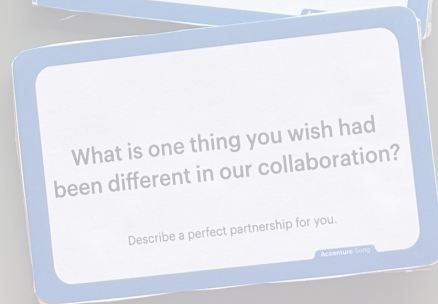
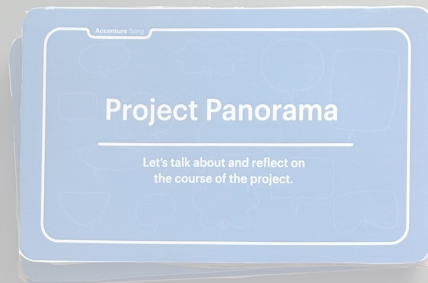


From project execution to impact:

client feedback on delivered
consulting projects



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PREFACE

The journey of my graduation started when I was studying in Milan, and had an online video call with Dita who explained a possible idea for a thesis project. This project was initiated by some colleagues within Accenture Song who felt a need to circle back on their delivered projects with clients. It sounded like an interesting project. Next, I found two supervisors from the faculty (IDE), who were excited about this project as well and who wanted to help me along the way. The day after I returned from my exchange in Italy, I was already getting onboarded for my thesis internship. The past five months have flown by. This report will explain my process and show the results. I could not have done this alone, so I would like to express my gratitude in this preface.

First of all, I would like to thank my supervisors Dita and Sander from Accenture Song for creating this fun opportunity for me. I am super glad I could work on my thesis with you because it made my first experience as an intern really pleasant. My supervisors supported me along the way and were always available to discuss my ideas and struggles and to think along. In addition, I would like to thank the Design and Digital Products team for their openness and collaboration, providing a real-world context for this report. I am also grateful for the clients who participated in the interviews, which helped create a complete overview.

Second, I would like to thank Sylvia and Sijia, my chair and mentor from TU Delft, who provided me with valuable feedback. We saw each other every two weeks, and I always left the meetings with new ideas and energy to continue working. They helped me by asking critical and reflective questions, so I could keep improving my work. In addition, they provided me with useful methods and tools which created the guidance that I needed.

Last but not least, I am grateful for my family and friends who encouraged me during the whole process. They listened to my stories over and over again, including all my ups and downs. They supported my work and kept me motivated. Also, the other thesis interns at Accenture Song helped me a lot during this project. Thanks everyone!

It is hard to believe that my time at IDE has come to an end already. This graduation report shows my final work as a student. Enjoy reading my report!

ABSTRACT

This report, created in collaboration with Delft University of Technology and Accenture Song's Design and Digital Products (DDP) team, addresses the need for a structured evaluation process at the end of client projects. Accenture Song integrates business consultancy, creative agency services, and technological expertise. The main research question is the following:

"How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?"

The literature review reveals that post-project evaluations are often neglected in consulting due to the lack of integration into standard workflows. Consultancy firms typically focus on the project's scope, timelines, and budget, which are insufficient for comprehensive evaluation. Successful client-consultant relationships, characterised by trust, clear communication, and expectation management, are also essential for effective evaluation.

Semi-structured interviews with DDP team members and clients provided insights into existing and preferred evaluation practices. Thematic content analysis identified key barriers, preconditions, and drivers for effective post-project evaluation. Current barriers include the absence of a standardised evaluation tool, discomfort with giving critical feedback, undocumented lessons, difficulty in measuring data, and the diverse nature of projects. Preconditions for effective evaluation encompass a trusting and transparent atmosphere, a standardised evaluation approach on different themes, clarity on the agreements from the project's start, and integration of evaluation into the workflow. Drivers for evaluation include learning for future project improvement, creating opportunities for follow-up projects, benchmarking projects within Accenture Song, and strengthening client relationships.

For the post-project evaluation, a workshop and an online feedback storage are designed. The workshop conducted a few months post-delivery, is a face-to-face meeting with the project team and client. The workshop's participants use cards with questions as conversation starters and a survey to stimulate feedback sharing. The feedback storage includes a manual with workshop guidelines and templates in which lessons can be written down to stimulate feedback capturing. The workshop is the standardised evaluation tool, which facilitates feedback sharing on different themes, focusing on the course of the project and the impact of the deliverables. The combination of the qualitative conversation and quantitative survey together paints a complete picture of the project's performance.

A crucial part of this evaluation approach is the creation of a new responsibility within project teams: the evaluation safeguard. This employee is responsible for keeping track of evaluation throughout and after the project, and for facilitating the workshop. This new project role will ensure that post-project evaluation will take place.

Validation interviews and a trial workshop were conducted to gather feedback on the viability, feasibility, and desirability of the solution. Furthermore, an implementation plan is created to guide the DDP team in adopting and implementing the new solution. It is recommended to start with a six-month trial within the DDP team, during which evaluation safeguards are appointed to projects and evaluation workshops are performed.

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DISCOVER

1. INTRODUCTION

This report is made in collaboration with Delft University of Technology and Accenture Song (ACN Song). This chapter dives deeper into the context of the company, introduces the project assignment and research question, paints a picture of ACN Song’s current way of working, and lastly states the approach that was followed.

1.1 Company context

Accenture is a global consultancy company, operating in more than 120 different countries. They offer different services and specialisations, which are divided into the following focus areas: Strategy and Consulting, Industry X, Technology, Operations and Song (Accenture, 2024). This research will focus specifically on Accenture Song, which is a tech-powered creative group, located in Amsterdam.

At ACN Song, they combine the characteristics of “a business consultancy, a creative agency and a technology powerhouse”. ACN Song operates business-to-business. This means that the employees work for other firms, which will be called clients in this report. Together they design the best experiences for their clients’ target groups. Those will be called customers. ACN Song offers clients advice on digital transformation, business relevance and marketing. The employees “help businesses grow into the future by creating relevance for their customers today.” (Accenture Song, 2024).

The way ACN Song is structured changed in March 2024. There are currently four different departments, which are depicted in Figure 1. This research directs attention to the department

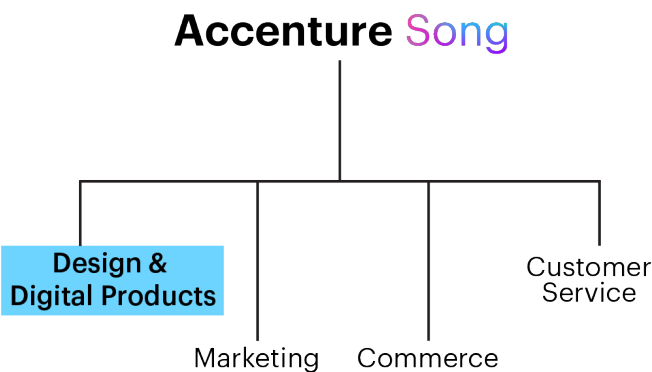


Figure 1: Four departments of Accenture Song

called Design and Digital Products (DDP) since the project was initiated by them.

This smaller scope facilitates the creation of a deeper and more thorough understanding of the problem and situation. Employees of the DDP team focus on envisioning and launching differentiated products, services and business models for their clients. The department consists of four sub-teams displayed in Table 1. The table also shows the expertise of the different sub-teams. Thwe sub-teams recently changed names and focus. However, at the time that the interviews for this report were performed (Chapter 3), the employees were working in the sub-teams from Table 1.

Sub-team	Focus on
Service design	Desirability
Business design	Viability
Product design	Feasibility
Creative technology	Generative AI

Table 1: Sub-teams within the DDP department

Clients turn to the DDP team when they desire an adoption of a product or service, a designed user journey, a new customer experience, an improved app performance or a rebranding. An example of a project deliverable is a minimum viable product. This is an early version of a novel product, which takes the least amount of effort but still gathers validated insights from customers (Ries, 2011). Other examples of project deliverables are designing prototypes, performing user tests, and creating roadmaps, validation and implementation plans.

A concrete example of a project is depicted in Figure 2. A company collaborated with ACN Song to enhance its customer and agent digital experiences. The human-centred design approach streamlined the collaboration between design and IT teams. The project reduced onboarding time and costs and enhanced the quality of customer interactions (Human Experience | Generali Case Study, 2024).

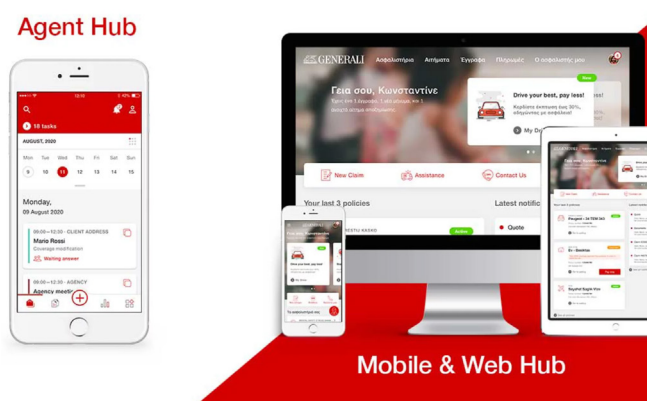


Figure 2: Example of an ACN Song project with a client

1.2 Project assignment

The initial assignment drawn up by the DDP team of ACN Song is the following: to circle back on delivered projects with the objective to evaluate the success of past projects and identify areas for improvement.

The employees of the DDP team feel there is a need to explore and investigate the evaluation step at the end of a client project, which currently is not clearly integrated into the way of working. Many ACN Song projects have been successfully delivered to clients, but the project's impact is not always evaluated. Evaluating past projects at ACN Song gives an opportunity to enhance client impact, and establish proactive improvements, ensuring a continuous cycle of value delivery and client satisfaction.

Therefore, the research question is as follows:

“How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?”

This is the corresponding initial research and design assignment for this report:

“Create a strategic approach and roadmap to improve the process of circling back on delivered client projects for Accenture Song employees, ensuring value delivery and client satisfaction after completing the collaboration with the client.”

The project brief and project planning can be found in Appendix A.

1.3 Introduction to client projects

Chapter 3 describes how data for this thesis is collected through qualitative research and documents provided by ACN Song. This chapter explains some findings from this data collection that paint a picture of ACN Song's current way of working and evaluation approach. This is relevant to understanding the context and is used later on in this report during the design phase as well.

An overview of stakeholders involved in client projects and evaluation is depicted in Figure 3. On the left side, stakeholders from Accenture's side are depicted. The right side shows external stakeholders. The stakeholders located in the middle circle are most relevant regarding the topic.

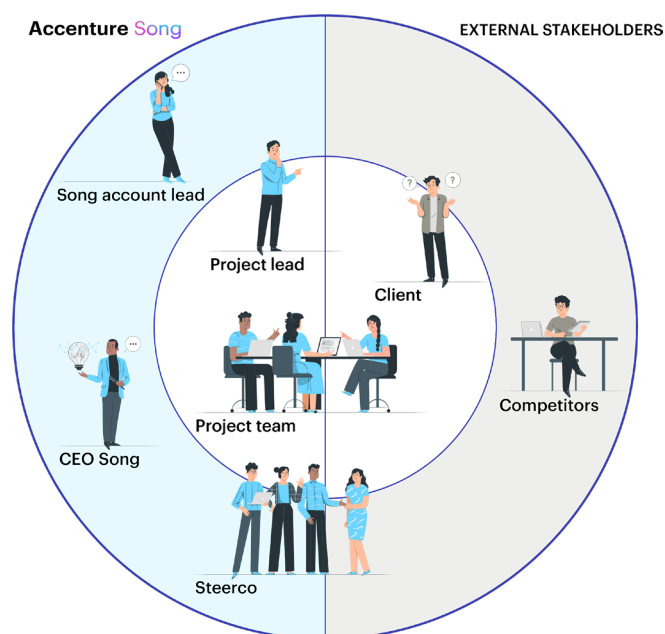


Figure 3: Important stakeholders

A team of ACN Song works together with a client on a project, which is led by a project lead. The role of Song Account Leads is to ensure that clients are satisfied. They keep in touch with clients to maintain the relationship. Clients can always call them when they encounter struggles during projects or when they want to give feedback. There is not a Song Account Lead for every client within ACN Song. However, every client is part of a Song Client Group, which focuses on a specific group of clients. The Song Client Groups overarch the Song Account Leads.

Another group of stakeholders is from higher management, called the steering committee (steerco), who get assigned mostly during large projects. The project team updates them about the progress. Furthermore, competitors are added to Figure 3. ACN Song should be aware of their competitors and offerings. Unsatisfied clients might switch to other agencies or consultancies. Lastly, the CEO of ACN Song is an important stakeholder. When employees ask for a change, this needs to be approved by the CEO.

The experience of the client is a top priority for Accenture. If the clients love working with them, they can cultivate a long-term relationship. Accenture's clients appreciate when they see value creation, a proactive attitude and a real partnership (Accenture, 2024). Those should be kept in mind by employees when working together with clients.

To keep the scope of this report within the limits of time, the main focus is on the project team and the client. The Song Account Lead and the steering committee are relevant to mention since they do play a role in evaluation. However, the project team and client possess the most knowledge of the project and deliverables, so they are most relevant for executing evaluation after project delivery.

Figure 4 shows some of the important steps of a client project mentioned by the employees during the interviews. They are described here to provide background on project steps that are relevant for evaluation. The beginning and ending of a project are especially interesting to discuss. The figure is explained in this chapter.

ACN Song's employees create a project proposal to solve a client's problem, which is then presented to the client. A proposal consists of the interpretation of the client's question, the project's approach, the planning, the deliverables, and the roles and responsibilities of the people involved in the project. A proposal could also contain initial research or previous projects as a testament of their work. ACN Song's employees share knowledge about the client and type of project via word of mouth. In this way, they share their experiences to be well-prepared before the start of a project. After a pitch presentation from ACN Song, which also includes conditions and success factors from their side, a client can decide to continue with ACN Song's proposal.

Next, a kick-off meeting takes place. During this meeting, it is crucial to talk about all expectations and to get the project's scope and the desired deliverables clearly defined. Furthermore, a contract, which they call the statement of work, is drawn up. In the statement of work, all agreements with the client are specified to make sure misalignment is less likely to happen. For example, the statement of work includes what will be delivered, the moments of interaction with the client, and project's requirements.

ACN Song's employees explained that during a project, there already is a great focus on feedback moments together with the client. This runs smoothly. The amount of time a project lasts differs a lot. For example, it could take two weeks, but also six months. Therefore, the number of feedback moments together with the client varies greatly. Normally, those check-in moments occur (bi-)weekly.

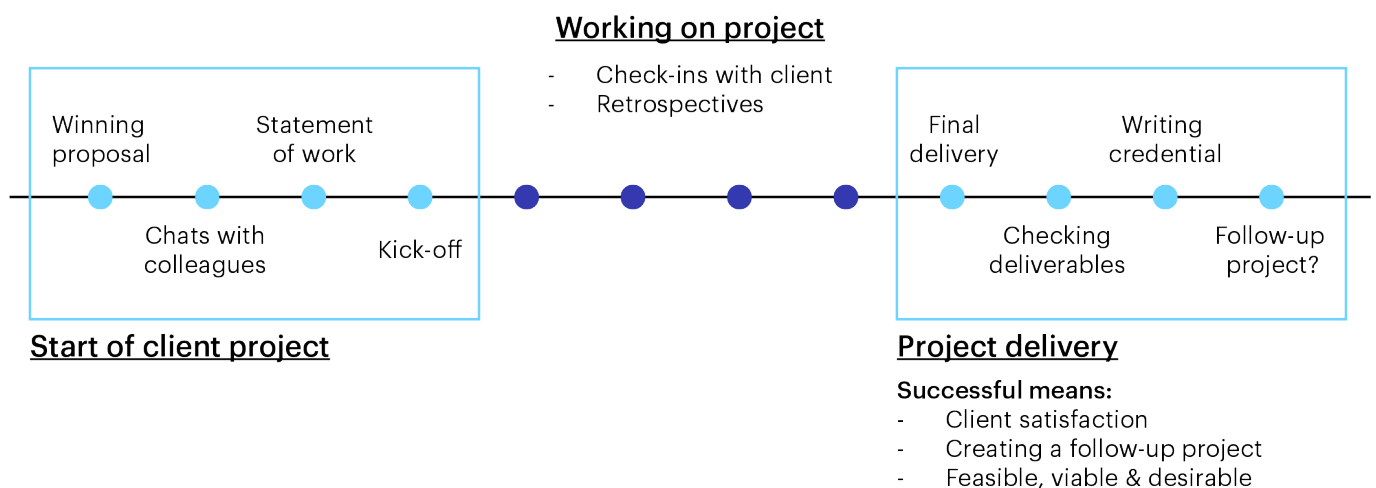


Figure 4: The start and end of a client project

“Suppose there is a project, typically lasting eight weeks, then you do have a weekly moment where you come together briefly, during which you provide updates on the progress and where the client can also express if they think something could be improved. So they can steer in the right direction.” - Growth Strategy Consultant

Additionally, employees value doing “retrospectives” internally or with the client. A retrospective is a standard template which facilitates giving feedback and is used to discuss a project’s progress internally or with the client. The format questions what went well, what did not and what could be improved.

“So we often do retrospectives where everyone that is working on a project tells what went well, what went wrong, what do you want to change? And then we prioritise some tests in order to change and improve the process every time. So that’s one of the most common ways of collecting feedback, I would say.” - Creative Technology Associate Manager

Figure 5 shows a template designed for retrospectives. It focuses on the progress of the previous week, and on practices the stakeholders should stop, keep and start doing in the coming weeks. The template focuses on evaluation during projects, but less on evaluation at the end of projects.

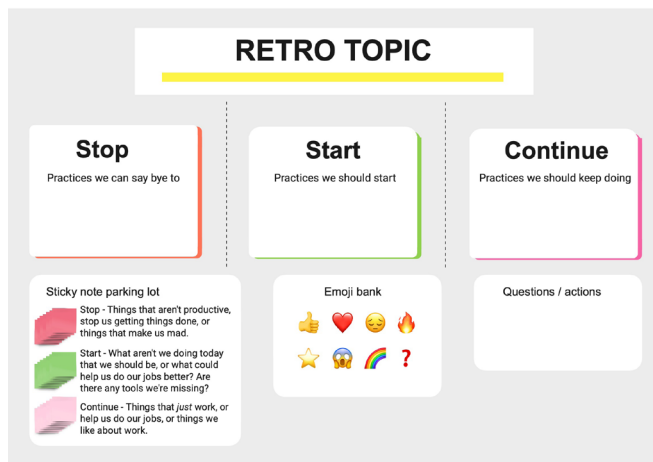


Figure 5: A retrospective digital template

When the time has arrived to deliver a project, the agreements from the statement of work can be checked to see if all expectations and deliverables are met. Employees then write a credential about the project, which is a one-page summary of the process and results. Its goal is to capture and show the work that is done. Within this phase of the project, there is room for improvement for evaluation.

The employees consider a project successful when the client is satisfied, and all the client’s expectations are met or even exceeded. The best scenario for ACN Song would be that the project creates an opportunity for a follow-up project with the client. Another element mentioned during interviews is that the outcome of a successful project should be desirable, viable and feasible.

Furthermore, Accenture’s research found that closing the loop with clients has three major benefits. Those benefits include building trust with the client, understanding the client’s experience and learning how to improve for future projects (Accenture, 2024).

1.4 Project approach

This report is built up the same way as the project has been carried out. This structure is a well-established design methodology, called the double diamond approach. This approach is a common way to guide designers through a design process (Humble, 2023). It is an iterative framework consisting of two interconnected diamonds, each representing distinct phases which are characterised by divergent and convergent thinking. See Figure 6 for a visual of the double diamond approach tailored to this project. In reality, not every phase endures an equivalent amount of time.

The two diamonds show four different stages. The initial diamond commences with a divergent “discovery” phase. Here, the focus lies on comprehensively exploring the project context and the core issue at hand. The second phase of the first diamond, the “define” phase, is convergent and allows to refine the assignment and problem definition. The process of narrowing down ensures a clear and focused project scope.

After the problem is uncovered, the project transitions into the “development” phase, which is more broad again. This phase fosters creative exploration and ideation. The focus lies on finding the most suitable way to solve the problem. Lastly, the process transitions into the convergent “delivery phase”, which concentrates on refining the final design and its subsequent implementation.

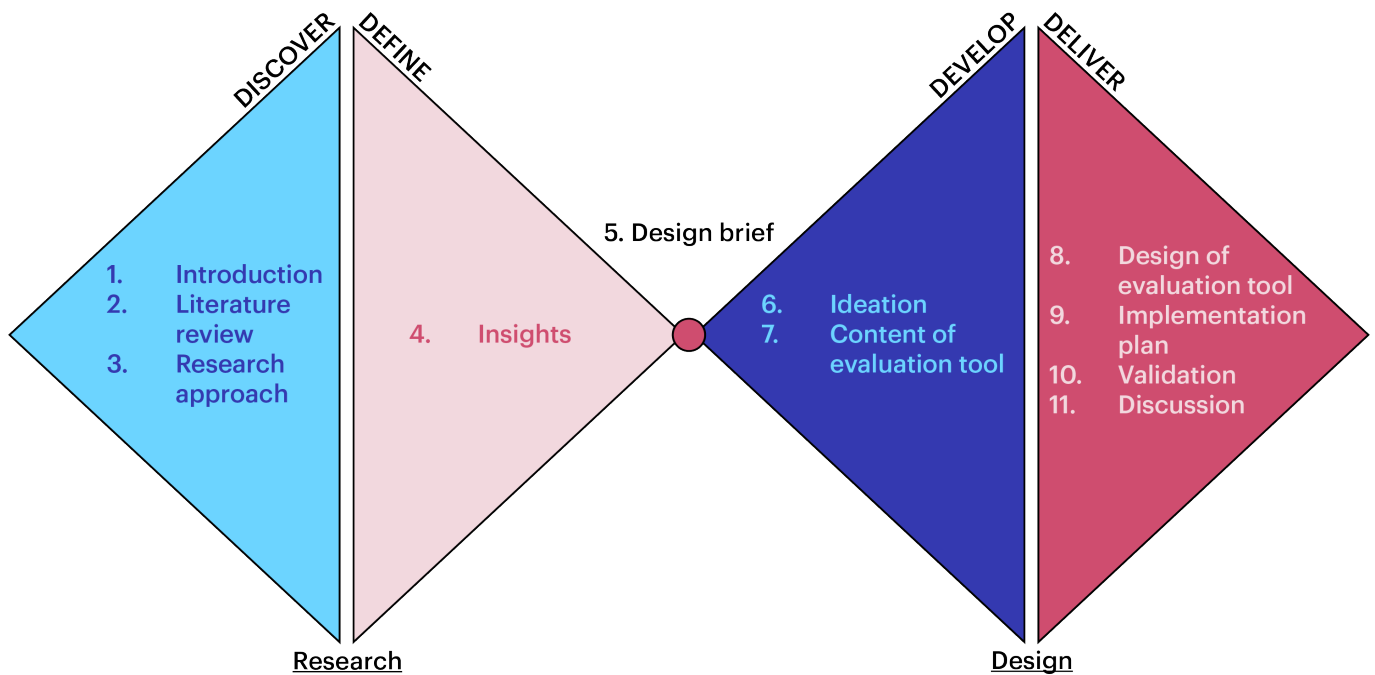


Figure 6: The double diamond approach in this report

It is necessary to acknowledge that design processes are not linear. Iterating is utterly important to keep improving along the way. The double diamond framework serves to provide structure and clarity while facilitating this iterative approach (Humble, 2023).

1.5 Key takeaways

This introductory chapter sets the stage for the research conducted for Accenture Song (ACN Song). ACN Song is a combination of “a business consultancy, a creative agency and a technology powerhouse”. Some employees of the Design and Digital Products (DDP) team felt they were missing an evaluation step with their clients after project delivery. Feedback moments throughout the project are going well, but there is an opportunity for post-delivery evaluation. Therefore, the research question of this report is as follows:

“How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?”

The report is created by following the double diamond approach, which aims to guide designers. This consists of divergent and convergent phases: discover, define, develop and deliver.

2. LITERATURE REVIEW

Literature research has been performed to gain insights into the already investigated knowledge concerning the topic of evaluation and consultancy firms. This research has been divided into subtopics. First of all, the importance of evaluation in the process of design is examined, because this report engages with a team within ACN Song that focuses on design. Second, the significance of providing feedback on consulting projects and project management is investigated. Third, the research sums up the barriers towards evaluation within consultancy firms. What are the reasons that it does not always take place? The chapter ends with an explanation of effective evaluation methods and guidelines that can be helpful for consultancy firms to apply.

The research answers the following sub-questions:

1. *Why is evaluation needed in the design process?*
2. *What is the role of evaluation in project management?*
3. *What are the barriers towards evaluation in consulting projects?*
4. *What kinds of evaluation or feedback tools already exist?*

This chapter follows the order of those questions.

2.1 Evaluation in the design process

Within the process of designing, evaluation cannot be left out. A design cycle consists of multiple steps, forming a non-linear and highly iterative process. Iterations consist of refinement and redevelopment. This is succeeded by evaluating and judging the ideas and checking if the solutions work (Carlopio, 2009). According to Van Boeijen et al. (2013), a basic design cycle contains five stages: analyse, synthesise, simulate, evaluation and decision. This is displayed in Figure 7. Generally speaking, designers go through these stages

multiple times. In essence, it is imperative that designers continually revisit the initial project brief, evaluate the solution, make necessary adjustments, and then persist with the process. This is of critical importance for a responsible and safeguarded process (Carlopio, 2009).

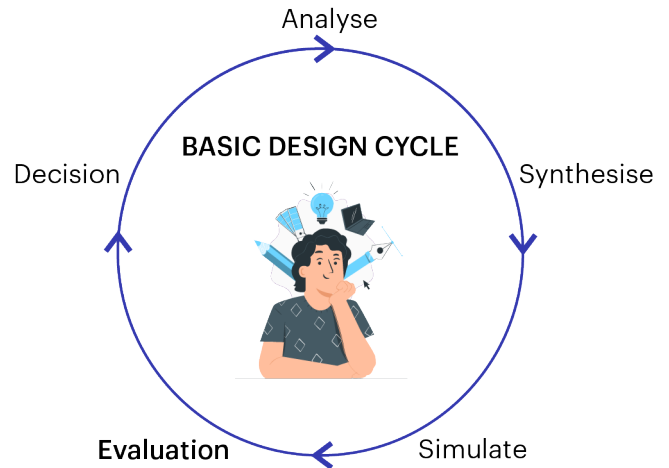


Figure 7: A basic design cycle

The iterative character of a design cycle causes all the steps in the process to influence each other (Verschuren & Hårtog, 2005). All steps of the design process and the associated outcomes should be evaluated to keep improving the design. By checking and evaluating the steps of the process against guidelines or criteria, you can find out if the design is satisfactory for future users and stakeholders. One of the most crucial design criteria is clearness, because the opposite, vagueness, will slow down the design process. Other criteria used to judge are agreement of stakeholders, viability, feasibility, opportunity, acceptability ethics wise and the priority of the design goals (Verschuren & Hårtog, 2005).

Van Boeijen et al. (2013) describe diverse methods that can guide in evaluating and making decisions on design proposals. For example, a Harris Profile displays the strengths and weaknesses of design concepts through the agreed design requirements. Another example is a C-Box, which is used to map a large number of ideas on their innovativeness and feasibility. Weighted Objectives method supports in comparing design concepts on their value.

Furthermore, evaluation can be performed on different levels; plan, process and product level (Verschuren & Hårtog, 2005). A distinction between summative and formative evaluation

exists as well. According to Verschuren and Hårtog, summative feedback is when the client tries or tests the ideas, while formative means that the designer him or herself evaluates to enhance the ideas. Both are valuable for a design process.

Additionally, the final step of the design process revolves around evaluation. It is advised to measure the effects and impact of the design and to check if that fits the design goals (Verschuren & Hårtog, 2005).

2.2 Enhancing projects with evaluation

Consultancy firms deliver work for their clients who struggle with a specific problem or wish to enhance their performance. The goal of a consulting project is to provide advice, guidance and solutions by the consulting team. They use their experience and proficiency to investigate the problem and establish strategies and solutions that fit the client's demands (Josipovic, 2021). For consultancy firms to be able to deliver satisfactory work on time, it is necessary to think about the management of a project. Project management involves the business process behind the creation of a product, service or result. It revolves around meeting project requirements (Project Management Institute, 2004).

Crucial requirements for a successful project are completing the project within the defined scope, planning and budget (Project Management Institute, 2004). Bannerman (2008) states that generally speaking, the performance of a project should be evaluated on different dimensions. On top of the project's schedule and costs, as mentioned by the Project Management Institute, he also includes client satisfaction as a requirement. According to Cao and Hoffman (2011), efficiency is a crucial measure of project performance as well. Productivity metrics should consist of project duration, effort, project staffing, priority, number of employees and complexity.

However, oftentimes, firms only use a singular factor to measure project performance; the project's schedule (Cao & Hoffman, 2011). The Project Management Institute (2004) also states that in reality only cost and schedule are utilised

to evaluate the project's performance, which is not sufficient. Relying on consulting services that have not been comprehensively assessed can be risky and possibly unethical. Depending on solutions without careful examination and proper evaluation might result in wasted resources and lower productivity (Block, 2011).

Additionally, the literature review performed by Albert et al. (2017) discusses the distinction between project management success and product success. Once a project has been effectively completed within the designated time frame, budget and performance parameters, it achieves project management success. This also entails client satisfaction with the execution of a project. This can be assessed at a project's end. However, product success is about achieving the company objectives, fulfilling the project's purpose, and client satisfaction with the final product. The project's product should also provide value to the end-users. Albert et al. (2017) state that the success of a project can be seen as a combination of project management success and product success (Figure 8).

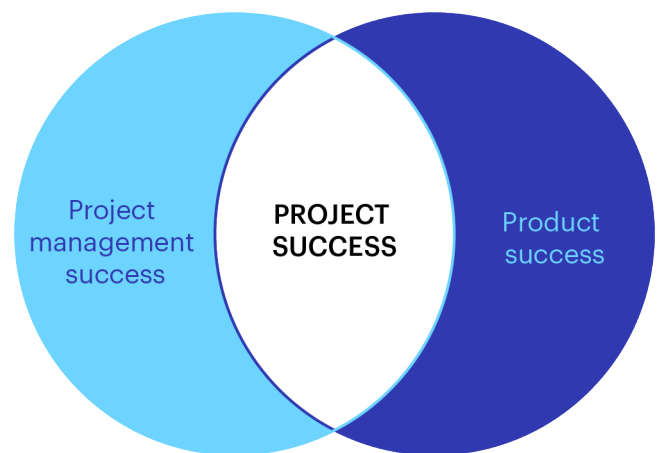


Figure 8: Project success combines project management and product success

Another distinction can be made between short-term and long-term success. Project managers often focus on short-term success, aiming to complete projects on time and within budget. They do not take into account profitability aspects, because often the project manager's performance is evaluated on meeting deadlines and budgets. This results in neglecting strategic and long-term success. Furthermore, during project planning and execution, the focus is mostly on management efficiency. Nonetheless, as time passes after project completion, for example, customer satisfaction

or the contributions to business success gain more importance. These examples are long-term successes, and become more important over time (Albert et al., 2017).

Both consultants and clients will profit from evaluating the efficiency of their project's process, outcomes, and impact. Assessing the efficiency of consulting projects should become part of the working routine to improve consulting practice and project success (Motamedi, 2014).

2.3 Evaluation barriers in consulting projects

Kubr (1986) emphasises the relevance of evaluation at the end of a consulting project, while he also acknowledges that many projects are left unevaluated. Several factors exist that hinder the process of evaluation in consultancy projects. These are barriers, coming from both the consultant and the client side, that disrupt the smooth execution of evaluation at the end of a project. The barriers are summed up in Figure 9.

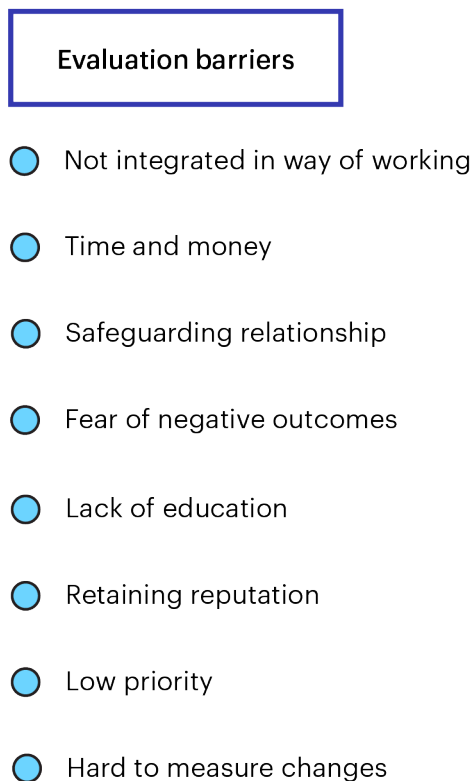


Figure 9: Barriers towards evaluating consulting projects

First of all, according to Motamedi (2014), valid evaluation processes are not always integrated

into a consultant's way of working. This is the case because evaluation is still seen as an independent process, and therefore not always recognized as part of consulting. Davidson et al. (2009) also mention that various descriptions of the consulting process can be found in the literature, while none explicitly incorporates evaluation as an essential part.

Furthermore, the clients of consultancy firms may feel resistance towards evaluating the performed activities as well. Reasons for this mutual disinterest include the high costs at stake and the amount of precious time it might take. Evaluation is seen as distracting from more important activities, meaning it is not prioritised (Motamedi, 2014). Kubr (1986) also mentions that evaluation will cost additional expenditures. Because of extra time, energy and money on both the client and consultant side, evaluation might be neglected.

In addition, unsatisfactory or questionable project results might be ignored, under-reported or called successful to retain the reputation of the consultant's successes. Besides, clients might try to justify the investments of their resources, money and time by being positive about the outcomes without having measured the success (Motamedi, 2014). Another barrier, mentioned by Kubr (1986), is that it might be more comfortable to stay away from evaluation between client and consultant to safeguard their relationship.

Moreover, the lack of education on evaluation in consulting practices is remarkable. The topic is not always covered in consulting courses, books or training, while it is of great importance (Davidson et al., 2009). This means that not all consultants possess the know-how of the application of evaluation in consulting activities when they start working.

Another barrier to evaluating consulting contributions is the complication of directly linking the consultant's work to performance indicators. The cause-effects relation can remain unclear (Motamedi, 2014). Sometimes the changes caused by consulting projects are hard to identify and measure (Kubr, 1986). Moreover, consultant's quality of work is often based on their known expertise and credentials instead of actual performance (Motamedi, 2014).

2.4 Evaluation and feedback tools

In literature, different approaches to evaluation can be found. Furthermore, circumstances and factors that influence smooth evaluation are described.

First of all, evaluating cross-projects is identified as an effective tool. To constantly enhance project management, cross-project learning cannot be overlooked. The key to this approach consists of pinpointing excellent past projects that will act as leading examples (Cao & Hoffman, 2011). Those role model projects can be identified by their productivity performance. They will guide the firm to improve their projects and will work as a learning opportunity for the employees.

Rubrics can also serve as a tool for evaluating someone's work. This tool comprises evaluative criteria, various quality levels for those criteria, and finally, a scoring strategy (Dawson, 2015). Rubrics are often used to assess students on their final work. Other elements that can be used in a rubric framework consist of the specific object of assessment, example works to illustrate quality and room for feedback and annotations.

Furthermore, project success can be assessed on hard and soft criteria, which are both crucial for comprehensive evaluation. Several were already mentioned in the previous chapter. Hard criteria, such as time, cost, and performance, are objective and measurable (Baccarini, 1999). On the other hand, soft criteria which are tied to the human factor, for example, perceptions of stakeholders, are subjective and challenging to evaluate (Albert et al., 2017). According to Ika (2009), crucial criteria to measure project success are time, cost, performance, user satisfaction, advantages to all stakeholders, client satisfaction, and advantages for the organisation. Albert et al. (2017) added economic success and quality to the field to this list. They also state that to assess project success, qualitative and quantitative criteria should be merged. That means that combining measuring systems or metrics is inevitable.

A standard assessment model for project success does not exist. According to Albert

et al. (2017), companies should pick suitable project success criteria themselves for projects individually. There are also factors that influence this choice. There are project-specific factors, for example, the type of project, the level of complexity, urgency, and novelty. The timing of the assessment should be taken into account as well. This entails the moment the evaluation takes place and the time periods that the evaluation covers. Furthermore, it is important to keep in mind that long-term impact may only become evident years after project completion. The project success criteria can also be given weighting. Stakeholders can have different priorities and objectives, which influence those weightings as well.

To be able to perform a proper evaluation with a client, it is necessary to keep some circumstances in mind. Those circumstances determine the success of the evaluation. Firstly, the process of evaluation is influenced by the relationship between a client and consultant. According to Belkhodja et al. (2012), all consultants aim to implement change to support their clients in solving or dealing with their struggles. Consultants are expected to prioritise the establishment of enduring relationships with their clients and to place the interests of their clients above their own.

Factors that positively shape a long-term client-consultant relationship are trust, partnership, having clear roles, sharing of information and using feedback mechanisms. Furthermore, the client should be ready and willing to share the control with the consultant. On the consultant's part, they should be aware of their client's expectations and desired outcomes, and how to manage those expectations. This can be hard when expectations are fuzzy, not explicit or unrealistic. If there is more trust between the consultant and client, communicating about expectations and clarifying the assignment becomes less complicated (Belkhodja et al., 2012). Therefore, consultants should put effort into communication, support and feedback. To learn the most from the collaboration, there should be a feedback channel available where both parties can give feedback during and after the project.

Another circumstance to keep in mind when stakeholders evaluate project success is that it is crucial to make sure all of them are on

the same page regarding the topic (Albert et al., 2017). To prevent people from comparing apples and oranges and to perform proper project assessment, project performance criteria should be drawn up and made clear. Moreover, it is important to keep in mind that the evaluation of project success can vary among stakeholders, due to their distinct motivations for undertaking the project (Mir & Pinnington, 2014).

and wishes concerning evaluation within consultancy firm ACN Song, and by designing a strategic approach and implementation plan for evaluation after project delivery. This will contribute to a comprehensive understanding of project evaluation with clients within consulting projects.

2.5 Key takeaways

The key takeaways from the literature research are the following:

- Evaluation at the end of consulting projects is often ignored because evaluation processes are **not integrated** in the way of working, and due to perceived **costs and time constraints**.
- Consultancy firms manage projects to meet **scope, planning and budget** requirements, but relying solely on schedule and costs for evaluation is **inadequate**.
- Evaluation approaches could be **cross-project learning** for continuous improvement and **rubrics** for detailed assessment criteria.
- Project success evaluation involves both **hard and soft criteria**, often requiring a blend of **qualitative and quantitative metrics**.
- Effective client-consultant relationships rely on **trust, clear communication**, and **mutual understanding of expectations**.
- **Stakeholder alignment** on evaluation criteria mitigates confusion and ensures a **shared understanding** of project success.

A lot of research has been done on the evaluation and assessment of projects, but specifically how employees of consultancy firms should approach this, collectively with a client, is missing. It remains unclear how consultancy firms can most effectively evaluate delivered projects with their clients, which creates a gap in the literature.

This report will explore and address this gap by researching the current situation

3. RESEARCH APPROACH

After the literature research, it was time to get more acquainted with the specific company context and to start researching the opinions and experiences of stakeholders. Those stakeholders include ACN Song’s employees from the DDP team and some of their clients. Moreover, the research within the company helps to check if the literature research matches the real-life situation.

To support the main research question *“How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?”* two sub-research questions were drawn up. The answers to these questions will broaden the knowledge and insights into the current way of working within ACN Song. The two sub-research questions are as follows:

1. *How do employees currently deal with evaluation on (delivered) projects within Accenture Song?*
2. *How do Accenture Song’s clients envision evaluation after project delivery?*

To be able to find answers to the sub-questions, a qualitative research method was chosen. The method was picked to gain rich data and a deep understanding of the context and problem. In-depth, semi-structured interviews were performed with various employees from ACN Song and some of their clients to discover various perspectives on the current situation and, the lack of, evaluation. Two separate interview guides were drawn up, one tailored to the employees and one to their clients. This chapter shows the research approach, including sampling criteria, the interview guides, the process of data collection and the analysis method.

3.1 Sampling of participants

To select participants for the research, a purposive sampling method was used. This approach facilitated the selection of ACN Song’s

employees and clients who were appropriate to the specific topic of this research paper. To achieve this, a list of sampling criteria was created for the employees and another list for the clients.

The first sampling criteria was to select participants for the interviews who are employees who currently work for ACN Song for at least one year, so they have first-hand experience with the topic. The participants should have different job functions, directions of expertise and hierarchical order. To make sure the perspectives were not too diverse, participants from the DDP team were selected. There were still different perspectives included in the sample since those participants operate in different sub-teams within the design team. Furthermore, a Song Account Lead was involved, because they are expected to have close relationships with the clients. Table 2 shows an overview of the selected employees to participate in the qualitative research.

	Job title	Team name	Years at Song
1	Experience Strategy Analyst	Business design	1.5
2	Song Account Lead		7
3	Accenture Leadership	DDP	18
4	Creative Technology Manager	Creative tech	5.5
5	Creative Technology Associate Manager	Creative tech	8
6	Digital Product Design Specialist	Product design	5
7	Growth Strategy Consultant	Business design	5.5
8	Growth Strategy Manager	Business design	7
9	Business Design Senior Manager	Business design	7
10	Service Design Manager	Service design	8

Table 2: Accenture Song - interview participants

Sampling for ACN Song’s clients was a more complex process because there was less freedom in contacting them. One of the sampling criteria was that the participants

should have first-hand know-how of the topic, meaning that they were actively involved in a delivered project in collaboration with ACN Song. Second, the participants should work at diverse companies from different sectors to be able to explore more perspectives. Third, the participants should be from both new and long-lasting relationships with ACN Song to see if they have contrasting views. The different participants are shown in Table 3. A limitation of this study is that all participants are clients who are content with ACN Song's work. It would have been insightful to interview a dissatisfied client and to hear their view. Unfortunately, it was not approved to interview less satisfied clients.

	Job title	Sector
A	Innovator	Pension funds
B	Design Lead	Financial services
C	Marketing Transformation Manager	Health tech

Table 3: Accenture Song clients - interview participants

3.2 Data collection

For the in-depth, semi-structured interviews all questions were checked on their wording and sequencing. The questions were open-ended, singular, clear and neutral to make participants feel comfortable to express themselves and to make the interview go smoothly (Patton, 2002). The follow-up questions and probes allowed the participants to elaborate on their answers and to share richer insights.

The interview guide was optimised after performing a pilot interview with an employee of ACN Song. Conducting a pilot, which is a pre-test of the interview before the actual interview, increases the likelihood of the research's success (Van Teijlingen & Hundley, 2002). After the pilot interview, the employee recommended adding questions about examples of projects that have led to follow-up projects, and to make the questions less generic.

The interviews with employees covered three crucial themes consisting of questions and follow-ups. The first theme focused on the current way of working and the evaluation process after project delivery. The questions of the second theme revolved around the

challenges that employees encounter while evaluating. The last theme consisted of questions concerning improvements of the evaluation process. The order of the themes and questions was carefully picked to ensure that the participants were eased into the subject matter. The interview began with the present situation, shifted slowly to past experiences and ended with some prospects (Patton, 2002). The interview guide can be found in Appendix B.

The interviews with ACN Song's employees uncovered interesting directions. Therefore, the semi-structured interview guide for the clients was altered a little to find out their perspectives on those directions. Similar to the other interview guide, the interview was split into three themes. Starting with an introduction to their collaborations with ACN Song and the objectives of the projects they do. The questions belonging to the second theme dived into the process of evaluation together with ACN Song. Lastly, the third theme aimed attention at the projects' long-term impact and lessons. See Appendix C for the interview guide.

Most interviews were performed in person to ensure a pleasant setting. The meetings with employees took place at their office in a private room to make them feel relaxed. Other participants could only meet online, but again the researcher was sitting in a closed room where no one could interrupt the interview. The interviews were done in English or Dutch, depending on the preference of the participant. The participants were asked consent before the start of the interview to record and transcribe their answers and to use their input as knowledge for this report. Furthermore, confidentiality was maintained by keeping out their names and personal information. The interviews were recorded and transcribed using the program Teams and lasted approximately 30-45 minutes.

Methodological triangulation was reached by using multiple methods to collect data (Fusch et al., 2018). Next to the qualitative research method, significant documents from ACN Song were analysed to get a proper sense of what is at their core and what is already being done on evaluation. These internal documents included examples of proposals and plannings that were drawn up at the start of client projects, and also examples of credentials that were created at the end of a client project, as discussed in Chapter

1. Other documents were retrieved from an internal learning platform from Accenture Global. Those focused on their core values, project feedback and closing the loop with clients. This as well is discussed in Chapter 1.

3.3 Thematic content analysis

To retrieve insights from the performed interviews, the researcher conducted a thematic content analysis. It is a cyclical process which supports constant comparison of the collected data (Braun & Clarke, 2006). The goal of the analysis is to reveal patterns or themes within and across the different interview transcripts. Two separate analyses were performed. One for the interviews with employees and one for the interviews done with clients.

According to Braun and Clarke (2006), the first step of thematic content analysis consists of becoming acquainted with all the data collected from the interviews. This was done by relistening to the recorded audio, and thoroughly reading through and checking the transcripts by the researcher. The transcripts written by the program Teams were not entirely correct. Therefore, the researcher adjusted parts that were inaccurate with the help of the recordings.

The second step of the analysis involved coding all transcripts one by one to reduce the amount of data, thereby making comparison of the transcripts easier. Coding is the process of labelling relevant sentences of the interview transcripts to describe their content. All of the transcripts were coded by one researcher. Two of the transcripts were also coded by another researcher, who was not familiar with the topic, to make sure no information was lost and to check if there was no bias. The two sets of codes were combined into a final list of codes for both of those two transcripts.

In the third step, the online application Miro was used to create an overview of all codes. To make the analysis process easier, all codes were given numbers indicating the participant, and the question asked. Furthermore, all codes were written down on sticky notes with different colours, which represented different participants for extra clarity. Codes from all

interviews were combined and clustered into overlapping themes.

The fourth step included reviewing all themes and clustering them into overarching themes. The last step consisted of naming and defining the themes to create a thematic map. Figure 10 depicts the thematic content analysis that was performed in Miro for the interviews with employees and Figure 11 the one belonging to the clients. It is too small to read, but is included to illustrate this step.

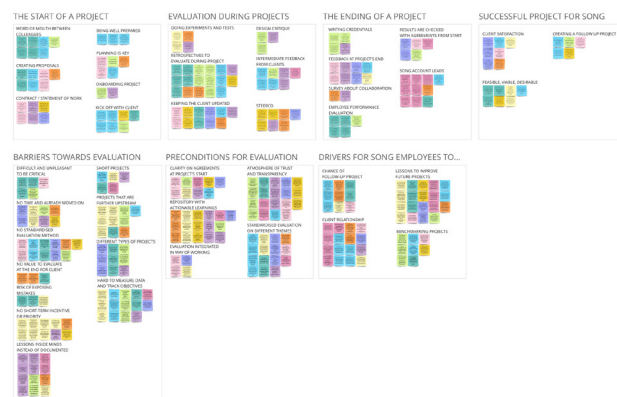


Figure 10: Thematic content analysis (employees) in Miro



Figure 11: Thematic content analysis (clients) in Miro

All the themes, accompanied by the clustered codes and the corresponding quotes, can be found in a confidential appendix. The interviews helped discover initiatives and methods that the employees currently use during and after client projects and for evaluation, which were explained in Chapter 1. The reason to start researching this topic was the notion of the DDP team that projects are not evaluated after delivery. Barriers towards, preconditions for and drivers for evaluation were found after the analysis. The main results and insights are elaborated on in Chapter 4.

To confirm the insights from the thematic content analysis and to find potential new viewpoints, two other persons were asked for help. This investigator triangulation supports the results of the analysis by checking the reliability (Fusch et al., 2018). The first person that examined the results to hear her opinion on the analysis in Miro and the corresponding insights, was a Strategic Product Design student and unaware of the topic and company. According to her, the outcomes were easy to follow and made sense. She suggested thinking about the goal of the evaluation's learnings. It could be around employee job satisfaction, diminishing the time and money of projects or improving the quality of the work. The second person who provided feedback on the analysis outcomes was an employee from ACN Song's DDP team, who was not an interview participant. He agreed with the insights and suggested adding a few. Moreover, he gave some more background information on the start of a client project. The results are shown in the next chapter.

3.4 Key takeaways

This chapter outlines the research approach conducted to investigate the evaluation practices at ACN Song, focusing on both employees' and clients' perspectives. A qualitative research method was chosen, featuring in-depth, semi-structured interviews with ten employees and three clients. The method of thematic content analysis revealed themes critical to understanding the current evaluation processes and identified barriers, preconditions, and drivers for effective post-project evaluation. These will be explained in the next chapter.

DEFINE

4. INSIGHTS

The two thematic content analyses led to several noteworthy insights on how employees and clients currently deal with evaluation on projects and how they envision evaluation after project delivery.

First of all, this chapter will explain existing barriers that hinder evaluation. Second, necessary preconditions for evaluation were uncovered. Third, drivers for ACN Song and their clients to work on their after-project evaluation process are discovered. The last part of this chapter is a conclusion of the most important and relevant interview insights. Not all barriers, preconditions and drivers can be taken into account for the timespan of this project. Nevertheless, it is still important to explain all of them in this chapter to paint a full picture. The ones that the researcher will continue with are prioritised because they were frequently mentioned by the interviews' participants.

4.1 Which barriers towards evaluation exist?

During the interviews, participants revealed several issues concerning evaluation. These are called barriers and are discussed below. This chapter starts by explaining which barriers are mentioned by both employees and clients. Then it sums up the barriers mentioned only by employees, and lastly, barriers mentioned by clients.

1. Difficult and unpleasant to be critical

Discussing positivities or accomplishments is pleasant, but revealing mistakes or sharing negative feedback is uncomfortable. It is hard for some employees to be critical of each other's work. A client mentioned that it is unpleasant to give feedback to external people outside of your own organisation. Another client stated that if you are not the one who initiated and pays for the project, you do not always feel compelled to give feedback.

"Sometimes I get the feeling that people just say the good stuff and they keep the bad stuff for themselves." - Creative Technology Associate Manager

"If you just think about your direct colleagues whom you work with daily and simply know what to expect from each other, then it's easier to give feedback in a nice way. And yeah, if it's with an external party, you don't know each other... That's always unpleasant to do." - Client B

2. Different types of projects

At ACN Song, they work on diverse projects with different objectives, time spans, plans, people, approaches and deliverables. They also deal with clients from different sectors, with different values and goals. This makes evaluation different as well.

"Every project is different. Every client works differently. Some people really need to have a two-hour phone conversation about how they feel about it, and others are very keen on the facts and how many mistakes have been made." - Accenture Leadership

"No experiment we do is exactly the same, so you always look very specifically at each project, each experiment: How do we want to investigate certain things then?" - Client A

3. No time and already moved on

Projects are temporary, and employees are busy. When a project has come to an end, employees already dive into the next project. In this way, they do not keep in touch with all clients. Clients also mentioned that time flies by fast, which makes creating time for evaluation difficult.

"The difficult thing always with projects, because projects are by default of temporary nature with a head and tail, then it is over and then people go back to doing something else." - Accenture Leadership

"Actually never, right? There's never enough time in a temporary project." - Client B

These were not yet all the barriers mentioned by the employees and clients. The following barriers are only mentioned by employees.

4. Risk of exposing mistakes

If employees start focusing more on evaluation and digging deeper with clients, a chance exists that negative results will come forward.

"I think if you suddenly give clients more time to reflect on whether or not it worked, and it didn't work, that will also have negative consequences for us." - Experience Strategy Analyst

5. No standardised evaluation method

Not having a standard evaluation method is a barrier towards evaluation for employees. One model or standard for evaluation that everyone is expected to use does not exist. If employees do evaluate at the end of a project, they use their own ways or methods.

"Anyway, the entire structure of a reflection is still to be determined. There are certain things that I like, so I often incorporate them into my projects. But we don't really have a standard." - Growth Strategy Consultant

6. Lessons inside minds instead of documented

ACN Song's employees possess a great deal of knowledge and experience with several clients and projects. However, the insights gained from projects are not saved somewhere for others to find, which is a loss of learning opportunities for other employees. Also if someone leaves the company, their knowledge gets lost. Employees mentioned that it would help to document evaluation lessons and that they should be made actionable.

"And that knowledge eventually, you kind of keep it with you, if you know what I mean. So it gets stuck in my head. But it's not out there in the field." - Digital Product Design Specialist

"I don't think there is a particular place where you can just look for a resolution of a specific problem." - Creative Technology Associate Manager

7. Hard to measure data and track objectives

It is hard to measure a project's impact or success. The outcomes are not always tangible. Some clients and employees desire quantitative key performance indicators (KPIs), but often the projects on which they work have a qualitative character. A possibility could be to check the agreed objectives or KPIs from the start of a project with the outcomes. However, this does not really happen.

"I think, at least from my experience, I feel that we don't define the KPIs very well in the beginning of the project. And so it's very difficult to measure it in the end." - Creative Technology Associate Manager

"If you're really talking about the question of 'measurement', so if you're saying, do we really have data? Then the answer is actually, no. You know, it's more of an evaluation at the end." - Song Account Lead

8. Projects that are further upstream

Within the DDP team, projects are often focused on strategy, concepts, propositions and the beginning of innovation. Therefore, it takes a considerable amount of time before the client can launch and implement the project's deliverables. This makes it hard to evaluate the project's impact since the project team is not involved anymore.

"Or never really hard figures, because that is not possible, because everything we do is at the very beginning of innovation. So you don't actually see the end result." - Experience Strategy Analyst

"You could see the impact because you were just around for longer, you were around for 2, 3 years. Whereas in other projects, you kind of come in, deliver something and then you leave and never talk to anyone again." - Creative Technology Manager

9. No short-term incentive or priority

Employees are not obliged to do evaluations at the end and do not get rewarded for it. Other activities get prioritised because the short-term benefits of evaluating are unclear.

"So I think people realise that it's something that they want to do. But the short-term pressure on delivery means that it just gets deprioritized and deprioritized." - Creative Technology Manager

10. Short projects

Some projects' duration is so short that employees do not even consider planning evaluation moments.

"Sometimes the projects are just too short, and then it is a bit unnecessary." - Experience Strategy Analyst

11. No value to evaluate at the end for the client

Not all employees could think of benefits for clients to evaluate at the end of a project. It could help them understand the project's performance and maybe compare that with other consultancy firms.

"In principle, it doesn't matter. If we deliver a project and the client is happy, we don't do an evaluation, that's also fine. The client got what he wanted." - Service Design Manager

Furthermore, the clients mentioned barriers that were not touched upon by employees.

These are discussed below.

12. Communication challenges

One client stated that communication challenges might happen because of language and cultural barriers, but also because of jargon. During evaluation, it should be ensured that all stakeholders have the same understanding of words and concepts.

"The harder it is to make sure that the sentence that comes out of your mouth is understood in the same way by people in different locations, different functions, different roles, different focuses, right? Because your focus kind of defines the way you see the world around you. And breaching this gap is sometimes a challenge, especially during evaluation, because you try to communicate." - Client C

13. No capacity to instantly continue with the result

Often the clients cannot immediately continue with the delivered results by ACN Song. It might be that there is no budget, no time or other priorities. This makes it hard to measure the impact of the delivered results.

"And sometimes we can immediately move forward, but honestly, it rarely happens. Because all the change capacity is often already reserved for other things." - Client A

"We have an amazing proposal. We have a big deck, we know what we're trying to do and how we should do this, but it's probably getting delayed a little bit. Maybe it's a quarter, maybe it's three quarters, maybe it's a year, we'll see. It depends on the time, depends on finance, depends on the overall economic situation in the world." - Client C

Those thirteen barriers were found after performing the thematic content analysis. The most important barriers will be discussed in the conclusion of this chapter.

4.2 What are preconditions for evaluation?

The interview participants mentioned several factors that are necessary to enable a smooth evaluation moment between the project team and the client. These are called preconditions. This chapter starts with summing up the preconditions that were mentioned by both clients and employees. Then it lists the preconditions that only employees stated. It

ends with preconditions indicated exclusively by clients.

1. Atmosphere of trust and transparency

During evaluation, all stakeholders involved in the project should feel good and comfortable to make sure they are stimulated to speak their minds and be honest. They should be transparent in their opinions and ideas during evaluation. This atmosphere should be actively created because it does not happen overnight. This was mentioned by both employees and a client.

"Maybe it helps to add some rules or principles to such a session. What people say is in confidence, and not right or wrong" - Growth Strategy Manager

"I think, basically with any project you do, there can always be something that could ultimately be improved. The most important thing is simply that you, at least with the people who were present, have an honest conversation about it." - Digital Product Design Specialist

"But I would say it's transparency and involvement. But both of these, you know, there's a range, there is a low range of transparency, involvement. We shouldn't go below this. We should keep everyone on the same page." - Client C

2. Standardised evaluation of different themes

Multiple employees and clients mentioned during the interviews that a standard template for evaluation after project delivery would be effective and beneficial. A standard evaluation approach should focus on multiple different themes that capture crucial elements of a project and its deliverables.

"We do not have a standard, so I think it's nice to have a validated structure. Perhaps even validated with clients." - Growth Strategy Consultant

"So the topics on which we would like to evaluate, I think we can further standardise that for Accenture Song as well." - Accenture Leadership

"So even if it's a kind of framework where these 5 or 4 or 3 topics are always included. So on all of those 3 topics, you get a shared understanding of what Accenture thinks, what Company X thinks, what's the joint result, and what we do with it in the next project." - Client A

3. Clarity on agreements at project's start

After performing the analysis, it became evident that the start of the project is equally important as the end. Not in every project expectations and

agreements are made entirely clear to everyone. This hinders evaluation at the end of a project. Clients mentioned as well that before a project kicks off, there should be clarity. Expectations should be discussed to get everyone aligned.

"I think in the beginning, we should know what's the goal of the clients with the project, what's the metrics, the KPIs that they want to achieve?" - Creative Technology Associate Manager

"I also notice this in projects, sometimes even projects that we don't necessarily do with Accenture, but with other parties from the design field, that you gradually realise: We haven't really made clear agreements, what are the expectations towards each other? So sometimes that could be better." - Client B

"And when it comes to evaluating in general, I guess, clarity, all the time." - Client C

4. Evaluation integrated into way of working

To ensure that employees will make time for and understand the priority of evaluation moments, it should be implemented into the way of working and planning from the start. Clients would also like evaluation to be included in the way of working. It should be planned and discussed beforehand.

"And then not just making it an evaluation moment, but simply part of a project health check or something like that. And therefore not making it a big deal, because then it seems heavier than it is. Well, this is just part of what is necessary for both of us to function well, right?" - Business Design Senior Manager

"But it seems better to me, that it is made part of your process beforehand. And if you stick to it, then you also know what to expect." - Client B

"If you make that a bit generic, ensure that it happens in every project, it is embedded in the process and it is part of the end deliverables, I think that's fine." - Client A

The following barrier was found during the analysis of the interviews with employees.

5. Repository with lessons

Another precondition for ACN Song's employees is a repository with lessons. There should be a way which makes it possible to capture all lessons and insights that are retrieved after evaluation. This is an important next step after the evaluation has taken place.

"If ultimately we can move towards something, a standardised framework, where learnings are incorporated for us about what went well and what didn't."

- Service Design Manager

"You could almost create a Wikipedia where you have relationships as a theme. And if people have more of a growth need there, they can double-click on that. And then they just see a number of insights." - Growth Strategy Manager

Necessary preconditions before evaluation can happen from a client's point of view are listed below.

6. Keeping Accenture updated

Accenture is involved with and updated by the client during projects. However, when a project is delivered, of course, the client's work and progress become less visible to ACN Song's employees.

"When there is more distance and you no longer collaborate on a daily basis, but instead wait until the next project you do..., a whole lot of things happen and they actually pass by Accenture a bit." - Client A

7. Importance of evaluation during the project

Evaluating during the project is crucial. This happens properly already. Evaluation at the end only makes sense if you also give feedback during the project. This should not be left out.

"Actually, you've taken the team step by step through the interim results each time. It would be really strange when it turns out at the back end: you're completely off track." - Client A

These were the seven preconditions that were found after analysis. The conclusion of this chapter will prioritise the preconditions that are most relevant for this report.

4.3 What are drivers to do evaluation?

Several reasons were uncovered why it would be beneficial for ACN Song and their clients to evaluate after project delivery. These are called drivers. First of all, this chapter explains a driver that is interesting for both employees and clients. Afterwards, it sums up drivers valued by employees and other drivers mentioned by clients.

1. Lessons to improve future projects

Evaluation helps in understanding what went well and what did not during a project. Insights

and lessons retrieved from the evaluation are valuable for the employees and clients, to take into account for new projects, and possible collaborations, in the future. Therefore, evaluation is a way to continuously boost the quality of the work being done. It is also a way to avoid the repetition of identical mistakes in projects. Feedback outcomes should be shared within the team.

"Generally overall oftentimes I see us making the same mistakes over and over again in projects. Not even because no one has held us accountable, but no, we don't even do retrospectives and like sharing." - Creative Technology Manager

"It also reflects that we want to continuously improve. So, you're also giving a bit of a business card as a company. Which might make the client think 'Hey, this is a company that I know doesn't just send the bill. Where they're also genuinely open to quality improvement.'" - Song Account Lead

"The most important thing for me is that we extract the learnings, not so much to reflect back, but mainly to learn. Yeah, how are we going to do it differently or better next time?" - Client A

"And these are the challenges, this is how they got addressed. This is what we know we didn't properly address, but we will. So it's all about learning. That's what I would emphasise." - Client C

The following list shows drivers to do evaluations for ACN Song's employees.

2. Client relationship

The client is priority number one for ACN Song. Offering an evaluation opportunity and actively acting on the evaluation outcomes will strengthen the relationship with the client. When clients get the chance to share feedback, and if they notice that ACN Song genuinely continues with it, this will strengthen the bond. Providing evaluation moments as a service is a fruitful way to keep clients satisfied.

"I think you should always at least offer the possibility to a client to express dissatisfaction, or whatever it may be, or improvements they have so that you have given them the space somewhere." - Song Account Lead

"The benefits for us are simply to build and maintain a good balanced relationship." - Growth Strategy Consultant

3. Benchmarking projects

When all projects are evaluated on similar criteria, the most excellent ones will become apparent and stand out. Employees can utilise

those as inspiration for their own work or even spark the interest of clients by showing the project during a proposal.

"If you can come up with that, where we say, 'Well, we feel comfortable with this, and the client is also very happy with it.' And we apply it as the standard. Then we can also benchmark more projects. Because now, if I use one method and my colleague uses a different method with his or her client, how do you compare whether something was better or worse?" - Growth Strategy Consultant

4. Chance of follow-up project

Evaluation after project delivery will create the chance to talk about possible follow-up projects. New opportunities can be discussed and it helps maintain close ties with the client.

"You often evaluate to learn from those things. And then when the project is finished, you don't often do it because there is simply no follow-up. But it could be interesting because then we might be able to initiate a follow-up." - Service Design Manager

This part explains the drivers and value for clients to perform evaluation.

5. Justifying money, time and resources spent

A client indicated during the interview that evaluation can assist in justifying the money, time and resources spent on the project.

"Well, in addition to kind of sort of simple benefits, how we can improve this process going forward, a lot of it has to do with justifying how much money, how much time, how much resources we spend on doing something like this." - Client C

6. Validation of desirability, feasibility and viability

One client mentioned the importance of desirability, feasibility and viability of a project's deliverable. Evaluation helps validate these topics.

"What we always do beforehand, always a fixed part of our process, is trying to make an estimate of the business case. So we always validate a project from 3 perspectives." - Client A

These six drivers are valuable insights, but the next part of this chapter will explain which ones are chosen to continue with for this report.

4.4 Conclusions insights

Connections between some barriers, preconditions and drivers were found. This is depicted in Figure 12 for the employees, and in Figure 13 for the clients, and explained underneath. These connections show the significance of the interview results, because barriers, preconditions and drivers affect each other. In the figures, the bold aspects are mentioned by both employees and clients.

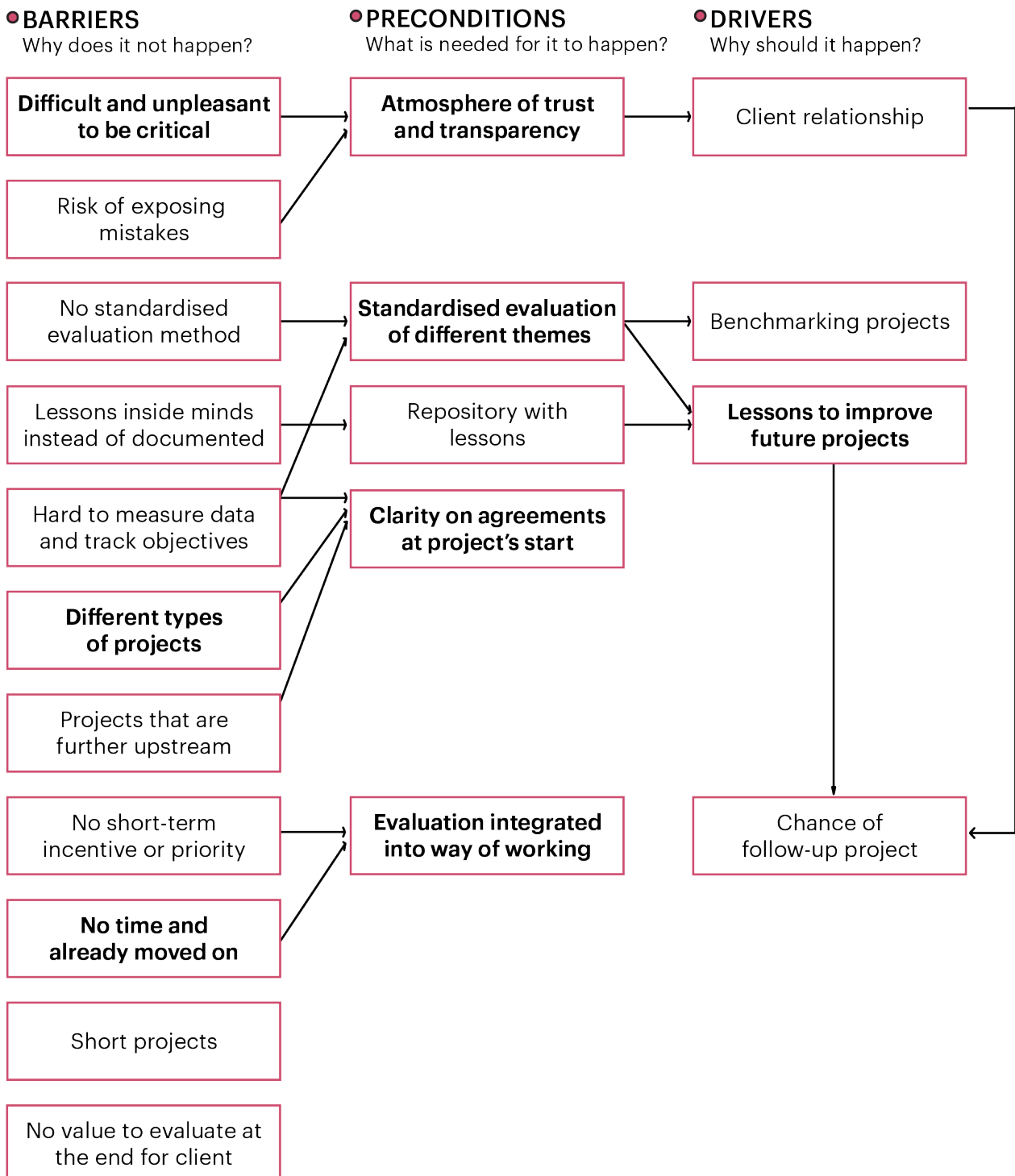


Figure 12: Employee analysis

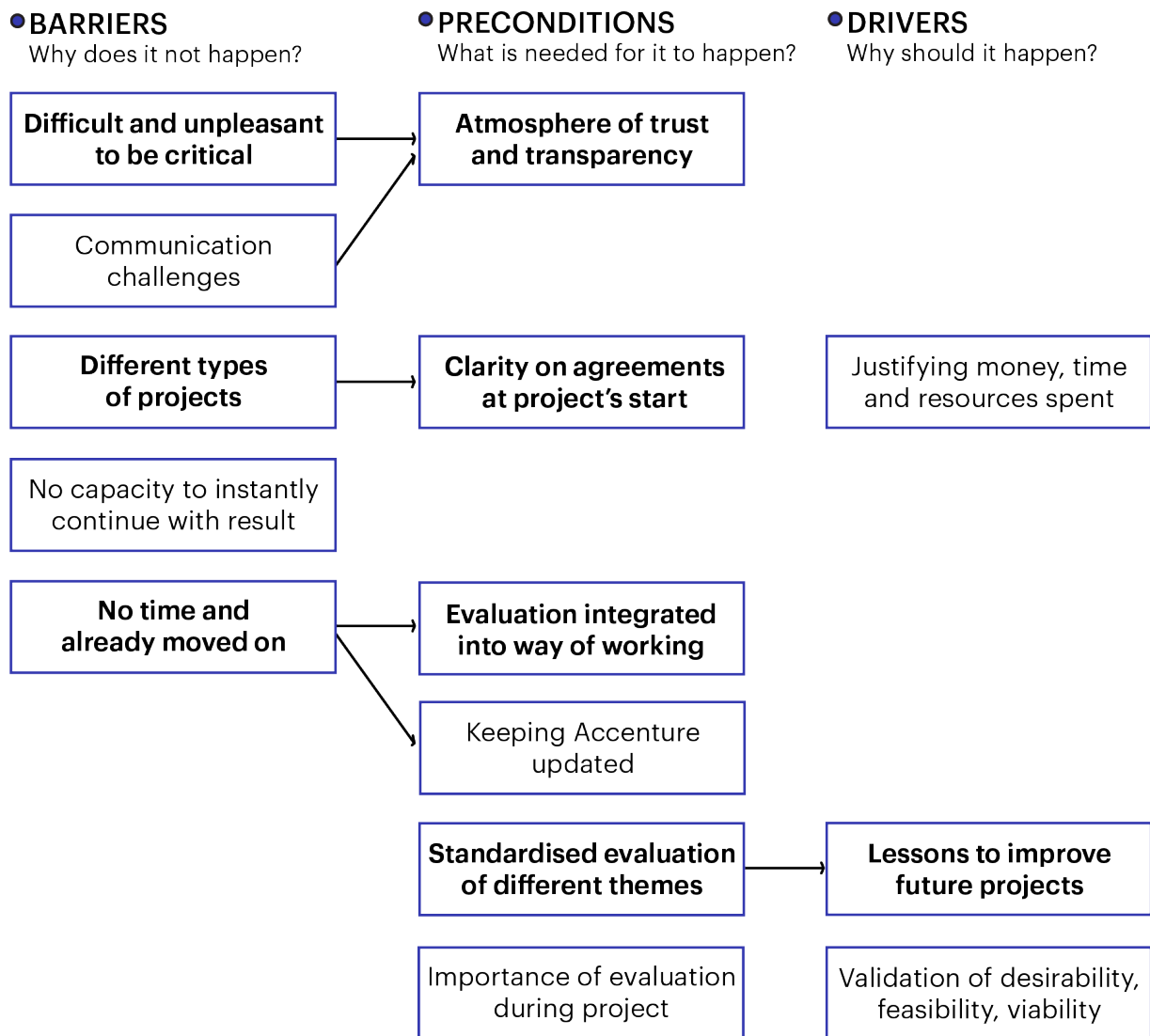


Figure 13: Client analysis

- A barrier towards evaluation is that it is difficult to be critical of someone else's work. Employees also state that during evaluation there is a bigger risk of exposing mistakes. Furthermore, a client stated that there can be communication challenges. Therefore, an atmosphere of trust and transparency is a precondition to make people feel at ease during evaluation. Subsequently, this will lead to a better relationship with the client, which drives employees to do evaluation. A close relationship could possibly mean more follow-up projects as well.
- Another barrier, according to employees, is the complexity of measuring data and tracking objectives. Furthermore, there is no standardised evaluation method. Therefore, a precondition for evaluation is the creation of a standardised evaluation on different themes to collect data. As a result, projects can be benchmarked on these standards, which is a driver to do evaluation.
- Employees stated as a barrier that the things they learn are inside their minds and not documented. Therefore, you need a repository to store lessons (precondition), which facilitates learning and improving for future projects (driver). If the work done in projects is enhanced, this will increase the chances of follow-up projects with clients.
- Projects are very different. It can also be difficult to measure a project's impact and track the project's objectives. Therefore, the clients and employees need to make clear agreements at the start of each project on what they expect and what they would like to evaluate.

- Employees are not incentivised to do after-project evaluation. It is not seen as a priority, because there is a lack of time and people move on quickly. This means evaluation should be integrated into the way of working to overcome these barriers. Clients suggested keeping Accenture more in the loop.

Most insights overlap with the findings from the literature research. However, the literature research showed a broader perspective, and this analysis showed specific insights. Both the literature research and the analysis state that evaluation processes are often not integrated into the workflow, but it would be beneficial to realise that. In addition, time and cost concerns can be reasons to neglect evaluation moments. Also, both mention cross-project learning, which can help with continuous improvement of work. The literature research revealed that relying solely on schedule and cost for evaluation is insufficient, and the analysis also states that long-term impact and benefits are crucial to consider. Furthermore, the results align with the literature concerning the need to combine qualitative and quantitative metrics for evaluation. Lastly, the importance of trust creation between consultant and client was mentioned in both.

Two employees mentioned during the interviews that there might be no value to evaluate post-delivery for the client. However, all three clients were enthusiastic about the topic during the interviews.

To be able to deal with the project's complexity, only a subset of barriers, preconditions, and drivers can be addressed in this report. This chapter will now highlight the key themes that will be examined further and explains why those were selected.

Appendix D shows tables with all the mentioned barriers, preconditions and drivers and ranks their importance according to the participants. First, the number of participants who mentioned something related to the theme is counted. If some themes are mentioned by an equal number of participants, the number of sticky notes in that theme is counted. The themes with the highest ranking are picked for this report.

Looking at the results, some barriers, preconditions and drivers are stated by both clients and employees. Those are valuable to continue with and will be considered in the following chapters as well. However, the barrier "no time and already moved on" will not be included. This reality is difficult to change, and therefore, the barrier ranked below in the table in Appendix D, "lessons inside minds instead of documented", was picked as more important. It is still important though to keep in mind that evaluation cannot consume too much time.

All key findings from the analysis that will be used in the next phase of this report are summed up in Figure 14. The barriers, preconditions and drivers will lead to the creation of a design brief, which will guide the design phase with specific goals and requirements (Cross, 2021).

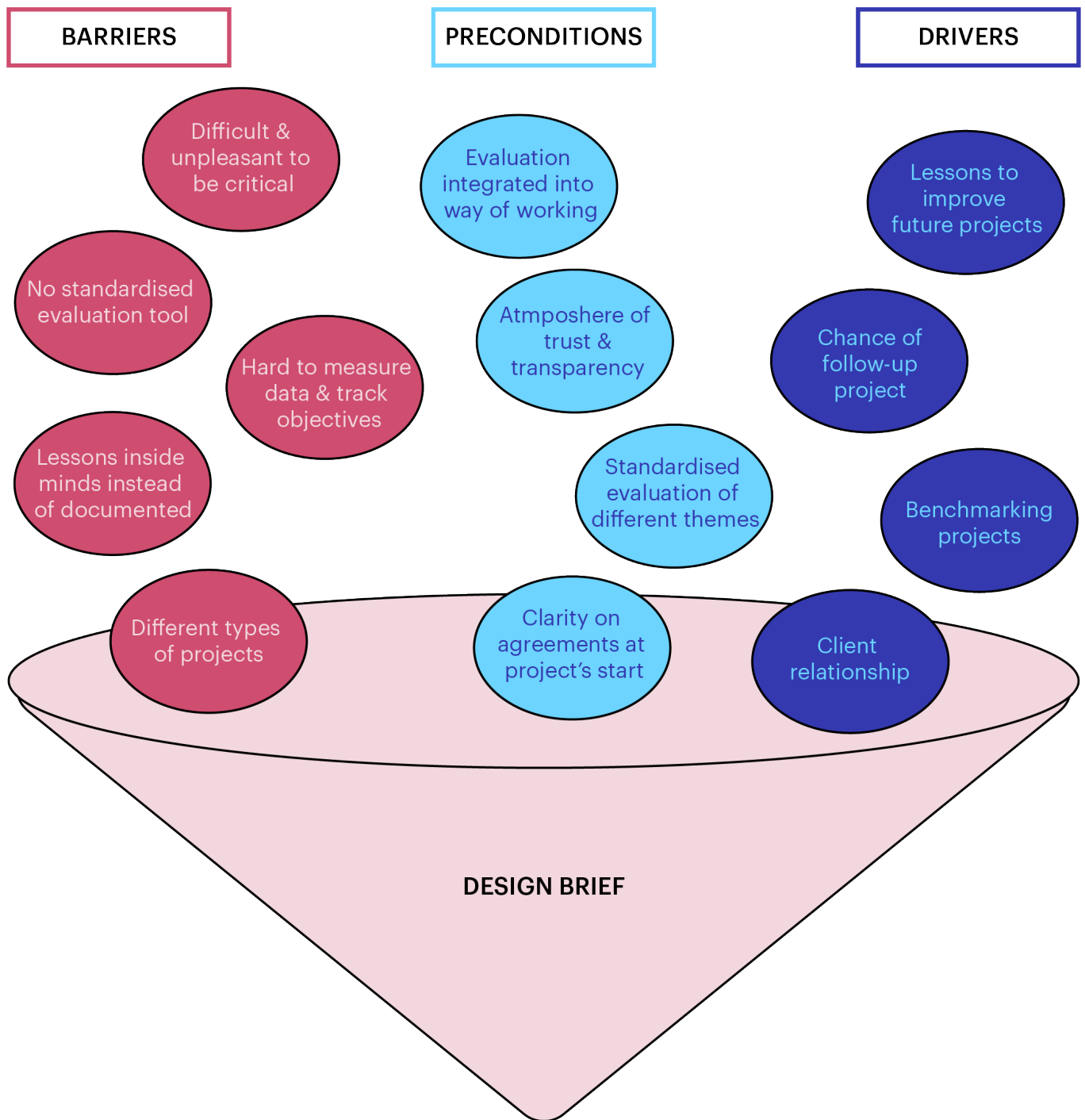


Figure 14: Most important research results

4.5 Key takeaways

This chapter showed the key insights revealed after thematic content analysis. It outlines existing barriers, necessary preconditions, and drivers for evaluation, concluding with the most relevant interview insights. Those are prioritised because they are mentioned by most interview participants.

The barriers are that there is no standardised post-project evaluation tool, it can be difficult and unpleasant to be critical, lessons are inside

the employees' minds instead of documented, it is hard to measure data and track objectives, and projects are very diverse. Relevant preconditions for evaluation are that it should be integrated into the way of working, there should be an atmosphere of trust and transparency, there should be standardised evaluation on different themes and there should be clarity on the agreements at the project's start. The drivers to do evaluation are to learn and thereby improve future projects, to create an extra opportunity for follow-up projects, to be able to benchmark all projects and to strengthen the relationship with the client.

5. DESIGN BRIEF

To move from the research phase into the design phase, this chapter combines and further synthesises all previous research insights into a clear design brief. The design brief includes the problem statement, design goals, the design statement, and requirements. This will create guidance for the second diamond of the double diamond approach (Humble, 2023).

5.1 Problem statement

Within ACN Song, evaluating delivered projects with clients is not part of the working routine. Unfortunately, some barriers withhold employees and clients from performing evaluations. The most important barriers are the following:

- A standard process or method for evaluation after project delivery is nonexistent.
- Employees struggle to measure a project's impact and objectives.
- It can be unpleasant and hard to give critical feedback to others.
- Projects are very diverse when it comes to approach and deliverables, which makes evaluation different as well.
- Lessons learned during projects are inside the minds of employees, but they are not documented.

The challenge lies in finding a way to standardise the evaluation approach that takes into account measuring quantitative and qualitative data, the discomfort of giving feedback, the diverse types of projects and the documentation of lessons.

To conclude, those factors should be thought out well to make sure that employees and their clients can overcome barriers and will do an evaluation after project delivery.

5.2 Design goals

The preconditions and drivers from the analysis results and the problem statement have led to the creation of design goals. The formulated design goals should be kept in mind to make sure the design solution will be a success:

- Design a **standardised evaluation tool** that fits different projects, and guides stakeholders at the end of project evaluation.
- Make evaluation an **established part** of client projects from the start to ensure stakeholders **learn for future projects**.
- Stimulate an atmosphere of **trust and transparency** to allow all stakeholders to speak their minds during evaluation.

5.3 Design statement

The design statement was created as support for the following chapters. The design statement contains the product/service category, the target group, and the benefits it has. This means the statement captures what the design will be and why it is valuable. This is shown on the next page. Figure 15 visualises the crucial elements of the statement.

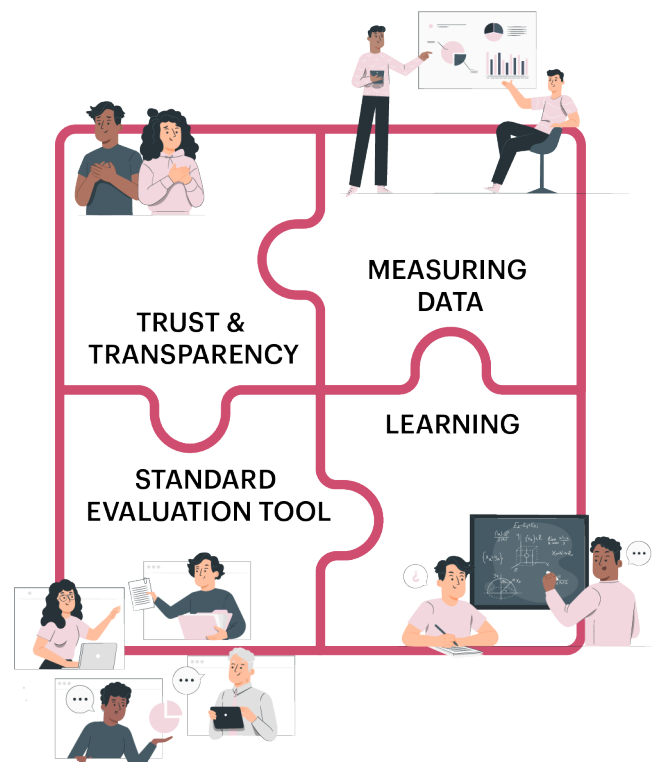


Figure 15: Crucial design elements for evaluation

PRODUCT/SERVICE

Design a **standardised evaluation tool** that can be integrated into Accenture Song's way of working

TARGET GROUP

For the **Design and Digital Products team** and their **clients**

BENEFITS

That will help with **circling back** and **tracking objectives** with the client regarding **project execution** and **deliverables**

Which creates **trust** and **transparency**, and will **strengthen the relationship** with the client

Allowing the DDP team to deliver enhanced projects in the future by having **learned from delivered projects and experiences**.

5.4 Design requirements

The design should meet certain design criteria so that it fits the context and wishes of employees and clients. These are called requirements and can be used to validate the final design. The design requirements are based on the literature review and the interview insights to match the barriers, preconditions and drivers found. They are divided into six topics. These are the requirements:

FOCUS ON LEARNING

- The tool should create a learning opportunity for employees and their clients.

EFFECTIVE FEEDBACK GATHERING

- The tool should make sure all delivered client projects are evaluated together with the client.
- The tool should include quantitative metrics to measure the project's and deliverables' success.
- The tool should include qualitative metrics to get insights into why clients think a certain way.

EASE OF USE

- The tool should be user-friendly and intuitive, so it is not too time-consuming and people will feel comfortable.

ACTIONABILITY OF INSIGHTS

- The tool should simplify the documentation of project lessons and evaluation insights.
- The tool should facilitate the tracking and evaluation of project objectives and deliverables.

FOSTERING TRUST

- The tool should foster trust between the employees and clients.
- The tool should be customisable and modular to accommodate different projects and clients.

EASY TO IMPLEMENT

- The tool should not drastically change the way of working on projects.
- The tool should not take too much of the employees' and clients' time.
- The tool should be able to be used both online and offline according to the clients' and employees' preferences.

5.5 Key takeaways

Chapter 5 transitions the research phase into the design phase, by synthesising insights into a clear design brief. The design brief outlines the problem statement, design goals, design statement, and specific requirements for creating an effective evaluation tool for the DDP team and their clients.

This chapter highlights the need to overcome existing barriers. The challenge is to develop a standardised evaluation approach that incorporates both quantitative and qualitative data, addresses the unpleasantness of giving feedback, accommodates diverse project types, and facilitates the documentation of lessons learned. By addressing these challenges, the design aims to make project evaluation an integrated and standardised part of ACN Song's workflow.

To conclude, the design focuses on the evaluation of the project and its deliverables, which takes place after project delivery, between employees and their clients. It will enhance the client relationship and will create a learning opportunity for employees and clients.

DEVELOP

6. IDEATION

This chapter explains how ideas were generated to find the best-fitting solution for the formulated design brief.

6.1 Brainstorm sessions

An individual brainstorm was the start of the ideation phase. The goal of a brainstorming session is to generate a large number of ideas. It focuses on quantity because eventually this will lead to quality (Van Boeijen et al., 2013). The individual brainstorm was a great starting point, but to create different perspectives, group brainstorming sessions were organised.

Therefore, a brainstorming session with four students, all following an internship at ACN Song, was organised to come up with more ideas. All interns are part of different teams of ACN Song (Marketing, Service and Commerce) and follow different Master's degrees. Another brainstorming session was performed with four employees from ACN Song's DDP team. The participants were a Growth Strategy Manager, Experience Strategy Analyst, and two Growth Strategy Consultants. Figure 16 shows a picture of the brainstorming session at the office.



Figure 16: Brainstorm session with ACN Song interns

Before the brainstorming sessions, a presentation (Figure 17) was prepared including an introduction about the problem and design direction, important brainstorm rules, inspiration for evaluation in other industries,

the brainstorm assignment, an idea evaluation method and a wrap-up.

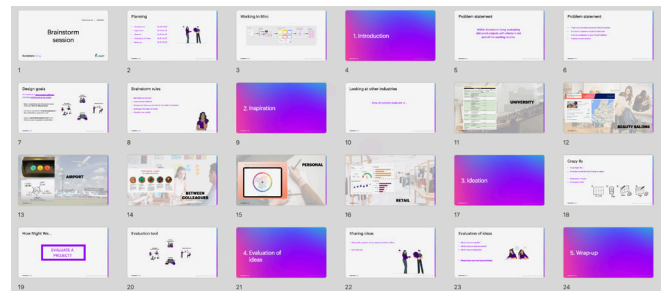


Figure 17: Brainstorm workshop presentation

Brainstorm rules (Van Boeijen et al., 2013) were shared with the participants to let them explore the topic freely. Those were the rules:

- Bad ideas do not exist
- Leave criticism behind
- Express any idea you can think of; the wilder, the better
- Build upon the ideas of others
- Quantity over quality

Six examples of evaluation and feedback in different formats, industries and situations were shown as inspiration for the brainstorm session to get the participants warmed up.

After this warm-up activity, it was time for the brainstorm activity. The crazy 8s method was used to gather a large number of ideas in a short period of time. This activity contains eight rounds of sketching and writing down eight ideas. Participants have one minute to put one idea on paper, and then they should move to the next idea (Hampshire et al., 2022). The ideas are solutions to the "How-To" question formulated. A How-To is a problem statement formulated as a question and is often used during idea generation during the early stages of conceptual design (Van Boeijen et al., 2013).

For this brainstorm activity, the following How-To was used: **"How might we evaluate a project?"**

The brainstorm with the four interns focused on the format and how of evaluation. The brainstorm with the four employees focused on the content and what of evaluation. See Appendix E for the results.

To evaluate the participants' ideas, the "Dot Voting" method (Dalton, 2018) was used. Dot

Voting supports participants to choose and give priority to the ideas they prefer. Every participant could pick their three favourite ideas by putting a dot on the idea, see Figure 18.

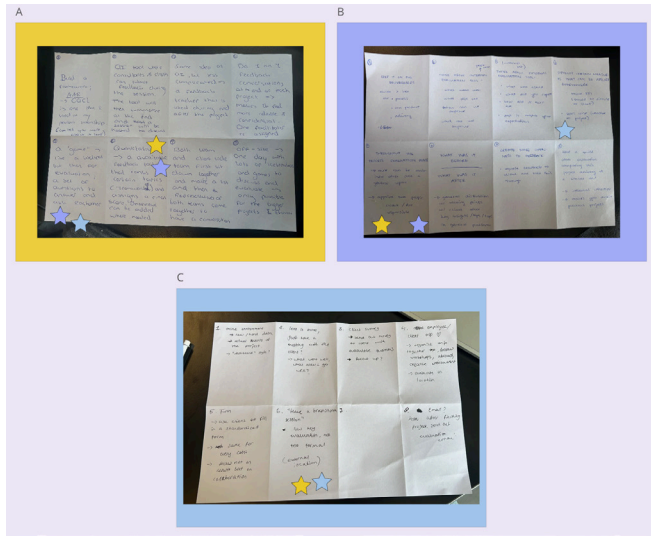


Figure 18: Dot voting during brainstorm workshop with interns

After the brainstorming sessions, the following ideas stood out. Firstly, to make post-project evaluation part of the work, it should be included in the project's deliverables. Moreover, an employee from ACN Song should be made responsible for it to happen.

In addition, evaluation should take place sometime after the project has ended. For example, two months after project delivery. This is the case because employees want to learn more about the impact of the project's deliverables for the clients and its customers. Employees are also curious about what new things people learned during the project and have taken with them.

Furthermore, it could be awkward or strange to randomly call a client and share the request for an evaluation session. Therefore, this should be worked out and facilitated. In addition, it is interesting if the project team performs the evaluation, because they know the client and their way of working, and have knowledge about the project.

Moreover, it was discussed that evaluation can be designed in a more low-key way, by thinking about adding some gamification elements.

Another favourite idea was to combine an evaluation conversation with a survey. This led to the question in the following subchapter: should evaluation be performed digitally, physically or as a combination?

6.2 Choosing a format

Evaluation with clients can be performed digitally, physically or a combination of the two (phygital). Before designing the final format of the evaluation tool, employees of the DDP team were asked to vote for their favourite format. The three slides depicted in Figure 19 were sent in the Teams' group chat. Phygital is the winner with 14 votes since digital and physical only received one vote each.

Phygital evaluation, meaning a combination of digital and physical, is preferred by the employees. Therefore, more ideas were brainstormed and filtered regarding their focus on this format.

A limitation of this voting approach was that the employees could see the votes of the other employees. It might be the case that they followed each other's responses.

Physical Evaluation

Face2face discussion on project impact and feedback

e.g. evaluation toolkit, workshop, a card game with evaluation questions

- + Building client relationship
- + More dynamic and real-time feedback
- + Opportunity to discuss follow-ups
- Time-consuming
- More effort for client
- Chance of socially desirable answers

Accenture Song

Figure 19: Three format options for evaluation

Digital Evaluation

Online environment to track project impact and feedback

e.g. online survey, Miro templates, a website/app for employees and clients

- + Could be anonymous feedback
- + Less time and energy consuming
- + One clear place for feedback storage
- Client should be reminded to fill it in
- Less personal
- Harder to discuss or clarify outcomes

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Phygital Evaluation

Combination of digital feedback + physical discussion (= phygital)

e.g. clients are asked to evaluate online, and most important outcomes are discussed in real life

- + Holistic understanding
- + Client has time to think it through
- + More in-depth results
- Time-consuming
- Coordination of online and in person
- Logistics

Accenture Song

Figure 19: Three format options for evaluation

6.3 Selecting a concept

After another individual brainstorm focused on a phygital format, all ideas for phygital evaluation tools were evaluated with the help of a C-box (Van Boeijen et al., 2013). A C-box helps clustering and rating ideas on their feasibility and innovativeness. Feasible, novel ideas were picked and worked out further. The C-box can be found in Appendix F. The ideas of evaluation in the metaverse, a digital evaluation guide and evaluation through means of a card game were worked out further into concepts. Figure 20 shows the three concepts.

The first concept is the creation of an online evaluation guide. First, clients are asked to note down answers to evaluation questions in a template on a digital platform about the project and the deliverables in their own time. Afterwards, the project team and client will evaluate face-to-face with the help of these answers, and the online evaluation guide. The guide helps create a structure that is easy to use.

The second concept is evaluation in the Metaverse. The client and project team schedule a meeting to talk to each other as avatars in the Metaverse in a virtual meeting room. Accenture already designed a Metaverse. Evaluation

discussions can be hosted there and they can make use of interactive feedback tools. Everyone can join from their own place, and it matches the digital character of ACN Song.

The third concept is an evaluation card game. First of all, a survey is sent to clients to gather quantitative feedback. The survey's answers are then discussed together with the project team in real life to gain deeper insights. This discussion is facilitated by cards with evaluation questions about the deliverables and the project. The project team and client can pick cards that cover themes that fit their project. The survey and cards can be seen as conversation starters.

Ultimately, Harris Profiles (Figure 21) were used to pick one of those concepts. A Harris Profile selects the best concept by rating them against important criteria for your solution (Van Boeijen et al., 2013). Those criteria are based on the six overarching topics of the design requirements listed in Chapter 5. The criteria used for the concepts were the following:

- Is it a solution with a focus on learning?
- Is the solution an effective way of gathering feedback?
- Is the solution easy to use?
- Are the insights created with the solution actionable?
- Does the solution foster trust within the team?

- Is the solution easy to implement within ACN Song?

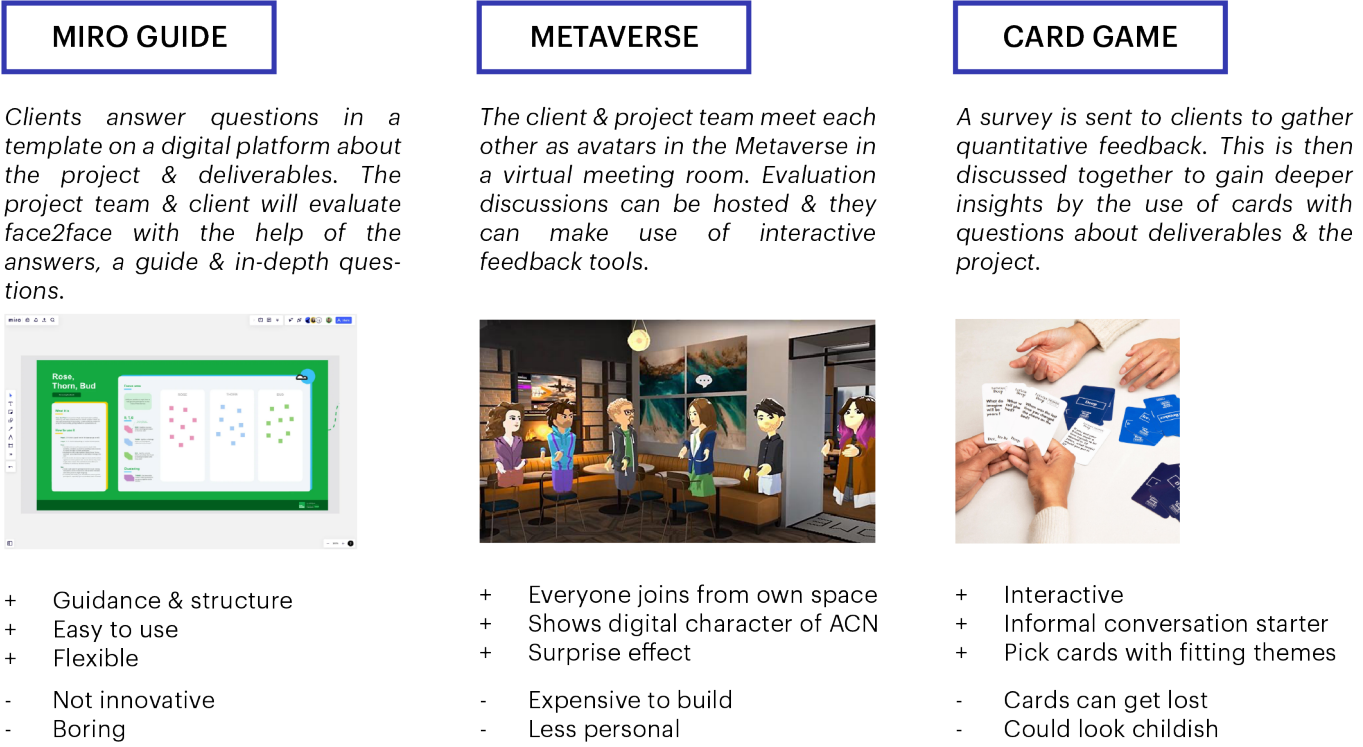


Figure 20: Three concepts for an evaluation approach

The idea of the evaluation card game matches the criteria best. It matches the criteria because first of all, the cards of the game are designed to facilitate discussions about the project. They will stimulate the project team and clients to share their experiences and lessons learned. Second, it is an effective way of feedback gathering since the question cards will guide the conversation and encourage open dialogue. Because of the survey, this concept will result in quantitative and qualitative feedback. Third, cards with questions are easy to use. Someone reads a question out loud, and everyone can respond with their opinions. It is an accessible way of gathering feedback. Moreover, the combination of quantitative (survey) and

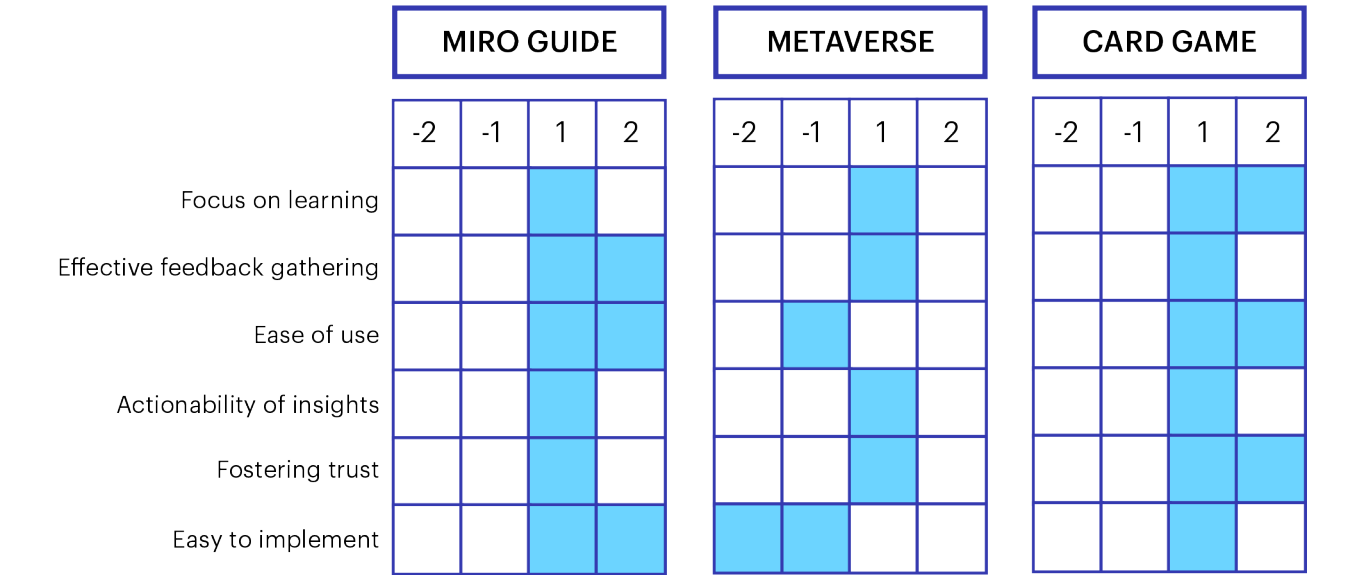


Figure 21: Harris Profiles for three concepts

qualitative (discussion with cards) feedback will create new and actionable insights. In addition, the cards are informal conversation starters that promote open communication and transparency, which will foster trust and interaction. Everyone can speak their minds in a safe way. It is easy to implement as well because it does not require a lot of work from the employees.

The concept of evaluation in the Metaverse is rather difficult to implement. An online learning environment should be built into the existing virtual world. It is also harder to use than the other two concepts, since the clients and employees will need an extensive explanation before usage.

The concept of creating a digital evaluation guide had a positive score in the Harris Profile as well. However, the card game has a bigger focus on trust. The cards will foster an environment of trust and transparency. An online evaluation guide is easy to use, but less personal. Elements of this concept can still be used in the final concept of the evaluation card game. The concept of evaluation cards will be worked out and explained further in the next chapters.

6.4 Key takeaways

This chapter describes the process of generating ideas to find the best solution for the design brief. The ideation phase began with individual brainstorming, which was expanded to two group sessions, one with interns and one with employees from the DDP team. Using the method of Crazy 8s, the participants came up with several ideas about evaluation formats and evaluation content. Ultimately, the concept of an evaluation card game was selected for its focus on learning, effective feedback gathering, ease of use, actionability, trust-building, and straightforward implementation.

7. CONTENT OF EVALUATION TOOL

A great part of the design of this evaluation tool is its content. This chapter explains which questions should be asked during evaluation sessions, so these are the questions that will be used for the design of the question cards and the survey.

Part of the questions are retrieved from the literature review performed in Chapter 2. Other questions are retrieved from the brainstorming session (Chapter 6) to match the DDP team's wishes. Furthermore, a current ACN Song survey was checked to see how questions are formulated.

7.1 Retrievement of questions

This part will explain how the content and topics of the evaluation tool were retrieved. First of all, the questions are linked to information provided in the literature. Evaluation topics and success measures mentioned in the literature can be divided into two main themes: the course of the project and (the impact of) the project's deliverables.

According to the performed literature research, these topics are required for a complete evaluation (as stated in the introduction, the client's client is called customer in this report):

PROJECT EVALUATION

- The scope, budget and planning (Project Management Institute, 2004)
- Efficiency of the project (Cao & Hoffman, 2011)
- Client satisfaction with the project (Bannerman, 2008)
- Evaluating different phases of the design process (Verschuren & Hårtog, 2005)
- Client-consultant relationship (Belkhodja et al., 2012)
- Client's expectations (Belkhodja et al., 2012)

DELIVERABLE EVALUATION

- The impact of the designed deliverables (Verschuren & Hårtog, 2005)
- Deliverables fit with the design goals (Verschuren & Hårtog, 2005)
- Clearness of the designed deliverables (Verschuren & Hårtog, 2005)
- Client satisfaction with the deliverables (Albert et al., 2017)
- Customer satisfaction (Albert et al., 2017)
- Viability, feasibility and desirability of deliverables (Verschuren & Hårtog, 2005)
- Long-term and short-term success (Albert et al., 2017)

Second, it is also important to take into account stakeholder perspectives when formulating evaluation questions. Therefore, all questions that ACN Song employees came up with during the brainstorming session in the previous chapter are clustered to find overlap. The result is shown in Figure 22. The figure shows that during the brainstorming session, most employees focused on questions about lessons learned during the project, the impact of the deliverables, and satisfaction with the project. Questions mentioned by multiple employees are added to the evaluation question list. Also, the wording of the proposed questions is taken into consideration.

Third, Figure 23 shows a survey created by Accenture for clients (Accenture, 2024). The wording and type of questions are taken into consideration for the evaluation session and survey as well. The survey includes words like "recommend", "satisfied", "successfully", and "value" to ask for clients' opinions.

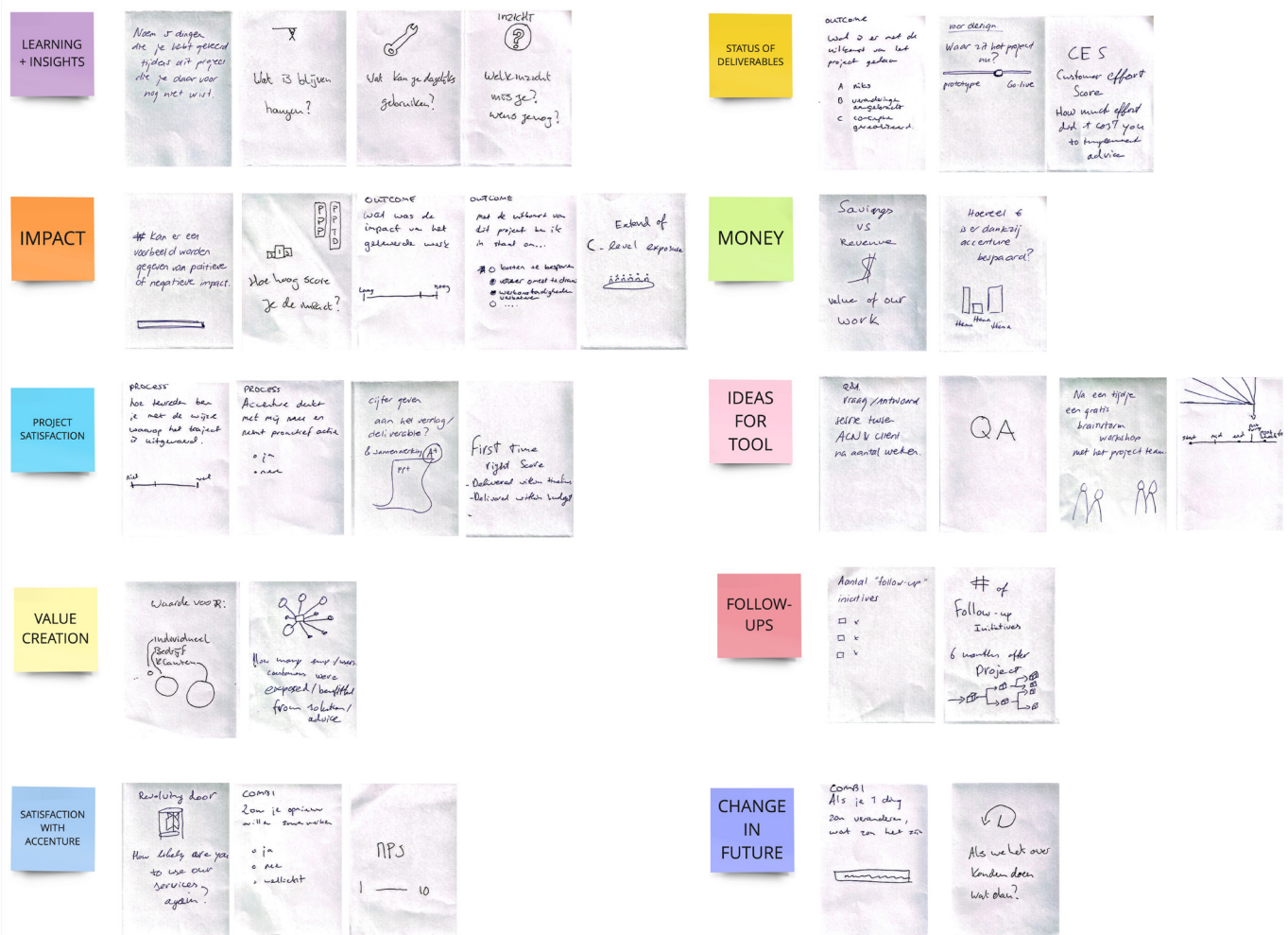


Figure 22: Clusters of evaluation questions from Crazy 8's brainstorming session

Category	Question	Scale
Q1 Loyalty	How likely are you to recommend Accenture to others? Please provide comments to help us better understand your rating.	0 1 2 3 4 5 6 7 8 9 10 Not at all likely Extremely likely
Q2 Delivery	How satisfied are you with Accenture's ability to deliver to what was committed? What changes could Accenture make to improve delivery?	N/A 1 2 3 4 5 Very dissatisfied Dissatisfied Satisfied Very satisfied Exceeds expectations
Q3 Skills	How satisfied are you with Accenture team members demonstrating the appropriate skills and qualifications to successfully do the work? How could we improve our capabilities and skills to consistently exceed expectations?	N/A 1 2 3 4 5 Very dissatisfied Dissatisfied Satisfied Very satisfied Exceeds expectations
Q4 Value Generation	How satisfied are you with our ability to identify and deliver value for this work? What changes could Accenture make to deliver more value?	N/A 1 2 3 4 5 Very dissatisfied Dissatisfied Satisfied Very satisfied Exceeds expectations
Q5 Innovation	How satisfied are you with our ability to bring new and relevant ideas to this work? What changes could Accenture make to improve bringing new and relevant ideas?	N/A 1 2 3 4 5 Very dissatisfied Dissatisfied Satisfied Very satisfied Exceeds expectations
Q6 General	Is there any specific feedback that you would like to share with the team?	

Figure 23: A survey which can be sent to clients

7.2 Final list of questions

All of these insights led to the design of a list of evaluation questions focused on the project and (the impact) of its deliverables. Tables 4 and 5 show questions that should be asked during the evaluation session that correspond with the previous conclusions. Those are the questions that will be used for the design of the evaluation question cards and the survey.

These questions cover a complete range of topics related to consulting projects and their deliverables. These questions aim to create an opportunity to gather comprehensive feedback in a conversation with the client and project team. Some questions focus mostly on the client's opinion, however, they are also aimed at the employees' perspectives.

PROJECT EVALUATION	
Topics	Designed questions
Scope, budget & planning	<p><i>Did the project meet the following requirements: budget, planning and scope according to you?</i></p> <p><i>What was the project's main objective? How close are you to achieving this objective? (0-100%)</i></p>
Efficiency of the project	<p><i>One improvement I would suggest for future projects is ____.</i></p>
Client satisfaction with the project	<p><i>What one thing could have improved your experience?</i></p> <p><i>Why would you (not) use our services again?</i></p> <p><i>What would you do the same in the future?</i></p> <p><i>How likely are you to recommend our services to others? (1-10)</i></p>
Client-consultant relationship	<p><i>What did you value most in the team dynamics?</i></p> <p><i>How would you rate the team dynamics? (1-10)</i></p>
Client's project expectations	<p><i>How well did the course of the project meet your expectations?</i></p> <p><i>What is one thing you wish had been different in our collaboration?</i></p>
Evaluating different phases of the design process	<p><i>Which phase of the project was most valuable to you?</i></p>
Learning	<p><i>Which top three lessons did you learn during this project?</i></p>

Table 4: Questions to evaluate the project

<u>DELIVERABLE EVALUATION</u>	
Topics	Designed questions
The impact of the deliverables	<p><i>Which steps did you take regarding the project's deliverables? (multiple choice question)</i></p> <p><i>How much impact do the deliverables have? (1-10)</i></p> <p><i>I feel the most significant impact of our work will be seen in ____.</i></p> <p><i>Do you have any data (qualitative or quantitative) showing the impact of the deliverables?</i></p>
Client satisfaction with the deliverables	<p><i>How satisfied are you with the quality of the deliverables?</i></p> <p><i>How satisfied are you with the delivered results? (1-10)</i></p>
Customer satisfaction	<i>How satisfied are you with our ability to deliver value? (for you personally, your company and your customers)</i>
Viability, feasibility & desirability	<p><i>The deliverables can be implemented with the available resources and technology. (1-10)</i></p> <p><i>The deliverables are profitable or sustainable in the long term. (1-10)</i></p> <p><i>The deliverables meet the user's needs and desires. (1-10)</i></p>
Long-term and short-term success	<p><i>What long-term impact do you anticipate from the deliverables?</i></p> <p><i>What immediate changes have you seen from the deliverables?</i></p>
Client's deliverable expectations	<i>How well did the deliverables meet your expectations?</i>
Clearness of the deliverables	<i>How clear were the presented deliverables to you?</i>
Deliverables fit with design goals	<i>Do the deliverables align with the project's goals?</i>

Table 5: Questions to evaluate the deliverables

7.3 Key takeaways

This chapter outlines the content for the evaluation tool, focusing on questions that will form the basis of the evaluation question cards and survey. The questions are derived from topics mentioned in the literature review, the brainstorming session with employees, and an existing survey from ACN Song. The questions are divided into two main themes: project evaluation and deliverable evaluation.

Project evaluation covers for example questions about project requirements, efficiency, client satisfaction, and team dynamics, while deliverable evaluation includes, among other topics, questions about the impact, alignment with design goals and long- and short-term success. The resulting questions aim to provide comprehensive feedback, incorporating both quantitative and qualitative data.

DELIVER

8. DESIGN OF EVALUATION TOOL

This chapter introduces a post-project evaluation workshop that is proposed to ACN Song, which takes into consideration the tool of conversation cards and a survey.

Figure 24 shows an offering map (Sangiorgi, 2004) which explains the elements of the design. It depicts two major elements of the evaluation: the evaluation workshop and online feedback storage. The workshop is a face-to-face meeting with the project team and client, and uses cards with questions, called “conversation cards” and a survey to stimulate feedback sharing. The feedback storage includes a manual with workshop guidelines and templates in which lessons can be written down to stimulate feedback capturing. The workshop is the standardised evaluation tool, which facilitates sharing feedback on different themes.

8.1 Gathering feedback

The post-project evaluation between the project team and the client is executed by means of a workshop. When ACN Song employees present the final presentation of the project’s deliverables to the client, they should discuss together after how much time they want to do the evaluation workshop. It is recommended to plan this approximately two months after the project, but this depends on the type of project. If evaluation takes place too soon, you can probably not see the impact of the deliverables yet. If it takes place too late, the memories of the project will have faded more and more.

It is highly advised to do this workshop face to face with the whole project team (ACN Song and client’s side) present. This can be done at ACN Song’s or the client’s office. Meeting in person will foster the atmosphere of trust which is needed during evaluation. However, if this is not possible, there is also an online variant available of the conversation cards used in the workshop.

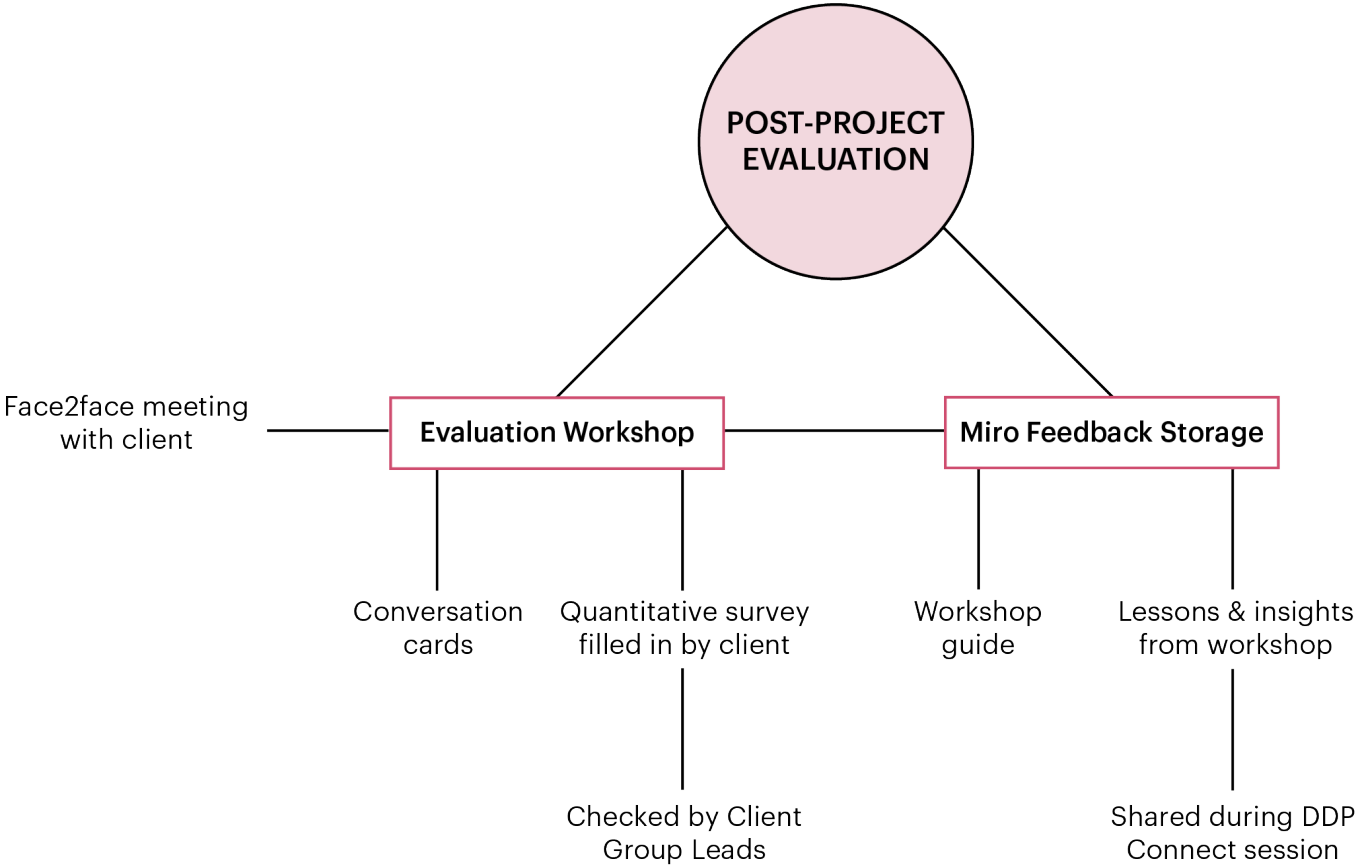


Figure 24: Offering map

The online variant is useful for clients that are located far from Amsterdam or even abroad, or when the people involved in the project have a limited amount of time.

The evaluation workshop is started through cards with questions that act as conversation starters. The cards are stored at ACN Song's office. The workshop's participants can take turns drawing a card and reading out loud the question on it. These cards are interactive and engaging, which guarantees that everyone present during the workshop can speak their minds. All of this enlarges the level of trust and transparency. The cards are divided into three themes of questions; icebreakers, project and deliverables (Figure 25). The figure shows the front side of the cards. On the other side, the actual question will be displayed.



Figure 25: The front side of the three cards

To get the evaluation workshop participants warmed up and feel safe, some less serious questions, called icebreakers, are designed. According to the Cambridge Dictionary (2024) an icebreaker is a game or activity that is used as an introduction of a session to make people feel relaxed. Therefore, the light blue icebreaker cards are incorporated to set the scene. They contain open ended and light-hearted sentences that the team can finish. It paves the way for a comfortable and open setting, so participants will feel free to speak up. These icebreakers should be discussed at the start of the evaluation workshop:

- If our project were a movie, the genre would be _____.
- The superhero power I wish I had during this project was _____.
- Our team's secret weapon for success was _____.
- One unexpected challenge we faced was _____.
- The biggest mistake I made during the project was _____.
- If I compare our project with a dish, it would be _____.

Then there is a set of dark blue cards that contain questions about the course of the project. Another set of cards with a dark pink colour revolves around the project's deliverables and its impact. The choice for the questions on these cards is explained in Chapter 7. A smaller sentence underneath the question was added to give the reader some more guidance. See Figure 26 for examples of the cards and Appendix G for the full set of conversation cards.

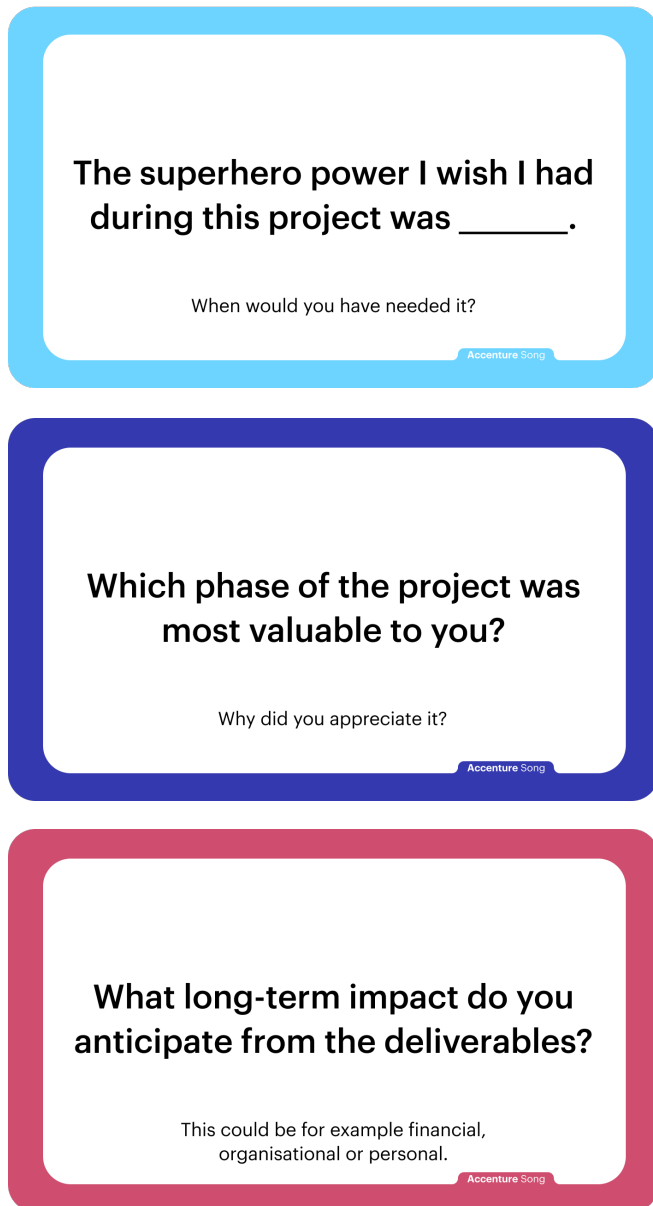


Figure 26: Examples of questions on the back side of the cards

In addition, two cards explain the usage of the cards (Figure 27). It explains in which order and steps the cards should be used, and it states some important rules for the workshop. These are added to make the cards self-explanatory.

A barrier towards evaluation discovered in Chapter 4 was that projects within the DDP team are diverse. This means their timelines, objectives and stakeholders are varying. Therefore, the evaluation workshop should have some modular aspects. To achieve this, the questions that are most valuable and appropriate for the specific project and client should be picked before the workshop starts. It is necessary to pick cards from every theme and recommended to pick at least ten cards.



Figure 27: Two explanation cards for workshop participants

This means that it is not compulsory to use all of the designed cards during the workshop. Additionally, there are blank cards available (Figure 28), so personalised questions can be added.

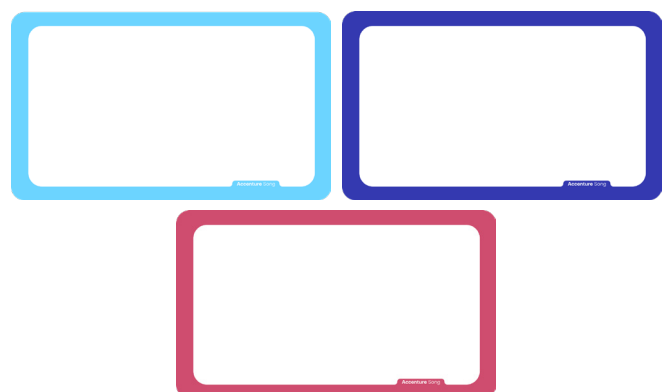


Figure 28: Blank cards to facilitate personalised questions

In Miro, workshop guidelines and steps can be found to give the participants extra information on how it should be done. This is depicted in Figure 29 on the next pages. The digital brainstorm platform Miro is recommended since ACN Song's employees use it often. Miro is a digital collaboration platform which facilitates remote team communication and project management (Miro | De Visuele Werkomgeving Voor Innovatie, 2024). In addition, the conversation cards are stored there digitally, as mentioned earlier, so they can be used during online workshops.

WORKSHOP: (POST-)PROJECT EVALUATION

GOAL: To learn from the delivered project!

Participants: the project team and client

Facilitator: project's evaluation safeguard

Time to complete: ± 60 minutes

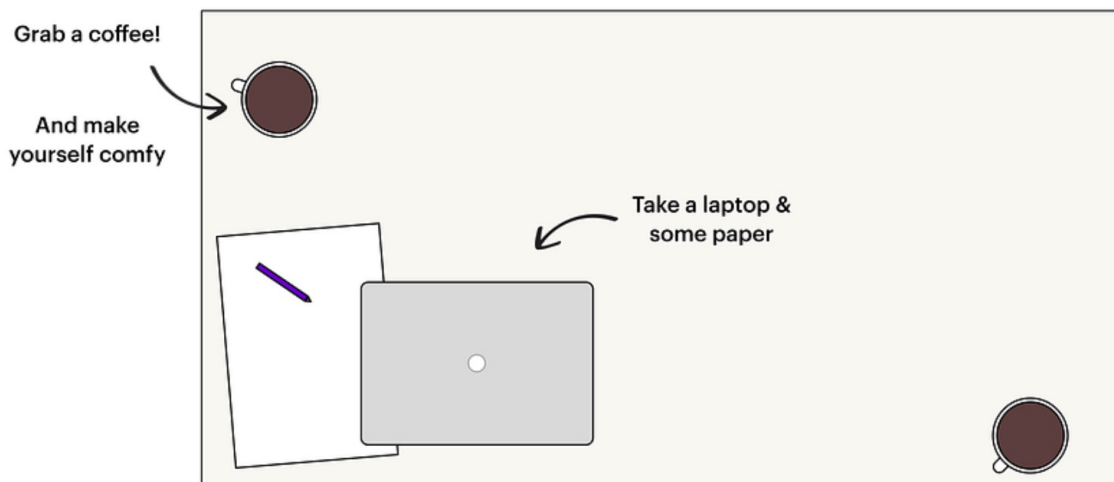
When: ± 2 months after project delivery (timing in consultation with client)

How:

- (Highly recommended) face-to-face meeting to evaluate the previous project and the impact of its deliverables.
- This evaluation session is started with cards, which contain questions to fuel the conversation.
- The most important lessons are written down by the evaluation safeguard in this Miro template.
- The client is asked to fill in a survey as conclusion of the evaluation session.
- Outcomes are shared within the whole team to guarantee that everyone will learn for the future!

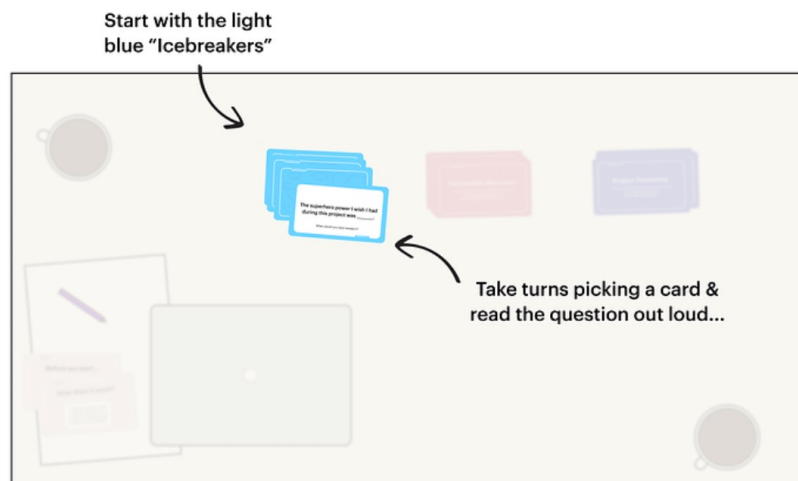
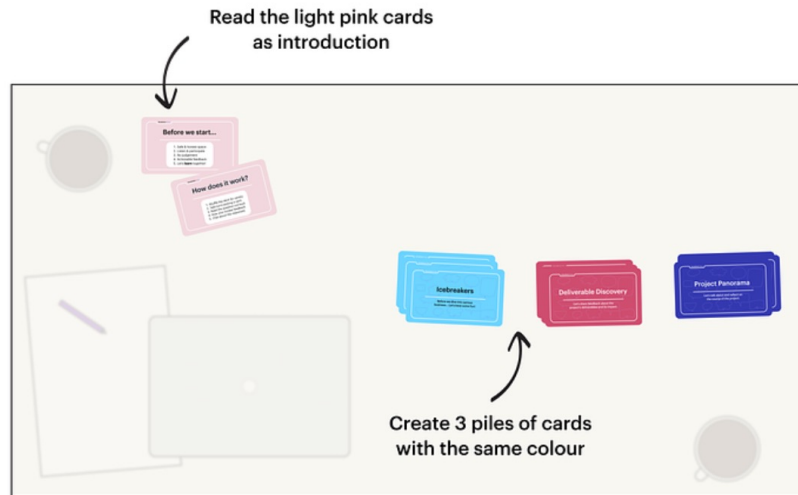
STEP 0: Make yourself comfortable

- It is highly recommended to do this workshop **face to face**, but meeting online is also possible.
- Grab some food or a drink, and get in a comfortable position.
- Get your laptop, and collect the conversation cards that are available at the office.
- Online variant of the cards can be found on the right.

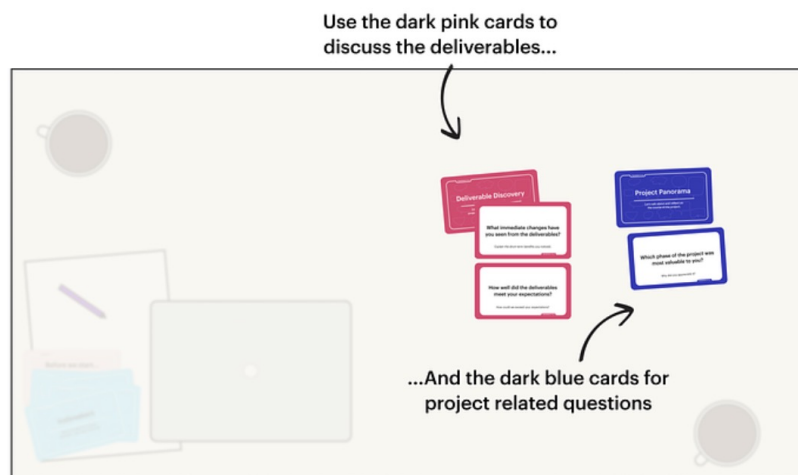


STEP 1: Evaluation workshop

- Have a conversation (± 45 minutes) with the use of **conversation cards**.
- There are 25 cards in total. Pick the cards (at least 10) that are suitable for your project and client. The empty cards can be used to come up with your own questions.
- Goal: to **learn** from each other, and to ensure **continuous enhancement** of our work and deliverables.



...Give your honest opinion & chat about the responses



The cards are used to fuel the feedback conversation.

STEP 2: Feedback into action

- Turn the feedback gathered in the conversation into action by writing down the most important lessons in the templates underneath.
- **Do not forget** to share the filled-in template with all team members that were part of the project.

Accenture Song

Which valuable insights did we learn during this session that we should take with us to future work?

Place sticky notes here

Accenture Song

In the future we will stop doing...

Place sticky notes here

And start doing...

Place sticky notes here

And continue doing...

Place sticky notes here

STEP 3: Concluding survey

- To conclude the evaluation session, the client is asked to fill in an anonymous survey.
- The survey allows to get **quantitative final insights**.
- THIS IS THE LINK TO THE SURVEY: https://qualtricsxmclf7x4qb.qualtrics.com/jfe/form/SV_3raNFN57ZGvX4bk

THANK YOU!

Figure 29: Workshop guidelines in Miro

To round off the workshop, the client is asked to fill in an online survey to rate the project's performance. In the literature review, Albert et al. (2017) wrote that to assess project success, qualitative and quantitative criteria should be merged. When the client fills in the survey, the people present from ACN Song's side should leave the room, so that the clients do not feel pressured or influenced. The survey consists of ten quantitative questions in the online program Qualtrics. Qualtrics is a digital tool which allows you to design and conduct questionnaires (Qualtrics XM - Experience Management Software, 2024). Qualtrics is chosen because ACN Song already uses this platform to send out surveys to clients.

The qualitative conversation and quantitative survey together paint a complete picture of the project's performance. The quantitative part is useful since it offers the possibility for the DDP team to compare and benchmark projects. This was one of the drivers to do evaluation found during the analysis. Cao and Hoffman (2011), as stated in the literature review, mentioned that cross-project learning is an effective tool to guide a firm in learning, and improving projects as well. The workshop is finished when all participants from the client's side have filled in the online survey and everyone is thanked for their effort and honesty.

Figure 30 shows an example of questions asked in the survey. They were mentioned in Chapter 7 as well. The full survey can be found in Appendix H.

The initial idea was to start the post-project evaluation by sending the client a survey and an invite to meet at the office afterwards. However, the order changed to getting together in person first and then ending this meeting with a survey. A benefit of the first option is that the survey outcomes can be discussed during the meeting. However, the latter option is chosen because if ACN Song sends another survey to the client, there is a risk that clients will not fill it in. If you ask them to have a look at the survey at the end of the meeting in person, the chances are higher that you receive the responses. In addition, meeting face to face first and recalling the project together seems a superior option for the relationship with the client. Receiving a survey first is less personal.

In my opinion, the following project requirements were met:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Scope	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate the team dynamics?

0 1 2 3 4 5 6 7 8 9 10

Move the slider to the right position

7

How likely are you to recommend our services to others?

0 1 2 3 4 5 6 7 8 9 10

Move the slider to the right position

9

Figure 30: Survey as workshop closing

8.2 Learning from feedback

The feedback gathered during the workshop is captured and shared in three different ways. First of all, the lessons from the conversation are written down in Miro for all team members to see. Second, the survey responses are processed by Song Client Group Leads. Third, lessons valuable for all employees from the DDP team are discussed during monthly meetings. This is discussed below.

A reason to do a post-project evaluation, as stated in Chapter 4, is to learn from past projects and experiences and to enhance projects in the future. Therefore, the most important lessons from the workshop should be captured to make sure they are actionable for the future. This should be done digitally in Miro, so all stakeholders involved in the project team, also from the client side, have access to it. If not all project team members were able to join the workshop, they are still able to read the workshop's outcomes. Another reason for writing down these lessons is that employees stated during interviews that the lessons they learn and experiences they gain while working on projects are not documented. These lessons are currently stuck in their minds, which is a waste of knowledge for other employees.

Therefore, the lessons should be captured digitally to make them accessible.

Templates are designed to facilitate the capturing of those lessons. During the interviews, it was clear that the DDP team appreciates the usage of retrospectives to give feedback. Therefore, the questions of a retrospective are used in the design. This is depicted in Figure 31. After the usage of the conversation cards, all workshop participants should summarise the main insights together. The main lessons that everyone agrees upon should be written down in the templates in Miro, so this can be shared with others to learn.

delegate the task to the specific Song Account Leads if the particular client has one. As mentioned in Chapter 1, Song Account Leads are responsible for maintaining a pleasant relationship with the client. Therefore, it is relevant for these employees to get insights into the client's view on the course of the project, the collaboration and the deliverables. If the survey outcomes are rather negative, it is important to take action. The project lead should be informed on which aspects should be done differently next time.

Accenture Song

Which valuable insights did we learn during this session that we should take with us to future work?

Place sticky notes here

Accenture Song

In the future we will stop doing...

Place sticky notes here

And start doing...

Place sticky notes here

And continue doing...

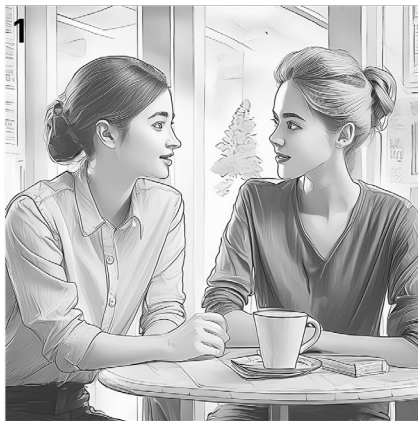
Place sticky notes here

Figure 31: Digital templates to capture lessons

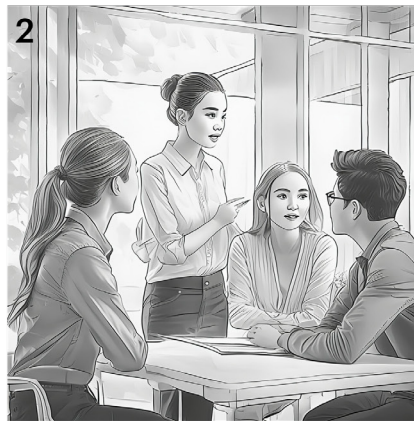
Furthermore, this workshop might create a moment where ACN Song's employees can investigate whether there are opportunities for future collaborations with the client. If a client decides they want to work together again, the template with lessons from the previous project can be shared at the start of this new project. In this way, the whole team is reminded of how they could improve their work.

Moreover, the survey's responses should be checked by the Client Group Lead or Song Account Lead. Each client belongs to a Client Group. The Client Group Leads are responsible for checking the surveys, but they can then

Next to capturing the workshop's outcomes in the online template and the survey, it is valuable to share them verbally. Every month, all employees of the DDP team come together for a one-hour "Connect" session. Business and organisational updates are discussed, and employees get the chance to elaborate on some interesting ongoing projects. During those monthly DDP Connect sessions, five to ten minutes should be reserved for an employee to share one important lesson they have come across during an evaluation workshop. See Figure 32 for a storyboard of this situation.



1 A project team & client gather at the office for a workshop to evaluate the consulting project & its deliverables.



2 During the workshop, everyone gets a chance to share feedback by means of conversation cards.



3 The lessons learnt during the workshop are summarised & stored digitally to increase accessibility.



4 One week after the workshop, the main lesson that was captured is presented to other colleagues.



5 These lessons are meant to help improve the future work of the consultants & their clients.

Figure 32: A storyboard about the evaluation workshop (pictures are generated by Adobe Firefly)

The Connect session is a perfect moment to share gathered feedback and to learn from each other since the whole team is together. If lessons are more general and not specifically design-related, they could even be shared in the ACN Song Connect session during which all employees are present. Figure 33 shows presentation slides that the employees who want to share their lesson during a Connect session can use.

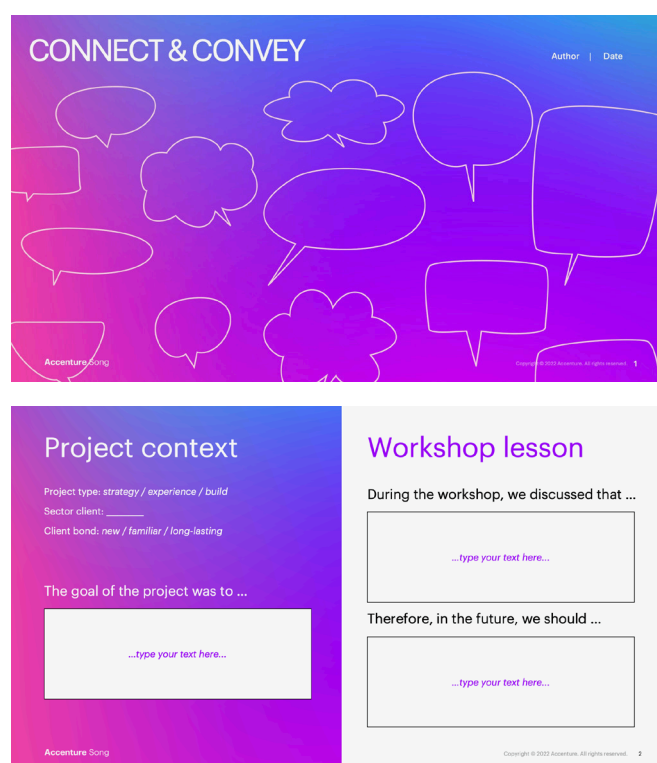


Figure 33: Template slides to present lessons during Connect sessions

To create a better understanding of the workshop's intended outcomes, an example retrieved from the interviews in Chapter 3 will be described. The following quote was said during the interview with the Business Design Senior Manager:

"Often clients say they want to be agile. This is a pitfall we have fallen into several times, because many clients say this, but not all of them actually want that, or they mean something different than how we interpret it. And I think that we have just fallen into the same pitfalls for quite a while." - Business Design Senior Manager

This could be a topic that is discussed in the workshop. During a project, there could have been a misalignment in the definition of 'working agile'. It could be that a client indicates this when answering the question "How well did the course of the project meet your expectations?".

The question will stimulate a conversation. At the end of the workshop, the following lesson could be captured in the digital template: in the future, we should define our preferred and expected ways of working from the start, for example, we agree that working agile entails A, B and C, and not X, Y and Z.

8.3 Key takeaways

This chapter presents a design for a post-project evaluation tool tailored for ACN Song and its clients. The tool comprises a face-to-face workshop utilising conversation cards and an online survey to facilitate feedback collection. The workshop, organised approximately two months after project delivery, encourages trust and honesty among the participants. Conversation cards, including icebreakers, questions about the project, and about the deliverables, will fuel the conversation. The feedback is digitally captured in Miro, ensuring accessibility and actionability. The online survey, completed by clients as the final part of the workshop, provides quantitative data for benchmarking projects. Furthermore, important lessons learnt during workshops can be shared during the DDP team's monthly Connect sessions. This approach aims to enhance future project performance and strengthen client relationships.

9. IMPLEMENTATION PLAN

This chapter will explain how the new approach for post-project evaluation should be implemented within ACN Song and the DDP team. A valuable part of the implementation is the creation of a new task within a project team, called the “evaluation safeguard”. Moreover, this chapter describes the steps that should be taken to integrate and improve the approach in the future.

9.1 New project task: evaluation safeguard

A crucial part of the new evaluation approach is the creation of a new task within project teams: the evaluation safeguard. One of the barriers towards evaluation is that employees and clients are already moved on after a project, and therefore, do not think about evaluation. The main reason for adding this role to projects is that an employee feels responsible for keeping track of evaluation throughout and after the project. This person can remind everyone and can take action. It will ensure that post-project evaluation will take place. Furthermore, the evaluation safeguard takes the role of facilitator during the workshop. The facilitator introduces the evaluation activity, explains some rules to create a safe space and guides the discussion.

The most important tasks for the evaluation safeguard during the project are the following:

- Explains about (the importance of) post-project evaluation during the project kick-off meeting with the client
- Plans a provisional date with the whole project team for the post-project evaluation workshop
- Keeps track of the feedback discussed during the project
- Reminds the team and client of the coming post-project evaluation at the final presentation

The tasks for the evaluation safeguard after the project are as follows:

- Decides which conversation cards with questions are valuable for the team to discuss during the workshop, also keeping in mind the past feedback
- Contacts the client to establish the date, time and location for the evaluation workshop
- Is the facilitator during the workshop to explain how it works and to guide the conversation
- Summarises and notes down the most important lessons during the workshop, in consultation with the other participants
- Makes sure the clients have filled in the quantitative survey at the end of the workshop, and shares this with the Client Group Lead
- Presents a relevant lesson from the workshop during a DDP Connect session

The employee who takes the role of evaluation safeguard should also have another active role in the project (e.g. as a service designer). As a result, they are aware of the course of the project and what kind of people are involved, which is necessary for the evaluation workshop. The evaluation safeguard is the one who decides on the questions for the workshop, and therefore, this employee must know everything that happened in the project.

Furthermore, the project lead is responsible for appointing an evaluation safeguard, considering the type of project and client. The project lead should check out which employees would like to have this role because the best option would be to appoint an employee with intrinsic motivation to be responsible for the evaluation. This could be employees who are passionate about feedback discussions, maintaining client satisfaction or facilitating workshops. The evaluation safeguard could be an employee with a starting position, for example, an analyst, since this might create more trust and transparency during the workshop. It could be harder to speak up when a manager is the facilitator. However, there are also benefits for appointing the project lead as an evaluation safeguard,

because this employee is already experienced with evaluation and might already have a good connection with the client. Therefore, it is advised that the project lead estimates who is a good fit for this responsibility, keeping in the mind the type of clients and the employees who volunteer.

Figure 34 shows the complete offering map (Sangiorgi, 2004). This time also showing the evaluation safeguard and the main tasks belonging to this employee.

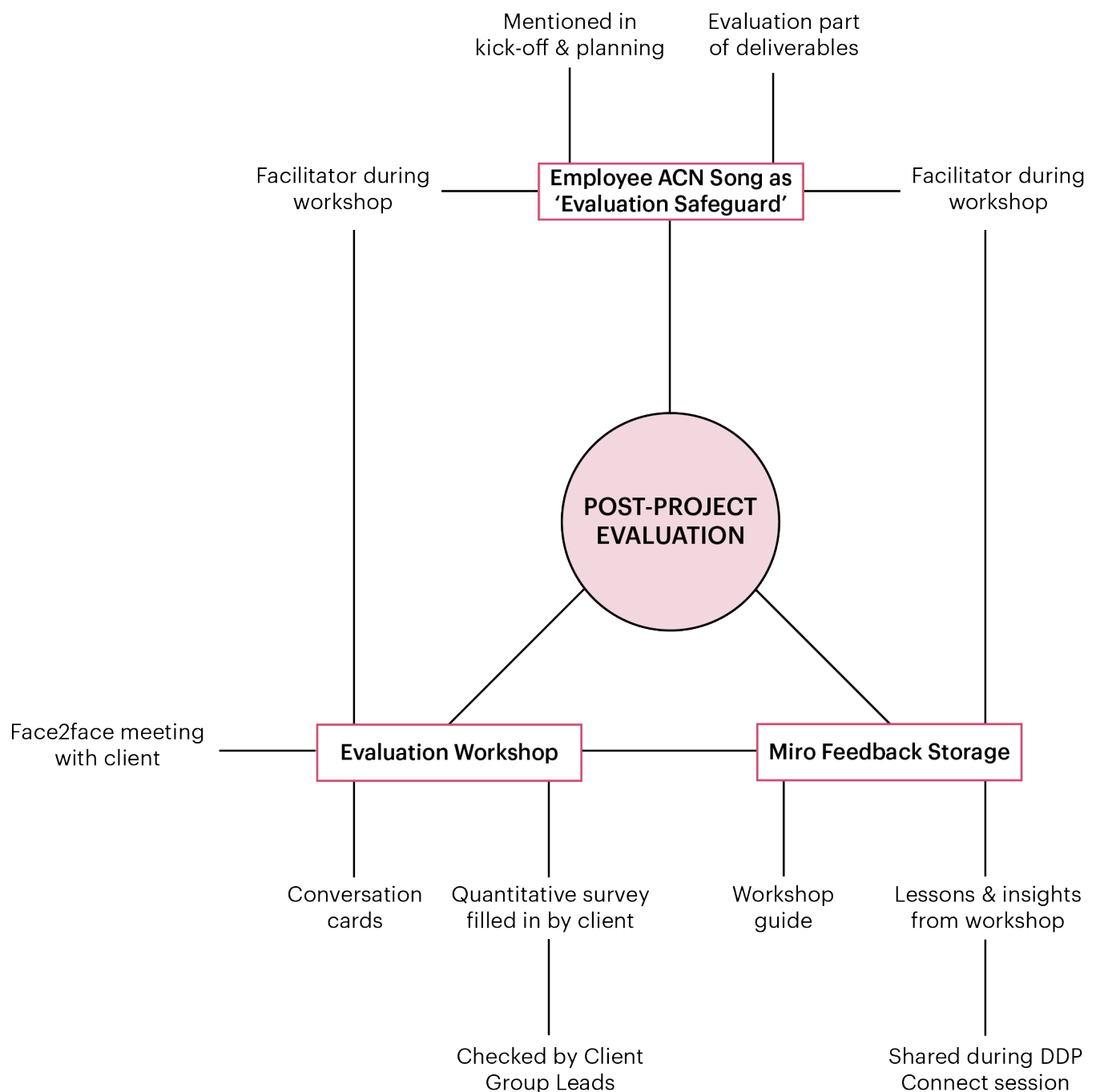


Figure 34: Offering map

9.2 Integration into way of working

A precondition for post-project evaluation mentioned during the interviews is that it should be more integrated into ACN Song's way of working. This was also mentioned in the literature review (Chapter 2). Motamedi (2014) found that evaluation is seen as separate, and not part of consulting. To ensure evaluation will be part of it, some measures should be taken. Chapter 1 introduced ACN Song's way of working on projects, so this is taken into account.

First of all, the new role of evaluation safeguard should be embraced by all employees. Therefore, this role should be included in proposals that are created for clients. The post-project evaluation should be included in the proposal's planning. Furthermore, if ACN Song wins the proposal, the project team should highlight the post-project evaluation during the project's kick-off meeting and also include it as part of the end deliverables in the statement of work. Creating clarity from the beginning of the project will help with setting the right expectations for the client and project team.

See Figure 35 for an example of adding the evaluation safeguard role within the project team that is part of a proposal.

When projects have been delivered, an informational slide, called a credential, is created to summarise the project and its deliverables. The lessons that are captured during the workshop in Miro can also be integrated into this document.

Figure 36 on the next page outlines the main steps of a project including its post-project evaluation, as described in this chapter. Appendix I explains these steps with an imaginary story to create an example of what could happen.

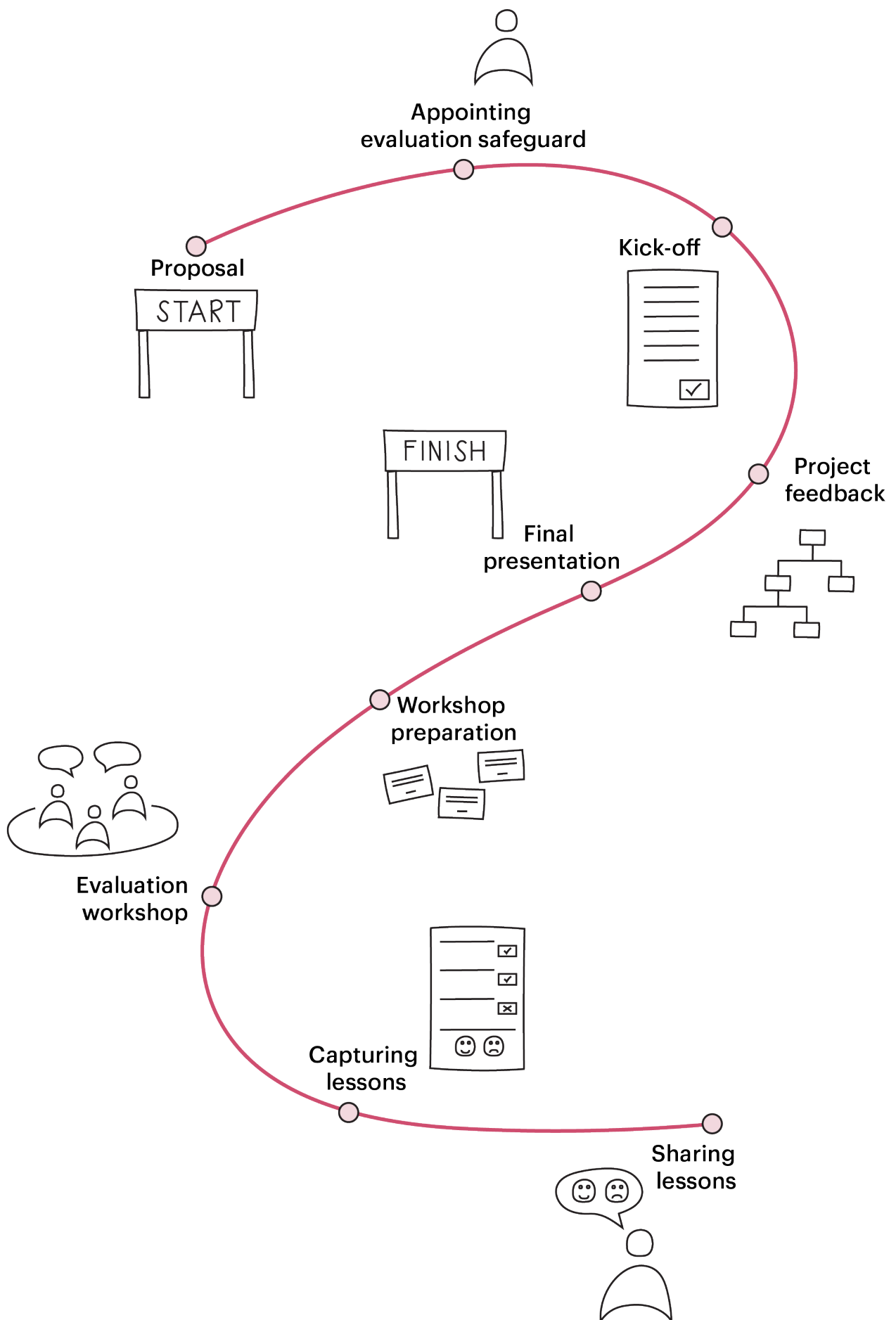


Figure 36: The steps of a project regarding post-project evaluation

9.3 Trial period

The evaluation workshop is designed to gather a great amount of new and valuable knowledge. It is a suitable way to ask for feedback from the client within an environment of trust and transparency and to build the relationship with the client. The ultimate goal is to improve the work in the future by learning from the workshop's feedback. A trial of this evaluation approach is required, because it is a novel way of gathering feedback for ACN Song. A trial will help discover if the outcomes of the workshops are useful, and might help create proof that the workshops should be expanded to other departments within ACN Song.

An overview of the implementation plan for the trial period is depicted in Figure 37.

As mentioned before, the DDP team comes together every month for a Connect session in which employees get the chance to discuss updates or projects. This session perfectly suits the introduction of the novel post-project evaluation approach, since all employees are together. During the Connect, it is advised that the lead of the DDP team shortly presents the new approach and emphasises the significance of evaluation. The DDP lead should also introduce the new role of the evaluation safeguards.

The presentation will touch upon the trial of the evaluation approach. The DDP team will start the trial of the evaluation approach during half

a year. This means that for each project starting in November 2024 evaluation safeguards will be appointed and evaluation workshops will be executed. A meeting to go through the Miro workshop guidelines and the deck of conversation cards together is organised to get employees aligned on the goal and execution of the workshop.

Furthermore, a new intern will start within the DDP team from September 2024 onwards. A task for the new intern is to perform quick check-ins with evaluation safeguards every month to discuss their experiences and progress. These can be informal coffee moments, so it will not be too time-consuming.

After six months, the intern and employees who have performed the role of the evaluation safeguard should schedule a meeting together with the DDP team lead to discuss the outcomes of this trial period. Moreover, it is advised to gather some feedback from clients to learn about their experiences with the evaluation workshop. According to all findings, the evaluation workshop should be adapted and improved. Furthermore, after half a year of trial, an update is presented during another DDP Connect session.

If during the trial the evaluation safeguards experience difficulties with facilitating the workshop and leading a feedback conversation, it is advised to spend money on training the interested employees. An external party could be hired to teach the evaluation safeguards



Figure 37: Implementation plan of the new evaluation approach

how to approach feedback workshops. If this is necessary, it should be revised after the trial, because it will cost extra money. Most employees already have experience with workshops and retrospectives, and there are guidelines in Miro, so it might be the case that extra training is not needed.

The ultimate goal would be to tailor the workshop for every department within ACN Song, so the other departments can start performing evaluation sessions as well. However, it is first necessary to do this trial to find out if the workshop, the conversation cards and the evaluation safeguard are the best fit.

9.4 Operating model

An operating model displays how a company should operate, including the people, processes, technology and governance involved (Jeruchimowitz et al., 2023). ACN Song designs such models for clients to help them with the implementation of a new service.

Figure 38 on the next page demonstrates an operating model which can help set up the new evaluation approach. It is a summary of the previous chapters.

A summary of all project roles and their corresponding responsibilities explained in this chapter is shown in Figure 39. This is called a RACI model, and shows extra details. This model is often used by ACN Song employees when they have designed a new service for a client. The R means responsible and involves the employees who are executing the task. The A stands for accountable, and that is the one person who has the final responsibility. The C stands for consulted, and are the people who are asked for information and input in advance. Lastly, the I means informed and includes the people who are informed about the results or processes that have taken place (Smith et al., 2005). An employee from ACN Song, a Management Consulting Analyst, helped to set up the RACI model. It will guide the DDP team in implementing the new evaluation approach.

	Song client groups	DDP team lead	Project leads	Project teams	Evaluation safeguards	Clients	DDP intern
Create awareness for evaluation trial	I	A R	I	I	R	I	I
Integrate new approach in projects	I	I	A	C	R	C	I
Prepare workshops	I	I	A	C	R	C	I
Participate in workshops	I	I	R	R	A R	R	I
Capture workshop lessons	R	I	C	C	A R	C	I
Review the evaluation trial	C	A	C	I	R	I	R

R

 Responsible

A

 Accountable

C

 Consulted

I

 Informed

Figure 39: RACI model showing the roles and responsibilities for the DDP team

OPERATING MODEL FOR POST-PROJECT EVALUATION

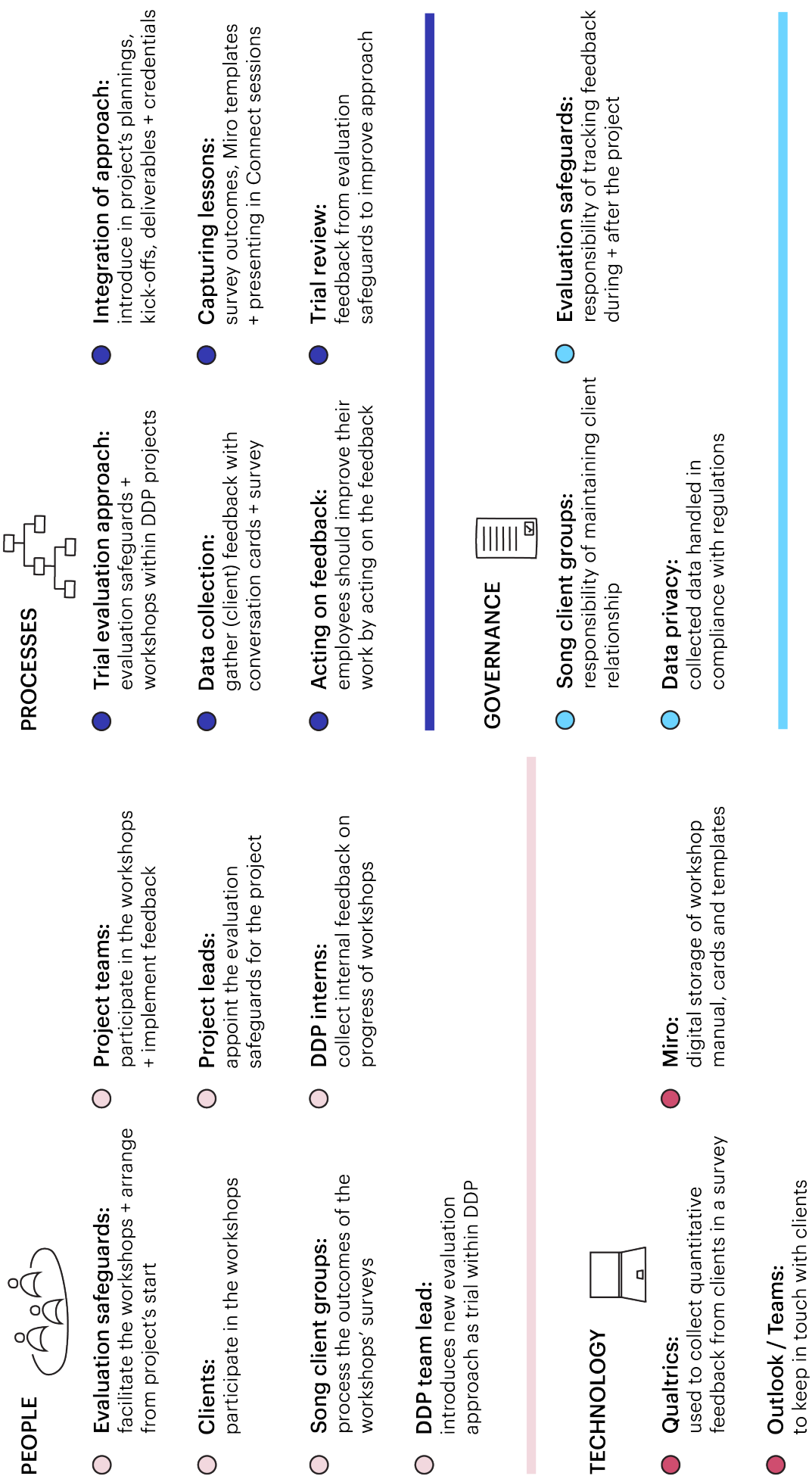


Figure 38: Operating model

9.5 Key takeaways

Chapter 9 outlines the strategy for integrating a new post-project evaluation approach at ACN Song. The emphasis lies on the introduction of the “evaluation safeguard” role within project teams. This role ensures consistent evaluation by tracking and facilitating feedback throughout and after projects. The evaluation safeguard also coordinates and facilitates the evaluation workshops. To embed this approach into ACN Song’s workflow, the evaluation task should be included in project proposals and emphasised during project kick-off meetings.

A six-month trial period will test the new evaluation approach, with adjustments based on feedback. The chapter also details an operating model and RACI framework to clarify roles and responsibilities, ensuring smooth implementation of the new evaluation method.

10. VALIDATION

The proposed evaluation workshop was refined by interviews, asking for feedback from DDP team members and clients, and also by testing the workshop setting and questions with employees. This chapter validates the new evaluation approach by showing positive feedback and also states suggestions for improvements. Most suggestions are already included in the solution presented in the previous chapter.

10.1 Validation interviews

The goal of the validation interviews was to validate the solution's feasibility and desirability and to refine the workshop. The session started with a short presentation. It showed an imaginary story about the new evaluation approach to paint a picture of the context, the offering map (Figure 34) to explain all elements of the workshop, and the visuals of the cards and Miro. The participants could ask questions and share opinions during the presentation. Afterwards, the participants were asked some questions. For example "What do you think of this approach to gathering feedback?", "What are potential drawbacks you see?", and "How could we improve this workshop?".

The design of the post-project evaluation workshop was evaluated by four employees from the DDP team, who had no previous knowledge about this project. They were able to bring some new insights and possibilities for design improvements.

First of all, all of them were excited about the solution. They acknowledged the importance of this topic and recognised the benefits it will have. This makes it a desirable and viable solution.

"What I like most is that it creates an extra moment to connect to clients and that can lead to a potential follow-up." - Growth Strategy Manager

"I definitely think that it is something that can simply be applied." - Service Design Analyst

"And also for us just to measure what we do, because in general as you said we have no idea what happens after we deliver something. And so it's a way for us to also improve." - Growth Strategy Manager

Furthermore, they thought the idea of conversation cards was a good fit. It is feasible to implement this idea.

"I think that by using those cards, you can start the conversation in a very light way, but still have a grip during such a conversation. I think that could work very well with a client, especially if you have that person in the office." - Digital Product Design Analyst

In addition, the solution of appointing an employee as an evaluation safeguard from the start of a project is seen as appealing and realistic.

"In terms of concept, I think it comes across very lightly. Evaluation is an official moment, and I think you have created a good kind of role for that, a task within the project where someone takes responsibility for ensuring that it actually happens and leads it in the right direction." - Digital Product Design Analyst

"I think it's great to introduce this since the beginning of the project. I think that should be there, so it's not weird or awkward. Maybe you can even plan that moment already in the kick-off." - Growth Strategy Manager

Furthermore, the design was presented to two clients who were interviewed before, in Chapter 3, to learn about their opinions and ideas for improvement. Again the idea of cards functioning as conversation starters is seen as the best part. It creates a safe space for everyone to share their thoughts.

"I really like those cards! Also I think that the balance between qualitative and quantitative is very good. If you don't dare to say things, you still have the space to do so there." - Client B

"What I really like is starting the conversation with those cards. You have created something that's accessible and starts the conversation in a fun, safe way, so it doesn't stay quiet. Often in these kinds of sessions, one or two people dominate the discussion while the others stay in the background. But if you have more people and distribute the cards, or everyone has an equal number of cards, then everyone can participate sufficiently." - Client A

"And what's also nice about your cards is that it's a format where you can share both positive and less positive feedback. Otherwise, you might feel like a bit of a complainer." - Client B

The workshop's facilitator should indeed be someone involved in the project.

"Indeed the facilitator should be someone from the project, who feels trustworthy. And not that you suddenly come across someone unfamiliar." - Client B

The four employees came up with suggestions and ideas that could enhance the solution. Some of the ideas are already incorporated in Chapter 8, and others will be listed as recommendations in Chapter 11.

- Creating a digital variant of the conversation cards, because some employees and clients are living abroad
- Focusing more on the creation of the workshop; e.g. adding icebreakers and an introduction
- Combining the workshop with a lunch to motivate people to come and strengthen the relationship
- Creating an option for card personalisation to make sure that the cards are modular

Some ideas for improvements mentioned by the employees were similar to the ones the clients stated. Those were creating a digital variant of the conversation cards, and creating more modularity or personalisation options with the cards.

"I think the possibility of personalisation for each client and each team, so you can give it your own twist, that would be fun." - Service Design Analyst

"The most important thing in these kinds of evaluations is, I believe you have that, a sort of complete package. But it's also nice if you can cherry-pick together with the client, so that you can select. So being able to provide a bit of customization in that, depending on the wishes of both the client and Accenture. So, opting for a modular structure." - Client A

Other ideas were the following:

- Adding an evaluation safeguard from the client's side to discuss the topics of the evaluation
- Designing cards also for the beginning of and during a project; to agree on impact and expectations, and to stir in the right direction

10.2 Testing the workshop

A validation test of the workshop was organised. Two employees from the DDP team, a Content Design Analyst and a Digital Integration Analyst, were invited to take part in a workshop trial. The goal of this workshop was to test the effectiveness of the evaluation cards in facilitating discussion and to gather feedback on the emotions the cards evoke.

The participants were invited to a private meeting room and received an introduction about this trial. An imaginary story about a project and its deliverables was shared with the participants. Furthermore, the participants were assigned different roles for this trial: a UX/UI designer from the DDP team, and a client. Role-playing is a method that helps to simulate the interaction between the design and its users (Van Boeijen et al., 2013). The researcher took the role of evaluation safeguard, and therefore, the workshop's facilitator. All conversation cards were printed out, glued on cardboard, and put as a prototype on the table (Figure 40).



Figure 40: A prototype of the conversation cards



Figure 40: A prototype of the conversation cards

After roleplaying and testing some questions, the participants were asked to pick an emotion that describes how they feel towards a certain question, see Figure 41. Examples are satisfaction, shame and fascination (Desmet, 2002). Figure 42 shows the results of the trial. A larger version can be found in Appendix J.

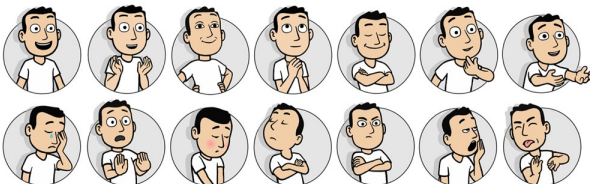


Figure 41: Fourteen different emotions

The employees stated that usage of conversation cards during a workshop where you need everyone to speak up is a desirable solution.

"Cards are convenient since you create space for everyone to be honest. Because in a regular conversation, I noticed there are always people that are much more talkative than others." - Concept Design Analyst

The DDP team employees were pleased with the icebreaker questions. The icebreakers made them feel the emotions of joy, fascination and admiration. Below you can read how they commented on the following icebreaker, "If I compare our project with a dish, it would be _____."

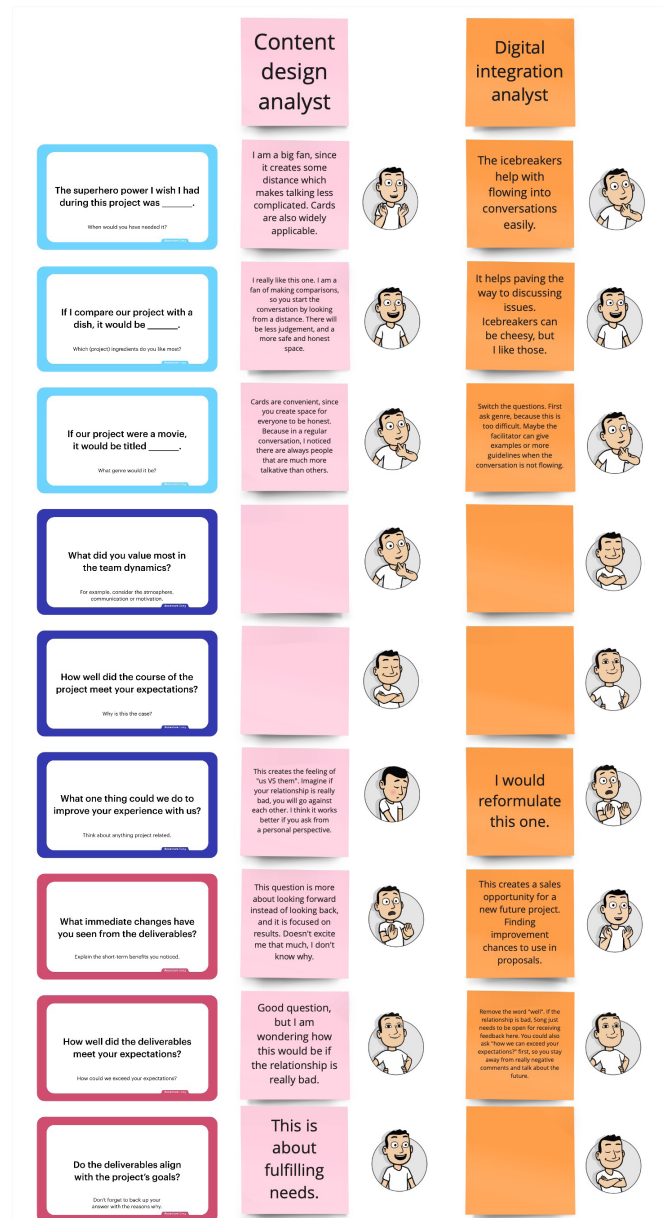


Figure 42: Participants' emotions and comments towards workshop questions

"Icebreakers help pave the way to discussing issues. Icebreakers can be cheesy, but I like those." - Digital Integration Analyst

"I really like this one. I am a fan of making comparisons, so you start the conversation by looking from a distance. There will be less judgement and a more safe and honest space." - Concept Design Analyst

The question "What one thing could we do to improve your experience with us?" evoked negative emotions for the participants. They rated the question with feelings of shame and fear. Therefore, this question was adapted into "What one thing could have improved the project's experience?"

"This creates the feeling of "us VS them". I think it works better if you ask from a personal perspective." - Concept Design Analyst

The question "What immediate changes have you seen from the deliverables?" evoked different kinds of emotions. From an employee perspective, the participants felt admiration. However, from a client's perspective, it evoked a feeling of fear.

"This creates a sales opportunity for a new future project! We can find improvement chances to use in proposals." - Digital Integration Analyst

"This question is more about looking forward instead of looking back, and it is focused on results." - Concept Design Analyst

Moreover, the participants came up with lessons about the imaginary project they learned from their feedback conversation. Those included for example that all stakeholders should be more transparent from the start of the project during the weekly check-ins and that the project team had too much workload, so it would have been profitable to have an extra role in the project.

Unfortunately, no real client joined this trial workshop. This is a limitation because the dynamics during a workshop will be different when a client is present. Moreover, the dynamics and conversation would have been different when more participants joined the workshop. It was insightful to see how employees responded to a part of the workshop, and the usage of cards, but it is important to mention that this test was too small to draw concrete conclusions. Overall, the participants linked the questions with positive emotions. The trial period mentioned as part of the implementation is necessary to gain real insights.

10.3 Key takeaways

Chapter 10 validates the new evaluation workshop approach through feedback from four employees from the DDP team and two clients. Positive feedback confirmed the approach's feasibility, viability and desirability, particularly appreciating the use of conversation cards to facilitate discussions. The role of the evaluation safeguard was also well-received for ensuring a smooth process.

Furthermore, a workshop trial was performed with two other employees. The trial highlighted the effectiveness of conversation cards and revealed the employees' emotions towards the questions. Further trials are recommended to refine and validate the approach further.

11. DISCUSSION

This chapter concludes this report. First of all, it starts with the main findings. Then this chapter explains the relevance for ACN Song, but also for other companies that work project-based. Furthermore, it lists limitations of the designed post-project evaluation approach and also recommendations for the future.

11.1 Main findings

This part will answer the main research question:

“How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?”

A literature study revealed that evaluation as the last step of consulting projects is usually not part of the working routine. If consultancy firms do evaluate, they often strive to meet the project’s scope, planning, and budget, but only evaluating these topics is insufficient. Furthermore, it is recommended to assess a project utilising qualitative and quantitative measures. It is also fundamental to work on trust, communication, and expectation alignment with clients to perform proper evaluation.

Semi-structured qualitative interviews with ACN Song’s employees and clients uncovered different perspectives on this topic. Having a post-project evaluation approach is beneficial for ACN Song for four main reasons, which are called drivers in this report. First of all, it is an opportunity to learn and improve future work. Second, it helps build a relationship with the client. Third, projects can be compared and benchmarked, meaning that best practices can be used as inspiration for other projects. Fourth, this evaluation moment creates a chance for follow-up projects in the future. Furthermore, it is relevant to know for ACN Song that the clients that were interviewed would also appreciate this moment to learn from the project.

However, multiple barriers withhold employees and clients from executing post-project evaluation. There is no standardised evaluation method that can be used, it can be hard to be

critical of each other’s work, it can be hard to measure data and track objectives, lessons learned are inside minds instead of documented and all projects are diverse which makes evaluation different.

Furthermore, ACN Song’s employees and clients wish for certain factors to make the evaluation work, called preconditions. There should be clarity on the project’s agreements from the start. Then the evaluation approach and content should be standardised, which fosters an atmosphere of trust and transparency, and is integrated into the way of working.

To overcome the barriers and to achieve the preconditions, an evaluation workshop for ACN Song’s project teams and clients is designed. The workshop involves a qualitative and quantitative tool: conversation cards with questions and an online survey covering questions about the course of the project and the deliverables. The workshop supports gathering and sharing valuable knowledge. A trial period within the DDP team is required to validate the effectiveness of this novel approach.

Moreover, an employee from ACN Song should get the responsibility of being an “evaluation safeguard” during the project. This new task within the project will help integrate evaluation into the way of working. The evaluation safeguard is the facilitator of the project’s evaluation workshop. Furthermore, this person captures all insights and lessons digitally and shares them during Connect sessions with the whole DDP team.

The designed evaluation workshop not only benefits ACN Song and its clients but also offers valuable insights and practical guidelines for other companies that do project-based work and are seeking to introduce or improve their post-project evaluation. A list of relevant evaluation questions, mostly retrieved from the literature, is drawn up. The development of the conversation starter cards and the accompanying survey provides a framework that can be adapted to various contexts and therefore utilised by other companies facing similar challenges as well.

11.2 Limitations

Limitations in the methods conducted in this study are already discussed throughout the report. This chapter elaborates on some limitations of the proposed evaluation approach. Acknowledging these limitations is crucial to identify areas where further improvement and adaptation may be necessary.

First of all, time remains a limiting factor in post-project evaluation. While the workshop is designed to streamline the feedback process, scheduling and conducting them can still be time-consuming. Especially for large projects with numerous stakeholders. Furthermore, the effectiveness of the workshop depends on the proactive and open attitude of the workshop's participants. If people do not engage or participate enough, the workshop's results will be less meaningful. Third, it could be the case that not all clients agree with adding this evaluation step at the end of the project. It could be that they refuse to spend more time, they think it is unnecessary or they are unsatisfied with the collaboration. However, it is already insightful for ACN Song to organise workshops for a small number of clients.

11.3 Recommendations

This chapter recommends further research and ideas to enhance the solution proposed in the previous chapters.

The first recommendation for future research is to look into the creation of an evaluation committee. It could be valuable to have one overarching group of employees that manage post-project evaluation internally for all projects within ACN Song. They should keep the overview of evaluation safeguards and workshop outcomes. It could be similar to a steering committee, which was introduced in Chapter 1. When the trial has been completed successfully and ACN Song decides to continue with the new approach, it is recommended to think about setting up a committee from higher management.

A second recommendation is to also create an external motivator for ACN Song's employees to do the evaluation. To guarantee that all employees will schedule enough time for post-

project evaluation, it is recommended to create a charge code for it. This was mentioned by an employee in Chapter 10. If employees can note down the time spent on evaluation, on a specific charge code, and get money for it, they will be motivated to do it. Second, it would be great if a small part of a project's budget could be invested in the evaluation workshop. For example, the money could be used to organise a lunch for the whole team before the workshop kicks off. This will enhance the client-consultant relationship.

Another idea, proposed by a client in Chapter 10, is to make everyone get used to the conversation cards by using them from the start of a project. Cards with questions could be designed about the project's objectives and the team's expectations about the project and its deliverables. For example: "What do you wish to learn during this project?" or "What kind of impact do you expect the deliverables to have for your company?". A session should be organised at the start of the project, or even during the kick-off, to answer those questions with the whole project team and client. Furthermore, cards could be designed that can be used halfway through or during the project. It could help track the progress, improve the team dynamics, manage expectations, or steer in the right direction when changes are made. Examples of questions could be "What do you think of the progress so far?" or "How could we improve our collaboration?".

Lastly, some barriers, preconditions, and drivers from the interviews were not taken into consideration while designing the final solution. More time could be spent on these factors. For example, there are two barriers stating that projects can be too short to evaluate at the end or that projects' deliverables are focused on the beginning of innovation and not the implementation phase. A recommendation is to map all different projects within ACN Song, keeping in mind for example the project's duration, the sector the client is working in, the type of deliverables, and the relationship with the client. Specific standardised evaluation workshops could be created to fit different categories of projects.

12. REFLECTION

This chapter aims to look back at the process of writing this report and at personal developments during this process.

12.1 Reflection on project

When I read through the graduation manual at the start of this adventure, I was puzzled by all the steps and tasks I had to do for this project. I did not completely understand yet what my graduation would look like when I got my project when I was still in Milan for my exchange. I was very excited but had no clue what to expect. I learned a lot by taking this deep dive.

Looking back, I am proud of the thematic content analysis I did. I managed to create a clear picture of the current situation regarding evaluation. It was a lot of work to analyse the interviews, and therefore, satisfying to see the results. Furthermore, I think I did a good job of filtering the most crucial interview insights. This helped me deal with the project's complexity.

During the design phase, I struggled to make decisions at first. This is not the first time I faced this issue, so I am glad I recognised this on time. By talking with my supervisors and colleagues I got more confident. In addition, it is important to look back at the work done in the research phase while you are designing to not forget your main findings. Design methods, like How Might We questions, a C-box, and Harris Profiles helped me as well.

Additionally, practising with conducting semi-structured interviews and organising workshops was valuable. These are skills I wished to get more experience in.

Furthermore, it was really exciting, and sometimes challenging, to manage a big project like this for the first time by yourself. The struggles I faced and lessons I learned were about taking into account different perspectives and opinions from stakeholders, keeping myself motivated when I felt stuck, and adapting my planning and ideas along the way. Overall, I feel excited and satisfied about my final solution!

12.2 Personal reflection

It was valuable for me to graduate within a company since it was my first experience as an intern. I enjoyed working on this report for them since it covered a real-life situation and problem with different stakeholders. Furthermore, I was curious if a consulting job would be a fit for me. This internship confirmed that in the future I would like to work on different types of projects with different people. The digital character of ACN Song appeals to me as well. In addition, I learned that I am interested in the implementation of strategies and in organisational structures.

If I ask myself the same question that is asked during the workshop I designed, "Which top three lessons did you learn during this project?", this is my answer for future students who will start their graduation projects: first, projects will never go 100% the same as you imagine from the start. You need to be flexible and adapt your planning and ideas. Second, it is crucial to set goals for the steps you take during the project. If you think about what you want to achieve, you can work much more focused and efficiently. Third, you should work on a topic that interests you, and pick an approach that suits you personally.

The second question I would like to answer is "What long-term impact do you anticipate from the deliverables?". It would be great if this report motivates and activates employees from ACN Song to initiate the new evaluation approach. The interviews, brainstorming sessions, and validation conversations have led to the creation of awareness around post-project evaluation. Employees agreed with the relevancy of the topic and all had their own opinions about it. In the long term, I envision that (parts of) the designed solution will be implemented within the DDP team, and that the workshop will be adapted to the team's personal preferences.

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APPENDICES

A: Graduation project brief

B: Interview guide - employees

C: Interview guide - clients

D: Barriers, preconditions and drivers

E: Brainstorm Crazy 8's

F: C-box

G: Conversation cards

H: Quantitative survey

I: Project overview regarding evaluation

J: Trial workshop outcomes

A: Graduation project brief



IDE Master Graduation Project

Project team, procedural checks and Personal Project Brief

In this document the agreements made between student and supervisory team about the student's IDE Master Graduation Project are set out. This document may also include involvement of an external client, however does not cover any legal matters student and client (might) agree upon. Next to that, this document facilitates the required procedural checks:

- Student defines the team, what the student is going to do/deliver and how that will come about
- Chair of the supervisory team signs, to formally approve the project's setup / Project brief
- SSC E&SA (Shared Service Centre, Education & Student Affairs) report on the student's registration and study progress
- IDE's Board of Examiners confirms the proposed supervisory team on their eligibility, and whether the student is allowed to start the Graduation Project

STUDENT DATA & MASTER PROGRAMME

Complete all fields and indicate which master(s) you are in

Family name	Schümmer	7031	IDE master(s)	IPD <input type="checkbox"/>	Dfi <input type="checkbox"/>	SPD <input checked="" type="checkbox"/>
Initials	B.T.M.		2 nd non-IDE master			
Given name	Benthe		Individual programme (date of approval)			
Student number	4858026		Medisign	<input type="checkbox"/>		
			HPM	<input type="checkbox"/>		

SUPERVISORY TEAM

Fill in the required information of supervisory team members. If applicable, company mentor is added as 2nd mentor

Chair	Sylvia Mooij	dept./section	DOS/MCR	<p>! Ensure a heterogeneous team. In case you wish to include team members from the same section, explain why.</p> <p>! Chair should request the IDE Board of Examiners for approval when a non-IDE mentor is proposed. Include CV and motivation letter.</p> <p>! 2nd mentor only applies when a client is involved.</p>
mentor	Sijia Bakker-Wu	dept./section	DOS/MCR	
2 nd mentor	Sander van de Pavoordt			
client:	Accenture Song			
city:	Amsterdam	country:	The Netherlands	
optional comments	Sijia, with experience in project management and qualitative research, can give me insights and tips during the research phase. Sylvia is specialised in marketing communications, and knows how to reach desired target groups. She is also valuable for structuring my learning process.			

APPROVAL OF CHAIR on PROJECT PROPOSAL / PROJECT BRIEF -> to be filled in by the Chair of the supervisory team

Sign for approval (Chair)

Sylvia
Mooij - IO

Digitally signed by
Sylvia Mooij - IO
Date: 2024.02.19
10:43:38 +01'00'

Name Sylvia Mooij

Date 19 Feb 2024

Signature

CHECK ON STUDY PROGRESS

To be filled in by **SSC E&SA** (Shared Service Centre, Education & Student Affairs), after approval of the project brief by the chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total _____ EC

Of which, taking conditional requirements into account, can be part of the exam programme _____ EC

<input type="checkbox"/>	YES	all 1 st year master courses passed
<input type="checkbox"/>	NO	missing 1 st year courses

Comments:

Sign for approval (SSC E&SA)

Robin den
Braber

Digitaal ondertekend
door Robin den Braber
Datum: 2024.03.04
11:26:40 +01'00'

Name Robin den Braber

Date 4 mrt 2024

Signature _____

APPROVAL OF BOARD OF EXAMINERS IDE on SUPERVISORY TEAM -> to be checked and filled in by IDE's Board of Examiners

Does the composition of the Supervisory Team
comply with regulations?

YES	<input type="checkbox"/>	Supervisory Team approved
NO	<input type="checkbox"/>	Supervisory Team not approved

Comments:

Based on study progress, students is ...

<input type="checkbox"/>	ALLOWED to start the graduation project
<input type="checkbox"/>	NOT allowed to start the graduation project

Comments:

Sign for approval (BoEx)

Monique
von Morgen

Digitally signed by
Monique von Morgen
Date: 2024.03.07
09:41:38 +01'00'

Name Monique von Morgen

Date 7 Mar 2024

Signature _____



Personal Project Brief – IDE Master Graduation Project

Name student Benthe Schümmer

Student number 4,858,026

PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

Project title A strategic roadmap for consultancies to circle back on delivered projects

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

Introduction

Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)

Accenture is a global consultancy company, operating in more than 120 different countries. They offer services including strategy and consulting, technology and operations. This research will focus on the company based in Amsterdam, and specifically on Accenture Song, which is a tech-powered creative group. Both Accenture and Accenture Song are part of the same company, but they offer different specializations.

At Accenture Song, they combine the characteristics of "a business consultancy, a creative agency and a technology powerhouse". They work together with other firms (B2B) to design the best experience for their customers. They offer their clients advice on digital transformation and marketing. As result of the collaboration, the clients receive a slide deck with the digital strategy and implementation ideas. Examples of clients they have worked with are APG Groeifabriek, Rabobank and Heineken.

Within Accenture Song, they operate in different departments Build, Design, Sales and Services, Intelligence and Communicate. This research aims attention at the Design department which consists of the sub teams business and venture design, service design, product design and creative technology.

Many Accenture projects have been successfully delivered to clients, but the impact is never evaluated. Evaluating past projects at Accenture Design gives an opportunity to enhance client impact, and establish proactive improvements, ensuring a continuous cycle of value delivery and client satisfaction.

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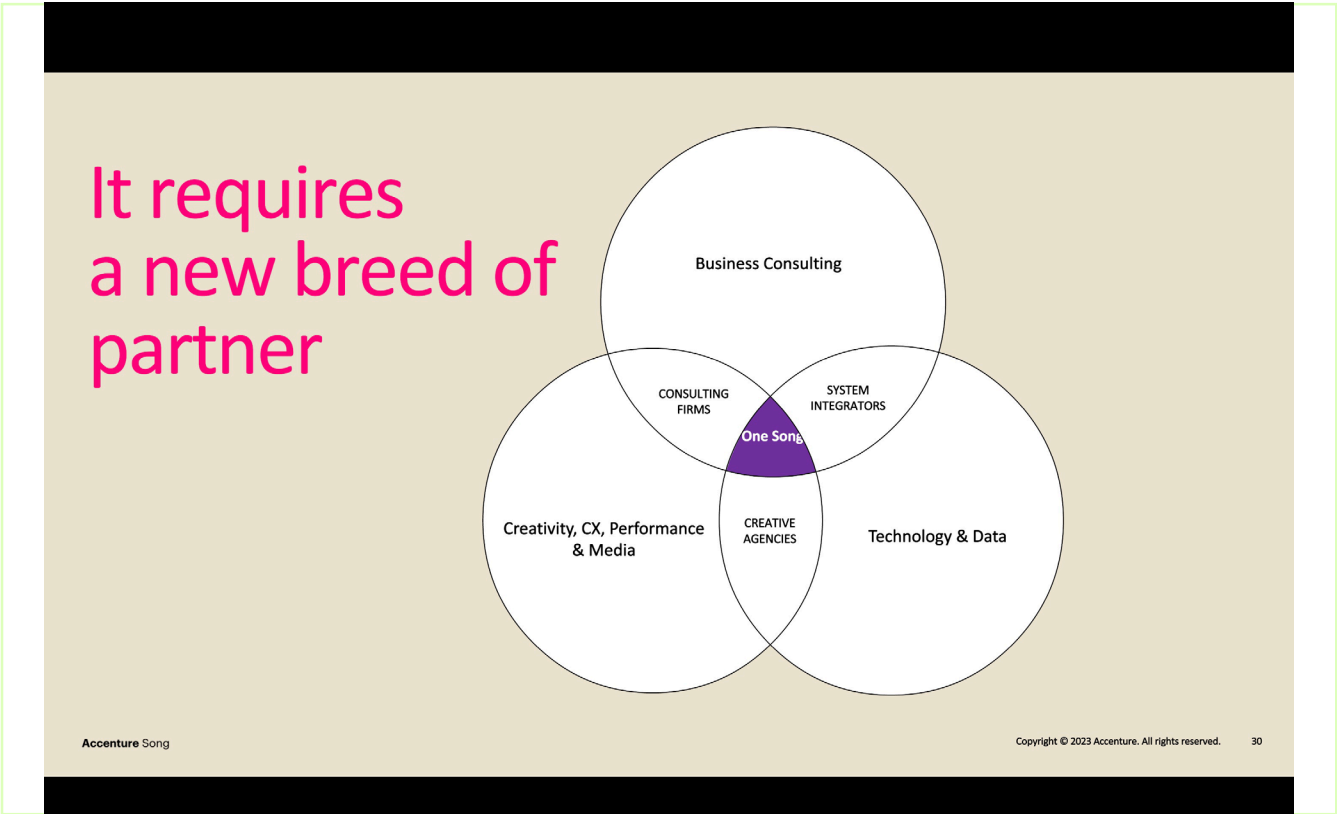


image / figure 1 Business, creativity and technology that form Accenture Song

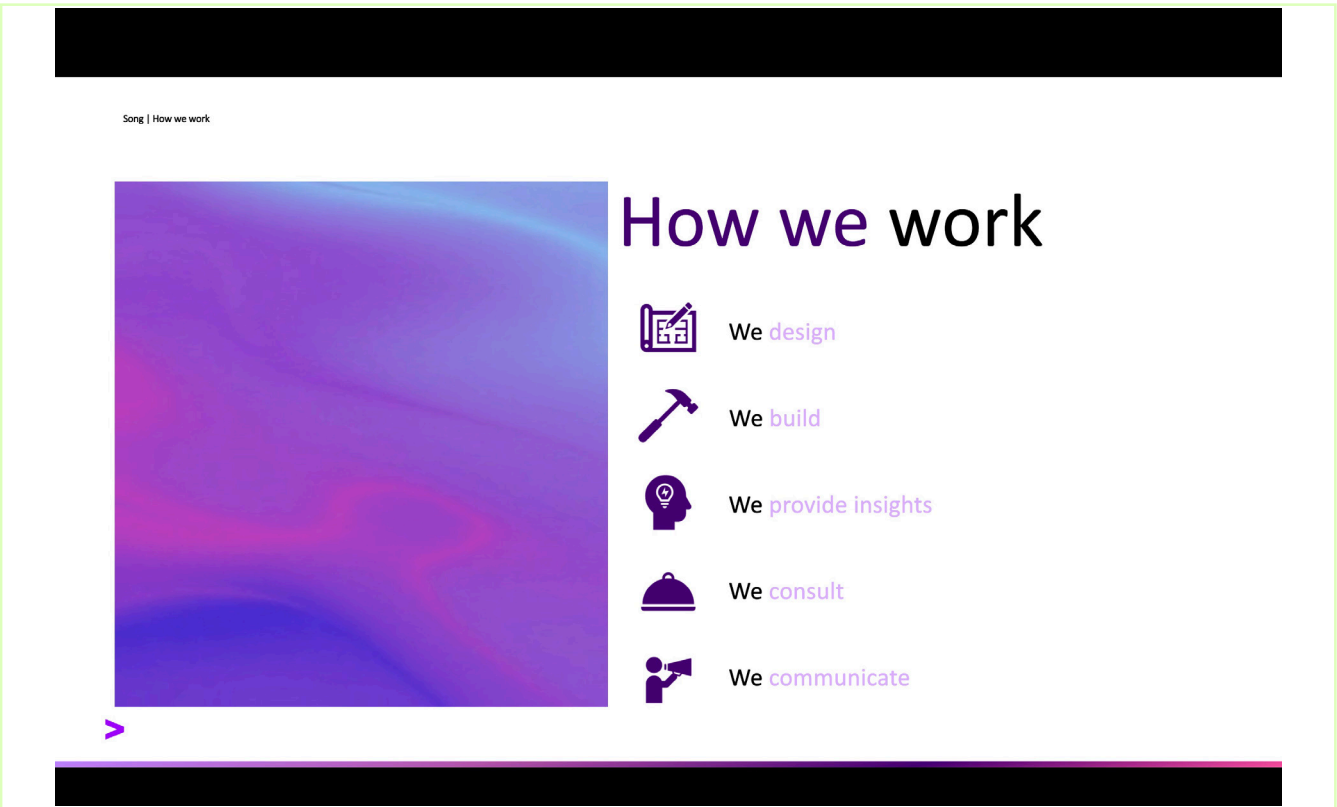


image / figure 2 Different capabilities within Accenture Song



Personal Project Brief – IDE Master Graduation Project

Problem Definition

*What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice.
(max 200 words)*

The problem that exists is that the employees of Accenture Song are unaware of the impact and success of their proposed solution. Circling back on delivered projects with clients does not happen, but why? First of all, the employees are focused on helping the new client. They are not reminded to evaluate the implementation with the previous client. A second obstacle is that they are not chargeable anymore for the former project. They are not paid for circling back, which makes it unattractive to spend valuable time on old projects.

The employees feel there is a need to systematically evaluate past projects. The current approach lacks a comprehensive method for assessing client objectives, design decisions, project management effectiveness, and long-term impact.

It is valuable to be informed on the client's satisfaction and the effectiveness of the delivered solutions for future collaborations. With a systematic analysis of design decisions and project management effectiveness, employees can identify areas where value was maximized and where there is room for enhancement. To conclude, evaluation leads to more clarity and insights that in the future will improve the delivery of solutions and the relationship with and satisfaction of clients.

Assignment

*This is the most important part of the project brief because it will give a clear direction of what you are heading for. Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence)
As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:*

Create a strategic approach and roadmap to improve the process of circling back on delivered client projects for Accenture Song employees, ensuring value delivery and client satisfaction after completing the collaboration with the client.

Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)

The double diamond approach will guide me through this project: discover, define, develop, deliver.

First of all, I will research Accenture Song's way of working to get a better understanding of the context and problem. I want to map out the course of events during a client project, including expectations, deliveries and evaluation moments. This phase starts with literature research, in-depth interviews with employees and clients, and creating a process flow.

After the research, I will create a "future vision" from my insights, which is a desirable future for Accenture Song. This is necessary to design a roadmap. The roadmap provides an overview of all steps required to achieve the future vision and the implementation of the offered solutions. This might include a project evaluation framework or ongoing support/feedback system. I will focus on one part of the solution and test its feasibility, viability and desirability, by organising a workshop with important stakeholders.

Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting, mid-term evaluation meeting, green light meeting and graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.
The four key moment dates must be filled in below

Kick off meeting	13 feb 2024
Mid-term evaluation	15 apr 2024
Green light meeting	10 juni 2024
Graduation ceremony	5 juli 2024

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	<input type="checkbox"/>
For how many project weeks	<input type="text"/>
Number of project days per week	<input type="text"/>

Comments:

Motivation and personal ambitions

Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.

(200 words max)

First of all, I aimed at graduating within a company to gain insights and experiences within an organisation. I would like to discover if a consultancy firm fits me and how I can use my strategic design abilities. Furthermore, for this topic I have to look at the organisational structure and see if I can improve the internal way of working. This is an opportunity to learn how big companies operate.

The master course design roadmapping is a course that suits me, since I like to do research, make an overview and work towards a common goal. I would like to get more familiar with this method by using it for my graduation project.

Another method that I would like to use is a co-creation/validation workshop. I think it will be interesting to set this up and learn how to make it go smooth.

Furthermore, I see the graduation project as a chance to take control and get more confident about my strategic design skills.

Planning Graduation		February				March				April				May				June				July			
Project week		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Date Monday		12-Feb	19-Feb	26-Feb	4-March	11-March	18-March	25-March	1-Apr	8-Apr	15-Apr	22-Apr	29-Apr	6-March	13-March	20-March	27-March	3-June	10-June	17-June	24-June	1-Jul	8-Jul	15-Jul	22-Jul
Supervisors meeting		Kick off									Mid-term								Green light			Graduation	Extra	Extra	Extra
DISCOVER																									
Literature research																									
Getting to know Design Team																									
Preparing interviews																									
Interview Song employees																									
Interview client project																									
DEFINE																									
Main insights																									
Shaping the problem																									
Future vision																									
DEVELOP																									
Ideation																									
Brainstorming																									
Horizons and time pacing																									
DELIVER																									
Creating roadmap																									
Validation workshop																									
Implementing feedback																									
Visualization																									
DELIVERABLES																									
Presentation																									
Poster / Showcase																									
Report																									

B: Interview guide - employees

QUALITATIVE METHODOLOGY INTERVIEW GUIDE

Qualitative methodology of semi-structured interview guide for performing interviews.

Main research question:

How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?

Checklist for start

- Asking consent for recording
- Recording equipment (app on phone / Teams)
- Check transcribe option
- Laptop and charger
- Notebook and pen to make notes
- List of interview questions
- Timer

Introductory script

- Master Strategic Product Design, thesis internship
- Interview purpose: getting familiar with Song's evaluation process after client project delivery.
- How do employees currently deal with evaluation on delivered projects within Accenture Song?
- Interview is anonymous and confidential, and you can withdraw from the interview at any point.
- There are no right or wrong answers, I am interested in your opinions and personal experiences.
- Feel free to interrupt me at any time.
- Do I have permission to record the conversation?

Theme 1: CURRENT EVALUATION PROCESS AFTER PROJECT DELIVERY

Interview questions:

- Could you explain in a few sentences when you started at Song and what your current role (within the Design Team) is?
- Can you describe the course of events or workflow of an average client project? (General steps)
- Do you agree on success factors in advance with the client, and if yes how?
- How do you currently evaluate the impact of projects delivered to clients at Song?
- How do you currently assess whether project goals and client expectations were met?
- How do you ensure during the execution of a project that the project goals are achieved?

Follow-up questions:

- What does the initiation and completion of a client project look like?
- What does it mean to you to successfully deliver a project to a client?

Theme 2: CHALLENGES EVALUATION PROCESS

Interview questions:

- I heard that it is hard to measure a project's impact. What does project impact mean to you?
- What are the pain points when evaluation after a project does not happen?
- Could you provide me with an example of a specific delivered client project and explain which challenges you encountered during the evaluation process?
- Could you explain a project after which you were able to do a follow-up project, and why?
- Could you explain a project after which you did not have a follow-up project, and why?

Follow-up questions:

- Why is there little to no evaluation conducted after completing a project?
- In your opinion, why is evaluation necessary or unnecessary?

Theme 3: IMPROVEMENT OF THE EVALUATION PROCESS

Interview questions:

- What could be the benefits of evaluating after completing a project for Song and for the client?
- What are according to you the key factors that should be used to evaluate and assess the success of a project delivery?
- How might we improve the project evaluation process to better align with client goals and expectations?
- How can we ensure that feedback received is utilized to drive continuous improvement in our services?

Follow-up questions:

- What would you improve or change about the current evaluation methods?
- How do you envision effective evaluation conducted with the client?

Checklist for closure

Here you can include some key things that you would like to mention or do at the end of the interview. For example, think about:

- Giving a brief concluding summary.
- Checking with the interviewee whether you missed important topics.
- Do you have any suggestions or recommendations for implementing changes based on our discussion today?
- Informing the interviewee about what you will do with the interview.
- Asking for recommendation who to interview next (who worked on the same project).
- Thanking the interviewee.

List of generic probes(optional)

- Why did that happen?
- Could you explain that with an example?
- What is the reason for...?
- What happened next?
- How did you feel about that?

C: Interview guide - clients

QUALITATIVE METHODOLOGY INTERVIEW GUIDE

Qualitative methodology of semi-structured interview guide for performing interviews.

Main research question:

How can I design an evaluation tool for Accenture Song employees and their clients to ensure value delivery and client satisfaction after project delivery?

Checklist for start

- Asking consent for recording
- Recording equipment (app on phone / Teams)
- Check transcribe option
- Laptop and charger
- Notebook and pen to make notes
- List of interview questions
- Timer

Introductory script

- Master Strategic Product Design, thesis internship
- Interview purpose: getting to know the client's perspective on evaluation after project delivery with Accenture Song
- How do Accenture Song's clients envision evaluation after project delivery?
- Interview is anonymous and confidential, and you can withdraw from the interview at any point.
- There are no right or wrong answers, I am interested in your opinions and personal experiences.
- Feel free to interrupt me at any time.
- Do I have permission to record the conversation?

Theme 1: COLLABORATION AND PROJECT OBJECTIVES

Interview questions:

I understand that you hold the position of [position] within [company], and that your role focuses on [x].

- Is it correct that you have worked on [project 1, 2, 3]?
- Are there any other collaborative projects with Accenture Song? How was this collaboration?

I have heard about how a project is often initiated using a proposal, contract, and kick-off... But I'm curious:

- How do you determine the objectives or KPIs of a project (together with Accenture Song)?
- What are the key criteria you use to assess the success of a project? Could you provide an example?

Follow-up questions:

- How do you deal with changing project objectives or requirements during project execution?

Theme 2: EVALUATION WITH ACCENTURE

Interview questions:

- What does the evaluation with Accenture Song look like after the completion of a project?
- What could be the benefits of an evaluation at the end of a project with Accenture Song for you?
- Could you describe any challenges you have encountered during evaluation processes? Perhaps in one of the recent projects.

- If a project in collaboration with Accenture Song has been completed, what is the first step you often take? Do you have an example?

Follow-up questions:

- Why isn't there always an evaluation at the end of a project with Accenture?
- What happens to the delivered result just after a project is completed?

Theme 3: LONG-TERM IMPACT AND LEARNING

Interview questions:

- What do you expect as the impact of a project? Could you provide an example of project results that have had an impact on your company?
- What could the impact of a project be measured on? And how are those criteria established?
- What should be the purpose of an evaluation process at the end of a project between the client and Accenture Song?
- What changes would you propose for an ultimate / effective evaluation process at the end of a project?
- How could Accenture Song employees learn more about the long-term impact of their projects?

Follow-up questions:

- Is there a need to maintain regular contact with Accenture Song after the completion of a project (for example, through a monthly check-in), or do you prefer to come together as needed?
- Are there any other people I could speak to about this topic?

Checklist for closure

Here you can include some key things that you would like to mention or do at the end of the interview. For example, think about:

- Giving a brief concluding summary.
- Checking with the interviewee whether you missed important topics
- Informing the interviewee about what you will do with the interview
- Thanking the interviewee.

List of generic probes

- Why did that happen?
- Could you explain that with an example?
- What is the reason for...?
- What happened next?
- How did you feel about that?

D: Barriers, preconditions & drivers

Analysis employees

Ranking	Barriers towards evaluation	Amount of participants	Amount of sticky notes
1	Hard to measure data and track objectives	7	14
2	No standardised evaluation method	7	11
3	No time and already moved on	6	8
4	Lessons inside minds instead of documented	5	12
5	Projects that are further upstream	5	10
6	Short projects	5	5
7	No short-term incentive or priority	4	10
8	Different types of projects	4	9
9	Difficult and unpleasant to be critical	3	5
10	Risk of exposing mistakes	2	3
11	No value to evaluate at the end for client	2	3

Ranking	Preconditions for evaluation	Amount of participants	Amount of sticky notes
1	Atmosphere of trust and transparency	8	19
2	Standardised evaluation on different themes	8	15
3	Clarity on agreements at project's start	8	9
4	Repository with lessons	7	16
5	Evaluation integrated into way of working	3	4

Ranking	Drivers for evaluation	Amount of participants	Amount of sticky notes
1	Lessons to improve future projects	9	19
2	Client relationship	7	16
3	Chance of follow-up project	5	9
4	Benchmarking projects	5	8

Analysis clients

The barriers, preconditions and drivers that are marked with an * are mentioned by the employees as well.

Ranking	Barriers towards evaluation	Amount of participants	Amount of sticky notes
1	Difficult and unpleasant to be critical*	3	6
2	Different types of projects*	2	8
3	No capacity to instantly continue with result	2	5
4	No time and already moved on*	2	3
5	Communication challenges	1	3

Ranking	Preconditions for evaluation	Amount of participants	Amount of sticky notes
1	Standardised evaluation on different themes*	3	10
2	Importance of evaluation during project	3	8
3	Evaluation integrated into way of working*	3	7
4	Clarity on agreements at project's start*	3	7
5	Keeping Accenture updated	2	10
6	Atmosphere of trust and transparency*	1	6

Ranking	Drivers for evaluation	Amount of participants	Amount of sticky notes
1	Lessons to improve future projects*	3	17
2	Validation on desirability, feasibility, viability	1	5
3	Justifying money, time and resources spent	1	2

E: Brainstorm Crazy 8's

Interns

Scanned with CamScanner

- ① Build a framework;
AAR
→ CACL
is one that I used at my previous internship (can tell you more about it later)
- ② QI tool where consultants & clients can submit feedback during the session. the tool will then summarize at the end and host a session will be hosted to discuss
- ③ Same idea as QI, but less complicated → a feedback tracker that is used during and after the project
- ④ Do I on I feedback conversations at the end of each project → makes it feel more reliable & confidential. One facilitator is assigned
- ⑤ A "game" → live a Wetspot but then for evaluation: a set of questions to answer and ask each other
- ⑥ Quantitative → a quantitative feedback tool that ranks certain topics ("teamwork" etc) and assigns a final score. Interviews can be added where needed
- ⑦ Both team and client side team first sit down together and make a list and then representatives of both teams come together to have a conversation
- ⑧ off-site → One day with lots of icebreaker and games to discuss and evaluate → only possible for the bigger projects I think

KEEP IT ON THE
DELIVERABLES

divide it into

two • process

• end product

• delivery

= ~~Value~~

②

people
↑
wise

THINK ABOUT INTERNAL
EVALUATION TOOL =

what went well

what did not

what can we
improve

what can we
improve

③

THROUGHOUT THE
PROCESS EVALUATION POINT

→ there can be combined after into a general report

→ appoint two people
client / Acc
responsible

④

WHAT WAS IT
BEFORE

WHAT WAS IT
AFTER

→ general discussion
w/ talking points
w/ client after
key insights / tips / tips
on general platform

⑤

(customer
set)

THINK ABOUT EXTERNAL
EVALUATION TOOL =

• what was asked

• what did you expect

• how did it turn
out

• does it match your
expectations

⑥

CREATE MORE OPEN-
NESS TO FEEDBACK

• request feedback to
client and talk this
through

⑦

Have a quick
after evaluation
comparing this
project delivery to
a similar one

→ internal reflection
→ makes you revisit
previous projects

⑧

DEVELOP CERTAIN MEASU-
RES THAT CAN BE APPLIED
EVERYWHERE

- Value KPI

(should be discussed
at start)

- sales wise (relative
to project)

1. online environment
→ raw / hard data
→ actual results of the project.
→ "dashboard" style?

2. less is more,
just have a meeting with the client?
→ what went well, what didn't go well?

3. client survey
→ send out survey to client with evaluative questions
→ follow up?

4. ~~client~~ employee / client trip
→ organize trip together ~~to~~, follow workshops, abroad, creative environment
→ evaluate on location

5. Form

→ ask client to fill in a standardized form
→ ~~ask~~ same for every client
→ focus not on results but on collaboration




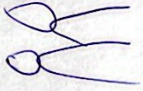
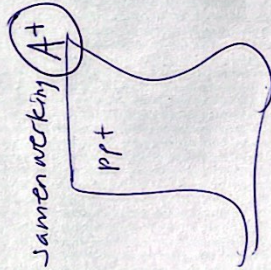
6. "Have a brainstorm session"

= low key evaluation, not too formal
(external location)

8. Email?
later after finishing project, send out evaluation ~~on~~ error.

DDP employees

Scanned with CamScanner

<p>Aantal "follow-up" initiatives</p> <p><input type="checkbox"/> x</p> <p><input type="checkbox"/> x</p> <p><input type="checkbox"/> x</p>	<p># kan er een voorbeeld worden gegeven van positieve of negatieve impact.</p> 	<p><u>voor design.</u></p> <p>Waar zit het project nu?</p> <p>—————</p> <p>prototype Go-live</p>	<p>Hoeverel €</p> <p>is er dankzij accenture bespaard?</p>  <p>thema thema</p>
<p>Na een tijdje een gratis brainstorm workshop met het project team.</p>  	<p>cijfer geven aan het verslag/deliverable?</p> <p>& samenwerking A+</p> 	<p>Noem 5 dingen die je hebt geleerd tijdens dit project die je daarvoor nog niet wist.</p>	<p>Q&A.</p> <p>Vraag/antwoord sessie tussen ACN & client na aantal weken.</p>

deliverable

* feasible

o  100

* viable

o  100

* desirable

o  100

short-term impact

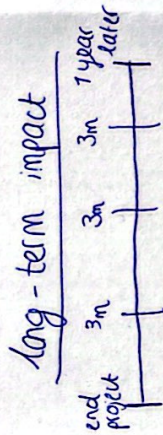
↳ client happy?

↳ follow-up?

↳ satisfied with way of working?

↳ recommending ACN

↳ trust in deliverables



goals of

DDP Team

↳ launch

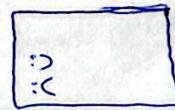
↳ ...

↳ ...

check if they are met

end customer satisfaction

survey to client's customers



Link between project success — planning budget scope

&




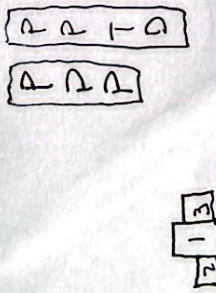
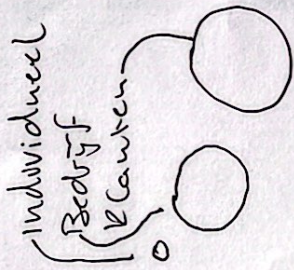

impact of deliverables.

↳ is there a connection?

new KPI's after project delivery

↳ check if they are met when client has launched

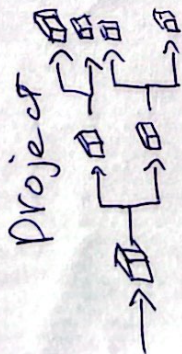
only numbers
4 percentages
↳ quantitative feedback

<p>NPS</p> <p>1 — 10</p>	 <p>Wat is blijven hangen?</p>	 <p>Wat kan je dagelijks gebruiken?</p>	<p>inzicht</p>  <p>Welk inzicht mis je? vers genoeg?</p>
 <p>Hoe hoog score je de impact?</p>	<p>Waarde voor:</p> 	 <p>Als we het over Konden doen Wat dan?</p>	<p>QA</p>

of

Follow-up
Initiatives

6 months after



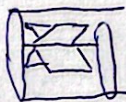
Extend of
C-level exposure

inning

First time
Right Score
- Delivered within timelines
- Delivered within budget

CES
Customer effort
Score
How much effort
did it cost you
to implement
advice

Revolutionary door

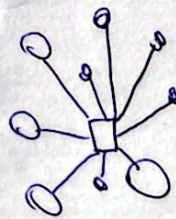


How likely are you
to use our
services
again.

Savings
VS
Revenue



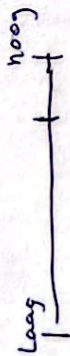
value of our
work



How many emp./users/
customers were
exposed/benefitted
from solution/
advice

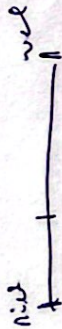
OUTCOME

Wat was de impact van het geleende werk



PROCESS

hoe tevreden ben je met de wijze waarop het traject is uitgewerkt.



OUTCOME

Wat is er met de uitkomst van dit project ben ik in staat om...

- 1 Kosten te besparen
- 2 Vrijer om te denken
- 3 Werkomstandigheden verbeteren
- 4 ...

OUTCOME

Wat is er met de uitkomst van het project gedaan

- A Niks
- B Verandering aangebracht
- C Concept gerealiseerd

COMBI

Zou je opnieuw willen samenwerken

- o ja
- o nee
- o wellicht

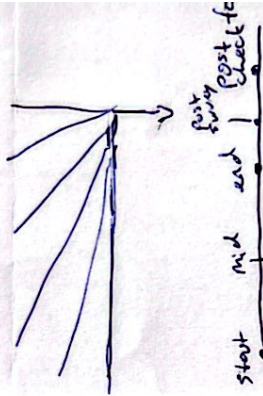
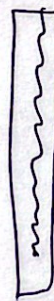
PROCESS

Accrèdie denkt met mij mee en neemt proactief actie

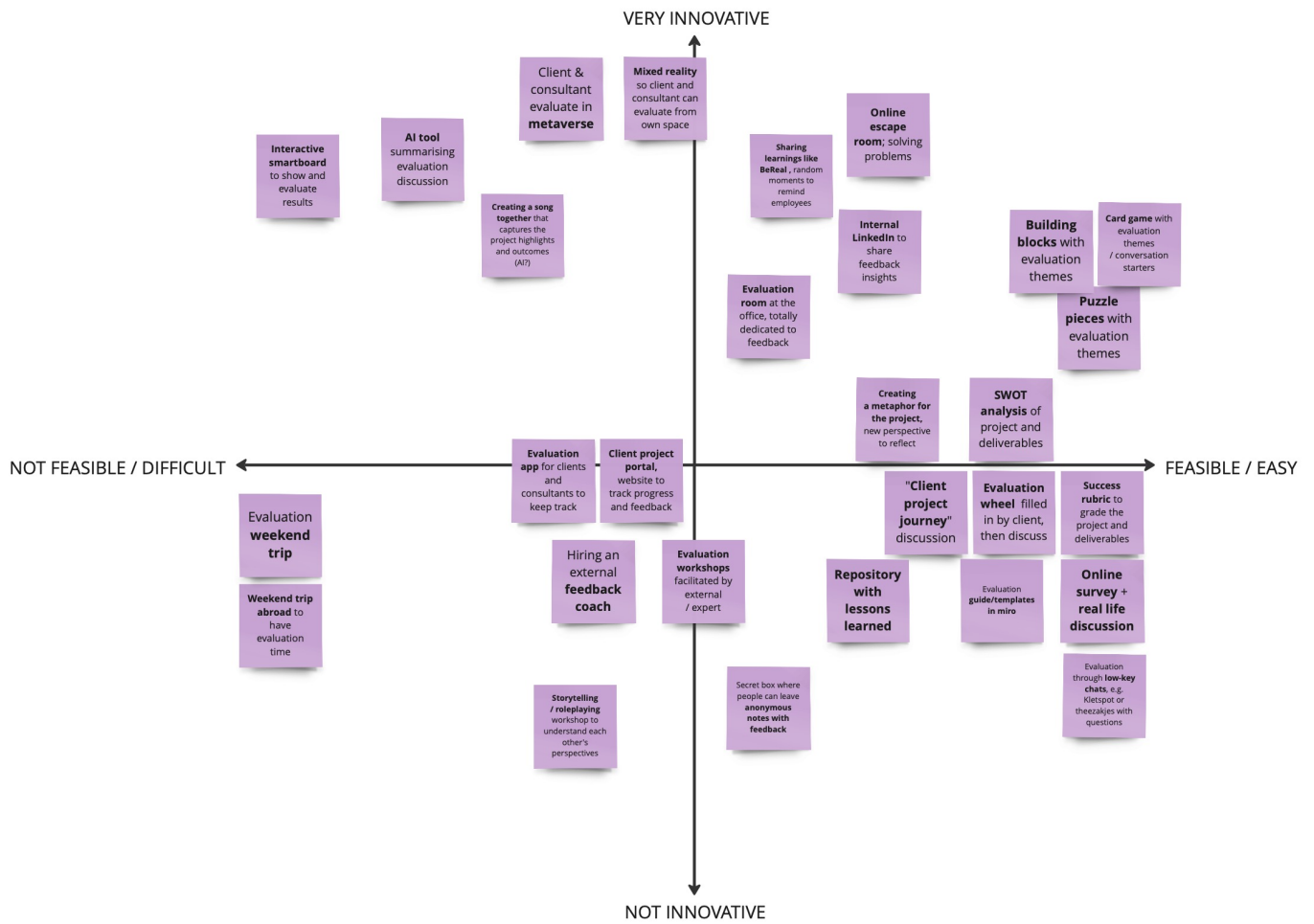
- o ja
- o nee

COMBI

Als je 1 ding zou veranderen, wat zou het zijn



F: C-box



G: Conversation cards

<div><div>Accenture Song</div><div><h2>Icebreakers</h2><p>Before we dive into serious business... Let's have some fun!</p></div></div>	
<div><div>Accenture Song</div><div><p>If our project were a movie, the genre would be ____.</p><p>Why is this the case?</p></div></div>	<div><div>Accenture Song</div><div><p>The superhero power I wish I had during this project was ____.</p><p>When would you have needed it?</p></div></div>
<div><div>Accenture Song</div><div><p>Our team's secret weapon for success was ____.</p><p>In which situations did you use it?</p></div></div>	<div><div>Accenture Song</div><div><p>The biggest mistake I made during the project was ____.</p><p>Why was it good that it happened?</p></div></div>
<div><div>Accenture Song</div><div><p>If I compare our project with a dish, it would be ____.</p><p>Which (project) ingredients do you like most?</p></div></div>	<div><div>Accenture Song</div><div><p>One unexpected challenge we faced was ____.</p><p>How did you address it?</p></div></div>
<div><div>Accenture Song</div><div><p>Who, What, When, Where, Why, How ____?</p><p>Do you have an urgent question or piece of advice? Let the team know!</p></div></div>	<div><div>Accenture Song</div><div></div></div>

Accenture Song

Project Panorama

Let's talk about and reflect on the course of the project.

Which top 3 lessons did you learn during this project?

For example, think about something you still use weekly.

Accenture Song

Which phase of the project was most valuable to you?

Why did you appreciate it?

Accenture Song

What would you do the same in the future?

Share something you appreciated during this project.

Accenture Song

How well did the course of the project meet your expectations?

Why is this the case?

Accenture Song

What did you value most in the team dynamics?

For example, consider the atmosphere, communication or motivation.

Accenture Song

What is one thing you wish had been different in our collaboration?

Describe a perfect partnership for you.

Accenture Song

Why would you (not) use our services again?

Briefly explain the reasons.

Accenture Song

What one thing could have improved your experience?

Think about anything project related.

Accenture Song

One improvement I would suggest for future projects is _____.

Explain why this would be an improvement.

Accenture Song

Accenture Song

Deliverable Discovery

Let's share feedback about the project's deliverables and its impact.

How well did the deliverables meet your expectations?

How could we exceed your expectations?

How satisfied are you with our ability to deliver value?

Consider for you personally, for the company, and for customers.

What immediate changes have you seen from the deliverables?

Explain the short-term benefits you noticed.

What long-term impact do you anticipate from the deliverables?

This could be for example financial, organisational or personal.

How satisfied are you with the quality of the deliverables?

Be specific on what you do & don't like.

Do the deliverables align with the project's goals?

Don't forget to back up your answer with the reasons why.

How clear were the presented deliverables to you?

Explain your opinion.

Do you have any data showing the impact of the deliverables?

It would be great to learn from quantitative and qualitative data.

I feel the most significant impact of our work will be seen in _____.

Clarify to the team why this is the case.

H: Quantitative survey

What was the project's main objective?

How close are you to achieving this objective?

0 10 20 30 40 50 60 70 80 90 100

Move the slider to the right position

In my opinion, the following project requirements were met:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you rate the team dynamics?

0 1 2 3 4 5 6 7 8 9 10

Move the slider to the right position



How likely are you to recommend our services to others?

0 1 2 3 4 5 6 7 8 9 10

Move the slider to the right position



Which steps did you take regarding the project's deliverables?

☐ Nothing (yet); because of time, money & resources constraints

☐ Nothing (yet); because of other priorities

☐ Nothing will happen

☐ We implemented some changes

☐ The concept is realised

How much impact do the deliverables have?

None at all	A little	A moderate amount	A lot	A great deal						
0	1	2	3	4	5	6	7	8	9	10

Move the slider to the right position



I am satisfied with the delivered results.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree

I...

☐ ☐ ☐ ☐ ☐

The deliverables...

0 1 2 3 4 5 6 7 8 9 10

can be implemented with the available resources and technology (feasibility)

are profitable or sustainable in the long term (viability)

meet the user needs and desires (desirability)

I: Project overview regarding evaluation

1. Proposal

Anna is a service designer within the DDP team from ACN Song. She is creating a proposal for a new project opportunity within Company X. Company X operates in the financial sector, and has asked the DDP team to adapt their website to improve the online experience of their customers. This client has already collaborated with ACN Song several times on other projects. Within the proposal, Anna incorporates a post-project evaluation workshop within the deliverables and planning. In addition, the role of evaluation safeguard is added to the list of project team roles on ACN Song's side.

2. Appointing evaluation safeguard

Company X has agreed upon working with ACN Song's project proposal. The team has been set. The project lead asks Anna to take the responsibility of being the project's evaluation safeguard. Anna will be responsible to keep track of feedback during the project and to organise and facilitate the post-project evaluation workshop.

3. Kick-off

During the project's kick-off Anna presents the new evaluation approach to Company X. She explains that to be able to optimise the project and deliverables, she wants to organise an evaluation workshop some months after the project has ended. The project team and the client already pick a date and location for this workshop that will take place two months after the final deadline.

4. Project feedback

During the project, Anna keeps track of and writes down the most important feedback that the project team and client share with each other during weekly check-ins and retrospectives. This is insightful information that is relevant for the preparation of the post-project evaluation workshop. For example, the client emphasises that the efficiency of the project could have been better if they would have had an extra role within the team. In addition, they should have allocated some more time for a co-creation session.

5. Final presentation

The project team has worked hard on the project and now it is time to present the final deliverables to the client. The client is satisfied with the results, and is eager to implement the idea within their company. During this final meeting, Anna reminds everyone of the evaluation workshop they have scheduled in two months.

6. Workshop preparation

Anna will facilitate the evaluation workshop, and therefore, it is important she prepares it beforehand. Conversation cards are used as a tool during the workshop to start the feedback conversation. These cards contain questions about the course of the project and the impact of the project's deliverables. Anna has to decide which conversation cards will be

used during the workshop. This decision is based on the type of project, the type of relationship with the client and the feedback already gathered during the project.

7. Evaluation workshop

The project team and client have a face to face meeting to evaluate the past project and to retrieve insights for the future. Anna, as evaluation safeguard, will facilitate the workshop and guide the flow of a smooth feedback conversation.

First, the workshop's participants start with the icebreaker cards. Someone reads the question out loud: "*The superhero power I wish I had during this project was _____.*" She replies that she would like to have been able to be at two places at the same time, because of the busy project schedule. After the icebreakers, they move on to the questions about the project: "*Which phase of the project was most valuable to you?*" A participant from Company X's side replies that the discovery phase really helped to gain specific insights on the needs and values of their target group. The last type of questions were about the deliverables. For example, they discussed the question "*What immediate changes have you seen from the deliverables?*" The client states that they are a bit disappointed because they expected to get more website visitors.

8. Capturing lessons

At the end of the workshop, Anna synthesises the feedback conversation by asking the team for the most important insights and she documents them in a digital template. Furthermore, the client is asked to fill in an online quantitative survey to rate the project team on certain topics as a conclusion. The Song Account Lead checks the outcome of the online survey that Company X filled in. The answers were positive, so no further action is required.

9. Sharing lessons

During a monthly DDP Connect session Anna shortly presents some background information about the project. After sharing the context, the most important insight that became evident during the workshop was shared. This insight was not only relevant for the specific project team, but also for other colleagues of DDP. Therefore, the Connect sessions will from now on reserve a spot for someone who would like to share a lesson they have learned during the evaluation workshop with the client.

J: Trial workshop outcomes

	Content design analyst		Digital integration analyst
<p>The superhero power I wish I had during this project was ____.</p> <p><small>When would you have needed it?</small></p>	<p>I am a big fan, since it creates some distance which makes talking less complicated. Cards are also widely applicable.</p>		<p>The icebreakers help with flowing into conversations easily.</p>
<p>If I compare our project with a dish, it would be ____.</p> <p><small>Which (project) ingredients do you like most?</small></p>	<p>I really like this one. I am a fan of making comparisons, so you start the conversation by looking from a distance. There will be less judgement, and a more safe and honest space.</p>		<p>It helps paving the way to discussing issues. Icebreakers can be cheesy, but I like those.</p>
<p>If our project were a movie, it would be titled ____.</p> <p><small>What genre would it be?</small></p>	<p>Cards are convenient, since you create space for everyone to be honest. Because in a regular conversation, I noticed there are always people that are much more talkative than others.</p>		<p>Switch the questions. First ask genre, because this is too difficult. Maybe the facilitator can give examples or more guidelines when the conversation is not flowing.</p>
<p>What did you value most in the team dynamics?</p> <p><small>For example, consider the atmosphere, communication or motivation.</small></p>			
<p>How well did the course of the project meet your expectations?</p> <p><small>Why is this the case?</small></p>			
<p>What one thing could we do to improve your experience with us?</p> <p><small>Think about anything project related.</small></p>	<p>This creates the feeling of "us VS them". Imagine if your relationship is really bad, you will go against each other. I think it works better if you ask from a personal perspective.</p>		<p>I would reformulate this one.</p>
<p>What immediate changes have you seen from the deliverables?</p> <p><small>Explain the short term benefits you noticed.</small></p>	<p>This question is more about looking forward instead of looking back, and it is focused on results. Doesn't excite me that much, I don't know why.</p>		<p>This creates a sales opportunity for a new future project. Finding improvement chances to use in proposals.</p>
<p>How well did the deliverables meet your expectations?</p> <p><small>How could we exceed your expectations?</small></p>	<p>Good question, but I am wondering how this would be if the relationship is really bad.</p>		<p>Remove the word "well". If the relationship is bad, Song just needs to be open for receiving feedback here. You could also ask "how we can exceed your expectations?" first, so you stay away from really negative comments and talk about the future.</p>
<p>Do the deliverables align with the project's goals?</p> <p><small>Don't forget to back up your answer with the reasons why.</small></p>	<p>This is about fulfilling needs.</p>		