

The Campaign book

For Client

Because of confidentiality, throughout this book, the client, parent company, names, photos and logo's are deleted or replaced with 'client', 'company' or 'name'



Dear Design Pioneer,

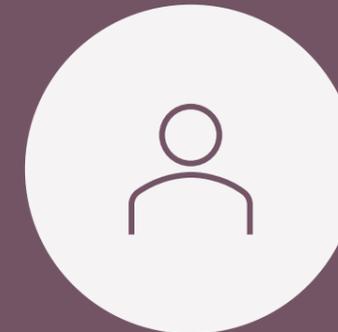
Design encourages innovation and shapes the future. As a designer, you think further than you are asked on problems, and come up with out-of-the-box solutions. Within Corporate, design can excite a human-centered vision and bridge the gap between point-solutions and end-to-end. There is so much to gain! Too bad colleagues might just see you as someone who makes pretty power points...

Let's pave the road towards an Corporate with design in its DNA, with you as the pioneer!

This book is for designers within Corporate who want to be better understood and make an impact in the organization. Through a campaign, we will build towards awareness and understanding of design, eventually leading to better Design collaborations.

Let's create long term value through fruitful design collaborations!

Meet the Campaign team



Coordinator/Realizer

Name

Name is responsible for making sure there are hours free to realize the activities and giving people tasks



Coordinator/Realizer

Name

Name is responsible for keeping track of the progress and the impact of the campaign. She makes sure the necessary tasks are done



Realizer

You!

You and your colleagues will realize the campaign as well. When you don't have a project, there are tasks you can pick up.

How to use this book

This book will help you navigate through the campaign.
It consists of 4 sections, you can recognize them by their colors:

- 1. Need-to-knows**
This part of the book will give some background to help you understand the rest of the book
- 2. Message**
This part of the book explains the message we use throughout the campaign
- 3. Planning**
This part of the book shows and elaborates on the planning and channels that will be used.
- 4. Realize**
This part of the book gives formats, examples and guidelines to implement the plan.

1. Need-to-knows

Future vision

This is what we'll work towards: our future vision.

All plans should in the end lead to a future with a Design mindset throughout the company. A better understanding of design among colleagues should lead to more and better design collaborations, eventually leading to long term value for both Corporate and the world.

**Creating long term value through
fruitful Design collaborations**

3 Themes

To let design flourish in Corporate, we'll use 3 themes: Awareness, Appreciation and Advocacy. You can read about these themes on the right. Throughout the campaign, these themes will give focus to the activities.

The themes are sequential, but they overlap as well: it is important to keep focusing on awareness and appreciation, even when the campaign has been going on for a while. Since there are always new people coming on board, you'll need to keep up the awareness and appreciation activities. To help you to keep the right focus, the 3 themes are spread over 3 phases: Know, Show and Grow, where the themes come back in different intensities.

3 Phases

The three phases: Know Show and Grow, will be the structure of the campaign planning. You'll see these phases come back throughout the book. Before the Know phase, there is also time for some preparations: this pre-phase is called Status-quo.

To keep some momentum, Status quo and Know will be launched almost immediately after each other, let's get the word out! In September, most of the employees and clients will be back from holidays, and more projects will be launched, so its a great opportunity to start collaborating more! Building advocacy will take some time, so the 'Grow' phase takes a bit longer.

Awareness is about educating what design is and can do by using design education, storytelling, physical awareness techniques, etc.

Appreciation is about recognition for the value and contribution of design by using pilot projects, sharing of earlier cases and co-creative workshops

Advocacy: There are ambassadors throughout the company: Business leaders who re-prioritize investment in favor of Design.



Know is about building awareness of Design within Corporate and taking away presumptions about Design

The goal of Show is taking others along in the Design process, in order for them to gain a better understanding of Design.

In the Grow phase, the aim is to have ambassadors throughout the organization spreading the word about Design.



A spark of Design

We'll start small but dream big. In the first phase, our main target will be 'tastemakers'. We'll grow towards collaborating with desired departments, and eventually to all relevant departments.

The target of the campaign is not always the same as the desired collaborations. Especially awareness activities can have a way broader reach, but advocacy activities can be more targeted.

Eventually, the goal is to spread the design mindset throughout the company, as you can see on the next pages. This will happen through links between designers and other departments, but tastemakers and ambassadors will also spread the word.



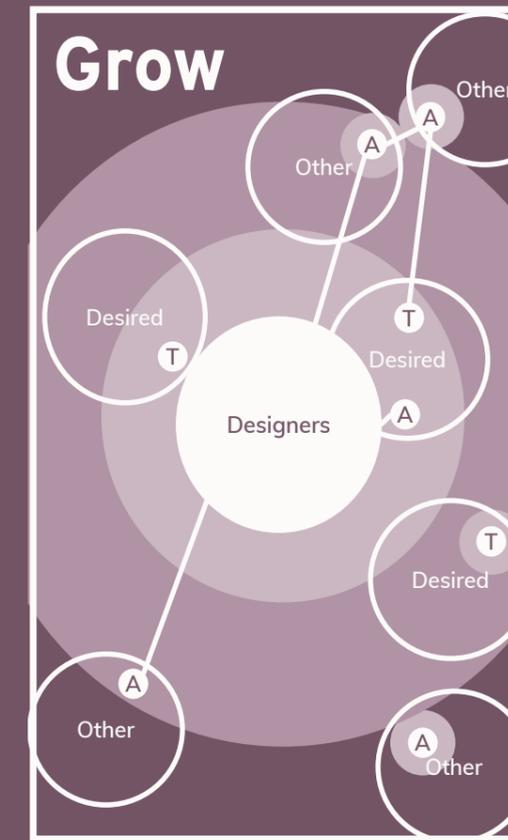
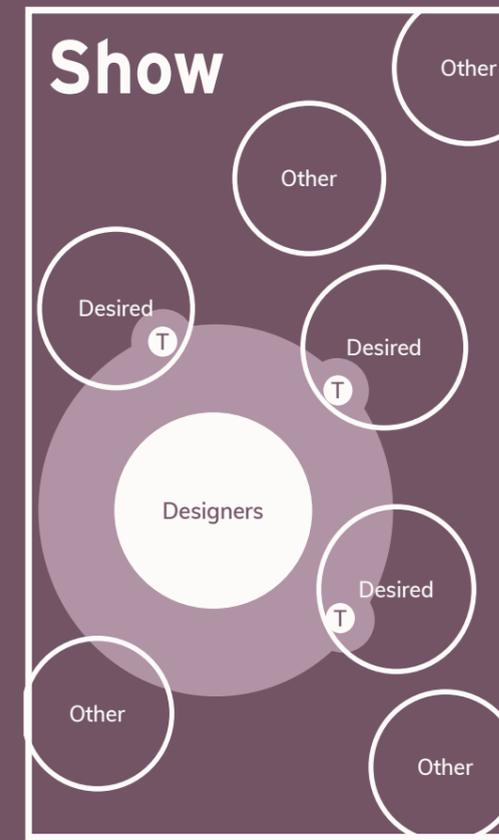
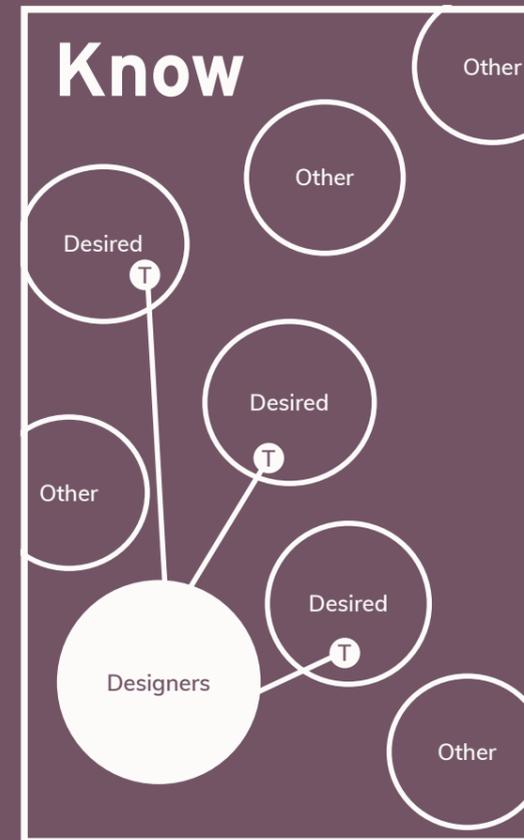
Tastemakers (T)

Tastemakers play a vital role at the start. They are the 'early adopters' of design in the company, that you will specifically find and target. Tastemakers are people in other departments from all levels. They are the ones colleagues go to when they need advice or inspiration. You'll find them by asking people in other departments who they go to in these situations. Tastemakers can eventually become ambassadors



Ambassadors (A)

Ambassadors will come up more naturally, you might not even be aware of their existence. Ambassadors are people within the organization who have caught on the Design message and are convinced by it. They understand design and have the design mindset. They are also spreading the word and keeping an eye out for situations and projects where design could play a valuable role. But be aware: if you find out an ambassador doesn't fully understand Design, it can be harmful. Make sure you correct them.



Desired collaborations

Desired collaborations are the collaborations you are aiming to achieve through the campaign. In the Know phase, these are the 'Tastemakers'. In the Show phase, you invite consultants from desired competencies on your projects, these departments were determined in the 'Status quo' phase. In the Grow phase, this can be with other competencies as well, for example ones that were overlooked before, or that weren't the target but still a valuable partner. Grow is also not just about collaborations, it's about spreading the design mindset through the company. The competencies partners want to focus on first can be seen on the right

Removed because of confidentiality

Target audience

The target audience is different in every phase, you can read about the target audience per phase in the chapter 'Planning'. The target audience is not always the same as your desired collaborations, especially with awareness activities, you have to take other readers into account as well. Appreciation activities are more targeted (e.g. 'managers') since these activities take more effort and are more impact full when received by the right audience.

Design DNA

To give a guideline throughout the campaign, The DNA of Design is shown on the next page.

Design has a **purpose** within Corporate: to make consulting transformative, multidisciplinary and human centered.

Design's **personality** could be described as 'the Creator'. There are some personality traits that come with it.

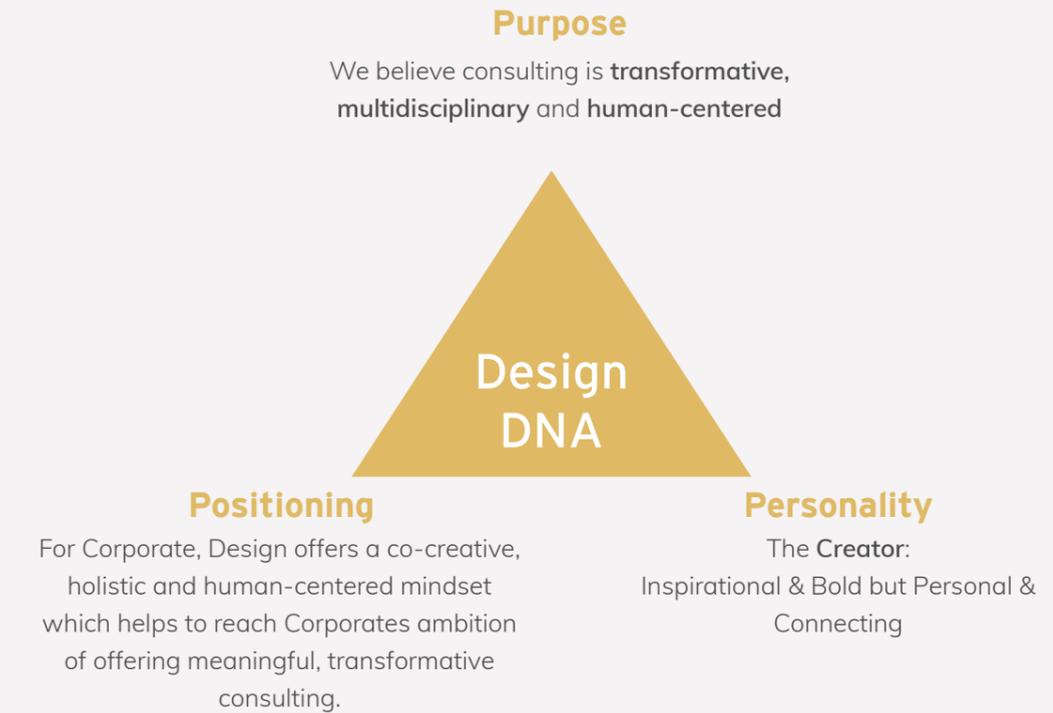
Design is bold: Not afraid to make radical decisions

Design is personal: It is focused on persons and serving them in the best way possible.

Design is inspirational: Design doesn't like to be locked-up, it wants to push boundaries and inspire.

Design is connecting: It listens to everyone, takes everyone into account and want to work together.

This **positioning** should make it interesting for the rest of Corporate: For Corporate, Design offers a co-creative, holistic and human-centered mindset which helps to reach Corporates ambition of offering meaningful, transformative consulting.



Design beyond your imagination.

Guiding Idea

A guiding idea is, as the name suggests, a guide throughout the campaign. It is not the slogan, message or pay-off of the campaign, but something for behind the scenes, to help the realizers keep track of the big picture of the campaign.

'Design beyond your imagination' is the guiding idea throughout this campaign. Every element of the campaign should be in line with this sentence. As the realizer of the campaign, you can keep it in mind when designing posters or setting up a workshop, does it resonate with this sentence?

The guiding idea suggests that design is more than just imagining, design can cross boundaries. The target audience should question their assumptions of design, and this should be triggered by the campaign. It also refers to how design is not just for designers, everyone is part of design.

The guiding idea refers back to the DNA : It is inspirational and bold, but the word 'your' makes it personal and connects the designers to the target audience.

In the campaign, this guiding idea will be reinterpreted into different messages, fitting to the goal of the campaign phase.

3 Messages

The messages used in the campaign will be build around the words 'more than...'. Suggesting that Design is more than people assume. Every phase of the campaign gives a different interpretation to the message, you can read more about this on the right, and more about how to use this in the 'Realize part of the book.

The messages play into the needs of the reader. 'Design Differentiates helps the reader to realize Design can be their way to win tenders, by differentiating from competition. Design Collaborates reminds the reader of how Design takes all stakeholders into account, and how these collaborations work. 'Design Transforms' plays into Corporate;s ambition to move to transformative consulting, it makes the reader think of how design can facilitate this.

Design Differentiates

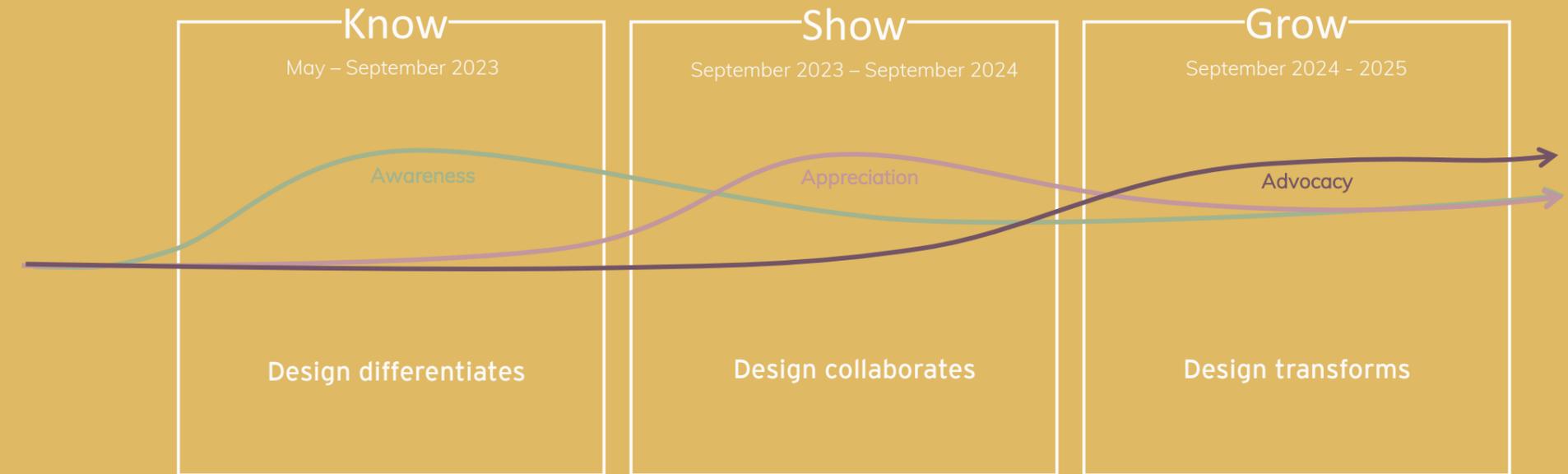
The Know phase will be about tackling assumptions. The messages in this phase keep up a mirror for the reader: What do they think design is? Is their assumption correct? What could be the added value of design?

Design Collaborates

The Show phase wants to trigger curiosity for collaborations. The messages in this phase show elements of a design approach.

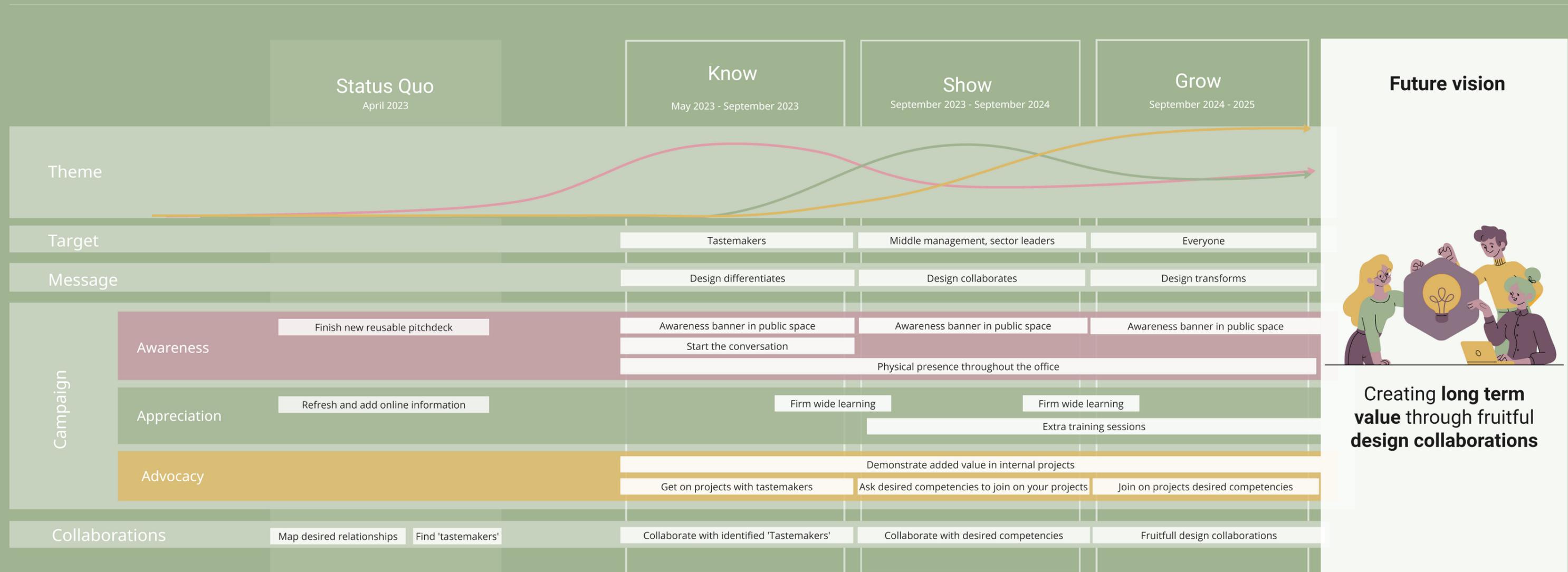
Design Transforms

The Grow phase is future focused. Corporate wants to move to transformative consulting and Design is the approach to make this happen.



The Campaign

On the left you find the campaign planning. It shows the focus, message, target audience and collaborations per phase. It also shows when which campaign activities will take place. Some activities can always be done on the background (e.g. Showing yourself on the other work floors), while others are more focused on a certain moment (e.g. Firm Wide Learning trainings) In the following pages we'll go through the activities one-by-one



Status quo

First things first: Status quo is a preparing phase, it is all about getting ready for the campaign! The next page takes you through the activities in this phase.

Refresh & add information

When the campaign starts it is important your colleagues can find clear information about Client through Corporate media. Luckily, your new pitch-deck is already on its way! Also make sure other places where colleagues might find information are up to date, for example your website or discover pages.

Define Target

The target of the different phases have already been partly defined, you can read more about it under 'Realize' However, In the 'Know phase, you already want to start forming connections with tastemakers. It's your job to already find some of these people during the 'status quo' phase. Also discuss with each other which collaborations have the highest potential and where you already have a contact person.

Know your target

As a designer, you know its important to know who your audience is. While defining your target, get to know them as well: what are their values and needs? In the making of this book it was already taken into account, its important to practice what you preach!

Know

Message: Design Differentiates

The 'Know' phase is about making sure colleagues are aware of Design within Corporate and get a better understanding of your way of working



Target: Tastemakers

Tastemakers play a vital role at the start. They are the 'early adopters' of Design in the company, that you will specifically find and target.

Tastemakers are the ones people go to when they are stuck and need new inspiration. The people who are trusted to give good advice. You'll find them by asking people in other departments who they go to in these situations.

This phase mainly focuses on awareness, so even though you specifically target Tastemakers, some additional by-catch can't hurt! Make sure the awareness activities and material is also appealing and understandable to others.

Physical presence

Showing yourself among colleagues takes away the gap between the 'creatives' and the 'normal people'. By changing your workplace ones in a while to sit on the same floor as others, and just putting some post-its on the walls you show your presence and place in the organization as designers

Effort ●○○○○
Impact ●●○○○

Start the conversation

To make colleagues aware of what they are missing, you need to put up a mirror for them. By putting conversation starters on the tables in the canteen you can start up some lunch conversations. These are simple cardboard brochures with stimulating questions.

Effort ●●○○○
Impact ●●●○○

Awareness

Another way of building awareness is placing posters and banners everywhere, adding more touch-points to design. People need to see something multiple times to start considering it, so its a good idea to make sure they see you as often enough. place the banners tactically on the floors of your desired competencies!

Effort ●●○○○
Impact ●●●○○

Firm wide learning

To kick-off the campaign, you'll organize a case day during the Firm wide learning days. The training will be focused on design thinking, but also on showing what design can do through cases. You can find more about how to do this on page 58.

Effort ●●●●●
Impact ●●●●●

Desired outcome: Tasty projects

Tastemakers play a vital role at the start. They are the 'early adopters' of Design in the company, that you will specifically find and target. Tastemakers are the ones people go to when they are stuck and need new inspiration. The people who are trusted to give good advice. You'll find them by asking people in other departments who they go to in these situations.

This phase mainly focuses on awareness, so even though you specifically target Tastemakers, some additional by-catch can't hurt! Make sure the awareness activities and material is also appealing and understandable to others.



Show

Message: Design Collaborates

After colleagues are aware of your added value, it is time to show you practice what you preach.



Target: Middle management

In large organizations with scattered interest for Design, it is best to start promoting in to middle management: they can form the bridge to both policymakers and consultants. By making sure they know the value of design and know what designers need to flourish, collaborations will start taking off.

Design Thinking trainings

Let's start educating about design! These design thinking workshops will be focused on newly appointed managers. You also know they know about you from day one. These workshops could be given twice a year.

Effort ●●●●●
Impact ●●●●●

Demonstrate

There is no better way to learn than by experience. By working together on internal projects you can demonstrate your value to colleagues.

Effort ●●●○○
Impact ●●●●○

Awareness

Not all awareness activities will stop during the Show phase. In this phase, you place new banners, with messages fitting in this phase.

Effort ●●○○○
Impact ●●●○○

Reaching out

To show your goodwill and lower the threshold, you can first ask colleagues from desired competencies to work together on your projects. They will experience design firsthand and feel honored by being asked on a project. After a good experience, they could reach out to Client for their projects.

Effort ●●●●○
Impact ●●●●●

Desired outcome: More collaborative connections

This phase is complete when you notice new competencies and sectors reaching out to Client for collaborations, with more relevant Design questions. One competency could still be a coincidence, so the target is set to 3 new competencies for this phase. Also make sure to keep an eye out for emerging ambassadors and enthusiastic tastemakers, include them in the process!



Grow

Message: Design Transforms

Finally, its time to grow towards Design excellence! In this phase, you'll have ambassadors all over the consultancy branch vouching for Design



Target: Everyone

By the time this phase starts, collaborations with desired consultancy branches are already on par. There is however still a lot to gain by spreading the designerly mindset throughout the company, and by finding unexpected valuable collaborations through the design ambassadors throughout the company. This doesn't mean you need to collaborate with everyone, the mindset itself is most important for these other people.

Keep it going

The activities from earlier phases will keep being important to keep Design alive in the organization. Make sure you still promote through banners and Design thinking workshops so (new) colleagues keep being aware of Design.

Effort ●●●○○
Impact ●●●●○

Find your ambassadors

The ambassadors will be keep an eye open for valuable design opportunities, so you don't have to do it all by yourself anymore. Keep warm relationships with the ambassadors to keep them motivated. Design will slowly but surely spread through the organization.

Effort ●●○○○
Impact ●●●○○

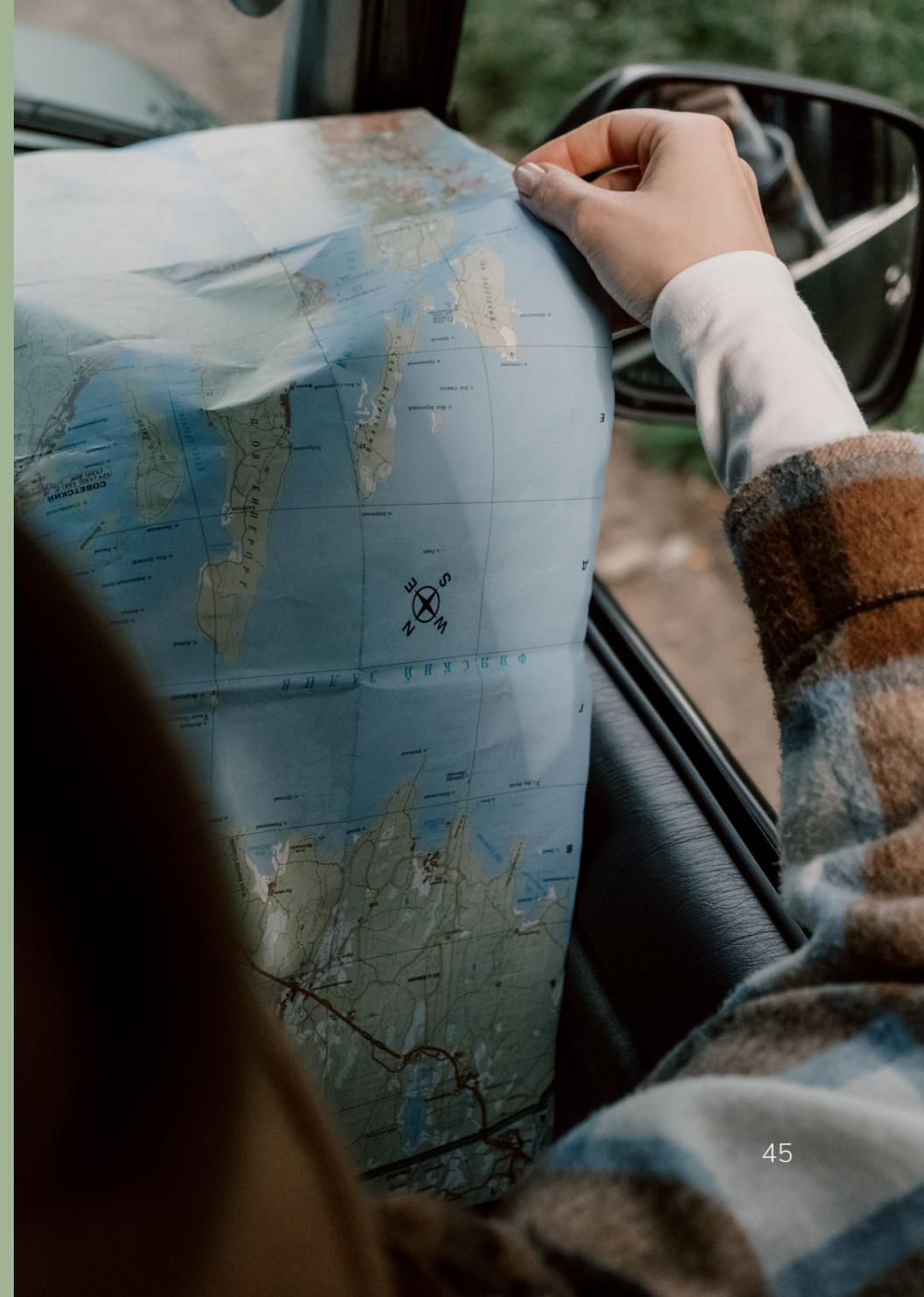
Desired outcome: Design Excellence

At this point, you feel understood within organization and are regularly asked on relevant projects where you get the space to flourish.

If this is not yet the case, reflect with the team how to continue the campaign, keeping learnings from during the campaign in mind.

Even if you feel understood, the journey to Design Excellence is long, and activities like the Design Thinking workshops will keep being relevant.

Since this campaign was targeted to the Netherlands, you might want to think bigger and include the D&E collective to improve understanding of Design in entire regions or maybe even worldwide!

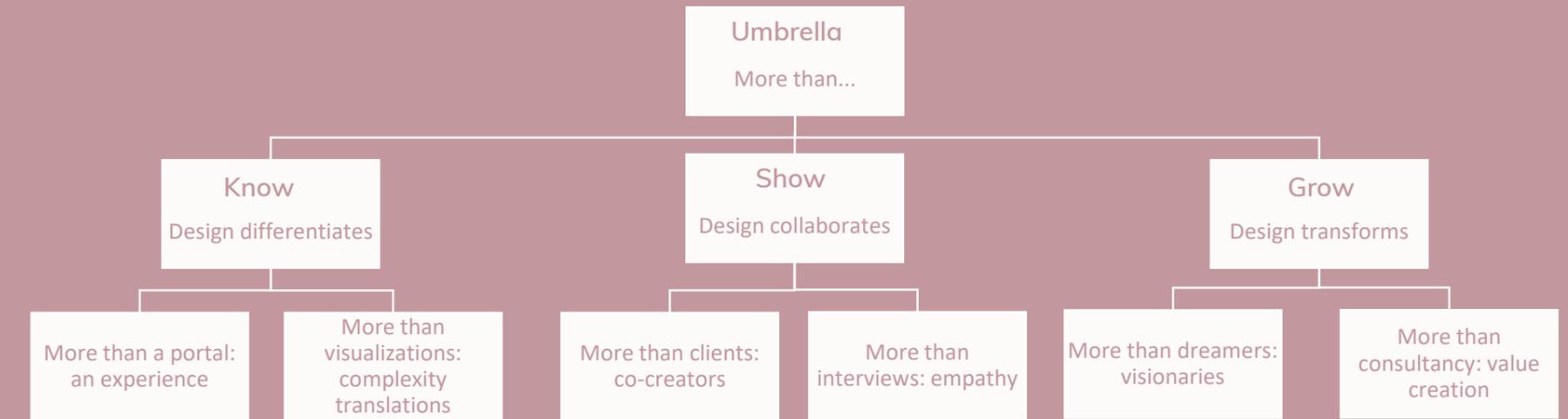




Message guide

We'll use different messages throughout the campaign, based on the Guiding Idea, the umbrella message and the theme of the phase. On the right, you can find some examples, but you can also come up with your own message.

You can see how the messages are applied to the material on page 57





Tone of voice

The tone of voice describes how you address the spectator in your materials. The tone of voice used in the campaign should be coherent with the Design personality: Bold, Inspirational, Personal and Connecting

Bold

Design is Bold: You are saying it like it is. No more, no less. Try to stay away from too many or too vague words. Use short, to the point sentences. Make sure it is clear what you mean.

Personal

Design is human-centered, so also focused on the reader. The message should feel personal not distant. The reader should feel personally addressed

Inspirational

Don't be afraid to get the reader out of its comfort zone. Your message should help the reader to question their assumptions, and dream of possibilities.

Connecting

Even though design wants to push boundaries, it also wants to keep everyone into account, connect and collaborate. Make sure your message doesn't irritate the reader. Resonate with their way of thinking. (E.g. Design can help differentiate you from competition)



Visual Personality

So, what is this all actually going to look like? The visual style is also based on the design personality. Does the visual look Bold, Inspirational, Personal and Connecting?

Bold

Visuals should be bold: they should catch attention. You can be bold by using bright popping, contrasting colors and using bold typography. Remember that less is more: you will catch more attention in this busy world by keeping it simple.

Personal

The viewer should also feel personally addressed by the visual. Use recognizable situations in the pictures you use. Keep it realistic: the photo's currently used by Corporate and the D&E collective often feel idealistic, realistic photo's will make the visual feel more personal.

Inspirational

Visuals should be inspirational. Currently, most banners in the office are in the Corporate brand. The brand is fine, but seeing the same thing everyday can make people blind for it. Design can differentiate by doing it differently.

Connecting

Visuals should give the feeling of belonging and connecting. It should make the reader feel invited to connect with Client.

Style guide

The application of the visual personality would be shown in a style guide, but in this case, the style guide of the Design & Engineering collective is already a big step in the right direction. It is already Bold: using all caps letters, its already a little personal, inspirational and connecting. There could however be some improvements to make it more inspirational, personal and connecting. So if you need to make a visual: take the D&E guide as a basis, and add a little sparkle with the guides below:

Inspirational

Change up the colors a bit, this helps to differentiate from all other Corporate material. Use for example the secondary palette a bit more, or use colorful background pictures.

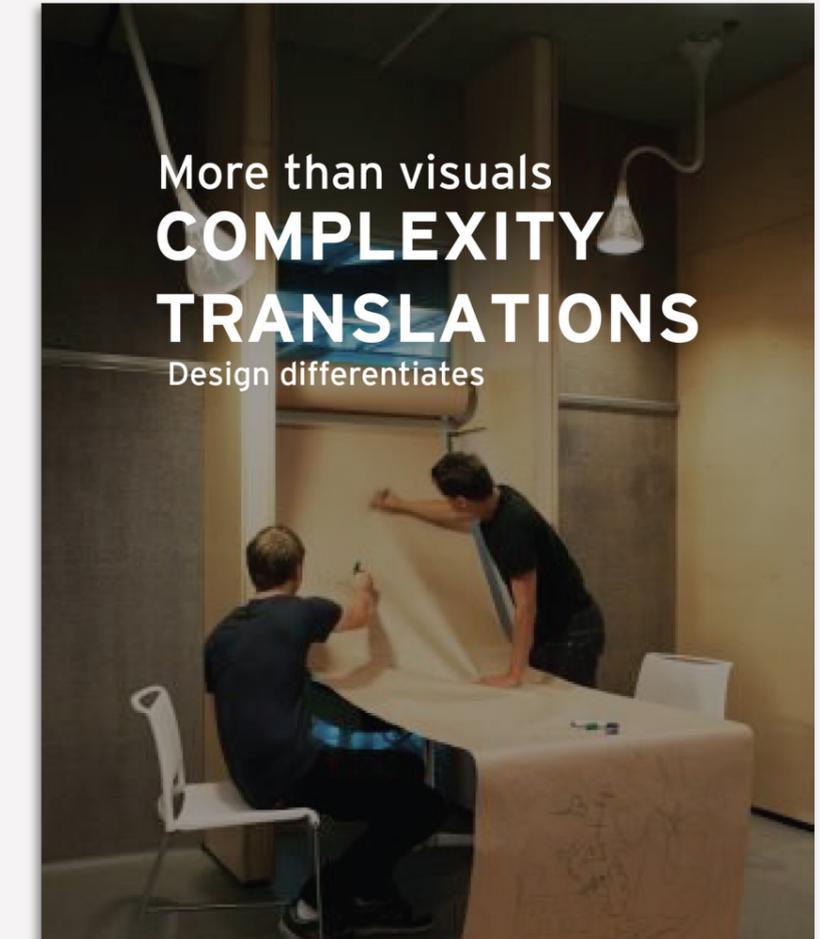
Personal

The style can feel more personal by using more realistic pictures, from situation the viewer can recognize.

Connecting

Adding a link to Client makes it possible for the viewer to connect when they are interested.

You can find the D&E guide in teams under ...





Design Thinking Training

The trainings might take some more time to organize, so these pages already give you some stepping stones on where to start, minimizing your effort!

Goal

The goal of the design thinking training is to give the participants a better understanding of how design thinking can add value, and how it works. Name and Name have organized such a workshop before and it was a great success! The goal of the Firm Wide Learning training in summer is to kick-off the campaign right, by starting educating the people who are already interested in learning more about design. This training is specifically focused on Managers & Senior managers.

Learning and Talent Development

NL Learning and Talent Development is responsible for workshops, trainings & Firm Wide learning. To organize such a training, you'll officially need to contact NL Learning and Talent Development. This way your participants will get an engagement code which lowers the threshold for joining, it'll also help with recruiting new people you couldn't reach yourself. You can find them on the Corporate intranet via 'Career & Development' > NL Learning and talent development. You'll already need to contact them about 8 weeks in advance already. If the engagement codes aren't a problem and you already know who to invite to join, it might work better to just organize it yourself.

There has already been some contact with name about the Design Thinking Training. She can help you to set up a Firm Wide Learning training, or another training.

Name

Email

Set-up

The training consists of 2 parts: explanation of what Design Thinking is, and taking it to practice. You can use the set-up Dagmar and Seiji used for their workshop, where they first had a short introduction of Client, then gave some background on what Design & Design thinking is, after which they introduced some methods and let the participants try it out by doing some short assignments. You can ask Dagmar for access to the presentation.

Afterwards, the participants will experience design thinking, notice its added value and see what multi-disciplinary collaborations can do. The case should be interesting for all departments. The best idea is to pick a case you tackled with Client already, so you can show in the end how you used Design in the case.

Take for example the NN case: How can we make a positive client experience out of a mandatory money refund? Using what they learned the participants can tackle the case in small, multidisciplinary groups.

Plan some time in the end to let the groups present and show Clients approach.

Some advise

To keep up the momentum, it might be nice to already plan some of these workshops. This also saves some time in the application procedure. My advice would be to have the project leaders already send in an application before moments you know colleagues will have some extra time (e.g. In januari).

'Design is more than a feeling: It is a CEO-level priority for growth and long-term performance'

- McKinsey Quarterly, 2018