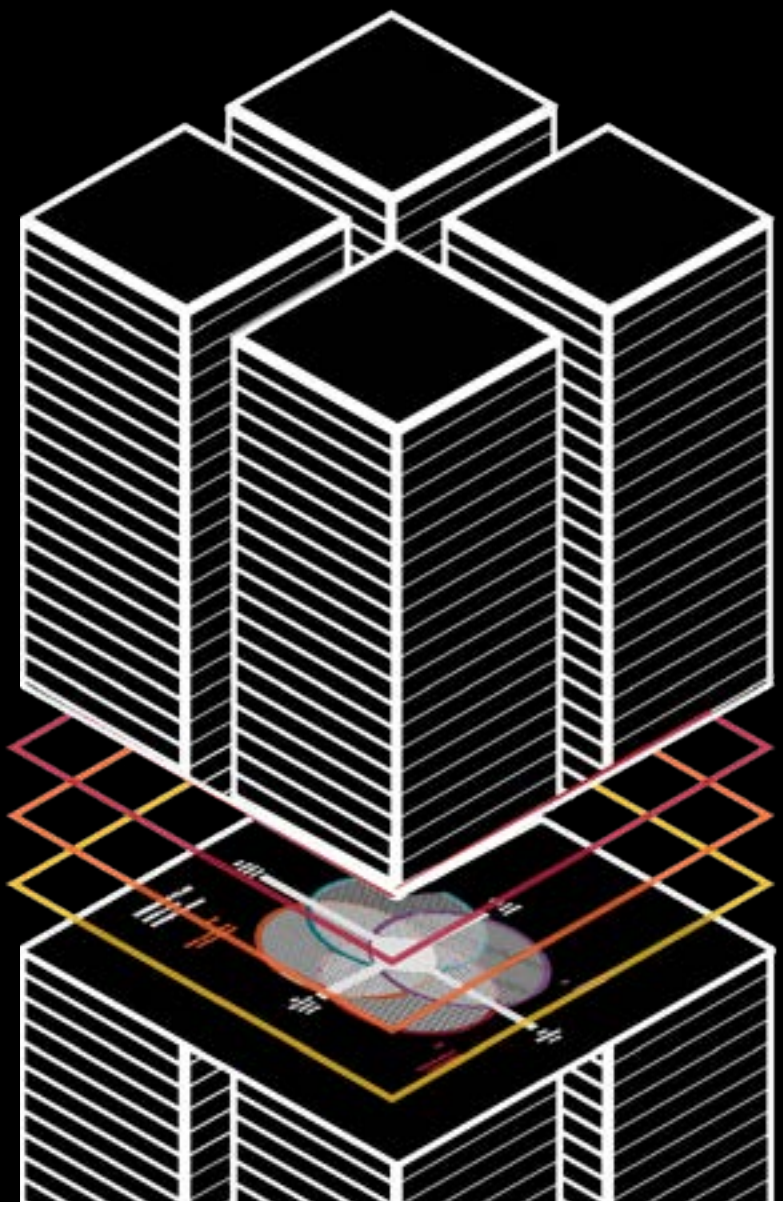
Msc. Strategic Product Design

PILLARS UNITED

Improving the initiation of cross-pillar projects

Design of an intervention to initiate more cross-pillar projects.



DECEMBER 2021

Master thesis of Britte Timmermans

PILLARS UNITED
Improving the initiation of cross-pillar projects

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Master Thesis
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In collaboration with Accenture Interactive

December, 2021

accenture TU Delft

Acknowledgements

Dear reader,

In front of you is the final deliverable of my graduation project of the Strategic Product Design master at the Delft University of Technology. It still feels weird to see my thesis bundled in these 90 pages, all created by me. This makes it very special and dear to me. But of course this graduation project would not have been possible without the support of the people around me. These people have made it possible to get the best result in this report, but mainly the personal achievements of my graduation process.

This thesis is made possible through the opportunity given by Accenture Interactive. Special thanks go to Israel and Prakhar, my company mentors, during this project. Their way of coaching was a combination of guidance, fun, provocation, and meetings online. You both gave me the push, trust and support to explore the boundaries and the playing field of this structured and chaotic organization. I would like to express my gratitude for making me feel immediately welcome and always being open in sharing their experiences, and making time to guide me throughout my process. I admire their optimistic way of working and hope that the results of this report will be impactful in the organization.

Of course, the results would have been possible without everyone who participated in the on- and off-record interviews. Next to everyone who participated in the research phase, I want to thank the other interns and design pillar for advice on navigating this big ship.

From within the faculty, I was coached by Frido and Gert Hans. Thank you for your expertise in the field, from which I have learned a tremendous amount. And also, know that after completing this study, the learning will not stop. There is a lot more to grow and explore. Which I have also learned from all the study friends at the TU Delft. Each gave me inspiration and shared their knowledge about graduation.

At the end of this preface, I would like to express my gratitude toward the people most close to me. To everyone who took time to (digitally) sit down together, knowing how to support me without asking. Thank you for listening to all episodes of my podcast. You have kept me sane and pushed me to keep reflecting on my process. It was wonderful to see how this topic applies to many different areas.

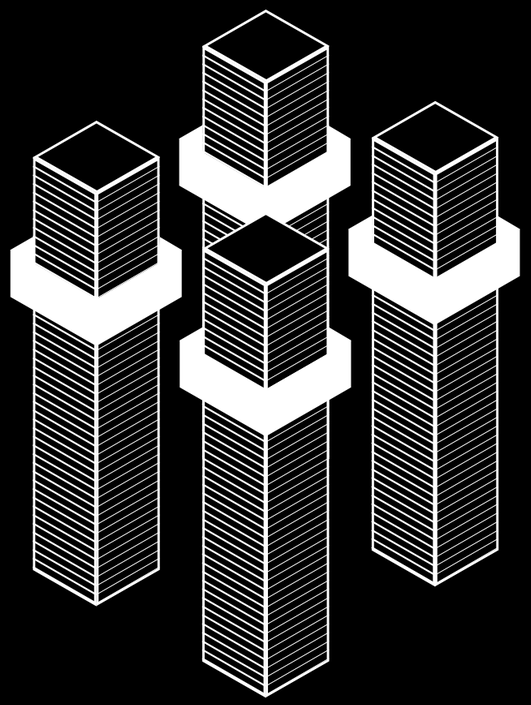
Thanks everyone, you helped me to get the most out of this project and made me proud of myself and grateful for the wonderful people I have surrounded myself with. Everyone who helped with reflect on my personal process and grow as a human and designer in this project.

Enjoy reading!

Britte Timmermans

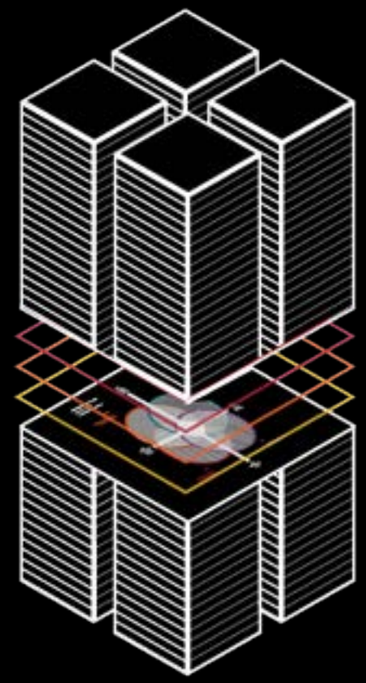
December 2021

Enjoy reading!



SILOED WORKING
current

UNWILLING AND UNAWARE HOW TO INITIATE CROSS-PILLAR PROJECTS



CROSS-PILLAR WORKING
solution

ADDED
Proposition
Approach:

A. THE NEED SPACE

B. THE VALUE ADDING SPACE

C. THE PROPOSITION SYNTHESIS SPACE

INITIATING CROSS-PILLAR PROJECTS BY LOOKING AT THE COLLABORATIVE ADDED VALUE

Executive Summary

Accenture Interactive, the marketing arm of international consultancy Accenture, has been created to address the evolving needs of their clients in the field of design and technology. As a result, Accenture Interactive now consists of several pillars that together can deliver an meaningful end-to-end experience. Delivering value to the client and the organization in projects by collaborating across pillars are called cross-pillar projects.

However, Accenture Interactive encounters that the current collaboration between the different pillars in client projects is not at the level they would like it to be. In line with this observation, the purpose of this thesis was to explore what goes wrong in the current cross-pillar projects, with the aim to reveal the influencing factors of these projects.

Therefore this thesis aimed to improve the cross-pillar performance by defining the definition of cross- pillar working in the context of Accenture Interactive, and resolving the barriers towards the envisioned level of cross-pillar working. As a result, an integrated solution was created, consisting of improvements in existing communication channels and adding a proposition development approach to the existing initiation process.

This was examined by conducting twelve in-depth interviews with different pillars, from six completed cross-pillar projects. The interviews defined the context of cross-pillar work in Accenture Interactive and the elements that make up all the studied cross-pillar projects. Then, a deeper look was taken at differences emerged between the performance of the studied projects. This led to the problem statement that the performance of a cross-pillar project is influenced by the presence of awareness and willingness in the initiation of the projects.

A deeper study was conducted to determine which barriers are present during initiation preventing awareness and willingness. The design goal, was to develop means and approaches that could help employees to facilitate cross-pillar collaboration during the initiation of new projects. To facilitate implementation it is proposed that existing activities, like Chapter Zero and Friday morning meetings, could help serving that purpose. The end goal of this approach is to learn to initiate cross-pillar projects by experiencing how to bring value to clients by collaborating between pillars.

Furthermore, a roadmap is created to guide Accenture Interactive in bridging the gap between the results of this project and the new practice of cross-pillar working. This roadmap aligns the different development processes within Accenture Interactive, reflects how this thesis's outcomes fit within the intended timeline and provides direction to Accenture Interactive's vision.

Content

Project Context & Approach

Well planned is half done

Chapter

01

In the first chapter, the context of the project will be briefly discussed to create common ground prior to exploring the assignment and diving further into the context. It also elaborates on the used approach and structure of this report.

PARAGRAPH 1.1

Context of the Project

Suppose you want to renovate your house. For that, you want to renovate your kitchen, bathroom and living room. In the past, you called a carpenter to help you rebuild your house. But these days you need different skills to remodel your house. For example, a carpenter is not skilled enough to lay the water pipes. He could try, but a plumber has much more knowledge about that and vice versa about creating a closet. Therefore, you need several experts to work together to get a satisfactory result; you need a mason, floor fitter, carpenter, plumber and electrician to get it done in its entirety. They need each other because for an electrician to get all the wires connected properly, and the floor needs to be opened and closed. Therefore, a good house renovation does not solely consist of one expert.

Creating experiences

A good experience does not solely focus on a good interaction with the product or service. Instead, customers expect an end-to-end experience, which contains all interactions between customers and an organization throughout their relationship relationship (Schwager & Meyer, 2018). End-to-end describes a process that takes a system or service from beginning to end and delivers a complete functional solution, usually without needing to obtain anything from a third party.

While people's expectations of brands have been shifting for years, they have been accelerated by COVID-19 (LaBerge et al., 2020). Expectations have risen, simple, fast, precise and intuitive experiences have become a given for customers, meaning they are easy to copy and are not differentiated enough to gain market share automatically. 32% of all customers would stop doing business with a brand they loved after one bad experience (Puthiyamadam, & Reyes, 2018). As a result, it is now harder to differentiate through customer touch points alone than it has been in decades.

Companies have taken notice and are pivoting accordingly with acquisitions of company activities. As a result, experience is not the responsibility of just one member of the C-suite anymore—it is everybody's business. However, most businesses still organize different functions independently, with separate leadership, channel touch points, budgets, data pools and more (Shah, Faleiro, & El-Warraky, 2020). Unfulfilling customer experience can result when some aspect of the experience was designed to meet the needs of the company or one of its functional siloes instead of the customer.

Accenture Interactive and experiences

This thesis is executed in collaboration with the marketing arm of Accenture, founded in 2009, called Accenture Interactive. They are an experience agency, operating in over 120 countries, and since 2016 located in Amsterdam. They have expanded its media, digital and creative credentials by taking agencies under its wing worldwide to offer an end-to-end experience. This fusion makes them part business consultancy, part creative agency and part technology powerhouse.

Project aim

Accenture Interactive is divided into pillars based on the phases of an end-to-end experience; design, build, run and communicate. They see themselves as creatively driven—and believe that their culture informs all their work of collaboration. They are leveraging the skills, tools, creativity, technology, systems and services to create meaningful experiences that live at the intersection of purpose and innovation for clients and their customers. Accenture Interactive believes that it is going to be an incredible engine for meaningful disruption, market differentiation, and customer satisfaction over the years. However, they experience that the current collaboration between the different pillars in client projects are not at the level where they would like it to be and not leveraged to its full potential.

Defining cross-pillar working

In this thesis, the collaboration between pillars will be referred to as cross-pillar working. Cross-pillar is derived from the definition of cross-functional working where different functionalities work together.

Cross-functional teams consist of members from different functional areas. Most companies use cross-functional teams in their innovation projects (Griffin, 1997) to explore a broad spectrum of ideas (Williams & O'Reilly, 1998), to break down knowledge barriers between functional pillars (Dougherty, 1992), and to facilitate the transition from the R&D phase to the production of new products and services (Gupta et al. 1985)(Swink, 2000)(O'Conner & DeMartino , 2006).

Within the context of Accenture Interactive, cross-functional working can even occur within the different pillars. In the scope of this thesis, there will be only focused on the different pillars and not the functions in these pillars. By doing so, a translation in this report will be made from the term cross-functional to cross-pillar.

Initial project assignment

That is why this Accenture Interactive wants to investigate how to improve the performance of cross-pillar working. In line with this question, the purpose of this thesis was to explore what goes wrong in the current cross-pillar projects, with the aim to reveal the influencing factors of these projects (the thesis project brief, as approved by the IDE Board of Examiners, can be found in Appendix A).

To create an end-to-end experience is like building a house. You need different experts who work together. Accenture Interactive has all the experts in house. However, they are not building together.

PARAGRAPH 1.2

Thesis Approach

As stated in the previous chapter, the initial assignment of this thesis is to investigate what parameters are influencing the success of the collaboration between the pillars of Accenture Interactive, also called cross-pillar working. This will be done by conducting an in-depth analysis of different cross-pillar projects. Henceforward, with the gathered information, a solution will be proposed with a demonstrative concept to guide Accenture Interactive towards a more successful cross-pillar performance and a plan on developing, positioning, and communicating this to reach that solution.

The set-up of the thesis is based on the classic Double Diamond Model (British Design Council, 2019), which divides the design process into a research phase and a design phase. The goals and activities within each step are based on service design, user-centred design, and the classic design thinking model. The overall project approach is illustrated in figure 1.2.

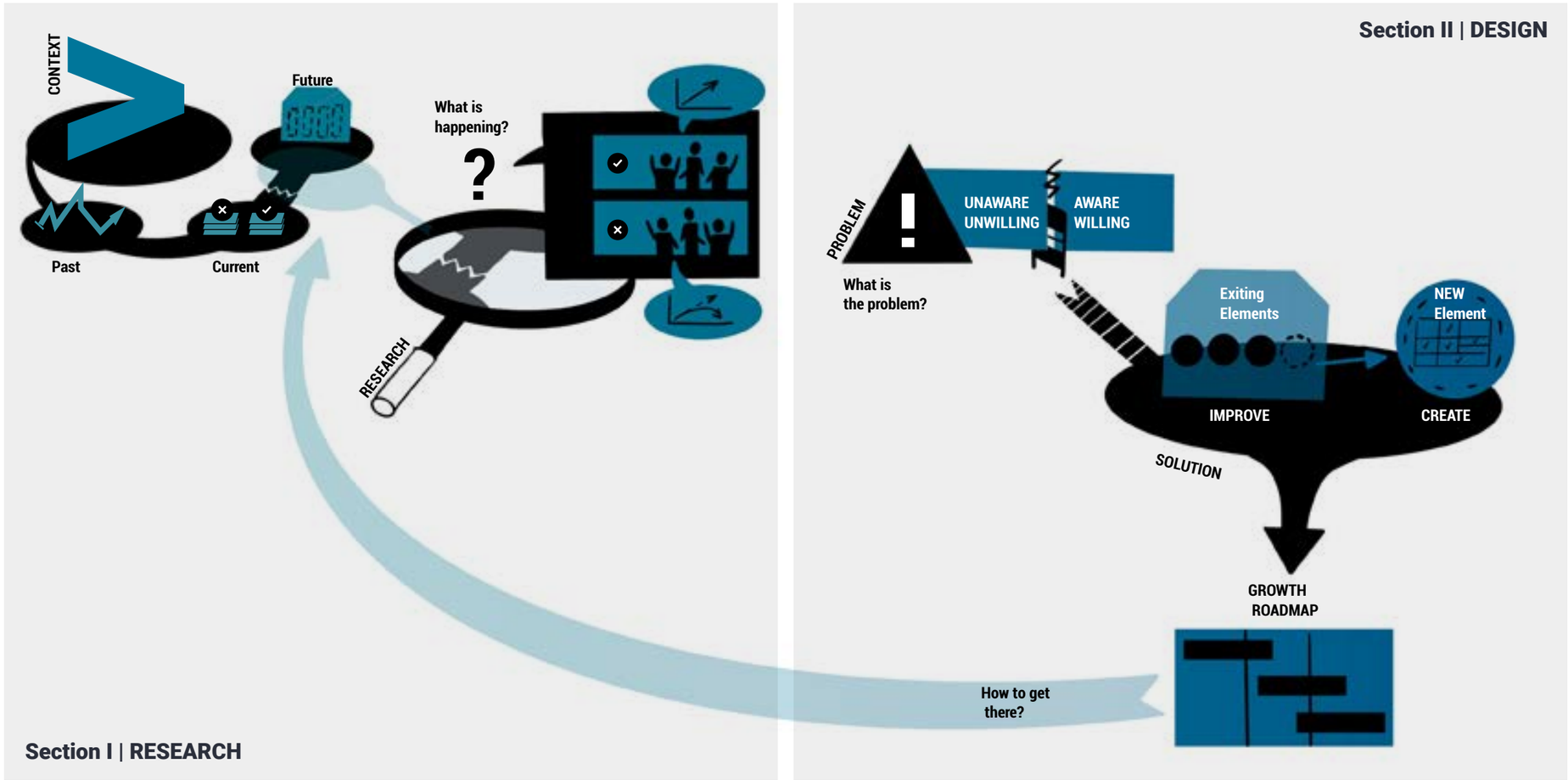


Figure 1.2: Visual overview of the project approach, divided into two parts: research and design

Section I | RESEARCH

The first part of the project was focused on conducting research and defining the problem. The proposed research and design activities are based on a mix of different methods from the design field. Because of the open nature and complexity of the assignment, the initial part of the thesis focuses on understanding the history, vision and current state of the context that is operated in. These search areas defined the scope of the research. The main focus during the research is on conducting in-depth research. Employees' behaviour, needs, and values during cross-pillar projects are researched to identify problems and opportunities to improve their performance (Reason, Løvlie & Flu, 2015). Through qualitative research, key insights are created and based on these insights, and a problem statement is formed on what needs to be improved for more successful collaboration between the pillars in the context of Accenture Interactive.

> Successful problem solving requires finding the right solution to the right problem. Unfortunately, we fail more often because we solve the wrong problem than because we get the wrong solution to the right problem.
>
> **Russell Ackoff**
> Organizational theorist, professor and pioneer in the field of operations research, systems thinking and management science.

Section II | DESIGN

The second part of the project consisted of designing the strategy on how Accenture Interactive can improve the performance of cross-pillar projects. Based on the insights from the research phase, the solution space and the corresponding strategy are defined. The solution focussed on improving the current context of Accenture Interactive, consisting of improvements in existing elements and creating a missing element. For this missing element, a demonstrative concept was designed that was prototyped and tested to show Accenture Interactive how this framework can be embodied and integrated into a strategy. Finally, future milestones and recommendations are formulated on how the concept and the strategy could be further developed.

PARAGRAPH 1.3

Report Structure

The previous chapter described the two main phases of the project approach at a holistic level. First, an exploratory and iterative thinking process was used throughout the project, with many decisions initially based on intuition and later supported by evidence from literature reviews and qualitative research. Second, to ensure that the outcomes of this process are documented in an understandable and readable way, the insights generated during this project are structured according to the four stages of the Double Diamond (British Design Council, 2019).

Discover

During the discovery phase, the context is explored to understand the context and vision of the company and cross-pillar working. From this the initial assignment follows, which formed the starting point for in-depth interviews in which six cross-pillar projects were researched, and twelve employees were interviewed.

Define

All unstructured research findings from the discover phase will be converted into valuable insights in the define phase. These insights the in-depth interview describes the specific context, elements and bottlenecks of cross-pillar projects. The findings from the first diamond enabled the formulation of a problem statement, which functioned as a starting point for the second diamond.

Develop

During the developing phase, more research was done on the scope of the solution space by further decomposing the problem statement into design goals. By looking at the current system, improvements and additions were defined. A step-by-step implementation was created in line with the discovered design goals, and a demonstrative concept was developed, prototyped, and tested.

Deliver

During the delivery phase, the different findings and sub-deliverables from the thesis were brought together in one encompassing framework, validated internally with Accenture Interactive. Furthermore, future milestones and recommendations are formulated on how to develop the framework in the future further.

Figure 1.3 presents the chapters linked to these four phases of discovery, defining, delivering, and developing.

Figure 1.3: Structure of the report according to the Double Diamond approach.

Understanding the Context

Without context words and actions have no meaning at all
- Gregory Bateson-

Chapter

02

This chapter focuses on exploring the context of Accenture Interactive to get a clear understanding of the project's scope. The goal of this initial exploration is to understand the company, industry, growth and capabilities of Accenture Interactive.

PARAGRAPH 2.1

Accenture Interactive

The marketing arm of Accenture

Accenture Interactive is part of the global Accenture organisation. Over time, the operating model of Accenture has changed to what it is now. In figure 2.1 the different operating groups and services from Accenture are displayed. Accenture Interactive is one of the four major operating groups believe that sells itself as an experience agency, which services customers in the fast-changing industry of design and technology.

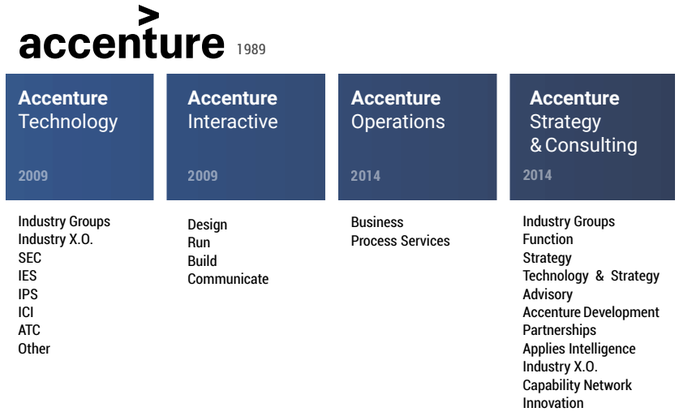


Figure 2.1: The four operating groups of Accenture with their different services.

Providing a meaningful experience

Accenture Interactive positions itself as an agency that can provide a meaningful end-to-end experience for clients, from defining to enhancing the existing experience from start to finish. End-to-end describes a process that takes a system or service from beginning to end and delivers a complete functional solution, usually without needing to obtain anything from a third party.

For a more explanatory and comprehensive definition of what, why and how Accenture Interactive works, it is chosen to structure this information according to the Golden Circle of S. Sinek (2009). This model can be used to inspire companies to focus on their purpose (Why) behind their process (How) and deliver results (What). In this case, it is used to map the skills, the strategy and the vision of Accenture Interactive.

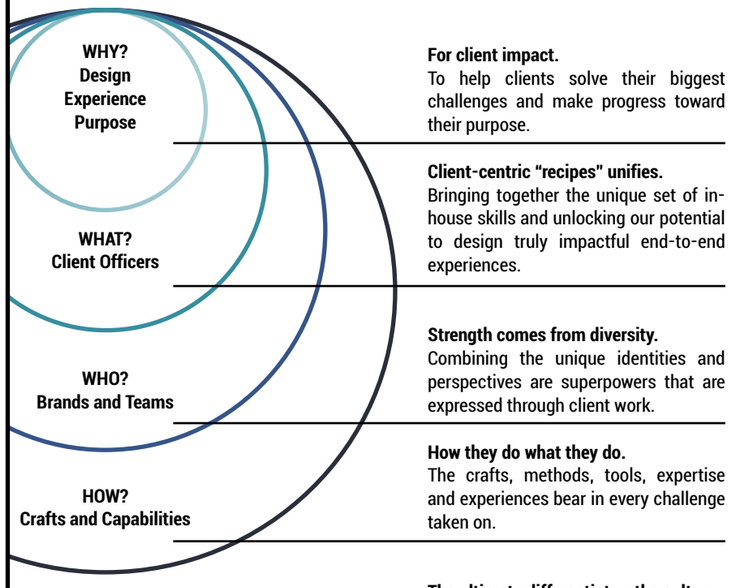


Figure 2.2b. the Golden Circle of Accenture Interactive (S. Sinek, 2009)

PARAGRAPH 2.2

External context of Accenture Interactive

Evolution of the experience

Consumers influence companies through their expectations of perfect services, comparing experiences across industries, and new competitors who quickly respond to new demands (Frei,2008). Experiences are in close contact with design, with the most known example of user experience design. Design over time has been evolving, gradually broadening its scope from the design of products to the design of services, business models and wider ecosystems (Calabretta, et all., 2019). Gradually with the evolution of design, the experience and the expectations have changed: consumers want the same kind of experience with every brand they encounter; there is a powerful convergence of marketing and technology; brands are no longer built through advertising but through experiences. In a world of uncertainty, today's leading brands are creating promises not just to shareholders but to customers, employees and societies.

Moreover, experience has emerged as the key driver of sustainable business growth. A one-point increase in experience scores can translate into millions of dollars of annual revenue. In order to unlock growth, marketing organisations must change to remain relevant. Competitive advantages shift dynamically as business models adapt to new market realities, and the core capabilities that make an organisation distinctive can suddenly become less so. Companies are changing to sales models, needing new offerings, seeing rapid changes in customer behaviour, and feeling the influx of competitors from different industries (Furstenthal et al., 2020). In addition, the rapid change and diffusion of technology and growing global competition have increased the need for complex and very new product innovations (Adler, 1995).

> "I believe that the future of successful businesses will require this unique combination of creativity, data and technology. Our commitment and focus on the business of experience and a unique culture that bring these diverse skills and elements together will remain our differentiator in the market.
>
> **Sohel Aziz**
> Managing Director of Accenture Interactive France & Benelux

Acquisitions of activities

In a world where increasingly complex problems are emerging, solutions require a new set of capabilities in a marketing agency. Sohel Aziz expresses as the Managing Director of Accenture Interactive France & Benelux: "I believe that the future of successful businesses will require this unique combination of creativity, data and technology. Our commitment and focus on the business of experience and a unique culture that bring these diverse skills and elements together will remain our differentiator in the market. "

In addition, this is felt in the consulting world, where companies are looking for ways to stay relevant to the market. One such way they stay relevant is by expanding their capabilities by acquiring other companies.

Big consultancies like Accenture, McKinsey, Deloitte, Boston Consulting Group and Capgemini are coming under increasing pressure to show their large corporate clients that they can stay relevant. One way they do this is by buying or acquiring other firms, also known as acquisition.

Acquisitions are, first of all, a way to jumpstart growth in a new capability or region. Buying existing expertise can be faster than developing it in-house. Second, management consultancies may believe they do not have the proper hiring funnels to grow these capabilities in-house.

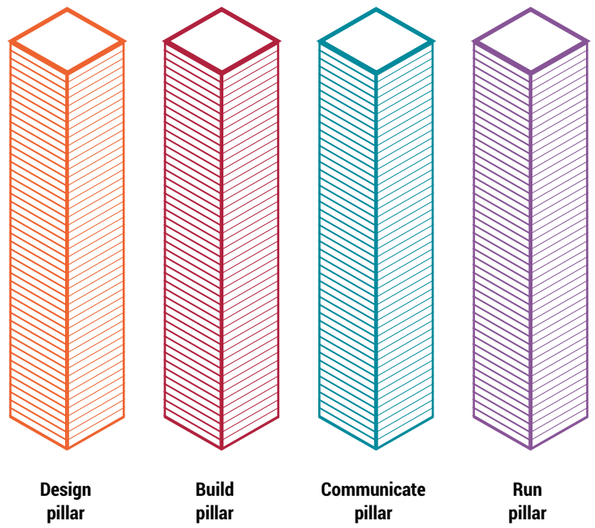
Accenture Interactive recognizes these benefits of creating acquisitions with agencies to grow their capabilities. Since its founding by consulting giant Accenture in 2009, Accenture Interactive's marketing arm has expanded its media, digital and creative credentials by taking agencies under its wing worldwide. Accenture Interactive acquisitions globally include Karmarama, The Monkeys, Fjord, Rothco and Droga5. In the last six years, the company has made 30 deals.

PARAGRAPH 2.3

Internal context of Accenture Interactive

Capabilities to provide the experience

Together with the activities from the acquisitions, Accenture Interactive has all the skills in-house to innovate and create a meaningful end-to-end experience for its clients. Innovation of an experience can happen at multiple levels. In order to provide this innovation, Accenture Interactive consist of four pillars; design, build, run and communicate. To create a meaningful experience, all four aspects must be represented in the final experience, which can be generated by the client or by Accenture Interactive. David Droga, chief executive officer and creative chairman of Accenture Interactive, points out: “Most importantly, that technology, data, and creativity are no longer in opposition, are far more potent when conjoined for the greater good. “



> Most importantly, that technology, data, and creativity are no longer in opposition, are far more potent when conjoined for the greater good.
>
> **David Droga**
> Chief executive officer and creative chairmand of Accenture Interactive

Meaningful end-to-end experience provided by the pillars

Accenture Interactive solves client requests by optimising the entire experience. Consequently, a part of the experience needs to be enhanced or created. However, delivering on differentiation and innovation takes unity and collaboration. Collaboration, even in areas not typically aligned with marketing, has become second nature. Leadership sees an increase in the request for end-to-end experiences where multiple pillars are needed to create value. For example, nearly all marketing agencies focusing on customer relationships (91%) frequently collaborate across functions and move talent between groups. This suggests that every function must play a role in delivering on differentiation (Accenture, 2021). As seen in figure 2.2c, the elements are always connected and dependent on the other pillars to create these meaningful end-to-end experiences. In Accenture Interactive, the projects where multiple pillars work together during the whole project are called cross-pillar projects.

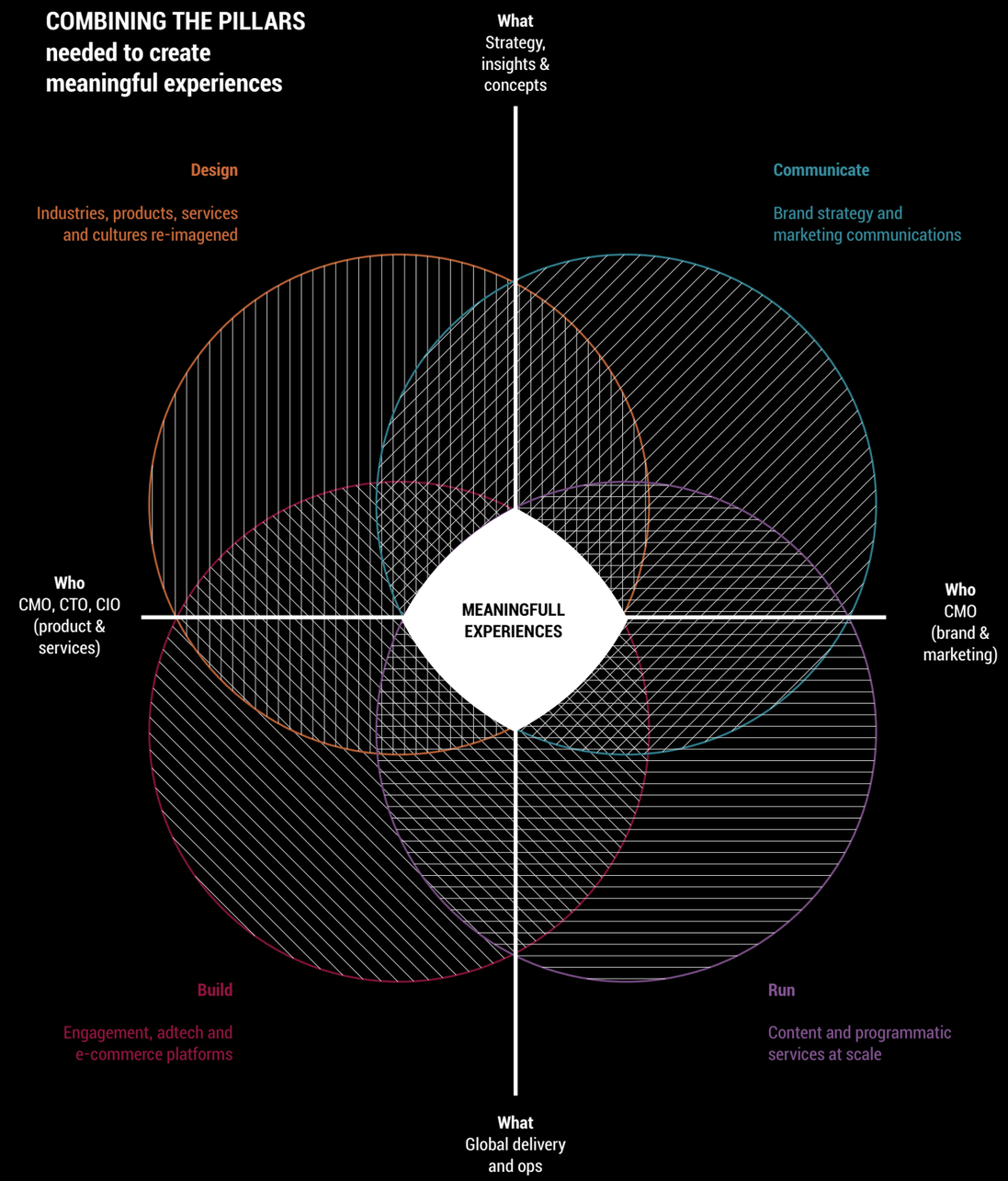


Figure 2.2c: The four pillars provided by Accenture Interactive for a meaningfull end-to-end experience.

Project Assignment

Coming together is a beginning; keeping together is progress; working together is success.

- Henry Ford -

Chapter

03

This chapter discusses the scope of the assignment and starts by explaining the vision of Accenture Interactive and why this vision is right now not being met. This is followed by more information found in the literature and ends with setting up research questions.

PARAGRAPH 3.1

A vision of cross-pillar working

Core competencies of Accenture Interactive

The core competency of Accenture Interactive is the various areas of expertise to offer a complete experience with the pillars. Core competencies are the resources and capabilities that comprise the strategic advantages of a business. A modern management theory argues that a business must define, cultivate, and exploit its core competencies to succeed against the competition.

Core competencies are the defining characteristics that make a business stand out from the competition. C. K. Prahalad and G. Hamel (2018) review three conditions a business activity must meet in order to be a core competency:

01 The activity must provide superior value or benefits to the consumer.
02 It should be difficult for a competitor to replicate or imitate it.
03 It should be rare.

Nonetheless, David Droga, chief executive officer and creative chairman of Accenture Interactive, mentioned that Accenture Interactive must never take their future successes for granted. ”Everything we do must be earned. We need to deliver relevance and growth for our clients at every turn. We need to prize authenticity and humanity. We will make missteps along the way, but we will always learn and keep moving forward.”

> We first pitch ourselves to our clients that we have all the different in-house expertise to provide an end-to-end experience, but then present a proposal with a team from the same pillar.
>
> Leadership Amsterdam
> Accenture Interactive

Low performance of cross-pillar working

Having the different pillars in-house and bringing those strengths together is how Accenture Interactive differentiates itself. However, the Leadership of Accenture Interactive Amsterdam indicates that in real life, this is different: “We first pitch ourselves to our clients that we have all the different in-house expertise to provide an end-to-end experience, but then present a proposal with a team from the same pillar.”

As seen in figure 2.2b, eight percent of the total projects sold consist of two pillars. Moreover, cross-pillar projects consisting of three or four pillars are being sold less than one percent. Most projects (90%) remain within a single pillar, even though they will require assistance or expertise from the other pillars.

Despite the increase in client requests, it is seen that the acquisitions Accenture Interactive has made have not yet figured out how to best work together. As a result, every pillar of the business is hyper-focused on its priorities and workstreams.

In addition to the number of cross-pillar projects undertaken each year, it is also apparent that the value that cross-pillar projects can bring to the client and Accenture Interactive cannot always be guaranteed. There is a difference between successful and unsuccessful cross-pillar projects, where the difference lies in the value that is or is not delivered.

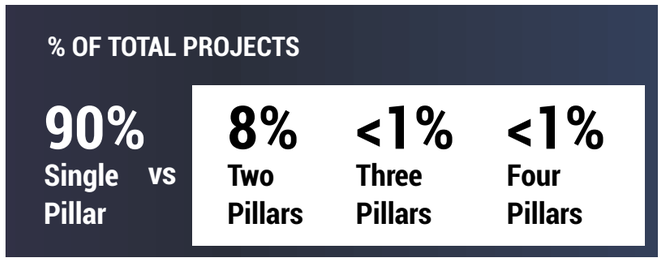


Figure 2.2b. The different ammount of projects (%) with single pillar and cross-pillar working

PARAGRAPH 3.2

What does the literature say

In general, it is assumed that cross-functional teams enhance the performance of innovation projects (Brown & Eisenhardt 1995) (Ernst, 2002) (Holland & Gaston & Gomes, 2000). Cross-functional teams are highly effective in companies with fast-changing markets, like software, telecom and pharmaceuticals. As well as industries that value adaptability, speed and have an intense focus on responding to customer needs(Brown & Eisenhardt, 1995) (Ernst, 2002) (Holland & Gaston & Gomes, 2000). A global survey of more than 3,500 managers and executives found that the most digitally advanced companies — who are successfully deploying digital technologies and capabilities to improve processes, engage talent across the organisation, and drive new value-generating business models — are far more likely to perform cross-functional collaboration. More than 70% of these businesses use cross-functional teams to organise and charge them with implementing digital business priorities (Kane et al., 2017).

The value of cross-collaboration can be defined as the value delivered to clients or the internal organization. After conduction literature research, multiple values were found. Together with Accenture Interactive, these values were validated and used for selecting successful and unsuccessful projects.

Followed the benefits of cross-functional teams for clients and Accenture Interactive will be described briefly (Parker, 1994) (Ash, 2020).

SIDENOTE:

In this thesis, the definition of success and unsuccessful performance cross-pillar projects, is defined by Accenture Interactive. Performance can be measured by the duration, quality, budget, information, and money, as described in the GOKIT model (Staff, 2020), or an imbalance between these measurements as described in the theory of the iron triangle (Atkinson,1999). However, leadership in Accenture Interactive indicates that success and unsuccessful are based on the ability to deliver measurable value unimpeded by restrictions or unnecessary complexity in the workflow. For a better definition of the success and unsuccessful performance of cross-pillar projects, further research should be done.

Benefits of cross-pillar working FOR CLIENTS

01
SPEED.
Cross-pillar teams often reduce the time it takes to get things done, especially in product development.

02
COMPLEXITY.
Cross-pillar teams improve an organisation’s ability to solve complex problems by bringing together multiple perspectives.

03
CUSTOMER FOCUS.
The cross-pillar teams focus on coordinating the organisation’s resources to satisfy the customer’s needs.

04
CREATIVITY.
By bringing together people with a variety of experiences and backgrounds, cross-pillar teams increase the creative capacity of an organisation. Getting the cross-pillar team out of their comfort zones (singular department) helps them become more engaged, and in doing so, they can look at problems from many perspectives, which leads to new ideas to explore and risk-taking.

(Parker, 1994)(Ash, 2020)

Benefits of cross-pillar working FOR ACCENTURE INTERACTIVE

01
ORGANISATIONAL LEARNING.
Members of these teams are more readily able to develop new technical and professional skills, learn more about other disciplines and discover how to work with people who have different styles and cultural backgrounds than employees who do not participate in cross-pillar teams.

02
ALIGNMENT TO THE COMPANY GOALS & MISSION.
One of the biggest challenges companies often face is keeping all they can to stay aligned because they feel connected to the big picture. They can see how their efforts affect the work in another department and vice versa. This alignment leads to increased productivity and focus.

03
FOSTER STRONGER WORK RELATIONSHIPS.
Employee turnover is and will forever be an issue. Nevertheless, if one thing keeps people in a place longer against all odds, it is having great relationships at work. Cross-pillar teams allow people to venture out of their pillars and meet other people while gaining a sense of accountability toward their coworkers. When these bonds are strong, so is the health of any organisation. In addition, people who like to work together tend to do great work because they understand whom their work affects and how they can positively impact.

04
HIGH-LEVEL INSIGHT.
Cross-pillar teams that are set up and run well can help foster change. This is not by accident. The level of insight they receive just by understanding what other pillars are working on gives them the big picture. When there is a bigger picture, the team gains clarity and from clarity comes better decisions.

(Parker, 1994)(Ash, 2020)

05
REVENUE.
Cross-pillar teams can add more value to the clients, and accordingly, the client is willing to pay the total price. As a result, the average deal size consisting of four pillars will be 11x more extensive than a single pillar deal (as seen in figure 3.1a, which is based on FY20 & FY21 of Accenture Interactive). When looking at the overall quantity of wins next to their value, most projects (91%) come with a small value. Simply put, most projects do not deliver a high revenue. Furthermore, a small quantity (2%) of projects raise almost half of the revenue of wins (46%) (as seen in figure 3.1b). This implies that more big-sized deals could be made by selling cross-pillar projects.

RELATIVE TO SINGLE PILLAR PROJECTS
Dealsize and Contract Controllable Income

Single Pillar	Two Pillars	Three Pillars	Four Pillars
Deal size	3x	6x	11x
CCI%	-1.5%	+0.3%	+2.8%

Figure 3.1a. The dealsize and contract controllable income of cross-pillar projects relative to single pillar projects.

QUANTITY AND VALUE OF WINS

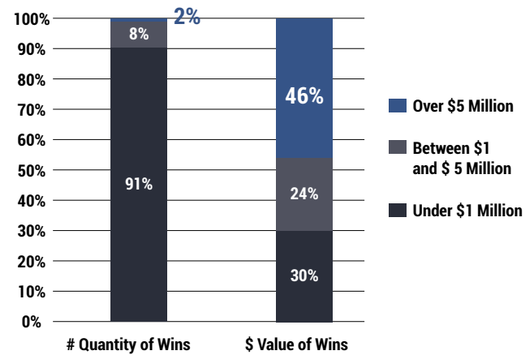


Figure 3.1b. The characteristics of wins in Accenture Interactive. DATA: FY20 & FY21

PARAGRAPH 3.3

Research Question

So the vision and capabilities of Accenture Interactive, as described in paragraph 3.1, are constructed on the pillars working together in the form of cross-pillar projects. However, it appears that values of cross-pillar working are not being met for the clients and the organization, which results in a difference in the performance of the cross-pillar projects. David Droga, chief executive officer and creative chairman of Accenture Interactive, mentioned, "What Accenture Interactive has achieved over the past decade is seismic, and yet we have hardly scratched the surface of our potential. I am gobsmacked by what we can do together." As described in paragraph 3.2, this potential of cross-pillar working could value the client and Accenture Interactive internally.

For that reason, this thesis will research how to improve the performance of cross-pillar working.

Research Question

Previously written are many values for companies working with cross-pillar projects. However, cross-functional innovation teams function in specific contexts only (Blindenbach-Driessen, 2009). That organizational factors need to be considered in team research has been stressed in many reviews in the team literature (Cohen & Bailey 1997) (Guzzo & Dickson 1996) (Joshi & Roh, 2009) (Bell & Kozlowski, 2002). Contextual factors that are typically considered are supervision, organizational climate and reward structure (Cohen & Bailey 1997) (Guzzo & Dickson 1996).

For this reason, it cannot be stated the cross-pillar performance is generated the same in Accenture Interactive as in other companies. Therefore, the study addresses the following question:

RESEARCH QUESTION

How to improve the cross-pillar performance in the context of Accenture interactive?

Sub-research Questions

In order to adequately address this research question, several sub-questions regarding cross-pillar working remain to be addressed. First, the context of cross-pillar working inside Accenture Interactive needs to be defined. Hence, it needs to be researched what elements cross-pillar in this context consist of. It would be of particular interest to research how these elements are connected and how they influence the cross-pillar projects' performance. This work aims to develop a proposed solution for a more successful cross-pillar working process and a plan to develop, position, and communicate this to reach that solution.

This thesis aims to produce several critical contributions made to the fields of design, organisation, and Strategy to gain more insights into improving the organisations' strategies and concurrently co-create value for individuals, organisations, and society.

For this reason, the following sub-research questions (SRQ) are constructed:

SRQ1.
What is the context of cross-pillar working inside Accenture Interactive?

SRQ2.
What elements do cross-pillar projects consist of?

SRQ3.
What is the difference between the successful and unsuccessful performance of cross-pillar projects?

SRQ4.
Where could the cross-pillar performance be improved?

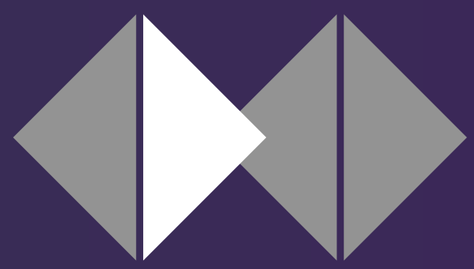
SRQ5.
How can the cross-pillar working be improved?

Research Approach

Fall in love with the process, and the results will come.
Eric Thomas -

Chapter

04



This chapter explains the approach being used to answer the research questions. It will explain why certain decisions for the research approach are made and how the research is conducted. First, preliminary research shows the scope of the research and method. Finally, this chapter discusses the research process regarding its goal, interviewee selection, interview guide and data analysis.

PARAGRAPH 4.1

Preliminary Research

In the first weeks of the project, preliminary research was conducted to get more insight into the topic of cross-pillar working inside Accenture Interactive. The preliminary research consisted of ten informal interviews with people from different departments and levels within Accenture Interactive.

Accenture Interactive's previous and future moves and current strategy regarding cross-pillar working experience were discussed during these interviews. Alongside these interviews, additional desk research and internal events were attended. These internal events provided additional information into Accenture Interactive's daily practices, priorities, and ambitions for the future.

Outcomes of the preliminary research

From these interviews, it was found that there are many **different perspectives** on current and future working in cross-pillar projects. Several examples emerged of how cross-pillar working is not going well now. A few examples are: waiting too long to ask for help from other pillars or focusing on targets in their own pillars instead of targets for the company.

It was also indicated that the pillars are currently too far apart from each other, which makes them siloed. In simple terms, **working in silos** means operating in a kind of bubble-on your own or as part of an insular team or department. This could be explained by the fact that the pillars arose from the acquisitions of companies with their own corporate cultures. The idea with acquisitions was that these different companies would be integrated into Accenture Interactive. However, much of the activities from these companies has remained business as usual, preventing cross-collaboration between the different pillars.

Given the information obtained in the preliminary study about the different perspectives and siloing in the pillars, follow-up research should provide more insights into how people perceive their social reality and how they act in the social world.

PARAGRAPH 4.2

Research Methods

Qualitative research methods

A qualitative research method was selected because the research goal is to deepen the knowledge and get more specific information about the context, problems, and thoughts (Queirós, Faria & Almeida, 2017).

Qualitative methods provide a deep understanding of how people perceive their social realities and how they act within the social world. The most common qualitative research methods are participant observations, semi-structured interviews and focus groups (Busetto, Wick, Gumbinger, 2020).

Requirements for a research method

The preliminary research shows a first glance of cross-pillar working inside Accenture Interactive. However, to understand what is happening, more extensive research needs to be done. Based on these assumptions, different perspectives inside the different pillars have been treated as a requirement for selecting a suitable research method to discover the elements of cross-pillar working and gain in-depth information about the problems. Alongside these different perspectives, it needs to be taken into account that COVID-19 was spreading throughout the Netherlands. So the research method should be done entirely online.

QAULITATIVE METHODS
(Cohen & Crabtree, 2006)

A brief description of these methods

Limitations of using these methods

OBSERVATIONS
observation is a traditional ethnographic method in which the researcher joins a group and participates in their activities. Observation provides the most accurate information about people, their tasks, and their needs.

However, in this research, the limitations of observations are the location of observation and the amount of interaction with the participant. Furthermore, because of COVID-19, it is impossible to observe the natural behaviour in their natural environment through the computer. Also, specific cross-pillar projects have ended, leaving it impossible to observe.

FOCUS GROUPS
Focus groups can provide initial testing assumptions, identify relevant segments, explore ideas, and acquire the data needed to create a research plan to guide product development.

However, presenting certain assumptions can lead to biased and unmotivated answers. In addition, moderators can intentionally or unintentionally change participants' perceptions because they might not want to disappoint the moderator. Hence, focus surveys might provide false information.

UNSTRUCTURED INTERVIEWS
Unstructured interviews generate qualitative data through open questions, which allows the respondent to talk in some depth, choosing their own words—helping the researcher develop a real sense of a person's understanding of a situation.

However, the information people provide during interviews is not always accurate or reliable. Often, research participants do not know why they do things, what they need, what they might do in the future, or how a design could be improved.

PARAGRAPH 4.3

Research Approach

Methodology

Based on the mentioned limitations in the previous paragraph, this research will consist of in-depth unstructured interviews. These interviews will focus on the experience during cross-pillar projects in the different pillars. These in-depth interviews aim to find the elements, context and problems that influence the performance of cross-pillar working, and secondly, to find the underlying cause for (not) succeeding. An in-depth interview suits the purpose of this research best, as it is useful when detailed information about a person's thoughts and behaviours or want to explore new issues in depth (Boyce & Neale, 2006). In addition, in-depth interviews provide context to other information (such as project performance and outcomes, time and team), offering a complete picture of what happened in the program and why.

The main goal of the in-depth interviews is to understand what influences the performance of cross-pillar working in projects.

Criteria project sample

In order to research what influences the performance of cross-pillar working in the context of Accenture Interactive, the focus lays on investigating accomplished cross-pillar projects. Six projects were selected by an expert group inside Accenture Interactive, divided into three successful and three unsuccessful accomplished and ongoing cross-pillar. The projects were pre-assessed as successful or unsuccessful cross-chapter projects (based on the criteria described in paragraph 3.1) to discover if the factors found during research had a positive or negative influence on the cross-pillar performance.

A extra criteria for the selection of cross-pillar projects was added, stating that the pre-assessed success of the project should not be known in the company, as this could have a biased view looking at their experience of their cross-pillar project.

Selection of interviewees

For the desired result, all involved pillars in the selected projects were interviewed, in which only one interviewee from each affected pillar was selected. This selection took part by a snowball effect, also referred to as chain referral sampling (Biernacki & Waldorf, 1981). In most cases, instead of a fixed number, a sample size range is indicated, with a minimum and maximum (Robinson, 2014). For this study, the minimum sample size was set at 8 participants, and the maximum was set at 14 participants. Figure 4.3 shows the final projects and selected participants.

The interviewees included participants with different points of view, strengthening qualitative research (Eisenhardt & Graebner, 2007). The different points of view followed the cultures in the different chapters, but different hierarchical levels were also discussed. This way of sampling is called purposeful sampling and involves selecting people with a relevant point of view to answer the research question (Saunders, Lewis & Thornhill, 2007).

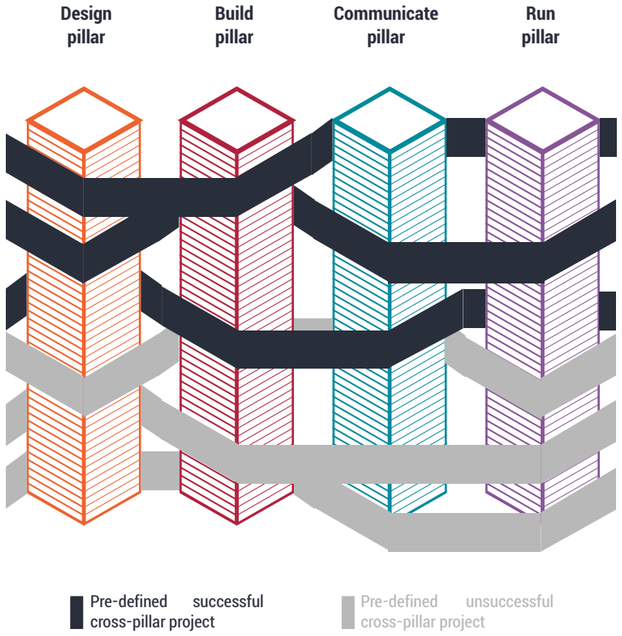


Figure 4.3: Visual representation of the selected six projects with corresponding participants from the affected pillars.

PARAGRAPH 4.4

Research Process

The process of the in-depth interviews consisted of the recruitment of participants, establishing recording method, development of the questions, the act of interviewing an the data analysis of the discovered data. Following, a brief explanation about the interview guide and the data analysis will be given. More information about the scheduling, usage of specific software and the act of interviewing can be found in appendix B.

Interview guide

These interviews aimed to understand the experience and problems experienced during the selected projects, alongside the needs and wishes surrounding the context of cross-pillar working. Furthermore, in order to gain a rich understanding of their experiences, participants are provided with questions to explore their current situation and experiences in the realm of cross-pillar working.

In addition, to invite people to explore future cross-pillar working experiences, it is vital to provide them with space that they can use to tell about ideas about future scenarios. This framework that can explore the present, past, and future experience is called the path of expression(Sanders & Stappers 2014), see figure 4.4. Also, questions were formulated creatively and reflectively, focusing on the reasoning of the interviewees. Moreover, three exploration topics were formulated based on the detected outcomes of the preliminary research:

their view on the overall cross-pillar working currently
their experience of cross-pillar working in a selected project
their view of the future of cross-pillar working

These topics were used as guidance during the semi-structured interviews. In addition, they would help explore elements, problems and opportunities for Accenture Interactive to improve the performance of cross-pillar working.

Each interview lasted one hour and was semi-structured to go in-depth on specific topics (see Appendix C for a detailed version of the interview guide).

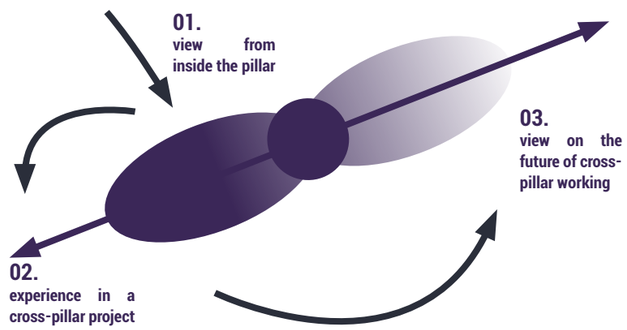


Figure 4.4: The path of expression (Sanders & Stappers 2014)
(1) The method helps to let the interviewee be aware of what happens in the present,
(2) then to recall and reflect on the past,
(3) which supports the person to think of the underlying layers of their thoughts.
(4) This method makes the interviewee explore their aspirations for the future more easily.

Data analysis

After planning, conducting and transcribing all the qualitative interviews, analysis of the interviews was done utilizing developing insights. A systematic approach was used to analyse the data correctly. The interviews were transcribed in order to include the nuance of what was said. Qualitative interpretations are constructed, and various techniques can be used to make sense of the data, such as content analysis, grounded theory (Glaser & Strauss, 1967), thematic analysis (Braun & Clarke, 2006) or discourse analysis. The insights following out of this analysis will eventually generate answers to the research questions. These research questions together create a problem statement that will be the goal solving in the design phase. Qualitative analysis allows for ambiguities/contradictions in the data, which reflect social reality (Denscombe, 2010).

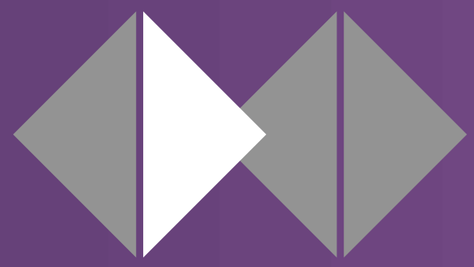
A total of 235 codes were generated through a systematic approach, and thirty-nine code groups were generated after categorising the codes labelled in the twelve interviews. The final codebook containing all codes and code groups can be found in appendix D.

Research Results

Sometimes the questions are complicated and the answers are simple.
- Dr. Seuss -

Chapter

05



The define phase transforms all the data gathered in the in-depth interviews into valuable insights. The following section elaborates on the research results, answering the research question. The insights give more insights into cross-pillar projects' context, elements, and differences. These insights lead to a problem statement which will be the starting point towards the next diamond in which a solution will be designed.

PARAGRAPH 5.1

Results

To answer the research questions from paragraph 3.2, the results will be converted into insights to answer these research questions. The insights are based on a dataset that emerged from the in-depth interviews. The dataset was derived from the analysis of twelve interviews from four out of the initial six selected cross-pillar projects. During the research, it was found that two of the initially defined projects were not adequate, as there were no sufficient employees from the respective pillars working at Accenture Interactive because they left the company. Hence, the two projects did not proceed in the study and the three interviews already conducted were not included in the analysis.

SRQ1.
What is the context of cross-pillar working inside Accenture Interactive?

Analysing the context

As previously described in chapter 3.1, the performance of cross-pillar work differs in different contexts. To describe the context of cross-pillar projects in Accenture Interactive, the most common codes that occurred from the in-depth interviews define the context.

SIDENOTE:

For other companies that want to see if they can identify with the context of this research, the environment of this research is defined by these four context factors. The solution will have to function and work in this context.

4 DEFINITIONS
of the context of cross-pillar working inside Accenture Interactive

(code n = 23)

A CONTEXT aggregated with consultancy and agency

The code that was labelled the most in the transcripts indicates the difference between consultancy and agency. It refers to the difference in working practices, use of methods, career advancement opportunities, networking, and background present within Accenture Interactive.
Since Accenture Interactive was split off as a design agency and still works closely with Accenture, this difference is very much felt in the organization and tasks. Accenture Interactive has been working more and more in recent years to stand more on its own and find that balance between these two worlds, as described in section 2.3. Cross-pillar working will take place in this system between consultancy and agency. Therefore it must fit both backgrounds.

(code n = 18)

A CONTEXT with an incentive fueled by chargeability

Chargeability is one of the KPIs in Accenture Interactive. Each employee and pillar has their target for the % chargeability to be achieved each month. Chargeability appears to be an incentive to take specific actions, such as staffing the project with employees from their pillar, to achieve the set percentage.
The concept of chargeability can be described as the billing time in a project charged to a client. The target is set by an algorithm that takes previous months and upcoming trends into consideration. For example, a starting employee should be 100% chargeable, which means that they should spend 100% of their time on chargeable projects. This percentage of chargeability decreases as there is an increase in function level because other tasks will be done next to running projects. When an employee charges hours to an "Internal Chargeable" code (called WBS), those hours count as internal chargeability but not client chargeability, they will not be generating revenue because they are charged for an internal project.

(code n = 18)

A CONTEXT that has a vision to combine superpowers

As described in paragraph 3.1, the assignment of this thesis is tied to the vision of Accenture Interactive to work more cross-pillar in the future. This strength of Accenture Interactive is also felt inside the company, and they have different capabilities and areas of expertise. However, in projects for clients, this power of combining expertise is often not leveraged.

Other codes support the importance of this research, such as "making usage of expertise" (n=12).

(code n = 17)

A CONTEXT with a gap between their internal willingness and execution

A striking insight is that within Accenture Interactive, there is a great willingness to work together more cross-pillar. Several internal initiatives have already been initiated, but they are not continued after the start-up phase. During the interviews, one example that was often mentioned was multiple brainstorming sessions to create a Venn diagram of the overlapping tasks and qualities of the pillars and use them as examples for initiating projects. However, after creating content during the workshop, nothing was done with it later.
This factor indicates a desire to work more cross-pillar within the context of Accenture Interactive, only that they have difficulty implementing it. Therefore, the steps to cross-pillar working should be generated as simply as possible in the implementation plan.

SRQ2.
What elements do cross-pillar projects consist of?

Analysing the elements

After analysis and critical selection, the research results were categorized from thirty-nine code groups into five super codes. Since these five supergroups emerged in each of the cross-pillar projects studied, they were identified and defined as the elements of cross-pillar projects.
In this research, elements influence the performance more than one another and are therefore assumed to be connected and dependent on each other, as seen in figure 5.1a. However, it is not clear if these elements have influenced each other. This gives room for further research to look into.

These factors can be briefly be described as:

5 ELEMENTS
of cross-pillar projects:

UNDERSTANDING of the needs

The amount of how the needs of the client and the team are considered when initiating the project. But also during the project, there is enough representation of the different pillars. This can be influenced by sales and staffing at the initiation of the cross-pillar project, but also by leadership during the cross-pillar project.

ORGANIZATION of the project

indicates how the cross-pillar project has been organized beforehand in terms of planning, division of tasks, resources, and team composition, but also the right team members and task delegation like described in paragraph 2.5 as elements that are a base for a successful cross-functional team. Organizational structure describes the formal command structure as well as the type of production process. Investigating the impact of organizational context will increase our understanding of the type of knowledge that is gathered and recombined in teams. The influence of hierarchy and leadership behaviour, which also have a major influence on this factor, were not considered.

TRANSFER of Information

It is about the extent to which there was knowledge beforehand and during the cross-pillar project about the skills and expertise of the teammates from the other pillars that were being worked with. Trust is important for this, as it leads to the willingness of sharing information (Costa et al., 2018).

ATTITUDE during the project

The development of trust and trustworthiness has been deemed essential to collaborative work (Mayer et al., 1995). However, physical distribution, changing team members, cultural differences and lack of prior history (Lipnack and Stamps, 1997) can lead to severe difficulties in establishing effective trusting relationships. In particular, trust is regarded as an essential ingredient for cooperation (Hwang and Burgers, 1997). When engaging in a trusting relationship, parties are more willing to overlook the risk of being taken advantage of and act for collective gain. According to Hwang and Burgers (1997), a trustworthy partner in a relationship will facilitate cooperation by reducing the risk of being exploited and decreasing opportunistic behaviours.

ALIGNMENT in the project

Refers to the extent of how often before or during the cross-pillar project the team keeps each other informed about the information and process of the project. A big influence for this factor is communication, like also mentioned in paragraph 2.5 to be one of the elements of a successful cross-functional team. Communication frequency drops logarithmically with distance, and already significantly reduces communication frequency when workspaces are separated by more than 10 meters (Thompson 2007). The literature on virtual and international teams shows that it is especially intangible information and complex decision processes that suffer from a lack of face-to-face communication (Griffith, Sawyer and Neale, 2003) (Kozlowski & Bell 2002) (Moenært, Cældries, Lievens and Wauters, 2000). Poor communication resulting in misunderstandings can affect teamwork negatively (Rosen et al., 2007).

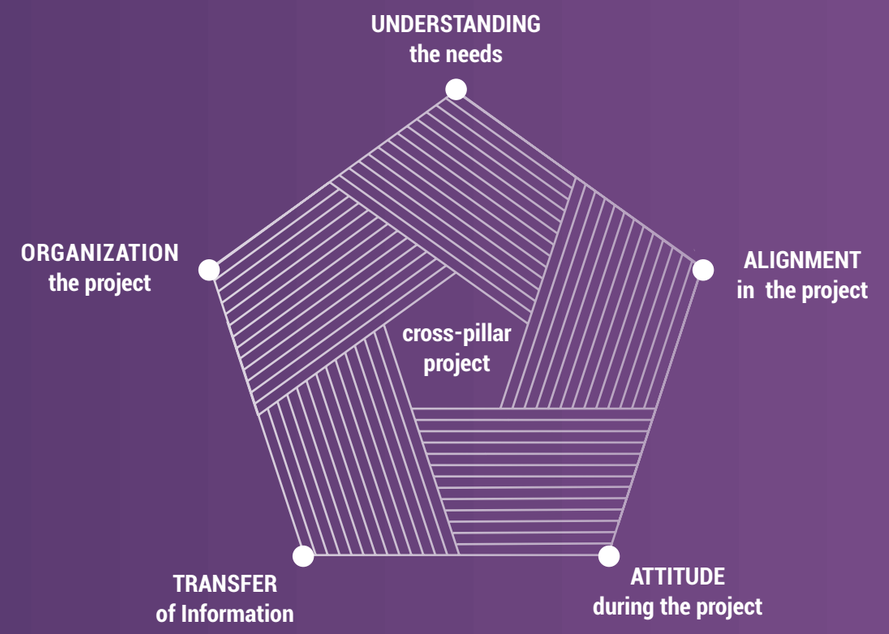


Figure 4.1.2a: The cross-pillar projects are influenced by the 5 elements.

SRQ3.

What is the difference between the successful and unsuccessful performance of cross-pillar projects?

Analysing the influencing factors

In order to get a complete overview of how these factors influence the performance of the cross-pillar projects, the differences between the successful and unsuccessful performances are plotted against each other. Table 5.1b shows a clear difference between the factors in the reviewed successful and unsuccessful projects. This implies that there is a different influence of the factors on the performance of the cross-pillar projects.

EXAMPLES OF THE 5 ELEMENTS
in the researched cross-pillar projects

	UNSUCCESSFUL cross-pillar projects	SUCCESSFUL cross-pillar projects
UNDERSTANDING the needs	Not selling the needs of the clients Chargeability leads to keeping the project inside the chapter	Selling the unique selling of Accenture Interactive; the different pillars Focus on the right skills instead of the right pillars
ORGANIZATION the project	The size of the group is too big in an interactive session (e.g. workshops, brainstorm, facilitation). There is no follow-up after the initiation of a project The project was rushed The team members are dependent on their tasks in other roles The team changes during the project	There is informal time next to working hours The team sits together most of the time Roles are fluid There is a focus on skills instead of pillars Testing out the best way of working together
TRANSFER of Information	After the hand-over, there is no interaction any more When joining the project, they don't know the people of the team It is unclear for the teammates what the definition of the other pillars and their roles is There is a wrong (re)presentation of the pillars	The hand-over of a project consists of a period where there is overlap When joining the project, they already know each other and their skills (briefly) The teammates fill in the gaps of the team
ALIGNMENT in the project	Final deliverables not coming together - not connected There is no aligned goal/vision The team only communicates when put together Responsibilities not clear	Decisions are taken together Expertise is respected and used when needed WIP (work in progress) is often presented to be updated Responsibilities are clear and communicated
ATTITUDE during the project	Not reaching out for help Stay rigged in roles Not making usage of the expertises There are personal incentives, instead of a team incentive Not knowing what others need to proceed Pointing fingers towards each other	Helping and empowering each other The roles in the team overlap The process depends on the team effort, instead of individual roles There is an understanding and need for each other Team effort gets celebrated and judged as a common good

Figure 5.1b: A table of the factors that influence successful and unsuccessful cross-pillar projects, as examined in the research.

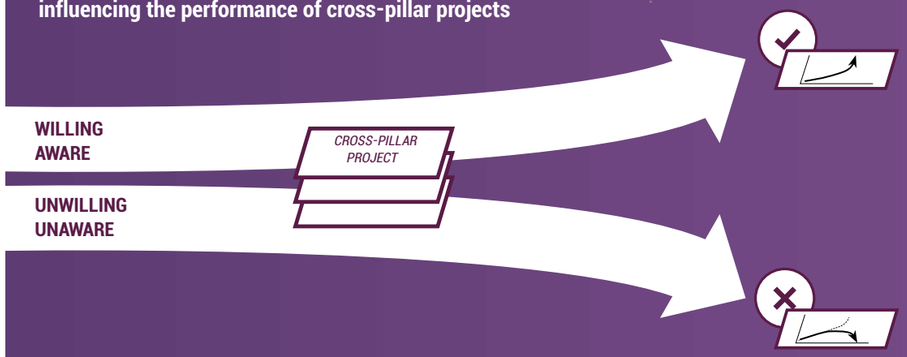
Looking at the results from the in-depth interviews, it appears that they must be in balance for a successful project. As soon as one of the factors is neglected, the project will be less successful.

Upon closer examination and structuring of the data, and looking in more detail behind the categorization, it can be seen that the difference between successful and unsuccessful is through the degree of willingness and awareness for the different elements. It can also be seen that willingness and awareness only emerge in successful cross-pillar projects. Therefore, it can be concluded that the barriers in cross-pillar teamwork arise from unwillingness or ignorance. This can be supported by the fact that behaviour occurs as the result of interaction between three necessary conditions, capabilities, opportunities and motivation (Stralen and West, 2011).

The dataset validates this by detecting the behavioural willingness and awareness inside the successful and unsuccessful projects. Awareness and willingness were only detected in successful projects. However, unawareness and unwillingness were detected in all cross-pillar projects. This suggests that awareness and willingness are needed for a successful performance of a cross-pillar project.

SIDENOTE:
Unawareness is hard to measure because the interviews can be cognitive unconscious about their unawareness. In this study, we only looked at the cited, and therefore conscious, unawareness in cross-pillar working.

FACTORS DETECTED
influencing the performance of cross-pillar projects



UNWILLING

Behavioural unwillingness has been defined as "... recognition that one would be unwilling to engage in the behaviour under some circumstances" (Gibbons & Gerrard, 1997).

One of the assumptions was that a siloed working environment is felt inside Accenture Interactive. For analysis, this perception of being siloed was detected by focussing on words such as "us and them", "we and they". Siloed working was detected in both successful and unsuccessful projects. However, fluid working was only detected in successful cross-pillar projects. This suggests that for a cross-pillar project to have a good performance, it needs to balance siloed and fluid roles. This asks for further research, which will not be done in this thesis.

This can be supported by the concept of chargeability (as described in the context) ensures that there is an individualistic incentive, which ensures that you keep the project for yourself or your pillar to meet your target. This is also found in previously established research, which states a connection between rewards/incentives and collaboration (Ambrose & Rutherford, 2016).

UNAWARENESS

Behavioural unawareness is described as the perception or knowledge of something. However, it is possible to be aware of something without being explicitly conscious of it. (Cheng-Hua et all., 2007).

These results show that inside Accenture Interactive, it is not clear what projects would be better served as cross-pillar. Furthermore, it is unclear what the possibilities for collaboration are because it is unknown what the other pillars do and could add.

The results support this that eighty percent of the interviewees could not describe the expertise of the other pillars. Sixty percent was not able to cite all four names of the pillars. This suggests that there is a knowledge gap between the pillars.

Figure 5.1c: Factors detected that influence the performance of the investigated projects

SRQ4.
Where could the cross-pillar performance be improved?

Identifying the problem area

The elements are framed against the most essential phases during a generic project to define better where the willingness and awareness arise in the process. The phases in which the barriers are framed are based on the Phases of project management based on the PMBOK model (Project Management Institute, 2017). The PMBOK refers to the five process steps of project management: initiating, planning, executing, controlling, and closing. By plotting the elements in the phases, it is possible to see in which phase unawareness and unwillingness are most apparent.

The presence of willingness and awareness is determined based on the problems (n=21) mentioned during the in-depth interviews of the unsuccessful projects. These 21 mentioned problems can be found in appendix E. Figure 5.1c shows that both unwillingness and unawareness appear at the beginning of the cross-pillar project. This leads to conclude that the root cause of the performance of cross-pillar projects lies in the project and initiation phase.

THE PHASES OF A PROJECT
and the presence of unawareness and unwillingness

	Project conception & initiation		Project launch		Project performance		Project close	
	unaware	unwilling	unaware	unwilling	unaware	unwilling	unaware	unwilling
UNDERSTANDING the needs	✓	✓			✓		✓	
ORGANIZATION the project		✓						
TRANSFER of Information	✓		✓				✓	
ALIGNMENT in the project		✓				✓		
ATTITUDE during the project		✓		✓				

Figure 5.1c: A table of the presence of unawareness and unwillingness in the phases of a cross-pillar project.

PARAGRAPH 5.2

Concluding

The situation of the problem

The difference between Accenture Interactive's vision for cross-pillar working (as constructed in Chapter 3.1) and the results of the current cross-pillar working in Accenture Interactive are shown below in a visual representation.

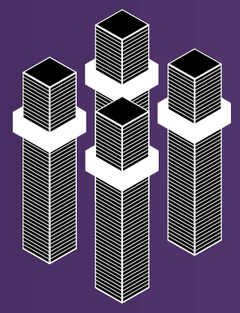
This difference clarifies that cross-pillar working in its current form does not operate as they had envisioned.

In the current situation, there is a lack of knowledge about the value, opportunities and information to initiate a cross-pillar project together properly, aka lack of awareness.

Nevertheless, there is no incentive to think outside their pillar, to reach out and initiate a cross-pillar project, aka unwillingness.

So in the current situation, there is a lack of awareness and willingness to initiate cross-pillar projects, which leads to not achieving the vision of cross-pillar working in Accenture Interactive.

CURRENT
Cross-pillar working



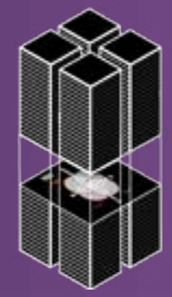
The acquitted activities are not integrated into the company that they together provide new core capabilities. The business activities acquitted have transformed themselves into siloed pillars. These pillars are (business as usual for the acquitted companies = not diverging into ONE interactive).

The pillars were perceived to be a knowledge gap between the pillars, in which 7 of the 12 interviewees did not know the name and function of the other pillars.
Accenture Interactive sells itself with the core capabilities of having different pillars but rarely presents a team that consists of more than one pillar. However, because of this lack of awareness and willingness, most cross-pillar projects are forced, asked by the client or pushed by management.

This ignorance also leads to an unwillingness to interact with the other pillars, which leads to mostly proposing projects inside one pillar.
This is seen altogether when initiating cross-pillar projects. Here the awareness and willingness are not there well enough to initiate a cross-pillar project properly. The wrong initiation leads to lower performance in the cross-pillar project.

Figure 5.2: Visual representation with an explanation of the current and envisioned cross-pillar working in Accenture Interactive.

ENVISIONED
Cross-pillar working



These acquitted business activities have been integrated to form ONEteractive. This has provided Accenture Interactive with a core capability of combining the acquitted business activities. Accenture Interactive will gain a competitive advantage in the market.

These different capabilities in-house can be brought together in cross-pillar projects, which brings much value to the client. Therefore, bringing value with cross-pillar working is considered a given and integrated into the current organisation.

SRQ5.
How can the cross-pillar working be improved?

As described in the insights in the previous chapter, it appears that a good initiation of the project determines the degree of success in a cross-pillar project. Unfortunately, however, there is a lack of willingness and awareness to initiate a cross-pillar project correctly. This leads to the following problem statement:

PROBLEM STATEMENT

Unwillingness and unawareness during the project initation prohibit the desired collaboration between pillars.

PARAGRAPH 5.3

Reflection on the research goals

In order to get a good understanding of the problem what can be improved, all the research questions from section XX will be answered, with the information from previous sections. These research questions together form the problem statement, ensuring that the main research question can be answered:

RESEARCH QUESTION

How to improve the cross-pillar performance in the context of Accenture interactive?

The following outcomes were detected in this chapter for the five sub-research questions

SRQ1.
What is the context of cross-pillar working inside Accenture Interactive?

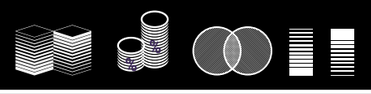
SRQ2.
What elements do cross-pillar projects consist of?

SRQ3.
What is the difference between the successful and unsuccessful performance of cross-pillar projects?

SRQ4.
Where could the cross-pillar performance be improved?

SRQ5.
How can the cross-pillar working be improved?

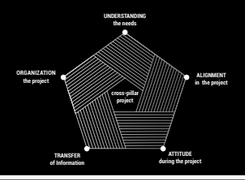
// More eleboration in figure 5.1



- A context aggregated with consultancy and agency
- A context with an incentive by chargeability
- A context that has the vision to combine superpowers
- A context with a gap between their internal willingness and execution

For other companies that want to see if they can identify with the context of this research, the environment of this research is defined by these 4 context factors.
The solution will have to function and work in this context.

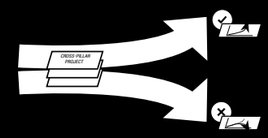
// More eleboration in figure 5.1a



- Understanding of the needs
- Organization of the project
- Transfer of Information
- Alignment in the project
- Attitude during the project

The outcome is visible in the framework of how the different factors combine to create the cross-pillar project.

// More eleboration in figure 5.1b



The unawareness and unwillingness a
ffect the performance of the cross-pillar project

// More eleboration in figure 5.1c

Unwillingness and unawareness could be
improved in the project initiation and conception.

// More eleboration in the next chapter

Solving the Problem statement by changing unawareness and unwillingness during the project initiation to show what value cross-pillar working could bring to the client.
And solving the problem statement:
Unwillingness and unawareness during the project initation prohibit the desired collaboration between pillars.

Defining the Solution

The problem contains the solution.

- Michael Bierut -

Chapter

06

This chapter defines what models can be used to help design the solution for the previously described problem statement. This leads to design goals that will be the starting point for designing the solution.

PARAGRAPH 6.1

Changing Behaviour

The initial assignment stated to investigate how to improve the performance of cross-pillar working. It has been discovered that the level of awareness and willingness influences the performance of a cross-pillar project during the initiation of a project.

In order to initiate a change from unwillingness and unawareness to awareness and willingness, there must be an intervention to change this behaviour, as shown in figure 6.1a. To maximise the potential effectiveness of interventions, it is necessary to understand behaviour and behaviour change. In other words, it is necessary to have a theoretical understanding of behaviour change (Davis et al., 2015).

Figure 6.1a: A visual representation of the desired change.

Different models for behaviour change

In order to turn unawareness and unwillingness into awareness and willingness, it is important to understand existing theories about behavioural change. However, choosing a relevant theory can be challenging for intervention designers, especially given the number of theories, many of which have the same or overlapping constructs, to choose from (Michie et al., 2005). Moreover, there is a lack of guidance on selecting an appropriate theory for a particular purpose (Michie, 2008). For that reason, the following list of requirements was set up to find a suitable methodology for the behaviour change of unawareness and unwillingness.

1. **The theory should have good literature support.**
2. **The theory should support the outcome of suitable interventions.**
3. **The theory should be able to draw from the existing dataset, collected in the in-depth interviews.**

In the next section, different theories will be discussed that meet the established requirements. After extensive literature research, these methods are selected and validated with two designers who worked with intervention design in previous projects. Finally, after selecting three behaviour change methods, a decision was made on which methods would be most relevant for this dataset.

AIDA
(Lewis, 1898)

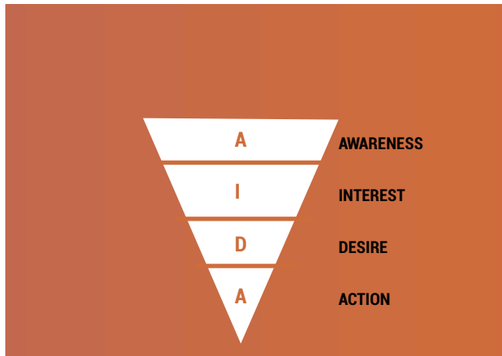
One of the methods that makes use of awareness is the AIDA model (Lewis, 1898). The AIDA model is an acronym - it stands for attention, interest, desire and action, shown in figure 6.1b. It is a model used in marketing that describes the steps a customer goes through in purchasing a product.The benefit of this simple formula can be found in its simplicity and flexible application possibilities.

The Behavioural Model of Fogg
(Fogg, 2009)

Fogg describes that the basis to let behaviour occur is that people should feel motivated enough to act (in this case, initiate a cross-pillar project). As figure 6.1c shows, Fogg's Behavioural Model (2009) summarises that designers should offer sufficient motivation, sufficient ability and an effective trigger for behaviour to happen. This indicates opportunities to support people in changing towards more awareness and willingness to initiate cross-pillar projects. Thus, to stimulate behavioural change, the focus needs to be on two things, influencing motivation and influencing ability.

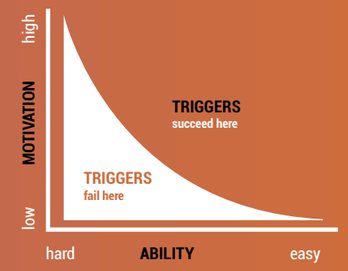
The Behaviour Change Wheel
(Michie, *et al.* 2005)

A systematic review of behaviour change frameworks in 2010 identified nineteen influential frameworks for behaviour change and evaluated their comprehensiveness, coherence and links to a behaviour model (Michie et al., 2005). Since no framework met all three criteria and there was a degree of overlap between the frameworks, they were synthesised into one framework with two levels, one representing intervention functions and the other representing higher-order policy categories. The resulting Behaviour Change Wheel (BCW) provides a systematic way of characterising interventions that enable their outcomes to be linked to action mechanisms and can help diagnose if an intervention may fail to achieve its desired goal. Using the COM-B model (Capability, Opportunity, Motivation - Behaviour), it expects that behaviour is part of an interactive system with multiple elements. A successful behavioural intervention will have to change at least one of those elements.



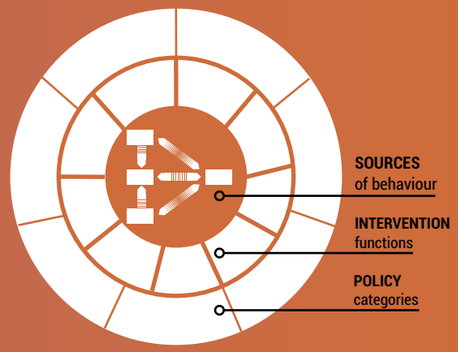
Even though this step-by-step model provides a relatively fixed sequence of individual steps, this process is not always linear in practice. For example, the stages "Attraction" and "Interest" can be completed as one phase.
Furthermore, the AIDA model is focused on advertisement, and not on interventions. For that reason, this model is not applicable.

Figure 6.1b: AIDA (Lewis, 1898).



However, Fogg's model does not provide rigid support for what interventions have been proven to work.

Figure 6.1c: The Behavioural Model of Fogg (Fogg, 2009).



There are a lot of interventions possible by making use of the wheel. The COM-B model forms the core of the wheel. Around it is nine interventions: intervention functions or directions to choose from after analyzing the core. The outer layer of the model, the rim of the wheel, consists of seven categories of policies, which can support these interventions.

Figure 6.1d: The Behaviour Change Wheel (Michie et al., 2005).

PARAGRAPH 6.2

The Behaviour Change Wheel

The simplicity, comprehensiveness, and practical nature of the Behaviour Change Wheel led to using this method to uncover interventions that best work to change the unawareness and unwillingness detected in the dataset.

As mentioned before, the Behaviour Change Wheel is a synthesis of nineteen frameworks for behaviour change. This resulting intervention development process consists of three stages over eight steps and is illustrated in figure 6.2a. Appendix F explains what steps one through eight consist of and how steps one to three are used for contextual purposes and steps four through eight for intervention development.

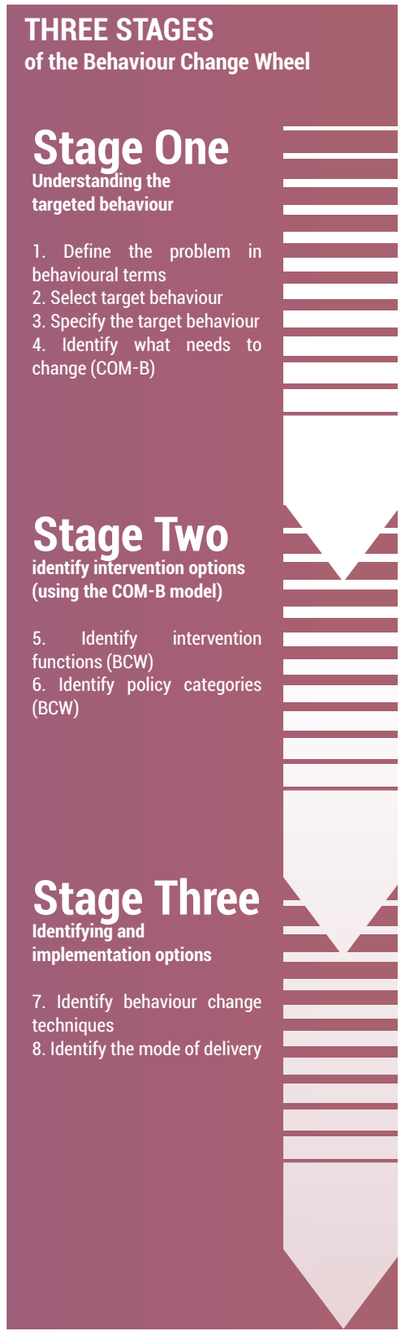


Figure 6.2a: Stages involved in the development of an intervention using the BCW.

Stage One
Understanding the targeted behaviour

The first step involves defining the problem of interest that requires intervention in behavioural terms. This means identifying the problem and specifying the problem behaviour and targeted behaviour. Specifications of the targeted behaviour should include: who needs to perform the behaviour, what the persons need to do differently, when, where, how, and with whom will they do it.

To be able to name these behavioural terms of the problem statement (as defined in paragraph 5.2), the data set is revisited to get more information. Finally, these outcomes are categorized in the what, when, where, how, and with whom into figure 6. 2b.

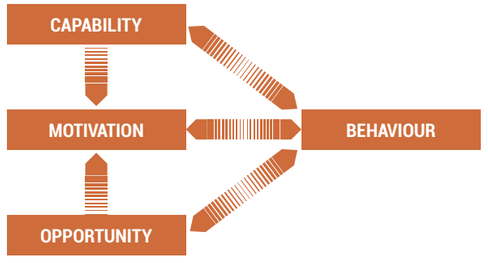
BEHAVIOURAL TERMS
of the problem- and targeted behaviour

	PROBLEM behaviour	TARGETED behaviour
WHO?	Sales account leads	Everyone in Accenture Interactive
WHAT?	Unwilling and unaware of the value cross-pillar working can add to a project	Willing and unaware of the value cross-pillar working can add to a project
WHEN?	When a project request comes in, they HAVE NO approach to set up a proposal.	When a project request comes in, they HAVE an approach to set up a proposal.
WHERE?	As established in the results, unawareness and unwillingness arise in a project's initiation and conception phase.	In the initiation and conception phase of a project.
HOW?	Not knowing how to do it.	Knowing how to do it, but also being triggered and guided through the process
WITH WHOM?	With the people who create the proposal, which consists of a sales person and a collected expertise group, called a pitch team.	With the people who create the proposal, which consists of a sales person and a collected expertise group, called a pitch team.

Figure 6.2b: The who, what, when, where, how, and with whom of the problem and targeted behaviour detected in the dataset.

Hereafter, barriers for the targeted behaviour are gathered from the dataset using the COM-B model. The COM-B model deductive framework for the analysis covers all the relevant determinants of behaviour. The behaviour change wheel indicates that behaviour change is determined by the following:

1. One must be given the capability to change
2. People must be given the opportunity to change
3. One must be motivated to change



Capability is defined as the individual's psychological and physical capacity to engage in the activity concerned. It includes having the necessary knowledge and skills.

Motivation is defined as all those brain processes that energize and direct behaviour, not just goals and conscious decision-making. It includes habitual processes, emotional responding, as well as analytical decision-making.

Opportunity is defined as all the factors that lie outside the individual that make the behaviour possible or prompt it.

Figure 6.2c: The COM-B model - a framework for understanding behaviour (Michie, van Stralen, & West, 2011)

The single-headed and double-headed arrows in figure 6.2c represent potential influence between components in the system. For example, opportunity can influence motivation, as can capability; enacting a behaviour can alter capability, motivation, and opportunity.

Within the three components that generate behaviour, it is possible to develop further subdivisions that capture important distinctions noted in the research literature.

Thus, concerning **CAPABILITY**, we distinguished between **physical** and **psychological** capability (psychological capability being the capacity to engage in the necessary thought processes - comprehension, reasoning et al.).

With **OPPORTUNITY**, we distinguished between physical opportunity afforded by the **environment** and **social** opportunity afforded by the cultural milieu that dictates how we think about things (e.g., the words and concepts that make up our language).

About **MOTIVATION**, we distinguished between **reflective** processes (involving evaluations and plans) and **automatic** processes (involving emotions and impulses that arise from associative learning and/or innate dispositions).

Based on the knowledge acquired during the in-depth interviews, codes and discrepancies are compared to produce a 'behavioural diagnosis' (a selection of barriers and facilitators). A total of 34 barriers were categorized into the COM-B model, using the same method as the analysis described in paragraph 4.4. All barriers for target behaviour categorized in the COM-B model can be found in appendix G.

Stage Two

identify intervention options (using the COM-B model)

When the barriers are identified, the behaviour change wheel gives multiple interventions studied to work for the specific component in the COM-B model.These intervention categories have been identified from the nineteen existing frameworks, and an overview can be found in appendix G.

Not all interventions presented in the second layer of the Behaviour Change Wheel require an application. It depends on the uses and applications of the Wheel, which of the interventions fit best with each barrier. The selection of interventions of the Behaviour Change Wheel in this thesis is based on examples from successful projects, literature, and common sense. When unclear, the possible intervention was discussed with, providing a second opinion. An overview of all interventions linked to the barriers can be seen in appendix G. In figure 6.2c, only the interventions are presented and the link they have to the COM-B categories of the barriers found in stage One.

IDENTIFIED INTERVENTIONS
derived by the barriers from the dataset

	for creating AWARENESS	for creating WILLINGNESS
01 EDUCATION	Capability	Capability Motivation
02 TRAINING	Capability	Capability
03 ENABLEMENT	Capability Opportunity	Opportunity
04 ENV. RESTRUCTURING	Opportunity	Opportunity Motivation
05 RESTRICTION	Opportunity	Motivation
06 INCENTIVISATION		Motivation
07 PERSUASION		Motivation
08 MODELLING		Motivation
09 COERCION		Motivation

Table 6.2c: The selected interventions linked to the COM-B barriers of willingness and awareness.

PARAGRAPH 6.3

Design Goals

Stage Three

Identifying and implementation options

The next step is to link the intervention functions' components and policy categories using the approach described in appendix F. However, too many interventions can lead to an unsuccessful implementation of the desired outcome (O'Donnell, 2008).

Since the third phase was insufficient to create a feasible intervention, it was being settled to go one step back to the barriers. The many interventions generated from the Behaviour Change Wheel will not be included or considered further into creating a solution.

Design Goals

The found barriers need to disappear to become aware and willing during the initiation of projects. By categorizing the barriers, design goals were created that define the essential characteristics for the design to be successful (Van Boeijen et al., 2014), shown in figure 6.3. These design goals will be the beginning of creating an intervention that is integrated into the current context of Accenture Interactive.

INTERVENTION DESIGN GOALS
obtained by the barriers from the dataset

AWARENESS GOALS (A)

A.01
create awareness of the opportunities for the pillars in cross pillar projects

A.02
create knowledge of (the needs/skills of) the other pillars

A.03
create knowledge of the value of cross-pillar projects (for the clients).

WILLINGNESS GOALS (W)

W.01
create the incentive to work with other pillars

W.02
create a willingness to be involved in initiating cross-pillar projects

GENERAL GOALS (G)

G.01
Integrated into the current system of Accenture Interactive

G.02
A low threshold to engage

Table 6.3: The intervention design goals.

Designing the Solution

Design is all about learning from doing, that's how we evolve to the best solution.

- Tim Brown -

Chapter

07

This chapter describes what choices are made towards designing the solution. First, the design approach is being explained by generating design research questions. Following these questions, the integrated system and proposed improvements are explained. Which results in the design of an approach, which is then tested and iterated. Finally, the approach and a roadmap are validated to generate input for the next chapter, where the integrated solution is finalized.

PARAGRAPH 7.1

Design Approach

In order to design a solution, a research-through-design approach is applied for the development phase within this thesis. Rather than stopping research activities after entering the design phase, this approach stimulates the use of designing activities to produce knowledge (Stappers & Giaccardi, 2017). Mainly the activity of iteratively developing prototypes plays a central role, followed by reflecting, measuring, discussing, and analysing the effect of these artefacts. Furthermore, the approach acknowledges that as a designer, there is never enough information during a project, and the act of rapid prototyping allows testing of early product and business details, forms and nuances (Tschimmel, 2012).

Design research questions

Three design-research questions (D-RQ) are formulated as guidance throughout the developing phase to structure the research that happens through the design activities. These questions are based on the previously mentioned design goals in paragraph 6.3.

D-RQ1.
How can Accenture Interactive commit to changing behaviour?

D-RQ2.
How can the solution be integrated into Accenture Interactive?

D-RQ3.
How can the solution change behaviour?

PARAGRAPH 7.2

Applying the Curve of Commitment

Researching D-RQ1.
How can Accenture Interactive commit to changing behaviour?

After formulating the design research questions, the design phase of this project is started. For the first question, different theories within design literature were analysed in the search for an existing model that could be used as scientific guidance in designing for commitment to changing behaviour. Finally, it was chosen to apply The Commitment Curve (Conner and Patterson, 1982), which will be referred to as CC in the following chapters. The development of this model by Conner and Patterson (1982) is to explain how an individual's commitment to major new organizational requirements increases over time. The model suggests that the degree of support individuals display for new mindsets or behaviours passes through three broad developmental levels: Preparation, Acceptance, and Commitment. These levels are briefly described on the right page.

First, it is essential to understand the current level of cross-pillar working inside the context of Accenture Interactive plotted in the CC of figure 7.2. The goal is to articulate exactly where the current commitment to work cross-pillar is in the journey. So that the best guidance, in the form of a roadmap, can be created from this current level to the desired level.

Accenture Interactive's desired vision about cross-pillar working lies in the commitment level, where the organization accommodates cross-pillar initiation in the operating, mindsets and behaviour (see paragraph 3.1). Based on the research insights from the in-depth interviews, the current commitment level of cross-pillar initiation is inside the preparation level. At this level, employees have heard and are aware of the concept of cross-pillar working and the basic scope and concept of change (see the context factors described in paragraph 5.1). However, they do not understand the impact and benefits of cross-pillar working. That is why the solution needs to focus on this acceptance level, creating understanding, positive perception, experimentation and adoption. The design goals for removing the barriers will need to emerge in these steps. They will bridge the preparation that Accenture Interactive has already done towards the commitment of cross-pillar working.

The Three Developmental Levels are:

01.
PREPARE LEVEL. This level forms the foundation for later development of support for the change. It prepares people for changing their behaviour. It consists mainly of making people aware of the change and why it is occurring.

02.
ACCEPT LEVEL. This level marks a passage into an understanding of what the change means for them. This enables people to begin making decisions about whether to accept or reject the change. During this level, the stakeholders begin to understand how the change will directly impact them and their routines; it will be necessary to present information about the change that promotes a positive perception.

03.
COMMIT LEVEL. The change is implemented during this level. Everything up to this point has been prepared for the change. During this level, the change is acted upon and becomes part of everyday life for the stakeholders..

The eights stages of the Commitment Curve (Conner & Petterson, 1982) are described briefly below. Different groups (e.g. management and employees) can be at different stages of commitment.

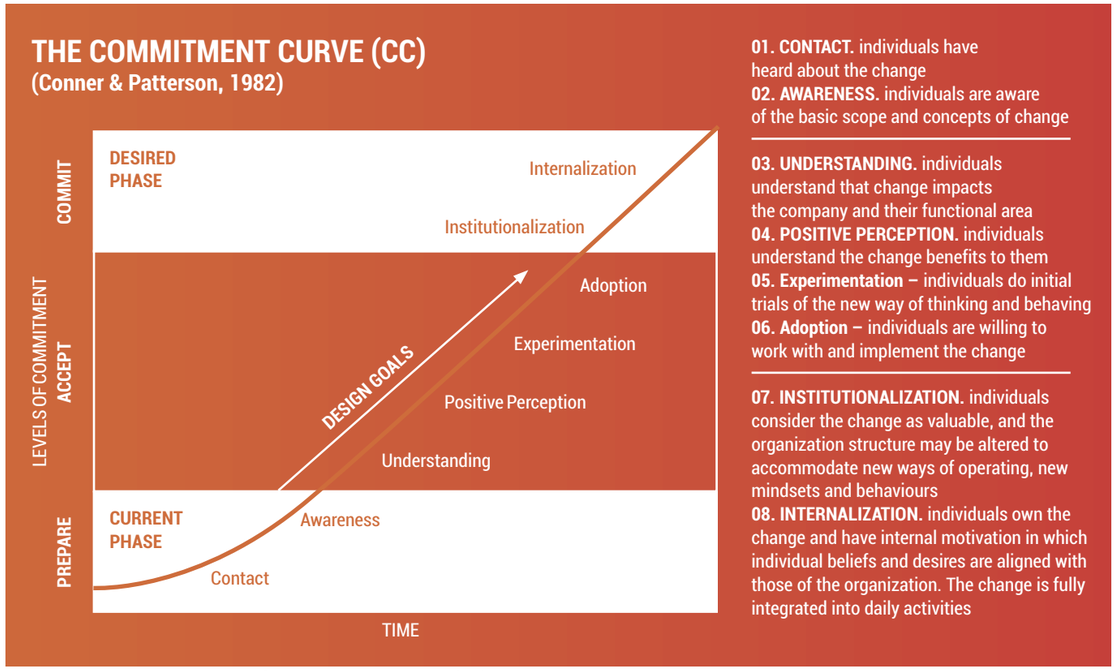


Figure 7.2: The eight stages of the Commitment Curve (CC) (Corner & Patterson, 1982)

PARAGRAPH 7.3

Integrated in system

Researching D-RQ2.
How can the solution be integrated into Accenture Interactive?

Existing elements

Special attention was devoted to integrating the solution into existing elements in the current system to ensure the solution would be accepted and guided towards the commit level. This integration will ensure that it can be internalized and institutionalized into the commit stage. Based on the internal analysis described in paragraph 2.2, and together with a diverse panel of employees, current formats in the organization were examined to see what could add to the acceptance of cross-pillar project initiation. The focus was on formats that are already focused on the phases of CC; creating understanding, giving a positive perception, and encouraging experimentation and adoption. As a result, four organizational formats emerged; Chapter Zero meetings, Connect sessions, Friday Morning Meetings and the Proposal Template.

A brief explanation of the form and purpose of each format is offered:

CHAPTER ZERO

EXPLANATION OF FORMAT

A bimonthly workshop where employees together in a team from different pillars try to solve an impactful problem. They have two hours of brainstorming, ideating, and creating a solution. After they present their impactfull solution to the other teams.

GOAL

The goal of this workshop is to have fun, connect and create impact.

CONNECT SESSION

EXPLANATION OF FORMAT

This meeting is one each quarter of the year. Everyone from Accenture Interactive is invited and sits down together to connect and share significant ideas and practices. An informal activity always follows after.

GOAL

To connect everyone inside Accenture Interactive to create ONEteractive.

FRIDAY MORNING MEETING

EXPLANATION OF FORMAT

The Friday Morning Meeting is a half-hour weekly meeting on Fridays, where different pillars mainly present weekly updates on projects and updates in the organization.

GOAL

The purpose of this meeting is to keep everyone up to date every week.

PROPOSAL TEMPLATE

EXPLANATION OF FORMAT

This format is based upon the process from the client request to the project proposition, in which a proposal will be created. This process is shown in figure 7.3, where a project is generated from opportunity, to proposal, to project. The process will be explained in more detail.

Several templates are used in this process, shown as dots in Figure 7.3. The templates ensure that a systematic process is followed and that the digital systems are supporting the process. For example, there is a template for client relationship management, setting up a pitch team, and presenting the proposal and the contract. These are all stored and used in future opportunities.

GOAL

To make the best proposal for a client request.

Explenation of process

A client request can arrive in different ways. The two most common ways are through a client account lead or a management consulting executive. The client account lead focuses on building relationships with clients so that if a client has a question or problem, an assignment can be done with Accenture Interactive. The management consulting executive is more industry-focused and spots opportunities and problems for clients. In both ways, when a client request is made, a pitch team is assembled that has enough information about the problem to make a pitch for a client proposal. Because this team makes billing hours, the project is registered in a digital administration place, so the follow-up can also be checked with legal, contract and agreements.

After the deployment of a pitch proposal, a proposal presentation will be set up, in which also the resources, like the planning, pricing and team set-up, is presented. After this, the team is set up based on skills, level of expertise and available hours.

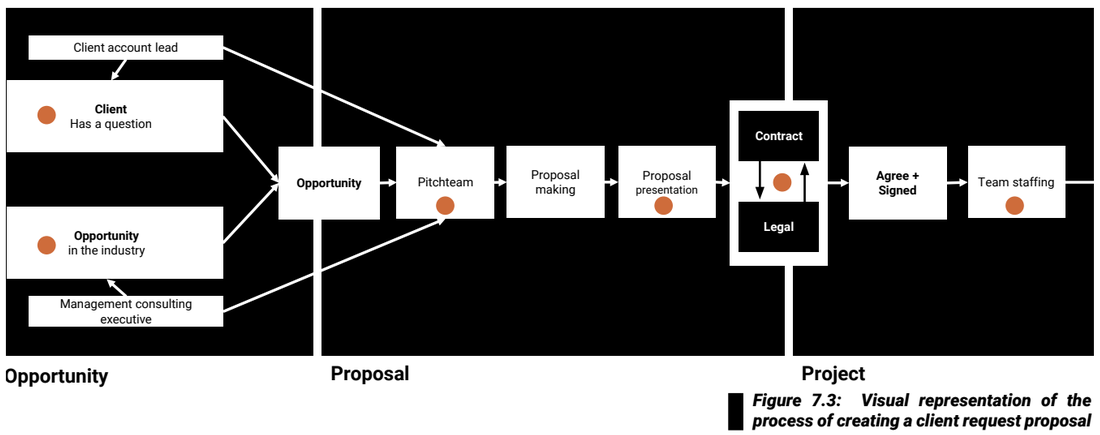


Figure 7.3: Visual representation of the process of creating a client request proposal

PARAGRAPH 7.4

Proposed improvements

After identifying these existing elements, it was checked if these current formats are able to contribute to removing the barriers and can be combined with the phases of the Curve of Commitment; understanding, positive perception, experimentation, and adaptation.

Incremental changes

By looking further into the current process in the different existing elements it was seen that three elements mainly focus on communication. These elements will therefore from now on be referred to as the communication channels. Improving cross-pillar awareness and willingness in these communication channels could be developed over time by making small iterations, by changing components or activities in increments, thereby building on the status quo; called incremental change.

These incremental changes are explained as proposed improvements for each communication channel. As the incremental changes in the communication channels are enough for small iterations towards awareness and willingness, they are named on this page but not further elaborated.

PROPOSED
Incremental changes

CHAPTER ZERO

PROPOSED IMPROVEMENTS

By translating the solution at the end of ideation into which pillars inside Accenture Interactive could contribute, a thought process is started about an initial plan for cross-pillar initiation. This will lead to understanding and experimentation with cross-pillar initiation (as described in the commitment of change model).

FOCUS CC PHASE

+ understanding
+ experimentation

CONNECT SESSION

PROPOSED IMPROVEMENTS

Create a workshop or discussion about the values and skills pillars that could bring in cross-pillar projects for more understanding and experimentation about value creation through cross-pillar working.

FOCUS CC PHASE

+ understanding
+ experimentation

FRIDAY MORNING MEETING

PROPOSED IMPROVEMENTS

To focus more on (upcoming) cross-pillar projects and their value for positive perception and understanding

FOCUS CC PHASE

+ positive perception
+ understanding

PROPOSED
Disruptive changes

PROPOSAL TEMPLATE

PROPOSED IMPROVEMENTS

There is no approach to setting up a proposal for a client request for all projects that encounter Accenture Interactive. Every project request that enters is based on its interpretation. But at this very spot, there must be awareness and willingness towards the possibility of adding value with other pillars.

Furthermore, for this reason, an approach will be created that guides towards thinking outside the siloed pillars and searching for the value cross-pillar working can bring to the client's request.

FOCUS CC PHASE

+ adoptation
+ institutionalization

Disruptive changes

In the current process of creating a client request proposal, it appeared that there is no systematic approach to creating a proposal. In this step, there must be awareness and willingness to explore the possibilities of working with pillars. An approach where awareness and willingness are central will be created to prevent this process from continuing or operating in a current way. The change in the operating process can be called a disruptive change. As the proposition approach does not exist in the current process and has to be created, more explanation will be given about how it is built up in the following paragraphs.

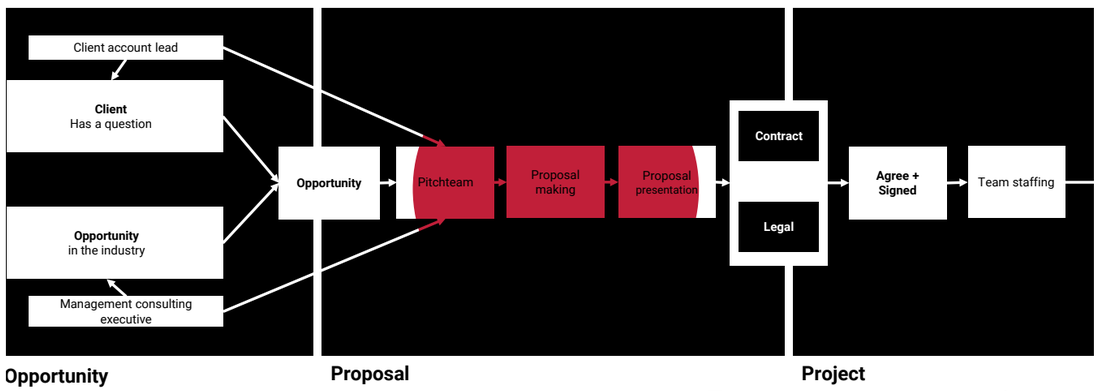


Figure 7.4: Visual representation of the gap in the proces of creating a client request proposal

PARAGRAPH 7.5

Designing the approach

Researching D-RQ3.
How can the solution change behaviour?

Learning by doing

To fill the gap in the process of client request proposal, an approach will be created which will focus on awareness and willingness during the creation of a proposition. The end goal of this approach is to learn to initiate cross-pillar projects by experiencing how to bring value to clients with collaboration of pillars.

Learning is the process whereby knowledge is created through the transformation of experience (Kolb, 1984). This experience is critical in the development of knowledge construction, as learning occurs through discovery and active participation (Kolb, 1984). Memorizing or recollecting ideas does not equal learning, as no value has been added to the learner. Kolb's model acknowledges that something must be generated from experience in order for it to be defined as learning.

Evolution of problem and solution

When creating a proposition, Accenture Interactive needs to experience that the right proposition adapts when the client request is dissected. This is supported by the co-evolution model (Maher et al., 1996). In the co-evolution model, the problem space (P) and solution space (S) interact over time (t) (figure 7.5a). The process starts by analysing the initial requirements and formulating the problem, P(t). While exploring possible solutions S(t) for the problem P(t), new intentions are added into the problem space over time P(t+1). This is a core process for co-evolution in design; a satisfactory problem and solution pair could be generated by changing or adapting (Dorst & Cross, 2001).

In the context of creating a template for setting up a proposal from a client request, a conceptual framework is first created on what components need to be in this model. The purpose of the components is to experience that the right proposition of pillars adapt as the client request and value becomes more dissected.
For the approach, the framework is divided into three components, as shown in figure 7.5b.

Analyzing the client request is the first component (P(t)). While analyzing which pillars can be added, new values will be added (S(t+1)). The client request and the added value co-evolve together, exchanging information between the two components. Synthesising the information from the request, values and skills is then brought together in a proposition (P(t+2)).

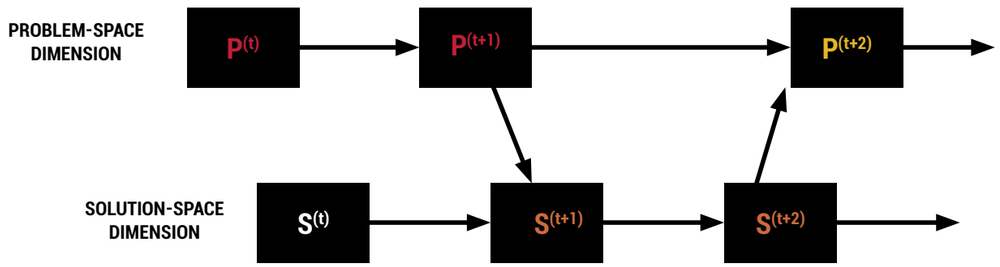


Figure 7.5a: The co-evolution model (Maher et al.,1996)

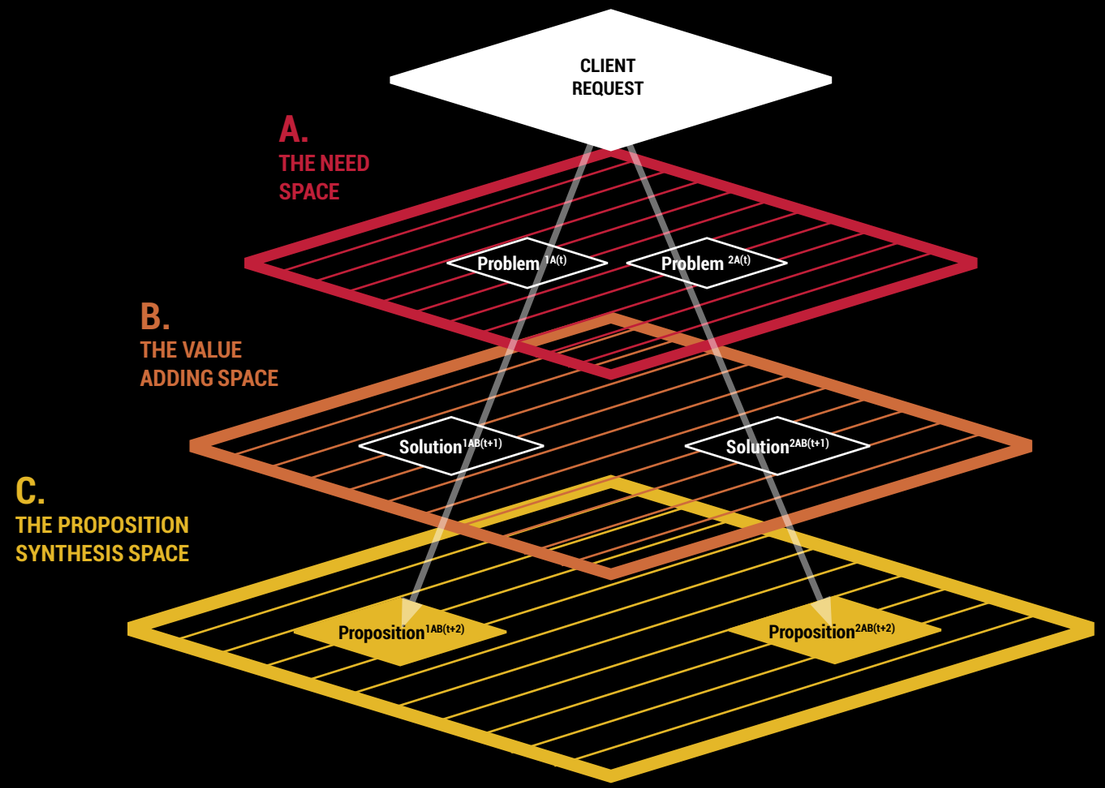


Figure 7.5b: The co-evolving components of the proposition approach

A creative session with design students

With the components defined, it is time to connect the dots and start imagining how the approach will look like and work. In order to do this, a creative session was set-up with two external strategic design students, who are familiar with different facilitation techniques. The session was held online and lasted approximately two hours. The online whiteboard Miro captured ideas and stimulated interaction to build upon one another's ideas. In addition, different creative techniques (Heijne & van der Meer, 2019) were applied to let the design students explore and empathize with the problem context.

For each component, the brainstorming session looked at which method and necessary input and output could be possible for that method. Specific methods were more approachable than others, and in the end, the methods that were most accessible to make the first prototype were chosen. Next, these methods were put together to see if the steps of the approach worked.

Form

The approach presented as an initial prototype is a canvas (figure 7.5c) that guides the user through the learning objectives. A canvas is chosen as a form, as it is assumed to provide a low-threshold way to touch upon the learning objectives. Externalizing knowledge on a canvas assumably allows for (iterative) alignment around the elements on the canvas, e.g. problem, user, solution, opportunities.

Workflow

The first step of the canvas workflow is a problem deepening, in which the problem is further dissected. Associated with the co-evolution of the proposition, the starting point of the canvas is a solution-oriented request. The (core of the) problem behind the request will be analysed using the 5-why method (Pojasek, 2000). The 5 Why's strategy is a simple, effective tool for uncovering the root of a problem. Start with a problem, ask why it is occurring, and continue asking why until a grounded root cause is defined.

In the second step of the canvas, the experience deep dive will indicate where in the experience the problem and the root cause take place. Then a closer look will be taken into what elements in this experience bring value and whether these elements are covered by the client or Accenture Interactive. From this comes a selection of where Accenture Interactive can bring value addition with the pillars to the requested problem of the client.
Finally, these two components of problem analysis and addition from Accenture Interactive to that problem are brought together in a proposal synthesis.

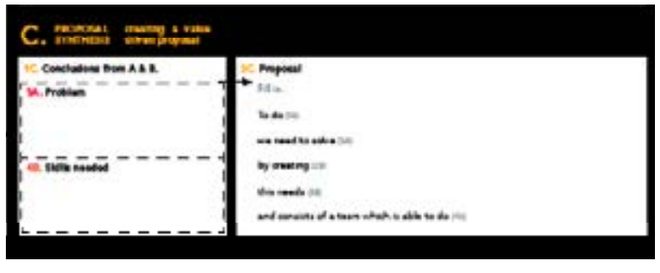


Figure 7.5c: Proposal Canvas prototype
See appendix I for a larger version

The output of the canvas

Eventually, the outcome of the canvas is an alternative assumably valuable proposal based on the core of the problem uncovered and multiple appropriate pillars. The outcome will be a variant proposition to the current propositions being made. There will be more focus on awareness and willingness in these new propositions to the value that the pillars can bring to the client request.

After filling in the canvas and considering alternatives, it is also possible to conclude that the initially proposed solution is indeed the way to go. In this case, the canvas provides an overview of the data and process grounding this proposal and an overview of knowledge gaps to fill in and assumptions to test.

Figure 7.5d: The four stages of competence (Broadwell, 1969)

Low-threshold use of the canvas

The canvas is envisioned to collaborate with a pitch team (and clients), critically reflecting on the value, filling in knowledge gaps, and (dynamically) aligning the components as a team to make sure everyone is on the same page.

To allow experimentation and familiarization of the canvas to have a low threshold, it is encouraged for the client account lead and management consulting executive first to become familiar with the components and responsible for the proper execution. Then, as a next step, the canvas can communicate insights, integrate different perspectives and facilitate discussion and alignment within a broader audience.

Adaptation

The intended adaptation is that the initiation of cross-pillar projects is fully internalized and taken for granted in the client request process. For this adaptation to happen, Accenture Interactive needs to become conscious competence in initiating cross-pillar projects. Conscious competence is one phase of the four stages of competence (Broadwell, 1969). The four stages of competence are part of a learning model of the psychological states of individuals going through the progression from incompetence to competence for a particular skill.

The presented proposition canvas will help the pitch team become aware and guides them to become proficient in initiating cross-pillar projects.

PARAGRAPH 7.6

Iteration

Testing

In two sessions, the proposition canvas was tested. The goal of these sessions was tested to determine if and how the components are met and how the canvas is perceived and intuitively used. In addition, the participant's goal was to fill in a first version of the canvas with their current knowledge about a conceptualized solution-based request. Based on a real expired client request, a fake client brief was set up to test if this goal could be achieved.

The sessions were done in real life with two groups from different pillars and took approximately one hour. The canvas was first presented and then tested with two participants in each session to keep the threshold of use and feedback as low as possible. Ideally, someone gets comfortable with the canvas by themselves without focal explanation before facilitating it within a larger group.

An overview of the main insights related to the use of the canvas is presented next. The third till seventh insights are changes that were proposed during testing.

OVERALL INSIGHTS of testing the canvas

01.
GOOD desired outcome
The outcome of the canvas concluded a multi-pillar proposition instead of the expected outcome before using the canvas. As a result, the desired outcome of the proposition canvas is achieved.

02.
GOOD foundation of a proposition
It was made clear that the approach would be valuable for internal use with the pitch team and the customer. The approach is a good foundation of how a proposal is built.

03.
CHANGE format
The canvas format worked but would be more desirable in an deliverable format which can be shared with clients digitally, like an (Miro) board or a pitch PowerPoint deck, which could also be shared with the client afterwards. These formats are primarily used and would fit better integrated into the current patterns.

04.
ADD problem definition
The concluded problem of the problem deep dive step should consist of formulating the human-centred problem, business-focussed problem, and tech-focused problem.

05.
ADD canvas guide
Specific insights about the different steps and workflow of the canvas can be found in appendix I. These insights primarily focus on use improvements of the canvas.

06.
ADD canvas guide
Specific insights about the different steps and workflow of the canvas can be found in appendix I. These insights primarily focus on use improvements of the canvas.

07.
ADD notes
Several side information related to the client letter came up during the process, which should be given a space in the canvas to put down random thoughts about trends, solutions, ideas, side problems, and examples.

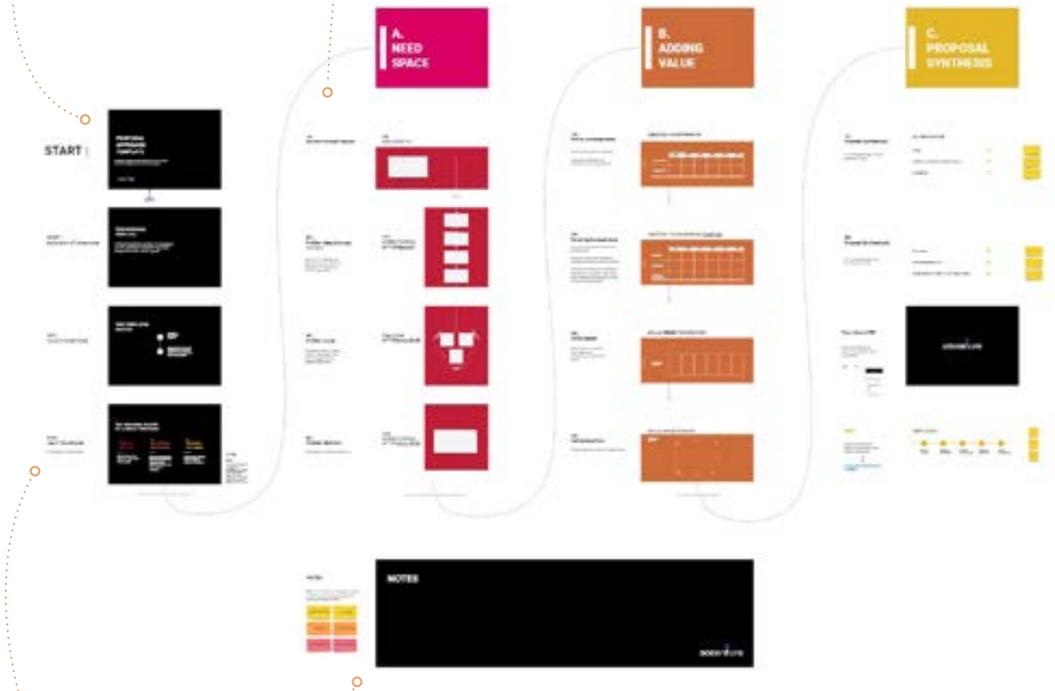
Changes to the canvas prototype

Iterations were made in the approach based on the results of the test.

03.
For the next validation, Miro is used and a guide will be added to clarify when, why and how the template will bring value.

04.
Adding short descriptions and explanations in the problem deep dive in the needs space, for a better understanding of the steps. Concluding the problem deep dive with a problem statement consisting of a human-, business-, and tech-centred problem definition.

05.
In the value adding deep dive, a focus is added on possible future leaps for Accenture Interactive that connects to the currently explored client brief. Furthermore, the questioning of covering the elements of the elements in the end-to-end experience should be accompanied with a question about the involvement of the client and Accenture Interactive in that element.



06.
Inroduction was added to give a why, what, how explenation about the canvas.

07.
There is extra space added to provide space for information that arises during the workflow, and minor changes in text and spacing were improved.

Figure 7.6a: Proposal Miro prototype together with the proposed appraoch guide.

PARAGRAPH 7.7

Roadmap

Growth roadmap

After making the changes to the canvas, the new proposition approach and the proposed improvements (from paragraph 7.4) are combined in an integrated solution. To create the best possible outcome, several steps must be taken after completing this thesis to achieve the desired vision of cross-pillar working. A roadmap is created to guide Accenture Interactive in bridging the gap between vision and implementation planning. This roadmap is based on the principles of a design roadmap: a visual representation of the design elements plotted on a timeline (Simonse, Hultink & Buijs, 2015). The purpose of this roadmap is to align the different development processes, reflect how the outcomes of this thesis fit within the intended timeline and provide direction towards Accenture Interactive's vision.

The roadmap is built up from different layers, divided into two main categories. These two main categories and the four layers are explained in more detail on the right.

INITIATING CROSS-PILLAR PROJECT

The first category is the initiation of cross-pillar projects, which focuses on increasing cross-pillar projects during the initiation phase. The presence of awareness and willingness in this process should extend over time from the proposition canvas to the whole process. Next, actions are described for the evolutions in the initiation process and the approach of creating a proposition.

THE PROCESS OF INITIATION

During the initiation of a project, the goal is to focus on cross-pillar work in each step of this initiating process. However, for the adoption of this focus, it needs to be injected in small parts in the right places. The start of this lies in creating proposals that bring value with cross-pillar working are explored, based on the created proposition approach.
After, this focus on cross-pillar working will be expanded by bringing the entire process under the loop. In the end, the process will be supervised in a central digital location, where all steps will be guided, and data of all proposals can be collected. Ultimately, in this digital process, the data from previous projects can help the proposal add value by incorporating more pillars.

THE PROPOSAL APPROACH

The proposition approach will also change in the evolution of the initiation process. The form will evaluate along with the process. These changes will be indicated in the roadmap, focussing on what needs to be measured to keep iterating towards the desired vision of cross-pillar initiation in Accenture Interactive. The measurement and iterations will have to take place in the proposition approach and the proposition that Accenture Interactive offers to the clients.

COMMITMENT OF CROSS-PILLAR WORKING

The second category is the commitment of cross-pillar working inside Accenture Interactive, which focuses on guiding an individual's commitment to new organizational requirements, which increases over time. According to the Commitment Curve, the roadmap will describe actions to apply in communication channels (paragraph 7.3). In addition, the roadmap describes which functions in Accenture Interactive should bear responsibility about the initiation of cross-pillar working.

CHANNELS OF COMMUNICATION

In a total commitment towards cross-pillar working, it is important to guide through the level of acceptance in the Curve of Commitment. Therefore there needs to be an understanding, positive perception, and experiment with the proposed requirements of cross-pillar working. This can be achieved through the existing channels of communication; the Friday Morning Meeting, Chapter Zero and the Connect Meeting. The steps in the roadmap explain the focus of attention for communication and experimentation in each horizon, which support the initiation of cross-pillar projects.

RESPONSIBILITY

In addition to communication, in the roadmap, it will be emphasised which functions in Accenture Interactive should be responsible for initiating cross-pillar working. This responsibility will change over time, from the group currently involved in initiating proposals to everyone in Accenture Interactive. When everyone knows how to bring value with cross-pillar working, the vision is achieved—everyone will be responsible for initiating cross-pillar projects.

PARAGRAPH 7.8

Validation

In paragraph 7.5, the first version of the proposition approach was iterated after testing the canvas. After implementing the new iterations together with the proposed improvements of the communication channels (paragraph 7.4) into the roadmap, a second validation was initiated to increase the probability of use and gather feedback from Accenture Interactive. This was tested and validated with a pitch team through testing what difference the new approach would be from an already created proposal in which the approach was not used. Additionally, the roadmap of the integrated solution towards the vision was presented to the leading sales manager of Accenture Interactive. Although the incremental changes of the communication channels (paragraph 7.4) presented in the first horizon were already implemented, incremental follow-up changes were walked through. The outcomes of this validation were final changes to the approach and the roadmap.

VALIDATION of the new approach

The approach provides a basis for the steps for cross-pillar project initiation. It is seen as a good starting point to build on. The approach underpins all the critical steps that need to be taken. "In an ideal situation, these would be the steps to go through. {...} The steps are so easy, but turn out to be very effective." The approach provides essential guidance through the entire process. "It's important to be on the same page with the client {...} The clients I've worked with would really like this."

Currently, the approach is a set of steps to follow, but this needs to be tested and integrated to have its impact. "It's a matter of patience, I think this is a very good start. This will be a good starting point to open the conversation about how we are and should currently be creating projects." However, there are doubts whether the effect of the approach will be achieved among everyone. "This would be a good foundation for the juniors to learn how to set up a proposal. I'm just afraid that the seniors are too stubborn to adapt this."

However, it is suggested that further research be done in the future on optimising all steps, based on "how they are used and what the results are that come out of them." Research on all steps. How they are used, and how they can be optimized.

VALIDATION of the integrated solution

The steps and actions in the roadmap are clear, and it is recognized that several actions are already in motion in the channels of communication. In addition, the roadmap proves to be an excellent addition to the approach. All employees will not be able to miss the transition towards cross-pillar working because it happens on multiple different spots. "Even the stubborn can't ignore it." "The changes you propose in the communication channels are super valuable because you can't avoid them."

It is also mentioned that this tool has a chance to be deployed at Accenture Interactive globally as well. In subsequent stages, the entire Accenture would be involved. "You can also expand this further into looking at how Accenture Strategy and Accenture Technology could also add value."

Delivering the Solution

Great design is not just a solution, it is the elimanation of the problem.

- M. Cobanli -

Chapter

08

This chapter delivers the final concept of the solution. This is done by introducing an integrated solution of the approach and roadmap. Finally, this final design is evaluated and closes with final recommendations for Accenture Interactive.

PARAGRAPH 8.1

Final Approach

Changes to the approach iteration

For the final proposition approach, the set-up is created as a template in Miro that can be exported in a pdf after completion. The template is altered towards the branding style of Accenture Interactive, which ensures that the outcomes of using the template can be further used and distributed internally and externally with the client (figure 8.1b). The Miro is also a central place to store and make iterations in the approach. The approach is supported by introduction pages as a guide on what, why and ,how the proposition approach works (figure 8.1a). The following actions and next steps after the template are linked in the template. After completion of the proposition approach, it can be used in the next step: the presentation of the proposition to the client. The added value of the approach is that it creates an open attitude towards the possibilities of the proposal that the collaboration of different pillars can bring. By following the steps of the approach, these findings can be reached faster, and time is money. The competitive advantage that Accenture Interactive differentiates itself with can also be used to its full potential, and synergy in doing so can increase. In addition, this approach allows Accenture Interactive to gather more information about the desired capabilities and end-to-end experience they deliver. In the long term, this provides room to develop the power of cross-pillar working further.

Figure 8.1b: Extracted version of the approach guide. See appendix K for a larger version

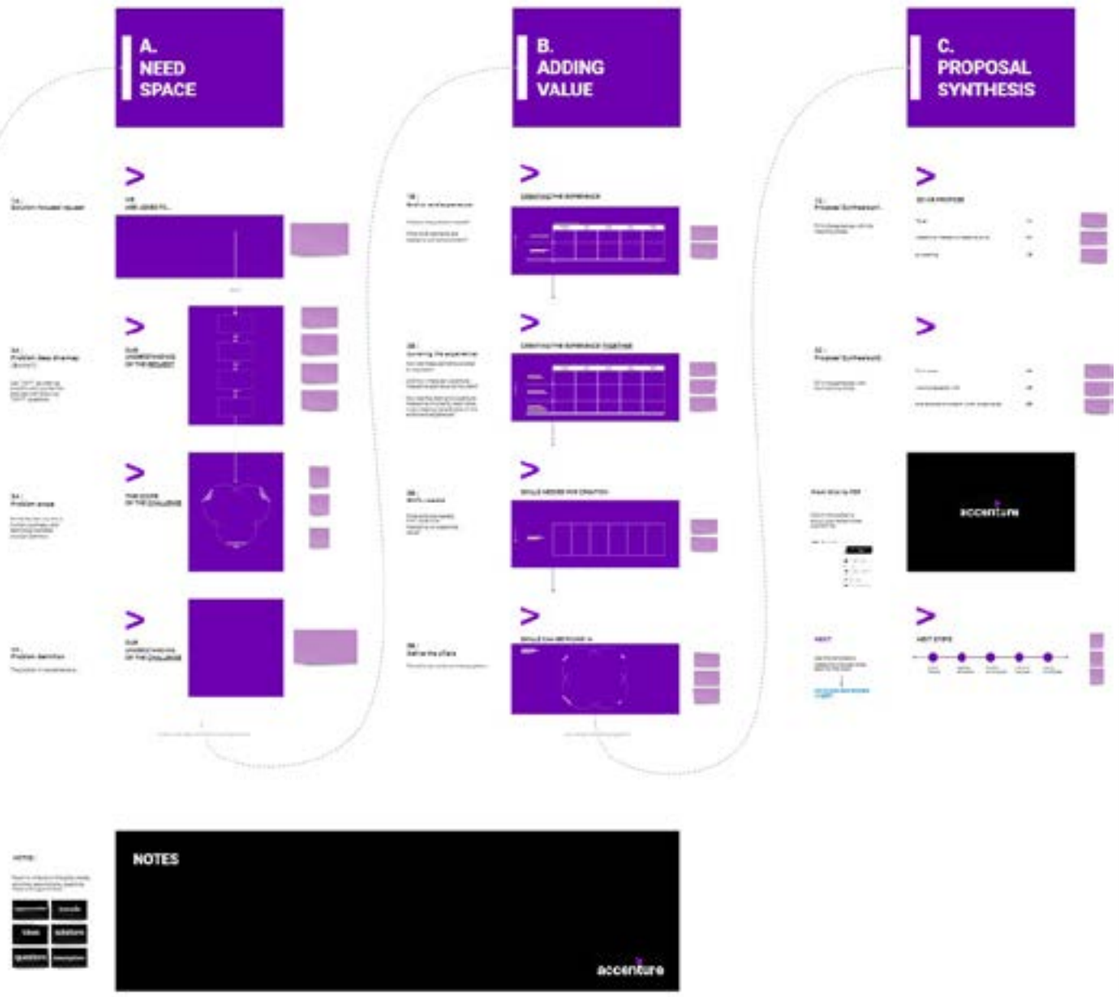


Figure 8.1a: Final version of the Proposal Approach in Miro See appendix L for a larger version.

PARAGRAPH 8.2

Final Integrated Solution

The roadmap illustrates the growth of cross-pillar performance in the upcoming years; see figure 8.1 on the following pages. In an internal consultation, the time pacing of the last horizon was set 3 years from now. For this roadmap, three horizons were defined according to the amount of initiation of cross-pillar projects. In each horizon, there will be a focus on adding understanding, positive perception, experimentation and adoption through the channels of communication and the proposition approach. The different horizons will be explained in more detail:

NOW

2022

Horizon 1

PLANTING A BASE

It is essential to lay a foundation of awareness and willingness of cross-pillar working during project initiation in the first horizon. Using the template gives more consideration of what value the different pillars can add to a customer request. Moreover, to reduce the chance of rejection, there will need to be a focus on engagement. This engagement will be expressed in communication channels and iterating and critically examining the proposition approach. The outcome of the template is a starting point for the project initiation in which cross-pillar working will increase. All these steps will lead to more information about cross-pillar working and increase the number of cross-pillar projects.

2023

Horizon 2

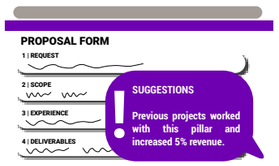
CULTIVATE A PLAN

The information and awareness planted about cross-pillar working will be extended in the second horizon throughout the project initiation process. The information that has been collected and applied can be found in a step-by-step digital plan that needs to be followed in order to get from request to project. In this central place, there is guidance from the beginning of registering a request through all the necessary steps, including the proposition approach, where there will be a focus on adding more pillars towards a final contract before starting the proposed project. Because this is all digitally guided, all information of the proposals is stored in a database.

2024

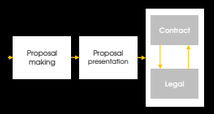
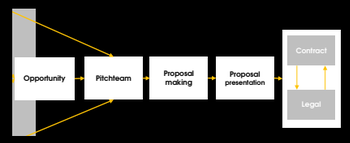
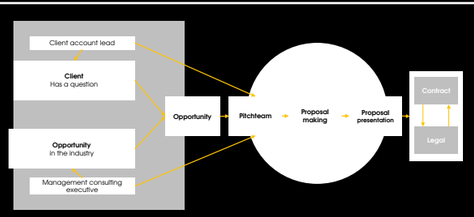
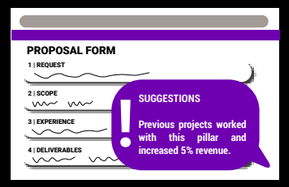
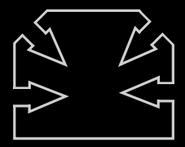
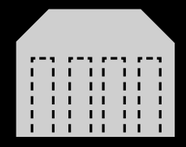
Horizon 3

PROCREATE AN OUTCOME



In the last horizon, guiding the proposition approach will be reduced to indicating suggestions during project initiation. These suggestions will be based on previously initiated proposals in the second horizon. These suggestions will show statistics on the added value of certain pillars in the proposition. The suggestions will no longer lead to cross-pillar projects, but will be a final reminder of what value can be added by collaborating with other pillars. This is the final step into fully adapting and accepting cross-pillar working inside Accenture Interactive.

Growth roadmap

	NOW	HORIZON 1 Planting a base	2022	HORIZON 2 Cultivate a plan	2023	HORIZON 3 Procreate an outcome	2024	VISION
INITIATING CROSS-PILLAR PROJECT								
THE PROCESS OF INITIATION	**Scope of cross-pillar working in the initiation process.**	 By using the template there is more consideration of what all pillars can add to a client request. The outcome of the template is a starting point for the project initiation.		 There is a central place where you are guided from the beginning of an opportunity through all the necessary steps, including the proposal approach which focuses on the addition of all pillars towards a customer request.		 The process of initiation of a project is digital and when filling in suggestions are made from data of previous projects. These suggestions will show with statistics what the added value of certain pillars can be for the project.		
THE PROPOSAL APPROACH	**Form of the proposal approach**							
	Measuring in the proposal approach	Amount of initiated cross-pillar projects		The pertinence of the steps in the proposal approach Generating data Emerging elements in the proposal approach that are not covered in the current end-to-end experience		If the suggestions bring added value to proposals of client requests		
	Iterations of the proposal approach	The proposal approach template in Miro		Cross-pillar thinking in all steps from opportunities to projects		Training the dataset of previous cross-pillar projects The end-to-end experience by Accenture Interactive		
COMMITMENT OF CROSS-PILLAR WORKING								
CHANNELS OF COMMUNICATION	**Friday Morning Meeting**	**Understanding** **Positive perception**	Explain what is cross-pillar working Showing cross-pillar projects	**Understanding** **Positive perception**	How cross-pillar working can be done Showing the steps of project initiation	**Understanding** **Positive perception**	What cross-pillar working can bring Showing statistics of cross-pillar working	
	Connect Meeting	**Understanding** **Positive perception** **Experimentation**	The vision of cross-pillar working Being supported and driven by leadership Bringing down the silo's as ONEteractive			**Understanding** **Positive perception** **Experimentation**	Achieving the vision and/or follow-up steps Accomplishments towards the vision Contribution to the vision	
	Chapter Zero	**Understanding** **Positive perception** **Experimentation**	What all pillars can do Connect with other pillars Creating a cross-pillar solution	**Understanding** **Positive perception** **Experimentation**	Steps needed before idea creation Turning an idea into a proposal Spotting opportunities	**Understanding** **Positive perception** **Experimentation**	Usage of the suggestions The effect of previous projects Using the knowledge from the previous projects	
	based on chapter XX							
RESPONSIBILITY	**The people who are involved in initiating cross-pillar projects.**	 Client account lead & Management consulting executive + Pitchteam		 Pillar Management + Cross-pillar Sales lead		 All the pillars in Accenture Interactive		

CROSS-PILLAR WORKING
inside Accenture Interactive

Figure 8.2: Final version of the integrated solution.

PARAGRAPH 8.3

Design evaluation

This paragraph evaluates if and how the combination of the approach and roadmap align with the previously described design goals (paragraph 6.3) and project aim (paragraph 3.3). This ensures that all the insights gathered during the research phase are implemented in this thesis. The five design goals are discussed on how they are achieved with the integrated solution, consisting of the proposed improvements, new approach and roadmap. This paragraph serves as input for the next paragraph, where the last recommendations are given for Accenture Interactive.

INITIAL AWARENESS GOALS

CREATE AWARENESS OF
the opportunities for the pillars in cross pillar projects
In the proposed improvements there will be more focus on showing opportuntieies of cross- pillar working in the communication channels. In Addition, by the usage of the proposition approach opportunities will present themselves. The difference is in the way the opportunities are shown and how the emphasis is put on the opportunities for the different pillars. The difference in emphasis in the approach and in the communication channels will create a good balance. Too much can lead to a perception of siloed pillars having their own opportunities. It is important to show that all opportunities are from Accenture Interactive and are achieved together.

CREATE KNOWLEDGE OF
(the needs/skills of) the other pillars
By experimenting together and starting the conversation, information is exchanged about the knowledge of the needs, skills, differences, and similarities in the pillars. The channels of communication contribute to this by allowing them to see and share each project, update each other and impose contacts. By building a network between people, there will be more exchange between the information.

CREATE KNOWLEDGE OF
the value of cross-pillar projects (for the clients)
Several aspects of the proposed solution create awareness of the opportunities of pillar collaboration. Not only awareness in the form of knowledge, but also awareness in the form of capability. This is done through the positive perception, understanding and experimentation in the channels of communication. Examples about increasing the awareness are: explaining the value in the connect sessions, showing and celebrating successful projects in the Friday Morning meetings and creating together with the different pillars during the chapter zero. But the knowledge and capability are also increased by the proposal approach, which looks at how the end-to-end experience can be fully supported, and who is needed to do this.

INITIAL WILLINGNESS GOALS

CREATE THE INCENTIVE
to work with other pillars
Cross-pillar projects can lead to more revenue. Using the approach, requests can be generated more effectively and efficiently towards a valuable project proposition. However, by using the new proposition approach, the big picture will accentuate the company as a whole, not as the individual pillars. This ensures that the incentive to work together goes hand in hand with the belief that they are doing it for the same goal. Working together ultimately creates more synergy in the company. In the second and third horizon, the data generated by the process could lead towards upselling. Upselling can lead to more revenue, also an incentive to create more cross-pillar projects.

CREATE A WILLINGNESS
to be involved in initiating cross-pillar projects
The willingness to set up these projects will increase because a positive perception towards cross-pillar projects will be presented in the communication channels. In addition, by using the proposition approach, the pillars' value to the entire project will become more visible. By making this visible, there will be more willingness for initiation.

INITIAL GENERAL GOALS

INTEGRATED
into the current system of Accenture Interactive
Certain elements already exist and are integrated into Accenture Interactive. However, it becomes an integrated solution when the added proposition approach and layers in the roadmap fulfil the same goal in each horizon. In addition, the proposition approach included the previous step and the next step of the proposition process. Using this approach for a more extended period and making iterations will build itself into the current process and become fully integrated.

SIDENOTE:
The proposed implementations presented in chapter 7.3 are already communicated and implemented into Accenture Interactive to a certain extent. Iterations of these proposed implementations are the next towards a complete cross-pillar working adaptation.

A LOW THRESHOLD
to engage
No additional new steps are introduced, but the steps are bundled in a systemic approach. The new steps are made as accessible and efficient as possible not to create any additional threshold. The steps in the roadmap are actionable and can be added immediately.

INITIAL PROJECT AIM

The initial assignment of this thesis was to investigate how to improve this performance of cross-pillar working inside the context of Accenture Interactive.

By removing the barriers currently in place for willingness and awareness in the project initiation, the performance of cross-pillar working will increase. With actionable steps in a roadmap, describing how to increase the commitment to cross-pillar working and how to better initiate cross-pillar projects, more willingness and awareness will arise. The proper initiation of projects will ensure that the performance of cross-pillar projects will increase in terms of quantity and the added value that is delivered. This increase in valuable cross-pillar projects will improve the performance of Accenture Interactive.

PARAGRAPH 8.4

Final recommendations

to conclude the delivery phase within this thesis, this paragraph concludes with final recommendations for Accenture Interactive. It is strongly encouraged to consider these recommendations for further developments of the proposition approach and proposed improvement of the cross-pillar performance. Based on the input from the design evaluation, starting points for further development and potential impact are formulated.

YOU ARE WHAT YOU SELL

Accenture Interactive sells itself as a company that can bring value with cross-pillar work. However, they are currently selling single pillar projects. The start to more cross-pillar work is to add cross-pillar work in the propositions presented to clients. Clients will understand if Accenture Interactive has a clear explanation and proposition that incorporates cross-pillar work. As soon as more cross-pillar projects are proposed, clients will ask for them.

However, it seems that the willingness is there to sell cross-pillar projects in Accenture Interactive, only they do not know how. As a result, there is an unawareness of the capability of execution. Using the proposition approach can be a first push toward creating more psychological and physical understanding.

ITERATE MORE

Since this research has only had a limited scope and opportunity for testing and iterating, it is recommended that while using the tool, more testing of the tool. As mentioned during this report, the research and design phase limitations are bundled in figure 8.4. There must stay an objectively look at the added value of each step of the proposition approach.
As mentioned in paragraph 8.2, there needs to be more investigation about how the employees go through the canvas, what is missing and what parts are looked over.

Furthermore, measuring the amount of cross-pillar projects that arise from this proposition approach could indicate the changes in the workflow and the provided experience by Accenture Interactive.

EXTENDING THE APPROACH

These iterations should not only be made in the approach but also in the whole initiation process. Everywhere more awareness and willingness for collaboration with other pillars should be added. In addition, one should keep checking if all elements of the proposed end-to-end experience are still up-to-date. In the future, this adjustment could also be made based on the information gathered from the propositions.

OPTIMIZING CROSS-PILLAR PROJECTS

As soon as multiple cross-pillar projects are initiated, the performance during the projects can also be improved. A first step is given in this thesis by showing what elements of the cross-pillar projects were found in this research (paragraph 5.1). However, these elements were found in a select group of investigated cross-pillar projects. For complete optimization, more projects should be measured and examined. Furthermore, collaborating with different perspectives, processes, countries, and cultures brings challenges not further explored in this study. This would be necessary to improve the performance of cross-pillar work further and grow the cross-pillar projects, which may lead to more revenues in the long run.

LIMITATIONS
FROM THE RESEARCH AND DESIGN PHASE

The thesis is composed of two phases; research and design phase. In each phase, decisions were made throughout the process that could have affected the limitations of this thesis.

LIMITATIONS
OF THE RESEARCH

[Mentioned in paragraph 3.1]
Definition of success
As indicated in paragraph 3.1, it can be debated whether the definition of success and unsuccess can be labelled to the performance of projects since both sides can emerge in all projects. For this study, we stuck to the definition labelled to projects by Accenture Interactive.

[Mentioned in paragraph 4.3]
Select group of projects
The research was based on six cross-pillar projects that had already been completed. In the end, it turned out that for two projects, we could not get a good picture of the project because team members had left the company. The personal perception of the performance of a project could differ when experiencing it at the moment or afterwards and can be influenced by the consultation or outcome of the project. Limitations in the dataset could be present because a complete picture of a cross-pillar project was not created. Therefore, it is suggested that if there are more cross-pillar projects in the future, the elements described in chapter 5.1 should receive additional validation. These elements could become important if cross-pillar projects are optimised in the future.

[Mentioned in paragraph 5.1]
Siloed working
In this research, the assumption was made that the pillars work siloed from each other. However, in examining this assumption, it was found that siloed working was detected in both successful and unsuccessful projects. However, fluid (or not siloed working) working was detected only in successful cross-pillar projects. This suggests that for a cross-pillar project to have a good performance, it needs to balance siloed and fluid roles. This asks for further research, which this thesis will not do.

[Mentioned in paragraph 5.1]
Measuring Unawareness
Unawareness is hard to measure in interviews because interviewees can be cognitive unconscious about their unawareness. Therefore, only the cited, and therefore conscious, unawareness in cross-pillar working was captured and analysed in this study.

[Mentioned in paragraph 5.1]
The influencing elements of cross-pillar projects
In this thesis, the found elements of the researched cross-pillar projects were assumed to be connected and dependent on each other. However, it has not been studied if the five elements influence the performance and if these elements influence each other.

LIMITATIONS
OF THE DESIGN

Long-term behaviour change
Behavioural change happens over a more extended time than other changes. During that period, rejection of the change can occur. In the proposed solution, as much room is kept for making iterations and engagement. Nevertheless, change in behaviour can never be fully predicted.

As mentioned in paragraph 5.1, Accenture Interactive is a context where there is a willingness for change, but implementation and execution can take time. This uncertainty was dealt with by proposing actionable steps and a first version of a proposition approach.

Responsibility for initiation
There must be someone responsible who will apply this. Accenture Interactive itself indicated during the research that it was already working on setting up a team for a cross-pillar sales manager. This position will focus entirely on cross-pillar projects. Since Accenture Interactive indicated that they were working on this themselves and constantly changing the information, this development was not included in the proposed integrated solution. This new function will also have to be included in the solution, but it is still unclear what it will entail and how it will develop in Accenture Interactive. However, it is important to emphasize that this new function could play a central role in improving the initiation of cross-pillar working.

Figure 8.4: The limitations of the research and design phase bundled in an overview

Concluding

We do not learn from experience. We learn from reflecting on experience.

- John Dewey -

Chapter

09

This chapter describes the overall conclusion of the project by reflecting on the initial assignment and defined design statement. Additionally, the relevance of the project is discussed. Finally, the thesis is wrapped up with a personal reflection.

PARAGRAPH 9.1

Process Reflection

This paragraph will reflect on the process followed and methods conducted during this project. Followed by the relevance of this thesis for Accenture Interactive and the field of design.

REFLECTION ON **THE INITIAL ASSIGNMENT**

The initial assignment of this thesis was to investigate how to improve the performance of cross-pillar working inside the context of Accenture Interactive. During the research, it was found that cross-pillar projects were too broad a concept and emerged in different forms. Therefore, it was decided to scan the initial assignment more for specific questions, using sub-research questions. Redefining the assignment helped create even more valuable insights into the actual problem.

REFLECTION ON **THE PROBLEM STATEMENT**

The problem statement was created from the insights of the in-depth interviews. The in-depth interviews focused on the data set, which allowed much information to be extracted. However, it can also be seen as too much exciting data. Defining the problem statement, therefore, seemed impossible to narrow down. By defining the barriers of the problem, unawareness and unwillingness were defined more precisely. With these barriers, the appropriate scope for the problem and the solution could be created. Reflecting on the formulated problem statement, it can be concluded that the final design achieves the defined design goals. The design gives Accenture Interactive steps to help them get to their vision of cross-pillar working. The solution helps to grow awareness, willingness, and commitment to cross-pillar working inside Accenture Interactive.

RELEVANCE OF THIS THESIS FOR **ACCENTURE INTERACTIVE**

The thesis shows that there are possibilities for cross-pillar working to reach its full potential. However, that requires some action from their side. To ensure the full potential of collaboration between pillars is exploited, it requires becoming aware and willing to initiate those projects. This will need a determined mindset and further transformations towards a future where cross-pillar initiation always meets its full potential. In this thesis, the problem has been defined, but a solution has been proposed to solve this problem. This subject has now been put on Accenture Interactive's agenda and set in motion.

The potential impact of further iterating the initiation process can lead to a greater understanding of the current propositions Accenture Interactive offers to its clients. This will ensure that Accenture can properly monitor whether they need to make adjustments to remain relevant. The proposed adjustments and improvements for cross-pillar working could also be deployed in other companies and other sides of Accenture.

RELEVANCE OF THIS THESIS FOR **THE FIELD OF DESIGN**

This thesis aims to make a number of critical contributions in the field of design, organization, and strategy to better understand how to improve organisations' strategies in co-creating value for individuals, organizations, and society. The results of this thesis can be used as input for the design of projects in other industries. Most importantly, within the field of design, the insights from this thesis can help understand how awareness and readiness during project initiation can be increased. An interesting direction for future research can be how awareness and willingness during a collaborative project can be measured.

PARAGRAPH 9.5

Personal Reflection

This last paragraph will be used to wrap up this report by sharing a personal reflection of this journey. Next, the mainpoints that I encountered are explained, discussing my strengths, pitfalls and challenges.

“

EXPECTATIONS of Graduation

I am proud to have finished my master's degree during a global pandemic where I had to be flexible and everything had to be adapted to fit the new reality. As a designer, inspiration comes from everything. For me, it usually comes from interacting with people. As you can imagine, this has been exceptionally difficult to navigate, and it has been quite lonely at times. Fortunately, I was able to find support in other graduates who were dealing with the same situation.

But as much as my peers supported me, their guidance also presented me with my first pitfall During this crazy and new period of graduation, I based most of my expectations on the information I received from others. And as a result, I was not open-minded when I entered this process. Instead, I was already primed by my expectations. Off course, I knew that graduation is a unique process, where you sometimes have to leave structure behind and go with the flow. Still, in the end, my own expectations tended to work more against me than for me.

All this taught me that even though expectations and structure are important for me when working, it is essential to check in with myself and others if those expectations are still relevant before miscommunication and disappointment occurs.

CHALLENGING Myself

Fully immersing myself in a subject matter in a short period of time is always a great challenge for me. Thankfully, I love challenges and I like to dream big. This challenge is exactly why I was attracted to this assignment.

However, throughout this challenge, I realized that I lacked the knowledge of organizational management that I needed to succeed. It took me some time before I realized this shortcoming. Consequently, as a strategic designer, I started wondering whether I was the right candidate to solve this human resource problem. I started doubting myself and my abilities a lot.
Looking back, I was able to explore the organization of Accenture Interactive, this knowledge will continue to be useful throughout my professional career. Overall, I learned a lot about Accenture as a company, but not much about Accenture as an employer. Since it is such a big company, many regulations keep the big system running. As a result, I encountered several obstacles, which could only be overcome by going to the CEO. Which, as a graduate intern, was not possible to do. Looking back, I am surprised and proud to see that I was able to come a long way regardless. Throughout my internship, I sat down with everyone in the team, and ensured there was a continuous discussion within Accenture about how they wanted to improve cross-pillar working. For me, it was searching which levers I was able to pull to make adjustments. It is amazing to see that my ideas and observations were heard and that my ideas and suggestions were actually implemented immediately.

WISDOM from Experience

Some would say I like digging for the correct answer. I would personally describe myself as someone who enjoys running around to get the most depth of information. But, I sometimes forget to stop and look at where I am. I forget to take a moment to plan the next step in my path. For example, during my graduation, I sometimes ran past an intersection and wished I had taken more time to take a break and reflect. Surprisingly enough, in previous teamwork, I used to be the person who introduced the importance and act of reflection. And now I find that I have not paid enough attention to this myself.

When designing the solution, I learned that I didn't posses the knowledge to solve the problem of this thesis. The missing knowledge was not in the research insights but in my lack of experience in this industry. This consulting experience, I had not learned in my education and will start to build from now on.

Finally, with this thesis, I got the chance again to challenge myself with writing. I found this very frightening and strenuous since I did not like writing. However, I am incredibly proud that I overcame this fear and gained a lot of experience. I know that transferring logic to paper is something I will always find difficult and I always have. In my head there is always chaos, which is why I love structure. Still, throughout this process, I learned that my associative head, as much as it is a burden sometimes, it is also my greatest strength. In my head, A+B does not necessarily lead to C. It can also lead to Z. And coming to the last letter of the alphabet, we end this report.

I experienced a lot and learned a lot ”

PARAGRAPH 9.6

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Notes