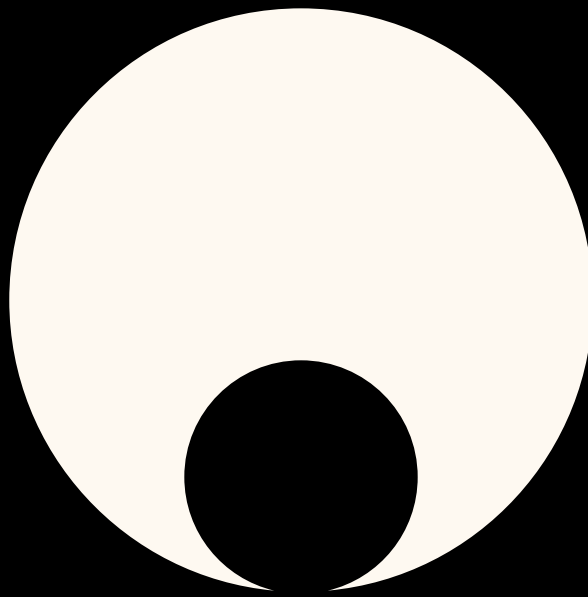# APPENDICES

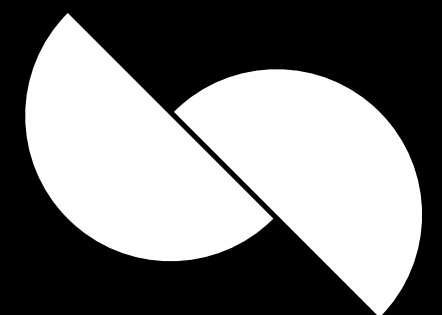**Master Thesis**
Msc. Strategic Product Design
Delft University of Technology

Bram Jansen

APPENDICES OVERVIEW

APPENDIX A: DESIGN BRIEF

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

Pinar Cankurtaran

Digitally signed by Pinar Cankurtaran
Date: 2022.10.25 11:54:38 +02'00'

chair _____ date _25_ - _10_ - _2022_ signature _____

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

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

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

( ) YES   all 1st year master courses passed

( ) NO   missing 1st year master courses are:

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

name _____ date ___ - ___ - ___ signature _____

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

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

Content: ( ) APPROVED ( ) NOT APPROVED

Procedure: ( ) APPROVED ( ) NOT APPROVED

comments

name _____ date ___ - ___ - ___ signature _____

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30   Page 2 of 7
Initials & Name   Jansen   Student number 4479882
Title of Project   Improving feedback during the brand identity formation process

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Personal Project Brief - IDE Master Graduation

Improving feedback during the brand identity formation process
project title

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

start date _17_ - _10_ - _2022_   _17_ - _04_ - _2023_ end date

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

This graduation project will take place from within the strategy department of Dentsu Creative (called Dentsu). A creative agency providing services on: brand positioning and identity, campaigns & activations, content & social and digital products and experiences. This project will particularly occur in the strategy department of brand positioning and identity.

The process of forming a brand identity with Dentsu is in the format of a sprint. A regular sprint is divided into the following 6 phases: research & discovery, brand positioning & architecture, brand Journey mapping, verbal Identity & naming, visual identity design and the brand identity roll-out.
As it is essential to understand each other during the creation of a brand identity. It is important to know the opinion of the client. Therefore there are several feedback rounds with the client for every phase. The duration of a sprint partially depends on the quality of this feedback between client and Dentsu. Naturally, this means Dentsu has a preference for structured, single-minded feedback that is easy to understand and implement. Because this eventually gives the best creative output and is cost and time efficient.

Currently this is not the case. The recieved feedback can be hard to understand and therefore hard to make actionable within future design and strategy iterations.

Therefore, the design department has great interests in the course of the project. As they eventually benefit from a proper form of feedback other then " I like it, but i don't love it", and an efficient cooperation with the client.

Being the ones having to give the feedback, all (identity and positioning) clients of Dentsu are stakeholders as well. In interviews they could provide me with potential opportunites. As they have knowledge of current positive and negative points. However, the biggest opportunity lays in previous e-mail contact with clients (~ 40 cases). To see how feedback is provided through the years, and what connections can be found based on presented material, feedback, and endresult.

The clients are also part of the limitations. As they can have issues to articulate their opinion, have trouble to align internally and have the urge to make sudden shifts in opinion between initial and written feedback. Which literally means it takes more time to understand eachother, while time is a big limitation.

An extra opportunity lays in the network of Dentsu. Because they have close connections with all other 'Dentsu Creative' agencies. It could be valuable to validate my hypothesis with agencies in other countries. To check wheter this is an unsolved phenonemon happening only at Dentsu Amsterdam or in the global creative industry.

space available for images / figures on next page

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30   Page 3 of 7
Initials & Name   Jansen   Student number 4479882
Title of Project   Improving feedback during the brand identity formation process
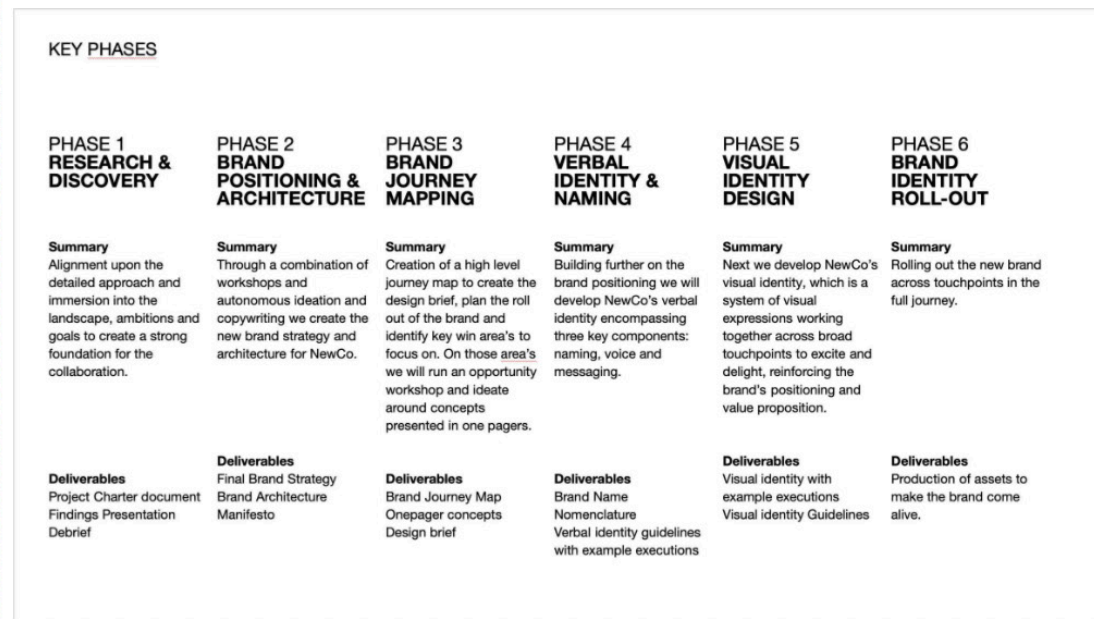
introduction (continued): space for images

KEY PHASES

PHASE 1 **RESEARCH & DISCOVERY**	PHASE 2 **BRAND POSITIONING & ARCHITECTURE**	PHASE 3 **BRAND JOURNEY MAPPING**	PHASE 4 **VERBAL IDENTITY & NAMING**	PHASE 5 **VISUAL IDENTITY DESIGN**	PHASE 6 **BRAND IDENTITY ROLL-OUT**
Summary Alignment upon the detailed approach and immersion into the landscape, ambitions and goals to create a strong foundation for the collaboration.	Summary Through a combination of workshops and autonomous ideation and copywriting we create the new brand strategy and architecture for NewCo.	Summary Creation of a high level journey map to create the design brief, plan the roll out of the brand and identify key win area's to focus on. On those area's we will run an opportunity workshop and ideate around concepts presented in one pagers.	Summary Building further on the brand positioning we will develop NewCo's verbal identity encompassing three key components: naming, voice and messaging.	Summary Next we develop NewCo's visual identity, which is a system of visual expressions working together across broad touchpoints to excite and delight, reinforcing the brand's positioning and value proposition.	Summary Rolling out the new brand across touchpoints in the full journey.
Deliverables Project Charter document Findings Presentation Debrief	Deliverables Final Brand Strategy Brand Architecture Manifesto	Deliverables Brand Journey Map Onepager concepts Design brief	Deliverables Brand Name Nomenclature Verbal identity guidelines with example executions	Deliverables Visual identity with example executions Visual identity Guidelines	Deliverables Production of assets to make the brand come alive.

image / figure 1:   The brand identity formation process at Dentsu
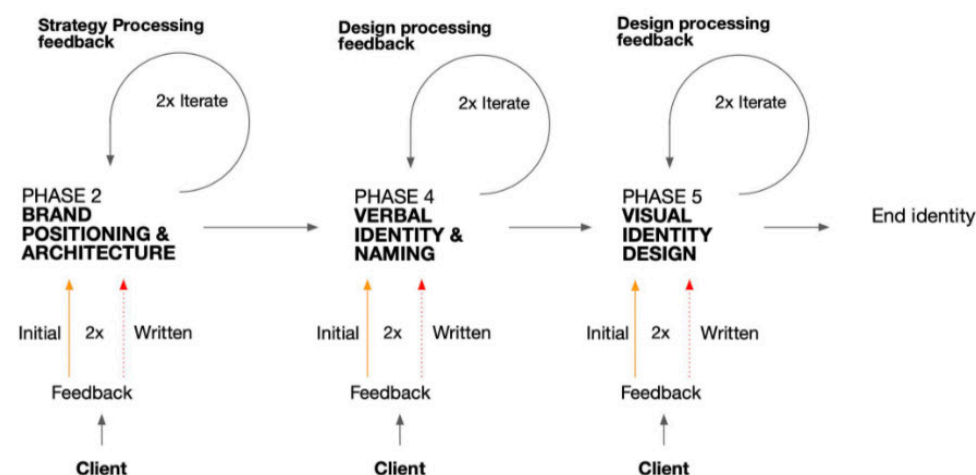
KEY PHASES OF FEEDBACK MENTIONED

image / figure 2:   Current feedback points in the brand identity formation process at Dentsu

6

PROBLEM DEFINITION **

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

The Problem definiton:
Clients of Dentsu Creative have issues to give actionable feedback in the process of creating a brand identity.

Issues to be adressed and solved:
- Clients have issues to express and articulate their opinion into feedback.
- Often, feedback of the client is not aligned internally.
- Clients sometimes shift their opinion between giving initial and written feedback.
- Clients give feedback on problems that are not relevant for creating the visual identity.
- The feedback issues occur during the strategic positioning phase and visual & verbal identity phase

Questions to be answered:
- How is feedback currently asked for, given and processed?
- Do clients experience the presentation of the Agency's side as clear?
- How can you deal with subjectivity in feedback?
- Does the time between initial and written feedback have impact on the quality of the feedback?
- How do design & strategy want the feedback to be structured?
- When should the feedback process be started?

The Strategic relevance of this research
Make feedback on brand identity actionable to improve efficiency and creative output

ASSIGNMENT **

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

I want to design an approach to make the feedback on the brand identity process actionable.

This approach will be in the form of a feedback canvas that gives the client a hold-on when articulating their feedback. It should guide the client with the use of a common language that results in clear and single-minded feedback for future iterations. It will be provided during an interactive session with the client.

As part of my assignment I will do a literature research of:
- Existing Feedback models or assessment methods in design
- Boundary objects used for communication or feedback
- Theoretical models for quantifying feedback/reviews

I will also do a review of the earlier mentioned available feedback files, to see what they presented, what the feedback was and how this was expressed in the iteration. Complementary to that I will have interviews with clients to find out about their positive and negative experiences with the feedback process. And with employees of the strategy and design department to identitfy how the feedback process works best for them.

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PLANNING AND APPROACH **

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

start date   17 - 10 - 2022   17 - 4 - 2023   end date
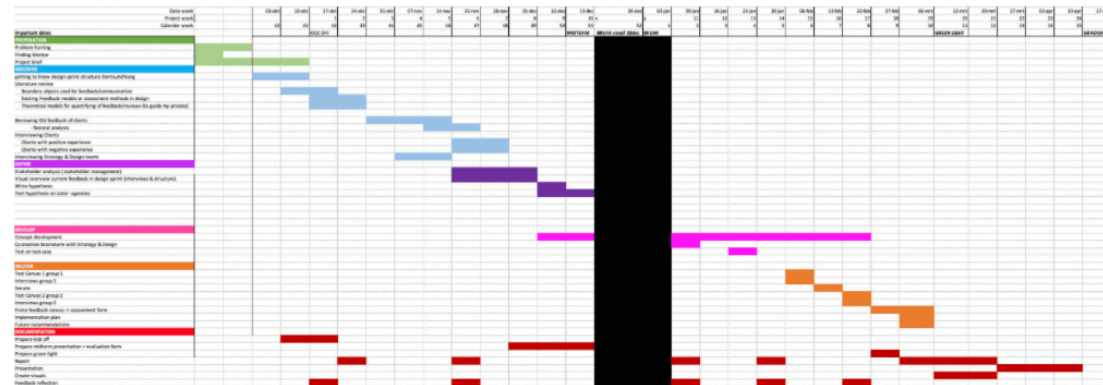
Please see the extra file for a larger and more readable chart

I will provide some detail and techniques I plan to use during the project.

Discover: In this phase I will do my literature review to immerse with existing feedback frameworks and read in on the use and creation of boundary objects and existing quant methods. Then I will do a qual and quant deep-dive in all the old feedback of clients at Dentsu (factorial analysis), and try to get insights through interviews with clients who had positive and negative experiences. Lastly, I will do interviews with the strategy & design teams to find out about their experiences and needs.

Define: In this stage I will do a stakeholder mapping to prioritize different stakeholders. And make a clear visual overview of how the feedback process currently operates (including all positive and negative insights from the discover phase). Then I will write the hypothesis based on the outcomes in the discover phase. To be able to start the development phase of the feedback canvas

Develop: Here I will develop the actual feedback canvas. I am planning to do a co-creation session with the strategy & design department. And then test the first version internally.

Deliver: This phase will be all about iteration based on testing the canvas on real life client cases and finalizing the feedback canvas including writing future recommendations.

Initials & Name   Jansen   Student number 4479882
Title of Project   Improving feedback during the brand identity formation process

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MOTIVATION AND PERSONAL AMBITIONS

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

I got into this project due to my elective internship. This was an internship at an advertising agency called Selmore. During these 6 months I found myself so interested with this industry. I decided I also wanted to graduate within branding and strategy. I see my previous experience as an advantage as I already got immersed in the world of advertising and it therefore takes me less time to get into it again. I think this is especially helpfull since this project will be focussing on a process both containing internal and external stakeholders. Because I have previous experience to work with marketing clients, and I know how advertising agencies are structured.

During the masters I have had gotten experience in gathering quantative and qualatitve data. Which will both be important to use. Due to interviews of clients and internal teams. And the use of quantative analysis to process all the old feedback. The course BPC has also given me a better understanding of what it means to create a brand identity. Which is in my opinion important as it is essential to know what the subject is about that you are trying to improve.

Personal learning ambitions:

-   Getting better in prepation of interviews with client/agency, to get the most out of it
-   In-depth knowledge on the creation process of Brand Identites
-   Getting better at scoping down to the core of a problem
-   Taking better notes of all insights I encounter.

FINAL COMMENTS

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

Initials & Name   Jansen   Student number 4479882
Title of Project   Improving feedback during the brand identity formation process

APPENDIX B: STAKEHOLDERS

Stakeholder roles
Dentsu Creative Amsterdam

Brand Strategist
Leads the research & discovery phase to lay a foundation for the brand--positioning and strategy. Is involved with all the workshops and journey-mapping and helps the designers when needed to translate the final strategy into a brand identity.

Makes iterations in the strategy based on feedback provided by the client.

Brand Designer
Is preferably involved from the beginning of the process to be immersed with the design-space created by the strategy.

Takes part in the brand journey mapping workshop and translates the signed off strategy into a verbal and visual identity.

Makes iterations in the design based on feedback provided by the client.

Project Manager
Is involved in all stages and meetings. The PM has contact with the client and plans all meetings & deadlines. Has the task to streamline the over-all process of a positioning or identity creation.

Recieves the feedback from the client and forwards it to the designers and strategist.

Sometimes needs to compile feedback to key takeaways or schedule a meeting to align client and designer/strategist when the feedback is too unclear.

Account Manager
Some tasks of the account manager and project manager are interchangeable. And sometime the account manager has the task of a project manager.

The account manager is essentially also there to steamline the project. But stays a bit more in the background on this job.

However, he/she is closely involved in all stages, especially to maintain a good relationship with the client.

Account managers have their own 'accounts' or 'clients'. And build up a relationship with the client. While the project manager is not always the same with one client.

P&I MT member
Involved in all stages, maintaining a relationship with the client. And having a last check on work before it is presented to the client.

Goes into discussion with a client when the feedback starts to dis-align too much with the brief or earlier provided feedback. Informs that choices have to be made as this often results in a longer BICP and therefore higher costs.

Besides, busy with new business acquisition.

Client (potential stakeholders involved)

Client marketing team
Involved in the whole process, taking part in the workshops to give their perspective and insights.

Give feedback on presented work. And eventually sign-off the different stages. Often consists out of a lot of different expertises.

Sometimes several marketing teams are involved. This can be the case when it is an international client with teams deployed all around the globe.

Client contact person
Involved in the whole process, stays in touch with DCA as main contact from the marketing team.

Sometimes compiles all given feedback into 1 communual feedback document before sharing it with DCA.

Owner/founder
Not always involved in the process. When involved can have a very strong influence, which needs extra attention to manage as it shouldn't take the overhand.

Feedback can often be very controlling and strongly opinionated.

Others
As it really depends on the project there is a big group of other potential stakeholders.

For example:
Sometimes clients involve their users to give feedback on the project. Or other employees of the company. Who have no specific expertise with brand-building.

APPENDIX C: PROJECT DIRECTORY & FORMS

	A	B	C	D	E	F	G	H
1								
2	Delivered	Client	Contactpersoon	Contact Of Client	Link to Feedback Document		Link to Drive folder	
3								
4		**Pack**	Joeri/Gerben		Pack feedback		Pack folder	
5		**Crisp**	Joeri/Gerben		Crisp feedback		Crisp folder	
6		**Check**	Joeri/Gerben		Check feedback		Check folder	
7		**Catawiki**	Joeri		Catawiki feedback		Catawiki folder	
8		**Fabienne Chapot**	?		Fabienne Chapot feedback		Fabienne Chapot folder	
9		**Fietsenwinkel.nl**	Joeri?		Fietsenwinkel.nl feedback		Fietsenwinkel.nl folder	
10		**Vinobox**	Joeri		Vinobox feedback		Vinobox folder	
11		**Someday**	Joeri/Carolina		Someday feedback		Someday folder	
12		**Liminal**	Joeri		Liminial feedback		Liminial folder	
13		**Zigzag**	Joeri		ZigZag feedback		ZigZag folder	
14		**Peaks**	Lieke		Peaks feedback		Peaks folder	
15		**Propel**	Lieke		Propel feedback		Propel folder	
16		**GLS**	Joeri/Ralph		GLS feedback		GLS folder	
17		**Mediacollege**	Lieke/Carolina		Mediacollege feedback		Mediacollege folder	
18		**Brain Research Center**	Lieke		Brain research center feedback		Brain research center folder	
19		**STAR**	Serge		STAR feedback		STAR folder	
20		**TSG**	Serge		TSG feedback		TSG folder	
21		**Sola**	Eveline		Sola feedback		Sola folder	
22		**Vormats**	Lieke		Vormats feedback		Vormats folder	
23		**Wereldhave**	Serge		Wereldhave feedback		Wereldhave folder	
24		**Zorgwerk**	Eveline		Zorgwerk feedback		Zorgwerk folder	
25		**Inner Circle**	Gerben		Inner circle feedback		Inner circle folder	
26		**3FM**	?		3FM feedback		3FM folder	
27		**Shuttel**	?		Shuttel feedback		Shuttel folder	
28		**Scheidegger**	Gerben		Scheidegger feedback		Scheidegger folder	
29		**Swapfiets**	Gerben/Dirk Jan		Swapfiets feedback		Swapfiets folder	
30		**Trunkrs**	Gerben		Trunkrs feedback		Trunkrs folder	
31		**Lacent**	Gerben		Lacent feedback		Lacent folder	
32		**Archwey**	Carolina		Archwey feedback		Archwey folder	
33		**Plastic Bean**	Carolina		Plastic Bean feedback		Plastic Bean folder	
34		**Envision**	Carolina		Envision feedback		Envision folder	
35		**Bada'el**	Polina		Bada'el feedback		Bada'el folder	
36		**Four Leaves**	Polina/Carolina		Four leaves feedback		Four leaves folder	
37		**Dimenco**	Joeri		Dimenco feedback		Dimenco folder	
38		**Findhotel**	Lieke/Joeri		Findhotel feedback		Findhotel folder	
39		**Frits**	Gerben		Frits feedback		Frits folder	
40		**FROMMARS**	Gerben/Chris		FROMMARS feedback		FROMMARS folder	
41		**KIZI**	Nine		KIZI feedback		KIZI folder	
42		**Lumion**	Carolina/Polina		Lumion feedback		Lumion folder	
43		**Waaqa**	Lieke / Joeri		Waaqa feedback		Waaqa folder	

Figure: Directory with old feedback cases

Client: …

- **Content of this document**

Feedback on strategy

- *Round 1*
- *Round 2*
- *Round 3*
- *Round 4*

Feedback on visual identity

- *Round 1*
- *Round 2*
- *Round 3*
- *Round 4*

Feedback on verbal identity

- *Round 1*
- *Round 2*

All tables will extend in size automatically. So it is possible to paste any amount of feedback under the designated title. If there are any PDF's or other documents that are not linkable. Please drag them in the same google drive folder as this document is in: ,and select: '**Separate file in Drive' in the dropdown menu.**

If there were only 1/2/3 rounds of feedback. You can leave the remaining spaces blank.

Again a big thanks for your time and collaboration!!

Bram

Figure: Survey to collect the old feedback cases

Feedback on strategy

Feedback Strategy Round 1

Link to Presentation deck 1:

Link ▾

Link to round 1 feedback deck, PDF, or other file:

Link ▾

Feedback from E-mail contact round 1:

Feedback Strategy Round 2

Link to Presentation deck 2:

Link ▾

Link to round 2 feedback deck, PDF, or other file:

Link ▾

Feedback from E-mail contact round 2:

Figure: Survey to collect the old feedback cases

APPENDIX D: DATA - CLUSTERS & PATTERNS

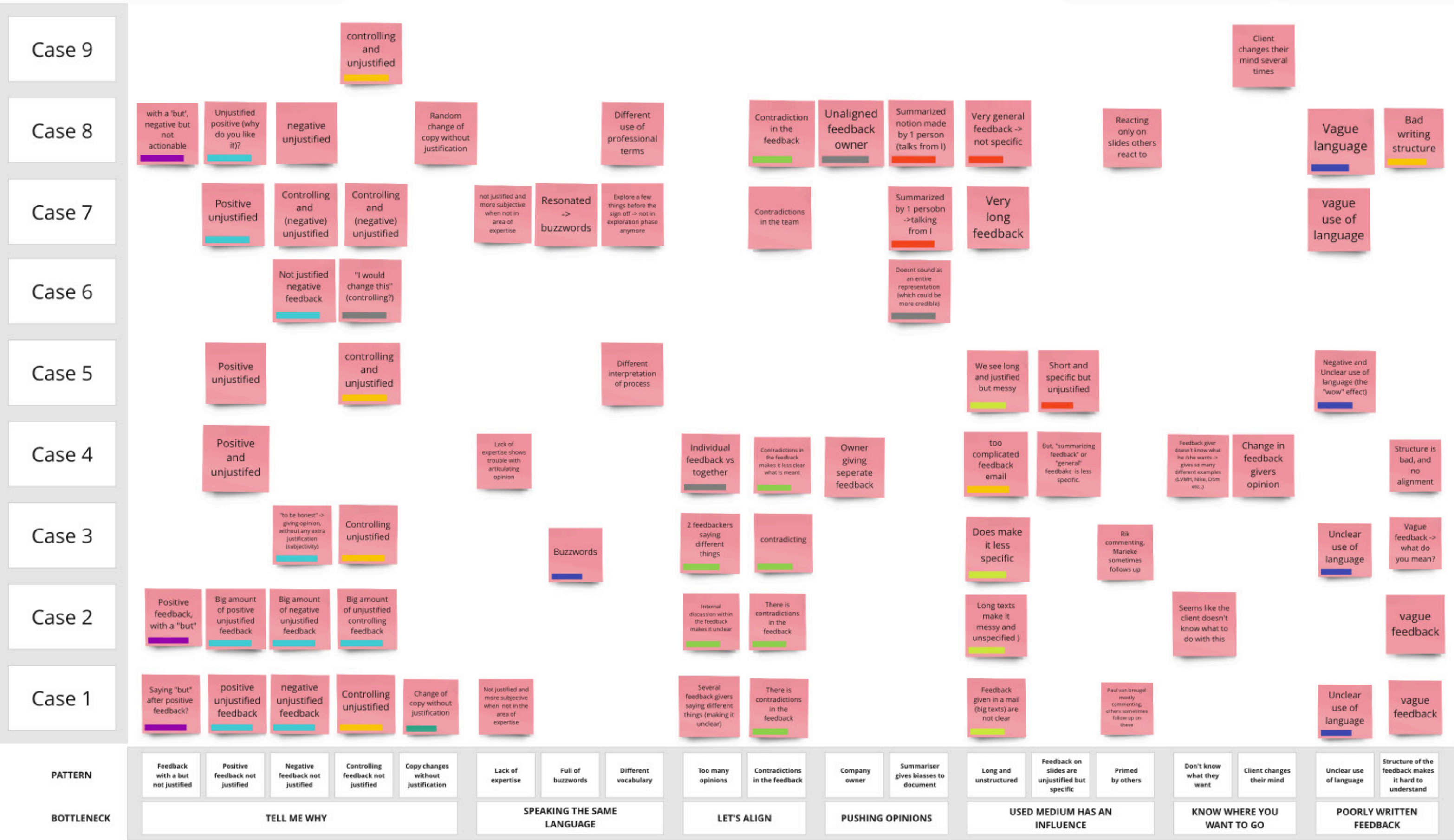| Case	Feedback with a but not justified	Positive feedback not justified	Negative feedback not justified	Controlling feedback not justified	Copy changes without justification	Lack of expertise	Full of buzzwords	Different vocabulary	Too many opinions	Contradictions in the feedback	Company owner	Summariser gives biasses to document	Long and unstructured	Feedback on slides are unjustified but specific	Primed by others	Don't know what they want	Client changes their mind	Unclear use of language	Structure of the feedback makes it hard to understand
Case 9				controlling and unjustified													Client changes their mind several times		
Case 8	with a 'but', negative but not actionable	Unjustified positive (why do you like it)?	negative unjustified		Random change of copy without justification			Different use of professional terms		Contradiction in the feedback	Unaligned feedback owner	Summarized notion made by 1 person (talks from I)		Very general feedback -> not specific	Reacting only on slides others react to			Vague language	Bad writing structure
Case 7		Positive unjustified	Controlling and (negative) unjustified	Controlling and (negative) unjustified		not justified and more subjective when not in area of expertise	Resonated -> buzzwords	Explore a few things before the sign off -> not in exploration phase anymore		Contradictions in the team		Summarized by 1 persobn ->talking from I	Very long feedback					vague use of language	
Case 6			Not justified negative feedback	"I would change this" (controlling?)								Doesnt sound as an entire representation (which could be more credible)							
Case 5		Positive unjustified		controlling and unjustified				Different interpretation of process					We see long and justified but messy	Short and specific but unjustified				Negative and Unclear use of language (the "wow" effect)	
Case 4		Positive and unjustifed				Lack of expertise shows trouble with articulating opinion			Individual feedback vs together	Contradictions in the feedback makes it less clear what is meant	Owner giving seperate feedback		too complicated feedback email	But, "summarizing feedback" or "general" feedback is less specific.		Feedback giver doesn't know what he /she wants -> gives so many different examples (LVMH, Nike, DSm etc.)	Change in feedback givers opinion		Structure is bad, and no alignment
Case 3		"to be honest" -> giving opinion, without any extra justification (subjectivity)		Controlling unjustified			Buzzwords		2 feedbackers saying different things	contradicting			Does make it less specific		Rik commenting, Marieke sometimes follows up			Unclear use of language	Vague feedback -> what do you mean?
Case 2	Positive feedback, with a "but"	Big amount of positive unjustified feedback	Big amount of negative unjustified feedback	Big amount of unjustified controlling feedback					Internal discussion within the feedback makes it unclear	There is contradictions in the feedback			Long texts make it messy and unspecified)			Seems like the client doesn't know what to do with this			vague feedback
Case 1	Saying "but" after positive feedback?	positive unjustified feedback	negative unjustified feedback	Controlling unjustified	Change of copy without justification	Not justified and more subjective when not in the area of expertise			Several feedback givers saying different things (making it unclear)	There is contradictions in the feedback			Feedback given in a mail (big texts) are not clear		Paul van breugel mostly commenting, others sometimes follow up on these			Unclear use of language	vague feedback
BOTTLENECK	TELL ME WHY					SPEAKING THE SAME LANGUAGE			LET'S ALIGN		PUSHING OPINIONS		USED MEDIUM HAS AN INFLUENCE			KNOW WHERE YOU WANT TO GO		POORLY WRITTEN FEEDBACK	

Figure: Table showing the patterns related to the old feedback cases and their bottlenecks

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17

APPENDIX E: ANALYSED DATA

Cluster 1 (1/2): Not telling us why

Clients might comment on what they like or don't like but seem to miss the essential part about telling why this is the case. Even when changing whole lines of copy. Any form of justification is often absent in the feedback. When this is not clear, it can not be considered in the design's next iteration. This entire cluster can be connected to the theoretical feedback model as it gives the guideline for the feedback message to be justified (1).

Cluster 1	Positive feedback	Negative feedback	Feedback with a 'but'
Definition	Positive feedback is often not justified.	Negative feedback is often not justified.	Feedback containing "but" is often not justified.
Elaboration of pattern	It is not clear why the feedback giver likes something. When this is not clear, it can not be considered in the design's next iteration. The specific part the feedback giver likes might be changed again.	Just like with positive feedback, not knowing why specific elements are not liked makes it hard to consider for the next iteration.	Feedback containing a but is a specific kind of feedback as it often includes positive and negative feedback. By not justifying both statements, the feedback becomes ineffective.
Illustrative Quote	"geweldig"	"opinion: don't like"	"mooi, maar past niet binnen route 1"
Explanation Quote	Although this feedback is positive, it does not say anything. What is good? And why do you think this is the case?	To ensure the same mistakes are not made again, it would be beneficial if the feedback giver writes what they don't like and why they don't like it.	With a combination of positive and negative feedback, questions pop up. Why is it pretty? And why does it not fit within route 1?

Cluster 1	Controlling feedback	Copy Changes
Definition	Controlling feedback is often not justified.	Copy is changed without justification..
Elaboration of pattern	Although controlling feedback is seen as necessary in the feedback process (5), without justifying controlling feedback, it is harder for the reader to accept the feedback.	Changing literal copy in the slides without telling why is a specific kind of controlling feedback. This creates friction and makes the feedback hard to accept because the receiver is an expert on the topic, getting improved work back from a novice.
Illustrative Quote	""has to be different""	"Kleine aanpassing in tekst gedaan"
Explanation	The quote specifically says something has to be changed. But there is no justification or explanation for why this is the case.	The copy changes made are not justified. It doesn't say anything about what changes they made or why they made them—making it hard to understand the client's thought process. See the visual below for a concrete example

Cluster 2: Can't speak the same language

The data analysis showed two patterns concerning feedback givers having trouble articulating their opinion into feedback. This makes it hard for them to write what they mean and for DCA hard to understand. In theory, the agency and the client speak a different language. This cluster links closely to the literature about novices who don't know how to properly articulate their opinion due to a lack of expertise (Ngoon et al, 2018), which can also explain why some clients start using buzzwords. The different use of vocabulary can be due to the clients' different backgrounds as opposed to the agency (Deininger et al, 2019).

Cluster 2	Lacking expertise	Buzzwords	Different vocabulary
Definition	The feedback giver lacks expertise.	The feedback is full of buzzwords.	Clients have different perspectives on specific terms or words.
Elaboration of pattern	The more the feedback object moves away from the expertise of the feedback giver. The more the feedback is justified by "feeling". This shows the lack of vocabulary and expertise to give feedback on a certain design or strategy aspect.	Unspecific buzzwords or sentences make it hard to use the provided feedback effectively, especially if no further explanation is involved.	The feedback givers use different words for the same problem or interpret certain words/processes differently.
Illustrative Quote	"we believe we don't have to mention this, and we feel the text is stronger without"	"clean sheet sentence doesn't resonate"	"I wanted to ask you to explore a few more things before the final sign off"
Explanation	Due to the use of words like believe and feeling to justify their choices. It is not clear what they mean. Why do they feel the text is stronger without it? This quote belonged to a very novice client	It is entirely unclear what the clean sheet sentence does not resonate with. don't like it.	The exploration phase had finished a long time ago already. But the client had a different interpretation of how steps in the process are executed, causing miscommunication in the feedback.route 1?

Cluster 3: The client is not internally aligned

Feedback comments are not often not aligned with each other. This might be the case because they have different opinions. Unaligned feedback can be contradicting comments in the feedback or multiple feedback givers giving slightly nuanced comments in one document.This cluster links to the feedback characteristic in the framework that feedback has to be aligned (2) to be effective.

Cluster 3	Contradicting	Too many individuals
Definition	There are pure contradictions in the given feedback	People give different feedback on the same subject.
Elaboration of pattern	Different people might give feedback on one document or one slide. In this pattern, these people give contradicting feedback on the same point. Making it unclear for the reader which feedback to take into consideration.	Feedback givers might also have the same opinion but write it down differently or just have a different nuance. This phenomenon gives the impression of splintered feedback and doesn't create much clarity. Besides, this feedback is often accompanied by the names of the feedback givers, which can potentially cause a conflict of interest due to hierarchy. Whom does the designer listen to?
Illustrative Quote	"Jeroen: like the wording, Maria :complete dislike"	"Rik: we like to shape places, maybe change like into want?" "Marieke: shape places that help.. veranderen in support"
Explanation	With this contradiction in the feedback it is completely unclear what to follow.	Although the feedback is given on the same object and touches upon the same elements. They have different nuances.

Cluster 4: Owners pushing their opinion

Ownership of the problem can produce difficulties and biases, whether you are the contact person or the company founder. The feeling of ownership might put you in the position you push through your own opinion instead of contributing to a team effort. This cluster focuses on the company owner and contact owner. The cluster links to the second part of the theoretical framework. Which is about the feedback giver who should not have too much psychological ownership of the idea. (2)

Cluster 4	Owner /founder	Summariser
Definition	The company owner has a very controlling opinion	A feedback document can contain biasses of the summariser
Elaboration of pattern	When the founder or company owner is involved, they show a pattern of having a very controlling way of giving feedback. Psychological ownership of a product can make it harder to "pivot" away from the initial idea. This opinion can make the feedback ineffective as it limits the creative process and does not reflect the whole team's opinion. This may add extra rounds to the process that would not have been necessary.	When feedback from several feedback givers is summarised into one document, this is often done by one person. Most likely, this is the employee DCA has contact with during the BICP. In this pattern, the summarised feedback still involves feedback written from the "I" perspective, pushing his/her opinion in the feedback.
Illustrative Quote	From the owner: "the below text should give more feeling of what we are seeking for archwey"	Written in a summarized document: "I would be in favor of changing the font that is part of the logo depending on the route we pick"
Explanation	The owner talks from the 'we' perspective, While it is his opinion. This makes it difficult for the strategist to decide whom to listen to.	A personal preference in a summarised document can extend the creation process if the rest of the team does not agree with this opinion.

Cluster 5 (1/2): The used medium has an influence

The medium used influences the effectiveness of the feedback. As different mediums show patterns of specific characteristics. Each have their pros and cons.

Cluster 5	Long, unspecific	Specific, not justified
Definition	The feedback in a long summarised text is not specific but often justified	Feedback on slides is unjustified but specific
Elaboration of pattern	When feedback is provided in long, mostly summarised texts like e-mails or pdfs. They are often not specific. The feedback is written very broadly, making it less effective. However, what is written, is often more justified.	The feedback is very specific when feedback is provided in short comments directly on slides. However, what is written, is mostly not justified.
Illustrative Quote	"Perhaps less about pointing towards what is done wrong and goes wrong but more towards leading by innovation and inspiration"	"mooi," "nee"
Explanation	This quote comes from a summarised feedback document. It gives feedback in a very broad and unspecific way.	These comments are very specific on one slide and, thus, clear about what they are meant for. But they don't give any justification.

Cluster 5 (2/2):

Cluster 5	Primed by others	Messy summaries
Definition	The company owner has a very controlling opinion	Feedback givers react to what other reacts within slides
Elaboration of pattern	Feedback givers react on specific slides other colleagues have already given feedback on. This makes the feedback less holistic and influences the actual content of the feedback. Giving feedback is sometimes influenced by an internal political game, making the feedback less honest and valuable.	Another pattern seen within long texts is a lack of structure. It can be different projects, people, opinions, and arguments in one text.
Explanation	Often, long summarised feedback documents are messy. They are broad and all over the place. In this example, there is even feedback on two different brands in the same document. The illustrative visual can be seen below	Feedback is given on one slide by four people and on the other by no one. While the slides are in the same deck with the same 'overview' purpose of the visual identity. The illustrative visual can be seen below
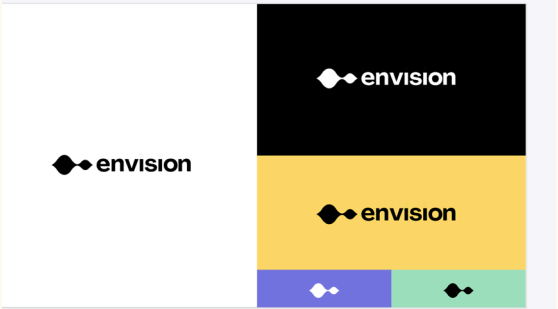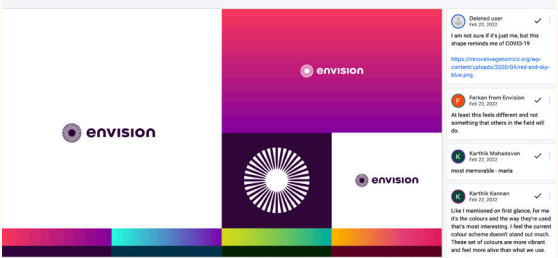
Cluster 6: Clients don't know where to go

To work towards one final identity, knowing where you want to go is important. As you otherwise end up with different feedback and opinions every session.

This can become very inefficient. Cluster 5 shows the two main problems concerning this bottleneck.

Cluster 6	No direction	Change of mind
Definition	The client doesn't know what they want	The client changes their mind between two feedback rounds
Elaboration of pattern	When clients do not have a clear idea of where they want to go, it is hard for them to give specific feedback. This can result in feedback that does not align with the previous feedback in consecutive phases of the feedback process. This makes work go to waste.	Sometimes, clients might know exactly what they want, but they change their minds completely between two feedback sessions.
llustrative Quote	Presentation 1: "for archwey, please have a look at the attached image of LVMH, clear, corporate, yet appealing and bold" Presentation 3: "Sjoerd agrees that he misses actionability - his examples were Nike & Gilette, Apple - Think Different"	Presentation 1: " Love the plastic bag story & the key insight Presentation 2: "Archwey is not going in the right direction as it is too much focussed on one item "plastic" and too narrowed down"
Explanation	The feedback does not steer in a clear direction. Moving from one example to the other and giving broad brand descriptions.	When clients change their opinion very radically, old work goes to waste. By deciding they like plastic in week one, but hate it in week two. The previously given feedback has low to no value.

Cluster 7: Poorly written feedback

To be able to give proper and understandable feedback. It is essential to structure your sentences and ensure the grammar and language use is correct. This is certainly not always the case. The feedback is, therefore, confusing to the reader and takes extra time to encode.

Cluster 7	Bad wording /grammar
Definition	The used language or words makes the written feedback unclear.
Elaboration of pattern	The feedback giver might say something valuable and have a good justification. But the structure of the sentence, text, or wording makes it hard to follow what they mean. This makes it harder to encode and interpret the feedback.
Illustrative Quote	"The looping nature of this I think goes against our promise that EG's get you FROM and TO easily"
Explanation	It took several tries to understand the meaning of this sentence. Making the feedback process less efficient. It is always beneficial if it is easy to understand what someone means.

APPENDIX F: RATIONALES

Rationale avenue 1:

"People don't buy what you do' they buy why you do it". As Simon Sinek has imprinted in our heads. It is essential for a business to know why they do something. Or in our case, for Dentsu to know why a client does something. As clients often give feedback on what they do, or do not like, but seem to have issues telling us why this is the case. Comments such as: " Opinion: Don't like it ". Do not shine any light on what is the reason behind this opinion. It might give a short-term and time-efficient way of giving feedback. But by including a reason, we can understand each other and the mistake can be prevented in the future. However, in order to fully explain yourself. The written feedback needs to make sense. So the client might know why. But maybe doesn't take the time or struggle to explain themselves resulting in poor writing and ineffective feedback.

Rationale avenue 2:

"Looking at the same file does not necessarily mean you are aligned" On the contrary, clients from one team often have different opinions. This may be because of differences in expertise, the ability to accept change, missing essential information, or the amount of feeling of ownership. All these factors might result in different feedback. This is natural and makes sense, but providing different opinions in one feedback file makes it hard to differentiate or even 'choose' which one to follow. It is therefore essential to align your feedback and send a single-minded document as a client. It is to be noted that the way feedback is provided/asked has an influence on this process. As summarized documents are generally more single-minded than personal feedback given directly on the presented document. This shows an easy possibility in the design space to physically have an influence on the way the feedback message is delivered.

Rationale avenue 3:

"All meanings, we know, depend on the key of interpretation" (George Eliot). And everyone has different interpretations. This makes it hard to know what Dentsu read in the feedback means the same as what the client meant when writing the feedback. To solve this issue it is possible to do a debrief on the delivered feedback. Writing in your own words what you think the received feedback actually means. In their turn, the client can react to this debrief. Either by agreeing or making adjustments. In the context of a creative agency, ideally, this is done by someone who does not have any personal investment in the delivered creative work and therefore has no problems accepting the feedback. In other words, someone who can mediate between creatives and clients from a middle ground.

Rationale avenue 4:

Clients sometimes change their opinion from one day on the other. Liking an idea on Monday, disliking it on Tuesday and changing back on Wednesday. This way of working does not exactly give an effective feedback process. As it takes a lot of modifications and therefore inefficient use of time. It is essential to find out whether this has to do with really changing your mind. Or having no clue of direction in the first place.

APPENDIX G: FEASIBILITY X IMPACT SCORES

Why is some feedback less/not effective	Impact		Feasibility
	Frequency the problem occurs	Amount solving the problem will make the actual feedback message more effective	Amount of ownership
primed by each other	6	5	6
Feedback on slides unjustified	8	10	9
long texts is not specific	7	8	7
biasses from summarizer	2	5	6
Messy summaries	6	8	8
Unclear use of language	3	4	6
The client changes their mind	4	9	2
The client doesn't know what they want	7	10	2
Company owner	3	7	4
multiple feedback givers	7	8	8
contradictions in feedback	6	8	8
Negative feedback is often not made actionable	8	8	7
The feedback is full buzzwords	5	7	5
the feedback giver has a lack of expertise	9	9	7
Copy Changes	4	7	8
The given feedback is not justified	7	10	8
Feedback containing a "but" is often not justified	5	8	9

APPENDIX H: DESIRED OUTCOMES

Tool based:

- The design should be easy to use, as feedback is given on regular basis. And the client needs to have the feeling they want to use the tool. (Company insight)

- The design should quite literally take the client by the hand in the process. As it should be self-explanatory what they have to do during the process. (Analogy)

- The design has the educate the client on effective feedback. Giving proof of concept. Convincing the client why it is necessary to use the tool, without being patronizing (analogy)

Output based:

- The output includes positive and negative feedback. This is essential to shine a light on the full spectrum of the feedback. (Literature)

- The output includes questions from the client, showing their confusion. This gives a better understanding of the thought process of the client. (Literature)

- The feedback is not (negatively) influenced by the used medium

- The completeness of the feedback is not influenced by others (data)

APPENDIX I : LITERATURE REVIEW OF EXISTING SOLUTIONS

In this part, we go back to literature research. Several projects were found with existing solutions for effective feedback on creative processes. Most frequently was this about novices having to give good and effective feedback to their fellow students. These projects function as an inspiration for the ideation phase.

Critiquekit
One tool created was the CritiqueKit. This tool exists out of 2 interactive techniques to improve feedback.

1. Interactive guidance of feedback characteristics: It features a guidance panel with checkboxes that update as the reviewer gives feedback. A text classifier categorizes the feedback into specific/ actionable and justified while the feedback giver is writing. Guiding the writer to improve their feedback.

2. Suggesting prior feedback for reuse: The second function enables the feedback giver to reuse previously given expert feedback by giving suggestions based on the feedback categorization. This gives inspiration on how to improve their comments. Both techniques successfully helped to make the feedback process more effective. (Ngoon et al, 2018).

Critter
Critter is a tool with 3 functions that help experts efficiently create effective checklists that can adapt to individual project requirements. Altho it is created for creative projects, its functionality can without question be applied to giving feedback as well. The three functions include

1. Dynamic checklists of design guidelines, which allow experts to create customized checklists by skipping design guidelines that they consider irrelevant to the project. Checklists are effective in adding structure and repeatability to complex processes, facilitating the enforcement of guidelines. In a lot of areas requiring expertise, checklists are used to ensure a standard of quality. The second function is an

2. Automated critique system performing an automated quality assurance check for common errors or deviations from the guidelines identified in the checklist and finally,

3. Critter also provides feedback around the missed design guidelines that are then highlighted in specific checklists on future projects to promote

learning and iterative improvements. This way, the design-guidelines serve as an already existing rubric for giving feedback. (Bharadwaj et al. 2019)

Expertise Rubrics
With this tool, design novices can give expert feedback rated nearly as valuable as actual experts giving feedback using a rubric made by an expert. This is only the case with novices, though experts themselves do not necessarily benefit from the rubric. The used rubric (figure x) consists of a list of applicable design principles to help workers start critiques. Each principle statement is guided by a principle description. To make it more clear for the novice feedback giver what is meant by the principle. This is relevant as some feedback givers do not know what they should specifically give feedback on. (Yuan et al, 2016)

Principle Statement	Principle Description
Need to consider audience	The design does not fully consider the target users and the information that could affect their weather-related decisions.
Provide better visual focus	The design lacks a single clear 'point of entry', a visual feature that stands out above all others.
Too much information	Take inventory of the available data and choose to display information that supports the goals of this visual dashboard.
Create a more sensible layout	Information should be placed consistently and organized along a grid to create a sensible layout.
Personalize the dashboard	The design should contain elements that pertain to the particular city, including the name of the city.
Use complementary visuals and text	The design should give viewers an overall visual feel and allow them to learn information from text and graphics.
Needs a clear visual hierarchy	The design should enable a progressive discovery of meaning. There should be layers of importance, where less important information receives less visual prominence.
Thoughtfully choose the typeface and colors	The type and color choices should complement each other and create a consistent theme for the given city.
Other	Freeform critique that does not fit into the other categories.

Figure: Principle statements

Reviewing/reflecting on feedback
Instead of a tool to only give more effective feedback. This tool focuses on helping a designer to better interpret the received feedback. This involves doing a lightweight reflection activity after receiving the feedback. As reflection has been recognized as a core practice in creative design for a long time. The questions involved were as followed:

1. Please describe the concept of your initial design.

2. What do you think was done particularly well in your initial design? Please explain why.

3. What could be the weakness of your initial design? And in what ways do you think the initial design can be improved?

The tested feedback was created using a rubric to gain consistent feedback across all designs. This rubric was adopted from (Yuan et al, 2016). And directed attention to three categories of design feedback, (figure x). The generated feedback was rated by the designers on a Likert-scale, and was perceived as reasonably good.

The rubric also came with the following instructions: "Your feedback should include both strengths (what you like) and weaknesses (what you don't like) about the [definition of that category of the rubric]" (Yen Yu-Chun et al, 2017).

A short reflection exercise could be used to let the feedback giver reflect on their feedback. So they are more aware of what they have just written.

Sidenote: Using a rubric also gives a certain scope to the used feedback design guidelines, giving less diverse feedback. There should be a possibility to also write your own comments. This is a tradeoff. However, this all depends how you use the rubric, as shown above, it can also hint on all the different parts and steer on ensuring a complete feedback process.

Category	Definition and Example
Theme	**Definition:** Response evaluates the overall direction of the design **Example:** "It doesn't look like a flyer for half marathon race, looks like some flyer of Industrial/business/Real estate."
Surface elements	**Definition:** Response assesses the color, font, and imagery choices made to the design. **Example:** "Your flyer is simple and very good, but the combination of the colors reminds to a party invitation, not marathon."
Composition and layout	**Definition:** Response reacts to the layout and composition of the visual elements in the design. **Example:** "I like the contrast between the top and the bottom. But I do not like the contrast between the words at the top because I'm not sure how visible that will be once you print it out."

Figure: Pre-made rubric with example of feedback

APPENDIX J: IDEATION & ITERATION

To give a starting point and structure to the ideation phase. The design principles stated in the design brief were translated into questions using the 'how to' format. 'How-Tos are problem statements written in the form of questions that support idea generation' (Boeijen et al 2013).

- How to justify feedback?
- How to make feedback Understandable
- How to make feedback Specific?
- How to make feedback actionable
- How to align the client on their given feedback?
- How to cover the complete feedback object?
- How to give feedback in a written format?

The creative sessions that followed all revolved around coming up with ideas to solve these questions. This process was for the most part done individually except for the first session. Which was a feedback session with the Dentsu Creative strategy team (8 strategists present) to collect inspiration. The most valuable output of this session was an emphasis on the important insight of 'gut feeling' as a potential reason for why a client might give certain feedback. And although it is necessary to search for a concrete reason behind someone's opinion, the subjective aspect of feedback should not entirely be neglected in the feedback tool.

With this in mind. The brainstorming started. And after some time a broad range of ideas was generated concerning every single question stated above. These ideas were inspired by the initial research & Analysis phase, the inspiration session, and the above mentioned research on existing solutions.

To decide on which ideas to continue with. All ideas were compared with each other to see which ones fit in the format of a feedback canvas. And which ones could be combined and integrated into one overarching concept.

This selection evolved into the first concept of a 'feedback canvas/rubric' that consisted of 3 separate parts. Part 1 asked questions on how to justify the feedback you give. Part 2 provided an example of what good or bad feedback looks like, and part 3 was a reflective exercise to check for the understandability of the feedback. This concept design functioned as the theoretical foundation for the final concept described at the end of this chapter.

After establishing this first rough outline for the concept, a concept creation process with constant iterations followed. This meant moving from a first

intangible idea to a usable prototype. Before the prototype was made, a concept blueprint was developed to have a clear foundation of what the concept should look like. Afterward, the prototype was made using Typeform, a software specialized in online form building that can create dynamic forms using logic and flow diagrams (Typeform: People-Friendly Forms and Surveys).

To make quick steps in the creation process, the first 2 versions of the concept were evaluated by several IDE master students to check for errors in the tone of voice and logic.. This included written feedback and a small interview afterward. Once a workable version had come to place. It was tested on general comprehensibility by 2 Dentsu Creative strategists on 2 occasions.

With their feedback implemented. The next step in the creation process was an internal survey on the comprehensiveness of the tool by 6 experienced Dentsu employees (2 strategists, strategy director, account director, project manager, and account manager). They had all not seen the tool before or been part of the creation process which gave a fresh look at the concept. The survey questions and answers can be found in. The overall feedback was positive and supportive. Their main comments were concerning the flow of the tool, simplification of the example, clarifying the difference between asking what you like and why you like it, and the choice of wording. With their feedback taken into consideration, the final concept as presented in this chapter was sent out to two clients (Crisp & Porsche) for a final test on the usability and comprehensibility of the product.

This final test was done using a survey containing questions closely related to the ones we asked during the internal test but fitting the client's perspective . After integrating their feedback, the final iteration was made. Which resulted in the final design that is shown in the next chapter.
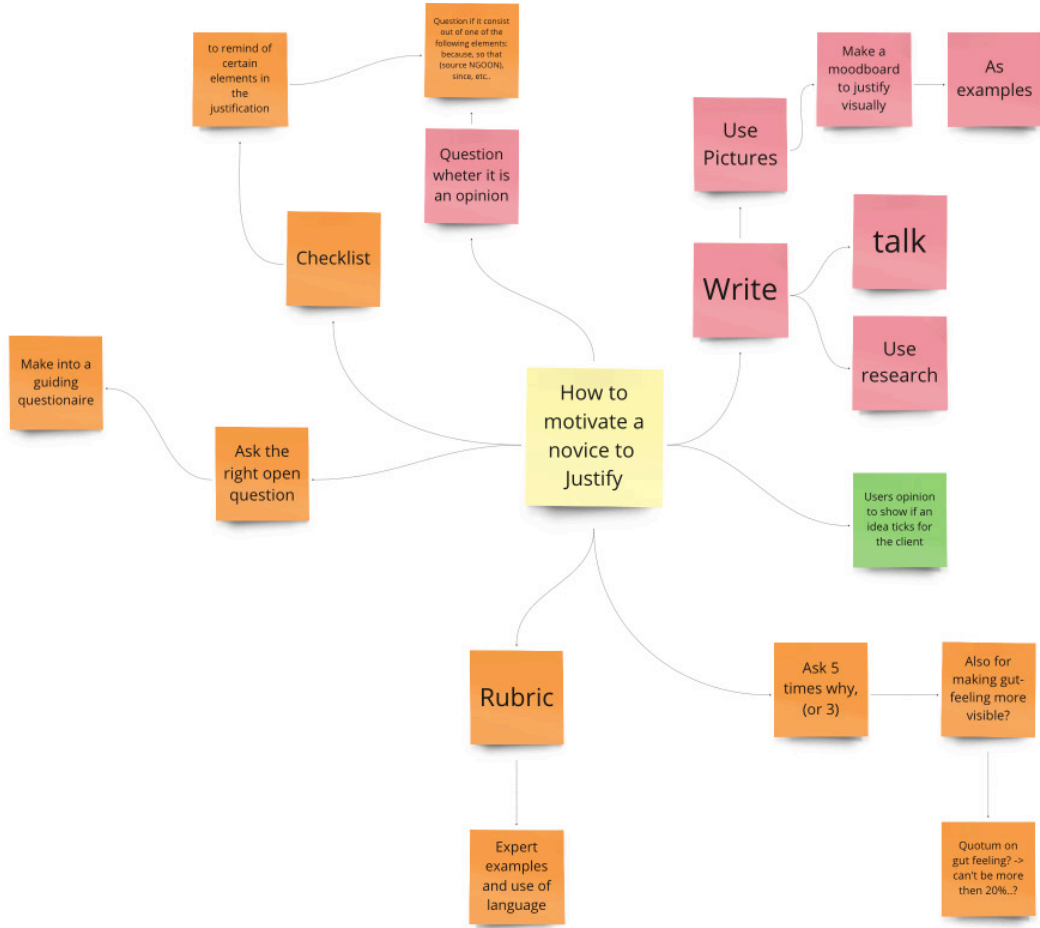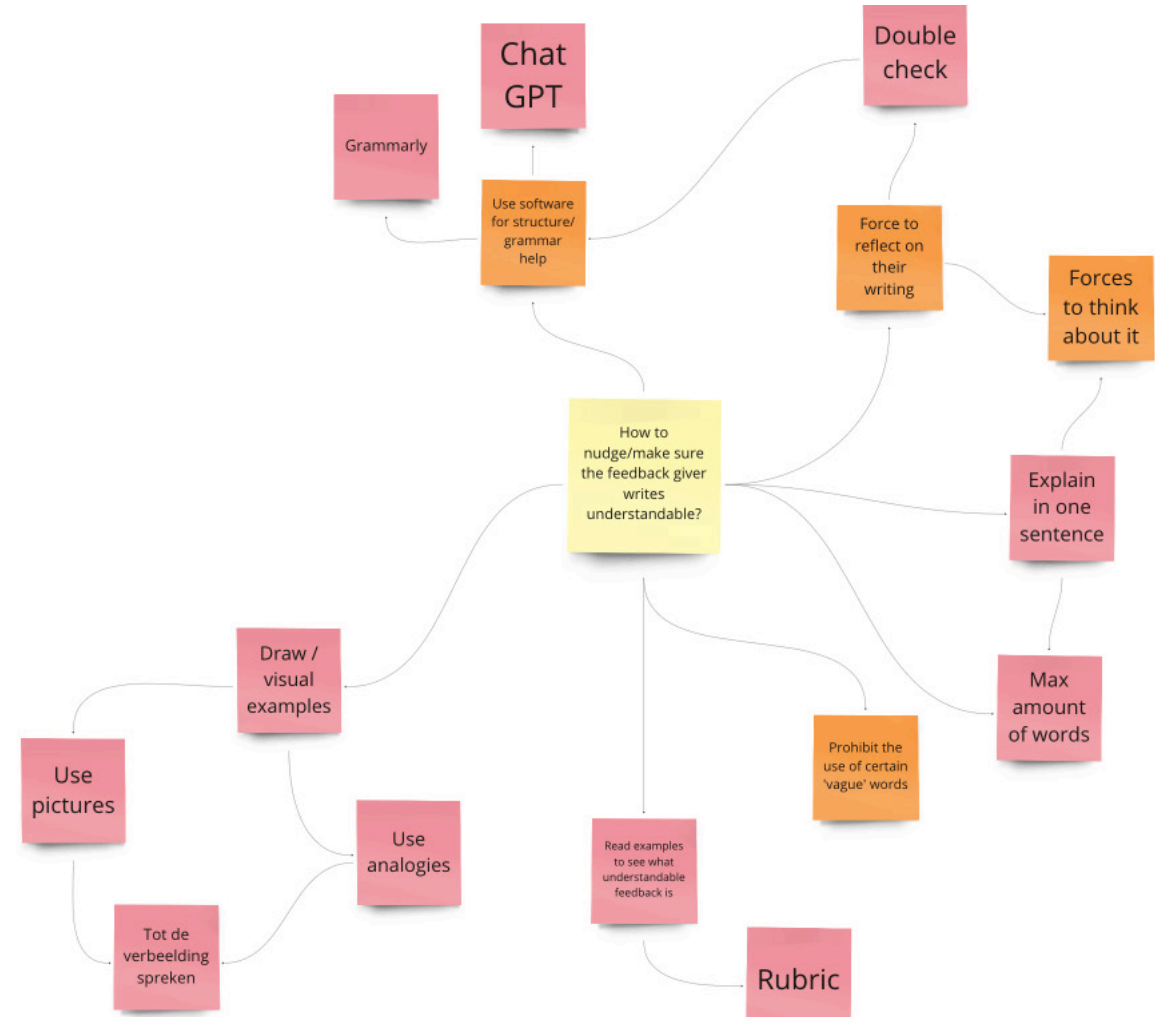

Figure: How to motivate to justify

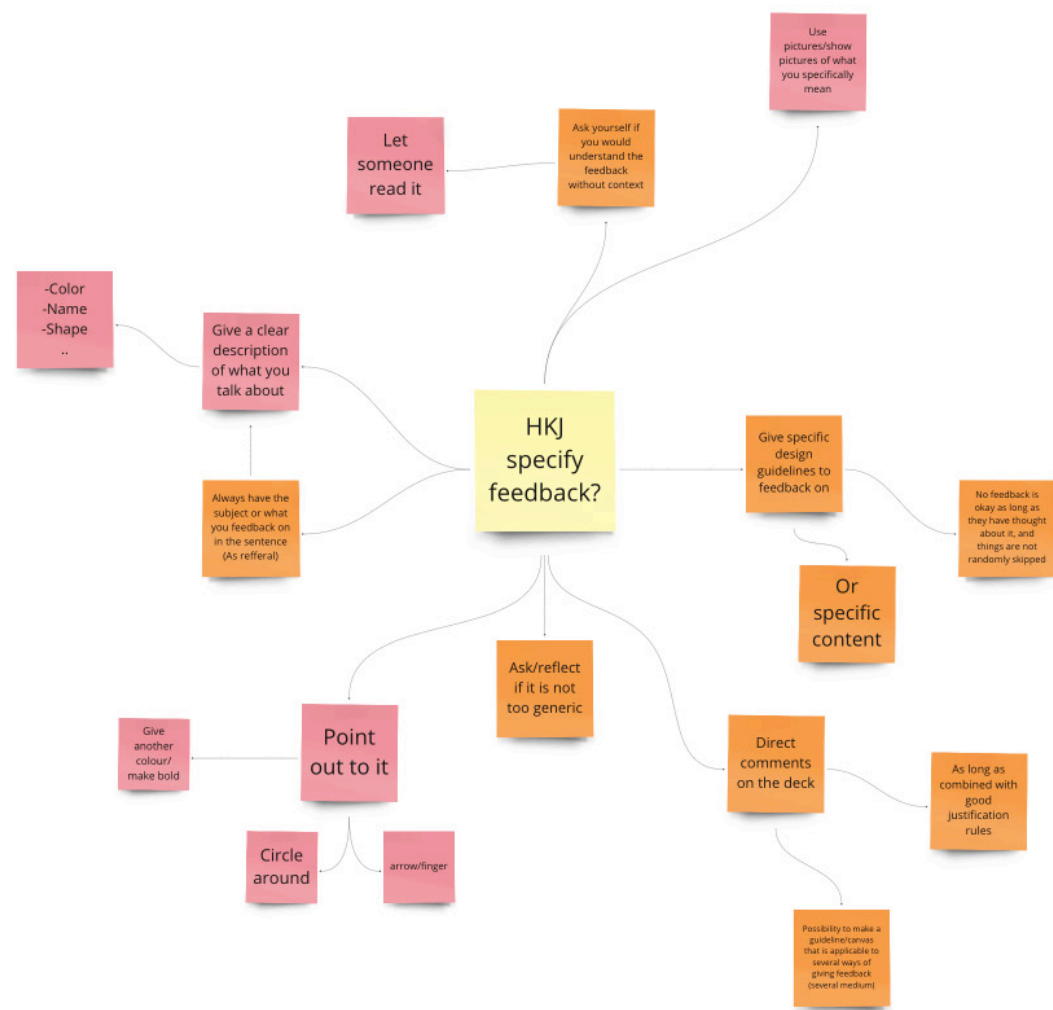Figure: How to make feedback understandable

Figure: How to make feedback specific

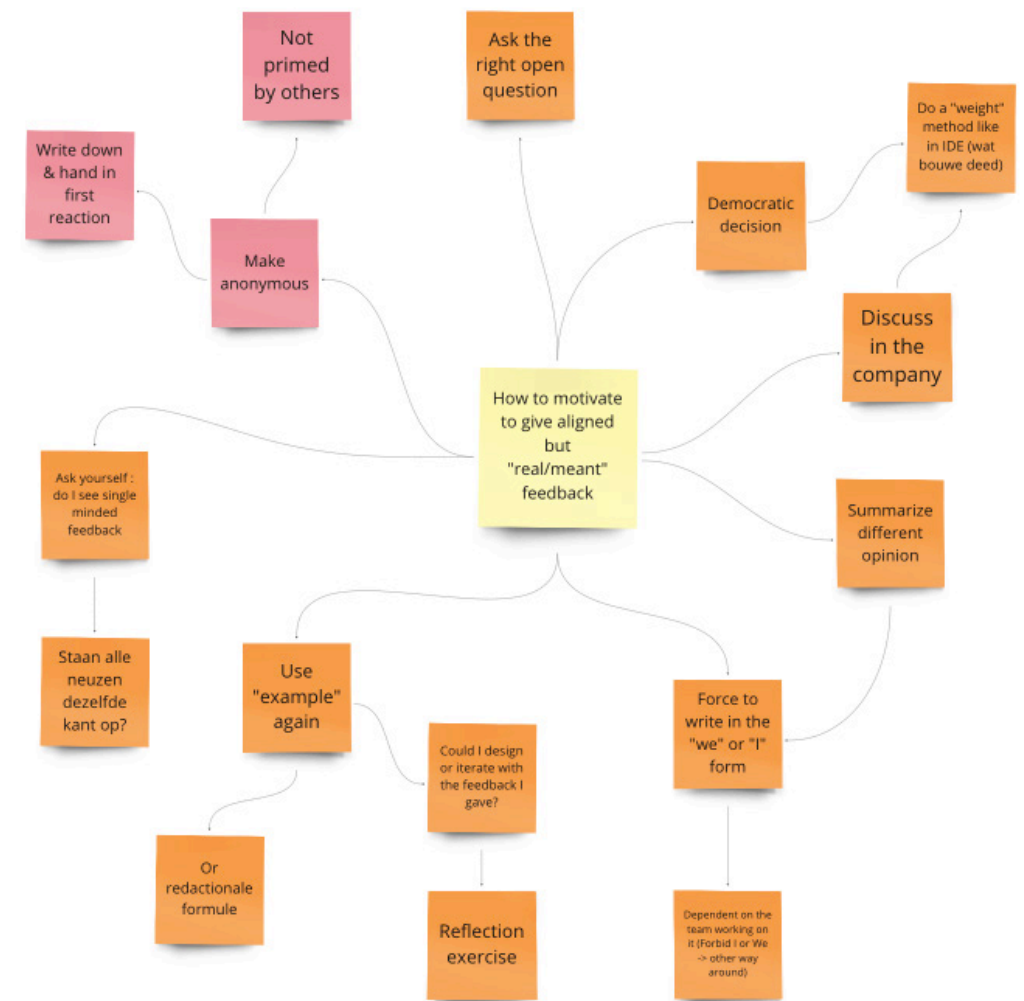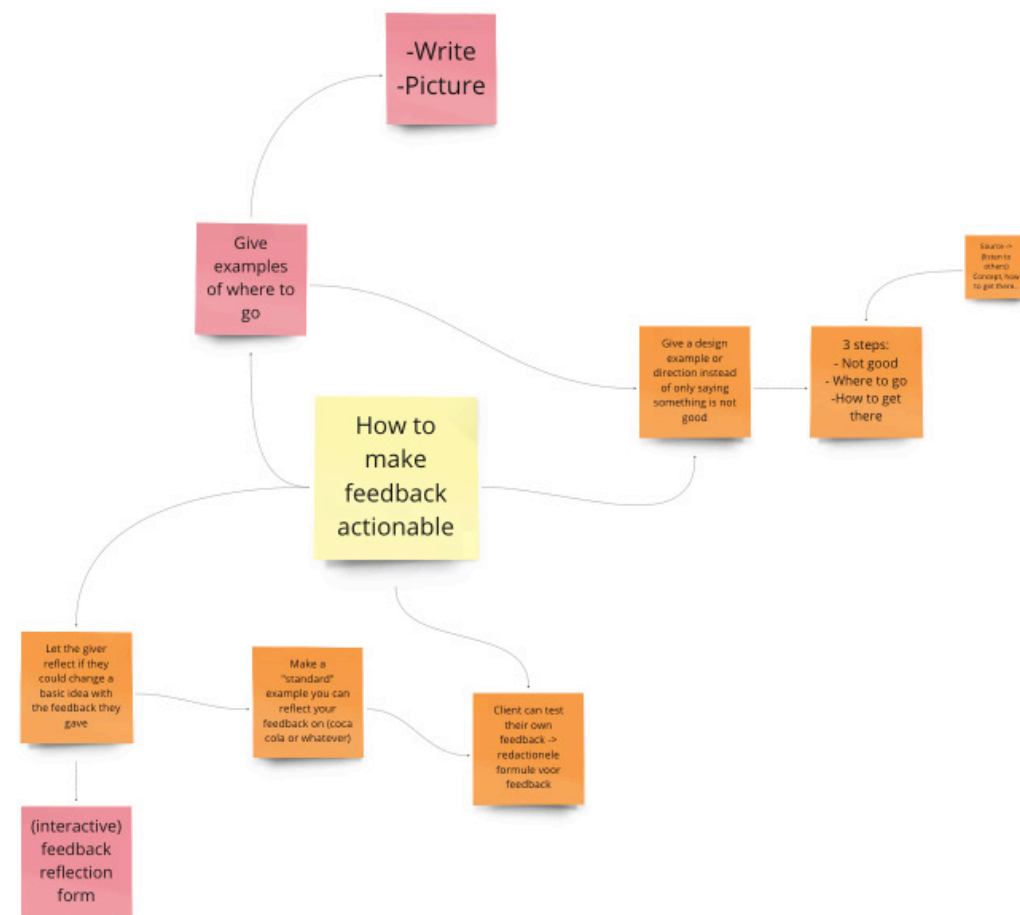The mind map centers on "HKJ specify feedback?" with connections to:
- Let someone read it
- Ask yourself if you would understand the feedback without context
- Use pictures/show pictures of what you specifically mean
- Give a clear description of what you talk about
  - -Color -Name -Shape ..
- Always have the subject or what you feedback on in the sentence (As referral)
- Give specific design guidelines to feedback on
- No feedback is okay as long as they have thought about it, and things are not randomly skipped
- Or specific content
- Ask/reflect if it is not too generic
- Point out to it
  - Give another colour/ make bold
  - Circle around
  - arrow/finger
- Direct comments on the deck
  - As long as combined with good justification rules
- Possibility to make a guideline/canvas that is applicable to several ways of giving feedback (several medium)

Figure: How to make feedback aligned

The mind map centers on "How to motivate to give aligned but "real/meant" feedback" with connections to:
- Not primed by others
- Ask the right open question
- Write down & hand in first reaction
- Make anonymous
- Democratic decision
- Do a "weight" method like in IDE (wat bouwe deed)
- Discuss in the company
- Summarize different opinion
- Ask yourself : do I see single minded feedback
- Staan alle neuzen dezelfde kant op?
- Use "example" again
  - Or redactionale formule
  - Reflection exercise
- Could I design or iterate with the feedback I gave?
- Force to write in the "we" or "I" form
  - Dependent on the team working on it (Forbid I or We -> other way around)

34 Figure: How to make feedback actionable

The mind map centers on "How to make feedback actionable" with connections to:
- -Write -Picture
- Give examples of where to go
- Give a design example or direction instead of only saying something is not good
- 3 steps:
  - Not good
  - Where to go
  - How to get there
- kaartie -> (from to others) Concept, how to get there.
- Let the giver reflect if they could change a basic idea with the feedback they gave
- Make a "standard" example you can reflect your feedback on (coca cola or whatever)
- Client can test their own feedback -> redactionele formule voor feedback
- (interactive) feedback reflection form

Figure: How to make feedback complete

The mind map centers on "How to give complete feedback" with connections to:
- Minimum amount of "total" words -> makes it more elaborated
- Use the "cocaCola" example -> can I change something with this?
- Make giver aware on everything they have not given feedback on
- Checkboxes
  - Checkboxes (modular) So different for every project (give options for designers to choose from)
- Prevent priming -> feedback is given on everything instead of only what the first person reacts on
- Complete = holistic and detailed feedback
- Give (Modular) design guidelines to feedback on
- Provide specific guidelines to the feedback giver to give feedback on
- Don't frame theme as rules!
- Rules close creativity and kills the "magic" or gut feeling

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Part 1
Guidelines

Part 2
Justification

Part 3
Reflection

How do you feel about the guideline?

Emphatize with the clinet..

Done	Design guideline/ strategy element	Element explanation	I like it / I like elements / I don't like it	Why?	Why is that? -> and so on..

Reflective exercise (at the end or after each guideline)

	Is everything without feedback good to go? -> checkboxes of design guidelines (give option -> no feedback)
	Can the feedback be applicable to a random case
	Does a collega understand the feedback? (did you do a grammarly check?) (structure, wording, sentences, grammar)

Figure: Very first rough outlines of the concept

Part 1 Intro

Part 2 design guidelines

Part 3 Example

Part 4 Justification

Part 5 Reflection

Part 6 Submitting

Complete   Specific   Align

Educate client

Align Client and agency

Justified   Actionable
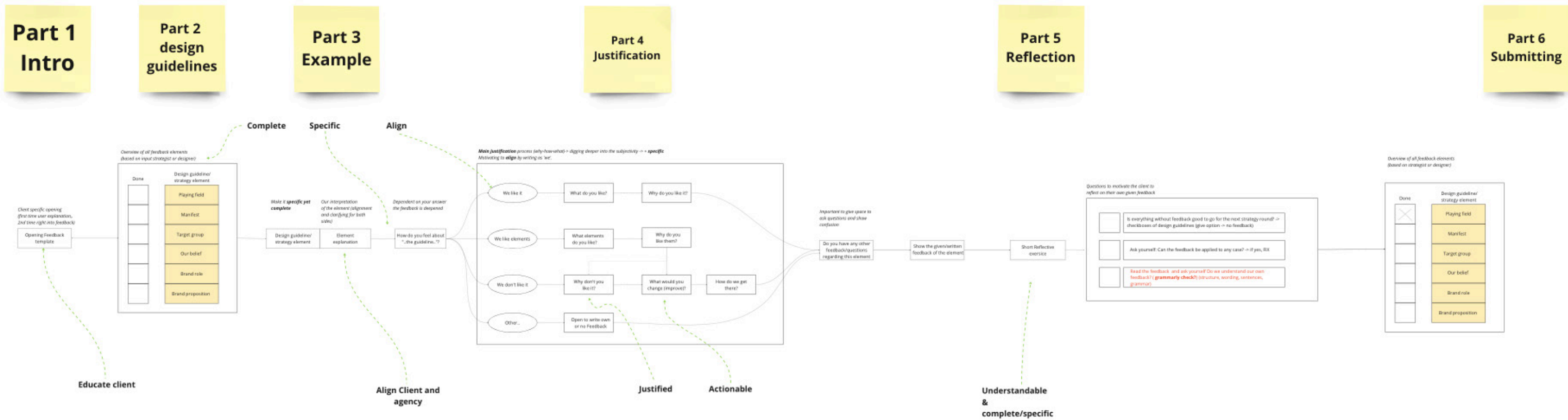
Understandable & complete/specific

Figure: Outlines of the first iteration of the concept, first time including the principles, and introducing the 6 segments

Part 1
Intro
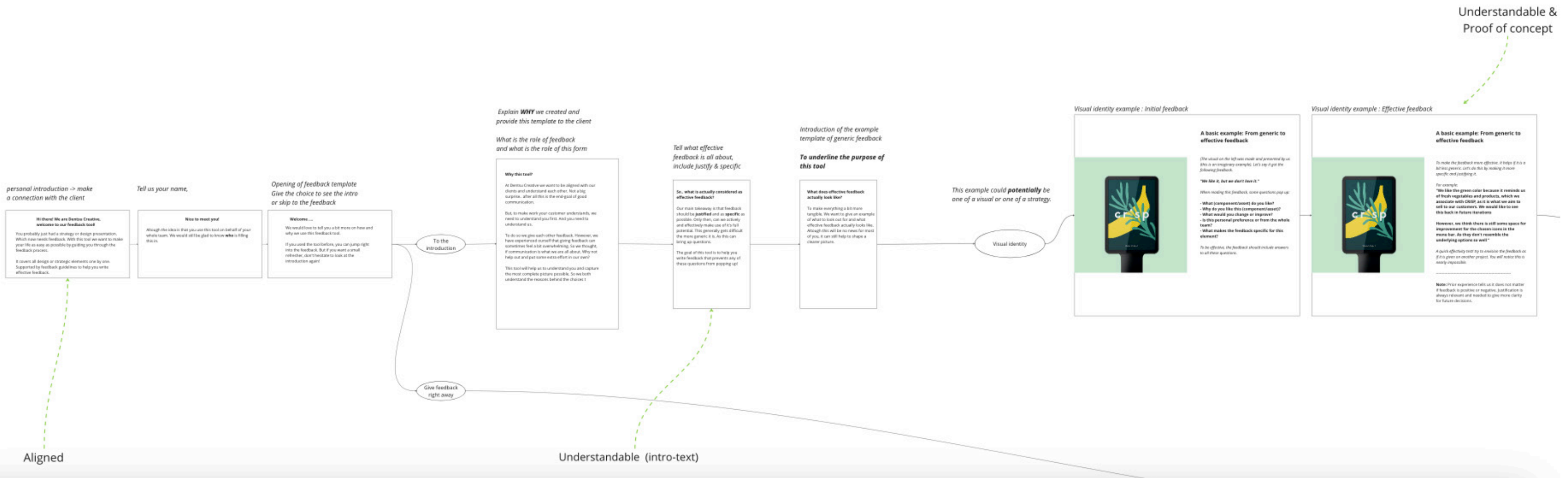
Part 2
Example >
proof of
concept

Understandable &
Proof of concept

Explain **WHY** we created and
provide this template to the client

What is the role of feedback
and what is the role of this form

Tell what effective
feedback is all about,
include Justify & specific

Introduction of the example
template of generic feedback

**To underline the purpose of
this tool**

Visual identity example : Initial feedback

Visual identity example : Effective feedback

personal introduction -> make
a connection with the client

Tell us your name,

Opening of feedback template
Give the choice to see the intro
or skip to the feedback

This example could **potentially** be
one of a visual or one of a strategy.

A basic example: From generic to
effective feedback

A basic example: From generic to
effective feedback

To the
introduction

Visual identity

Give feedback
right away

Aligned

Understandable (intro-text)

Figure: Outlines of the final concept structure 1/3

Figure: Outlines of the final concept structure 2/3

**Part 5
Reflection**

**Part 6
Submitting**

Part 2: Short reflective exercise:

First show the given feedback and then
ask questions to motivate the client to
reflect on their own given feedback

A quick reflection!

Read back your feedback for this element below, do you and/or your peers agree with
and comprehend what you wrote?

What you like about the element: What do you like about the element?
Why you like this: What you like about the element:__Why do you like this?
And why is that: What you like about the element:__Why you like this:__And why
is that?

**Do you have any other feedback, comments or maybe questions regarding
this element?**

Also important to give
space to ask questions
and show confusion ->
give space

Understandable (intro-text)
& Aligning

Show that the element is finalized,
so there is closure for the element
(no confusion wheter your
feedback is received)

Pick which element you want to
give feedback to first, second etc..
-> because maybe there is a
prefered hierachy?

Design guideline/
strategy element

- Playing field
- Manifest
- Target group
- Our belief
- Brand role
- Finished

1 Design guideline/
strategy element

→ *Continue till finished all elements*

You have reached the end of the feedback process. When submitting,
you officialy sign off on the given feedback. If you still want to
check/revise something. This is the moment to go back.

Note: We take everything without any feedback into consideration as
good to go!

complete

submit

final check

Last step

Finally, do you have any
other questions,
general feedback or
comments before
submitting?

**That's it! Thank you
for giving feedback!**

We hope to see
you soon again!

After the feedback canvas

Call with client
for feedback debrief

Figure: Outlines of the final concept structure 3/3

APPENDIX K : FEEDBACK PORSCHE & CRISP

What company do you represent?

2 responses

Crisp

Porsche

The tool should be self explanatory. **Was there a moment you felt lost, didn't understand the text or got stuck when clicking through the tool?**

2 responses

A bit, I think more examples for each topic would help. So maybe give an example for Playing field, because the example is really visual and the different topics are not.

No

What do you think about the tone of voice? It should feel like we use the feedback tool to genuinely help you as a client. Without getting the feeling you get forced into it.

2 responses

Yes that is the feeling I got from it.

The tone is generally friendly and clear. But at times it does sound like your elementary school teacher is talking to you. I would tone that down a bit. Also, I think some things could be phrased differently. Not like you're reading 'feedback' for dummies. Also I would like to stress more that the aim is to form/work as a team and avoid agency/ client terms. Focus more on that you want to achieve great results as a team and in order to do so you need to understand each other well.

The introduction includes an example of effective vs generic feedback. **Do you think this example provides a clear picture of what is seen as effective feedback?**

2 responses

I think it could be more effective because feedback on a visual is much easier or at least easier to brake down in words.

The example is clear. However I would start with the example and then show a checkbox that everything is in there. Some other suggestions/ remarks :) Feedback in my option and experience is most of the time subjective. What means justified, I would change how you phrase this because who decides what feedback is justified? Based on facts or? Also the question 'Is this personal preference or from the whole team? ' This is something you already address at the first page. So I would take it out there or here. Also, if you ask it here in the feedback section It feels like the I have to justify my opinion or input. So that based on this answer you decide how important the feedback is ;) 'To be effective, the feedback should include answers to all these questions' I think good feedback comes from discussion and ask/ help your client with their feedback because they sometime don't know how to phrase it. Some of the questions can be quite challenging I think.

If anything, what would you change/remove or add in the tool?

2 responses

More examples, not only on a visual.

See above

As a final question, what is your overall feeling about the tool?

2 responses

I think it helps to get a clear and more specific answer of the client.

Good starting point fot giving feedback. However I feel this works better for design than strategy?

APPENDIX L : FEEDBACK EXPERIENCED EMPLOYEES DCA

The tool should be self explanatory to the client. **Was there a moment you felt lost, didn't understand the text or got stuck when clicking through the tool?**

6 responses

No, actually it was really clear. Although I think it

No, all clear!

Once I finalized one feedback round on the playing field I immediately got redirected to the initial "feebdback options" screens. As a success state was lacking, this left me in doubt whether I completed my task correctly, or if everyhting would go lost if I closed the tab.

I did not see the brand and the project in the start. I would suggest to make it more explicit at the start.

Yes, going back feels a bit messy. 'Where i am now'.

Yes, after finishing 'feedback' on the manifest, i seemed to get stuck and couldn't easily discover how to proceed if I didn't want to review another item.

What do you think about the tone of voice? From a client point of view it should feel like we try to help them without pushing them.

6 responses

Nice and relax TOV. No offensive or pendanic tone.

I think the overall tone is good. It feels encouraging and helpful. Only thing that could maybe use some adjustments according to my opinion is the example of generic feedback in the explanation part. I think most clients think they already give better feedback than 'we like it but don't love it'. So maybe that part feels a bit patronizing for some clients. In reality we know that their feedback is often in fact this bad haha. But maybe there's another example you could find that feels more relatable for a client but is still too generic.

There's a couple of typos, but a part of that the tone seems correct. However, the third question "why do you like this components/assets" could be a bit more specific as for a moment I thought it was a sort of repetion of question two "why do you like these components". Maybe one question could more clearly focus on the what, and the other o the why more

Good

Yes sometimes really good, sometimes it can have some work. Maybe lighten up the tov a bit. feels a bit serious sometimes. fe explanation gut feel. I would rephrase this more liek, do not ignore your gut feel as it sometimes tells a lot in this business however it would be great to be as concrete if possible oid.

The introduction includes an example of effective vs generic feedback. **Do you think this example provides a clear picture of what is seen as effective feedback?**

6 responses

I think it is super helpful to provide the client tools and examples on how to give proper en crystal clear feedback. Remember; shit in, shit out. The more or better you give feedback, the better the outcome

I would still have the following questions about the feedback after reading this:
- Does that mean you don't like the blue and pink/purple colors? Are we ditching those? Or are we making sure we're using more green moving forward? (I would either remove the two left abri's from the image and only show the one with green instead. Or make sure to also address the blue and pink/purple colors in the feedback.)
- The second part of the feedback, about the icons in the menu bar I don't really understand. I'm not sure which icons this is about? About the home, search, shopping basket icons? And why do they not resemble the underlying options?

I would maybe make this section more simple by focussing on one feedback point instead of two. The feedback now addresses design (the part about colors) and UX (the part about icons).

yes

Yes

difficult...my instance feel is....how do we do this with a deck from 120 slides....we do have these.....so i am a bit worried about the way we 'force' people to work their way through this i this tool. It helps to see the bigger picture and not only one item of the presentation to give fb on.

I picked the manifest to give feedback on, but it was completely incomprehensible and no context was given. Why not give just one option, ie an ad or something 'done' and 'complete'.

Do you have any other comments/feedback or questions?

6 responses

I spotted 2 textual mistaked. I'll send you the screenshots.

Another process question: does one person fill this out on behalf of the entire client team? Or do multiple people in the client team fill this out? Can we help them with that? Say something like that they first need to gather and discuss feedback with the team so they can give consolidated feedback?

NA

Nvt

see previous.

Because the strategic background is missing it is hard to give relevant feedback in the test.
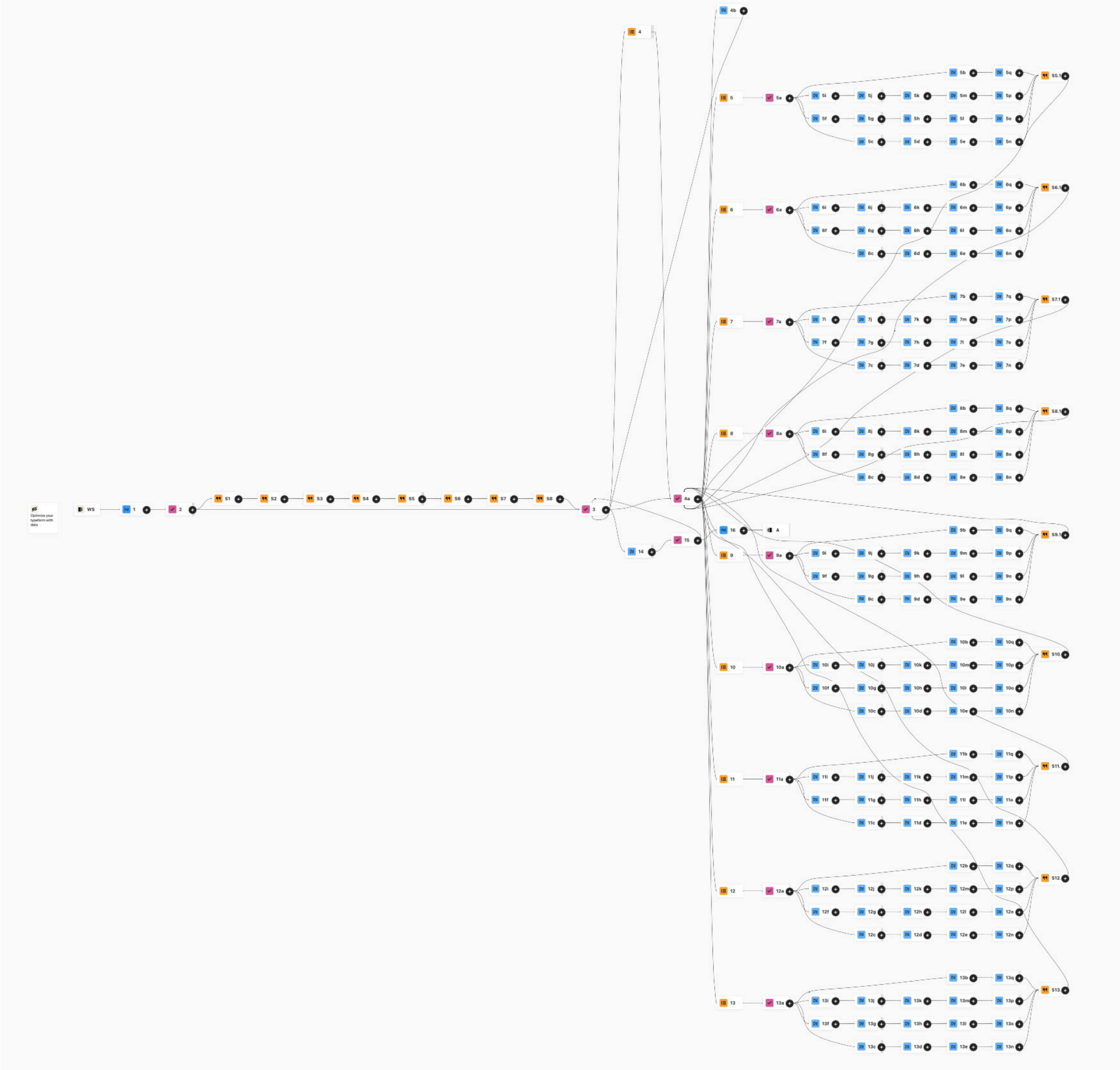
Figure: Full logic of typeform prototype

APPENDIX N : POSSIBLE QUESTION FLOWS

Is there a specific reason or explanation why you do/ don't like this?

Is there an explanation behind it? Or does it have to do with your gut feeling? Altough it would be great if you can be as concrete as possible. Do not ignore your gut feel, as it sometimes tells a lot in our business.

How do you feel about "..the guideline.."?

We love it Keep it this way

What specific aspect(s) makes you like the element?

Why do you like these aspects?

And **why** is that

We are in a good place, but it required some work

We like some components but it still needs some big changes

What components/parts of this element do you like?

Why do you like these components /parts?

And **why** is that?

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?

We don't like it discontinue or rework the idea

What specific aspect(s) makes you dislike the element?

Why don't you like these aspects?

And **why** is that?

Is there any aspect of this element you would want to see back?

If yes, what aspect and why?

Other..

Open to write own or no Feedback

Reflective excercise

Figure: All possible question flows in the feedback tool

APPENDIX O : OUTPUT OF THE TOOL

ROUTE 1

Playing Field

How do you feel about the playing field?
We are in a good place, but it requires some work

What components/parts of this element do you like?
Very clear goal,

Why do you like these components/part?
Simplicity speaks loudest. Einstein: "if you can't explain it simply, you don't understand it well enough."

And why is that?
Simple is easier to sell.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
Category insight I like, can use a more noble goal Company insight this is the means to an end, would be great to formulate the end goal, "connecting people through spaces" dual intend is that the"floorplan program" of your space gets a double function without compromising. Cultural insight true Consumer insight true, but not a very emotional or connecting message

Central Thought

How do you feel about the Central Thought?
We are in a good place, but it requires some work

What components/parts of this element do you like?
The thought is true

Why do you like these components/parts?
Aware of boundaries that design creates

And why is that?
Nope

You mentioned some components still require some **work. What would you change, improve or even remove in the element, and why?**
Central thought is true but not an personal goal to develop a brand around.

Audience

How do you feel about our Audience?
We are in a good place, but it requires some work

What components/parts of this element do you like?
I like the depth but miss the connection part

Why do you like these components/parts?
Resonates with me personally.

And why is that?
I like the power of play. And love when someone notices the details.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
Super clear audience. But the power of play should be clarified. Maybe; connection to yourself and people around you.

Belief

How do you feel about our Belief?
We are in a good place, but it requires some work

What components/parts of this element do you like?
Toys can be more than toys:

Why do you like these components/parts?
To create awareness that toys can create not only value in the kids life, but also in their roommates.

And why is that?
It can solve 2 problems, space and connection. By connecting spaces that results in connecting roommates.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
This emphasis on a solution for your space. Route to on the solution for connection. I would combine the 2. Hens the dual intent.

Enemy

How do you feel about our Enemy?
We are in a good place, but it requires some work

What components/parts of this element do you like?
Toy boxes

Why do you like these components/parts?
Such a relatable enemy

And why is that?
It reminds me of the toy story movie story.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
I do like it. Toy storys' movie story brings a warmth and connection to your good childhood memories

Brand Promise

How do you feel about the Brand Promise?
We are in a good place, but it requires some work

What components/parts of this element do you like?
That the object expresses the parents style and has a place in the centre of your home.

Why do you like these components/parts?
It sells premium

And why is that?
Premium segment is not yet overcrowded.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
All objects should be made with intent, this can't be a promise, this is.

Manifest

How do you feel about the Manifest
We are in a good place, but it requires some work

What components/parts of this element do you like?
The part that the gateway to imagination is not stored away but always open.

Why do you like these components/parts?
Imagination

And why is that?
Only through imagination you'll find improvement.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
Emphasis on beauty lacks depth.

Mission

How do you feel about our Mission?
We don't like it, discontinue or rework the idea

What specific aspect(s) makes you dislike the element?
Make the home a place for constant play

Why don't you like these aspects?
I like the playfulness. I also like the word playfulness hahaha It resonates fun Fun does not feel very premium

And why is that?
We sell premium. Fun does not feel premium.

Brand role

How do you feel about our Brand Role?
We don't like it, discontinue or rework the idea

What specific aspect(s) makes you dislike the element?
Beauty is to shallow

Why don't you like these aspects?
It's not me. and premium should have some depth.

And why is that?
Should be out of the store front, but can be messaged

Is there any aspect of this element you would want to see back? If yes, what aspect and why?
Should be out of the store front, but can be messaged

Concluding, what is your over-all feeling about the route?

Very clear goal. Translates the function of design, but lacks the depth that I need to relate to the brand on a personal and emotional level.

ROUTE 2

The playing field

How do you feel about the playing field?
We are in a good place, but it requires some work

What components/parts of this element do you like?
category, compay and cultural insight

Why do you like these components/part?
It feels like a noble problem to solve. A mission to reconnect or improve connection by integration of play and living spaces. I like the challenge of improving the connection by making the separation of play and living spaces unnecessary by design. (I know I'm repeating myself, haha)

And why is that?
braking down barriers

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
The consumer insight is not always and for everybody true.

A quick reflection!
Na

Central thought

How do you feel about the Central Thought?
We love it, keep it this way

What specific aspect(s) makes you like the element?
connection = happiness

Why do you like these aspects?
my core value, this also includes internal connection, the connection with yourself, your emotions, your creativity and imagination.

And why is that?
It's my personal belief created by the shared human experience.

A quick reflection!
Only when you feel connected you can outgrow yourself as a part of a bigger whole.

Our Audience

How do you feel about our Audience?
We are in a good place, but it requires some work

What components/parts of this element do you like?
Love the emotion of the message. It's strong.

Why do you like these components/parts?
No

And why is that?
Na

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
The toy is not the gateway, the design of the toy is, because it brakes down the walls between the connection.

A quick reflection!
Maybe combine with route 1 audience?

Our Belief

How do you feel about our Belief?
We like some components but it still needs some big changes

What components/parts of this element do you like?
Play is more than play

Why do you like these components/parts?
It ads a layer to an activity.

And why is that?
I believe a strong message is layered but simple.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
Play connects; to parents, siblings and to your own emotions and imagination. Be a part of or a witness.

A quick reflection!
Design brakes down the barriers that traditionally are in place between play and boring adults. "Designed to stay out"

Our Mission

How do you feel about our Mission?
We love it, keep it this way

What specific aspect(s) makes you like the element?
To make more room for play

Why do you like these aspects?
Because it's both laterally and figuratively applicable.

And why is that?
braking down emotional and physical barriers

A quick reflection!
Love it

Brand Role

How do you feel about our Brand Role?
We are in a good place, but it requires some work

What components/parts of this element do you like?
Connect the wordls of kids and parents.. Love it. (could we include more roles than only the parent role?)

Why do you like these components/parts?
connecting worlds

And why is that?
connection = happiness

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
the subtext should clarify more on how design delivers on our mission to make more room for play.

A quick reflection!
Maybe... but only maybe we should be more specific in the how we connect the worlds.

Our Enemy

How do you feel about our Enemy?
We are in a good place, but it requires some work

What components/parts of this element do you like?
game rooms

Why do you like these components/parts?
Separation is clarified as a problem that we solve

And why is that?
We solve 2 problems through design. Space and connection.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
playing together implies an active parent role. play is something you can witness or participate in.

A quick reflection!
Also like the route 1, but love the separation awareness factor from this one.

Brand Promise

How do you feel about the Brand Promise?
We don't like it, discontinue or rework the idea

What specific aspect(s) makes you dislike the element?
Spark play in all; is sexy talk but to vague We give everyone the ability to get thrown into the wonderful world of imagination where anything can happen; beautiful but not a clear promise.

Why don't you like these aspects?
It feels like route 1 delivers a clearer promise

And why is that?
Route 1 combines the what we promise with the how and why.

Is there any aspect of this element you would want to see back?If yes, what aspect and why?
don't know

A quick reflection!
just a brain dump.... facilate play through connection, break down emotional and physical barriers, maybe more like route 1?, shorten the distance?, brings you closer? brings you closer to your kid?

Manifest

How do you feel about the Manifest
We like some components but it still needs some big changes

What components/parts of this element do you like?
Love the introduction into the imagination.

Why do you like these components/parts?
Lively

And why is that?
It triggers the dreamer inside me. It could trigger parents and kids to explore their own imagination.

You mentioned some components still require some work. What would you change, improve or even remove in the element, and why?
The reference to "living room" strongly implies solely indoor use. Ready to play, grow and learn together, does not give room for witnessing how your child does. Worlds side by side, but it's a free choose to participate or witness.

A quick reflection!
It should be about bringing worlds together without the obligation of bringing activity together.

Concluding, what is your over-all feeling about the route?

It has the depth, layers and values that I relate to. It lacks the clarity of a goal like route 1. The combination of clarity (route 1) and depth (route 2) would be perfect. Without excluding indoor or outdoor. Without implying an active participation in play, while keeping the connection of worlds.

Do you think the delivered feedback can be noted as complete?

Yes I think so , not too specific, specific enough to guide him but not strict enough to hinder is own opinion? Did you like the green shade would be too specific. But the general questioning gives it a good opennenss.

Do you think the delivered feedback can be noted as aligned?

Well, it was only him. For me tho, the main issue with a client is not being aligned. Feedback from everyone normally, so what happends with a bigger team. It helps him to align his own thoughts. It forces the person to be really specific and align within themselves. See the tool as something to structure thought and get aligned.

Do you think the delivered feedback can be noted as justified?

Yes and no, The tool forces that justification is more important than just an opinion, so that is really nice, but he did not always take it serious enough, but that is also Roderik. But maybe put even more emphasis on the importance of justification. But it should not be done to look smart.

Do you think the delivered feedback can be noted as actionable?

It was at some cases quite actionable. Roderik talkink about putting cases and stuff together was super nice. And the colours in the results make the output very actionable. As a tool, it is important that it is definitive.

Do you think the delivered feedback can be noted as specific?

Feedback is specific. Linking the pdf slides to the comments would make it even more specific for the output. To have the output side by side, then it is easy to follow.

Do you think the delivered feedback can be noted as understandable?

Hard for the tool to get this done. If someone writes in a weird way, it is really hard to put that on the tool. Clarify even more in the beginning that the words that we use are very fundamental in strategy. Try to use words that are singular. What is a good example

vs what is a bad example on wording, helping people to use specific adjectives instead of arbitrary words? Or anything that can help to take some extra effort so we understand their feedback.

Do you think the delivered feedback can be noted as effective feedback?

Yes, it is in general, really good.

Does the feedback give you a good handle/tool to work on the next iteration?

Yes, it helped. Definitely.

Is this feedback more valuable to you than how it was delivered previously?

Personally, not so much, But I never had a big problem with feedback. But for the team a lot, a lot better. So also, for internal alignment, it is a lot easier. A lot more straightforward. This is more structured. Not so much better about the quality, but a lot more about getting it out fast, and efficiently. So not have to do 3 rounds before you find out what they actually want.

Only thing is that he can change his mind, but that is not the tools fault…

If there is anything, what would you change, improve or remove from the feedback tool or the way the outout is presented?

Side by side presenting of feedback next to elements. Less 'another document'. More something that can be the closest possible way to do an update in the document.

You can't control what anyone writes, but we can control our own decision to follow up on the feedback. A call is nice, but only for big vagueness and clarifying. So use it as a 'next steps'. Not too go over the entire feedback and not to gather any additional feedback, but just for some clarifaction of word-use. Feedback we get in the document is already sufficient.

APPENDIX Q : INSIGHTS CREATIVE SESSION STRATEGISTS

- Wel ruimte blijven geven voor gevoel, uiteindelijk is feedback geven ook een creatief process dus er moet ruimte zijn voor emoties en onderbuikgevoel moet wel ruimte krijgen. Anders wordt het teveel in boxes en wordt de creatieve vrijheid ontwricht -> include een Checkbox met : gut feeling

- Soms heeft een klant moeite met zeggen wat ze echt bedoelen -> zegt A, bedoeld B.)(asking why) -> het hangt ook heel erg van de vraag af wat voor feedback je krijgt. -> goede open vraag geeft goede feedback -> je moet de goede vraag stellen

- Een goede relatie met de klant maakt het ook makkelijker om te interpreteren hoe feedback wordt bedoeld. Waar iemand op aanslaat of niet leuk vindt.

- Klant snapt soms niet dat ze de doelgroep niet zijn -> Lucas had het over KPN met tiktoks die ze niet leuk vinden -> is ook niet voor jullie bedoeld. Een user feedback zou daarom zeker geen gekke toevoging kunnen zijn. "Entrepeneurs create, users validate"

-

- Klanten zitten ook in een soort eigen bubbel -> PostNL -> brievenbuspakket. Niemand weet dit behalve de klant. Realitycheck kan soms goed zijn. En kunnen dus ook koppig zijn. Maak het inviting to use!

- Soms nemen klanten het advies van de expert niet aan -> denken dat ze de klanten beter kennen dan de experts?

- Klanten nemen soms de tijd niet -> hebben weinig tijd. Maak het makkelijk & concice!

- een feedback sessie kan echt een politiek schaakspel zijn, men loop achter elkaar aan, zegt dingen wel of niet vanwege iemand anders die een hogere hierarchy heeft etc.. Denkt ook aan zijn promotie en misschien wel wat de owner er van vindt. -> maak het anoniem?

- Het is fijn als je sneller bent omdat je dan minder geld kwijt bent, maar voor veel projecten is ook gewoon de tijd op na verloop van tijd. Dus zorgt efficiente van elkaar begrijpen ook voor een beter resultaat

- Keep giving room for feelings, in the end giving feedback is also a creative process so there must be room for emotions and gut feeling. Otherwise the process becomes too much pigeonholed and creative freedom is disrupted -> include a Checkbox with : gut feeling

- Sometimes a client has trouble saying what they really mean -> says A, means B.)(asking why) -> it also very much depends on the question what kind of feedback you get. -> good open questions give good feedback

- A good relationship with the customer also makes it easier to interpret how feedback is meant. What someone latches onto or dislikes.

- Customers sometimes do not understand that they are not the target audience -> Lucas talked about KPN not liking tiktoks -> is also not meant for you. Therefore, a user feedback could certainly not be a crazy addition. "Entrepreneurs create, users validate"

- Customers are also in a kind of their own bubble -> PostNL -> letterbox package. Nobody knows this but the customer. Reality check can sometimes be good. And customers can also be stubborn. Make it inviting to use!

- Sometimes customers do not take the expert's advice -> think they know the customers better than the experts?

- Customers sometimes don't take the time -> have little time. Make it easy & concice!

- A feedback session can really be a political chess game, people are running after each other, saying things or not because of someone else who has a higher hierarchy. Also thinks about his promotion and maybe what the owner thinks of it > make it anonymous?

- It is nice if you are faster because then you spend less money, but for many projects you also just run out of time after a while. So understanding each other efficiently also makes for better results.