APPENDICES

Master Thesis
MSc Strategic Product Design
Anna Filippi

TUDelft IBM iX

TABLE OF CONTENTS

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 general

1.a Imagine that you are talking to a potential client; how would you describe, with your own words, the role of IBM iX within IBM BeNeLux?

1.b Imagine that you are talking to a colleague from a different service line; how would you describe, with your own words, the role of IBM iX within IBM BeNeLux?

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 key skills that make IBM iX BeNeLux unique?

1	
2	
3	

IBM iX in relation to other departments

4. For what activities **do** other departments require the involvement of IBM iX in BeNeLux?

5. For what activities **should** other departments require the involvement of IBM iX in BeNeLux?

6.a How would you describe differences/similarities between IBM Digital Strategy and IBM iX, in terms of capabilities?

Differences	Similarities

6.b How can IBM Digital Strategy and IBM iX create synergy together?

IBM iX in relation to clients

7.a On a scale from 1 (not at all) to 5 (very) how well do you know IBM iX BeNeLux offerings?

1. Not at all	**2.** Very little	**3.** Little	**4.** Quite	**5.** Very
◯	◯	◯	◯	◯

7.b What are the top 3 offerings that IBM iX BeNeLux provides to clients?

1	
2	
3	

7.c What strengths make IBM iX BeNelux better than other departments in providing these offerings?

8.a Think about the current collaboration between clients and IBM iX BeNeLux, in terms of ways of working and relationships. How does it look like? Please briefly explain how you see that.

8.b If you could change something in the collaboration with clients, what would that be?

9. Can you share some examples of IBM iX BeNeLux success stories that you have heard about?

10.a Who do you think are the main competitors of IBM iX BeNeLux?

10.b How do you see IBM iX in comparison with the competitors in BeNeLux? Please give one or more aspects.

1	
2	
..	

11. Which company/companies could be an inspiration for IBM iX BeNeLux? And why?

Other information

12. Education background:
Highest level of studies:...........................
Discipline of study:...................................

13. Position/role in the company:
Your role/position in the company:.......................
How long have you been in IBM:........................
How long have you been in IBM iX:........................
Your practice:...

Appendix C: Survey Analysis

BeNeLux

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

"Different perspective to the table, help you understand clients needs first, before we think solutions."

WHO IS IBM iX BeNeLux?

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

Digital Agency | User and clients needs first | Design driven | Technology experience | Deliver experiences | No solution driven

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 clients
User centricity

OFFERINGS
Enterprise Design Thinking
Mobile
Salesforce
Experience design
Chatbot
Strategy
Customer Engagement and Design

13/28   18/28

SKILLS
Design
Young team
Understand user needs
Creative
Technology
Strategy
Fresh, innovative
Storytelling
Agile

IBM iX and other Departments

NOW
DESIGN THINKING **WORKSHOPS**
MAKING **NICE SLIDES**/VISUAL DESIGN
SUPPORT IN **USER RESEARCH**
NOT HAPPENING YET

IDEAL
iX INVOLVED **EARLY** IN THE PROCESS.
iX INVOLVED IN **ENTIRE PROJECTS**
FROM USER RESEARCH TO PROTOTYPING
USER EXPERIENCES STRATEGIES
A lot of different views

DS
STRATEGY/ROADMAP
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	Show clearly iX identity (different than IBM)
"Do clients know that they are working with iX?"	*"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

High quality work
Good work environment
Strong in technology because of IBM name
The entire journey

Expensive
Long processes, slow
Hidden behind the old fashioned IBM

IDEO
IBM STUDIOS
MEDIA MONKS

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

accenture digital   Deloitte. Digital   Cognizant   Capgemini

SMALL AGENCIES

17

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.

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?

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?

    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?

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

Digital and Creative agency

User centered

Design driven

Technology expert

Deliver experiences

Problem oriented

Client needs first
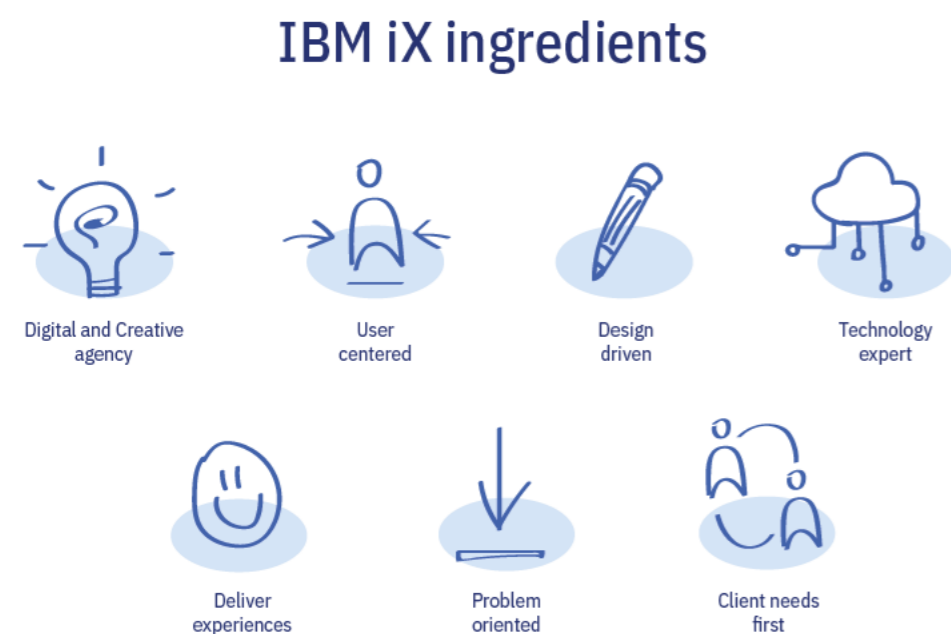
Figure 4. iX ingredients identified during questionnaire analysis

"We put the user at the heart of our solutions!"

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

"iX is the team doing the cool projects that stands out"

"The group looking forward, based on young ambitious people supported by experienced IBM."

"IBM iX is IBM's answer to working with Agencies."

"Our services focus on improving the customer experience, by combining strategy, design and new technologies."

"We listen to what the client really wants."

"We make you a customer-centric organisation."

"We usually start with small strategy or delivery engagements to build a good relationship with the client"

"We are technology agnostic and we connect to our clients questions through end user centricity."

"We are all about understanding people and what moves them."

"We're an agency on steroids because we bring the full power of IBM with us."

"IBM iX is needed so that IBM can also compete with the agility of start-ups."

"It's a team of designers, developers, strategists and architects that have the customer experience as the ultimate goal."

"iX can help you to drive innovation"

In a world where one party only talks about complex technologies and the other only about complex business problems, we bring everybody together.

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

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

Figure 7. Newspaper group 1
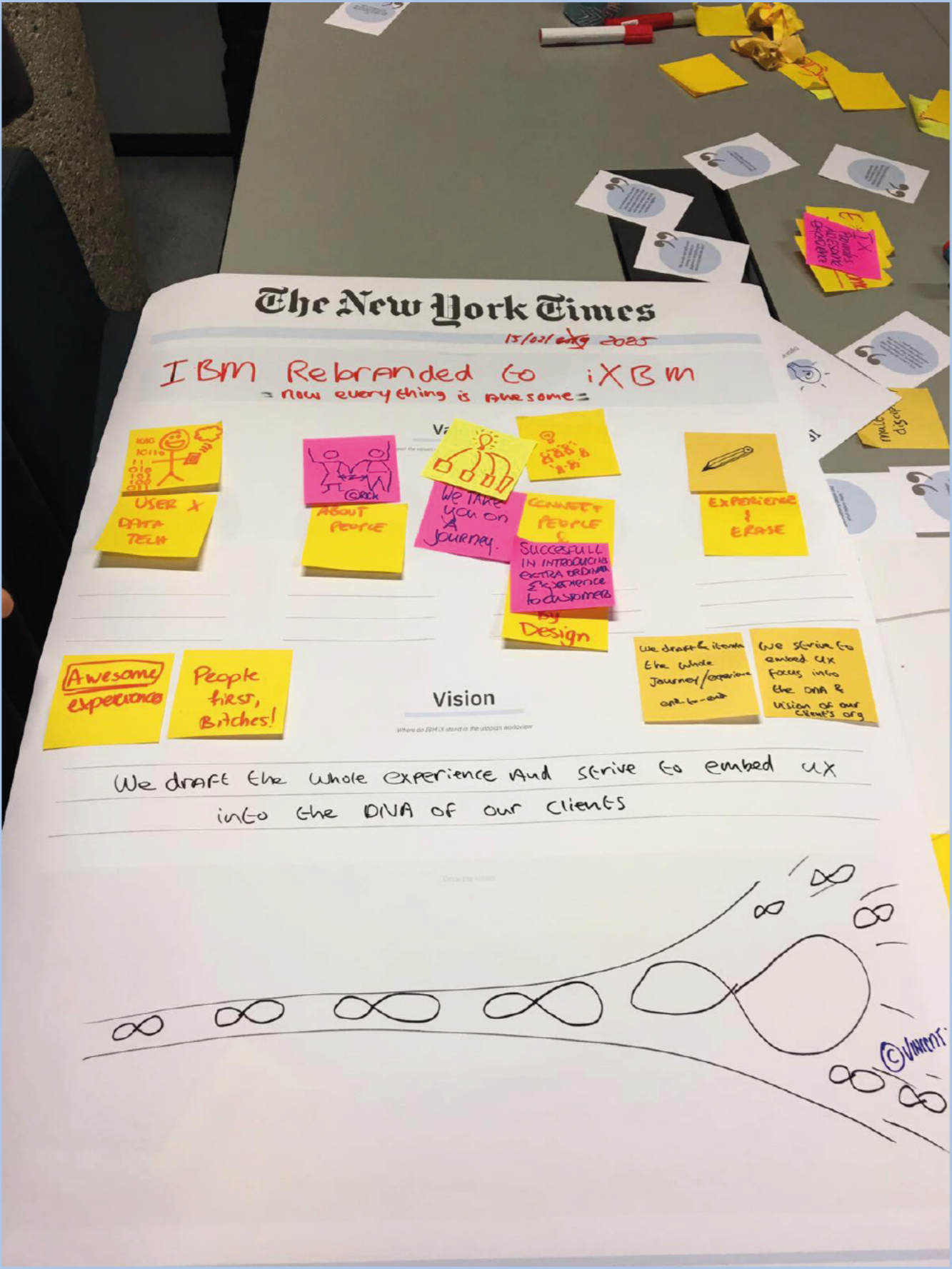
Figure 7. Newspaper group 2

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	13.20-13.25	Introduction	Why we are here today and what we are going to do		
Optional "Today we are going to create iX positioning by using the	00:10	13.05-13.20	ICEBREAKER If iX were a…	Create collage of iX: exercise to warm up and get people into the topic	Participants will use images and words to create a collage that should represent iX	One big blank sheet Pictures sheet Words sheet
BLOCK 1 What clients want	00:10	13.20-13.30	Presentation	Presenting my findings about -What clients want	Participants can ask questions a give their opinion about my positioning proposal	Slides
	00:30	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 part is the one related to the project while in the grey area they should summarize the previous part and write down in a more general manner.	Exercise 1 Sheet Info project
	00:15	14.00-14.15	Playback	What is the context in which iX operates in? What are companies need and desires that iX can solve?	People present their context and we can discuss and get an idea of the world outside	
	00:15	14.15-14.30	Break	Get coffee, go to the toilet etc.		
BLOCK 2 What is iX best at	00:15	14.30-14.45	Presentation	Presenting my findings about: -What IBM iX does best	Participants can ask questions a give their opinion about my positioning proposal	Slides
	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.	Participants read the iX capabilities that I 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
	00:20	15.15-15.35	Playback			
	00:10	15.35-15.45	Break	Get coffee, go to the toilet etc.		
BLOCK 3 Competitors	00:10	15.45-15.55	Presentation	Presenting my findings about: - Competitors	Participants can ask questions a give their opinion about my positioning proposal	Slides
	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 it for the entire iX.	Exercise 3 Sheet
	00:10	16.25-16.35	Canvas 4 Collage+Build the story	People will put together parts of the exercises and will create iX positioning. - Introducing my positioning	Stick all the grey pieces of the exercises in the 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 story.	Canvas 4 Anna's positioning
	00:25	16.35-17.00	Pitch and Discussion	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?		Canvas 4
	4:00					

WORKSHOP MATERIAL

Figure 9. Icebreaker

Figure 10. Slides from the workshop presentation

30

31

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?

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 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?
(Look at the section "who is your client" of the previous sheet and look at the capabilities chosen above)
How are you relevant to clients needs or desires? How do you solve their problems? What benefits of iX are most valuable to clients?

What do you actually offer to clients?
What is the simplest description of your offering?

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

EXERCISE 3
Look at competitors

Relevant competitors
Write down all the names of competitors that you think can potentially compete with iX in the execution of this specific project?

....

....

....

Based on the project you are analysing tell why iX is the right partner compared to agencies, other consultancies and other departments in GBS:
Write down and draw the aspects, elements, capabilities that make **iX better in helping the client**. What are

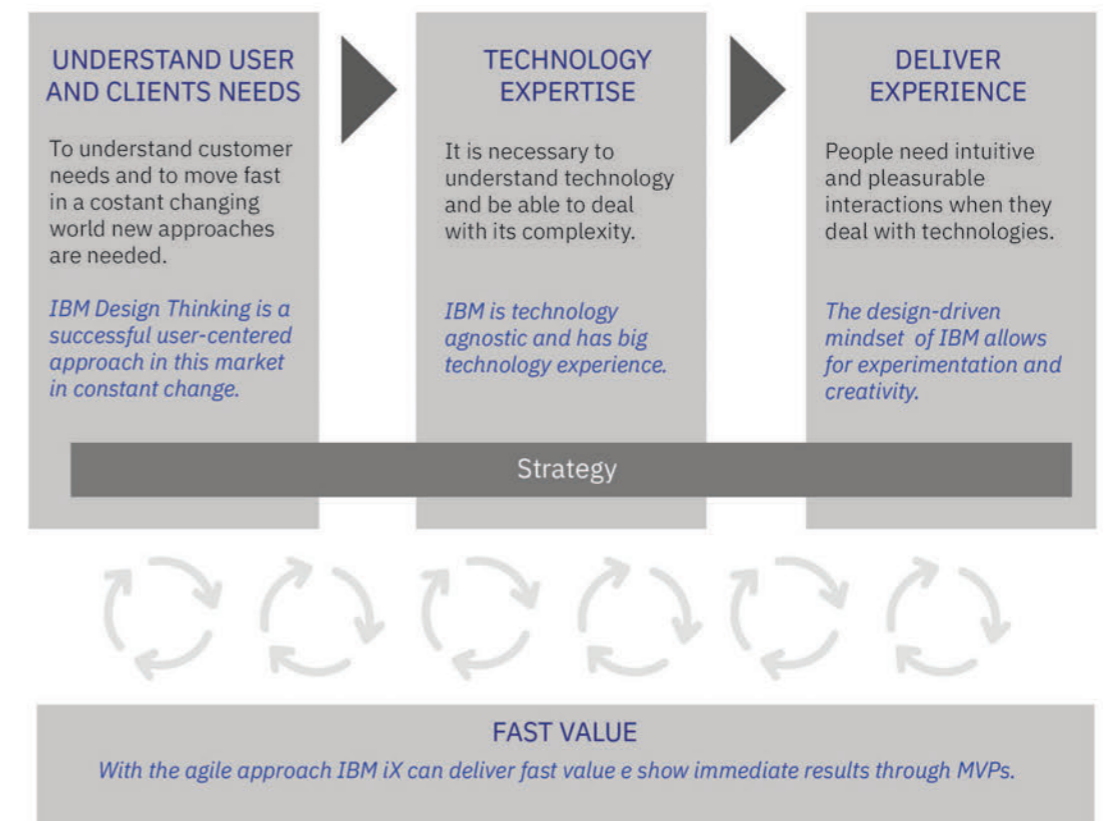**Agencies** **Consultancies** **GBS**
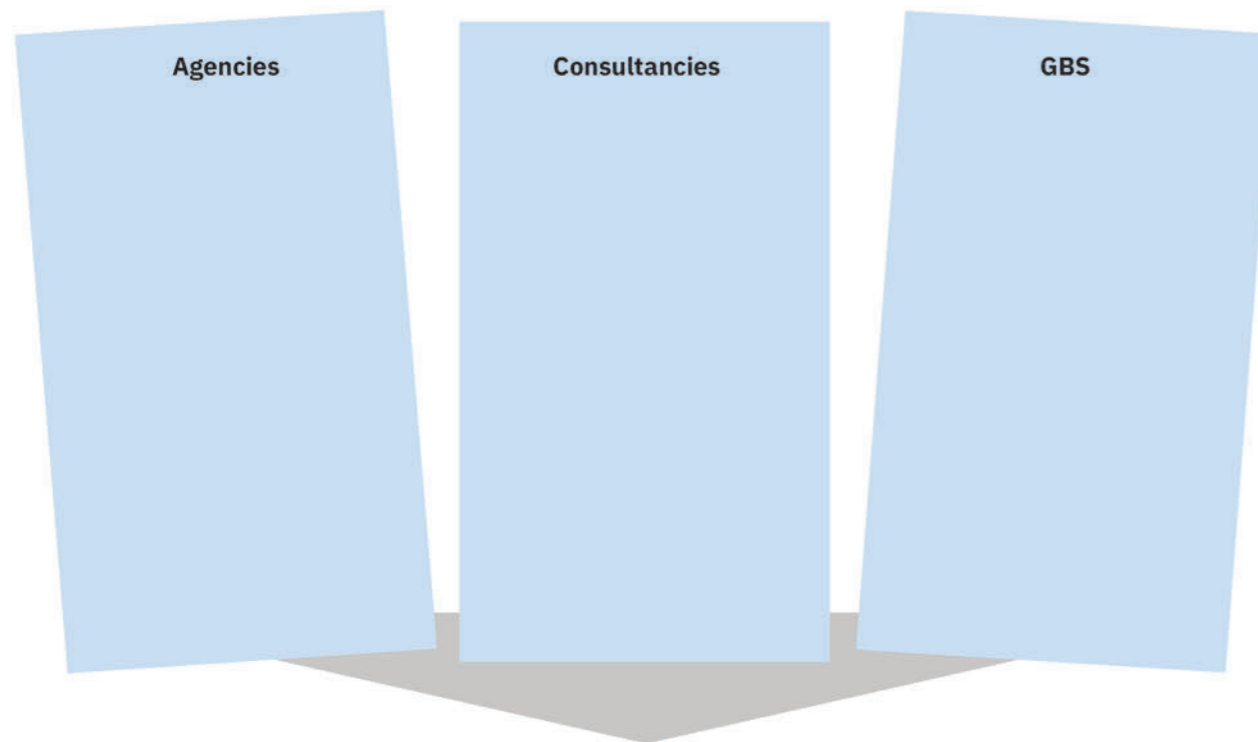
Why IBM iX?
From a general perspective, try to think of what makes you special? What aspects of your offerings are different from everyone else?

Figure 13. Canvas for "Look at competitors" exercise

34

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.

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
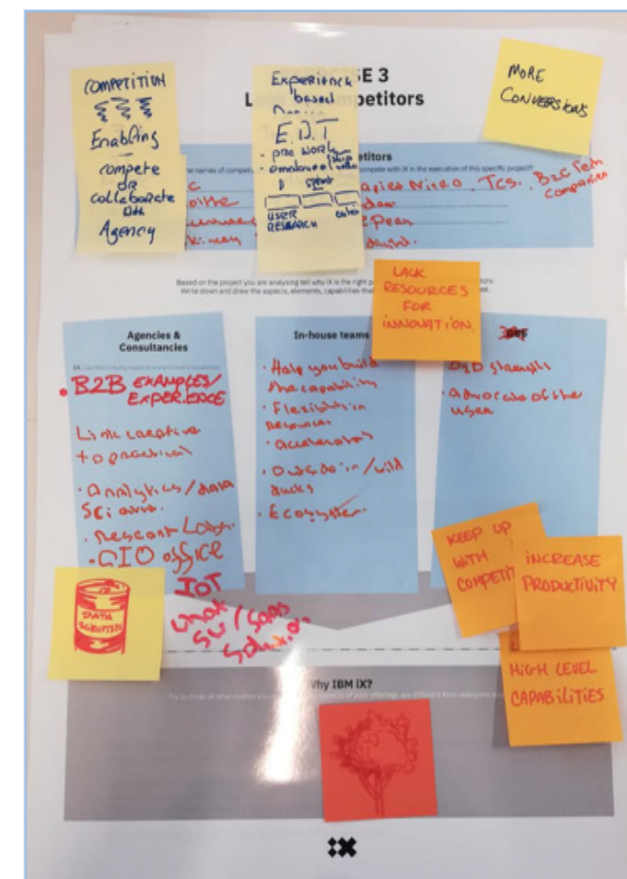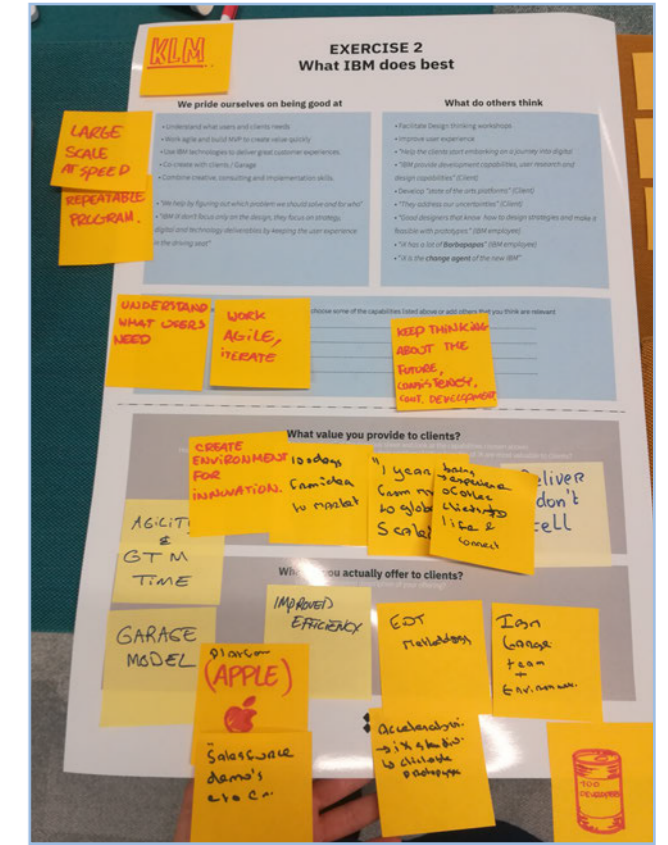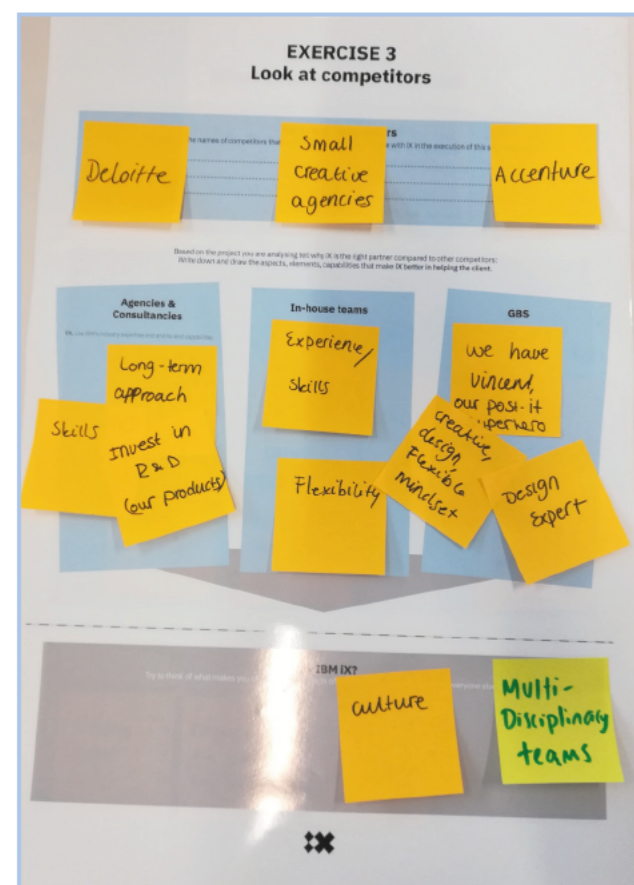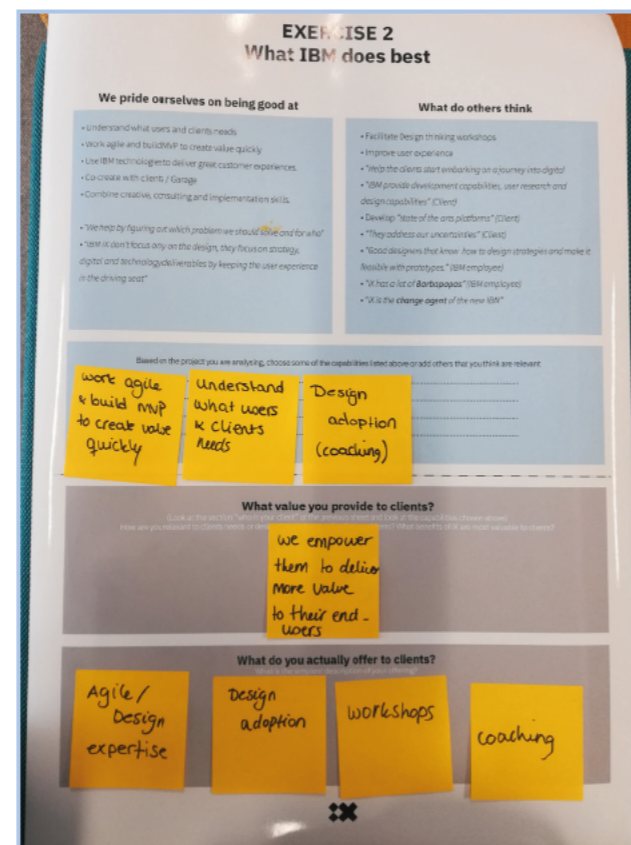

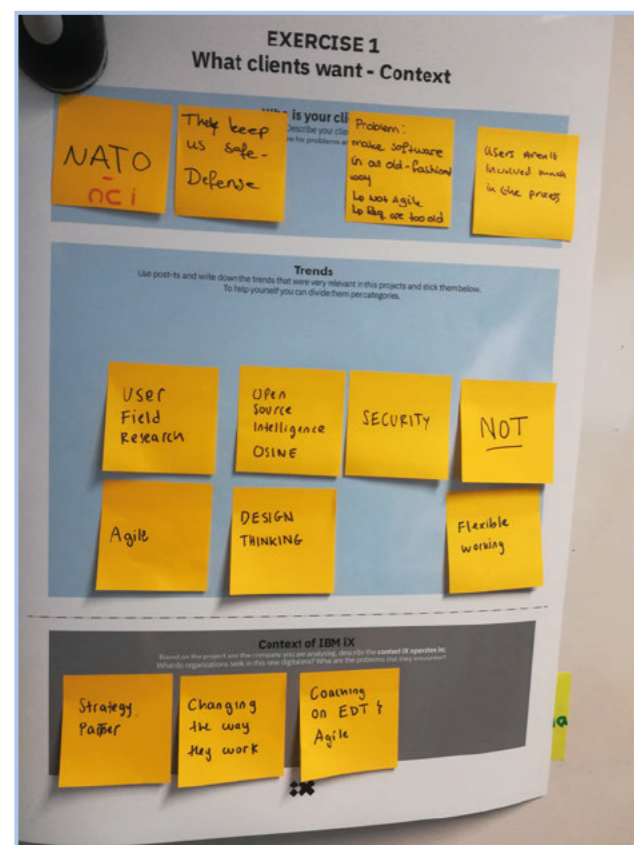*Figure 16. Canvas filled out by Group 1*

Figure 17. Canvas filled out by Group 2

Figure 18. Series of pictures from the positioning workshop

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.

INTRO
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 discover and dive into the real user pain points, combined with the power of analytics, can help clients deeply understand their customers 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.

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.

Figure 19.
iX story:
Iteration Brian

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 iX can support companies during this path by changing their business, using the power of integrated design.

WHO WE ARE
We are a multidisciplinary team of designers, strategy consultants, developers, project managers 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 improving user experience, performance, or putting entire new platforms in place and drive sales.

Figure 20.
iX story:
Iteration Monique

THE CLOSE
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

41

ITERATIONS WORKSTREAM

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

*Mural is a digital workspaces for visual collaboration, inspiration and innovation

Figure 22. Brainstorm example with Eminence workstream in Mural*
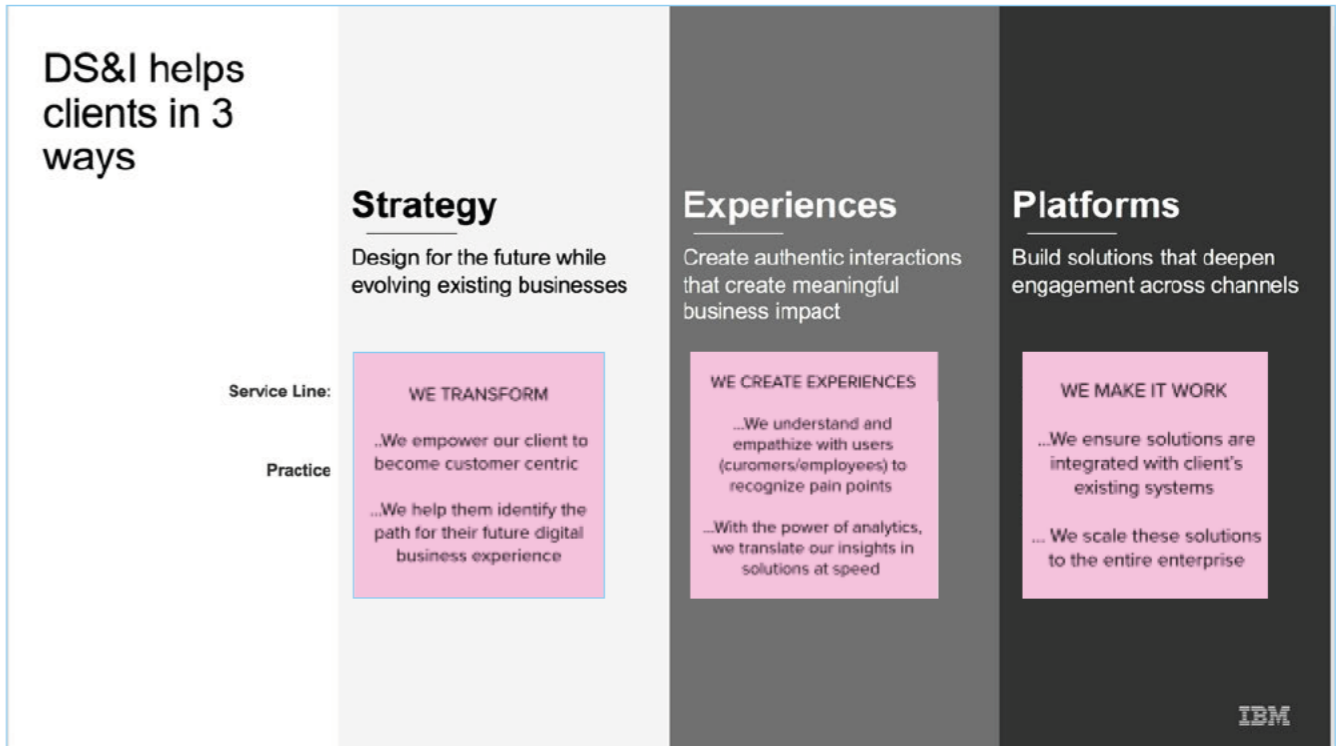
Figure 23. iX story fits with the selling pitch of the Go To Market workstream

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.
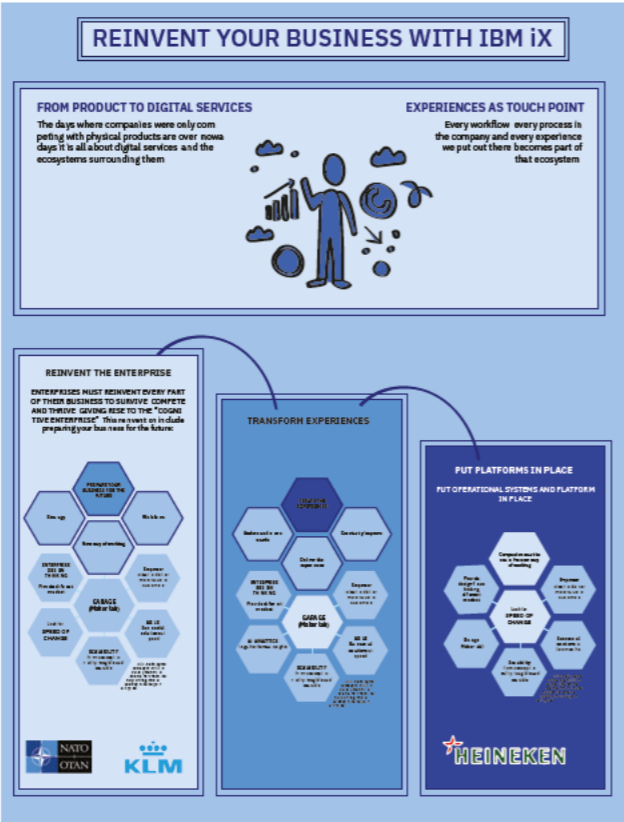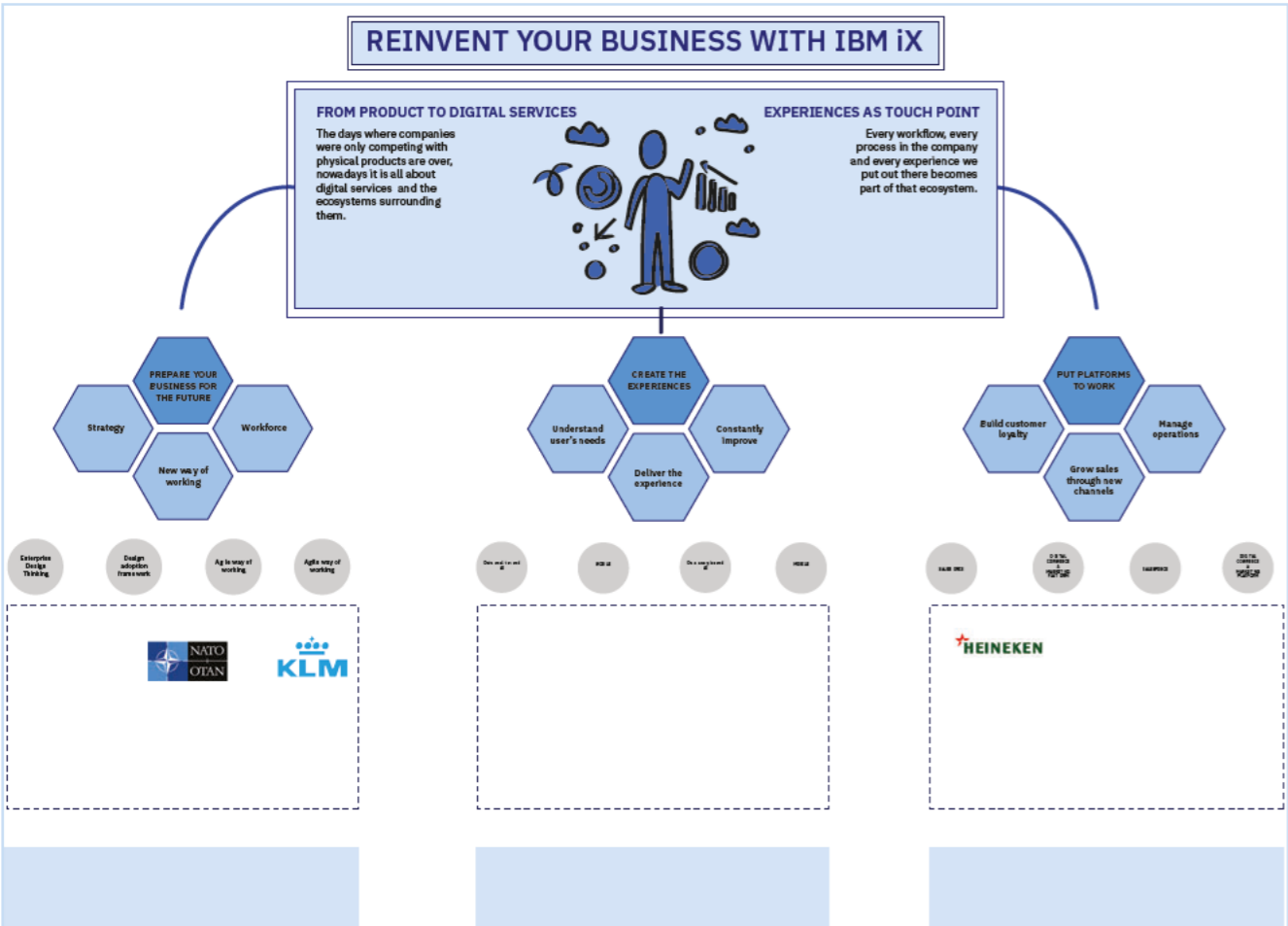

Figure 24. Concept iX story visual

Figure 25. Concept iX story visual

APPENDIX H: Ideation IDE students
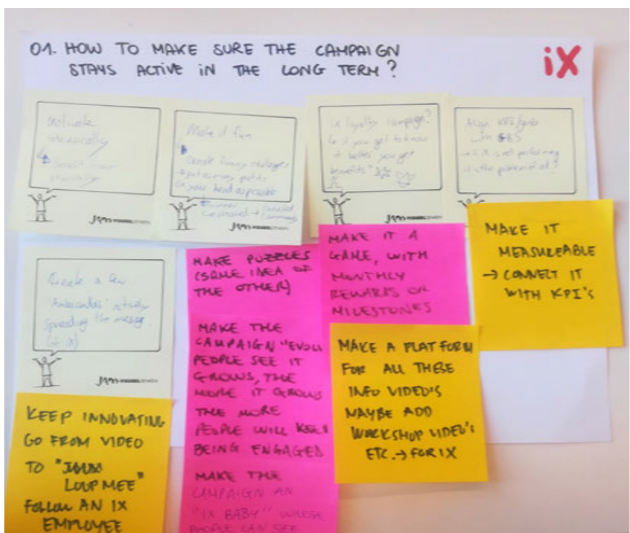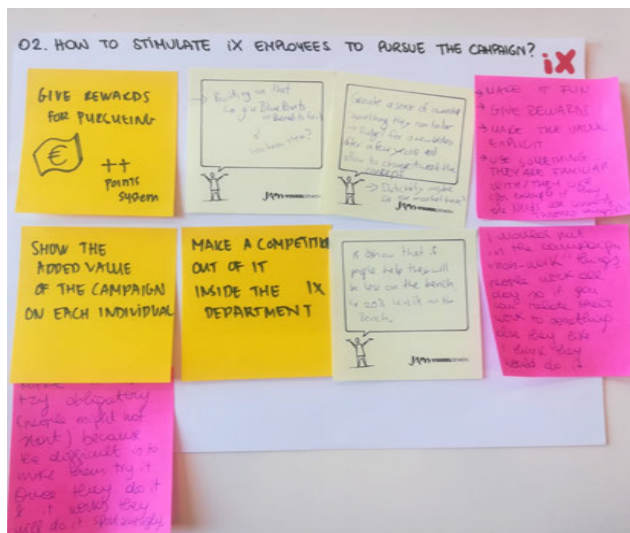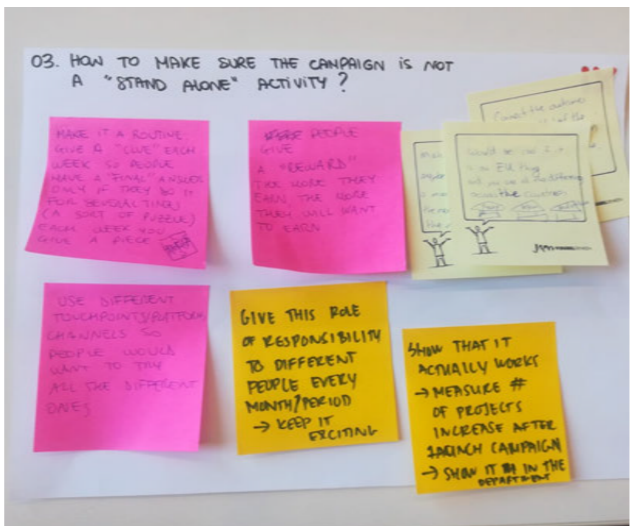

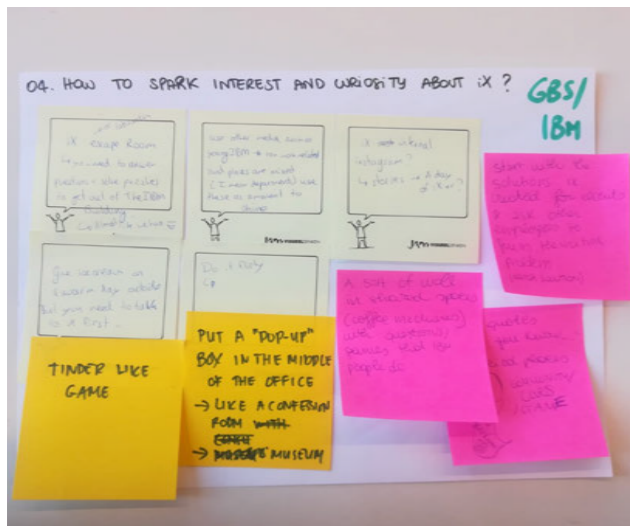Figure 26. How To's brainwriting

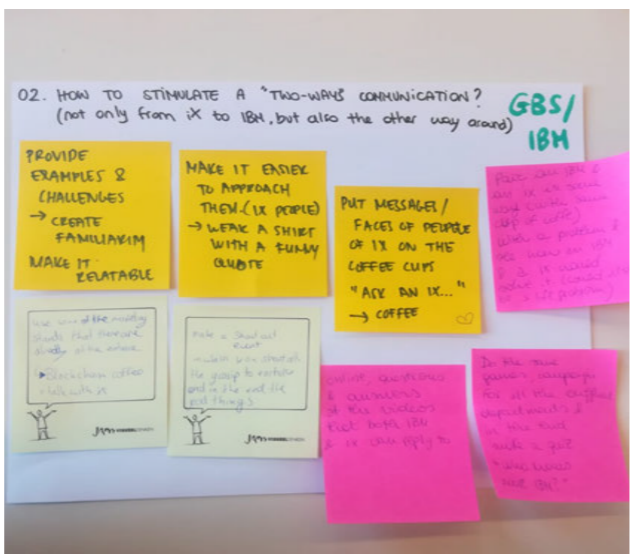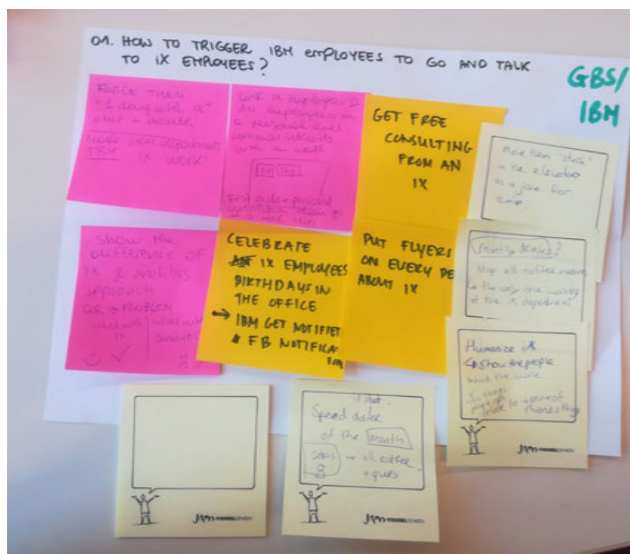Figure 27. Series of pictures from the creative session with IDE students

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.
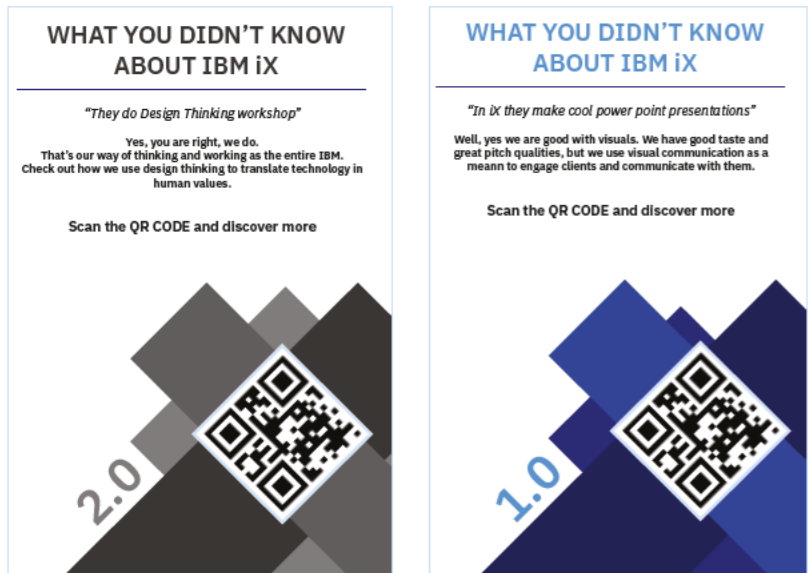
WHAT YOU DIDN'T KNOW ABOUT IBM iX

"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

2.0

WHAT YOU DIDN'T KNOW ABOUT IBM iX

"In iX they make cool power point presentations"

Well, yes we are good with visuals. We have good taste and great pitch qualities, but we use visual communication as a meann to engage clients and communicate with them.

Scan the QR CODE and discover more

1.0

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

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.
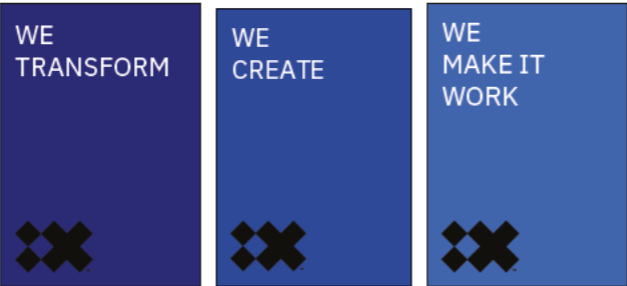
WE TRANSFORM	WE CREATE	WE MAKE IT WORK

Figure 29. Concept campaign "We..."

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

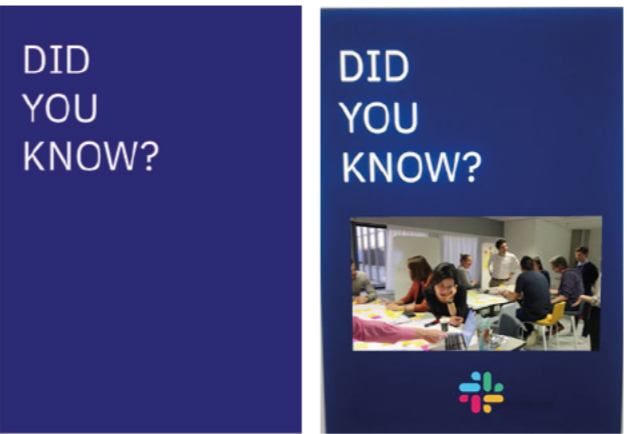*Figure 31. Example BMW campaign to build tension*

DID YOU KNOW?   DID YOU KNOW?

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

CONCEPT 4:

"Meet Xavier"

MEET XAVIER

Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis nostrud exerci tation ullamcorper suscipit lobortis nisl ut aliquip ex ea commodo

Come and meet us on the 14th of June 2019 at the coffe corner at HDK Amsterdam.

JOIN THE SLACK CHANNEL

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

MEET XAVIER

Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna

Come and meet us on the 14th of June 2019 at the coffe corner at HDK Amsterdam.

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?*

1. Not at all clear
2. Not so clear
3. Somewhat clear
4. Very clear
5. Extremely clear

Explain:_____

b) *How easy is to follow the story that Xavier is telling?*

1. Not at all easy
2. Not so easy
3. Somewhat easy
4. Very easy
5. Extremely easy

Explain:_____

c) *How easy is to understand all the information in the video?*

1. Not at all appealing
2. Not so appealing
3. Somewhat appealing
4. Very appealing
5. Extremely appealing

Explain:_____

d) *How visually appealing is the video?*

1. Not at all appealing
2. Not so appealing
3. Somewhat appealing
4. Very appealing
5. Extremely appealing

Explain:_____

e) *Does the video trigger you to know* more about iX?

1. Not at all
2. Very little
3. Little
4. Quite
5. Very much

Explain:_____

ONLY FOR GBS EMPLOYEES

f) *How likely is that you would talk to an iX employee to know more?*

1. Not at all likely
2. Extremely likely

Explain:_____

g) *How did your perception about iX changed after watching the video?*

1. Not at all
2. Very little
3. Little
4. Quite
5. Very much

Explain:_____

h) *Do you have any other comments about I can improve video?*

Explain:_____