

Please read the following statements. Tick the box that you think is the most applicable. You can vary the extent to which the statement is applicable by ticking a box that is more to one end or to the other. The middle box means "neutral".
You can only tick one box per question. Don’t miss any questions. Approach each question separately; the questions are in arbitrary order. There are no good or wrong answers. Don’t think about your answer for too long. Most of the time, the answer that comes to your mind first is the best.

01. I am satisfied with the group's discussion.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

02. I find the members of the group helpful.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

03. The meeting was directed in a good manner.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

04. Decisions were made in a democratic way.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

05. All available information is being used.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

06. I trust that we will find a good solution for the design problem.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

07. All in all, I am very satisfied.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable

08. I find the members of the group trustful.

not applicable at all  ○  ○  ○  ○  ○  ○  ○  ○  very much applicable
09. I am satisfied with the process by which the group made its decision.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

10. I think my contributions affected the group discussion.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

11. I find the members of the group pleasant to be with.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

12. Every team member had sufficient opportunity to make his contribution.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

13. I find the members of the group irritating.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

14. I find the members of the group kind.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

15. There was too much information.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

16. All team members received sufficient attention.

   not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

This ends this questionnaire. Thank you for completing it.
Questionnaire

This final questionnaire asks your opinion about the whole project you did today. It sums up what you think about the whole day.

01. I am satisfied with the group's discussion.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

02. I find the members of the group helpful.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

03. The meeting was directed in a good manner.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

04. Decisions were made in a democratic way.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

05. All available information is being used.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

06. I trust that we will find a good solution for the design problem.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

07. All in all, I am very satisfied.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

08. I find the members of the group trustful.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

09. I am satisfied with the process by which the group made its decision.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

10. I think my contributions affected the group discussion.
not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable
11. I find the members of the group pleasant to be with.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

12. Every team member had sufficient opportunity to make his contribution.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

13. I find the members of the group irritating.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

14. I find the members of the group kind.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

15. There was too much information.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

16. All team members received sufficient attention.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

17. I am satisfied with correctness of the design solution.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

18. The team performed better than everyone on his own.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

19. I had to work extra hard to finish a task.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

20. The job could have been done in less time.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

21. We helped each other with tool problems.
22. There is a good atmosphere among me and my coworkers.

23. I am satisfied with prize of the design solution.

24. In all, I am satisfied with the solution for the design.

25. Had I been working just by myself, I would have solved the problem better.

26. I could easily have solved the problem on my own.

27. I made use of every moment.

28. I had too much work to do.

29. I am satisfied with the way we worked together.

30. Whenever I needed help I could ask my coworkers.

31. Together we found more solutions than I did on my own.

32. I had to work very fast.
33. I was on good terms with my coworkers.

34. We spent the available time efficiently.

35. I had to work under time pressure.

36. I had difficulty with understanding my coworkers.

37. Had I been working just by myself, I would have solved the problem faster.

38. On my own I had never been able to find such a good solution.

39. I am satisfied with the precision of the design solution.

40. The presentations of my coworkers were complete.

41. I find my work of good quality.

42. I felt appreciated by my coworkers.
43. I am satisfied with completeness of the design solution.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

44. I am satisfied with the result of the effort we put in as a team.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

45. Everyone tried to contribute to the solution of the problem.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

46. Annoying events took place between me and my coworkers.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

47. I had difficulty with expressing myself.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

48. The presentations of my coworkers were understandable.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

49. We corrected each others mistakes.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

50. The job could have been done with fewer people.

not applicable at all ○ ○ ○ ○ ○ ○ ○ very much applicable

This ends this questionnaire. Thank you for completing it.
Questionnaire after the meetings cycle

Background information

1. Do you feel that the objectives for today’s meetings were generally attained?
   Never
   Hardly ever
   Sometimes
   Most of the times
   Always

2. Do you feel that the time for today’s meetings was generally well-spent?
   Never
   Hardly ever
   Sometimes
   Most of the times
   Always

3. Did you generally like to participate in today’s meetings?
   Never
   Hardly ever
   Sometimes
   Most of the times
   Always

4. Which of the following means did you use before the meetings to prepare for the
   meetings (beside the instructions from your personal coach)?
   Minutes of the previous meeting(s)
   Related documentation and information (e-mail, internet, project folder)
   Agenda
   Personal recollection
   Personal notes of the previous meeting(s)
   Make personal notes
   Shared notes from the previous meeting(s) (Smart board)
   Presentations from previous meeting(s)
   Prepare a presentation
   E-mail other participants
   Other:

5. Which of the following means do you use during the meetings?
   Minutes of the previous meeting(s)
   Related documentation and information (e-mail, internet, project folder)
   Agenda
   Personal recollection
   Personal notes of the previous meeting(s)
   Make personal notes
   Shared notes from the previous meeting(s) (Smart board)
   Make/discuss shared notes (Smart board)
   Presentations from the previous meeting(s)
Give/discuss a presentation
Other:

6. Which of the following means did you use after the meetings (to process the results)?
   Minutes of the previous meeting(s)
   Related documentation and information (e-mail, internet, project folder)
   Agenda
   Personal recollection
   Personal notes of the previous meeting(s)
   Make personal notes
   Shared notes from the previous meeting(s) (Smart board)
   Presentations from the previous meeting(s)
   E-mail other participants
   Other:

7. What types of information did you include in your personal notes?
   Decisions taken
   Things to do
   Things you want to tell others
   Reminders
   Reference materials (names, phone number, webpages)
   Doodles (absent-minded scribbles)
   Other:

8. What types of information did you regret, in retrospect, not having included into your personal notes?
   Decisions taken
   Things to do
   Things you want to tell others
   Reminders
   Reference materials (names, phone number, webpages)
   Doodles (absent-minded scribbles)
   Other:

9. If a 'smart meeting room' could automatically create multi-media recordings of the meeting ('smart minutes'), what information would you like these to include? Please indicate the top-5 of your preferences.
   Speech (audio)
   Transcribed speech (text)
   Other audio (non-speech sounds), for example ....
   Pictures
   Video – overview
   Video – close-ups of participants
   Used documents and presentations
   Agenda
   Your personal notes
   Shared notes
   Information on participants
   Other:
   Other:
10. If ‘smart minutes’ were available, how would you like to search for specific information within the minutes? Please indicate the top-5 of your preferences.
   By topics
   By agenda items
   By participants/speakers
   By quotes of participants
   By gestures of participants
   By facial expressions of participants
   By emotions of participants
   By movements of participants
   By discussions between participants
   By decisions taken
   By arguments for decisions
   By means used during the meeting (presentations, notes tec.)
   By things to do
   By specific points in time
   By specific locations in the meeting room
   Other:
   Other:
   Other:

11. If a ‘smart meeting room’ could automatically create multi-media recordings of the meeting (‘smart minutes’), what information would you like these to include? Please indicate the top-5 of your preferences.
   Browse through the ‘smart minutes’
   Get an automated summary
   Get an overview of things to do
   Get a gist (the essence) of the contents of the meeting
   Get a gist of the atmosphere during the meeting
   Other:

12. Would you trust ‘smart minutes’ to provide an accurate and adequate representation of the meeting?
   Yes, because
   Yes, but
   No, because

13. Would you like to participate in a meeting that takes place in a ‘smart meeting room’ in which all communication is logged?
   Yes, because
   Yes, but
   No, because

14. Would meeting in a ‘smart meeting room’ affect your behaviour during meetings?
   Yes, because
   Yes, but
   No, because