

Appendices

Appendix A

Project Brief

Appendix B

Employee Interview Guide and Transcripts

B.1 Matthe Stet / Manager at Deloitte Digital

B.2 Rudy Soerodikromo / Senior Design Consultant at Deloitte Digital

B.3 Tommaso Sarri / Senior Design Consultant at Deloitte Digital

B.4 Sanne van der Worm / Manager at Deloitte Digital

Appendix C

Expert Interview Guide and Notes

C.1 Kasia Blicharz / Director at Deloitte Digital

C.2 Jeroen van den Nieuwenhof / Partner at Deloitte Digital

Appendix D

Competitor Analysis

Appendix E

Individual Ideation

Appendix F

Collaborative Ideation Plan, Output and Take Aways

Appendix G

Digital Ambitions Workshop Material

Appendix H

Digital Ambitions Workshop Slide Deck

Appendix I

Workshop Instructions for the Facilitator

Appendix B.1

Interview Guide

Research Topic: Domain of Branding within Deloitte

Main Research Question:

How can branding can be embedded in the DNA of Deloitte Digital?

Sub-questions:

[1] How is the way of working in Deloitte Digital?

[2] How did Deloitte Digital start getting into the branding domain?

[3] How is the situation of branding within the organization at the moment?

[4] What is the vision on branding for the future?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.

Subtopic 1:

Understanding the way of working in Deloitte Digital

Opening question:

Can you tell me about the start of Deloitte Digital?

Follow ups/probes:

- How is Deloitte Digital organized?
- Can you tell me about the team a little bit?
- Can you mention what kind of clients/projects is the Digital team work on?
- How does the assignment get to you?
- How do you assign teams?
- How can you define the way of working within Deloitte Digital?
- What kind of tools/methods/methodologies are used in Deloitte Digital?
- How do you think that Deloitte Digital are different than the competitors?

Subtopic 2:

Exploring Deloitte Digital's position within the domain of branding

Opening question:

How did Deloitte Digital decide on providing services from branding perspective?

Follow ups/probes:

- What was the trigger behind this decision?
- Who took the decision regarding expanding to this domain?

Interview Transcript

Interviewer: Pervin Celik

Interviewee: Matthe Stet

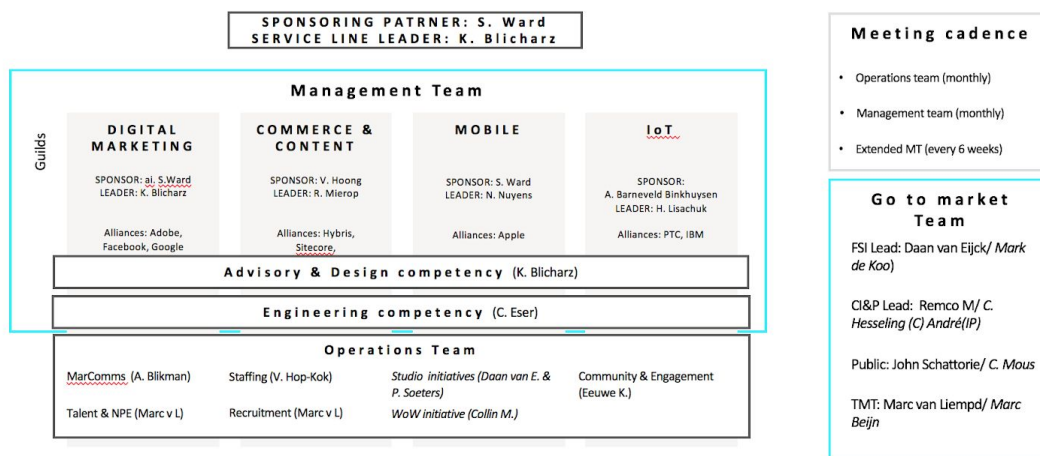
Pervin: Can you tell me about the start of Deloitte Digital as an entity?

Matthe: Ooh that is a good question! Because I am only here for about 5 months. So Deloitte Digital started I think in the Netherlands 4 years ago. And before that, you had a lot of digital disciplines spreaded out in technology consulting. So it was inspired by our US colleagues to have a digital department within Deloitte. So what happened in a certain time Steven Ward as well as Marc van Liempd asked other people to come together, came up with the idea to set up a Deloitte Digital in the Netherlands as well. It started as a very small service line where people from technology merged into a team. That's where it all started. In the beginning they had a very technical approach. At a certain moment, also designers came in. And then I think Deborah Schrijver came in as one of the first as a designer and that was totally new for Deloitte. Because we saw that, Imagine, Deliver and Run the future, that's our big promise, especially 'run' and 'deliver' part that was in our capability but the 'imagine' part was not. So at a certain moment, we decided to hire also designers which are especially in the imagine part. Explore through design thinking, how to create a digital service. Then growth and growth and growth until where we are now. And I think all over the world we sometimes collaborate but there is sort of an overall vision on what Deloitte Digital should be. And I think we are right now, stand alone Deloitte Digital, 100 people in the Netherlands. We are closely collaborating with friends from customer solutions, which are our sales force department, they also do a little bit of digital services but they are like sort of side service line. Globally I think there are slightly more than 10000 people working in Deloitte Digital in the overall globe. 6 7 offices in the US and a couple in Oceania and Australia.

Pervin: Alright! And how is Deloitte Digital organized?

Matthe: Mmmh, so if you go top down, the strong way, I think we are organized, maybe I can show you a small scheme... Oohh there it is. So this is the overview of Deloitte Digital right now. (Figure below). So Deloitte is a company that is owned by partners. And Steven Ward is our sponsor so he is the leader of Deloitte Digital. Together with Kasia, she is the service line leader but in the end S.Ward is responsible. We have 3 competencies. First one is advisory and design and where I am in the design team. But it is based on the strategy. We have an engineering competency where we have engineers and developers. And we have a supporting operational team for instance recruitment but also communication team. So Deloitte Digital is a matrix organisation. So next to the 3 competencies, we also have guilds which are online with the global guilds. So you can be a designer but also have interest in digital marketing, or content or commerce or mobile or IoT. What is also in this picture that there is also a third angle which is the industries. So we have FSI which is financial services like banks, insurances which is led by daan van eijck. We have customer and industrial products which is retail, consumer brands but also companies like DSM. This is led by Remco... .We have the public sector which is sponsored by Public sector is government, government organizations, museums and organizations like UVV that are close to the government.

A double-click on Deloitte Digital 2.0



And lastly TMT, which is telecom and media this is led by Marc van Liempd. So there are 3 ways to look at Deloitte Digital from an organizational point of view. Industries, competencies and guilds.

Pervin: Okay clear! So can you tell me more about the team maybe?

Matthe; Is it specifically the design team or ...?

Pervin: The Digital team in general like both advisory and design

Matthe: So, I think if you look at the team we have 5 species. First of all strategists as advisors. In the strategic advisory part they have a broad background. Could be like you, from TU Delft. A lot of people from TU Delft here. That is a strong background. There is also a lot of people from marketing and communication background. A lot of people worked for an agency before. I think hmmm.. And there are most aligned with consulting that we know from Deloitte. So they advise clients about digital strategy, digital transformation and as well as program leadership. So they are mostly deployed in the client, helping them for a longer time while making a digital transformation to help company with setting up a team or digital capabilities. Second group is I think the service designers which also have a really strong background in mostly industrial design but also psychology. They are focusing a lot on the user and helping clients becoming more consumer focused rather than the other way around while creating persona mapping, service safaris, trying to map the customer journey. So thats changing the way company works in the back stage. The way company operates these days is changing these days because of becoming more customer centric and work in a more agile way. So thats what service designers do. Then we have the UX designers who are focusing on the touch point itself and creating a user experience for that. But also, which is kind of new for us is doing user testing a lot. So see how things work, how certain technologies work, for instance eye-tracking, user interviews based on what we created. For instance service designers focus more on research in front and UX designers do research after things designed. Then we have the visual designers; you can split them up in two groups. So you have the UI designers who design interfaces

and a group that focuses on more the brand design which is translating the brand into design online. Last group is motion designers. So also split up in 2; interface animations and UI animations; so how an interface behaves from a motion perspective but also creating case movies and content movies. So that's sort of advisory and design team. Then you see, the capabilities within the team strongly follow the industries or the guilds. So we have a lot of couple of advisors strongly focused on mobile for instance.

Pervin: A question just popped in my mind; for example now we have these 4 guilds, do you envision that guilds are changing over time as well? Because I can imagine there was no IoT guild 15 years ago.

Matthe: So recently, based on client demand and also from trend perspective, there is a new guild, which is broader than Digital, it is the AI guild and it is over arching. So other service lines in Deloitte can participate. So I think there will be more guilds and they will be broader than Deloitte Digital. Because then it will fit in all our capabilities as well.

Pervin: So for example blockchain becoming a guild?

Matthe: I think there is already a blockchain guild, I am not sure... but we have a center for blockchain which is not a guild but more of an expertise center. You can call these guys to get more information about how to apply it in your business.

Pervin: Okay. If I get back to the guide, if we look at the projects, what kind of projects/clients are we working with/for?

Matthe: Deloitte has overall bigger clients, the crown jewels of the Dutch industry are the main focus. So let's say that's up to 100 companies in the Netherlands. So Deloitte is a professional service company from all services we offer, we have a strong relationship with these companies already. That's how our business is done most of the time. So within design agency, clients call you for a pitch, that is not regularly happen here. Here is, new businesses are created by the relationships we have. So our focus is mainly focused on the major accounts we have that are for instance DSM is one of them or Jumbo. So we have a really strong focus and maybe go for other businesses. So what kind of work we do from Deloitte Digital is quite broad. The projects we want to do, our favorites are digital transformation projects. So we do not like to do necessarily marketing operations or only IoT. The things we like to most is major transformation where companies have digital in their core. So that could result in what we did in PGGM, where we tried to educate and implement also a new way of working from the decision on technology to the new way of working in the organization and even to redesign the touch points like the website or other digital services. Broader scale services from start to end, like where organizational change and design come together. So overall, the dream projects are where we bring everything together. Because that's what make Deloitte different than most of our competitors, that we offer a broad range of services; from human capital to creating models to technology implementations to branding. So what we definitely would like to do most is bringing everything together.

Pervin: Then I believe that client come with a problem and then here it is reframed and.....

Matthe: No, not necessarily. They most of the time have a problem or a challenge. But most of the time we discover the challenges together with the clients. So sometimes clients just do not know. So they are struggling with how things go really rapidly in the digital age and want our advice on how to improve. And then that is also strongly connected to our strategic capabilities. We try to help these companies to find the best way for them to move forward. And that's where the project starts. For example; for PGGM the

question was how can we become more customer focused. That is obviously a really broad question. Then we thought with them how to do that, how to make it happen? Then all kind of projects appeared. So this is most of the time how it ideally goes. And of course sometimes we are asked to for a challenge or a problem, that is also quite common.

Pervin: But since you mentioned about the client relationships are really important, I believe they have the faith in you when you are saying this what you asked for but this is what you actually need.

Matthe: Yeah exactly. And yeah of course there are other consulting companies. Ofcourse we share the clients. Also Deloitte is an audit company and you are not allowed to work for every organization in the Netherlands. So for example if you are audit for Ahold, then you are not allowed to consult them which is a really really big problem here. In my first months I noticed that we have no go areas. Once in a while there is a carousel in the Netherlands where we share the clients as 'Big 4'. At a certain moment, we were audit partner of Ahold and after 5 years we rolled off. And we rolled in our consulting services.

Pervin: Interesting. Really clear how things work. But actually how does the assignment get to you?

Matthe: Ahh that's an interesting question. Deloitte is a very network, decentralised organization. Also very entrepreneurial. I can only talk from a personal perspective. So it is important that you have the right network of people that have good client relationships to be on the right projects. It is also really important that people actually understand what you can do, what your capabilities are. I tried to position myself within brand design expertise. If people know you and if they see a project at a client -which is most likely that a partner or manager- then they call you. And you go there to talk. So thats how it normally works. So it is really network based and it is always the matter to match the right capabilities with the right client. Thats our biggest challenge. So Deloitte is a very big organization so if I have a challenge at a client that I work for, how companies are organized or maybe a team change, or about the operating model, then I need to find the right person from the human capital that can help me. That is one of the bigger challenges, to be connected to the right people. I think if we think from the design perspective, that is also our ambition to find more client ourselves. So build up even stronger relationships with the clients that we already have to show our capabilities. Because in the end, 4 years is not a really long time to have a design team. So every client that I step in, like yesterday in DSM, the yare totally surprised that we offer design.

Pervin: So Deloitte Digital wants to put itself on top of clients minds that if when they have a design challenge, then Deloitte Digital is the place to go?

Matthe: Yeah, that's the movement that we are in right now. And it is also for us interesting, the people within Deloitte that sell the most of the projects are partners, that we need to put something in the pocket of the client to give them and sell our design capabilities.

Pervin: I guess that's the reality..

Mathe: It is the reality.

Pervin: Let's say a partner called you and the project got to you and you have the assignment. Then how do you formulate it? And then how do you assign the teams?

Matthe: Yeah there are couple of scenarios: So either they ask me to bring certain capabilities, called by someone like 'Hey we have a nice opportunity at DSM, and I need 2 service designers 1 UX designers

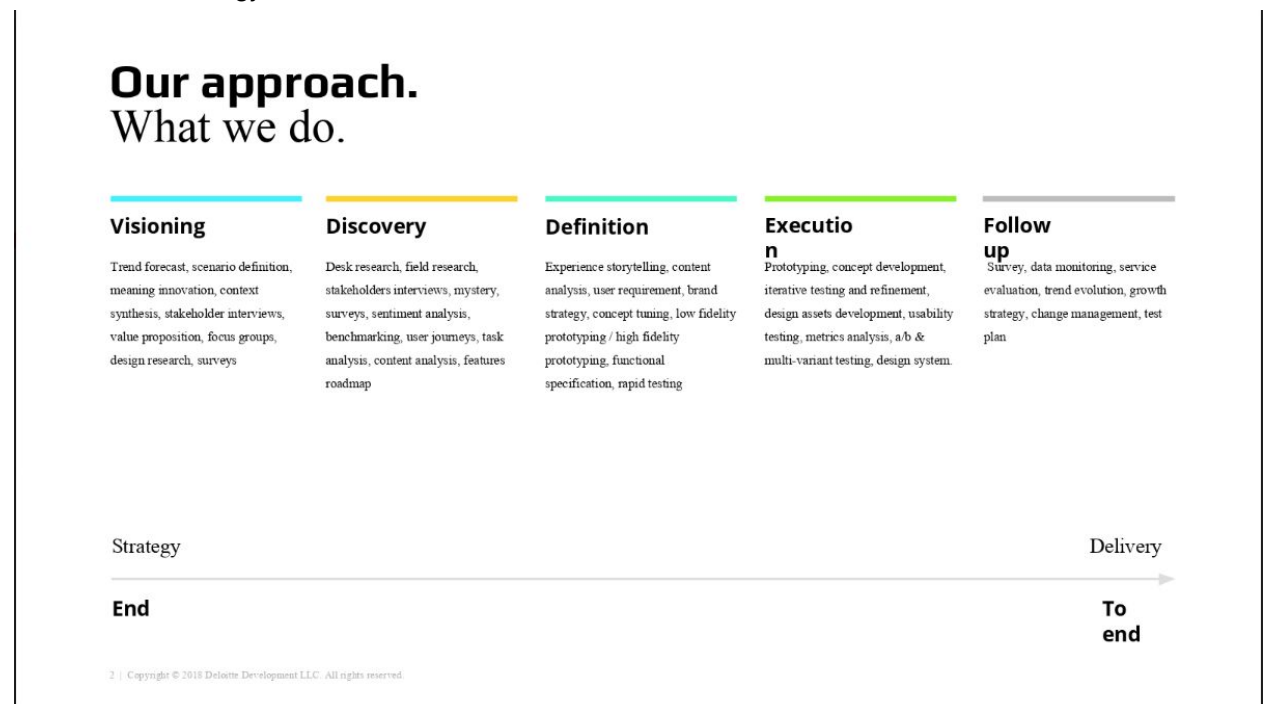
because we will create blablabla. So I deliver the capacity. The other one is like 'Hey I have a nice opportunity for you, I am not an expert please call the client and try to find out whether you can help him.' Then I go to the client mostly with the partner or sometimes with someone from the team that has certain knowledge regarding a company, industry or design discipline. Then what could as well that there is an assignment and I am the assignment manager or I ask somebody who is going to be the assignment manager. And sometimes we propose to the clients more proactively. -Off the record- So it is either capacity based or pro actively or opportunity based.

Pervin: Okay thanks, really clear. How do you define the way of working in general?

Matthe: In general, so just like the other companies which has design focus, there can be two ways. One is classic waterfall approach. So you define the project step by step. Lets say a research phase and definition phase, Oh maybe I have a slide for you. Thats also what we do.

26:11

Our approach; so most of the time we start with visioning so how do we support what we develop with a vision or a strategy for the project, then we dive into discovery in which we discover the context of the project and definition, so there for example we define the brand, create the personas, of course its behaviours and needs. Then we go to definition; so most of the time we create a concept and design but of course also evaluation whether it is feasible, if its desirable. Then we go to execution and follow up. If we go visioning then we do trend forecasting, context analysis, stakeholder interviews, do of course design research and etc. Then in the discovery, desk and field research, user journeys etc. Definition is more experience storytelling, user requirements, brand strategy, concept tuning and maybe even some low fidelity wireframing. In the execution, prototype, testing and etc and the follow up is like how is it going, does it fit the strategy etc. So this is sort of the list of what we deliver.



Our approach. What is it?

Visioning

Developing a vision support the strategy definition through a deeper analysis. It doesn't stop on solving existing problems, but **re-defines scenarios** innovating the "meanings" associated to an experience, focusing on perceived value by customers.

Discovery

Understanding of the context of the project and definition of current market opportunities and critical issues. Understanding of the **brand**, the **persona**, his **behaviors** and **needs**.

Definition

Starting from the selected scenario, **deepen the project concept** with a more detailed service offer, along with a content strategy, optional brand strategy and a **creative concept**. **Evaluation** of the technical **feasibility** of the proposed solution to develop the to-be experience in all its aspects.

Execution

Development of the to-be experience ready for implementation. For both physical and digital channels a development of **prototypes** (different levels of interactivity) prioritized with an agile approach to maximize efficiency. Interaction design and definition of graphic interfaces.

Follow up

We offer the **maximum comfort** to final users designing a valuable experience, but we also follow up with efficient business tools to provide an **ongoing evaluation** and knowledge transfer activities.

Strategy

Delivery

End

To end

1 | Copyright © 2018 Deloitte Development LLC. All rights reserved.

Our approach. What we deliver.

Visioning

- Vision statement
- Project direction
- Scope definition
- Reports

Discovery

- Context & trend map
- Customer journey as-is
- Brand review
- Reports

Definition

- Business Model Canvas
- Customer journey to-be
- Value proposition design
- Service blueprint
- Brand strategy
- Creative concept
- Prototyping
- Flows
- Information architecture

Execution

- Prototyping
- UX testing
- Mockups
- Asset creation
- (post) production

Follow up

- Training Sessions
- Process Maps
- Design guidelines
- Continuous improvement
- Quality assurance

Strategy

Delivery

End

To end

3 | Copyright © 2018 Deloitte Development LLC. All rights reserved.

Pervin: This actually covered my next question! So, how do you think that Deloitte Digital is different from the rest of the competitors?

Matthe: Ah thats actually a good question. Maybe it is good to show you another slide deck. So we call ourselves a new creative digital consultancy. So what happened is agencies like Fabrique or Achtung starting to do a lot more consultancy. Because in the end the world is changing, there are more capabilities

needed to deliver design and digital products. Because the time when called it having 'the big idea' -advertising agencies find this big creative idea- but that is not enough anymore. You need analytics, you need organizational change to do capability building companies. So Design agencies started to be more consultants while Deloitte thought 'hey maybe it is good to be a bit more creative-. Consulting is advising but it is not tangible. And there was a need that you don't stop at the powerpoint presentation but really show something that you advise. And there it all started. What makes us slightly different from the others is we combine both. So we have embedded creative department in a consulting environment. That makes us unique. If you look at our direct competitors like PWC, EY, at least in the Netherlands we are the only one embedded internal design department within the organization. That is a differentiation. If you look at our competitors from an agency perspective, then we offer more strategic services than them and also deeper. If you look at how we collaborate with Monitor Deloitte, which is very strong in business consulting, I think that is not something an agency can do. So that is a differentiator too. And if you look at our direct competitors, Deloitte is the one focused on the innovation the most that also sets us apart from McKinsey & Company or other design/consulting boutiques. Our positioning is mainly on new technologies like AI and Blockchain. So that is strongly embedded in our proposition. If you look at our proposition, Imagine Deliver Run, you can see that advertising agencies are the best at imagining something and having creative ideas. There are a lot of digital agencies do execution very well like Media Monks. They are mostly here (showing the slide) creating assets. You have a lot of platform providers like Salesforce or colleagues but they do not deliver the creative part. Yes so we cover all the steps and thats sort of one stop shop.

Pervin: How do you think that the management consultants imagine?

Matthe: They are most of the time fairly early in the train so, a big retailer for example hey we want to start a new business, most likely they are hired. Because they have a lot of future ideas and how to deliver them but mostly business based. So I think the 2 people I sent you, Fred and Joep they are the ones being fairly early on the train and early on advising clients about digital but from a business/management consulting point of view.

Pervin: That is interesting

Matthe: So mostly thats where the big decisions come from. Of course the management of the company decides but for example Joep and Fred are the ones advising them. So management consulting is advising the management of the company

Pervin: So maybe not that much in the operational level..?

Matthe: No no..

Pervin: So for examples the management consulting advises that you need to become more customer centric and provide more customer centric services, then the company goes to another agency to create these services.

Matthe: Yes, exactly.

Pervin: Okay that's really clear. So the next topic that I want to touch upon Deloitte Digital in the domain of branding. To start with, how did Deloitte Digital started providing branding services?

Matthe: I think to be honest it came a bit with me. So for branding, if you look abroad, our US colleagues has been offering brand related services a lot especially digital branding. It is also the matter of what is branding. I think in the Netherlands, it was something that was not part of our offerings. Happens here and there but not was not really a core service. I, myself, found that is missing in Deloitte. Not to be arrogant but we want to bring the soul and a bit more emotion to the products that we create. Because Deloitte is of course really innovation and technology driven it is also very business driven. But here and there is always more emotion in what we do or how we behave or how we advise. So that is how it started. Branding is part of the marketing guild. Currently we have 3 or 4 projects running which are branding focused. But there is also brand related services we offer outside of Deloitte Digital. Especially in the brand portfolio management. That is how to organize your sub-brands and your products and services within them. But that is almost more business consulting rather than branding.

Pervin: So that was then the trigger how it started. It came as a demand from the clients or also can you say from the market push..?

Matthe: No no, if you look at the projects that currently being done, there are most of the time opportunities for branding. So it is not really a market demand. Because a lot of the clients do not know that we offer services regarding branding as well like I told you as well as design capabilities. But we like to embed branding more into our service offering. So if you want to create a new service, we would like to think from the brands perspective as well. That is happening now more and more often.

Pervin: Who initiated this idea? I mean who proposed hiring you?

Matthe: Good question. So there were art directors before me, creative directors. They focused more on the execution more than I do. I do also a lot execution but also brand as a advisory part of it and that is kind of new.

Pervin: Alright. But they notices that there is a

Matthe: So it all started with couple of people that know a lot about branding and Joey is also one of them. And Joey is also eventually the guy who brought me in.

Pervin: Okay so I was wondering, when you stepped into this environment what were the first highlighting insights that you noticed? Regarding branding mostly.

Matthe: What is nice to see that people see the added value. Because in the end, bringing emotion, personality and uniqueness into the work we do makes our work more aligned with what we do for clients. So thats positive. And it also makes it very tangible. Also, the clients that Deloitte Digital usually work with have marketing or communication background. So it aligns with the people we work for and it makes our work tangibly better.

Pervin: Also bringing the meaning I guess..

Matthe: Absolutely.

Pervin: If you look at the situation now, how would you think that Deloitte Digital is evolving regarding branding?

Matthe: So a lot of things need to happen in the near future. I have a couple of tracks. One of the tracks is working closer with the service design team. Because they are very much user focused which I call outside in, when it comes to branding most of time I think inside out. So what is the purpose of your company, what kind of personality do you have as a company, what are your values. I want to bring those together with the needs of the user. Because in the end I think when they come together there is the real magic happening. So that's one track; to align service design and branding. The other track is, service design is strong in Deloitte because it is a lot about consulting and advising clients. But I would like to do more. And I think we have already quite some opportunities of which we can help the clients with their purpose and do more brand strategic work along the way. So currently we have couple of assignments running that goes very well. But I would like to help more clients in finding the right purpose, setting down the right tone etc etc for them. So we can also create better services for them. Third track is to help designers not only service designers but overall to make better informed decisions in the projects that create. So it is educating people internally.

Pervin: What is your vision in branding?

Matthe: I will come from a perspective which is more aligned with the clients we have. So if you look at the trends in branding maybe it is better to come up with an example, if you look at Nationale Nederland which is an insurance company and you sell a commodity product, so it is an insurance nobody cares. How could you be relevant for your clients, how to build a preference for Nationale Nederland is very difficult. So in the past you had the advertisements. I think we are moving to a direction with the brand becoming more connected and always on. So what for instance Nationale Nederland trying to do is picking a domain, like well-being, which is strongly connected to insurances and try to deliver the services with the purpose of keeping the clients healthy. I think that is a way to be a connected brand for instance by creating an app for your clients to help them to become more healthy. So that is a strong belief of NN is that they are for all inclusive audiences and as well as well being is a really strong pillar in their brand. So because of that they come up with the services that are always connected to their clients. Not only with an advertising or an app but being a truly connected brand where you have strong relationships with your clients. So yeah connected brands are important in branding and I think digital services help a lot and make that opportunity.

Pervin: And that is your vision on branding? Connecting brands to the users?

Matthe: Yeah yeah.. I have a slide for that too..

Matthe: If you look at the classical sales funnel, it is awareness, discovery, evaluation, intent and purchase. And there is a part missing (pointing out the part after the purchase). When you use a service, there I think it is most important to use branding.

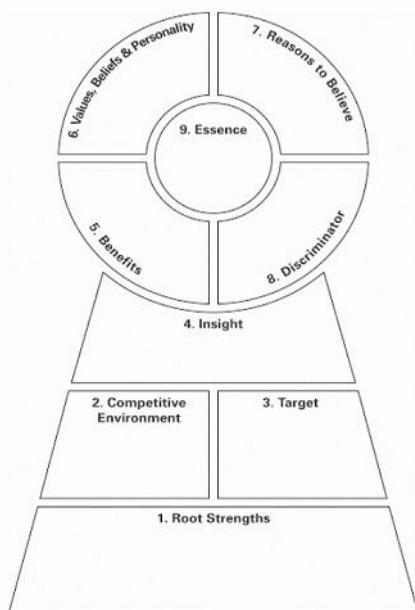
Pervin: So after the purchase?

Matthe: Yes because everything is a service these days. So if it is a service then that is the right moment to stick out as a brand. That is also where a lot of our clients struggle. So for instance, RTL Videoland, they are quite successful -not as successful as Netflix- But a lot of people subscribe because it is 2 weeks of free subscription. But after that period a lot of people offboard, slightly less people later. But the question is how do you stay relevant for your customer as Videoland? And that's also showing the right content, showing the right behavior to your client. Because that is the most important part where brand can make a difference. By being a nice personality, by being relevant all the time, by having a purpose where you

strongly believe in. Because these guys, they are the only platform producing content in Dutch. Nobody does that. What I dont understand is why dont they leverage more.

Pervin: Okay I was also wondering about the tools and methods that you use.

Matthe: I can show you another presentation. Do you know the brand onion? It starts all with the manifestation of your brand. Outside part of the onion. Like this is what appears to you, the color,smell, look an etc. So that makes this carpet shop a totally different one than this one. Brand personality, which is more if your brand was a person what kind of person would it be, how does he behave. You ofcourse have the brand personality types by Aaker, she researched a lot. Then you have the values, what you stand for what you believe in. Of course they are layered. And the essence of the brand -what you strongly believe in, almost your tagline- So for example for BMW, it could be felt in everything they do. Also HEMA. What I also use mostly is the brand key. I used it recently for a new proposition of Deloitte to get the model of **Design by Unilever**, I dont know if you are familiar with it... It is a model from Unilever where the brand onion goes from inside out. This is more from outside in. So you start with your audience and your competitive environment, what is the most important insight for your product, and goes more to the core of the service and build up to an essence. And ofcourse brand positioning, how to be relevant for your target group and how to distinct from your competitors. What is your identity; together that makes a positioning that are all the models that I use along the way. Brand portfolio, so if you look at ABN Amro, now you see that they have services 100% ABN Amro, they have also crown jewels like related brands and also seperate brands like Tikkie. So these are all brands from ABN but they are used in a different way. Most of the time, you see that double diamond we use quite often, it happens we define the brand or get insights regarding the brand and then design then the execution. So that is sort of quick definition models. So I use the brand definition models like brand onion, brand house or the brand key. Also a lot of models to help for positioning, competitor scan, trend mapping. I think also, how to translate your brand into a design very simple like for example moodboard. I can show you an example.



So for example I am creating this proposition which we call Analytics Fastline, for our colleagues from analytics management. They have a new service, sort of a design sprint but for analytics. So they offer to push your analytics maturity in your organization within 6 months. That costs a million and they earn a million for you, so that's neutral. Where we start is to define what are the root strengths, so industry knowledge, framework they use. We also look at the competitive environment to big 4 but also to accenture. What is the most important insight, what are the benefits, and this is done in 1 month. So this is a very strong values and ambitious, visionary. Reasons to believe is, why should you believe in us, who is our audience and and how can it be translated into a design. So not only colors and graphic but also how we do the training for example. So this is a very quick example. So this is really strongly on graphic design but hopefully service would improve with how the brand behaves.

Pervin: Okay, really interesting.

Matthe: I have another thing to show you. Funny tool. So what we did here is with the people from PGGM, to walk them through dilemmas, over 45 dilemmas. Idealistic or realistic. All kinds of terms. Also from the visual perspective. And we mapped the outcome. (Showing the picture)

Pervin: So you did it in order to understand what the employees think if their brand.

Matthe: Yeah I did it on purpose on what should it be. But this a very inside out way of doing it. It is not a very research based approach but helps me to understand. Also helps me to understand the preferences. Because it is quite clear, for example from a visual perspective, really feminine, strong colors etc. If you look at the final design (showing the final design)
So we really used their opinion.

Pervin: My next question is how do you evaluate the awareness and the knowledge of employees regarding branding.

Matthe: We have a long way to go. Here in our team people are aware but also because, we share knowledge. But if you look at the broader Deloitte, people are just not aware what is it or what can you do . They also have different perspective. I had quite an argument with the partner, where we did sort of a competitor scan. And I approached from a brand perspective and he approached it from business perspective. So we were just not aligned in why are we doing this, how should it be resolved. So we have a challenge there in educating people.

Pervin: I was also going to ask how is the connection with the other parts of the organization?

Matthe: They know we do it. For ex: Analytics Fast Line. Someone called me saying hey I herd you know something about branding can you help me. But ofcourse in our office we have 100 collagues so yeah we have to make them aware.

Pervin: What are the struggles that you encounter within Deloitte?

Matthe: I think there are forces that are making other things more important. Ofcourse thats also why you are here. Often project are mainly technology, or advisory oriented. And there is a not always room for branding. Then branding becomes a side business. So at a certain moment, you come on board say something nice but yeah... So the focus is on other topics more and branding is a side business like a show pony. I think we are also working for a lot of clients who have a strong brand where it is not needed. But

then it is important to understand their brand is about and how to use it. For me personally, I would like to advise clients about that more often. Of course there is also, Deloitte is not on top of the mind when it comes to branding, use of a brand and also design.

Pervin: So not like creating the brand but more like brand based consulting?

Matthe: Yeah brand based consulting. But it is also nice he... What I like the most is defining the brand rather than understanding it and apply. But thats my personal preference. For example if you take ING, they have a strong purpose. Then you have to work with it. But what I like better is to define that purpose together with ING. But that is not often you do in the martket...

Pervin: Because the purpose is a long term definition right?

Matthe: Yeah yeah but also once in a while the companies are looking for a new purpose so thats where I like to come in. But now it is more about understanding what ING is about and how to apply it or steer, create services.

Pervin: And you think Deloitte needs more to do so in order to be on top of the mind?

Matthe: Hmmm mostly cases.. In order to be able to show them what we did, how we did it and how can we do it better than others. Cause we offer integrated services. That is the most important thing. As Deloitte, we are full with models and approaches and fixed propositions. I would like to have more fixed propositions with a clear way of working that helps me. Think of the analytics fast line, it is a clear offering from our colleagues. It is fixed, clear. I would like to have that as well.

Pervin: Is there are future vision defined for Deloitte Digital regarding branding or as digital?

Matthe: So what happened for Deloitte Digital is that the overall direction is quite clear. We were having conversations with the US creative director a month ago. About our vision on advisory&design, more specifically design. So we are creating a new vision for our team within two weeks. And brand is going to be strong part of it.

Pervin: Can you already envision what needs to be change regarding that vision?

Matthe: No can't tell you sorry. That's it.

Pervin: I think I covered everything. Do you have anything to add questions etc.

Matthe: No I think I told enough and I have to go

Pervin: Alright, thank you!

Appendix B.2

Interview Guide Rudy

Research Topic: Domain of Branding within Deloitte

Main Research Question:

How can branding can be embedded in the DNA of Deloitte Digital?

Sub-questions:

- [1] How is the way of working in Deloitte Digital?
- [2] How did Deloitte Digital start getting into the branding domain?
- [3] How is the relationship between branding and technology?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.

Subtopic 1:

Understanding the way of working in Deloitte Digital

Opening question:

Can you tell me about Deloitte Digital a bit?

Follow ups/probes:

- How is it started?
- How is it evolved?
- Your role / interests
- Your involvement with branding
- Your involvement with technology

Subtopic 2:

Exploring Deloitte Digital's position within the domain of branding

Opening question:

How did Deloitte Digital decide on providing services from branding perspective?

Follow ups/probes:

- What was the trigger behind this decision?
- What does branding mean to you?
- If we look at the situation now, how would you think that Deloitte Digital is evolving regarding branding since you joined?
- How would you evaluate the awareness and knowledge of employees regarding the branding?
- What are the current struggles that you notice in Deloitte Digital regarding branding?

- Branding and service design

Subtopic 3:

Branding and Technology relationship

Opening question:

What do you think about the relationship between branding and technology?

Follow ups/probes:

- How can they benefit from each other
 - How is the awareness regarding this topic within Deloitte ecosystem

Interview Transcript

Interviewer: Pervin Celik

Interviewee: Rudy Soerodikromo

Pervin: To start with, maybe you can introduce yourself a little bit

Rudy: I am Rudy Soerodikromo, I am senior designer in the creative team of Deloitte Digital (DD). I am working here for 4 years now. I have been focusing on motion design, visual design, service design, I did a master in branding where I focused on brand driven innovation. That's it.

Pervin: What about DD?

Rudy: DD is part of Deloitte consulting and it help companies with their digital transformation with 3 pillars; Strategy, Engineering and Creative. And we do that most A clients. That's it.

Pervin: Okay, and since you started, how do you see DD is changing? Projects, capabilities and etc

Rudy: I was the first visual designer who came in. The projects that we did then was mostly implementing SAP systems, sometimes visual part came in. And now it grows more to being part of the strategy so 20-30 strategies. And yeah more freedom in which solutions we provide. It is not only focused on enhancing the user experience or implementing this and that but the questions are more open now. And that makes it enhasier for us to look what the trends are within technology and how to implement those. That is a big change.

Pervin: Alright. So when you joined DD you were already holding your masters?

Rudy: No I did it when I was here.

Pervin: How did your interest begin for branding?

Rudy: Well I studied industrial design and then I created my own company where I was working on visual design for 11 years. I was working a lot with marketing and branding managers as freelancer. So when I came in it was a kind of... How do you say it... The things we delivered were not as bonded with the creative capabilities. So there was a lot of freedom. I saw that service design and branding within these corporates were not the biggest topic. And now you see that when it comes to innovation people are using branding more and more as part of the way that innovate. But the industry was 4-5 years ago was just not ready for that. And that's the reason why I dove into it.

Pervin: Super interesting. And where does your interest in technology come from?

Rudy: I always wanted to be an inventor. I was always drawing and creating stuff. So creativity was something that I had in me. Then I studied industrial product design and then I thought I am gonna make the best products. But that was kind of hard. So I decided to focus on digital products. And then how it evolved.

Pervin: Okay, now I would like to get into branding within Digital more. It also started recently as a service here right? What was the trigger behind this decision?

Rudy: I think... Looking into the trends, also the bigger companies that are now in the forefront they are all brand driven innovative companies. And it determines how you do things, how do you attract talent, how your product works, and having an identity or branding is really important. Because in technology, there are many many solutions and they way to stand out is to have a solid brand and I think that is something for Deloitte that talking with the right people from right level, it is really important to involve also the whole branding part within that stage, also those people.

Pervin: Was that how the DD community realized this need?

Rudy: Yep..

Pervin: Okay here comes a really broad question. What does branding mean to you?

Rudy: Branding means... The thing that people talk about, so if they have to explain something to someone thats the story that they tell. It is not only the story but it is the whole identity that people can connect with, that people can fall in love with and surpasses trends, products. It is more of an ideology. Apple is a great example, that people keep loving the products. It is really interesting because if they love the iphone, they must love the apple tv or apple watch and most of the time thats not true but they buy it anyway. But it is really cool to see and that I believe, if you have a clear focus on what your identity is, then people would talk about your identity and thats good branding.

Pervin: But then how do you define BDI?

Rudy: Hmm well most of the reasons why people start innovating is because they wanna improve processes or products. And the whole user centered approaches.... 10 years ago everything was technology based and also the improvements in that products. And with the focus towards more user centric approach and user get more part within the whole process and also the whole relevance of your brand gets more important for the user. Or the more touchpoints you have with your user as a brand, the more it sticks. Or the better your brand is perceived and that increases your value. So you can increase a lot of value with innovation that is based on your brand and based on what you gain from your users.

Pervin: So do you see brand as an inspirer for innovation or direction giver or..?

Rudy: I think it is an important component of innovation. I think it all connects with each other. There is not sole, brand driven innovation, or user centered or technology only... It is more a decision that you create based on what you want to accomplish in people's minds. Then if you think about that then it is more about brand driven but if it needs to work in a perfect way for instance then it increases your brand value but it is more focused on the users.

Pervin: So you think from project to project these components are changing based on what you wanna get out of it, or ...?

Rudy: Yeah it starts with a vision of course. Then I think indeed projects will...

Pervin: As you said they are connected, brand and the users so they cant be alone..

Rudy: Yes.

Pervin: Okay and if you look at the branding assignment that we have been doing, how has it been changing?

Rudy: Well I haven't been involved in many but I have seen it from... There weren't any questions around branding towards now. How are we going to solve this big brand change and how it is gonna affect our online presence? Those type of interesting questions. I have been working on a beer brand on the visual design of it. People did not see us as people who have knowledge about branding.

Pervin: The clients you mean?

Rudy: Yes. It is quite difficult to work on the projects like that. Over time, the last half a year we have been working on projects. And I do believe that some of the questions are really specific, like part of the whole business strategy. So it depends on the question if we do it or not.

Pervin: Are we going on a direction more to provide strategic branding?

Rudy: I think so...

Pervin: I see you also one of the experts in branding within the team, so with that in mind how would you evaluate the knowledge of others regarding branding?

Rudy: Well there is not much of interest in the topic yet because there havent been projects, not that much. And so there are not a lot of people who have a focus on it but I believe that the people who are in it and focus on it they are quite capable of doing it. And some do it more from a visual perspective and some do it more in a high level strategic...

Pervin: Do you think this approach should be added to the mindset of our team?

Rudy: I think it can help but also it differs to the questions we get. We also create questions ourselves as well, at board level. But that's quite difficult. If there is something that needs to change in your company or something goes really bad then you start thinking of your brand and what you should be doing with it. But that does not happen very often. But there are some questions for instance that we got from the Dutch lottery, about the major umbrella brand and also about the sub-brands how they are gonna be connected and we are involved as well on a different level, more technology level than branding level. So coming back to your question how it changed, it is still difficult to get the right people around the table.

Pervin: Yeah.. Because they are looking more into how can they incorporate technology to improve their process..?

Rudy: Yep and how branding fits into that. So for instance, we are having 60 brands and they have all different platforms. So how are we gonna incorporate them under one brand? So that is the question and how does it affect the layout. So that is a totally different question than the whole brand strategy on how you should focus on implementing those brands.

Pervin: Difficult.. Can you maybe think of any struggles regarding branding that Deloitte has?

Rudy: I think within Deloitte it is not that of a subject. It is not on top of the minds, that people should be doing it with the brand in their head. So strategies or approaches are presented without how it affects the brands. So that is the biggest struggle that people don't think it is relevant enough to incorporate.

Pervin: Maybe they already have it implicitly..?

Rudy: I think they don't think that it is a question that they need to solve.

Pervin: Is it in DD or general Deloitte?

Rudy: Digital... When you think about the strategists.. We do have some questions... For instance we had a project of a shampoo manufacturer. But the question was how can we increase our awareness of the product, not by focus on branding, but more on how can we increase the sales by optimizing our digital marketing? So that is a totally a different question which is more about the systems, how you can by analyzing and keeping track of how aware it is going to be sold and how it is gonna be sold and optimizing that. Instead of focusing what is your brand how you can position it online. And those type of questions I would like to work on it and those questions we don't really get.

Pervin: For example, if you think of processes, internal structure do you see a relevance with the brand?

Rudy: Yes I think so. It determines whether people are open for that lens, I think it is a lens. I think it will increase the value over a longer period of time, if you focus on the brand.

Pervin: Of course it is never a single lens about combined with others.

Rudy: Yeah yeah...

Pervin: And now in DD, we do a lot of service design projects and how do you interpret the relationship of branding with service design?

Rudy: I think it is not yet a part of it. I think it is going to be the same answer. Or focus on technology or focus on processes by incorporating the user. But what a brand can mean for the whole process it is not there yet. There is one project where we are creating a care robot and there it is in front of everything. So we can also steer what the perceived brand equity should be. And because I am focusing on design, I am trying to put on that lens as well. If that robot is standing next to someones bed, how does it affect the environment and how does the brand perceived. How is the solution received, how the tone of voice should be. And it is also focused on the user, so user research and what work the best but also how do we want to be in someones house. Is that friendly, funny whatever. And you dont work on a robot everyday. But for me it is very clear that brand is really important there. And I believe also when I think of my phone, it is everyday in my pocket so it is logical that a brand have to have an emotive connection with the things that I use. I think a brand is really a core to that.

Pervin: Following that, how do you see the difference between B2B and B2C when it comes to branding?

Rudy: I dont. Because customers are also employees most of the time. And they expect the same experiences, use the same products and the same way as they do in their house on in their office. So meeting that expectation, it does not depend on the setting. Thats the reason why I think there is no difference when it comes to branding.

Pervin: Okay clear. Last question are more about branding and technology related. How do you think that they can benefit from each other?

Rudy: Technology is quite broad as well... It can affect the way how technology is used when creating products and services. The way it is used can also tell about the brand itself. So for instance, when you look at inside of the apple computers, also the way they created it is also very structured. The way you do things that is close to your brand or your identity, then it will reflect on the way you work or how people talk about working at your company.

Pervin: Do you think that it can also provide a lens towards the decision on whether to use a certain technology? How to use it..?

Rudy: For instance, if you are always promising security for your clients and using blockchain, that might help. That it is maybe how it can be connected whether certain technologies are safe or not or popular or not. When I think about Tesla and electric cars... It is all branding right? I am not sure how it is connected but I can understand that it is an important part of the decision that you consider whether using a certain technology.

Pervin: Alright! I think I covered everything. Do you want to add something or any comments?

Rudy: Just out of curiosity, what do you think of BDI? Do you also see it as a lens? Or do you see it as something that it is a necessity?

Pervin: I am currently re-reading the book of BDI, and there are quite some parts that I don't agree. You know these innovation buzzwords, there are a lot of them in it and I sometimes do not see the added value of brand. But I agree with some other parts like brand helping to inspire, filter.. Also the part where it says brand is a relationship between you and your users. That I believe is a good starting point. I do not necessarily think that brand drives the innovation, because as you said it does not work stand alone.

Rudy: Because brand is easily forgotten when you only focus on the user. But I believe, if you have a strong opinion in what you stand for, like sustainable or wtv it help indeed filter out some choices that you have to make when it comes to technology. Or the way you are perceived for the customers.

Pervin: I also believe that brand brings the unique twist to this dynamics.

Rudy: Yeah, those archetypes of as brand what do you wanna be, the innovator or wtv really help you making strategic decisions. And also how you improve our products, what you put first. And I think that is for me BDI, giving priority into what is needed in order stay connected to your audience.

Pervin: The more I have conversations, my perspective changes too. Now I am tryin to look into what DD needs. So actually, putting the initial idea aside. So how do you understand the technological trends from your brands perspective...

Rudy: Yeah thats a good one.. .

Pervin: But now I am realizing that there is much more to it. Because there needs to be established like brand services... like how should branding and service design should go hand in hand or how do you embed strategic branding and etc

Rudy: That is a good question, how can be integrated in a way what the user wants.. I think that is the beauty of service design. Then because you dont only focus on the user but also focus on

what is good for the company as well as keeping the user in mind. But you have to have your own vision on what it should be along the way, and if you can lean back on your brand strategy and your brand foundation then you can make more concise decisions. I think that how those are connected to each other.

Pervin: That is what I think as well. Yesterday I was talking to Tommaso, how does he see branding and etc. that was quite interesting.

Rudy: And what did he think of it as a service designer?

Pervin: Yeah he does not really see how can they go hand in hand and how they can use it in service design projects.

Rudy: No they are not using it.

Pervin: Yeah but then what does brand add to it... Also he said yeah when we are designing ofcourse we consider what does the company stands for, thats also an enlightenment to us, but he didnt see what brand related knowledge add to it.

Rudy: And he is a service designer. I think that is and he is not with brand in mind. I think when you have a brand person who is doing service design it is totally different approach than you see the necessity in having the identity in service design projects that you create and when you have your service design projects.. I can understand why he is saying that.

Pervin: I can also understand.

Rudy: Branding is quite difficult to capture. In people their minds. Because people still think it is more about design or logo. But it is much more than that. I tried to describe it as the feeling, the emotive connection that people get from your products and services. Sometimes people can not even explain how it works but it works and that is even nicer. It is also fun to see a lot of companies have done it quite well. You can look at okay this is how they do it. It affects the way they do online communication and everything.

Pervin: So you think for example, two competitors, are acquiring the same technology how do you think that it makes a difference?

Rudy: Well you can use technology in different ways, so for example everyone has a website so there are people who are doing it really well and there are people who are not doing it really well. So technology.. The way you use it makes you successful or not. That is based on how as a brand you want to use it.

Pervin: Maybe the brand also gives you an idea of a new touchpoint with a new technology. Do you think the brand can inspire that as well?

Rudy: Could be, not exactly but yeah. For instance when you think about as in technology, you know what you are doing online, well facebook has misused it and it damaged their branding. There are a lot of other companies who are doing it exactly the same but you dont hear about them. Or there are a lot of other companies saying oh we are not like facebook or google, thats why you should trust us. Then there is difference in B2B because there all a lot of systems that we can not use, because the data is stored in america. That is why we can not use google. But there is maybe this other brand also having the cloud system but doing it in your own country, then it comes how much do you trust the brand. Then it can help within B2B when it comes to security and how technology is used.

Appendix B.3

Interview Guide Tommaso

Research Topic: Opinions on branding from service design perspective in Deloitte Digital (DD)

Main Research Question:

How present is branding within the service design practice in DD?

Sub-questions:

[1] How is the service design practice in DD?

[2] How branding is related/not related to service design in DD?

[3] What is the future vision in service design?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.

Subtopic 1:

Understanding the domain of service design within Deloitte and DD

Opening question:

Can you tell me about the yourself a bit?

Follow ups/probes:

- What do you think of Deloitte kind of organization getting into the domain of design/service design?
- Your role as a service designer in DD
- Your responsibilities as a service designer
- How do you position yourself within the service design domain?
- Your toolkit as a service designer
- If you reflect on your time here in DD, how do you see the evolution of service design practice within DD?
- If we think of the whole Deloitte ecosystem, what do you think about the awareness the the other departments have about DD?

Subtopic 2:

Understanding the relationship of between branding and service design within DD

Opening question:

Can you tell me a bit how the need of branding arose within DD?

Follow ups/probes:

- To be really general, what do you think of branding?
- Do you think they are related with service design?
- How do you think that they are related?
- How is the current branding activities within service design projects?
- How do you think that they should be?

Subtopic 3:

The future vision and goals regarding service design

Opening question:

What is the vision in regards to service design within DD?

Follow ups/probes:

- What are your personal goals?
- What do you envision about branding within DD?

Do you think that they will be going more hand in hand in the upcoming years?

Interview Transcript

Interviewer: Pervin Celik

Interviewee: Tommaso Sarri

Pervin: Can you tell me a bit about yourself?

Tommaso: So I am Tommaso Sarri, I work as a service designer in Deloitte Digital started in May 2016. I work a lot on healthcare and manufacturing related projects. I have a background in IDE as you, Dfl. So a lot in how people deal and use the technologies. So thats also the big part of the projects that I am involved in. So bringing the human perspective to the implementation of the technologies. So I like the combination of lets say the social part of the technology but also the technical part but also the creative aspect. So I think thats a nice mix.

Pervin: Cool! So if we look at more to the Deloitte ecosystem, what do you think of Deloitte kind of organization getting into the domain of service design?

Tommaso: So when I started, it was only me and Frank van der Ven -also from industrial design- and Franklin ofcourse. So we were doing a lot about the awareness of service design, what might mean for businesses, within the organization. So we started last year by offering service design introductory trainings to all our consulting colleagues. So we trained a couple of thousand people. It was a 4 hour training with the basics of design thinking and service design, human centered design. Just for them to get to know it a little bit. And then this year we have been doing more deep dive master classes for people who are really interested and thought this might be helpful to know for their practice, in which we had for two days of training. And we took people on a case on their own. We showed them our own cases and took them through the double diamond. And that is paying off. There is a lot of service design work coming in now. Not only to us directly but mostly through our colleagues in the network. So thats working out really well. Took some effort in the beginning, spending a lot of time training people and explaining them what we are doing but now it is really paying off.

Pervin: Is it because a lot of the businesses here are being done by network?

Tommaso: Exactly. To show them how to sell service design and to show them what our capabilities are. So yeah that was an important step to grow service design as a practice.

Pervin: You already mentioned that, you are more into the healthcare projects and manufacturing; within these industries, what are your responsibilities to be more specific?

Tommaso: I am often involved in research and conceptualization phases of the project. So for instance in the connected care project that we had the partnership with Vodafone, I did research with healthcare professionals, with patients, the manufacturers and kind of designed the idea, the ecosystem of the infusion pump(?). So lets say it is part of research, part of proposition design, and a big part is the storytelling to our colleagues. I think those are the three main responsibilities you have as a service designer within these kind of projects.

Pervin: Would it be how you position yourself?

Tommaso: Hmm, yeah I think so. I mean I like kind of this holistic view on the concept and what it might mean for the people. And I think that is something that is still often lacks in the companies that kind of drive

technology. Especially within Deloitte, we can have potentially a huge impact in the future of the clients so we should also think carefully about what it means to people and to consumers but also you know to humanity. We are developing a lot of technologies and help our clients to implement them so it means that we should also have the responsibility. Also from an ethical perspective.

Pervin: It is a topic which attracts a lot of attention lately. So you think service design is how you bring the technologies to the human perspective.

Tommaso: I think so. If you look at the advancements of the robotics right now, especially within healthcare, which is the space that I am active in right now especially with the Alice project, I think a lot is just invest couple of thousand Euros to build a robot and then lets see how people react to it. Just in one go build the whole thing. And we are approaching it more step by step. We are doing contextual research, building first tiny prototypes without spending a lot of money. And I think it is also the way of thinking that the designer has, not specifically the service designer but anyone with a design background or engineering background is a mindset that really allows how to deal with these kind of problems, technologies. People with engineering background know how to advance it step by step you know by first tackling what really matters and detailing it step by step. I think that is the mindset that is really needed in a consultancy such as DD. In the past, a lot of people just had the business background but you see more and more people with the engineering background are being hired. More and more people like TU Delft for example. Because it is a profile that it considered to be really fitting. Engineers are really good at understanding how to tackle the technology, what it means for the user but also for the business. So combining different factors and make them tangible and visible. I think thats really strong.

Pervin: Well, good for us..

Tommaso: Yeah, good for us! But I didnt know when I started studying I just liked the studying. But in the end, it is such a broad skillset, which is really helpful within this context.

Pervin: How would you define your toolkit as a service designer?

Tommaso: It is a set like partly engineer, like knowing how sensors work, how things work but also there is also sort of ethnographic skills, being able to understand people from a psychological perspective on a high level he? Cause we are not really psychologists. We are also not ethnographers. But we kinda combine the techniques that apply to us and making the stuff tangible. So being able to translate the a thought into a story like a video or wtv. Because, service design work is about orchestrating. So you can not orchestrate without getting people understand what you are trying to achieve. Thats why storytelling is a really big part and I think especially in a consultancy it is really valuable.

Pervin: Yeah true, because also in the past consultancy was more about saying but not really showing it in a concrete way...?

Tommaso: Yeah exactly. Actually one of the mottos of Deloitte Digital is show rather than tell, which is really applies to how designers wanna work.

Pervin: Absolutely. You already reflected your time when you started and about how the awareness changed. But in terms of the projects coming in here how would you evaluate the change?

Tommaso: I think we started off by being really involved with the really small parts. Like either on the storytelling or short research or design aspect but now you are seeing moving towards more to an end to end. I have been talking to the colleagues about the role of the service designer in an agile team or wtv and a lot of the times the successful project from my perspective is the advisory role towards the product owner. The person knows kind of the value for user and nuances in the use, the place that has a role in her life, a certain product or service. So it works really well if you work together with the product owner.

Pervin: So to tell them how to work more with service design or..?

Tommaso: Noo, more like the practical decisions. What you build first, prioritizing, certain functionalities for example, yeah really making the hard choices on the development level, implementation level.

Pervin: Alright! Now, I would like to get to the topic of the relationship between service design and branding. Were you aware of the need of branding within DD?

Tommaso: Service design you mean?

Pervin: No branding. Because they hired Matthe right? Then the branding started to become a part of DD.

Tommaso: I think we already did a lot of branding work before as well but we didnt really have a specialist. So from that perspective, it was definitely a need. As a designers I know the basics but I wont call myself a branding expert. So yeah, branding is a big part of storytelling so it is good to invest in it.

Pervin: I will ask you a general question which you already started telling but what do you think if branding?

Tommaso: As a practice?

Pervin: Yes

Tommaso: I think branding helps to manage the expectations of the clients of the customers who are gonna use the product or service. So I think it is a very important part of establishing a connection between the company and the customer. Hmm.. Yeahh...

Pervin: For example to be more specific, some of the branding agencies are more in the operational side so really execution of campaigns and advertisements and the other ones are more on the strategic side, like more positioning for example...

Tommaso: I think that is more applicable to Deloitte Digital, so branding on the strategic level.

Pervin: Do you think branding and service design are related?

Tommaso: Ahhh yeahh, i think so very much. Even though, I wouldnt call myself a branding expert but I think the relationship should be there. Because as a service designer you design the overall experience of the service which is more focused on the... I want to say practical but branding can also be really practical... Yeahh.. I think it is still design and for me design is holistic and all the aspects of everything. So I think branding is a big part of it as well. So it is a part of designing the experience.

Pervin: Because you also mentioned that you think service design is bringing technologies to a human level and do you think branding plays a part in as well?

Tommaso: In making a stronger connecting between people and technology? Hmm I think so.. But as I see it mostly because of the storytelling, so letting people understand and communicate what it could be for them, what should be, how should it work... So generally yes, but maybe, where I see branding growing is, previously we had a lot of B2B, and now we are moving more to B2C. So there I think branding is more growing in Deloitte Digital.

Pervin: So you think branding in B2B is different than branding in B2C?

Tommaso: I would say so yeah... Mostly because of its importance to sell a product/service. So for example if I am building an app for a salt factory for the maintenance technician, the branding is maybe less important than the actual usability in his hands. But if you are designing actually something for the market, then storytelling becomes more important, therefore branding. Because people need to understand is if they wanna buy it; whether this is something for them or is it something to help them to improve their lives. While in B2B, you mostly have hey we need this function how can we make it possible... So you need to sell the project, not the product.

Pervin: Alright.. You mentioned that half a year ago you guys were doing a bit of branding in projects, how do you think that it changed now after the decision of having a specialist and bringing it as a capability?

Tommaso: Was I?

Pervin: Yes you said it right? :)

Tommaso: Okay I said it yes.. We were doing the storytelling around the positioning, the value proposition. But I dont know if thats the whole.., Maybe branding has more to it. As I said, we didnt have the expertise here. So yeah it was mostly storytelling which was maybe a small part of branding.

Pervin: How do you think that the brand tells the story?

Tommaso: I think it communicated the values of a company to the service or products to the customers

Pervin: So for example, when you are designing a service, are you also taking into account, what are the values of this company or what is the purpose etc..?

Tommaso: Definitely, definitely.

Pervin: And now you have the brand specialist, do you work together? How does now the branding and service design expertise coming together?

Tommaso: Not yet, I think I will be working with Matthe on a new proposition. I think we are currently Exploring that space. Also because I dont know where the service design expertise ends, how much overlap there is... Branding to me now is more the look and feel of the service. The values of a service coming from the company then needs to be translated, to a service experience. But there might be more to it.

Pervin: For example the promise... Because the brands promise something to the customers right?

Tommaso: Yeah but then again, why is it branding, any value proposition gives a promise... I mean if you are standing for something you should make products and services related to it, it is super obvious for me.

Pervin: Do you think the clients are also finding this obvious?

Tommaso: Yeah I think most of them are. Most of them maybe dont know how to design for it. But most of them are able to say when they look at a proposition, this fits to my brand and this does not.

Pervin: Alright... What about the future vision regarding service design within Dd?

Tommaso: Hmm.. The vision is to make our clients more user centric. Not only by helping them with design but also building their capabilities. So really help them to change their organization in a more user centric one. So the ideal is that my job is not needed anymore because we trained all our clients. Then it would be my problem but at least then the world is going to be more human centered place. But I think thats the vision or at least it should be a vision.

Pervin: What about helping them also become more digital?

Tommaso: I dont know.. Becoming digital is such an abstract term we use here in digital. Today we wanna become digital but maybe tomorrow we wanna become physical. I am not sure. The point is whatever you put out there in this world it fits to people and to this world. For the rest whether it is digital or physical, as a designer I dont really care.

Pervin: Because you know how to design for both :)

Tommaso: Exactly. Preferably a combination even. For example with all the augmented reality stuff, taking a digital information and putting it into a physical space. Yeah so that might be the future. But we want to do it step by step. Most importantly is building stuff that improves the quality of life, makes people happier, it is easy to use, it makes sense and also maybe ethical part; designers should play a part in it. -Ethical perspective on technology-

Pervin: I recently read a thesis

Tommaso: Super interesting..

Pervin: What about your personal goals actually?

Tommaso: My personal goals are to learn new stuff everyday. So I think as long as I am in the workplace that can happen, I am happy and I think it is very easy to learn a lot in Deloitte. Because there are so many people, so much different knowledge. But my personal goals are also, putting my effort into stuff that I think matters. So for example, healthcare, sustainability these things matter to people. And try to help out in some way, somewhere. Like not to put too much effort in things like... I think choosing your clients is also a big part of it, from an ethical perspective. I think designers should focus on things that matter to people.

Pervin: Do you have an opinion regarding where branding is going to go in DD?

Tommaso: Well, it plays a big role in the strategic part of design. Where its gonna go I dont know.. It might... You never know where the stuff is gonna go within DD thats maybe my opinion about DD currently (:)) but it depends on the people who are doing it how strongly they are doing it. So it might play a central role in everything that we do. Like these purpose driven transformations. But if its called branding or if its called something else... I dont know, it is a rain of buzzwords sometimes within DD. I think it might play a big role or or it might also be called something else in a few years.

Pervin: Alright. Actually forgot to ask, do you work a lot with the people from different departments?

Tommaso: A lot a lot.. People from Monitor, previously known as Innovation Growth Service, work a lot with human capital, work a lot with finance yeahh.. I think thats the strength of design thinking, service design any design; that it is collaborative. It is not about you knowing everything but getting the right knowledge from the right people. So I think it is more being the process expert. To know the human side, to know what to ask for, know how things work, very generalistic.

Pervin: What kind of knowledge you get out of these departments not really detailed but for ex people from Monitor...

Tommaso: From human capital for example; their strengths lies in organizational management, so when you look at the service design blueprint, you have on top the customer experience then below you have the process, the technology, the people... So the people side there is where human capital comes in. Processes might be monitor. Or combination of human capital and monitor. You know when you are orchestrating a service, having all kinds of subject matter experts in place is kind of important in order to be able to design it. That is also the glue. That is also the reason why service design works in Deloitte especially. If you look at the tiny design agencies which do tiny user journey deliver personas and some advice but then it dies somewhere in the organization. While at Deloitte we have all the capabilities to implement it and to orchestrate it. So thats why it is where it works here.

Pervin: Was that why maybe you wanted to work here?

Tommaso: Not initially... But I quickly realized it. Because before you start you dont really know. Before I started I knew there is a lot of knowledge available. So for me that was the most important thing. All that knowledge is kind of a capability that you can leverage as a service designer.

Pervin: Nice! Okay I think I finished everything. Do you have anything to add or any questions..?

Tommaso: I was kind of thinking that I had troubles when I was trying to frame branding. What is kind of the scope of your idea when you say branding?

Pervin: Yeah so that definition differs a lot. I like the strategic side of branding more so how to find the right purpose and how to position yourself right and everything. Also I believe that brand is the relationship between the company and the user. Because you define what you stand for and then you give a promise to your audience. Then you work on try to fullfil that purpose through the products and services as a brand.

Tommaso: Does it mean that we never did it before when branding was not around?

Pervin: But branding is also present in the operational level. So for example how do you create a brand identity, how do you communicate it. But what I am trying to understand is how we can use it more strategically within DD.

Tommaso: Interesting...

Pervin: I also agree what you said earlier, that you do branding always even though it is unconscious.

Tommaso: Yeah I think so too. I mean if you design a service that fits to a company, fits the user and fits not only the business capabilities but there is also a strategic factor as well

Pervin: Definitely definitely.

Tommaso: So I think it is all very overlapping.

Pervin: Telling about Achtung and they design a great service and then they just make it look like it is from that company.

Tommaso: Like literally..

Pervin: Yeah

Tommaso: But I mean, if you design a service, that service needs to fit in to the companies capabilities too right?

.
. .
. .
. .
. .
. .
. .

Tommaso: The reason why I was doubting is that you hear this purpose of the organization, innovate in a way that fits in the organization. It is something that you hear all the time. You hear this all the time without necessarily hear the word branding. Is it then from your perspective a new positioning? Like for examples colleagues without design background also speak about purpose driven organizations. And innovating from there so first vision and purpose and what relationship you have with your customers then implement the technologies that fits to that place. That is what a strategic consultant would say.

Pervin: Hmm I dont know. What I am looking is maybe not to fit it but to understand how to use it as a strategic compass and also to see where you should go from that perspective. I believe a certain brand and certain technology should result in something unique.

Tommaso: It is interesting discussion, I like it.

Pervin: Yeah but also really broad. What do you actually mean with what and etc

Tommaso: Exactly. Because what is the process of branding you have in your head? Is it to define the vision of the clients or design products and services that fit again to the purpose. So this is inside out and outside in. Doing it at the same time right? So all of a sudden it is called branding. If there is a strategy consultant sitting here it will be the same but more fancy..

Pervin: Haha alright.

Tommaso: Yeah probably it will be a toolbox where you should pick stuff from to implement in a consultancy.

Pervin: Tbh I still dont know what am I going to end up with haha

Tommaso: Yeah but thats fun, thats part of the journey. I think these are very interesting discussions. Did you have a talk about already with Rudy?

Pervin: Yess but I will also interview with him. Thank you so much for your time!

Tommaso: Yeah cool no worries!

Appendix B.4

Interview Guide

Research Topic: Strategic branding and digital transformation

Main Research Question:

How can benefits of strategic branding help digital transformation projects?

Sub-questions:

[1] How is the process of the [client] digital transformation project?

[2] How did branding contributed/involved in this project?

[3] How is the way of working defined for digital transformation projects in Deloitte?

[4] How do Deloitte employees use branding in digital transformation projects?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.
 - Introduction of the participant
 - Who are you?
 - What do you do?
 - What is your background?
 - What is your position in the company?
 - For how long have you been working in the company?

Subtopic 1: Understanding the particular client project/process and involved stakeholders

Opening question: Can you tell me a little bit about the Unilever project? Can we call it a digital transformation project?

Follow ups/probes:

- How did it start?
- How did you get involved?
- What were your responsibilities?
- What activities have been conducted
- Who did you work with?

- What do you think was the trigger for Unilever to decide on digital transformation?
- If you were involved in other digital transformation projects, what was unique/special about this project?

Subtopic 2: Exploring how brand is used within the projects currently

Opening question: Was branding part of this project in any aspect?

Follow ups/probes:

- Was it used as a check point for the activities?
- Was it used to spark the ideas?
- Was it used while coming up with value propositions if it was done so?

Subtopic 3: Understanding if there is a way of working defined for digital transformation projects

Opening question: In general, in these kind of projects in Deloitte, do you notice a pattern of way of working?

Follow ups/probes:

- How the projects are carried on?
- Team composition
- Certain methodologies?
- What do you think that matters in digital transformation projects the most?

Subtopic 4: Opinions about branding and how it is used in Deloitte

Opening question: When you hear the word branding, what do you think?

Follow ups/probes:

- Marketing? Innovation? Internal? External?
- Do you think branding is taken into account in the projects in general?
 - Or should it be considered?
 - If so how do you think?/What is missing?
- What do you think about the awareness regarding branding in digital transformation projects?

Interview Transcript

Interviewer: Pervin Celik

Interviewee: Sanne van der Worm

Pervin: Alright, to start with, you can maybe introduce yourself a little bit?

Sanne: My name is Sanne and I have been working in Deloitte Digital for a bit longer 3 years now. Before that I was a management trainee in Vodafone. I studied industrial design like yourself in Delft. Within Deloitte Digital I am mainly focused on quite different things but stuff like proposition design, concept development but currently focused on data-driven marketing and I am always really interested in qualitative and quantitative research and how to create newer and better experiences for the customers.

Pervin: Nice! And you are in the strategy and advisory within Deloitte Digital right?

Sanne: Yes

Pervin: Alright, thanks for the introduction. Let's start with the Unilever project. First of all I want to ask, can we call it a digital transformation project?

Sanne: Hmm yeah I mean it is not here called that way but looking at what we do, you can call it a digital transformation project. So some people do it some don't but yeah.

Pervin: How are the others naming it?

Sanne: So the project started more as introduction to data-driven marketing. So it was technical implementation in order to gather and leverage the data. From then, they started realizing it is actually bigger than just having the technology there but also all the processes and the roles you need, the people you have in-house and skills they need to have are influenced by this as well which made it transitioning to more of a product transformation.

Pervin: Alright, and when did this project start?

Sanne: So, started over 2 years ago in the UK. So the global team. And the global team saw that the problem is a traditional marketing organization and they decided to move into more modern marketing as well. Because traditionally Unilever is super super strong as a traditional marketing organization and they still are but they noticed it was more important to move into the digital world as well. Of course they did that already with their ads and on the media landscape but they saw the need as well of owning and leveraging their own data. And that is where the Adobe step came in and it got acquired like 2 years ago. From there on they went on to select a pilot market and that is where the Netherlands came in. So I think a little over a year ago, the roll out in the Netherlands started as the first market to implement the technology and start working with it.

Pervin: Alright, and that is when you got involved in the project I guess?

Sanne: Yeah so I started October last year. So like 10 months ago. Because they already started with team of 3 people with people from global support to start implementing these set of tools and (girls name) works at also in Deloitte, we initially were hired to be subject matter experts for some of the tools. But it evolved to a more extensive for the Netherlands.

Pervin: But how did it evolve then? The role?

Sanne: So, what I am currently that I am kind of the project manager of the roll out in the Netherlands together with the client of the communication global team. Because we are the pilot, we are also responsible to capture and share the learnings, kind of develop a roll out roadmap for the other markets. So that is part of my role and also when you start working with data, it started with mandatory technology but then they realized that we need to move from data to a digital strategy. Because Unilever has a lot of different brands, data strategy does not work if you don't have a digital strategy. So that is why we started to onboard all the NL brands onto a kind of digital strategy project, to define the digital strategies and within that their data strategies. From then we also have the collaboration with partners so, that's just the media agencies because they have influence on channel selection and getting the right setting. So what I am partly responsible as well the negotiations and discussions with our agencies in order to get them up and running and the way of working as well. Yeah so it is kind of data strategy, digital strategy, project and product (?) manager.

Pervin: Okay, sounds really big! So, who else is involved from DD NL side?

Sanne: So, actually I am working in NL market, but I have strong connections with the global organization. From the NL team, we have Vivian, Kasia, Remco and Anna. They are working for the global team and they are mainly focusing on the change stream and the change stream is really about defining the new operating model, defining the new learning curriculum for all the marketeers but also people who have more in depth technical expertise in the company. So they define couple of new personas who will be working with the new technology and define the learning program that would upscale the people who are working in the organization already. And is the whole communication plan, so how are we going to inform the organization, continuously about what is happening, what is enabled for them and how they can leverage it and use it, who do they need to talk to etc. So that is the role that NL team is playing for global. And of course within global we have there are like 30 people from Deloitte there. Combination of Deloitte Digital and Deloitte Risk that have similar roles to myself within each of the market, so they are currently rolling it out in 9 different markets. So we have market deployment leads in each of the markets and we have a big central team, who is responsible for running the program basically.

Pervin: Alright, so my second topic is about branding more. Unilever is known as a brand company since it has a lot of sub-brands. So maybe it is a bit more obvious that the brand is part of the projects. But I was wondering if it really is part of the project, the brand?

Sanne: So the brand of Unilever itself, is not necessarily. I think in the individual brands of course it is more. But what we are doing is data driven marketing so we are working really really close with the brand teams to work on their new product introduction and campaigns because most of their products are kind of split second decision products that is why branding and brand awareness is super super important for their brands. Because I look at it from more data and data driven perspective, and how to kind of classify consumers in a specific segment and target them with relevant content we do not necessarily look at the branding but I look at it more from consumer and consumer journey perspective. And ofcourse the brand teams themselves are still responsible for together with their creative agencies, to define their brand purpose and the translation from their brand purpose towards who their brand is. How we are involved in that is they define usually the brand purpose and within the brand purpose they have multiple personas. And of course those personas can be interacted in different ways to make them feel more connected to the brand. And I think that is the part where we come in. Like how are you gonna make sure to capture those different groups and how are you gonna optimize your message towards that group.

Pervin: Okay, clear. But then what about the risk people? Are they also involved with this brand aspect? The purpose part for example?

Sanne: Hmm so, no the brand purpose is really not in the scope of this project not for me either, so I am not responsible for branding. But of course I help the brands with the translation, so how can we enable the technology and what does it mean for the consumers. And I think it depends a bit; some people take it from more data or technical perspective and because of my background I look at it more from a consumer driven perspective. Also, every market is pretty different, also in the how they wanna implement the data driven marketing in the organization. So for us, we found it really important to onboard a brand straight away and got them to experience, and think along about how we could segment and optimize. And I think other markets they keep it really at the background and do things without involving the brands. So yeah, I can not really tell you who from the risk are more involved with branding in what way, I don't know.

Pervin: Yeah alright. If you think of the other projects that you were involved, in Deloitte so far, what makes this projects special?

Sanne: Yeah, that is a good question. I think for one, it is a really really big global project so we have to onboard so many different markets and for that because Unilever... usually you work for... I worked for Bavaria and Vodafone for instance, they have 1 or 2 different brands and Unilever has hundreds of different brands so the thing is that you work with really different brands and brand teams who all have their own objectives and goals and own consumers groups, target groups, personas. So in that sense it is a lot more complex and especially if you look at it from a global perspective, in the NL we have a lot of local jewels so brands that are really important to the NL but don't exist or pretty small in other markets. So brands are most successful for us here, are not known in other markets. So that makes it really interesting how you communicate about what you are doing and showing successes and yeah and also how to translate the knowledge that we acquire here to other markets that might be structured in a really different way. So that is interesting and I think overall what is pretty cool here is that we really do the in market roll out but we are also responsible for the overall operating model and the change stream basically. So that makes us kind of end to end responsible for the implementation of the project in a successful way. So thats pretty cool that we really are shaping the technology, the processes, the future of the people as well in a way.

Pervin: That shows the fact that digital transformation is about not only external but also internal.

Sanne: Yeah for sure, it is definitely cool to be part of both and see how they interact and also how they can strengthen each other. Because quite often it is done by different teams but now it is one team, so you really see how it can work together. And I do think that in relation to branding, because we work on a really big segmentation project as well, from consumer research that is connected to more data drive nway of optimizing segmentation. I think that can eventually help the brand even though we are not there yet forming the understanding about your consumers in that way also how they can and should position themselves. So I think currently, we are still gathering data, deep diving analytics, how they respond to a certain interaction and stuff like that but I think in the long term, if we have a really set structure in place and I am also working on a project like that to define a mega segmentation based on trends, based on consumer values, based on communication style stiff like that. And I think if we have that in place, that can be a really rich source for marketers as well to use it as a insights towards branding and brand purpose development.

Pervin: Yeah absolutely, since brand is resembling the relationship between inside and outside.

Sanne: Yeah I think they are really strong with branding but they are not yet that strong with how to leverage the data to be informed about what the consumers are looking for, what do they want or how do they behave, how they interact with each other. So I think this project can be a really good start for source of information for them basically. And also it makes it much easier to test and optimize in a more iterative way. And I think it will never fully replace more qualitative research or ofcourse you have a strong brand to begin with. So it not like this data is going to inform you to do something completely differently but I think in the tweeking and optimising, it will definitely help.

Pervin: Alright, and apart from this particular project, I wanted to ask about the general way o f working in Deloitte. So do you notice in these kind of projects, a pattern of way of working?

Sanne: Hmm the thing is, for the projects that I did, I did not came in necessarily in the branding position. So I had a lot of different projects and I always came in different positions. So for example, city marketing for Rotterdam, where I came in to see how can we develop a new way to attract entrepreneurs to the city of Rotterdam. So that was more of a city branding kind if question but for instance for Bavaria, it came in as a functional designer and a semi-product owner in order to develop a B2B portal. So that was not really branding related to start with, especially not in the role that I had. So and then this project I came in more as a technical expert to move more towards to data and segmentation and project management role. So in my projects, if it relates to branding, I don't really see a pattern. But they are all projects that haven't been sold as a branding projects. They were all really different topics so non of the projects that I have done were specifically branding projects.

Pervin: But then what about from the digital transformation perspective?

Sanne: Yeah so I think you have the standard pattern it also depends a bit on where you come in. But of course it will begin with kind of scoping and the analyses phase so okay, what is the company like, who are we working with, what are the stakeholders, what are the main questions they have, what are they struggling with, what is the landscape that they are operating in, and stuff like that. Then quite often we move towards a solution and selecting a solution so it would maybe the vendor solution for the technology stack or stuff like that. Or if it is not necessarily a technical question, then we move towards the organizational analysis, and then I think how we learnt in industrial design that you do analysis and then brainstorming, idea generation, concept development, implementation is not usually how it works in practice. Because, it is more of an iterative, back and forth approach and usually you have so many stakeholders with different needs, it is not as clean of a process. So I think from there on it is decided on whether it will be more of a technological implementation or more of a organizational restructuring or redefinition project. From then on you start either implementing technology and you have the other streams aside to support how to embed the technology in the organization. And that is where the stuff like operational model or learning plan come from. Or you move to more organizational change and then look into mapping processes and see if you can optimize the processes. Then see if that would lead to the need for new product development, new concept development or branding or for new restructuring of the organization and that would be kind of the focus point. From that moment you see if you would need additional streams that you need to create in order to support that.

Pervin: And this decision about for example either technology implementation or organizational change is determined by Deloitte right? So Deloitte says, okay this is what you will be needing in order to achieve... and then they accept it or go through it again. Then the other team is composed to implement the technology and then or maybe you connect with the human capital people to do the organizational change.

Sanne: Yeah so it really depends a little bit on the... if it is a really... for instance now, Kasia have worked on the operating model and Vivian has been focusing on the learning stream and she will connect to human capital in order to get their experience to see if they have a process in place which we can leverage or if we can work together to solve it. And I think ideally it would always connect and bring the right experts to the projects but depending on the budget that the client has available so it is not always possible to bring a full team together to do it. So what we would do usually if there are limited resources available for instance Vivian will lead it but she will connect to the right people within Deloitte to gather the knowledge and the experience that is already there. And if it is possible, we would bring the right person to the team to really help us to do it. But that is not always feasible.

Pervin: Yeah I can imagine.. So my last set of questions... They are pretty general in the sense only curious about your opinion. What do you think of when you hear the word branding? Do you think it is closed to marketing or innovation or both ..?

Sanne: I think both.. I think your branding is really in the center where it all starts from. Because it also get influenced by a lot. So I think a strong brand will have a strong product proposition, informed by what consumers are looking for, what trends are or what the opportunities are for the consumers combined with technological changes and innovation and I think that the center of it is where the branding happens. And I think from there on, it is kind of the guidance. I think from then onwards, whatever you do, innovation, organizational change, or whatever, you can check with whether it is aligned what we stand for as a brand. So how I see this is really in the center and it is also kind of the point keeps you consistent. If you have a consistent brand, you can make the decisions a lot easier. Because you can always say is this aligned what we stand for yes or no, and make your decisions based on that. I think for Unilever, they have the big Unilever brand that does that for some of the work and per brand they have their little brand that does it for their product development and marketing -if that makes sense-

Pervin: Yeah it certainly does. But do you think brand or branding is being considered a lot in digital transformation projects?

Sanne: Hmm, to be honest, not as much as it should. But I think it is also because usually the big digital transformation players, come either from the harder strategy side or harder from the technology side. And usually the branding part is I think considered a little bit more of the creative work that usually gets done by more specific agencies. I think what would be really amazing if we could it as DD, is making the combination from branding to digital transformation and in some cases take branding as a starting point. That would be my kind of ideal way to do it. However, what you see within the clients, that the question to us does not start with branding, it starts with either strategic or technical issue. I think usually also, we are not the ones they would think of first hand of branding. They would first consider creative agencies. Here in Unilever, I see that a lot of them work with PR agencies to create and work on their branding as well. So I dont see that it gets enough of a place in digital transformation however I do think that for instance when we did the Adidas project it happened more because Adidas is a strong brand and everything evolves around that. And I think with Unilever because they have so many different sub brands it is a little bit of a different context as well.

Pervin: Yeah, also for example in B2B it is so different how brand comes into the story.

Sanne: Exactly. So for example I can imagine that if you talk to the people who worked on the Adidas project or not sure the other one.. Then might have a story where it is more central in the project. And also for instance Bavaria for me B2B as well and of course they had branding and we worked on it but we had a

visual designer there, but that was more of a transition of the brand to the portal instead of purely branding or brand optimization question.

Pervin: And lastly, if we think of the people in Deloitte, who are participating in the project at some point somehow, how would you evaluate their awareness regarding how can you work with a brand.

Sanne: I think we have a group of people who are really good at it, I think we have a lot of people on the edge of strategy and creative and more creatives. Also, we have a lot of people who did strategic product design where it is really big part of what you are doing in your studies, so those people are super aware of it and usually take it along and work from there. But I think we also have a lot of people who are on the pure strategy or tech side where it is not always part of their thinking yet.

Pervin: I think I covered everything, would you like to add anything else or any questions for me..?

Sanne: Yeah, was it useful, was this the information that you are looking for?

Pervin: It is definitely really useful and Unilever is a big project and I was looking for how these projects are being conducted, who is participating, how do they use the brand. So I am thinking that branding should be part of the conversations in digital transformation projects even though it is either business or tech rooted. So I want to achieve that brand is also coming into the conversations while discussing about it and giving a meaning to these technologies, so what does this mean for the brand and eventually how it be interpreted from my consumers' perspective.

Sanne: So that is what we are doing of course but maybe I can give you more information about that. What we do in the digital strategy sessions is we work from their brand purpose and their personas and jobs to be done so brand goals. And we use that as the basis for their digital strategy so looking from their consumers and in line with their brand purpose and how should you leverage all the digital channels. And what type of data would they capture there in order to recognize and target their consumers in the right way. So that is what we really do in the digital strategy processes and we always take brand as really central point. I think what usually is the issue when it comes to branding is that the types of questions that we are asked as Deloitte are usually not starting with brand perspective. Also what we noticed here that I got asked for a more technical role, and from there onwards I saw that we can not implement this technology because it has to serve a bigger goal and the bigger goal is to support the brand and in order to support the brand we need to see what their brand goals are and what their brand purpose is. And then see how we can use this technology in order to support them to reach their goals sooner or better. So I think we are not yet known as the organization who can help you with branding but I think if you put the right people to the right projects that we will make the connection to the brand. But again, that also depends on the type of background and type of experience that the people have in the projects.

Pervin: Yeah definitely. And even maybe relating the benefits of branding to their way work working might be a solution that make them realize oh it is actually relevant for me. Because I think a lot of people have the allergy for the word brand...

Sanne: Yeah!!

Pervin: ... and they only think oh it is only campaign or advertisement but it is much more than that. So there is a lack of awareness about it.

Sanne: True.. And currently usually, I do not think that it is seen as a holistic thing it is seen as something you put on different processes but not as the center where it all starts from.

Pervin: Absolutely. And I also agree with the fact that Deloitte is not known as in the branding domain.

Sanne: No, not yet..

Pervin: So that is also one of my goals to, get a place and on the clients' mind and also the other Deloitte employees that oh we can do branding as well. Because Deloitte is really network based and internal people should know that we are doing this.

Sanne: Yeah that would be great because I would love to do more projects like that. That would be awesome.

Appendix C.1

Expert Interview Guide

Research Topic: The Role of Strategic Branding in Digital Transformation

Main Research Question:

What is the role of strategic branding in digital transformation and how can Deloitte improve its approach towards digital transformation by incorporating the benefits of strategic branding?

Sub-questions:

[1] How does Deloitte approaches to DX currently?

[2] What is the ideal DX journey of CX transformation?

[3] Who are the actors involved in CX transformation projects?

[4] How do you think that strategic branding can benefit to DX projects and in specific the CX type?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.
 - Introduction of the participant
 - Who are you?
 - What do you do?
 - What is your background?
 - What is your position in the company?
 - How long have you been working in the company?

Opening Statement

Hello, thank you for making time today! As you might recall I am writing my thesis about the role of strategic branding in digital transformation and looking for ways how to incorporate strategic branding element in Deloitte's approach towards digital transformation. Today the goal of this interview is to identify the approach of Deloitte Digital towards DX. Therefore, I will be asking you questions and there might be a lot of 'why' questions, for your information.

Subtopic 1: Identifying the approach of Deloitte towards DX

Opening question: What is your definition on digital transformation?

Follow ups/probes:

- How do you define the approach of Deloitte towards DX?
- How is our approach different than our competitors?

- How has it been evolving over time?
- How can it be improved further?
- What are the challenges that are being encountered?
- What is your opinion on the digital maturity audit?

Subtopic 2: Identifying the DX journey of CX transformation

Opening question: How would you categorize the DX projects that Deloitte gets involved?

Follow ups/probes:

- What is the differentiation points of CX transformation projects than the others?
- Let's look at different components of DX and try to identify the approach of Deloitte!
 - Components (User, technology, business, brand)
 - Steps
 - Actors
 - Layers
 - Alignment with the other strategies
 - Drivers

Subtopic 3: Identifying the key actors of DX projects from Deloitte

Opening question: If we keep our focus still on CX type of digital transformation, who do you think are the key actors?

Follow ups/probes:

- How is the collaboration between strategy, creative and engineering?
- How is the collaboration with other departments? Is it existing?
- If so, which departments are they and at which step does the collaboration happen?

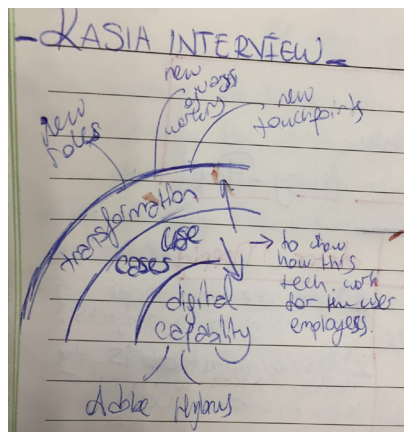
Subtopic 4: Opinion about the potential benefits of strategic branding in DX approach

Opening question: What is your opinion on branding?

Follow ups/probes:

- Why does Deloitte want to incorporate it as a core capability?
- What aspects of branding is valuable for Deloitte environment?
- Why?
- Is it common to ask to the client about their brand strategy in beginning of the project?
 - How would you envision that strategic aspect of branding is helpful for digital transformation project?
- Why?

- 1) Her focus is on digital marketing, 9 years agency 9 years consultancy but always digital marketing
- 2) Her DX definition: means that you are transforming to become more relevant today. So whether it is digital or not, doesn't have to be so. But it is something, it is a catalyst that your brand is relevant for today. So for instance it could be that you have to make your processes more digital but it could be that you make your experience more relevant or combination. So not everything is digital but it is either digital doing or digital thinking.
- 3) Elaboration on the digital doing and thinking: so it could be something to do with digital technologies or it could be something with digital thinking which for me is more around cultural aspects. So also could be more on service design which is a more popular concept at the moment. It is mainly around how do you focus everything more around the user and center around the user whether it is the customer, employee or your colleague. I think it is design thinking around that or the culture itself. The fact that you need to not necessarily think that you are in silo. Changing the thinking broader than just one little part of the assembly line that you are part of it. So for me design thinking is broader in this context. And design doing is purely technology. Implementation, improving your processes, improving your digital technologies.
- 4) The DX approach of Deloitte: looking at various aspects across the value chain of the consumer and how do you design in order to be relevant. How do you understand where you are today in terms of how you can deliver on that to be experienced and the gap between those two elements. That gap help you to transform. So digital transformation is fixing that gap.
- 5) How the approach evolved over time: difficult for her to say because she started a year ago. In her opinion, the offering digital transformation was a popular offering in the market, everybody today is claiming that they are doing digital transformation. There is no clear definition of digital transformation. I would say there is the how you approach it, and there is the differentiation. So some people are approaching by the capabilities, to improve commerce, marketing, digital finance and etc. Some people say that they actually need to improve the entire journey. From start to finish of a consumer. So they use use cases to fix things and hopefully the uses cases will transform the whole company. So for example how you interact with... Lets take one of the shampoo brand of Unilever. On the outside you see advertisement, package, email and etc. That is the start of a use case that can have deep consequences in how a company is organized. So DX can start either trying to fix capabilities or fixing the use cases.
- 6) Deloitte Digital's difference: **[The figure]**. So everything we do, so it is either in the technology level, it usually spears some kind of an effect either just in the use cases so little silos that you can maybe change or a full transformation. So I think the USP that we have as Deloitte Digital that we are able to make that translation from get some technology and implement it and show how it works for the consumer or employee, and then see how it transforms the company.



- 7) Do we also formulate an overall transformation strategy overall and make the decisions accordingly? Yes also, it can go both ways. So I would suggest, whatever we do we start with tangible results so start with use cases. So if you do sprints of 12 weeks and be able to see new way of working in those 12 weeks, then you will be able to see what technology do I need and what kind of capability do I have to build in order to make sure that it is embedded.
- 8) So starting from the middle.
- 9) How should it be improved further: So it is a unique point also here (pointing transformation level) It is always the strategy right cause it gives you direction which you do the use cases. So it is a combination it is never just this or just that, but I think the uniqueness of DD is that we are able to make applied strategy. So whatever strategy you thought of, the fact that you want to focus on ecosystems, where your ecosystem says, I would never own my own ecom channel, but I will always go via other channels, then that is your starting point. But what does that actually mean in how you communicate with your consumer. You have to build bunch of use cases in order to understand. Based on the experiences, you then can understand what do you need and what do you need to permanently build in your company as a capability and which things you can actually leave to the ecosystem to your partner. But this experience in the middle gives you the insight in what needs to be in-house what needs to be outsourced.
- 10) The challenges:
 - a) The question from the client, and to steer them to ask the right question. But we are still a business so we still have to sell work.
 - b) 80% the work you wanna do and 20% not nice to have but still makes money. But usually it ends up being 50% 50%
- 11) We can perform a whole digital transformation but we are supported by other functions in Deloitte, such as monitor(providing strategy basis to understand what is the impact and ambition that a business should have based on the criteria that they operate in) and we are able to translate it to the consumer ambition so what should be our brand ambition to realize that relevancy and when it comes to actually transforming the company then human capital helps a lot.
- 12) Digital maturity audit: Most of the frameworks you can never use it one to one for a client. So you have to apply it to the industry and you also usually apply it to what at that moment client sees it as the core of the question.
- 13) We are very good at helping clients but we are really bad at making sure that we share the knowledge across the whole team.
- 14) CX transformation approach: Quite a standard approach. Scenario 1: Where you transform one touchpoint. Or scenario 2: Where you transform all the touchpoint. Depending on which one you do, you look at the experience. So what are the different ways to reach that touchpoint by the consumer. So then you do journeys, as is journey and to be journey together with the strategy that you want to convey. Then usually there is a gap, and the gap analysis is that is classified in what do we need to do what initiatives do we need to take, to fill that gap. And those initiatives are categorized in how much value would they bring in improving the experience and how difficult are they are to implement and that is your transformation.
- 15) Even if we start from the touchpoint, do we go one more abstract layer and check with the overall transformation vision?: "I think you can. You do 2 things in parallel. One based on what we drew, what I described here right? The use cases. You can also look at the transformation capabilities right? What is your mobile capability, social channels and etc. For each one of these you can create a format of what do you wanna be perceived, personalized vs. generic. Then those are the criteria within the capabilities that you can recognize. So you have for instance, you have your brand.com which is also a channel right? So on that touchpoint. So on that touchpoint, in all the journeys, it doesn't appear that often. Therefore my conclusion would be semi-personalized.

Personalization is not that important. Then you check if that is the result that I want as an aspiration then I do my check with today journeys, what is the difference between the 2 and what initiatives do I need to take to accomplish. So yeah you can do that, but having worked 18 years, the most value you bring is you look at the journeys you look at the touchpoints and understanding okay in this journey because it presents the 80% of how your consumer interact with you. I would want to fix everything perfectly. That's more of practical way to start.

- 16) Opinion on branding and getting it in Deloitte Digital: I think it is quite important. But first let me ask a question back; what do you mean by branding?
- 17) Strategic part of the brand, how does the clients brand as a part of the digital transformation. How should these elements intervene in the process of DX.
- 18) Kasia: Very interesting question. In the ideal world, it is mega important. In the world of who actually pays for transformations, it is not seen as important as it should be. But its also not as determining factor as others are. What I mean; in Unilever project, we use purpose in all of our workshops to help the brand decide what kind of a journey they wanna portray. So it is one of the big inputs. But is it an input that would make you choose fundamentally different or not to do a journey? No. Is it an input that would help you to position your transformation among the employees, yes. So i dont see it as a big entry point. And I think that is... I am talking about the existing brands not new brands.
- 19) No, I know that Matthe would be really disappointed in me but I think repositioning of a brand is not necessarily the start of a digital transformation. I think that it can be. But 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. Cause everything else needs to be fixed first. So they fixed the basics and then they think okay, is there anything fundamental that we wanna change in our brand.
- 20) Brand is underutilized, it can definitely help for instance if you are looking for empowering woman and then the brand purpose plays a significant role. But it is not the fundamental level of instigating or sparking a transformation, it is not there. It is more in the execution, it might help but it is not absolutely necessary.
- 21) Why Deloitte wants to make branding a core capability?: Because I think, it is a really popular thing at the moment. New ventures, new business models, new brands. In that aspects. For instance; DSM, they were looking into making a new brand, green & grazers; that is something that they aspire to do so to reposition themselves, into a completely new value chain. So it is a stamp for the new business model.
- 22) How often do you think that this happens? It could happen, but not necessarily often enough to deem it as a core business.
- 23) No other consultancy is thinking about branding at the moment. So I think, I know Accenture is thinking a little bit. They want to become an agency of record type of business offer, which branding is a bit part of it.
- 24) Why is it a big part of it?: It is more the execution of the bran, not necessarily the strategic. Positioning and the execution of the brand. I think the execution of the brand so how do you manifest yourself across all the channels, and your pay channels, that is the big part of the advantage. But the strategic element if we were able to be recognized on that level as well, because it is a long road to go, then it would be a serious differentiator.
- 25) Why do you think that it is a long road, what do we lack so much: Because of the positioning of Deloitte in general, so I think if you look at Deloitte, its core, it is audit, then its tax& legal, next to it it is general process consulting, then strategy consulting then you have Deloitte Digital. Then in DD, you still talk about technologies, you still talk about experiences then you talk about

campaigns and concepts then you talk about branding. So it is so far from where Deloitte is known as a core.

26) Also because of the tariffs we charge, we are quite expensive. So to demand on branding, which is a specific expertise to be playing with TWA or others with the tariffs we have, we have to be damn good.

27)

Appendix C.2

Expert Interview Guide

Research Topic: The Role of Strategic Branding in Digital Transformation

Main Research Question:

What is the role of strategic branding in digital transformation and how can Deloitte improve its approach towards digital transformation by incorporating the benefits of strategic branding?

Sub-questions:

- [1] How does Deloitte approaches to DX currently?
- [2] What is the ideal DX journey of CX transformation?
- [3] Who are the actors involved in CX transformation projects?
- [4] How do you think that strategic branding can benefit to DX projects and in specific the CX type?

Checklist for Start

- Clock for checking the time
- Recorder
- Pen and notebook
- Interview guide

Introductory Script

- Introduction of the researcher, introduction of the interview and where it will be used
- Introduction of the topic
- Informing about the timespan
- Informing the participant about the recording and ask for the permission
- If you have any questions feel free to ask, if you don't understand anything. Also, please keep in mind that there is no right or wrong answers and we really appreciate your input.
 - Introduction of the participant
 - Who are you?
 - What do you do?
 - What is your background?
 - What is your position in the company?
 - How long have you been working in the company?

Opening Statement

Hello, thank you for making time today! As you might recall I am writing my thesis about the role of strategic branding in digital transformation and looking for ways how to incorporate strategic branding element in Deloitte's approach towards digital transformation. Today the goal of this interview is to identify the approach of Deloitte Digital towards DX. Therefore, I will be asking you questions and there might be a lot of 'why' questions, for your information.

Subtopic 1: Identifying the approach of Deloitte towards DX

Opening question: What is your definition on digital transformation?

Follow ups/probes:

- How do you define the approach of Deloitte towards DX?
- How is our approach different than our competitors?

- How has it been evolving over time?
- How can it be improved further?
- What are the challenges that are being encountered?
- What is your opinion on the digital maturity audit?

Subtopic 2: Identifying the DX journey of CX transformation

Opening question: How would you categorize the DX projects that Deloitte gets involved?

Follow ups/probes:

- What is the differentiation points of CX transformation projects than the others?
- Let's look at different components of DX and try to identify the approach of Deloitte!
 - Components (User, technology, business, brand)
 - Steps
 - Actors
 - Layers
 - Alignment with the other strategies
 - Drivers

Subtopic 3: Identifying the key actors of DX projects from Deloitte

Opening question: If we keep our focus still on CX type of digital transformation, who do you think are the key actors?

Follow ups/probes:

- How is the collaboration between strategy, creative and engineering?
- How is the collaboration with other departments? Is it existing?
- If so, which departments are they and at which step does the collaboration happen?

Subtopic 4: Opinion about the potential benefits of strategic branding in DX approach

Opening question: What is your opinion on branding?

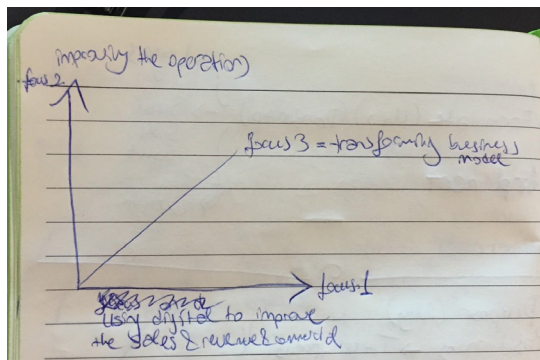
Follow ups/probes:

- Why does Deloitte want to incorporate it as a core capability?
- What aspects of branding is valuable for Deloitte environment?
- Why?
- Is it common to ask to the client about their brand strategy in beginning of the project?
 - How would you envision that strategic aspect of branding is helpful for digital transformation project?
- Why?

- 1) **Definition of digital transformation:** Looking at the 2 words, digital and transformation. With digital he means new technologies with huge impact on businesses and societies and people. Mobile, big data, AI, blockchain it was the internet. It is kind of miniaturization of the technology - meaning that it becomes cheaper and etc. (Meaning Moore's law). It is not SAP, ERP.
Transformation is the movement of a company towards being able to in a positive way to benefit from these technologies in the way that they do business. For some companies it is not opportunity and for some other it is a defense. It comes with a risk. Typically, digital transformation is often part of the risk side. Because it is a word we use for incumbents which they have to move to something new. We do not say booking.com is doing a digital transformation. So it has a component of incumbents. Them taking the opportunity or fighting against the risk.
Maybe the last part, transformation for me, for companies is the how to do part, which when you look at sometimes, it has nothing to do with digital. It is just transformation. For example, HR transformation or supply chain transformation. So there are big change components like people have to change, people have to learn new stuff, organizational models need to change, strategies have to change, IT has to change. So all of these components, what we called in the consulting world is business transformation. So a better word might be digital business transformation.
- 2) It is complex, because it is so many technologies, it is constantly new technologies.
- 3) Can you say that it is a never ending change? Yes, as a company you can not say that i did digital transformation and check the box. That doesn't exist.
- 4) Digital transformation is a never ending journey instead of a clear finish line.
- 5) In a consulting world, everything is a project or a program. Because that is the way we do business. Because whatever we do for clients there is always a beginning and an end. So we come in when there is a problem, we come up with an approach and we leave again. So I think the smaller interpretation of the term digital transformation is also this phase where we are heavily as a consultant. You can see, whatever we do at that moment, we transform the company. But we may transform the company in a way that it can transform itself continuously afterwards. So there is kind of a program perspective to the term DX or from the eyes of a management consultant. And from the perspective of a client it is never ending.
- 6) We put the word digital in front of everything. The word digital is describing our evolution from industry 3.0 to 4.0. That is what we call DX but it is a transformation to always digital world. But we never tend to talk so much about the term extensively, Because the projects are solving a problem. So that's what I said, transformation from a project perspective, it does have a finish line. Because it is a project, it stops when we stop sending bills.
- 7) **Deloitte's approach towards DX:** The you are asking to the wrong person because I just joined. Also I am lacking in Deloitte Digital the offering that is called DX. Cause we don't have an offering within digital that is called digital transformation.
- 8) Monitor, as a strategy practice, would be out of business if they would not claim digital or DX as one of their offerings. Because how can you go to a client saying that you are a strategy house but you don't do digital, because then it would be DD. Then the client would say, leave the room. So one part is Monitor. Maybe in a pure strategic, holistic way, and it is across the entire organization. If you look at DD and how it is positioned, how it evolved in the past few years when I wasn't there. We tend to focus on a subset of the total digital transformation. Which is more the transformation on the customer side. So the marketing, mobile front end, experience, design, journeys and that is not a digital transformation. It is a component of digital transformation.
- 9) Can we maybe say that, there is a collaboration monitor, human capital and digital? You could say kind of DX is just a kind of transformation like supply chain transformation, finance transformation. For those transformation we always work together with people from different teams. So I think from

a practical perspective, the cooperation is there. I think from an integrated offering perspective, so are we actively or pro-actively defining together with monitor and human capital our digital transformation offer? Then my answer is, I don't think that is happening. If we sell something then the good habit is to involve the right people for the right job. So you start involving the human capital people the strategy people. But I think there is a DX guild and DD is not part of it. Because the focus.... Fundamentally, in the consulting business people sell what they know. For example myself, I typically do digital marketing transformations. So what am I focusing here is the same with the clients and everything which is digital marketing transformation. Simply, the people who started DD, were not doing DX, otherwise it would be there. It is as simple, because there were no people who focused on it. We offer mobile solutions, IoT solutions, digital marketing which you can position in a wider transformation. But not necessarily, the word transformation there. There are 2 scenarios; 1) there could be a company where it is deliberately doing a company wide digital transformation and one component could be we need to improve our marketing and as DD we can be perfectly positioned. And in that moment we become part of a bigger transformation and we would know that we are part of it. So it is not that we are not aware where we fit in in the client but there is nobody in our team that starts the discussion with in the back of his or her mind "I want to sell a company wide digital transformation" Because all of the people that sell have a more narrow background, experience, offering, interest. Because they want to marketing or they want to mobile or IoT. If there would be people who are interested in company wide digital transformation, we would be selling it.

- 10) It is also the case that some client companies are not accepting the word digital transformation. They think it is obvious that we are digital and we have to do something with it (which they are not). Some of them take a really strategic approach, defining the whole DX strategy with a strategy consultant and later execute it as a program and some others, they say that we have these important streams like sales, marketing, supply chain, finance and they all should lead their transformation. And the third scenario, is that you transform your business model. If you take Philips as an example.



- 11)
- 12) Industry dependency about the reluctance towards the term digital transformation: He agrees.
- 13) He compares publishing industry with automotive.
- 14) Sometimes it took an external disruptor.. Airbnb and Uber, hotel and taxi industries which are conservative are disrupted. But retail is much more open and influenced. So every industry have its own characteristics. But the way an industry looks at it and organizes it, the way consciously thinking... With some industries it just happened.
- 15) Some industries they are not disrupted but challenged.
- 16) Frisland Campina example; it is not possible to disrupt that business with digital. They can not be disrupted by new entrants. Also Philips for example..

- 17) So that is why the word DX and are we doing DX.. Sometimes it is not even the word customer uses but it is a transformation. Because there is not an official definition like we are now doing DX. It is just company adapting to the new world with smaller projects.
- 18) For ex: sales manager says that I want to digitize this process and we do it. Then are we doing DX? Well yes and no. Yes in a sense that it is a part of a bigger pic but it is not formulated as a transformation as a company wide program. But that is more the consultant way of looking at it. Because we always want to see a project that we sell with a beginning and an end. But then did we sell a DX? That is the consulting perspective. Because it is happening anyway, either the company is ignoring it or try to make it small pieces. This is the way that they respond to it but there is DX everywhere. That is a board level struggle. How do I organize this transformation that is happening.
- 19) Mentioning; emerging strategies and later overarching: His agrees.
- 20) Deloitte's approach and differentiating points: At the end the difference is determined by the set of services. Or set of service lines. Or the bigger units that gives their own angle. We have risk, finance, consulting and audit practice. It gives the rich offering perspective. So if you think of what is the impact of a transformation and how can we impact, we do have a unique breadth of services. Looking at the competitors... Big 4 way of looking, strategy firms, true consulting firms (Accenture, IBM). Among all these groups, we have something that the others do not have.
- 21) I ask: if we look at the 2 group of competitors, agency and consultancy. He says: "Then we have to go back to definition of what a digital transformation is. Agencies can not manage a company wide digital transformation. How can they do what human capital does with change management or operating model design. They can not do that. They are competitors for Deloitte Digital but not for Deloitte which is able to offer full transformation services. If I compare it with Accenture; Accenture doesn't have the risk practice, they only have the consulting we have 5 divisions which one of them is consulting. Breadth of services is our differentiating point and is important for large scale changes.
- 22) If you look at our clients; global large organizations. What they have is complexity.
- 23) Agencies are very much focused on creative advertising. It is a completely different world, they do not have the consulting skills to manage that complex change which is 2-3 years. They would still cover the marketing kind of digital transformation never a full company change. I dont see them as competitor for DX. I see them as a competitor for DD.
- 24) Maritime museum example: His reaction 'but it is a bakery in the corner of the street. For me the full transformation is about the complexity of people, processes, technology, global scale.
- 25) Digital maturity audit: It would be a good practice to do it, But I have been many of them so depends on the breadth and the depth of the model the questions. It can serve its purpose but I am not ediment about whether that is the way to start. But it might be a good scan to see what are the opportunities are.
- 26) "It depends on the stakeholder. If you engage with the supply chain manager or the supply chain VP, he is not the right conversation partner for a digital transformation. He is the right conversation partner for a digital transformation within supply chain. So i think most of our people including the partners are still very functionally oriented. So they work for the CFO or CHR, CMO, CIO. I think they are not that many partners that have the relationship with CEO which would be normally be start point for a cross functioned digital transformation. We tend to have our relationship at a functional level and not at the CEO leve. Which means automatically that we end up doing the pieces of a digital maturity rather than holistic. So there is no purpose to extend the model because you are usually working for a function. So it would have to be a C level discussion where you need to propose it to the CFO and you ask if it would be interesting to do it for the whole business. Look at the proposal that we did in the past year, they are not for CEO's they are mostly

for CFO for directors for VPs. So more the middle layer instead of the top layer of the organization in terms of management. So they are the people where as Deloitte we sell the work that we are doing.

- 27) If we ask the right questions then we are able to see that it is a part of a bigger transformation and then we ask can we be part of it. But that is not so easy, then it comes to the relationships. Then you have to lift it to CEO level where I think most partners speak to the CEO's once a year or even less. Audit partners spend more time with the C level but consulting partners spend more time with the executional level because that is where the business is for us
- 28) Challenges:
- a) Developing our capabilities in a continuous way as well.
 - b) Not falling into the arrogance of success.
 - c) As DD, we are thinking of should we change the way we are organized to be more aligned with the market.
 - d) How to make sure that people are still able to find each other across the functions and serve the client in the best way. Because it is virtual and network based organization.
 - e) Our product, consulting, there is not a single formula, it is a really people oriented business not a lot of procedures or instructions.
 - f) So of course the competitors are moving so we have to watch the big 4, EY bought the marketing firm. Some of the small digital agencies are getting really big. We have to be vigilant.
 - g) As a general trend, people are becoming more independent, they are becoming freelancers. Is this a threat for Deloitte, we should have a discussion about that, I don't think so btw.
 - h) Are we able to hire the talent of future? Do people want to work for Deloitte for 5-10 years because that is the model. These are all nice and challenging questions. But they are not questions regarding existence of the business. For Philips it is a serious question.
 - i) I think there will be always people who want to work as a consultant. It is a nice way of working, different way of working than the corporate.
- 29) Opinion on DD acquiring branding as a core capability & Also is it relevant for DX: "It is not a priority for me. Doing branding work as Deloitte. It is a very specialist thing and we do not have the brand name to do it. People do not associate Deloitte, coming up with brand design. So it is gonna require a lot of investment in terms of time of people, talk to the clients. So suppose we can do it, what does it add to the portfolio? It adds nice work to the portfolio but it is not big projects, it will always be small projects. Even if we succeed then it is still a small project."
- 30) Then why are we trying to build it? "There is one person who would like to build it. He is not hired to build the brand business he is hired to be part of DD and if he thinks that he can be successful with it, it is a good thing about Deloitte, if he wants to try it, I am not gonna stop him. And if it is kind of the work that he wants to do, and he wants to build a team around it, I am happy. But that is a different question.
- 31) But my question is (Pervin) why DD brought a branding specialist. Jeroen: My question is did we bring a branding specialist or did we bring somebody from a creative design agency. I did not hire him so I don't know the answer.
- 32) I think there are more important things to build than a brand business strategically. What is more important for me is that where can we grow and where can we make use of some of the competencies. So projects, type of work where engineers, strategists and designers can work together and that is not branding.
- 33) But don't you think that branding can help this equation? Jeroen: I mean is super important for a company so it not about the importance of branding or brand management or brand development.

The question is is that the most important capability to add to our portfolio as Deloitte? Then my answer is no. If you ask can it be relevant, yes it can. Because we did a great project for DSM where we developed a brand for Green Grazers. But developing brands is not necessarily part of a digital transformation.

- 34) So if you get more into the more new product development, innovation work, kind of market gravity projects, that is where you will benefit from the type of work (meaning purpose, positioning..) but if I look at company wide digital transformation, I can do that without having a brand expert. I still have the 95% of the value of the project.
- 35) Pervin: But then you know about it, you consider those kind of questions right? Can you execute a DX without considering the brand? Jeroen: So far, we always did it. It really depends on what you are concretely working in terms of strategy. So if we help Philips with DX becoming this health company of the future, would that be a brand component to it, yes for sure. Because you are positioning yourself in the new market space. And in the higher strategic level if you wanna be successful in a market place then there is definitely a brand component. But then it is also important the product, process. So everything has to come together. So it is not the matter of whether the brand is important. It is important. The question is, is that the work that we really want to do or is that optional? I think there are many other types of work that we rather be doing, which are much bigger in terms of the number of the people, sales and the revenues rather than the brand work. But that does not mean that brand is not relevant or not important. Brand is super important, more important than ever in the digital worlds because there are so much supply.
- 36) Brand can help me to select the relevant content. Also can help to stand out in the clutter. But that is a completely different discussion than whether as DD we should start doing type of brand work as part of DX.

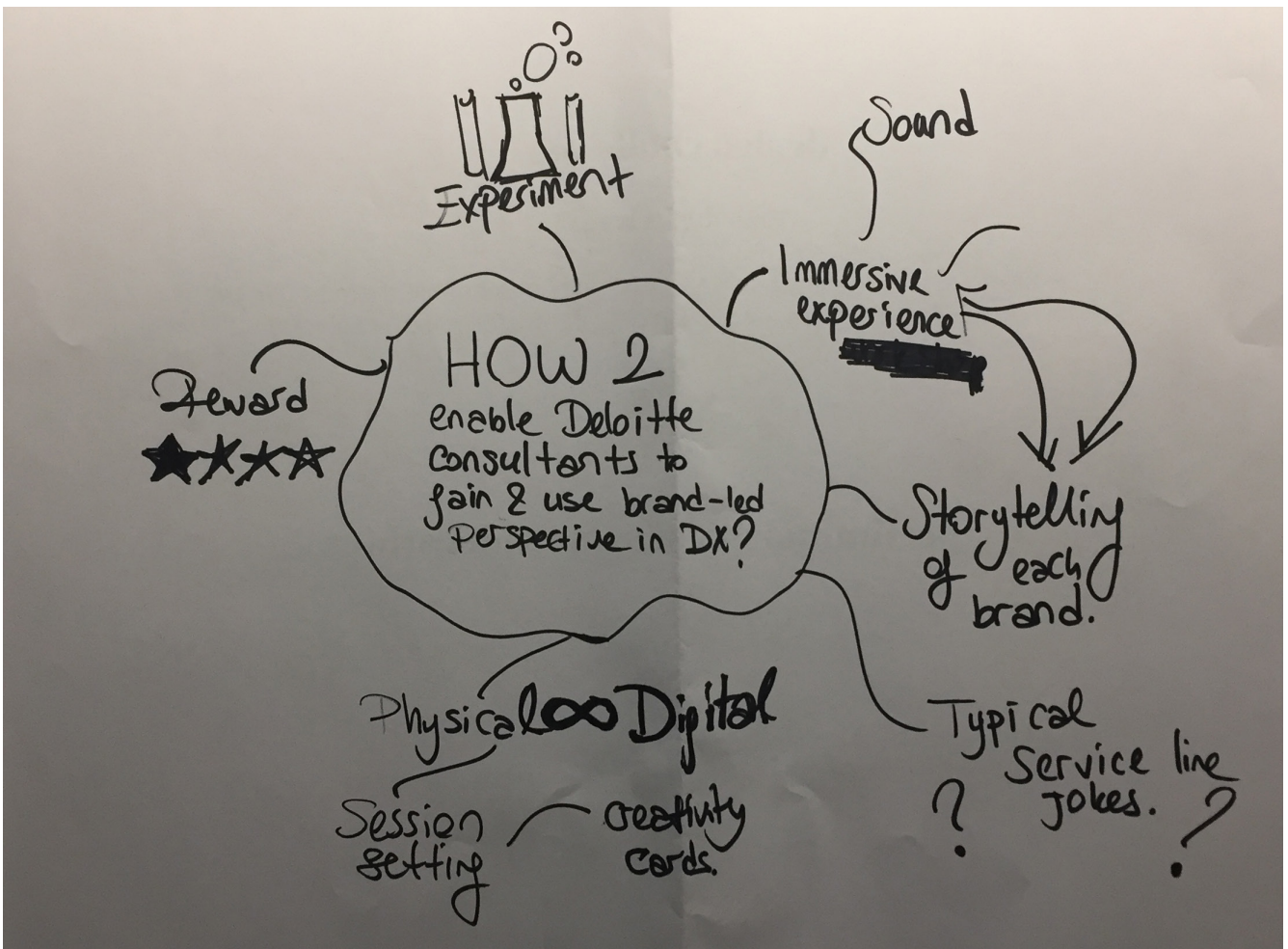
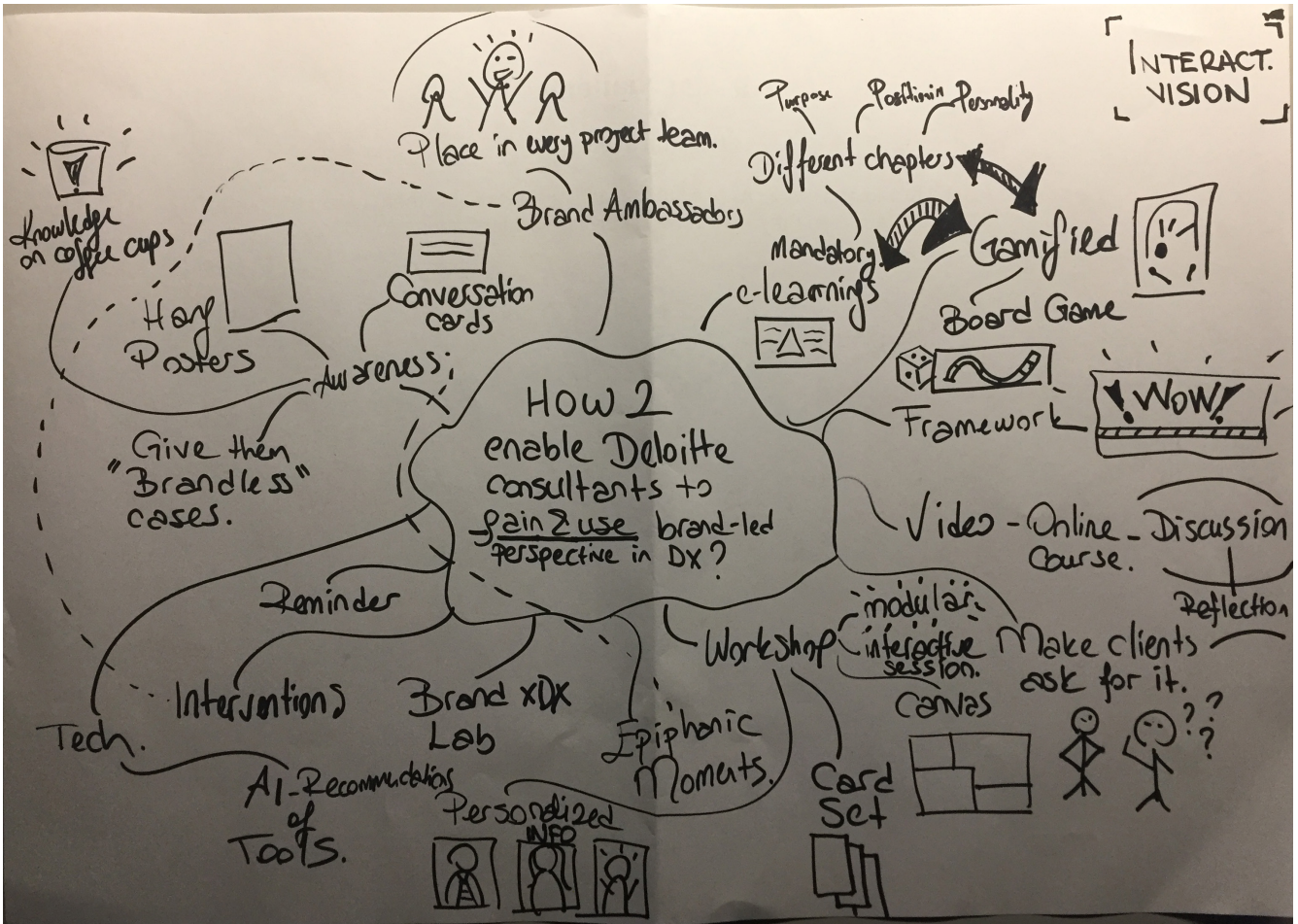
Appendix D

Name	Category	Positioning	Offerings	Scale	Source
1 Boston Consulting Group	Management Consultancy	We go deep to unlock insight and have the courage to act. We bring the right people together to challenge established thinking and drive transformation. We work with our clients to build the capabilities that enable organizations to achieve sustainable advantage. We are shaping the future. Together.	<ul style="list-style-type: none"> *Big Data & Advanced Analytics *Change Management *Corporate Development & Finance *Innovation & Product Development. *Lean & Manufacturing *Marketing & Sales *M&A and Diversities *Strategy *Technology & Digital Transformation 	Global	https://www.bcg.com/en-nl/default.aspx
2 McKinsey & Company	Management Consultancy	We are a global management consulting firm that serves a broad mix of private, public and social sector institutions. We help our clients make significant and lasting improvements to their performance and realize their most important goals. With nearly a century of experience, we've built a firm uniquely equipped to this task.	<ul style="list-style-type: none"> *Design *Digital McKinsey *Implementation *Learning Programs *Marketing & Sales *Analytics *Operations *Organization *RTS *Strategy & Corporate Finance *Sustainability & Resource Productivity 	Global	https://www.mckinsey.com/
3 Ernst & Young	Management Consultancy	We are committed to building a better working world with increased trust and confidence in business, sustainable growth, development of talent in all its forms and greater collaboration	<ul style="list-style-type: none"> *Assurance *Advisory *Transaction *Advisory Services *Tax *Legal 	Global	https://www.ey.com/#
4 PWC	Management Consultancy	We bring meaning to our daily work, guides our decision-making and inspires action in a dynamic environment. It demonstrates our ongoing, clear commitment to working collaboratively and innovatively to deliver the highest quality outcomes for our people, clients and society.	<ul style="list-style-type: none"> *Advisory *Audit & Assurance Services *Entrepreneurial & Private Clients *IFRS *People & Organization *Sustainability & Climate Change *Tax 	Global	https://www.pwc.com/us/en/about-us/
5 Accenture	Management Consultancy	Accenture solves our clients' toughest challenges by providing unmatched services in strategy, consulting, digital, technology and operations. We partner with more than three-quarters of the Fortune Global 500, driving innovation to improve the way the world works and lives. With expertise across more than 40 industries and all business functions, we deliver transformational outcomes for a demanding new digital world.	<ul style="list-style-type: none"> *Strategy *Consulting *Digital *Technology *Operations 	Global	https://www.accenture.com/us-en/company
6 KPMG	Management Consultancy	We distinguish by the learning opportunities offered, through a platform which shares the expertise, knowledge and experience of professionals across a global network. We help to build a knowledge-based economy using KPMG's expertise and resources.	<ul style="list-style-type: none"> *Audit *Tax *Advisory 	Global	https://home.kpmg.com/ae/en/home/kpmg-business-academy/about-us/mission-and-vision.html
7 Memo2	Marketing and Business Consultancy	Dutch independent marketing- and businessconsulting agency MeMo ² is specialized in measuring, refining and improving advertising effectiveness. Unlike traditional research agencies, MeMo ² is able to improve the transparency, accountability and ROI of all crossmedia investments (television, online, radio, mobile, outdoor, events and/or (sports)sponsoring.	<ul style="list-style-type: none"> *Scan *Tracking *Data Science *Journey *Benchmarking 	Netherlands	https://www.linkedin.com/company/memo2/
8 Online Dialogue	Consultancy	Online Dialogue is an international player in the online optimization course. We are one of the knowledge leaders with a core of experienced online return experts. Our expertise is to optimize behavior analysis, online design, optimization and others.	<ul style="list-style-type: none"> *Conversion Optimization *Working Method Optimization 	Netherlands	https://onlinedialogue.nl/over-ons/
9 EY VODW	Consultancy	VODW helps large companies with customer-oriented innovation and digital transformation. We do this in sectors where marketing, customer experience, technology and data science have a high impact on the business.	<ul style="list-style-type: none"> *Customer & Market Strategies *Sales & Service Performance Improvements *Customer Experience *Business Model Innovation & Nex Ventures *Progressive Data Applications *Customer-oriented Transformation *Marketing Technology Strategies *Product Development & Launch Services 	Netherlands	https://www.ey-vodw.com/nl/wat-we-doen
10 Spark Optimus	Consultancy	We like to fundamentally rethink propositions, always taking a customer-first viewpoint, and then translate this into technical and organizational requirements. And we strongly believe in supporting companies and at the same time developing their potential by building in-house capabilities to independently continue their journey.	<ul style="list-style-type: none"> *Digital Transformation *Digital Venture *Digital Acceleration *Digital Due Diligence 	Europe	http://www.sparkoptimus.com/what-drives-us/
			<ul style="list-style-type: none"> *User Research & Testing *Design Research *Persona Development & Customer Journeys *Stakeholder Interviews & Alignment *Business Model Evaluation *Competitor & Technology Benchmarking *Strategy *Brand Strategy *Communication Strategy *Content Strategy *Digital Strategy *Product & Portfolio Strategy *Business Design *System Architecture & Technical Concepts *Transformation Consulting *Design 		

11	Edenspiekermann	Digital Agency	We are a global design and consulting firm driven by brand, content and technology.	<ul style="list-style-type: none"> *Product Idea Development *Visual Brand Identity *Service Design *Content Design & Asset Creation *Design Systems *UX Design *Conversational Interfaces *Implementation *Prototyping *Frontend Development 	Global	https://www.edenspiekermann.com/services/
12	Fabrique	Digital Agency	We believe in the innovative power of design. Design as a power to change and to improve things, to create an impact. Not only to make things attractive or useful.	<ul style="list-style-type: none"> *Digital Design *Digital Transformation *Service Design *Product & Service Innovation. *Professional Interfaces *Hard- & Software Combinations. Strategy *Visual Identity & Graphic Design 	*Brand Netherlands	https://www.fabrique.com/our-services/
13	Storm Digital	Digital Marketing Agency	We work across all digital area's helping your business to grow rapidly and sustainably, in order to conquer your market share in this digital era.	<ul style="list-style-type: none"> *Data Collection *Data Analysis *Engagement *Campaign 	Netherlands	https://www.stormdigital.nl/en/work-method/
14	Q42	Digital Production Agency	A strategic technology agency', some say. 'Nerds', others say. We ourselves, for one. If we're honest. We just really love to write good code. We don't just want to program something that is useful—we want our work to be friendly, too.	<ul style="list-style-type: none"> *Strategy *Development *Operation 	Netherlands	https://www.q42.nl/en/services
15	Valsplat	Design Consultancy	We are a design consultancy inspired by a love for digital and people.	<ul style="list-style-type: none"> *Venture Design *Experience Design *Design Culture *Service Design *Design Research 	Netherlands	https://valsplat.nl/service/g/
16	Superhero Cheesecake	Digital Production Agency	We craft premium digital work for web, mobile and experiential with creative agencies and global brands alike – putting passion, pride and plenty of elbow grease into everything we do	<ul style="list-style-type: none"> *Online marketing campaigns *microsites, *interactive video, *advertising, *mobile & tablet apps, *experiential, * augmented reality *webgl 	*Games Netherlands	https://www.linkedin.com/company/superhero-cheesecake/
17	Media Monks	Digital Production Agency	MediaMonks is a global creative production company. We partner with clients across industries and markets to craft amazing work for leading businesses and brands. Our integrated production capabilities span the entire creative spectrum, covering anything you could possibly want from a production partner, and probably more.	<ul style="list-style-type: none"> *Campaigns and content Film *Mobile and platforms Game *VFX and post Animation *VR and AR *Experiential *Rich media 	Global	https://www.mediamonks.com/
18	Jungle Minds	Digital Agency	Creativity thrives in small and closely knit teams. But exciting challenges require scale. That's why our open set-up is designed to maintain our culture of user focus and collaboration. And why we like to use our freelance poule to scale up where needed and to fully blend in with the brands we partner with.	<ul style="list-style-type: none"> *Brand Identity *Product Development *Team Design 	Netherlands	https://jungleminds.com/our-story
19	ISAAC	Digital Agency	We build successful e-business solutions for complex issues by efficiently deploying internet technology. Always with a measurable advantage.	<ul style="list-style-type: none"> *E-Commerce *E-finance *Integration *Innovation 	Netherlands	https://www.isaac.nl/nl/over-ons/
20	Mirabeau	Digital Agency	We combine human centered design, technology and insights to create top-notch digital solutions.	<ul style="list-style-type: none"> *Brand & Identity *Insights *Cloud *Operations *Conversational Interfaces *Experience Design *Strategy *Innovation 	*Platforms Global	https://www.mirabeau.nl/en/about/services
21	Mangrove	Digital Agency			Netherlands	
22	Mobgen from Accenture Interactive	Digital Agency	We help our customers to innovate, increase audience engagement, and improve KPIs.	<ul style="list-style-type: none"> *Discovery *Design *Development & integration *System Testing *Deployment *Run Maintain & Analytics 	Global	https://www.mobgen.com/about-mobgen/
23	Blue Mango	Digital Marketing Agency	Mangrove (part of We are you.) Specializes in translating digital challenges into well thought-out strategies. We make award-winning design, sites, apps and digital platforms.	<ul style="list-style-type: none"> *Online strategy *User research *User experience design *Service design *Web development *Native app development *Content creation *Conversion optimization 	Netherlands	https://www.mangrove.com/over-mangrove
24	Wirelab	Digital Agency	We help brand create digital solutions to make them more engaging and profitable	<ul style="list-style-type: none"> *Digital Strategy *Website Creation *Web Application *Ergonomy (UX/UI) 	Netherlands	https://www.wirelab.nl/agency
				<ul style="list-style-type: none"> *Campaigns *Concept *Data & Analytics *Design & UX *Digital Transformation *Display *eCommerce *Mobile *Content Studio. *Social *Technology *Hosting & Management. *Search. 		

25	TamTam	Digital Agency	We develop digital experiences that put a smile on your face	<ul style="list-style-type: none"> *Search. *Service Design *Development *Strategy 	Netherlands	https://www.tamtam.nl/over/
26	Code D'Azur	Digital Agency	We create digital campaigns but also focus on services and products. We believe brands get noticed by understanding what drives their customers. They stand out with sustainable ideas that add value to the lives of people. Standing out requires top notch creativity. Fitting in requires clear strategic insights and leading-edge technical knowledge. That is why at CODE D'AZUR we merge Creativity, Strategy and Technology.	<ul style="list-style-type: none"> *Strategy *Creative *UX Design *Content *Technology *Analytics 	Europe	https://codedazur.com/about
27	Superheroes	Digital Agency	We are a full service, digitally native agency with a reputation for disruptive creative.	<ul style="list-style-type: none"> *Communication Strategy *Super Ideation *Data & Analytics *Social & UX *Design & Motion Graphics *Media Relations *Smart Retail *International Rollout *Tech Production *Innovation Lab 	Netherlands & USA	https://hellosuperheroes.com/about/
28	Orange Valley	Digital Marketing Agency	We're passionate about online marketing and aim to be the leading online marketing firm within the Netherlands.	<ul style="list-style-type: none"> *Online Strategy *Dashboard & Reporting *Search Engine Marketing *Online Advertising *Conversion Optimization *Web Analytics 	Netherlands	https://orangevalley.nl/en/services/
29	Adwise	Digital Agency	Adwise continually puts you and your online business results on the lead by connecting the best of different worlds. A huge knowledge of marketing & sales, business administration and internet technology, but with just the right expertise and tools to realize innovations and to work perfectly with existing systems.	<ul style="list-style-type: none"> *Internet Marketing Strategy *Website, shop & apps *Internet Campaigns 	Netherlands	https://www.adwise.nl/diensten/
30	Random Studio	Digital Production Agency	Random is an independent strategy and design studio that partners with brands to inspire and deepen meaningful relationships.	<ul style="list-style-type: none"> *Digital Experience&Product Design & Development *Consumer and B2B platforms *Omnichannel services *Conceptualising new formats *Social engagement *Film direction and editing 	Netherlands	https://random.studio/studio/

Appendix E



Appendix F

Brainstorming Session Plan

Problem Owner & Facilitator

Pervin Celik – Graduation Student

Participants

4 SPD students and 1 Deloitte Digital Employee (SPD Alumni)

The Expectations of the Problem Owner

- To ideate on the 'real' problem and the design challenge with the participants to get another opinion and to have a reality check with the literature and analysis findings.
- To ideate on the 7 formulated 'How 2 Questions' in order to get more ideas on the solution.
- To ideate on what would the expectations be of a particular target group (insights for the interaction vision)

Ice Breaker (6:40 – 6:50)

Never have I ever?

Material needed: 6 never have I ever cards related with the brand and DX misconceptions (triggering them to think about their opinions) , liquor bottle, food.

Introduction of the topic & personas

So guys, as you know my graduation project revolves around the topic of brand DNA model and digital transformation and how should brand DNA model influence digital transformation positively and eventually how do we get Deloitte Consultants to make this part of their mindset. So our target group consists of three different group of people actually who are the people taking part in digital transformation projects in different roles (show the scheme that was created). So if you could take a look in different personas to get a bit of an understanding. Are there any questions so far regarding my input, anything not clear for you in this information?

Material needed: Persona sheets (6 copies). The process definition and actor match sheet.

Collaborative Mind-Map & Discussion (7:00 – 7:20)

Then my first question is, why do we think that these people would not consider this knowledge in the first place? Why might it not be part of their mindset?

Material needed: A big sheet, post-its, pens

How 2 Questions Ideation (7:25 – 8:00)

Ideating on the previously formulated how to questions. Individually for 5 mins and then switching to the other, building up on the other ideas but also create your own is fine.

At the end every person is explaining the how 2 sheet that they end up with.

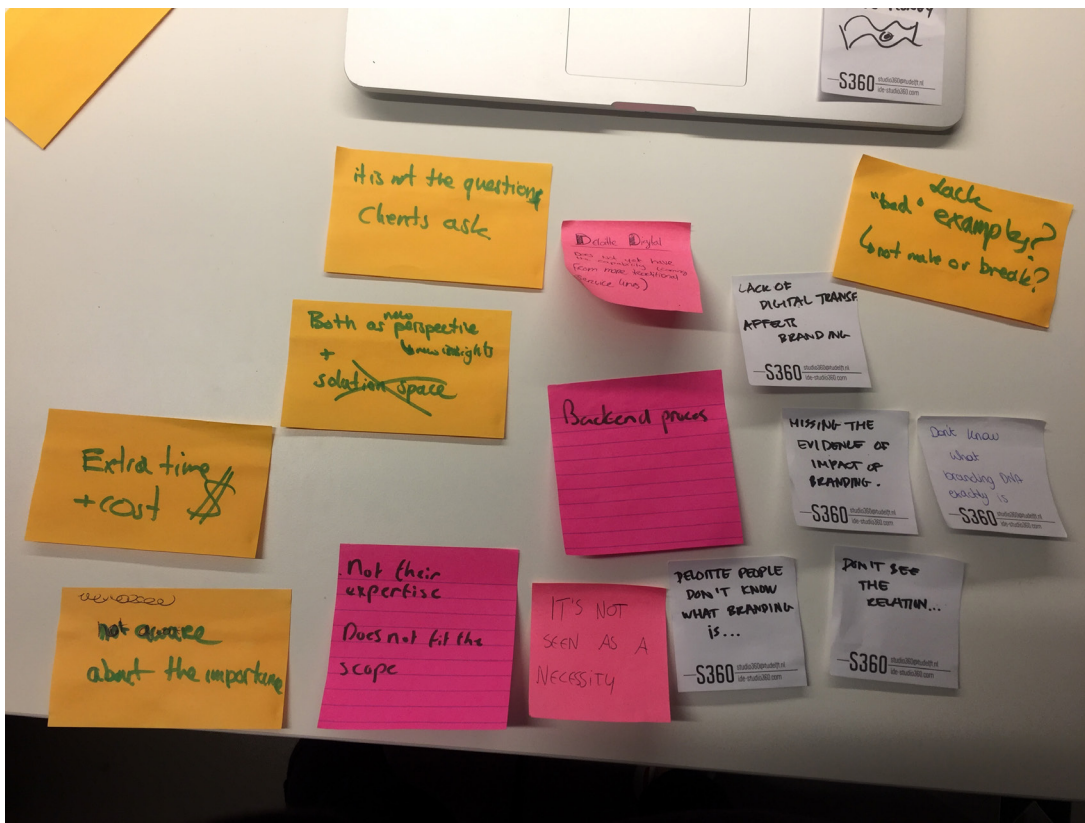
Material needed: How 2 sheets, post-its, pens

Interaction Vision Ideation (8:00 – 8:15)

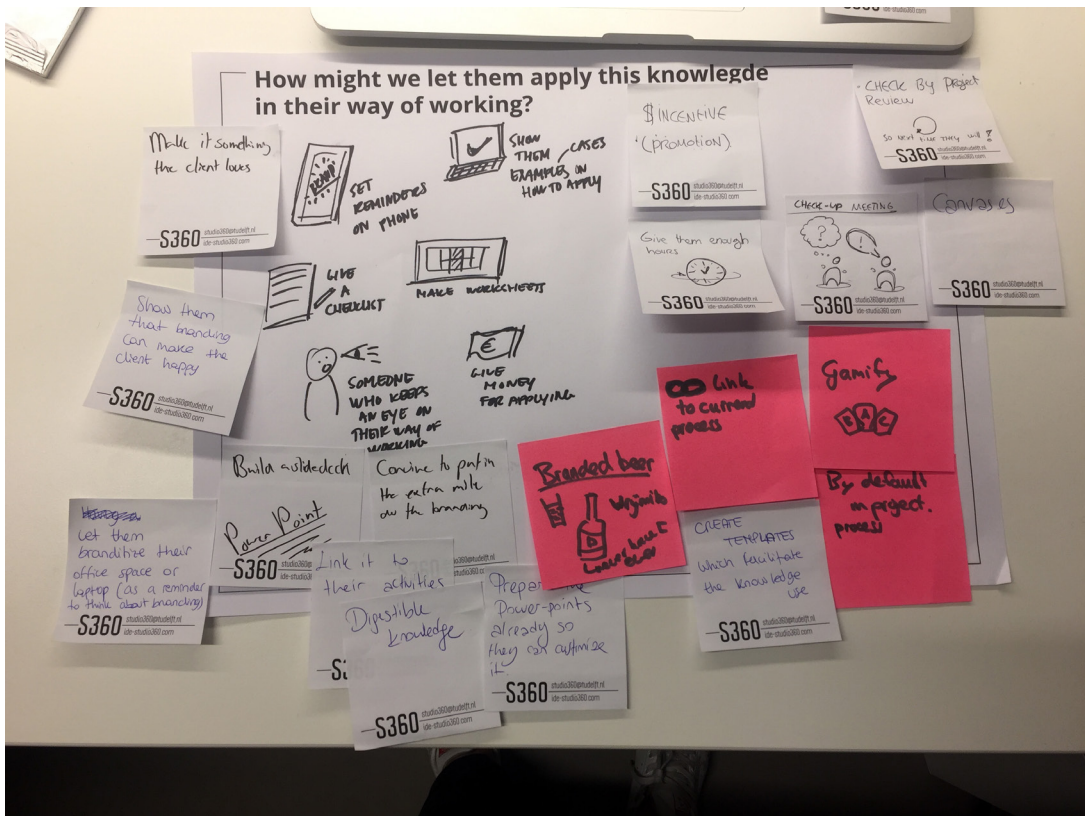
If we want to communicate such a knowledge to the particular persona what should be the emotions that we trigger in them?

Material needed: Emotion sheets per persona (?)

1) Ideation on the 'real' problem



2) Ideation based on the formulated seven how 2 question



How might we build or strengthen the client relationships?

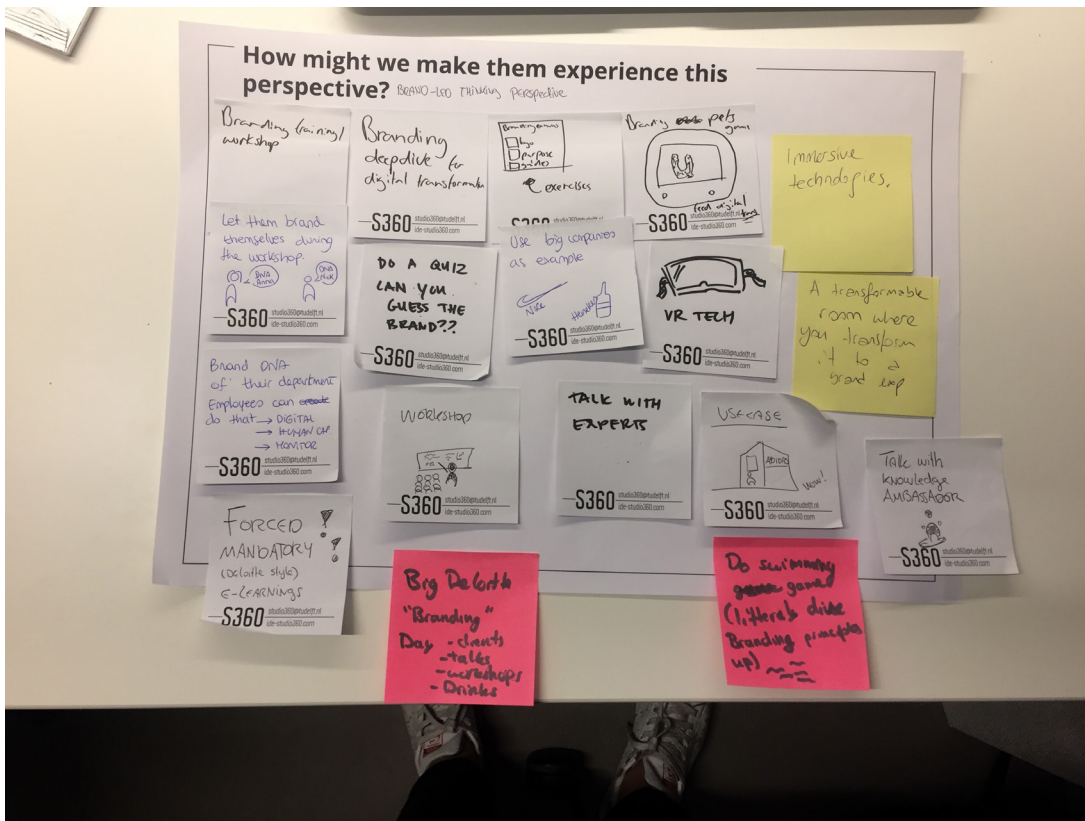
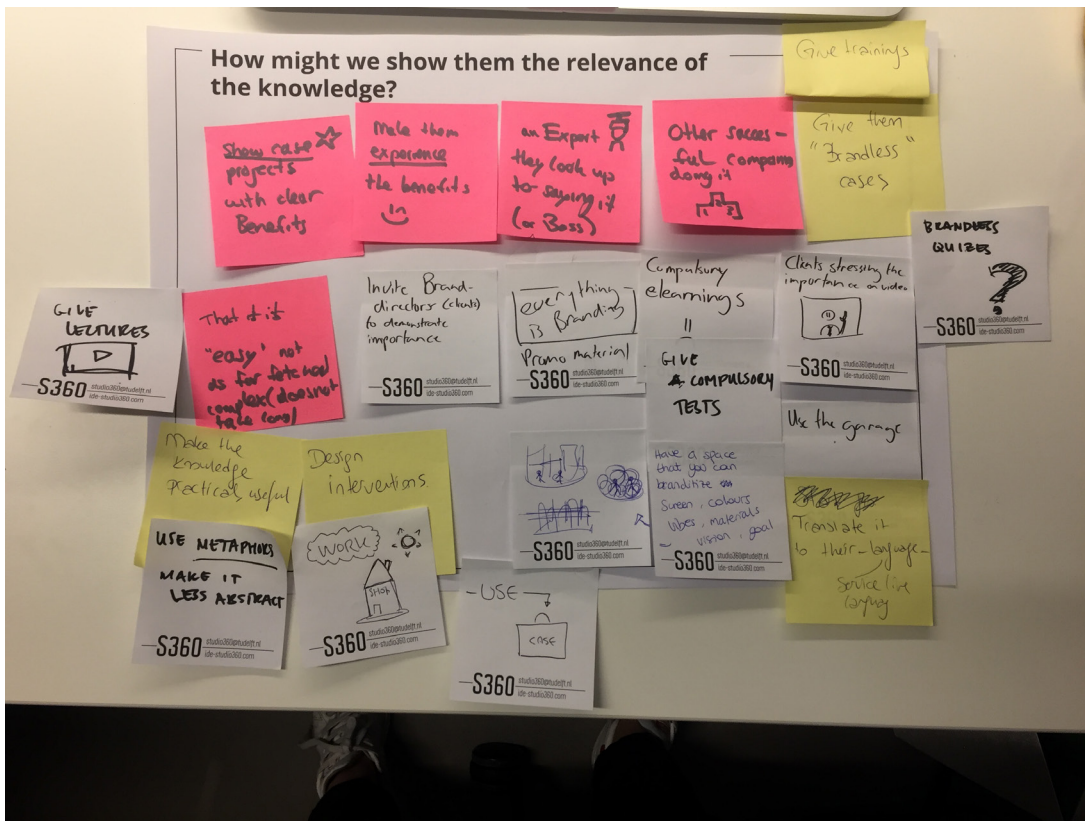
DELIVER TO CLIENT

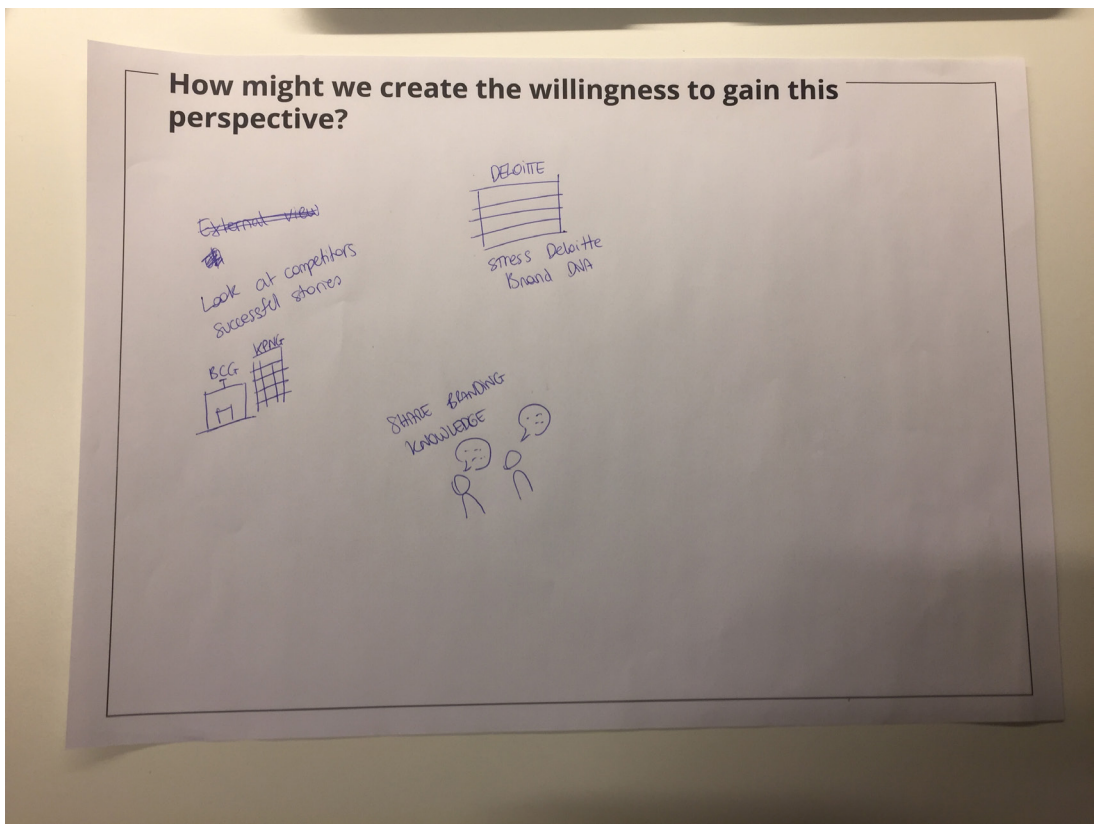
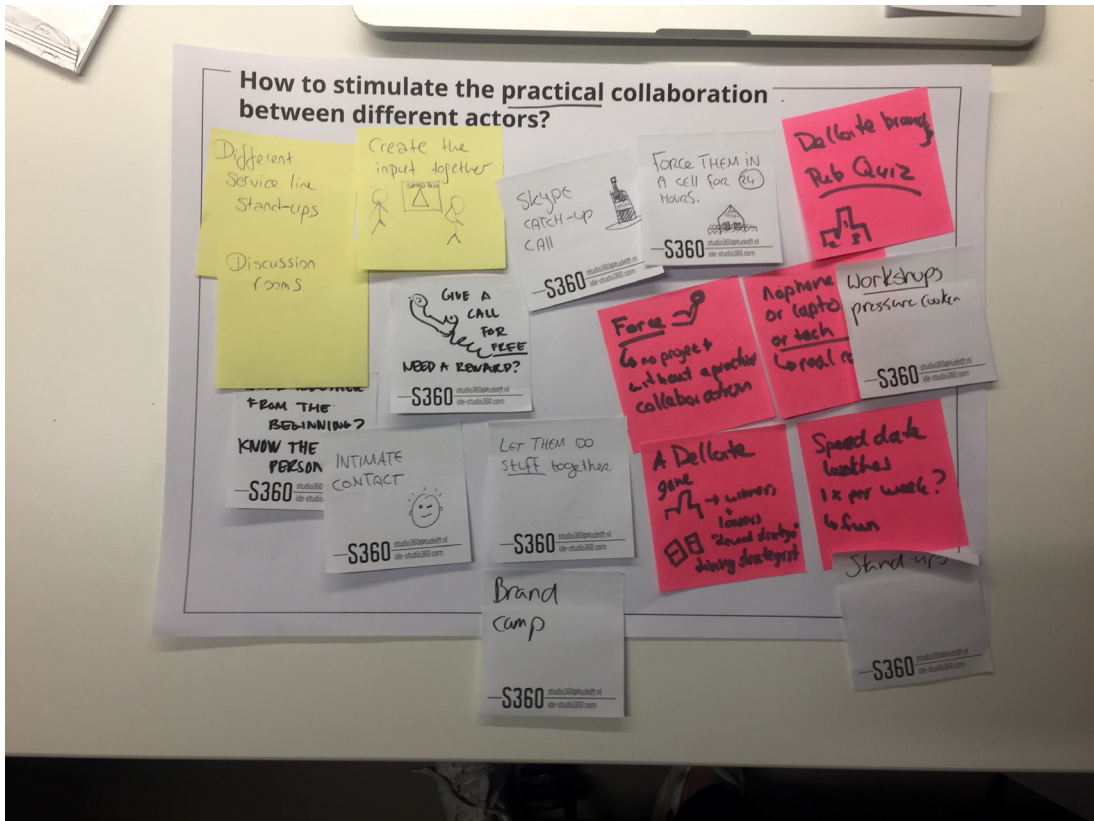
- Showcase to the client.
- BRAND DATA
- PEAK BEERS
- AMAZING SHOW THEM THE OPPORTUNITIES w/ THEIR PROJECT
- Greenhouse
- WIN TOGETHER, share leadership, take responsibility, understanding
- Show projects that aren't well
- ADIDAS STRATEGY
- WOW
- BRAND SPECIFIC ARTICLES, ACCESS, PERSON
- DO ACTIVITIES TOGETHER
- MARKETING EVENT
- GIVE PROPER COACHING -> BE TREATMENT -> LIVE ADVICE
- BE EMPATHIC TOWARDS CLIENT
- CO-CREATE TOGETHER THE GOAL OF THE PROJECT AND HAVE US ON
- CLIENT-RELATIONSHIP DEVELOPMENT PROGRAMME
- SHARING INTIMATE STORIES
- WOMAN LEADERSHIP DINNER
- AGULAR CONTACT (even busy) -> establish trust (even if they have to lose another)
- PROJECT NUMBER. Always collaboration
- Make the client look good, impress leadership with brand knowledge
- one on one personal contact
- CO-CREATE TOGETHER THE GOAL OF THE PROJECT AND HAVE US ON

How might we translate the knowledge to the different actors?

Brandry object at the edge

- By emphasizing benefits for both service line
- Easy (looking) in a visual way?
- maybe some financial facts that go with it, clarity or something
- By default in the process check?
- Video's explaining Brandry to, domains
- CO-CREATE together with the three departments
- USE SKETCHES visualizations are crucial
- SMART KNOWLEDGE ASSISTANT
- connected to an existing system (not aware)
- Choose showing them how.
- Make it modular so everyone can learn as much as they want
- "TALK" "TALK"
- INFO-GRAPHICS!
- HAVE AN ONLINE PORTFOLIO INSIGHTS SEND STUFF





Brainstorming Session Take-Aways

Ice-Breaker exercise: Participants found it nicely confronting.

First Part: To ideate on the 'real' problem and the design challenge with the participants to get another opinion and to have a reality check with the literature and analysis findings.

We ideated on the question of why consultants would not use brand led perspective in their project. And the participants mainly think that they might now know what exactly branding is, they might not see the relation, maybe they do not see it as a necessity, missing the impact, lack of the impact of the influence, because DD doesn't yet have the exact capability and they do not have the expertise. Lack of awareness was also considered as one of the problems. The fact that it would cost extra time for them and not considered as important so they do not see the point of knowing it. Also, another important point is that the clients are not really asking for it.

- Not knowing what branding is
- DD is formed by people who switched from other service lines to digital so the capability is not there.
- They do not see the connection with branding
- It is extra time and cost
- What did go wrong and branding people were brought in – he was curious (kaj)
- It is an assumption that branding is useful right? (anna)
- Lack of bad examples – doesn't go super wrong if you do not have the brand knowledge but it is nice to have (dasha)
- Hard to measure the impact
- Making it an extra requirement is gonna make the project infinitely more complex and expansive. And when people are doing their normal job they also need to know about branding and use it and etc while they supposed to do programming or sth
- Experience engine is focusing on getting the brand out there.
- Not a question that clients ask, so you need to sell something extra
-

Second part of the session was the how to's and the 7 how to's that I formulated sometimes were not clear for the participants. However, it was really fruitful.

.
. .
. .
. .

About the interaction vision, the important emotions for each particular persona group is defined. For the monitor person the important feelings were;

- Useful emotion
- Money
- Stress relieving
- Humourless
- Goal orientedness
- Confidence
- Relief/ease of mind
- Prick
- Superiority
- Less abstract/more powerful
- Make them feel even more successful

For the digital person;

- Competent
- Energized
- Inspired
- Excited
- Allows you to fly
- Both free and restricted

For the human capital person;

- Secure
- Meaningful
- Confidence, being able to boast
- Happy
- Fulfillment

Appendix G

Place an inspiring image behind the overlay that explains the trend

Place an inspiring image behind the overlay that explains the trend

Name of the trend

Short explanation

Source

Name of the trend

Short explanation

Source

consumer trends

Place an inspiring image behind the overlay that explains the trend

technology trends

Place an inspiring image behind the overlay that explains the trend

Name of the trend

Short explanation

Source

Name of the trend

Short explanation

Source

business trends

financial industry trends



Well-being

Paid attention to the health and well-being of all generations keeps increasing in the upcoming year.

Source: Deloitte Digital 2019



Digital Reality

Digital reality (DR) is the umbrella term for augmented reality, virtual reality, mixed reality, 360-degree, and immersive technologies. "Immersive" describes the deeply engaging, multi-sensory, digital experiences that can be delivered using DR.

Source: Deloitte 2018



consumer trends

Legislative Brands

In 2019, frustrated consumers will welcome LEGISLATIVE BRANDS: corporate interests using their significant power to call for, promote, and even impose laws that drive constructive change and make the world a better place.

Source: Trendwatching 2019



technology trends

Forgiving by Design

Post-purchase forgiveness is an important trend that businesses should keep an eye on. July 2017 saw UK-based financial tool Curve partner with Mastercard to allow customers to switch the credit or debit card used for transactions up to two weeks after the event.

Source: Trendwatching 2018

business trends

financial industry trends

[Type of the trend]

Trend Cards



Deloitte.
Digital

[Type of the trend]

Trend Cards



Deloitte.
Digital

[Type of the trend]

Trend Cards



Deloitte.
Digital

[Type of the trend]

Trend Cards



Deloitte.
Digital

Write the value here.

2019

Write the value here.

2019



Value Postcard

How does the future that you created affect the values? Unearth their meaning by what do they mean today and in the future context that you created.

Write down a couple of sentences as statements to send it to the future.



Value Postcard

How does the future that you created affect the values? Unearth their meaning by what do they mean today and in the future context that you created.

Write down a couple of sentences as statements to send it to the future.



Dystopian

What are the **worst** scenarios/events that we can expect from the future?



Utopian

What are the **most desirable** scenarios/events that we can expect from the future?

Write down the year in the horizon.

Foreseeing Futures

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

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.
- 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 exercise

Collaborative

Materials

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





Value Proposition

How to transform the value created and delivered? Are there new business models in the horizon?



Customer Experience

How to improve the customer experience? How to transform the customer touch-points?

Write the purpose here.



Processes

How to transform the internal processes to foster innovative culture?



Data Capability

What kind of data is needed? How to collect, analyze, manage and use the data?



Partnerships

Are there any partnerships in the horizon for us to deliver the promise?

Departing from the core

This step of the workshop is dedicated to create ideas for the future context defined. The purpose forms the departing point of ideation and five domains are defined to guide the group and ideas.



Instructions

- 1) Formulate the purpose of the brand into a 'How to' question
- 2) Write it in the middle.
- 3) Take the purpose as a departure point and ideate for domains.
- 4) Create the ideas for the future context that was defined earlier.
- 5) Use post-its to write down / draw the ideas.

Suggested time

15 mins per domain
Max: 75 mins

Type of exercise

Collaborative

Materials

- 1) Departing from the core sheet
- 2) Post-its
- 3) Pens/markers

