Appendix
Running a Digital Design Agency in Rural Kenya:

A Working Process to Foster Teamwork and Ownership

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Table of Contents

Appendix A

This appendix is excluded from the open appendix due to sensitive information.

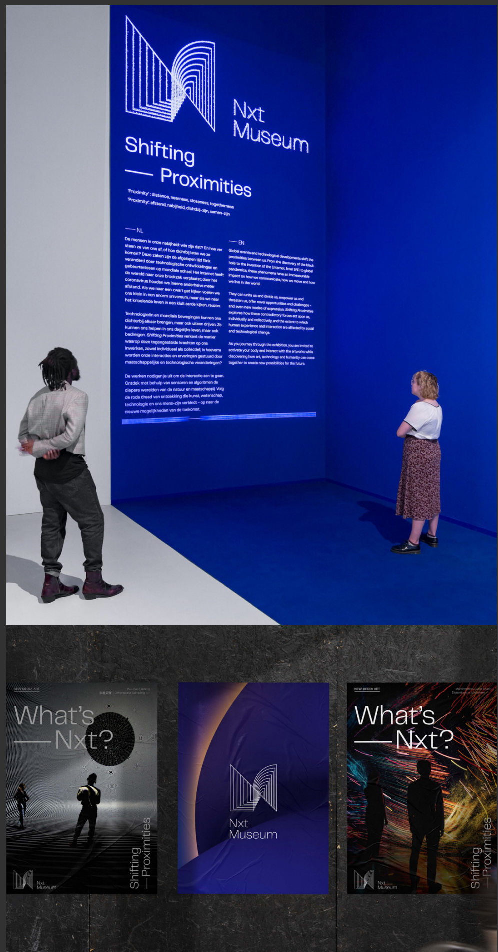
Appendix B

B1 Inspirational Booklet

The following are the prototyped spreads of pages in the inspirational booklet.

Figure 1. *Spread 1 containing a visual, an inspirational story, and the supposed person that the story belongs to. (Visual made by Fabrique)*

Figure 2. *Spread 2, consisting of a self-question for the Lion individually, followed by a question to be answered by the team collectively.*



ACHIEVEMENTS

Nxt Museum is the first museum in the Netherlands to focus entirely on media art. We created the strategy, identity and brand voice. And brought it to life everywhere. Seeing the magnitude of this project come to life was mind-blowing. Even though I wasn't directly involved, we all celebrated this triumph as a team. I think it is the sharing in each other's successes that keeps us excited for more.

Name Logo

Figure 3. *Spread 3. Similar to Spread 1. (Visuals made by Resoluut)*

Figure 4. *Spread 4. Similar to spread 2.*

Figure 5. *Spread 5. Similar to Spread 1. (visuals made by Essencius)*

Figure 6. *Spread 6. Similar to spread 2.*

B2 Collective Workshops

The following are the prototyped slides of the collective workshops. They have questions similar to the inspirational booklet, but provides to opportunity for live interaction.

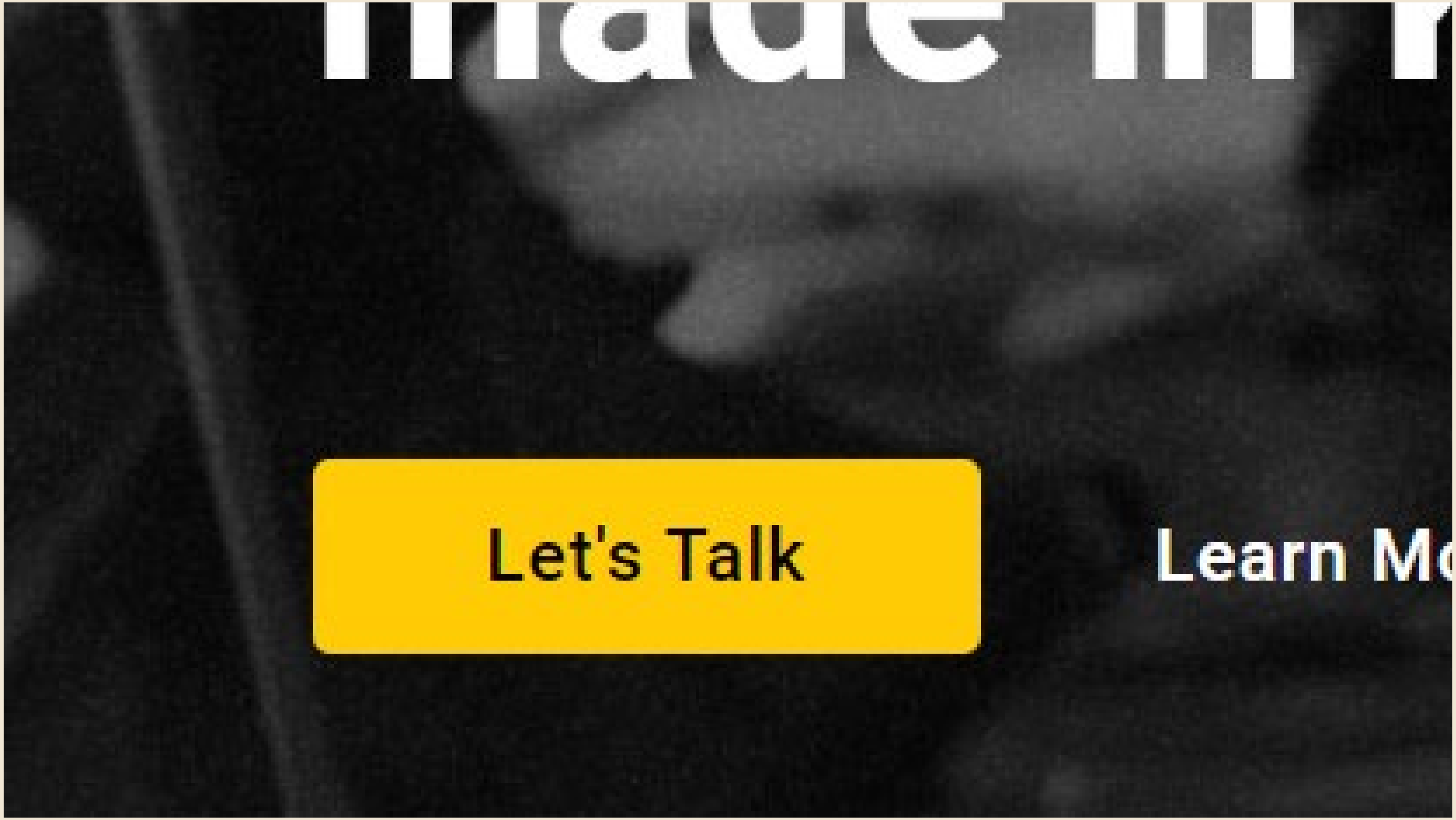


Figure 7. *Slide 1 of the workshop*

Figure 8. *Slide 2 of the workshop*

Figure 9. *Slide 3 of the workshop*

Figure 10. *Slide 4 of the workshop*

Figure 11. *Slide 5 of the workshop*

Figure 12. *Slide 6 of the workshop*

Figure 13. *Slide 7 of the workshop*

B3 Hybrid Workshops

The following are the prototyped hybrid workshops. These are meant for the team members to perform individually, with questions that lead the team members step-by-step to an insightful answer to a reflective question, related to the agency and their personal values and ambitions. After this, a collective session is to be held, where team members discuss the covered topics, in order to understand each other and align in their vision for the agency, and increase teamwork.

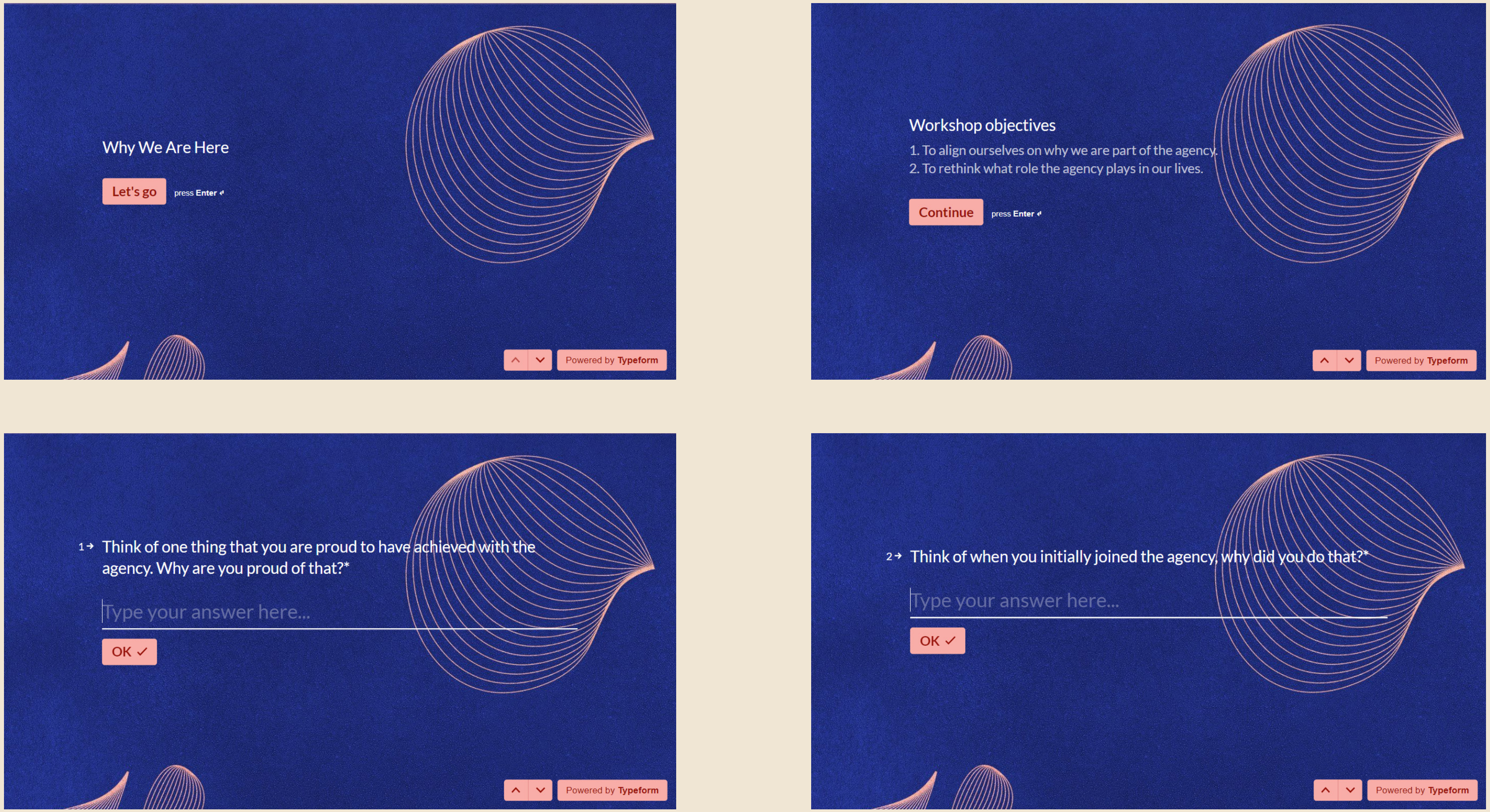
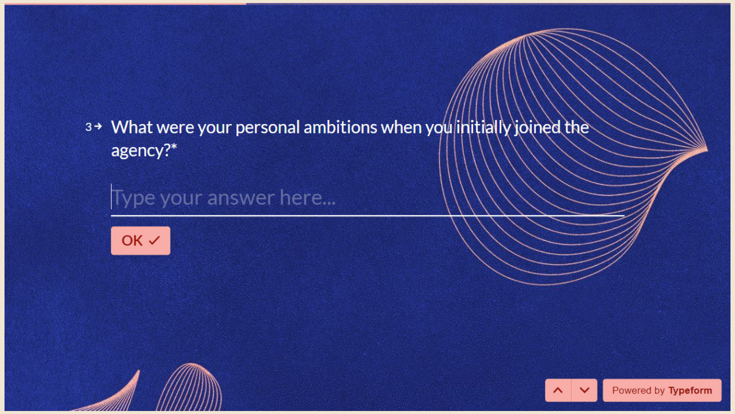
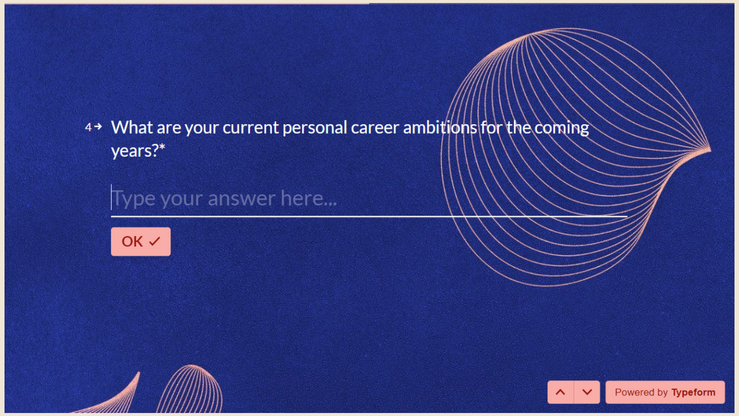
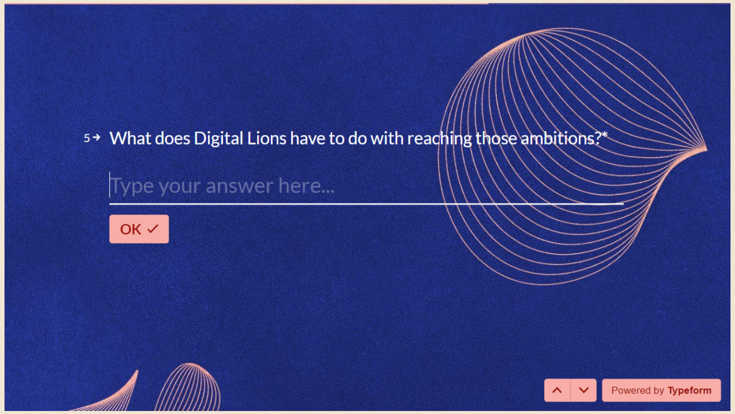
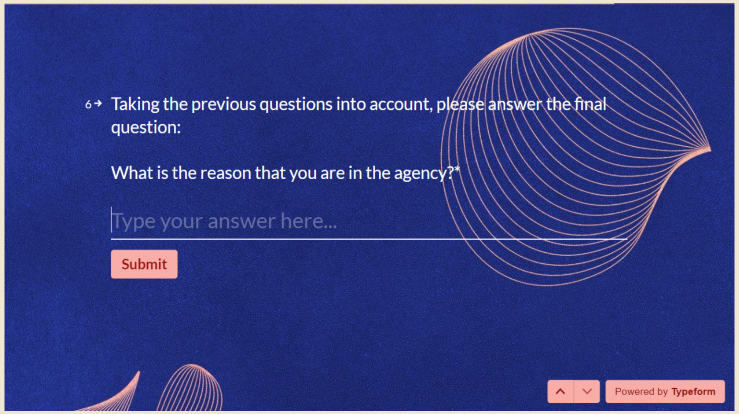


Figure 14. *Topic 1. Why we are here. The objective of covering this topic is to align team members on their purpose at the agency and to understand the role that the agency plays in their lives.*


3→ What were your personal ambitions when you initially joined the agency?*
Type your answer here...
OK ✓
Powered by Typeform


4→ What are your current personal career ambitions for the coming years?*
Type your answer here...
OK ✓
Powered by Typeform


5→ What does Digital Lions have to do with reaching those ambitions?*
Type your answer here...
OK ✓
Powered by Typeform


6→ Taking the previous questions into account, please answer the final question:
What is the reason that you are in the agency?*
Type your answer here...
Submit
Powered by Typeform


The reason I am with Digital Lions is:
abc
How you ask is everything
Create a typeform

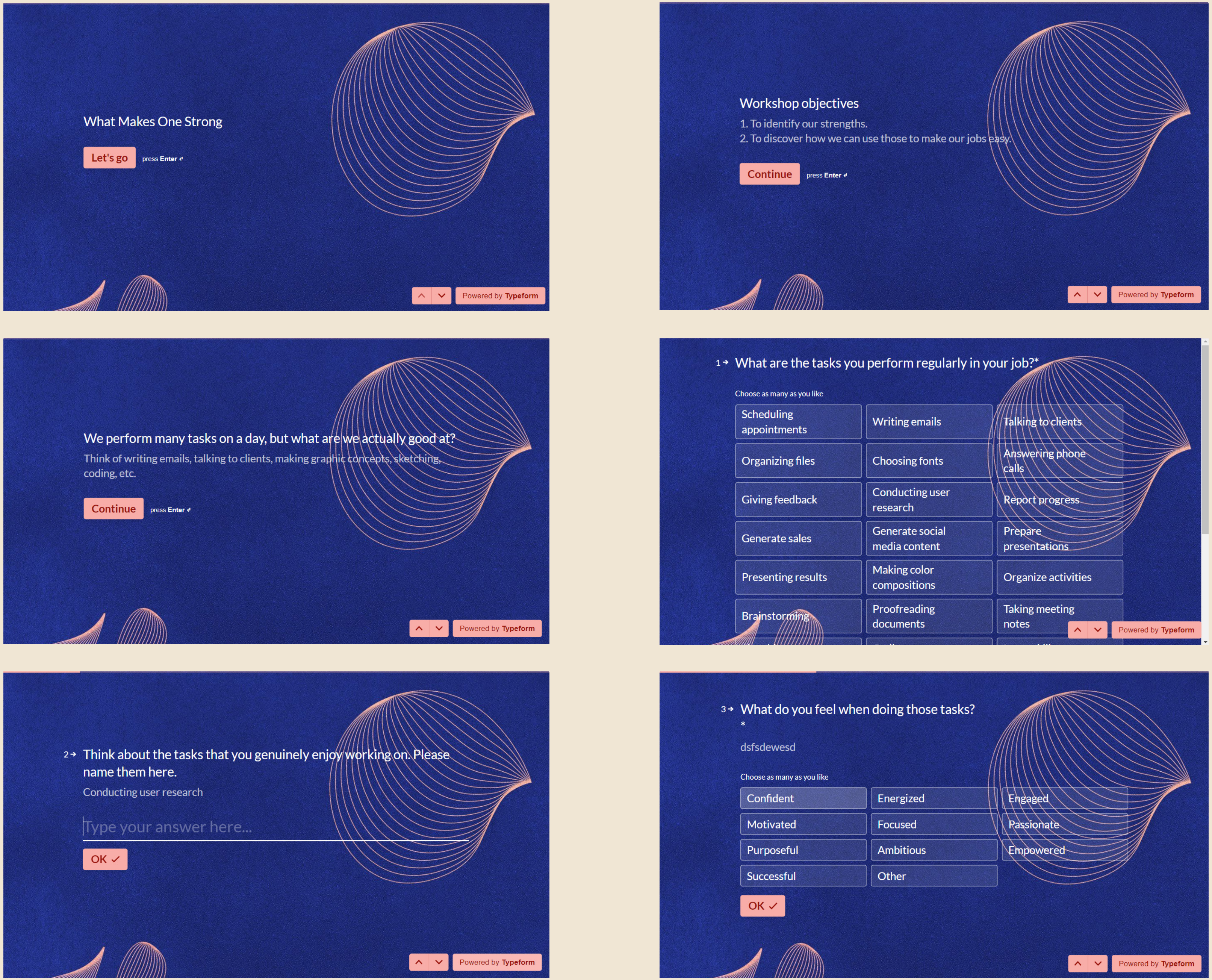
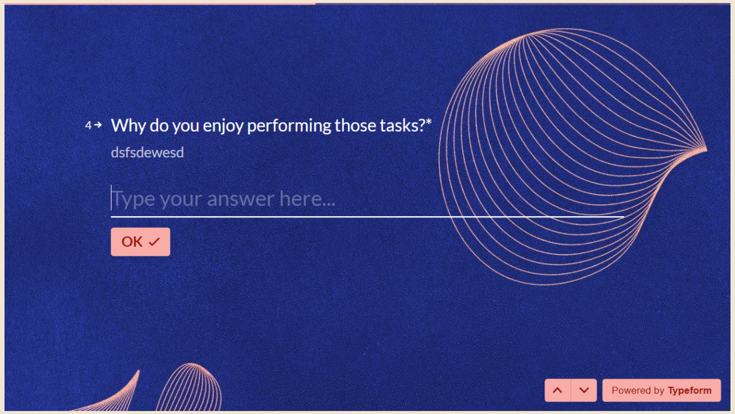
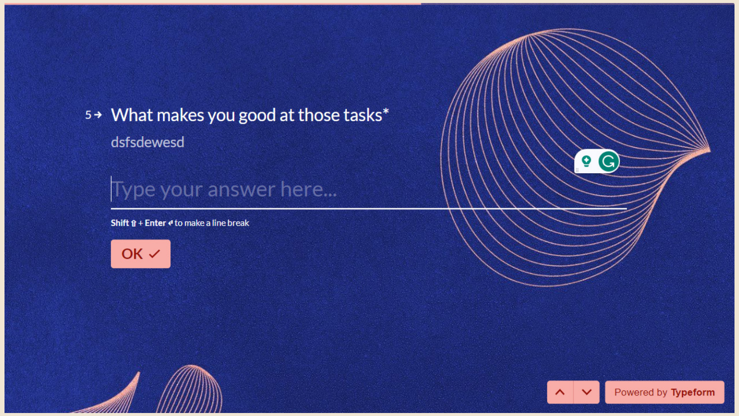
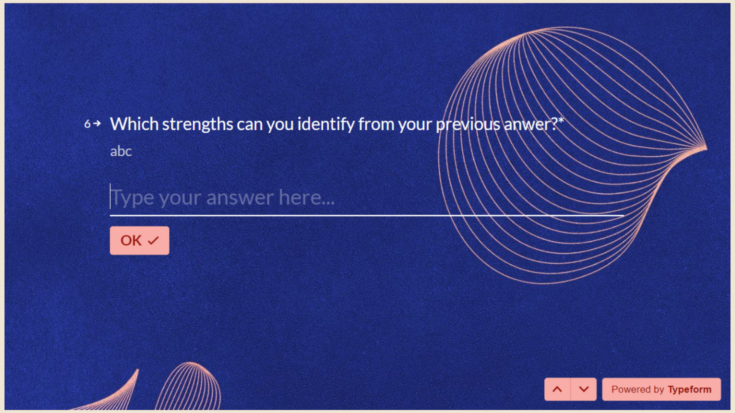
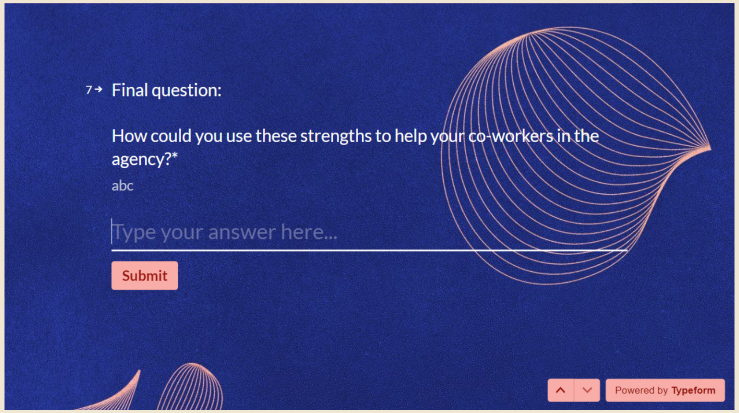


Figure 15. *Topic 2. What Makes One Strong. The objective of covering this topic is to help the team members identify their strengths and discover how they can use each other's for the improvement of the agency and themselves.*


4→ Why do you enjoy performing those tasks?*
dsfsdewesd
Type your answer here...
OK
Powered by Typeform


5→ What makes you good at those tasks*
dsfsdewesd
Type your answer here...
Shift ⇧ + Enter ↵ to make a line break
OK
Powered by Typeform


6→ Which strengths can you identify from your previous anwer?*
abc
Type your answer here...
OK
Powered by Typeform


7→ Final question:
How could you use these strengths to help your co-workers in the agency?*
abc
Type your answer here...
Submit
Powered by Typeform

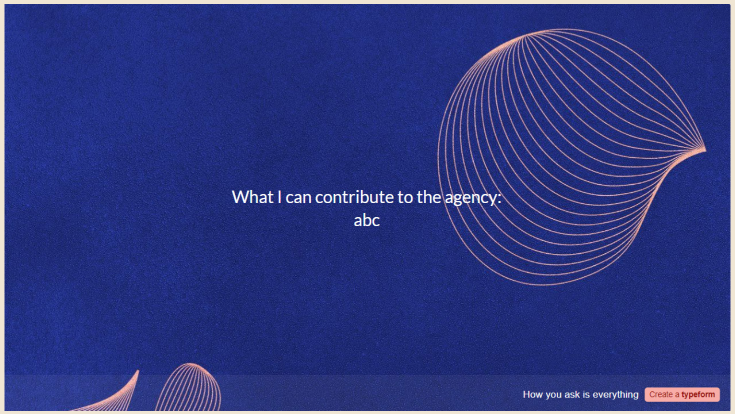

What I can contribute to the agency:
abc
How you ask is everything
Create a typeform

Figure 16. *The overview of possible workshop topics that would slowly lead to more alignment and understanding for each other's visions and ambitions, and ultimately enhanced collaboration, within the agency.*

11

Appointment Conditions

Objective:
1. To clarify our priorities within our various activities.
2. To define our conditions for having appointments.

Concluding question: What are the conditions for me to have an appointment?

Share your answers with the team.

Team question: What conditions do we need to meet in order to make a work appointment within the agency?

12

How a Time Is Picked

Objective:
1. To identify how we prefer to schedule.
2. To identify effective ways of scheduling.

Concluding question: What is the most effective way for you to pick a date and time?

Share your answers with the team.

Team question: How are we going to schedule appointments within the agency?

13

Our Roles

Objective:
1. To identify our satisfaction with our current roles.
2. To articulate which responsibilities we would like to take on.

Concluding question: Which role would I like to take on in to bring the agency further?

Share your answers with the team.

Team question: How can we divide responsibilities to benefit us all in the agency?

14

Our Agency

Objective:
1. To explore which kinds of agency structures there are.
2. To establish which kind of agency structure would work best for you and your goals.

Concluding question: What is the agency structure that I would strive in?

Share your answers with the team.

Team question: Which agency structure would make agency work both effective and enjoyable?

15

The Value of Volunteers

Objective:
1. To identify what volunteers can do.
2. To identify how they can be valuable to our goals.

Concluding question: What would I like to get out of volunteers' knowledge and skills?

Share your answers with the team.

Team question: In which ways are volunteers most valuable to our common goals?

16

Structuring Volunteers

Objective:
1. To explore how the volunteers' value can be capitalized on most effectively.
2. To establish how we can integrate volunteers' value within our work.

Concluding question: What would be the most effective way for me to gain expertise from volunteers?

Share your answers with the team.

Team question: How can we structurally work with volunteers within the agency?

17

Synchronous Working

Objective:
1. To clarify our priorities within our various activities
2. To define our possibilities for (impromptu) synchronous collaboration

Concluding question: When could I be flexible to do agency work?

Share your answers with the team.

Team question: When can we work collaboratively on agency work?

18

Internal Communication

Objective:
1. To identify what information in the process we deem important to share.
2. To establish how we would like to send and receive that information.

Concluding question: Which way of information sharing would be most effective for me?

Share your answers with the team.

Team question: How do we keep each other updated on necessary information?

Appendix C

C1 User Test 1

Four students were randomly selected to form a team. They were asked to sit together and imagine that they were part of the same design agency. They were explained verbally, as well as provided with visual aid through a Miro board, on the following:

They were given the following team mission:

This team's mission is to broaden our view on our potential new clients.

As well as the following SMART goals:

- *Discover 6 new potential target audiences for our services*
- *1 outreach attempt towards new potential clients*

The subjects were instructed to follow the workflow in Figure 17.

The online platform Notion was used to create a workspace for the subteam. The pages were structured as shown in Figure 18. The participants were asked to discuss among themselves who would take on which role. After that, they were instructed to perform their respective first weekly guided tasks, following the given workflow. The Notion pages for each team role are displayed in Figures 19 to 22.

During the session observations were made. Afterwards, additional questions were asked.

The test should give insights in:

- How the tasks and accompanying questions are interpreted
- How well the proposed workflow could be followed
- How long the tasks take
- What the subjects' opinions are on the tasks and workflow

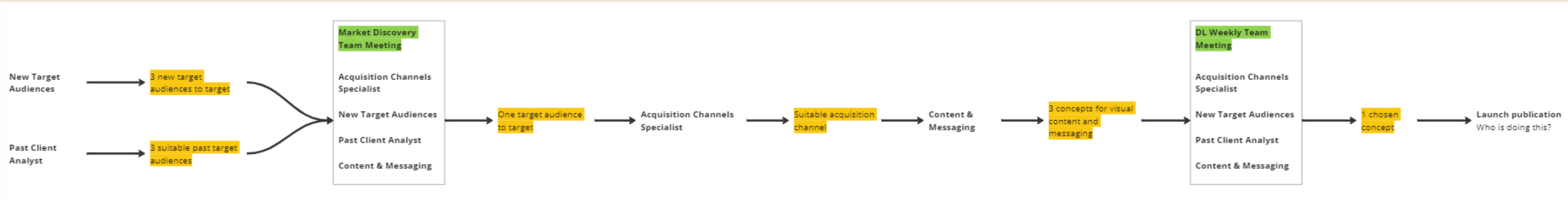


Figure 17. *The workflow of the test team*

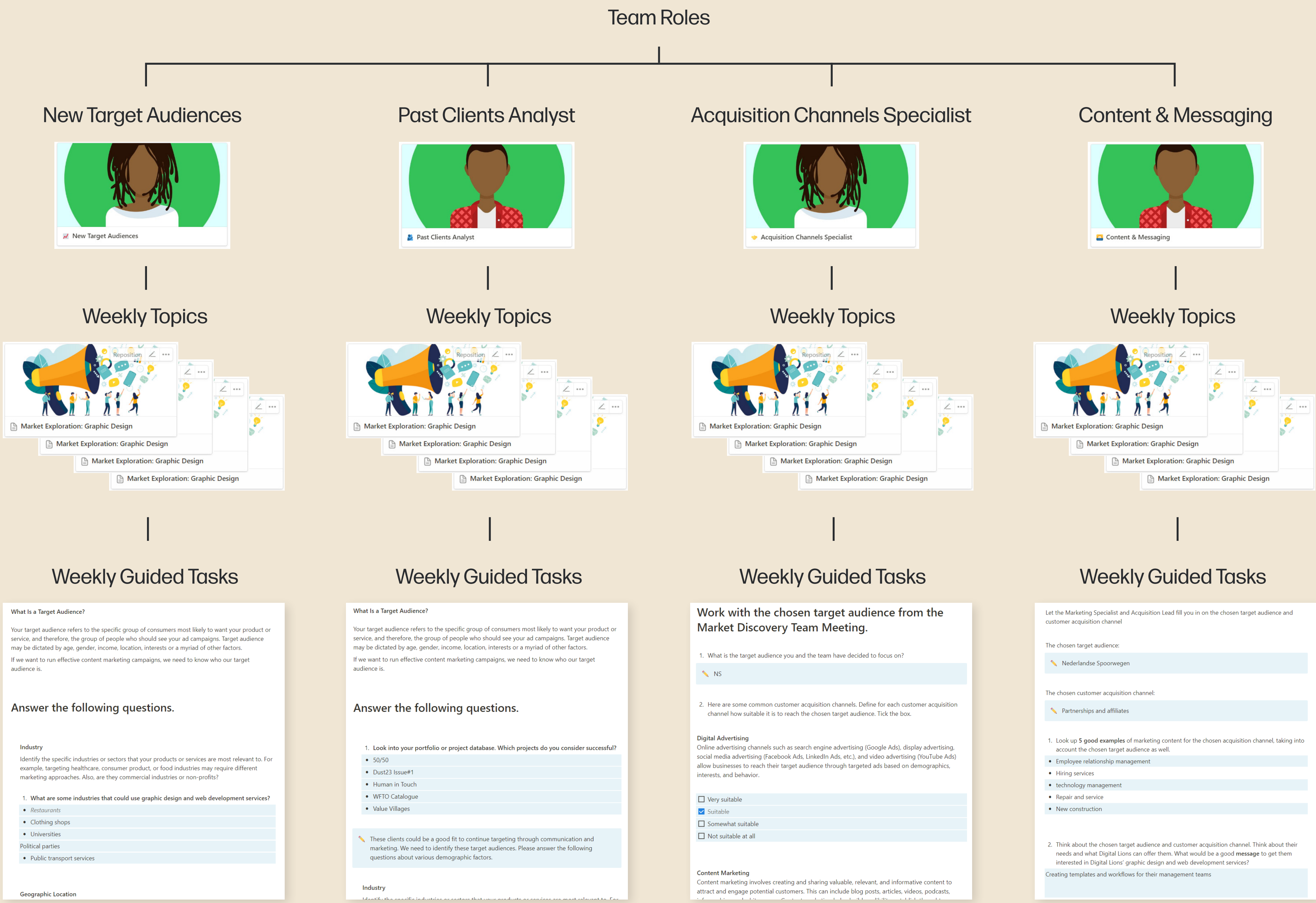


Figure 18. *The structure of the Notion pages, containing each participant's tasks.*

Market Exploration

Add a property

Add a comment...

What Is a Target Audience?

Your target audience refers to the specific group of consumers most likely to want your product or service, and therefore, the group of people who should see your ad campaigns. Target audience may be dictated by age, gender, income, location, interests or a myriad of other factors.

If we want to run effective content marketing campaigns, we need to know who our target audience is.

Answer the following questions.

Industry

Identify the specific industries or sectors that your products or services are most relevant to. For example, targeting healthcare, consumer product, or food industries may require different marketing approaches. Also, are they commercial industries or non-profits?

1. **What are some industries that could use graphic design and web development services?**

- *Restaurants*
- Clothing shops
- Universities

Political parties

- Public transport services

Geographic Location

Determine the geographic regions or areas where your target businesses are located. This could be specific countries, regions, cities, or even global targeting.

2. **What are some of the geographic locations of the businesses that could use Digital Lions' services?**

- *Large cities in The Netherlands*
- Villages in Asia
- Isolated villages
- List
- List

Growth Stage

Consider the growth stage of the businesses that would be willing to afford your services. Are they startups, small businesses, or established enterprises? Businesses at different stages of growth have distinct needs, challenges, and priorities. Tailor your marketing messages and offerings accordingly.

3. **In which growth stages are potential clients of Digital Lions?**

- *Small businesses*
- Developed businesses
- Multinationals
- Regional and national public systems
- List

Example Clients

Look at your answers to all the previous questions. Search for 5 potential clients that could be interesting for Digital Lions to target in a marketing campaign.

Figure 19. *The page with the tasks for the participant with the role of New Target Audiences within the test team*

Example Clients

Look at your answers to all the previous questions. Search for 5 potential clients that could be interesting for Digital Lions to target in a marketing campaign.

4. **List the 5 potential clients here with their names.**

- *HANNO - Groots café*
- Small clothing shops
- National transportation company
- Specific political party
- TU Delft

5. **Look at your previous answers above. Give this target audience a clear description. Make multiple if necessary.**

✏️ Clothing businesses in Delft that are developed, such as H&M

Political parties in Spain that are growing fast, such as Sumar.

National transportation system in the Netherlands, such as NS.

Present your findings in the next Market Discovery Team Meeting. You will collectively choose one target audience to focus on amongst all the identified ones.

Market Exploration

+ Add a property

Add a comment...

What Is a Target Audience?

Your target audience refers to the specific group of consumers most likely to want your product or service, and therefore, the group of people who should see your ad campaigns. Target audience may be dictated by age, gender, income, location, interests or a myriad of other factors.

If we want to run effective content marketing campaigns, we need to know who our target audience is.

Answer the following questions.

1. **Look into your portfolio or project database. Which projects do you consider successful?**

- 50/50
- Dust23 Issue#1
- Human in Touch
- WFTO Catalogue
- Value Villages

✏️ These clients could be a good fit to continue targeting through communication and marketing. We need to identify these target audiences. Please answer the following questions about various demographic factors.

Industry

Identify the specific industries or sectors that your products or services are most relevant to. For example, targeting healthcare, consumer product, or food industries may require different marketing approaches. Also, are they commercial industries or non-profits?

2. **What are the industries that those clients are in?**

- Alcoholic Beverage & Charity
- Print Media + Social Work
- IT & Recruitment
- Management & Organization + Social Development
- Social & Sustainable Development

Geographic Location

Determine the geographic regions or areas where your target businesses are located. This could be specific countries, regions, cities, or even global targeting.

2. **What are the geographic locations of those clients?**

- Guatemala
- Turkana
- Serbia
- Kenya
- Kenya

Growth Stage

Consider the growth stage of the businesses that would be willing to afford your services. Are they startups, small businesses, or established enterprises? Businesses at different stages of growth have distinct needs, challenges, and priorities. Tailor your marketing messages and offerings accordingly.

Figure 20. *The page with the tasks for the participant with the role of Past Clients Analyst within the test team*

3. In which growth stages are those clients?

- Small business
- Small Business
- Medium Business
- Large Established Enterprise
- Startup

4. Look at your previous answers above. Give this target audience a clear description. Make multiple if necessary.

✏️ [Sustainable] businesses in [Africa & Southern Europe] that are [small enterprises looking to create impact], such as [Value village]

✏️ [Product & service] businesses in [Africa & Southern Europe] that are [medium scale looking to reinvent themselves], such as [50/50 & human in touch]

✏️ [Management & event] businesses in [Africa & Southern Europe] that are [small to large scale looking for unique authentic representation], such as [WTFO]

Present your findings in the next Market Discovery Team Meeting. You will collectively choose one target audience to focus on amongst all the identified ones.

Market Exploration

+ Add a property

Add a comment...

What Are Customer Acquisition Channels?

Customer acquisition channels refer to the various marketing and communication channels through which businesses attract and acquire new customers. These channels are used to reach and engage with potential customers, raise awareness about products or services, and ultimately convert leads into paying customers.

Work with the chosen target audience from the Market Discovery Team Meeting.

1. What is the target audience you and the team have decided to focus on?

> ✏️ NS

2. Here are some common customer acquisition channels. Define for each customer acquisition channel how suitable it is to reach the chosen target audience. Tick the box.

Digital Advertising
Online advertising channels such as search engine advertising (Google Ads), display advertising, social media advertising (Facebook Ads, LinkedIn Ads, etc.), and video advertising (YouTube Ads) allow businesses to reach their target audience through targeted ads based on demographics, interests, and behavior.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

Content Marketing
Content marketing involves creating and sharing valuable, relevant, and informative content to attract and engage potential customers. This can include blog posts, articles, videos, podcasts, infographics, and whitepapers. Content marketing helps build credibility, establish thought leadership, and generate leads.

- [x] ~~Very suitable~~
- [ ] Suitable
- [ ] Somewhat suitable
- [ ] Not suitable at all

Search Engine Optimization (SEO)
SEO focuses on optimizing a website's visibility in search engine results. By improving the website's ranking for relevant keywords, businesses can attract organic traffic from search engines like Google, Bing, and Yahoo. This involves keyword research, on-page optimization, link building, and creating high-quality, relevant content.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

Figure 21. *The page with the tasks for the participant with the role of Aquisition Channels Specialist within the test team*

Social Media Marketing
Social media platforms (Facebook, Twitter, Instagram, LinkedIn, etc.) provide opportunities to engage with a target audience, share content, build brand awareness, and drive traffic to a business's website. Social media marketing can involve organic posts, paid advertising, influencer partnerships, and community engagement.

- [ ] Very suitable
- [ ] Suitable
- [x] ~~Somewhat suitable~~
- [ ] Not suitable at all

Email Marketing
Building an email list and sending targeted email campaigns is an effective way to nurture leads and convert them into customers. Businesses can share personalized content, exclusive offers, product updates, and relevant information to maintain communication and drive conversions.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

Referral Programs
Referral programs encourage existing customers to refer their friends, colleagues, or contacts to a business in exchange for rewards, discounts, or other incentives. This word-of-mouth marketing can be facilitated through referral links, unique codes, or dedicated referral platforms.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

Direct Sales and Cold Calling
In certain industries, direct sales and cold calling can be effective methods for acquiring customers. Sales representatives directly reach out to potential customers, make sales pitches, and build relationships through phone calls, emails, or in-person meetings.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

Partnerships and Affiliates
Collaborating with complementary businesses or affiliates can expand reach and tap into new customer bases. Businesses can establish partnerships for joint marketing campaigns, co-branded promotions, or affiliate programs where affiliates earn a commission for referring customers.

- [x] ~~Very suitable~~
- [ ] Suitable
- [ ] Somewhat suitable
- [ ] Not suitable at all

Events and Trade Shows
Participating in industry-specific events, trade shows, conferences, or exhibitions provides opportunities to showcase products or services, network with potential customers, and generate leads. These in-person interactions allow businesses to make a personal connection and create brand awareness.

- [ ] Very suitable
- [ ] Suitable
- [x] ~~Somewhat suitable~~
- [ ] Not suitable at all

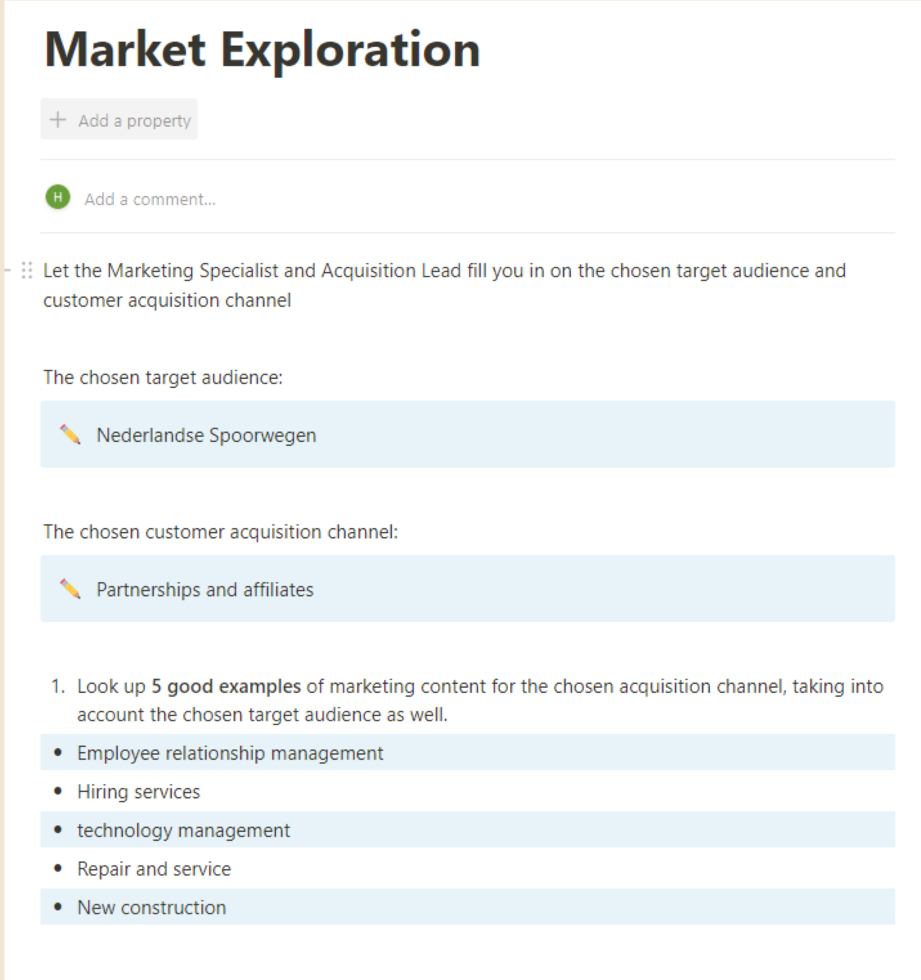
Public Relations (PR)

PR efforts involve building relationships with media outlets, journalists, and influencers to gain coverage and exposure. This can be through press releases, media interviews, guest blogging, or getting featured in relevant publications, which can drive traffic and generate leads.

- [ ] Very suitable
- [ ] Suitable
- [x] ~~Somewhat suitable~~
- [ ] Not suitable at all

It's important to note that the most effective customer acquisition channels can vary depending on the nature of the business, target audience, industry, and budget. Businesses often employ a mix of channels and continuously analyze and optimize their strategies to maximize customer acquisition and return on investment.

Present your findings to the Content Creator. He/she will create the content and messaging to reach this target audience.



Market Exploration

+ Add a property

Add a comment...

Let the Marketing Specialist and Acquisition Lead fill you in on the chosen target audience and customer acquisition channel

The chosen target audience:

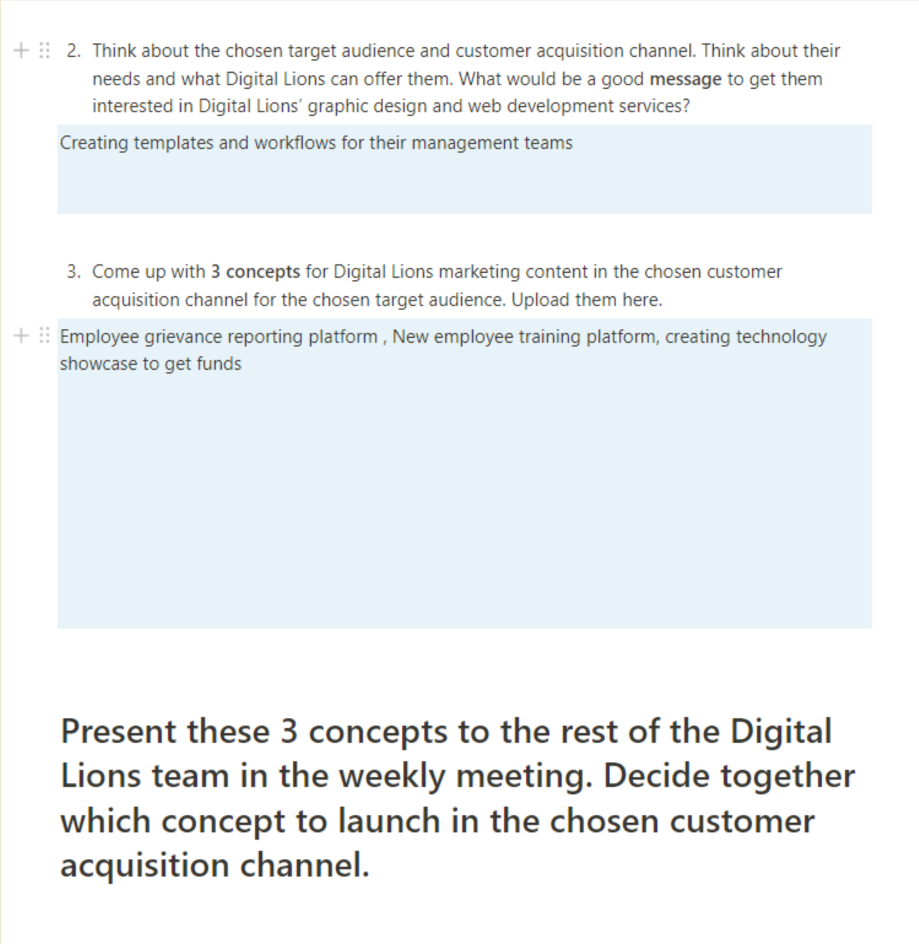
✏️ Nederlandse Spoorwegen

The chosen customer acquisition channel:

✏️ Partnerships and affiliates

1. Look up **5 good examples** of marketing content for the chosen acquisition channel, taking into account the chosen target audience as well.

- Employee relationship management
- Hiring services
- technology management
- Repair and service
- New construction



2. Think about the chosen target audience and customer acquisition channel. Think about their needs and what Digital Lions can offer them. What would be a good **message** to get them interested in Digital Lions' graphic design and web development services?

Creating templates and workflows for their management teams

3. Come up with **3 concepts** for Digital Lions marketing content in the chosen customer acquisition channel for the chosen target audience. Upload them here.

Employee grievance reporting platform , New employee training platform, creating technology showcase to get funds

Present these 3 concepts to the rest of the Digital Lions team in the weekly meeting. Decide together which concept to launch in the chosen customer acquisition channel.

Figure 22. *The page with the tasks for the participant with the role of Content & Marketing within the test team*

Test Process Insights

Test process:

- The subjects suggested that a lot of context information should be provided in performing this test. It should be made very clear from which perspective the subjects are asked to perform their tasks. There was sometimes confusion about if they would need to think from their own perspective, or the perspective of the Lions.

- The Acquisition Channels Specialist and Content & Messaging are not doing anything while others are performing their tasks.

- The Content & Messaging person needs to wait till the very end to perform their tasks. This is a lot of waiting for this subject.

- The subjects suggested to have a description of their given role beforehand, so they can refer back to it when doing their tasks.

- There was confusion about the term design agency, which was coined. To the test subjects this meant something different than what Digital Lions actually is. The subjects tried to design more conceptually and strategically, while Digital Lions' services are more in the direction of repeated work in graphic design and web development.

Changes for the Next Test

- The subjects were asked to perform the tasks from the perspective of the Lions. Subjects were asked to investigate the Digital Lions website and were given verbal explanation on the agency. The agency's specific services were described to avoid confusion on what type of work gets delivered to clients. They had the opportunity to ask question and receive answers to understand the context better.

- The subjects who were waiting for others to perform their tasks were given the freedom to do their own work, resembling an aynchronous workflow such as that of the Lions.

- The workflow and task descriptions were given to each subject on paper, so they could refer back to it during the performance of their tasks. This should make clear to them how their work relates to that of others' in the bigger scheme. [Picture]

Main Test Insights

Workflow:

- One subject had experienced that it worked well to first let the person responsible for New Target Audiences present their findings first, followed by the Past Client Analyst. The reason given was that by first hearing about new target audiences, one's mind first goes broad without thinking about what is currently already happening.

- It was hard for the participants to follow what they were doing, since it was not always clear what results were made before them and what was going to be done with their work afterwards.

- The Content & Messaging and Acquisition Channels Specialist could go more back and forth with their work. That would make more sense for a more integrated outcome.

- The subjects suggested to let them see the results of the other team members in some way. That way they can relate better with what they are doing and why they are asked to do particular things

- The workflow, encompassing the order of the team members' tasks made sense for the outcome and goal the subjects were trying to achieve.

Duration per team role:

- Task New Target Audiences: 15 minutes

- Task Past Client Analyst: 15 minutes

- Task Acquisition Channels + Content & Messaging: 30 minutes

Task-specific insights:

- The given step-by-step questions helped in performing the tasks.

- One subject did not fill in all the given answer lines

- Questions are sometimes hard to fill in. It is unclear how specific one should be in their answers

- The test team had a large discussion about possibly merging the six identified target audiences into one target audience, instead of just picking one out of the six.

- Instead of taking the defined target audience as a general whole, they take the specific example of NS as a potential client to target.

- The Acquisition Channels Specialist tried to see which acquisition channels would fit for NS to reach its customers, instead of which acquisition channels would be fitting for Digital Lions to reach clients *such* as NS. (Figure 21)

- There is confusion about what the purpose of the marketing material to be made is. It is meant that the test team makes marketing content to reach NS. However the test team had made marketing content for NS towards its customers.

- The content that the person responsible for Content & Messaging makes is not marketing content, but a design concept that would fix one of NS' business issues. (Figure 22)

Key Learnings for the Final Concept

Workflow:

- A clear overview of the workflow is necessary for team members, so they know how their work relates to earlier and later work of other team members.

Duration:

- The duration for these guided tasks is 15-30 minutes for each participant. They could be more in-depth and extensive if there is more time available.

Task-specific insights:

- Clear answer examples are necessary for given tasks, so that team members know what is expected from them.

- Answer examples to questions should be made very explicit, so that the team members know that the examples are actually meant as examples; not something to work on further.

- The wording of questions should be made carefully if specific types of answers are desired from the team members.

C2 User Test 2

The setup for the second test was similar to the first one. Four different students were randomly selected to form a team (Figure 23). They were asked to sit together. However, this time they were instructed to imagine that they were part of Digital Lions. They were given explanation about Digital Lions, its services, and its context. In addition, the subjects were instructed to investigate the Digital Lions website to gain a better understanding of it. Further questions that the subjects had about the background of the agency were answered before the test started.

For the test, the participants were given the following information on paper, accompanied by verbal explanation.

- The team mission:

This team's mission is to broaden our view on our potential new clients.

- The following SMART goals:

- *Discover 6 new potential target audiences for our services*
- *1 outreach attempt towards new potential clients*

The subjects were instructed to follow the workflow in Figure 24.

The content on the Notion workspace was updated for the insights from test 1. The same page structure was used, as shown again in Figure 25, as well as the updated pages in Figures 26 to 29. The subjects were asked to discuss among themselves who would take on which role. After that, they were instructed to perform their respective first weekly guided tasks, following the given workflow.

During the session observations were made. Afterwards, additional questions were asked.

The test should give insights in:

- How the tasks and accompanying questions are interpreted
- How well the proposed workflow could be followed
- How long the tasks take
- What the subjects' opinions are on the tasks and workflow

Figure 23. *The four randomly selected participants performing the user test*

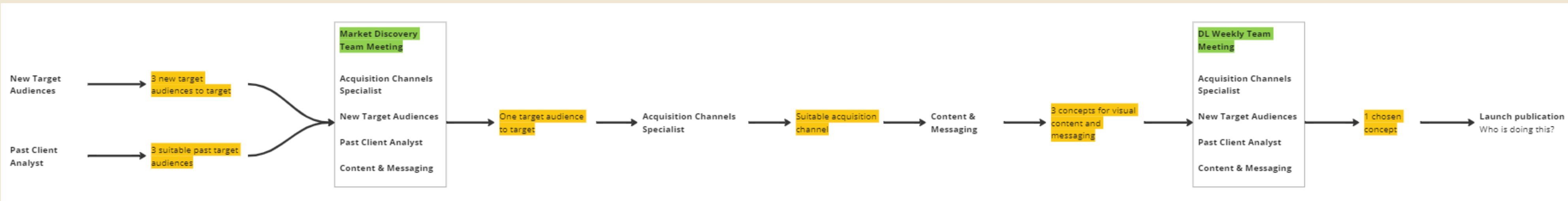


Figure 24. *The workflow of the test team*

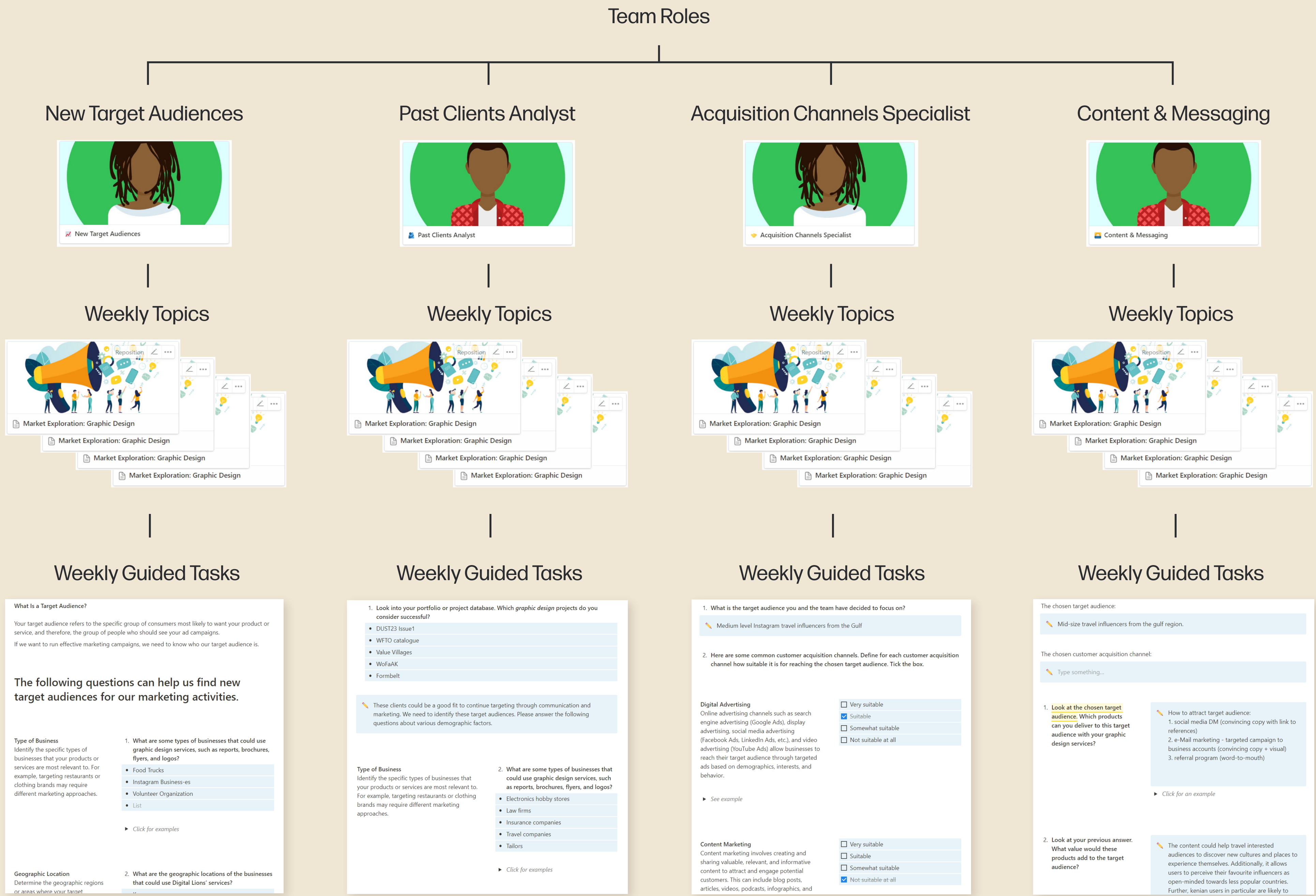


Figure 25. *The structure of the Notion pages, containing each participant's tasks.*

Market Exploration: Graphic Design

+ Add a property

H Add a comment...

What Is a Target Audience?

Your target audience refers to the specific group of consumers most likely to want your product or service, and therefore, the group of people who should see your ad campaigns.

If we want to run effective marketing campaigns, we need to know who our target audience is.

The following questions can help us find new target audiences for our marketing activities.

Type of Business
Identify the specific types of businesses that your products or services are most relevant to. For example, targeting restaurants or clothing brands may require different marketing approaches.

1. **What are some types of businesses that could use graphic design services, such as reports, brochures, flyers, and logos?**
   - Food Trucks
   - Instagram Business-es
   - Volunteer Organization
   - List

▸ *Click for examples*

Geographic Location
Determine the geographic regions or areas where your target businesses are located. This could be specific countries, regions, cities, or even global targeting.

2. **What are the geographic locations of the businesses that could use Digital Lions' services?**
   - Kenya
   - Netherlands
   - Gulf
   - Global world
   - China

▸ *Click for examples*

Growth Stage
Consider the growth stage of the businesses that would be willing to buy your services. Are they startups, small businesses, medium-sized businesses, or established enterprises?

3. **In which growth stages are these potential clients of Digital Lions?**
   - Small
   - Small
   - Small to Medium Enterprize
   - List
   - List

▸ *Click for examples*

Figure 26. *The page with the tasks for the participant with the role of New Target Audiences within the test team*

4. Look at your previous answers above. Give descriptions of 3 interesting target audiences for Digital Lions.

✏️ [Volunteer Organizations] in [Kenya] that are [SME]

✏️ [Food Trucks] in [Netherlands] that are [Small Businesses]

✏️ [Instagram Business] in [Gulf] that are [Small Businesses]

▶ *Click for examples*

Present the 3 target audiences in the next Market Discovery Team Meeting. You will collectively choose one target audience to focus on amongst all the identified ones.

Market Exploration: Graphic Design

+ Add a property

Add a comment...

What Is a Target Audience?

Your target audience refers to the specific group of consumers most likely to want your product or service, and therefore, the group of people who should see your ad campaigns.

If we want to run effective marketing campaigns, we need to know who our target audience is.

The following questions can help us identify suitable target audiences for our marketing activities.

1. **Look into your portfolio or project database. Which *graphic design* projects do you consider successful?**

- DUST23 Issue1
- WFTO catalogue
- Value Villages
- WoFaAK
- Formbelt

✏️ These clients could be a good fit to continue targeting through communication and marketing. We need to identify these target audiences. Please answer the following questions about various demographic factors.

Type of Business
Identify the specific types of businesses that your products or services are most relevant to. For example, targeting restaurants or clothing brands may require different marketing approaches.

2. **What are some types of businesses that could use graphic design services, such as reports, brochures, flyers, and logos?**

- Electronics hobby stores
- Law firms
- Insurance companies
- Travel companies
- Tailors

▸ *Click for examples*

Geographic Location
Determine the geographic regions or areas where your target businesses are located. This could be specific countries, regions, cities, or even global targeting.

3. **What are the geographic locations of the businesses that could use Digital Lions' services?**

- Within Kenya
- Small-middle-sized cities in Germany
- The global south
- Within Africa
- Small-middle-sized Dutch cities

▸ *Click for examples*

Figure 27. *The page with the tasks for the participant with the role of Past Clients Analyst within the test team*

Growth Stage
Consider the growth stage of the businesses that would be willing to buy your services. Are they startups, small businesses, medium-sized businesses, or established enterprises?

4. **In which growth stages are these potential clients of Digital Lions?**

- Startups
- Small businesses
- Medium-sized enterprises
- List
- List

▸ *Click for examples*

5. **Look at your previous answers above. Give descriptions of 3 interesting target audiences for Digital Lions.**

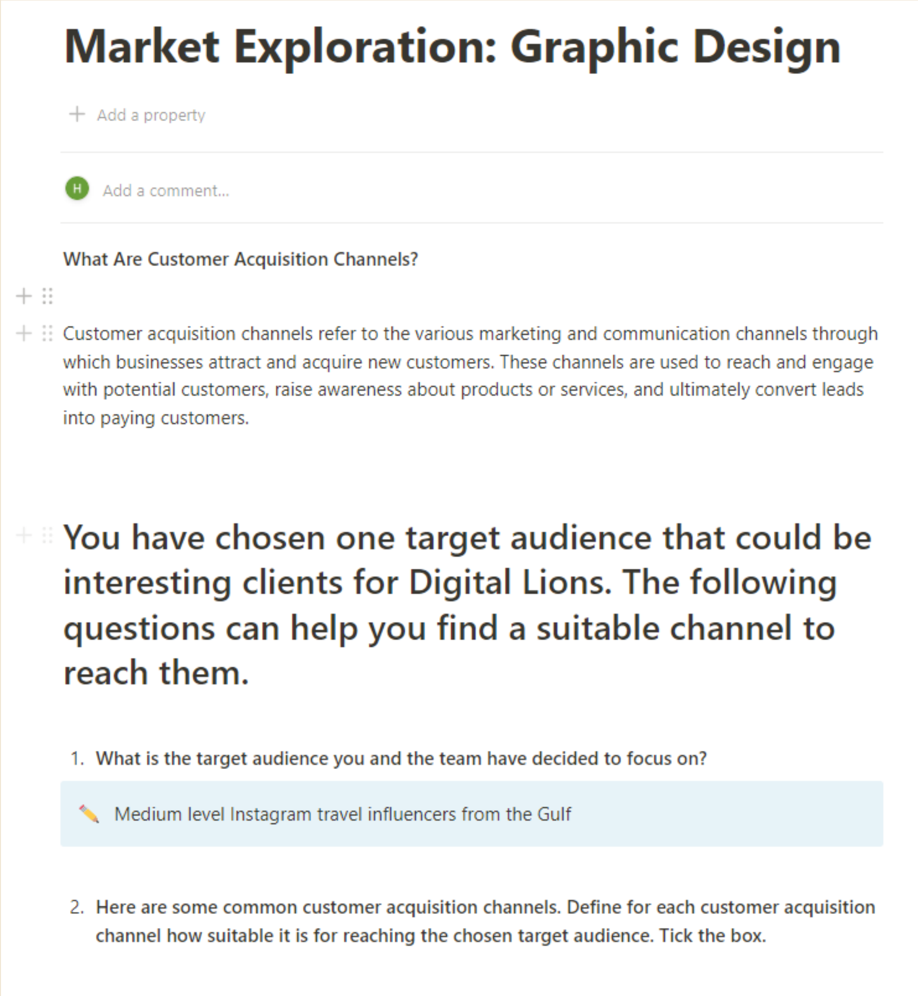
✏️ Electronics hobby stores in small-medium sized European cities that are medium sized businesses

✏️ **Tailors** in Kenyan cities that are small businesses

✏️ **Travel companies** in **the global south** that are startups or medium-sized companies

▸ *Click for examples*

Present the 3 target audiences in the next Market Discovery Team Meeting. You will collectively choose one target audience to focus on amongst all the identified ones.



Market Exploration: Graphic Design

+ Add a property

Add a comment...

What Are Customer Acquisition Channels?

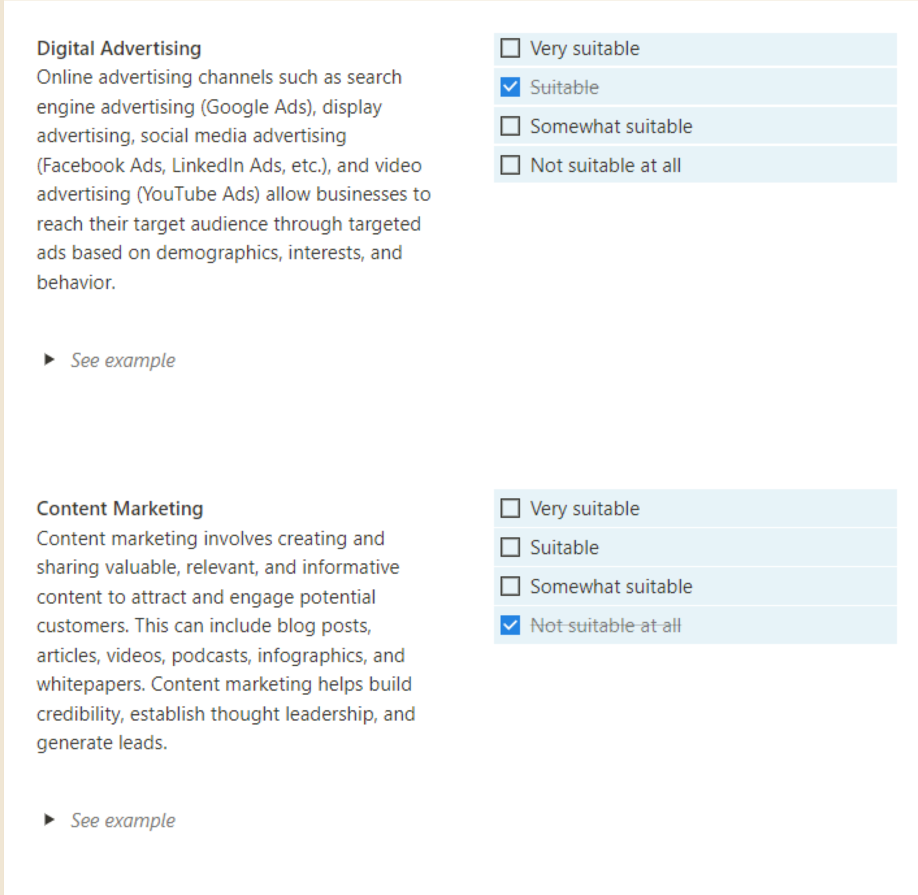
Customer acquisition channels refer to the various marketing and communication channels through which businesses attract and acquire new customers. These channels are used to reach and engage with potential customers, raise awareness about products or services, and ultimately convert leads into paying customers.

You have chosen one target audience that could be interesting clients for Digital Lions. The following questions can help you find a suitable channel to reach them.

1. **What is the target audience you and the team have decided to focus on?**

✏️ Medium level Instagram travel influencers from the Gulf

2. **Here are some common customer acquisition channels. Define for each customer acquisition channel how suitable it is for reaching the chosen target audience. Tick the box.**



Digital Advertising
Online advertising channels such as search engine advertising (Google Ads), display advertising, social media advertising (Facebook Ads, LinkedIn Ads, etc.), and video advertising (YouTube Ads) allow businesses to reach their target audience through targeted ads based on demographics, interests, and behavior.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

▶ *See example*

Content Marketing
Content marketing involves creating and sharing valuable, relevant, and informative content to attract and engage potential customers. This can include blog posts, articles, videos, podcasts, infographics, and whitepapers. Content marketing helps build credibility, establish thought leadership, and generate leads.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

▶ *See example*

Figure 28. *The page with the tasks for the participant with the role of Aquisition Channels Specialist within the test team*

Search Engine Optimization (SEO)
SEO focuses on optimizing a website's visibility in search engine results. By improving the website's ranking for relevant keywords, businesses can attract organic traffic from search engines like Google, Bing, and Yahoo. This involves keyword research, on-page optimization, link building, and creating high-quality, relevant content.

- [ ] Very suitable
- [ ] Suitable
- [x] ~~Somewhat suitable~~
- [ ] Not suitable at all

▸ *See example*

Social Media Marketing
Social media platforms (Facebook, Twitter, Instagram, LinkedIn, etc.) provide opportunities to engage with a target audience, share content, build brand awareness, and drive traffic to a business's website. Social media marketing can involve organic posts, paid advertising, influencer partnerships, and community engagement.

- [x] ~~Very suitable~~
- [ ] Suitable
- [ ] Somewhat suitable
- [ ] Not suitable at all

▸ *See example*

Email Marketing
Building an email list and sending targeted email campaigns is an effective way to nurture leads and convert them into customers. Businesses can share personalized content, exclusive offers, product updates, and relevant information to maintain communication and drive conversions.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

Referral Programs
Referral programs encourage existing customers to refer their friends, colleagues, or contacts to a business in exchange for rewards, discounts, or other incentives. This word-of-mouth marketing can be facilitated through referral links, unique codes, or dedicated referral platforms.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

▸ *See example*

Direct Sales and Cold Calling
In certain industries, direct sales and cold calling can be effective methods for acquiring customers. Sales representatives directly reach out to potential customers, make sales pitches, and build relationships through phone calls, emails, or in-person meetings.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

▸ *See example*

Partnerships and Affiliates
Collaborating with complementary businesses or affiliates can expand reach and tap into new customer bases. Businesses can establish partnerships for joint marketing campaigns, co-branded promotions, or affiliate programs where affiliates earn a commission for referring customers.

- [ ] Very suitable
- [ ] Suitable
- [x] ~~Somewhat suitable~~
- [ ] Not suitable at all

Events and Trade Shows

Participating in industry-specific events, trade shows, conferences, or exhibitions provides opportunities to showcase products or services, network with potential customers, and generate leads. These in-person interactions allow businesses to make a personal connection and create brand awareness.

- [ ] Very suitable
- [x] ~~Suitable~~
- [ ] Somewhat suitable
- [ ] Not suitable at all

▸ *See example*

Public Relations (PR)

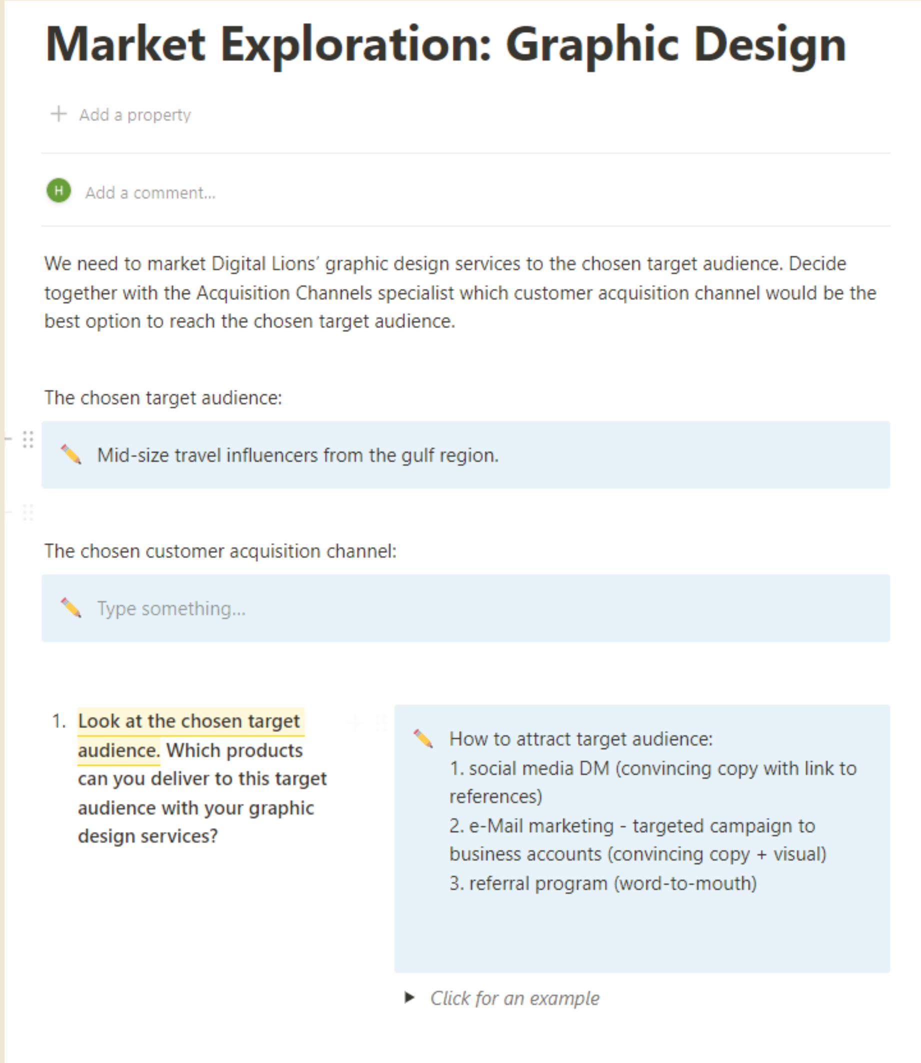
PR efforts involve building relationships with media outlets, journalists, and influencers to gain coverage and exposure. This can be through press releases, media interviews, guest blogging, or getting featured in relevant publications, which can drive traffic and generate leads.

- [ ] Very suitable
- [ ] Suitable
- [ ] Somewhat suitable
- [x] ~~Not suitable at all~~

▸ *See example*

It's important to note that the most effective customer acquisition channels can vary depending on the nature of the business, target audience, industry, and budget.

Present your findings to the Content Creator and decide together which acquisition channel is best to use for the chosen target audience. He/she will create the content and messaging to reach this target audience.



Market Exploration: Graphic Design

+ Add a property

H Add a comment...

We need to market Digital Lions' graphic design services to the chosen target audience. Decide together with the Acquisition Channels specialist which customer acquisition channel would be the best option to reach the chosen target audience.

The chosen target audience:

Mid-size travel influencers from the gulf region.

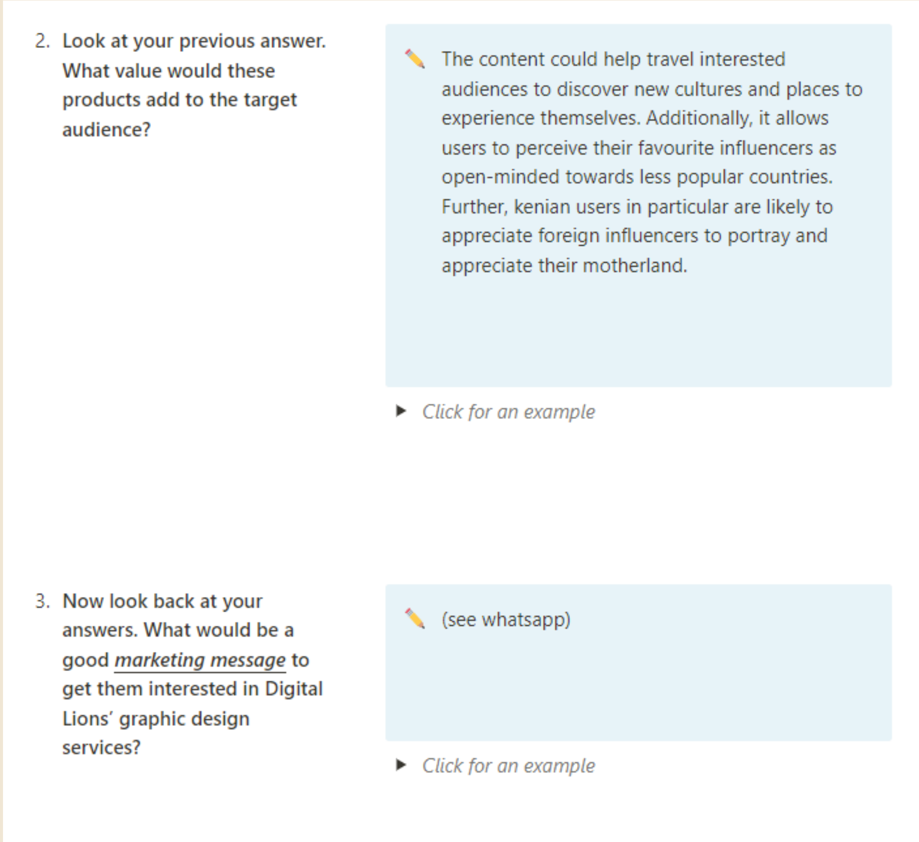
The chosen customer acquisition channel:

Type something...

1. Look at the chosen target audience. Which products can you deliver to this target audience with your graphic design services?

How to attract target audience:
1. social media DM (convincing copy with link to references)
2. e-Mail marketing - targeted campaign to business accounts (convincing copy + visual)
3. referral program (word-to-mouth)

▸ *Click for an example*



2. Look at your previous answer. What value would these products add to the target audience?

The content could help travel interested audiences to discover new cultures and places to experience themselves. Additionally, it allows users to perceive their favourite influencers as open-minded towards less popular countries. Further, kenian users in particular are likely to appreciate foreign influencers to portray and appreciate their motherland.

▸ *Click for an example*

3. Now look back at your answers. What would be a good *marketing message* to get them interested in Digital Lions' graphic design services?

(see whatsapp)

▸ *Click for an example*

Figure 29. *The page with the tasks for the participant with the role of Content & Marketing within the test team*

4. Use the chosen acquisition channel. Come up with *3 visual concepts* for reaching out to the chosen target audience with your *marketing message*.

(showing previous success stories as visuals)

Click for an example

Present these 3 concepts to the rest of the Digital Lions team in the weekly meeting. Decide together which concept to launch in the chosen customer acquisition channel.

Main Test Insights

Workflow

- Some subjects look back at the workflow, given on paper, constantly to understand what the next steps are. Others did not consult the workflow and would ask what the next steps were going to be.

- The person responsible for identifying new target audiences (NTA) expected that the Acquisition Channels Specialist (ACS) would find specific business to target. It was not made clear, so they made the assumption.

- The Acquisition Channels Specialist wanted to work together with Content & Messaging (C&M). They decided that they were going to work on both of their tasks together. First, the Acquisition Channels Specialist made a selection of acquisition channels, which was then discussed among the two of them.

- The Acquisition Channels Specialist and Content & Messaging call a meeting to discuss the three marketing concepts that they have ideated on. Together with the entire subteam they decided on one concept to follow through with. The general messaging was created together.

- The team's outcome was a spoken concept. To act on the concept the team divided the following tasks: Content & Messaging was going to craft the visual content and message, New Target Audiences and Past Clients Analist were going to find specific clients that fit the target audience description, and Acquisition Channels Specialist was going to draft the emails and reach out to the target audience.

- It became clear that this team had a more advanced understanding and skilset of the given task. This can be the reason that they adapted their way of working, sometimes deviating from the workflow if it felt more natural or effective to do so. They followed the workflow as a guide, but assumed some freedom to do what they thought was right.

- Some team members are reliant on the results of others. As they can only start working on their tasks later, but the collective task needs to be finished at "the end of the week", the subjects suggested to put deadlines on when each specific task should be finished. The week was represented by the test session of two hours.

- One subject found it difficult to follow the timeline while doing their individual tasks. They suggested to have a visual timeline in the workspace to refer back to.

- The subject suggested that everybody's specific roles, tasks, and expected outcomes would be clear to everybody through an overview. This way they can relate their tasks to those of others and work better on outcomes directed at the common goals.

Duration

- Task New Target Audiences: 5 minutes

- Task Past Client Analyst: 20 minutes

- Task Acquisition Channels + Content & Messaging: 25 minutes

Task-specific insights

- Two subjects had trouble understanding if the given examples served as exact examples, or as thinking directions. It should be made clear that the examples are meant to depict the exact type of answer expected from them.

- The distinction between the "content marketing-" and "digital marketing" examples was unclear to the ACS.

- It was unclear to the subjects how specific and extensively they should be in answering the questions. They suggested to provide an indication of the expected effort for each of their tasks.

- The Past Client Analyst suggested to have a hyperlink in the workspace to the agency portfolio, to make his task more streamlined.

- The NTA mentioned for their part that the given task was “quite enjoyable”, especially making the description of the target audience. The participant liked how straightforward the tasks were layed out for them.

- One subject mentioned that it would be convenient if they did not have to scroll back up to find their answers to previous questions.

- NTA mentioned that the question about growth stages of potential target audiences was perceived as strange to answer in the given way. Turning this open question into a multiple choice one would make more sense.

- One subject initially kept the agency’s web development services in mind for their task. However, this task was only about the graphic design services. This should be made clear.

- After identifying 6 potential target audiences, the subteam had discussed the option to combine some of them into one target audience to work with.

- Because the ACS and C&M were working together on their tasks, but did not see each other’s tasks, there was confusion about who were addressed in the questions. The ACS had questions that addressed the found target audience, while the C&M had question that addressed the target audience’s customers.

- The subteam went very in-depth in how they could help the chosen target audience by drafting a branding concept for them. This is likely to be due to the subjects’ advanced knowledge on branding and consultancy practices. The team’s resulting marketing concept was therefore not just a message and a visual, but an entire package offer to sell to potential clients. It might be too early to strive for such advanced concepts for Digital Lions.

Other

- One subject had never used Notion before. He said that it took him 5 minutes to adapt, but it was fine to work with afterwards.

- All subjects expressed that they would like to be able to switch tasks to have different activities and learn about the other topics.

Key Learnings for the Final Concept

Workflow:

- It is difficult to impose a workflow for each team member specifically, as there are often unforeseen interpretations and perspectives on tasks, as well as different interpersonal working dynamics per group. This test proved that some team members wanted to deviate from the given workflow, because that would fit their way of working and desired outcome better. This freedom should be given in the final concept.

- An overview of tasks and team roles was desired by the participants.

Duration:

- The duration of tasks for each team member differed. This shows that each person puts in different amounts of effort in their tasks and has their own preferred way of working. An indication of how long the activities take should be given.

Task-specific insights:

- All tasks were meant to yield very specific types of answers from the team members. However, it seemed that the more precise the question was targeted at something, the more confusion arose. It is difficult to impose certain types of answers, because of the inherent differences in interpretations and perspectives of questions. Furthermore, by posing questions like this, the team may feel restricted in their work. Thus, tedious micro-tasks should be avoided in the final concept. More freedom should be provided in how the team members execute certain given tasks.

Other

- It is desired by the participants to not stick to one team role, but also to be able to take on different roles. They would like to learn about different topics. This should be allowed in the final concept, by means of letting the team members decide their own roles, or to cover different topics each time.

Appendix D

D1 Final User Test & Iteration

objective: Testing the clarity of the instructions in the handbook

Setup: The participants were set at a desk. They were provided with the digital Action Sheets template, a physical copy of the handbook, and pen and paper.

procedure:
1. The project and Digital Lions were briefly introduced to the participants.
2. The participants were instructed to read the first two sections of the handbook: “Introducing the Think&Do Teams” and “The Action Sheets Explained”. They were asked to explain their interpretation of the intervention. This was done to ensure that the participants’ understanding of the handbook aligned with the intended purpose of the handbook. This is both a validation step, as well as a necessary step to ensure the next testing activity is performed well.
3. The participants are asked to follow all instructions in the handbook from the “Preparing the Action Sheets” section. They were told that comments could be made and questions could be asked at any moment during the this activity. (Figure 30)
4. The participants were asked fill in a survey that measures the clarity of the instructions.

Figure 30. *The participants following the instructions of the Handbook during the user test.*

The following sheets are the version of the Action Sheets Template that was provided during the user test.

Page 1. Team Purpose Overview

Lions	Opportunity Space	Mission Statement	Goal
Think&Do Team A: Lion 1 Lion 2 Lion 3	**Topic Area:** Issue	"Fill in the mission statement here"	Fill in the goal here
Think&Do Team B: Lion 4 Lion 5 Lion 6 Lion 7	**Topic Area:** Issue	"Fill in the mission statement here"	Fill in the goal here

Page 2. Strategic Activities Outline

Week 1		Week 2		Week 3		Week 4		Week 5	
Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities
Team launch	Step 1 within the strategic approach to the goal Very brief description and reasoning for this step	Progress and alignment meeting To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.	Step 2 within the strategic approach to the goal Very brief description and reasoning for this step	Progress and alignment meeting To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.	Step 3 within the strategic approach to the goal Very brief description and reasoning for this step	Progress and alignment meeting To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.	Step 4 within the strategic approach to the goal Very brief description and reasoning for this step	Final results and evaluation This meeting serves as the platform for teams to present their final results, assess their implementability, and discuss the next steps based on the outcomes.	Celebrate!
Team launch	Step 1 within the strategic approach to the goal Very brief description and reasoning for this step		Step 2 within the strategic approach to the goal Very brief description and reasoning for this step		Step 3 within the strategic approach to the goal Very brief description and reasoning for this step		Step 4 within the strategic approach to the goal Very brief description and reasoning for this step		

Page 3. Tactical Tasks Outline

Week 1		Week 2		Week 3		Week 4		Week 5	
Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities	Weekly meeting	Activities
• After the subteams are launched, get into a breakout room with your subteam. • Within you subteam, answer and note down the questions in the template below. Subteam Launch Questions	• Task 1 • (Task 2) • (Task 3) • (Task 4) Add a link to a resource Add a link to template, canvas or question list	This meeting is meant as a progress report for both Think Teams. Assign someone to take the meeting notes. The following time indications are suggested for the meeting: 15 min: Subteam A presentation + questions 15 min: Subteam B presentation + questions 15 min: Alignment discussion The following questions should be answered during the alignment discussion. 1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards? 2. Company Strategy: How well does our progress fit with our company strategy? 3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?	• Task 1 • (Task 2) • (Task 3) • (Task 4)	This meeting is meant as a progress report for both Think Teams. Assign someone to take the meeting notes. The following time indications are suggested for the meeting: 15 min: Subteam A presentation + questions 15 min: Subteam B presentation + questions 15 min: Alignment discussion The following questions should be answered during the alignment discussion. 1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards? 2. Company Strategy: How well does our progress fit with our company strategy? 3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?	• Task 1 • (Task 2) • (Task 3) • (Task 4)	This meeting is meant as a progress report for both Think Teams. Assign someone to take the meeting notes. The following time indications are suggested for the meeting: 15 min: Subteam A presentation + questions 15 min: Subteam B presentation + questions 15 min: Alignment discussion The following questions should be answered during the alignment discussion. 1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards? 2. Company Strategy: How well does our progress fit with our company strategy? 3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?	• Task 1 • (Task 2) • (Task 3) • (Task 4)	The following time indications are suggested for the meeting: 15 min: Subteam A presentation + questions 15 min: Subteam B presentation + questions 15 min: Evaluation discussion The following questions should be answered during the evaluation discussion. 1. Do our outcomes align with our agency's mission? 2. How can we implement our results into our agency's operations? 3. What are the next steps with our outcomes? 4. Who have the responsibility over the advancing of our outcomes?	Celebrate!
• After the subteams are launched, get into a breakout room with your subteam. • Within you subteam, answer and note down the questions in the template below. Subteam Launch Questions	• Task 1 • (Task 2) • (Task 3) • (Task 4)		• Task 1 • (Task 2) • (Task 3) • (Task 4)		• Task 1 • (Task 2) • (Task 3) • (Task 4)		• Task 1 • (Task 2) • (Task 3) • (Task 4)		

The following sheets are the final version of the Action Sheets Template after iterations, based on the results of the user tests.

Page 1. Team Purpose Overview

Team Purpose Overview				
	Lions	Improvement Opportunity	What This Think&Do Team Does	Goal
Think&Do Team A	To Be Filled In Once You Know The Team Consistency Name Name Name Name	**Topic Area A** The observation and opportunity	Description of what Think&Do Team A is aiming to achieve	The shared goal of Think&Do Team A
Think&Do Team B	To Be Filled In Once You Know The Team Consistency Name Name Name Name	**Topic Area B** The observation and opportunity	Description of what Think&Do Team B is aiming to achieve	The shared goal of Think&Do Team B

Page 2. Activities Sheet: Think&Do Team A

Think&Do Team A

Week 1		Week 2		Week 3		Week 4		Week 5	
Strategic Approach									
Team launch	Step 1 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 2 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 3 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 4 within the strategic approach toward the goal very brief description and reasoning for this step	**Final results and evaluation** **This meeting serves as the platform for teams to present their final results, assess their implementability, and discuss the next steps based on the outcomes.**	**Celebration**
Tactical Tasks Outline									
Team Launch	Activities	Company alignment meeting	Activities	Company alignment meeting	Activities	Company alignment meeting	Activities	Final Results Meeting	Activities
▪ **After the Think&Do Team is launched, get into a breakout room with your Think&Do Team.** ▪ **Within your Think&Do Team, answer and note down the questions in the template below.** Team Launch Template: https://docs.google.com/presentation/d/1vbXz9iYkOO6dqDo3yKVdRfY1X-4vLKnbvCbjY4pCBAyo/edit#slide=id.p	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** 1. **Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** 2. **Company Strategy: How well does our progress fit with our company strategy?** 3. **Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** 1. **Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** 2. **Company Strategy: How well does our progress fit with our company strategy?** 3. **Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** 1. **Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** 2. **Company Strategy: How well does our progress fit with our company strategy?** 3. **Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following evaluation questions should be discussed:** 1. **Do our outcomes align with our agency's mission?** 2. **How can we implement our results into our agency's operations?** 3. **What are the next steps with our outcomes?** 4. **Who have the responsibility over the advancing of our outcomes?**	**Celebration**

Page 3. Activities Sheet Think&Do Team B

Think&Do Team B

Week 1		Week 2		Week 3		Week 4		Week 5	
Strategic Approach									
Team launch	Step 1 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 2 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 3 within the strategic approach toward the goal very brief description and reasoning for this step	**Company alignment meeting** **To ensure alignment between our work and goals, we regularly update each other and engage in brief alignment discussions.**	Step 4 within the strategic approach toward the goal very brief description and reasoning for this step	**Final results and evaluation** **This meeting serves as the platform for teams to present their final results, assess their implementability, and discuss the next steps based on the outcomes.**	**Celebration**
Tactical Tasks Outline									
Team Launch	Activities	Company alignment meeting	Activities	Company alignment meeting	Activities	Company alignment meeting	Activities	Final Results Meeting	Activities
▪ **After the Think&Do Team is launched, get into a breakout room with your Think&Do Team.** ▪ **Within your Think&Do Team, answer and note down the questions in the template below.** Team Launch Template: https://docs.google.com/presentation/d/1vbXz9iYkOO6dqDo3yKVdRfY1X-4vLKnbvCbjY4pCBAyo/edit#slide=id.p	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** **1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** **2. Company Strategy: How well does our progress fit with our company strategy?** **3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** **1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** **2. Company Strategy: How well does our progress fit with our company strategy?** **3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following questions should be discussed:** **1. Common goals: What are the common goals or objectives that both Think&Do Teams are working towards?** **2. Company Strategy: How well does our progress fit with our company strategy?** **3. Dependencies: Are there any inter-team dependencies, potential bottlenecks, or areas where Think&Do Teams can collaborate, that we need to discuss?**	- [task 1] - [task 2] - [task 3] - [task 4] These can be collective or individual tasks, but keep in mind a max. of about 2hrs per person. Useful resources: Add URL's here	▪ **Both Think&Do Team present their progress.** ▪ **Afterwards, the following evaluation questions should be discussed:** **1. Do our outcomes align with our agency's mission?** **2. How can we implement our results into our agency's operations?** **3. What are the next steps with our outcomes?** **4. Who have the responsibility over the advancing of our outcomes?**	**Celebration**

The following pages display the test results and describe the iterations made based on them.

Participant 1

The instructions on how to create the "Opportunity Space" were clear to me. *

Strongly disagree

- 1 ○
- 2 ○
- 3 ○
- 4 ○
- 5 ◉
- 6 ○
- 7 ○

Strongly agree

Could you please elaborate on your answer? *

Identifying a problem within DL that could benefit most from my expertise , therefore giving me as well the DL team a clear purpose to work on for the next 5 weeks

Participant 2

The instructions on how to create the "Opportunity Space" were clear to me. *

Strongly disagree

- 1 ○
- 2 ○
- 3 ○
- 4 ○
- 5 ○
- 6 ◉
- 7 ○

Strongly agree

Could you please elaborate on your answer? *

The list of opportunities helped in picking something that the volunteer can offer and what the agency lacks. It can be visualized differently (not the bullet point format), more like cards that one can glance through. It would also be nice to give the volunteer an option to do something not in the list?

Old
version

1. Identifying The Opportunity Space

First of all, the pressing matter needs to be identified. This is something that you might analyze actively, or simply observe in daily operations. As these could be very agency-specific, it is impossible to outline them exactly.

To help you, these are some topic areas where agencies might generally find opportunities for improvement.

- ***Client Satisfaction:*** *Ensuring that clients are happy with the quality of work, communication, and overall experience with your agency.*
- ***Project Delays:*** *Consistently missing project deadlines can harm client relationships and agency reputation.*
- ***Budget Overruns:*** *Projects exceeding their budget can negatively impact profitability.*
- ***Quality Control:*** *Maintaining high standards of design quality and consistency across all projects.*
- ***Resource Allocation:*** *Efficiently allocating resources (both human and technological) to projects to maximize productivity.*
- ***Communication Breakdown:*** *Poor communication within the team or with clients can lead to misunderstandings and errors.*
- ***Client Acquisition:*** *Struggling to attract and onboard new clients to sustain agency growth.*
- ***Competitive Positioning:*** *Staying competitive in the industry and differentiating your agency from rivals.*
- ***Technology Adoption:*** *Keeping up with the latest design tools and technologies to stay relevant and efficient.*
- ***Client Relations:*** *Managing challenging client relationships and conflict resolution.*
- ***Project Management:*** *Streamlining project management processes to minimize inefficiencies.*
- ***Creative Innovation:*** *Fostering a culture of creativity and innovation within the agency.*
- ***Work-Life Balance:*** *Promoting a healthy work-life balance for employees to avoid burnout.*
- ***Legal and Complic*** *adheres to indust*

It was mentioned that the topic areas may be visualized in a different way than bullet points, making it easier to glance through. This has not yet been implemented in the new version, but may be a recommendation for the future.

One participant mentioned that an option to think of a topic area themselves would be good to have. The list of topic area was always meant as helpful suggestions, but this is now made explicit in the handbook as well.

New
version

1. Identifying The Improvement Opportun

Research has shown that adults are generally more motivated to learn when t of it has real-world impact or benefit. It is important to let the Lions work on that is real and, therefore, has real impact on the agency. The Think&Do meant to guide the Lions in improving the agency, while developing the kno skills in doing so. It should increase interaction and ownership within the tea opportunities for improvement within the agency, that the Think&Do Team can work on together.

The areas where the agency might need improvement in needs to be identified. This is something that you might analyze actively, or simply observe in daily operations. As these could be very agency-specific, it is difficult to generalize them.

To help you, these are some topic areas where agencies might generally find opportunities for improvement.

and conflict resolution.

- ***Project Management:*** *Streamlining project management processes to minimize inefficiencies.*
- ***Creative Innovation:*** *Fostering a culture of creativity and innovation within the agency.*
- ***Work-Life Balance:*** *Promoting a healthy work-life balance for employees to avoid burnout.*
- ***Legal and Compliance Issues:*** *Ensuring that the agency adheres to industry regulations and intellectual property laws.*

- ***Client Retention:*** *Maintaining long-term relationships with existing clients and encouraging repeat business.*
- ***Marketing and Branding:*** *Effectively marketing the agency's services and building a strong brand presence.*
- ***Client Communication:*** *Improving the clarity and effectiveness of client communications and presentations.*
- ***Workflow Efficiency:*** *Identifying and eliminating bottlenecks in project workflows.*
- ***Training and Development:*** *Providing opportunities for skill development and career growth for employees.*
- ***Industry Trends:*** *Staying updated on industry trends and emerging design practices.*
- ***Community Engagement:*** *Involvement in the local design community or industry associations.*
- ***Cybersecurity:*** *Protecting sensitive client and agency data from cyber threats.*
- ***Scaling Operations:*** *Preparing the agency for growth and expansion into new markets or service areas.*

Try to identify issues or difficulties that the agency has within these suggested topic areas. If you can think of issues and difficulties within other topic areas, that is also fine, of course. Try to rephrase the identified issue or difficulty in a positive way, so that it turns into an improvement opportunity. The relevant improvement opportunities for the agency may vary depending on the specific time and circumstances. Conducting a comprehensive assessment will help you identify which areas to improve on are most relevant to the agency's current situation.

The examples on the right display two identified improvement opportunities within two different topic areas that could be relevant for Digital Lions to improve on.

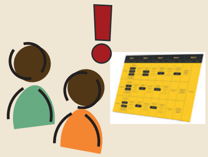
Page: Te

Lions

Think&Do Team A

Think&Do Team B

Old version



1. Identifying The Opportunity Space

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- ***Legal and Complia*** *adheres to indust*

Furthermore, to make sure that the user does not only create case studies, but address a real-life improvement opportunity within the agency, the text describes the relevance of that in the new version.

New version

1. Identifying The Improvement Opportunity

Research has shown that adults are generally more motivated to learn when the purpose of it has real-world impact or benefit. It is important to let the Lions work on something that is real and, therefore, has real impact on the agency. The Think&Do Teams are meant to guide the Lions in improving the agency, while developing the knowledge and skills in doing so. It should increase interaction and ownership within the team. Let's find opportunities for improvement within the agency, that the Think&Do Team can work on together.

The areas where the agency might need improvement in needs to be identified. This is something that you might analyze actively, or simply observe in daily operations. As these could be very agency-specific, it is difficult to generalize them.

To help you, these are some topic areas where agencies might generally find opportunities for improvement.

13

- ***Client Satisfaction:*** *Ensuring that clients are happy with the quality of work, communication, and overall experience with your agency.*
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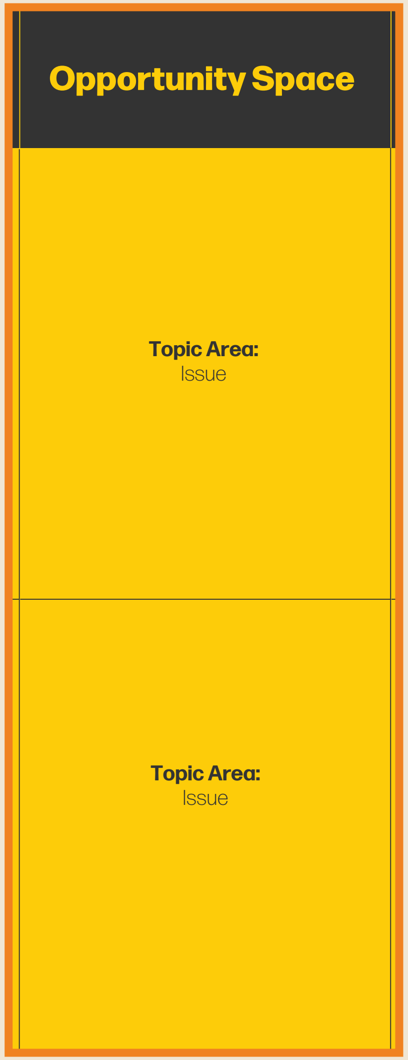
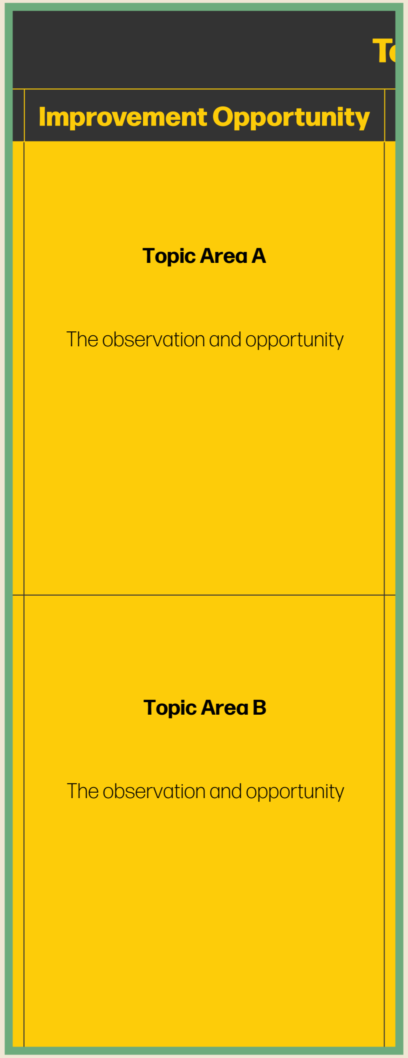
- ***Legal and Compliance Issues:*** *Ensuring that the agency adheres to industry regulations and intellectual property laws.*

14

Old version



New version



Moreover, during the test there was confusion about the term “Opportunity Space”. The term was used, while for this part the handbook only explains how to describe an issue. The explanation is changed to one that describes how to write an improvement opportunity.

Participant 1

The instructions on how to create the "Mission Statement" were clear to me. *

Strongly disagree

1 ○
2 ◉
3 ○
4 ○
5 ○
6 ○
7 ○

Strongly agree

Could you please elaborate on your answer? *

Mission Statements are hard and I personally feel that it dilutes the Object/Approach/ Outcome that the book helps me define. I would prefer to have that as the format for writing the mission statement.

I understand that mission statements can be inspiring, but a good mission statement is a job for experts and time consuming.

Participant 2

The instructions on how to create the "Mission Statement" were clear to me. *

Strongly disagree

1 ○
2 ○
3 ○
4 ○
5 ◉
6 ○
7 ○

Strongly agree

Could you please elaborate on your answer? *

I felt the three parts, objective, approach and outcome became repetitive, especially after seeing the examples. It would be nice to make the outcome more quantified, either this or the goal. Also, tough to merge the three together to make a mission statement, a template with blanks can give people a boost.

Old version

Mission Statement

"Fill in the mission statement here"

"Fill in the mission statement here"

Naming this part a "mission statement" adds too much weight to this element of the Action Sheets. The purpose of this is to describe the objective, approach, and outcome of the Think&Do Team. This is named "What this Think&Do Team does" in the new version.

New version

Team Purpose Overview

What This Think&Do Team Does

Description of what Think&Do Team A is aiming to achieve

Description of what Think&Do Team B is aiming to achieve

Clarifying the objective, approach, and outcome for each of the improvement opportunities within your design agency can help provide purpose, and direction for the Think&Do Team. Write the description in a way that it addresses the objective, approach, and outcome of the improvement opportunity.

The following "fill in the blanks" could be useful for making the description. This structure helps articulate the agency's commitment and purpose in addressing each improvement opportunity, providing a clear and inspiring direction for the team to follow.

*"As a design agency we want to **[Objective]**. We do this by **[Approach]**. This helps us **[Outcome]**."*

The user is asked to create a statement from an earlier established objective, approach, and outcome. However, this was tough to do for the participants. In the new verson of the handbook, a "fill-in-the-blanks" statement is given to make this lower-effort.

Participant 1

The instructions on how to create the "Goal" were clear to me. *

Strongly disagree

- 1 ○
- 2 ○
- 3 ○
- 4 ○
- 5 ○
- 6 ◉
- 7 ○

Strongly agree

Could you please elaborate on your answer? *

The SMART acronym and the example make it clear how to translate the above into an achievable goal.

Participant 2

The instructions on how to create the "Goal" were clear to me. *

Strongly disagree

- 1 ○
- 2 ○
- 3 ○
- 4 ○
- 5 ○
- 6 ◉
- 7 ○

Strongly agree

Could you please elaborate on your answer? *

This was quite straightforward, also possibly because I knew the SMART framework for goal creation.

No changes were made here, as chapter of the handbook was experienced as clear and straightforward.

Participant 1

The instructions on how to create the "Strategic Activities Outline sheet" were clear to me. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ◉

6 ○

7 ○

Strongly agree

Could you please elaborate on your answer? *

I prefer just having one Opportunity Area tackled per canvas.
I wasnt sure if I was supposed to elaborate on something in the weekly meetings coloumn.

Participant 2

The instructions on how to create the "Strategic Activities Outline sheet" were clear to me. *

Strongly disagree

1 ○

2 ○

3 ○

4 ○

5 ○

6 ◉

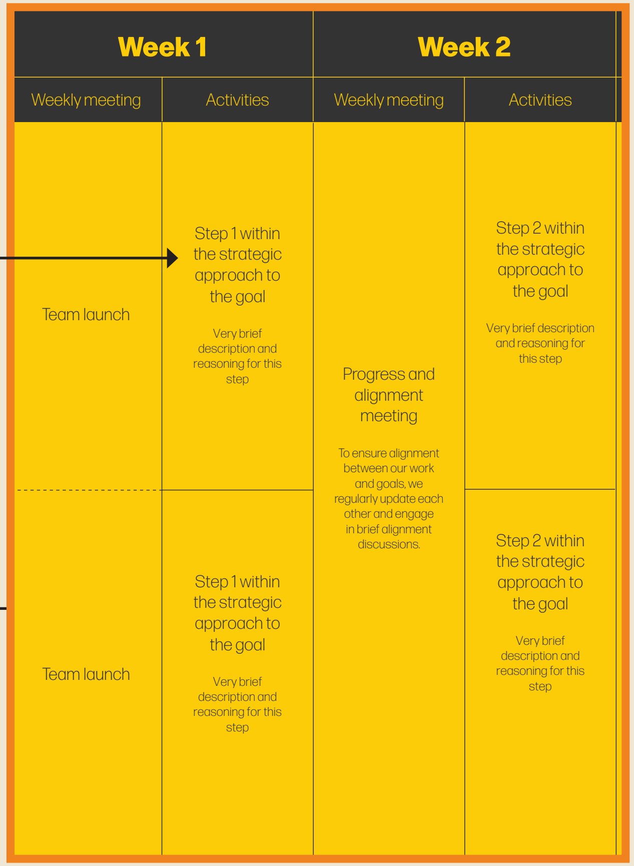
7 ○

Strongly agree

Could you please elaborate on your answer? *

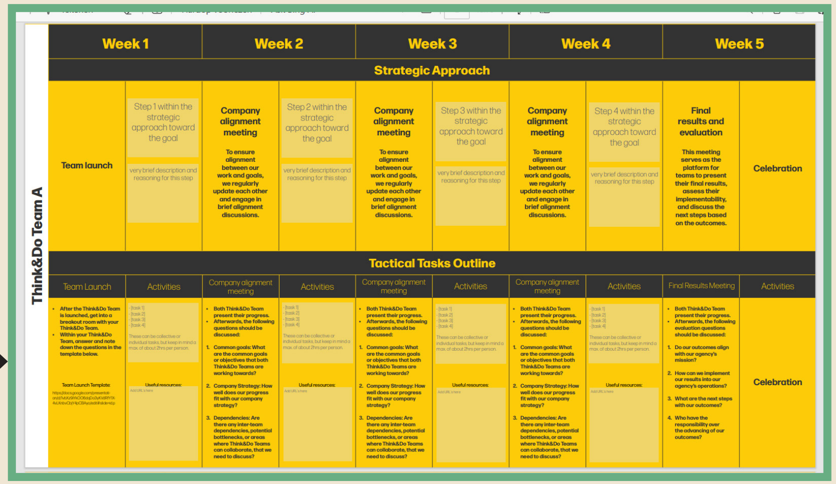
The strategic outline sheet was clear, making the overarching activities with a title and description was quite simple to do.

Old version



New version

In the old version, the strategic approach for both Think&Do Teams was on the same sheet. This proved to be confusing for the participants when preparing the sheet. It was unclear if they had to fill in both or only one of them. Furthermore, the order in which the cells were to be filled in also got mixed up in one instance.
In the new version, the strategic approach for only one Think&Do Team is displayed on the Action Sheets. Both Think&Do Team A and B have their own sheet to avoid confusion.



The cells of the weekly meetings are prefilled, meaning they need no adaptations by the user. However, this was not clear to one participant. In the new version the weekly meeting cells are filled with bold text to make them visually different from the cells that need adaptation. Moreover, this image displays the actual template view of the new version. The cells that need to be filled in are the only ones that can be edited, and are made visually different from the prefilled weekly meeting cells. Supplementary to the handbook, a brief description or instruction for each cell is given in the template.

Participant 1

The instructions on how to create the "Task Instructions sheet" were clear to me. *

Strongly disagree

1 ○

2 ○

3 ◉

4 ○

5 ○

6 ○

7 ○

Strongly agree

Could you please elaborate on your answer? *

I couldnt really understand through the book which were the strategic tasks Vs which were the tactical tasks. Because you introduce them both in the beginning but then when I fill in the sheets, they are on different sheets. It would be nice to have the tasks immediately below the strategic so its easy to reference.

Old version

New version

In the old version, both the strategic approach and the tactical approach are explained simultaneously in the same chapter. This caused confusion when filling in the Action Sheets. The two types of approaches need to be better distinguished. In the new version, they are divided into two separate chapters, so it becomes clear which explanation correlates to which cells in the Action Sheets.

Participant 2

The instructions on how to create the "Task Instructions sheet" were clear to me. *

Strongly disagree

- 1 ○
- 2 ○
- 3 ○
- 4 ○
- 5 ◉
- 6 ○
- 7 ○

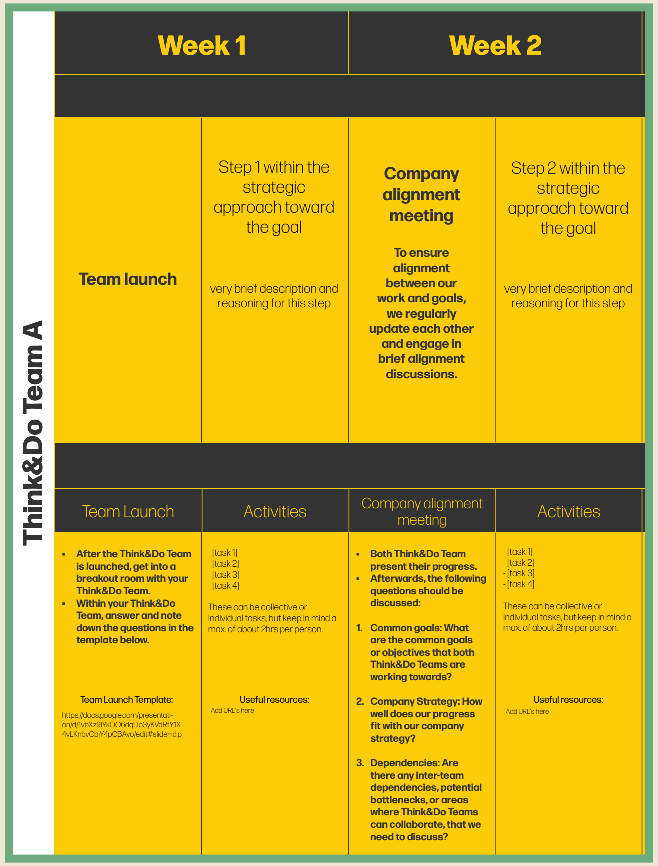
Strongly agree

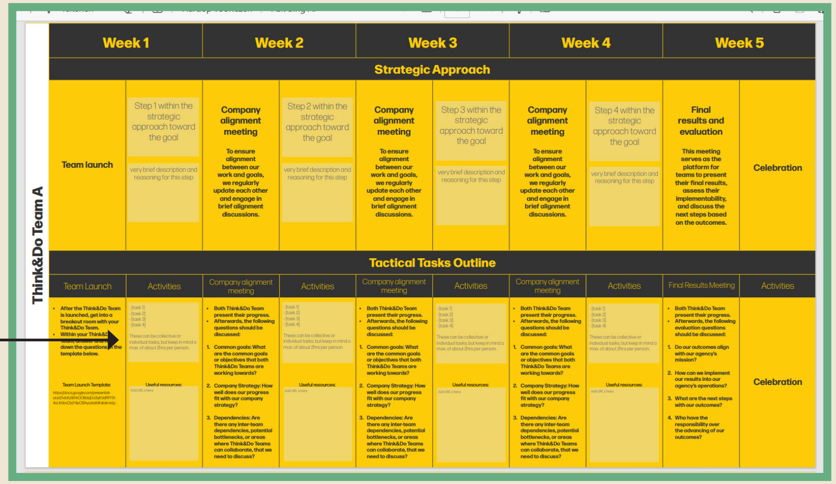
Could you please elaborate on your answer? *

It was quite comfortable for me to add in the tasks. But I needed to keep in mind the 2 hours per week and therefore the quantity of work. These can be put in as constraints on the action sheets that helps people remember this. It could also be nice to suggest the required time for the tasks.

Old version

New version





One participant mentioned that it was comfortable for them to add the tasks, but needed a reminder that the workload for the Lions should be a maximum of about two hours per person. Supplementary to the information in the handbook, this piece of information is repeated in the new version of the Action Sheets template.

Participant 1

Creating the Action Sheets was easy. *

Strongly disagree

1 ○
2 ○
3 ○
4 ○
5 ○
6 ◉
7 ○

Strongly agree

Could you please elaborate on your answer? *

It makes 'project management' from a volunteers perspective super easy. It allows me to structure a long process in a very simple, actionable and distributable format which would allow the lions to hopefully reference this and work on their own, even if I'm not around when this is being executed.

Participant 2

Creating the Action Sheets was easy. *

Strongly disagree

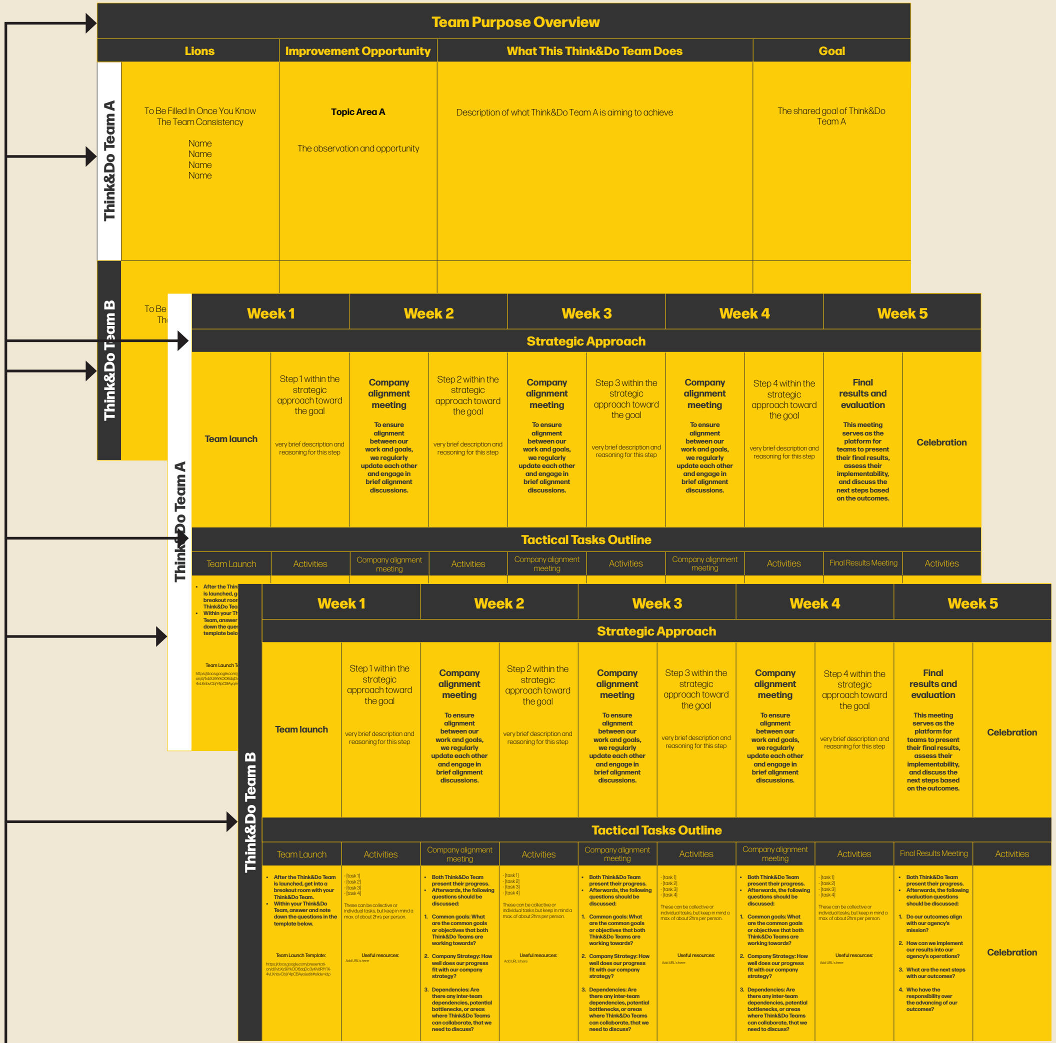
1 ○
2 ○
3 ○
4 ◉
5 ○
6 ○
7 ○

Strongly agree

Could you please elaborate on your answer? *

The action sheets can be improved in terms of layouting. The strategic and tactical can be put together so it makes it easier for the teams to view the overarching goal and their respective tasks. It would be nice to think of some corner cases, for example in my action sheets it was more volunteer heavy activity; training the members. Or a situation where each member of the team have different tasks; then labelling who does what can help. Also encourage people to illustrate. working with a handbook and sheets made the flow of the process a bit tough. Maybe when one gets more comfortable with the sheets, handbook would not be necessary.

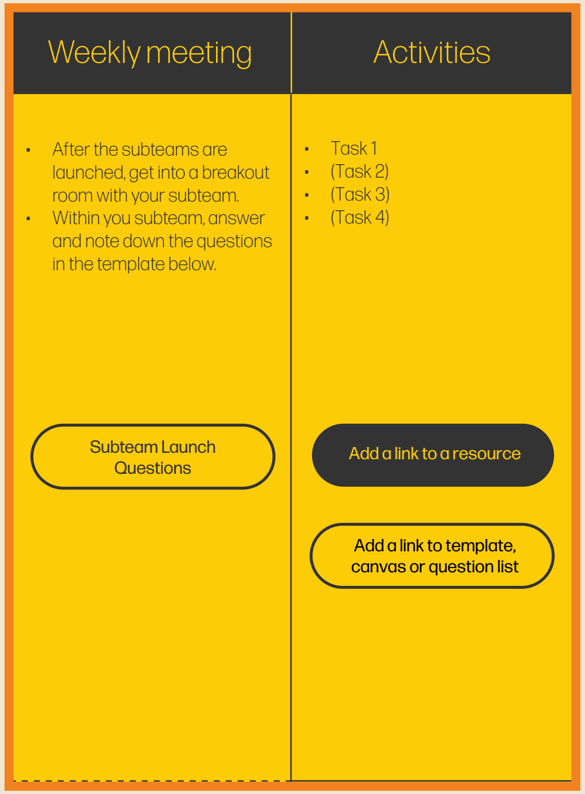
Old version



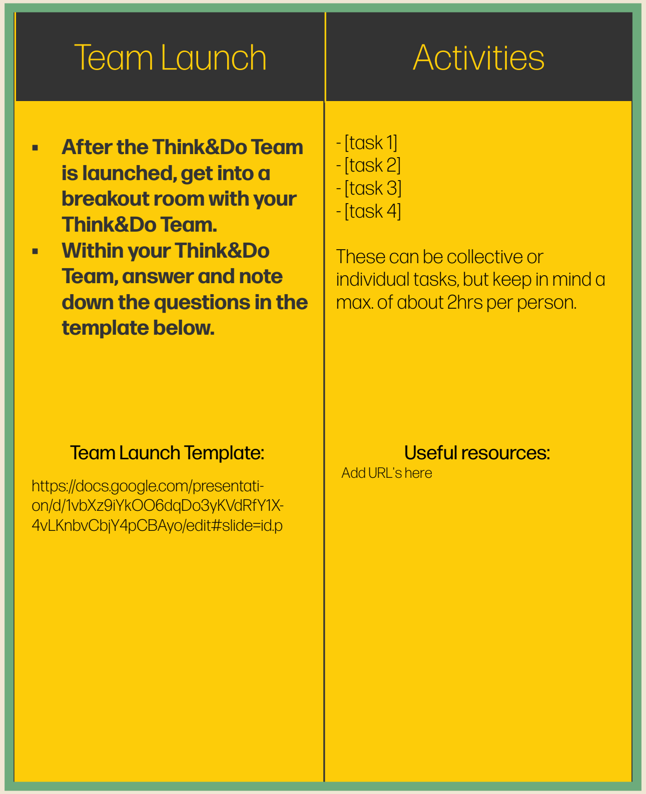
New version

In addition to placing the strategic and tactical approach together on one sheet for both Think&Do Teams, all sheets are labeled. This provides clarity for both the person who fills it in and the Lions who use it as a guide.

Old version



New version



Lastly, during the test it proved to be difficult to embed links within the buttons on the template. The buttons were meant to give the Lions a clearer overview of what the links entail. However, this creates extra effort for the person filling in the sheets. Therefore, in the new version of the Action Sheets template, the links can be directly pasted in the cell.

E1 Personal Project Brief

Personal Project Brief - IDE Master Graduation

Aligning Digital Lions' practices with expectations of international clients — project title

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

start date 13 - 02 - 2023 — 27 - 09 - 2023 end date

INTRODUCTION **

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

Digital Lions is a Fair Trade digital outsourcing agency operating from Lodwar, Kenya, giving local youth opportunities to develop useful digital skills and earn a fair living. Employees of Digital Lions are graduates from sister organization Learning Lions* and are called "lions" within both organizations. At Digital Lions the lions deliver digital work to international clientele. Delivered services and products include websites, logos, videos, animations, flyers and brochures.

www.digitallions.co

Digital Lions aim to grow their business, offering more youth in Kenya opportunities. However, sales are not increasing, existing clients fail to return and there are few referrals from them. Digital Lions want to find a way to gain more clients and get more assignments, so the business can grow.

Key stakeholders are:

- Digital Lions as an organization: They aim to create more opportunities for local Kenyan youth by offering jobs in its digital outsourcing agency. Clients pay a fair price for the work that they do. They want to improve business and acquire more assignments to be able to offer more jobs.
- Employees at Digital Lions: They want to improve their skills and way of working in order to deliver better results in assignments. This leads to them being able to maintain their livelihoods with a stable job. It is essential for them to improve their way of working with international clients as these clients are able to pay more than local ones. Also, by being able to serve clients outside of Kenya the opportunity of getting more assignments increases.
- Other local youth and family: With Digital Lions gaining reputation and more orders, more youth could get jobs after graduating from the Learning Lions program. The local youth and their families could get better chances at improving their livelihoods.
- Clients of Digital Lions: Clients that want to do good and outsource their work to a fair paying agency could hire Digital Lions. However, from a business perspective the work should still be of good quality and delivered on time, measured by western standards. Clients would be more satisfied with delivered work when the collaboration runs smoothly and expectations are met.

*Learning Lions is an NGO which offers youth in Kenya a 1-year long education program on 1) digital literacy, 2) tech, creative & business, and 3) professional specialization into a chosen track.

space available for images / figures on next page

introduction (continued): space for images

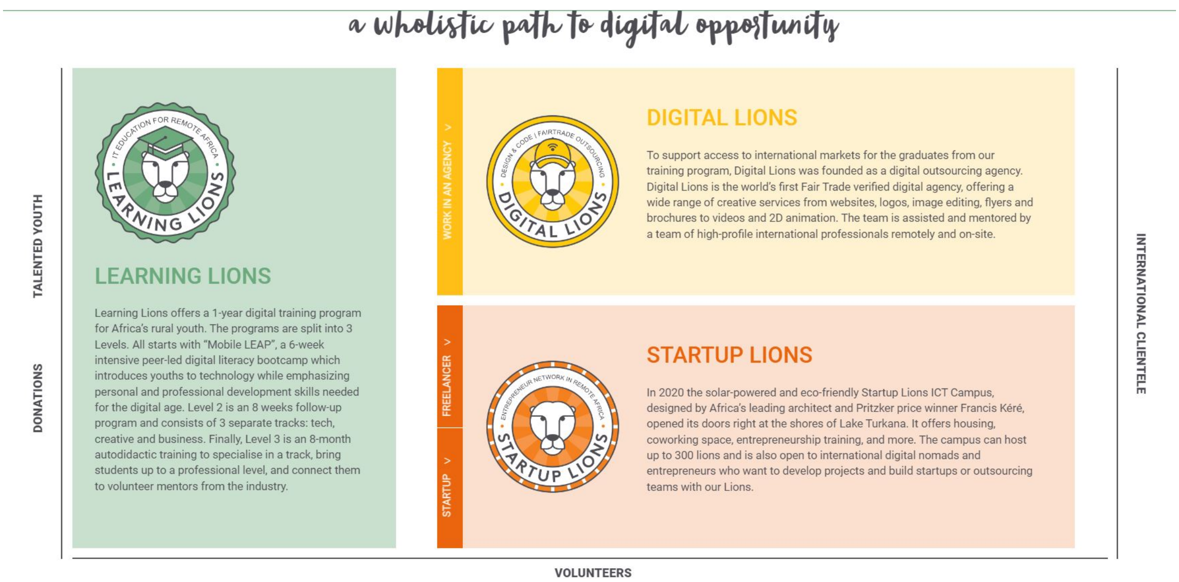


image / figure 1: The structure of Learning Lions and sister organization Digital Lions

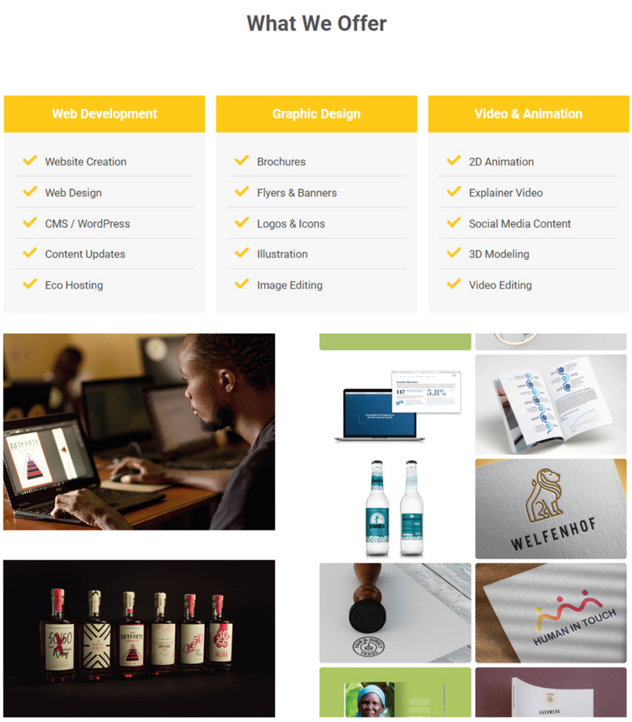


image / figure 2: List of Digital Lions services and sample of the portfolio

Initials & Name HTD Poon 6525 Student number 4660498

Title of Project Aligning Digital Lions' practices with expectations of international clients

TU Delft

PROBLEM DEFINITION **

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

In order to gain more clients, key is to first retain existing clients. This is also economic common sense, as average customer acquisition costs would be lower. Currently, Digital Lions' process of delivering products is not always well aligned with the expectations of clients outside of Kenya. Clients are not returning and there are few referrals by existing clients.

It seems there is a good product-market fit between Digital Lions' products and their clients. However, there are misalignments in the way lions deliver products, compared to the expectations of clients. This is due to different cultural standards in doing business together. There is first of all a need for a better "process-market fit", rather than a need to find better product-market fit.

The lions come from a very different background than their international clients. They have very different standards in everyday life and business than their clients. The focus of this project is to research how the lions' processes go and find a way to improve it, so products are delivered on time and clients' expectations on quality and communication are met. The main challenge is aligning the wants, needs, habits, values and norms of different cultural contexts (Kenyan and western) when collaborating. The focus will be on bringing cultures together in business, so collaborating with each other will become a smooth process.

ASSIGNMENT **

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

I will design a strategy to align the lions' working process with the expectations and standards of international clients on business collaboration. The process strategy takes into account the lions' own habits, culture, resources and values, so it is sustainable for them. The strategy will be embodied by a toolkit, blueprint or product.

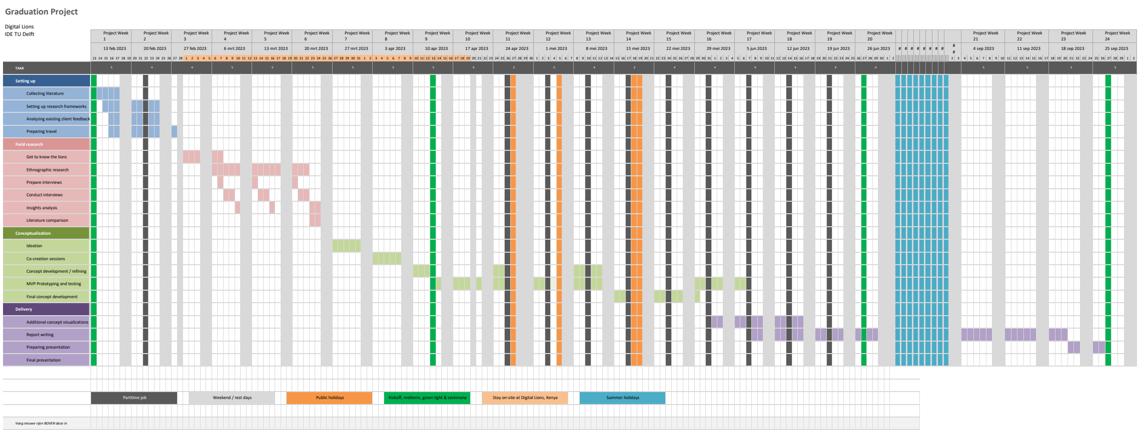
The assignment for this project is:
- To identify the international clients' needs, standards and expectations when doing business with a digital agency.
- To gain an understanding of the lions' process when working on delivering their assignments for international clients.
- To identify the values, habits, motivation, working standards and specific skills of the lions.
- To explore how the lions' process could be more effective, fitting their own cultural context as well as fulfilling their clients' standards.

Deliverables:
- An overview of client needs, expectations and standards
- An overview of the lions' practices and analysis of improvement opportunities within
- A strategy to improve the lions' working practices when working on assignments
- Concept embodiment of the strategy, by means of a tool, blueprint or product

PLANNING AND APPROACH **

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

start date 13 - 2 - 2023 | 27 - 9 - 2023 end date



I will be working mostly parttime due to my job as TA during Wednesdays. During the time period on location in Kenya I will be working fulltime to make the most of my stay. The coordinator at Learning Lions/Digital Lions urged me to visit and observe the practices on location as soon as possible, as these practices and values can only be understood by experiencing it on site. I took two weeks to set up the final research methods and tools, collect literature, and prepare for the travel. The stay in Kenya will consist of a field research phase and a conceptualization phase to be able to test new concept practices on site. After gaining initial insights the conceptualization will continue in The Netherlands, where I can test adaptations remotely. The last phase is detailing the necessary elements in and around the final concept to make the end result implementable. In this phase I will also finish writing the thesis and prepare for the final presentation.

I will take the public holidays and the TU Delft holidays off to keep work and rest balanced during the project and to make sure involved stakeholders are also available during the process.

MOTIVATION AND PERSONAL AMBITIONS

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

Managing stakeholders
This is a competence that I want to develop further. During SPD courses this is always one of the most important aspects of the projects. I would like to bring stakeholders together through design during this project where stakeholders also hold different standards and values. Although we always have to work with and manage stakeholders, I do not have the feeling that I have dealt with enough "real" stakeholders during course projects. This graduation project is a great opportunity for me to learn more about working with a system of stakeholders, also internationally.

International project
I have a fascination for cultures and intercultural interaction. One of my strengths as a designer is that I go into projects and conversations without preconceived judgment and conclusions. I like acknowledging that I know nothing yet, but only in cases it is necessary of course. In my further career I would like to work internationally. It is plausible that I would live and work abroad after graduating. During my studies I have always picked assignments of an international nature when possible. I would like to experience working with a variety of cultures. This is why I took an exchange semester in Colombia during my bachelors and went to work on cases with Flight Case in Singapore past summer. With my parents coming from China and me having grown up in The Netherlands, a part of the world that I lack on-site experience with is the African continent, which is why I wanted to do a project there to explore the culture and work environment.

Design for Emerging Markets
The elective Design for Emerging markets was one of most inspiring courses for me. Together with my group we developed a cultural sensitivity toolkit on working with emerging markets. It involved ways to build mutual trust between these different cultures in order to work well together. I enjoyed creating this toolkit a lot, since we got to talk to interviewees from Kenya and test the toolkit in practice. I would have liked to had tried this method during my Design Strategy Project for the Red Cross on the annual floods in Mozambique, since communication with Mozambican stakeholders did not always go as expected. The same thing I encountered in a project with Ghanaian stakeholders. During both of these projects I unfortunately did not have the chance to visit the location. With the knowledge and experience that I now have I would like to work with emerging markets from nearby and put that knowledge to practice.

Social design
I am very interested in social design. At the moment of writing I am in the last weeks of my internship at (ink). Social Design agency. Here I have learned a lot about designing for organizations, such as minicipalities. It takes a different approach and there is always the challenge of balancing idealism and realism in order to reach implementation and impact. I found this experience very valuable, since I want every project that I do to be meaningful and have impact. Doing this project for an NGO with charitable intent, but that is operating in the real business world is therefore a very interesting challenge to me. I encountered Digital Lions when I was looking for a project in the period between my Bachelors and starting my Masters degree. Due to Covid I had started my Masters instead. Now I would like to do this project again and help Digital Lions move forward creating opportunities for local Kenyan youth.

FINAL COMMENTS

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

Initials & Name HTD Poon 6525 Student number 4660498

Title of Project Aligning Digital Lions' practices with expectations of international clients