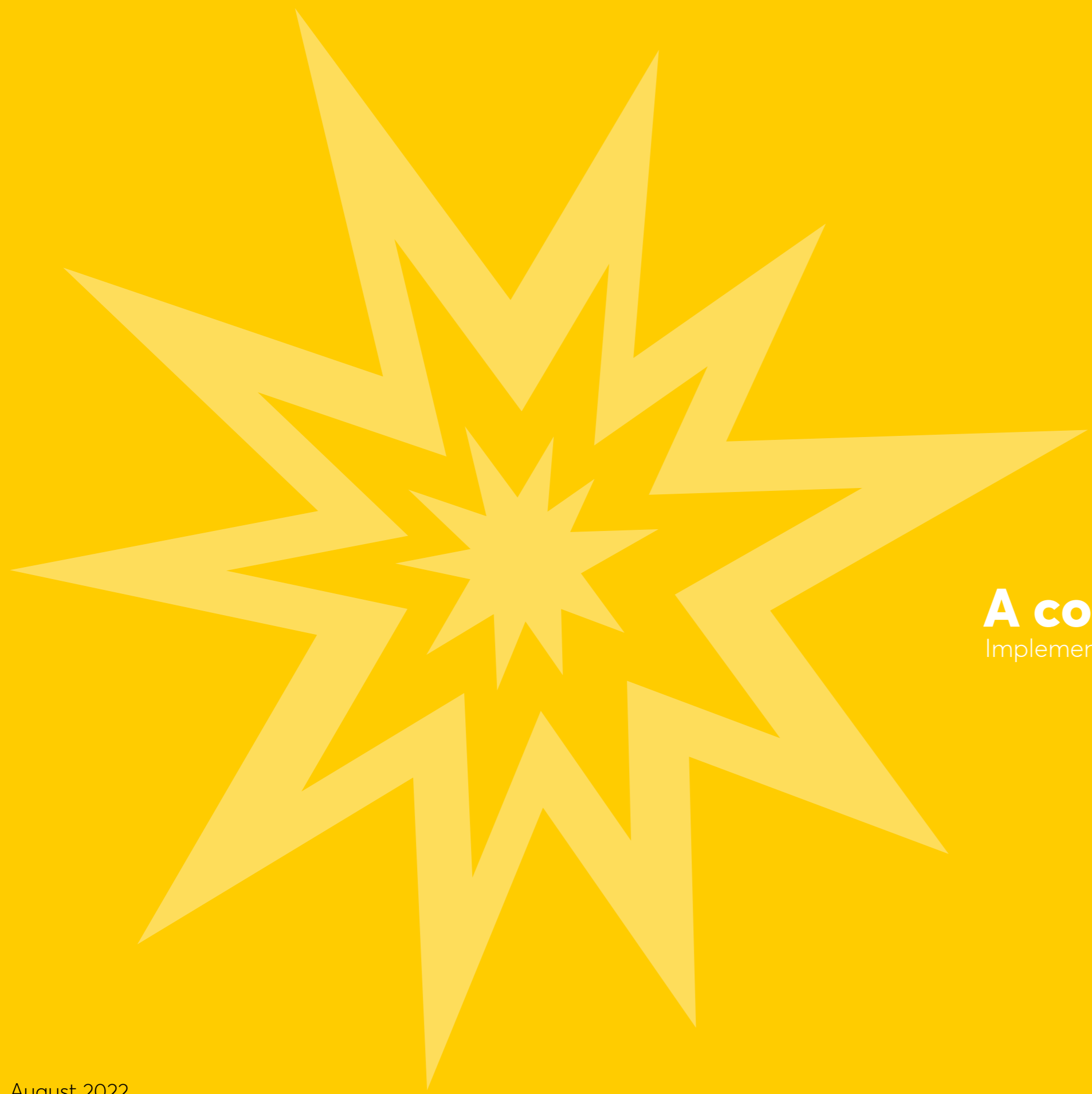TBWA\NEBOKO
Tara Mulder

A corporate vision in action

Implementing the Disruption **X** method into TBWA\NEBOKO

TBWA\NEBOKO
Master thesis
Tara Mulder

A corporate vision in action
Implementing the Disruption **X** method into TBWA\Neboko

Abstract

In a competitive marketplace, brands need to stand out to stay relevant. This means that it is important to keep evolving as a company and to find the whitespace to grow. The brand centered in this research is TBWA\Neboko, a big advertising agency located in Amsterdam. Their job revolves around finding this whitespace for other brands and creating advertising campaigns to initiate this growth. This is done by Disruption, where the strategists hunt for conventions and construct a vision, to eventually create a Disruptive idea for the brand.

To stay at the top of the list of advertising agencies, TBWA needs to keep innovating and start implementing change, to find their own whitespace. TBWA\Worldwide initiated this change, by shifting its focus from traditional media campaigns to disruptive experiences and focusing more on where to find growth in business. This requires a new methodology to be implemented within the organization. However, the new methodology, Disruption X, is not adopted by the Dutch TBWA\Neboko. This project aims to implement Disruption X into the organization by creating a solution that will enhance and connect the three components of the TBWA\Neboko intangible asset: human capital, information capital and organizational capital. The strategists, Disruption X and the TBWA\Neboko culture respectively. By using the context mapping approach, this research uncovers why the implementation of Disruption X has been unsuccessful up until now. The research focused on the strategists from the Dutch teams and included a couple of people from the account teams to gain a broader perspective. With the use of sensitizing booklets and by conducting interviews useful data was gathered. The analysis of this data revealed that Disruption X was not actively used and not all employees were aware of its existence. Most data pointed back at the teaching method and appearance of Disruption X. People have to watch hours of difficult online lectures on their own initiative to educate themselves while they do not have time for this. Besides this, Disruption X appeared to be enormous, too difficult, lacking purpose and thus frightening, making the entry to the method too complicated.

The AIDA funnel is used to cluster all the relevant data conclusions and pinpoints how Disruption X needs to be enhanced for adoption within the strategy department of TBWA\Neboko. Narrowing the scope of the project leads to a focus on the Desire and Action phase of the AIDA funnel. A simplified presentation and clarifying its purpose need to generate Desire to use Disruption X. Delivering this tool in the "right" way will get the strategists in the Action phase.

An iterative design phase, where the concept is constantly validated by the strategists, results in the final product. The Disruption X Compass functions as a platform that invites, guides, assists, shows and inspires the strategists with Disruption X. The platform helps strengthen the intangible asset of TBWA\Neboko by enhancing: the culture through the celebration of achievements; the strategist by learning new working methods and Disruption X by delivering the method in a comprehensible way that incorporates all necessary information and data in one platform.

Since the platform solves only a small part of the whole challenge, the final part of this research will present an implementation plan. The plan initiates and suggests several activities for the successful adoption of Disruption X, including the finalization of the platform, the launch of the platform and how to track and improve the platform. Combining the Disruption X with the implementation plan will hopefully serve as a stepping stone to reaching the TBWA ambition.

HELLO
READER!

In front of you, you have my final report for the master of Strategic Product Design. My journey of 7 years at the TU Delft has almost come to an end and with this report, I take you on board on my journey of the past 6 months. But first of all, I want to thank TBWA\Neboko for giving me the opportunity to do this graduation project. I want to thank Michel in particular, who saw the potential in this project and gave me the chance to learn a lot from his stories and knowledge.

After doing almost my whole master's online due to Covid, it was nice to finally get to meet you in real life. EJ and Sijia thank you for all the coaching and thank you for the small talk, which actually helped me a lot to relativize the project, giving me fresh energy to get back to work again.

Graduating during the summer would not have been bearable without others around. That is why I want to thank my fellow graduate students from "Het Hok", they have been with me through my ups and downs and helped me keep sane.

Next to them, I would also like to thank my roommates, friends and family for listening to me when I had to share my stories. Or had to deal with me when I got home in a bad mood.

Since writing is not one of my strengths, I want to thank Rebecca for checking my whole report on spelling and wording. Even though it is her summer holiday she managed to spare some time to help me out and I am grateful for that.
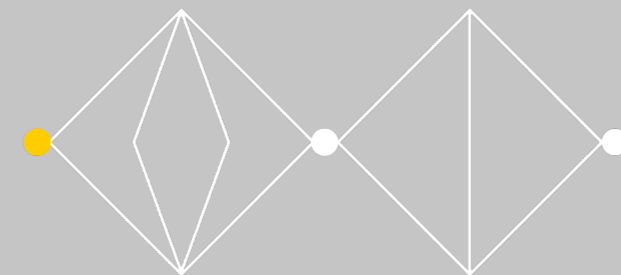
I want to thank all the others at TBWA\Neboko for contributing and helping me throughout my project. You helped me a lot when I got questions or needed info and it has also been a pleasure listening to your experience and different perspectives on things.

Enjoy the read!

Table of content

THE
INTRODUCTION

This chapter introduces the scope of this project. This is done by introducing the theoretical framework and by introducing the company of the client, TBWA\Neboko. By elaborating on the product sold by TBWA, the intangible asset, the research is defined.

KNOWLEDGE
AS AN ASSET

PROJECT OBJECTIVE

PROJECT APPROACH

KEY TAKEAWAYS

Knowledge as an asset

Intangible asset

The main product sold by TBWA is their knowledge and expertise. According to Kaplan & Norton (2004) this knowledge and expertise within TBWA, which can create a differential advantage on the marketplace, is described as an intangible asset. This intangible asset exists in two ends through the business. The one end being as an external presentation, where TBWA describes itself to its customers and stakeholders, and on the other end to internally monitor performance, so that TBWA is up to date with its internal progress and processes (Sveiby, 1997). In order to increase the value of the intangible assets within the company, three categories within need to be aligned (Kaplan & Norton, 2004). Kaplan and Norton (2004) state that these three categories consist out of: Human capital, the competences which concerns the knowledge and skillset of the employees; Information capital, which concerns the availability of the information systems within TBWA; Organizational capital concerns the culture.

The latter one, the organizational capital, is something which could greatly contribute to the competitive advantage of TBWA. The other two categories, human capital and information capital, are equally important for the competitive advantage, but are connected to company resources as well. The organizational capital, the company culture, structure and organizational learning to be specific, are valuable assets and need to follow the five criteria. This means the companies resources and capabilities are: hard to copy, valuable, appropriate, durable, not substitutable and non- transferable (Martín-de-Castro, Emilio Navas-López, López-Sáez & Alama-Salazar, 2006). The culture within TBWA has had time to grow and evolve by the means of learning from the past, relations between employees and causal ambiguity, it is unique so it can be used as a competitive advantage.

Culture

Culture acts as a competitive advantage in business (Barney, 1986). There are many different definitions of corporate culture. According to Hofstede (1980), culture is a collective way of thinking within a group, which can differentiate one group from another

group. According to Schwartz and Davis (1981), corporate culture is within the employees of the company, patterns of their expectations and beliefs are shared. These expectations and beliefs are then the basis of how people within the company behave. Although there are many more definitions of corporate culture, these do share an overarching thought, namely the importance of having a shared way of thinking about how things are done in the company. This means that within TBWA everyone should be facing the same direction.

Internal branding can be used as a framework to strengthen the culture within TBWA. It aligns the way of working to in the end improve its intangible assets. Internal branding can serve the purpose of facilitating brand value co-creation between all employees, which is enabled by brand ideologies, brand leadership, brand centered HRM, internal brand communities and communications (Saleem & Iglesias, 2016). Piehler, Hanisch & Burmann (2015) stated that the desired outcome of internal branding is brand citizenship behavior, where the brand is strengthened by the behaviors of the members of the organization which align with the brand identity and its promise.

However, in figure 1. the elements of the intangible asset of TBWA\Neboko are represented. The different assets could all be enhanced in order to increase the intellectual capital and bridge the gap between the different categories, human capital, organizational capital and information capital to in the end strengthen the intangible asset of TBWA\Neboko.

Besides having the three pillars as intangible asset, whereas we see knowledge as a sold product by TBWA, which is an intangible asset, we can also call it the intellectual capital of TBWA. This intellectual capital can be seen as an equation, where commitment and competence enforce each other (Ulrich 1998). Competences as discussed before, are part of the human capital and describe the skill of an employee. This commitment can then also be reinforced by having a strong internal culture. A combined model of the intangible assets is represented in figure 2.
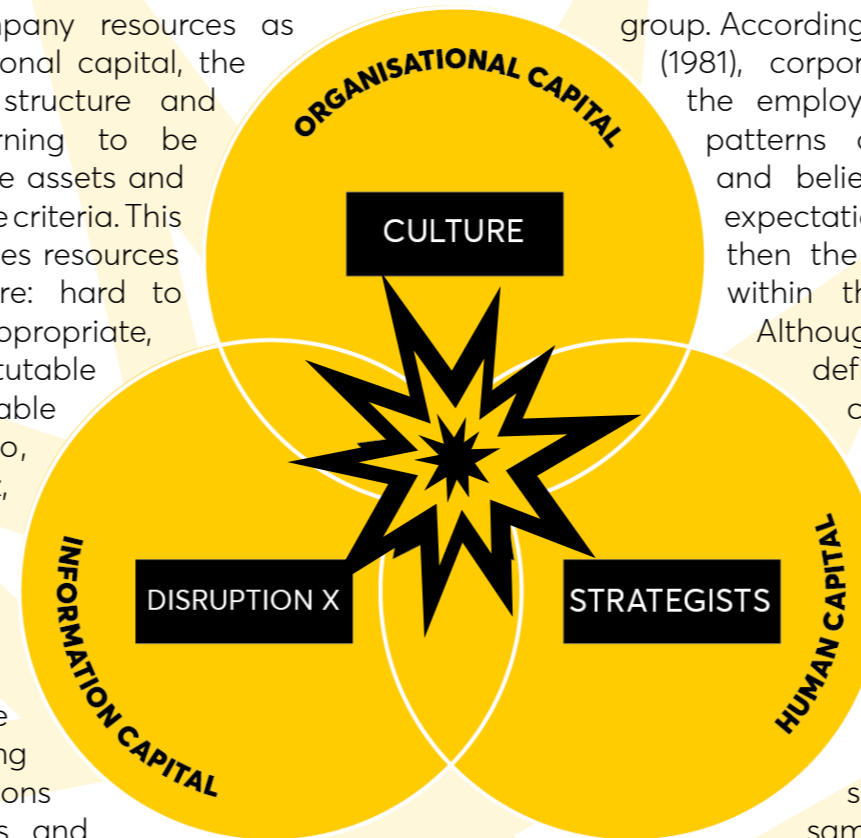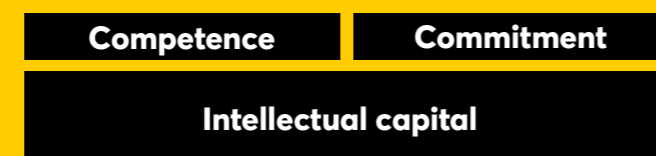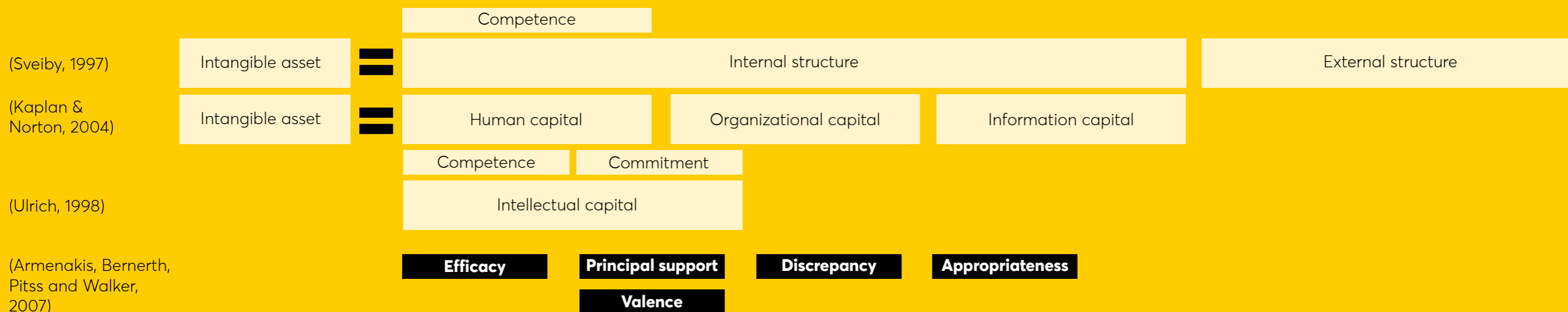

Figure 2. Combined model of the intangible assets

Figure 4. Combined model of the intangible assets and readiness for change beliefs

		Competence		
(Sveiby, 1997)	Intangible asset =	**Internal structure**		**External structure**
(Kaplan & Norton, 2004)	Intangible asset =	**Human capital**	**Organizational capital**	**Information capital**
(Ulrich, 1998)		**Competence** **Commitment** **Intellectual capital**		
(Armenakis, Bernerth, Pitss and Walker, 2007)		**Efficacy** **Principal support** **Valence**	**Discrepancy**	**Appropriateness**

Organizational change

Enhancing this intangible asset requires change. Change is important for a company to survive in the marketplace. However, when trying to implement change, two out of three companies fail to do so (McKinsey & Company, 2008). The adoption of this change is dependent on several factors. According to Kotter (1995), it requires 8 steps for a successful transformation as seen in figure 3. The people in a company will often resist this transformation, so the most complicated thing to do is to create motivation to change and unfreeze their current "fixed behaviors. Creating organizational change also means a shift in the organizational culture. Changing the organizational culture according to Rogers, P., Meehan, P. and Tanner, S. (2006) consists of 5 "tasks":

- Set expectations
- Align the leadership team
- Hold people accountable for delivery
- By managing the cultural drivers, manage the culture
- Communicate and celebrate

and shows some similarities to the change model of Kotter (1995).

The first similarity is the celebration of small victories, the second similarity is the importance of setting expectations, clarifying why the change is necessary. Another element for change that corresponds between the two models, is the need for a leading team, or according to Armenakis, Bernerth, Pitss and Walker (2007) need for principal support. Armenakis, Bernerth, Pitss and Walker (2007) state that there are five beliefs for the employee for them to be ready to change. These are: discrepancy (employee believes that there is a need for change), appropriateness (employee believes that wanted the change is a right fit), efficacy (employee believes that they are competent enough to implement the change), principal support (employee believes that the change agents really support the change) and valence (employee believes that the outcome of the change is attractive). These five elements can be connected to the intangible asset which will undergo change to be enhanced. Figure 4. shows these connected models.

Anchor change in culture

Track and improve the change

Create a short term victories

Get rid of obstacles to this vision

Communicate this vision

Create a vision

Create a powerful leadership team

Create urgency for change

Figure 3. Kotters's eight-step change model

Project objective

This project has been done in collaboration with **TBWA\NEBOKO,** which is an advertising agency located in Amsterdam. NEBOKO was founded in 1999, but joined TBWA in 2002, ultimately becoming TBWA\NEBOKO. TBWA is a global network with 270 offices around the world. The TBWA\NEBOKO coalition consists of several in-house companies such as TBWA\NEBOKO, who are responsible for creating campaigns, other in-house companies are responsible for the design, digital/experiences, production, and social, which makes them capable of delivering a campaign from the request up until the end.

By using Disruption as its philosophy, TBWA aims to be the best agency worldwide. They use Disruption to find whitespace for other brands to grow, making them call themselves "the Disruption Company".
This whitespace is illustrated with a Disruption roadmap, which will ultimately be an inspiration and a guide for the creation of growth. To get to this Disruption Roadmap, Disruption X comes in handy. Disruption X is a new way of working, created by TBWA. It consists of a set of 6 tools, designed to discover where to create more impact for the brand based on data. Disruption X is a relatively new way of working and has not been fully adopted by the TBWA\NEBOKO employees.

Aim
To reach the company's ambition and to get a seat at the client's table earlier on in the process, everyone should be facing the same direction. The company has almost doubled in size during the Covid-19 pandemic, so the organizational culture needs to be kept intact. One of the tools to steer towards the company vision is Disruption X, which is meant to guide the strategist to a disruptive commercial idea, creating growth for the client company.

The Disruption X method however is not being used to its full potential and could be improved to be integrated more into daily work. That is why the aim of this project is to create a toolkit for Disruption X, making the usage more efficient. The final product will be made ready for implementation creating a real impact within the company.

Research question
This study tries to uncover the following research question:

In order to find an answer to the research question, it is split into two parts. One part focuses on the pain points surrounding the Disruption X method and the other part focuses on the culture within the company and its DNA as a brand. To explore these two parts of the context, the research question is split into these two sub-questions:

1. What are the pain points surrounding Disruption X?

2. What is the organizational culture like?

Scope
The scope of the project lies within the strategy department of TBWA\NEBOKO. Within the strategy department, only the strategists from the national teams are taken into account. This is because the international teams are less present with TBWA\NEBOKO and are more connected to TBWA\Worldwide.

To gain a broader perspective of the company, some members of the account department are also included in the study.

How can the Disruption X method be implemented into the daily work of the strategists of TBWA\NEBOKO in order for them to start using the method more?

Project approach

The project will be built around the double diamond approach (figure 5.) which creates two distinct phases within the process. Starting with the research phase, which will result in a design brief. This brief will put the second part of the approach in action, namely the design phase. Parallel to this, the structure of Brand Driven innovation is followed, as the connection between TBWA as a brand and Disruption X as the innovation is important for this project.

Research
To start the project, there was an initial problem given by TBWA\NEBOKO. However, it is important not to forget that the core of the problem could lie much deeper. Exploring what the right problem is, to in the end design for the right thing, is done in the first part. The context mapping approach is applied to understand the underlying motivations about the problem. This data is then analysed and converged into a design goal with its requirements.

Design
The created design brief from the first part, starts the design phase. With the assistance of a co-creation session and brainstorming sessions, the final product of this project is created. The development of the toolkit follows an iterative process to constantly optimize the design. In the end, the design will be accompanied by an implementation plan for it to be put to action.

2. The context

3. Data analysis

4. Data sensemaking

6. Final design

7. Implementation roadmap

brand DNA interviews

persona AIDA statements

collaborating iterating brainstorming prototyping journey map

1. Literature review

5. Design brief

8. Conclusion & recommendations

DISCOVER
UNDERSTAND

DEFINE
FOCUS

DEVELOP
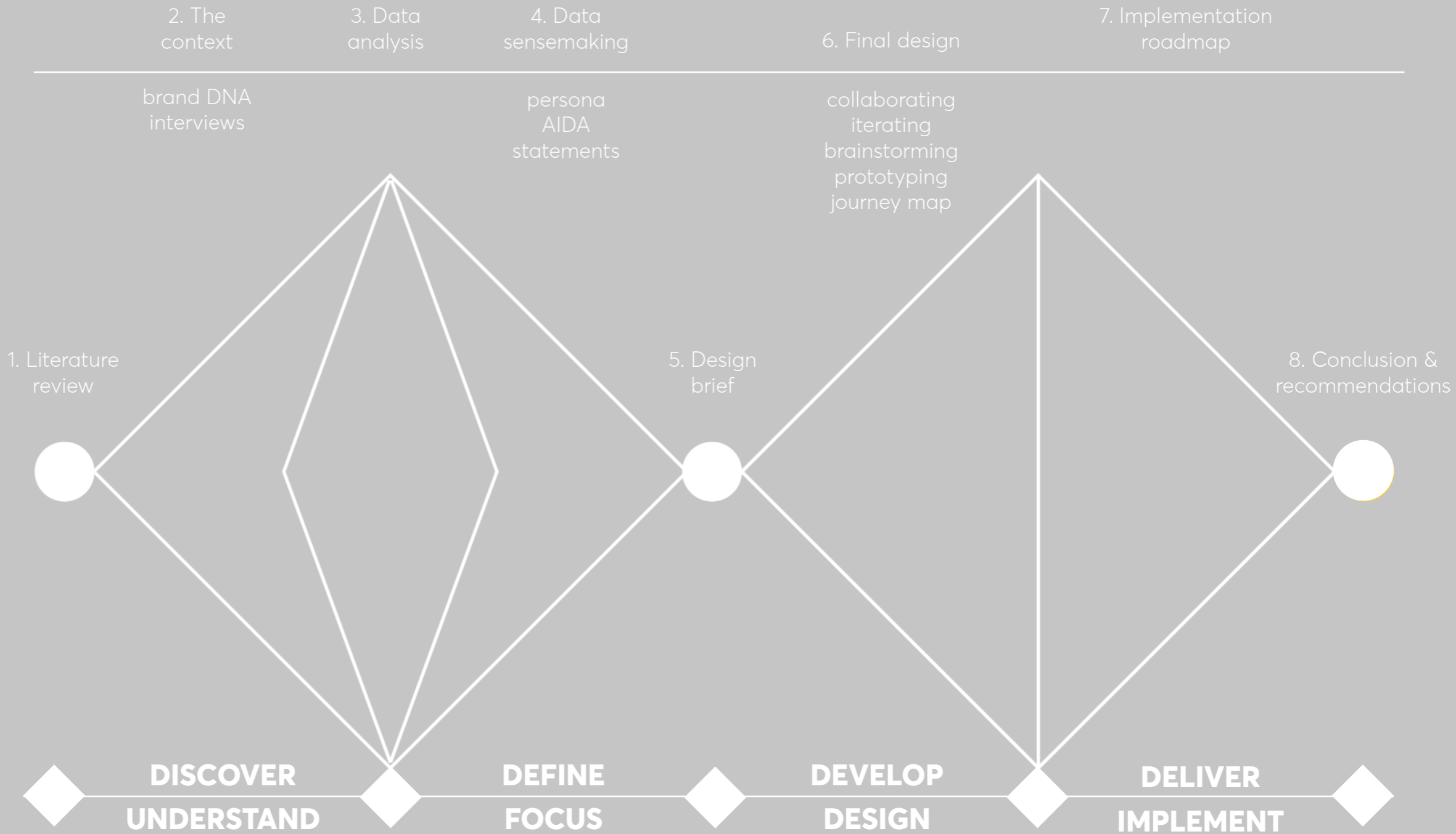**DESIGN**

DELIVER
IMPLEMENT

Figure 5. Double diamond approach as structure for this project

Key takeaways:

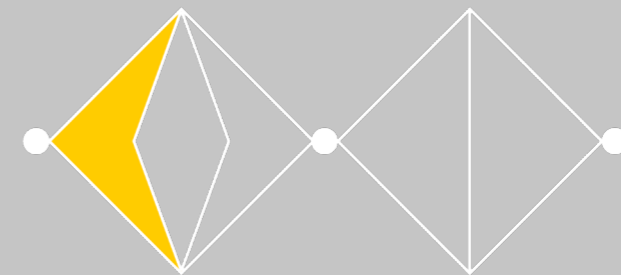The intangible asset of TBWA is knowledge.

This research connects the three components of the intangible asset, human capital, information capital and organizational capital to the strategists, Disruption X and the TBWA\NEBOKO culture respectively.

This research aims to enhance these three components to create a stronger intangible asset.

This gives the overarching question of How can the Disruption X methods be implemented into the daily work of the strategists of TBWA\NEBOKO in order for them to start using it more?

2

THE
CONTEXT

The previous chapter has set the foundation of this research by elaborating on the scope and introducing the components of the intangible asset. This chapter introduces the context and will go deeper into these three components. It will answer to the questions: What is the organizational capital and what is the TBWA brand like?; What is Disruption X as part of the information capital? And it will introduce how data on the strategists as human capital is gathered.

TBWA PHILOSOPHY

DISRUPTION X

INTERVIEWS

KEY TAKEAWAYS

TBWA philosophy

"For big brands and brands who want to become big."

"Voor grote merken en merken die groot willen worden." is the slogan of TBWA\Neboko. The company focuses on growth and TBWA strongly believes in Disruption, hence the "The Disruption Company". Disruption looks like a roadmap and is meant for a strategic purpose and to inspire. The roadmap has the same appearance for every brand it is created for, to convey the summarized campaign idea in a simple manner. The Disruption roadmap consists of conventions, vision and disruption, summarized in three short sentences and is accompanied by geometric symbols, making it very comprehensible as seen in figure 6.

The disruptive idea, based on the Disruption roadmap, was first focused on platform ideas, but the company's aim is to focus more on disruptive experiences, stepping away from only creating TVC, Radio and print.

The disruptive idea serves the purpose of facilitating growth for the brand. For realising this growth, TBWA\Neboko is on the lookout for white space. This is done, not by gaining new market share, but by challenging conventions and going beyond the current market, finding white space, creating new opportunities and exploring new fields (figure 7).

Image 6. The Disruption Roadmap

"Disruption is a way of thinking that encourages us to challenge conventional wisdom and in doing so, create new visions for our clients that will enable them to grow their brands faster." - Wells Rich Greene, 1992

Figure 7. Not gaining new market share but finding whitespace

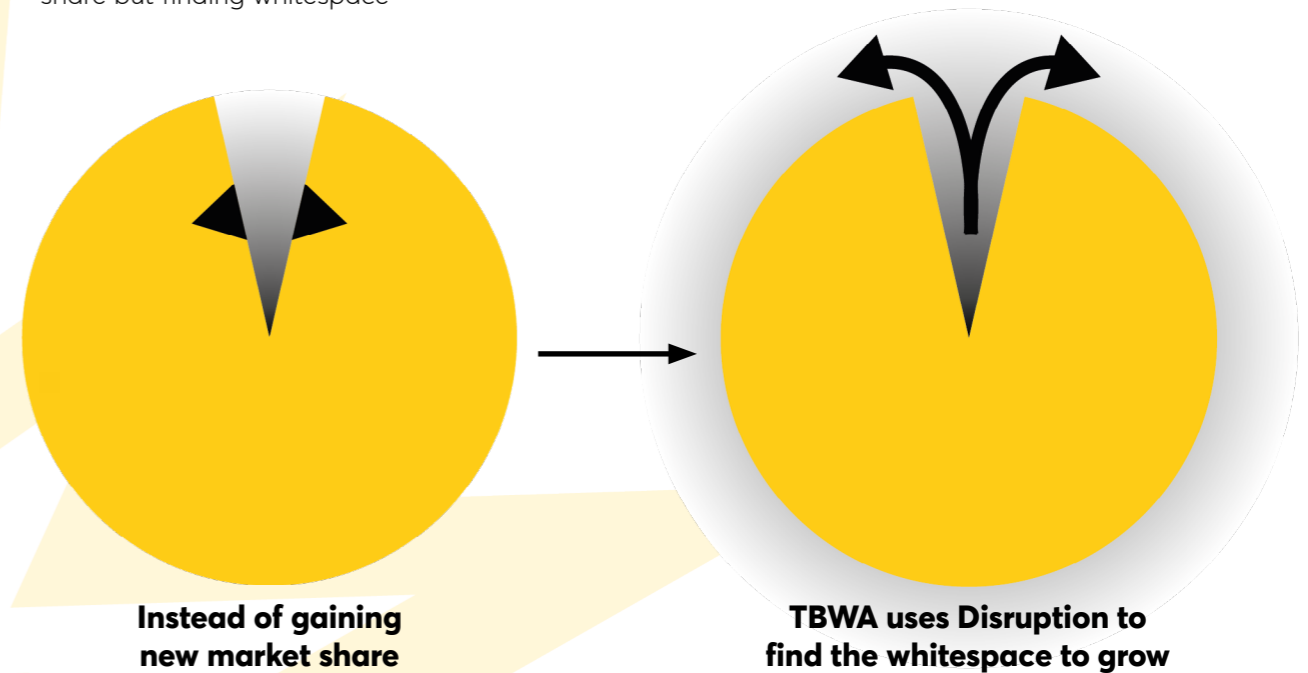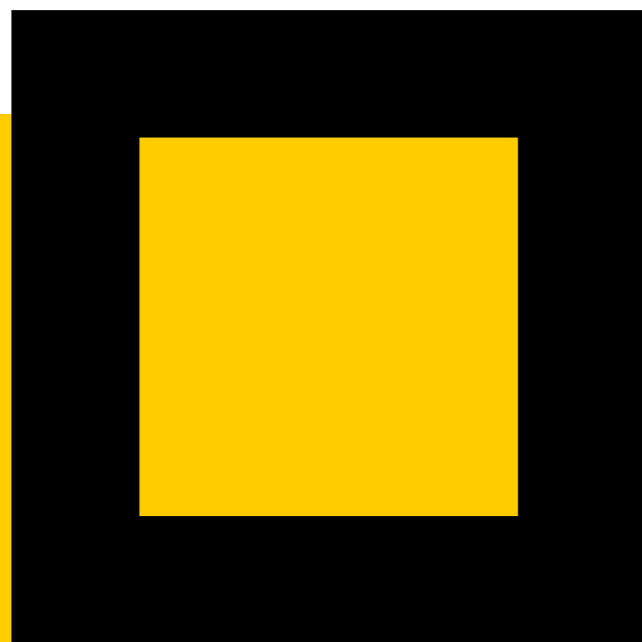**Instead of gaining new market share**

TBWA uses Disruption to find the whitespace to grow

CONVENTION
Identify what is already happening.

DISRUPTION
A disruptive idea that will guide to the vision.

VISION
A vision that will facilitate growth.

The golden circle of Sinek (2009) illustrates the why, how and what, of what moves the brand. According to Sinek for a brand to be successful it needs to start at the "why", this is the core and the "what" and "how" need to enforce this. The golden circle from TBWA is displayed in figure 8.

"People don't buy what you do, people buy why you do it"
– Simon Sinek

Figure 8. TBWA Golden Circle
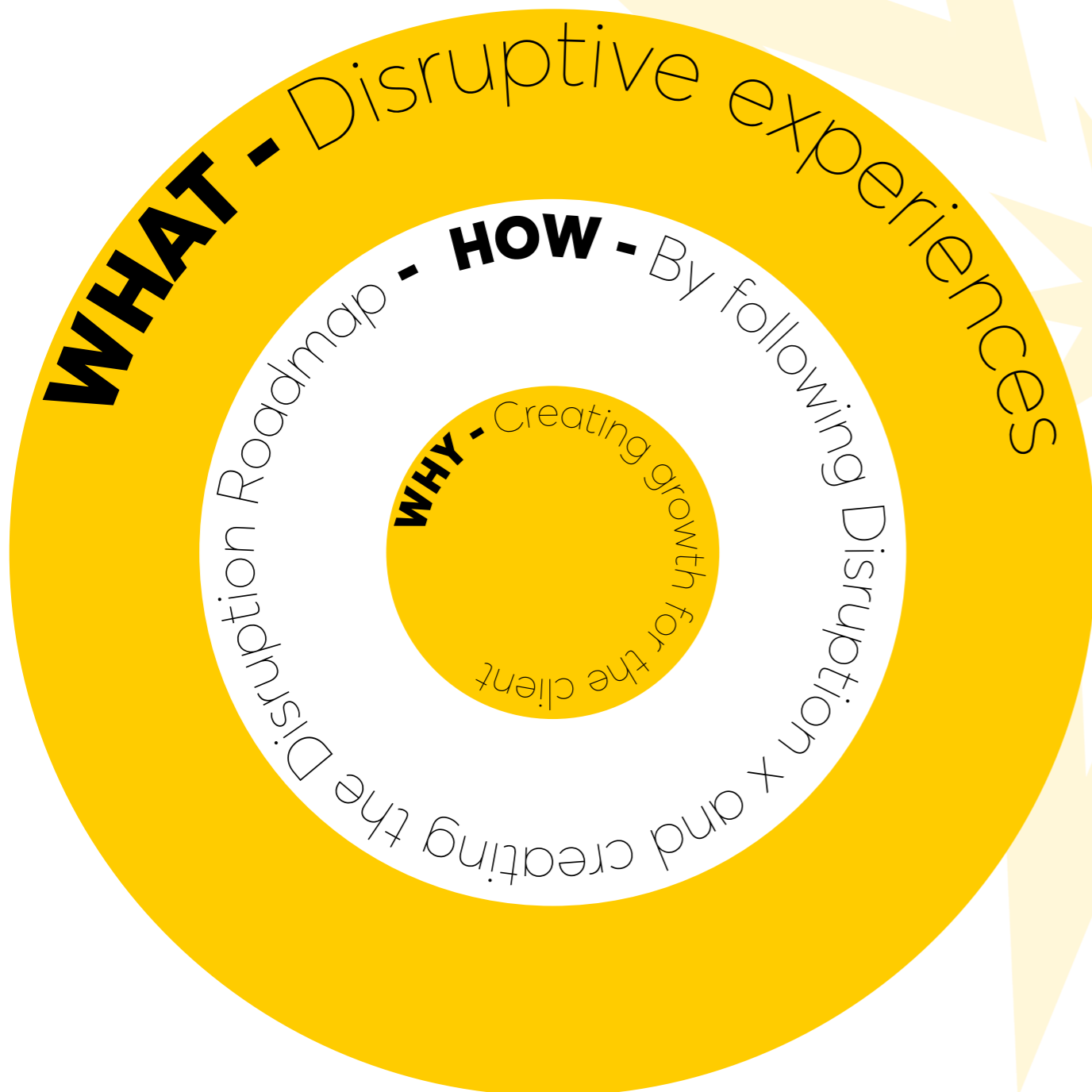
TBWA ambition

TBWA\NEBOKO is known as a big advertising agency and brands approach the company with questions like: "we want an easter campaign", or "we want to win a 'Gouden Loekie'", meaning we want a great TV commercial. TBWA\NEBOKO has no problem winning big awards with its TV commercials, but it aspires to be bigger than an advertising agency that just focuses on traditional media. It wants to be more like a creative agency, where it is able to focus on the whole brand ecosystem as illustrated in figure 9. This means that TBWA wants to gain more share in the decision-making process of the brand to realize growth. A television commercial is an important medium in realizing this growth, however not the only one, that is why TBWA wants to create more ideas on an experience level as well. This means their original roadmap sees a slight shift as well. Figure 11 presents the new roadmap.

Internal brand communication

The character of TBWA\Neboko is described as challenging, curious, playful, collaborative and ambitious, and can be seen in their house style, but also in their creative work. The backslash also serves a prominent role in their house style and it serves a second purpose as being the "cultural intelligence unit", a tool focussing on cultural trends which could lead to big opportunities. Inside the company, TBWA employees are addressed as pirates. Pirates have the image of being brave and bold, which fits the idea of disruption. Figure 10 illustrates the brand dna of TBWA.

Figure 9. Brand ecosystem elements

ADVERTISING

BRAND ECOSYSTEM

RELATIONSHIP

EXPERIENCE

Figure 10. TBWA brand DNA

Purpose

Companies struggle to gain marketshare on a saturated market, so TBWA believes that conventions need to be challenged to find find space extending the market.

Positioning

For big brands who want to get big, TBWA offers disruptive experiences which give the brand the opportunity to explore new markets to gain growth in business.

TBWA\DNA

Personality

challenging
curious
playful
collaborative
ambitious

WHAT - Disruptive experiences
HOW - By following Disruption x and creating the Disruption Roadmap
WHY - Creating growth for the client
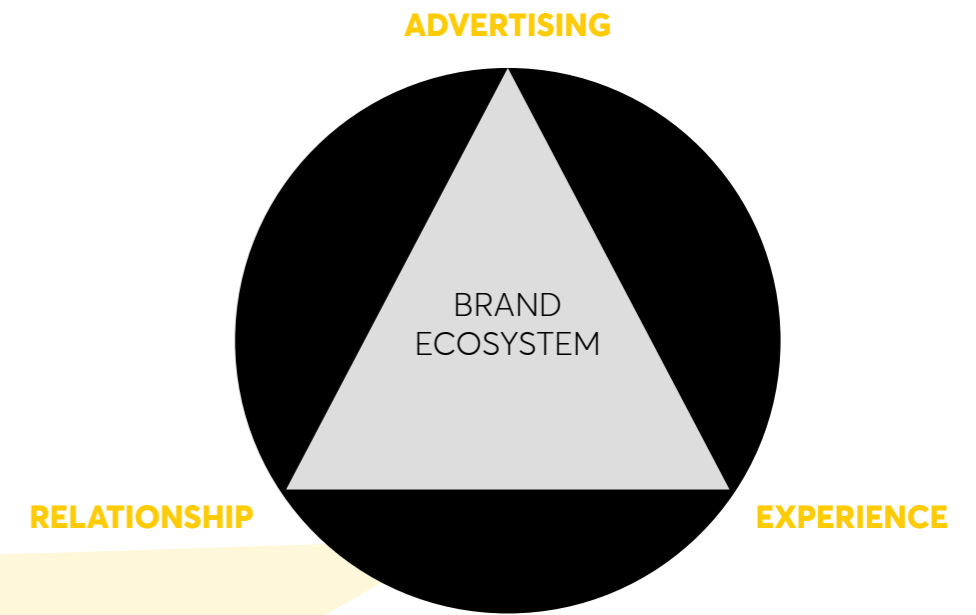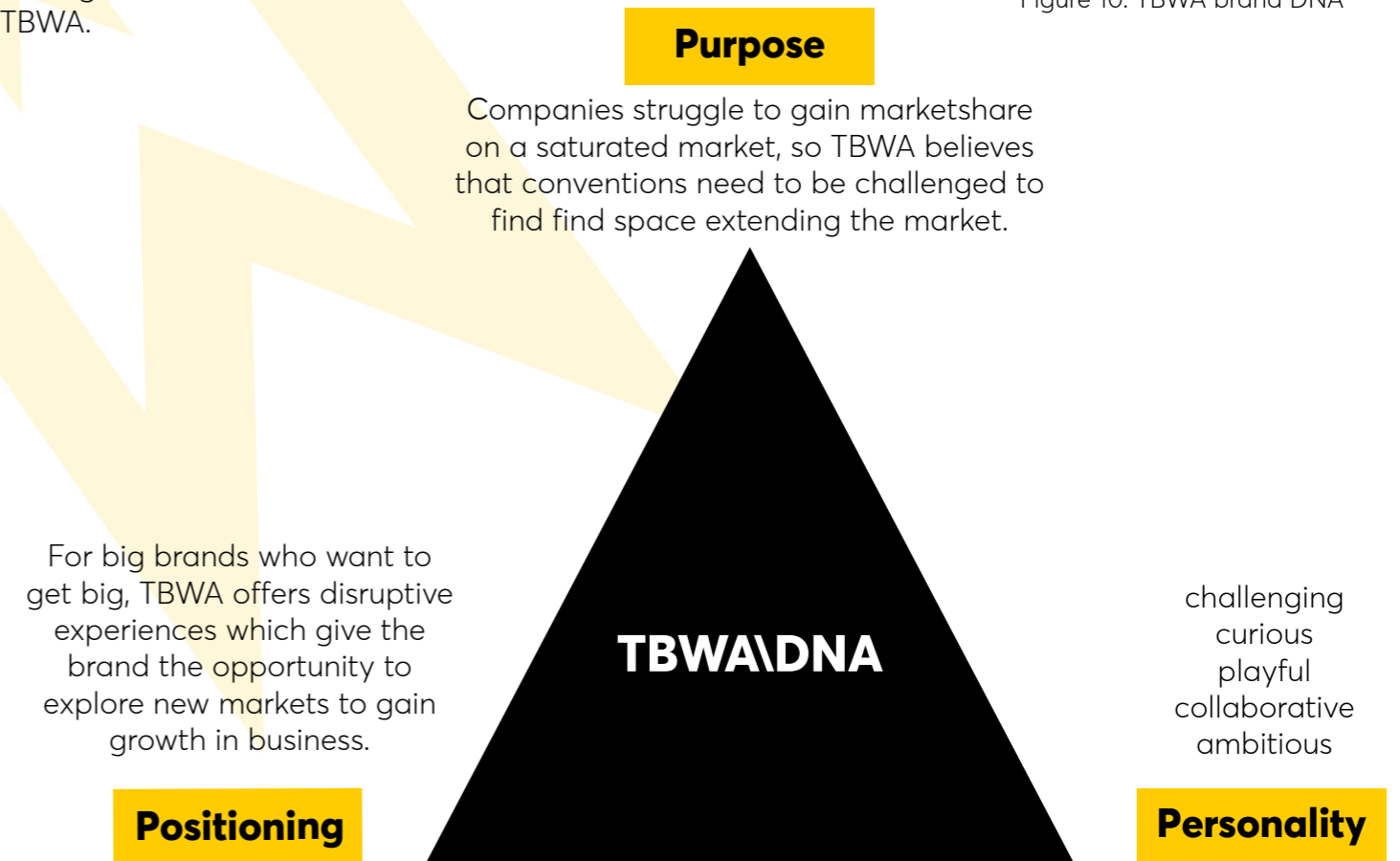
Disruption X

Disruption X is one of the latest ways of working within all TBWA offices globally. With Disruption X, TBWA wants to get more impact on the business of the client, and not just on a communication level. They also want to not only focus on media, but on all brand experiences, the whole brand ecosystem. Disruption X is not meant to substitute the "old" disruption, meaning the Disruption Roadmap, but is meant as a set of tools for people to reach disruption, in order to create more suitable disruptive ideas which will facilitate growth and create more impact.

Disruption X onboarding

Disruption X consists of 6 modules, each containing several tools & methods. These 6 modules were explained through live online lectures by the global chief strategy officer. Through a virtual meeting, she helped the TBWA employees walk through its way of working, ending with an example case. These lectures have been added to the internal knowledge database where people can rewatch them to educate themselves on these methods. Here simple templates for the methods can be found as well.

Disruption X Accelerator

To implement Disruption X better globally, the Accelerator was created. This is a group of people working on a global level with the intention of helping with data questions and calculations necessary for the Disruption X method. They are skilled data analysts and can be 'hired' to help with certain data questions within the method. They are part of TBWA, but are located abroad and help to solve cases within the TBWA network throughout the world. TBWA\Neboko is given a number of credits each quarter, which they can use to 'buy' help from the Accelerator. Each month meetings will be scheduled to explore opportunities where they can join in. TBWA\Neboko recently (20 April) received an online onboarding session, where members of the Accelerator team came to introduce the process. Since it is a fairly new process, there are no cases to be examined to see it in action.
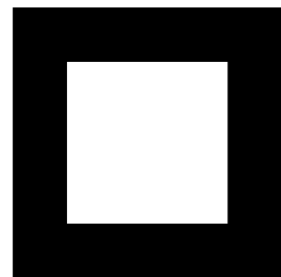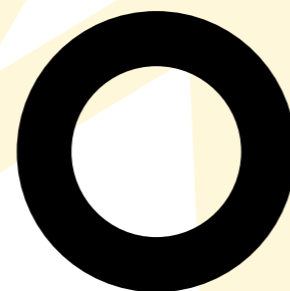

CONVENTION
Conventions in doing business
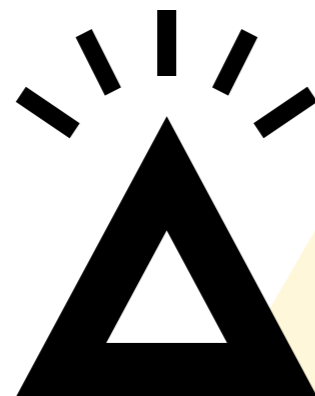
DISRUPTIVE EXPERIENCE
An expanded view of creativity rooted in creating value

VISION
A clear vision for disruptive, exponential growth

Figure 11. New Disruption Roadmap

The tools

Disruption X consists of 6 tools. Appendix J illustrates the tools and their relation to each other, this relation to one another is also illustrated through an analogy and is found in appendix G. The six tools of Disruption X are:

A framework to uncover potential disruptive approaches. It maps out the drivers and barriers for the brand and guides you through different scenarios. The Ansoff growth matrix is included in this.

This module helps to specify what needs to be protected from the current demand. What could be the incremental demand, looking at immediate growth opportunities. Lastly, it looks at the disruptive demand, what are the unexplored sources for future transformation opportunities. By looking at these three sources of demand, the strategists create an overview of the total amount of people they will be able to reach.

This module consists of the Disruption Roadmap in combination with values, behaviors and truths and is meant to inspire for more experience design. It helps the strategists map out the conventions in the market space, to create a growth vision, so they can develop a Disruption platform idea fitting the brand DNA.

The strategist lists all the points of interaction between the audience and the brand and maps the touchpoints with the right behavior of the brand, which is created in the previous tool. In addition to this, the strategist can create a customer journey and ask themselves, what are the touchpoints a specific kind of customer encounters?

This tool consists of a template that explains the logic behind the created experience. It has the appearance of a brief.

This is a framework that can be filled in with the other tools for a continuous optimization process for a brand. It gives an overview of which data needs to be tracked to measure the impact of the experiences to improve and optimize where necessary.

Brand Economics

Disruptive Demand Map

Disruption Directions

Disruptive Experience map

Experience Economics

Dynamic Value Creation

Interviews

To get to the right problem to solve, it is important to understand the people who work with or should be working with Disruption X, to map out the context. To get to the core and find out the latent needs of the TBWA employees, the context mapping approach (Sanders & Stappers, 2012) was applied.

Sensitizing
In preparation for the interviews, a sensitizing booklet was created which needed to be filled in before the session. This booklet contained several questions and assignments to sensitize or to 'warm up' the participants to get more meaningful answers for the interview. The booklet also served the purpose to generate some quick data. The booklet contained the following subjects:

- Background info
- Job tasks
- TBWA Culture
- Disruption X

Interview approach
Since the interviews are meant to uncover the latent needs and map the context, a semi-structured interview approach was chosen. The interview contained several topics and followed the "Path of expression" (figure 13). With this path, the latent needs are discovered, by first asking questions about the present, then asking questions about the past, in order to ask questions about the future to be able to discover the hopes and dreams of the participants.

The interview session was structured in two parts. The first one was about the culture within TBWA\Neboko, where the interviewees were asked to create a collage about the TBWA\Neboko image with provided photos and words. When finished, the participants were asked to talk about the collage. The second part of the interview covered Disruption X, it started with the participants writing down all their assumptions, to start a conversation.

Some interviews were done in real life and some interviews were done online due to people working from home. These online interviews were assisted by Miro. To be able to engage in the answers it was chosen to not take notes during the interview, but to make an audio recording.

Topics
The topics of the interview were:

- Culture
- Disruption X onboarding
- Disruption X use
- Disruption X knowledge
- The future of Disruption X

Participants
Multiple departments within TBWA get to deal with the Disruption X methods. There are the strategists who use and apply the methods and there are people from the account department who have the ability to sell the methods as a product to the client.

4 brand directors of the account teams of different clients received the sensitizing booklet. Within the team of strategists, everyone who could be reached received the sensitizing booklet.

The participants for the interviews were mostly from the strategy department, they:

- Had a lot of experience within TBWA
- Started working recently at TBWA
- Had experience from junior level to senior level

A total of 11 people were interviewed. Also speaking to two people from the account team created a more diverse point of view. The results from these interviews will be discussed in the next chapter.
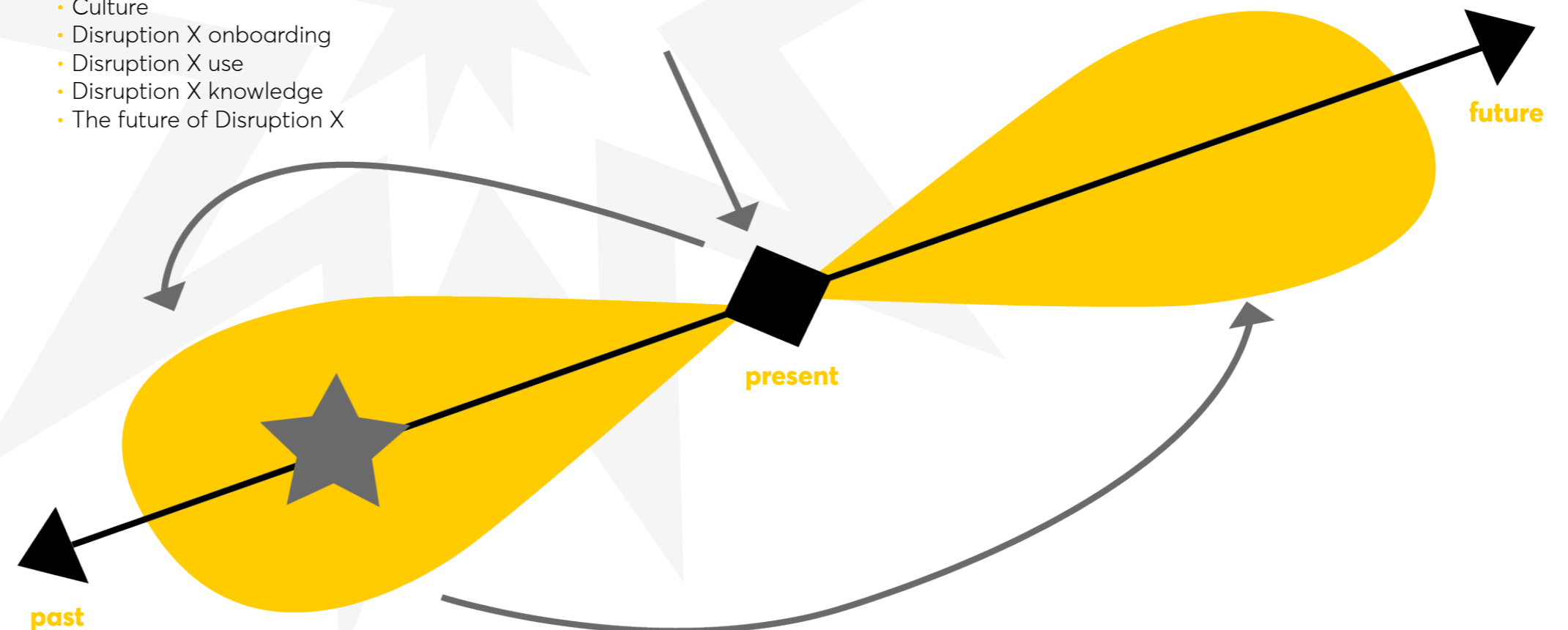

Figure 13. Path of expression

Key takeaways:

Disruption is the mindset shared by the TBWA employees. It is the TBWA holy grail and is achieved by following the Disruption Roadmap. First discover the conventions to then create a vision, in order to come up with the Disruption.

TBWA creates Disruptive experiences for their clients by creating Disruption Roadmaps to create growth for the clients. The method of Disruption X is meant as an addition to how these Disruptive Experiences can be created.
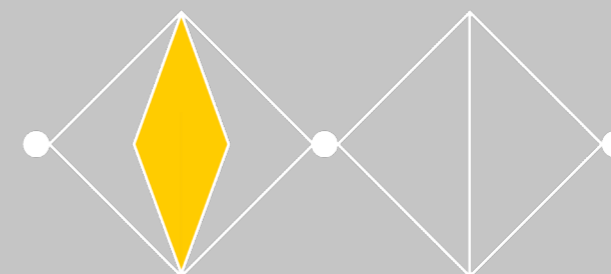
Disruption X consists of six tools and can be used for different achievements and client briefings.

Disruption X is taught on own initiative by watching online lectures.

Context mapping is used to gain a better understanding of the strategists in context. This will be elaborated on in the next chapter.

3

DATA
ANALYSIS

This chapter gives an overview of all the retrieved data. An illustration will present the connection between the clustered data results and further on in this chapter, the tables present the conclusions of all the data resulting from the sensitizing booklets and interviews in a clear way. This chapter consists of 10 of these clusters which are explained by subcategories that are linked and differentiated from existing literature.

QUALITATIVE DATA ANALYSIS

DATA TABLES

KEY TAKEAWAYS

Qualitative data analysis

After all interviews were transcribed, the data was analyzed. The results from the interview, the collages of the TBWA culture and the Disruption X assumptions (appendix E) were included in this. Besides this, the booklets, which had the initial purpose of warming up the interviews, also presented useful quotes for the analysis, see appendix F.

The analysis is done with statement cards, where quotes from the interviews are paraphrased into statements (Sanders & Stappers, 2012). These statement cards were then clustered in groups to look for patterns, appendix D shows these clusters.

During casual conversations with the strategy department, it became clear that Disruption X is not used consistently. To answer the question of why this is, data was used. In figure 14 a simplified representation of the findings is structured in a framework. Looking at the framework, it becomes apparent that most factors hinder the learning of Disruption X.

The rest of the chapter explains the clusters. This is done in a structured way in the form of a table. The conclusions inside these tables will be supported by "proof quotes" (Pratt, 2009) and will be further explained in the text.

Figure 14. Framework of the findings
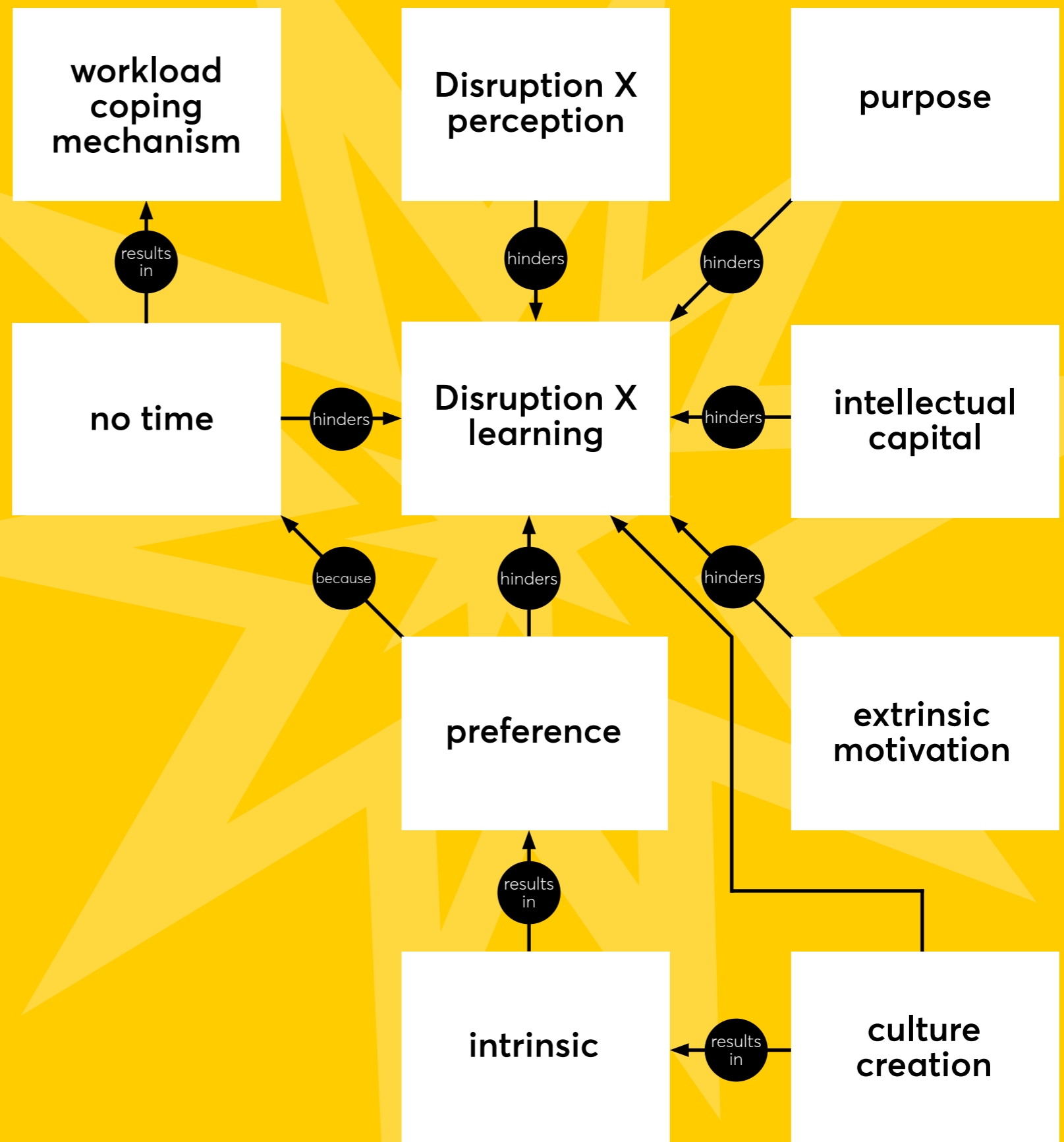
Intrinsic

The data analysis uncovers two intrinsic factors influencing why people work the way they do. The table on the right presents these two intrinsic factors. These factors can be rooted in their subconscious, they are hard to grasp. These two factors are intuition and experience. Because of experience in the marketing field, combined with intuition about what is the right thing to do, some elements of Disruption X are already rooted in the subconsciousness of the employee, meaning they use it already but are not aware.

Intuition

A famous quote by Steve Jobs states "Intuition is a very powerful thing, more powerful than intellect, in my opinion".

During the interviews, it appeared that people within TBWA\Neboko have a similar mindset. They feel like ideas thrive on intuition and that the method of Disruption X could hold them back.

"Minder dat rationele, we zijn namelijk best wel een emotioneel bedrijf. "

While intuition is important to the strategists, in order to sell an idea to the client, this idea should be backed up with evidence.

Experience

The other subject closely related to intuition is the experience that people have. By working in marketing for several years a strategist gains more experience. With this experience, the strategist will then notice patterns in the created solutions, helping them to rapidly formulate new ideas. However, while experience and pattern recognition are important elements for idea generation, they can also eventually result in similar ideas, Disruption X is a tool to help them gain a new perspective. On the other hand, the younger, less experienced strategists are still building this experience and sometimes prefer a bit of guidance since they are still figuring out what works and what does not.

"Ik geloof dat een idee in een hoofd bestaat en dat is intuitie en ervaring."

Tabel 1. Intrinsic

	Intuition	Experience
Definition	People view Disruption X as too rational. You can follow a process, but in the end they believe that the best ideas come from intuition.	By gaining more experience you learn what works and what does not. This results in your own way of working.
Proof quote	"Dit vak is zo gerationaliseerd marketing. Dat mensen denken dat ze alles moeten verklaren. Terwijl soms iets wat je helemaal niet kan verklaren is veel impactvoller."	"Op een gegeven moment zie je dat dingen zich herhalen. Dan heb je bij de ene klant iets gezien wat je bij de andere klant ook al hebt mee gemaakt en dan denk ik toen heb ik het zo gedaan."
Link to literature	Intuition is making judgements by subconsciously making rapid associations (Dane & Pratt, 2007).	Increasing the experience within relatively inexperienced people will improve their reliability and performance, while beyond a specific point where there is more experience, the reliability and performance decreases (Shepherd, Zacharakis & Baron, 2003).
Differentiation from literature	While intuition feels like a gut feeling, a lot of thoughts are behind it. The people within TBWA do not always believe in backing up their ideas, because it just feels right. Creating an idea with too much theory and background can also take away the magic of coming up with a great idea.	When working in the field for several years, you build a certain knowledge on what gives desired outcomes. By making mistakes and making victories it is learned what works and what does not. Your own loop can then be created, resulting in a person specific pattern.

Intellectual capital

According to Ulrich (1998), competence times commitment is intellectual capital. These are two factors that have to enforce each other in order to maximize the intellectual capital. In the case of TBWA\Neboko, we look at competence as a set of skills from the members of the organization. Commitment is interpreted as the expectations of the members of the organization. The table on the right presents the two factors contributing to the intellectual capital of the strategists.

Skills
Most members of the strategy department have a background in social studies and communication. They create and write strategies for example, but calculating and getting into dept with data requires a different set of skills, which are useful for Disruption X.

"Kunnen we het eigenlijk wel"

A while back TBWA\Neboko experienced a similar problem when the internal department Databoko was founded. They focussed on using data to find opportunities for brands to grow, but because the expertise within the company was not high enough, the department did not survive. This correlates to the findings of Horbach and Rammer (2021). They state that the shortage of skills within an organization can lead to the cancellation of innovation, which is a potential threat to the implementation of Disruption X.

"Dit is niet mijn hobby, anders was ik wel wat anders gaan doen."

Expectations
Besides having the right set of skills to utilize Disruption X, people have certain expectations from their jobs working at TBWA\Neboko. With the theory of Ulrich (1998) where a person needs commitment to increase the intellectual capital, a connection is made with the theory of Minbaeva, Rabbiosi and Stahl (2018), who state that a misalignment between values of the organization and how these need to be executed can result in less commitment. The strategists at TBWA\Neboko value creativity and want to apply this in their daily work. However, it is felt as if Disruption X will put constraints on this creativity.

"In de basis zijn we ideeën makers en verhalenvertellers."

Disruption X is a method containing models and templates, which requires the calculation of growth. The outcomes of Disruption X could also differ from the traditional campaigns TBWA\Neboko produces and can have a more business focus, which is not what the strategy department is used to.They expect Disruption X to be outside of their comfort zone.

"Je bent heel veel met modellen bezig, en met rekensommen en het staat wat verder van communicatie af uiteindelijk."

Tabel 2. Intellectual capital

	Skills	Expectations
Definition	There is a lack of certain skills needed for the execution of Disruption X in the organization.	There is a mismatch between what the strategists expect from their job and what is asked of them with Disruption X.
Proof quote	"te gecompliceerd, ik kan me dat berekenen ook niet echt meer herinneren in de sessie. Maar het klinkt heel gecompliceerd en misschien moet ik me dan er meer induiken wat het precies ook alweer was."	"Maar ik kan me wel herinneren dat het sentiment in de groep was, ja maar waar is creatie, waar is het creatieve denken hier in."
Link to literature	There is a greater change for skills shortage in innovative companies, and this shortage of skills can result in the cancellation of the innovation project (Horbach & Rammer, 2021).	A misalignment between values of the organisation and how these need to be executed can result in less commitment (Minbaeva, Rabbiosi & Stahl, 2018).
Differentiation from literature	Disruption X can be too complicated for some of the strategists. And they feel like they lack the right skills, resulting in Disruption X not being used.	The people of the strategy department expect to play a creative role in the creation of campaigns. The strategist perceives Disruption X as a tool outside their comfort zone, resulting in them not experience motivation to use the method.

Disruption X learning

Before the strategists use Disruption X, they want to have the knowledge and understanding needed to use it. If someone within TBWA\Neboko decides on learning about Disruption X and they reach the point where they are going to immerse themselves with the available learning material. They can do so by watching online video lectures or by looking through the slides of these video lectures. This teaching method results in several pain points illustrated in Table 3. Besides this, almost no one has seen all the videos and remembers what they are about.

Passive Learning

To learn about a subject, active learning is important(Lujan & DiCarlo, 2006). While a few people got to attend the live video call where the modules of Disruption X were explained, it was presented as a one-way conversation. There were no discussions afterward, and questions asked in the chat were answered at the end. The people who had to catch up later on Disruption X were expected to do so on their own by watching the recordings. Since there was no opportunity to practice or have active discussions during the lectures, people could not retain what Disruption X was about. When a person did want to refresh their memory on the Disruption X tools, the only available option was to look through the videos, something which is an unattractive option and appeared to be a real pain point.

"merk ook dat mensen te weinig tijd hebben om er dan nog helemaal naar te kijken want het zijn al die videos. Want als je het weer even terug wil blikken zijn het alleen maar videos van weet ik veel hoeveel minuten."

Learning by examples

Besides the importance of active learning, learning by examples is also an important and effective method for information retention. These examples are especially deemed useful when the problem to solve is similar, this will also motivate people to look at it (Sweller & Cooper, 1985). Since Disruption X is relatively new, only a few examples are given during the lecture. Some of these examples are not created with the Disruption X method, but were backward engineered after the project was finished. Since the lectures were given globally, many examples are international cases. They are inspiring, but they are not tailored to the TBWA\Neboko culture.

"weet je nog we hebben toen dit uitgelegd, en even daar naar terug en dit is een verhaal waarbij het van a tot z waar dat goed gelukt is, waardoor je mensen inspireert om het model te gebruiken, dan maak je het concreet."

Too much background

Watching all the videos about the Disruption X modules takes up to more than 7 hours in total, so one video has a duration of more than an hour, whereby the first half is used to explain the module and its elements.

"Eerst moet je door veel heen en dan heb je pas de essentie."

For people to learn, there should not be an overload of factual information (Lujan & DiCarlo, 2006). Especially when there is always time pressure and you have to get through a lot of information that does not contribute to what you want to know. Too much information is too distracting and also complicates the process of browsing back for important information.

Tabel 3. Disruption X learning

	Passive learning	Learning by examples	Too much background
Definition	Strategists do not learn the Disruption X method, because it is taught through passive video learning.	To understand the way of working with Disruption X, the employees desire examples. However, there is an absence of example cases.	The videos are difficult to follow, because too much background information is given, resulting in the loss of the essence of the tool.
Proof quote	"Echt willen veranderen en ik ben er heilig van overtuigd dat dat niet werkt, door 1 keer een soort van toelichting en uitleg te geven via een teams call met de hele wereld, je moet er echt actief mee bezig zijn."	"Hoe doe je dit, is er een voorbeeld, hoe doe je dit."	"Dan maak je het concreet. Omdat in het begin, daar zat heel veel theorie bij,"
Link to literature	Processing information actively instead of passively leads to learning of a subject (Lujan & DiCarlo, 2006).	To gain a new skill, learning by examples is very effective. Examples can deem useful, and people are motivated to look at them if people are expecting to solve a similar problem (Sweller & Cooper, 1985).	The amount of factual information should be reduced in order for students to really learn (Lujan & DiCarlo, 2006).
Differentiation from literature	Instead of actively applying the taught knowledge, people watch a few videos. For the people present at the live lecture, questions could be send in and they were answered at the end of the lecture, making it also one sided. This results in problems in retaining the important information.	In the case of Disruption X, the people from TBWA want to get inspired by example cases, however these are absent. In the learning videos a few examples can be found, but an example for the whole process is missing.	The videos to watch contain a lot of information about Disruption X, but a simple summary of only the important parts are missing, making people not memorise the essentials.

No time

During the interviews, having no time was mentioned a lot. While having no time could have the underlying meaning of having your priorities elsewhere, there could also be a truth to the saying, I have no time for Disruption X. Table 4 presents the three things related to the absence of time which were mentioned the most during the interviews.

To think
The strategists always work under time pressure to meet different deadlines. Meetings scattered throughout the day break up the working hours and complicate the process of getting into the creative thinking space and catching up on the work. Meeting deadlines is important and often a priority over learning Disruption X, because learning Disruption X takes too much time.

"Het is lekkerder om in grote blokken na te denken dan gewoon in een half uurtje. Zeker als het gaat om strategie, waar je lekker in de zone moet zitten."

Amabile, Hadley and Kramer (2002) state a few moments when creative thinking is low. These include the accomplishment of different activities throughout the day. Or while experiencing time pressure, the strategists are required to attend many group meetings. These apply to the people from TBWA\Neboko as well, making it hard for them to get into the creative thinking space, which they refer to as the "zone". Disruption X also takes up a certain amount of time for which it is equally important to get into the zone. This feels difficult for the strategists, especially when they want to master it.

To relax
There is always high pressure to work hard and be ambitious within TBWA\Neboko. People often work overtime to finish or improve their work. While according to Beckers, et al. (2004) people who work overtime are often "happy" workers who like their jobs. However, within the culture of TBWA\Neboko, there is a lot of social pressure to work hard and to work overtime. When people leave at the end of the afternoon, some people tend to make snarky comments, keeping this culture going.

"Dat is eigenlijk wel de ongeschreven regel bij TBWA, je moet overwerken anders werk je niet hard genoeg. "

To learn
Learning to work with Disruption X requires time and energy. This is something people within TBWA\Neboko feel like they do not have. For them, it costs too much energy to invest your time in learning something new while people rather save this energy for the other remaining tasks, which also need to be finished under time pressure. Time is money so they prefer to save it for other work.

"De komende x tijd heb ik geen tijd. Er moet gewoon echt tijd worden gemaakt om het je echt eigen te maken."

Tabel 4. No time

	To think	To learn	To learn
Definition	Time is limited within TBWA\Neboko. Meetings split the days in small parts leaving the strategists little time to get into 'the zone', leading to less creativity.	The workload is high, making people work overtime often.	Because of limited time, strategists don't prefer learning new methods such as Disruption X. It takes too much time and priorities are elsewhere.
Proof quote	"Als strateeg heb je even de tijd nodig om of een presentatie te maken of om na te denken over een briefing. En dan zet je een werkblok in je agenda en dan zitten daar meetings tussen door en dan heb je 2x een half uur over en dat is net niks, dan moet je er weer helemaal inkomen, heb je niks aan."	"Dat het nooit te druk kan zijn bijna, je moet het op een een of andere manier oplossen. Los het op, maar het woord, te druk is wel een beetje een taboo woord. En dat kan soms wel beklemmend zijn. Dat je denkt, ja maar het is toch ook te druk."	"Daar zijn allemaal trainingen van geweest en volgens mij gebruikt niemand die nu nog. Ik denk gewoon weinig tijd, dat je toch maar terug grijpt naar je normale manier van werken. Je moet er best wel wat tijd in stoppen om er mee te leren werken, maar mensen hebben simpelweg geen tijd om het te leren."
Link to literature	When the time pressure is high and people: have a day with different kind of activities spread through out the day; are having instead of interacting with individuals, more group meetings and discussions; are having their schedules changed last minute there is less creative thinking. (Amabile, Hadley &Kramer, 2002)	Moderate overtime working can be associated to "happy" workers who have attractive jobs (Beckers et al., 2004).	Energy is saved for other things by following habits, which can be seen as a routine (Duhigg, 2014).
Differentiation from literature	The time pressure is always high. Meetings are scattered throughout the day and different deadlines need to be met. The little time which is left is used to catch up on the work, but makes it difficult to get into the creative thinking space, but also leaves less time to get into the zone to learn Disruption X or to follow its method, because people perceive it as too long.	While some people work overtime because they love their job, the pressure can also get too high.	Learning a new way of working requires time and energy. Something which people within TBWA feel like they do not have. It costs too much energy to invest your time in learning something new while the strategists prefer to save this energy for the other tasks.

Culture creation

To have organizational capital, the organizational culture must be strong (Kaplan & Norton, 2004). Value, rules, traditions and habits make up mental models which are shared throughout the organization, this is called the organizational culture (Schein, 1995). To create culture, internal branding can be of importance. Piehler, Hanisch & Burmann (2015) stated that the desired outcome of internal branding is brand citizenship behavior, where the brand is strengthened by the behaviors of the members of the organization which aligns with the brand identity and its promise. Table 5 illustrates two factors within TBWA\Neboko that create room for improvement in creating a strong organizational culture.

No onboarding
According to Bauer and Erdogan (2011), onboarding is essential for changing new TBWA\Neboko employees from organizational outsiders to organizational insiders, where they learn the necessary skills to accomplish their work and to learn and become part of the organizational culture. During Covid, TBWA\Neboko has grown tremendously and hired new strategists. However, for some employees at TBWA\Neboko, this onboarding session seems to be missing, which makes them miss out on important information. Most people were just put to work without getting to know the ins and outs of the strategy department of TBWA\Neboko, thus missing out on learning about the existence of Disruption X. Since there is no formal introduction on how the strategy department works, it is required that new employees talk to others on own initiative. By asking around, people slowly uncover tools and methods to work with, but if it is not clear what to ask questions about, such as Disruption X, it is not uncovered.

"Voor strategie was er geen introductie, van dit is TBWA strategie en zo doen we de dingen, je moet het zelf maar gaan zoeken vinden , je krijgt een sloot urls. Ik weet dat er veel is, maar ik weet niet waar ik moet beginnen. Het komt allemaal op je af."

One thing which is obligatory to complete is the safety training provided by the mother organization. This training consists of instruction videos and text, followed by a little quiz. Because this training is obligatory, everyone does it.

"Als je hier komt werken moet je door veel filmpjes van de Omnicom security en daar staat de doodstraf op als je het niet doet. Dus ik heb de eerste dagen die dingen zitten kijken, en was ik daarna zo klaar met video learning dat daarna de stappen ook om dit te doen heel groot was."

Not the same language
Speaking the same language within the company is very important to avoid miscommunication. By speaking the same language, the organizational capital and the culture are strengthened (Dhir, 2019). But speaking the company language can take time, especially if you never got a proper introduction. The naming of Disruption X for example also confuses. Since another department within TBWA is called TBWA\X it seems as if the method has to do something with them.

"Ze moeten eerst maar eens vertellen wat Disruption x is."

Tabel 5. Culture creation

	No onboarding	Not the same language
Definition	There is not really an onboarding period. People are often just put to work.	Some words have different meanings for different people, making the communication confusing.
Proof quote	"Toen ik er ging werken, werd je meteen vol geduwd met dit zijn je klanten dit zijn je briefings, je moet gewoon werk gaan maken zegmaar. En dat is een voltijd baan."	"Omdat ik het verwar met TBWA\X"
Link to literature	Getting new members from organisational outsiders to organisational insiders is done through onboarding, where one learns behaviour knowledge and skills which they will need to fit into the organisation (Bauer & Erdogan, 2011).	Language within a company can be of asset, it contributes to the social capital in sense of use and for idea exchange (Dhir, 2019).
Differentiation from literature	Within TBWA\Neboko, the newest members of the strategy department are put to work without getting to know the ins and outs of their department, resulting in missing out on Disruption X.	For everyone within TBWA\Neboko to speak the same language is important, it can strengthen the culture. Within TBWA\Neboko the same language is not always spoken and miscommunication can occur.

Extrinsic motivation

People from TBWA\Neboko do not use Disruption X because they are not motivated by external factors. The introduction of Disruption X is brief and is mostly done on own initiative. Since the introductory meetings of Disruption X, a lot of new employees were hired. However, an official internal launch of Disruption X is absent. Table 6 elaborates on the extrinsic motivation factors for the use of Disruption X which are missing.

Invisible
Successful implementation of Disruption X requires organizational transformation. For this to be successful, it is important to use all the existing broadcasting channels within TBWA\Neboko (Kotter, 1995). However, this is not what is happening. The strategists can use the Knowledge Hub to educate themselves on Disruption X, but this needs to be done on their own initiative. Disruption X is hidden on the website and the strategists must actively search for the method themselves if they want to learn more. Besides this, it is difficult to navigate through the website because of its complexity. For some people Disruption X is even a completely new subject, and have never heard of it nor have they ever seen it. Because they are unaware of its existence they also do not use it and do not know what to search for on the knowledge hub.

"Omdat ik er nog nooit van gehoord heb en het niet tegen kom. Er wordt nooit over gepraat."

No Obligation
"We moeten het ook meer als een doel voor onszelf maken, want nu is het heel vrijblijvend, in ieder geval voor mij."

While other subjects are more enforced within the company, Disruption X is not. The decision of using Disruption X can be made by the person self, and if it is chosen to not be used there will not be any consequences, it is easy to get away with it.

Disruption wordt niet echt gebruikt "Omdat we er niet op sturen."

As quoted by one of the strategists. People do not use Disruption X, because the leaders do not encourage it. Having a leading group that encourages this change is important (Kotter, 1995), but there is no Disruption X advocate at TBWA\Neboko.

DX is not being sold
It came forward that the people from account do not sell Disruption X yet. The strategists expressed that account should sell it more so the strategist will in some way be forced to use it. While it is important that the people from account will start to sell Disruption x, it is a joint effort. Whereby the strategists should also mention it more to the account team, since they encounter similar problems and do not feel obligated to sell it, or they are just simply unaware of its existence or do not know its ins and outs.

"Het is ook aan het account team, je doet het samen. En ja het zit bij klanten, maar misschien weten klanten niet dat wij dit doen."

Tabel 6. Extrinsic motivation

	Invisible	No obligation	DX is not being sold
Definition	People forget about the existence of Disruption X, because it is not visible.	People see Disruption X as something without obligation.	Disruption X is not applied, because it is not sold by account. The people from account do not have a good understanding of Disruption X yet.
Proof quote	"Ik heb toen ook in mijn stage al die videos bekeken allemaal in 1 dag achter elkaar, maar ik moet zeggen dat het daarna ook wel niet echt is terug gekomen behalve dan bij dat soort dingen."	"En vanuit het smart start denken, dat wordt wel continu aangezet. Ook vanuit de directie, van he let er op dat je smart start bizz organiseert, dat je met je productie partij, met je creatieven en dat je op die manier dat aanzet. En dan heb je elke keer even met het team, let op laten we een smart start organiseren. Omdat je daar dan soms even aan herinnerd wordt en dat is met dx niet zo. "	"Als ik tegen een klant zeg ik zie hier een probleem en dat kunnen we heel goed oplossen door er met disruption naar te kijken, dan kan ik de klant daar vast wel voor opwarmen. Maar dat gaat niet mijn account collega uit zichzelf zeggen. Vanuit dat discomfort, het gevoel van ik snap dit niet ik ken dit niet."
Link to literature	All the existing broadcasting channels within the organisation should be used frequently for a successful organisational transformation (Kotter, 1995).	For a company to change, it is important to have a group who will lead this change and encourages teamwork within the group (Kotter, 1995).	For a new product to be sold by the company, it is important that account adopts it. With the help of an internal launch campaign, account can become more aware of Disruption X (Hultink & Atuahene-Gima, 2000).
Differentiation from literature	While some broadcasting channels are used to educate people on Disruption X, such as on the Knowledge Hub, people have to find their way through this website themselves and have to actively confront themselves if they want to learn more.	It is not forced upon so it is easy to get away with it if you do not use it.	While an internal launch campaign can be the first step of making people more aware of Disruption X, a training to understand the method is also important. Disruption X can be complex, so sufficient training might be necessary if people from account want to have the confidence to bring it up in client conversations.

Purpose

The previous table showed the necessity of extrinsic motivation for Disruption X usage. Table 7 elaborates on the importance of knowing the purpose of Disruption X. If the purpose of Disruption X is unclear, people do not feel the need to use it. This is split into two categories: unclear relevance and the lack of a vision.

Relevance is unclear

The strategists will only use Disruption X when the question of the client clearly asks for it. Otherwise, it remains unclear for the strategists if they can use Disruption X. People do not feel the sense of urgency to use Disruption X and change the way they work. It is not made clear enough how the method will help TBWA and how this will affect the employees. Without this sense of urgency, nothing will change (Kotter, 1995).

"En de vraag is ook, hoe pas je het in. Het moet iets opleveren."

Vision

Without vision, you get lost. Although the bigger vision for TBWA\Neboko as a company is communicated throughout the company, people have a hard time remembering it. The vision is company-wide, which makes it difficult for the people to see and know their role in this vision.

"Als dat de verwachting van het bureau zou zijn, dan moeten we dat ook expliciet maken, naar strategie toe, maar ook naar account, want dat kunnen we niet alleen vanuit strategie."

Besides communicating what you want from your employees, it is important that you lay out the steps on how to get there. The actions of the members of the organization need to be brought closer together to what you expect from them (Wortman, 2005).

"Alles begint met visie je moet weten waar je naar toe wil en waarom je wat doet. We moeten dit bereiken en dit om op pad te sturen."

Table 7. Purpose

	Unclear relevance	Vision
Definition	The strategists do not use Disruption X, because the relevance of the method is unclear.	People are in need of a vision and need to know how they are part of this. When they have such a vision it is more stimulating to work towards this.
Proof quote	"En toen gebruikte niemand het echt en het was niet echt direct hoe mij dit zelf gaat helpen en toen voelde het uitgedoofd."	"Dan moet je vooral de potentie daar in zien wat het kan brengen en waar je naartoe wil als bedrijf en hoe je de business kunt ontwikkelen."
Link to literature	When the sense of urgency to change is not great enough, the way of working within the organisation will not change (Kotter, 1995).	Having a clear vision is important to know where you are headed as a company. A vision can also guide the employees of the company to what knowledge needs to be acquired (Siu, 2007).
Differentiation from literature	People do not really feel the sense of urgency to start using Disruption X and change the way they work. It is not made clear enough how it will help TBWA and how this will affect the employees.	TBWA spread the vision of where the company is headed towards, and Disruption X is a steppingstone towards this vision. However, how to get to the vision, and the specific roles of the members of the organization to realize this vision, are lacking.

Workload coping mechanism

People within TBWA\Neboko work hard. Their agendas are always full and they have a lot of deadlines to finish. It is part of their culture to always be busy and step up their game. "Yes can do!" is mentioned multiple times in the sensitizing booklets. To bear the workload and to keep liking their job, 3 factors make the work more manageable. Table 8 presents these factors.

Work together

Working together with others is important for 2 reasons. The first reason is that working together helps improve ideas, so the strategists create the best work. By reviewing each other's work, discussing and building on top of the ideas from one another, they create more novel ideas (Kohn, Paulus, & Choi, 2011). But this is not the only reason why they appreciate working with others.

"Die chaos lossen we dan samen op, dan kan je niet in je eentje, je moet ook blind op elkaar kunnen vertrouwen, dus dat voelt ook als vrienden, we werken ook met elkaar als vrienden."

People within TBWA\Neboko like to work with others because it gives them 'energy'. They like to meet new people and like to see their co-workers more as friends than as colleagues. The work is always done under pressure and having your "friends" back you up when necessary deems important.

"Het is ook wel een hechte club, ander krijg je zoveel niet voor mekaar."

Party

"Work hard, play hard!"

"Work hard play hard" is a sentence people associate with TBWA\Neboko. People are expected to give it their all and keep up with the workload. Since this workload is very high, people are constantly working, even on evenings or on weekends when things need to be finished. As a way to compensate for the extreme workload, people use parties and fun with colleagues as an outlet, they are highly valued. When it is expected from you to deal with an extreme workload, "work hard, play hard" justifies that the work predominates your life but that it is compensated by parties (Anderson-Gough, Grey & Robson, 1998). The parties and events hosted by TBWA remind the people of why they like to work at TBWA\Neboko and they regain new energy to work hard again.

"De beste in de markt zijn en een beetje lol hebben."

Closure

By celebrating the small victories, the road to the desired vision remains clear (Kotter, 1995). These victories do not have to be just for winning awards, but they also serve as a means to give closure to deadlines, either big or small. There are many deadlines and tasks to accomplish during the work at TBWA\Neboko and actively crossing tasks off of the list makes the work doable.

Table 8. Workload coping mechanism

	Work together	Party	Closure
Definition	Working together can elevate the work to a higher level. Besides that, getting to know new people and knowing that people will have your back when necessary, is important to handle the workload.	As a way to compensate the extreme workload, people use parties and fun with colleagues as an outlet.	A lot of tasks need to be completed and a lot of projects are running at the same time. Celebrating and actively closing of projects keeps the work doable.
Proof quote	"Het is een team en ik denk dat we wel echt goed samen doen anders lukt het ook niet. Veel verschillende mensen van verschillende afdelingen maar iedereen vecht voor het beste werk. Je doet het samen en alleen kom je er niet uit."	"En het play hard, door corona nog niet echt mee gemaakt, bijvoorbeeld door de skitrip, er werken gewoon echt heel veel leuke mensen en er wordt even hard gefeest als uitlaat klep. Als het alleen maar geven is dan hou je dat niet vol."	"En aan het einde wil je het vieren, omdat je anders het gevoel hebt dat je in een molen zit die nergens toe leid. Je moet af en toe succes vieren of failure weg drinken. Je moet af en toe paaltjes slaan, anders gaat elke dag op elkaar lijken."
Link to literature	By building on ideas of others, groups can create more novel ideas (Kohn, Paulus & Choi, 2011).	When it is expected from you to deal with an extreme workload, work hard, play hard justifies that the work predominates your life but that it is compensated by parties (Anderson-Gough, Grey & Robson, 1998).	The celebration of short term victories is important to keep up the sense of urgency of the longterm vision (Kotter, 1995).
Differentiation from literature	Working together will create better ideas. Because of time pressure, colleague input is valued to improve ideas.	A few times a year, big parties and events are organised for the employees of TBWA\Neboko. With an open bar, lots of people "party hard" and regain the energy and motivation to work hard again.	Closing and celebrating deadlines, keep the strategists motivated.

Preference

When analyzing the data it became apparent that Disruption X was constantly compared to the " old" disruption, whereby the people meant the convention, vision and disruption visualized by the square, circle and triangle. It is the easiest option to stick to what you know, so this part connects to the absence of time but elaborates on why people do not prefer to use Disruption X. Table 9 presents the two factors that explain the preference of other working methods.

Habits

A habit is an act of working as you are used to, they are mostly subconscious and consist of routines. To change a habit, a person needs to break this routine, or loop (Duhigg, 2014). People at TBWA\Neboko are used to working a certain way. This is often with the "old" disruption or with models they created themselves through experience. By doing your work following your own routine, you save energy. This results in people feeling more comfortable following their routine, than using the Disruption X method, which feels new to them and costs more energy to use.

"Het is een andere manier van werken dan wat we nu doen, en die bevalt heel goed."

More complicated

People believe that working according to the "old" disruption is better. Choosing the old way of working feels safer, because you are confident that it will work. Disruption X does not convince them to deliver better results since the "old" Disruption has always worked.

"Ook omdat je weet dat je de projecten door de molen heen kan duwen als door in het reguliere werk aanpak gaat zitten. Dat we daar ook mee goed werk kunnen afleveren. Het is niet dat je denk we leveren middelmatig werk af als we geen Disruption X gebruiken."

This quote also illustrates that the workload in combination with time, puts pressure on the working style, making people choose the simplest and easy option. According to Occam's razor theory, where the simplest way is always the best, it is not a strange decision for people to pick the "old" disruption. It has way fewer elements than Disruption X, making it look simpler than the "old" disruption.

"Het oude disruption, vind ik nog steeds heel lekker omdat het zo simpel is, en alles wat er bij komt, maakt het eigenlijk zwakker."

Table 9. Preference

	Habits	More complicated
Definition	Instead of switching to using Disruption X, people tend to go back to their old way of working and go back to their habits. This means their habit loop has not been broken.	Disruption X has more elements than the classic disruption, making it less simple.
Proof quote	"Bij mij zit het oude disruption nog best wel ingebakken in het proces. Misschien omdat ik daar al zo lang mee gewerkt heb dat dat misschien wel is waar ik op terug blijf vallen."	"Terwijl het ouwe manier van denken van disruption is altijd een bron van inspiratie geweest, dus convention vision disruption, dat is prima. Het was simpel."
Link to literature	Energy is saved for other things by having habits, which can be seen as a routine (Duhigg, 2014).	When there are many explanations for something, choose the most simple one (Occam's Razor Theory).
Differentiation from literature	People have a habit of working a certain way, Disruption X is a new way of working which requires more energy.	Disruption X contains a lot of theory in comparison to the disruption roadmap, however it is not there to replace the disruption roadmap, but it seems as if it is.

Disruption X perception

The importance of a vision is discussed in a previous section. To build further on that, it is important that the obstacles along the path to the vision, are removed (Kotter, 1995). Since Disruption X is not completely integrated into the daily work of the strategists and the account department, and people are still lacking experience with the method, there are a couple of factors holding a person back to use it. They have a certain image of Disruption X. Table 10a and table 10b will present the elements that form this image.

Frightening

The Disruption X method consists of many elements, making it unclear and making people lose the overview of what is all part of it. This makes Disruption X too overwhelming to digest all at once and results in people not wanting to learn it (Beshears, Choi, Laibson, & Madrian, 2013). When people do have the intention to learn the method of Disruption X, the overload of information, makes the retention less effective (Long & Lock, 2010).

> "En dat heb ik ook met x, want het wordt steeds groter. Van waar moet ik beginnen, hoe moet ik dit aanpakken."

Insecurity

For a person to get comfortable with using Disruption X on real clients, they require the method to be practiced. Without experience with the method, they do not feel confident enough to apply it in their daily work. Since there are no opportunities to practice, people get stuck in a loop of feeling I will not use Disruption X because I have no experience, to I will not gain any experience because I will not try.

	Frightening	Insecurity
Definition	Disruption X comes across as overwhelming. It makes it difficult to start, because the starting point is unclear, it is too much.	There is a lot of insecurity around the usage of Disruption X. People have not been able to use it, so they do not feel comfortable to use it for real questions.
Proof quote	"Dat zijn dan weer 6 dingen met allemaal tools er aan hangen, ik vind dat gewoon mega ingewikkeld. Misschien moet je het gewoon gaan doen en dan valt het wel mee hoor, maar het nodigt gewoon minder uit om mee aan de slag te gaan. Het is een beetje daunting."	"Want dat is een beetje het probleem wat ik heb met X, want ik heb het nog niet toegepast in de praktijk. En daardoor, is net als met fietsen, als je het nooit doet, ja dan wordt het steeds moeilijker om op de fiets te stappen."
Link to literature	Procrastination can be caused by daunting complexity of a task. Simplifying the task can have a positive effect (Beshears et al., 2013).	For an employee to be developing the knowledge necessary for the performance of the job, practice based learning is essential (Billet, 2010).
Differentiation from literature	There is an overload of information available all at once.	Learning by doing can serve as a great start, however within the case of Disruption X, learning can be done with real cases, but people feel reluctant to try this for client projects, because they are not confident enough and the stakes are too high.

Disruption X perception

DX has a long duration time

People see following the complete path of Disruption X as very time-consuming, and there is no time to follow it completely which makes them not use it at all. There is the overarching feeling of being obligated to use all six modules when answering a client's question, while in reality, they are not aware that this is not necessary and that they can only use the elements they want.

Limits creativity

People feel like by using methods, they will produce the same outcomes in the long run. However, following the methods from Disruption X might actually be helpful to create unique ideas.

"Het inspireert mij gewoon onvoldoende om lekker mee aan de slag te gaan. Het is te weinig creatief."

Since people from TBWA\Neboko value creativity, Disruption X should give room for interpretative freedom so the disruptive outcomes stay unique. According to Endrissat, Islam and Noppeney (2016), a mood board can steer the employee in a direction, while still keeping their freedom to interpretation and to use it as a source of inspiration.

"Je moet je bij strategie ook steeds een beetje opnieuw uitvinden, je wil niet in herhaling vallen en dat is ook het lastige van vaste methodes en modellen."

While it could feel as if methods will restrict the creative outcome because the same pattern is followed over and over again, I argue that this pattern of doing the same things over again is also created subconsciously by the gained experience. It could feel like, creating intuitive ideas produces more creative ideas while according to Agor (1989) intuition can come from subconscious retrieval of patterns stored inside the long-term memory.

Table 10b. Disruption X perception

	Takes too long	Limits creativity
Definition	Following the complete path of Disruption X is seen as very time consuming, and there is no time to follow it completely which makes them not use it at all.	Creativity is highly valued within the work of the strategists. However, Disruption X does not spark the creativity, but rather limits the creativity. Processes are placed within methods and models which could leads to the same outcomes.
Proof quote	"Omdat doorlooptijd relatief lang is."	"Het zou niet nice zijn om allemaal de zelfde methodiek te volgen, we zijn een creatief bureau dus je staat bij gratie niet dingen in patronen doen en juist nieuwe dingen bedenken. Als je verplicht om in het zelfde stramien te denken kan je er vergif op innemen dat daar gelijksoortig werk uit komt. Dat is niet wat je wil denk ik "
Link to literature	Energy is saved for other things by following habits, which can be seen as a routine (Duhigg, 2014).	Using methods results in more creative ideas. (Chulvi, González-Cruz, Mulet & Aguilar-Zambrano, 2012).
Differentiation from literature	The energy and time it takes to invest in Disruption X, can beter be used to follow other processes which are faster.	People feel like by using methods the same outcomes will be produced in the long run, while following the methods from Disruption X might actually be helpful for the creation of unique ideas.

Key takeaways:

The data revealed that no one actively used Disruption X and some were not even aware of its existence.

People do not use Disruption X because they do not know all its ins and outs Most data points back at the teaching method and representation of Disruption X.

People do not watch all the online lectures on Disruption X and/or comprehend all its information.

Making the entry to Disruption X too complicated.

4
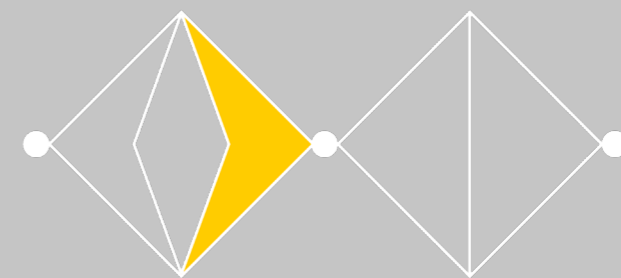
DATA
SENSE-
MAKING

After all the data is analyzed, conclusions will illustrate the converged data. This is done by showing a persona of the TBWA\NEBOKO strategy employee and explaining the data with the help of the AIDA model, a model often used in marketing. To finalize all the information, concluding statements accompanied by emoticons represent the final conclusions and serve as a starting point for the design brief and the final design.

WHO IS TBWA\NEBOKO?

DATA CONCLUSION

CONCLUDING STATEMENTS

KEY TAKEAWAYS

Who is TBWA\NEBOKO?

Besides having a perception of Disruption X, there is also something to say about TBWA.

While TBWA has a future vision of being less traditional and Disruption X is meant as a stepping stone towards this vision, the image of TBWA remains traditional.

"Omdat als je kijkt naar traditionele reclamebureau en wij gaan nou eenmaal al heel lang mee, dus zijn we al snel traditioneel, het bureau wat tv-commercials maakt, want die zijn heel zichtbaar, ook al maken we nog veel meer."

While clients are aware that TBWA is the Disruption company, they do not always understand what it means, so they sometimes tend to cut off disruptive ideas. This could be linked to the traditional image of TBWA. Clients know they can expect award-winning campaigns, so that is also something they ask for. This makes TBWA move as a factory, they receive a lot of assignments which they just answer directly to, without including their own judgment. For the use of Disruption X this will need to change, because when looking for growth within the company of a client, an award-winning television commercial is not always the right solution.

"Als we moesten kiezen tussen de aller beste reclame maken, of een tevreden klant, dan denk ik dat we te vaak voor die tweede kiezen."

So while TBWA is selling Disruption as their method, this is not always visible in their way of working.

"Ik weet niet of dat Disruption is perse hoor. Want dat zou wel heel erg kloppend zijn, maar dat is misschien niet. Want wij zijn niet altijd Disruption."

Disruption at times serves more as a sales pitch. While disruption is sometimes used, it is mostly used as a way to seduce the client.

"Ik denk dat waar extreem veel waarde in zit is dat het heeft een extreme aantrekkingskracht op klanten. Dat ze er dan vervolgens niks mee doen dat zie je al vaker."

When looking at Disruption X as a product, its user needs to be specified. The user of Disruption X is the strategist of TBWA\NEBOKO and is represented by a persona as seen in figure 15 This persona is based on the sensitizing materials and the data gathered from the interviews. The persona is meant to illustrate the core values of the TBWA\NEBOKO strategist which will be taken into account for the design direction and its program of requirements.

Viola Hardeman

ENERGETIC - OPTIMISTIC - AMBITIOUS

"Samen met mijn collega's zet ik graag stappen vooruit!"

Age	31
Occupation	Strategy Director
Location	Amsterdam
Hobbies	Traveling
	Bass guitar
	Party

BELIEVES

Yes can do!

There is always room for improvement!

Work hard, play hard!

BIO

As a strategist at TBWA\NEBOKO, Viola loves to brainstorm with her colleagues from the creation department. She likes to explore freely and is an idea creator and storyteller at heart. Something which can get her out of the creative zone is when she needs to be too rational and is forced to color inside the lines.

GOALS

- Learning a new skill
- Winning an award
- Getting to know more TBWA colleagues

FRUSTRATIONS

- Silo mentality
- Being too rational
- Too involved clients

Figure 15. Persona of TBWA\NEBOKO strategist

Data conclusion

To conclude the analysis of the data, the AIDA model by Strong (1925) is used. This model represents the stages a customer goes through when buying a product and it is often used in marketing. It starts with creating Awareness, then comes Interest, after this Desire needs to be generated in order to get the customer in the Action stage. Since Disruption X can be seen as a new product that needs to be adopted by the customers, the strategists, the conclusions from the data are clustered according to the fitting cognitive stage, as seen in figure 16.

Starting with the first cognitive stage, Attention, Disruption X is not really brought to the attention of the strategists. There is no extrinsic motivation and there are not a lot of external forces creating awareness of the method: it is not used because people forget about its existence. When new employees join TBWA\NEBOKO, it could also be seen as an opportunity to create awareness of the method. By onboarding, Disruption X can be brought to the attention of the strategists. However, a formal onboarding does not really happen within the strategy department, making its members sometimes miss out on important information, which results in not everyone facing the same direction. This could be the first step of creating awareness on Disruption X, but is currently missed out upon.

The second stage the strategist goes through is the stage where interest is created. The two factors influencing this are intrinsic factors and intellectual capital. For the strategists, making decisions based on intuition and experience is deemed as very important, which results in less interest in Disruption X since it can be seen as too rational. While this could be true in order to convey a strong campaign idea to the client, the rationality of Disruption X is very useful, but the strategists need to see this in order to be interested in using it. To generate this interest, the intellectual capital of the strategists should be aligned with the method. When the use of the method is out of their range of expertise and does not comply with the desire to incorporate creativity into their workstyle, the strategists do not use it. Because they expect it to be outside their job expectations, they also lose interest.

In order for the strategists to desire the use of Disruption X, they should be aware of the purpose. People lack the view of how they are part of the vision, but will need this in order to use it. Besides seeing the relevance of Disruption X, for the strategists to desire the use of Disruption X, their perception of the method should be changed. People have a negative perception of the method, which needs to be flipped around in order for them to desire to use it. People should feel confident and not be afraid to use it and understand that it can help them instead of limiting their creativity. People also see Disruption X as something which will replace the Disruption Roadmap, while people need to understand that it is not meant to replace it, but to in fact enhance the outcomes.

The final stage is where the strategists need to be pushed into the action stage, where they will start using Disruption X. However, one of the most recurring reasons not to use it, is the lack of time. To get people into the action stage, Disruption X should not take up much time, and should also appear that way. It should not put any more pressure on the strategists because this might force them to work overtime and result in less creativity. To get the strategists into action, the way they are taught about Disruption X is also important. The use of Disruption X should be clear, but in order to get to that stage, people need to educate themselves through passive learning without examples, making it difficult to get the hang of it and losing out on the essentials, since the videos of the tools give too much background information.

ATTENTION
- extrinsic motivation
- culture creation

INTEREST
- intrinsic
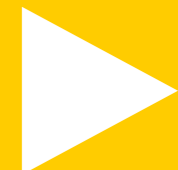- intellectual capital

DESIRE
- purpose
- Disruption X perception
- preference

ACTION
- no time
- Disruption X learning

Figure 16 Data conclusions in the AIDA model

Concluding statements

According to Rogers (1962), there are 5 factors that play an important role for an innovation to get adopted. These include the relative advantage of the innovation in comparison to the product it is replacing; the compatibility with the potential users; the complexity of the innovation; the opportunity to try and experiment with the innovation before commitment and the way it provides observable results. When relating this back to Disruption X and the analysis of the data it becomes apparent that these factors are not optimized and brought to their full potential. The following final statements are formulated to conclude the most important points and will serve as a starting point for the design direction. Emoticons enhance the statements contributing to their richness (Huang, Yen & Zhang, 2008).

RELATIVE ADVANTAGE

My way or the highway
People are used to their own way of working and Disruption X is not showing what its benefits are.

COMPATIBILITY

I don't know if I can do this
Strategists get the feeling that they are not capable enough to use Disruption X. It is a very frightening-looking set of methods, overloading you with lots of information that looks as if it is out of the comfort zone of the strategists.

COMPLEXITY

I don't have time for this.
Getting to know the methods of Disruption X takes up a large amount of time and since time is scarce around TBWA\NEBOKO, it is preferred to spend this time on projects

COMPLEXITY

AAHH
Disruption X has an overwhelming appearance, it is unclear where to start and it quickly becomes too much.

COMPLEXITY

Huh, so where do I find this?
Interesting information is scattered in different places, creating settings where information needs to be gathered from different websites, files, etc. When looking at Knowledge Hub, the TBWA information website, important information can be easily overlooked.

TRIABILITY

Ah, yes those videos, I still need to watch them sometime
To learn more about Disruption X, online lecture videos can be watched. However, no one has watched all the videos since they are very time-consuming.

TRIABILITY

Get me started
Strategists are not well introduced to Disruption X so it is not used immediately on a client, since this gives too much pressure, they don't dare to try it.

OBSERVABLE RESULTS

So... what should I do with this?
Disruption X is very much handed to the strategist in a way that they have to find out themselves. There is not a lot of guidance or interaction with the introduction to the method, the strategists have to explore it on their own. The purpose of it all then remains unknown.

OBSERVABLE RESULTS

Do I have to?
The way Disruption X is presented to the strategists gives them the feeling of TBWA\Global just pushing something down and forcing them to do something. The bigger picture/vision is lacking, making it feel like a tool for global to earn money on.

Key takeaways:

The TBWA\NEBOKO strategist is an ambitious team player, striving for the best work.

However, creating new work is time-consuming and the strategists are always busy with multiple assignments with the pressure of time. Sticking to their status quo feels then like the safest option, knowing that it will work.

The AIDA funnel pinpoints the parts where Disruption x needs to be improved for implementation.

To tackle the awareness of Disruption X, extrinsic motivation and onboarding are important to create awareness of the method.

Improving and connecting intrinsic factors and intellectual capital to Disruption X creates interest.

The desire to use Disruption X is lacking currently, because the presentation of the method is too difficult and lacks purpose. People have the wrong perception of the method resulting in a lack of desire.

The strategists do not get into the action mode because the method (understanding) is time-consuming and is not delivered to them the 'right' way.

This results in a lot of negative emotions surrounding Disruption X, which makes the use of the method unattractive.

The Desire and Action stage of the AIDA model will function as a focus point for improvement for the implementation of Disruption X.

DES\IGN
BRIEF
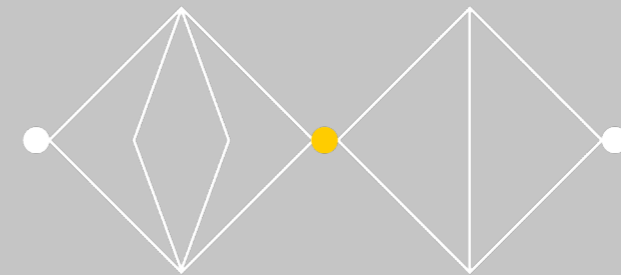
For the project to have a sense of direction, all the gathered data is narrowed down into a design brief. This chapter will elaborate on the design brief and will show where the final design will be headed by stating the solution space and setting the design requirements.

The design brief is located in the middle of the two diamonds where all the context and gathered data is diverged into a call for action for the design. It is based on the previous chapter, where the AIDA model and the concluding statements give directions for the brief. The chapter ends with the process of how the idea generation and iteration process is handled.

SOLUTION SPACE   PROCESS

DESIGN BRIEF   DESIGN REQUIREMENTS   KEY TAKEAWAYS

Solution space

Framing the solution is done by forming an analogy (Van Boeijen, Daalhuizen, Zijlstra & van der Schoor, 2013). This analogy is based upon the interviews where people perceived Disruption X as something dreading. It resembles standing at the front of a giant mountain and looking up and not even being able to see the top, just rock. This mountain is immense, making people feel overwhelmed and unsure of where to start. The mountain is daunting and is not luring the strategists to get explored. To help the strategists reach the top of the mountain they will need some help.

The first part is that the strategists should have their perceptions changed. The mountain is not as daunting as they think now. It is important that before they start the journey they feel at ease and are made curious to start to explore. This is what the sign at the bottom of the mountain is for, it has an inviting appearance and gives an overview of what to expect.

The second part is to help the strategist to reach the top. The mountain looks less scary, but it is still a big climb. That is why with the help of a mountain lift, the strategist is quickly guided to the place they want to reach.

When returning to the bottom of the mountain again, the strategist tells others about the amazing view when being on top of the mountain and that it is worth it to explore.

INVITE

Inviting the strategists, changing their perception of Disruption X and attracting them to use the tools.

GUIDE

Being a helping hand, by guiding the strategists towards the right place.

INSPIRE

Inspiring the strategists by showing the value of the tools of Disruption X, opening their eyes to the possibilities.

GET TO THE TOP EASILY
IT IS NOT THAT HIGH :]

Process

As stated early in the report, the brand-driven innovation process has been applied. This means that there cannot be designed for the brand without including its customers, the strategists. For the tool to be effective and suiting the TBWA brand, I worked together closely with multiple people from the strategy department to constantly iterate. By doing research through design (Stappers & Giaccardi, 2017) more useful information for the final toolkit was gathered using design. This has been an iterative process whereby the toolkit is constantly improved as seen in appendix H.

This design process consisted of two parts, which in the end blended together in the final design (figure 17).

Simplification
One of the main attributes of the final solution is the Disruption X method. However, because it has proven to be a very complicated method it first needs to be simplified for it to be of use. This was done by analyzing the separate tools of Disruption X. By carefully watching the videos and taking notes, a starting point for the foundation of the simplified Disruption X could be created per tool. By iterating and going over the steps with the other strategists, Disruption X could become more comprehensible and concise.

Framework
Without a proper toolkit framework, there would be no toolkit, that is why a framework was designed to build a basis where the simplified Disruption X method could be poured in. By brainstorming and discussing with others, framework formats and important elements for the final design emerged, appendix I shows this. This was an iterative process that helped shape the final design.
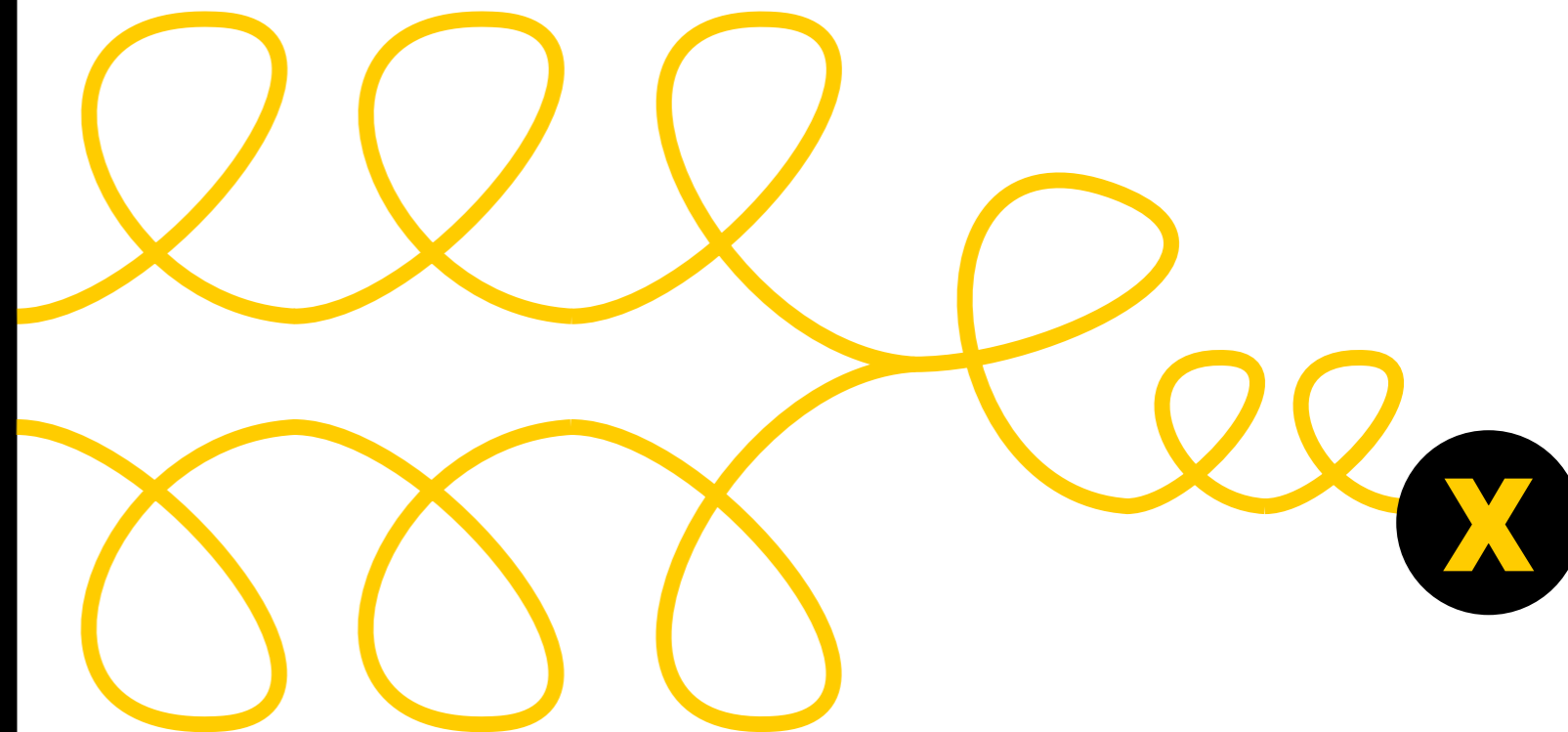
X

Figure 17. The iterative design process

Design brief

To create a clear sense of direction, a design brief was formulated. It consists of a goal and is displayed in a brand DNA triangle. To further move on to the final design, a couple of created design requirements function as a guide. These requirements are based on the data analysis and sensemaking.
With the help of the AIDA model, the scope of the project is narrowed down and with client discussions it was decided to further focus on the 'Desire' and 'Action' part of the model.

The initial goal of the graduation project was to design a toolkit for the TBWA\NEBOKO strategists which would eliminate the pain points within the usage of the Disruption X method. However, the tool is not used yet, so the focus lies on getting to know the tool first. Disruption X consists of 'new' tools and to realize the ambition of TBWA, it is important that these will be used. Everyone is mainly working the way they always do, since Disruption X is delivered in an overcomplicated manner making it not desirable to use or at least explore.

Another element of the goal is to enhance the intangible asset of TBWA\NEBOKO, which requires a toolkit that enhances the strategist, their culture and the Disruption

X method, creating a toolkit that is rooted in the intersection of these three elements. After carefully evaluating the data a new design goal was formulated.

Design an easy, accessible toolkit including the Disruption X method, where it is clear when and how to use it.

A successful toolbox
Within the final toolkit, there are two elements important for its success. The first being the simplification of the current tools within Disruption X. Disruption X needs to be made comprehensible for the tools to be successful in use.

The second element important for the success of the toolbox is the actual toolbox and how the simplified Disruption X method is delivered to the strategists. To in the end connect the strategists and their cultural habits to Disruption X. The design requirements for this final design can be seen on the right.

To summarize these important elements and state the core of the final design, figure 18 presents the DNA triangle for the toolbox.

PURPOSE
I see that strategists do not use Disruption X to make brands grow because it is too complicated and time consuming to comprehend. So I believe by creating a simple toolkit the Disruption X process can be accelerated.

POSITIONING
For strategists the final toolkit offers a simplified Disruption X explanation that guides the strategists in an accessible way making them feel empowered and inspired while using the appropriate tool.

PERSONALITY
Encouraging - No nonsense - Ambitious

TOOLKIT DNA

Figure 18. Toolbox DNA

Design requirements

The data analysis resulted in five design requirements which are listed below.

EMPOWER
Using Disruption X should not be scary. The strategists should be able to feel confident enough to explore it and to eventually start using it. The final solution should empower them.

UNLOCK
Creating advertising strategies using Disruption X should not restrict the strategist. They should be able to use their own experience. The end design should have a more guiding role instead of official rules to follow.

ACCELERATE
Everyone at TBWA\NEBOKO is always busy and people do not like to spend time on other things when a client deadline is approaching. That is why the final design should not require much comprehending time, but it should be self-explanatory. In doing so it should accelerate the process of working with Disruption X.

COMBINE
There are already many sources where information can be gathered, that is why the final design should function as a place where everything is at hand. To save time and not overcomplicate things, all the necessary information for the usage of Disruption X should be easily accessible.

CREATE PURPOSE
Reaching the greater vision of TBWA can only be achieved if everyone is on board. To reach this vision it is therefore important that it is broken down into smaller steps for people to understand what they are working towards.

Key takeaways:

Disruption X appears to be a daunting mountain, making it difficult for the strategists where to start.

The solution space is focused on inviting, guiding and inspiring the strategists.

The challenge is to design a toolkit that will be accessible and easy to use, to help the strategist on when and how to use Disruption X.

The design requirements of this toolkit are: Empower, unlock, accelerate, combine and create purpose.

By an iterative process, Disruption X is simplified and a framework for the delivery of the method is created. The next chapter focuses on the final toolkit.

FINAL DES\GN
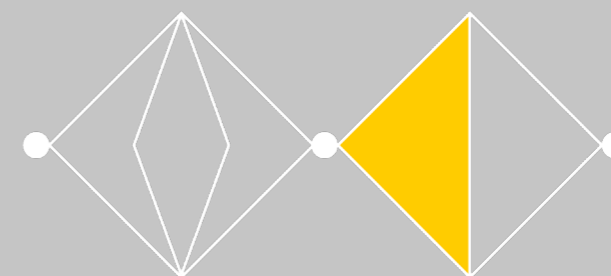
Using the previous chapter as a guideline, this chapter presents the final design. The solution space in combination with the design requirements resulted in a design solution. The design consists of several elements elaborated on throughout this chapter. It starts with how the solution resolves several pain points for the intangible asset of TBWA to gain value and is in the end validated through several requirements and by the potential users themselves.

INTRODUCTION	STRATEGIST JOURNEY	AN INVITATION
GUIDING QUESTIONS	STEP-BY-STEP ASSISTANCE	SHOW HOW IT'S DONE
INSPIRING TREASURES	DESIGN EVALUATION	KEY TAKEAWAYS

DISRUPTION X
COMPASS

The DISRUPTION X COMPASS (appendix P) is a toolkit designed for the strategists of TBWA\NEBOKO. In the form of an online platform, the strategist is guided through the Disruption X tools, helping them make the right decisions and inspiring them to help brands and businesses grow. Not only by challenging the business of their clients, but also by always challenging themselves to keep getting smarter and stay disruptive to be the number #1 agency.

Introducing the final design

The Disruption X Compass is an online platform designed to implement the tools of Disruption X more into daily work. It answers to the problem of the strategist not using the Disruption X method, because it is perceived as too complicated and too much information delivered to you at once. To enhance the intangible asset (based on earlier in the report) of TBWA\NEBOKO, namely by enhancing the human **-strategist-**, organizational **-culture-** and information **-Disruption X-** capital and bringing them closer together, the Disruption X Compass was designed.

The strategists are encouraged to keep challenging themselves and grow. By learning the new method they grow their skillset in a way that makes them enjoy it. This is done by enhancing the information capital, delivering a simplified Disruption X in a lighthearted manner, fitting the internal brand and culture where strategists can inspire and help others, to elevate the organizational capital. To, in the end, create a stronger intangible asset.

Tone of voice
To fit the personality of TBWA as a brand and its employees, the Disruption Compass has a no-nonsense attitude and tries to convey all the information in a light-hearted way. Bold statements address the user directly and keep it fun as seen in figure 19.

Other elements in the Disruption X Compass also relate back to the pirate-themed internal brand. Appendix L illustrates a collage of the TBWA brand. To begin with the name of the toolkit, which is based upon a literal compass used by pirates to navigate the seas. This same compass will help the TBWA pirates navigate through the Disruption X method. The step-by-step guide also includes a pirate boat following a trail to its treasure, namely the end result of the Disruption X tools. Al the treasures resulting from the tools are collected in the treasure chest. A treasure chest that can be admired and used as an inspiration to find more treasures.

Journey
Imagine Viola, the strategist, from the persona in chapter 4, receiving a briefing from the client. Viola is aware that TBWA wants to focus more on reimagining growth within businesses, but is not yet aware of how this needs to be done. During an internal launch, she was introduced to the Disruption X Compass so she knows where to look. While still being a bit skeptical of this new method created by Global, Viola decides to open the platform. Before looking at the different tools, she needs to be convinced of the value of the tools, so she decides to look at the 'Treasure Chest'. She sees the template of the Toto case

and becomes intrigued. Viola already knew that the Toto case was very effective, but she did not know that using the Disruption X tool had made such an impact. She gets back to the home page and starts scrolling curiously through the tools. However, Viola is not sure which one to use for this case, so decides to press the guidance tool. With just three simple questions, Viola is directed to a tool where the short introduction is read and agreed upon by her. This is the tool she will be using. The template is downloaded and filled in while following the steps. For some of the steps Viola is wondering how this looks on a real case, so the example case for the corresponding tool can be used as a reference. When following the steps, Viola needs data input, but notices that the sources are one click away. After completing the step-by-step guide of the tool and rounding of the whole project, Viola is proud of the delivered work and the transformation and impact she helped to create, so she fills in the 'Treasure template' so the other strategists can get inspired again.

Ik wil de tool in actie zien!

Laat mij een Neboko treasure zien

Figure 19. Buttons from the platform
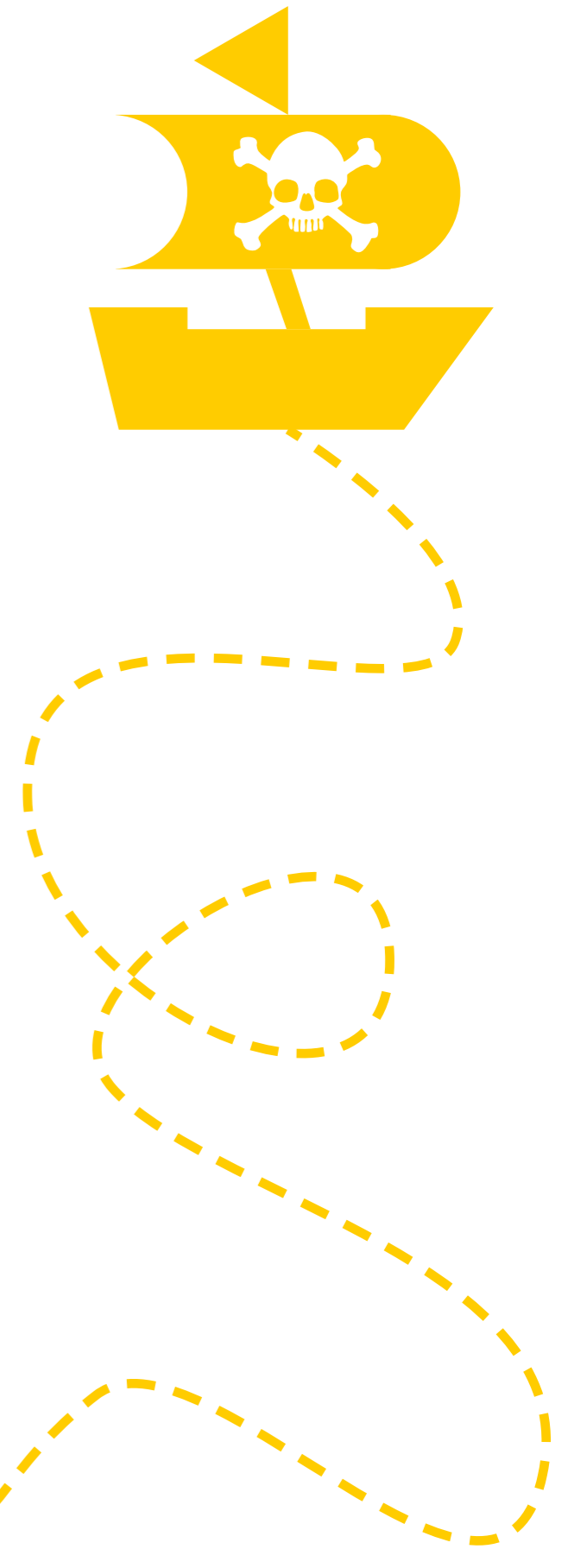
Strategist journey

To summarize the Disruption X Compass and to visualize the stages the strategist goes through when using the Disruption X Compass, inspired by the customer journey map (van Boeijen, Daalhuizen, Zijlstra & van der Schoor, 2013), a strategist's journey creates an overview. Figure 21 illustrates this journey.

The Disruption X Compass consists of 5 main services the Disruption X Compass offers.

The first stage is invite, where the strategist is made curious to explore more of the rest of the tools. Going to the guiding stage, which consists of a guide towards the tool you need. Then there is the assist stage, where the platform assists the strategist through the chosen tool. The Disruption Compass will also show you how the tool is used in action, which is the following phase. The last service the Compass offers is inspire, inspire to grow.

The vertical axis shows a couple of elements from the customer journey map. The parts are illustrated from the point of view of the customer, or in this case the strategist.

Turn that frown upside down
As visible in the statements from a couple chapters ago, the emotions surrounding Disruption X were all quite negative. With the help of the Disruption X Compass, there will be more positive emotions. When showing the parts of the toolkit to the strategists a lot of "aha moments" arose. They realized that it was not that scary after all and their perception of the tool slowly started to change. In the customer journey, the phases of the toolkit show the related emotions.

The journey is now visualized as a linear process, while it is in fact circular (see figure 20). The last phase, inspire, will serve as a part of the platform which will keep evolving. Others can contribute with their filled in templates from finished projects, inspiring the other strategists again.

Figure 20. Circulair strategist journey

		DESIRE	ACTION		DESIRE
		BEFORE DISRUPTION X USE	**DURING DISRUPTION X USE**		**AFTER/BEFORE USE**
		INVITE	**GUIDE**	**ASSIST**	**SHOW**	**INSPIRE**

	INVITE	**GUIDE**	**ASSIST**	**SHOW**	**INSPIRE**
GOAL	Inviting to use Disruption X by creating an overview making it look comprehensible.	Guiding you towards the "right" tool.	Guiding you through the process of using the tool.	Showing how the tool can be applicable on real cases.	Inspire by celebrating what can be achieved.
PURPOSE	CREATING DESIRE TO USE	ACCELERATE DECISION MAKING PROCESS	EMPOWER THE STRATEGIST	ENRICH THE STRATEGIST	CONVINCING OF VALUE
ACTIVITY	Scrolling through the tool's possibilities	Answering a couple of questions leading to the tool you need	Using the tool by following the step-by-step guide / Being linked to relevant data sources when necessary / Downloading relevant templates	Seeing the tool being used to create a better understanding of the step by step guide	Filling in the "treasure template" template after finishing a project / Uploading this on the platform / Looking at treasures from colleagues
TOUCHPOINT			Tool Framework	JOBURG BALLET	TBWA\NEBOKO TREASURES
EMOTION	"OHH IT'S NOT THAT SCARY"	AHA THIS IS THE TOOL I NEED	"IT'S ACTUALLY SIMPLE"	"AHA LIKE THIS"	"WOW THIS LOOKS COOL"
NEED	CHANGING THE PERCEPTION ON DX, MAKE IT LESS FRIGHTENING	UNCLEAR WHEN TOOLS COULD BE USED	LEARNING PROCESS TOO DIFFICULT AND TIME CONSUMING	LEARNING BY EXAMPLES, NEEDING TO SEE THE TOOL IN ACTION	THERE WAS A LACK OF PURPOSE, THE VALUE OF THE TOOL WAS UNCLEAR
	WHAT TO DO?	WHEN TO DO WHAT?	HOW TO DO IT?	HOW TO DO IT?	WHY DO IT?

Figure 21. Strategist journey

An invitation

Figure 22 presents the introductory page of the Disruption X Compass platform; it is the first thing the strategist will see upon entering the platform. It is the homepage, inviting you to further explore the rest of the platform by clicking on its icons. From here you can enter all the parts of the platform, so when pressing the home button, this is where you will end up. This homepage has the goal to make the tools of Disruption X look less scary and creating desire to learn more, by simply stating what Disruption X and its tools are all about. It is inviting the strategist to explore and learn more about Disruption X.

Overview

Disruption X consists of 6 tools. For the strategists to not be overwhelmed by all the information, the first thing they see when entering the Disruption X Compass is a short definition of Disruption X to address its purpose. Below this definition is an overview of the 6 different tools. These tools are displayed with the tool name and a picture. When the strategists hover over the pictures, they discover the tool icon and a short question on what the tool is about. They are placed in the order of execution, but this is not emphasized since it is not always necessary to use all tools, there should be the freedom to also just pick one. By not showing all this information at once, the strategist is not overwhelmed and is made curious to explore the rest of the tools. The questions revealed when hovering over the tools are:

Brand economics: Wat gebeurt er rondom de categorie (drivers & barriers) en welk scenario heeft de meeste kans op groei?
Disruptive Demand Map: Welke consumenten hebben we nodig om onze groeidoelstellingen te behalen?
Disruption Directions: Wat is het disruptive platform idee dat het beste bij het merk DNA past?
Disruptive Experience Map: Bij welke touchpoints tussen klant en merk liggen

kansen voor Disruption?
Experience Economics: Hoe dragen de bedachte experiences bij aan de groei?
Dynamic Value Creation: Hoe gaan we de impact van de bedachte experiences bijhouden zodat we kunnen blijven optimaliseren?

When the short questions of what the tools are about are not enough, the strategist has the option to ask for guidance to be assisted with picking the right tool. This guidance is found by clicking the compass.

From the homepage, a person can also enter the treasure chest and get inspired by the TBWA\NEBOKO examples.

Icons

To not overwhelm the strategist with too much text, the tools are represented with pictures. The pictures represent what the tools are about. Brand Economics has the picture of a road with arrows, relating to choosing the direction in the tool. Disruptive Demand Mapping is about where demand is coming from so it is visualized with people. Disruption Directions has the image of the end of a tunnel, representing the platform idea. Disruptive Experience Map shows literal touch points divided into different color segments. Experience Economics is represented as a deep dive, since an experience will be elaborated in dept. The final tool, Dynamic Value Creation, is illustrated as a dashboard with graphs that need to be checked and buttons that can be turned to keep track and change outcomes. Hovering over these pictures shows the tool icon, which is a simple representation of what the tool is about. The pictures and the icons will be used throughout the Disruption x Compass to keep a sense of consistency and to build recognition, meaning when people gain more experience with the tool, they will be able to read less text and will be guided visually.

Figure 22. Homepage the Disruption X Compass

Guiding questions

When the strategist is unsure about what tool to use, they can press for guidance to be led to the tool which would be most fitting for their situation. This guidance is reached by clicking the compass button on the home page.

Questions

The questions are designed as a decision tree, each answer to a question leads to a different question, to in the end guide the user to the tool which is best used for the situation the strategist is in. The strategist is guided through approximately three questions to reach the tool. By just answering three questions, the process can be done quickly and is not considered a hassle. The guiding questions eliminate the struggle of not knowing which of the tools to choose from and where in the process the right tool can be used. This speeds up the tool decision-making process and leaves the strategist feeling more confident that they have chosen the right tool to use.

However, to keep a sense of autonomy the strategists are never forced to use a certain tool and they are free to browse around between tools and decide for themselves if other tools might be a better fit.

The steps

The decision tree is based on figure 23 which works from the inside out and it is based on the timeline of the tools, see appendix J. Its questions are grounded in a sort of checklist, where questions considering stages in the client process and the Disruption X tool order are combined to get to the usable tool.

The first question asks about the brand for which the strategist is doing the project. Is the branding already strong, or does the brand need repositioning? This question separates the Disruption X tools into two groups. The first two tools, Brand Economics and Disruptive Demand Map focus more on the repositioning of a brand. The three last tools: Disruptive Experience Map, Experience Economics and Dynamic Value Creation, can only be done after a brand already has a strong positioning. The third tool, Disruption Directions, can fit both groups since it can function as a tool to round up the repositioning, but it can also function as the starting point for a strong brand.

Then, by asking questions if the strategist has already finished certain stages in the process, the tools the strategist is not yet ready for are skipped until they reach the tool they can actually use with the data they have. Figure 24 presents this decision tree.
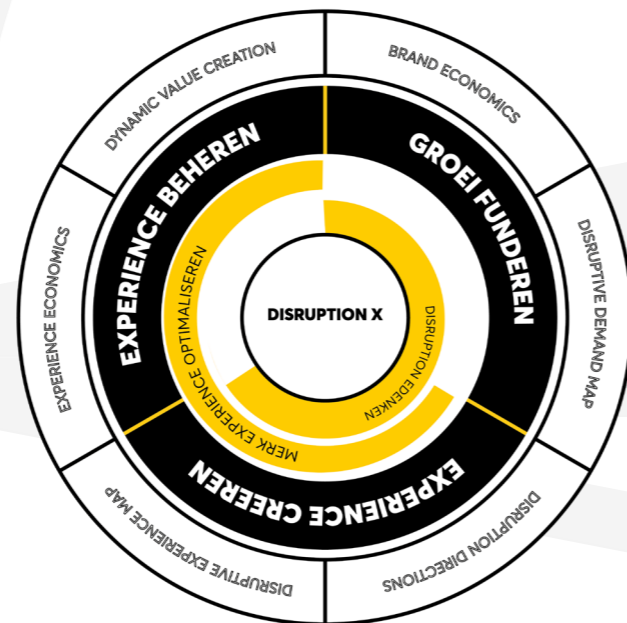
Figure 23. Disruption X overview
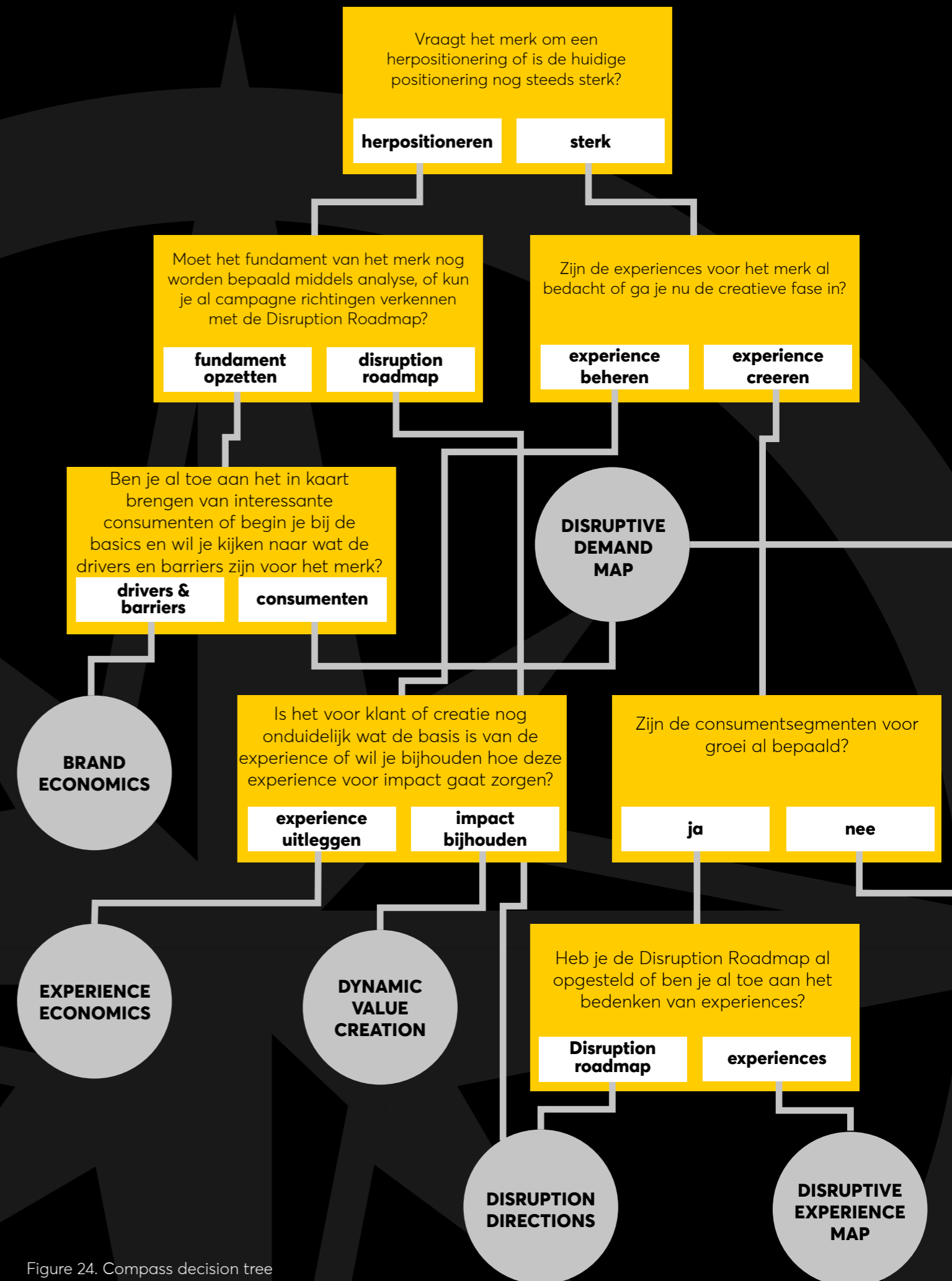
Figure 24. Compass decision tree

Step-by-step assistance

When arriving on the page of the tool that the strategist needs for the project that they are working on, they will be greeted with a summary of what the tool will be about. The short text summarizes the core of the tool and states what can be expected as an outcome. In this way, the strategist can make sure that it matches the client challenge they are about to work on. If the tool is not quite what they were looking for, they can easily switch to other tools and decide if they are a better fit. Figure 25 presents the webpage of two tools.

Tool visualisation
To not get lost immediately in the step-by-step guide of the tool, the tool is summarized with a visual. This visual consists of the same icon used on the front page, except this icon includes the core activities that will be undertaken in the steps below. Creating a visual was done to create a clear reference point, also for when the summarizing text above is not read. It is the tool, but simplified and visualized. This part also states the outcome of the tool and gives an overview of what can be found on the page, this will make sure the user will not get lost.

The steps
When the strategist wants to use a certain tool, but is unsure how it works, the strategist can follow the easy steps. The steps are meant to assist the person through the process, and by sometimes adding questions to ask themselves, the user is challenged to look at different angles. The steps might also inspire the strategist to come up with their own questions and angles. They have a guiding function, but do not exist to pin

you down. Next to the steps of the tool, the platform offers a list of possible data sources, both research suggestions as tools to mine data. By clicking on them the strategist gets redirected to these tools. This way the Disruption X Compass serves as a place where all the necessary information is stored on one platform.

Template
At the end of the steps, a downloadable template can be found. This template is tool specific and can be used parallel to the steps of the tool. However, this does not always have to be the case. The template is left quite open so the strategist can implement their own style and interpretations. With a basic template, the strategist will not be restricted but will be assisted through the process feeling empowered.

So by assisting the strategist through the process and giving them a helping hand, the tool is divided into smaller parts, making the tool look less daunting and empowering the strategist to use the tool to its full potential. When combining the necessary data inputs and templates on one platform, the working process can be accelerated and not much time gets lost in gathering all the necessary information.

Not all the elements need to be used, the strategists can keep making their own decisions to work with the steps in their preferred way, not restricting them, but unlocking them to use their skills to reach their full potential.

KLAAR?
Vul mij in om anderen te inspireren

Figure 25.. Screenshot of Brand Economics & Disruption Directions step-by-step guide

Show how it's done

The strategist gets a better understanding of the tool by taking a look at the example cases. These example cases are real-life cases from previous projects from TBWA around the world and show the tool in action on a real brand. When seeing the tool in action, the strategist gets a better picture of the scope of the tool and sees clearly what is possible. It might even already inspire them for their own project. The data and literature from previous chapters present the need for learning by examples, which is an effective way of getting educated.

The complete Disruption X method consists of 6 tools so there are 6 examples illustrating the steps. Taking a look at the examples, it becomes apparent that each tool is represented by a different brand example. This is because the strategists need to realize that it is not necessary to complete all tools when doing projects.

Brand economics
To illustrate the steps of the first tool, Brand Economics, the Joburg Ballet is used as an example. The Joburg Ballet is a ballet from South Africa, that had the ambition to have a sustainable growth of income. It is a fun example with ambitious results, which can inspire the strategists. Figure 26 presents this example.

Disruptive demand map
Disruptive Demand Map uses an example case from Australia. This is a case about Centr, which is a mobile application focused on fitness. It used to focus on having the life and body of Chris Hemsworth, but because of Covid, the category of digital fitness subscriptions gained a lot of interest. This was an opportunity for Centr to attract new customers, with the Disruption X tool: Disruptive Demand Map, the potential demand was mapped out. This example case illustrates where these demand groups were based upon.

Disruption Directions
This tool consists of two examples, one supporting the steps in the actual step-by-step guide, and one complete example following all the steps. This example in the step-by-step guide is a hypothetical example of Apple and serves the function to illustrate what kind of words can be used for brand behaviors and brand values. The big example that shows the steps, is about Airbnb which needed a campaign to maintain its growth.

Disruptive experience map
The example of the Oculus Quest case shows a lot of clear end results. With this tool, the touchpoints between the brand and the customer are mapped out and this example really shows a couple of these touchpoints in their final form.

Experience economics
Experience Economics requires some preparation before use. It functions as a sort of project brief where the experience created for the brand, is explained. This experience explanation shows decisions and data which can be generated by previous tools such as Brand Economics, the Disruptive Demand Map, Disruption Directions and the Disruptive Experience Map. The Lexus example from Hong Kong illustrates the previous tools clearly as well, so the steps of Experience Economics are easy to comprehend.

Dynamic Value creation
The last tool is the only tool with a Dutch example, the T-Mobile case. This case illustrates the transformation of the collaboration between the client and TBWA goes through. While T-Mobile had a certain way of creating their briefs, TBWA challenged them by asking back questions and creating a change in perspective, to create a more impactful collaboration and project. With the help of the tool Dynamic Value creation, it actually shows what the name says, creating value by constantly looking at new opportunities and reacting to them during the process.

Figure 26. Example case of the Brand Economics tool

Inspiring treasures

The Treasure Chest functions as a place where previous projects are showcased with the function to inspire and to get inspired by others. This part of the Disruption X Compass will keep growing when more Disruption X projects are finished. Image 27 shows what is inside the treasure chest.

Inside the treasure chest

Since the tools are explained with international examples, it is important to include cases that resonate more with the Dutch team. They are in need to see what the purpose of Disruption X is to get to action. This treasure chest holds examples of inspiring projects created with the help of a Disruption X tool, that people can be proud of. This will be the ever-evolving part of the Disruption X Compass, since the strategists will be stimulated to contribute to these treasures. After each project completion, the strategist is asked to fill in a simple template and upload this to the corresponding tool in the treasure chest, creating a gallery to celebrate the achievements and to inspire others about the possibilities of Disruption X. Besides tapping in on the ambitious mindset of the strategists, it is also an opportunity to learn from each other and not only help a business grow, but to grow as a strategist as well.

For this project, hypothetical cases have been used to inspire the strategists. The strategies of these cases are not created by using Disruption X, but could be backward engineered with the treasure template. Brand Economics shows the infamous "4 uur cup-a-soup" which was a clear repositioning of the brand. The Disruptive Demand Mapping treasure shows the vegetarian butcher, which was looking for new demand. Disruption Directions shows the TOTO treasure, which is a relatively recent case and has been very

successful. The Disruptive Experience Map shows the "Teatopics" case, which is a clear example of a campaign that did not only have traditional media, but also focused on the experience/product level. The last two tools need to be filled in, in the future.

Template

To create consistency a template is used to show the example cases. This template involves all the elements important for summarizing the necessary information and understanding the core of the project. It includes which tool has been used, but it also states who has worked on this project. In this way, it becomes easier to learn and grow with help from each other. When someone has a question about a certain tool they can easily contact their colleagues. To demonstrate the value of the tool, the strategists add the achieved transformation and impact of the campaign.

Since Disruption X is always in beta and to be able to learn from each other, the strategist adds the lessons learned as a kind of tips and tricks for the next project. This way the next person to use the tool knows what to look out for and can adjust the way of working improving the tool use.
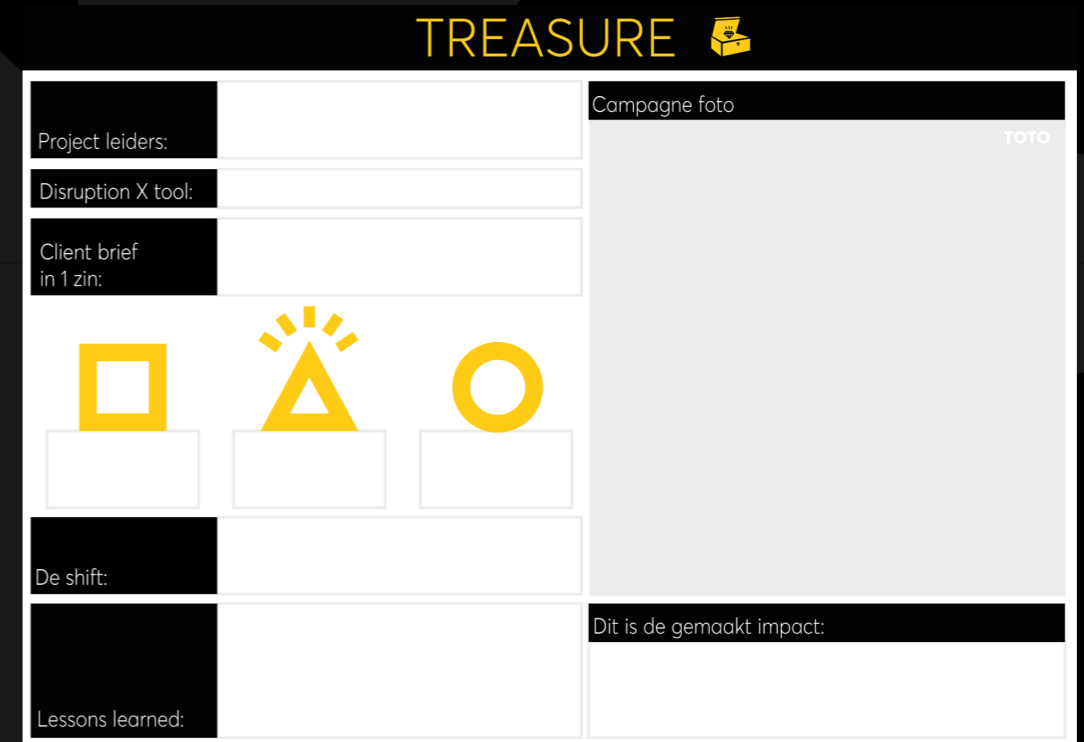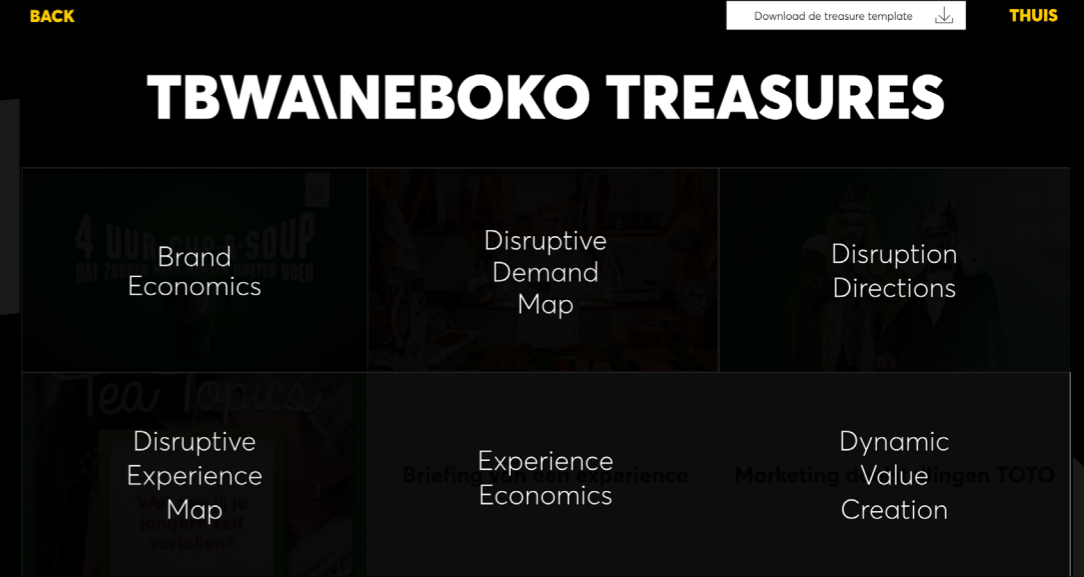

Figure 27. Inside the Treasure Chest

Design evaluation

Without a product test, it remains unclear if the initial problem is solved. This section will thus elaborate on the validation of the Disruption X Compass. The product is validated based on several criteria linked to the design requirements, to enhance the final idea as an intangible asset. The final deliverable of the platform consists of a prototype, which still needs text and visual design in order to be a finished product, so the Disruption X Compass is tested as a minimum viable product (MVP) to save effort on the Design and focus on the important components of the design (Lenarduzzi & Taibi, 2016). However, parts of the design contribute to the solution, so these have a "more designed" appearance. During the interviews small design enhancements took place. Before the final user tests to validate the platform, a smaller test was done to get some feedback.

First usertest

A small user test was done to create the opportunity to receive some quick feedback on the final design, in order to enhance it. This test was done in an hour, during the weekly strategy meeting. Seven of the strategists were present to take a look at the platform and give their first impressions. Appendix K shows the structure of the session and states some insights. People appeared very enthusiastic and were even discussing the possibilities to present the platform to TBWA\Worldwide, to the people who created Disruption X. The session resulted in receiving some valuable insights into what people were still missing in the user interface and in what way some design elements could enhance the platform. These elements could then be improved before the final user tests.
Final usertests

Final usertest
Validation approach
The platform was validated in two different ways, with interviews and with an online survey. The survey served as an addition to showing the platform to as many strategists as possible, to make them feel included as well and for them to save time.

The survey consists of three parts, as seen in appendix N. First, the recipients had to answer a couple of questions about their initial knowledge of Disruption X. In the second part, the person filling in the survey will be guided through the platform and is asked questions about its elements. To guide the recipients through the platform they had to think of a project they are working on to get a better understanding of how the platform would actually work. The final part of the survey focuses on the willingness to use the platform.

The validation interviews had a similar approach where it began with some background questions. After this, the strategist explored the components of the platform with a current case in mind. Guiding questions uncovered their thoughts and since the process went organically, questions were made up on the spot. In the end questions about the willingness to use the platform were again asked.

Besides validation, these interviews also contributed to the iteration process of the Disruption X Compass. Even after this project, the platform can always be improved to fit the strategists. In between the interviews, valuable user experience data was uncovered. This was taken into account and improved before each following interview, to enhance the user experience.

Participants
The potential users of the Disruption X Compass, the strategists, were used to validate the concept. This was done in two different ways. The strategists gave relevant input by filling in a survey (Appendix N) or by doing an interview (Appendix M). Both ways were used to gather as much relevant information and to give more people the opportunity to give feedback and feel included.

Not all strategists were equally included in the whole iteration process, so by also interviewing the strategists who had been less involved during the creation of the final design, this was the opportunity to include them as well. The people interviewed ranged from junior strategists to senior strategists, to get a broad range of insights.

- Four 1 on 1 interviews
- One interview with 2 people
- Three survey responses

Criteria

To evaluate the Disruption X Compass, the design requirements, set in the design brief, serve as a measure of its potential success. Besides these design requirements, the definition of an intangible asset, meaning the organizational capital, information capital, and human capital concerning the culture, Disruption X and the strategist respectively serve as a way to evaluate the Disruption X Compass. The three criteria which are linked to the enhancement of the intellectual capital are:

Human capital
It should enhance the strategist
The Disruption X Compass should contribute to the capabilities of the strategists. It is the combination of the competence and the commitment of the strategist for the Human Capital to be improved.

Organizational capital
It should enhance and fit the TBWA\NEBOKO culture
The Dutch culture is very different in comparison to other cultures, that is why it is important to have it tailored to the Dutch strategists.

Information Capital
It should enhance Disruption X
The Disruption X method is always in beta and can always be improved, its information stream has been proven difficult so to enhance Disruption X it should be made more comprehensible.

The **design requirements** as mentioned earlier in the report are:
Empower
Unlock
Accelerate
Combine
Create purpose

The evaluation

The user test interviews and the surveys (appendix O) resulted in a lot of valuable information on improvements needed on the user interface, including button placement and wording. It also touched upon the criteria, which are explained below.

Empower
By breaking down the whole method into comprehensible parts, the strategist feels empowered and less overwhelmed. The platform shows that the tools of Disruption X are useful and understandable and are capable of helping the strategists in their work.

"Het volgen van die vragen maakt het ook duidelijker."

Unlock
The platform is not meant to force the strategist down a certain path. By clearly creating the overviews the strategists realize they do not have to use all tools and follow all the steps, but can easily pick and use them. They are given freedom and they realize that the Disruption X Compass functions as a guide.

"Je kan er makkelijk onderdelen uithalen en een beetje rondkijken wat je nodig hebt."

Accelerate
The platform helps to accelerate the decision-making process of which tool to use. The guiding questions lead the strategist to the tool, eliminating the struggle of decision-making. The platform also eliminates the time spent trying to understand the tools, since it is not necessary for the strategist to watch approximately six hours of videos, they can now easily scroll through the tools.

The homepage also gives a clear overview of the tools, making it already much quicker to decide on which tool to use.

"Eerst zat je van waar moet ik beginnen en hier heb je dat niet, dat is fijn." & "De titels van de tools zijn niet vanzelfsprekend, maar de vragen op de homepage helpen je wel om de kern van de tool te begrijpen."

Combine
Even after weeks of looking through TBWA resources, constantly finding new things is not uncommon. The effect of having all the information in one place for working with Disruption X is positive. When all the resources are spread on different platforms or in multiple files, it is difficult to know where to start. The platform makes this process easier.

"Fijn dat je dit input hebt, dan wordt het ook duidelijk waar je sommige tools voor kunt gebruiken."

Create purpose
The examples are a way to create purpose. By showing what could be created when using the Disruption X tools, the strategists see the possibility of what can be achieved. The overview of the tools also clearly summarizes what the tools are about to illustrate their purpose. Inside the tools, the outcomes are also displayed to show the purpose.

"Als je die internationale cases ziet denk je **** dit wil ik ook bereiken!"

Human capital
It should enhance the strategist
The Disruption X Compass helps the strategist to feel more committed and learn new skills. The platform invitingly presents the tools making it approachable to start with. By not presenting solutions, but by asking the right questions on both the homepage and on the specific tool, the strategists are stimulated to think and search for answers. The platform can also help stimulate the strategists into facing the same direction. When they collaborate, working according to the Disruption X workflow can enhance the collaboration, making it easier to jump in and understand what is going on. It helps them to keep learning about the new tools, but also about the opportunities of what is possible with the method. And by presenting the tools in such a way that the threshold is lower making it appear more fun, it creates commitment.

"De vragen op de homepage zijn goede triggers die tot nadenken stimuleren, de vragen bij de tools doen dat ook." & "Als je samenwerkt met een andere strateeg en eigenlijk heb je een eigen manier van werken dan is dit een goede tussen weg om op dezelfde manier samen te werken."

Organizational capital
It should enhance and fit the TBWA\NEBOKO culture
There is an ambitious environment at TBWA\NEBOKO and with this platform, people get the opportunity to celebrate their hard work and achievements. By filling in the treasure templates, the strategists create a collection of achievements to be proud of, but also to inspire their colleagues to be the best version of themselves. The international example cases could also inspire the strategists, and inspire them to do great things.

"Met de treasure templates creëer je een soort van hall of fame. Je kunt je werk waar je trots op bent daar neer zetten."

Dutch people can be stubborn by nature and this platform allows the strategists to work with it in a way they prefer to work. The platform does not force them to follow all the steps but allows them to look around and pick the parts they want to use. And as stated in the previous criterium, it can assist the strategists in facing the same direction.

Information capital
It should enhance Disruption X
Instead of watching all the videos to get a better understanding of Disruption X, the strategists can quickly browse through the platform to understand what the tools are about. The examples give them a structured overview of how to use the tools and give them a better understanding. The guiding questions help the strategists to pick the right tool to optimize the use of Disruption X. Besides this, the inviting design of the platform, instead of the flat content on the Knowledge hub, makes Disruption X more accessible and fun.

"Sommige onderdelen geven je wel een kickstart, van ohja zo moet je een vraag beantwoorden, hier moet je aan denken." & "De treasure template kan je ook als voorbeeld gebruiken in presentaties en decks als voorbeeld wat je met Disruption kan."

Key takeaways:

This chapter illustrated the Disruption X elements and their functionality.

The Disruption X Compass tackles several pain points surrounding Disruption X, starting with making it more inviting and less scary, by creating a clear overview.

It then proceeds to guide the strategist towards the right tool, offering them a helping hand by accelerating the decision-making process and clarifying the tools in the right context.

A step-by-step guide then simply explains the tool and assists the strategists, so it is possible for them to quickly look into it.

An example case per tool will function as a way to see the tool in action and to get a better understanding of its steps.

The validation resulted in seeing these international cases as an inspiring, top-notch examples, sparking creativity to inspire to create a good case as well.

Besides these international cases, the NEBOKO treasure chest is meant to inspire the strategists as well. This is done by celebrating Dutch examples which can be added after the completion of a project.

However, for the tool to be fully functioning, TBWA\NEBOKO needs an implementation plan. This implementation plan is elaborated on in the next chapter.

PLATFORM
IMPLEMENTAT\ON
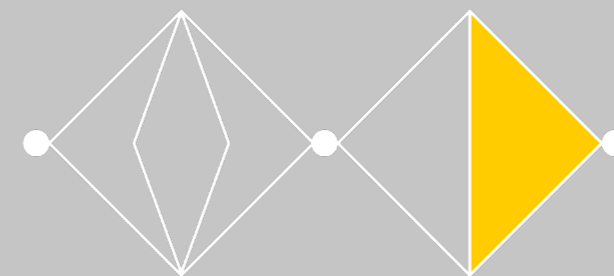
The Disruption X Compass solves several pain points within the usage of Disruption X, but requires a few more steps for successful implementation. This chapter will illustrate an implementation plan in the form of a roadmap. The chapter presents a visualization of the phases of the roadmap guided by an explanation.

For a successful implementation of the platform within the strategy department, TBWA\NEBOKO needs to accomplish a few more steps. These steps are divided into three phases, starting with finalizing the platform, then launching the platform to end with tracking and improving the platform. The roadmap in figure 28 presents these phases in a clear overview. The tasks within the phases do not have to be finished chronologically but can be done simultaneously. However, to move from one phase to the next, the people responsible need to finish their tasks.

| ROADMAP | FINALIZE | LAUNCH | IMPROVE |

FINALIZE

LAUNCH

IMPROVE

| APPEAL TO AUDIENCE | FIT NEBOKO BRAND | BUILD THE PLATFORM | ENGAGE STRATEGISTS | CREATE AWARENESS | CREATE AWARENESS | PRACTICE OPPORTUNITY | STIMULATE USE | KEEP IT VISIBLE | KEEP TRACK | IMPROVE |

TASKS

Appealing language
- Translate the platform to English
- Create appealing wording for everything on the platform, this wording needs to fit both the brand and the strategists.

Finalize the design
- Create a webdesign fitting the brand
- Create icons
- create more treasures of existing TBWA\NEBOKO cases.

Get online
- From prototype to HTML coding

Disruption X representative
- Assign a Disruption X representative
- Create representative responsibilities

Internal launch
- Present and promote the Disruption X method and the Disruption X Compass internally
- Create an internal launching campaign
- Mention the Disruption X representative

Onboarding
- Create a strategy department onboarding document
- Mention Disruption X & Disruption X Compass in this document
- Mention the Disruption X

Introduction workshop
- Create a "Department Lab" program
- Host a "Department Lab"

Extrinsic motivation
- Set short term goals
- Create milestones
- Share these with the team, also with account
- Direct on usage

Motivate
- higlight & celebrate small victories

Track use
- Create an overview of interesting data points. The Disruption X tool, Dynamic Value Creation, could be used for this.

Learn and improve
Improve where necessary. E.g. More stimulation of use, platform improvements, adding platform features

WHO

| copywriter | designers | TBWA\X | Head of strategy | HR/strategy | HR/strategy | Disruption X representative | DX representative head of strategy | Disruption X representative | TBWA\X Strategy | DX representative takes the lead |

OUTCOME

| finished script | script in layout | finished platform | Disruption X representative aware of the responsibilities | internal campaign & promotion materials | onboarding document | event program that can be executed | list of short term goals and milestones | plan to keep it visible | overview on what to track | improved platform |

Figure 28. Implementation roadmap

Phase 1. Finalize

Before the launch of the Disruption X Compass, TBWA\NEBOKO needs to finalize the platform: it needs to become real. For this to happen, a few more things need to be accomplished to have a workable platform. After this project, a prototype serves as a strong fundament for the finalized TBWA\NEBOKO platform. To finalize the prototype, there are three main actions: translate the text to English, create a fitting web design and build the platform. Someone from strategy needs to propose the platform idea internally to TBWA\X, the digital department, who then creates their own team of people to tackle the tasks. They can all work simultaneously for optimal platform creation.

Translate

One of the tasks within the first phase is the translation of the text on the platform. The platform is currently written in Dutch to make the steps as understandable as possible. Nevertheless, some words on the platform prototype are in English, since a Dutch translation was not accurate enough and people are familiar with the English terms. To create a coherent story, it is best to stick to one language: English. The research focused on the strategists in the Dutch teams, who all happen to speak Dutch. However, the platform could be a useful addition for the international teams within TBWA\NEBOKO as well and they do not speak Dutch. In relation to the accessibility of the platform, which will be elaborated on in the next paragraph, it is best to present the platform in English, because it can be accessed by anyone in the TBWA\Global network.

Design

The focus of the platform was the practicality of its elements and not specifically the design. The design of the platform was inspired by the design guide of TBWA\NEBOKO, but to create a platform fitting to the brand, their own designers know best. TBWA\NEBOKO is a creative agency, so their designers work on these kinds of projects daily, making them suitable to create an appealing platform.

Besides creating an appealing design and a fitting English translation, the platform needs to get realized. TBWA\NEBOKO has its own web developers, who can create a real and working platform from a prototype.

Location

Once the platform is finalized, it needs to be made accessible. There are several websites and locations where people can access information and necessary tools. There are two main websites, on which most information is accessible. The first is 'the Lobby' from where you can get redirected to several tools. The other is the "Knowledge Hub", the location which holds the Disruption X videos. This website is very big and confusing and results in a loss of overview of all its useful information. However, since this is a known problem, the website is getting an update. A strategy tab will be created. This tab will hold useful and inspiring resources for the strategist to use, and the Disruption X Compass could be an addition to this. This 'Knowledge Hub' is a website used globally where people around the world can inspire each other.

The Disruption X representative

Before the platform is launched internally, there is one last important step. Successful implementation of the Disruption X Compass requires organizational change. According to Armenakis, Bernerth, Pitts & Walker (2007), organizational change requires 'principal support'. This is a change agent responsible for spreading the method. Assigning someone who will be the Disruption X representative, "Walks the talk" and believes in the necessity of the change, could contribute to the adoption of the method. Having a Disruption X representative also clarifies whom to address when having questions. This one representative focuses on the strategy department, but when expanding throughout the company, it is important to create a Disruption X coalition. By forming a powerful coalition, consisting of influential people from different departments, change can be initiated (Kotter, 1995).

Phase 2. Launch

The project tackled the Desire and Action part of the AIDA model for Disruption X. However for the platform to have a successful implementation, this implementation roadmap focuses on the awareness and interest part as well. The second phase of the roadmap focuses on the Launch of the platform. The actions within this phase are not meant to be completed chronologically, but can be done simultaneously. The launch phase consists of creating awareness in two groups, current employees and new employees, and elaborates on creating interest. After completion of this project, the platform is delivered as a prototype and still needs some finalization. However, Disruption X and the Disruption X Compass can already be introduced to the Dutch strategists, to slowly create awareness.

Awareness – current employees

The data analysis showed that some strategists were not aware of the existence of Disruption X and that they missed an internal launch. Therefore, to create awareness, there should be an internal launch. This internal launch creates the opportunity to address the importance of the change. Armenakis, Bernerth, Pitts & Walker (2007) also address 'discrepancy' as an important element of organizational change, whereby the strategists in this case need to believe that change is necessary. This relates to Kotter (1995), who also describes creating urgency, creating a change vision and communicating this vision, in his change model.

HR and someone from the strategy department can, in collaboration with the Disruption X representative, create an internal launching campaign to create awareness of Disruption X and the Disruption X Compass and to communicate the vision.

Awareness – New employees

When getting new employees onboard, it is important to transform them from organizational outsiders to organizational insiders. A companywide onboarding document exists, where a new employee can find some useful information. However, some sort of onboarding document or program is missing for the strategy department. To engage new employees and to quickly get them on board on "how it is done", an onboarding document should be created. This onboarding document should mention the important sources of information for the strategy department and the preferred methods. Here Disruption X and where to find it, should be elaborated on and should make the new strategist aware of its existence. The onboarding document should also mention the Disruption X representative, in case the new strategist has any further questions and it should mention the Disruption X Compass so the new employees know where to find more information.

Since the strategists know most about working in the strategy department, they should be responsible for the creation of the onboarding document. One of the strategists can build this document in collaboration with HR to create a TBWA\NEBOKO fitting document without missing important information.

Practice

Besides making the strategists aware of Disruption X with an internal launch or adding it to an onboarding document, the strategists can learn from it by creating an opportunity to practice it. The data showed that people felt they did not have the right skills and that they had different expectations of their jobs than what Disruption X asks of the strategists. When Disruption X can be practiced, the efficacy of the method can become clear. The strategists need to believe that they inhabit the skills for this change (Armenakis, Bernerth, Pitts & Walker, 2007). The data showed that people needed to get acquainted with the tool before they actually dare to use it. When getting the opportunity to practice, strategists gain confidence to use the tool on clients and can develop an interest in the method.

This practicing event can be hosted by the Disruption X representative as a 'department lab'. With some snacks and drinks, an informal, fun event can function as a moment for the strategists to get to know the tool.

Phase 3. Improve

The third phase of the roadmap is the improvement phase. The main challenge of this project was to implement and increase Disruption X usage. The platform eliminates multiple obstacles surrounding the usage of Disruption X and tries to make it appear simpler. Both the platform and the Disruption X method are still in beta and are never finished. The improvement phase focuses on using the method and how to make it better. It consists of four main actions and is meant as an iterative process, without an ending, keeping it dynamic.

Stimulate

People within TBWA\NEBOKO desire extrinsic motivation for Disruption X usage. They perceived Disruption X as a method without obligation. To get people to use Disruption X they need stimulation. By creating incentives and making the outcome of the change in working style attractive, people can get more open to change, this is labeled as 'valance' (Armenakis, Bernerth, Pitts & Walker, 2007). Both the Disruption X representative and a head of strategy need to take the responsibility to manage the Disruption X usage and direct on this. This can be done by creating a list of short-term goals and milestones, which need to be openly shared with the team.

Visibility

In the current situation people easily forgot about the existence of Disruption X and from now on, this needs to be prevented. Besides the internal launch of the Disruption X Compass which is a one-time event, the Disruption X representative needs to constantly remind the strategists of its existence. This should be done by frequently using the broadcasting channels of TBWA\NEBOKO (Kotter,1995). One of those channels could be the weekly strategy meetings. A weekly (short) Disruption X discussion as an addition to the meeting agenda can help remind the strategist of the method and can also serve as a moment for them to discuss questions surrounding their current projects. A suggestion for a question during the meeting to start a discussion can be: In which briefing can we integrate Disruption X?

Besides utilizing different channels to broadcast on Disruption X, it is also important for the team to highlight and celebrate small victories within the Disruption X usage (Kotter, 1995). This will empower the strategists who worked on the project and also showcases Disruption X for the other strategists to see.

Track & Improve

To get a clear picture of the usage of the Disruption X and the Disruption X Compass, data can track where things run smoothly and what needs improvement. Creating an overview of all the interesting data points helps keep track of the usage. Tool #6 of Disruption X, Dynamic Value Creation, can serve as a template for creating an overview of what data to track. Both the platform and Disruption X are always in beta, so it is useful to track what works and what does not. Since the strategists need to work with the method and the platform, they should also be given the opportunity to express their preferences and points of improvement, so the method and the platform can be optimized. This is a dynamic continuous process, always improving, to create a method and platform that truly fits the TBWA\NEBOKO culture and its people.

THE
CONCLUS\ON
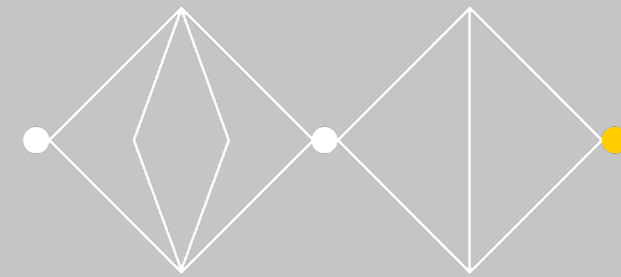
The final chapter will conclude the project. This is done by discussing the final results and elaborating on a couple of limitations and recommendations for further research and product enhancement. The chapter ends with a personal reflection, where the personal ambitions are evaluated.

CONCLUSION

LIMITATIONS & RECOMMENDATIONS

REFLECTION

Conclusion

This project aimed to implement the Disruption X method into TBWA\NEBOKO so it would be used more. Disruption X can be of great asset to reach the TBWA ambition. So removing the pain points surrounding the usage of the method was important. The strategists were not aware of its existence or had taken the time to educate themselves on the method, so the challenge also involved creating the desire to learn more about Disruption X. The final product, the Disruption X Compass, positively contributes to this initial aim of the project. By simplifying Disruption X and tailoring its features more to the TBWA\NEBOKO, the method becomes more approachable for the strategists. This is important because, as a global company, introducing a new way of working without considering the people who have to work with it, will result in this way of working not being adopted. Although TBWA\NEBOKO employees are very ambitious and always strive for the best work, they are always busy. This means, TBWA cannot expect the Dutch strategists to educate themselves on their own initiative with complicated, lengthy online lectures.

Disruption X appears to be too big to comprehend, and why and when the strategists can use it, is unclear. The Disruption X Compass resolves these issues by focusing on inviting, guiding, explaining, showing and inspiring the strategist so it will at least become attractive to learn about this method. Inviting the strategist to learn more about the method, guiding them to the right tool, where the tool will be explained and where the steps are shown by an example. The compass inspires the strategists by showing the purpose of the tool with TBWA\NEBOKO examples and the impact they created.

The Disruption X Compass contributes to strengthening the intangible asset of TBWA\NEBOKO. The information capital is enhanced by presenting Disruption X in a comprehensible way and combining all its necessary information and data points on one platform eliminating the struggle of finding what you need. This also results in the enhancement of the Human capital. Disruption X is presented in a fun and easy way, creating more commitment towards the method and enabling the strategist to increase their skills. Fitting the TBWA\NEBOKO culture, the strategist can scan through the platform quickly and use what they want. The organizational capital is also enhanced by celebrating previous TBWA\NEBOKO achievements. The Disruption X Compass is a platform meant to enhance the intangible asset of TBWA\NEBOKO. By enhancing the three components of the intangible asset, the culture, the strategist and Disruptive X, the intangible asset is strengthened by the platform which enhances and connects these three components.

While it will always remain unsure if the platform will actually be used and implemented, this project has acted as a great way to initially stir the conversation. With the interviews and the iterative process, whereby the evolving platform was constantly verified with the strategists, the strategists were made more aware of Disruption X and learned more about the method. While the Disruption X Compass solves a problem, it will probably not solve the complete problem. It is just a small part of the answer on how to implement Disruption X into the organization. It will require organizational change to change the way the strategists work.

Ultimately reaching company ambition costs a lot of effort. It cannot be expected that a specific method of working developed by the top of the company will be adopted in every country due to specific working cultures. These cultures also hold a type of employee who needs to have the right skills and be properly motivated, both intrinsically and extrinsically. The Disruption X Compass in combination with the implementation roadmap will hopefully be a stepping stone to reaching the company's ambition.

Limitations and recommendations

The research has resulted in lots of valuable insights into the pain points surrounding Disruption X. This project offers the solution to just a small part of the problem of why Disruption X is not being used. Besides this, the final solution of this project can always be improved. These topics state limitations and suggest further recommendations for the implementation and research surrounding Disruption X in the scope of TBWA\NEBOKO.

Additional tool

After having carefully looked through Disruption X and its tools, Disruption X focuses on business growth and wants to focus more on the whole ecosystem of the brand. Diversifying on a product/service/experience level is also part of this. However, besides a tool for finding the interesting touchpoints where disruptive ideas could emerge, it could be beneficial to create a tool that focuses on how to create an experience. This additional tool could be placed between Disruptive Experience map, where the touchpoints are listed, and Experience Economics, where the experience is explained.

One could argue that coming up with specific experiences is the responsibility of a different department within TBWA\NEBOKO, namely 'Creatie'. However, coming up with experiences, or at least a direction for the experience, is a task relevant for both parties. Besides this, most strategists like to get involved in this creative process. Adding this tool could stimulate collaboration between the strategists and the creatives reducing the silo mentality. It could also be a great addition for the creatives to get involved with Disruption X as well, instead of keeping it a tool solely for the strategists.

Collaborate

TBWA\NEBOKO employees mostly work on their computers also when they are working together. The Disruption X Compass also has the function of creating an overview of all the useful information about Disruption X, to enhance the collaboration within the usage of the tools, people can use applications like Miro. Per project a board could be created where the template of the fitting tool is presented. Relevant information and data about the case can then be collected and put on the board to be made accessible for everyone working on the project. If these projects are made visible to the other strategists as well, they can learn from each other and see how they work on the projects.

The right skills

One of the conclusions from the data was that people had different expectations from their job than what Disruption X was asking of them. This is also related to whether the strategists at TBWA\NEBOKO have the right skills to complete all the steps within Disruption X. By seeing what kind of work they create, they are definitely able to follow all the steps of the tools of Disruption X. However, when it is necessary to get in dept of a tool by doing extensive data research and calculations, for example to convince a client, people with a more data-driven background might feel more confident to get this job done. Currently, most people feel like doing this, so the Disruption Accelerator can be asked for help. However, it would be more efficient to have those people in-house and for them to collaborate on those projects.

Brand

TBWA has a strong branding as the Disruption Company, clients however are often still approaching TBWA for more traditional media campaigns. It should then not only be the responsibility of the strategist to implement Disruption X into their work, but the account team should also get more involved. They should also know the ins and outs of the method to spot and create opportunities for use.

Limitations

The final prototype consists of an Adobe XD link, which is useful for testing the user interface, but is not suitable for downloading templates, uploading work, clickable links, etc. The platform needs to become a real website for it to work optimally. However, the web developers are located in Ukraine, and due to safety restrictions, because of the war, are not able to operate for TBWA\NEBOKO. This meant that not all the features of the platform could be tested.

The project also focused on Dutch-speaking strategists only. Some people from the account department were included at the beginning of the project, but were left out as the project progressed. While the platform is meant primarily for the strategists, it is important to include account as well. They also need a basic understanding of the method, since they will be partially responsible for convincing the client of Disruption X. So using Disruption X throughout the company is a joined effort. How to implement Disruption X more within the different account teams, who have their own way of working, should be further investigated.

Besides this, the project focused primarily on the last two stages of the AIDA model, but for Disruption X to be adopted, the first two stages of this funnel should also be taken into account.

Reflection

To conclude this graduation project, this part reflects on my journey over the past few months. I can honestly say that I have learned a lot, about myself, but also about the working life. At the start of graduation, I formulated a couple of personal ambitions and goals inside the project brief (see appendix A) and will further elaborate on them.

Being bold

As stated in my brief, I wanted to be bold to accomplish the things I wanted. This has translated into talking to as many people as possible to get the right information. This was sometimes very difficult, because of the busy environment. Busy people have their priorities elsewhere, and it is difficult to get a little time with them. During my time at TBWA\NEBOKO, especially near the end, I just walked up to people if I saw them sitting at their desks. Such as with the CIO of TBWA\X to discuss the possibilities of creating a real website out of my prototype. Or by already initiating a meeting with other strategists to set up a launching event together, where people can get to practice with Disruption X. At the beginning approaching people could be scary, but I gradually realized the importance of just actively going to people.

Visuals

Another ambition was to improve my Adobe skills and I can definitely say that I succeeded. Because my final product is a platform, I got to learn how to work with Adobe XD, a program I had never used before. Although the visual style of TBWA needs to be kept fairly clean and simple, I could still play around with Adobe and create a visual style that would fit my deliverables. These were also the fun moments during my project, where I knew what I wanted, and I could try to make it visual.

Advertising

Is advertising the right spot for me? A question that I would have answered yes to at the beginning of the project, but after the project, I am not sure. The projects done at TBWA are very cool, but since the company is big it can feel like you miss a lot of the awesome work that is done. What I did find very interesting, were the elements inside of Disruption X. Some elements were of course new to me, but they also sometimes appeared to be similar to the design process I am used to. Trying to understand Disruption X had been the hardest struggle during the project, it sometimes felt like, if the strategist and people with experience do not know how to use it, then how will I? The achievement of converging all this information and presenting it in an understandable manner is something I am proud of.

Overall, I am very happy that I got the opportunity to do a project for such an, in my perspective, cool and ambitious company. And even after I am gone if my platform will not be used in its current form, I believe that the project has served as a conversation starter about the method.

THANKYOU
FOR READING

THE
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