

APPENDIX



CHONG YIN
MASTER THESIS/
STRATEGIC PRODUCT DESIGN

CONTENTS

- A. GRADUATION BRIEF
- B. INTERVIEW GUIDELINES
- C. INTERVIEW TRANSCRIPT (P1-P5)
- D. SURVEY - RESEARCH

GRADUATION BRIEF

DESIGN FOR OUR futureTU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a web browser.

STUDENT DATA & MASTER PROGRAMME
Save this form according to the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1!

family name _____ initials _____ given name _____ student number _____ street & no. _____ zipcode & city _____ country _____ phone _____ email _____	Your master programme (only select the options that apply to you): IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfi <input checked="" type="radio"/> SPD 2 nd non-IDE master: _____ individual programme: _____ (give date of approval) honours programme: <input type="radio"/> Honours Programme Master specialisation / annotation: <input type="radio"/> Medisign <input type="radio"/> Tech. in Sustainable Design <input type="radio"/> Entrepreneurship
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SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right!

** chair _____ dept. / section: DOS _____ ** mentor _____ dept. / section: DOS _____ 2 nd mentor: _____ organisation: _____ city: _____ country: _____ comments (optional) _____ Giulia's research on strategic value of design will help me to manage the relationship with different stakeholders from a strategic level. And Sijia will help me more from a brand management perspective with design problems.	Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.. Second mentor only applies in case the assignment is hosted by an external organisation. Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.
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APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair _____ date ____ - ____ - ____ signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

Redesign the brand book of Blue Tulip Awards

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 30 - 03 - 2020

24 - 08 - 2020 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural, and social norms, resources (time, money, ...), technology, ...)

The Blue Tulip Awards is a year-round ecosystem-driven program aiming to accelerate innovators, build powerful collaborations, and drive breakthrough innovation. Each year, over 1000 innovations from 8 themes will chase for 8 Blue Tulip Awards from Quarterfinals, Semifinals to the Finals. (Bluetulipawards, 2020)

2020 is the first year Blue Tulip Awards that is shown as a new brand. Known as Accenture Innovation Awards before, it is one of the biggest innovation awards in Belux area. After 12 years of learning from previous successes and taking feedback, the management team decide to remove "Accenture" out of the brand in response to an increasing stronger partnership and a bigger collaboration with different stakeholders. The new name is Blue Tulip Awards because exclusive blue tulip symbolizes the continuous quest to find true innovation. (Bluetulipawards, 2020)

Multiple stakeholders are identified in the whole process. I divided them into 3 layers: creators (managers, employees and designers), target users (innovators and partners) and audiences (the public). More details could be found in figure 1. During my work in the Mar&com team of Blue Tulip awards, I found some of their needs are conflicting with others' needs. For example, Blue Tulip Awards team wants to remove "Accenture", while innovators still want to show they are recognized and awarded by a big company "Accenture". A systematic research involving different stakeholders should be done here in order to make a better branding experience.

It's hard to say if the re-branding has reach its goal or not since no research has been done on this topic yet. But as a designer, I do see a lot of limitations and opportunities where new strategies could come in:

Firstly, the existing brand book is very vague and difficult to be understood by marketers and designers. The logics and reasons behind the new brand identity are not clearly explained. (See Fig.2) If you read through the current brand book, it's very easy to get lost. Also, the visual identity system is a bit spontaneous now. It should be from a research reflecting needs of different stakeholders rather than only the creators' personal preference.

Secondly, the value of design is still underdeveloped in the whole branding process. Now the designers in Blue Tulip Awards team are only in charge of typical design tasks such as graphic design, spatial design etc. and the potentials of design on strategic level are not fully discovered. Research shows that design could play a pivotal role as a coordinator in building a better brand experience. (Montana, Guzman & Moll, 2007) This graduation project is a good opportunity to suggest that design processes should not only be implemented into practical level, but also a higher decision level.

References:

1. BLUE TULIP AWARDS. (n.d.). Retrieved from <https://bluetulipawards.nl/en-us/page/blue-tulip-awards-home>
2. Montana, J., Guzman, F., & Moll, I. (2007). Branding and design management: a brand design management model. *Journal of Marketing Management*, 23(9-10), 829-840.

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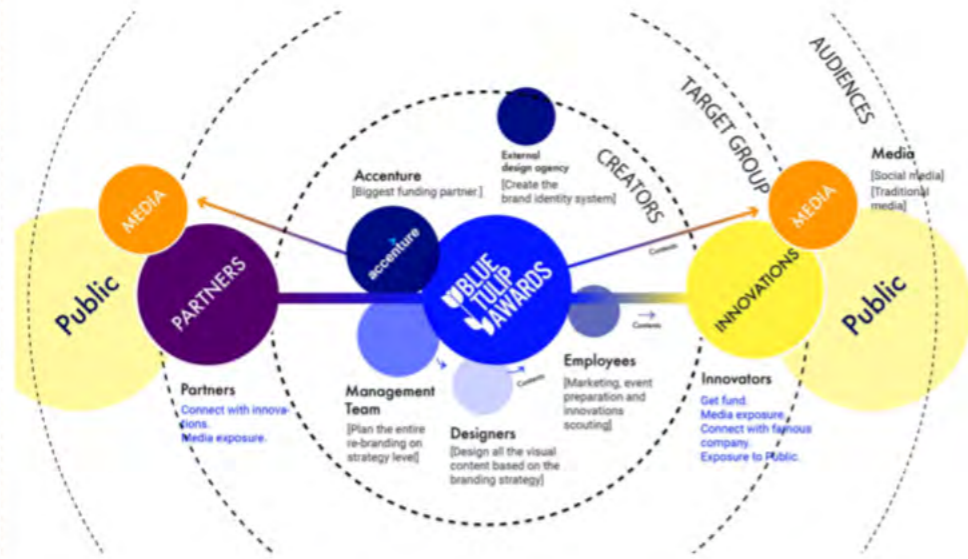
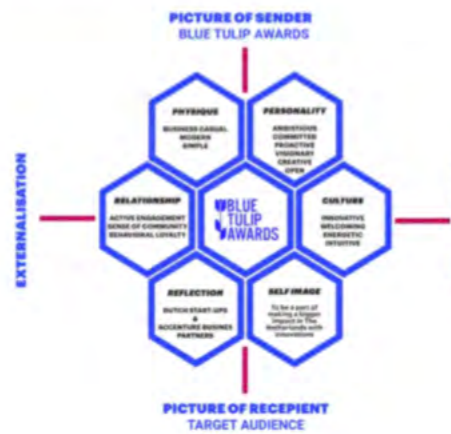


image / figure 1: Stakeholder map of Blue Tulip Awards

Brand Identity Prism (Kapferer, 1986)



Our brand prism is represented by a hexagonal prism that defines the six characters of a brand.

- 1) Physical Facet: Salient physical qualities that the target audience sees. This includes colors, shapes, logos or anything that brings an image in the mind of the consumer when thinking or talking about the Blue Tulip Awards.
- 2) Brand Personality: This defines the Blue Tulip Award's personality or character. Here, the brand is personified and shows how its traits should be perceived in the eyes of the consumer.
- 3) Brand Culture: This represents the values and principles that the Blue Tulip Awards stand for.
- 4) Brand Relationships: The relationship the Blue Tulip Awards has with its customers, the way each communication relates to its target audience or how the Blue Tulip Awards influences and provides a particular service to its customers.
- 5) Customer Reflection: How a customer reflects with the Blue Tulip Awards. This refers more to the consumers who use the brand as opposed to the brand itself.
- 6) Customer Self-Image: This explains how a customer perceives himself by using the Blue Tulip Awards.

image / figure 2: Current Brand Identity of Blue Tulip Awards

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The brand is growing bigger with more partners and bigger eco-system. It's hard to link innovators to bigger parties by keep using the "Accenture" anymore. Therefore, the management team in Accenture Innovation Award decided to re-brand the award into a new brand "Blue Tulip Award". But a few problems came up during the re-branding process:

- The branding strategy is quite vague and not clearly conveyed by the brand book. Designers and marketers sometimes have different understanding towards the brand and they felt difficult to use the brand book. The leading principle of the brand is not clear in the brand book.
- The different needs and values between different stakeholders in the re-branding process. Some stakeholders' needs were not reflected in the brand book.

To solve these problems, I'm going to re-design the brand book which will be used for next year's Blue Tulip Awards.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

A redesigned brand book including the brand analysis, the brand strategy, the visual identity system, together with next year's branding experience. The visual contents that are used next year will also be provided.

A collaborative approach (interview + co-design sessions) will be used to make sure different stakeholders' needs are in consideration. More explanation could be find in the project plan.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.



1. Research phase: week 1-6
Except for desk researches, five to seven semi-structured interviews with brand manager, employees and innovators will be conducted in this phase to identify the different value of different stakeholders. The "leading principle" of the new brand will be defined during the research.
2. Ideation phase: week 7-12
A collaborative design session will take place at this stage. The focus of the session is to convey the verbal-based "leading principle" into visual languages that could be used in the brand book.
3. Validation phase: week 13-18
Two validation rounds are planned during this phase: The first validation is with users and audience. The focus of this validation is to get feedbacks from external perspectives. The second one is an internal validation with managers and employees to make sure the brand book is on-brand and easy to use in daily practices.
4. Finalization phase: week 19-20
Prepare the final report and graduation ceremony.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

During last year's Brand and Product Commercialization courses, I gained an increasing interest in branding and marketing field. I started to think about how I could, as a designer, facilitate the branding awareness using my designers' skills. Then I started my first internship as a creative designer in a market and communication team working for an internal project — Blue Tulip Award.

Blue Tulip Awards is one of the biggest innovation awards in the Netherlands and it was rebranded from the previous Accenture Innovation Awards. 2020 is the first year it's shown as a new brand. As a designer, I found a lot of unclearness in the new branding. I talked with my manager and she suggest me to redesign the brand book as my graduation project. I thought it's a very good chance for me to apply what I learned from my master courses into a real-life situation. After the discussion with Giulia and Sijia, I decided to take a more strategic approach to involve more stakeholders' opinion into this new brand.

What I want to achieve through this project? The first thing is the ability to arrange a strategic project by my own, which requires a lot of communication with different people from different field. It would be a challenge for me at the beginning, but I believe I will organize well at the end. The second thing I want to explored is the difference between my personal academic goals and the companies' business goals. I hope I can make a good balance through this 20-weeks journey.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

INTERVIEW GUIDES - RESEARCH

[Warm-up]

I'll first introduce myself ...

Could you also maybe introduce yourself and your innovation?

[Experience about BTA]

> Opening

- Could you tell me your journey about BTA? Maybe how you start and what you have done so far?

- During the journey, is there any good memories/experience to share with

- Is there any negative experience?

> Journey map

- We also made a map of a journey of a participants. So it start from blabla... First could you have a quick look? Does all these steps/actions fit with your journey this year?

- Next step, we have these stickers of stakeholders: could you place them on the map where you have contacted with these people. we also have these stickers about channel: Social media, website, email, phone call, and physical. Could you also...

- Ok, now the map is finished! Thank you for your help! Now if you look through the map

- Do you think you get a coherent image

across different Channels (Phone call/ email/website/social media)

> BTA branding

- Give a score to BTA branding, from 1 to 10, 10 means you like most?

+ Which part you like best?

+ Which part you think we can still work on?

- In the announcement email, we also send you some visuals for you to share on your social media... Have you ever used that?

+ How do you think of these visuals?

+ Do you think that is helpful?

+ Do you want to have more freedom on those visuals?

+ Why do you want to show this visuals?

[Leading principle]

If BTA was a person, what kind of person he would be like?

If you look to the boarder brands world, which brand do you think fit with BTA's image?

I found 20 words from the brand book which describe BTA as a brand. Could you maybe help me to select 3 words from the board which you think fit with blue tulip

awards?

- Innovative

- Welcoming

- Energetic

- Intuitive

- Ambitious

- Committed

- Proactive

- Visionary

- Creative

- Open

- Business casual

- Modern

- Simple

- Active

- Bold

- Vibrant

- Dimensional

Then ask questions about why you value this more than another one....etc

[Ending]

And suggestions about next year's BTA?

Any expectations?

INTERVIEW TRANSCRIPT - P1

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[Ending]

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INTERVIEW TRANSCRIPT - P1

OK. Yes. Now it's ready, let's start. So first question, maybe can you share some story of the brand book? Like who designed the brand book? Yeah. Who designed the brand also? Not only that brand is a branding who started it. And I call it how that process goes at the beginning?

So how it started was. And so there was this idea of, OK, we are BTA and we're sorry, Riddick's and your innovation was over it. We want to make this program a program of the market. So we want to make this program together with the partners as almost like a separate identity. Why is innovation in the Netherlands? And to do that, we knew what we had to change your name. And with changing your name comes the opportunity to change brands. So I wasn't completely sure, you know, because I was at the accident. But I wasn't. So. And Then they went to the Accenture Interactive Office, and that's where we did a project with them to kind of shape the new brand. So they helped us with the logos. They helped us with the new color palette. And they helped us with the Go Life video where we explain our brands. And they made a video with the animation and the theme visuals. So they helped us create theme visuals.

So it's from accenture interactive is not external agency. No.

Well, stands for Interactive hired an external agency which was ambassadors.

OK, but who do you think they could lead this project? Jochem OK.

So I would say like it's Jochem, Accenture interactive and also ambassador this three stakeholder together. So the brand book, is also designed by them?

The brand book was designed well. He let the project together with Nina, so I would really recommend to play an interview with Nina Glasser. She still works in a car bomb. Do you know about her? Because otherwise, I'll send you a message.

No, Nina. Yeah, of course. She's also in BTA before.

Yeah, well, I was. So you were still there. Yeah. So not so I would definitely plan an interview with her. But she lead the program to get a jochem on the project. OK. And then at a certain point noor came in. OK. And then they had the idea and then they said OK Noor you need to make this into a brand book. Oh God. Because before noor it was grace and grace came sort of with the color and send it to me.

It's receptive. Interactive gave us the final color palette. That's how. And then Noor came in and turned it into a brand. So it could be relevant for you to also send a message to Noor. You add. Do you have your contact details? I have her. Yeah. Just ask her some questions.

OK. So the Brown book is actually designed by Noor but not from the agency.

Yes. OK. But Grace she kanof also drawing the part of like a focus on the color.

Yes. OK. She did it. So where you see the brand's values like that matrix. That's where she made. Oh, she did that.

And the color palette. And then Noor made the whole design and the logo strategy.

But I think, like for the brand pyramid, it's kind of like a brand strategy. Do you one day done the research before I made this strategy.

So Greece proposed this to us and said, OK, this is where we should use. And then, of course, Jochem and me are not really expert. So we said, yeah, OK, looks great to us.

Can I see? Yeah. Yeah, no, I understand. OK. Yeah. Yeah. And now if you look to the current brand book, what do you think the brand book is used for?

Well, to be honest, your brand book is mostly used for our team and a designer to know a bit more about the brand. And it's basically also a document to just luck to know which we can all

we can do, especially because we have changing designers to be very clear. But to be honest, I feel like at a certain point we had to rush to Brand because we had to go live. And I feel like that's really a waste almost because, like, you know, you. Yeah, the brand book is so important and it needs to really sets certain guidelines. And I think I didn't totally agree with the color palette in terms of the light blue, the blue and the pink. I thought it looked a bit childish. And then when I look at the color palette that you're using now, the darker blue, the orange density, the yellow things that the white label. I think it's way better together. So in my opinion, we would almost get rid of the paint. And I think that the brand book is very important. So for next designers. Also the other part of the team to maybe understand also the tone of voice and get an idea of what the brand is about, like you said. Right. Like the brand book itself. It also is like, oh, the bold or over or clean or were minimalistic or. And our brand should be about it. And I think that's the most thing. Innovation means transformation. So the brand needs to be adaptable and needs to be able to change. And it needs to be rapid. It needs to be quick to intimation of the of the themes it feels.

I agree with is what you said, but you just mentioned those and like the brand is kind of like dynamic is repid. Can you explain more about this. Like what can go for image if you think of this idea. I need more visually suggestion rather than only like rap or something.

So I feel like we should focus more on we has the team visuals and a tulip keeps changing there in sprints. Right. So I feel like right now we have five logos, so to say, and I feel there should not be a limit on the print of the logo. I think as long as we keep the frame the same. I think we should be able to do anything we want because that means you can be adopt to the event the thing that's happening, you know, I think that that really makes the brand dynamic. So that is one part and then the other part is that think about some some elements are, for example, now we use to leave a lot, but to have some elements. I think it's very important that our social banners to get it right. Maybe if you have the speaker social template

that it's all the same and set up the show, it ain't. So I think that's also what is missing right now. OK.

But maybe why do you values this idea or like these really changing fast, rapid idea rather than all the other, like, brand elements? All of those things have happened in our animation. Just curious about the reason why you think this is very important.

Because I think it's so cool if, like, I always want to be the opposite of Coca-Cola. So we're always. Always the same numbers. I want our brands to be the opposite. So sure, like, no day's the same. No innovation is the same. Technology changes every day. So that's why it's very important. Needs to show that our brand is just like Google. I mean, Google has the same site type of, you know, energy around it.

I mean, we shouldn't be google, that's very important as well. But I do believe in this. Either we use 8 themed visuals and 8 theme tulips and then are or truly just a blue logo or that, or we should do a limited amount of logos. That's possible. But not just these five. It feels really weird to me. And I also think what's important trying to put in a brand book is clear guidelines. If you have these Rapid logos. When do you use what? And do you only use it for special days? Or do we have the when we send out an e-mail in health care? Of course, a signature is quite similar always. But how does it work? How do we just choose a random logo every time we send an e-mail? It doesn't have to be different. Or can we say, OK, for e-mails? You always take one line. I always choose one logo.

For the actual guideline maybe we can decide after this interview and this interview is more explorative.

For me, I don't like the least. For example, I don't really like the colors with the pink because for me it's to it. It looks childish and I like to really the blue and the colors you work for because it has a certain profession isn't it. So I think. Let me say it like this, like I think in terms of our brands, we should be able to be wilded. But when it's

INTERVIEW TRANSCRIPT - P1

about one event or when it's about there should be consistency. So wilds in in transformation of the logo and the elements and maybe the colors, but then stick to those elements for one event, you know that. Not within the. Edward J. So now for the finals, we have this. They're blue with the pink. And then when you look at the website, the Q and A program, everything is in the same style. But then if we were to quarterfinals, it can be completely different.

Do you want to say something like in long term we're like changing. Like even by even after this you win the return. Next, we'll return to buy the Nike short term Wiesinger short time frame like this 2 or 3 month. We still keep it becomes systems with, you know.

Yeah. Like any more. That's when when we design materials for certain events. People understand that everything of the communication is oh that's because of the finals. But then with another day. Well, oh that's because a quarter finals. You know what I mean. Day or two can differ, but within it should be. Same here. Okay.

Yes. I just remember you just told me, like, you really hate to Coca cola, but can you explain more of why you really hate coca cola? Like, what's wrong with our branding? Why do I think we all want to have that kind of style?

Oh no, I love Coca-Cola, but I think Coca-Cola stands for tradition and Coca-Cola stands for you know that you recognize it. You know that it's it's it's this feeling we we have when we grow up from the COLA. We're so used to it and our brand is exactly the opposite. We don't want to give you the feeling, oh, your home or this is what you know. No, we want to give you the feeling every day, every time it's different. And that's what you have to be on the train to catch up with developments.

Yeah. Okay.

But also in the meantime, because we are quite a new brand, we're I like rebranded the first year we would have been rebranding. So in this case,

if we're changing really fast. Do you have any concern that people may not follow our speed like we move so fast, but people mean fully get over like our idea, what we want to have.

That's why it's so important. I think it's great to look at the logo can change and you always have the BTA and you have to live with the same frame. So that's very recognizable. But that the logo can change, but the elements around it should fit with the logo. So it's always you always recognized the brands because of its core shape of the logo and because it's a tulip. And that's why we should not play around with different types of tulips.

That's right. I should really stick with that design so that there is some stability within all the craziness. And that's what I mean with brand elements. If we use leifs everywhere, it is when we should leave. That's what we live. But you can play around with the friends of the leaf or play around maybe with the colors, but not with the actual shape.

Maybe so. Like you wanna say, maybe we need to keep some coherency over here. Coherence that you think is the most important thing is the shape of the tulip. Yeah, but what else except for the shape to think of anything else.

So to mark the elements, I think when we use a type of blue. So I think you should be very distinction between event, communication of to the boards and just the blue tulip because Broecker go where we're right where we are going. Drawing is not only BTA, but is the blue tulip right, to the blue tulip community. So we actually make you almost a brand to put a beautiful community. And that has one logo, one color, or maybe a few colors and gain from this community, we will have a next generation track. And so this should be the when we communicate from that. OK, I make it very vague. Sorry, what to say. You said there should be consistency in the word mark in the logo. I think if a team visuals you should not play around with that. And then I think we should make a decision more on events or on special days. What you do with the logo, if it can change, yes or no. And I think you should. I mean, we've played around with some styles, right? You know

our top 20. Top, it's a fight, visuals, they change very much for me still that. It is OK. Like as long as our logo a watermark and the shape of that and it comes back everywhere. That's for me is the most important.

OK. Yes. I will write down what you said. Let's move on to the next topic. Yeah. So about the leading principle. You remember during the kickoff meeting, we have talk about this idea. So I want to like ask you maybe first if a Blue Tulip Awards was a person, what kind of person? Who would be like what kind of personality you have or like. Or you can't single, for example, like the actual person.

Well, I would say. Maybe a celebrity or. Well, I was first thinking of Elon Musk, but then I was thinking he's very rebel. But at the same time, we are rebel. But we we have to professionalism. Right. We have the backup of an exchanger that has some sort of. So we're not the startup rebel. We are somewhere in-between. So we're between Bill Gates and Elon Musk. So we are in between of of being that person. That's yes. Shows transformation, highlights what we're doing in terms of innovation. Where is it going with a future? Where do we need to pay attention? But we are also not the one that's kicking against everything. You know what I mean? We have this professionalism or Grown-Up attitudes as well. So it's somewhere in the middle. So it makes sense.

Yeah. So you like such as someone who's both a rebel but also a kind of professional in the meantime and also an engineer who will be responsible for, you know, also times on Alanya. He's like a prince. So he's quite formal and very smart. And he talks very professional, but he runs one of the biggest startup communities in the Netherlands.

She's a princess. Sorry. He's Dutch. OK. And he is the prince of Orange to prince of the Netherlands. You know, if you're prince, you can still do a job. And he has Techleap, which is one of the big partners to go to the person where he's leading that.

Oh. What is his name again? Prince. Techleap. Where do you look? His name.

The name of the prince the same day into Chad. Oh, yeah. Okay. Oh, God. Yes. So he looks formally he talks formal, but he's in a very start up cast. Rapid changing environment and I think that's exactly what we are as well. I'm sure we have to proficientism and the grown-up attitudes of him. But at the same time, try to be this fun, energetic, transformative friends.

So, OK, so maybe can you choose rewards to describe this kind of like ideal to put words in your mind. So maybe you can sing something from him, like, can you truth, kind of like our personality, but the limited into three words. Yeah it does well. I'm going to write some more. But Quality, Changing, Foreseeing.

Can you explain more about the quality? Because the changing in the first thing I kind of get, it's better.

Yeah, so quality what I mean is, is we're not in a test phase or not. At the beginning of any innovation where we test and play around and experiment. Right. We are at a phase where we have to back as grown-up companies like Accenture as one of the biggest in the world. Well, we tried to reach a market which has all these innovative concepts that that are that are playing around. And so we are not a brand that just has like let's just only want to be playful and wild and experimental. No, we are this brand that embodies that. It wants to accelerate that. It wants to speed up this process where all those innovation. There's a program. We are professional. We want to collaborate with professional companies to help this playful community. Mm.

Yeah. Yeah, yeah. Got homies. Kind of like, oh we want to be uh we want to provide high quality vents for those stakeholders. Yeah. So events, knowledge, connections. So maybe I will say high quality over here. Yeah. OK. And uh yes. Second the one changing I got it. It's like is a what do you sound like. It's kind of ropey to show other dynamic. Is that filling this for me.

Yes. Yeah. OK. Dynamic. Dynamic. That's a better word. OK.

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And foreseeing can I say, it's like future orientate. Yeah. I can look into the future like changing the future like that. Yeah, right, yeah. OK. Yeah. No, I got this three words. OK, and the word. One more task. One word task. It's this I listen to 8 words I think I found from the brand book. s brand book. So it says this. [Send to the innovator] So this energetic, modern, opened and dynamic, simple, ambitious, proactive, sense of community. There's eight words is what I just found from our brand book to describe our brand identity. So can you maybe think like a first have a thing? Could you have two minutes to really go through this. A word and don't choose three words that you think most are connected with political words.

OK. Yeah.

Like before you RSS three like. Like is it that you, you think of or like what do you think of a Bluetooth bar in your heart like. This is from the brand book. So maybe also two, three words. OK. Well.

Those three are my favorites.

Dynamic, make sense of community and Proactiv, OK?

And among those three, which one you think is most important among these three? Or maybe you can give an order of this three, which which is the first one would second, which is or voids this order dynamics at the community or executive.

OK. So feel dyanamic is the most important. But why do you think is this why is more important than guys to like sense of community proactive.

Because we are an innovation program. So yes, we bring people together and yes, we need to collaborate. But in the essence, we need to accelerate innovation and we need to support that. And that's why I think it's important that the dynamic aspect and that's what we stand for comes back into brand.

So in this way, you kind of suggest like dynamic has some link with the innovation.

Yes. OK. Why do you think that dynamic means innovative move because these two things are not really like similar for me.

Well, we see it is innovation is transformation. You keep changing it. Keep going to the next level. You keep challenging yourself. And this dynamic environment, things change all the time. Mm hmm. So that's why I think they really relate with each other.

Mm. OK. OK. It's kind of like a. Also for innovation for those startup companies. They need to adapt themselves to a very rapid change.

And companies need to innovate. Companies need to adopt all these innovation, these new markets to be able to take their company to the next level or they are outdated. Nobody's watching these anymore. Yeah.

Yeah. OK. So we only have three minutes. Maybe one last questions. It's like there's three words. Yeah. You are to have it. OK. And then there's five words you didn't choose. And can you explain maybe some of them if you really think it's out of our brand and why?

Well, I think simple is not. It doesn't have to be simple. I don't get why we have that. I think modern also really is a bit weird for me. It doesn't say anything. We're not like. We're not like a retail company or a fashion. And you know what I mean. I think Open is very nice that we're open for anybody, anyone, as long as they want to help the world be a better place. Mm hmm.

Does that make sense? Yeah. I like simple. I think it's more about the style is not about fault. Yeah. As a brand. Principle. Cause I kind of get it because if I look into our website . By simple terms there is true somewhere like we want to keep it simple. So yeah I do feel simple.

Well I mean I wouldn't say is the most important but. Yes. But that's also given us the resources that we had. If we would not have, we would have more budget, maybe our website would not be simple. You know what I mean. Oh, I don't

know if it's really in our brands or if it's just due to resources that we are not able to do something else. Ok now get it.

I don't think simple is more like, oh, it's given the situation that it's simple. And yes, I like that our logo is a little bit simplicity. It's very clear. It's very, you know, but at the same time, then a lot of other Web sites from other companies will also be called simple, right?

Yeah. So, like, you don't actually kind of feel like it's not over. It's it's not like I would choose to be simple like we I have no choice.

No. Because our team visuals are not simple. Right. You mean.

Yeah. OK. OK. Yeah, I got it.

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Chong (00:00):
Let's just start eight. The first question is how long have you been working for BTA?

Interviewee 3 (00:07):
I've been working for BTA since April, 2019. So a little longer than a year now.

Chong (00:15):
Okay. And what is your role at the beginning when you're drawing the team? And I know your row has any changes, can you tell me about that?

Interviewee 3 (00:21):
Yeah, yeah. I started as a program management intern that will say April last year. And then yeah, I can see you. So my, my role within program management shifted a bit sometimes. So first focus a bit on HR and scouting and then later I was fully focused on scouting and since what is it, February working as event manager as a freelancer for the police reports. So that's a shift in my in my position basically. But regarding the planning and my tasks are actually quite similar to program managements.

Chong (01:09):
Quite similar. You mean like the, you are kind of doing the same thing with before?

Interviewee 3 (01:13):
Yeah, the same thing is maybe a bit yeah, that's not really true. But the essence of my my task. So for example, in program management we are of course focused on planning and getting everybody on the same page and making sure everybody's up to date. And in even management I, with regards to planning, I still do the same thing but then specified on events. So for example, I'm currently working on events strategy for next year and I'm creating a planning of the events within the program for next year as well. So that it's kind of similar to program management in that sense. And then those other events, tasks are of course very different and also very fun.

Chong (02:03):
Okay. So compare the previous one and this one, which one you think you prefer?

Interviewee 3 (02:09):
Oh, that's the, that's difficult. I really liked this position because I'm also allowed to supervise interns so I can help them with their, this is, and with their personal growth. And I really like that because in a program management function,

you're in touch with everyone, but you cannot really support anyone because it's a bit more superficial or something. You're not really there for somebody. So I think I really liked this role and yeah, the tasks, I think it's hard to say. I can't really choose. Sorry.

Chong (02:47):
Okay. Okay. Yeah. That's nice to hear. And maybe then let's talk about about the previous Accenture innovation awards since I, I know you joined in the last April and at that time we still called ourselves Accenture innovation award, right?

Interviewee 3 (03:05):
Yes, that's correct. But I did, I wasn't there during AIA 18 because it was in November, so I haven't experienced that. I am, but I was there when it was still branded as AIA

Chong (03:20):
Yeah, yeah, yeah, yeah. It's no problem. Like my question is more about the rebranding from AIA to BTA, and I think you were there at that time. Yeah. And the question, the first question is do you know what is the reason of the rebranding?

Interviewee 3 (03:41):
Yes. so good question. Of course. So my understanding of the previous years is that it was very focused on Accenture. And what they wanted to do is to open it up because the whole goal is of course to drive innovation in the innovation ecosystem in the Netherlands. So you want to involve the startups but also knowledge institutions. You want to involve corporates. You want to involve all sorts of parties. And by removing the name of Accenture, you can open it up for other parties. For example. Also competitors I must have took me. So you can evolve much more people and you can try the innovation even better than before. So that's my understanding of why we rebranded it from Accenture innovation Wars to BTA.

Chong (04:41):
Do you think Accenture is kind of like restrict our image from being bigger being more open

Interviewee 3 (04:51):
Or do you mean that it's I mean the BTA is a disadvantage for Accenture or

Chong (04:57):
I mean Accenture, the name, if we have Accenture in our name, will this Accenture become like a restriction for our branding.

Interviewee 3 (05:09):
Okay.

Chong (05:09):
And have a brand.
Interviewee 3 (05:12):

Yeah, maybe. I think what I heard, because in the scouting I was of course a with the contact with the innovations or with the innovators. And what I heard that many startup mentioned is that they're somehow very afraid that exchanger will steal their invasion or something. So in their opinion, the corporates are kind of the bad guys. And I think if you want to attract the starters, it's better to remove the name. And so for example, BTA, it's quite neutral and then you have a lot of parties involved. So Accenture can still be the leading party or organizing or in a board or whatsoever that doesn't really matter. But there yeah, in, in their minds they associated with, Oh, it's we are going to be part of Accenture or we're going to work for Accenture. And that's something that they don't want to do because they just love to be a startup for themselves. So that's what I heard, but I didn't really talk to a lot of innovations myself.

Chong (06:26):
It's from the innovator. Right. Yeah. And do you think, cause this is like because of rebranding I think it's lead by Jochem, right?

Interviewee 3 (06:40):
Yeah. yeah. What I heard so far. Yes. Yeah.
Chong (06:44):

Yeah. Because Haley, the project, do you think he ever talked with innovators about this issues or he did any research about this or It's just like, he said or to revoke central?

Interviewee 3 (06:58):
Well, I don't really know what happened before because when I arrived in April, the decision was already made. So the plan was already there. I don't really know what kind of research was done to investigate this. So I, I really don't know.

Chong (07:15):
Okay. That's okay. No problem. Okay. And do you maybe know if there's like any other stakeholders involved in the rebranding process? Like even like after the plan is made? I mean, during the rebranding process, who joined or who helps the process? Do you know that?

Interviewee 3 (07:44):
Do you mean internally or externally? Both. well,

internally I know Jeanine worked a lot on it and of course Marcom interns I think the marketing in general, like the Accenture marketing also supported that process. But at that time, Ooh, I don't know else intermingles involves and externally it's a, that's also a good question. Not in terms of partners or startups or something to help shaping their brands. Maybe some parties to create yeah. Create the brand itself. So it was sort of the images and those kinds of things and the websites of course with stomp. But other than that, I don't really know actually how that went.

Chong (08:48):
What do you think is a role of partners in this process? If you don't know? You can say, I don't know.

Interviewee 3 (08:56):
Yeah. Do you mean partners? Like our business partners? What could be their role or what we could have done differently is maybe in fourth them in what they knows or for example, their expertise. Also with startups. So if we would I don't know if this happens, so please don't blame me. They already did. But for example, typically xxx that's an organization that does a lot of research. Also about startups. If we would have asked them about their opinion about corporates or branding or those of things, I think they could have even as a lot of input on how to shape our narrative as well. And I think with other partners we can also maybe learn from them depending on how close they are with with startups because I think that's our biggest disadvantage is that we're trying to reach out to the startups, but we are kind of searching how to do dance and we could optimize that maybe by using the expertise of our partners and of course also to ask for some support to help promote the program. So those are different things.

Chong (10:21):
Yeah, how has what you just mentioned or help words? I didn't really hear that.

Interviewee 3 (10:30):
It could help shaping the brands for all our stakeholders. So attracting the other corporates is not an issue. Attracting knowledge institutions is also not really an issue because they don't it to not really bow down for a wall corporates image thing. It's, it's more that the startups circle with that. So if you have to alter your branding to inform

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them, I think you could rely or use the partners knowledge, expertise, skills network whatsoever to help shape that and attract them to involve, really involve the startups in them in there.

Chong (11:22):

Okay. Okay. I get like in general what you mean is we need to use the expertise of our partnerships of like use that kind of knowledge into our branding system to make it more like relevant to all the stakeholders. Not only,

Interviewee 3 (11:41):

Yeah. Okay. Yeah. But then again, I'm also not a marketing expert to be honest, and if that doesn't work, then that's, that's also fine. I mean, whatever works for you as well.

Chong (11:53):

Well, it's just like getting insights, so it's not, not like right or wrong, black or white, it's just inside. So it's okay. You can say whatever you are thinking, your mind just like sinking out a lot. It's okay. Yeah. and okay, then maybe one part about the evaluation of the BTA of the rebranding. Do you know if we have ever done that or or also like personally, how do you feel about the rebranding? Do you think it's our success? So it's two questions. First is do we have a evaluation? Then second is what do you think?

Interviewee 3 (12:32):

Well, evaluation, I'm quickly going to the MT because we planned cause we are of course the managers for a track within the BTA. So we, I did evaluations for events and I think Janine would also do some evaluations. I'm not sure if the rebranding is on the list. I think it would be part of the evaluation with the entire BTA team after the finals to reflect on the the previous year, including the rerunning. I think that's happen, but I'm not sure if that's part of the part of the evaluation. But then it would come later, so after the 11th of June.

Chong (13:26):

Okay. maybe then like personally, how do you feel about the re-branding?

Interviewee 3 (13:33):

Well, I think ideas very nice and I, I really support that. I think it's a wise decision because that will open your scope I think for a lot more innovators and that will, you know, bring more content and more body to the program. So I think that's positive. How it's executed. I think it could have

been better. It's not because I don't like the brands or what it looks like nowadays, but I think the fact that you rely a lot on interns for example, that Noor quite some visuals and nowadays you're here, we have different sort of visuals. I think it would help the marketing team a lot if you could use some specialists internally or externally to build it. And that's it. You know, you of course you can add some elements to it or make it a bit more dynamic, but the different tutors. But I think it was kind of messy and also very stressful for the team. And yeah, if you would do that again or alter it, I would say do that differently because it also doesn't really help the team or the brands if there is still. So if there's some inconsistency there, they understand what I'm trying to say.

Chong (15:04):

Yeah. Yeah. I kind of get what you mean. I kind of get what you mean. It's like a, we have a branding strategy that have our logo is always changing and also have a visual is like we have so many different styles. We don't want to restrict ourselves into one style. So it kind of like in this way to show our then I make, do you think like this kind of like a dynamic is a bit too much our are not really consistent over the time.

Interviewee 3 (15:34):

Yeah. I think, yeah, I think it's very, it's indeed a very nice element of it because indeed you can also show that you are no bit yeah. Playful or dynamic. So I think the vibe that you create with that, it's very nice. But in terms of consistency of the brand, it can also be confusing for startups or for other external parties because loser boards only exist for a year now. And if you have many different visuals, for example, the visual of the quarterfinals, I really liked this, but if you would only see that you would have no clue that is about BTA. So I think in terms of people recognizing our brands, I think that that's changing it all the time or make a dynamic also create a disadvantage. But again, I'm, I'm not an expert, but that's my feeling about it.

Chong (16:34):

Mm. So you feel like like in a balance of dynamic and the consistency we, for now, we should value more on the consistency part.

Interviewee 3 (16:45):

Yeah, I think so. Yeah. And also I don't know if it would be feasible, but if we create a brand book

again for next year, it will have the visuals for the events already says which is aligned with the rest of the brand names and also for the email templates. So it just comes back again and again. It doesn't depend on the, on the designer who's here. But then again, it's also not really fun for you because you also want to express your creativity. Of course. So, yeah, I don't really know how that normally works, but I think it would make sense if you align a bit more. Yeah,

Chong (17:27):

Yeah. Yeah. For me, I also feel like we are kind of like changing too fast. Also like quarterfinal if we look at the quarterfinals, those font we use of style we use and then we look back to Bluetooth tillable it's kind of like totally two different style. Yeah. I'm also have the same concern. To be honest, when I was joining here, like Janine told me like, try to be more dynamic, try to have, be more diverse. And I also feel a bit concerned that at time. Yeah, it's true. I totally get what you mean. Yeah. But maybe your, like your suggestion is about the event. How, how do you feel about like those event visuals now? Like, except for those like not really coherent with the BTA branding except for this part. What else? Other suggestions? Do you have about the event branding?

Interviewee 3 (18:28):

Yeah. I think it would be nice if we could use the same colors again. So you also recognize color so that it doesn't really matter what the visual actually looks like, but if you can include that there and also to build a stronger brand for the theme teams. So then you have the BTA is already a brand within natural have eight different themes and now we have the theme visuals of course, but those are not very practical for example, for those kinds of balloons. If he wants to use that in an innovation cafe or with colors that you can recognize. And we should maybe choose some colors that yeah, are easier also to order in balloons or other decorations and not even sure if we're going to just blues again or whatsoever, at least that you can use those colors and branding of the themes consistently throughout the events as well. Because then people recognize it and they go to certain areas too, because they know, Oh, that's, that's the health corner. Let's go there. Because I have a company that's concerned in this business or we'd like to an element of that. I

know where to find the health innovators because that's the health corner and for now people are just wandering around because they don't really know and some innovators even forget in which theme they are. So I think we could do a lot more with that as well because there's a lot of value in the theme. That's what makes it so specific for that innovator because then the partners were, are focused on a certain topic would also go to that corner and they would meet the innovative there. If a health partner or nutrition partner would go to the security corner. Now of course it's nice to meet different people, but it might not be as relevant for them as if they would go to their own corners.

Chong (20:41):

Yeah, I kind of, to me that's like a truly a very good point. Like to make the same image more like stronger for now. Not really like clear and strong. Okay.

Interviewee 3 (20:55):

Yeah, exactly. And those colors that we have there are not very they're not used commonly or they're not available everywhere. So if you would order a balloon saying you can just order normal red, blue, green, yellow whatsoever, but not the P stash or the the, yeah, different shade of orange or something, then we should use things that we could easily reprint or yeah, something else that we can use it everywhere, you know. So we also adjustments

Chong (21:27):

To use color, but actually, except for color, we can also use some other, like a signs are like logos.

Interviewee 3 (21:36):

Yeah, it could, it could be anything. As long as we can easily use it for things we have to brand or everything that's concerned with the events. If we want to use it in the invitation or in a signage or whatsoever that we can easily use it again so we can make it come back again and again and again. So the consistency will be increased. So I will say

Chong (22:07):

In a, sorry, in essence it will be something like really easy to recognize. Yeah. Easy to use in different channels. Okay. Yeah. Okay. Shouldn't be too complicated, I think. Okay. Okay. Yeah. Okay. Thank you. That's very helpful. Yeah. And let's go to the next topic uh about the more general about

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the BTA branding. The first question is like

Chong (22:36):

If BTA was a person, what kind of person do you think he or she would be? Like, maybe you can give that example of someone or celebrity?

Interviewee 3 (22:49):

Yeah, well, I think it would be very social person also open-minded. So, yeah, eager to get to know people, to explore different ways of thinking. Very accessible. So, so like sociable or friendly or how you would say that. But also I think to the point, so very concrete, but if progressive, so for example, if one person has an objective how can I make this a clear example? If you're very eager to get to know something about marketing, you would search for people you can connect with and get that information from or learn from or develop your skills with. And I think if we were to, the poorest would be a person. He or she or this person would also be eager to do dance. And with that, I aim of course for the team components, it's very specific to look for people to connect with. And also I think a facilitator. So a person who would value other people's benefits maybe over their own or its own. So connecting friends or acquaintances with each other for the greater goods. I think that would be a focus point. Yeah, I think a very open, friendly, nice person.

Chong (24:49):

It feels like thinking of a real person. This word. Do you, can you think of someone or no? A real person? Yeah. Like a celebrity or someone like in BTA team?

Interviewee 3 (25:09):

Yeah, I think if it would be within the team and would be a mix of all the personalities that we have in Mt. And of course also in the, in the theme teams and in the central team. But in a celebrity pool, that's a, that's a difficult question. Can't really think of one person.

Chong (25:35):

Well if I come up with somebody, I will let you know. Yeah, yeah, yeah, yeah, yeah, yeah, yeah, yeah. I mean like for all the questions they feel just can't give an answer directly. Immediately. You can just say, okay, I will let you know later. It's okay. Yeah. Yeah. Okay. And another question is, if you look to the broader brands world except for Bluetooth awards, do you think if there is a brand

that fit with our image, Bluetooth awards image or kind of like, you want to like the BTA in your heart fit? You know what I mean?

Interviewee 3 (26:17):

If there's another brand that would fit well I, I think Techlead creates the open five. Like, Hey guys, we're here to connect you to support you. We're here for you, not for ourselves. But I think also a bit of, Boom Chicago has the has the informal and creating an atmosphere, making it fun, making it an experience. I think the next flip has also some elements of that. The what? The next web. Next web. Yeah. Okay. TNW. and yeah. And yeah, I think quite some of our partners actually do create that vibe. But I think it's generally think of, yeah, maybe I'm a bit kinda influenced by the partners that we already have. But I can't really think of another party that we don't already work with would fit both sides because one side, you're a facilitator, you're serious, you're, you want to build. Yeah, these collaborations once you create value and on the other side you also just want to be, you know, accessible, dynamic. Like, Hey guys, we're also here to have fun together. It's just have a beer at an event or something. So that's also a bit the startup atmosphere does to try to create. So I cannot really think of one party that has both.

Chong (28:06):

I mean maybe we could make it more easier, like not only think about those our partners who are doing the similar thing with us, but more like branding wise, more like style or like the visual or like the wipe is a brand created like in those part, those wake like you can maybe even give an example of Coca Cola. I like Coca-Cola because I think Coca-Cola, it's really a part of the style of Coca Cola is really fit with BTA or like, yeah. You don't need to think about really the reason behind it is just like your intuition.

Interviewee 3 (28:51):

Yeah. Yeah. Well I'm just there may be PICNIC, the IC and IC. Yeah. They have also quite like a bubbly visuals like picnic seems quite dynamic as well. And what else? I just had one of my months. Yeah. Okay. That's fine. Yeah. Yeah. But some something, my dad's, yeah, I think actually the branding of some, some startups would come close cause it's also, so it's a bit like I w I wouldn't say improvised because that's not what our brand is. Not at all. But the, yeah, the playful advent of

it. I think big PICNIC has that as well. Has worked the, the, the, the the not really the, the serious the, yeah, the serious vibe of, for example, in UBER they have a very business like feeling in my band. So I think big Nick has some elements of like, Hey guys, we're all done. Just no one of you. We're just freaking out. We're going to do. And it turned out well, that was a super nice, you know, like it's, it's accessible. It's, it's fun, it's dynamic. It's yeah, it's different then those static brands or something.

Chong (30:34):

So yeah. So you think like those kinds of really business really formal style is not how we're definitely not in our political pours branding.

Interviewee 3 (30:44):

No. Okay. And I think maybe TONY also something that, some elements of that, because they have the very playful wrapping of their chocolate bars. But for example, TechLead, although they do somewhat the things thing, I think their branding is very business. Like that's funny, that's contradicts. But,

Chong (31:05):

But also in the meantime I heard from the previous interviewee, they said like, they also want to keep the relay like kind of like professional feeling of Bluetooth.

Interviewee 3 (31:20):

Yeah. Yeah. That's also important. So that's why that's, that's also why I get those, a very challenging job to create a brand that has both elements because yeah, on one side you want to be of course, very professional and business because otherwise if you're not, then why would they work with you? Like, yeah, then they would go to someone else. On the other hand, it shouldn't be too formal either because startups are often also initiated by people who who are very passionate about an idea and just want to try it out and want to explore how they can, they can build their products or business. So, yeah, it shouldn't be too formal and too standard. I think.

Chong (32:16):

I just here to, you said one thing like passionate about the idea is I really like,

Interviewee 3 (32:21):

They love their innovation cycle, their babies.

Chong (32:32):

Well wait, it may be good if we can keep those passionate in our branding.

Interviewee 3 (32:36):

Also at events is really funny, but this is maybe not as red as for you. But normally if you, if you talk to people who have children or, or dogs or something, they ask about their dog or their, their kid, then they suddenly start to show you pictures, right? Like this is my dog. And we went walking and this is my kid. She or she went to school yesterday. Oh, you get a lot of information about their personal life because they're so, they really love them and they, they show you everything. But these innovators, they're exactly the same thing about their innovation. If you say something like, so so what are you here today? They used, then they just start a model of 30 minutes only about innovation and they show you all sorts of pictures and stuff. And I think we could do a lot more with that because they are, yeah. Yeah. They love it.

Chong (33:37):

Yeah. Yeah. Yeah. It's, it's, I think it's really, it will be really nice if we can show the same passion about new ideas about innovation. The same with the innovator. So it'd be really cool.

Interviewee 3 (33:48):

Yeah. Yeah. Yeah. I like what you said. Yeah. Really good. And ah, okay.

Chong (33:55):

Let's move on to the next part. So I copied like 20 words from the brand book. I just like found like those words to describe our branding in the brand book and the wasting time, the words, there's too much. So maybe could you choose three words from this list? Is the top three you think really fit BTA or the tops where you really like?

Interviewee 3 (34:29):

Okay. So business I'm sorry. Top three out of these words. Yeah. Okay. You can have a minute to think about it. Yeah, I would say innovative, but then again, I, I would also innovation and innovative, blah, blah, blah. It's also very abstract. It doesn't really tell you a lot. Yeah. So I think you need to be words that describe innovation rather than say innovation.

Chong (35:06):

Yeah. Yeah, I agree. But

Interviewee 3 (35:09):

Yeah, so maybe that is a, as like the fourth one that should combine these things. And other than that, I would say I see Bold here. I would say creative. Creative, uno, no, no balls. Sorry, I just had

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the loss about the bulb is here. Uno, I would say one creative, two ambitious and three, maybe welcoming. Welcoming. Okay. Yeah. Yeah. And it doesn't really, describe innovation yet, but I think it does describe, the brands yeah. And what we want to create.

Chong (36:12):

Yeah. I think, yeah, like the innovation I feel this word is kind of like to describe what we do, but it's not for the branding, but I just copied it anyway, like all the, all the words. So I didn't exclude that. But I do agree with what you said about the innovative is really vague and yeah. And do you have something to say about a welcoming feeling? Like why you choose this one?

Interviewee 3 (36:44):

Yeah, that's really funny. I ha maybe I'm also a bit biased, but I chose to welcoming because yeah, of course. I, I started hospital management. I have a background in hospitality, so I find it very important just not only in business also in life that you are hospitable to people and I think welcoming is part of hospitality and if you want to create this warm feeling of yeah, to create a nice safe Haven, but also a fibrous community where people collaborate, I think you really need hospitality. So that's why I chose welcoming

Chong (37:30):

Okay. Okay. Thank you. And maybe a bit about ambitious. I, I think you said something really similar to this, but if you have some more idea,

Interviewee 3 (37:45):

Ambitious is to indicate that we're, it's also the business side for me because here it says business schedule. I don't really know what to, what that would mean then. But I think ambitious is our statement that we want to create or stimulated this innovation ecosystem that is very ambitious. That's an ambitious statement, but we also support innovators with ambitious plans and ambitious innovations. So I think it indicates that you have a bowl or something that you want to work that's not just for fun. Something on the side of the few events it indicates are yeah, how serious we are about this thing

Chong (38:32):

Oh I would understand it as kind like professional but not the same way as professional, but like more into like where are able to fulfill your goal.

Like we are confident enough to,

Interviewee 3 (38:46):

Yeah, but you are ambitious and we are ambitious and together we're going to make this work. That's what you want to create. And I think professionals again also quite abstracts like I'm professional. Okay. And then what, what does that mean? And ambitious is something like, okay, we are working for this and you are too. Let's do it together.

Chong (39:06):

Yeah. It's like kind of like we're at the same kind of like we're I under the same situation with you. We are together. Yeah. Okay. Oh, I love this. Yeah. Thank you. And maybe from this 20 words, can you do you, if you have like any, if you just like found one word, which is totally not Blue Tulip Awards or like you don't have it, it's okay. Or if you have it, you could you tell me?

Interviewee 3 (39:41):

Yeah.

Chong (39:43):

It's okay. Like if you think all the words fit with Bluetooth words. Yeah,

Interviewee 3 (39:48):

Yeah, yeah. I don't really, I wouldn't really say it doesn't feel good to the board, but if I could make a list of 20 words, I will not choose all these words. Yeah. More like that. It's like this is schedule. I don't, yeah, I get that you want to include something about business or professional or serious, but there are a lot of words that you can indicate that with rather than business schedule. But yeah. I don't really have one word that I would say. No, that doesn't fit the program.

Chong (40:25):

Okay. Okay. Yeah, that's great. And let me see if I have some more questions.

Chong (40:43):

Yeah, maybe I see, and I want to ask you, do you have any expectations about Bluetooth awards? Next year's program or even like three years, five years?

Interviewee 3 (40:55):

Well, I really hope in three years, five years that we would manage to open it up even more and collaborate with other parties too. Make it even bigger. So if we could go organize it, it's kind of with other bigger companies or they to create some boards, but it would also be fun to include startups there. So you have representatives of all

our stakeholders, you have a few that represent the partners, few that represent starters, a few the, yeah, the jury members. But those are also corporates that you include them and they can even make the contents of the program more relevant and make the networking elements even more valuable. So you may get something like a shared responsibility or something. I don't know. It doesn't make sense. But yeah, that's something that I would like because then the, you make it, you make it even bigger and it's not about you anymore. It's really, you're doing what's best for everyone. And I think it would do the program good. If we would do that.

Chong (42:23):

How do you feel, how do you think, like a, a feeling of like community?

Interviewee 3 (42:29):

Yeah, I love that idea. I think it would be very nice if we have the BTA community where people can subscribe and yeah. Connect and be part of the awards if they want that or the Academy or the yeah, the other elements that we would like to offer. And that I think that would strengthen the core of our program. Because the community that's, that's the that shared interest that you have. We all want to stimulate the innovation ecosystem and we will do that together in this community. That's, yeah, that's what I would like, but that's just me. No. Okay. It's very nice. Yeah.

Chong (43:28):

I think for now it's all good. I have already learned a lot from you and it's all very helpful. Thank you very, very much. And do you have anything you want to add or

Interviewee 3 (43:43):

Anything I want to say about the interview? No, not for now, but if I if something pops up then I'll let you know. Yeah. Also think of brands that would the same vibe as a Bluetooth report. We'll also send it to you. Yeah, yeah, yeah. That's for now. Yes.

Chong (44:02):

Yeah. All you'll have any random idea about brand branding? You can just tell me. Yeah, sure. Yeah.

Interviewee 3 (44:10):

Yeah. Well, good luck with all the interviews and yeah, yeah. Bringing it all together because I think you also get a lot of different beans, isn't it

Chong (44:22):

True? It's true. Yeah. yeah, no, I have already interviewed with three people, including you, but I plan, do an interview like around eight or nine people, so later we will talk with more stakeholders, even with innovators. So I would say there will be some new ideas coming in, but as well as some go off this interview. Yeah. Alright.

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Chong: adopt, makes it easy to get used to it. But maybe personally I still like the graphic element in the old logo, but maybe that's only my personal thing.

How long have you been working for BTA?

I: 6 years.

C: So I would say personal you prefer the design of the old branding but you prefer the strategy this year?

C: What is your role at the beginning?

I: I start with kind of doing everything. We start with a team with 3 employees, and I start with the program manager role and then get the partnership management role. I also worked for the technology part for 2/3 years.

C: Let's talk about the AIA. For branding-wise, AIA and BTA, which one you prefer?

C: About the other elements, not only the color but the logo, the font, who did the research for that?

I: I think Jeanine knows. Grace maybe. I think Grace was involved. For me I think she really some research. Her thesis maybe.

C: I'm also curious about the whole "rebranding" who start and who came up with the whole re-branding idea?

I: Because of the name change, we have to rebrand, right? I was still in favor of using the old brand but Jochem really insist to create a new brand. So it's his task to make a new plan for that. And at the end, we decide to make it very dynamic and changing color, changing phases, and I was very hesitated because maybe I don't like that much of change. Because we almost just introduced the new logo design and if we look back the big brands, they don't change their logo every year. So I was a bit hesitate at the time. But of course we need a change because the name. Hopefully we can stick to this tulip for a couple of years because people need to get used to a new brand. If we change too fast, there's a risk of people now knowing that was the same icon.

C: You said you didn't really used to the new design. What do you mean by that? Does that caused by the brand strategy?

I: Beginning 6 years ago, we don't have a brand manager and a strategy behind the branding. So I feel now there's clear guidance and we have people like you and Jeanine to help us to keep everything on brand. That makes it easy to

Chong (00:00): Why do we even need to change the name from

Accenture innovation award into BTA?

Interviewee (00:25): Well, it wasn't really a, um, well actually based on, um, we saw that like for like maybe if you're looking at our partners and um, for governmental institutions is really hard. Uh, or they cannot, they're not allowed to partner up with a commercial company like Accenture, of course. Accenture innovation awards, uh, well, it's barred. We are as Accenture running this program. And so for governments, organizations, uh, they cannot join or, uh, collaborate with such, uh, organizations where they need to, they need to, um, L it needs to be approved. Um, so it changed our, and it really, when you look at our mission, it's connecting innovators. And no matter if you are a part of a commercial organization, a small organization, small enterprise, we really want you to collaborate with all companies. And, um, now I think for us it's really hard to collaborate with, um, especially governmental organizations if it changed the entire structure organization and maybe go to, um, in the end these couple of years, maybe we want to now Tobias looking at that like change the entire organization stricter towards more like foundation kind of a structure where everyone, everyone can join, want to open it up, we want to open it up for any broader ecosystem and we really need involvement from, uh, for example, well, techleap already quite involved, but also the minister of economic affairs and all kinds of the Dutch, um, uh, what's it called? The Dutch startup association is also, part of minister of economic affairs. And now because, yeah, it's so linked to Accenture and it's hard to collaborate with these companies if you want to open it up and want to create a board, uh, like, uh, five, six companies that really own the program from every kind of company, every category, get a ratio to say, so you have science, you have um, public and you have private companies. Those three are really important and you have enough if you have that, you have a mix of companies. And I think we changed towards cure. If there are still Accenture in the name then it's hard to collaborate because it's still exchanger as sort of commercial brands owning this program is really, and it's of course our symbol for quite a quite a while. It's from the beginning. 12 years ago we started with the Blue tulip as the main iconic brand elements. So it

makes sense to stick with a blue tulip as, as an icon, um, and like remove the commercial name and go to a maybe foundation in a couple of years.

Chong (03:21): Mm. Uh, okay. Okay. That's very good to learn about. So it's like a, the biggest reason behind this is about the partnership. Uh, Interviewee (03:29): yes. Involving the entire ecosystem. And it makes it easier when you change, when you remove the commercial part of the name. Um, and yeah, well we are trying to really, um, change the organization structure so every company is able to join and be part of this program.

Chong (03:52): Okay. Okay. Yeah. Uh, and uh, who find this problem? I mean like this problem is existing there for many years. Right? On who kind of like, is that from a research, someone did a research about it and then present to Jochem, say, okay, let's do it. Or it's like?

Interviewee (04:13): yeah, I think, um, when I talked to lots of like players in the ecosystem, for example, tech leap and the next web and big organizations that focus on, uh, helping startups, uh, this is really the, yeah. The main, main issue. I think we need to act as one. Um, we are all, uh, we're all focusing on helping startups and not, it's not, it's not maybe a little bit scattered because you have Roby all kinds of incubators, accelerators. We as a BTA program are really good as in helping, uh, with, with, uh, connecting. So I think our main, uh, um, benefit or if you look at our program, we're really focused on the networking part. Um, and exposure and other programs are more focused on helping them with coaching and, um, uh, with funding, for example, we are not the ones that help them with the excess of capital work samples, uh, but really helping them to connect to corporates and connect to the broader ecosystem. So, and, and yeah, if we as, as I think one of the biggest in the Netherlands, one of the biggest programs, and with a broad scope, we don't act as one with all kinds of companies in the ecosystem if we stay in our own bubble. And then are you not helping? I think so based on that, we know it for quite a while. So we are helping each other with like exchanging list of interesting startups and promoting each other's initiatives.

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So our partnership is really focused on promoting initiatives from each other on social, uh, getting conflict with the right innovators. Um, so introduce each other to that, to those companies. Um, and we, I think we are like the sort of, uh, big mama in this ecosystem. We can really make yeah. If we are acting as one and are uh, collaborating with all these, uh, other important players, then we can make a big step together.

Chong (06:26):

Yeah. So we are kind of like a coordinator in this ecosystem.

Interviewee (06:31):

People really feel that we are, because we are connected with such, we are really have a broad scope because of an all our programs, incubator, accelerator programs are focused on top on topics for example. So on energy or on health and we are focusing on all these themes on the uh, uh, yeah on every topic basically. So everyone is able to join. Um, we can, we can help with the connecting part I think.

Chong (07:06):

Yes. Yes. And uh, you just mentioned about partners and I also learned that we have four different levels of partners. So funding, golden and also silver friends and network. So all these partners, what's the difference between these partners? Right.

Interviewee (07:22):

It's really different. So you have to pay your partners and you have to numb paying partners. So the partners where me, uh, uh, well it's, uh, it's more of a contribution so you commit to helping each other. So you commit to, um, promoting events, um, get tickets for their defense and their of course get tickets for our events so you make a list of commitments, um, but there's no financial contribution involved. And with the business partners, so yet another partners, those are, uh, in kind of agreements and you have, um, the business partner. So they pay to get a booth on the summit to get around table discussion to uh, be part of the jury, for example. So those are most of the time, bigger companies with big pockets, more marketing budgets, and they already wants to position themselves as an innovative player. So they, uh, because they're part of the jury because they are able to present their services on our

playground. Well, they, they need to pay, uh, of course something because otherwise we cannot run the entire program and we cannot, uh, um, uh, I mean we cannot deliver those services, but it's only two. Yeah. There's only two categories actually. And of course you have different levels within the business partnership. Within the paying partner group. There's of course a level you can pay 10 or 30 or 50 K to 50 K's the mix. Um, but yeah, that's a different space of when you said they' pick and choose, they have a package to choose from. Um,

Chong (08:57):

okay. So the golden silver and the friends, they are like the business partners who pay and the network, they don't pay. Okay.

Interviewee (09:05):

Get the new, well, the rebranding, they really are happy that we chase our brands that we, uh, we moved the exchange part of it and we really are. Uh, yeah. Have you got really positive feedback on the rebranding. Um, and it's really, yeah. And I think that that uh, yeah, made it even stronger because there are, uh, yeah, they gave really joint a program where they are co-owner instead of sponsoring, uh, an exchanger party or, uh, events. Um, so they are, uh, we really, uh, I mean you heard back from them that they, they, they really get the, the rebranding and the first, of course this is first year. Um, so people have to get used sweets and that they really understand, understand it and are happy to partner up with us a lot. Yeah.

Chong (10:05):

Okay. Okay. Is that a lot of partners talk to you about this? Like they're happy with the rebranding or,

Interviewee (10:13):

um, yeah, we uh, work together with like 20 business partners or 20 paying partners. And I think if you look at the network partners has, it's a big group. It's 100 network partners, but I think with 20, they are very active. So we are very active I think with 40 to 50 partners, uh, because they really, uh, they really help us and we can help them. So with, it's the same with, I see it as a friendship. So with lots of partners and there's a good friendship with a Thursday. That's the stick of the third layer. You don't have, you speak each other once a once a half a year or once a year. And some partners are really are, uh, they're already

excavating and full, so we speak each other every month. So I would ever friendship sometimes, uh, you don't see each other that much and it's the same with network partners. So 20 of them, uh, look at another partners. We are very actively involved in HR programs, so we joined dare events. They promote our events. They are, are they exchange list in the scouting phase with interesting startups from, uh, from them, from their community, uh, 20 partners or 40 in total, uh, with, uh, business partners. And of course they are also already exited because their favorite than they are. Uh, yeah, they, they really want to do, to join in and, and they are, yeah, of course. And I think with 40, 50 partners.

Chong (11:49):

Okay. Okay. But like so many partners, how do you usually contact with them? It's like a, you are the contact person, right. Okay. Oh, Oh,

Interviewee (12:00):

wow. And I of course, sent emails to all these partners with, uh, we have a base program. So, uh, and then with the business partners, I, I, I tried to call them, uh, once every two or three weeks. And of course leading up to the summit as sometimes we have a have a weekly meeting, so I have weekly meetings with them. Um, but the all stopped because of the cancellation, but are now designing new program. And uh, I told them I will contact you once we have more details about the, uh, the program, uh, after, after the summer break and of course, and beginning next year. So, but yeah, it's just, yeah, I really like to call and, and they're all in my telephone, so I text in a while. I, I hate some emails, so I always tried to call them via my phone.

Chong (12:59):

Oh. So it's kind of like, I would say a bit, like a, like a friend, like a person or relationship.

Interviewee (13:05):

Yeah, with lots of them. We are there, they're involved for quite some years, so we know each other very well. They're good. They're really good friends. And really feels like that.

Chong (13:15):

Nice, nice. And w how, how, how, how sad? Well, a new partner, they want to join this ecosystem, right?

Interviewee (13:24):

I just, uh, like call them up and then, um, I have

a sales package show with all the information and the different packages. There are two, two sales pages. So for the business partners and for the network partner, so they're, they're two different propositions. And so based on our first conversation, I decided if I want to, um, push the natural partner agreements or the partner opportunities or the business borrows opportunity. So based on their profile. So if that I can, uh, quite easily guess if they have big pockets, if they have marketing budgets and if they really want to spend or are able to, uh, fund the program. And so based on our first conversation, I just decided if I had pushed one of one or either push the business or network partnership of the competition. Um, and then based on that, have lots of conversations basically. So it's, it's most of the time with their marketing or alliance managers because the marketing department has the budget and the Alliance manager really wants to, uh, partner up. Oh yeah.

Chong (14:32):

And what do you think those, um, like, um, like what the kind of folk value is those partners they want from BTA?

Interviewee (14:42):

uh, for the business partners is really, um, like lead generation or positioning. So, uh, if I look at the Accenture and the way we sponsor big progress, big initiatives is really to get more business to generate leads. And that's one or two depending on how many, what the target is. So leads is, is, is, um, for sample marketing qualified leads or sales marked qualified leads. It's just a contact. It's just, uh, getting, uh, on the, on, on those events, uh, enough, uh, conversations with potential clients. Um, and for network partners is really, uh, sometimes it's really, it's basically the same because they are, um, there are two big, again, distinct, I think our ecosystem in 2 big groups. Or you have to corporates and you have to start at this one enterprises. So if you look at the network partners, they're more focused on the small enterprises. And if you look at the business partners are already focused on our clients and the corporates. So because they are, um, focused on the, on the corporates, they are during the jury and they, they have a big presence on the submits and network partners are already focused on startups and small enterprises. So they're already

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involved in this class of 2020 in the SUA, for example, the scale of academies. So yeah, you can really distinct dose two I think a little bit. Um, and that's why there's a different proposition towards another partners in the business partners. And if them is really about lead generation, getting the right contacts and knowing our innovators and get generated sales out of it in the end of course, um, they want to position themselves on our, on our innovtive, on our program. So, for example, the two law firms, Stipp, and cms, um, it's a law firm, uh, but they really want to partner up with us because they want to be seen as innovative law firm and or other companies like Oracle, Microsoft and Google, there are, they really want to be seen as the most innovative tech player in the ecosystem. So, and we can help them with the positioning.

Chong (17:03):

It's like a, um, uh, I don't know if I understand right. It's like they want to kind of branding themselves like really innovative, like really pioneering the industry and

Interviewee (17:15):

Brand positioning and lead generation. So it's a sales target, but also Brent Brent positioning. Yeah.

Chong (17:23):

Okay. So, so in this way, they, if they're drawn our program because our program is kind of like really innovative, really, that kind of thing. So

Interviewee (17:33):

the biggest innovation program or one of the biggest, so if you look at the entire, uh, ecosystem and initiatives in there, um, and we do see the same companies popping up. Yeah. Partnering those kinds of programs. So, yeah.

Chong (17:54):

Um, so I would say like this kind of like a, um, brand image is what we can bring to those, uh, partners is like the value we can give to them. Yeah. Okay. Okay. Yeah. And, uh, um, do you think, like you just mentioned, those kinds of values, those, uh, partners want from us to think for our branding. We have achieved that image already. If you look to now BTA branding,

Interviewee (18:23):

uh, I think we, we really, uh, people see us as, um, uh, yeah, it's, it's a, it's a hard question to answer

because, um, our pro, it's, I'm not sure if it's a branding or like people know, of course, uh, the innovation awards and they now know the BTA and no, it's, it's uh, well that did not change, uh, no big parts, parts of it, but we changed the chords of the brand. So they still see us as a big innovation competition as a big innovation program. Um, and if you, well, if you know the story, I'm not sure if everyone knows the story behind it. BTA story and why we choose to go to that. Um, I think we made it quite clear when we started with the rebranding and we introduced a new brands. I think it was one of the main messages why we choose to, uh, to call it BTA. So, yeah, I think, I think people are still aware, um, and uh, see BTA as a innovative brand. Um, but that's, yeah, that's just a guess because I feel people know, uh, know now that that innovation works and BTA is the same and we stick with, uh, the same. Uh, we, we're, yeah, we're sticking with the same program. So, um,

Chong (19:55):

Um, yeah, maybe, uh, it's like, uh, maybe do have, have you ever heard any like negative feedback about the branding from the partners? Like they say blue triple words. There is no in innovation in the name anymore, then maybe, I don't know what Bluetooth award is. This kind of like feedback. Have you ever heard of it?

Interviewee (20:20):

No, I never heard of it because I think people are quite hesitant to give negative feedback. So probably only heard positive feedback, but yeah, same reason. But I still think people know that Accenture changed to BTA. I think they still see it as innovative programming and brand as it is as my, at least what I think. But that's a sh assumption. Okay.

Chong (20:50):

Okay. Okay. Yeah. Maybe we go back a bit about the branding part, so now about the partnerships but really nice story.

Interviewee (21:00):

Yeah.

Chong (21:01):

Yeah. It's, it's actually very important for me as well for the brand book rebranding because uh, uh, problem I found is way didn't really, uh, reflect the other stakeholders needs in the branding process. I mean [inaudible]

Interviewee (21:17):

and making brands where you say Bluetooth ports X RTL what we did with the finals and really make it easy to evolve because we really want to open up the program and BTA really, it's not only Accenture but it's other partners joining would make a brand where those stakeholders are visible as well. Yeah. You guys really make sense in the brands.

Chong (21:38):

It's like a something what other, uh, companies may did before, like those co-branding, you know, it's like, for example, [inaudible]

Interviewee (21:50):

yeah. For summit . So it's essentially Accenture innovation summits, um, powered by Oracle, Microsoft and all the, all kinds of companies. So BTA is really, uh, not only Accenture organizing it. So it's really the, well, and it's, it's something we really want. We, uh, are trying to, um, um, achieve in upcoming years. Uh, so really create a, maybe a board structure with more companies and I'm only Accenture funding the program. So we thought of different funding, um, opportunities, uh, with more partners involved because now, uh, Bart has already focused on the summit on the finals day. Um, but yeah, if we can in upcoming years create a new organization structure with five, six boards, uh, organizations, and then you really need a brand that, uh, helps with or it's these shows that it's a joint effort.

Chong (23:01):

Yeah, definitely. I mean like in the brand book, we can make something like a template where we can add a partner logo in it so we can show it.

Interviewee (23:10):

I think SUA we has already, uh, we can see that we already do that. So it's good monkeys or to get away.

Chong (23:18):

Yeah, I saw that. Like [inaudible] in the middle. Yeah. Yeah. Yeah. So, yeah. I'm also thinking about the similar thing in the new brand book and maybe some questions about the Brandbook itself. Have you ever seen it or used it before?

Interviewee (23:34):

Definitely. Yeah. Yeah. When we, uh, well, when Jeanine introduced the brandbook I really, uh, uh, I'm not sure that I hadn't, didn't read every page, but I went through the entire deck. Um, so yeah, and I, I, yeah, I use, uh, the colors. Uh, of course in

all the PowerPoints I make, most of the time it's PowerPoint file, uh, uh, when I deliver something. So I really use all the breadth. Uh, well, most of the time it's supplies. Yeah. It's power points. I don't use word or other files that much. Um, but I always go to, uh, to, to templates.

Chong (24:20):

Do you think that is useful? Like the brand book? I mean, I don't mean the template of the PowerPoint. I mean the, the brand book itself, when you're using it, do you think it's useful or do you miss any information? Do you think there's any part that need to be added?

Interviewee (24:35):

Yeah, I don't work them because I only work with PowerPoint and I've read lots of PowerPoints. If I communicate to partners or always create a deck, uh, with the PowerPoint templates, so I don't have to use, I noticed there's a Brand book and I went through it when we received it, but because I don't use it that much, um, yeah, I don't go or I don't use it. I don't use it that much because I don't need to create, that is not something I do regularly and I have to go back to with what I, uh, what I need to, of course I go, I go to the, into of brand book internet and see what other design elements.

Chong (25:21):

Mm Hmm. Okay. Okay. Uh, so now you are like usually you work with a PPT template, right? You'll just use a template. So you don't need to go back to the bread book. Okay. Yeah. Okay. Uh, and maybe, uh,

Interviewee (25:38):

but it's, it's something we, it's really good to have and that's what I mentioned already before because there's a clear strategy behind there. There are, there are clear elements. Uh, everything is in there. Um, is very helpful that we get all those materials from the communications team. Um, so yeah, that's, that's why I really like that we have this fully integrated strategy plus all the elements raising from the strategy. Okay.

Chong (26:11):

And what are things is a brand book is used for like, except for what you just said,

Interviewee (26:16):

I feel pretty useful for the market communications team of course, because there are quite so many changes. Yeah. If you look at the team, so Jeanine knows all the elements because if you

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look at Accenture and our brand strategy, so if you look at the organization level, um, Accenture has extended a brand space that Accenture.com. So every, um, everything you may, if you look at, um, uh, like event branding, um, I always go, uh, go to brand space of attention to come to look at the design elements. Um, uh, and then, uh, if I need to brief, uh, an agency always, uh, well I can send them, uh, those, those materials, they've got those guidelines. So for BTA, BTA program, they already make sense to have it and uh, well if you want, if he has to brief an agency or that there is a clear vision and brand book. So, uh, I think, yeah, I don't use it that much, but for agency, for Marcom team, it makes sense to have it.

Chong (27:18):

Um, I mean like it's kind of like the, not only as a brand elements but also the story behind the brand.

Interviewee (27:25):

Yeah. Yeah. I'm not sure if it's in there actually the story behind it. I know the story, but the book is really about all the elements and how to use it. Um, but it makes sense to include in the story and why we chose to use those elements. And these for an agency, I think it makes sense. Then they get the story, they get the why tulips that sometimes even colors and you can change some things.

Chong (27:52):

Do you mean like as an external creative agency like,

Interviewee (27:56):

yeah, for example, interactive, ummm internal, but sometimes we use other agencies. I think, um, if you look at, um, how we, uh, brief agencies, uh, for particular events when they, uh, when we don't have enough, uh, internal people to help us, uh, we go to an agency. So there are approved agencies like Fitzroy and also, um, our, our website agency, they need to know, uh, how we use the brands.

Chong (28:26):

Mm. Yeah. Okay. And, uh, then some questions about, uh, like, uh, um, I'm researching on one topic called leading principal. So leading principal is actually the, uh, kind of like brand identity or brand image of BTA. So, uh, that's a topic I need to figure out. So maybe, uh, uh, could you imagine if BTA was a person, what kind of person who would

be like,

Interviewee (28:57):

uh, ha? Uh, that's a good question. Uh, I, I, for me, it's a very dynamic person kind of very quickly, uh, that is really like flexible and, and, um, I really hope that this person can be a little bit more playful. So I really see this person still as, as, um, uh, a little bit like with a corporate mindset. And I think this person needs to just a little bit to, uh, to a more playful startup kind of mindset. So it's, it's still, uh, yeah, I stuck like, I don't know how to say it in English. It's still a, exactly, I would say a corporate version or a really business-driven person.

Chong (29:54):

It's like he has two sides that like Tabo side, one side, he's very played for his like really

Interviewee (30:01):

it needs to be, it needs to be more playful because I think all the brand elements are already playful. But in terms of how we communicate, how this person communicates and convinces and, and interacts with this audience, I think we can be a little more playful. But if you look at, uh, how corporates communicate is always very strict and, and corporate kind of style. And if you look at how, for example, the next web communicates is really playful already out there and that I think we can, um, we should be like to be somewhere in the middle. And I really like how the next web communicates. Um, and it's really young and fresh and, and playful. We are still a little bit, uh, our bread is still because of course we are, uh, Accenture is the main organizer. Um, it's still, uh, too too business. Yeah. I think, I'm not sure how I had to say it.

Chong (31:05):

Yeah, I get what do you mean it's kind of cool where a bit like really formal reserved, and form a forum. Yeah. Yeah. But like which channel you feel like really like really business style, really formal?

Interviewee (31:21):

yeah, we can, we can definitely be. And I think we are now using Instagram more often. And of course Facebook and LinkedIn is the main channel. I think. Um, there's, there's, there's room I think to be a little bit more informal. We were trying that and we were at making a big step with the change of Brand and with all the colors. And the dynamics, um, in there, uh, but still in a way, the language in a way we talk and communicate.

Chong (31:51):

Do you mean it's like more like a tone of voice. Yeah. Okay. Okay. And, um, our, uh, um, Interviewee (32:02):

this person is really organized. Maybe that's also a character characteristic of this book. It's really organized and, and uh, and, and formal and um, Chong (32:18):

Yeah. Okay. You also just mentioned the one brand called the next web. Yep. Yeah. So you think like the vibe of the next away is really fit with what we want to have that image.

Interviewee (32:33):

Definitely. They're really playful. So they, um, they're really focused on tech startups, tech companies in broader perspective actually. So not only starters, also corporates, but, uh, lots of, uh, small enterprisers. Um, and, and I think in recent years, also lots of corporates are joining their conference and, uh, everyone is, is, uh, if you look at the tech ecosystem is aware of this big, uh, conference and their, uh, their services, they started with a media block. Um, so now today, uh, that all kinds of services and looking at there are still, you can still advertise on their channels but it's uh, it's, it's a big conference. It's uh, a corporate startup connect servers. So they have all kinds of purpose and they really are, uh, yeah, energetic and I think we are, we are trying that but are still not there because we have the legacy of being part of Accenture and if he can make the shifts or to move a little bit towards that kind of, I think that the brands and all the elements in their brand strategy are really energetic and playful and fun.

Chong (33:57):

Where do you think we can still improve on to make it more playful? Like which element or which channel or which channel maybe on

Interviewee (34:11):

if you look at, we still need to use LinkedIn I think as our main channel because all our stakeholders are on LinkedIn. Instagram is, is for a different purpose. So it's more event. It's, if you look at Twitter, Instagram is more on a day itself. It's, it's, it's I think, yeah, fine channel to use it alone. And not on Instagram and on Twitter, but I know you can use it. And I think if you, uh, have to make it, uh, uh, if you had to choose between Facebook or linked in, of course LinkedIn is a better channel. I think if you look at their audience, they are warm

LinkedIn. And so, and I think we did that this year already to focus really almost that channel. So Chong (35:01):

yeah,

Interviewee (35:03):

Facebook is really more of a, uh, you really use it. I use it for private purposes, but for business purposes, yeah, definitely. So yeah, I think we should really focus on, on, on LinkedIn.

Chong (35:16):

And now if you look to our LinkedIn page, do you think it's like we're all born? I think so, yeah. Yeah. But if, do you have any like random idea or anything?

Interviewee (35:29):

You can make it more limited because it's really about the message. So it was really about the content and the tone of voice as you mentioned. So that's I think what you can change. Yeah. In terms of maybe we can change the better and anything better, I'm not sure. Because we have, of course, a logo, the icon, I'm not sure what, what kind of banner we use and, and I think we're trying to use lots of visual elements and videos and engineers engineer's really good at trying to keep it short and, and Chris. Um, but yeah, that's, I think we moved into, we already moving into the right direction. Okay. Okay. Okay. Okay.

Chong (36:11):

Oh, okay. Uh, Oh, and the one question, maybe the last question is, I copied now 20 words from the current brand book. Uh, I will send you as a list on teams.

Interviewee (36:27):

So in the chat.?

Interviewee (36:34):

maybe one minute. Okay.

Interviewee (36:50):

Okay. I say no, it's 20 words. Yeah, almost. Yeah.

Chong (36:59):

Yeah. Uh, so what we need is two fancy three words, which you think, uh, fit really fit with Bluetooth rewards the most fit with BTA? Three words.

Interviewee (37:15):

Yeah. For me, it's of course it's a, it's an innovative and I really want to, uh, energetic and we should move into a more energetic brands. And I think if you look at the last, if you look at all our visuals there are so nice. They're so cool. And then, um,

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only events really, um, people are like amazed and, and uh, and I always get like positive reactions when we send out materials. And emails are a lot of really looking, uh, with all the banner are really, really looking nice. So I always get positive feedback on that. Um, but it really is, it's not about the visuals, it's more about the texts, about the tone of voice. So if you can create a more energetic tone of voice in the future, I think could really focus on that. Um, but for now the three words are enough to, um, really bold, bold, energetic, and often for me are the ones that are at just take out. Okay.

Chong (38:29):

So this rewards is like the word you choose for the ideal? Yeah. Nice. Nice. Yeah, that's what I mean. Great. And yeah, I get what you, uh, choose. Uh, innovative, energetic. There's two, I get it, but for the bold, because for me this word is a bit not really clear. What is bold for you?

Interviewee (38:50):

Bull is less formal, less informal, informal people that sometimes a little bit, little bit, uh, uh, out of the box.

Chong (39:00):

Okay. Okay. So, uh, can I switch this boat into out of the box here? Yeah, yeah, yeah. I think that, um, is a more closer to what you mean? Yeah. Yeah.

Okay. Uh,

Interviewee (39:16):

and, and, and, and we should sometimes stay more, more risk maybe. Yeah. There's also the bold. So if you look at started in the getup and have to grow is to take risks, um, and sometimes we can do that as well. So be a little bit bold, take more risks, take risks and, and uh, yeah, be less, always be corrected of course but maybe less informal, less formal.

Chong (39:41):

Okay. What do you think of like kind of like a, if way brand ourselves blue triple words. Also like a startup. Like the same way our users also have some startup feeling. Yeah. Uh,

Interviewee (39:54):

of course big corporates are also, we run to partner up with all kinds of company, so it should be in the middle. Um, but now we are still, we still have the Accenture formal, uh, like sticker sort of, or how to say it. Yeah. We still have people

thinking of BTA as, uh, as Accenture and we can really move away from that a little bit more. Okay. Okay.

Chong (40:26):

Um, and uh, amount these 20 words, do you have maybe one or two words which you think is totally not BTA?

Interviewee (40:35):

Let's go. Yeah. I don't see it anymore. Is it? Maybe it's in our personal, yeah. Um, not loads reports

Chong (41:06):

or if you, you don't find a, if you think all of them are okay, then it's no problem. Of course. I mean it's just like if you find anyone,

Interviewee (41:24):

I don't know, there's no active vibes. I mentioned I had the fifth dimensional is something, I don't know how to use dimension, maybe the dynamics but that's the same for me as vibrant or more, um, I'm not sure what you mean with dimensionals.

Chong (41:52):

Yeah. Like a dimension though is can, uh, I think it's, this one is more for the visual elements. Like they shouldn't be only one level, but should be more levels

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Chong (00:00):
How long have you been working for Blue Tulip Awards?

Interviewee 2 (00:00):
One year of four months. And then part of it was the Accenture innovation awards and the BTA itself. It was I think three months officially, but then some months prior to that. It was also concerning the rebranding of course.

Chong (00:22):
And maybe what is your role at the beginning when you first joined Accenture innovation awards and then did your role, has any changes after that?

Interviewee 2 (00:33):
Yes, in the beginning when I started with Accenture innovation awards I was a copywriter, but it was mainly doing interviews, rewriting content articles and things like that. And then when I think after three or four months I was more responsible for the content planning and more event communication strategies. And then actually my internship would have been over. But then they started to think about a rebranding and AIA to the BTA. And it was a super big and interesting project. And I really liked to see in projects a disconnection of all different teams working on one creative project. So we were working with a web development team and app development team and design team video crews. So a lot of different creative people with their own expertise. And my role in that process was more project management, all these different people and guiding them towards the same goal, which was to go live with the BTA.

Chong (01:50):
Yeah. Yeah. Can I say like, you lead the rebranding process or is that you or Jochem or someone else?

Interviewee 2 (01:57):
That's changed and I would say I would, I was assisting him in like, doing more to practical organizational work.

Chong (02:09):
Okay. Okay. Okay. Okay. but I'm also curious like how this rebranding started, like who found the problem like the first, maybe first, what is the problem, you think, why we, why we do the rebranding?

Interviewee 2 (02:23):

The Accenture innovation awards existed for 12 years, so we had 12 additions of the competition. And I think every single year we were improving the program. So in the first year we started winning competition in the Accenture Amsterdam office on the top floor. And it contained with, I think, only 20 people. I was not there, but what I heard, it was around I think 30 people competing in the innovation awards. And then every year it grew bigger new ideas new venues. We hosted the, the event, but actually also because we worked with a lot of interns that changed every six to eight months. The, the branding also changed all the time because new interns came with a new style, like more design interacts with a new style or a new idea about the brand. So that actually also always change. And then now you also see that in big companies like Accenture there are a lot of things discussed top-down kind of. So this is also a decision that has been made more with Irene country managing director and Jochem. And of course it was first idea just to program since we, we want to keep that growing line of growing the program. And he believed that this was the next step to make the program bigger.

Chong (03:58):
So like I would say it's like first the Jochem idea and he got approval from you thing. Yeah, exactly. Yeah. Okay. Yes. Yeah, that makes sense. And do you think he, like how he came up with the idea is like, from a research, he did some research with partners with innovators, or he just like, kind of like he just came up with idea.

Interviewee 2 (04:27):
I am not sure if he really did research or how came up, which I do, but what I do know is that there exists a certain tendency within a market to foster collaboration and to really create an ecosystem. I think if you work at Accenture and especially in innovation awards, BTA, you do know the word ecosystem, which really means bringing all the different parties together, creating greater things. So that tendency already existed, but you also see more and more in the market that different companies or organizations work together to, to get or make something even bigger or better or nicer. So I think that's a trend that he followed. Because also with changing from the innovation awards to the BTA we are opening up for more collaboration and more partnerships because it's

not the Accenture innovation awards anymore. It's BTA and everyone can participate.

Chong (05:33):
So you feel like you would say like the Accenture, if we have Accenture in our branding, I will kind of like limit our image from being bigger.

Interviewee 2 (05:47):
Maybe not the image, but more the collaborations. So you can imagine that for example, another big organization, if they want to invest in a competition program, they also want their support to be as big as you can imagine. If, for example, Accenture and another Brand both invest 100,000 euros, they want to be equal. So they would also want to be in the name, for example. So once you pull Accenture out of the name, you can create an equality for all the companies that are investing in a program. Okay, okay. Okay. And the more investments, the bigger and better program in the end.

Chong (06:31):
So Accenture is not the only founding partner of Bluetooth awards. Sorry. Accenture is not the only funding partner of BTA.

Interviewee 2 (06:42):
It's the only founding partner. But we do create a lot of partnerships. So for example, I'm not sure how it's organized right now by the way, because I haven't been involved in a bill to liberal arts for quite some months. Um but up to I left, which was in the seminar 2019 we had ecosystem partnerships and these ecosystem partners were the biggest partners and invested quite a considerable amount into the program. If we want to make people invest a big amount or even bigger than what they invested before, they also want more publicity, more, they want their name everywhere. And that's more difficult if Accenture is in the name of the program because then Accenture will always be the main partner. That's still the case because they will program is still hosted by Accenture, but it opens up for more partnerships and collaborations with other companies. Okay.

Chong (07:42):
Like why you choose the name BTA? Cause for me it feels kind of like a linking with the country Netherlands because tulip is a symbol of the Netherlands. So what do you think of the name?

Interviewee 2 (08:02):

The name existed? Because every year, I think for the full 12 years, if you win the innovation competition, you receive a blue Tulip. And why blue tulip because I'm in the Netherlands. We are indeed famous for our tulips. And then you can breed every single color to live. You can imagine, you can breed so you can breed pink to lips, horns to lips purple to lifts. The only color you cannot breed is a blue tulip. It is how do you save an infinite process of finding that blue tulip so you have innovating to breed a blue to look. And it didn't, we didn't find the innovation yet. So that's kind the story you also want to bring to innovation, like finitely innovate. So that's the story. And then of course also Tulip because we want to be the, yeah, not the best, but I mean the one of the biggest innovation competitions in the Netherlands.

Chong (09:16):
Hmm. Okay. And I also said also say the, in Accenture innovation award, the idea, we also have like a tulip shape.

Interviewee 2 (09:26):
Yeah, exactly. Since because of that, that story always existed, already introduced that because we already had that story. We didn't, we did want to keep some consistency pre.

Chong (09:40):
Okay. Okay. Yep. And in the rebranding process yeah. Yeah. Like you said, Jochem was in charge of this, but what has the role of the other stakeholders, like you also, you also drawn, right? I know, I want to know like what is the role of the designer when it's a row off the external party and what they did at that time.

Interviewee 2 (10:04):
Okay. so we had, first of all, we had an animation agency and the idea was actually that they would create our logo however do work the other way around because they were an animation agency. They created an animation. So that was the video you probably also saw when we went live. You see the two lip flashing with a lot of different backgrounds that also represented the themes. So they actually went at animation. They kind of already defined some of the brand rules. So, for example, the shape of the to look was to find a new positioning of the tulip in all the visuals too. So centered with visual but also for example, the dynamics of the brand so that you could

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use that to live in different colors with different backgrounds, with different textures. So they already established those rules.

Interviewee 2 (11:06):

And then or they also created I think a set of eight different logos which was the idea to use them interchangeably. So that's what we did with the design team. Then we also had an app development team. They were there to create a, my BTA app. This application was more for innovations that registered to the competition but in this application I think they could see their progress and their profile all in this application. And also do jury members had to application to vote that we had to web developers, team. And they mainly just adjusted the full website to the bta. So they change some text. They also simplified the, the, the content on there, they changed the branding. And I think we also had a video crew, but that was mainly to shoot one video in which using the country managing director, she introduced to change to the BTA. So I think those are all the external parties we worked with,

Chong (12:21):

For the brand book, who made the brand book

Interviewee 2 (12:26):

That was nor okay. And I deal with stuff nor would work together with Accenture interactive to have some guidance on how to design the brand book. I think that only happened to a limited extent.

Chong (12:41):

Okay. and except for the brand book, but like some, I mean like some content ends up brand book, like the color, like the typographic who decides that part? Like I have a visual identity.

Interviewee 2 (12:57):

Sorry, can you repeat your question?

Chong (12:59):

Yeah, I mean like the color of our like our color palette and also the the, the type of graphic we use, those kinds of things. Who decide that?

Interviewee 2 (13:12):

The color palette was decided by grace. She was the does signing intern before? No. So that was when we first started thinking about the brand. Oh, grace. Also started with designing to brandbook. Excuse me, it was first grace and then North to go over. I'm so sorry I said that. No, no, it's okay.

Interviewee 2 (13:41):

So it's kind of like a, a first Grace kind of maybe made half part of it and then it hand over to Nora and North finished the brand book. It's a brand book. Yes. And the color palette was mean, was actually just invented by grace. And we just asked her like, okay, you know, what the brand stands for. She also wrote her theses about the sort of words brand, so she knew what the brand stood for. And then she was gonna relate this to the color palette. And then we checked it with the creative team to check it with degree. And then the creative team used these colors in the logo. SETI created.

Chong (14:25):

What do you mean by creative team?

Interviewee 2 (14:28):

That's the animation. No, no, sorry. From Accenture interactive.

Chong (14:36):

But, but, but do they create anything for us? You just said like they worked with Noor and they're only like, have really like a,

Interviewee 2 (14:44):

No, they're actually like three creative parties involved. So we have our design intern. So that was first Noor then? Or now you,

Chong (14:54):

Yep.

Interviewee 2 (14:55):

We have an animation team, so they really did the videos and the logos and then we have Accenture interactive and they guided us through the process. So they were kind of like a liaison, like a link between us and the animation team,

Chong (15:17):

Ah,

Interviewee 2 (15:18):

Specialists about design. So they sometimes gave us advice, they helped us get back to the

Chong (15:24):

Animation team. Okay. Okay. But like they didn't actually design anything for us. They are just like a coordinator between us and Oh, okay. Are we okay? Yeah, yeah, yeah, yeah. I get it.

Interviewee 2 (15:38):

I got a fella to Grace designed to color palette and then detective said, Oh, that's a good choice. I see your thinking, I understand your thinking, let's use that. And then we gave it to the animation team to create a look.

Chong (15:51):

Mm. So grace like made the color palette and it got approved by the Accenture interactive team. Okay. Yep. Okay. Positive. Okay. Okay. I've still done it, but they get okay. But at the end, like everything, all this stuff that grace made or the brand book nor made all those animations or the videos finally approved by Jochem, right. He's a person who say yes or no to everything. Yeah. Okay.

Interviewee 2 (16:22):

I know final package is also approved by Irene, but that's like the final, final, final thing.

Chong (16:31):

Okay. Okay. Okay. yes. And maybe one last question about re branding. How do you feel about the rebranding now? Like you like yourself in person, like a personal, like kind of like a, how do you feel about this? Do you think it's a success or not? Or do you like the style?

Interviewee 2 (16:53):

I really like the ideas that we have. I just believe that some of the ideas were stuck between theory and practice, kind of. So we did have ideas, but then some ideas just, we didn't put them into practice. I'm not sure where it went wrong.

Chong (17:12):

Hmm.

Interviewee 2 (17:14):

Because, for example, we have these eight different logos and I was to use them in a randomized manner across channels, across all events, all audiences, and to recreate this Google vibe, right? That if you have a specific day that the logo changes for example. And I do believe we are doing that, but I think we could have done it. I cannot judge for now, by the way, I'm more judging for the months that I was there. Yeah. I think we could have done it more consistent kind of, but that was because a lot of people just didn't know exactly how it worked in practice. So of course the idea is cool, but then how does it work, you know? Okay.

Chong (18:01):

Do maybe have any suggestions like how to use those eight logos more consistently as what you said?

Interviewee 2 (18:10):

I think what my suggestion was when I was still part of the team was to make some kind of instead of work. Do you know what I mean? If I say bullets, like the turning wheel kind of,

Chong (18:25):

No. Yeah, yeah. I know that from the brand book yeah.

Interviewee 2 (18:29):

Okay. Yeah. So I would make like a turning wheel with all the different logos separately on that wheel and kind of every week or every month just to put some consistency to it. Turn the wheel for one part would end up somewhere else. So you have a different logo of different channels, different events, different key core. It's like everything you can imagine. So that was kind of how I was imagining is to put some structure to it but make it seem to the audience that it was random.

Chong (19:04):

Mm. Okay. Okay. Yes. And maybe one more thing. I'm a bit curious like this changing logo ideas because it's like not like a really typical branding practice and how, like who are all maybe how come this idea come up?

Interviewee 2 (19:27):

I agree. In the beginning I was also super hesitant about the different logos. Especially if you talk to someone from a design design background. Because just for the record, I don't have a background in design. So I think it is a super big challenge and I think how it happens that we put into practice this idea is because we started with an animation. So didn't design a logo first. We designed an animation first and work with an animation team to create a logo, they don't think the logos they think in animations and animation. It's super interesting to show different logos because you don't want to make a 30 second video to show logo. So that they said, we use this animation as a basis and it's super cool and different. And bold for BTA, you keep on using this different logos. So we thought, okay, that's super cool. No one else is doing that. And also it's also a mindset thing, right? You can think if you have an idea like this that's crazy different and other companies are doing, you can think two things. You think, okay, that's too difficult. We're not going to do that. Or you think, okay, we will figure it out. It's cool. It sounds different. We want to be different. That's find a way to use it. And I think our team had the second mindset. Like it's, it's a big challenge, but let's see what we can do with it.

Chong (21:06):

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Okay. Mm. Okay. Okay. Yep. And maybe we can we continue with the second topic of this interview about the brand book itself? So yeah, which part you like the best?

Interviewee 2 (21:26):

That's a difficult one. Mmm. I'm also, I'm forgetting it now because I haven't seen it in quite some time.

Chong (21:35):

Ah, okay. Okay. Yeah. Or maybe, yeah, if you, it's, it's hard to answer this question. Maybe something like you really don't like, are you think it's still need to be improved because I think like it's always easier to remember something bad than something good.

Interviewee 2 (21:54):

That's true. I think if we get back to what I like best, it's kind of to bridge that between the brand story. So we really have a clear image of what we want the brand to feel like. So we want to be bold, we want to be dynamic, we want to be innovative, we want to be different, I think I liked that best that that thinking is it's really visible in the different lowers that we used. But then at the same time what I dislike most is also the complexity of the different logos. And from a branding perspective it just doesn't make sense. So actually what I like most is also what I like less. And I think it's mainly because we just don't know how to work with it.

Chong (22:38):

Yeah. I feel it's kind of like conflict over here is like some way like we want to be more dynamic, want to be more like changing fast, be to be rapid. And in the meantime we're also kind of like concern about that part. If we're changing too fast, the user cannot follow us.

Interviewee 2 (23:02):

Exactly. So I really think it's a cool idea but we don't have the capabilities to put this into practice.

Chong (23:12):

But what, what do you think we are missing? Like to reach that goal? Like, what kind of a capability do you need to work on?

Interviewee 2 (23:21):

I cannot judge for the current team. Yeah. But I missed, I have always missed a design professional. As part of the marketing team, that doesn't have to be the BTA marketing team. But I mean in general, the marketing team, someone

within Accenture that is an expert in design not necessarily because they didn't know what they were doing. They have always been super professional, so nothing against it, but they never had anyone to talk to. And I think you understand what it means.

Chong (23:56):

Yeah, yeah, yeah. I really understand. It's like kind of like different those interns that I have my style Noor has her style and grace has her style and if is there no one like above them to control all the design styles and the design styles, like changing per intern. Yeah. Yeah.

Interviewee 2 (24:15):

Also if you in that you created to, let's say, your manager. So in this case maybe Janine or Jochem or whoever they don't have a design background, so they say, I like this or I do not like this, but who cares if you like it, it needs to be correct. True design principle, you know what I mean? Yeah. You can totally, you cannot judge the quality of the design because liking or disliking is not objective. How do you say it? An objective evaluation of the design.

Chong (25:00):

Yeah, yeah, yeah. I totally yeah,

Interviewee 2 (25:05):

You, for example, could discuss things with, because you don't have a technical person that you could say, Hey, I don't know how to handle this. How would you do it?

Chong (25:16):

Yeah, yeah, exactly. Exactly how I feel. Yeah. But also in the meantime, why Accenture interactive doesn't join on this process. Like I, I've already heard someone said they need to pay for us or we need to pay for them, or, yeah, that's a,

Interviewee 2 (25:35):

That's one thing. So it was the idea that they would help us so more as friends and not necessarily as being part of it, but yet it's difficult. It's difficult. It was the idea that they would help us with some advice, again, advice, but not doing something for us but more giving advice. But then it never really happens. I'm not sure why.

Chong (25:58):

Yeah. Okay. Okay. Okay. Yeah. And Hm. Okay. I think for the brand book now is good. And then let's move to the third part of the interview is a leading principal that has just that. So so maybe

you, can you imagine like if BTA was a person, what kind of person he or she would be like?

Interviewee 2 (26:32):

Yeah, it would be more like a bold personality. So dynamic like kind of sparkling in a way, dynamic, a lot of things changing energetic and innovative of course with different ideas. Positive

Chong (26:59):

Also a bit bold maybe a bit Bold like, yeah, yeah, yeah, yeah. Can you maybe sync off like a one real person in the world, maybe a celebrity or maybe even someone in BTA team or like you name it? So, which represented route to liberal arts? Yeah, I mean, who fit those? All those qualities you just mentioned? M.

Interviewee 2 (27:35):

I think you see some of Jochem's, you know, ideas in the brand because of course he's bleeding it, but in like a bigger perspective, I'm not sure. Yeah. It could be like a big innovator, like I don't know, Elon Musk or Steve jobs that do a lot of different things, but I'm not sure if they're, they wouldn't really represent a BTA, I feel like.

Chong (28:03):

Alright. Alright. It's just kind of like as a vibe, it's really similar. Like if you think of the vibe of BTA and then you think of the wiper person, like if they fit with each other or on, yeah. It's okay if you don't have idea.

Interviewee 2 (28:18):

Well, I'm just thinking about it. Sorry. Yeah, no problem.

Chong (28:30):

Or maybe,

Interviewee 2 (28:33):

But I can think about it more if you need an answer to it.

Chong (28:38):

Yeah, I mean like this is just to like a kind of a warm-up. If you don't have any questions, we can move on to the next one. So it's not really important to really have a person to be honest. It's just like how help you to think about BTA, kind of get the vibe, get a feeling. So if you already, yeah, kind of like think about that. It's so it's okay.

Interviewee 2 (29:02):

I have an imaginary person in my head, which is not a well known person.

Chong (29:08):

Oh, Oh, Oh, Oh yeah, yeah, yeah. It's fine. Like you

can just keep that person, that image in your heart and I gave later questions. You can kind of, if you have no idea, you could just refer to that person. Yeah, yeah, yeah. And the next one is like if you look to other brands, I mean maybe outside of the segments of innovation awards, like all the other big brands. For example, Heineken can cook Coca-Cola or, yeah, like all those brands. Which one you think fit with the vibe?

Interviewee 2 (29:51):

I think it would be, you'll have different programs that are kind of a similar vibe. So for example, you have to next web, which I would kind of feel the same kind of energy with. Then I'm also thinking like glued to liberal arts one wants to be also a bit playful. That's one of the words I missed. And you also have some start ups that kind of also radiate that same vibe. So I was on it's, how's it called in English, like a trading platform or stocks. It's called bux, so B U X. And it's a trading platform and it's, it also radiates like energy, positive energy a bit bold a bit different, a bit of playful. So I think branding wise they make a serious topic into a fun topic.

Interviewee 2 (30:57):

That's maybe a brand that I would kind of consider.

Chong (31:02):

So yeah. Yeah. Okay. So you kind of like say our, like BTA is also kind of make a serious topic into a playful way to show it in a playful way. Okay.

Interviewee 2 (31:17):

I know we did trends, innovation trends that happen nowadays.

Chong (31:27):

And you would just mention like some startups, you also think that also fit with every image. How do you think if we also align, maybe it's a random idea of me, it's kind of like we made our Bluetooth ports also kind of like a startup. We also have some start-up feelings. You're like this or what do you think of this?

Interviewee 2 (31:47):

I really think it's kind of a startup because you have small teams and people that are responsible, like a small amount of people that are responsible for a big part of the program. So I believe it has like a startup atmosphere.

Chong (32:03):

Hmm. Okay. and could you maybe use no, no. Yeah, I found 20 words from the current brand

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book, which describe BTA as a brand. And I will send this 20 words to you now. Yeah. So wait

Speaker 3 (32:22):

One minute. Yes.

Chong (32:41):

So did you ever received it? Yes. See the,

Interviewee 2 (32:51):

Oh wait, you send it in email? Yeah,

Chong (32:54):

No, no. It's Microsoft teams. I can send you two emails. Oh, sorry. Okay. No problem. Then from this 20 words maybe could you help me to Slack, select a three words from tiny words? Yeah. Three words, which you think would really fit with BTA.

Interviewee 2 (33:20):

So innovative for sure.

Speaker 3 (33:22):

Yeah. And then

Interviewee 2 (33:30):

Energetic and energetic and bold

Chong (33:43):

Okay. Maybe could you explain why you choose this way? Why innovate, innovate, why energetic and why bold?

Interviewee 2 (33:53):

And not because it's kind of the main word in the whole brand. So we want our brand into innovative, but also the program is about innovation. So that's the main thing we want to illustrate through our brand. Then I said energetic. You're mainly asking to link these words to the brand, right? Yeah. Yeah. Okay. So energetic. I think more about the color that we're using. And also how we're always trying to put a logo on a different background with a different vibe. And it's always changing and also always energetic. And so it's not formal. It's more playful and fun. And then bold. I think it's also concerned more to what we're trying to communicate more with our brands. So we want to be out there. I think that's still a bit of a challenge that we can be more bold than we are right now. Because we are kind of a startup, we are hosted by Accenture, but still we can do our own thing and I think we can make more use of it. But it is an important part of the brand.

Speaker 3 (35:10):

Mmm.

Chong (35:11):

Sorry, I'm not really clear about the Bold because this word sounds to me, for me it's kind of like really vague. You, you just mentioned like maybe can you explain more on this? Sorry.

Interviewee 2 (35:25):

No, of course. So bold. I see it as being different, being out there, being how do see that being different in an energetic way? Kind of in an Hey, here I am and I have just to see kind of so in our brand we try to show that also in our communications. So that can be on social media or an email communications or just how we portray the brands just be different. I think it's already a super bold and you're bold decision to say, okay, we're going to use eight different logos randomly. Okay. So I think for making bold decisions as different and unique. Yeah. Yeah. Okay.

Chong (36:16):

So this three words, I would kind of like say innovative is like refer to what we are doing should be is kind of like, we are a innovation awards, so we need to be innovative and energetic is more more like a visual or how to say like visual wise or branding wise, we need to to be more like dynamic over here. And then the boat, what you suggested is like more communication wise. We should be more unique. More special. Yeah.

Interviewee 2 (36:55):

Different logos is also quite bold too.

Chong (36:58):

Yeah. Okay. Okay. Okay. Yeah, yeah, I got it to me. Yeah. Okay. And also in these 20 words do you, can you find any word or you feel like it is totally not BTA? It should be excluded from the branding?

Speaker 3 (37:25):

Mmm,

Interviewee 2 (37:28):

Maybe intuitive.

Chong (37:31):

Intuitive. Okay.

Interviewee 2 (37:33):

I don't think the brand comes naturally, if you know what I mean. I think you really have to understand the brand. It's not that if you see it, you understand it.

Chong (37:45):

Oh, why, why, why, why you say this?

Interviewee 2 (37:49):

Yeah. I get back again to the different logos that we have. I think our brand needs an explanation. Does that make sense?

Chong (37:59):

Okay. Yeah, yeah, yeah. Need explanation. I will write down. Okay. And any like as a words you feel, not really BTA?

Interviewee 2 (38:21):

Well, I think it's only that one and simple. I'm a bit doubtful because I don't think the breadth is simple, but we want to be simple. We don't want to be I think that's it. That's a 50, 50. Okay.

Chong (38:42):

Okay. Thank you very much. It's really helpful. And one last question is, do you have any expectations about next year or even like three year, five year BTA?

Interviewee 2 (38:57):

Branding-Wise, or...?

Chong (39:00):

You can say both branding or the practice or are there other things?

Interviewee 2 (39:06):

Okay. so for the program itself, I hope in three to five years we have bigger collaborations with other organizations. So we can just make, actually just have more investments, more capabilities to make the program bigger and better. And in numbers, but also just in value that we create. And for the brand. I really hope we will have someone that that will bring some consistency in the branding that we use every year kind of. So we do know where we are headed now. It's kind of like, okay, with one intern we kind of know what we are doing, but after that interchanges we have no idea again. And that's difficult for the intern. That's difficult for the brand. That's difficult for the team. So I think that's something I would like to see change.

Speaker 4 (40:13):

Okay.

Chong (40:17):

Is there anything else you want to or maybe about the interview or about anything else you'd like to make sure.

Interviewee 2 (40:33):

Not really. The only thing I want to share with you is that I really get, because now I said some more negative things about how did the designing process is structured, but always when I see

something online what's like visual society and everything, I think it always looks super cool. So that's something I just want to add to a group of positive notes to everything I've said.

Chong (41:02):

Okay. Okay. Thank you. Yeah. yes, I think yeah already learned a lot from you through this interview, so thank you very, very much. It's all very useful, valuable, helpful information. Yeah. And yeah, I will work on the brand book and I will like to know the outcome. If I finish the design, I will definitely send it to you. Yeah. Will,

Interviewee 2 (41:28):

Let's do it. Let me know if you have any more questions or if you're transcribing, you think, Oh, I

Chong (41:34):

Don't understand what she meant here. Just ask me again. Yeah, yeah, yeah, yeah. Okay. I will if I have any questions, I will send you an email or on teams. Yeah, yeah, please do. Thank you very much. Or later, if you are seeing some more things, you, you're just like them to talk to me. I just came up with the idea about branding what you were saying. You can just talk to me. Yeah. Okay. Interesting. Until when are you at Accenture? I will my now for now, my contractor is to the end of July. Okay. Yeah, yeah, yeah. See you hopefully at central office before I leave. Good luck with your teases. Thank you. Thank you, Nina.

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C:
Ok, I'd like to first introduce a bit about Ok, my first question is, how long have you been working for blue tulip awards?

A:
9 months

C:
Could do give me a short introduction about the previous AIA?

A:
I know AIA is part of marketing of Accenture nl. In previous year, AIA 19 has the same 8 themes as we have this year.
And as far as I know, the number of participants are higher than this year since the previous brand is better known.

C:
How do you know last year's program is better known than BTA?

A:
Actually during scouting of BTA, the scouting team when they scout and said we are calling from Accenture innovation awards.

C:
Do you mean even after we rebranded, we still call ourselves AIA sometimes?

A:
Well, as the marketing team we call BTA. However we cannot control everyone in the big team...

C:
Ok, if you compare AIA and BTA, branding wise, which one you prefer?

A:
Branding wise, BTA I prefer better. Since AIA is a little bit old branding, in terms of style, it is very popular at that time but that was long time ago. And the colors were very limited, particularly only blue, black and white.

C:

But also in the meantime, there's also other company's who has only one identity color. The reason of doing this is that they want to stress the image of their brand. Otherwise people might get distracted from so many different colors... what do you think of this?

A:

In this case you need to have a flat design I think. If you look into some visuals last year (AIA), you can see there's both very bold, bright Accenture font together with thin, light AIA font together in one visual which I think is very confusing...

Chong (00:00):
You already mentioned there are some problem about AIA branding, you said about the letter, like the font. You have two kinds of fonts. Uh, you also said like the branding is a bit old fashioned. Uh, do you have, do you find any other problems or difficulties pops out at that time in the branding?
Interviewee (00:21):
Well, I'm talking from my personal, uh, taste. Yeah, since I was not working. Well for me. Um, the problem with, I think actually the same as problem with BTA branding that it doesn't really feel innovative. It's pretty simplistic and uh, use, um, uh, clean color. That's what I think.

Chong (00:51):
Sorry, can you explain more "clean"?
Interviewee (00:54):
Yeah. Like, uh, yeah, clean. It's pretty clean and simple, but when you think about innovation, you think about destruction. You think about changing the world. So I would like think more about something bold and big, bright, and different shapes rather than just simple, you know, like things tulip.

Chong (01:17):
Oh, okay.
Chong (01:21):
Um, yes. Okay. And about the rebranding, what do you think is the biggest reason behind the rebranding? Could you think of? Yeah. Yeah. Anything.

Interviewee (01:31):
Well, I think that, um, I see it says in our brand book that the main reason for a branding was that,

uh, um, Accenture is no longer the only founding partner of the blue tulip awards. Uh, that's, uh, Oh, we needed to go away from Accenture. Uh, and they called it bta awards because Bluetooth is, uh, has, isn't, that has never existed. So it's something innovative and that's how they linked it.

Chong (02:03):
Hm. Okay. Okay. Um, but apart from that, do you know any other reasons? Maybe something like, uh, you know, more real reasons?

Interviewee (02:15):
It's a sprint? The real reason that, um, the idea was to work with more partners, right. And to have more founding partners, uh, who invest money and then having on the Accenture in the name, which I think we've made to conflict of interests.

Chong (02:42):
This is from uh, uh, whom? Is from marketing and management management team or?

Interviewee (02:50):
Decision? Yeah, definitely. Um, from, um, usually the management team of the BTA has to up with an idea and then presented to Accenture, the Netherlands team, like leading team for it to be approved. So I think it's most collaboration,
Chong (03:12):

um, but who found this problem as a beginning who found like, uh, uh, the partnership team is growing bigger, there's more funding partners who found this problem?

Interviewee (03:23):
To be honest, I don't think I can answer this question.

Chong (03:27):
Okay? Yeah, yeah, yeah, no problem. Uh, yes. And uh, uh, that was a question. Uh, do you think they did any research at that time to do the rebrand?

Interviewee (03:43):
I think so. Um, in terms of selecting the new fonts and the design, um, I've seen at least during the, uh, in our go life a ppt that the transition when it was taking place, they were researching different possibilities and proposing them to the men to empty.

Chong (04:08):
Um, but I mean, the research like kind of, uh, uh, interviews with our, uh, innovators interview with the other partners, like involve most stakeholders, that kind of interview.

Interviewee (04:23):

I don't really think so, to be honest. I think it was more simple.

Chong (04:37):
And now how do you feel about the re-branding? Do you think it's a success or no, not a success?

Interviewee (04:45):
Mm. To be honest, in my opinion, uh, um, introducing a new brand, um, requires a lot of effort in terms of, uh, making, uh, linking it to the target audience and introducing into the system. And I think our previous name, for example, Accenture innovation awards was more self-explanatory rather than BTA because maybe some people can think it's about agriculture whatsoever. Um, Oh, BTA. Maybe they're rewarding the best tulip or whatsoever, you know, like as a person who doesn't know about the fact that we, uh, um, innovation awards, they're not going to know that the tulip towards innovation award in terms of branding, I think that, uh, um, we should, uh, really emphasize on being consistent when we are introducing a brand, uh, rather than going like having very bold, different types of designs, which don't really outline in between each other because it's very hard for people to understand what's our brand image.

Chong (06:10):
Um, but you also said that, uh, uh, cause you think, uh, innovation should be very like dynamic, should be very bright and bold. So I would understand that suggest like a bit of a rare taste of the uh, branding. But here you also mentioned like you don't want to, uh, to be like, uh, kind of too changing too fast. Can you explain more?

Interviewee (06:38):
Yes. I think because if our brand would have been this bold changing with different colors then it would have been nice to have the variety of things. But things I see our branding like was these blue, pink color have very simple clean design. Like nothing more it's a bit weird. But we have a, for example, we chose with lots of elements of different colors. Like because it doesn't really, um, you know, make this give, user the same feel. For example, when you look at the website, which is very simplistic and um, um, very clear. And then you see like the visuals which have different textures, different colors, different elements. It doesn't really align for me.

Chong (07:26):

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So can I say like you feel our brand, like don't have a coherent experience across different channels?

Interviewee (07:34):

Yes. Exactly what I mean.

Chong (07:38):

Thank you. Uh, alright. Uh, so this is about the previous brand idea. Then we move on to our current brand Bluetooth for worse, although we already talked a bit about it, but now I want to more focus on the brand book, uh, which I think you already see that a lot of times. Uh, first question is what do you think the brand book is used for?

Interviewee (08:04):

I think the brand book should be used by every employee or every participant, well, employee of the BTA team. Uh, in order to understand, uh, the way we communicate, uh, and our story behind the brand. And also to know what kind of colors to use, what kind of fonts to use, uh, what kind of language to use while they communicate with external parties.

Chong (08:34):

Okay. Hm. Yes. And can you think of one experience when you use the brand book and how do you feel at that time?

Interviewee (08:46):

Yeah. For example, why they joined to the BTA. I was supposed to help with some visuals for scale-up Academy and of course I didn't know what our typography is and what our colors are and we needed to order the badge, so just open the brand book and it was self-explanatory. Uh, and also, uh, in the, when I was coming up with the first strategy for events, I also like wants to see what the, our language is and what our storyline is in order to understand how we should, uh, introduce us to the ecosystem and to potential innovators, et cetera.

Chong (09:27):

Um, do you think you'll get your answer from the Brandbook

Interviewee (09:32):

Well, in terms of, um, actually I think the brand book is very good made and you can find everything from the language through the, up to the type of visuals we use. Even, uh, the small things like what's the ratio should be right. Of different things, whether you need to use

condensed logo or not. Like for example, before, I didn't even know the difference, but, uh, I think that's, uh, the only problem we're having right now is sticking to the brand book. So we have the breadfruit, which is pretty explained and has all this information. However, we don't really stick to it.

Chong (10:13):

Uh, you mean like, uh, you, you do think the reason is about a brand book itself is not attractive enough or you think it's like people, they don't pay enough attention to the brand book?

Interviewee (10:26):

Uh, I think, um, it's the second. It's not that we don't pay enough attention it that, uh, uh, we keep on changing things and make new decisions.

Yes. So, um, then of course maybe the brand book was not that well developed to satisfy all the stakeholders at the beginning. That's why we're not sticking to it that much. Maybe she'd have been thought through better or maybe should have more examples like for example, in terms of language particularly then it's been very useful.

Okay.

Chong (11:09):

But, uh, you also said that, uh, uh, kind of where are still like a changing, where are still like, uh, coming up with some new things? Um, do you mean that, uh, we are still, the brand strategy is not really a well-defined yet?

Interviewee (11:28):

I think so, yes. Yeah.

Chong (11:40):

Okay. Thank you very much. Uh, do you have any other suggestions on the brand book? Like do you want to add anything more or we like some part you really hate, you want to,

Interviewee (11:55):

uh, I think, uh, that, um, I actually, as I said before, I actually like, like the brand book especially like really has examples even for the imagery and the videos, which is of course great. But, um, as I say, like I miss maybe some examples in terms of, uh, brand's philosophy maybe, um, and uh, maybe distribution or the usage of this brand book because it's nice to have the brand book, but you also need to think what you're going to do with it. Right. And how are you going to use it?

Chong (12:34):

Hmm. That's a very good point. We are to use a

brand book, right? Yep. Uh, okay. Uh, and, uh, you just mentioned the brand philosophy. Uh, where do you see, why do you think this is important and like where you want to use this?

Interviewee (12:56):

Well, I think that's what we're lacking is, uh, I was also studying web design, um, as a part of my bachelor course. And there we were learning that, uh, if you link your story behind the brand in different elements, including of course, um, the typography or elements you use on the website, it kind of gives people the feeling, uh, and it makes them understand it better. And of course we are as human beings remember certain things. So which relates to story whatsoever better than rather than just the color.

Chong (13:32):

Okay. Okay. So you were saying, uh, um, for like for really practical design, uh, requirements, it's enough, uh, is well explained. But for something like a star rate, like the story behind the, uh, BTA is not enough in the brand book.

Interviewee (13:53):

Yes, exactly. Yeah. And for example, maybe I would also include something like how we need to align, as I mentioned that we are not really coherent on all our different channels in terms of branding. So maybe I would also include this in the brand book.

Chong (14:15):

Okay. It's like a kind of like a brand experience, a coherent experience.

Interviewee (14:21):

Yeah. Or maybe you can also give some examples or dos and don'ts for a certain channel in terms of branding. Okay. Because right now, for example, I know this, we're doing something changes for the website. Right. And I'm a graphic designer. A digital marketer might be not that well aware of what the rules of the branding are and might do the changes which are against our branding policy. Okay. Okay. Is there a no real guidance? Right?

Chong (14:56):

Yeah. Yeah, it is. Um, uh, and uh, what do you think of, uh, the tone of wise do you think is well-explaining the brand book?

Interviewee (15:10):

No, that's what, that's one of my things which I wanted to say is that yeah, I don't think that's in

terms of language, uh, we cover it's enough, we given off examples and rules. Okay. Not in the brand book at least because there are of course all the materials which are produced by the copywriter, but I think it should be really included in the brand book.

Chong (15:38):

Yeah, yeah, yeah. Yes, I agree. Uh, okay. So yes, this is some question about the print book and I also want to ask you something more general about the BTA brand. Uh, I sent you the slides. And in the slides there's one slide about leading principal. Have you seen that?

Interviewee (16:03):

Uh, yes. You can also say that, you know, yeah, yeah, I did see,

Chong (16:08):

Oh, I kind of already know what is leading principal, right? Is from, uh, kind of like, uh, uh, translation, uh, from the, uh, convergence stage to the divergent stage of the branding experience design. So

Interviewee (16:24):

yeah, maybe I'll give you an example because think it's kind of like, it's

Chong (16:29):

very academic idea, but the thing is, uh, uh, for example, uh, I'm um, designing, uh, for the event for um, example, like a semifinal of BTA. First I need to, uh, do a lot of research. When I'm designing those visuals. I need to learn a new search for the styles. I need to look for the brand book and I need to ask a Jeanine what kind of uh, visual she want. And I will also, uh, like search maybe on Pinterest to look for some references and I met also ask you lot or which kind of style you want for the visual. So, and I will also look for the previous, uh, like the visual Noor mate. So this is called a convergence stage. I just got a lot of input from somewhere else to um, design something and then there will be a leading principle. Uh, it's like, um, okay, I got it, I know this kind of thing I want, it could be like a word I major anything. Uh, for me, uh, like when I'm doing, when I'm designing for the semifinal visual, the leading principle is a talk show. So, you know, then I will know like what kind of style I want and I, every time I think of talk show, when I'm designing it, I will know, okay, I will reflect, talk, show in the visual. So I made a lot of visuals, like the banners

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and the PBT and the logos. They all reflect the talk show idea. So, um, the leading principle for that, uh, example is talk show, but what do you think, uh, you know, you cut the idea of leading principle. Right? Okay. What do you think is a leading principle of BTA?

Interviewee (18:20):

it's a good question. I think I don't have an answer for it. Uh, from my personal experience, that's what I also said, right? We lack this, uh, similarity in the things we're doing, or I think actually we do lack the leading principle, which would unite everything we do for different, uh, um, for events. For example, for our frameworks. Uh, maybe like you as a graphic designer, he definitely sees, it's like if you put our frameworks and then the visuals, we do four events and then for example, our, um, logo, our theme banners, like theme visuals. These things are completely different. Like you don't really feel the, um, that they are similar in any kind of way except for the fact that sometimes we try to put elements from one visual to another one. However, like if I look at theme visuals like this blue tulip in the middle was the leading principle, uh, and I know that we also had it in our top 25 to 10 to five visual. So maybe the Bluetooth lip would be the closest I see to having this leading principle. Right? Having this blue tulip in the middle of the visuals is our leading principle. Actually. Yes. Now as this, think about it like all our holiday visuals, which Noor created our top visuals, our, uh, many of our visuals, let's put it this way, had this logo in the middle. You can start to innovate like not directly of course the same way it is in our logo, but to a certain extent.

Chong (20:02):

Okay. Yeah. Yes, yes. So the tulip in middle is using is a leading principle for like, uh, the design of political work, but also, uh, I'm thinking, um, maybe not only about graphic design, your, uh, take a broader view, like for, for example, when you're making a strategy for next year's, uh, X, uh, BTA. Do you have something your man that really keeps you, I made this kind of a, uh, video, I made this, uh, social media posts, it must reflect this leading principle.

Interviewee (20:40):

Well, I think I'm thinking about brother prospectus. It's of course covering the interest of our three

main stakeholders, which are tourist partners and jury members, right? To involve them and to cover to give them exposure to a certain extent. So having those three elements together, um, for me for bigger strategies, that would be the case.

Chong (21:06):

I'm sorry. You mean covering the users? The innovators and the partner's interests.

Interviewee (21:14):

Jewelry, yeah.

Chong (21:15):

Jury, innovator, partners. Uh, but um, uh, for me it sounds like, uh, they might have different interests.

How do you cover all of these interests?

Interviewee (21:29):

Well, that's a good question, right? You need to think of what they are there for. After all, they are all there for the innovation, right. To grow innovation, to make them, uh, find the best ones. That's the goal of our awards. So, um, of course, uh, for all of them, for example, um, we be interested to see who did you remember, see innovators and partners are, what are they doing? Maybe share the experience in the field. So enabling cause those, uh, three ecosystem, uh, elements to meet. Uh, and to be able to like, uh, yeah, I would say the sports network to be able to share their ideas, to talk about innovations. That's like the goal for me.

Chong (22:21):

Hmm.

Chong (22:24):

So, uh, can I say like the leading principle for you is kind of like a connection, like kind of like connecting dots or like a building bridge between the stakeholders?

Interviewee (22:39):

Maybe yes or no. I'm thinking about it also could be, uh, the leading principle is, but that's of course more in theory rather than in practice, you know, like, uh, making, uh, developing innovations, accelerating innovations and finding the ones which are changing the world for a better place. But it's of course, more for story telling than the reality.

Chong (23:08):

Sorry can you repeat?

Interviewee (23:12):

making a, finding innovations for changing the world for the better place. Accelerating them,

helping them.

Chong (23:19):

Okay. Okay. Okay. Uh, yes. Uh, yeah, I remember that. Okay. Thank you very much. And, uh, easy question. Could you just think of three words to describe current BTA?

Interviewee (23:49):

a blue tool per word. Um, three boards. Yeah, it's a difficult time. Uh, because I saw it like, you know, like you can describe branding or however, but driving the blue supports in terms of, um, what in terms of, uh, competition or in terms of a program Chong (24:11):

like in general, like if you think of a blue tree for words, just think of yourself as a user, not a part of BTA. What do you see? If you look over everything, if you join the events, what do you think of the brand?

Interviewee (24:26):

Uh, I would think that, uh, it, uh, um, I think it's a great opportunity for networking. I think, uh, of course, uh, exposure. I think that's what our, like people who joined the booth to look towards thinks and, uh, um, of course innovation because it's all about innovation after all.

Chong (24:51):

Yeah. Yeah. Yeah. Okay. Um, great. Uh, let me see. Okay. Uh, maybe, um, What do you think of, on-brand means for Bluetooth people? Words like what is on brand?

Interviewee (25:14):

What's what, sorry.

Chong (25:16):

On-brand. Yes.

Interviewee (25:19):

On ... what does it mean?

Chong (25:21):

Uh, so remember, like sometimes I made a visual and I show it to Janine and Janine just said, and this is not on brand, this is not. Yeah. So what do you think of something, some deliverable, maybe, um, not only visual or about like video and also social media posts, captions. Uh, what do you think? Uh, this kind of deliverable is on brand?

Interviewee (25:47):

Yeah, well I think it's actually a complicated question since as I say, we have a lot of changes. Like for example, uh, we, we find how the words, which we don't want to use anymore or whatever. So, you know, it's makes it complicated. Like to

see what is within our brand and what is not. Uh, but overall in terms of, um, I don't think we have very strict rules, only the rule is that we are not really, like, we don't use this graphic design for example, like, so very graphic elements. It should be more in depth. And then for the rest, uh, in terms of, uh, language as well be, uh, trying to be, trying to be, um, more talking the, you know, innovation language and still don't go over unprofessional because uh, we are after all, uh, also like covering partners and jury members who are pretty professional people. Um, and uh, for the videos I would say also like, um, yeah, because like we really aim for this diversity. It's hard to say what's on brand and what's not. Of course when you start using colors which are not in our, um, color selection of color palettes or the [inaudible], which are not in our typography, that is on brand. But for the rest we don't really have very strict rules in my opinion.

Chong (27:28):

Hmm, okay. Okay. So it's like a, is there some rules, something we shouldn't do, but the other things is, are okay for the BTA branding.

Interviewee (27:38):

Yeah, I think we're pretty diverse and open different new ideas. Like if you would see, for example, like our after movies are very different from each other and there is no single way we would want to have shots whatsoever.

Chong (27:55):

Do you think is a good thing or bad thing?

Interviewee (28:00):

I think, um, it really depends, so on how do you look at it. So I think that, um, for certain elements at the beginning, especially of a brand journey, uh, being come more strict, uh, and consistent is better to a certain extent because then it's easier for people to understand your, um, you know, who you are and how you do things. And also of course to be easier to recognizable. Okay. Even for example, if we don't have our logo, which we still should be able to, like, people still should be able to identify us.

Chong (28:42):

Yeah. Okay. And, uh, personally, um, do you prefer a brand to be more, um, kind of, uh, uh, in language before, like kind of have a similar, have a coherent style or have a more diverse image personally?

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Interviewee (29:06):

It's a good question. Like, I would love to have diverse image, but in one style, you know, because I think that if you choose to be classic, you should be classic. Of course. Like there can be one campaign which be modern but not to have plastic modern. Uh, avant garde, you know, like all different things all the time.

Chong (29:29):

Hmm. Okay. Okay. That's a very good point.

Interviewee (29:34):

Well going sometimes out of your like rules and whatsoever for one thing, maybe in half a year it's completely fine, but keep on like going from different things for me till a little bit difficult at the beginning of the journey. Like even for example, big brand like can be corporate, uh, they never changed that much, so people can still keep on recognizing them easily.

Chong (30:03):

Uh, yes. Okay. Uh, thank you. Uh, next question. Who do you think is our users? I think you already answered this, right? Is that what

Interviewee (30:14):

our users are innovators? Do you remember in partners, but mostly we of course focus on attracting innovators.

Chong (30:27):

Um, why do you think juries is part of our user?

Interviewee (30:33):

Yeah. Because after all, they are not really a part of the team, right. Of the blue two lip awards team because they're external people. So I think, uh, if they wouldn't see a value of the blue two lip awards. They wouldn't join it. Um, because we, uh, people signed up for being the jury member, like volunteer really. Right. So, um, I think it's also important to cover their interests.

Chong (31:02):

Hmm. Yeah, it makes sense. And, uh, who do you think is the audience of our social media channel?

Interviewee (31:12):

To be honest? Well, to be honest, uh, I think, uh, ex, uh, BTA employees, it's, uh, hours, like 70 to 80% of the audience, uh, including interns mostly of course, mostly like theme teams. And, uh, um, it's really these depends like, um, sometimes different startups. Like it really depends on the, I think on the post, like for example, uh, no, but in general I

would say, uh, personnel over the BTA.

Chong (31:51):

Hmm. Okay. Um, but who do you think it should be who? Like, who should be our audience? Like in an ideal situation?

Interviewee (32:02):

Um, an ideal situation. It should be innovators. I would say 60%. And then, uh, partners and jewelry, uh, 20, 20.

Chong (32:14):

Um, do you think like, uh, like other people, for example, some public, uh, or like, uh, some general public, uh, students are the other people who is out of the ecosystem? Um, do you think they should be part of the audience or you think they are, they are not important for it?

Interviewee (32:38):

I think maybe people who are interested in innovation but then there somehow would still be involved in the ecosystem, you know, either by working in a partner company or by having an interest in opening the startup, you know, there still would be a part of this innovation ecosystem in different themes. Uh, and uh, why I don't think, um, I think it's tricky to involve other people since, for example, they join our events, like at least it was before, like the events are closed for the public. So for them it's a little bit hard, you know, like if the events would be open for public, then I would understand trying to involve public a little bit more. Hmm.

Interviewee (33:28):

Uh, but for me it wouldn't be like, uh, the goal user is to have like other the people watching, uh, Oh. Because we are very specific to the core.

Chong (33:44):

And, uh, do you have any complaints to have a heard of any complaints or feedbacks from, uh, other social media channel, uh, audience about have our branding?

Interviewee (33:57):

No, not really. Like, um, the only thing I can think of like as a form of a feedback that sometimes people come up with their own, uh, visuals. Um, and just like copy paste our brand. And then for example, sometimes include even a logo of Accenture into the visual. Uh, but overall, uh, if you look, uh, by the number of likes, so you can see that people really like, uh, um, the way our brand looks like on social media, except that we

Instagram. But this, I'm talking from a personal experience, not from a user experience.

Chong (34:40):

Okay. Okay. And uh,

Chong (34:48):

yeah, maybe just imagine yourself as a user, like a user's perspective. What do you think you want from our brand?

Interviewee (35:01):

Mmm,

Chong (35:02):

I mean, not from the branding, but from a BTA. The whole program.

Interviewee (35:07):

Yeah. Yeah. Well, um, as I did the research like myself of the users, I know that depending on the specific theme, people are looking for news and information in their industry rights, like as every week after all focusing on a specialist, like on the people in a certain career like founders and whatsoever of the companies. Uh, so as a user, as a founder of the company, I would course like want to see the content and news related to, uh, the my themes, uh, to see, uh, them experience, uh, to see the experience of the jury members. Like to hear tips from the experts in the field and maybe to have more, um, to get to knowledge of how to grow my business, how to like accelerating stuff, you know.

Chong (36:10):

that's very good point. And, uh, next one. Um, maybe just like imagine next year's BTA. Uh, do you have any maybe crazy ideas? So any suggestions about BTA branding?

Interviewee (36:35):

Um, it's hard to think about. They're crazy the years when you know that they're not going to be happening anyway, so, uh, not having any ideas anymore. Yeah, I was thinking that, um, of course, if we would rebrand again, I would suggest to go into, or to be gone more innovative, you have to have the crazy colors to have like super big font, maybe to be even like, you know, a bit disruptive, but people remember usually disruptive things.

Uh, then of course,

Chong (37:11):

sorry, what do you mean by this disruptive?

Interviewee (37:14):

Like when, uh, it's on the age of, uh, when people would think it's too much, you know, like, but not in

terms of like having the golden, uh, um, something on top of a golden background, but then in terms of having a very bright colors, big different fonts.

Chong (37:35):

Mmm. Mmm.

Interviewee (37:37):

I think the, Gus, I think right now it's kind of a trend in a, also, like, especially in marketing

Chong (37:43):

[inaudible],

Interviewee (37:45):

uh, or having like, uh, being, um, really edgy and very, I remember it being very easy to remember because you are like out there completely. Um, yeah. So like maybe, you know, sometimes, uh, uh, people, um, change the direction of the text in a different way or use a lot of different, uh, graphic elements or different, uh, different shapes. So to make it maybe even difficult for people to understand to see what it is, but then like when people figure out they're going to remember it's way more, you know, than when they see a simple clean image.

Chong (38:31):

Okay. Sorry, which one you suggest, go simple or go the other way?

Interviewee (38:46):

Yeah, the other way, like going more crazy. Like, because I think nowadays like everybody is going, you know, like super flat using a very limited palette of colors and clean and nice and of course like it's cool, but when you scroll down, for example, your timeline and you see everybody being so similar because of course we're always following this, following certain trends. Like when you are completely different, people are going to see it, you know, like, and remember better. And it's like what innovation is about, right? Being unique and different than you.

Chong (39:25):

So you will suggest like our brand to be different with all the other brand that kind of like a come out of the trend.

Interviewee (39:35):

For example, you know, like always think off like, okay, that's totally, totally, it's like too much. But you know, like using those neon colors and then top super like bold black letters going and not like horizontally but maybe vertical and then something horizontal, you know, like something

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which like really pops out.

Chong (39:57):

Okay. I think it's a very good suggestion. And uh, uh, last question,

Chong (40:05):

if you like, I want to use, use three words to describe the future BTA words in your mind, what would you use? Future BTA

Interviewee (40:20):

Yeah. Uh, how I would describe, I would describe it as so disruptive, um, bold and the

Chong (40:32):

catchy. Catchy. Okay. That's cool.

Interviewee (40:37):

By the way, I need to check this word destructive because I feel like I'm saying something wrong and I don't want to confuse you.

Chong (40:48):

These,

Interviewee (41:04):

yeah. I think, uh, I'm, I'm, I'm doing something wrong with this Ford disruptor. I,

Chong (41:10):

I also searched for it. I found one explanation is innovative or groundbreaking. I think it makes sense.

Interviewee (41:18):

Yeah, yeah, yeah. I guess what I meant. Yeah, yeah, yeah.

Chong (41:24):

You're right. So, okay. Uh, I think that's everything.

SURVEY - RESEARCH

As the final stage of Blue Tulip Awards 2020 is rapidly approaching, we would like to reflect on the progress of the program. It is the first year we are executing the following program, therefore, we would like to ask for your feedback towards the branding of Blue Tulip Awards. We believe your insights as a participant would be very valuable to the creation of a better brand experience next year!

We are, therefore, reaching out to you to a short survey.

1. What is your age?

18-24

25-34

35-44

45-54

55 and over

2. What is your role in Blue Tulip Awards 2020

Crew

Innovator

Partner

Jury

Guest

Others

3. Which team you belong to?

MT

PM

Marcom interns

Event interns

Partnership interns

Theme interns

Theme team

Others:

4. In your opinion, Blue Tulip Awards is _____, _____ and _____. (Please choose 3 words which best fit your understand of BTA)

Innovative

- Welcoming

- Energetic

- Intuitive

- Ambitious

- Committed

- Proactive

- Visionary

- Creative

- Open

- Business casual

- Modern

- Simple

- Active

- Bold

- Vibrant

1. Dimensional

Community-based

5. In your opinion, BTA should be more _____. (Please write down here if you have any suggestions towards BTA's branding)

