# **APPENDICES**



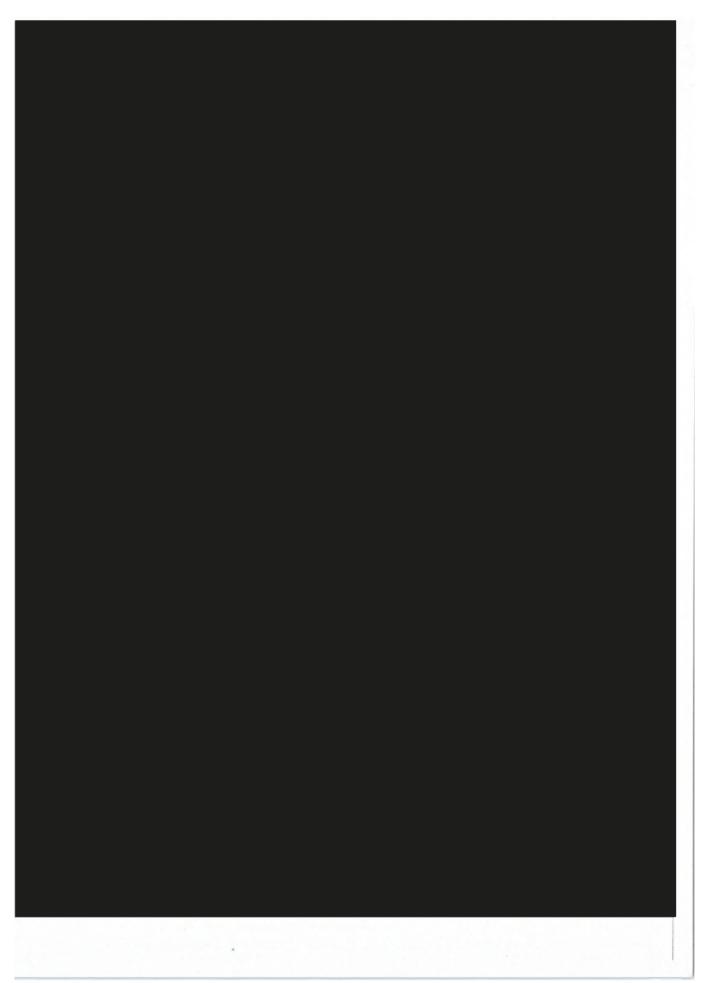
Master Thesis MSc Strategic Product Design Anna Filippi



# **TABLE OF CONTENTS**

APPENDIX A	4
APPENDIX B	12
APPENDIX C	14
APPENDIX D	20
APPENDIX E	24
APPENDIX F	32
APPENDIX G	42
APPENDIX H	48
APPENDIX I	52

# Appendix A: Project Brief



# Appendix B: Survey for iX employees

Thank you for agreeing to take part to this survey, exploring the role of IBM iX in BeNeLux.

I'm Anna Filippi, and I'm doing an internal project on IBM iX Benelux identity, with the goal to position the department - both internally (within iX and GBS overall) as for clients. With this survey I would like to understand what is your personal view about IBM iX BeNeLux, therefore I kindly ask you to:

- Answer the following questions by solely using your personal knowledge and experience
- Leave the field blank when you don't know what to answer

This survey should take you 5-10 minutes to complete. Your responses will be treated confidentially.

IBM iX in genera			
ibivi ia ili dellera			

<b>1.a</b> Imagine that you are talking to a potential c IBM iX within IBM BeNeLux?	lient; how would you describe, with your own words, the role o
<b>1.b</b> Imagine that you are talking to a colleague own words, the role of IBM iX within IBM BeNel	from a different service line; how would you describe, with you _ux?
2. What is, in your own words, the mission of iX	IBM BeNelux? (Please use your personal perspective)
3. Based on your personal view, what are the ke  1  2  3  IBM iX in relation to other departments	ey skills that make IBM iX BeNeLux unique?
<b>4.</b> For what activities <b>do</b> other departments requ	uire the involvement of IBM iX in BeNeLux?
<b>5.</b> For what activities <b>should</b> other departments	
	s between IBM Digital Strategy and IBM iX, in terms of capabilities?
Differences	Similarities
<b>6.b</b> How can IBM Digital Strategy and IBM iX crea	ate synergy together?

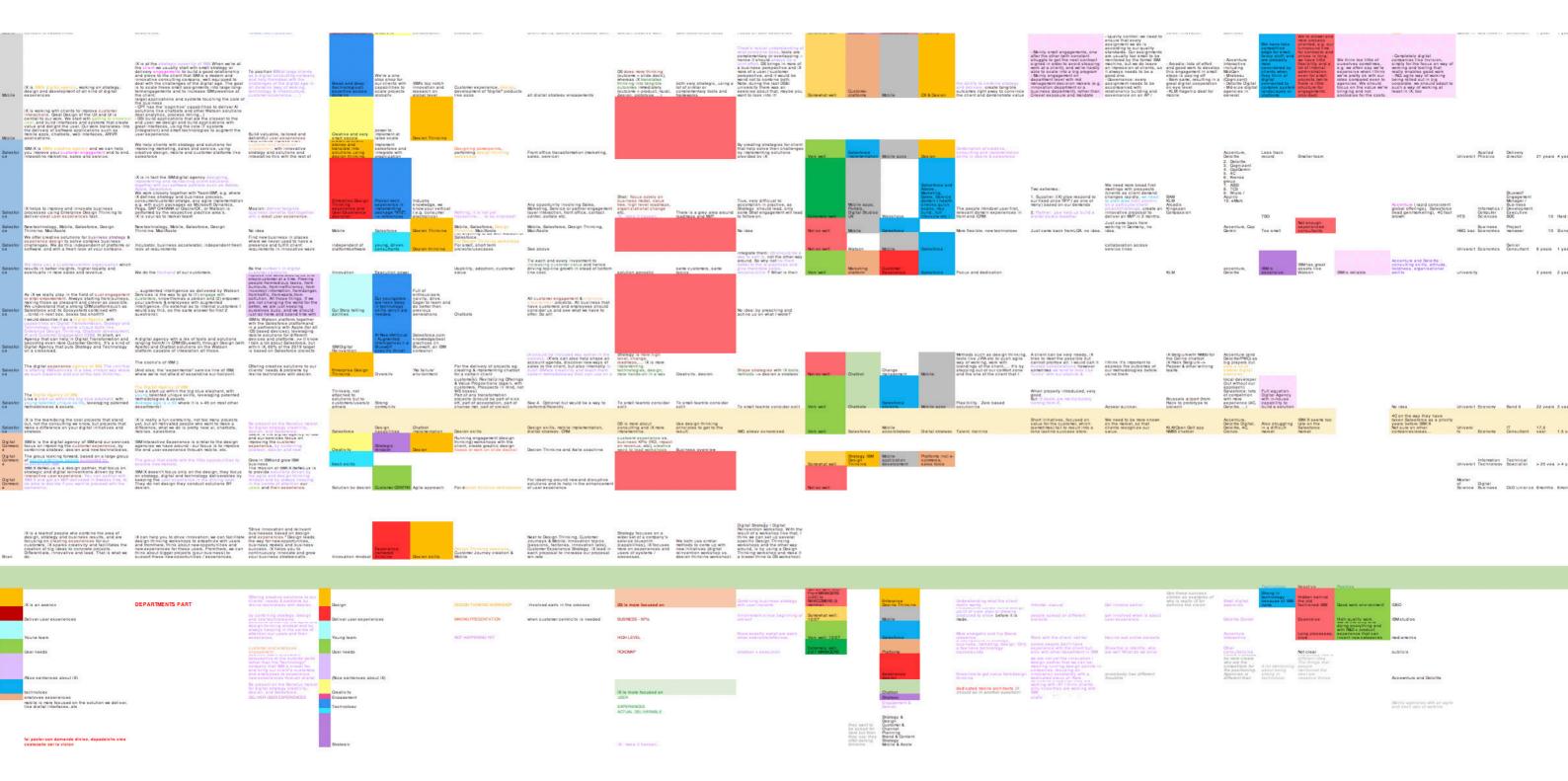
10

## IBM iX in relation to clients

<b>7.a</b> On a scale from	1 (not at all) to 5 (very	y) how well do you	u know IBM iX Bel	NeLux offerings?
	<b>2.</b> Very little	_	1	_
7.b What are the top	o 3 offerings that IBM	iX BeNeLux prov	ides to clients?	
1				
3				
7.c What strengths m	nake IBM iX BeNelux b	etter than other d	epartments in prov	iding these offerings?
	current collaboration loes it look like? Pleas			ux, in terms of ways of working and
		, ,		
8.b If you could char	nge something in the	collaboration wit	h clients, what wo	uld that be?
<b>9.</b> Can you share sor	me examples of IBM i	X BeNeLux succe	ss stories that you	ı have heard about?
<b>10.a</b> Who do you th	ink are the main comp	petitors of IBM iX	BeNeLux?	
<b>10.b</b> How do you se	e IBM iX in compariso	on with the comp	etitors in BeNeLux	? Please give one or more aspects.
1				
2				
<b>11.</b> Which company	/companies could be	an inspiration for	IBM iX BeNeLux?	And why?
Other information				
<b>12.</b> Education backs Highest level Discipline of	ground: I of studies:study:			
How long ha How long ha	the company: sition in the company ve you been in IBM: ve you been in IBM iX	 <:		

# Appendix C: Survey Analysis

**											and IBMiX create synergy*							_			non and IGNAL V	Oh War do non		
Position/ role in the company : [Your practice:	1a. Imagine that you are talking to a potential client, how would you describe, with your own-words, the role of IBMIX within IBM BeNEVALUX-	15. Imagine that you are talking to a colleague from different service line; how would you describe, with your own words, the role of IBM IX within IBM BaNeLux	What is, in your own words, the a masion of IX IBM Benelux- (Please use your personal respective)	Based on your personal view, what are the key skills that make IBMIX BeNeLux unique-[1]	Based on your personal view, what are the key skills that make IBMIX BeNeLux unique- [2]	3. Based on your personal view, what are the key skills that make IBMIX BeNeLux unique-[3]	For what activities do other departments cumently require the involvement of ISMIX in Serbutus-	5. For what activities should other departments require the involvement of ISMIX in Develux-	6.a How would you describe differences/similarities between ISM Digital Strategy and ISMIX, in terms of capabilities- IDifferences1	6.a How would you describe differences is imitarities between IBM Digital Strategy and IBMIX, in terms of capabilities - (Simitarities)	and lowil & create synegy" together-  The combined power of a group of things when they are working or together that is greater than the total power achieved by each working separately.	7a. How well do you know IBMIX BeNeLux offerings-	7b. What are the top 3 offerings that IBMIX BeNeLux provides to clients-[1]	7b. What are the top 3 offerings that IBMIX BeNeLux provides to clients - [2]	7b. What are the top 3 offerings that IBMIX BeNeLux provides to clients-(31	7c. What strengths make IBMIX better than other departments within IBM BeNeLux in providing these offennes-	8a. Think about the current collaboration between clients and ISMIX BenkLux in terms of way of working. How does it look like- Please briefly explain how you see that.	8b. What would you want to change the most in the collaboration with clients- Please explain why.	Can you share some examples of IBMIX     BeNeLux success storie that you have heard about-	10a. Who do you think are the main is competitors of IBMIX in BeNeLux-	you see IBMIX 1 in comparison s with the compatitors in BeNeLux- in Please give pone or more o aspects. [1]	ob. How do you ee 18MIX in omparison with secompetitors 10b. Fis BeNeLux- IX in clease give one competer or more aspects. Pleas aspects.	tow do you see IBM comparison with the 11 ditors in BeNeLux- co give one or more an tha I! Be	. Which empany/companies or inspiration for IBM/. NeLux- And why-
		We can help you bring a different perspective to the table, help you understand clinian reads first, solution together then with all other growth platforms.					Business development: aka help			Storytelling, digital neinvention, strategy = design, end user centricity, workshop approach, agile, overall story and connecting to the rest of ISM rowth olatioms.	Stop worning about sharing the pie together. Understand value add ad certain moments. DS has more strategic authority in "old" ibmand "old" clients, so use them Use themto build the innovation/business case to build the story. Lettus create the		Ogital movember	Experience by		Perspective comes from a design point of view to create better experiences, design being: a plan or drawing produced to show the look and function or workings of a building, garment, or other	informal, structured, clear approach, we quickly move into finding painpoints, use cases	That we can spend note that in the exclore phase, to look into why we should adress painpoints and why a painpoints is a painpoint and then how we can solve	Arcadis, KLM Jumbo HRAD	Monks, Fronteer Strategy, NEWCHAFT, Accenture Interactive (digital), Deloitte Digital, TCS, Cap Cemini, other	Enterprise solutions, we can really help you solve a problemfrom A-		Se mo	e list above. More as me exciting, more se: me craft skills, desig cussed, more interes
iX - marketin g olatform	agencies.  IBMIX is the teamthat ensures the retevance of our solutions to the client and their clients. We make sure we have a good understanding of the client's business, any invented, challenges and come up with opportunities for improvement and innovation enabled by bechnology fany kind of technology?		Keep the focus on the user, be innovative, make business sense	Mobile Business Acuteness	Strategy	transformation  Design	fresh face to the client.  Cesign Thinking, Powerpoint presentations, mobile		BMDigital Strategy is more Financial facts oriented, its more Experience oriented		Better business cases, better engagement strategy, better business model development, better research	Extremely well Somewhat well	(strategy)	Mobile	Custemer Experience shately & Design	object before it is made.  Business Relevance - Technology agnostic	and start working on those.  small agile teams, short-term assignments	it.	Design Thinking at scale  KLM Arcadis, BAC, Jumbs TP Vision	e. more than other	2	etter integration scale applittes slowe	Dn.	olects.
CE&D Digital Marketin				Not sure IX Benelux has unique skills, I																				EO concept thinkers, how they think and a Clis transforming qui tybe a new kid on the centure Digital I ofte mass Accenture and
g, Sales and Services	We help leading brands grow and change their business. by design.	We create human-centric experiences across marketing, sales, and service.	We help our clients imagine how their Chusinesses will shape the make it real comprehent want the need's of the client are. To have close contact with themand see their	believe the combination of skills with other service lines capabilities is unique			Design Thinking skills, Design/ Graphical art skills	involve or led. X lead early in the engagement through marketing, sales or services are involved come to IX. Everything that is strong internal focused business design. Susiness case leave that to SC	IX is more focussed on the customers client and DS is focussed on the internal parts of the enterprise	e Approaches Design a Thinking, Maturity assessments, Agile way of working	Accept which part DS or IX should be in the lead, internal focussed DS, external Client Customer focussed IX	Somewhat well	Doital Excerie	Marketing & r Sales Platforms	Design	More energetic and his Brand presence, through culture, the people. The way we dress	in my view in the beginning, we present the new EM when we are later in the engagement we become old, slow and complex ISS again.	Improve ease of doing M business, internal processes.	Junto. KLM Arcadia	Accenture, Deloitte, Publicis, Cognizant, Local agencies	The Brand IBM resonates strong with old perception of IT is company	ur consultancy We ca i not seen as or sec adino industry are we	in be the biggest and biggest but the best?	eve a strong footprint riveling and sales di oblicis - Large compa am how they integral a agency Rezorfish - colent
CONTRACTOR OF	That within IBMIX we try to fully underland our client's needs before coming up with a solution. We want to understand what they really want and together find a way to make 'life easier' for them	We listen to what the client really wants.	paincoints so we can fulfill their needs. I think that IX should come in first, see what he client really needs and understand themand then come up with a solution with a different service	Customer Engagement	Customer Focus	Listing.	Communicating with the client. Understand what the client wants Enterorse Design thinking.	Communicating with the client.  Adoption and implementation	DS More Company focused (C-LEVEL), IX is more general client focused.	Creative with undestanding what the customer really wants.	Share client opportunities and	Not so well	Mobile	Enterprise Design Thinking	Salseforce.	We have the mobile practice and	I think it looks more casual. By talking to the clients, not solution	about the internal brands,	KLM	Accenture.		5	th	rough word of mouth
		We help the impact of your great idea be realized and easier adopted by users. We make sure that the value and business case that allowed your idea to be tested in the MPP to come to life and grow. How? We use and user involvement to co-create, mixing the hundles lover to implementation.  All the service lines within GBS have their own focus	Sell mobile and salesforce Provide scrummasters and design thinking workshop facilitators	Bredth of IBM solution understanding	Energy and Enthusiasm	Engagement	Design Thinking Workshops ScrumMasters Designers for visual design	Strategic positioning in wider digital agenda of their clients. Pulling together the different digital initiatives into a transformation program Experience design.	User centricity	Strategic implementation of digital in broader digital transformation	(with other deptartments where needed)	Very well	Mobile at Scale	Agile Transformation		own the relationship with Apple We master user centricity which is essential in agile transformations We know design thinking very well and know the value that it brings	Do clients know that they are working with IXZ I think clients only know they are working with rises.	but assure clients that we have specialists but for themthey get the best of ISM in the best mx for the client. But they should now that if they have an experience and user	BAMdigital construction platform KLMmobile at scale NMBS	Deloitte digita Accenture Digital All digital acencies	Hidden within a the IBMbrand of	bre capable to eliver on scale nd realize big oals	all di in al	I their client slides to early state it is from gital (if we were disci- template usage, we is so make big steps in hink we should work.
CEAD		All the service lines within LOS have their own focus fromblockchain, lot, cloud, SAP, analytics. When we engage with clients we don't focus on the technology at the start, but on our users line. By encovering the real need and constructions in the encovering the real need and constructions of the technology fits best with their needs - leading to the most business value.	e centric and experience driven through the power of stories and user research. Help our clients create great user experiences by using the awasom technologies and insights we have as EM	Storytelling	User Research	Experience Strategy	Now they mostly ask us for Design Thinking workshops or scrummaster roles. Also they ask us to create better slides.	employee or customer. Work as an experience consumer. Work as an experience consumer to the seventh of the seve	focuses more on the value for the user. Enterprise Design	Both engaged by the start, e focus on strategy and experience.	models, but need to think about what that means for the customer and user experience. Of comes with great ideas and experiences, but does not know the business value or market	Very well	Marketing Platforms	Customer Engagement & Design	Salesforce	All in different spaces than the original business of IBM(IT second, business-driven).	Most of our projects and stakeholders are still within the II organization. Because IBM has the image of an IT provider it can be hard to reach the right stakeholders.	research. Don't start with the technology, but start with the problemyou're trying to solve and understanding the value for your users. Now they don't	- KLMMbbile @ Scale ir - HEINEKEN DICE - Juribe App	Accenture, smaller agencies, Mrabeau	Power of IBM- can bring in the tech when we need it.	xpensive - more xpensive than maller gencies.	to ott se mo mo on	gether frantically with her colleagues from rivice lines. By working one in a garage / start ode, we could do so it eat things!
	As IX we help our clients develop innovative digital solutions based on opportunities that combine user experience, technology and business value.	As IX we mostly focus on users and business value before we come up with a solutions. We approach clients with our capability to successfully make a digital transformation and find the cight bachhologies to accomplish that.		Design thinking techniques (facilitation, design activities)	User research, interviews, surveys etc	Understanding the process, kniowing when to involve the right people	Design thinking workshops facilitation. Design activities. Visual design. User research.	Setting up a project with the design thinking framework, understanding that process, knowing when to involve the right people, educating clients in this process.	Thinking method, user centric designs, discovering business opportunities through use insights. OS looks more		ter solutions	Somewhat well	Digital Transformation	Mobile Solutions	Salesforce	Most people have a background in strategy, business, maketing, design. Only a few have technology backgrounds	client currently doesn't have, as part of for example a design studio or garage. Cherwise iX is involved in smaller parts of other projects, for example to de design	fromstart to finish	development	Accenture & most other consultancies	(X has the IBM by technology finackbone distribution) is	Mwas one of se first large rms to use esion thinking	ID	EO
	contact any and experience of the contact and contact	Our focus is always on the end-serile, how will the end-ser or client customs benefit for the proposes strength is everything that has to do or will impact the user. Our offerings being it Mobile, Customer Experience & Design will help to differentiate our ISN proposition from the competition.	IX Senelux is an enabler or katalyst for new or existing customers and will help us to grow on an existing account or develop a white space customer in an non-baditional way.	Always Customer or End-user focused	non-traditional entries within	skills and expertise where	Facilitate Design Thinking Workshops Act as Scrum/Agile Project Manager Oganisational Change projects Business Analysts	End to end Design journeys (from User research to prototyping) involvement is all projects that will impact user behaviour Participate in establishing and execution of ISM Carace / Studio engagements UK and UI Design.	DS: Focus is very much or the Business Case OX: Focus is and should be very much on the end user	Focus is on Digital in the n widest sense of what it means Digital Transformation or Re invention should be in the core of everything we do	(include CIC as well) to see what we can do froma DS, IX and CIC perspective. Assess whether it requires involvement fromother CBS entities. We sometimes have a tunnel vision	Somewhat well	Studie / Garage	Salkesforce	Design Thinking Workshoos	I thbink that we are able to assess the full complexity of an opportunity with the Enterprise Design Thinking approach. Open for other departments to participate and collaborate	with our customers, this means we have little to no responsibility for deliverables or orchestrating and facilitating change. We should expand beyond the sign Thinking verified by the shops above. Focus on the full journey starting with their research up to prototyoing and	Move for staff augmentation to project or change responsibility	way to do buisness with large Beverage Account Part of the Mobile App development team within Jumbo but NOT leading Found an entry within NMSS (Belgium) which was a CAI dominated account	Accenture, Deloitte, Mickinzie	Agencies have h	ompetition is ling xperienced esign apabilities	l d	ont know at this mon
energeny.	We out the user at the heart of our solutions!	We use design thinking and want to work cross functionally.  If you ever need someone who can spark up	To provide end-user solutions for industry problems. to drive and lead innovation, leveraging different methods that put the experience of the user at the core. Always put experience	Diversity	Team	Open-Mndedness	End user experience Making allides "sexy" Peaching millennials "Cool" factor	Business strategy Tearmenk Design thinking End user experience			Create complete VALUABLE solutions with the USER AS. FOCAL POINT.  To me, the higher level is the Digital Strategy / Digital Peinvention workshop. With the result of a workshop like that, I	Somewhat well	Design thinking	Mobile	Design	skills for focusing on experiences. For Mobile we are good from Consultant /	Never worked on an IX project Clients simply like our people and they work with thembecause of their personal skills. At the IX People are appead on different projects and softing on different	/ Never worked on an iX project function of our way of working. Have one identity. Meaning that,	/ Never worked on an iX orolect larger deal on continuously driving neuronovations.	Deloitte, Accenture Interactive Smeller agencies	Old fashioned E	amiv Institu gencies live nd breath their usiness, which	1.50	y smaller company to last to change faster
CEAD	part of our company that focuses on creating competing experiences. If you want to a human centend project (emitoyees and customes), they can help you with facilitating the process, from Design Thinking to translating it into capabilities needed for creating the utilization experience for your employees and/or customers.	different minds to take motion, the single minds of take motion, becausing an the experience of employees or customers. We can do design thinking workshop with you, work together on setting up and measuring customer journeys and we can strategically focus on what better experiences could mean for a company.	the core. Always put experience e first and focus on increasing experiences by leveraging supporting technologies like Mbille, Analytics and other bachnologies that can contribute to improving experiences.	Innovative mindset, user- centric	Not afraid to disagree; focusing on the needs of customers - not just executing	Collective growth mindset - focusing on how at beamor group of people can improve / grow	Design Thinking sessions, Customer Journey creation & Mobile	Next to Design Thinking, Customer Journeys & Mobile; Innovation topics (seasions, factories, innovation labs), Customer Experience Strategy. IX lead in each proposal to increase our proposal win rate	Strategy focuses on a wider set of a company's service blueprint (capabilities), IX focuses more on experiences and users of systems / processes.	We both use similar methods to come up with new initiatives (digital reinvention workshop vs. design thinking workshop)	specific Design Thinking workshops and the other way around, is by using a Design Thinking workshop and make it		Mobile	Design Thinking - facilitated by consultants	design project executed by	Architectural perspective, which is in my view not available in other departments. I do think however that there is an opportunity there; a lot of 'normal' architects do Mobile at the side I think, instead of leveraging our	and do that well, the client is	people can see us as not an ISMer but really as someone from UX, who footber innovation, inspiration and creativity for the client. A strategic innovation partner, and	SAM-where we have a nice way of innovating and a cool approach to make a change for SAM JUMBO-where we have been doing their custom facing mobile ago.	Design / Freelancers focusing on Customer Engagement Smaller Mobile	maxing it easy is for our clients a to "boy us". It is k not clear what a we have to offer and how we are it different.	anslates into il do the pecialized strong nowledge - we continue mas qualit actor we don't qualit everage it other nough. We want a pre i	y than most of the companies. This is	onestly do not know
CEAD	IBMIX focuses on what you or your customer NEEDS and what would be the optimal experience to deliver their needs to them We do this mainly to give them the seamless experience they're looking for notifier to increase their lovality to us or the client.	When we build a solution together, the foundation that you provide is important and we understand it enough to know what's possible and what's not. However, what is equally important its is in it in an at the dust are need and what is at the best say for the and user lost interact with this solution? That's where we come in.	We are all about understanding people and what moves them we want to give them the best of experience whenever they use any solution that we provided or ware involved in.	Diverse set of akillsets	Creative	Strategic	Right now, it seems they're only interested in workshops and making creat presentations.	We should be involved in the beginning, frommaking aure we're solving the right problem to all the iterations that follow that, to performing user research, till finalizing the end product.	Strategy is focused on transformation and disruption, IX is focused on the user and what the user interacts with	Both require innovation and creativity and understanding people and how they work	We need to be more aware of what the other part is doing, how we can halp, when we can be involved, and be clear about what we can offer each other.	Somewhat well	Mobile	Customer Engagement and Dealer	Salesforce	Our diverse learnwith different backgrounds and skillsets	I think that the client sees IBMIX very early on, like for a workshop or at the end, for a great oitch/oresentation.	I think the client needs a better understanding of what we do and who we are	KLM	Not sure to be honest maybe some start- ups/smaller companies?	of the lechnologies offered and can create a hamonious connection between the		pli	eam, the online game atform Gves a great sperience to the uses impared to the compe
CEAD	IX is the 'creative' department of IBMthat is, amongst others, responsible for (digital) strategies and creative solutions by design, and digital transformation projects for clients	At IX, our focus lies at designing (digital) strategies and EXPERENCES for our clients	Creating experiences our customers love?  In exactly what is reflected in anything that we do for our client. Whether being mobile applications or Agile	UX Dealers	User Centered approach	Digital transformation	Design (visual, UX, other), customer journeys, help with presentations, last part of tenders/bids	Digital reinvention projects, user experience, involve design from the beginning in a project.	iX more design - & experience focused	both digital strategy	Know exactly where each others attengths lie, and involve each other in the right projects at the right time.	Not so well	Digital Strategy	Experience Oesion	Salesforce	IX is build up of designers and creative thinkers		Their way of seeing iX	Mobile @Scale (IBM& Apple) for KLM BAM	Accenture, Defoite Digital, in-house digital studio's with clients	IBM is more technology- it focused than to its competitors h	Mhas all schoology in- ouse	on Or Miles	rown studies, like to les in New York for el studies/agencies li idiaMonks, Gry, Valsi c
CEAD	IBMs digital & creative agency	SMa digital & creative agency. 3	experiences. These - in tim - doost engagement / increases the adoption of what is being delivered to the end users or receivers of change, fin the	Entregreneurship		Innovative strategic thinking	Design Thinking workshops More and more: Agile coaching and transformation Digital Factory / Hub Making slides for proposats ;-)	For CHANGE related opportunities. Eg for clients who have as a strategic imperative employees engagement and empowerment via the boost of their entrepreneurial mindset (eg through the implementation of Objectives and Key Pesulta).	None	All		Very well	Mobile	Enterprise Design Thinking	Chatbots	Experience >1		want would be easier to						
CE&D (Design	business grow and improve the way they work. But we're an agency on steroid because we're not agency on steroid because we're an agency on steroid because we're done with the second of the power of design to make your	You bring a ton of great solutions and very smart people, we help by flighting out considering together with you and the end users see make sure we and deliver solutions that are a better fit and provide a better fixed eneal. Easier.	in a world where one party only talks about complex technologies and the other only about complex business problems, we bring everybody together and make sure that projects have the right focus: bringing a great experience to end users and socially solving that problems by using the presence.	Emathy	Openturby	Outosity	Miking slides 'flashy' ? Facilitating Design Uninking workshops Scrummasters Mbile architects	Malping win bids by delivering a user focussed story. Cashing projects to use the entire Enterprise Design Thinking framework Historing to develop a UX strategy for their clients. Sy including mes people from the beammin	IX also delivers products, MP's and prototypes, strategy is more focussed on creating new concepts Strategy also focusses or business models and other related topics, IX usually just focusses on the product/service/experience itself.	1	include each other from the beginning of a project, since IX can help to think about the UX strategy and OS can help with the bigger picture on how it fits within the bigger organisation		Minite (Santa	Accelerated Visioning	Design Thinking /	Design & experience focussed, co-created with users and with a strategic modest.	Ideally we design solutions together in a second sec	us to sell small contracts for the initial small assignments we do. Both for the client and for us as sellers this is a headache because all the papernork and checklists is a massive overhead for small engagements. And on the contract of	KLM Jumbo Atradius (the IX accelerated envisioning project) Brussels Airport	Big ones: Accenture Cognizant / Mrabeau CapCermi Mediumsized: Fabrique & C42 Dept Digitas LB Informati	We're the only one doing everything and with RSD + product c experience that can invent new a	fe're both compl	the way, I always of	eo, Eden Spelkerran grent all have a cle belle and a clearer in out what they do. If it we to have a bit mon ayfutness in our mes di a clear armie ate set why you should
	Within IBMQBS (the consultancy part of IBM) we have a part which is called IBMIX. IBMIX is the part of QBS that acts more or less like a "start-up towards it's customers, start small and bring results/solutions very quickly, starting with the most valuable part and then bring the rest of the solution step by step, respecting the	we try to step away frompushing solutions and big projects to our clients. We practice and preach to soft customer focused (via IBM design thinking), we usually start small (and think big)le. by to win new markets via a different way, then the 'classic IBM' journey' (where we usually start big and joush	Qain new clients/ sell projects to		broad range of		'rake nice slide-decks' for customers, dipital change activities, 'sall that is not AlS or OPI, create demo's for mobilie apps/chatboxes, brainstorming,		development/implementation of technical solutions mobile, digital marketing platforms etcwhereas Digital strategy is more the strategic/fininking part Destrink with client what they need in comparison with committee. We need in comparison.	e creativity, design (in the									NMBS, Port of Rotterdam, Brussels airport always					
CEAD	creativity, agine, new dustiness models	these days to gain the fust of our clients is seen to see the seen of seen and seen of seen seen seen of seen seen seen seen seen seen seen see	The mission of iX is to help	creativity/think out of the box	skills in one Service Line		creative thinking, design thinking workshop facilitation		we know what we need, how would that look like idesign, functionalities		work close together from the beginning on any client case	Not so well	Digital reinvention	Mobile something	Bluewolf something	no idea, as my answer on 7b is cuite oder 3	no opinion as I never was really part of an IX project Typically, we want began to make team with the client. We follow Agile SORUMwhere the Product Owner is from the customer and the ScrumMuster from IBM	see Sa	Brussets airport always difficult to tag a project with IX or broader then IX	Oronos?	e e	ombines deep dustry xpertise with reative thinking	ne	aginian
Mobile	accelerate their digital journeys by providing strategy, design and technology advice.	IX should be the first contact with the client. We can rapidly prototype and build a working myp in a few weeks to showcase IBMs capabilities.	focus on relevant work only and stop with helping here and there.	Design thinking	Strategy	Industry expertise	Anything about mobile development and integration.     Facilitating Design Thinking workshops.     Rapid Prototyping.     Improving their slides.     Anything seen as creative.	t-3 of the above. Also, anything about the creation of multi-disciplinary mixed teams in a carace setting.	can see the higher picture better. IX people are more creative and can help on a lower level as well. Digital Strategy should be involved first and then handover to IX.	Both have a good understanding of how digital transformation can benefit our customers.	DS and IX can definitely combine to help our clients. DS can bring in the strategy and IX the creativity to make a winning team	Not so well	Mbbile development and integration (Mbbile Factory)	Design consulting	Digital Garage	IX is unique withing the organisation to provide these skills.	Development learns are typically from CIC Amsterdamand Groninger We employ continuous feedback techniques to constantly improve our products and we deliver high quality applications built in the cloud in a continuously	Ideally everyone should be colocated at all times, so development should ideall come from Amsterdamand not Groningen.	e KLMMbbile Factory Arcadis Digital Transformation BAMb. Home Jumbo Mobile app Voice recognition shopping list at Jumbo,	Accenture Interactive, Deloitte Digital Smaller acencies	the public eye min terms of is		the se the le:	hink IBMcan learn a e smaller agencies, I inse of teamthey has e way of working being aner are two good tamples.
Mobile	We are the IBMteamthat works with the end user. We focus on the needs of this end user and validate how technology can help to satisfy these needs. We help to deliver a user experience that increases the adoption of the (interactive) solutions and the benefits that these solutions will brind.	We can help you by identifying the needs of a user, so you can run the right project. We can help you by delivering a compelling user experience, so we are delivering the project right. As in the end a project is only successful when the solution is used and the expected benefits are achieved.		We have people who are strong in user research, design thinking etc, so we address real user needs	We have people who understand technology and can bring forward the relevant IBM offerings	We have people who can create excellent user experiences and understand what project success really means	There is a focus on the first steps, so supporting with the user research and running design thinking sorkshops.	Involve themmuch more in the user experience of the solution itself. E.g. even 'boring' EPP systems can have more user friendly acreens	IBM digital strategy is focusing on the beginning, defining the roadmap and the prerequisites to start, while IBM XI is also focused on the delivery	Both start with user research and an understanding of the needs of the end user	team is already onboarded during the is already onboarded during the first engagements. 3) IX can help DS with the user research 0. The client will expendence resource continuity as the IX person right stay in the next phase.	Very well	Mobile	Salesforce	Customer Engagement and Ossion	We understand the end user better and we have better consultancy skills, so we can more easily build a long lasting relationship with the client	BAM Arcadis). We jointly agree about the scope and we share the responsibility to deliver this	tansformation pathers, so not performing end-to end sales activities for every new opportunity, but e.g. set up a delivery engine (garage) and work with the a client to deliver an inexhaustible amount of	sally at Arcadis, the "ordraal" mobile app for KLM NMS app for the Belgium Railways, the Pepper robot at Zaventer etc.	m Accenture and Deloitte	consultancy not just in the DNA of the digital teams, but in the whole organization, which	Mhas superior chinology collea intrins sand with our own cols in mind.	orking climate is be at IBM with gues that are incally motivated and to share edge with ther.	est of all, so e.g. we a more tool agnostic, not be agnostic, lould infuse the DK we inking in ISM and we st a really competting wking space, not just loost motivation, also line clients and imore
mobile	IX is the number I digital agency in Benefur, and one of the larrest digital agencies workforded. It depends on the client and what he is asking from us. I would position IX as a service that can help use the control of the control	We at IX are IBMs digital agency, which means we deliver 'customer experiences', beyond ours behandings' it's a teamf designers, developers, strategists and architects that nave the customer experience as the ultimate coal	hadov users.  IX Benellux's mission is to position iBMin a different perspective to the outside world rather than the "archnology" or, and bring out client's customers and emicovess to experience. That is a lot nander but would be characterised as helping the customer to define their digital.	Customer focus, not tools focus	User experience at the core		a my experience none. Design is still not user centred or they will do it thermalives which save them		White Date: 5		I don't know, aren't we already working together? I don't think this is the problem the problem is with the other	Somewhat well	Mobile Advise	Mobile Agos	Mobile ⊗ Scale	a team of talented mobile people	IX benefux is good at working agile, so if clients are ready or willing to be educated in the agile angreet, there is need.	TSM does not bring much a sgillty and clients associate it to old iBMway of working and products.	most recently only KLM Mobile at scale	I dan't know, would be good to know more	I don't know, would be good to know more		l d to	ton't know, would be know more
Mobile	solution for this. My stery would then be that integration of that solution into their availing IT landscape would require additional expedie that I seek that it was the seek that it was the seek that it was the seek that it was that	Basically the same story and that we will need the help of that service line in that second part.  Funny. I would say see Ct a.	strategy and supporting the user enablement for both their customs and employee, finding (more) effective solutions to their Grownew business with focus on user experience and digital transformer.	Design Thinking	User centred design			User centred design activities to provide a prenumaculution and end user experience.  For complete digital transformation, including mobile components and for building a supurb user experience.	While Digital Strategy provide the "papersare", is able to deliver the actual product IX has focus for user, while digital strategy focusses digital solutions.	Both are design / user experience driven and will build the most effective end solution for the customer. too much not mention, but not really clearly defined	Year's service lines which do not involve either Digital of Strategy nor IX in their projects and offerings.  Work 100% together. We cannot do without each other.	Not so well	Oesign Thinking Mobile	User centred deside.  Customer Engagement & Design	222 Marketing Platform	Design and mobile skills that they can bring to the table  The people, we select different kind of people with user centered skills.	No idea, I have no experience with this.  We start building trust and relationship. Design Thinking is a good way to open doors.	Oct iX involved where ever a systemhas user interaction  X employees should be involved sooner.	KLM Jumbo The new KLMcontract for Apple/IBM The external award (emerce) won for the mobile abo.	No idea, guess the usuals: PWC. Accenture. Smaller agencies, who can work low cost. And off cource Accenture.	No idea The work environment is very good, compared to the bigger compatitors.	ur teamis a bit nexpenenced, orpared to the igger ormations	1 0	hink we should not le her companies. We s the leading compan tif I have to name of suld say Apole.
Mobile	Darlat agency	Doital agency	Deliver amazing customer experience	Customer centric design			Customer facing projects	Customer facing projects	Different focus	Strategy for some key technologies	Strategy + execution	Somewhat well	Mbile	Marketing glatform	Salesforce	Well defined processes for those offerings	Emnot aware o a collaboration	To have a real collaboration between IBM IX and clients		Dellaite, Accenture.	Mature in terms E	xploring in lient interaction		idiaMonks - due to th
	BeNeLux as the service line within ISM that uses design techniques to solve business challenges.	I would describe it the same way, see 1a. And I would stress the design element and focus on end user experience.	Delivering great digital d experiences, by focusing on the end user and leveraging the newest technologies.	Cherexperience	Creativity	Agility and collaboration	Client facing, design and strategy work.	Client facing, design and strategy work.	Design, creative work	User experience focus	Focus on user experience	Somewhat well	Strategy	Experiences	Platform				KLMOpen app, Port of Rotterdam Jumbo mobile voice innovation	Accenture Interactive, Orange Business			10	EO





## "The unit that is offering IBM services in a new, vibrant way where we push creativity and out of the box thinking."

## help you understand clients needs first, before we think solutions."

## WHO IS IBM iX BeNeLux?

'iX', who fosters innovation, inspira tion and creativity for the client. A strategic innovation partner,













SKILLS

#### STRENGHTS

People from very different backgrounds (not only tech) Understanding what client wants

Energetic brand

Able to get value through DT

Produce MVP to involve User centricity

## **OFFERINGS**

Enterprise Design Thinking Mobile Salesforce Experience design Chatbox Strategy



## **IBM iX and other Departments**



NOW

DESIGN THINKING WORKSHOPS MAKING NICE SLIDES/VISUAL DESIGN



SUPPORT IN USER RESEARCH NOT HAPPENING YET

IX INVOLVED EARLY IN THE PROCESS. IX INVOLVED IN ENTIRE PROJECTS FROM USER RESEARCH TO PROTOTYPING USER EXPERIENCES STRATEGIES

DS STRATEGY/ROADMA BUSINESS - KPIs HIGH LEVEL

iX ACTUAL DELIVERABLE USER EXPERIENCES

Combining business strategy with user insights Involvement since beginning of project Know exactly ewhat are each other's strenghts/offerings Strategy + Execution

## **IBM iX and clients**

Informal, casual \_\_\_\_\_ Get involved early in the process

People spread on different projects —— Build relationship

Work with the client, not for ——— Call iX when is about user experience

Small engagement (beginning and end) ——— Having real entire projects (from start to end)

Some people don't have experience with the client but only with other department in IBM

"Do clients know that they are working with iX?"

Show clearly iX identity (different than IBM)

"We need to start wide then zoom in on a particular client challenge. Create an innovative proposal to deliver an MVP"

## **IBM iX and Competitors**







Expensive Long processes, slow Hidden behind the old fashioned IBM



Better branding, clear offerings

"More agile, more exciting, more sexy, more craft skills, designer focussed, more interesting projects."

Figure 1. Infographic with survey results

**BIG CONSULTANCIES** 

Good work environment

Strong in technology

because of IBM name

The entire journey

**SMALL AGENCIES** 

accenturedigital









# APPENDIX D: Interview guides

## **INTERVIEW GUIDE FOR CLIENTS**

## **Checklist for starting:**

- Have something to record the interview.
- Confirm appointment time and location.

**Introductory script:** I'm Anna Filippi, I'm doing an internal project on IBM iX BeNeLux identity with the goal to position the department - both internally (within iX and GBS overall) as for clients. To this purpose I'm setting up interviews with clients to understand how they experience working with iX and how this collaboration looks like.

I would like to record the interview, is it ok for you? I will only use this for research purposes.

**Subtopic 1:** Current project and personal view on IBM iX

**Opening:** I would like to start by talking about the project you are working on with IBM iX and understand what your personal view about IBM iX is.

- 1. Could you briefly explain for what kind of project are you currently working with IBM iX?
  - a. How did you happen to involve IBM iX for this project?
  - b. What kind of activities do they offer you? Please elaborate
  - c. What are they helping you to achieve in the long term?
  - d. How does your relationship with IBM iX look like, in terms of way of working?
  - e. In general, would you be able to explain why is IBM iX the right partner for this project? In terms of skills?
  - f. What do you really like about working with IBM iX?
- **2.** After this current collaboration, for what kind of project/activities would you require the involvement of IBM iX in the future?

**Subtopic 2:** IBM iX and other departments

**Opening:** Now I would like to dive a bit into the role of IBM iX within IBM and how you see iX in comparison with other departments.

18

- 3. Have you ever worked with other service lines within IBM?
  - a. If yes, how does that differ from working with IBM iX?

- **4.** Do you have an idea of what are the top 3 offerings that IBM iX BeNeLux provides to clients?
- 5. Why, in your opinion, is iX better than other departments in providing these offerings?
- **6.** How do you see the role of IBM iX within the bigger IBM?

## **Subtopic 3:** IBM iX and competitors

**Opening:** Let's now talk about the competition

- 7. How do you see iX in comparison with the competitors in BeNeLux?
  - a. In what aspects do you think IBM iX is *more* qualified compared to the competitors?
  - b. In what aspects do you think IBM iX is *less* qualified compared to the competitors?
  - c. From your general experience, why do you think you can trust working with IBM ix?

19

**8.** What company do you think can be an inspiration for iX?

## **INTERVIEW GUIDE FOR GBS CONSULTANTS**

## **Checklist for starting:**

- Have something to record the interview.
- Confirm appointment time and location.
- □ Ask if we can record interview.

**Introductory script:** I'm Anna Filippi, I'm doing an internal project on IBM iX BeNeLux identity. To this purpose I'm gathering information to get an idea on how they position IBM iX - both internally as for clients.

I would like to record the interview, is it ok for you? I will only use this for research purposes.

Maybe you can start with introducing yourself and tell me your role within IBM?

## **Subtopic 1:** Personal view on IBM iX

Opening: I would like to start by talking about your personal view about IBM iX

- 1. How would you describe the role of IBM iX within IBM BeNeLux?
- 2. Imagine that you are talking to a potential client; how would you sell IBM iX?
- 3. Do you think you have access to enough information about iX offerings and capabilities?
  - a. Would it be good to have presentations about iX?
  - b. What are, in your view, the top 3 offerings that IBM iX BeNeLux provides to clients?
  - c. Based on your personal view, what are the key skills that make IBM iX BeNeLux unique in delivering these offerings?
  - d. Better than other departments?
- 4. In general terms, what would you say is the mission of IBM iX in BeNeLux?

**Subtopic 2:** Relation between IBM iX and other departments

**Opening:** Now I would like to understand a bit how is the relation between iX and other departments in BeNeLux.

- 5. How do you think iX complement the role of other departments in IBM?
- **6.** Do you know for what activities do other departments require the involvement of IBM iX?

20

- a. Do you think that those activities fulfill the full potential of iX department?
- b. Can you try to describe how the ideal relationship between iX and other departments would look like?

## Subtopic 3: IBM iX and clients

**Opening:** Let's now talk about the relation with clients in terms of way of working

- 7. How does the process of acquiring a new client look like?
  - a. Do clients know IBM iX?
  - b. In what way do clients get to know IBM iX?
- 8. What do you think can be improved in order to better sell IBM iX in BeNeLux?

21

## Subtopic 3: IBM iX and competitors

**Opening:** Let's now talk about the relation with clients in terms of way of working

- **9.** How do you see iX in comparison with the competitors?
  - a. In what aspects is iX stronger than the competition?
- 10. What company do you think can be an inspiration for iX?

# APPENDIX E: Vision workshop

## **WORKSHOP PLAN**

## 0. Introduction and Ice-Breaker (optional) - 10 min

The purpose of this session is to create iX internal vision.

## 01. Utopian/Dystopian Future - 20 min

Participants will be provided with some trend cards (the trends have been selected in order to provide the group input in thinking about the future). They will be asked to read one of them, discuss what can be the utopic and dystopic results of this trend, write them on post its and stick them on a big sheet. They will do the same with another trend card.

The goal of the exercise is to spark discussion among participants and help them create a **worldview**.

## 02. **iX in the future inspiration** - 15 min

Participants will be provided with some quotes from the questionnaire (on cards) and they will be invited to read what employees wrote about iX (this will make them curious and they will be open to discuss and share thoughts)

People will feel a bit confused because they will see a lot of different input and point of views.

## 03. iX ingredients - 20 min

In this exercise participants will try to think about where iX will stand in the worldview they created.

 To give structure to their thoughts, I will share some of the core elements ("ingredients") of IBM iX, which came out from the analysis of the questionnaire.

Ingredients examples: (user and client centered; design driven; technology focused; deliver customer experiences)

- Participants will be invited to discuss (ex. Do we want to be user centered in the future? How this will look like?) and choose the important ingredients or combine them.

## 04. Draw the vision - 30 min

Participants will transform the ingredients in values to be included in the vision and will draw the vision on a *newspaper sheet* that will be provided. The following elements will be included:

- The worldview they have created at the beginning
- List of ingredients/values they have chosen
- Drawing that represent the vision
- A concise vision statement

## **WORKSHOP MATERIAL**



Figure 2. Trend cards with iX employees quotes for the "Utopian/Dystopian Future" exercise (inspired by Pervin Celik's graduation project)



Figure 3. Template sheet for "Utopian/Dystopian Future" exercise (inspired by Pervin Celik's graduation project)

## IBM iX ingredients



Figure 4. iX ingredients identified during questionnaire analysis

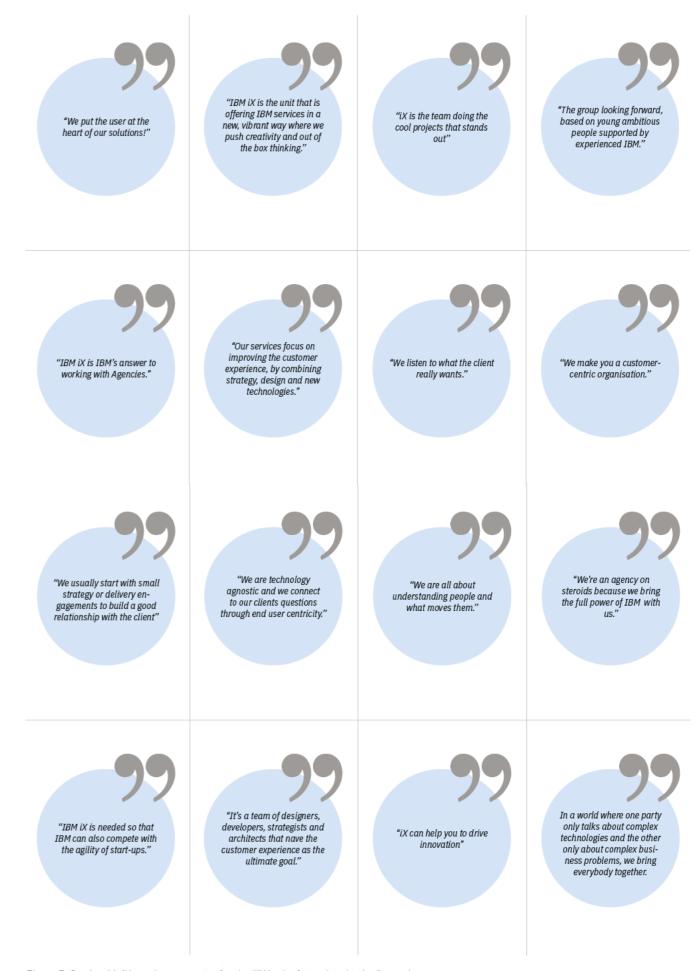


Figure 5. Cards with iX employees quotes for the "iX in the future inspiration" exercise

The New York Times
Fill in the date of the newspaper.
Write a headline:
Values  Report the values you created previously and draw them.
Draw the value Draw the value The va
Vision Where do IBM IX stand in the utopian worldview
Draw the vision

Figure 6. Newspaper canvas for "Draw your vision" exercise (inspired by Pervin Celik's graduation project)

26

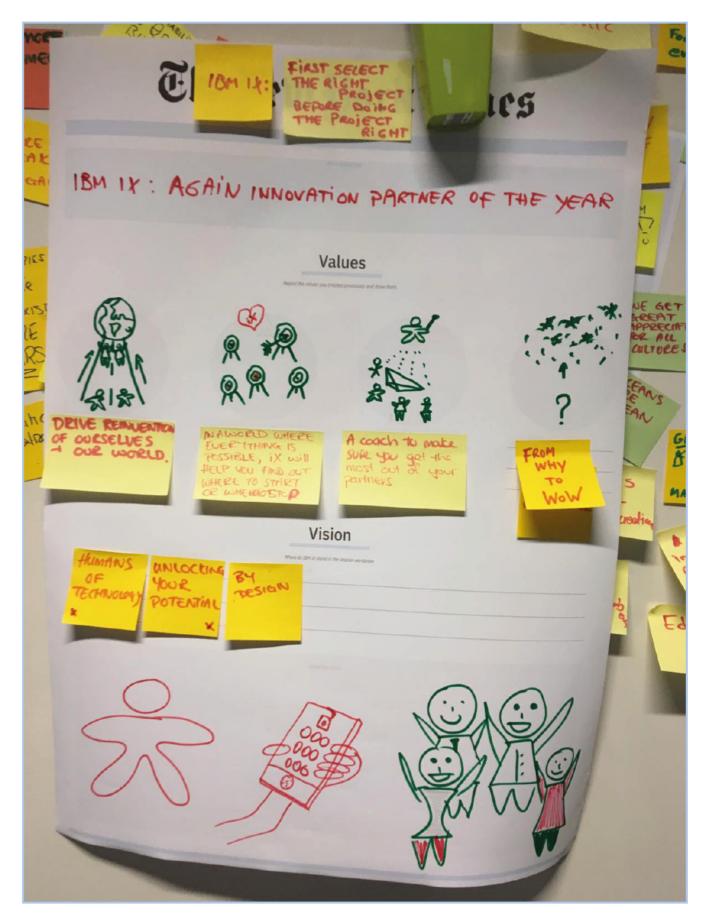


Figure 7. Newspaper group 1

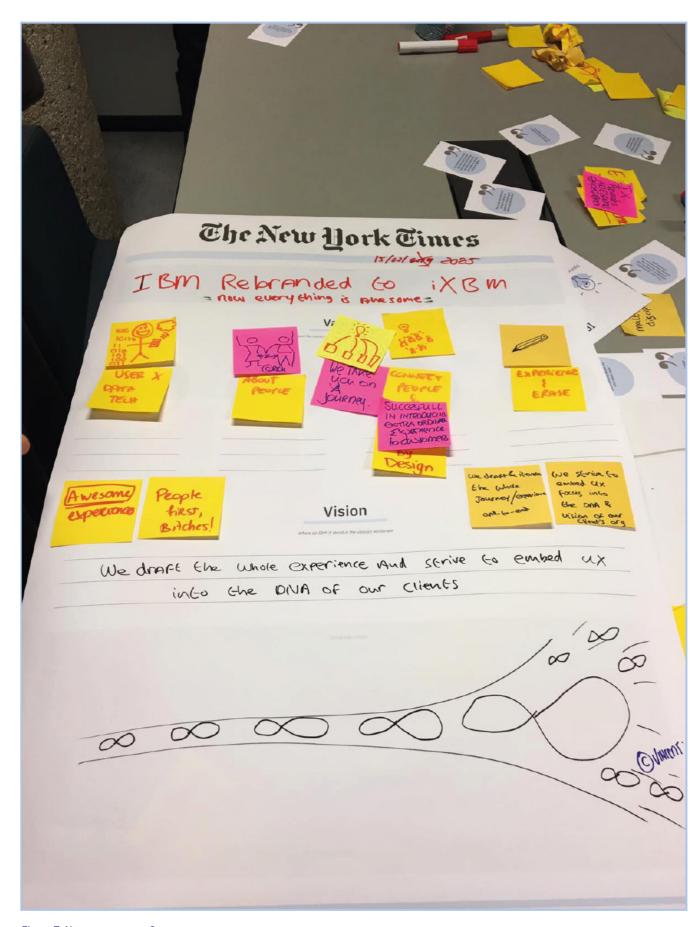


Figure 7. Newspaper group 2













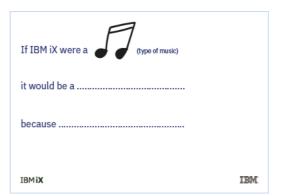
Figure 8. Series of pictures from the vision workshop

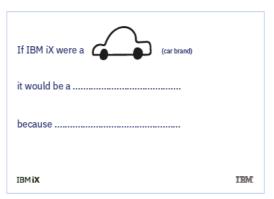
# APPENDIX F: Positioning workshop

## **WORKSHOP PLAN**

	Duration	Timespan	What	Sub-Part of process	Instructions participants	Material
	00.05	13.00-13.05	People arrival			
	00.05	13.00-13.05	People arrival	Why we are here today and what we are going to		
	00:05	13.20-13.25	Introduction	do		
			ICEBREAKER	Create collage of X exercise to warm up and get	Participants will use images and words to create	One big blank shee
ptional	00:10	13.05-13.20	If IX were a	people into the topic	a collage that should represent IX	Words sheet
Today we are oing to create (positioning by sing the						
LOCK 1 hat clients				Presenting my findings about -What clients want	Participants can ask questions a give their	
ant	00:10	13.20-13.30	Presentation		opinion about my positioning proposal	Sides
	0020	13.30-14.00	Exercise 1	What is the context of the specific project? What are company needs and desires that IX is solving?	Fill in canvas. The goal is to understand need and desires of clients and the market in general. Participants use the selected project (for example KLM) as a reference to fill in the canvas. The blue partis the one related to the project while in the grey area they should summarize the previous partand write down in a more general manner.	
	00.00	1320-1420	Exercise 1	NAME OF THE OWNER OWNER OWNER OF THE OWNER OWNE	partand wile down in a note general manner.	and project
				What is the context in which iX operates in? What are companies need and desires that iX can	People present their context and we can discuss	
		14.00-14.15	Playback	Solve?	and get an idea of the world outside	
SLOCK 2	00:15	14.15-14.30	Break	Getcoffee, go to the toiletetc.  Presenting my findings about:		
What is iX best	00:15	14.30-14.45	Presentation	-What IBM IX does best	Participants can ask questions a give their opinion about my positioning proposal	Sides
	00:30	14.45-15.15	Exercise 2	Fill in canvas. The goal is to help people understand and internalise what they are good at and what value they provide to clients.	summarized from my findings and explained during the presentation.  Afterwords people are asked, if necessary, to add more capabilities that fit the project they are assigned to.  In the grey part, employees will need to combine what written in the previous exercise and write down what is IX value and what IX offer in a very simple and concise way.	Exercise 2 Sheet Exercise 1 Sheet
		15.15-15.35	Playback			
LOCK 3	00:10	15.35-15.45	Break	Getcoffee, go to the tolletetc.  Presenting my findings about:	Participants can ask questions a give their	
ompetitors	00:10	15.45-15.55	Presentation	- Competitors	opinion about my positioning proposal	Sides
	00:30	15.55-16.25	Exercise 3	Fill in sheet3. The goal is to make people think about IX positioning and how the department can differentiate in the market/IBM.	Participants need to think about other competitors that could potentially be better in working on the project.  Later on they have to explain how IX is better than agencies, consultancies, rest of GBS for the specific project.  At the end, they should summarize and make litter the entire IX.	Exercise 3 Sheet
	11.00				Stick all the grey pieces of the exercises in the	
	2042	16.25-16.35	Canvas 4	will create iX positioning.	last canvas to have the overview of your story + People will get inspiration from my positioning and from their final canvas and will create their IX	Canvas 4
		16.35-17.00	Collage+Build the story  Pitch and Discussion	Introducing my positioning  3 groups will pitch their story How did the collage identity inspired you or change after the session? How did this session helped you understand IX? How do you think the positionings represent IX. How can we make one version out of the one you created?	story.	Anna's positioning  Canvas 4

## **WORKSHOP MATERIAL**





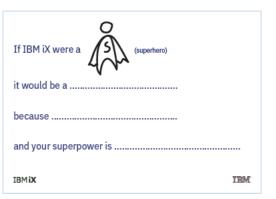


Figure 9. Icebreaker





What IBM IX does best

- Understand what users and clients needs
- Work agile and produce MVP to create value quickly
- Use IBM technologies to deliver great customer experiences.
- Co-create with clients
- Combination of creative, consulting and implementation skills.

- "We start small and think big"
- "We help by figuring out which problem we should solve and for who"



Figure 10. Slides from the workshop presentation

# EXERCISE 1 What clients want - Context

## Who is your client.

a. Describe your client b. What are his problems and needs

#### Trends

From the cards, choose some trends that were very relevant in this projects and stick them below.

To help yourself you can divide them per categories.

## Context of IBM iX

Based on the project and the company you are analysing, describe the **context iX operates in**; What do organizations seek in this new digital era? What are the problems that they encounter?



32

Figure 11. Canvas for "What clients want" exercise

# EXERCISE 2 What IBM does best

#### WE PRIDE OURSELVES ON BEING GOOD AT

- Understand what users and clients needs
- Work agile and produce MVP to create value quickly
- Use IBM technologies to deliver great customer experiences.
- Co-create with users
- Combination of creative, consulting & implementation skills.
- Start small and think big
- "We help by figuring out which problem we should solve and for who"
- "IBM iX don't focus only on the design, they focus on strategy, digital and technology deliverables by keeping the user experience in the driving seat"

## WHAT OTHERS THINK

- No difference between IBM iX and IBM
- They look at the user
- "IBM delivers smart people" (Client)
- "IBM provide development capabilities, user research and design capabilities" (Client)
- Develop "state of the arts platforms" (Client)
- "They address our uncertainties" (Client)
- "There are very good designers that know clearly how to design strategies and make it feasible." (IBM employee)
- "iX has a lot of Barbapapas" (IBM employee)
- "iX is the **change agent** of the new IBM"

Based on 1	the project you are analysing, choose some of the capabilities listed above or add others that you think are relevant

## What value you provide to clients?

How are you relevant to clients peeds or desires? How do you salve their problems? What benefits of it's are most valuable to clients.

What do you actually offer to clients?



Figure 12. Canvas for "What IBM does best" exercise

# EXERCISE 3 Look at competitors

Write down all the names of competito		n the execution of this specific project?
Based on the project you are analysing tell why Write down and draw the asp	iX is the right partner compared to agencies, othe ects, elements, capabilities that make <b>iX better</b> in	er consultancies and other departments in GBS; n helping the client. What are
Agencies	Consultancies	GBS
From a general perspective, try to think of	Why IBM iX? what makes you special? What aspects of your o	offerings are different from everyone else?
	:x	

34

Figure 13. Canvas for "Look at competitors" exercise

## IBM IX ROLE IN THE WORLD

Due to the evolution of technology many products, services and processes are now highly complex. People are not able to deal with such a complexity and they need help. Many organizations are responding to this trend by becoming customer centric. In order to understake this transformation they need the right PARTNER.

## UNDERSTAND USER AND CLIENTS NEEDS

To understand customer needs and to move fast in a costant changing world new approaches are needed.

IBM Design Thinking is a successful user-centered approach in this market in constant change.

## TECHNOLOGY EXPERTISE

It is necessary to understand technology and be able to deal with its complexity.

IBM is technology agnostic and has big technology experience.

## DELIVER EXPERIENCE

People need intuitive and pleasurable interactions when they deal with technologies.

The design-driven mindset of IBM allows for experimentation and creativity.

Strategy



## **FAST VALUE**

With the agile approach IBM iX can deliver fast value e show immediate results through MVPs.

**Story:** IBM iX can offer a 360 degree support along with an agile way of working to those organizations that strive to become leaders in the digital era. IBM iX can help with:

- Understanding user's needs (with IBM Enterprise Design Thinking)
- Managing complex technology (thanks to their expertise)
- Delivering great experiences for the users (user needs + technology knowhow)

All this supported by a tailored strategy to win in the market place.



Figure 14. Poster representing the first version of iX positioning to give inspiration to workshop participants

# CANVAS 4 iX Positioning

## Context of IBM iX

What do organizations seek in this new digital era? What are the problems that they encounter?

## What value you provide to clients?

How are you relevant to those needs or desires? How do you solve their problems? What benefits of your company/product are most valuable to them?

## What do you actually offer to clients?

What is the simplest description of your offering?

What aspects of that are different from everyone else.

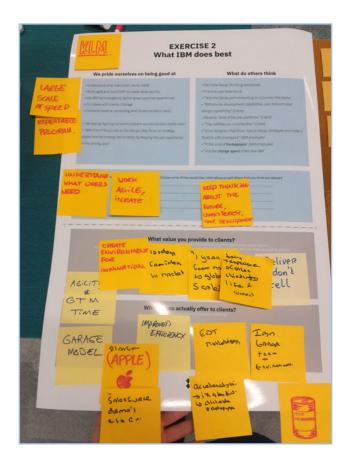
## Why IBM iX?

What makes you special?
What aspects of that are different from everyone else?



Figure 15. Canvas for "iX Positioning" exercise





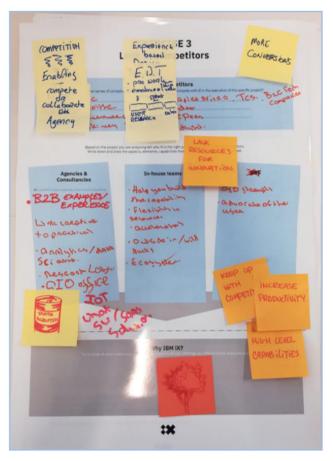
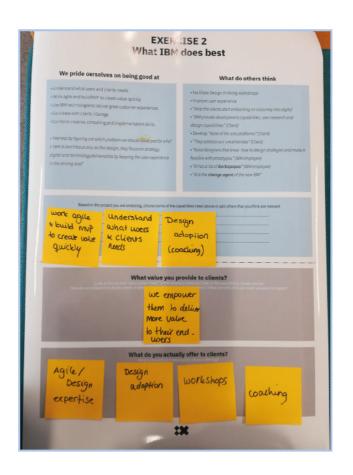




Figure 16. Canvas filled out by Group 1





CANVAS 4

iX Positioning

Context of IBM IX

Design

Focused

customer

Data

we empower

them to delice

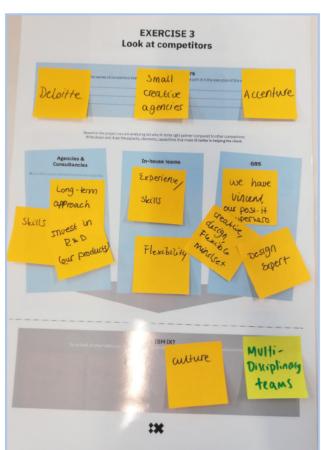
we do the

end-to-end

More Value o their end.

Driven

of working



Thinking workforce automation Design adoption Credibility reliability Figure 17. Canvas filled out by Group 2









39









## APPENDIX G: iX Story

## INDIVIDUAL ITERATIONS

By combining all the insights gathered during the research phase a one pager draft to represent the iX story pitch has been outlined. The first version of the story has been reviewed by Brian, company mentor, and Monique, a member of the Eminence workstream.

## NTRO

The days where companies were only competing with physical products are over, nowadays it's all about digital services and the ecosystem around that. Every workflow, every process in the company and every experience we put out there becomes part of that ecosystem.

#### VISION

Therefore, enterprises must reinvent themselves to survive, compete and thrive in this digital era. IBM iX can support companies during this path by changing their business, using the power of design.

#### WHO WE ARE

We are a multidisciplinary team of designers, strategy consultants, developers, experience consultants, mobile experts, salesforce experts and we use our deep understanding of context and continuous engagement with clients to exploit the possibilities of technology and open new business opportunities.

## WHAT WE DO

### Prepare organizations

We prepare clients for the new digital era by helping them drive a cultural change within their organization. As we experienced this ourselves, we can empower employees to deliver more value to the end users by building a more customer centric organization.

### Create experiences that matter

Our capability to <u>discover and</u> dive into the real user pain points, combined with the power of analytics, can help clients deeply understand their <u>customers</u> needs. By applying an agile way of working, we are then able to translate these insights into solutions at speed.

## Scale solutions and deliver value

You might think that our focus is on doing IBM Design Thinking workshops but actually, our focus is on leveraging design methods like that to come to scalable, sustainable platforms and solutions that serve the end-user in the design process. To stay ahead of competition, we help clients constantly manage evolving expectations by putting platforms in place and drive value.

Figure 19.
iX story:
Iteration Brian

#### THE CLOSE

(As our audience is GBS, we should show how they can benefit from iX capabilities, in order to provide the best result for the client. Any suggestion on how to write it in one sentence?)

Reach out now and come and see our iX capabilities that can help you in any phase of your project, regardless of the technology you are using. Let's build businesses, by design.

## INTRO

The days where companies were only competing with physical products are over, nowadays it's equally important to offer excellent digital services and positive perception of the ecosystem around that

Because every workflow, every process in the company and every experience we put out there becomes part of that ecosystem.

#### VISION

Therefore, enterprises must reinvent themselves to survive, compete and thrive in this digital era. IBM [X] can support companies during this path by changing their business, using the power of integrated | | |

## WHO WE ARE

We are a multidisciplinary team of designers, strategy consultants, developers, <u>project</u>

<u>managers</u> experience consultants, mobile experts, salesforce experts and we use our deep
understanding of context and continuous engagement with clients to exploit the possibilities of
technology and open new business opportunities.

#### WHAT WE DO

## Prepare organizations

We prepare clients for the new digital era by helping them identify the path for their future digital business experience, deliver and Integrate necessary elements and support cultural change within their organization.

### Create experiences that matter

Our capability to dive into the real user pain points, combined with the power of analytics, can help clients deeply understand their costumers needs. By applying an agile way of working, we are then able to translate these insights in solutions at speed. And ensure solutions are Integrated In relevant processes and applications within the company.

## Scale solutions

To stay ahead of competition, we help clients constantly manage evolving customers' expectations by <a href="mailto:mproving user experience">mproving user experience</a>, <a href="perience">performance</a>, or <a href="putting entire new">putting entire new</a> platforms in place and drive sales.

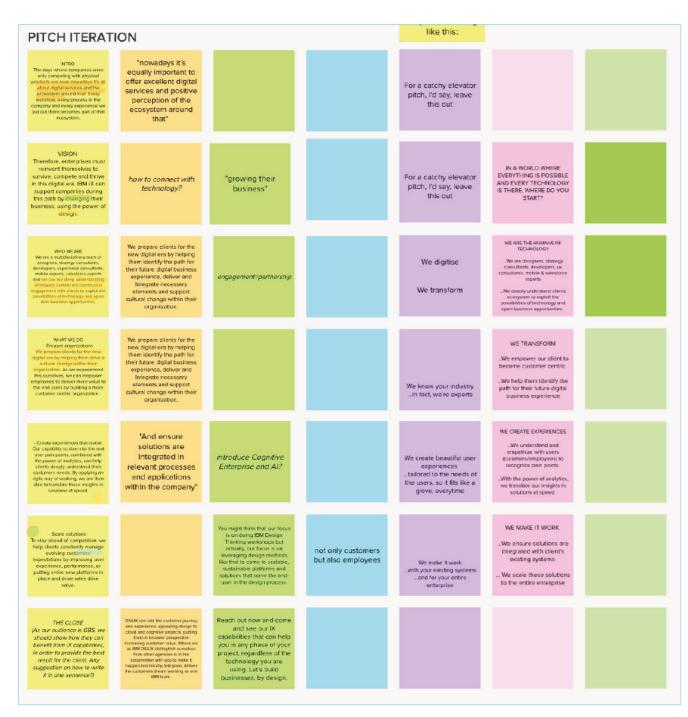
## Iteration Monique

iX story:

DS&IX can add the customer journey and experience, appealing design to cloud and cognitive projects, putting them in broader perspective increasing customer value. Where we as IBM DS&IX distinguish, ourselves from other agencies Is In the cooperation with you to make It happen technically, Integrate, deliver the customers dream working as one IBM-team.

40

## **ITERATIONS WORKSTREAM**



42

Figure 21. iX story iteration with Eminence workstream in Mural\*

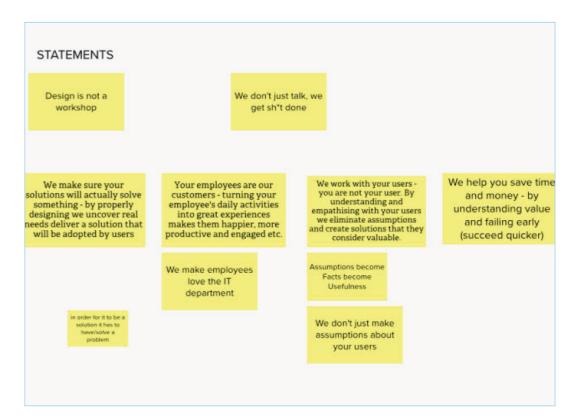


Figure 22. Brainstorm example with Eminence workstream in Mural\*

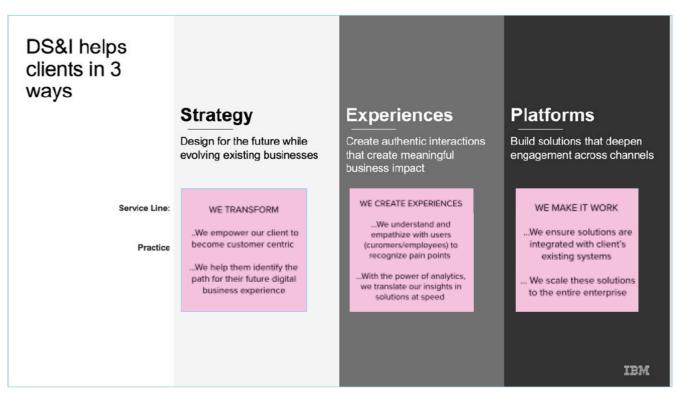


Figure 23. iX story fits with the selling pitch of the Go To Market workstream

<sup>\*</sup>Mural is a digital workspaces for visual collaboration, inspiration and innovation

## **CONCEPTS IX STORY VISUAL**

One of the features that we are trying to achieve with the communication design consists in allowing personal interaction. By giving the opportunity to employees to actually "use" the visual in daily activities, there is a high chance to obtain engagement and commitment. One of the proposed versions (fig below) allows consultants to stick information on the poster, such as projects currently going on, people involved on the project, but also people looking for projects. This option goes along very well with the Pokemon cards, which represent all iX employees.

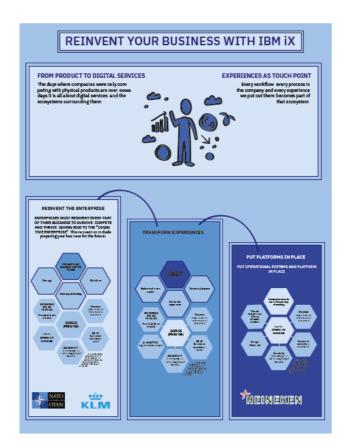


Figure 24. Concept iX story visual

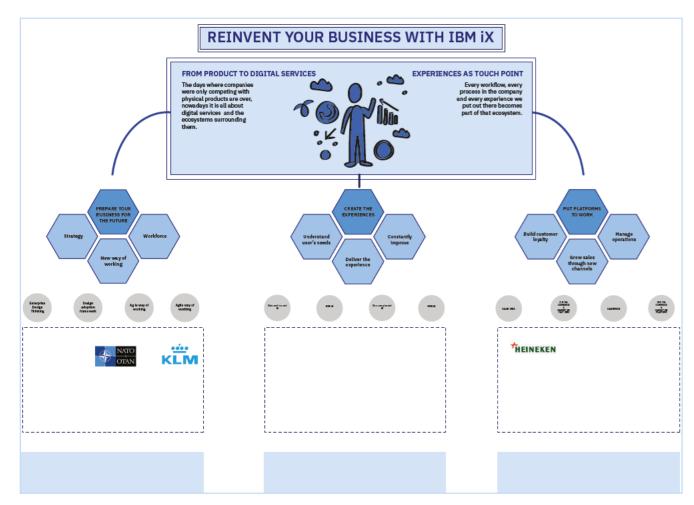
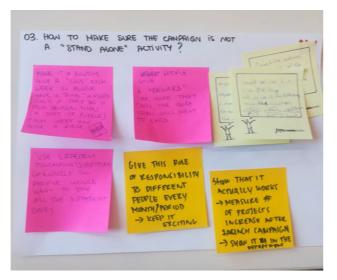


Figure 25. Concept iX story visual

## **APPENDIX H: Ideation IDE students**











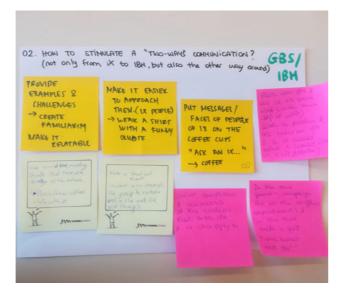


Figure 26. How To's brainwriting

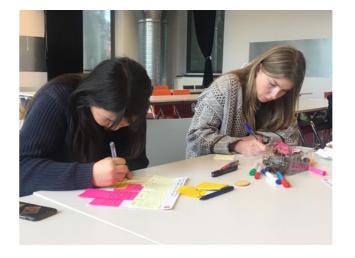








Figure 27. Series of pictures from the creative session with IDE students

# APPENDIX H: Iteration campaign

## **CONCEPT 1**

## "What you didn't know about iX"

The campaign consists on the display of different posters in the same style (following the iX internal communication guidelines). They illustrate some quotes related to what iX is good at and contained a captivating sentence which lead to a call to action "Join the conversation on Slack" and a QR code. The code would redirect people to a 1 minute video about an iX specific topic (to be chosen together with the DS&I growth platform leader based on department priorities). On the video a clickable link would appear so that people that want to know more can be redirected to a channel on the platform Slack (one of the main communication medium in IBM). Here people would join a channel where people can exchange information regarding the specific subject and ask questions to iX employees specifically chosen to be the "ambassadors" of that theme.

## **CONCEPT 2:**

"We transform."

"We Create."

"We make it work."

This campaign is very related to the iX story that has been co-created together with the employees if the department. As mentioned in chapter 5.1 the iX role is made of three main areas of focus. With this campaign the objective would be to communicate the identity by aligning to these three main competences. This will support the identity to be build up, and the audience will have the opportunity to link the campaign to the actual department roles.

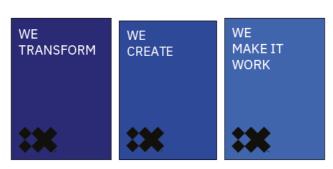


Figure 29. Concept campaign "We..."

# WHAT YOU DIDN'T KNOW ABOUT IBM iX "They do Design Thinking workshop" Yes, you are right, we do. That's our way of thinking and working as the entire IBM. Check out how we use design thinking to translate technology in human values. Scan the QR CODE and discover more



Figure 28. Concept
Internal campaign "What
you didn't know about iX

## **CONCEPT 3:**

## DID YOU KNOW?

The idea behind this concept consists in building mistery at the beginning and reaching the climax with the surprise effect. The intention is to make the experience more fun for the employees and create some rumors around the campaign by using Augmented Reality to discover content. In *fig. 31* the idea is to spark interest in the audience and let them discover through AR.



Figure 30. Example Apple campaign for the release of the new Mac Pro



Figure 31. Example BMW campaign to build tension

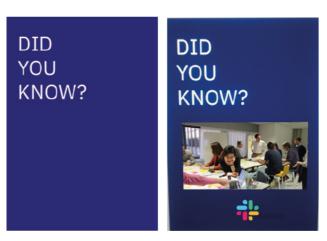


Figure 31. Concepts Internal campaign "Did you know?". Content discovered through AR

## **CONCEPT 4:**

"Meet Xavier"

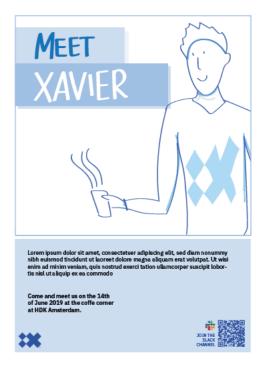


Figure 31. Concepts Internal campaign "Meet Xavier?".



Figure 32. Concepts Internal campaign "Meet Xavier?".

# APPENDIX I: Evaluation Campaign

The video will be used during an Internal campaign whose objective is to create awareness on the role and capabilities of iX. The video should, therefore, trigger people to know more about iX and encourage interaction across departments. Please rate the video based on the questions below:

a)	How clear is the message conveyed in the video?
2. 3. 4.	Not at all clear Not so clear Somewhat clear Very clear Extremely clear
xplai	າ:
b)	How easy is to follow the story that Xavier is telling?
2. 3. 4.	Not at all easy Not so easy Somewhat easy Very easy Extremely easy
Explai	າ:
c)	How easy is to understand all the information in the video?
2. 3. 4.	Not at all appealing Not so appealing Somewhat appealing Very appealing Extremely appealing
xplai	າ:
d)	How visually appealing is the video?
2. 3. 4.	Not at all appealing Not so appealing Somewhat appealing Very appealing Extremely appealing
Explai	າ:

e)	Does the video trigger you to know more about iX?
2. 3. 4.	Not at all Very little Little Quite Very much
Explai	n:
ONLY	FOR GBS EMPLOYEES
f)	How likely is that you would talk to an iX employee to know more?
	Not at all likely Extremely likely
Explai	n:
g)	How did your perception about iX changed after watching the video
2. 3. 4.	Not at all Very little Little Quite Very much
Explai	n:
h)	Do you have any other comments about I can improve video?