User manual for
C-VIBE

VRSAT Version

CALT / INSEAD
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Technical requirements for C-VIBE

System requirements

Client browser application (Cvibe VRSat applet)

- Windows platform
- Microsoft Internet explorer 5.0 or higher.
- Java virtual machine installed and activated.
- Cortona 4.0 plugging installed.

The following information are just given for information, and do not concern the end user.

Virtual reality Server

- Os running a java virtual machine
- Currently, the application has been tested on a Linux Box.
- Note: (this application can be run in a terminal windows).

Server application (Cvibe VRSat application)

- Os running a java virtual machine and having a windows interface.
- Currently, the application has only been tested on a Windows 2000 platform.
- Note: (this application can not currently be run in a terminal windows).

Simulation server (KQL Eis simulation server)

- Platform running metacards (Windows, Linux, MacOS).
- Currently, the application has only been tested on a Windows NT platform.
Introduction

In the ‘C-VIBE Simulation’, you will be challenged to introduce an innovation in a subsidiary (Teleswitches Ltd) of the EuroComm Corporation. Your mission, as formulated by EuroComm Headquarters, is to spend the next 6 months trying to convince the Teleswitches top management team to adopt an Executive Information System (EIS) which will increase performance corporate-wide.

You will be able to choose among many different initiatives to meet your goal. In some cases, you may gather information on the managers (for example who drinks coffee with whom, etc.). In other cases, you may take direct action to try to convince the managers and thus influence their willingness to adopt the proposed innovation.

Each time you implement an initiative, you will receive feedback about the impact of your decision immediately. The objective is to get as many adopters as possible in the shortest time.

Figure 1: C-VIBE prototype in VRSat worlds
Your Mission during the C-VIBE Simulation

CONTEXT
You have just been hired by the corporate HQ of EuroComm, a large multinational company, to persuade the managers of its subsidiary Teleswitches Ltd to adopt a new system called EIS. The EIS is an enterprise-wide, computer based information system with the features of modern corporate intranets and organizational information, communication, and reporting systems. But implementing EIS is not always easy! It requires a strong commitment to change the way information is communicated, shared, and used within and across functional areas. In addition, an EIS project is always a stimulus and a vehicle for significant organizational change! For Teleswitches, adopting EIS requires a true innovation, and - as you will experience - the process of changing how people think, behave, and adopt new technologies in organizations is never easy!

INNOVATION
As you might know, EIS provides managers with the information they need to perform faster and better. At the same time, EIS changes the internal reporting system introducing the transparency necessary to allow top managers to answer questions like "How are we performing in this region?", "Which department or sales office is less efficient?", etc. Teleswitches Ltd is the only subsidiary of EuroComm, which has not yet adopted the EIS yet. This is extremely disturbing for Headquarters, as EIS projects require everybody to adopt the new reporting system, otherwise information cannot be consolidated appropriately at the top.

CHALLENGE
Your challenge is to persuade the managers of Teleswitches to adopt the EIS. The HQ has given you up to 6 months (120 days) for this project. During this time you will be able to gather information about the management team of the company, implement different change management initiatives, continuously monitor you progress in helping the 24 members of the management team to move through the phases of AWARENESS, INTEREST, TRIAL, and finally ADOPTION of your innovation. In short your personal objective is to get as many adopters as possible. This is the way your performance will be evaluated by HQ at the end of 6 months.

ATTENTION
Attention: Bart Bell, Financial Controller, and Cynthia Jones, CEO's Personal Assistant, are not supposed to adopt and use the EIS. Hence the maximum number of adopters you can reach is 22. Good luck!

ADVICE
Advice: Changing the way people behave in organization is not a simple task and often requires a combination of different tactics to be used at the right time with the right people. This simulation will make it possible for you to experiment with the implementation of different change management initiatives, but it will be your task to decide when and with whom to implement a given tactic. First of all: - before plunging into your first decision - we advise you to:

1. Try to understand the context in which you are going to work. Remember that you have been sent by HQ. Initially you don't know the managers of Teleswitches and they do not know you.
2. Review the different initiatives you will be able to launch to change people attitudes!
3. Develop a "general strategy" which will guide you through the project ("top-down", "bottom-up", etc.) and write it down!
3D dimension of C-VIBE

**Avatar**

You are presented in the virtual boardroom with an avatar.

Choosing your avatar.
After launching the applet, will be prompted for a name and an avatar and that will provide you with an identity and a visual representation in this 3D world.

![Figure 2: choosing your avatar in the CVibe VRSat applet.](image)

Figure 2: choosing your avatar in the CVibe VRSat applet.
How to move in 3D space

1. You can move in 3D space by using mouse or keyboard keys. Please mind that the 3D window has to be active.
   Trouble shooting:
   • If you cannot move with keyboard keys, click on the 3D window with the mouse.
2. Teleporting
   Another way of moving your avatar in the 3D world is Teleporting. Teleporting is achieved by clicking on some doors.
The Teleswitches Management Team Structure

The above screen, ‘Org Chart’, shows what is displayed on the Projector wall in the virtual boardroom at any time during the simulation once you begin.

It is the organisational chart of the management team of Teleswitches Ltd in which you are expected to introduce your innovation during the next 6 months.

The management team of the company consists of 22 managers, an External Financial Controller and the CEO’s Personal Assistant. The picture of each person appears when you position the cursor on the name. If you then click on the box, you will also get the profile of that person.

You can access this chart at any time during the simulation, and return to where you were in the simulation by clicking the ‘Back to the Action’ button.

Figure 4: Organisational chart for Teleswitches Ltd
Getting started – entering CALT world

**Main Window**

Here you see following elements:

- 3D Window
- Chat
- Information Panel

![Figure 5: Windows in C-VIBE VRSat applet](image)

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Chat
Chat is main communication tool for the C-VIBE.

Using the chat
1. Type the text in the text field.
2. When you want to send the message to other team members or press KEY enter on the keyboard.

Figure 6: The Chat
**Information Panel**

This window is positioned right from the 3d window and it’s used to display different information about the C-VIBE like:

- Additional material like videos, web pages and slides etc.
- Help text.
- Displaying info about the managers and the tactics (when clicked in 3D window)

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**Memo Page**

The Memo panel is used to display information about managers, tactics, and the result of decisions.

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**Introduction to C-VIBE**

- Moving with the keyboard
- Using the chat
- Introduction
- Getting started
- Welcome to C-VIBE

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Figure 7: Information panel (memos and video list views)
Virtual amphitheatre

Virtual amphitheatre is a space, where introduction and debriefing sessions are conducted. Virtual amphitheatre is access by clicking on the door.

Figure 8: Virtual amphitheatre
Virtual boardroom

Virtual boardroom is a place where your simulation session is taking place. Virtual boardroom has following walls:

- **Tactic wall**, where one can access information about the tactics and initiatives. (Also available in the print pack)
- **Managers wall**, where one can access information about the manager. (Not available in the print pack, because this is information you have to buy.)
- **Projection wall**, where Organisational chart, score, different networks of managers in the simulation are available. (Only Organisational chart is available in the print pack, other information you have to buy.)
- **Decision wall**, where users propose decision, vote about them and implement them.

![Virtual boardroom](image_url)  
**Figure 9: virtual boardroom**
Accessing the information about the managers

On the manager’s wall in the virtual boardroom are displayed all 24 managers. To get the information, you just need to click on the manager’s picture.

Figure 10: Managers’ wall & information
Accessing the information about the tactics
On the tactic’s wall in the virtual boardroom are displayed icons for all 18 tactics. By clicking on the tactic you can also view additional information about the tactic, displayed in the 2D Information window.

![Tactics’ wall](image)

Figure 11: Tactics’ wall

Accessing information about the company
On the wall in the virtual boardroom are displayed organisational chart. Please mind that the Networks in the company, like Task force, Coffee break, are available only after you’ve bought the information.
Selecting a decision in the suggestion wall.
The suggestion wall provides you with the means of taking some decision.
The suggestion wall is composed of:
- a panel composed of buttons representing all the managers. This panel is used to select the manager that are involved in the selected tactic.
- a panel composed of buttons representing all the tactics. This panel is used to select a tactic.
- Three white board in which are used to build a tactic, and vote on this tactic.
- A bot, which is used to implement one of the tactic that has been define in one of the white board.
Discussion in your team will produce plenty of ideas how to proceed with the decisions. When you have a suggestion just
1. Click on a suggestion button in the suggestion panel.
2. Click, on the manager panel on the different managers that should be involved in the tactic.
3. Click on one of the decision board.

Voting about the proposed tactic

Once one or several tactics have been defined in the white board, you can click on the vote button in the white board you want to execute.
An indicator display in each white board, the number of vote it has received.

Implementing a Decision and Presenting the feedback

Implementing decision
After all members complete the voting then one can click on the bot.

After the decision has been made, bot will send you the feedback in the chat, and on the information panel.
Fig. 16 The result of the implementation of a decision