# Different Perspectives

*Unveiling the role of brand identity in digital transformation*

**Master Thesis Strategic Product Design**
Faculty of Industrial Design Engineering

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4621921
January 2019

Deloitte. Digital

TU Delft

## Different Perspectives

***Unveiling the role of brand identity in digital transformation***

Master Thesis Strategic Product Design
Faculty of Industrial Design Engineering
Delft University of Technology
January 2019, Delft


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# Preface

All the good things must come to an end, so as my amazing journey in Strategic Product Design at Delft University of Technology. As the final deliverable, I am happy and proud presenting my master thesis after half a year of intensive research and design process, executed in collaboration with Deloitte Digital.

From the moment that I moved to Netherlands and started studying the SPD master, I knew that I made the right decision. I have experienced numerous opportunities and challenges which I very much enjoyed. This graduation project in particular, has been an incredibly valuable journey in itself in which I believe I developed further as a designer, as a young professional and as a person. I consider myself extremely lucky for encountering great opportunities during this process and for the amazing group of people who contributed this thesis, supported me in my journey and made this time an absolutely memorable one for life.

I truly believe that I had the 'dream team' of supervisors in my graduation project. Thank you for pushing me always one step further even when it felt like it was not possible anymore, for your involvement, support and enthusiasm.

Roland, your wisdom has been a great inspiration to me in approaching you last year to supervise me for my graduation. During the project this only has increased. Thank you for sharing your experience, being critical and enlightening this journey with your knowledge.

Gert Hans, thank you for being not only a great graduation mentor but a mentor for life. Since I worked with you for the Helsinki trip, I knew I could not have another mentor than you for my graduation. Thank you for taking the time in understanding who am I as a person and advise me accordingly, for being available for anytime I needed your support and lastly for being critical while building me up.

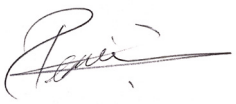
Lastly, a big thank you to Matthe, for giving me the opportunity to join Deloitte Digital. I consider myself luckiest having you as my mentor and working with you. Your practical way of approaching to the problems and professional attitude have been some of the greatest inspirations in my project and in my personal development. Thanks for taking a great amount of time and supporting me in every step.

I would also like to thank to the awesome people I met in Deloitte Digital. Despite the busy schedules, making time for interviews, sessions and coffees meant a great deal for this project. The friday drinks were always a lot of fun and made me to take my mind off of the graduation. I am grateful for the warm welcome and the time I had in there, will be truly missed.

Next, I would like to thank my Delft family who made living abroad, far away from home bearable. I know I have made friends for life here and you guys contributed greatest in making this chapter the best one so far in the past 2.5 years. Special thanks to Dasha for being the best graduation buddy and supporting me throughout.

Lastly, I want to thank to my family who supported me in every decision in my life and provided me the opportunity to live this experience. Despite the three thousand km we have in between, I didn't have a single day in without feeling their love and support.

I hope you enjoy the read as much as I enjoyed this journey!
Pervin Celik



# Reading Guide

- Each chapter has its own dominant color. The important lines in the text underlined with the dominant color of that particular chapter.

- Important insights are framed and a resembling icon next to it is placed. The color again depends on the chapter

## Abbreviations

DD - Deloitte Digital
DX - Digital transformation

literature insight links

learnings from the design experiments

organizational key insight

decisions based on the learnings

**design requirement identified**

# Abstract

Increasing computing power, networking capabilities, rapid developments in information and communication technologies have made digital technologies part of our lives and changed the dynamics in the society and in the business world. (Demirkan, Spohrer, & Welser, 2016; Svahn, Henfridsson, & Yoo, 2009). While presenting numerous opportunities for organizations, digital technologies lowered the threshold in the market for new entrants. Therefore, change has become imperative for large organizations in order to survive. This profound and accelerating transformation of business activities, processes, competencies and models to fully leverage the changes and opportunities brought by digital technologies is called digital transformation (Demirkan, Spohrer, & Welser, 2016).

Digital transformation presents a novel and complex challenge for organizations regardless which industry they belong to. It is imperative for all the organizations to embrace the deep-rooted, never ending digital journey for their survival. However, going through this journey is not easy for organizations in highly competitive and rapidly changing business environments. Clearly, it is impossible for companies to respond to all the technological developments happening in the world. But how should the companies choose the right technology and how should they apply it? How can they reap the benefits of these technologies in favor of their organization and customers?

On the other hand, brand, is an established concept in the literature. It is acknowledged by the literature that it could be a powerful tool for organizations in selecting, guiding and maintaining strategic directions for organizations (Mosmans & van der Vorst, 1998). However, the role of an organization's brand in digital transformation is not addressed in the literature.

This literature gap formed the foundation of this graduation project and was executed in collaboration with Deloitte Digital, a creative digital consultancy which helps large organizations in their digital transformation journeys and striving for acquiring new capabilities and ways of thinking.

Exploration of the brand identity of the large organizations in digital transformation and bridging the insights to Deloitte Digital context provided them a new perspective over the digital transformation projects. In order to be able to enable Deloitte Digital consultants in gaining and applying brand-aware perspective on digital transformation projects, "Digital Ambitions" workshops has designed. This workshop, aims to facilitate the creation of future vision and exploration of the possibilities in different domains of digital transformation.

Finally, this study has contributed to the research domains of brand and digital transformation in bridging the gap between those by proposing links between them. Additionally, a new perspective for Deloitte Digital is provided that illustrates a competitive advantage in differentiating their approach towards the clients.

# Different Perspectives

Unveiling the role of brand identity in digital transformation

## Project Overview

**Initial Problem Statement**
Deloitte Digital consultants do not consider brand related knowledge valuable and relevant for their practice.

**1 Initiating Insight**
Brands can play an important role for the organizations in selecting and maintaining strategic directions.
(Mosmans & van der Vorst, 1998)

**2 Initiating Insight**
Digital transformation is the profound and accelerating transformation of business activities, processes, competencies and models to fully leverage the changes and opportunities brought by digital technologies (Demirkan, Spohrer, & Welser, 2016)

**3 Initiating Insight**
One of the core business units that Deloitte Digital focuses on is helping large organizations in their digital transformations.

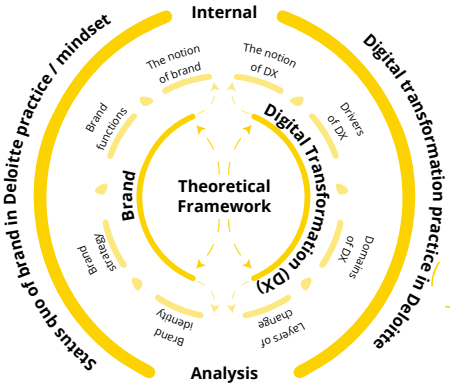
**Knowledge Gap**
Between the brand and digital transformation literature

**Main Research Question**
What is the role that a brand plays in digital transformation of an organization?

**Sub Research Questions 1**
How can addressing the role of a brand in digital transformation improve the current digital transformation approach of Deloitte Digital?

**Sub Research Questions 2**
How to help Deloitte Digital consultants to incorporate the brand knowledge in their way of working?

## Research Framework




## Outcomes Generated

**1 Conceptual Model Design 1**
Digital transformation process **for incumbent organizations**

**2 Conceptual Model Design 2**
Digital transformation process **for Deloitte**

**Validation**
The model is validated with 5 Deloitte consultants
(3 Deloitte Digital, 1 Deloitte Monitor, 1 Deloitte Human Capital)

**3 Four Hypotheses**
Potential **intervention moments** for brand DNA elements in digital transformation

**Validation**
The hypotheses are reviewed with 2 Deloitte Digital managers.

## Design Brief

**Refined Problem Statement**
The initial problem is refined and formulated as a design challenge

**How 2 Questions**
7 how 2 questions to tackle the design challenge

**Design Requirements List**
The requirements that design solution should address

## Ideation

**Individual Ideation**

**Group Ideation**

Ideas created

## Methods Used

literature review

7 employee interviews

informal coffee sessions

observations

## Design Experiments

**Experiment 1**
Organize a session for the visioning **intervention moment**
Assumption + Idea → Test → Fail → Learn → Reflect

**Experiment 2**
Organize a session for the visioning **intervention moment**
Assumption + Idea → Test → Fail → Learn → Reflect

**Experiment 3**
Mash-up Visioning **intervention moment**
Assumption + Idea → Test → Learn → Reflect

**Experiment 4**
Interactive Coffee Sessions Visioning **intervention moment**
Assumption + Idea → Test → Learn → Reflect

**Experiment 5**
Proposal Team Intervention
Assumption + Idea → Test → Fail → Learn → Reflect

**Experiment 6**
Proposal Team Intervention
Assumption + Idea → Test → Learn → Reflect

**Experiment 7**
Guild Meeting Presentation
Assumption + Idea → Test → Learn → Reflect

## Final Design Propositions

**Brand DNA Digital Tool**
AI-based internal digital tool which scrapes internal documents of the clients and formulates their brand dna

**Digital Visions Workshop**
A workshop to help clients create future vision in their digital transformation, based on their brand purpose and values.

**Competitive Benchmarking Canvas**
To help Deloitte consultants in conducting competitive benchmarking based on the brand positioning

**Personality Cards**
To help creative team to transfer the brand personality in the design elements

**Interventions**
Based on the 4 hypotheses identified earlier in the process

**Validation**
Desirability aspect validated with;
- 1 senior manager (interview setting)
- 1 business analyst (interview setting)
- +20 consultants (presentation & short feedback)

## Final Design Framework

Introduce → Intervene → Intrigue

**Introduce & Intrigue**
Based on the design experiments

## Final Design Deliverable

## Digital Ambitions Workshop

1) Foreseeing Futures

2) Exploring Values

3) Departing from the core

4) Back to the Future

**Validation**
The workshop is tested and validated in a two hours session that 5 Deloitte Digital employees joined

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01.

# The project

This chapter aims to provide an overview of the graduation project by introducing the project topic and the context that the project realized. The approach to the project is also explained in addition with how this project is relevant and significant for academic world and Deloitte Digital.

# 1.1 Introduction

The radical developments in technology initiated the new era that we are currently living in, called, fourth industrial revolution (Industry 4.0) (Figure 1). In this era, digital technologies have disruptive effects on people's lives. While the basic needs of people like security, belonging or social status remain constant (Maslow, 1943) digital technologies enable novel ways in realizing those. Consequently, the behaviors or expectations of people are changing and even new ones are being formed. For instance, being loved and belonging to a social group is one of the basic psychological human needs. When Facebook was introduced to the world and the social media diffused in people's lives, how people become part of groups, how they connect and share moments with each other is changed, yet the basic need remained the same.

Looking from the perspective of businesses, they are challenged by digital technologies in many ways. Changing customer behavior shifted the economic winds in the global markets which is confronting businesses with complex challenges. Not surprisingly, these conditions are pushing organizations to think strategically when determining where to focus and invest regarding digital technologies (Tidhar, Siegman, & Paikowsky, 2018).
Even though digital technologies are challenging businesses in many ways, they also bring many opportunities for new solution spaces. Therefore, many companies in almost all the industries have conducted number of initiatives to explore digital technologies and exploit their benefits (Matt, Hess, & Benlian, 2015). **This process of exploring and exploiting that companies have been going through is called digital transformation.**

With this continuous exploration and exploitation process, companies reap the benefits of technologies in order to strengthen many frontiers of their business such as building new capabilities, improving their internal processes, what they deliver to their customers or how they deliver it. What is important to realize is that, digital transformation of an organization resembles transformation inside the organization and how it relates to the outside world. The fact that digital transformation is a never-ending journey for companies, managing it illustrates a complex challenge for them.

What is important to realize is that, digital transformation of an organization resembles transformation inside the organization and how it relates to the outside world. The fact that digital transformation is a never-ending journey for companies, managing it illustrates a complex challenge for them.

**Mechanization**
**18th Century**
*Invention of steam power*

**Mass Production**
**19th Century**
*Invention of electricity and assembly lines*

**Automation**
**Late 20th Century**
*Rise of computers and networks*

**Industry 4.0**
**21st Century**
*Marriage of physical and digital technologies (IoT, cognitive technologies, AI)*

***Figure 1:*** *Four industrial revolutions over time (Deloitte, 2018)*

# “Change is the only certainty. Today is the slowest rate of change we will ever experience.”

*Jonathan Macdonald - TNW, 2012*

A brand is an intangible but critical component of what a company stands for (Davis, 2000). In addition, a brand forms and represents the unique relationship between the company and its customers (Abbing, 2010). Looking at the evolution of the definitions of a brand, collected and presented by (Kapferer, 2012) a brand can be defined as a combination of tangible and intangible attributes, helping products and services differentiate from the competition.

The models constructed around this idea of a brand helps organizations to manage and use these attributes for their benefits. In this respect, brands can help in different ways such as increasing the sales or building a culture in the organization (Schultz & De Chernatony, 2002) driving innovation (Abbing, 2010) and as a strategic reference point for decision making (Mosmans & van der Vorst, 1998).

Clearly, it is impossible for companies to respond to all the technological developments happening in the world. But how should the companies choose the right technology and how should they apply it? How can they reap the benefits of these technologies in favor of their organization and customers? Whether the brand of an organization can help in answering these questions? If so, how can brand can assist the organization while going through such a major transformation?

The different roles cut out for brands point out that **brands can guide strategic decisions** in organizations. The argument put forth in this thesis is that brand can be a powerful asset that a company can lean on while going through major transformations if it is used strategically. However, the role of a company’s brand in its digital transformation is not addressed in the digital transformation literature.

Therefore, this opportunity is considered as a direction for the graduation assignment. The main goal of this graduation project constructed around bridging the literature gap between brand and digital transformation. In order to do so, the role of an organization’s brand in its digital transformation will be explored and ways will be found for the brand to influence the digital transformation positively.

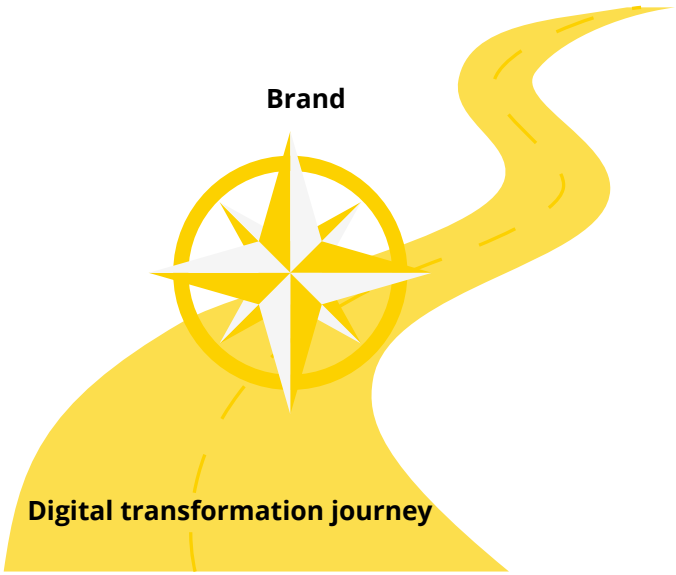



***Figure 2:*** *The role of brand in digital transformation*

# 1.2 Project context

This graduation project is conducted for an external stakeholder, Deloitte Digital. The author was employed full-time by Deloitte Digital during the graduation project.

Deloitte Digital is a creative digital consultancy (figure 4), providing consulting services to large organizations to transform their digital journey. Deloitte Digital is part of Deloitte, multinational professional services network. Deloitte Digital is bringing strategy, creativity and technology together while approaching the innovation challenges of their clients. In this respect, Deloitte Digital relies on the in-depth knowledge from Deloitte roots, professionals from different backgrounds. Although, Deloitte Digital is constantly looking for ways in improving the approach by bringing in new capabilities. Therefore, this graduation assignment illustrated an opportunity for Deloitte Digital in improving and differentiating their approach towards digital transformation.

Chapter 2.4 introduces Deloitte and Deloitte Digital elaborately in regards to the organizational structure and way of working.

***Figure 3:*** *Amsterdam "The Edge" building, where the author worked during the project.*

***Figure 4:*** *The new model that Deloitte Digital created*

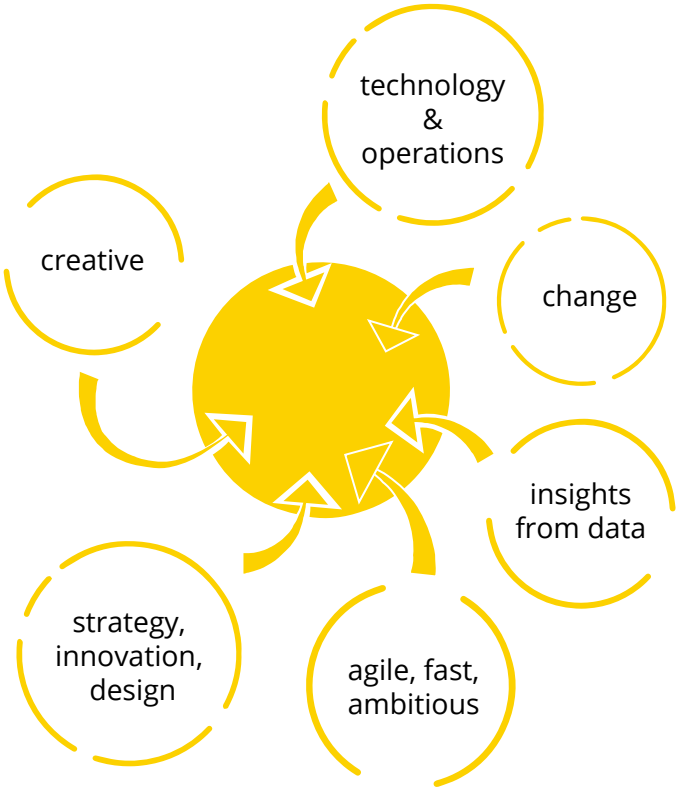



***Figure 5:*** *The pillars of expertise that are combined in Deloitte Digital to realize the model*

# 1.3 Research question

Considering the points addressed in the introduction regarding brand, digital transformation and the interest of Deloitte Digital, following research question and sub-questions are formulated:

***What is the role that a brand plays in digital transformation of an organization?***

The different roles that a brand can carry in an organization addressed shortly in the introduction and will be later explained in chapter 2.2. However, the decision of the strategic value that brand carries is taken as a starting point in this thesis. The strategic role of the brand in transformations was found more interesting and valuable for Deloitte Digital to learn about and to address.

The research question evolved throughout the process and in order to provide the valuable outcome for Deloitte Digital and additional sub-questions are formulated:

1. *How can addressing the role of a brand in digital transformation improve the current digital transformation approach of Deloitte Digital?*

2. *How to help Deloitte Digital consultants to incorporate the brand knowledge in their way of working?*

Throughout the graduation project, the sub-questions and main research question are answered and will be addressed in the later sections.

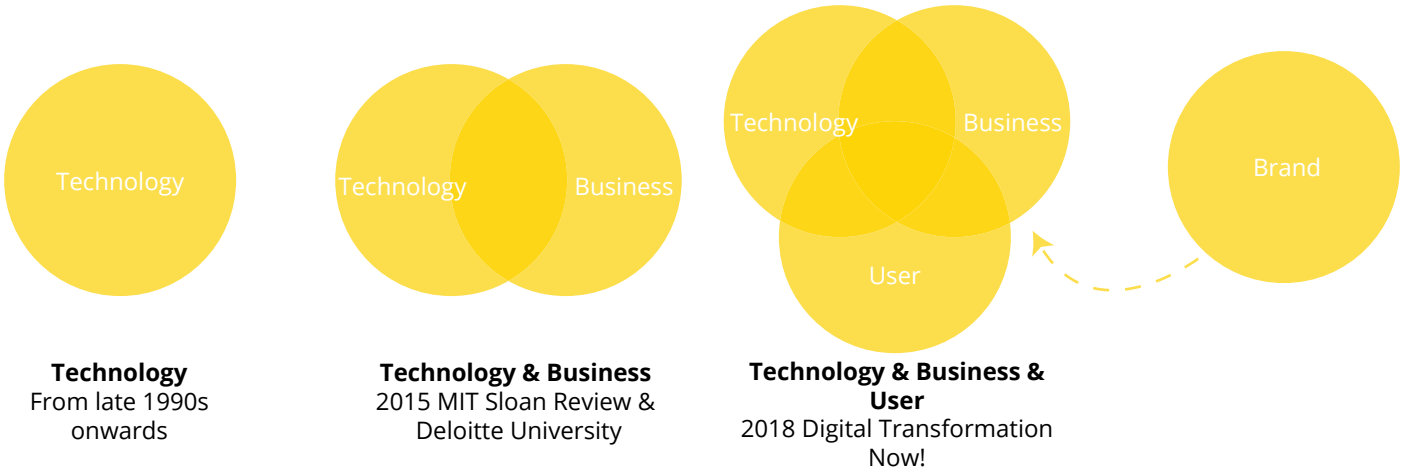



***Figure 6:*** *The different drivers of digital transformation addressed over time*

# 1.4 Relevance and significance

Digital transformation is novel and complex challenge for organizations regardless which industry they belong to. It is imperative for all the organizations to embrace the deep-rooted, never ending digital journey for their survival.

The topic of digital transformation is on top of the agendas not only the organizations but also the academic world. It has been investigated from different perspectives of research such as strategy-as-practice, information systems, organizational science and strategy and leadership. By investigating the state-of-art literature on digital transformation, main concepts regarding the topic are identified in this thesis. The other main pillar of this research, brand, is an established concept in the literature. It is acknowledged by the literature that it could be a powerful tool for organization in strategic management.

Although, the role of a brand is also changing in the digital age where the customer behavior and market conditions are changing in an incredible pace. However, the role of an organization's brand is not yet addressed in its digital transformation. This gap in the literature formed the founding of this thesis. Therefore, this study aims to contribute in the academic world by establishing a link between two research domains; brand and digital transformation (Figure 7).

The intention while creating the link is addressing the role of brand and how to use it strategically in order to support the digital transformation of organizations. Evidently, this will contribute in the area of strategic design considering the definition of strategic design is illustrated as;

***"The use of design principles and practices to guide strategy development and implementation toward innovative outcomes that benefit people and organizations alike."*** (Calabretta, Gemser & Karpen, 2016).

From a practical point of view, Deloitte Digital is competing in the field in which they provide consulting services to large organizations in their digital transformations. However, consulting about digital transformation and going through the digital transformation are different norms (chapter 3). Besides, there are many organizations willing to provide consulting services to the mentioned large organizations. Therefore, for Deloitte Digital it is imperative to differentiate their approach towards the clients, acquire new ways of thinking and capabilities. With this study, it is aimed to provide a new way of thinking to Deloitte Digital and tools to improve their approach towards digital transformation.

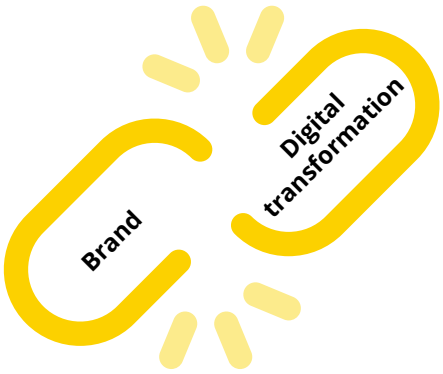



***Figure 7:*** *Research aim, establishing the link between two research domains.*

Some of the important characteristics of being a strategic designer is being able to address the abstract and complex challenges that organizations are facing and deal with them in a designerly manner by applying design tools and methods that facilitates their journey in achieving their strategic goals.

In this thesis, an abstract problem and a complex issue of how a company can benefit from its brand in its transformation is explored. In order to do so, the state of the art literature is analyzed regarding both domains aligned with the theoretical framework generated (chapter 2.1). Since the digital transformation literature is relatively novel for academic world, and there is not a clear process defined for companies' digital transformations, a conceptual model is designed.

The disparity between how large organizations go through digital transformation and what it means for Deloitte Digital (as a consultancy) is discovered after the internal analysis. Since there is no streamlined process being followed for digital transformation projects in Deloitte Digital, another conceptual model is designed to provide a basis to define, how can brand used strategically. By looking at the characteristics of both domains and combining those insights with the internal analyses, links are proposed as hypotheses (chapter 4.2). Based on the hypotheses defined, set of design experiments are conducted to provide the necessary tools for Deloitte Digital employees to incorporate the brand of their clients in their way of working, while they are working for digital transformation projects.

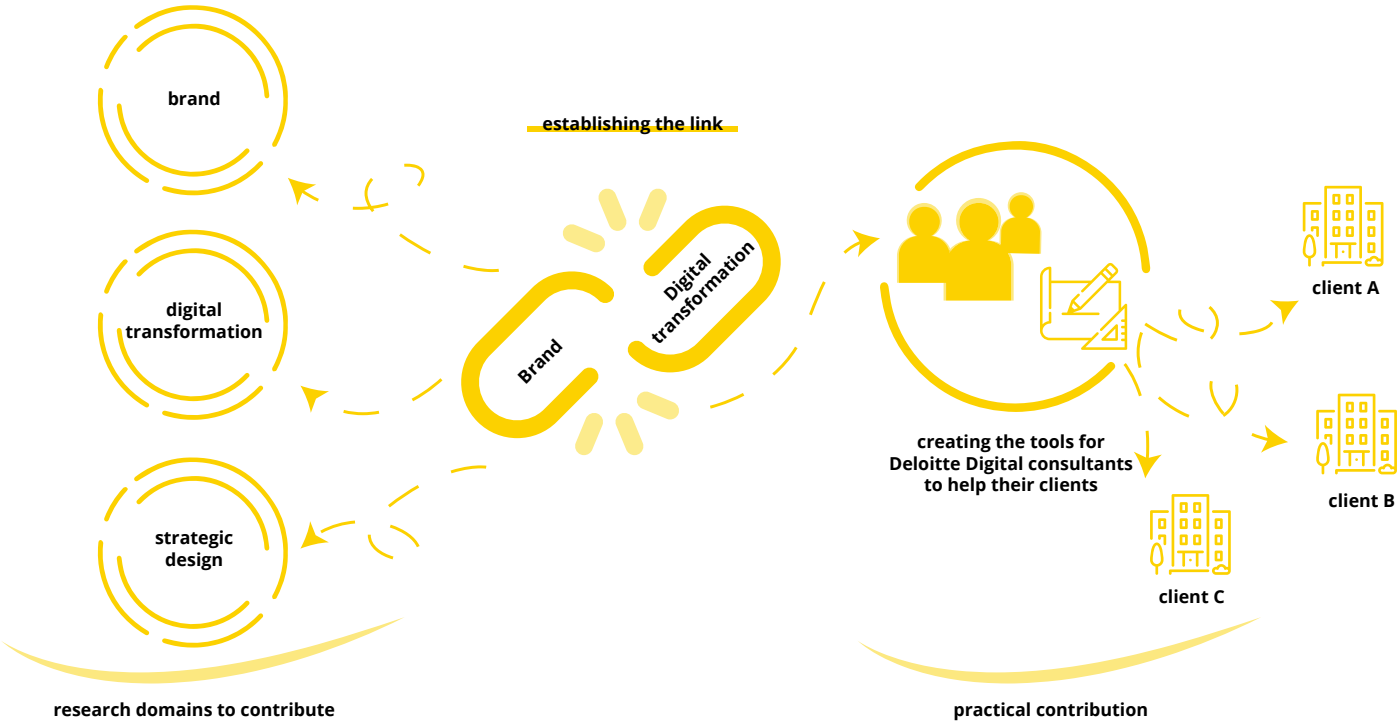



***Figure 8:*** *Academic and practical contribution*

# 1.5 Project approach

In this graduation project, the double diamond design process model (Council, 2005) is taken as a starting point. Double diamond design process model is not only widely used in Faculty of Industrial Design Engineering at TU Delft, but also it is adopted by Deloitte Digital as part of their way of working. The double diamond process illustrates an iterative process of diverging and converging, based on four stages; *discover, defined, develop and deliver*.

However, throughout the project, an in between step was defined as imperative in order to realize the graduation project; which was named as ***derive***. The reasons behind the addition of this step are;

*1) The novelty of digital transformation literature and the lack of defined journey for organizations' digital transformation.*

*2) The challenge that a consultancy environment presented meaning that there is no streamlined process for digital transformation.*

Therefore, between the discover and defined phase, two conceptual models were designed in order to illustrate the process of digital transformation for large organizations and for consultancies.

Additionally, in double diamond process, each diamond is illustrated equally. However, during the project, each part required different time frames. Therefore, in order to illustrate the process realistically, figure 9 is created which makes it possible to compare the actual graduation process with the ideal double diamond model.

To briefly explain the approach of each step of the project approach short explanations regarding each step is provided.

***Discover***
The essence of this step is exploring the necessary components for the project in a divergent manner. Therefore, the two primary domains for the study is explored with the guidance of a theoretical framework; brand and digital transformation. In addition, the project context is explored in terms of the organizational characteristics, the status quo of brand in the organization and the digital transformation practice in Deloitte Digital.

***Derive***
As explained earlier, the necessity of this step occurred due to the novelty of the digital transformation literature, the disparity between what digital transformation means for large organizations and consultancies and the lack of a streamlined process defined for digital transformation in Deloitte Digital. Therefore, in this step, two conceptual models were designed in order to illustrate the process of digital transformation for large organizations and consultancies.

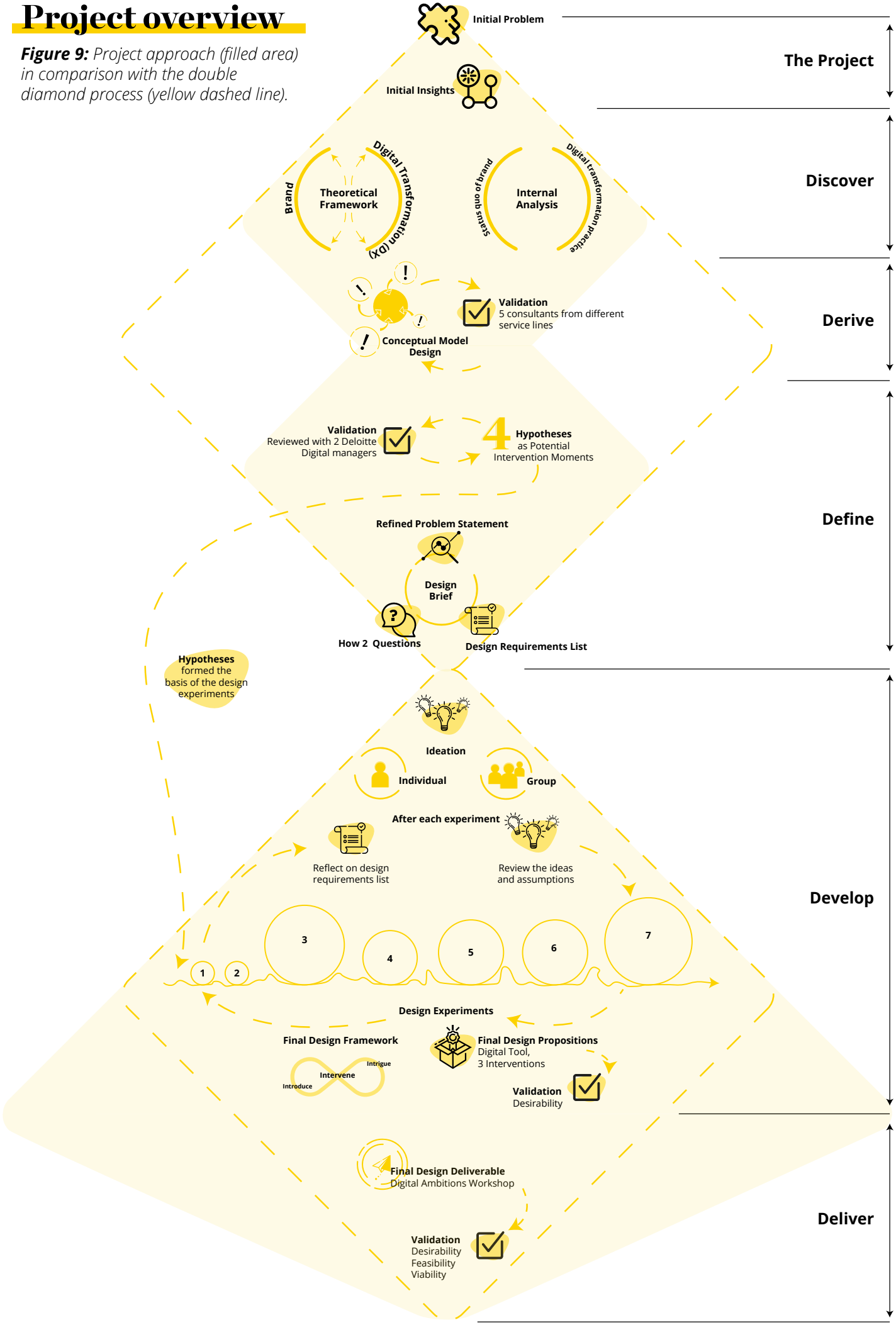
***Define***
The goal of this step is to refine the initial problem statement with the considerations of the insights collected in the discover phase and create a design brief to guide the next steps of the project.

***Develop***
The key focus of this step is creating as many ideas as possible in order to solve the design challenge illustrated in the design brief. Additionally, iteratively test the ideas, learn from the experiments and iterate. Therefore, a number of ideation sessions and design experiments were conducted in this step. Final design framework and four propositions were presented.

***Deliver***
At this stage, the chosen design proposition was executed and validate in a real workshop setting with a client case and with the employees in Deloitte Digital.

# Project overview

***Figure 9:*** *Project approach (filled area) in comparison with the double diamond process (yellow dashed line).*



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02

# Discover

In this chapter, the necessary components of the project is explored in a divergent manner in order to set the ground for the following chapters.

Initially, a theoretical framework was set up in order to explore the state of the art literature on brand and digital transformation with the goal of establishing the link between both domains. Additionally, an internal analysis was conducted to understand and status quo of brand and the digital transformation practice in Deloitte Digital.

# 2.1 Research framework

Prior to the explanation of the research framework, it is important to remind the main research question and sub-questions (Figure 10).

In order to address the main research question, the need of exploring and analyzing the state of the art literature about brand and digital transformation identified. Shortly after starting the exploration of the domains some complexities identified in regards to both domains. The brand literature has been building up for centuries and brand has many application areas. On the other hand, digital transformation literature is quite novel in the academic world. Lastly, in regards to the internal analysis, the consultancy context presented its challenges such as lack of streamlined approaches.

In order to scope and structure the phase of discovery, a research framework is set-up (Figure 11). The center, is formed by a theoretical framework in order to analyze the literature in a structured manner. The theoretical framework composed by two domains of research stream, namely; brand and digital transformation.

The research stream brand, has four components. Firstly, the notion of brand is discovered and the main definition is presented. Secondly, the different functions that a brand can carry in organizations is explored. Thirdly, the term brand strategy and how brand strategy guides strategic decisions in an organizations is investigated in correspondence with the scope of the assignment. Lastly, brand identity concept, identity models and in specific brand DNA model is introduced.

Simultaneously with the brand stream of research, the digital transformation research is conducted. In this stream, firstly, the notion of digital transformation in organizations is researched extensively. What digital transformation is, why it is inevitable and how organizations deal with it is uncovered. Secondly, the drivers of digital transformation is identified. Thirdly, in what domains of business digital transformation shows presence is given place. Lastly, the different layers of change as a consequence of digital transformation is revealed.

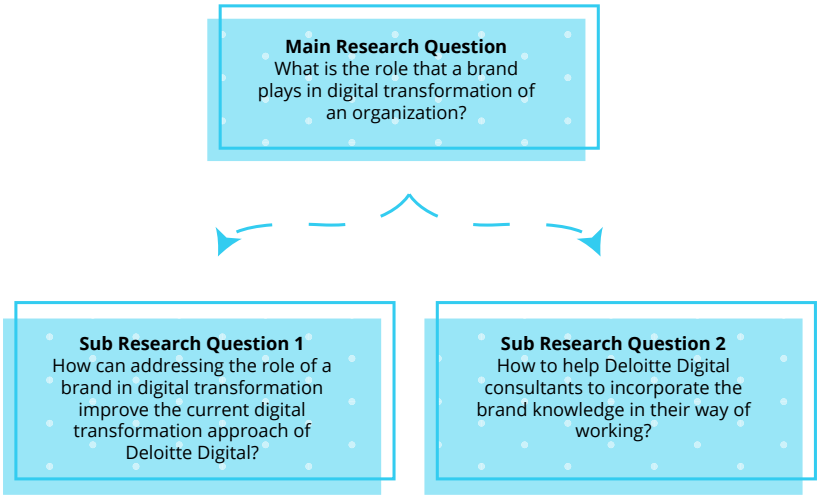



***Figure 10:*** *Main research question and sub-questions*

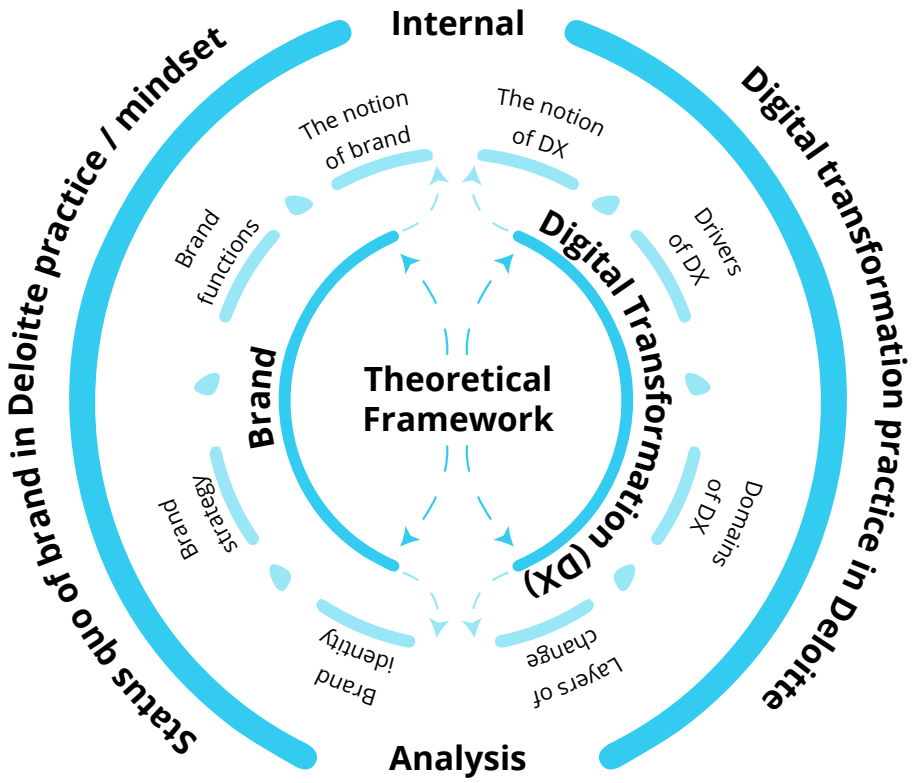
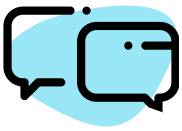



***Figure 11:*** *Theoretical framework and internal analysis presented as the research framework*

As the outer core of the research framework, an internal analysis is conducted. For the internal analysis, the status quo of brand and whether it is part of the mindset of the employees in Deloitte Digital is investigated. In addition to that, the digital transformation practice in Deloitte and Deloitte Digital is explored. The reason behind discovering in three streams of research simultaneously, is to find the right links for brand to contribute digital transformations. Constant comparison of literature insights with the internal analysis insights made it possible to find the links.

To analyze the literature, various academic articles, books and online resources are analyzed. From the internal analysis perspective, seven semi-structured interviews conducted with the Deloitte Digital employees. These interviews were recorded and transcribed verbatim. In addition to that, numerous informal coffee sessions were scheduled with both Deloitte and Deloitte Digital employees. Lastly, working in the same environment with the Deloitte Digital consultants in their office provided many observations in regards to the organizational characteristics and insights. The notes from these observations are noted in the sketch book of the author.

literature review



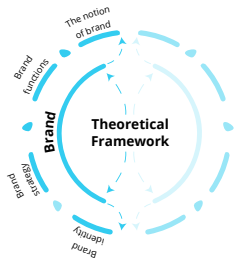
6 employee interviews

numerous informal coffee sessions

observations

***Figure 12:*** *Methods used to collect data in the discovery phase*

# 2.2 Brand




*As stated earlier, brand literature is broad and has applications in many fields. However, the scope of this assignment is using brand strategically that can guide digital transformations. Therefore, the topic of brand in terms of meaning of the term, different functions that a brand can fulfill in an organization, brand strategy and in particular brand based strategy is researched with the goal in mind to guide the digital transformations. Later, the difference between brand identity and brand image is illustrated shortly and the brand identity is chosen as to provide guidance and support to digital transformation. Yet there are several brand identity models in the literature, brand DNA model was chosen as the basis for this thesis considering its simplicity, comprehensiveness and it is already known in Deloitte Digital. Lastly, the three elements of brand DNA model is explained, namely; purpose, positioning and personality.*

*Leading insights in terms of establishing the link with the digital transformation domain is highlighted.*

## 2.2.1 The notion of brand

Before attempting to take any definition of the term brand, it is important to acknowledge that it is highly over defined given the fact that it has been existing for over 15 centuries before it entered in marketing field. (Stern, 2006). The origin of the word brand comes from 'brandr' meaning to burn, used by owners to mark their animals to differentiate from the rest. If we look at the definition from American Marketing Association, brand is defined as a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers (AMA, 2018). Another well-known and simple definition for the word brand is that it is a set of associations that a person or a group of people makes with a company, service, individual or organizations (Council D. , 2013). From this perspective, anything can be a brand and the associations are important to acknowledge.

***Figure 13:*** *Associations for Nike brand (Deloitte, 2018)*

# "If Nike opened a hotel, we would guess pretty accurately what it would be like. If Hyatt came up with sneakers, we'd have no clue."

*Seth Godin - 2018*

In the course of time, the word brand is given different meaning and characteristics. According to the systematic review of the brand definitions of over 100 papers and many expert interviews, a proposition was made to define the term such as;

***a brand represents the matching functional and emotional values devised by a firm with the performance and psychological benefits sought by consumers*** (de Chernatony & Dall'Olmo Riley, 1998).

Even though this definition is a mouthful, it has been chosen as the definition for this study primarily because it is addressing brand in the center of inside-out and outside-in point of views. It also refers to some definitions emerged over the years. A brand is clearly connected to tangible elements like the name, logo, symbol (AMA, 2018) but also is a representation of intangible associations like values and benefits (de Chernatony & Dall'Olmo Riley, 1998). It also shows how brand is related to the company's internal capabilities (Diefenbach, 1987) and customers' expectations (Assael, 1995).

## *Multiple Fields, One Single Goal*

The characteristics and benefits of a brand is applicable in different fields such as marketing, innovation and design (Abbing, 2010). However, the main goal of using the brand attributes is shared among these different fields: to differentiate. In the field of innovation, brand is used in order to create differentiation on the product/service development and unique value propositions to their customers (Aaker, 2007) In the field of marketing, the main goal is to achieve a differentiation is customers' minds, establish a unique positioning (Dawar & Bagga, 2015). Lastly, with design, the brands come to life and the intangible values are experienced in a tangible way (Wheeler, 2009). A company's capability of differentiating itself is defined as a competitive advantage hence brand is considered as a mechanism for companies for achieving that through differentiation (Wood, 2000).

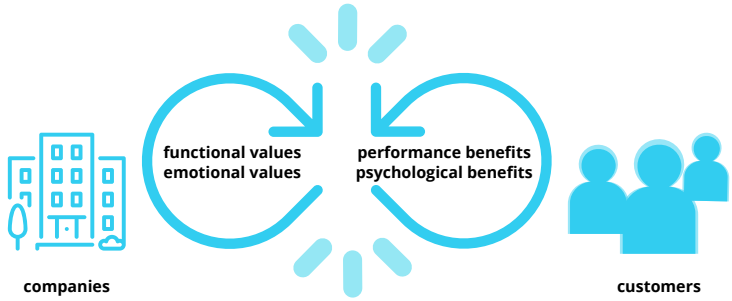



***Figure 14:*** *Brand as a match between values provided and benefits sought.*

## *Being Different Matters*

Differentiation of a product or a service is important both for companies and customers. From the perspective of customers, knowing where it originates provides a certain level of assurance, quality and sets expectations in deciding upon whether that particular choice can fulfill the needs and benefits that a customer is seeking for. On the other hand, from the perspective of companies, differentiating what they offer is important in triggering positive associations in customers mind and create competitive advantage which results in financial return (Keller K. , 2013)

## *Challenges that brands face today*

As stated in the introduction, the exponential developments in the field of technology has transformed customer behavior and market conditions. Consequently, brands are facing many challenges in regards to staying relevant to their customers in overly crowded market places. In addition, internal dimension of the brand is also challenged by digital technologies in terms of having to change the mindset of the employees or the internal processes. The challenges that digital technologies are presenting are defined as the internal and external pressure on brands (van der Vorst, 2017).

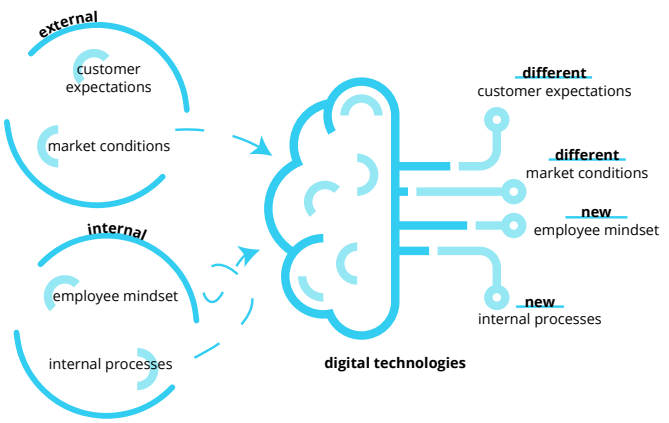



***Figure 15:*** *Digital technologies as a transformer of external and internal conditions*

Referring to the definition of a brand, and important part of the definition is that a brand provides the performance and psychological benefits that the customers are seeking for. The reason why this part of the definition is important is because with the digital technologies what customers are seeking for is changing. Therefore, brands are under high pressure of staying relevant and connect to their customers in way that satisfies them. Before the pervasive presence of digital technologies, companies were the influencer and there was a one-way flow. In contrary now, customers are the influencer and reciprocal value flows are the reality (Rogers, 2016).

# "Today, customers are promiscuous in their brand relationships"

*David Edelman, McKinsey & Company (2010)*

Looking at the model developed by (Edelman D. C., 2010) (figure 16), customers have more power while they are making purchase decisions and the journey after the purchase is as important. (Figure X) Therefore, brands should extend their strategic efforts to be in a reciprocal relationship with their customers in the new stages defined as well. For instance, Videoland, which is an online video service with the largest and most varied range of content in the Netherlands (Videoland, 2018) is losing customers after the trial month which is free of charge. In this respect, the priority for Videoland brand to create loyalty with its customers emerges as a significant priority.

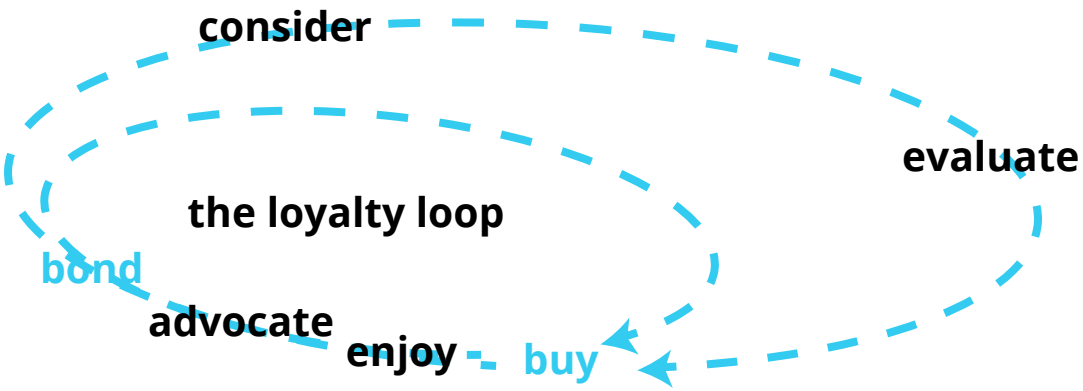



***Figure 16:*** *Loyalty loop model (Edelman, 2010)*

Shifting the attention towards the internal pressure, the brands are challenged with considering what they offer as benefits to their customers and how they offer it. In order to deliver what they want to offer, how should the internal processes and the mindset change. The internal and external pressure on brands leaves no option but change in order to remain in the competition. The clients of Deloitte are also challenged with the internal and external pressure. Deloitte is helping its clients to overcome the challenges that digital technologies are bringing.

## 2.2.2 Brand functions

The previous sections illustrated that brands represent the match between the functional and emotional values provided by the companies and the psychological and performance benefits sought by customers. Also this match is used by companies to create a competitive advantage. In this section, how the companies do take advantage of this match thus, what kind of functions can a brand have in a company is explored.

Large organizations are in the main focus since the clientele of Deloitte Digital is formed by large corporate organizations (See Section 2.4). Therefore, it was important to understand what kind of functions can Deloitte's clients use their brand.
In their study, Schultz and De Chernatony categorized the functions that a brand carry based on two dimensions namely internal and external.

The internal dimension is related to the culture and identity, while the external dimension addresses image and reputation (2002). In this respect, brand as seen as 'holistic' and argued that coherence between both dimensions needs to be considered in order for brand to be able to point out strategic directions. Figure 17 below is illustrated showing different roles that a brand can fulfill in an organization based on the dimension(s) that it represents.

If a brand represents neither internal or external dimension, it basically remains just as a logo or a name and would not be possible to depart from or even consider while taking strategic decisions. If a brand represents only the internal dimension, then it is closely tied with the culture and values of the organization and can be used to facilitate internal activities. Thirdly, if a brand represents an external dimension only, then it is considered solely as a marketing tool towards the customers. Lastly, if a brand represents both internal and external dimensions and strives to manage both dimensions in coherence, then it represents the 'ideal' situation and has a potential serving as a strategic reference point which in return effects both internal and external activities. (Mosmans & van der Vorst, 1998; Schultz & De Chernatony, 2002). The brand, in this regard, represents a relationship between the company and its customers.

Considering the brand as a strategic reference point and a relationship between the company and the customers ties together with the initial definition of a brand (Section 2.2.1) taken for this thesis.

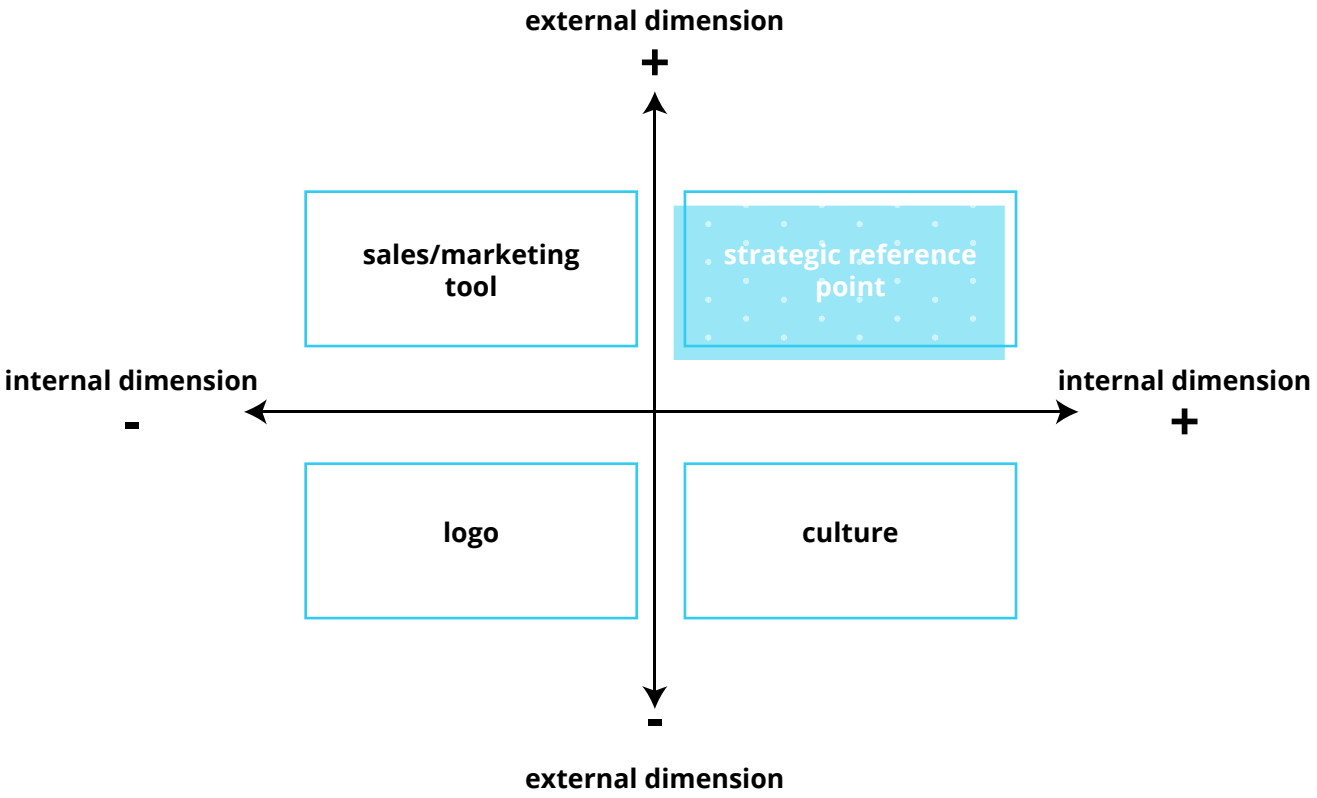



***Figure 17:*** *Functions of a brand can carry in an organization (*Schultz and De Chernatony *, 2002)*

# 2.2.3 Brand strategy

Working with the tangible, intangible or combination of both types of attributes of the brand is called branding. In other words, branding is a process of endowing products and services with the advantages that accrue to building a strong brand (Keller K. L., 2003). However, as Keller (2013) stated "Great brands are not accidents". In order to create, manage and sustain a strong brand a clarified strategy is required.

Brand strategy is strongly connected to the overall company strategy in theory and should serve an overarching goal. For instance, Nationale Nederlanden, the Dutch insurance and asset management organization, explicitly addresses the multiple elements of the brand as a part of their corporate strategy such as in its purpose, and values. Another example, Nederlandse Loterij (the Dutch Lottery) has a strong vision on contributing happier and healthier Netherlands.

Lastly, take Adidas, worldwide known sportswear manufacturing organization, the brand is embedded in every inch of the organization, from the activities to the mindset of the employees.

Besides having a clear strategy in order to create a strong brand and managing it, making the brand part of selecting and maintaining strategic directions for a company is also acknowledged two decades ago (Mosmans & van der Vorst, 1998).

This perspective considered brand as a particular sense of meaning and direction and argues that brand can guide certain strategic decisions in the organization and named as brand based strategy. This notion illustrates significance for this thesis since the focus is centered around the idea of using the brand as part of strategic decisions rather than creating a strong brand.

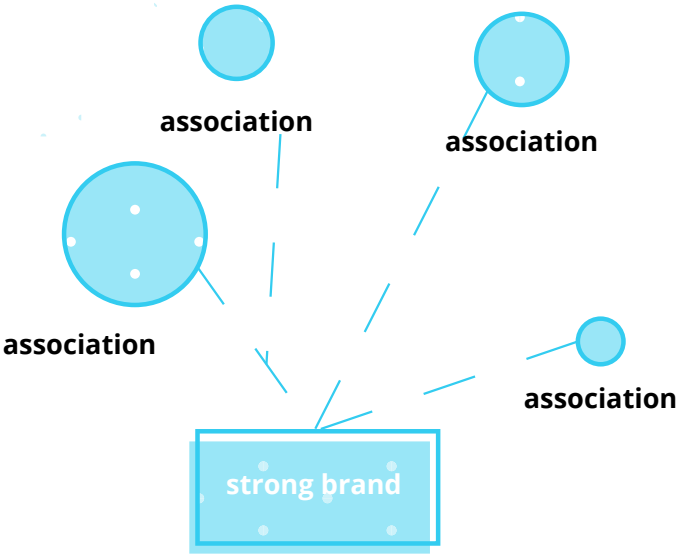



***Figure 18:*** *Brand strategy for creating and managing strong brands*

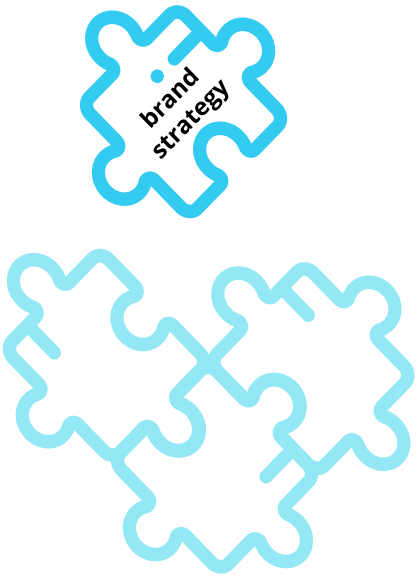



***Figure 19:*** *Brand strategy becoming part of overall company strategy*

***Figure 20:*** *Brand as a particular sense of meaning, guiding the selection and maintenance of strategic directions (brand based strategy)*

# 2.2.4 Brand identity

Until now, the assignment is scoped as using the brand as a guide in selecting and maintaining strategic directions. This brings up the next question in how to do so. At this point, it is important to look at the difference between the concepts of brand identity and brand image. (figure 21)

Brand identity and brand image are important concepts defined in the literature of strategic brand management (Kapferer, 2012; Keller K. , 2013) which are forming the equity of a brand. Brand identity and brand image are often use interchangeably (Ind, 1990) yet there are important distinctions between both concepts to recognize.

The identity of a brand originates from the company (Nandan, 2005) and represents how a brand identifies itself. Through creating a its identity, a brand communicates its distinctiveness towards all the stakeholders. Kapferer stresses the importance of the identity of a brand in brand management and points out that it provides direction for organizations (Kapferer, 2012). In addition, an attention is paid to brand identity in building up long-term consistency for organizations (Mosmans & van der Vorst, 1998).

On the other hand, brand image addresses how customers perceive the brand. As defined by Kotler, 'brand image is the set of beliefs that customers hold about a brand' (Kotler, 1988). Every customer interprets the messages communicated by the brand and forms an idea. Therefore, brand image is defined as a customer-constructed notion (Nandan, 2005).

Given the arguments of brand identity providing direction for organizations and considering the nature of digital transformation (See Section 2.3), it is chosen as the departure point in this study, in providing guidance to the organizations in their digital transformations.

## *Being Identity Models*

The brand identity consists of different elements. According to Kapferer, brand identity consists of six elements namely; personality, culture, self-image, reflection, relationship, physique. (Kapferer, Brand Identity Prism, 2006). From a different perspective, brand identity consists of six slightly different elements named as following; vision, culture, positioning, personality, relationships and presentations (Harris & de Chernatony , 2001; de Chernatony L. , 1999).

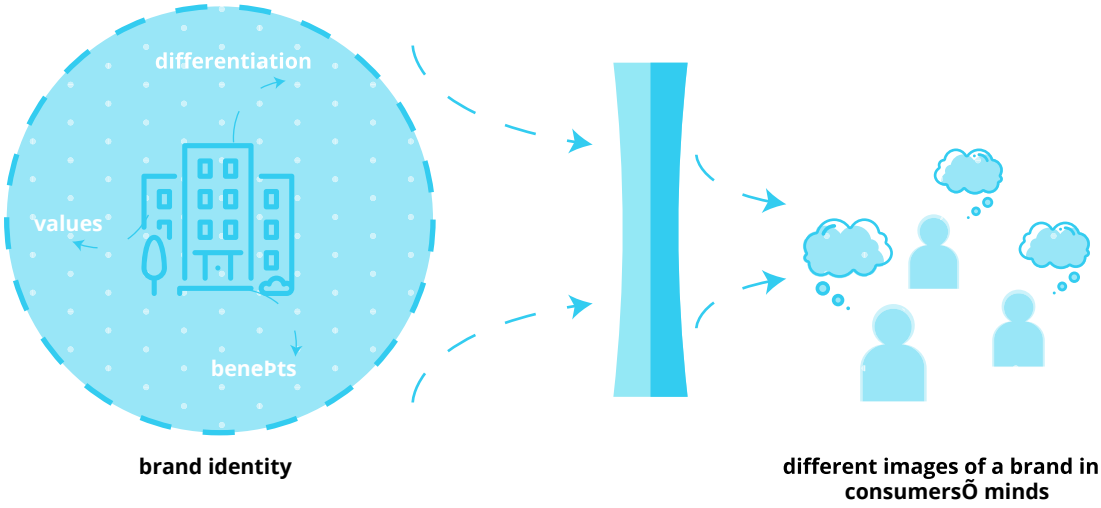



***Figure 21:*** *Brand identity versus brand image*

# “It is all about having the right DNA and bringing it in what you do.”

*Seth Godin, 2018*

## *Brand DNA Model*

The goal of choosing one particular brand identity model is to provide a concrete basis in establishing the links between brand literature and digital transformation. Until now, the importance of using brand as part of selecting and maintaining strategic directions for organizations is revealed. Following that, the importance of brand identity in long-term organizational consistency is identified.

However, this rises the next question; how to use the brand identity as part of the digital transformations of the organizations. Therefore, one particular brand model is chosen; brand DNA model. By exploring the what each element of the model stands for, tangible connections with the digital transformations is aimed to be made.

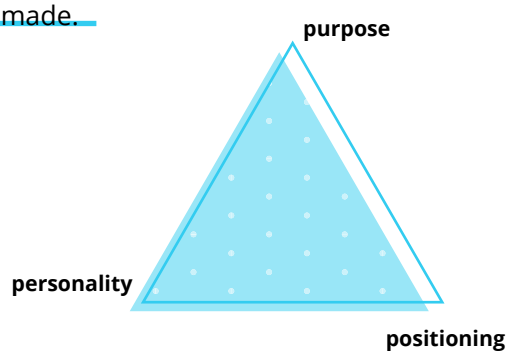



***Figure 22:*** *Brand DNA model (van der Vorst, 2017)*

It is not difficult to notice the similarities among different models. Based on the commonalities between different models ‘Brand DNA’ model is composed that consists of three elements; purpose, positioning and personality (van der Vorst, Brand and Product Commercialization Lecture Slides, 2017).

Brand DNA model is chosen as the basis for the research since it is considered simple yet comprehensive to address the identity of a brand by Matthe Stet, Manager at Deloitte Digital and external supervisor for the thesis and simplicity is a key dimension for Deloitte Digital employees in adopting new approaches. (See Section 2.4).

As briefly mentioned in the previous section, brand DNA model consists of three elements namely; purpose, positioning and personality. These three elements will be explained shortly to support the theoretical background.

### *Purpose*

Purpose, represents the core reason of existence, the deeper belief of a brand. It is defined by the company itself with the intent of being inspirational and engaging. As it is pointed out by de Chernatony “how the world is going to be a better place as a consequence of brand?” (de Chernatony L. , A model for strategically building brands, 2001).

For example, the purpose of a global sports apparel brand, adidas, states as their purpose that “We believe that, through sport, we have the power to change lives.” (ADIDAS, 2018). In this sense, the actions of adidas contributes to this higher goal of changing the lives through sport.

***Figure 23:*** *Adidas purpose as part of a public campaign*

Besides being inspirational and engaging, brand purpose forms the part of a vision alongside with values of a brand (Nandan, 2005; de Chernatony L. , From Brand Vision to Brand Evaluation: The Strategic Process of Growing and Strengthening Brands, 2012; Mosmans, Brand strategy: creating concepts that drive the business, 1995). Therefore, it can provide guidance and directions for the companies.

There are different opinions about the importance of a purpose. On one hand, it is defined as the most important element for an organization and should be the start of every action (Sinek, 2009). From other perspectives, such as widely known columnist Mark Ritson, brand purpose is found over overrated and not as important as opposed to brand positioning in the field of marketing (Ritson, 2018).

In this thesis, brand purpose is taken as part of the identity and given importance to study in the direction of being part of the vision alongside the values. It is argued that purposeful brands are often more successful (Hakimi, 2015) given the fact that they can provide authenticity, provide a higher direction of which employees of the company can relate to and helps to create the narrative.

**the incorporation of brand purpose in creation of vision is identified as potential linking point with digital transformation.**

## *Positioning*

The importance of a positioning of the brand is an agreed consensus among the researchers and professionals. (Dawar & Bagga, 2015; Keller K. , 2013; Ritson, 2018).

Positioning of a brand includes choosing the right customer group and what to offer to that particular group of customers. While creating a positioning, establishing key brand associations for the target group is considered essential since they enable the customers to differentiate the brand from the competitors (Keller & Lehman, 2006).

As defined, brand is the match between functional and emotional benefits that a company tries to provide and performance and psychological benefits that the customers are seeking for. Therefore, it is really important for companies to position their brands right that makes it clear and accessible for customers.

Positioning statement is created based on the competition. In other words, it aims to communicate why a brand fulfills the need of the customer better than the other. The positioning in brand DNA model presented by van der Vorst (2017), brand positioning should include six elements namely, the target group, category of competition, product attributes, functional benefits, emotional benefits and self-expressive benefits (figure 24).

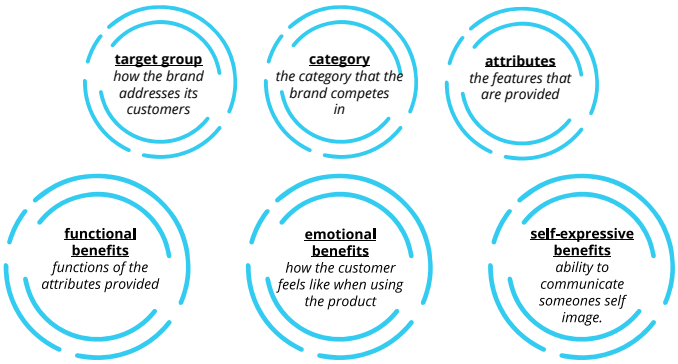



***Figure 24:*** *Elements of a positioning statement*

As establishing a good positioning in a certain market, reflecting on positioning over time is as important for brands. As mentioned earlier, digital technologies change the customer expectations and presents new opportunities for the brands. Therefore, it is important for organizations to check whether their positioning is still relevant for their target customers in terms of the elements mentioned in figure 24.

In particular the relevance of the benefits over time, is important for brands to reflect on. The reason for that is the benefit level is the area that indirect competition takes place, which is harder for brands to foresee and presents more danger (Keller, 2013). It is relatively simpler to think adidas as the competitor of Nike. However, it is more difficult to think of indirect competitors.

Getting back to the external pressure on brands, it is more important than ever before to be able to identify the potential threats. Therefore, the benefits embedded in the positioning can be used for organizations to prepare better for the future.

**the positioning illustrating the indirect competition is considered as an insight in linking both domains**

## *Personality*

The last component of the brand DNA model, is the brand personality. Personality of a brand defined as the set of human characteristics associated with a brand (Aaker J., 1997) and in other words, the way that brand 'behaves', how it 'looks' and 'feels' (van der Vorst, 2017).

Having a clearly defined personality is important for an organization in order to elicit emotional reaction from the target consumers. As it also emphasized by Nandan, personality represents emotional characteristics of the brand (2005). Aaker, defined the brand personality framework consisting of five dimensions and traits associated with those (1997).

Clarifying the brand personality not only increase the equity of a brand (Keller K. , 2013) but also clarifies the attitude of the brand in the marketplace. In addition, it can help companies to construct a certain feeling that they want their customers to feel when they make a purchase or experience a service which potentially strengthens the relationship between the company and the customers.

Therefore, it is important to consider the personality of the brand for companies when creating products and services for their customers.

**the potential for the personality of the brand to influence the emotions communicated through products and services in considered as an important insight in creating the link between both domains**

# 2.2.5 Conclusion

This section of brand illustrated important decisions in scoping the graduation assignment as well insights in bridging the domain of brand to digital transformation.

The digital technologies are presenting internal and external pressure on brands, therefore brands need to find new ways, directions in dealing with these pressures. The potential of brands in organizations regarding selecting and maintaining strategic directions is revealed. If the brand carries both internal and external dimensions in an organization it presents the potential of guiding such strategic decisions in organizations. In order to do so, brand identity is taken as a departure point since it provides insights in management and provides directions for organizations.

Among the several models of brand identity, brand DNA model is chosen since it is well known in the project context Deloitte Digital and it is considered as simple yet comprehensive. The three elements of brand DNA model namely; purpose, positioning and personality are investigated and the potential points of linking the domain of brand to digital transformations are identified.

The first point is related with the purpose of the brand. The characteristic of long term lasting relevance of brand purpose is considered while creating visions for brands. Therefore, it illustrated as a promising link with digital transformation since digital transformation concerns with the future of an organization.

The second potential discovered in bridging the brand with digital transformation is related with positioning element. Since the positioning statement states the benefits explicitly, it can provide insights and ability to foresee the indirect competition which digital technologies are creating more and more room for.

The last potential linking point is regarding the personality of brands and the guidance that it can provide companies in eliciting certain emotions with their product and services. This notion is important since in the digital world, companies are struggling with the loyalty of the customers and the personality can guide establishing these stronger relationships which  consequently create loyalty.

Concluding, this chapter illustrated the brand part of the theoretical research of the framework (figure 25). The summary of the chapter is visualized in the next page in figure 26.

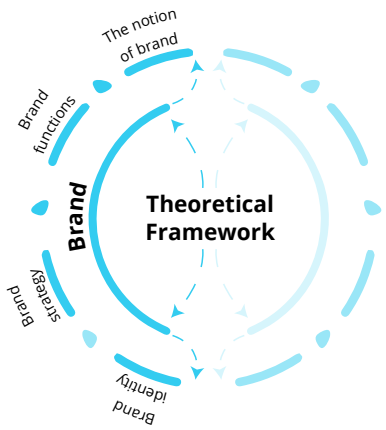



***Figure 25:*** *Completed section of the theoretical research*

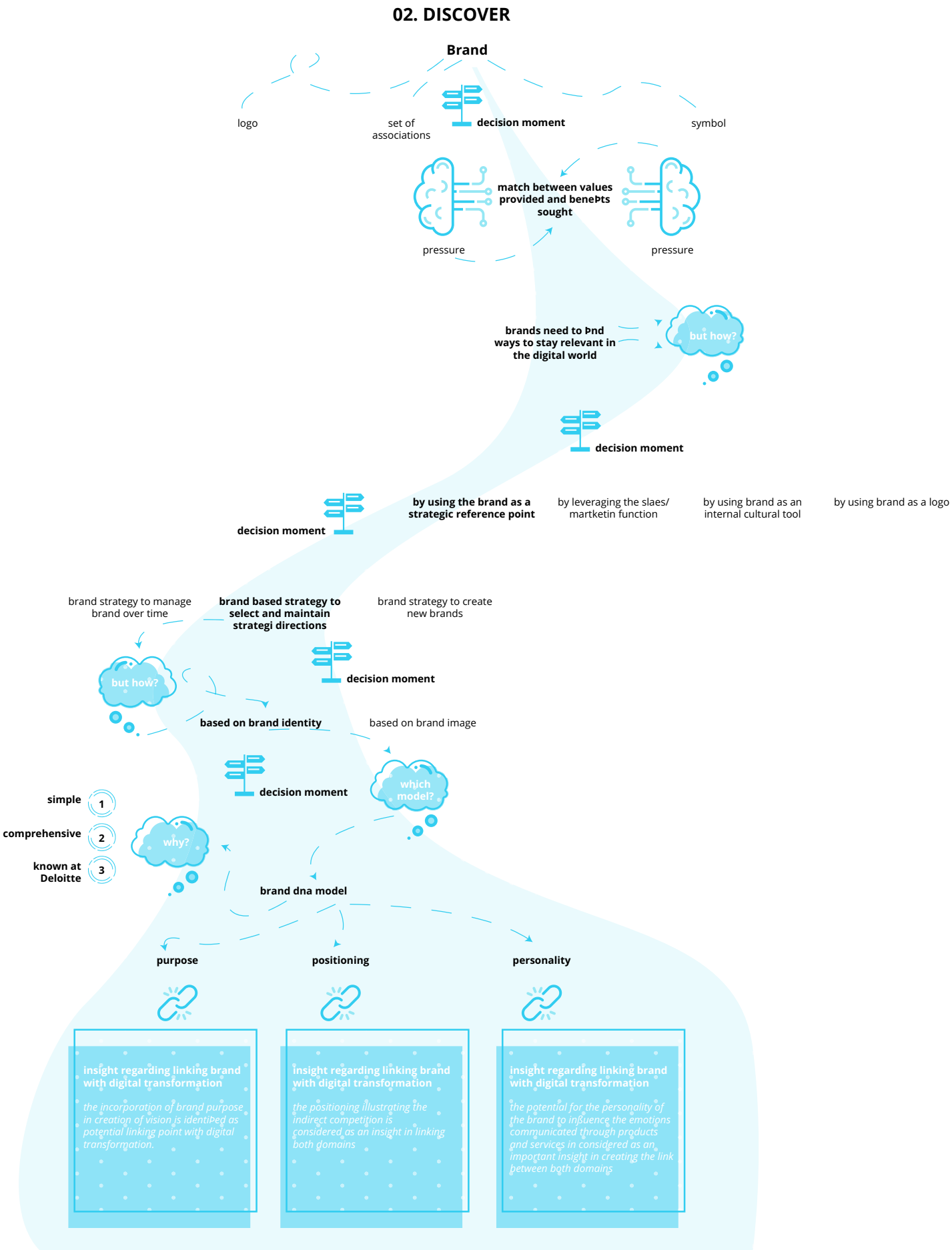



***Figure 26:*** *Visualization of the chapter summary*

# 2.3 Digital transformation

*Digital transformation is relatively novel and highly relevant subjects for incumbent organizations. Considering the goal and the scope of the thesis, digital transformation forms the second main pillar of the literature study. Firstly, the terminology is clarified in order to avoid any confusion. Afterwards the notion of digital transformation is explored. Following, the characteristics of digital transformation such as the drivers, and domains that digital transformation is present is explained. Lastly, the different layers of change in an organization due to digital transformation is briefly explained. Due to the novelty of the digital transformation literature, a lack of defined process is identified. While researching this domain, the goal of establishing a link with the brand literature was constantly kept in mind.*

*Leading insights in terms of establishing the link with the digital transformation domain is highlighted.*

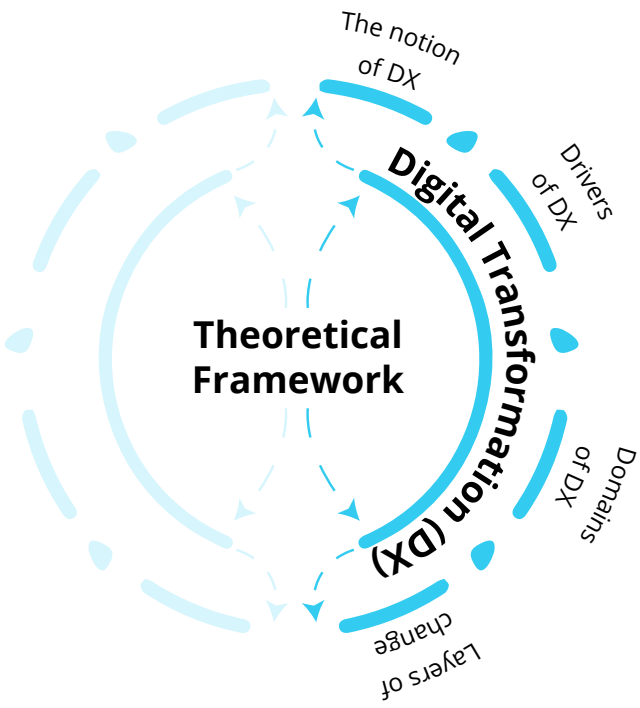



***Figure 27:*** *The topics addressed with this section*

## 2.3.1 The notion of digital transformation

### *Preparing the ground*

It is important to create a common ground in terms of the terminology use in the domain of digital transformation. Below, widely accepted definitions for important terms are stated.

***Digitization***
"Digitally enabling analog or physical artifacts for the purpose of implementing into said artifacts into business processes with the ultimate aim of acquiring newly formed knowledge and creating new value for the stakeholders" (Schallmo & Williams, 2018). For instance, Amazon digitized physical books and created Kindle, where customers can store and read e-books.

***Digitalization***
"The use of digital technologies and of data (digitized and natively digital) in order to create revenue, improve business, replace/transform business processes (not simply digitizing them) and create an environment for digital business, whereby digital information is at the core" (Schallmo & Williams, 2018). To give an example, if an organization decides to digitalize the onboarding journey of a new employee, with the goals of increasing efficiency and providing convenience for HR department and the new employee, this would be considered as digitalization.

***Digital Transformation***
The profound and accelerating transformation of business activities, processes, competencies and models to fully leverage the changes and opportunities brought by digital technologies

and their impact across society in a strategic and prioritized way (Demirkan, Spohrer, & Welser, 2016) The combined effects of several digital innovations bringing about novel actors (actor constellations), structures, practices, values and beliefs that change, threaten, replace or complement existing rules of the game within organizations, ecosystems, industries or fields (Hinings, Gegenhuber, & Greenwood, 2018).

**"It is not the strongest nor the most intelligent that survives. It is the one that is most adaptable to change."**

*Charles Darwin*

### *Digital is the New Black*

Digital technologies and how they emerged in our work or personal lives changed the dynamics in the society. Now the way people interact, entertain, communicate, educate or get cured is different and keeps changing constantly. As Gordon Moore envisioned in 1965, based on the increasing number of components in an integrated circuit, the growth in computing power has been growing exponentially (Schaller, 1997).

Increasing computing power, networking capabilities, rapid developments in information and communication technologies, unprecedented processing power, storage capacity and unlimited access to knowledge are some of the reasons why digital technologies interpenetrated in our lives. (Demirkan, Spohrer, & Welser, 2016; Svahn, Henfridsson, & Yoo, 2009). As consumers, we are becoming more demanding as in our expectations from products, services or the brands that we are engaging. For instance; Uber changed how fast consumers engage with transportation means and this influences our expectations from other services (Mattin, 2016). By delivering affordable and personalized digital content, Netflix disrupted the video rental business and increased our expectations.

Clearly, digital technologies and numerous benefits they provide, present many opportunities not only for established businesses but also new entrants. The market conditions also influenced by digital technologies such as lower threshold for new entrants, improved product/performance ratios and novel approaches towards design, production, distribution and use (Yoo, Henfridsson, & Lyttinen, 2010).

Evidently, many companies competing in markets that are being turned upside down by technology are no strangers to discord. (Margolies, Ronanki, & Steier, 2018). Digital technologies are resolute to break down the barriers of different industry or sector. As stated, no sector or organization is immune to the effects (Hess, Matt, Benlian, & Wiesböck, 2016). Therefore, the question of how to reap the benefits of digital technologies and create value for the business became a top priority in organizations' agenda.

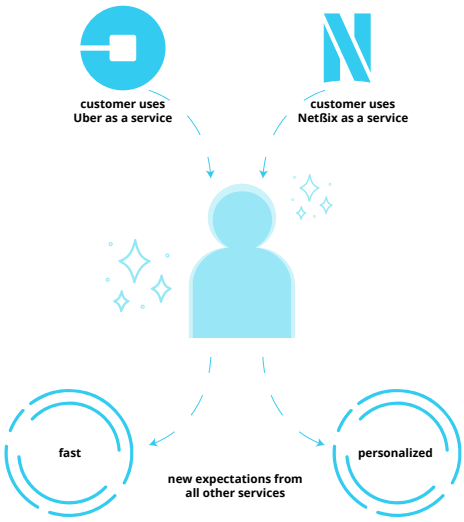



***Figure 28:*** *How customer expectations get affected*

### *Purpose of Digital Transformation*

The main purpose of digital transformation is exploring the possibilities of digital technologies and exploiting the benefits to achieve sustainable business transformation. The exploration and exploitation activities emphasize the importance of the journey aspect in digital transformation.

In order to achieve increased productivity and creativity in decision making, innovation, connectivity and augmentation, organizations are shifting their focus towards digital transformation (Demirkan et al., 2016).

The mentioned improvements help organizations to address and act on the emerging customer expectations and market needs faster and better. Research forecasts that the global spending on digital transformation in 2018 will be more than $1.1 trillion which is 16.8 % more than $958 billion spent in 2017 (Framingham, 2018).

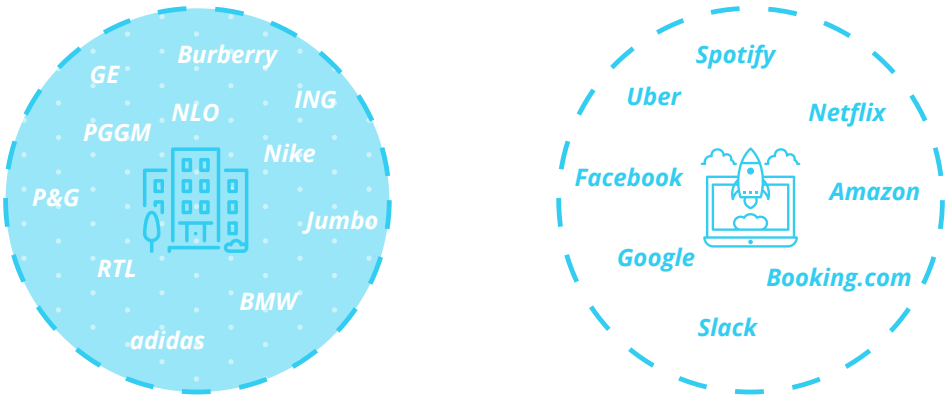
Therefore, regardless the sector or industry, digital transformation is the inevitable future for organizations that want to survive the digital age. It should also be noted that digital transformation is in the scope of established, incumbent firms like P&G or BMW. Companies like Uber, booking.com or Spotify are considered as native towards digital world. (Figure 29)

# 2.3.2 Drivers of digital transformation

The topic of how to perform a digital transformation is an important pillar in digital transformation discussion. One of the biggest misconceptions about digital transformation is considering technology as a main driver of digital transformation.

According to the review conducted by MITSloan in collaboration with Deloitte, it is explicitly stated that strategy not technology drives digital transformation (Kane, Palmer, Phillips Nguyen, Kiron, & Buckley, 2015).

Chanias & Hess (2016) stated that increasing number of firms are introducing company-wide digital transformation strategies in order to deal with the risks and challenges that digital technologies unveil. The imperativeness of formulating and executing digital transformation strategies are also emphasized by Hess et al. (2016).




**incumbent companies**
*Type of clients that Deloitte Digital engages with*

**digital native companies**

***Figure 29:*** *Incumbent companies versus digital native companies*

# "Strategy, not technology drives digital transformation"

*MIT Sloan Management Review and Deloitte, 2015*

However, formulating and executing digital transformation strategies is a big challenge for organizations. Looking back to the past decade, there are many examples of industry leader brands having had failures in their digital transformation journeys such as, Burberry, P&G and GE (Davenport & Westerman, 2018). Yet, there is not a single reason of these failures. Some of the reasons as pointed out are; focusing on technology without investing in organizational capabilities, failed implementation of enterprise resource planning or failure in changing the organizational mindset (Kane et al., 2015).

## *Digital Strategy versus Digital Transformation Strategy*

After emphasizing the importance of having a strategy to survive the digital transformation, then the question of what kind of strategy emerges. In addition, in the literature, there are different statements about having a digital strategy (Kane et al., 2015) or having a digital transformation strategy (Hess et al., 2016; Matt et al., 2015; Chanias & Hess, 2016) is crucial.

Digital (business) strategies are emerged with the goal of aligning functional IT strategies with the organizations' business strategies in order to create value by leveraging digital resources (Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013). On the other hand, digital transformation strategies are considered as blueprints that help companies not only to achieve their goals with digital technologies but also assist them in governing the transformations and operations also after the transformation (Matt et al., 2015).

In other words, if digital strategies are considered as visions, digital transformation strategies are the roadmaps in how to reach those (figure 30). For the scope of this paper, digital transformation strategies are taken as a must to survive digital transformation. However, there are also similar characteristics between two kinds of strategies which will be elaborated in the further sections.

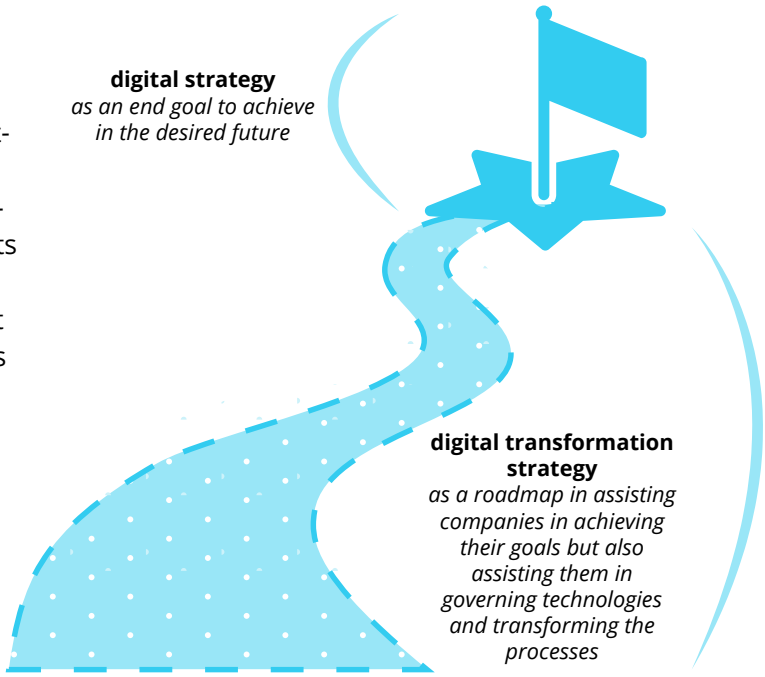



***Figure 30:*** *Digital strategy versus digital transformation strategy*

## *Digital Transformation in Incumbent Organizations*

Incumbent organizations form the clientele of Deloitte and Deloitte Digital. Therefore it is found valuable for this thesis to understand the journey of digital transformation from their perspective and how the drivers of digital transformation affect them.

Until now, several aspects of digital transformation is covered and the necessity of formulating a digital transformation strategy is evident (Carlo, Lyytinen, & Rose, 2012; Matt, Hess, & Benlian, 2015) In the literature there are some requirements defined for digital transformation strategies to fulfill, some dimensions for such strategies to measure up and some frameworks developed in order to cover the aspects defined of digital transformation.

However, the literature is lacking in defining a holistic approach for digital transformation. Besides, the need for novel theories on digital innovation management that can cope with the rapidly changing nurture is addressed (Nambisan, Lyytinen, Majchrzak, & Song, 2017).

An attempt to summarize the literature on digital transformation strategies in a holistic manner has been made and five step are identified to summarize the digital transformation journey for incumbent organizations namely; ***assessment of the emerging strategies, visioning, alignment, formulating and implementing***. Below, each step is explained briefly.

## *Assessment*

One of the consensuses that is reached in the literature is that strong top-down approach is imperative for digital transformation (Westerman, Bonnet, & McAfee, 2014; Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014).

However, digital transformation strategies are introduced in order to coordinate the emergent activities in an organization (Chanias S., 2017; Chanias & Hess, 2016). Therefore, before attempting to formulate digital transformation strategies it is important to assess the emerging initiatives within the organization.

Secondly, the need to assess the capabilities of the organization is addressed before formulating a strategy. Two important measures in order to excel at digital transformation is identified: digital capability and leadership capability (Westerman, Bonnet, & McAfee, 2014) (figure 31). Identification of which quadrant that the company falls into, provides a solid starting point.

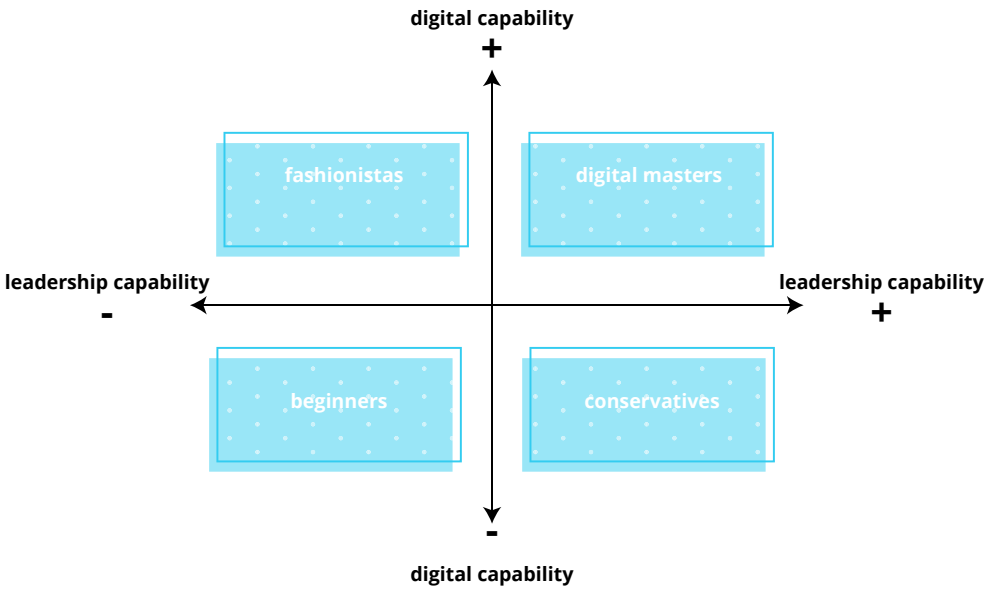



***Figure 31:*** *Assessment quadrant for digital transformation ( Westerman, Bonnet, McAfee, 2014)*

**Key insight in linking to Deloitte context**
It is a common procedure for Deloitte to do an assessment of their capabilities and external environment as part of digital transformation projects

## *Visioning*

After understanding the current standing point, then the question following is regarding the ambition of the company. Identifying the ambition of the organization and creating a vision is pointed out as an important step for digital transformation (Berghaus, 2016; Chanias & Hess, 2016; Kane, Palmer, Phillips Nguyen, Kiron, & Buckley, 2015).

**the visioning step of digital transformation provides an opportunity for brand purpose and brand values to guide this step**

## *Formulation*

Drafting a digital transformation strategy which serves as a central concept in coordinating and prioritizing the efforts of the organization found as imperative by scholars (Matt et al., 2015; Hess et al., 2016). Some considerations that are important while formulating digital transformation strategy are derived from practice-oriented literature. The interdependency of different layers of transformation should be managed since a complete transformation involves all of them although they often do not occur at the same pace. Another consideration is the different dimensions of the digital transformation framework defined by Matt et al. (2015).

According to the framework balancing four dimensions namely; use of technologies, changes in value creation, structural changes and financial aspects is key to a successful transformation. Following a holistic strategy, defining the activities in different domains of transformation mentioned earlier and coordinating the efforts remains important.

## *Alignment*

Digital transformations have wide scope and cut across different strategies in the organization. Therefore, aligning digital transformation strategies with the existing functional, operational and corporate strategy of the organization pointed out as an important consideration (Hess, Matt, Benlian, & Wiesböck, 2016; Matt, Hess, & Benlian, 2015; Henderson & Venkatraman, 1999).

## *Implementation*

Facilitating the desired change among the organization is the last key step addressed in the digital transformation literature. Identifying a clear leadership within the organization which coordinates the emerging efforts from the sub-groups and realizes the top-down management is defined as key for a successful transformation (Westerman et al., 2015; Chanias & Hess 2016).

~~It should be noted that formulation of the sub-strategies, alignment and implementation steps are dynamic and the company should constantly explore and exploit the possibilities in order to find a strategic fit~~ as defined by Henderson & Venkatraman (1999).

# 2.3.3 Domains of digital transformation

After clarifying the concepts regarding digital transformation, it is important to understand what kind of domains digital transformation shoes presence in an organization. First and foremost, digital transformation has a wide scope which makes it a complex issue for the organizations. The transformation might be triggered by internal and/or external events and execution of transformation has effects on inner and outer environments of an organization (Chanias, 2017).

In the literature, the transformation caused by digital technology effects defined across five domains (figure 32) (Rogers, 2016). These domains where transformation is dominant are customer experience, data, competition, innovation and value. In order to create shared understanding on what transformation in each domain means, short explanation is provided below per domain.

## *Transforming the Customer Experience*

Digital technologies direct organizations to muse about their touchpoints with their customers and how they connect them. Among all industries, this type of transformation is considered as the most popular one and as a catalyst in enterprise-wide digital transformation (Solis, 2018).

## *Data Capability Transformation*

The utilization of data has reached to new levels with development in digital technologies. Therefore, organizations are seeking new ways how to collect, analyze, manage and use the data in order to strategically benefit to their internal and external activities.

## *Transformation in Partnerships*

Digital technologies changed the rules of competition and collaboration. The borderlines between the industries have become more fluid and transparent. Consequently, with the help of digital technologies organizations consider establishing collaboration with their competitors.

## *Transformation in the Innovation Processes*

Service-oriented modularity in innovation (Svahn, Henfridsson, & Yoo, 2009) brought a new mindset of innovating which is based on agility. Establishing an agile culture in the organizations which encourages experimenting, failing, learning and fostering to take risks is considered as a necessity for digital transformation (Lee, Sambamurthy, Lim, & Wei, 2015; Hess, Matt, Benlian, & Wiesböck, 2016)

## *Transforming the Business Model*

Digital technologies opened up new perspectives for the organizations and stimulate them to create new value propositions that better fits to the market and customer needs. This domain presents the challenge of staying relevant and survive the digital age for the organizations.

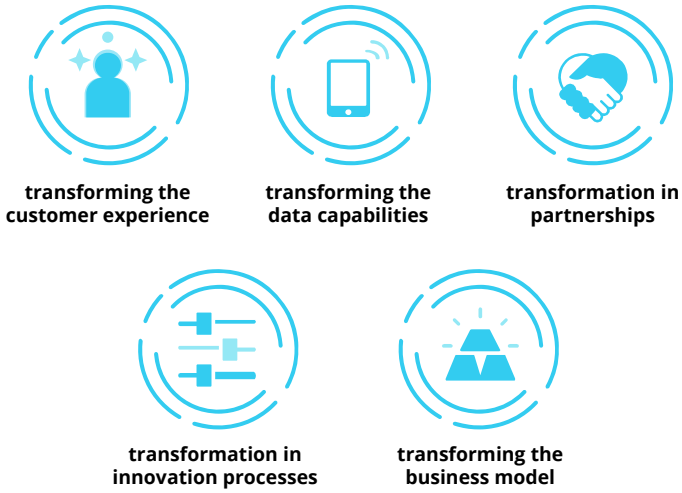



***Figure 32:*** *Five domains that digital transformation happens in organizations ( Rogers, 2016)*

**Key insight in linking to Deloitte context**
Deloitte provides consultancy services to its clients in strategizing, prioritizing and coordinating their transformation efforts in each domain.

**Key insight in linking to Deloitte context**
Different departments in Deloitte have expertise in different domains of transformation.

As a concluding remark on the mentioned domains, each of them presents different challenges for organizations and as stated by Rogers (2016), they can be considered as point of departures for the organizations. The interrelated nature of these domains makes it impossible to focus on one and discard the others.

## 2.3.4 Layers of change

The core of digital transformation is the continuum of change from the status quo of an organization. Due to the wide-scope of digital transformation, the change includes neither one department of the organization nor one domain as it mentioned earlier.

Based on the digital innovation literature (Yoo, Henfridsson, & Lyttinen, 2010; Henfridsson, Yoo, & Svahn, 2009; Tripsas, 2009) revealing different layers of change due to the digital technologies, four layers of change from an organizational perspective is identified as a characteristics of digital transformation (Khaw, 2018).

It should be noted that the layers do not represent consequential order nor all of them can be identified in every transformation. In fact, they represent a dynamic nature depending on the scope and scale of the transformation (Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013).

Four layers of change from the status quo is briefly explained below;

***Material Layer*** represents the embodiment of digital technologies in tangible forms such as products, services or interfaces.

***Cognitive Layer*** comprehends the mindset and know-how of the organization in order to realize the transformation and enable the material layer.

***Identity Layer*** concerns with the transformation of internal identity and the external image of an organization while governing digital technologies.

***Organizational Layer*** has an over-arching characteristic among the others, representing new processes, new ways decision-making and changes in the organizational structure.

**the material, cognitive and identity layer of transformation presented opportunities in linking with brand domain as in brand DNA elements can provide guidance and enable change in these layers.**

# 2.3.5 Conclusion

This section of digital transformation illustrated important concepts in understanding the digital transformation for incumbent organizations which form the clientele of Deloitte Digital.

Digital transformation by definition is transformation of business activities, processes and competencies to leverage the benefits of digital technologies and no industry is immune to that. Formulating digital transformation strategies was found imperative in order for companies to manage coordinate and prioritize the efforts towards reaping the benefits of digital technologies.

In terms of a streamlined process of digital transformations journey for incumbent organizations, the literature fell short. Therefore, an effort has been put in creating the journey for digital transformation journeys and five important steps were identified. Additionally, the layers of change and the domains that digital transformation impacts in an organization is explained.

The goal of this section was to identify potential links with the brand domain. Several links were identified. First one concerns the visioning step of digital transformation. Visioning as a concept was found as common in both domains of research. In digital transformation, companies need to identify a future vision in regards to benefiting from digital technologies. On the other hand, brand purpose and values were addressed as components for creating visions for organizations. Therefore, this similarity pointed out a potential contribution for brand domain to digital transformation.

Other potential linking moments were identified based on the layers of change in organizations from the status quo. These layers present a significant opportunity for brands to guide the change (see chapter 4 with specific insights).

Concluding, this chapter illustrated the digital transformation part of the theoretical research of the framework (figure 33). In addition, the similarities between the elements of brand domain and digital transformation is summarized in the next page (figure 34).

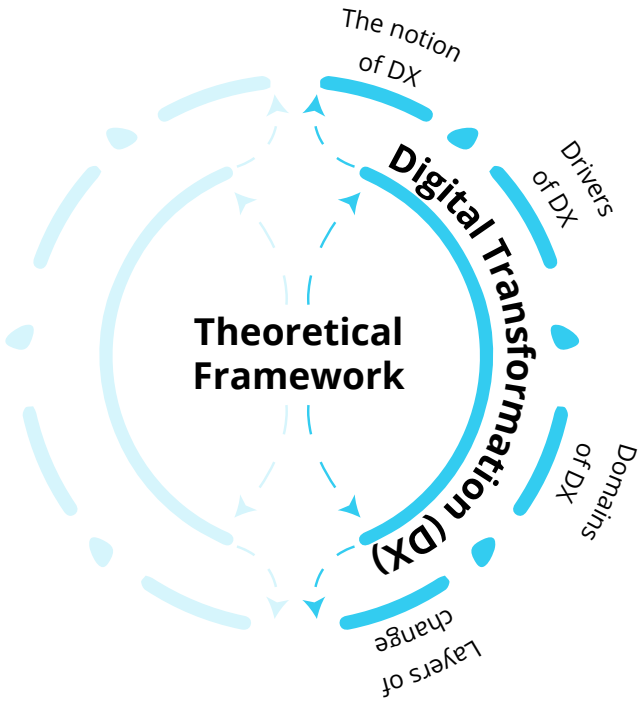



***Figure 33:*** *The topics addressed with this section*

***Brand purpose and values***

Nominated as two essential components of creating visions for the brands (de Chernatony, 2001)

***Digital transformation visions***

Deemed as a necessary as a step of digital transformation (Fitzgerald et al., 2014)

***Brand purpose and values***

Brand porisitoning provides insights regarding especially the indirect competition which hapens on the beneft level

***Assessment step of digital transformation***

Based on the strategic alignment model (Henderson & Venkatraman, 1992) identiÞcation of the internal capabilities and external positioning deÞned as imperative in order to Þnd a strategic Þt for digital technologies.

***Brand DNA model***

All three elements can support in change from the status quo by providing strategic and communication guidelines.

***Cognitive Layer*** comprehends the mindset and know-how of the organization in order to realize the transformation and enable the material layer.

***Identity Layer*** concerns with the transformation of internal identity and the external image of an organization while governing digital technologies.

***Brand positioning and personality***

Positioning can provide insights in regards to the product idea whilst, personality can provide insights regarding the emotion to elicit and guidelines in executing the idea

***Material Layer*** represents the embodiment of digital technologies in tangible forms such as products, services or interfaces

***Figure 34:*** *Summary of the potential links identified between the two domains of research*

# 2.4 Internal Analysis

***The last component if the discovery phase is formed by an internal analysis of Deloitte and Deloitte Digital (DD). Getting to know DD, their way of working, their approach towards digital transformation, how currently brand identity of clients is part of their thinking found essential for the project. The reason for that lies in the overall goal of the project which is developing a toolkit for DD employees to enable them to see brand identity as a departure point in digital transformation projects. Overall, the goal of this chapter is to compare the findings in literature with the practice, linking them with concrete examples from DD practice and deriving design guidelines to that will be embodied in the design solution.***

***Leading insights to support the potential links identified in the previous sections of these chapter are highlighted and/or framed. The design guidelines obtained throughout the section are framed differently.***

## *Method*

The information that is presented in the next chapter is collected from internal Deloitte and DD documents. Besides, four semi-structured interviews with DD employees from different backgrounds are conducted to get to know their way of working, type of projects, responsibilities, their opinions in regards the topic of brand identity and obtaining information regarding the digital transformation practice in Deloitte.
In addition, two expert interviews were conducted in a semi-structured manner with Kasia Blicharz (Director at DD and Service Line Lead) and Jeroen van den Nieuwenhof (Partner at DD) in order to understand the role of DD in digital transformation. Lastly, many informal 'coffee sessions' were conducted with other DD employees and employees from other service lines. During the sessions, notes were taken which provides more clarity in understanding the project context.

All the interviews were recorded. The employee interviews were transcribed verbatim and the important insights from the expert interviews were transcribed.

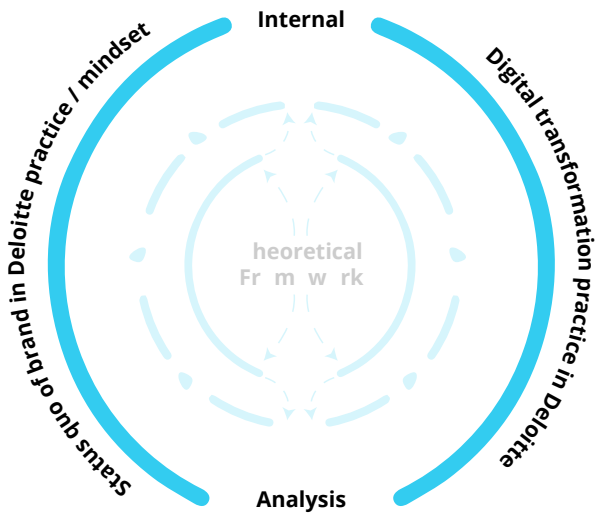



***Figure 35:*** *The last component of the research framework internal analysis*

Referring back to the research framework, internal analysis forms the last chapter of the discovery phase. The constant exploration in order to establish the links between the research domains and the project context is illustrated in the framework. The insights identified is filtered through the lens of internal analysis findings and insights to lead the design directions are completed with this chapter.

***Figure 36:*** *Methods used in collecting data for the internal analysis*

# 2.4.1 Background information

To fully grasp the project context, it is important to provide necessary background information. Therefore, Deloitte is introduced as the company and later Deloitte Digital (DD) is introduced as the department where the project is realized.

## *Deloitte*

Deloitte (Deloitte Touche Tohmatsu Limited) is a multinational professional services firm headquartered in USA. Deloitte is seen as one of the 'Big Four' professional services network in the world, based on their revenue and number of professionals. Currently, more than 286,200 professionals in 150 countries work at Deloitte. Deloitte has multiple locations throughout the Netherlands too.

Services provided by Deloitte can be grouped within audit, tax, legal financial advisory and consulting services (Deloitte, 2018).

The clientele of Deloitte is formed by large organizations which are operating globally and/or locally. Deloitte is aiming to be a long-term partner for its clients advising and consulting them in different fields.

As mentioned one of the services that Deloitte provides is consulting clients in solving their complex problems that they face in their business environment. Deloitte is known with its deep roots in management consulting and provides consulting services to its clients varying from strategy creation to implementation. In order to deliver the value to the clients, Deloitte Consulting brings together broad range of talent and skills. The goal of providing services across different skills led to the organization of Deloitte Consulting, consisting of three different service areas namely; strategy & operations, human capital and technology.

Based on the problem that the client has, consulting from different service areas (individually or in collaboration) is provided. To provide an understanding, a brief explanation of each service line accompanied with an organizational structure visual (figure 37) is provided.

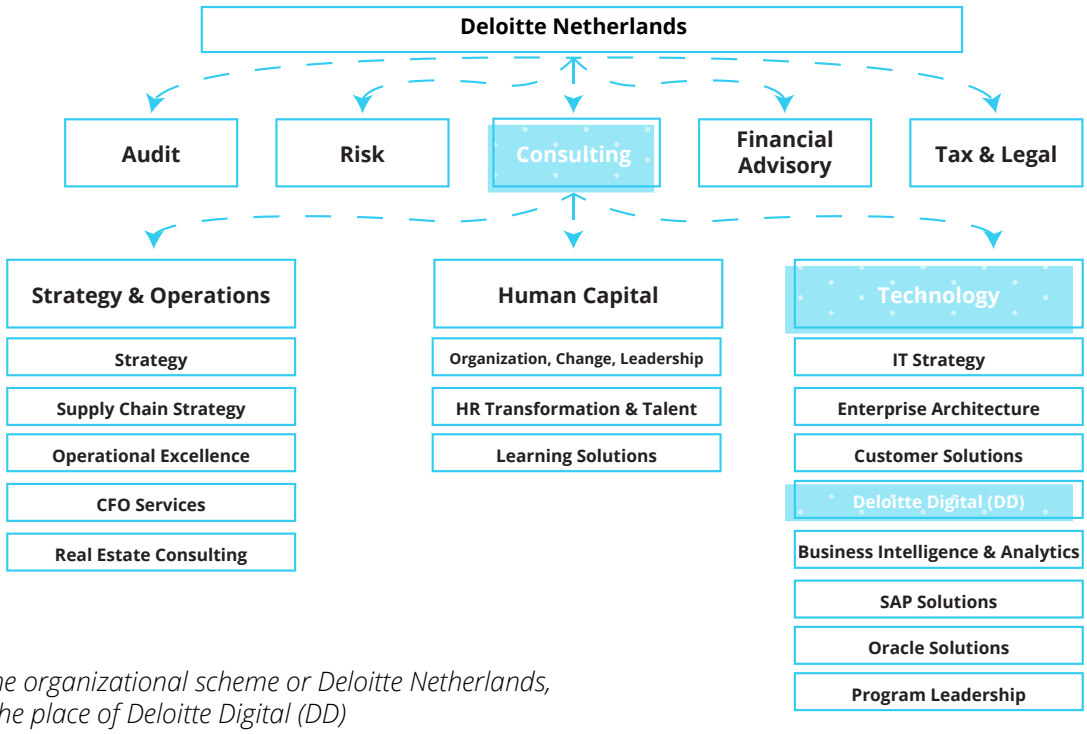



***Figure 37:*** *The organizational scheme or Deloitte Netherlands, emphasized the place of Deloitte Digital (DD)*

## *Strategy & Operations*

Strategy & Operations service area, draws on the strength of Deloitte's full suite of professional services and industry experience to focus solutions on the real issues affecting the businesses of the clients today.

## *Human Capital*

Deloitte's Human Capital services aim to leverage research, analytics, and industry insights to help design and execute critical programs from business-driven HR to innovative talent, leadership, and change programs.

## *Technology*

Since today, business and technology innovation are inextricably linked and the demand for technology-enabled business transformation services is rapidly growing, Deloitte technology professionals around help clients resolve their most critical information and technology challenges.

**Link back to digital transformation**
In order to realize different layers of change occurring in different domains as part f digital transformation, different departments need to collaborate.

## *Deloitte Digital (DD)*

Deloitte Digital (DD) forms a service line of the Technology service area in Deloitte Consulting. From strategy to delivery, Deloitte Digital provides the capabilities to support organizations in the digital era. In 2014, Deloitte Digital Netherlands has initiated by 2 partners and a small team, located in Amsterdam.

Currently, in the Netherlands Deloitte Digital has more than 141 employees and forming a significant service line. Current positioning of DD is stated as **'Creative Digital Consultancy'** aiming to package the power of Deloitte and transforming the digital journey of the clients in ways like an agency or traditional consultancy cannot.

## *Vision & Mission & Values*

The vision statement of DD is defined as "Digital and physical are converging. Everything is branding: show me, don't tell me. Win the customer. Own the platform. Activate the data". On the way towards realizing the vision, Deloitte Digital Netherlands aims to be the undisputed leader in digital consultancy in the Netherlands. Lastly, in DD Netherlands, four main values identified:

- We are obsessed with the customer
- We nurture our talent and empower our people
- We encourage to explore and create the future
- We connect to create impact

Considering these elements, Deloitte Digital thrives with making an impact that matters and imagining and delivering on the clients with their digital ambitions and running the future. In order to do so, constant expansion of current capabilities and improving the offerings is significant for Deloitte Digital.

***Design requirement***
*-approach differentiation*
*-tangible*

## *Matrix Organization*

From an organizational point of view, Deloitte Digital is organized as a matrix. Firstly, it is divided in three main competencies namely; Advisory, Design, and Engineering. Secondly, Deloitte Digital is organized in 'guilds' which are interest areas that aims global and local knowledge exchange between the employees. The active guilds in Deloitte Digital Netherlands are digital marketing, commerce & content, mobile and IoT.

Last component of the matrix is formed by the industry focus. Currently, there are five industry focus areas in Deloitte Digital which are financial services, customer and industrial products, public sector, telecom and media and energy and resources (figure 38) . The offerings of DD are grouped around the guilds, which is explained in the next section.

## *Capabilities and Offerings*

DD Netherlands started as a small service line in the technology service area. Initially, the approach towards digital technology consultancy was merely technical. Later, more design-centric approach diffused in Deloitte Digital's DNA.

Currently, Deloitte Digital is defined as the place where the left brain meets the right one emphasizing the collaboration in their approach between creative thinking and analytical mindset. In order to fit with the digital age that we are in, Deloitte Digital has created a new model 'Creative Digital Consultancy' packaging its capabilities and expand further. In this respect, Deloitte Digital provides creative digital consulting services. The solid offerings of Deloitte Digital is shaped around four solution types namely; digital marketing, IoT, mobile and content & commerce.

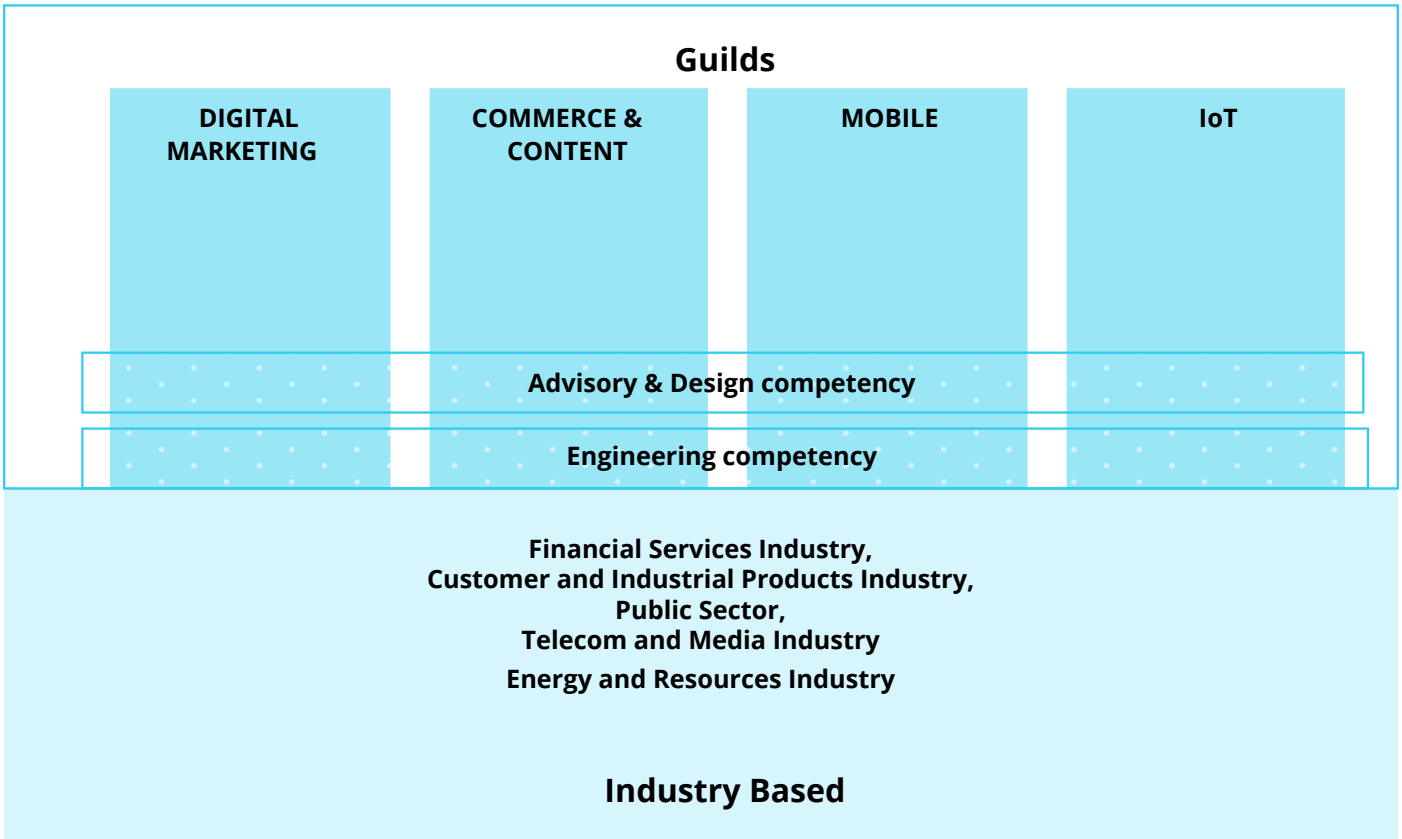



***Figure 38:*** *The matrix organizational scheme of DD*

## *Approach*

Deloitte Digital has an idealized approach towards the projects which is consisting of five consecutive steps respectively; *visioning, discovery, definition, execution and follow up.*

The purpose of this approach is to prove that Deloitte Digital is able to provide end-to-end solutions starting from building the strategy to deliver the end solution and to follow up on the impact. Even though the approach resembles the classical waterfall design process, agile way of working is highly adopted. Even the consecutive steps are treated as different sprints and the solutions are developed in an agile manner. In Deloitte Digital, the steps of the process are named as "Imagine, Deliver and Run the future".

Regarding the **way of working**, in DD, double diamond design process is adopted. However, it is really hard to identify one single or multiple approaches as part of the way of working, since the approach is strategically discussed and defined based on different dimensions; such as the type of project, the industry that client operates, the guild that project belongs to.

**Link back to digital transformation**
There is no streamlined process identified regarding digital transformation projects in DD..

***Design requirement***
*-the solution should be customizable for different type of projects and clients*

## *Client Portfolio*

As mentioned earlier, Deloitte works with large organizations. For instance, in the Netherlands, the crown jewels of the Dutch market are the main target. The clients are ranging in industries from financial to government to consumer and industrial products. To exemplify, some important clients are ING Bank, PGGM, Adidas, Unilever, Bavaria, Vodafone Ziggo, Jumbo, KVK. The strong, long-term relationships with the clients are vital for the business.

Therefore, it is often the case that the client is approaching with different problems to his/her contact in Deloitte and the contact from Deloitte side acts on the challenge with the required capability and right group of people or if he is not the right person, he introduces the client to the right colleague.

Deloitte Digital also attends to the pitch sessions organized by the clients competing against other consultancies with a proposal to the brief given by the client. If the pitch is won, then Deloitte Digital is hired and the project is initiated. Client relationships are really important for Deloitte and DD since it is the main entry point of engagement and sales.

***Design requirement***
*-the solution should strengthen the client relationships*

# 2.4.2 Organizational Characteristics

Looking at the organizational characteristics of Deloite and DD provided insights towards the design challenge and the requirements necessary for the desired design solution.

Deloitte is a **decentralized** organization, meaning that the decisions are not taken centrally by the head of the company. There is a dynamic team combination which is changing from project to project and different roles are being fulfilled. The teams are made based on the need of capability for a certain project.

Deloitte is also a very **network-based** organization meaning mostly business is done through the network of employees. Therefore, having good client relationships is significant. In addition, internally it is also important that other employees are aware of each other's interest and capabilities to be able to connect to right people and be on the right projects.

As stated earlier, Deloitte is a provider of professional services and Deloitte Digital focuses on providing technology consulting services to the clients. Therefore, employees are usually deployed in the client working with a team from the client side. This makes Deloitte employees very **mobile.** Mostly, the consultants are deployed in the client from Mondays until Thursdays. The place of deployment can be both inside the Netherlands or another country, depends on the client.

On Fridays, consultants are in the office to catch up with the work in the office and to attend the events/ meetings take place in the office. Mobility aspect of Deloitte ecosystem represents another important characteristic in regards to way of working. As mentioned, Deloitte works with large corporations and many of them are present in different countries. It is often the case that Deloitte employees from different countries work for the same project.

### *Journey of an Employee in Deloitte and DD*

Even though Deloitte is a decentralized organization where there is no hierarchical decision making, there is a clear hierarchy in levels of employees and the responsibilities that they are given to.

From starting position to the highest position, the titles given are business analyst, consultant, senior consultant, manager, senior manager, director and partner. The different roles of employees are observed during the graduation project. The client engagement and sales are mostly assigned as responsibility from manager level up.

Also those group are the ones who are more part of strategic discussions in an assignment. On the other hand, business analysts and consultants are more responsible with the operational tasks. Based on the performance review in every quarter, promotions are given.

It is stated by one of the partners of DD that ;

***"The business model that we have here is 5-10 years per employee. They start from the bottom, they experience different clients, industries assignments and slowly they grow and develop into certain specialty like guild based or industry focus. Afterwards, they leave and the new ones fulfill their position. This is how it is, this is the cycle in the business."***

### *Consultancy Mindset*

In Deloitte and DD, employees work with hourly rates and based on the seniority level the hourly rate increases. Based on the budget of the project the team is assigned for example; X number of analysts, Y number of consultants and Z managers. Employees bill the hours to the project budget. Therefore, it is really important for employees to be reached out with the opportunities and take part in the projects. In relation to this, in order to be reached out for the right project opportunity, it should be clear to DD employees and to the bigger

Deloitte ecosystem what capabilities does a certain DD employee has and how can it be applicable to the problems of the clients. This aspect of the way of working makes the environment competitive for employees.

Before the initiation of the project, there is a proposal phase which is an important event in DD. The clients, often sends request out there, to the consultancies agencies that they know and call for a pitch. The request can be seen as an assignment brief where client formulates an assignment. Afterwards, the employee who got the request (the one who has the relationship with the client), reaches to the right people and a proposal team is gathered. The goal of this event to answer the request of the client by showing how can DD solve their problem, how they can add value and how will DD approach to the assignment. There is a proposal briefing meeting where the team composed gathered together and discussed about the approach, tasks and responsibilities. Later, everybody can work on their own part. Lastly, the work that everybody does are combined in one single power point document (Figure 39).

These are identified as time-pressing, demanding phases for proposal teams. Afterwards, the person responsible pitches the proposal to the client and then client decides who to work with in that particular assignment. In this stage, while working on the proposal, it is emphasized by Deloitte employees that

***" We should show the client we know them really well, we understand their concerns and problems but we also should bring in Deloitte perspective and add value to them".***

When employees work for the proposals, their involvement in the strategic discussions also depending on their seniority as in line with what is stated above. In addition, the hours worked for the proposals are billed to the particular service line that they belong to.

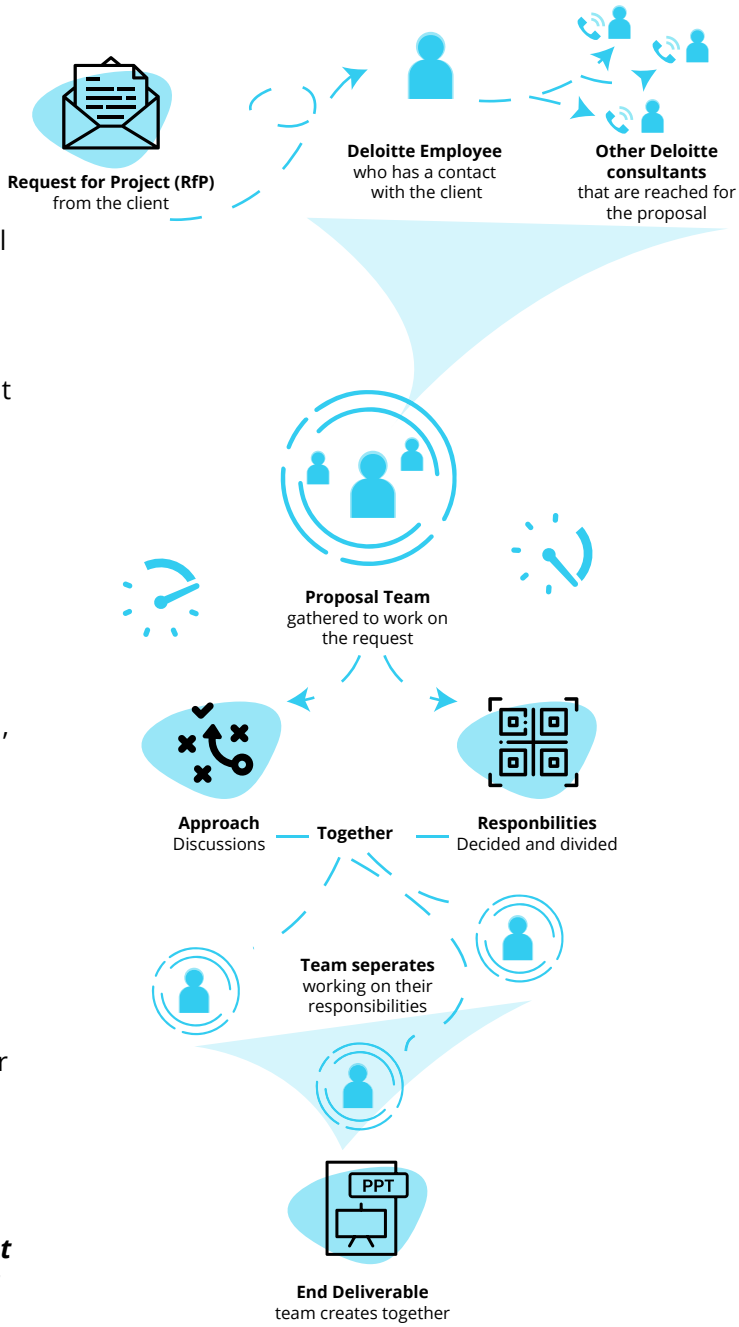



***Figure 39:*** *Proposal preparation moments for Deloitte consultants*

Last point to mention about consultancy is that the project or program perspective. As consultancy, the role is to help the clients when they need. Therefore, there is always a beginning and an end which is defined by the budget. It is often the case that, while working on one project another project engagement is established based on the recommendations from Deloitte. It can be the case for example for a client, there are multiple projects running in different service lines in Deloitte.

As a conclusion, the fast paced, competitive and project-based attitude towards the work are way to define Deloitte ecosystem. It is important to restate that every person is responsible on his/her own development and employees are open for new approaches as long as they believe it is applicable to what they do or contributes their career.

**Link back to digital transformation**
For clients of Deloitte digital transformation is a continuous journey. However, for Deloitte, it is limited to a project or a program (has an end).

### *The Type of Client DD Engages With*

Regarding the contact person from the client side, both Deloitte and Deloitte Digital senior management engages with functional level managers like CFO, CIO, CMO, CHRO, middle level managers and VPs. CEO level engagement remains less compared to the others.

**Link back to digital transformation**
This makes DD more present in the operational level projects of digital transformation, rather than more strategic and holistic level.

## 2.4.3 DD in competitive landscape

In order to understand the positioning of Deloitte Digital, the competitors defined by the internal actors are analyzed. The goal of the competitor analysis is to identify how the competitive landscape looks like. In Deloitte Digital, there are two main set of competitors identified. One of the groups is agencies and the other one is consultancies. In this respect, 10 global and local consultancies and 20 agency background companies are selected according to the occurrence and analyzed in terms of the offerings and positionings (Appendix D). As conclusion, the similarities and differences of Deloitte Digital is identified.

### *Similarities*

The offerings of Deloitte Digital shows similarity with both group of competitors. Deloitte Digital provides solutions as creative agencies which are also blending with strategic approach gradually. Besides, like the other consultancies it also provides consulting services regarding digital technologies and industry specific solutions.

### *Differences*

Deloitte Digital is a creative embedded unit in a consultancy context which is a differentiation point from both agency group of competitors and consultancy group of competitors. Other management consulting background companies acquire external creative agencies in order to reap the benefits of creative design practices and try to integrate in their business. On the other hand, it is evident that agency background companies cannot provide end-to-end solutions. Providing end-to-end solutions in the defined domains by relying on the core business of Deloitte is the goal of Deloitte Digital.

Therefore, constant growth and acquiring new capabilities forms the focus of Deloitte Digital.

### *Key Take Aways*

It is evidently seen that, the gap between strategy and creative consultancy concepts are closing and competitors are providing services from both fields. Therefore, it is important for DD to strive for acquiring new capabilities, and develop new perspectives in approaching the problems.

# 2.4.4 Status quo of brand in Deloitte

Since the goal of this thesis is to enable Deloitte Consultants to incorporate brand identity of the client that they are working for digital transformation projects, it was necessary to identify the current state of their knowledge, expertise and opinion about the subject.

Based on the interviews, observations and coffee sessions the main conclusion identified is that it is seen important for the clients to have a strong brand. However, it is not seen as a topic that could benefit to Deloitte. It is neither seen as a growth area nor as a capability that needs to be invested in. ~~What is interesting is that, when consultants hear the word brand or branding, the common thought was creating a new brand, or re-positioning of an existing brand. Therefore, they do not see it as relevant to their practice.~~

***Design requirement***
*-the solution should convince consultants that it is relevant to their practice*

To support the previously argued topic, misconception regarding the relevance of brand in digital transformation, one director from DD stated;

***"I think repositioning of a brand is not necessarily the start of a digital transformation. Usually the digital transformation of the big companies that we talk about, that means that they have to do such a catch up in technology, culture or data that whatever happens with the brand is just a conclusion afterwards or they are not concerned with the brand yet."***

***(Director-DD)***

Evidently, the potential benefits of using the brand as a departure, as a compass in the projects were not aware of by many Deloitte consultants.

***Design requirement***
*-the awareness regarding the potential benefits of using brand as part of digital tansformation should be created*

Another interesting insight is that, the importance or the consideration of the ~~brand is seen as dependent on the industry.~~ For example; for the projects in retail sector it is seen more important than projects in public sector.

In contrast to these more common opinions, there is still an offering as part of the digital marketing guild called digital vision & brand strategy. As part of this offering, validation of brand ambition and purpose, digital vision development, market positioning, market, industry, consumer and technology trend analysis and lastly competitive benchmarking is promised. Therefore in terms of creating the awareness, digital marketing guild and the members of the guild was considered as the entry point in spreading the awareness in the organization.
Another insight regarding this topic is that the brand of the client is seen important by DD employees in creating the narrative, especially in the proposal phase. This insight led to one of the design experiments (Chapter 5)

# 2.4.5 Digital transformation practice in Deloitte

In this section, the findings from the literature was compared with the projects conducted in DD.

In the section 2.3, digital transformation for clients is defined as a continuous journey. However, DD is not involved throughout the entire journey that their clients go through. As mentioned before, consultancies have project or program perspective meaning that their engagement with the client is limited with that particular project or program. This disparity in approaching digital transformation points out the need to identify the different perspectives.

In addition, it is discovered that there is not an offering defined in Deloitte as digital transformation as a whole. As, addressed earlier, the clients that Deloitte or DD management engages are more functional managers or VP's. Consequently, this makes DD stronger in the strategic fit cycle, meaning, formulating and implementing sub-strategies in marketing, customer experience and etc.

In fact, the functional level projects forms the strong suit of DD. As stated by one of the managers, ***"The unique selling point of DD is applied strategy. We can understand and apply holistic strategy in little steps which we make sure that client adopts the strategy. Formulating holistic strategies is more the job of Deloitte Monitor."***

It is important to highlight the fact that consultancies do not engage with the entire digital transformation journeys of their clients. In contrary, the clients engages with multiple agencies/consultancies throughout their journey.

In order to understand how the clients are helped in different parts of their journey, the bigger Deloitte environment is analyzed.

Both expert interviews pointed out that Deloitte is able to realize an entire digital transformation for the clients. However, DD alone is not able to do that considering different expertises and fields of knowledge is needed for digital transformation (see Section 2.3).

Refering back to the organizational characteristics of Deloitte, it is mentioned that Deloitte is a network-based organizations. These networks goes beyond the single service lines but different service lines also collaborate in different projects. For digital transformation, this identified as the case. In other words, if one service line is involved with a particular digital transformation project another engagement with a different service lines can be established thanks to the strong relationships with the client. Therefore, even though there is not an offering defined from D'eloitte"s perspective as digital transformation, different service lines collaborate in helping clients in their digital transformation journeys and try to get as much involved as possible as Deloitte.

In order to complete deep-rooted transformation different service lines such as Deloitte Monitor (part of Strategy & Operations), Deloitte Human Capital and Deloitte Analytics and Information Management (part of Technology) should collaborate.

The insights pointing out the disparity between the perspectives of consultants and clients on digital transformation presented a challenge in identifying concrete entry points for the thesis. Additionally, the involvement of different service lines is identified in order to execute a deep-rooted transformation. Lastly, there is not a streamlined approach defined in Deloitte or in DD.

### *Activities Related to Digital Transformation Projects*

Even though consultancies do not engage with an entire digital transformation journey of the clients, it is important to understand the type of activities that are done in DD in order to be able to relate the brand knowlege. It is addressed that there is not a certain approach defined in DD or in Deloitte. However,

some commonalities were able to be drawn by asking questions about different projects to the consultants who worked for those projects.

Conducting an **assessment** in the beginning of transformation projects is often really common in Deloitte regardless the service lines. It is also part of the proposals explicitly stating that once Deloitte is chosen as a project partner, an assessment will be conducted. Therefore, Monitor, Human Capital and DD conduct this step. Depending on the assignment, collaboration can be observed.

***"When we are giving the pitch, we tell clients that we will do an assessment first, if we get the project in order to audit the current status. We look at the organizational capabilities but also we look at the outside world, how are the competitors doing, how is the market, how can we differentiate the client."***
*Senior Manager - DD*

What is remarkable is that based on the problem of the client, the assessment is tailored and all three service lines have their own measures for the assessment.

The assessment step is investigated more from DD perspective and the pillars of the assessment that is conducted by DD are external assessment (competitive benchmarking), internal assessment (digital and leadership capabilities) and emerging strategies.

**Link back to digital transformation literature**
In addition to internal assessment, Deloitte provides external assessment in digital transformation projects.

Another common activity identified is **creating future visions** for the clients. From Deloitte, Deloitte Monitor and DD is involved in such assignments. As in the other type of activities, there is also not a streamlined approach defined for this.

Another type of activity, which rises as the strong suit of DD, is **formulating and implementing sub-set strategies as part of digital transformation for the clients.** By sub-set strategy, the functional strategies in order to achieve the overall digital transformation vision and strategy is addressed such as; transforming customer touchpoints, enhancing data capabilities or educating the employees to work with the new mindset. It is important to emphasize that collaboration between different service lines is also present in this stage and to restate that it is not possible to identify a streamlined approach since it highly depends on the type of client and the ask.

***Design requirement***
*-the solution should be able to address different service lines and facilitate the collaboration*

## *Conclusion*

To summarize and conclude the internal analysis chapter the literature review insights are compared with the internal environment of DD. The way of working, type of projects, the consultants are explained. Most importantly, the opinions regarding brand in the organization is identified through interviews, coffee sessions and observations. Additionally, the digital transformation practice is researched. The lack of defined process and the disparity between client and consultancy perspective presented a challenge in identifying concrete entry points.

Based on what was found important for DD employees, some design requirements were identified for the end desired solution. The insights obtained are grouped and summarized in the figure 40.

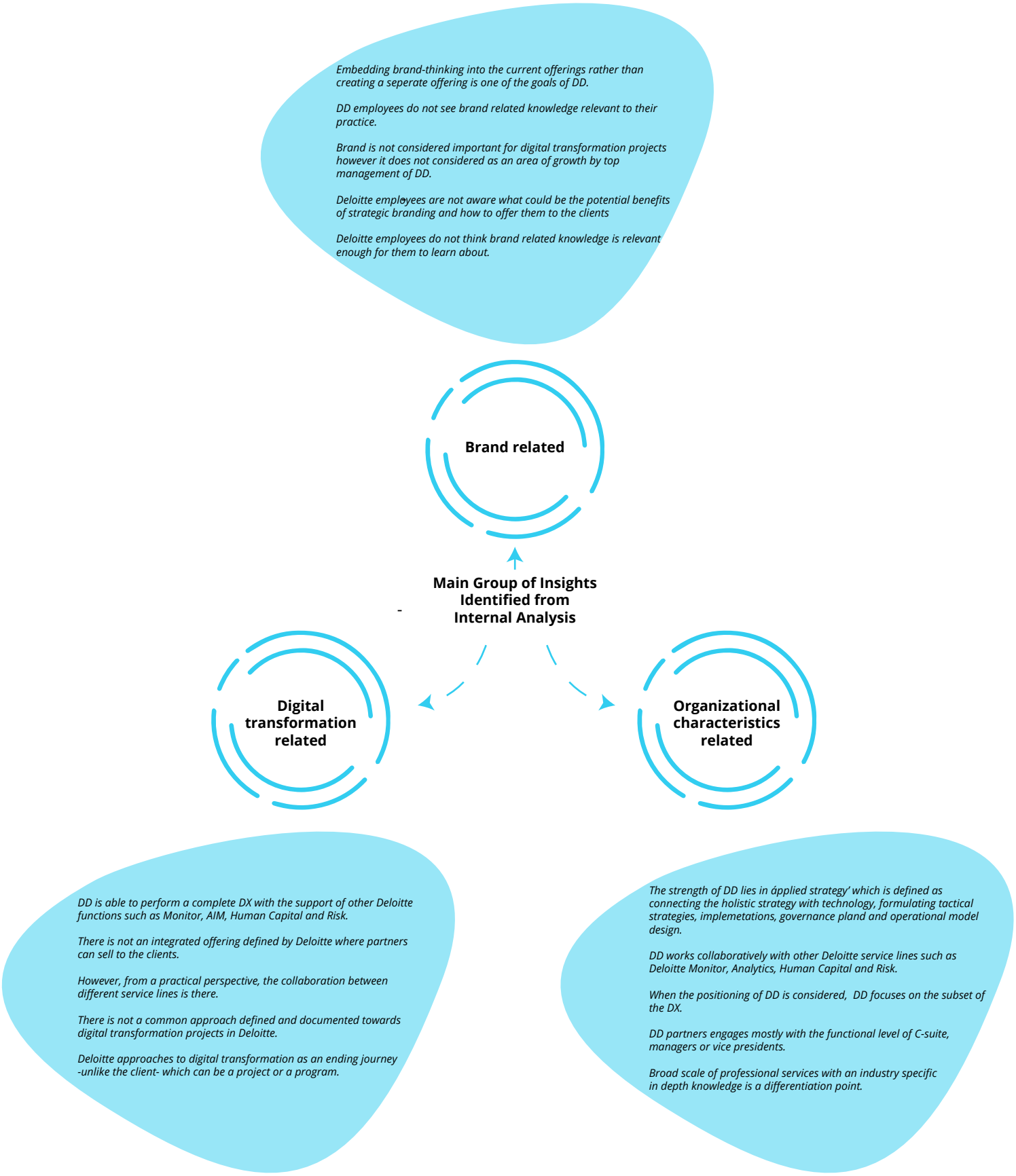



***Figure 40:*** *Summary of the insights from the internal analysis*

# 2.5 Chapter conclusion

In this chapter of 'Discover' illustrated significant decision moments for the scope of the thesis and as well as important concepts from the state of art literature in both research domains; brand and digital transformation.

Conducting research simultaneously in both research domains and constantly looking for a potential contribution for brand domain to digital transformation has been challenging yet fruitful. As conclusion of literature review, four potential link points identified.

The literature regarding the research domains has presented concepts from the large organizations' perspective which form the main clientele of DD. The literature shed light over what should DD provide to its clients in terms of guiding their digital transformation and leaning on their brand identity while doing so. However, the internal analysis of DD and Deloitte showed discrepancies with the literature findings. Additionally, presented lots of challenges to triangulate the insights. The reason for that is the consultancy environment and approach which was extensively explained in section 2.4.

Besides, the insights regarding the organizational characteristics hinted some design requirements for the end solution for DD employees to understand and incorporate benefits of brand while helping their clients in their digital transformations.

The non-official but project based and practical collaborations between different Deloitte service lines are identified by zooming out from DD context and looking at the broader picture. This helped in pinpointing the responsible departments and provided insights regarding their roles.

03.

# Derive

In the previous chapter, the lack in the literature regarding a defined processt that illustrates the digital transformation journey is identified. Additionally, there is also a lack of streamlined approach in digital transformation projects is identified in Deloitte. Therefore, a need of creating a conceptual model arised. In this chapter, the necessity of creating these models explained and two conceptual models illustrating the consultancy perspective and client perspective on digital transformation.

# 3.1 Conceptual model design

## 3.1.1 The necessity

As addressed extensively based on the literature review, in the Chapter 2, digital transformation has a wide-scope in organizations representing deep-rooted changes from the status quo and happening in different domains simultaneously. Deloitte and DD help large organizations as a consultancy in their transformations. With the comparison of the insights from the literature and internal analysis, some discrepancies were identified. The main reason of having different perspectives on digital transformation originates from the fact that clients of DD (large organizations) go through the journey therefore for them it is continuous. However, Deloitte and DD engages with the clients based on the projects (Figure 41) .

When exploring and collecting insights about digital transformation, this discrepancy caused misunderstandings with the Deloitte employees. Therefore, a concrete definition of the process needed to be designed.

Referring back to the goal of the thesis, the aim is to find connections between both research domains and relate them to the way of working of DD employees with concrete tools to enable them to incorporate the brand identity of their clients in digital transformation projects. However, the lack of a defined approach in Deloitte, made it difficult to have a solid starting point in relating the literature findings to the practice. Therefore, based on the insights collected from the internal analysis, a conceptual model to explain the over arching process for Deloitte is created.

Designing both conceptual models and discussing it with the Deloitte employees provided further insights in relating the literature findings to the practice. Both conceptual model is presented and explained in this section. Afterwards the insights regarding the validation of the conceptual models are presented.

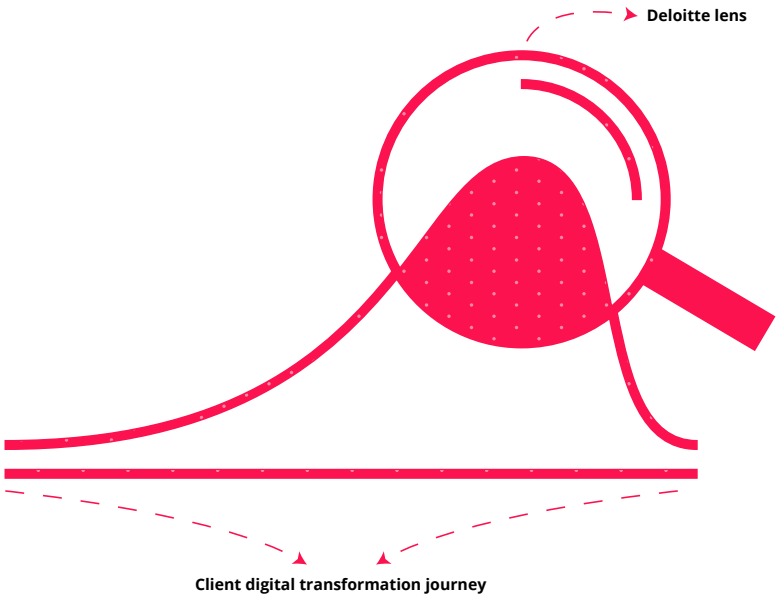



***Figure 41:*** *Relative explanation of different perspectives on digital transformation*

# 3.1.2 Client perspective

Based on the insights collected from the digital transformation literature (Chapter 2), an effort has been put in summarizing and conceptualizing the digital transformation process for incumbent organizations - clients of DD. Important concepts and considerations while formulating and executing digital transformation strategies summarized in a holistic manner and five steps has been identified, namely; ***assessment of the emerging strategies, visioning, alignment, formulating and implementing***. The conceptual model designed is illustrated in figure 42 below.

Despite the imperativeness of the top-down approach in the organizations for digital transformation (Westerman, Bonnet, & McAfee, 2014; Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014) digital transformation nurtures bottom-up in the organizations (Chanias S., 2017; Chanias & Hess, 2016). It is identified in the strategy as practice literature that departments perform their individual digital efforts.

This happens simultaneously and most probably without explicitly stating as "transforming digitally". These emerging efforts recognized by the top management of the organization and a holistic digital transformation strategy is intended to be launched in order to coordinate and prioritize the efforts (Chanias S., 2017) Therefore, firstly, the emerging strategies and internal capabilities in terms of digital capabilities and leadership capabilities (Westerman, Bonnet & McAfee, 2014) needs to be assessed by top management.

After understanding the current standing point, then the question following is regarding the ambition of the company. Identifying the ambition of the organization and creating a vision is pointed out as an important step for digital transformation (Berghaus, 2016; Chanias & Hess, 2016; Kane, Palmer, Phillips Nguyen, Kiron, & Buckley, 2015).

Once the future desired state is decided and a shared overall digital transformation vision is created, drafting a digital transformation strategy that serves as a central concept deemed necessary (Matt et al., 2015; Hess et al., 2016).

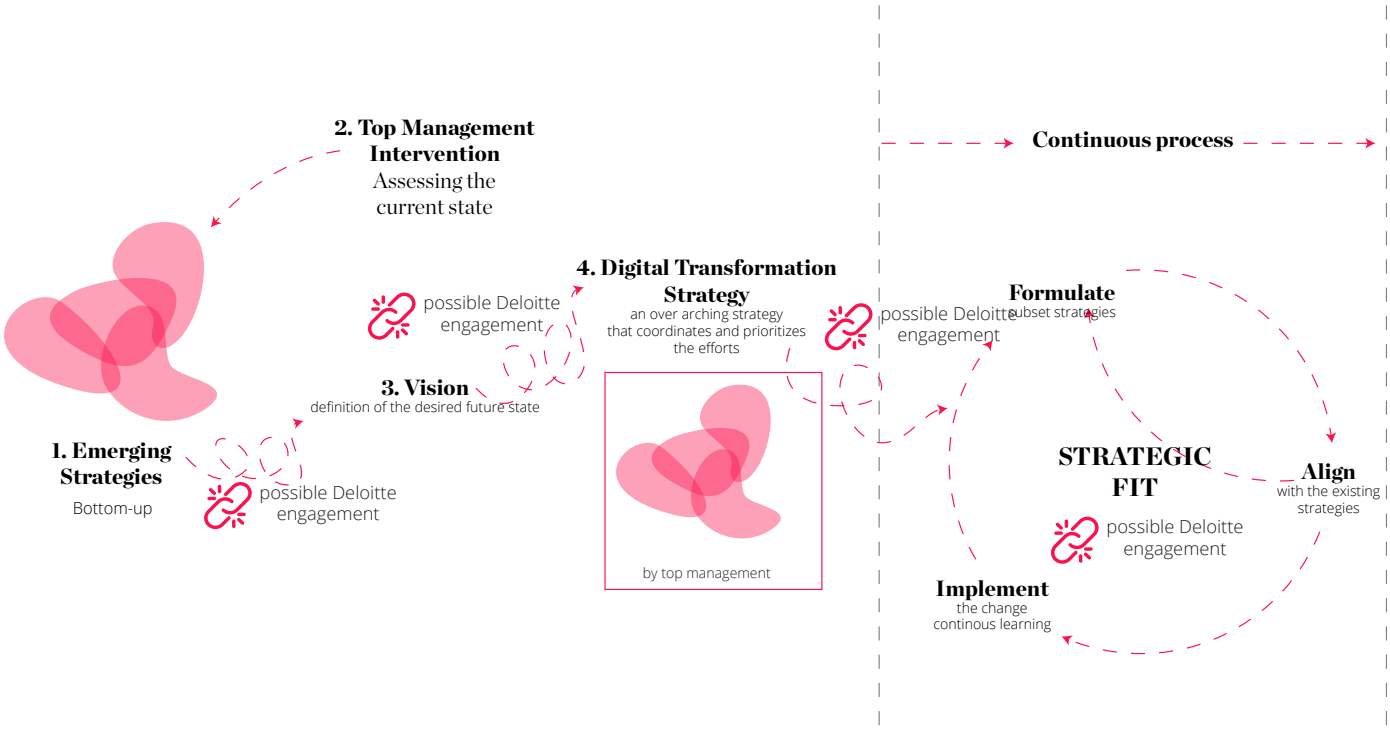



***Figure 42:*** *Conceptual model illustrating the digital transformation journey of the organizations*

The interdependency of different layers of transformation should be carefully identified, planned and managed since a complete transformation involves all of them and they often do not occur at the same pace.

Fro this step onwards, companies get into a continuous cycle of exploring and exploiting the benefits of digital technologies, called as strategic fit cycle as defined by Henderson & Venkatraman (1999). In this cycle, formulation of sub strategies as part of the overall digital transformation strategy in order to achieve the vision created and implementation of the formulated strategies happen. The alignment is pointed out as an important and neutral step in between as aligning with the existing functional and operational strategies of an organization (Hess, Matt, Benlian, & Wiesböck, 2016; Matt, Hess, & Benlian, 2015; Henderson & Venkatraman, 1999)

### *Concluding Remark*

Illustrating the conceptual model based on the literature insights provided clarity and helped presenting the insights in a structured manner. It is important to emphasize that, every organization or industry has a unique journey since their starting point is determined with the already existing capabilities and readiness of the organization.

## 3.1.3 Consultancy perspective

When literature findings are compared with the internal analysis findings some similarities as the steps that the client needs to take an the services that Deloitte performs have identified. (Figure 42)

As mentioned in Chapter 2.4.5, the assessment step is often conducted for the clients at the initiation of the project. For internal capability analysis, Deloitte tailors the 'Digital Maturity Test' based on the problem that the client has.

It often includes components regarding the digitail and leadership capabilities of the organization.

Despite in the digital transformation literature, Deloitte also conducts an external analysis for the clients at the initiation of the project.

**Link to the digital transformation literature**
Deloitte complements to the existing assessment strategies in the literature by adding the external environment assessment layer

However, the addition of the external layer showing dependency on the type of the project. Also it is identified that every department of has their own, tailored assessments.

The main difference in the overall process is that Deloitte engages with the clients on a project level and as an external point of view. Therefore, not all the steps defined in the projects have to be conducted consecutively. For example, one project can include conducting an external assessment and creating a vision while the other one can be about implementing a back end system.

Therefore, strategic fit cycle also loses its relevance for the consultancy perspective since it is not certain that the engagement will continue over time.

Additionally to the designed conceptual model, the match with the service lines established based on the responsibilities that service lines fulfill in the client side.

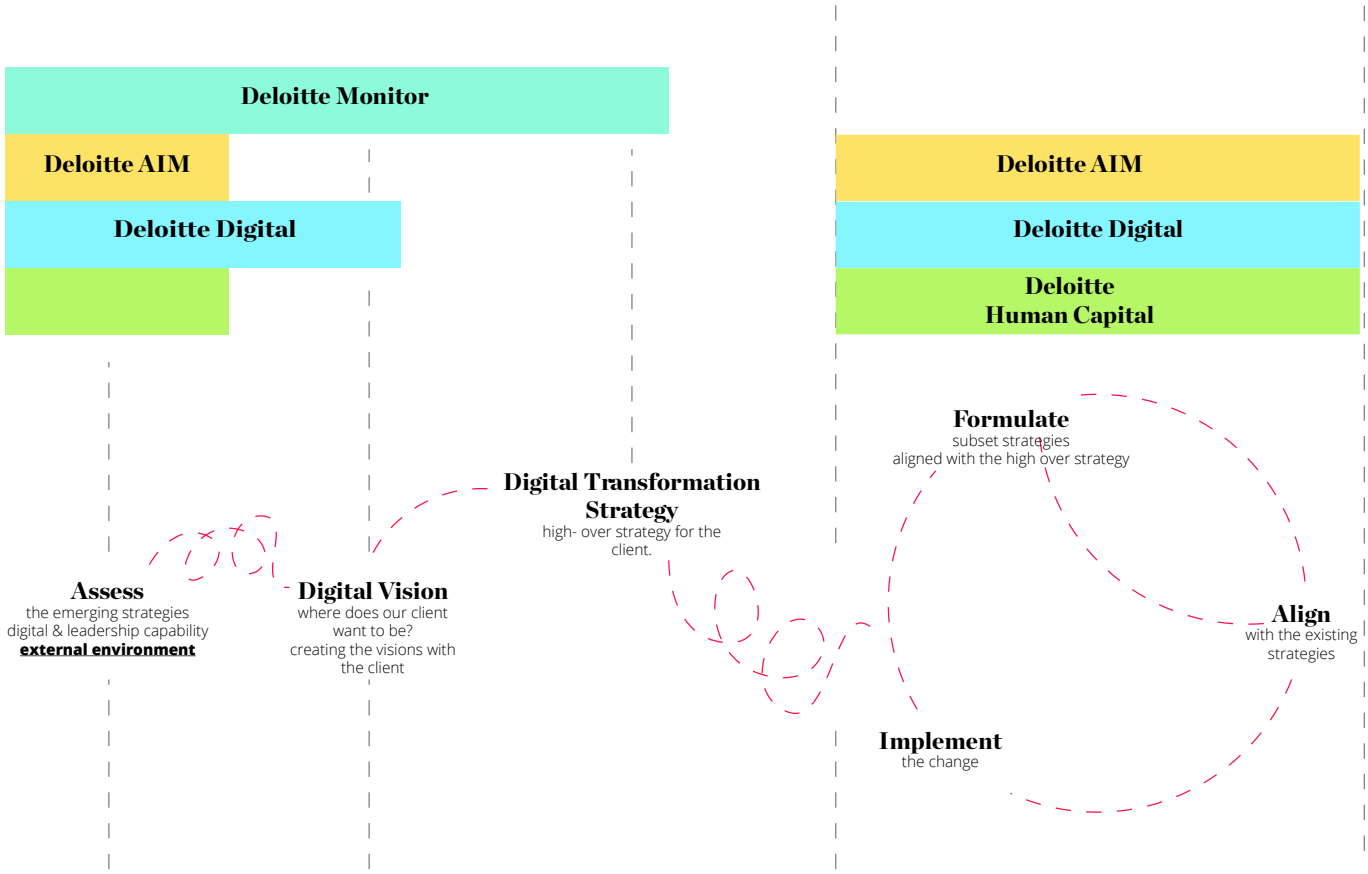



***Figure 42:*** *Conceptual model illustrating the type of projects/assignment that Deloitte help its clients in their digital transformations.*

# 3.1.3.1 Conceptual model validation

The conceptual model illustrating the consultancy perspective matching with the service lines is validated with three DD consultants, one Deloitte Monitor consultant and one human capital consultant. This validation not only confirmed the realistic illustration of the process but also provided insights regarding the roles and responsibilities of the other service lines . Also approach differentiations identified for the steps in which different service lines can take part (for instance; digital vision). In this section insights will be presented.

## *Assessment*

The assessment step in particular external environment assessment shows business approach such as market analysis, growth areas, statistical data and comparison with direct competitors. The indirect competition is not currently realized and incorporated to the practice regardless the service lines.

Link to the brand literature

## *Vision*

Both Deloitte Monitor and DD can take part in vision creation assignments. However, the way that both service lines approach to the subject is different.

Deloitte Monitor, owning a strategy consultancy mindset, creates visions which are more far future and high-over. On the other hand, the way DD creates visions defined as more imaginative and supported with concrete ideas.

### *Cognitive and Identity Layer of Transformation*

During the validation meeting with the human capital consultant interesting insights were discovered. As seen in the figure 42, human capital consultants take part in assessment, formulating and implementing steps. Human capital in particular, Change Management consultants work with the leadership of the client organization providing trainings, communication material with facilitating the adoption of new mindsets for the organization. These insights from the practice side match with the cognitive and identity layer of the transformation (Chapter 2.3.5).

***"... this is the soft side of the transformation which is often not seen as important by the client management team. However, whenever a transformation fails, you can see the management saying "We should have invested in change management more".***
*Human capital consultant - Deloitte*

The change management consultant also mentioned the pain point of engaging the entire organization to the change.

***"We use storytelling and create interactive sessions to increase engagement with the client employees. We also create an emotional purpose."***
*Human capital consultant - Deloitte*

Based on the insights the potential link with the brand domain is also validated and brand values, purpose and personality proposed as guiding the cognitive and identity layer of change.

**Link to the brand & digital transformation literature**

### *Implementation*

Implementation step of digital transformation can vary from implementing a back-end process to designing a user interface. The importance of the communication means designed by change management consultants is mentioned in the validation session; how important is to use the right tone of voice to engage right with the employees.

From the perspective of DD designers, communicating the right tone of voice with what is designed found also highly important and addressed as a pain point since the client does not always have clear guidelines and since there are multiple consultants often working in projects, it is found hard to agree on a consensus.

**Link to the brand literature**

## 3.2 Chapter conclusion

This chapter illustrated a minor design process and converging in order to be able to link the literature insights with Deloitte context. Two conceptual models have designed and validated which are illustrating different perspectives of clients and consultants on digital transformation.

Following, the relevant Deloitte departments are pinpointed on the model and during the validation session, insights were collected in terms of how the other service lines are approaching the same step of the project. Interesting insights have identified regarding the assessment step, vision creation methods, implementation step and cognitive and identity layer or changes.

These identified insights and validation of the conceptual model as well as clarifying the roles of different departments shed a light on the next phases of the research.

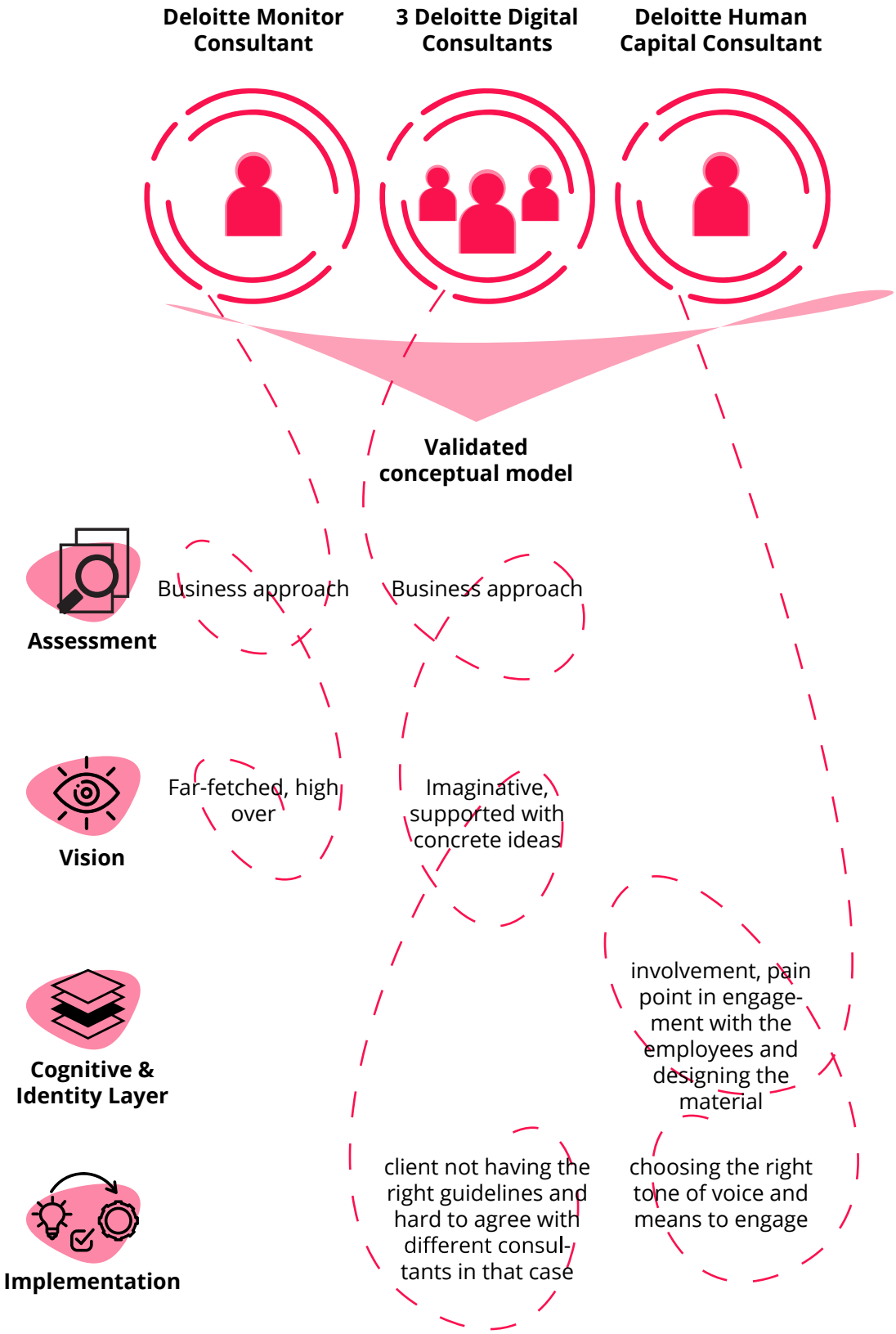



***Figure 43:*** *Summary of the chapter and important insights of chapter 3*

Obkvion
2
Prejudice

Approach
Differentiation

loyee
concerns

2) Brand is not seen part of a DX project by many project actors.

2) Embedding brand-thinking into the current offerings rather than creating a separate offering is one of the goals of DX.

5) Brand provides the performance and psychological benefits that the customers are seeking for.

5) First service designers in DD educated Deloitte community in order to show the relevance and help to bring business.

# 04. Define

The main focus of this chapter is to synthesize the insights collected throughout the previous chapters with the goal to define the design brief and design directions. Based on the insights collected so far, four hypotheses are developed. These hypotheses represent how brand identity can guide the digital transformation of companies and points out entry points for Deloitte consultants to incorporate the knowledge in their approach.

Later, formulated design brief which will enlighten the next chapters will be presented.

# 4.1 Defining the hypotheses

In the previous sections literature review and internal analysis were conducted in order to explore the initially defined problem and with the goal in mind to answer the research question and sub-questions. The insights collected so far, has been providing input in answering the main research question and sub research question 1 (figure 44).

To illustrate the input provided in answering the questions, the hypotheses are formulated. These hypotheses are represent the link between brand domain and digital transformation (main research question) and how can finding this link contribute to the Deloitte practice (sub research question 1).

The formulated hypotheses provided the basis for the design experiments (Chapter 5.2) and direction for the final design propositions (Chapter 5.4).

In order to provide a clear overview of how the hypotheses are formulated a framework is illustrated in figure 45.

The explanation will start from the center from the headline of the hypotheses. Later, the supporting insights will be presented. Consequently, how the particular hypothesis effect which group of consultants (Deloitte Monitor, DD or Deloitte Human Capital) and at which part of their day to day job / what kind of task they have on their agendas will be presented.

After explaining the hypotheses and illustrating the connection between supporting insights and leading outcomes the insights regarding the validation session is presented (chapter 4.1.2)

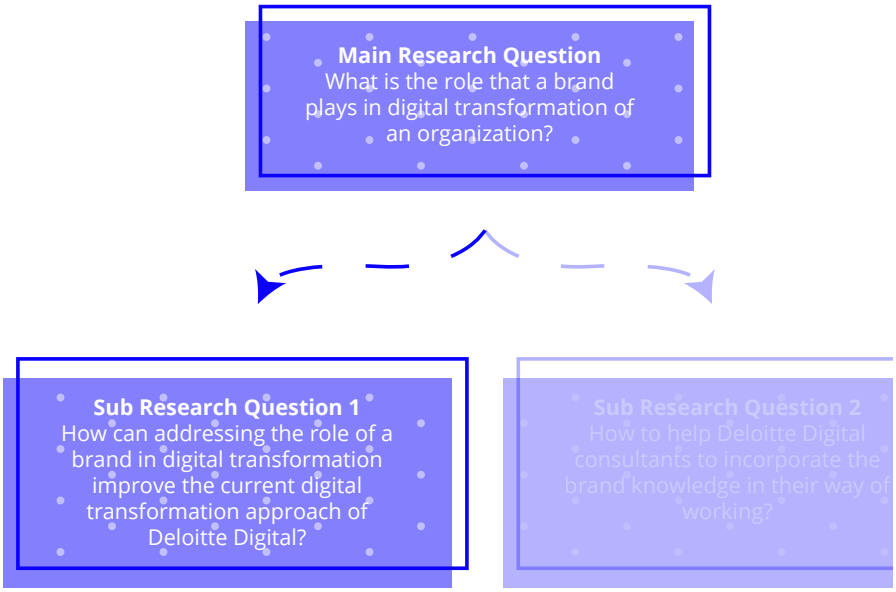



***Figure 44:*** *Research question and sub-question addressed until now.*

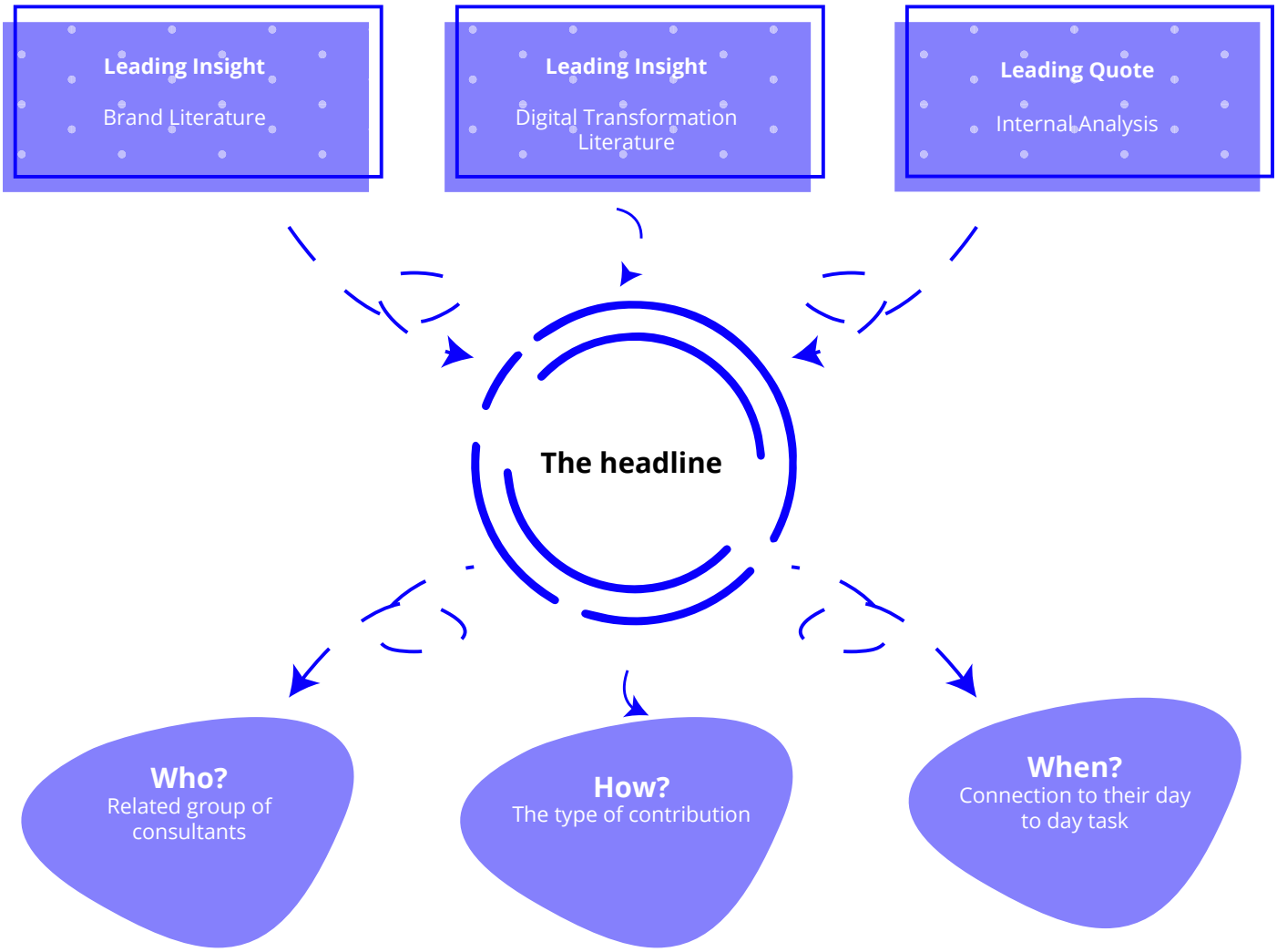



***Figure 45:*** *Hypotheses formulation framework*

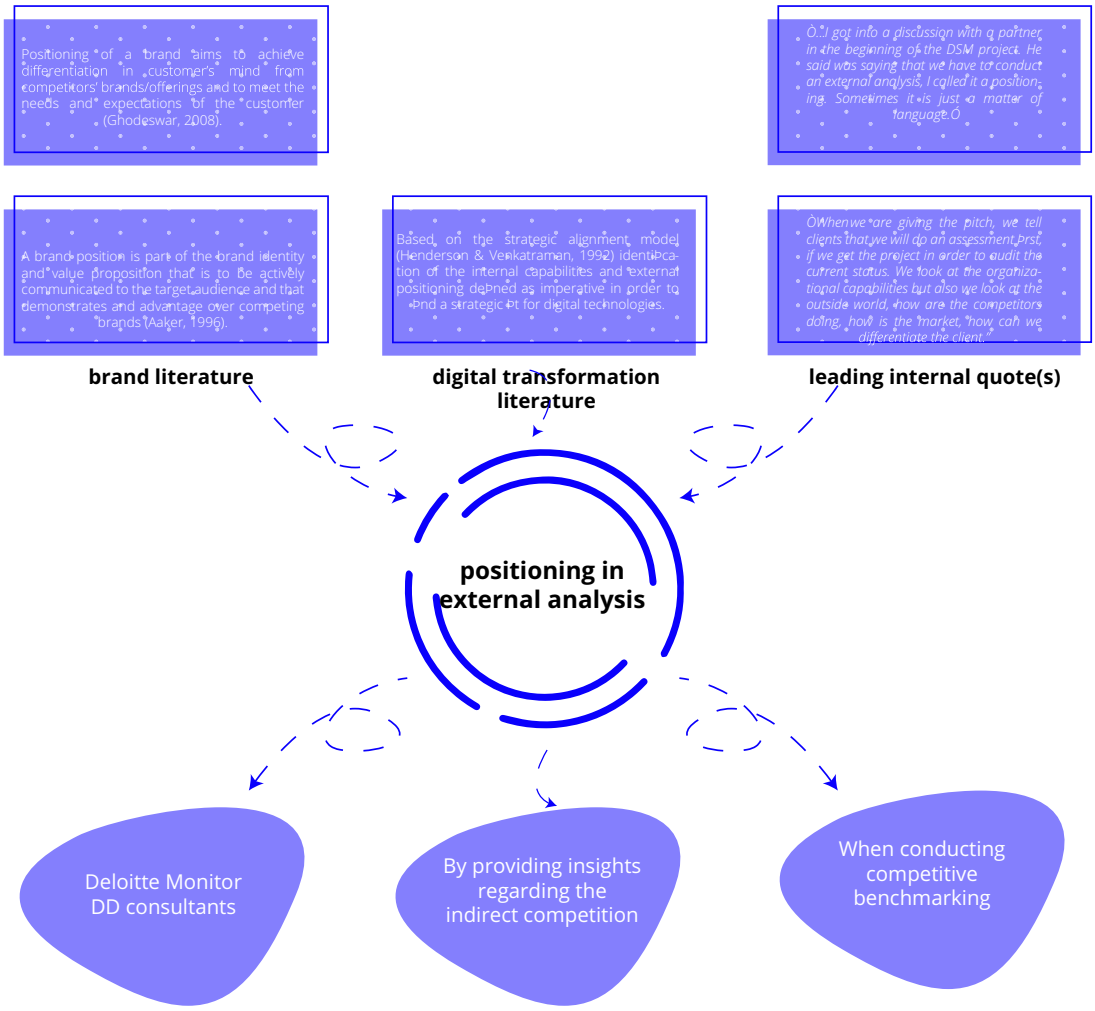



***Figure 46:*** *Hypothesis 1*

## *Hypothesis 1*

## ***Using the brand positioning of the client brand as part of the external analysis***

This hypothesis aims to provide a different perspective to Deloitte Monitor and DD consultants while they are conducting external analysis for the clients as the assessment of the digital transformation projects. As stated in the theoretical background section, brand positioning is created to achieve differentiation in customer's minds from the competitor's brands (Ghodeswar,20018).

On the other hand, identification of the internal capabilities and external positioning defined as imperative to find a strategic fit for the digital technologies (Henderson & Venkatraman, 1992).

Therefore, there is an opportunity identified for Deloitte, to use the positioning of the client brand while conducting an external analysis.

Currently in Deloitte, the external analysis is limited with direct competitors and indirect competitors are not part of the discussions. On the other hand, positioning statement, can provide **input in regards to the indirect competiton** (based on the benefits). As Keller (2013) stated, the indirect competition happens on the benefit level and in digital world, indirect competition presents a bigger thread for incumbent organizations. (Figure 46)

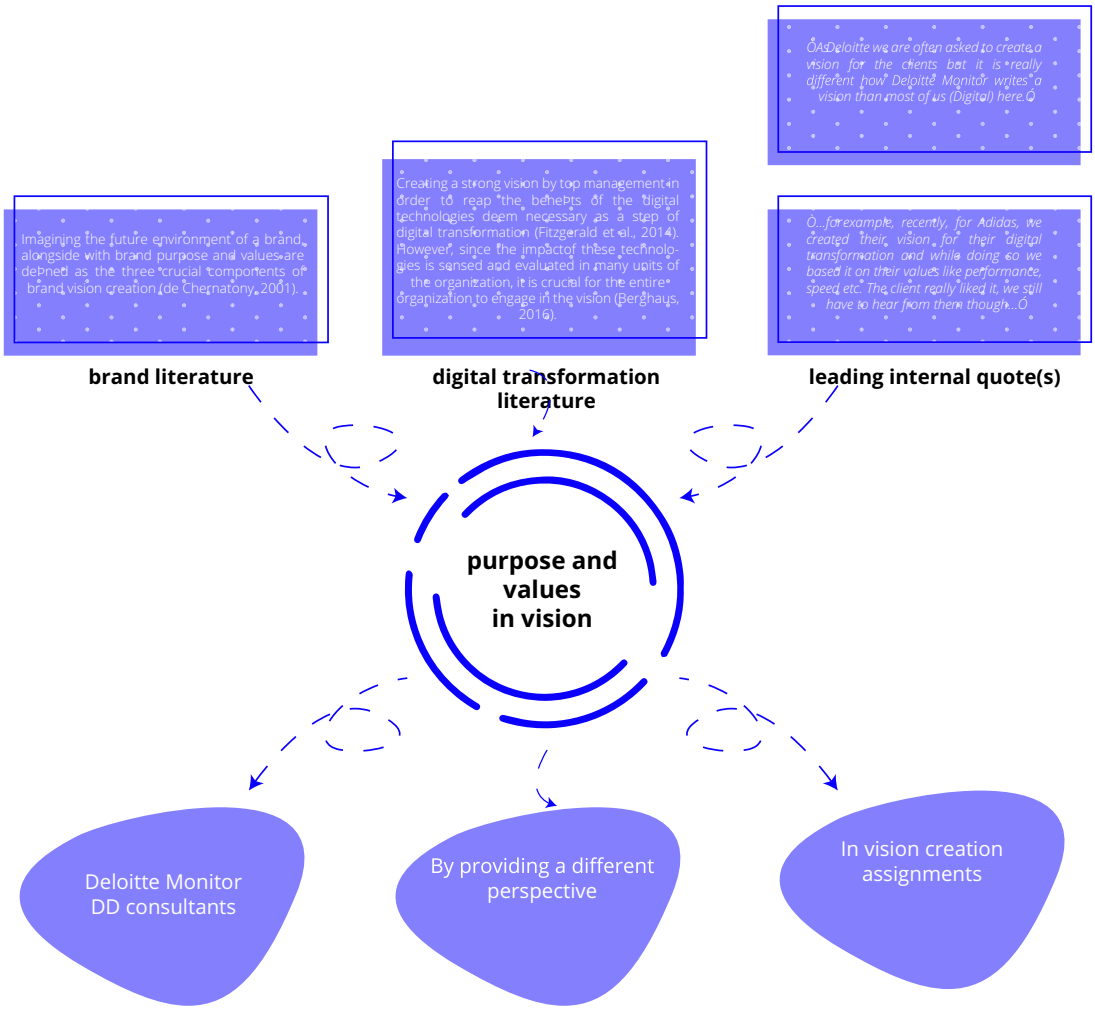



***Figure 47:*** *Hypothesis 2*

## *Hypothesis 2*

### ***Using the purpose and the values of the brand while creating visions for the clients***

With this hypothesis, the goal is to provide Deloitte Monitor and DD consultants the perspective of departing from the brand purpose and the values while creating a future vision for the client brand.

Brand purpose and values, alongside imagining the future of the brand were considered three crucial elements while creating a brand vision (de Chernatony, 2001). On the other hand, to restate, creation of a strong vision of which the entrie organization engages with deem necessary as a step of digital transformation (Fitzgerald et al., 2014; Berghaus, 2016).

Therefore, the brand values and purpose were seen as promising considerations while creating a brand vision.

There is currently not a streamlined way of vision creation workshop defined in Deloitte. How visions are created highly depends on the background of people involved in the projects. However, departing from the brand purpose and the values can provide a differen perspective and help differentiation of the approach.

However, more insights are gathered during the design iterations regarding what DD consultants considered important while creating a vision. (Figure 47)

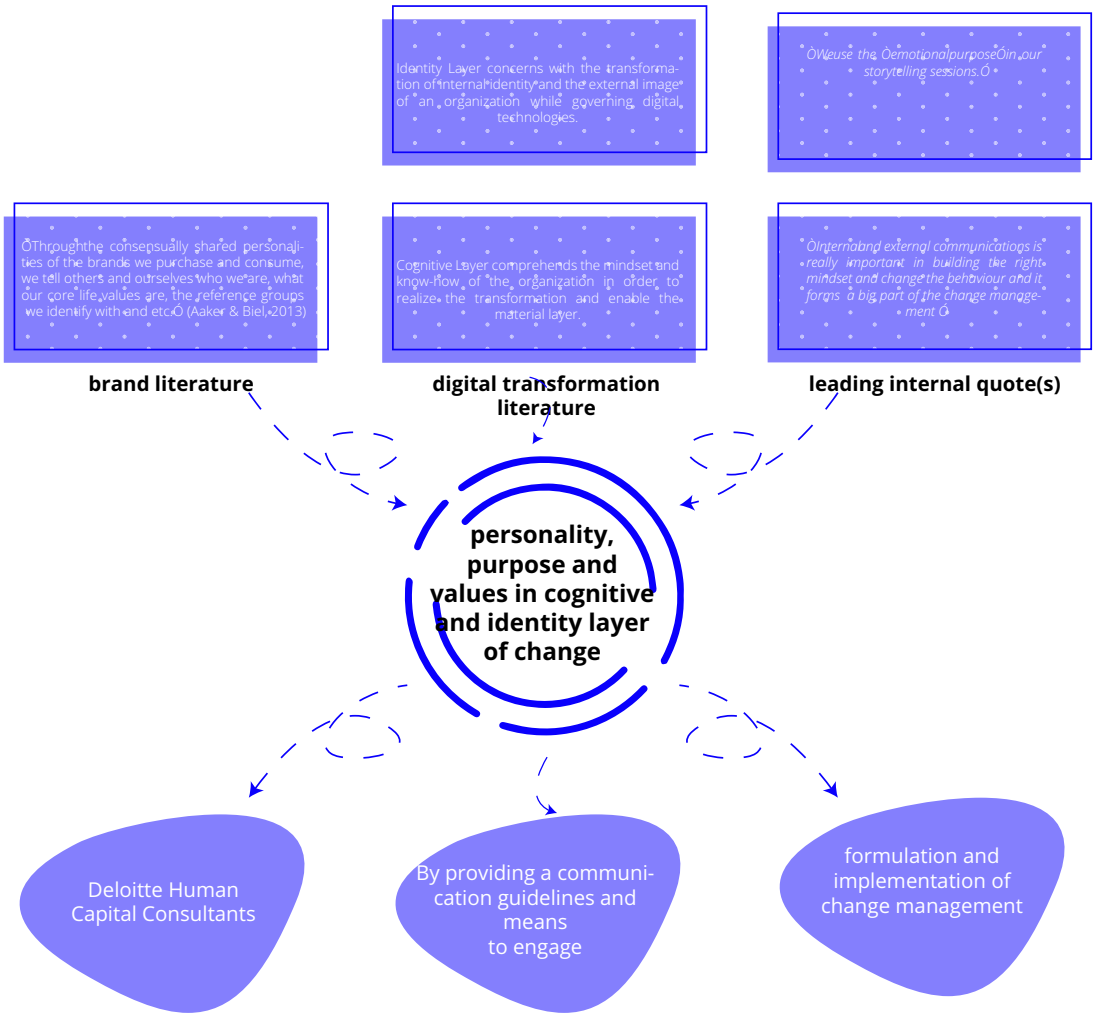



***Figure 48:*** *Hypothesis 3*

## *Hypothesis 3*

### ***Using the brand personality, values and purpose in cognitive and identity layer of change***

Human capital consultants take part in assessment, formulating and implementing steps. Human capital in particular, Change Management consultants work with the leadership of the client organization providing trainings, communication material with facilitating the adoption of new mindsets for the organization.

Since for change management consultants, engaging with the client employees and communicating with them with the right tone of voice brand personality, purpose and values were found helpful for them in formulating the right strategies as part of the change management and implementing them in the right way.

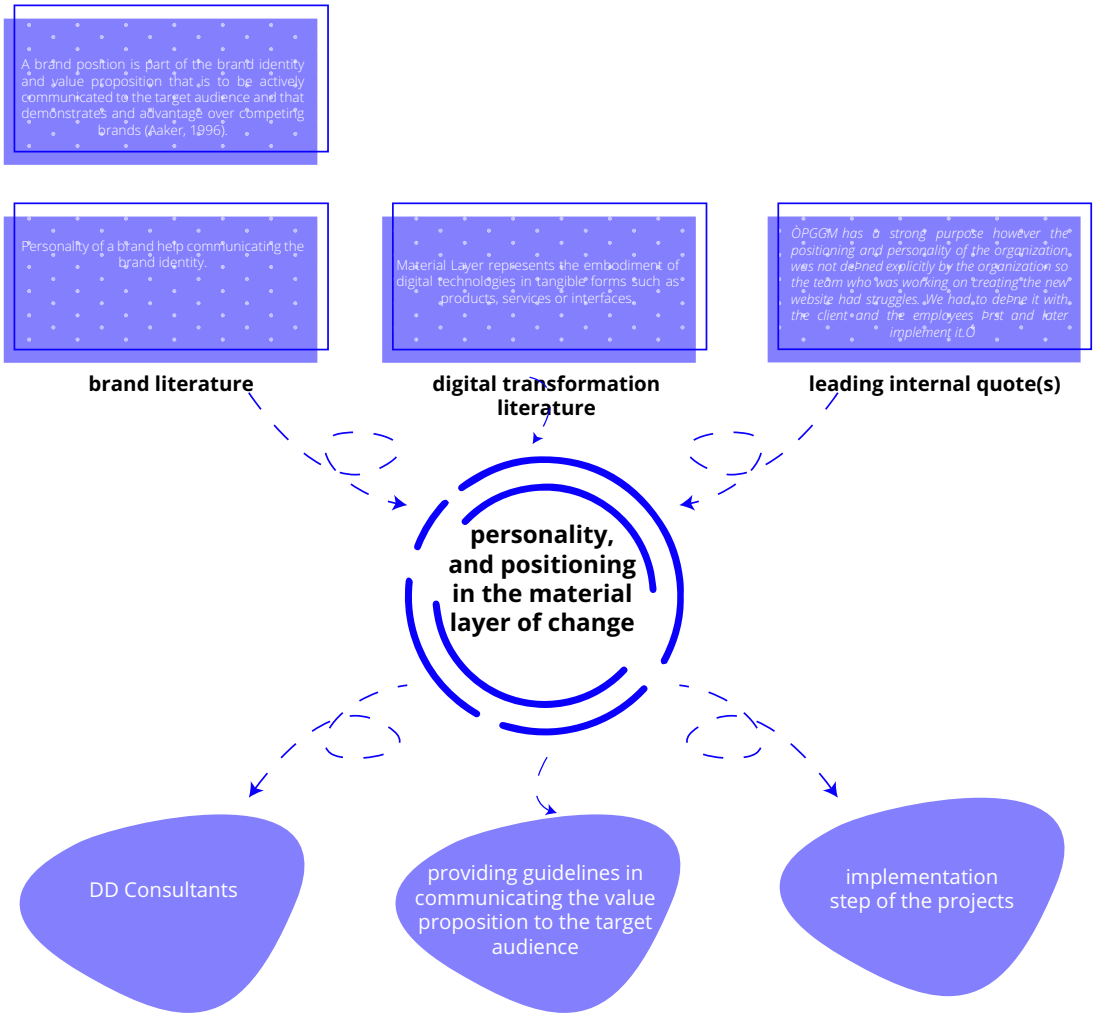



***Figure 49:*** *Hypothesis 4*

## *Hypothesis 4*

### ***Incorporating brand personality and positioning in the material layer of change***

This hypothesis relates to DD creative team members. To remind, material layer of digital transformation represents the embodiment of digital technologies in tangible forms such as products, services or interfaces. (Henfridsson et al., 2001; Tripsas, 2009; Yoo et al., 2010).

On the other hand, the contribution of brand personality in communicating the desired emotions is pointed out by Aaker (1996). In addition, the connection of brand positioning and value proposition of a brand is propounded by Aaker & Biel (2013).

Also it has been stated by Matthe Stet as "*PGGM has a strong purpose however the personality of the organization was not defined explicitly by the organization so the team who was working on creating the new website had struggles. We had to define it with the client and the employees first and later implement it.*"

With this hypothesis, the pain point in miscommunication between the team members intended to be tackled by providing more concrete guidelines based on the personality.

# 4.1.1 Validation of the hypotheses

The goal of creating hypotheses is to test and validate them and establish knowledge. However, due to the time limitation of the project, the hypotheses were not validated in a research manner. Since the goal of creating the hypotheses is to provide basis for the design solution, the validation is done with two Deloitte Digital managers in terms of whether they promise potential in benefiting Deloitte Digital practice.

Firstly the literature findings and conceptual model illustrating consultancy perspective was shared in order to set the stage of the discussion. During the session, an open discussion is facilitated by the author and the managers shared their opinion.  By choosing an element from the brand side and with another one from the digital transformation side discussion sparked. Additionally, when managers give an opinion a concrete example from the client projects was aimed to be found. This provided to strengthen the practical side of the hypotheses.

***Figure 50:*** *Hypotheses validation session with two managers from Deloitte Digital.*

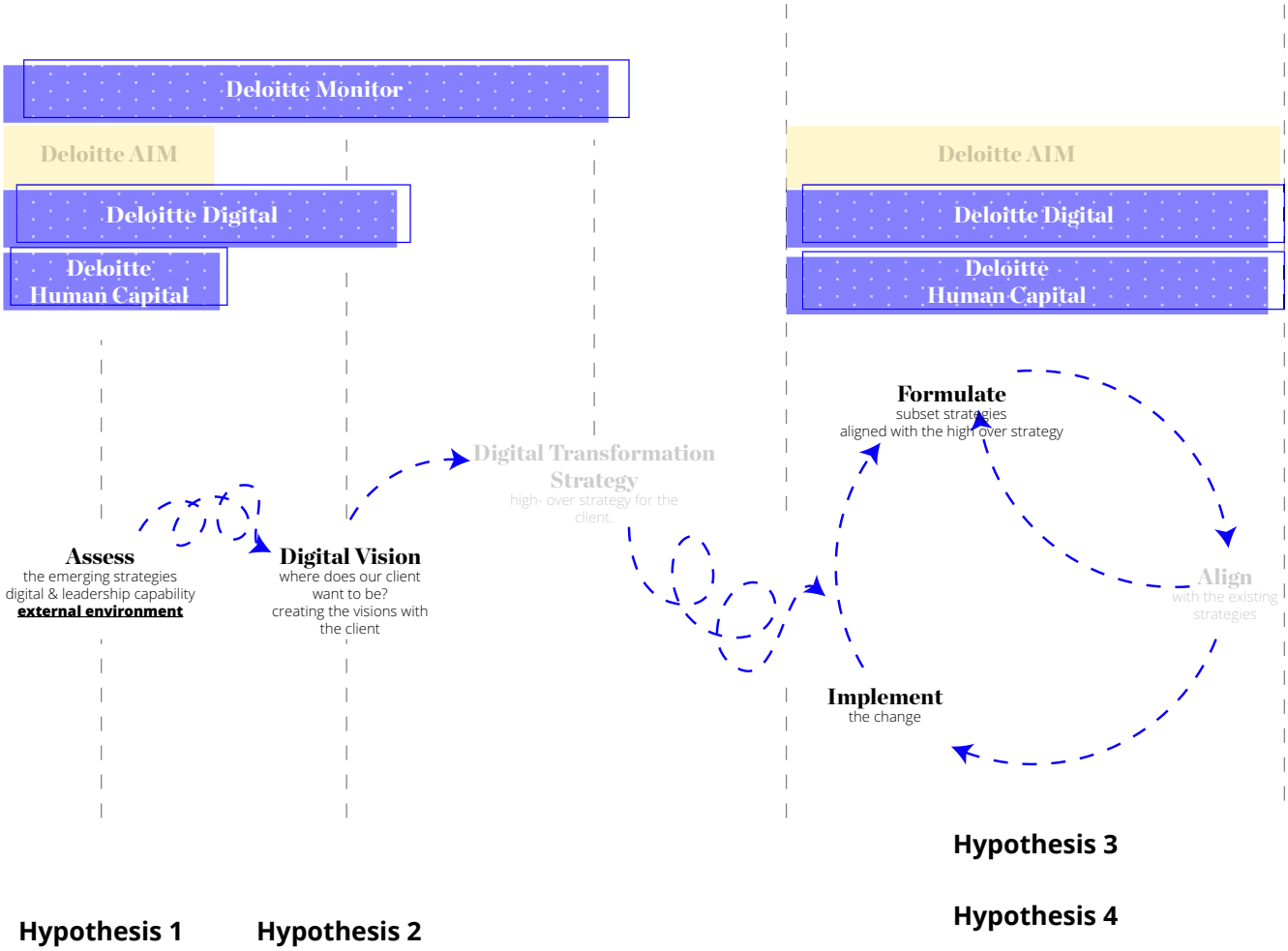



***Figure 51:*** *Hypotheses plotted on the conceptual model to show which service line / step of transformation they relate to*

# 4.2 Design brief

The insights gathered throughout the literature review and internal analysis with the additional help of conceptual model initially led formulation of four hypotheses (Chapter 4.1). The hypotheses form the spine of the design solution meaning that they provide the content basis for it. However, in order to provide a suitable design solution for Deloitte Consultants, the need of formulating a design brief identified (Figure 52). Design brief, facilitated a smooth transition from the research phase to the design phase.

In order to formulate the design brief couple of steps have executed in analyzing the insights once more with the goal in mind to formulate the design brief.

## 4.2.1 Refined problem statement

First and foremost, initial problem statement is reflected on in order to understand whether it is still reflecting the real problem. The connection with the research questions is also checked in order to keep the alignment.

***Initial Problem Statement***
*" Deloitte Digital consultants do not consider brand related knowledge valuable and relevant for their practice."*

As any times confirmed during the interviews, Deloitte consultants in fact do not see brand as relevant to their practice. However, deeper insights during the analysis were identified such as lack of awareness and the importance of making the new knowledge part of their way of working. Therefore new problem statement defined as follow;

***Refined Problem Statement***
***" How to enable Deloitte consultants to gain brand-aware perspective, make it part of their mindset and apply it in their way of working while taking part in digital transformation projects?."***

## 4.2.2 How 2 questions

The refined problem statement has many fold and hard to digest while creating ideas for the solutions. In order to spark the creativity and come up with many ideas, the refined problem has broken down into smaller how 2 questions.

Formulating these how 2 questions is defined as a creative ideation technique (Tassoul,2012) and is widely used both in Faculty of Industrial Design in TU Delft and in Deloitte Digital.

The formulated how 2 questions are listed below as follows:

- ***How to create the willingness to gain this perspective?***
- ***How to make consultants to experience this perspective?***
- ***How 2 show the relevance of the knowledge?***
- ***How 2 translate the knowledge to the different actors?***
- ***How 2 let them apply this knowledge in their way of working?***
- ***How 2 build or strengthen the client relationship?***
- ***How 2 stimulate practical collaboration between different service lines?***

# 4.2 Design requirements list

Throughout the internal analysis, insights regarding the design requirements have been collected. In order to check the relevance of the design guidelines and to bring a new perspective, all the insights collected are synthesized once more based on their meaning. As a conclusion, a design requirements list is formulated for the end solution to fulfill.

- ***relevance***
- ***approach differentiation***
- ***speak to different actors (relevance partly) (Monitor, DD, human capital)***
- ***tangible***
- ***framed well / clear what to do***
- ***customizable (per client)***
- ***strengthening the client relationship***
- ***practical***
- ***stimulating collaboration between different service lines***
- ***part of the way of working***

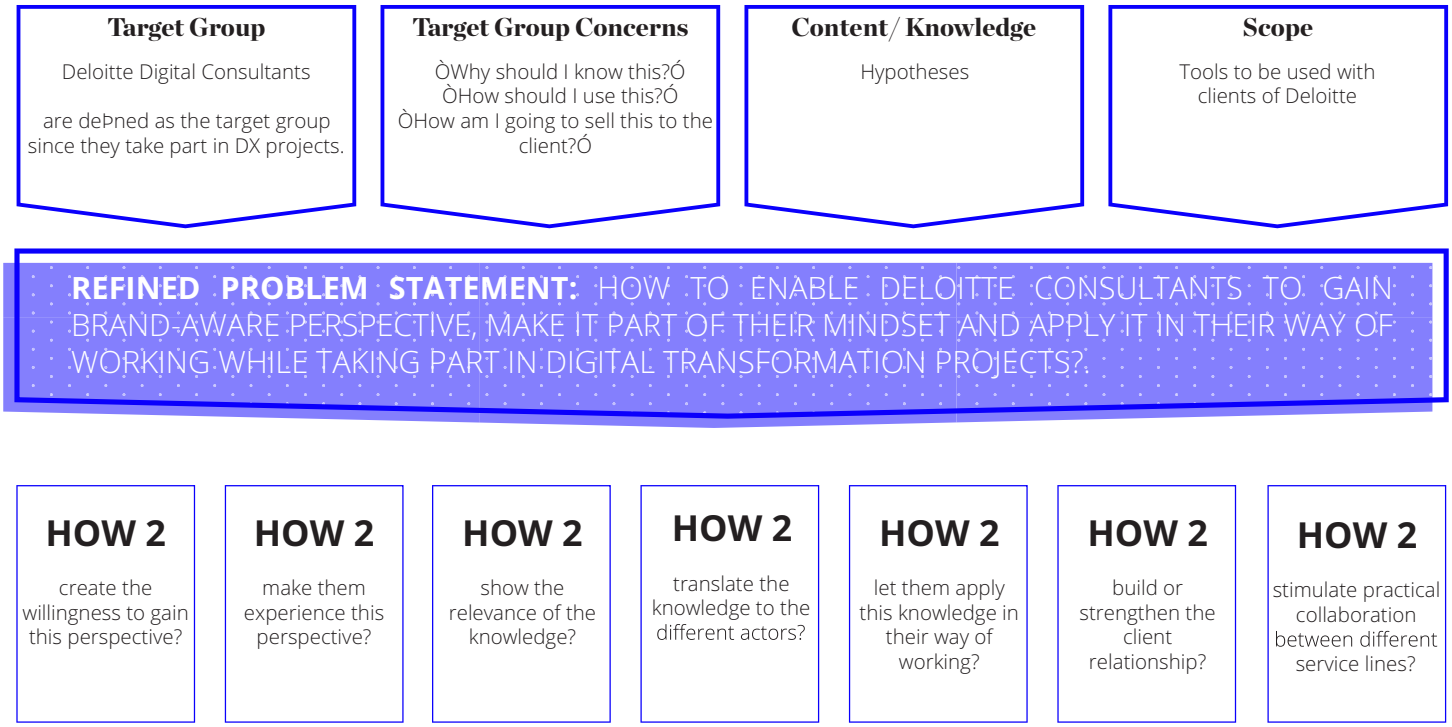



***Figure 52:*** *Design Brief*

# 4.3 Chapter conclusion

This chapter illustrated bridging the research phase to design phase. In order to do so, firstly four hypotheses are formulated which form the content of the design solution. Later a design brief was drafted in order to facilitate a smooth transition to the design phase. Three important components of the design brief identified and formulated namely; the refined problem statement, how 2 questions and design requirements list.

How to stimulate the
between different act

# Develop

The goal of this chapter is to illustrate the divergent ideation process in order to create ideas for the refined design problem. Initially, the individual and group ideation sessions are presented. Later in the process, the design experiments and iterations are described. Finally, the fur proposed design propositions are presented.

06:

# 5.1 Ideation

***In this section, the ideation process will be presented. This part of the project conducted in a divergent manner and creating as many ideas as possible was the primary goal. In order do so, a personal ideation session was conducted and a collaborative brainstorming session of which four students from Faculty of Industrial Design Engineering and one employee from Deloitte Digital participated, organized.***

***The hypotheses formulated in chapter 4, created the content for the end solution. However, as illustrated in the design brief, there are many challenges needed to be overcome for Deloitte consultants to gain the brand-aware perspective and to apply it in their practice.***

***Following the individual and collaborative ideation sessions, series of design experiments are attempted/ conducted in Deloitte. The design experiments presents provided great amount of learnings in shaping the end design propositions. Lastly in this chapter, four finl design propositions are presented.***

## *Individual Ideation*

As seen in Appendix E, an informal, individual ideation session is conducted. The main refined problem statement was the initiator of the many ideas. Ideas has been sketched in multiple sheets. Around the main problem, focused ideation on a particular 'how 2' question has also taken as steps.

## *Collaborative Ideation*

The goal of organizing this session was to gather more ideas from different perspectives and to build up on the individual ideation session. A brief session plan was created consisting on several steps.

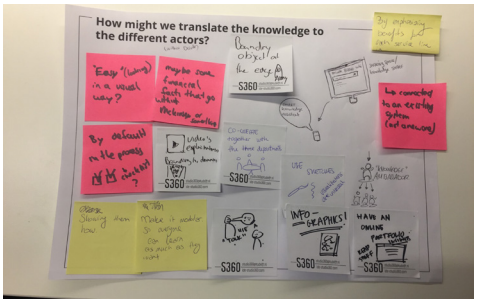
As an ice-breaker activity, confronting cards stating misconceptions about branding and digital transformation are given to the participants. Participants found it nicely confronting and got into the creative session mindset smoothly.

The next step was conducting a collaborative discussion in regards to the real problem; why Deloitte consultants do not consider the knowledge relevant and valuable for them. The discussion shows alignment with the design brief; main problem and the formulated how 2 questions.

Next exercise was individual ideation on the formulated How 2 questions. Each question was printed on one sheet and each participants were given one. After every three minutes, the sheets were switched between the participants which led the group to build up on each others' ideas. This exercise formed a significant part of the session since many ideas were created. Additionally, participants had a external point of views on the how 2 questions as well which made me zoom out and realize the complexity.
The ideas have been consulted in the later stages of the design experiments.

The last part of the ideation was about looking for ways in triggering different groups of consultants. Even though this step was conducted as planned later when participants were giving feedback, the agreed opinion was to scope the target group of consultants to only DD consultants, to start create awareness from there and later with Deloitte Digitals in pioneer, spread the awareness and the knowledge to the rest of the organization.

This comment has been taken and incorporated shortly after the start of the design experiments.



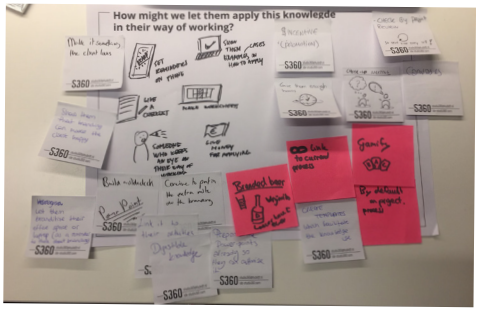



***Figure 53:*** *Impressions and some of the outputs from the collaborative ideation session*

# 5.2 Design experiments

As briefly mentioned at the beginning of this chapter, design experiments present high importance for this graduation project due to the great amount of learnings they provided.

The hypotheses created in chapter 4 were taken as a basis since they provide the content that Deloitte consultants need to incorporate. The experiments performed in an agile manner meaning that one idea from the pool of ideas generated in both individual and collaborative ideation were taken, prototyped quickly and tested with the actual target group of end users.  Despite the challenges that the Deloitte environment presented, the design experiments provided myriad of learnings throughout in regards to the end solution, scoping the challenge better and personal development.

The design requirements obtained so far, were intended to be embedded in the solution experiment. Regardless the experiment succeeded or failed, a brief reflection on the design requirements have done to understand if the initially defined design requirements are still relevant after the learnings from that particular experiment. Based on the reflection, some additions/ subtractions have made. To the next experiment, new design requirements were brought. A general setting of the experiments is presented in figure 55.

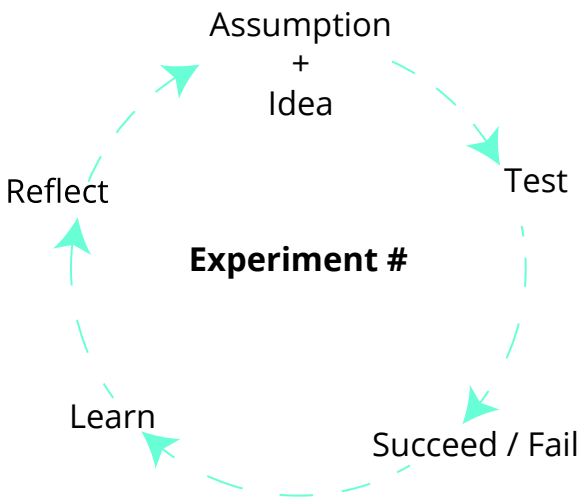



***Figure 55:*** *The general set-up of the experiments*

As expected, not all of the experiments designed were realized or conducted as initially intended. However, even though the attempt failed, the investigation of the reason behind it, revealed insights in regards to the project context and consultants.

Following, each iteration cycle will be explained briefly in terms of setting, what was tested and what kind of learnings it provided.

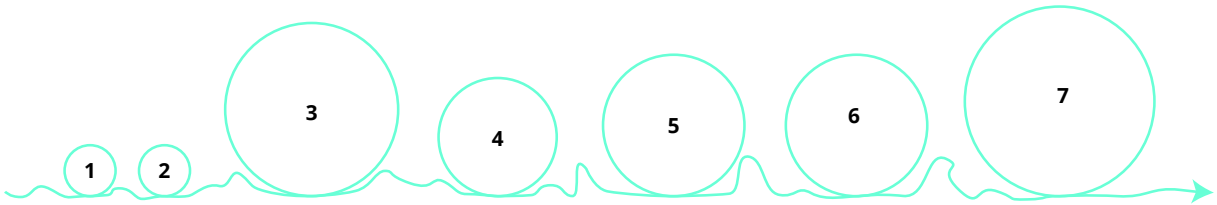



***Figure 54:*** *Conducted iterative design cycles in develop phase*

## *Experiment 1*

**Idea:** Organizing a vision creation workshop which takes 2 hours
(hypothesis 2)

**Initial Plan:** Adidas use case were taken as a basis for this step and a co-creation workshop was designed for different service lines (Monitor and Digital) to design a vision together.

The brand purpose and the values were planned to be introduced during the session by the facilitator and the effect of confronting the knowledge in their vision created wanted to be observed.

**Assumption:** Deloitte consultants can learn incorporating the brand purpose and the values to vision creation in 2 hours.

**Result:** Failed

**Reasons:** Even though almost more than 15 people from both Monitor and DD, non of them was able to make time for the workshop. When investigated later, why the invitation was declined, consultants also added that the word session sounded demanding and the invite about a case of which they are not involved in felt abrupt.

Based on the limitations in reaching the consultants and scheduling experiments with them, the target group after this experiment narrowed down to the only DD consultants.

**Updated Design Requirements**

- relevant
- approach differentiation
~~- speak to different actors (relevance partly) (Monitor, DD, human capital)~~
- tangible
- framed well / clear what to do
- customizable (per client)
- strengthening the client relationship
- practical
~~- stimulating collaboration between different service lines~~
- part of the way of working
~~- shared understanding between different service lines~~
***- not abrupt***
***- not too time demanding***

Because of narrowing down the target group, the guidelines regarding the different service lines were omitted. Time concerning one and abruptness were added as new ones.

Since the target group is narrowed down only to DD consultants hypothesis 3 will not be relevant for the future steps anymore since it was only related with the human capital consultants.

## *Experiment 2*

**Idea:** Organizing a vision creation workshop which takes 1 hour with only DD consultants
(hypothesis 2)

**Initial Plan:** Adidas use case were taken as a basis for this step and a co-creation workshop was designed for DD consultants.

The brand purpose and the values were planned to be introduced during the session by the facilitator and the effect of confronting the knowledge in their vision created wanted to be observed.

**Assumption:** DD consultants can learn incorporating the brand purpose and the values to vision creation in 1 hours in a session.

**Result:** Failed

**Reasons:** 4 DD consultants were asked however they could not make 1 hour about a subject that they are not involved actively.

## *Experiment 3*

**Idea:** Use the lunch break to confront the consultants with the brand DNA of adidas and present a vision cretion challenge
(hypothesis 2)

**Initial Plan:** Creative team gets together for lunch on thursdays. For this lunch, booklets created for adidas including its brand DNA formulated by the author and the artificial vision creation assignment

**Assumption:** DD consultants can see the relevance of the knowledge once they confronted with a one pager brief information

**Result:** Succeeded

**1)** Vision / ambition confusion
**2)** Conducting a session with the client in order to get to know the essence of their brand
**3)** While working on the proposals there is often not a common understanding of the brand, give the template to the proposal teams and ask them to work on it for half an hour
**4)** Templates and models are great but should not take that much time for people
**5)** Using trends for creating visions

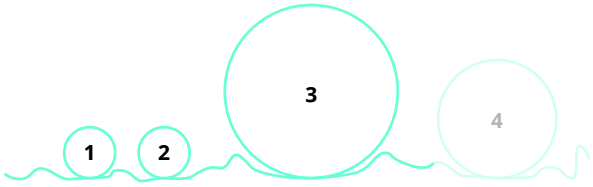


***Figure 56:*** *Experiment 3 set-up*

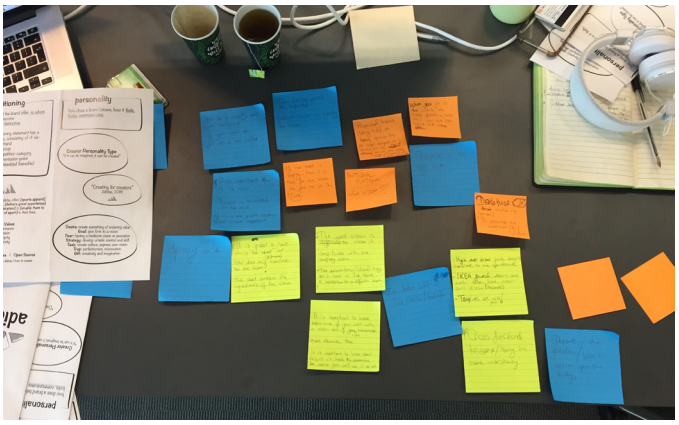


***Figure 57:*** *Experiment 3 gathered insights*

More emphasis on the following requirements

- customizable (per client)
- strengthening the client relationship

## *Experiment 4*

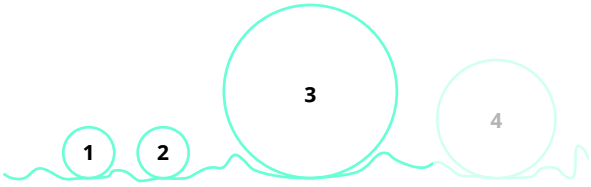
**Idea:** Interactive mini coffee session (hypothesis 2)

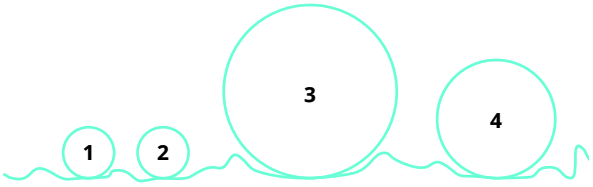
**Initial Plan:** Prepare the booklet and conduct the mini ideation session with each person. Learn how they react to the knowledge provided and also the format.

**Assumption:** DD consultants can see the relevance of the knowledge once they confronted with a one pager brief information

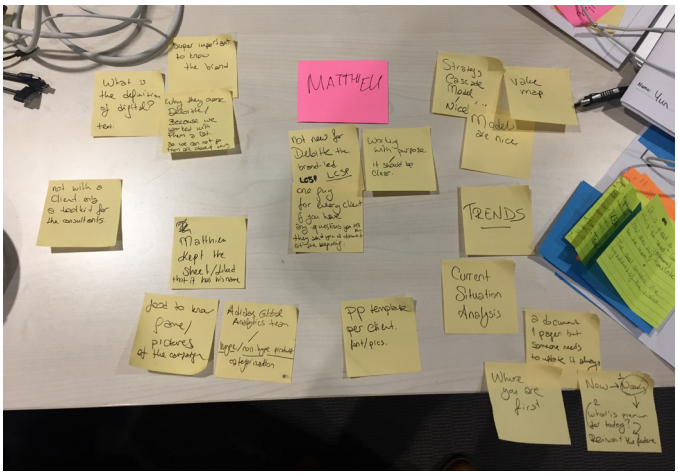
**Result:** Succeeded ( 4 rounds were conducted)

**1)** Thinking about the brand while having the proposal kick off meetings can help the strategic approach discussion
**2)** It can also help the team to think high level instead of just to solve the problem
**3)** Brand can also help creating the narrative
**4)** All four consultants spent a least an hour, meaning that they need to be introduced smoothly and intrigued by the topic



**5)** Scared to ask to the client about their DNA
**6)** Models, templates and sessions are nice but they should not take too much time
**7)** More insights regarding what to consider while creating visions
**8)** Difficulty in execution of the concept, alignment in the team needed.
**9)** None of them would fill the sheet if it was empty
**10)** Working with the image in their minds, not exactly the same with the identity, making it explicit helps to create share understanding



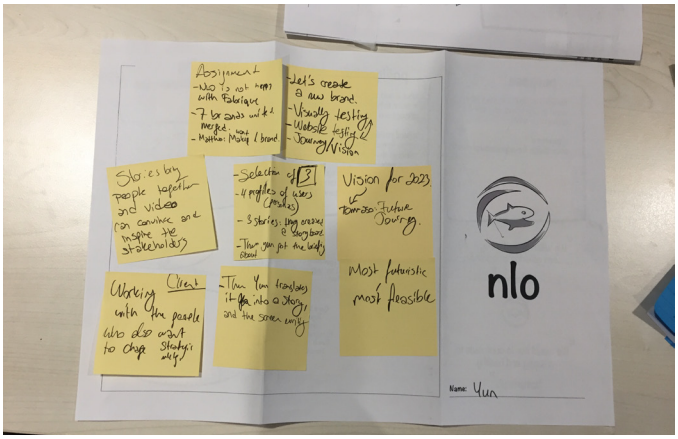
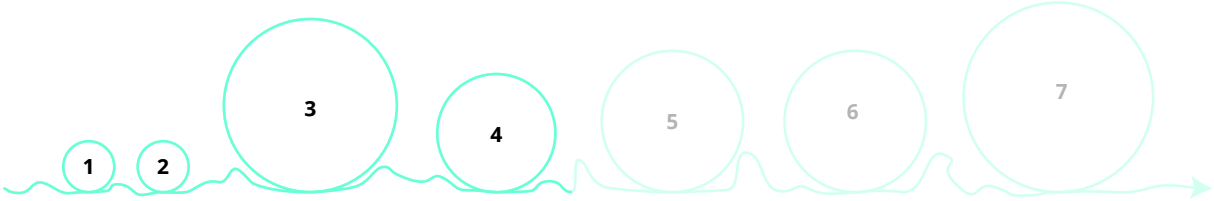



***Figure 58:*** *Prepared booklets and collected insights*

**Updated Design Requirements**

*relevant*
*approach differentiation*
*tangible*
*framed well / clear what to do*
*customizable (per client)*
*strengthening the client relationship*
*practical*
*part of the way of working*
*not abrupt*
*not too time demanding*
***gradually getting interest***
***explicit***



## *Experiment 5*

**Idea:** Proposal team intervention;
Providing a tool that automatically creates the DNA of the client and providing a canvas that facilitates the discussion in proposal meetings.

**Initial Plan:** Proposals are one of those important key events in Deloitte. When a request comes in, it is important to reply the request. It usually is a fast paced process, involving a group of people sometimes even overseas. The request from the client can be really specific or sometimes not that clear. When there is a proposal kick-off the group of people have a discussion in how to approach the request. Therefore for this group discussion a canvas is provided.

**Assumption:** DD consultants who take part in proposal teams would find the brand dna information of the client valuable and use it if the hassle of formulating it would be removed.

**Assumption:** DD consultants would find the canvas useful in facilitating discussions in the proposal meetings

**Result:** Failed

**Reasons:** DD consultants were not able to make time in short notice for a session / test.

Not using the word session and sending a group invite

## *Experiment 6*

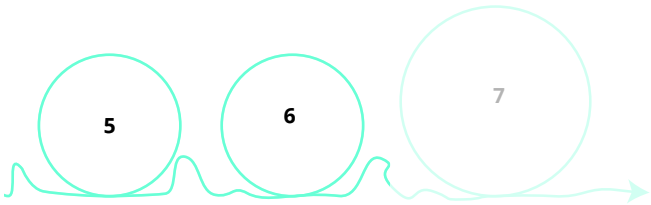
**Idea:** Proposal team intervention;
Providing a tool that automatically creates the DNA of the client and providing a canvas that facilitates the discussion in proposal meetings.
Not telling to the participants that it is a session and invite them separately for the same time slot

**Initial Plan:** Proposals are one of those important key events in Deloitte. When a request comes in, it is important to reply the request. It usually is a fast paced process, involving a group of people sometimes even overseas. The request from the client can be really specific or sometimes not that clear. When there is a proposal kick-off the group of people have a discussion in how to approach the request. Therefore for this group discussion a canvas is provided.

**Assumption:** DD consultants who take part in proposal teams would find the brand dna information of the client valuable and use it if the hassle of formulating it would be removed.

**Assumption:** DD consultants would find the canvas useful in facilitating discussions in the proposal meetings

**Result:** Succeeded with 2 groups of 2 consultants



**Information about the tested digital tool, the cnavas and the setting of the experiment**

Building up on the wish that making the brand dna of the clients explicit for consultants without them needing to put so much effort a digital tool idea is formed of which functions as a search engine that scrapes information from the documents that were published by the client company and formulates it simply for consultants. The digital tool is prototyped in a simple way of which consultants can actually search and get information.

Secondly, the canvas is prototyped with low-fidelity.

The first proposal team consisted of one business analyst and one consultant, second proposal team consisted of two consultants.

An artificial brief from adidas was created and given to the teams to read. Later, the tool is introduced and let them experience and test it. Afterwards, the strategic approach was discussed based on the canvas.

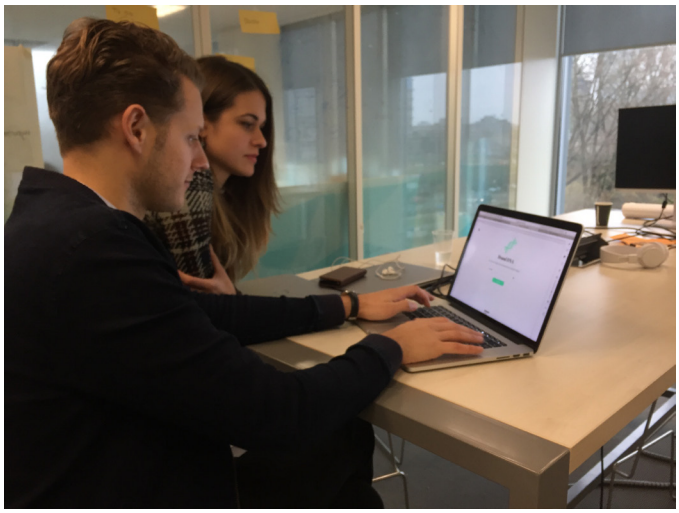


***Figure 59:*** *Proposal team 1 interacting with the digital tool prototyped*

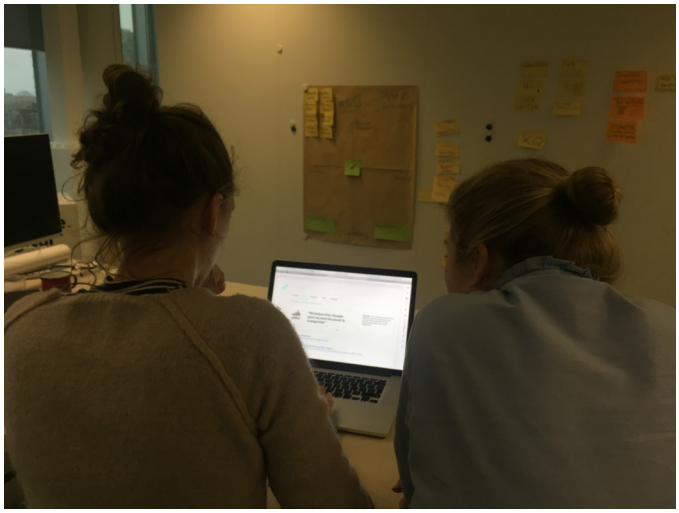


***Figure 60:*** *Proposal team 2 interacting with the digital tool prototyped*

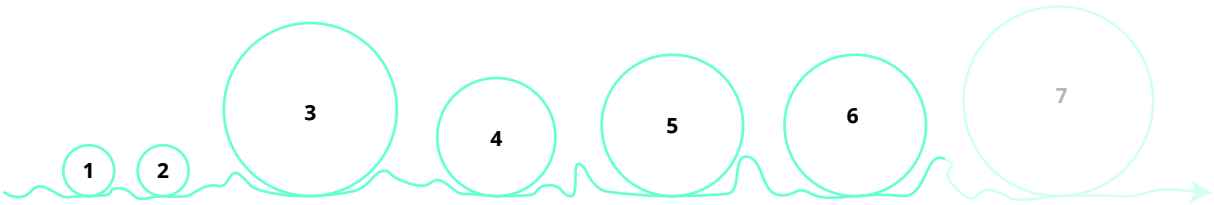


***Figure 61:*** *Proposal team 1 having a strategic discussion based on the canvas*

1) Digital tool validation (desirability)
2) Canvas, was not found suitable or helpful for the process however was received positively in stimulating the discussion
3) Clarity and too theoretical for the practice
4) BA's and consultants are not that much part of strategic discussions
5) Canvas was not found suitable for the flex office setting, extra burden

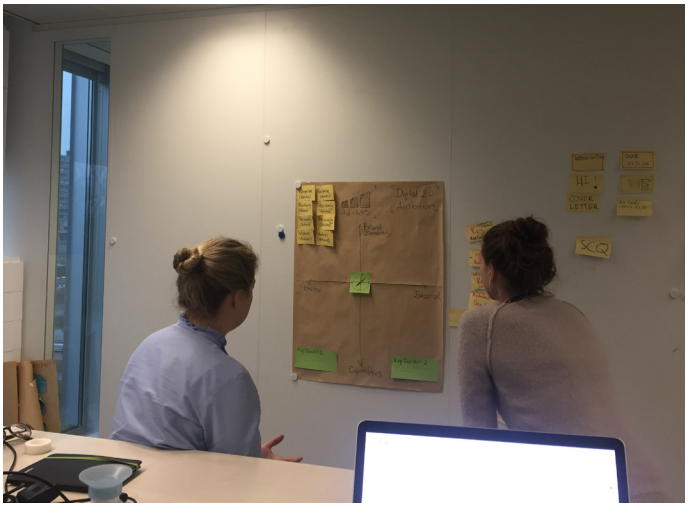
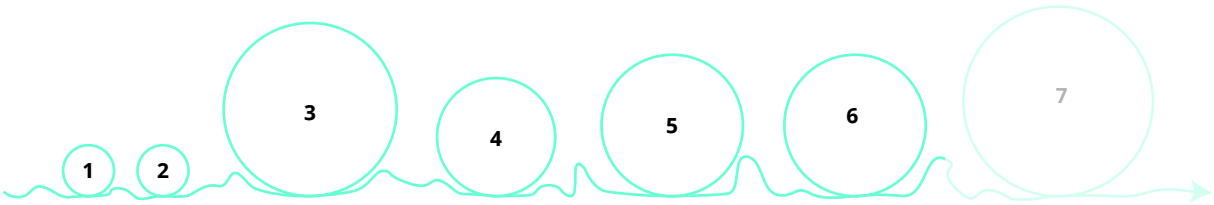


***Figure 62:*** *Proposal team 2 interacting with the digital tool prototyped*

**Updated Design Requirements**

*relevant*
*approach differentiation*
*tangible*
*framed well / clear what to do*
*customizable (per client)*
*strengthening the client relationship*
*practical*
*part of the way of working*
*not abrupt*
*not too time demanding*
*gradually getting interest*
*explicit*
***suitable for flexible/mobile working***



# 5.4 Final design propositions

Until now three rounds of successful experiments have been conducted. Many insights throughout have been collected and iterations on the design requirements have been made.

Based on all the collected insights and considering the wish of the main stakeholder a final design proposition composed by four elements have been created. The first tool is in order to set the ground and provide the DNA to the consultants according to their wishes. The later three of them

***1) Brand DNA internal digital tool***

***2) Digital vision creation workshop (hypothesis 2)***

***3) Competitive benchmarking canvas (hypothesis 1)***

***4) Personality cards and alignment sheet (hypothesis 4)***

The first two elements were introduced in the earlier stages already. However, the later two has been designed in a low fidelity level solely based on the hypotheses.

A brief explanation regarding each of the propositions with a thumbnail image is provided to provide an overall understanding.

## *1) Brand DNA internal digital tool*

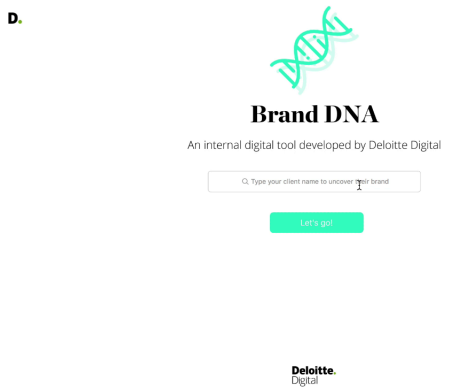



***Figure 63:*** *Brand DNA tool thumbnail*

The tool is aiming to create shared understanding and provide reliable information to Deloitters in a simple and practical manner. By revealing the information about the words that our client uses and the look and feel of the brand, the uplifting in narrative creation for example in proposal phase is aimed.

## *2) Digital vision creation workshop (hypothesis 2)*

The next proposition is identified for brand DNA to contribute is while creating digital visions or ambitions for our clients. When they ask us to imagine their future, their purpose and values can provide an additional different perspective in the way it is thought of. In order to turn this insight into practical application, I designed an ideation workshop setting which is led by the purpose and the values in combination with the trends and other elements in imagining the future for them.

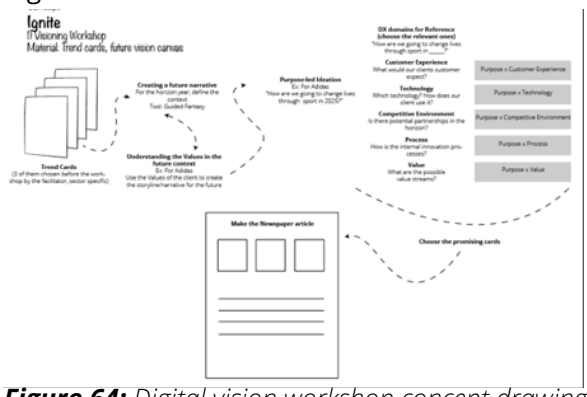



***Figure 64:*** *Digital vision workshop concept drawing*

## *3) Competitive benchmarking canvas*

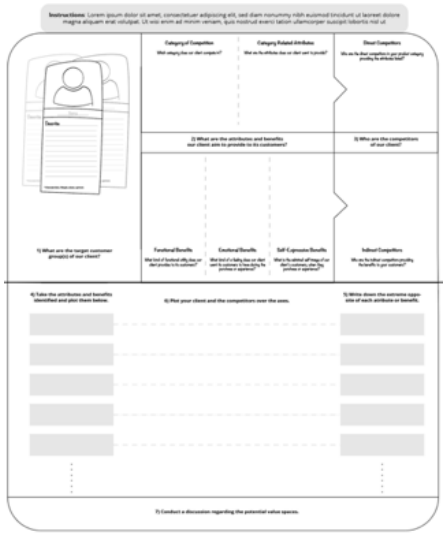


***Figure 65:*** *Competitive benchmarking canvas thumbnail*

The positioning statement can provide insights regarding the direct and indirect competition, revealing how the brand is doing in comparison with the competitors in customers mind. Because the threatening competition is happening on the benefit level that the client provides to the its customers.
This perspective can help us in advising our clients, offering new value propositions so basically playing the right cards for the right group of customers. In order to facilitate this way of competitive benchmarking, the canvas is designed as part of the toolkit offering.

## *4) Personality cards and alignment sheet (hypothesis 4)*

An opportunity for brand DNA to contribute is using the personality of the client brand while in creation and execution of the concept. In order for the team to align on the design language, tone of voice, visual elements, a card deck and a little fun exercise for the teams to do so is designed.

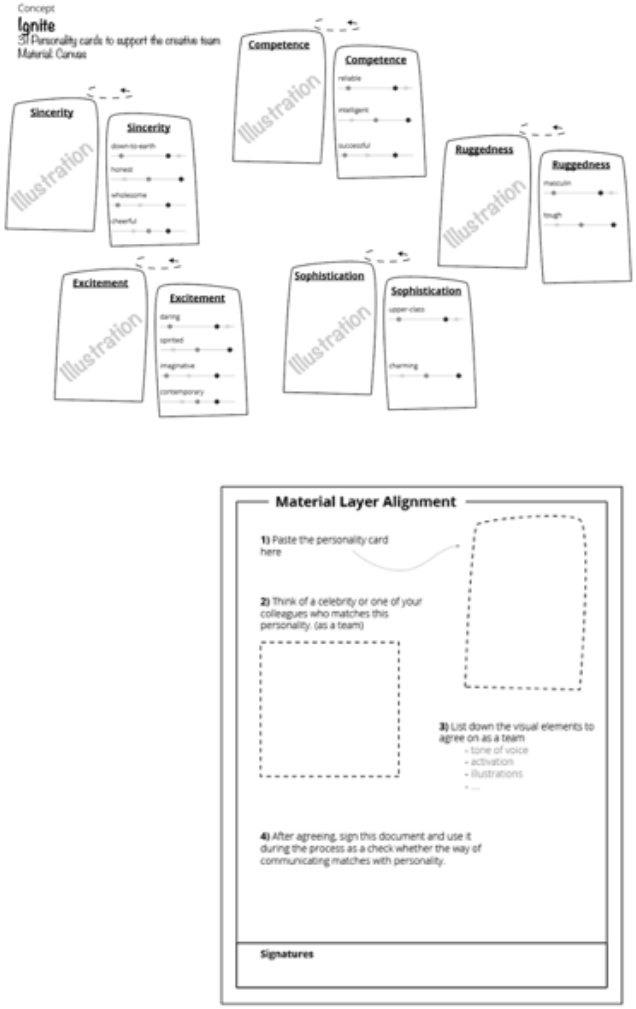



***Figure 66:*** *Personality cards and alignment sheet thumbnail*

## *Experiment 7*

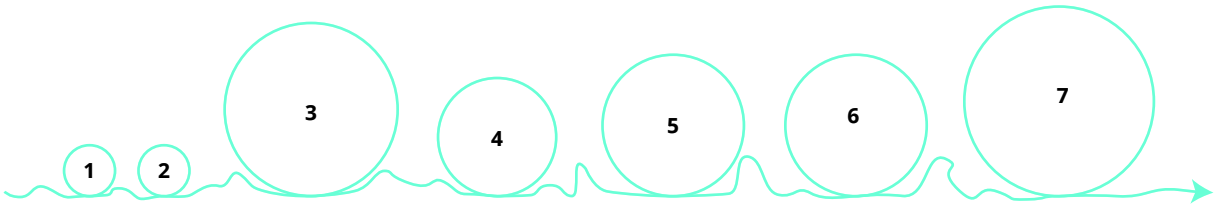
**Idea:** Presentation at a marketing guild

**Initial Plan:** Introducing the primary knowledge through a big event to a group of consultants and introduce the toolkit.

**Goal:** To get feedback on the toolkit.

**Result:** Succeeded. More than 20 consultants provided feedback.

***Figure 67:*** *Presenting the toolkit combined with supporting client cases with my company mentor*



## *Conclusion*

To conclude, this section revealed the iterative design process from initial ideation to a final design proposition. Throughout the design process, an experimental manner was adopted with the aim of finding the suitable solution.

Every experiment is explained in terms of the set-up and the material tested. Learnings from the experiments is presented and reflections on the design requirements have been done.

The final concept was proposed as a toolkit consisting of four different elements. The propositions were reviewed by 2 DD employees in depth, in 30 minutes sessions each and 20 consultants gave more superficial feedback on the toolkit after the guild presentation.

Based on the feedback collected, all four propositions can be considered as 'Desirable' by the target group of consultants. However, the feasibility and viability aspects were not validated.

Based on the interest of the main stakeholder and most promising propositions of the concept. "Brand DNA internal digital tool" and "digital visions" workshop were chosen to validate further also from the feasibility and viability perspectives.

The choice of "Brand DNA digital tool" and the "digital visions workshop" for further validation based on the interest of the main stakeholder.

Following the decision of pursuing with two propositions in further validation, a meeting set up with a DD employee who worked in a project in which they develop an advanced search tool for a client based on machine learning technology. The initial prototype was shared with and questions regarding the feasibility of the tool was asked.

## *Brand DNA Internal Digital Tool Feasibility Test*

After showing the initial prototype of the tool, the necessary technologies required to execute was reflected on. For this tool, dedicated different types of AI systems needs to be trained (an AI to analyze words and create associations with purpose for instance and an AI to recognize images for the personality page).

When it was compared with the search tool designed for the client, the advanced search tool has the range of working in a closed API, however, the tool proposed has to work in open web with unstructured data, which requires much more hours of training in order for AI to formulate the information in a desired simple sentences, keywords.

Even though different dedicated AI's and many hours of training is needed, the tool still considered as feasible from the technology perspective.

The next point to check whether to understand if this tool is feasible, the financial aspect is questioned. Even though the DD employee of whom the meeting was organized with was not an expert in this, he compared the tool proposition with the client project in terms of technology and predicted about the budget.

The advanced search tool which operates in a closed API system had a couple of million euros of budget. Since the tool proposed in this thesis considered as requiring more advanced technology the budget is predicted to be higher than that. In this respect the Brand DNA digital tool failed the feasibility aspect.

Therefore, for the final deliverable, only "Digital Visions" workshop was executed and validated (Chapter 6)

Value Postcard
How does the future that you created affect th
values? Unearth their meaning by what do the
mean today and in the future context that yo
created.
Write down a couple of sentences as stateme
to send it to the future.

06.

# Deliver

In this final chapter, the chosen final design proposition has executed; ***Digital Ambitions Workshop.*** The steps of the workshop is explained in this chapter. The workshop material for the facilitator who can conduct the workshop with the clients is delivered to Deloitte Digital. A final validation session conducted with Deloitte Digital employees.

To conclude, the discussion, conclusion, recommendations and personal reflection will be shared.

# 6.1 Final design deliverable

***The foundation of this thesis lies on the ambition of finding ways for brand to contribute the digital transformation journey of the organizations and providing concrete means to Deloitte employees to help them incorporate this approach to their mindset and practice.***

***As an entry point in providing the concrete means four hypotheses were created and linked to the Deloitte actors. Further scoping, the end design deliverable was only created for DD consultants. After series of design experiments, four propositions has been made to DD as components of the final concept. Based on the interest of the main stakeholder, the scoring on feasibility, desirability and viability aspects digital ambitions workshop was executed and validated for Deloitte Digital to help their clients with a new way. While creating the workshop, the insights collected throughout and the design guidelines (figure 68) were considered. The connected hypothesis (figure 69) is also kept on top of mind.***

**Design Requirements List**

*relevant*
*approach differentiation*
*tangible*
*framed well / clear what to do*
*customizable (per client)*
*strengthening the client relationship*
*practical*
*part of the way of working*
*not abrupt*
*not too time demanding*
*gradually getting interest*
*explicit*
*suitable for flexible/mobile working*

***Figure 68:*** *Updated design requirements list after the experiments*

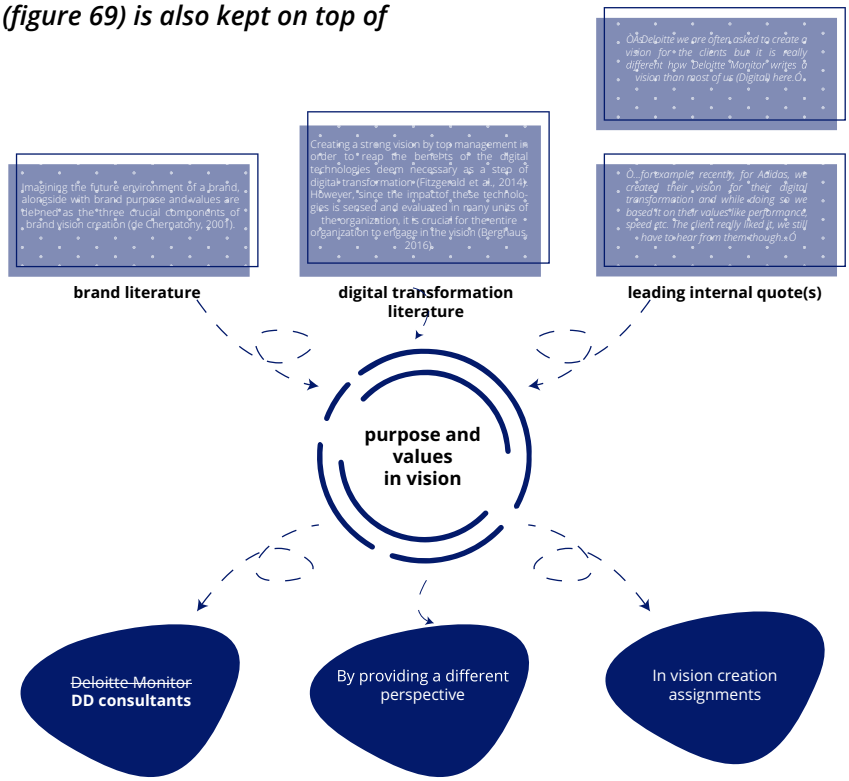



***Figure 69:*** *The hypothesis which the design deliverable based upon*

## *Digital Ambition Workshop*

Digital Ambition Workshop is designed for Deloitte Digital to help its clients in creating their digital ambition for their digital transformations by bringing a new perspective; looking from their brand's perspective.

This workshop aims to create a future vision and explore possibilities in different domains of digital transformation for a client company. The approach while doing so, is based on departing from the brand identity of the client while creating the future vision/ ambition.

This workshop is intended to be conducted with the counterpart in the client team and Deloitte Digital employees who are involved in the project. The client involvement depends on the counterpart at the client team and how much they are familiar/involved with creating future vision/ambition. The facilitator will be the decision mechanism in selecting the participants for the workshop.

The workshop consists of 4 steps (figure 70) as follows;

***1) Foreseeing Futures***
***2) Exploring Values***
***3) Departing from the Core***
***4) Back to the Future***

Each step of the workshop is supported by **tangible** material. Also the material is created in a way that are ***able to be customized per client***. For the facilitator of the workshop,

For the facilitator of the workshop, a master power point slide deck is created which provides the facilitator to be able to adjust it per client, ***online***.

Most of the DD consultants are familiar with creating digital ambitions for the clients therefore, the threshold for this workshop to ***become part of their mindset and way of working*** was found low.

### *General Conditions*

The time frame of the workshop varies between 2-3 hours, depending on the choices made by the facilitator (such as how many trend cards will be included, how many domains will be picked for ideation, how many values does the brand have)

As a group size 4 people is proposed and 2 - 3 groups of people is found suitable for the workshop to include. Ideally, the group should consist of a mix between DD consultants and the client counterpart. The number of the people/groups depends on the facilitator skill and the decision is left up to the facilitator.

Facilitation level for this workshop is envisioned as varying between medium and high depending on the number of the people. Also the facilitator needs to have a certain level of knowledge in regards to branding and trend selection (explained in the later sections).

The material to assist the workshop is delivered as in the format of ready to print. Only the trend cards have delivered as a format and facilitator needs to fill in the dedicated places with the trends he/she picks.

1) Foreseeing Futures

2) Exploring Values

3) Departing from the core

4) Back to the Future

***Figure 70:*** *Steps of Digital Ambition Workshop*

## *Step 1: Foreseeing Futures*

***Time Frame:*** *25 mins*
***Tools:*** *Trend Cards, Foreseeing Futures Sheet, post-its, pens or markers*
***Goal:*** *To construct a shared future context*
***Collaborative***

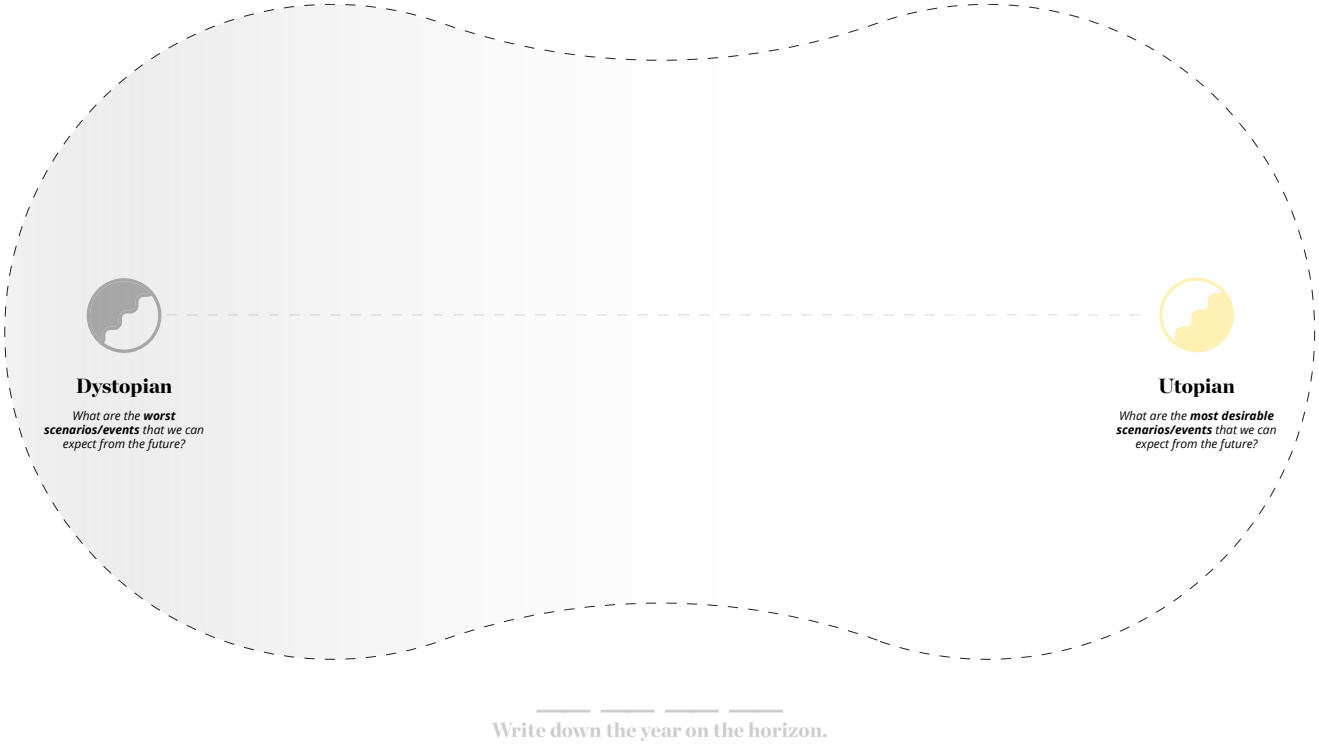
Prior to the workshop the facilitator needs to select trends and place them in the trend cards format. The number of the selected trends by the facilitator is not strictly defined and depends on the size of the group.

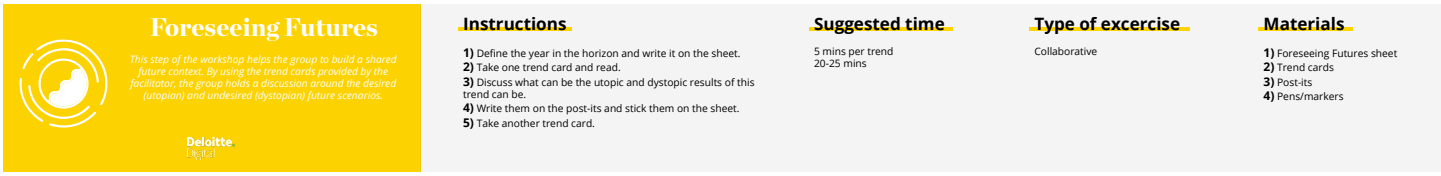
The goal here is to provide the group enough input in thinking about the future and not confuse with way too many trends.

Depending on the client and the question, the trend selection can be done among different domains such as technology trends, consumer trends and business trends. It is also important to bring industry specific trends to keep the participants interested and keeping the topic central.

After introduction of the trend cards, each group is given the "Foreseeing Futures" sheet, which includes ***utopian*** and ***dystopian*** sides. With the help of the trend cards, participants start discussing and placing post-its on the sheet. The utopian (what is the best result that this trend can lead) and dystopian (what is the worst consequence that this trend can cause) sides are given to spark the imagination of the participants. The participants are given 20 mins to build their future and place the post-its on the sheet.
The group is free to construct rather more utopian or dystopian future for the given time frame.

***Figure 70:*** *Trend cards, prepared for the workshop*



## Foreseeing Futures

*This step of the workshop helps the group to build a shared future context. By using the trend cards provided by the facilitator, the group holds a discussion around the desired (utopian) and undesired (dystopian) future scenarios.*

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**Instructions**

**1)** Define the year in the horizon and write it on the sheet.
**2)** Take one trend card and read.
**3)** Discuss what can be the utopic and dystopic results of this trend can be.
**4)** Write them on the post-its and stick them on the sheet.
**5)** Take another trend card.

**Suggested time**

5 mins per trend
20-25 mins

**Type of excercise**

Collaborative

**Materials**

**1)** Foreseeing Futures sheet
**2)** Trend cards
**3)** Post-its
**4)** Pens/markers

***Figure 71:*** *Foreseeing Futures Sheet*

## *Step 2: Exploring Values*

***Time Frame:*** *10 mins per value (5 mins for now, 5 mins in the future context). 30 mins in total.*
***Tools:*** *Value cards, pens, markers.*
***Goal:*** *Exploring the meaning of the brand values and in the future context. Writing concise statements*
***Collaborative***

In this step, the client company is being brought in the picture. In order to do so, the facilitator introduces the company again briefly, emphasizing the values of the brand. If the group is not familiar with the values, the facilitator should explain that values are how the brand promise is delivered and they reflect on the internal culture organization as well as what the company provides to the clients. If the group is not familiar or finds it difficult/abstract to work with the values, examples from other companies can be provided by the facilitator verbally.

Ideally, a brand does not have too many values (3-4) so it should be possible to touch upon each of them. The goal of this step is to imagine the brand in that particular future that the group created, expanding their horizon as well as framing it with the client brand. The values serve as probes in imagining the client brand in that future and aims to provide input for the group to tell their story for the last step of the workshop, in which they need to write a press release.

The group is asked to shortly discuss each value in their future context (what does sustainability mean in 2025, in our future) and they need to write one statements sentence per value.
This exercise takes place on the back to the future sheet as well for the group to stay focused on the particular future and the group writes the statements on this sheet.

***Figure 72:*** *Value postcards (1 postcard per value)*

## *Step 3: Departing from the core*

***Time Frame:*** *15 mins per domain*
***Tools:*** *Post-its, Departing from the core ideation sheet,*
***Goal:*** *Formulating the purpose into a how 2 question and creating ideas for digital transformation domains*
***Collaborative***

In this step, each group should have a complete, shared future worldview. In the beginning of this step, the facilitator introduces the purpose of the company as the main ideation question and 5 different ideation pools (the domains of transformation). The length of this step depends on how many of the domains will be included in the ideation. The facilitator should choose the relevant ones depending on the question asked from the client.

-Another important point to consider can be which domains can Deloitte Digital be influential in that particular assignment

Per each domain, the group ideates on solutions for the client. The purpose of the brand is taken as a departure point while ideating for each domain. 15 mins of ideation per domain is determined. It is important that participants ideate on a single domain at a time in order to look from a dedicated, specified perspective .

In this step, facilitator should keep the focus of participants' ideation in the future context and stress the importance of keeping the purpose in the center of ideation as in the ideas that the group comes up with should be initiated from and contributing to the fulfillment of the purpose.

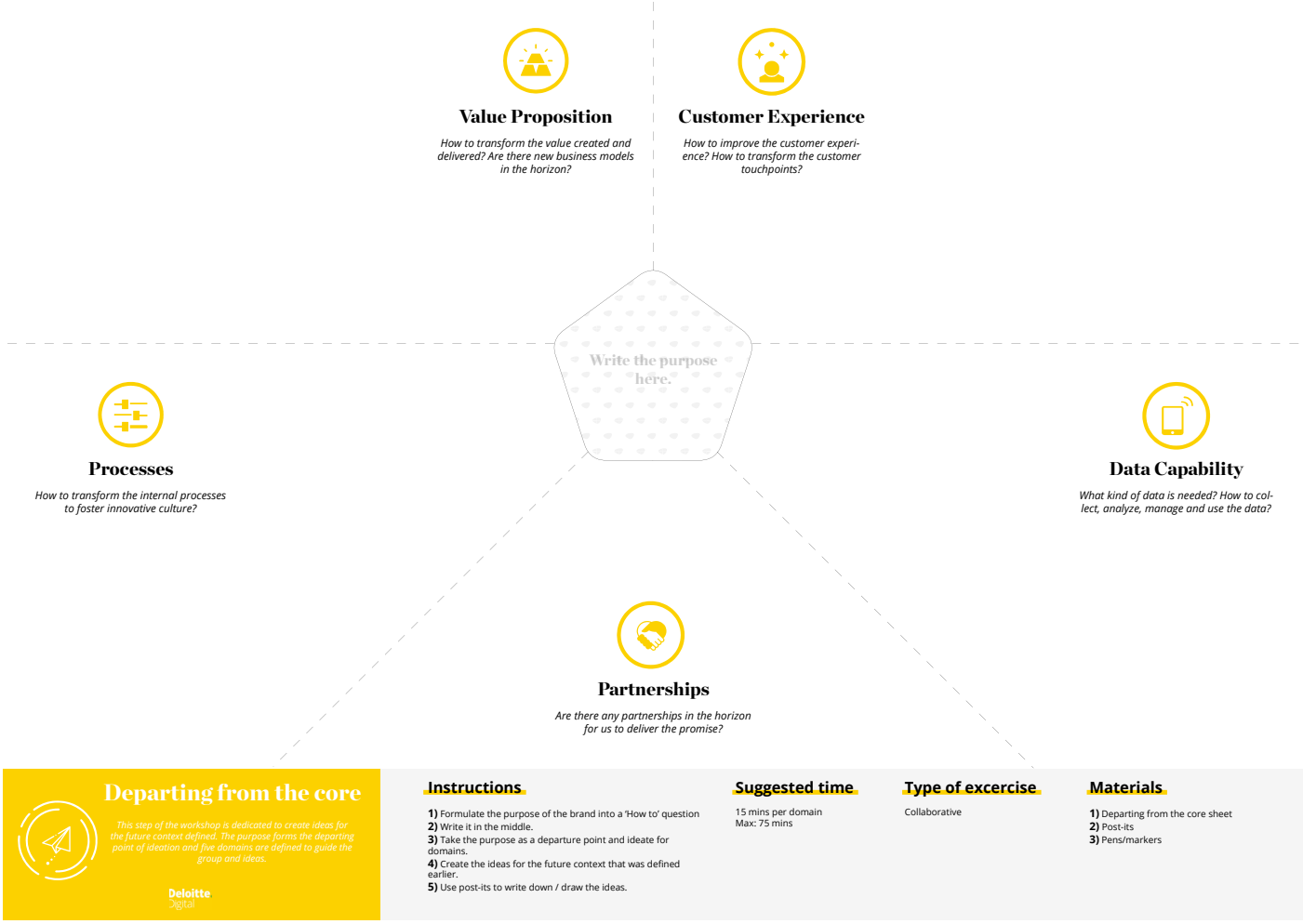


***Figure 73:*** *Departing from the core sheet*

## *In between step: Dot Democracy*

***Time Frame:*** *10 mins*
***Tools:*** *Sticky dots for voting.*
***Individual***

The group members are given dots and asked to vote on their favorite ideas. Per domain, each participant gets 3 dots. They can use the dots as they wish, meaning they can use more than one dot per idea.

## *Step 5: Back to the Future*

***Time Frame:*** *30 mins*
***Tools:*** *Press release sheet, trend cards, pens*
***Goal:*** *Bringing together the input from the previous steps and create a shared concrete deliverable*
***Collaborative***

The groups are given the press release sheet and asked to pick out the winning ideas per domain as well as the domain cards that they want to write about. The groups are free to choose about the domains that they want to write about. The date of the press release should be chosen as a further date rather than the year used for ideation. This provides the group to write in a concrete manner as if, the ambition is achieved and the ideas are realized.

The domain cards are pasted on the press release sheet. Firstly, the group needs to write a concise world view based on the future context that they constructed in the earlier stages of the workshop.

Following, the group writes the ambition for the client in that particular world view. The facilitator should remind the group to incorporate the values of the brand while they are building their storyline.

Lastly, based on the ideas selected, the group writes about how to achieve to the defined ambition of that particular future.

As mentioned, additionally to the material to assirt the workshop a master slide deck with the agenda and flow of the workshop and another list of instructions for the facilitator has been delivered.

***Figure 74:*** *Press release sheet (on the right)*

fd.
hetfinancieeledagblad

Fill in the date of the newspaper.

Stick the trend cards that were used for inspiration here.

# Worldview

*Write down your shared worldview for the given year, based on the **'Foreseeing Futures'** sheet.*

# Ambition

*What is the ambition of the client? Write it as it is already achieved and formulate it as a quote from the client. You can **refer to the purpose** to strengthen the storyline.*

# Proof

*How did the client achieved the ambition? Use the favorite ideas from **'Departing from the core' ideation sheet** as a proof of the achieved ambition. Write it as the ideas are realized and use the **value postcards** to strengthen the storyline.*

## Press Release

*Last step of the workshop in which the participants writes a press release for their ideas in a manner that it is already achieved. This encourages to make the ideas more concrete and finalized.*

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### Instructions

**1)** Write the date of the newspaper. (If the horizon year is 2025, write the newspaper date as 2026)
**2)** Stick the trend cards that were particularly used in the ideation.
**3)** Write a shared world view in a concise manner based on the 'Foreseeing Futures' sheet.
**4)** Describe the future ambition of the client.
**5)** Write the proof of achievement based on the chosen ideas from 'Departing from the core' sheet.

### Suggested time

30 mins

### Type of exercise

Collaborative

### Materials

**1)** Press Release Sheet
**2)** Post-its
**3)** Pens/markers
**4)** Trend cards used for inspiration
**5)** Tape

# 6.2 Validation and Evaluation

***The workshop designed and the material created for Deloitte Digital is evaluated with the company mentor Matthe Stet and a validation session is planned with 5 DD consultants. In the validation session a real client case, creating the digital ambition for a Dutch Insurance Company has used. The author joined the session as an observer and Matthe Stet facilitated the workshop. During the workshop, the session was voice re notes were taken by the author throughout.***

Prior to the session, the workshop material and the slide deck is reviewed with Matthe Stet. From the visual design perspective, the material has found appealing and considered as designed in a way that DD look and feel has communicated successfully.

Regarding the pictures chosen for the slide deck, some remarks has been given in regards to keeping the alignment between abstract choice of pictures or literal.

## *Workshop Preparation*

For the workshop, the material has adjusted for the client case. Some introductory slides has incorporated to introduce the client and its brand. Trend cards has picked by the facilitator and prepared for the workshop by the author. The materials have printed and the room is prepared for the session.

The participants have selected by the facilitator. Diverse group of consultants have brought together in order to test how different backgroun of people engage with the workshop. The trend cards has picked from different domains of trends which are relevant with the question that the client has. Four trend cards have made; two consumer trends, one technology trend and one user experience trend. Four values of the brand is explicitly stated prior to the workshop and three domains of digital transformation has picked as the ideation pools.

## *Workshop*

The workshop has received with enthusiasm and curiosity by the participants. All the participants invited, has made time and joined the workshop. Most importantly, the workshop was able to be executed successfully and the deliverables have created by the participants in the given time, 2 hours. The success of execution of the workshop indicates that the ***feasibility aspect*** has been met and the workshop can be considered to as a feasible output for the thesis.

Short impressions including the high-lights and low-points per step is briefly explained below.

***Introduction given by the facilitator***

At the beginning of the workshop, an introduction of the workshop, the client and the case has been given by the facilitator. When explaining the goal of the workshop, some questions were raised by the participants in regards to imagining the future for the client or the future as a whole or in particular the future of insurances. Since this was the first real time testing and the author did not facilitate the workshop, the facilitator had a moment of hesitation which was later clarified with the intervention of the author in explaining that the workshop will start from abstract and later become more concrete. Fortunately, this obstacle has not presented a major set back for the workshop.

The time allocated for the introduction was not accurate. During the introduction an interactive manner has adopted so the participants could interrupt an ask questions. This condition provided a relaxed environment which is considered positively for the workshop however, the questions changed the flow of the introduction and sparked different discussions. Therefore for the next time, the time allocation should be done more accordingly and the question time should be communicated tot he participants up front.

The ice-breaker step has skipped for this workshop since all the participants work together and there was no need in spending time on an ice-breaker.

***Foreseeing Futures***

This step of the workshop has received with enthusiasm from the participants that they wanted to go over time in discussing about the future and creating it.

At the beginning of this step the year on the horizon should have been identified. The facilitator asked participants to define it which created a small confusion in the group. The year needs to be defined by the facilitator prior to the workshop or has to be decided with the client.

The trend cards was well received by the participants in terms of design, the tone voice in writing and the brief explanation. After the workshop it was asked from one of the participants if he could get a deck to try it in a different workshop. However, the trend cards needs to be selected and made by the facilitator prior to the workshop and industry relevance should be kept in mind. Therefore this condition illustrated higher threshold in governing the workshop and becoming the part of way of working for DD consultants.

The utopian and dystopian extremes plotted on the sheet worked greatly in sparking the discussions about the future based on the trends. It also brought a fun twist to the workshop which was appreciated by the participants.

The amount of time took for this step also fell short. With first trend card participants were having more quiet time and but later when they started having an active discussion and building up on each others ideas, they wanted to take more time.

At this moment it is also important for the facilitator to spark the discussion if the group is quiet or take a bit more of a background role if the discussion is on. Also the facilitator needs to be aware of the time and try to be careful in spending equal amount of time per each card.

***Figure 75:*** *Facilitator reads the trend card out loud and starts the discussion*

***Figure 76:*** *Participants " Foreseeing Futures" and creating their shared future context.*

***Exploring Values***

This step of the workshop did not receive as much enthusiasm as the previous one. The reason for that is a small confusion between the values and the trend picked. Some of them were overlapping and this made the distinction between this step and the previous unclear.

Ideally, this exercise designed to be conducted collaboratively, however due to the time limitations, each person picked one value and filled in the value card.

Active movement during this step is observed meaning, the participants were checking the input from the previous section to illustrate the meaning of the brand value in that particular future.

A short discussion is conducted and everybody is briefly explained what they have written. This step helped for the group to have the same understanding .

***Figure 76:*** *Participants filling the value cards*

Lastly, it is observed that the participants had a moment of confusion in understanding the goal of this step. The author needed to interfere and clarify the goal.

It is important for the facilitator to fully grasp and internalize the goal of the workshop and the steps.

***Figure 77:*** *One of the filled value cards*

As seen in Figure 77, the layout design for the card did not work very well. The participants need to write their statements on the left side for today and on the left side for the desired future.

The layour should communicate it better or, it needs to be explained by the facilitator in how to fill in these cards.

***Departing from the core***

This was the step in which the group had to come up with concrete ideas in order to serve to the overall purpose of the client. The purpose itself for this particular case worked well in terms of it was possible to formulate it to a how to question and it sparked a fun interactive discussion for this step. The different domains illustrated the big picture nicely of what can the client do in terms of its digital transformation. The short explanations written below each domain also facilitated the direction well.

Although, the participants preferred to focus only one of them and go in depth in terms of ideas. Shifting between domains and the short time allocated felt a bit superficial for the participants.

***Figure 78:*** *Participants creating ideas for different domains*

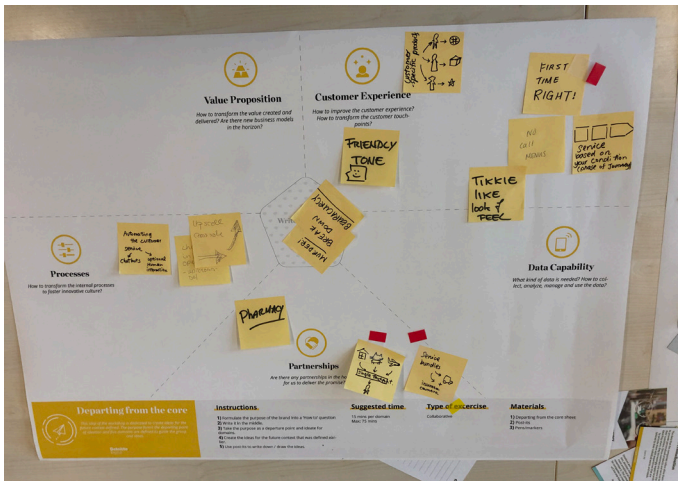


***Figure 79:*** *The output of "Departing from the core"*

***Back to the Future***

The last step of the workshop is where the participants had to bring together the input that they have created in the earlier stages. This makes the workshop articulated meaning that the individual prior steps serves as an input for the final one. This was one of the concerns prior to the workshop. However, this setting was well received an appreciated by the participants. Although, they pointed out it would have been nicer to understand this at the beginning of the workshop.

This brings us back to the role of facilitator and communicating the steps and deliverables clearly. The participants took less time than dedicated for this step. The reason for this relates to having the earlier steps clear enough to build up a story.

The primary function of the press release was incorporated in the workshop to lead the participants create a storyline " as it happened in the past " which considered as a potential contribution for creating a stronger more convincing storyline. However, at the beginning of the exercise this detail is skipped therefore, the contribution could not be tested.

One of the concerns that the facilitator has was whether the group will be able to create a nice storyline in the short amount of time. Creating a story with a nice narrative is a personal skill therefore this can not be expected from every consultant. However, in terms of the richness of the storyline the participants did a good job.

For each element of the press release a short description and tips in how to create a stronger storyline, which brand element needs to be considered is provided which guided the participants well. However, it felt like it was too defined by some participants and did not leave space for imagination.

Lastly, the participants liked that there are many outputs to this workshop and they thought that clients would really like it. All the participants expressed how much they liked the workshop explicitly which validates the workshop from the ***desirability*** perspective.

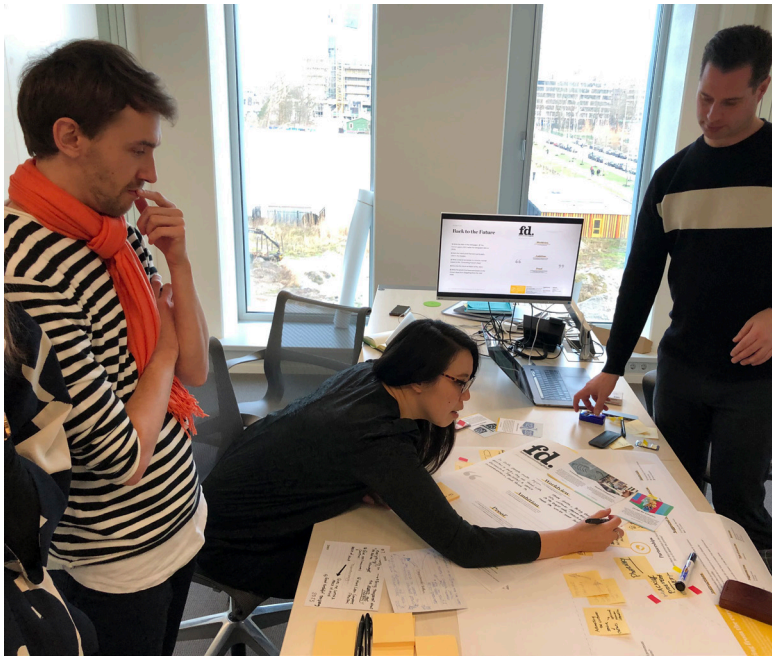

***Figure 80:*** *One of the participants writing the press release*

***Figure 81:*** *The output*

# 6.3 Discussion

***The foundation of this thesis lies on the ambition of finding ways for brand to contribute the digital transformation journey of the organizations and providing concrete means to Deloitte employees to help them incorporate this approach to their mindset and practice.***

## *Answering the research questions*

After the intensive research and design process the thesis has concluded. Throughout the process, the research questions has been answered. The main research question "What is the role of a brand in digital transformation of an organization?" was addressed in chapter two after the extensive literature review. Brands can carry different functions in organizations and if the brand has given the function of selecting and maintaining strategic directions it can play a significant role in digital transformations too, since digital transformation is a continuous business transformation journey for organizations in which they constantly explore and exploit the benefits if digital technologies. Brands can guide these journeys and help managing the change throughout.

The sub research question 1 is answered in chapter 4, where four hypotheses defined for Deloitte to improve their approach by addressing different elements in relation with the different activities.

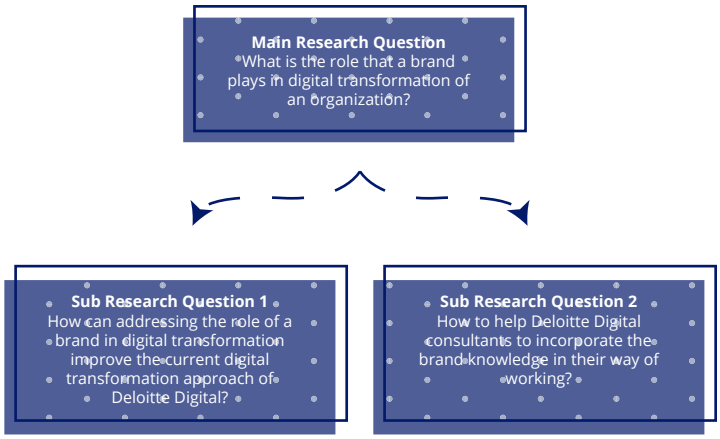


***Figure 82:*** *Reminding the research question and sub questions*

Lastly, sub research question 2 is answered throughout chapter 5 and 6 in which many ideas were created tested and validated with the actual target users in incorporating the brand knowledge into their practice. As a result, a workshop setting assisted with the creative material is designed and delivered for Deloitte Digital consultants to incorporate this new perspective of departing from the brand identity while creating digital ambitions.

## *Contributions*

This study has contributed to the research domains of brand and digital transformation in bridging the gap between those by proposing links between them. In particular, the role of brand is addressed in the literature of digital transformation. On the other hand, two conceptual models for digital transformation domain has proposed illustrating different perspectives.

The intention while creating the link is addressing the role of brand and how to use it strategically in order to support the digital transformation of organizations. Evidently, this will contribute in the area of strategic design considering the definition of strategic design is illustrated as; ***"The use of design principles and practices to guide strategy development and implementation toward innovative outcomes that benefit people and organizations alike."*** (Calabretta, Gemser & Karpen, 2016).

From a practical point of view, Deloitte Digital is competing in the field in which they provide consulting services to large organizations in their digital transformations. There are many organizations willing to provide consulting services to the mentioned large organizations. Therefore, for Deloitte Digital it is the provided new perspective illustrates a competitive advantage in differentiating their approach towards the clients, acquire new ways of thinking and capabilities. (Figure 83).

## *Limitations*

This study has presented many challenges throughout the journey which resulted in some limitations.

The biggest limitation for this study has been the time. Due to the limited 5 months of time, some envisioned steps needs to be discarded from the process. The first one of them is validation of the hypotheses. The hypotheses were generated based on the insights from two domains of literature and insights collected from Deloitte. However, qualitative dedicated case study interviews should be conducted in order to validate the hypotheses. The validation should go beyond Deloitte and consultancy context and the incumbent companies with their brands should researched. in addition to the time limitation, fast paced and practical business environment in Deloitte did not allow for further scientific validation of the hypotheses.

Second limitation needs to be addressed is testing and validation of the end deliverable with the client in a current assignment. Additionally, since Deloitte Monitor consultants also work in such assignments, testing the workshop with them can provide a different perspective of insights.

## *Recommendations*

Initial departure point for validation is to address the limitations of the research and practice. Therefore, it is highly recommended that the hypotheses should be validated in not only consultancy context but also in the context of organizations with case studies.

The further recommendations are concerning Deloitte Digital in regards to governing the workshop as part of their way of working and changing their mindset towards the topic of brand and its relevance. It might not be the area chosen for Deloitte Digital to grow, however, it should be part of the mindset of every employee in a certain level. The hypotheses are solid ways in intervening the way of working with the relevant knowledge and design propositions have made for each of them in order to incorporate the brand aware mindset in their way of working. I truly believe that further development of the design propositions will change the mindset of the employees and will add value to the Deloitte practice.

Brand DNA tool is validated from the desirability perspective however, failed in terms of feasibility. However, by simplifying the content provided through the tool a feasible solution can be created and Deloitte consultants can get more familiar with the brand aware mindset.

Lastly, the workshop is validated from desirability and feasibility perspective, however testing it with a real client and understanding if the client sees the added value will provide insights regarding if this workshop will bring long term profit to Deloitte Digital.

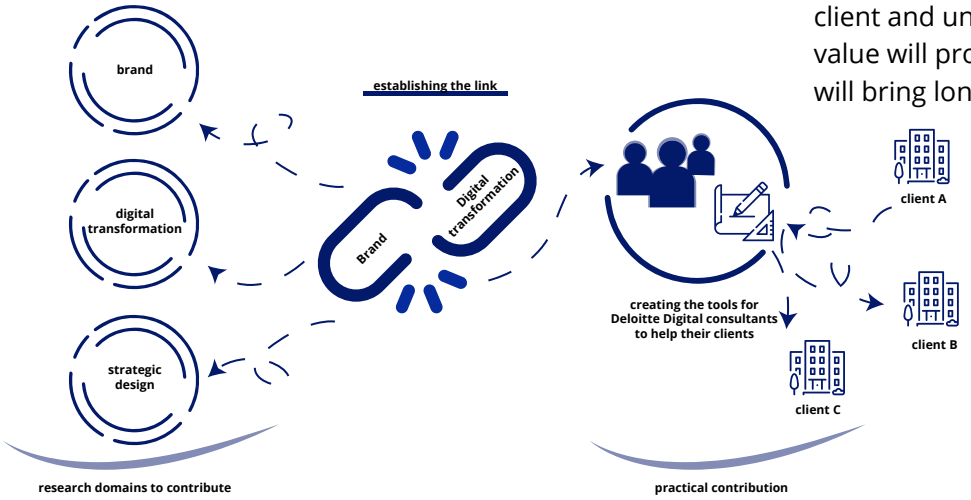


***Figure 82:*** *Illustrating the contributions*

# 6.4 Personal Reflection

Endings have always brought mixed feelings to me, so as this one. On one hand, I am happy and proud arriving to the destination that I was looking forward for a long time. Although, on the other hand it is hard to say goodbye and leave such an incredible journey behind me which have made great contributions and made me who am I today.

At the start of my graduation journey, I thought I could prepare myself, plan well and handle the obstacles that will come through my way. No matter how well prepared I was, graduation has brought many unexpected surprises and challenges which at the time might have made me feel overwhelmed but looking back now, I am only grateful that those surprises came on my way. Because as I heard from my mentors many times, that is what a graduation is. It is dealing with a complex environment, busy schedules, ill-defined problems, massive amount of insights from hundreds of pages of readings. I believe, the challenges that I faced with increased my agile thinking and coming up with the suitable solution for that particular condition, increased my prioritizing, coordinating and compromising skills. Knowing myself, compromising and not keeping everything as perfect has been a painful learning process for me.

Looking at the learning goals I set at the beginning of the project, first one is about my graduation topic. I truly loved working with my topic, which helped to keep my motivation and engagement high. Even though I had known so less about digital transformation and also not much about brand at the beginning of the project seeing the relevance and significance of both topics sparked my enthusiasm. Proposing links between both domains was also one of my learning goals which I believe I achieved and that formed the backbone of my thesis.

Next point is experiencing Deloitte as a graduation project environment.

Despite all the challenges that it presented to me, I truly loved being there. In terms of graduation assignment it was really difficult to deal with an environment in where everything has client and project dependency. For a graduation it is challenging to deal with such a complexity. However, this challenge pushed me further in sharpening my strategic design skills and propose a conceptual model. My experience there provided me an idea for my next step and I think it is quite valuable to grow as a consultant at the beginning of the career in which different type of projects and clients is possible to work with.

Another initial learning goal was aiming to deliver Matthe a tangible and a meaningful solution. Seeing how my insights came together in the solution that I developed and being able to create it test it and deliver it has been one of the biggest reward of this process.

Another point that I want to mention is regarding the design process. The process I have gone through has provided me so many learnings. The challenges I faced during the design process has pushed me to go through many iterative design cycles with low-fidelity designs. I learnt ho to appreciate the failure from a design experiment and how to bring it to the next experiment. I overcame my fear about fidelity and enjoyed the iterative cycles that I have gone through.

During this process I sometimes had moments of insecurity. I doubted my skills and was sometimes hard to tell my strengths and weaknesses. Looking back, I believe I have been learning in how to be kinder to myself but I also see I still have a long way to go in accepting my weaknesses and still be content with myself.

To conclude, I am really happy and proud with my process and who I have become. I can not believe the next challenge that life will bring on my way!

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**“To change ourselves effectively, we first had to change our perceptions.”**

*Stephen R. Covey, The 7 Habits of Highly Effective People*

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