



Immersive Internet Storytelling Series, Issue #5

How to Write a Business Case for Immersive Technology Investments

The ThinkBalm Innovation Community Shares Good Practices

September 8, 2009

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BIG BARRIER TO ADOPTION: GETTING PROJECT FUNDING

Increasingly, many [Immersive Internet](#) advocates and implementers are reaching the point where they either need to continue their pilots or move from pilot to a production environment. To move projects forward, they will need management buy-in and additional funding. This is no easy task. In the *ThinkBalm Immersive Internet Business Value Study, Q2 2009*, we found that 23% of 66 survey respondents said getting budget approval was a barrier to adoption of immersive technologies in the workplace.¹

Obtaining the necessary buy-in and support for new technology from executive sponsors requires a considerable amount of effort. This task is especially difficult with immersive technologies. The business value is hard to estimate, much less demonstrate. The technology market is still emerging and advocates are fighting against the perception that virtual worlds are no more than a game. Also, technologists and virtual world enthusiasts often speak a different language from that of the colleagues and leadership they need to convince.

¹ The core question ThinkBalm analysts set out to answer in this research was, "What is the business value of using immersive technologies for work?" We surveyed 66 highly-qualified Immersive Internet practitioners and conducted 15 in-depth interviews. For more information, see the May 26, 2009 ThinkBalm report, "[ThinkBalm Immersive Internet Business Value Study, Q2 2009](#)."

THE PATH TO FUNDING: A CRISP, CLEAR BUSINESS CASE

To increase the probability of projects getting funding, advocates who see an opportunity for their organization to benefit from immersive technologies are writing a business case and presenting it to potential internal investors. Following are the [ThinkBalm Innovation Community](#)'s recommendations for writing a business case and delivering the proposal to potential stakeholders. The following suggestions come out of practical experience, so look to the successes and failures of those who've been there to help you craft a winning proposal of your own. Keep in mind that not all our recommendations will be relevant to every situation so pick and choose the ones that will best help you make your case. Treat our recommendations as a guide, as your organization may have its own process and procedures beyond this list.

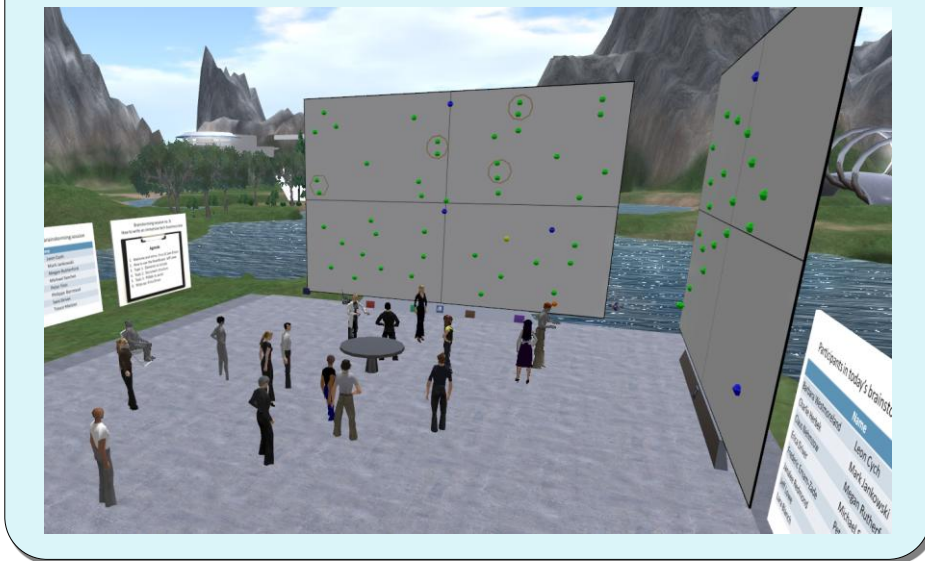
To build up and share a store of good practices for writing a business case for immersive technology, the ThinkBalm Innovation Community held a fast-paced, multichannel, hour-long brainstorming session on August 28, 2009 (see Figure 1). A diverse group of participants from around the world gathered on the ThinkBalm region in the virtual world of [ReactionGrid](#). Our objective was to develop a series of recommendations to help lone advocates build a strong case for immersive technology investments in their organizations. To facilitate communication we used a suite of collaboration tools including voice chat, text chat, a brainstorming board, and a voting tool (see Figure 2 and see Figure 3). The voice chat integration was developed by [IBM](#) using open source application [Freeswitch](#) and community member [Jeff Lowe](#) built the [BrainBoard](#) and the [Attitudeometer](#) voting tool.

Figure 1: Members of ThinkBalm Innovation Community brainstorming how to create an immersive technology business case



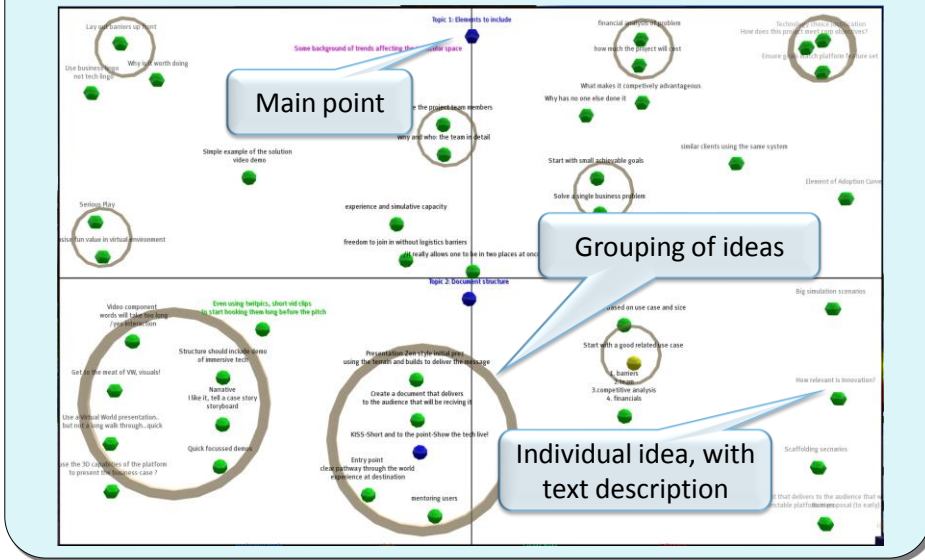
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Figure 2: The BrainBoard brainstorming tool in action



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Figure 3: One of two final brainstorming artifacts from the Aug. 28th ThinkBalm Innovation Community brainstorming session



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Include All the Critical Elements in Your Business Case Document

Some organizations and situations require a formal, voluminous text document describing all the relevant details of a prospective technology investment. Other organizations require no more than a discussion among the right people, supported by a few slides. The complexity of your business case will depend on the use case you're targeting as well as the amount of money you are requesting. The ThinkBalm Innovation Community brainstorming team recommends that you include the following elements in a business case for work-related use of immersive technologies:

- **The business problem, quantified.** Identify the business problem you're trying to solve. Is it weak employee retention? Inability to share knowledge and best practices internally now that the annual meeting has been dropped from the budget? A measurable decrease in engagement and / or productivity since people started working from home? Estimate the costs of the problem. For example, calculate how much it costs to hire and train a new employee. Or, if possible, give specific examples of situations when shared knowledge would have resulted in a better business outcome: the company may not have lost that \$2 million deal to a competitor, or might have been able to bring in an additional one million dollars in revenue by eliminating a delay that wouldn't have occurred had two key people been able to share their information. Be conservative in your estimates.
- **Clear connection to high-level organizational objectives and principles.** Illuminate the relationship between the business problem you're trying to solve and high-level organizational objectives and principles. A good place to find these documented is your organization's annual report. For example, in his letters to shareholders in the company's [2008 annual report](#), Target's chairman, president, and CEO describes their objectives as fuelling profitable market share growth, controlling expenses while maintaining a consistently positive guest experience, investing capital to deliver appropriate shareholder returns, and ensuring sufficient liquidity in an uncertain market. Likewise, in his company's [2008 annual report](#), the chairman and CEO of energy giant Exxon Mobile describes their objectives as effective long-term risk management, disciplined capital investment, enduring business controls, and an unwavering commitment to safe and reliable operations.
- **Description of the solution you propose, supported by visuals.** In your business case document, write up a description of the solution: a collaborative workspace, convention center, learning environment, rehearsal studio, or facility operation center. Describe your target users by role and department. If you have identified specific early adopter candidates, list them. Put the immersive technology into perspective by discussing other 3D applications the organization uses, like product design and simulations. Communicate that the immersive environment you're proposing is not so different from those other 3D applications — yet is less expensive. Support the write-up with snapshots or video of mockups, prototypes, or immersive environments and applications other organizations are using.
- **The business benefits of the solution — with numbers.** Will the proposed solution increase workforce proficiency? Make it easier or faster for the R&D team and others to innovate? Save the organization hundreds of thousands of dollars in travel costs? Enable people to rehearse risky or difficult business activities like a deep sea dive or invasive medical procedure? Improve

disaster preparedness? Work with appropriate business process owners and other stakeholders to develop a financial model for the solution you propose.²

Focus not just on cost savings, but also benefits like increased innovation, competitive differentiation, employee productivity improvement, streamlined business processes, new or increased revenue, business practice standardization across a wide geographical area, and enabling people in disparate locations to spend time together. Look for opportunities to do things that simply can't be done any other way. Quantify everything. Ensure that you don't over-commit to the benefits of the proposed solution, which would result in lost credibility for both you and the solution you are proposing.

- **Costs of the solution.** Include all the costs, not just the software license or subscription costs. Remember that none of the solutions are free, even if you're using open source software like [OpenSim](#) or [Sirikata](#). Include software development, customization, and integration. Include hardware (e.g., servers, laptop or desktop computer upgrades, graphics cards, and headsets). Include networking improvements, if they are needed (e.g., upgrading the Internet connection at an eastern European office so critical target users can have a decent experience with the immersive technology). Include the cost of labor — not just staff or consultants you may need to hire, but also the time existing staff members will spend developing, launching, and maintaining the project. If appropriate, including some or all of the training costs. To be safe, over-estimate, rather than under-estimate.
- **Critical (yet minimal) education.** Most business people have not yet been exposed to the Immersive Internet. If they are even aware of it, they may have a poor understanding of what it is.³ Many may think that the limits of immersive technology are video games and social networking. Educate your audience about adoption of immersive technology in the workplace. Let them know that not all immersive environments are virtual worlds; some are learning simulations and others are simply private meeting or collaboration spaces. This will set their minds at ease about some security concerns, like the general public's ability to access the environment. Communicate that meetings in immersive environments are more akin to in-person meetings than they are to Web conferences or video conferences.
- **Market and competitive analysis.** Are your organization's competitors beginning to use immersive technologies to solve business problems similar to the one you are targeting? If so, include examples with references or links to public information. Highlight the business value those organizations have obtained, if you can.⁴ If you have no evidence that competitors are

² ThinkBalm provides a detailed analysis of the business value of immersive technology investments in the [ThinkBalm Immersive Internet Business Value Study, Q2 2009](#).

³ For an introduction to the Immersive Internet see the November 17, 2008 report, "[The Immersive internet: Make Tactical Moves Today for Strategic Advantage Tomorrow](#)."

⁴ ThinkBalm has published several blog articles that highlight the business value organizations have obtained from their Immersive Internet investments: See the Feb. 23, 2009 article, "[The Coaches Centre pilot: 14X revenue generation, travel costs reduced by \\$1M CAD](#)" and the Jan. 19, 2009 article, "[Lenovo pilots Nortel web.alive for innovation in customer experience](#)," the Sept. 24, 2008 article, "[Digital prototypes help university team get \\$550k in technology funding](#)," the Aug. 14, 2008 article, "[Accenture recruiting in Second Life cost-effectively targets the](#)

pursuing a similar opportunity, explain why investing in this emerging technology provides your organization with a competitive advantage. Perhaps you can associate your project with organizational objectives or principles related to innovation and first-mover advantage. Reference industry research data and market intelligence. Include a graphic showing where the industry is in the technology adoption lifecycle.⁵

- **Technology analysis.** Of the two dozen or more available enterprise immersive platforms, which ones are the best fit for your project or initiative?⁶ How do you know this? Show that your team has analyzed the market, at least at a preliminary level. If the project for which you seek funding is a detailed analysis of the technology options, it's still a good idea to include your preliminary thinking. Also, this is a good spot in the document to explain why immersive technology offers a superior solution compared to alternatives like in-person meetings / training / events, videoconferencing, Web conferencing, telepresence, and phone calls. Be sure to stay focused on the specific business problem as you compare immersive technology to these alternatives. Show the choice of technology being driven by your organization's need.
- **Barriers to adoption.** You are asking stakeholders in your organization to be, or become, pioneers. Make sure they know what they are getting into. Early adopters face significant barriers: inadequate hardware for target users, corporate security restrictions, difficulty getting users interested in the technology, vendor risk in an immature technology market, conflict with enterprise IT standards, issues with enterprise technology integration, and unexpected effort in training the target user base. Discuss the specific barriers your organization faces and the plans you have in place to overcome them. Enlist the aid of the team responsible for the latest emerging technology introduced to your organization. They may have skills and experience you can leverage.
- **List your advocates and desired project team members.** If part of your proposal is to get all or part of other employees' time for the immersive technology project, include the list of names in the business case document. Include peoples' skills and backgrounds. In addition to team members, create a table or graphic that lists your supporters — others who work in your organization and "get it." Perhaps focus on people who have already contributed their time on a volunteer basis. If an Immersive Internet community and apprenticeship culture has emerged in your organization, discuss this briefly; management teams like to see evidence of cross-functional collaboration. If you don't yet have a team, search for potential members through your organization's portal, enterprise directory, or social network — or through external sources of information, like [LinkedIn](#). You may find great potential team members through their profiles.

"Facebook audience," and the July 18, 2008 article, "At Microsoft, cost of virtual events about 1/3 the cost of traditional events."

⁵ ThinkBalm's latest version of an Immersive Internet technology adoption lifecycle chart is in the May 26, 2009 report, "[ThinkBalm Immersive Internet Business Value Study, Q2 2009.](#)"

⁶ Following is a partial list of vendors and open source projects that offer enterprise immersive platforms or applications: [Altadyn](#), [Applied Research Associates](#), [Breakaway Ltd.](#), [Engineering and Computer Simulations \(ECS\)](#), [Forterra](#), [G2](#), [IBM](#), [Icarus Studios](#), [Linden Lab](#), [Moonodus](#), [Nortel](#), [OpenSim](#), [PowerU](#), [ProtonMedia](#), [Qwaq](#), [Sirikata](#), [Simmersion](#), [Sun Microsystems](#), [Tixeo](#), [Unisfair](#), [VastPark](#), and [VenueGen](#).

Develop a Multimedia, Multi-Pronged Pitch

Take advantage of easy-to-use multimedia tools and the power of immersive technologies to supplement the text business case document with slide shows, videos, live demos, and tours. It's common to hear Immersive Internet advocates and implementers say things like, "A picture is worth a thousand words, but a first-hand experience is worth a thousand pictures." If the pitch is done well, the benefits of the immersive technology will be obvious, resulting in the question "How did you DO this?"

A few tips from the ThinkBalm Innovation Community:

- **Deliver a high-quality written document.** Keep the business case document as short as possible. Be concise with words. Spell-check it and have an editor review it. Organize the document clearly. Leave plenty of white space so the reader's eye doesn't get tired. Perhaps put fast-track bullet points on the left, with more detail on the right. Create a table of contents and an executive summary that readers can skim, especially if the document is long.
- **Share images abundantly.** Include lots of snapshots in your business case document. Even before that, begin circulating images — being sensitive to any security, privacy, and intellectual property concerns — or brief video clips to get people excited. Post snapshots and video from immersive events and meetings on the intranet or [YouTube](#) or [Flickr](#) or [TwitPic](#). Publicize links to uploaded images via [Twitter](#) or [Yammer](#).
- **Develop a narrative.** Everyone likes a good story. Via a slide show or video or first-hand immersive experience, take your potential project sponsors through a scenario. Explain — or better yet — *show* the difference between how a business process or sub-process works today and how it would be improved by immersive technology. Use 3D content creation tools to create immersive experiences that get your point across.⁷ In your narrative, show work getting done, don't just demonstrate the capabilities of the software.
- **Show — or even make your own — video.** If you've created a prototype of the immersive application you want to introduce, a video is a great way to show it off.⁸ If you don't have the skills or resources to record a movie in an immersive environment, assemble still images into a narrated, recorded slide show that can then be produced as a video file. For the slide show, storyboard the solution you want to provide, using images taken from immersive environments.
- **Give a brief live demonstration — though not necessarily a first-hand experience.** Keep demos short and focused on the business problem. Have several people log into the environment during the demo so the collaborative nature of immersive technology becomes clear. If time,

⁷ For an example of using 3D content creation tools and an immersive environment to communicate information, see the ThinkBalm video [ThinkBalm Data Garden tour 7 July 2009](#). This video gives an abbreviated tour of the ThinkBalm Data Garden in Second Life. The data garden communicates findings from the [ThinkBalm Immersive Internet Business Value Study, Q2 2009](#).

⁸ For more examples of videos created in an immersive environment, see these videos up on YouTube: [ThinkBalm Innovation Community: "The Bridge," August 15, 2009](#) and [ThinkBalm Innovation Community Professional Networking Event, Aug. 4th 2009](#).

technology, or the skill level of your audience makes it impractical for all to take part, have some watch while others participate directly. Or show a live video stream via the Web using tools like [Livestream Procaster](#) or have one of the participants share their screen using web conferencing technology like [Cisco WebEx](#).

- **Use the best technique for reaching your audience.** You will likely need to deliver your pitch multiple times to various audiences. Choose the most appropriate technique for each audience. For an initial presentation to an upper-management level audience you may need paper documents with a minimum of interactive support. Bulleted lists of key points, with supporting statistics, may be the backbone. Your continuing audience (your target end users and their immediate managers) may be more comfortable with images, videos, and interactive experiences. Regardless of the techniques you use to deliver your proposal, never lose sight of how the technology will solve specific business problems and provide new avenues for business growth, or streamline old ones.

Avoid Common Pitfalls When Building Your Business Case

One of the pitfalls that came up repeatedly during the ThinkBalm Innovation Community's brainstorming session was forgetting who we're talking to when we're trying to make the case for immersive technology investments. Be sure to develop the business case document and the pitch with your specific audience in mind. This audience is likely a business person, not a technologist.

Be careful about:

- **Focusing too much on technology and too little on the business problem.** The language, the document, and the pitch must all focus on the business. While the business case document should make it clear you know what you're talking about when it comes to technology, the bulk of the document should be about the solution the technology provides to a business problem. Unless you're talking with IT professionals, keep the conversation focused on how this technology can help the organization do what it's already doing, but faster, better, or cheaper.
- **Getting mired in virtual world lingo.** While virtual world lingo is second nature to Immersive Internet advocates, implementers, and tech marketers, it is alien to most decision makers who would sign off on an investment in the technology. Most business people are unfamiliar with virtual world terms like *texture*, *prim*, *terraform*, *rez*, *teleport* (or *TP*), *grid*, *sim*, *machinima*, and *in-world*. Steer clear of the term *real-life* (or *RL*); distinguishing real life from solving business problems can set you up for failure. Also be careful when using terms like avatar, immersive, game, and virtual. If you use these terms, be sure to define them early in such a way that the definition relates back to the business problem(s) you're trying to solve.⁹
- **Overselling the technology.** Manage expectations. Make it clear that you are aware of the barriers that lie ahead and have thought them through. Flag the constraints, but point the way forward. Show that you've considered the range of technology options and shortlisted the best

⁹ For a definition of the term "immersive," in the context of virtual environments, see the September 7, 2009 ThinkBalm blog article, "[What makes a virtual environment immersive?](#)"

ones. Define the limits of the technology. For example, if the technological limit of the software is 50 avatars in one place at one time, think twice about selling the technology as place to hold a seminar that usually serves 100 people. If you can't import existing computer-aided design (CAD) models into the environment, and this could be an issue, lay it out right up front. If the vendors you are short-listing can only provide a 75% solution and the rest must be customized, make this clear.

- **Picking the wrong use case — or too generic a use case.** Tackle one problem at a time — not all the organization's problems. Tackle straightforward yet meaningful problems and build up credibility from there. Start with small, achievable goals. Focus on what the organization is already doing — look at processes and events (e.g., seminars and conferences, training classes). Be specific. Don't try to position immersive technology as an all-around superior alternative to team collaboration tools already in use in the organization. Instead, show that immersive technology adds value to specific business processes.
- **Overwhelming your audience.** If your prospective stakeholders are given a direct, first-hand experience (e.g., a tour or demo) in the immersive environment before they fully understand the problem you're trying to solve, and the value of the solution you're proposing, they can be overwhelmed. Limit the number of features you show off, and show features only in the context of telling your story. Otherwise, people may be excited about what they see, but feel burdened by the amount of change and learning they think the new application will require. They may not realize how easy it was to create the environment, or how common and affordable the skills are that you'd need to complete your team.
- **Letting technical glitches or stakeholders' lack of experience ruin the first exposure.** Practice your pitch before you give it. If you will be bringing your prospective stakeholders directly into the immersive environment as part of the pitch, make sure all participants in this critical event are well-trained and understand your objectives. Make sure that everyone can log in ahead of time. Establish a backup communication plan — for example, distribute a dial-in number or set up a [Skype](#) call in case you have problems with the built-in voice over IP (VoIP) technology.
- **Coming across as unprofessional.** In conservative organizations or in front of audiences that are not familiar with the wide range of personal expression that is commonplace in virtual worlds and video games, take the cautious route. For snapshots and live demos, dress avatars professionally. In the words of one participant in the ThinkBalm Innovation Community brainstorming session, "Avoid turning up the first day dressed as a furry; save that for the second week." If users can't create avatars that share their real professional names, have avatars wear name tags. If the platform you're using for a demo is a public virtual world, do everything possible to prevent unwanted visitors from appearing during your presentation.

CONCLUSIONS AND RECOMMENDATIONS

Some early adopters have learned the hard way and offer others the following advice:

- **Choose your words carefully.** For Immersive Internet advocates and implementers, the business case document is one of the more important documents you'll write this year. If writing a business case isn't your forte, recruit experienced team members to help you. Talk to business decision makers who are not part of your target audience to find out what elements they like to see in a business case and what leads them to invest in one project over another.
- **Design your pitch.** The pitch is a multimedia, multi-pronged approach to storytelling. The business case is at the center of the pitch. Design the pitch to convey information and to persuade decision makers to fund your project. Use images, videos, and first-hand immersive experiences to *show* what you are trying to do. Remember: the pitch is about clearly demonstrating how the technology will solve a business problem so your audience will decide they *need* the solution, not just like the idea of it. Evolve your message and technique over time because your initial audience will be different from your continuing audience.
- **Safeguard your efforts.** You are proposing a solution to a business problem. Frame all your efforts and communication in that context. Keep your target audience in mind at all times. Brainstorm with your fellow advocates to come up with a list of all the things that could go wrong with the project, and put plans in place to mitigate risk. Do the same with the presentation or demo. Lay out all the things that could go wrong, and take steps to make sure those things don't happen, or that a backup is in place if they do.

RELATED THINKBALM RESEARCH

Reports

- [*ThinkBalm Immersive Internet Business Value Study, Q2 2009*](#), May 26, 2009
- [*Gathering Insights via 3D Brainstorming*](#), April 5, 2009
- [*How To Give New Users A Good First Experience*](#), February 24, 2009
- [*End Death-By-Lecture: Tours, Not Speeches*](#), January 14, 2009
- [*Role-Play Redux: "Convince The Curmudgeon,"*](#) December 17, 2008
- [*The Immersive Internet: Make Tactical Moves Today For Strategic Advantage Tomorrow*](#), November 17, 2008

Videos

- [*ThinkBalm Innovation Community: "The Bridge,"*](#) August 14, 2009
- [*ThinkBalm Innovation Community professional networking event*](#), August 4, 2009
- [*ThinkBalm Data Garden tour*](#), July 7, 2009

Blog Articles

- [*What makes a virtual environment immersive?*](#) September 7, 2009
- [*The Coaches Centre pilot: 14X revenue generation, travel costs reduced by \\$1M CAD*](#), Feb. 23, 2009
- [*Lenovo pilots Nortel web.alive for innovation in customer experience*](#), Jan. 19, 2009
- [*Second Life survey says: "Try it for work – you'll like it,"*](#) Oct. 10, 2008
- [*Digital prototypes help university team get \\$550k in technology funding*](#), Sept. 24, 2008
- [*Accenture recruiting in Second Life cost-effectively targets the "Facebook audience,"*](#) Aug. 14, 2008
- [*At Microsoft, cost of virtual events about 1/3 the cost of traditional events*](#), July 18, 2008

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Sam Driver is a co-founder and principal at ThinkBalm. He is an inventor and entrepreneur whose take on the Immersive Internet is heavily influenced by science, game theory, and science fiction. At the University of Massachusetts Medical School, Sam was part of a team that discovered RNA interference (RNAi) which was awarded the [2006 Nobel Prize in Physiology and Medicine](#). He founded Qik Technology to develop intellectual property (IP) holdings in functional genomics and co-founded a small Rhode Island-based residential real estate investment partnership. He also founded and operates Evil Minions Games, an IP and product development company, and established and runs a regional gaming organization. He's also an instrument-rated private pilot. Sam earned his BS at Ohio Wesleyan University and a masters in genetics from the University of Massachusetts Medical School.

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A very special thanks to the ThinkBalm Innovation Community members who participated in the August 28, 2009 brainstorming session: [Chris Hart](#), [Frederic Emam-Zade](#), [James Stallings](#), [Janalee Redmond](#), [Jeff Lowe](#), [Kyle Gomboy](#), [Lara Blanch](#), [Leon Cych](#), [Michael Sarchet](#), [Peter Finn](#), [Philippe Barreaud](#), [Robin Gomboy](#), and [Trevor Meister](#). Thanks to James Stallings, Jeff Lowe, Lara Blanch, Peter Finn, Philippe Barreaud, and Trevor Meister for contributing to this report and a huge shoutout to [Christopher Simpson](#) for editing.

About ThinkBalm

ThinkBalm offers independent IT industry analysis and strategy consulting services. ThinkBalm was established in June, 2008 and is headquartered in Rhode Island, USA.

- **Research area: work-related use of the Immersive Internet.** This includes virtual worlds and campuses, immersive learning environments, and 3D business applications. ThinkBalm offers research and analysis and custom strategy consulting on these topics to technology marketers and [Immersive Internet](#) advocates, implementers, and explorers. ThinkBalm's clients have included Altadyn, BP, Forterra Systems, Linden Lab, Qwaq, and Tandem Learning.
- **ThinkBalm Innovation Community.** The [ThinkBalm Innovation Community](#) is a collaborative community with the mission of advancing adoption of work-related use of the Immersive Internet. We focus on use cases like learning and training, meetings, conferences, business activity rehearsal, data visualization, collaborative design and prototyping, remote system and facility management, and HR management.

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