Envisioning the future

client-consultant relationship.

A strategy and design for the positioning of KPMG's micro-website creator, Dialogue.

Graduation Thesis

Msc. Strategic Product Design

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Preface

Dear reader,

In front of you lies my master thesis, the end-deliverable of the master curriculum 'Strategic Product Design'. With this thesis, I conclude my journey as a student. The start of this journey, what feels like yesterday, started six years ago at the faculty of Industrial Design Engineering at the TU Delft. I am forever grateful for the learning experience, the passion and determination of the faculty to teach me the relevance of design.

The last six months have been some of the more challenging months of my life. Nonetheless, it has been a journey that has probably taught me more than all the study years together. As a perfectionist and as a person that thrives on sharing ideas with others, the last six months locked up in my room, were challenging. However, they do say diamonds are made under pressure, so I am proud to present to you the final outcome. I do want to say, I could have never done it without the support of the people around me.

First, I would like to thank my supervisory team for all the support throughout this project.

Ehsan, thank you for all your wise lessons and advice. Your compassion and belief in me have lead me through some of the difficult parts of this project. Erik Jan, I want to thank you for your supervision, patience and honesty throughout this project. You taught me some valuable lessons; 'gone with the Turbo Taal!', is something I definitely won't forget.

Second, I would especially like to thank my company-mentor from KPMG, Luca. Without whom, this project would not exist. Thank you for your interest and commitment to the project. Your honest opinion and constructive criticism have made this project a relevant final result.

Third, I would like to thank my family and especially my parents, who have been my shoulders to lean on during this project. Now, finally, you can start enjoying your retirement!

Furthermore, I would like to thank my roommates, friends, study buddies, and especially Bente for your brainstorming sessions, laughter and real advice. Not to forget, Philip, thank you for you positivity and ability to always make me feel better.

Lastly, I would like to thank all the people from KPMG that were part of my research. Your contributions to the project have been of great significance, I hope the insights I captured with the final design can bring value to you and KPMG in driving a more digital future.

Enjoy reading my thesis,

Charlotte visser

Executive Summary

The consulting industry is at the forefront of disruption (Parakala, 2015). Agile, more digital-driven competitors enter the consulting market (Nissen, 2017a, p. 33). Furthermore, clients are becoming more digital and seek more digital and agile consulting services. KPMG, a professional service network, is part of this changing market. To answer to the changing client needs and to stay competitive, KPMG needs to rethink their way of their 'traditional personnel-intensive 'face-to-face' delivery model of consulting' (Bieler, 2017) (Larsson et al., 2019, p. 256) (Greiner et al., 2011, p. 170). And thus, KPMG needs to re-design their client relationship that serves the changing demands of their clients.

Dialogue, a micro-website creator and internal digital product of KPMG, focuses on bringing KPMG's client relationship into the digital age. Dialogue has the opportunity to support this changing client relationship. Yet, due to the wide range of projects and clients at KPMG, the Dialogue product team faces a knowledge gap on how to best position their product.

This project aims to deliver a product positioning and strategy for Dialogue to support the future KPMG client relationship.

The project approach is both systemic (Jones, 2020) and iterative. This means the author has a system view on the future client relationship integrating multiple factors that are influencing this system. Furthermore, the author has commited to an iterative design approach involving KPMG stakeholders throughout the research and design phases with use of co-reflection (Yukawa, 2006).

A thorough research on the future of consulting, in addition to internal interviews and two different co-reflection sessions with multiple KPMG stakeholders have lead to a design for a future client relationship:

The future KPMG client relationship will be humanly digital. A relationship that is characterized by co-created touchpoints and a digital infrastructure that facilitates the people of KPMG to use their knowledge and experience to offer clients personalized services.

Three different digital experiences are driving this humanly digital relationship: pro-active selling solutions, interactive project experiences and digital business solutions.

Design reflection sessions with internal stakeholders suggest: KPMG needs Dialogue to facilitate these three digital experiences. Moreover, Dialogue should be positioned as KPMG's client experience expert.

The research suggests, Dialogue should facilitate and orchestrate KPMGs client experiences, with use of two main features: the smart creator and the digital inventory. The smart creator enables consultants to quickly create fitting digital experiences together with their clients. KPMG can orchestrate and steer these experiences with the digital inventory, driving a global strategy on KPMG client-experiences and become more connected as a professional service network. With Dialogue, KPMG can combine internal forces towards client engagements, empower their people to drive the digital future and break down data silos on client experiences. Consequently, KPMG can shape the desired client-experience that will make KPMG's position within the changing market stronger.

The author designed a roadmap to propose a strategy towards this vision. The roadmap consists of three different phases. In 2022, Dialogue will establish the knowledge base of experiences by guiding consultants in creating the right experience and delivering pro-active selling approaches. In 2024, Dialogue will blend the internal silos of client engagements and allows sales, markets and the business to join forces. Dialogue now will deliver interactive project experiences that drive transparency and trust within the client relationship. In 2026, Dialogue will become the orchestrator of KPMG's client experiences and supports KPMG in steering their world wide client-experience strategy.

At this time, augmented and virtual reality are shifting working and customer experiences. With Dialogue, KPMG can create immersive project and selling experiences that will secure their place in the new reality of the consulting industry.

This project gives a view on a potential future for the digital client relationship of KPMG. Moreover, it provides KPMG with a strategy and future vision on how to position the product Dialogue in the future.

Further research can be done to include specific client viewpoints within the future-relationship framework. The framework can potentially be used by KPMG to drive collaborative innovation throughout the firm.

Reading guide

A couple of basic design principles are used within this master thesis to guide the reader through the report.

Figure 1: Chapter introduction spreads

Typography

Each section and sub-section is numbered. Each section has a colored stripe at the left, corresponding with the chapter. Important insights are bold and colored, key conclusions or decisions are highlighted with a colored box.

Key takeaways

Every section ends with key takeaways. These key takeaways give a short overview of the most important findings to include for answering the research questions and delivering the final design.
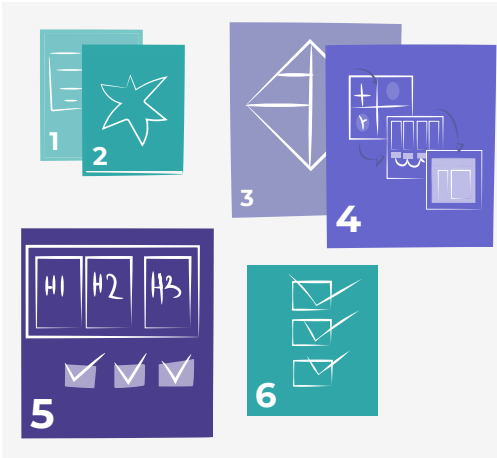

Figure 4: Overview of the chapter colors and the deliverables presented in each chapter.

Chapter introductions

Every chapter starts with a colored spread. This spread introduces the chapter, the answered research questions and the position within the design process.

Section
Sub-section
Sub-section 2#
Body-text
Important insight

Key insight

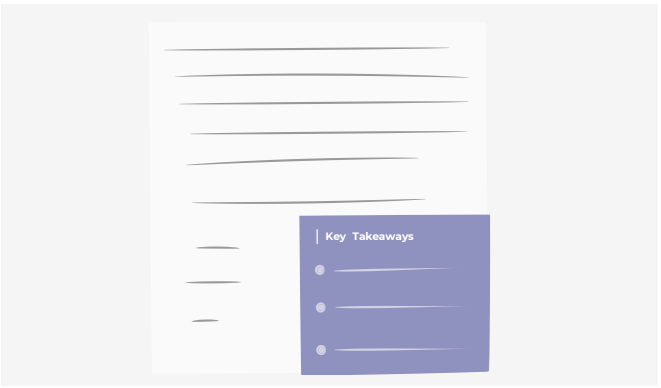**Figure 2:** Typography use

Figure 3: Visualization key takeaways per section.

Report structure | Reading advice

The report consists of 6 chapters. The purple chapters are most important to read.

The main deliverables can be found in **chapter 3.5 Value factors, chapter 4: Research trough design and chapter 5: Final design.**

TABLE OF CONTENTS

01

INTRODUCING THE PROJECT

This chapter introduces the project client, KPMG, and the project context of the changing consulting industry.

Furthermore, it explains the project assignment and the corresponding research questions. The chapter concludes with the overall project approach.

Project introduction

Sub-introduction

This section presents the client and the context of the project.

Introduction

The client of this project is KPMG, a professional service network and part of the so-called 'big four'. One of the four largest professional services networks in the world, providing Audit, Tax and Advisory services. Their clients vary from governments to small businesses, with projects for all sort of industries.

The context of this project lies in the consulting industry. The consulting industry is currently at the forefront of disruption and technology plays a big role in this (Parakala. 2015).

New, more digital driven, companies are changing the competitive landscape of consultancy (Nissen, 2017a, p. 33). Also, clients are becoming more digital themselves and expect consultancies to provide them with more technology-dependent answers (Nissen, 2017a, p. 33). This eventually is shifting the traditional role of the consultant as expert provider into a solutions provider (Greiner et al., 2011, p170).

These changes force traditional consulting firms, such as KPMG, to transform their client relationships into more digital ones (Larsson et al., 2019). A successful consulting project is depended on the right interaction between clients and consultants (Nikolova, 2007, pp. 1–3), therefore using the right digital touchpoints within this client-consultant relationship is crucial to succeed in this 'new reality' of consulting.

KPMG is adapting to these changes and transforming their traditional client relationship with digital initiatives. One of these initiatives is their in-house created product, Dialogue.

For almost 20 years consultants used static solutions, such as Excel and PowerPoint, to share their insights with their clients. Dialogue has been developed to replace these static solutions by digitizing presenting and reporting. This allows consultants to create secure and interactive micro-websites to share their knowledge with clients.

The next section presents the project assignment concerning Dialogue and KPMG..

Project Assignment

Sub Introduction

This section formulates the interests of the project stakeholders and the project assignment, a design challenge. This assignment is written for KPMG and their in-house product: the micro-website creator, Dialogue.

The project stakeholders

The project stakeholders are KPMG, the product Dialogue, the KPMG consultant and clients of KPMG. Figure 6 resembles the product-service stakeholders of Dialogue. The KPMG consultant uses Dialogue to create microwebsites to share information with clients, the client interacts with these micro-website. KPMG as a business is the resource provider for the Dialogue platform. In this project, the main stakeholder is KPMG, the main user of the product is the consultant.

The problem

KPMG is transforming their client-consultant relationship into a more digital one. This is to stay relevant in the 'new reality" of the consulting market. Due to KPMG's wide variety of service offerings and clients, their projects and client relationships widely differ across the firm. This makes it difficult for KPMG to create one specific vision for this changing client relationship.

Dialogue supports consultants in creating digital reports for their clients. Due to the different use ca-

ses within the changing client relationship it is not yet clear to the Dialogue team how to position their product in the future to serve the most value for KPMG. This leaves the Dialogue team with a knowledge gap on KPMG's changing client-consultant relationship and the question how to position their product in the future.

Therefore, this project is set-up to give answer to the following design challenge:

> **Design Challenge:**
> Develop a product vision and strategy for Dialogue to position themselves within KPMG's future client-consultant relationship.

Dialogue is a digital business, therefore it does not make sense to design a rigid 5-year strategy, as in the current age new digital technologies rapidly create new opportunities for product and service innovations that are challenging to control and predict (Nylén & Holmström, 2015, p. 66). Hence, the deliverables of this project are a future positioning and structured product vision, accompanied with a more actionable short-term implementation strategy.

To complete the project assignment successfully , the design challenge is first translated into multiple research questions, which section 1.3 further explains.
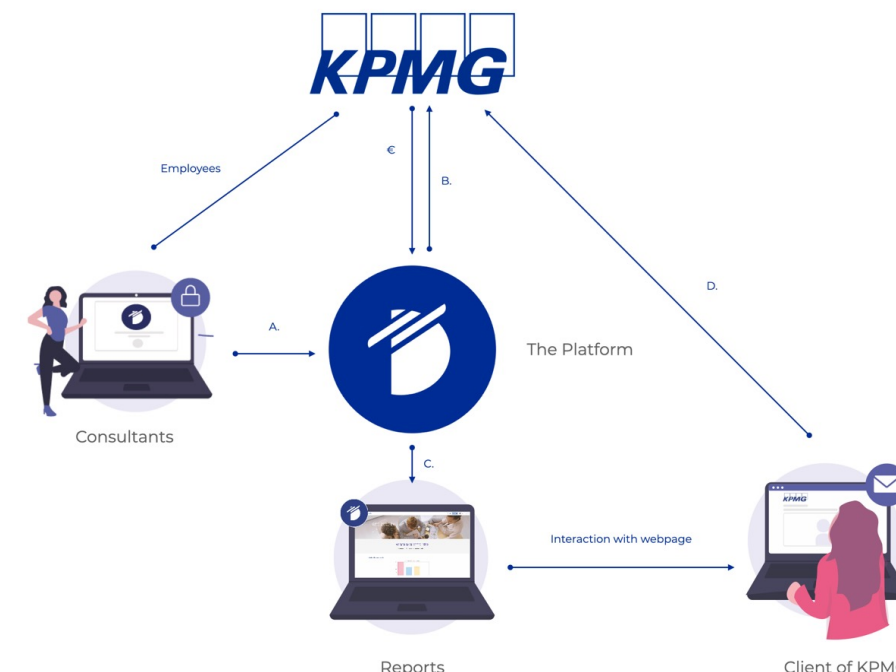

Figure 6: Dialogue service system

chapter 1.3
Research questions

To deliver a design for the design challenge we first establish some sub-research questions. The main research question is the following:

How should Dialogue develop its product in the next 5 years to support KPMG's changing client-consultant relationship?

To answer to this question the following subquestions (SQ) need to be answered first:

SQ1:
What are important elements of the future client relationship?

SQ2:
What are the opportunities for Dialogue to support this future client-consultant relationship?

SQ3:
How does the future KPMG client relationship look like?

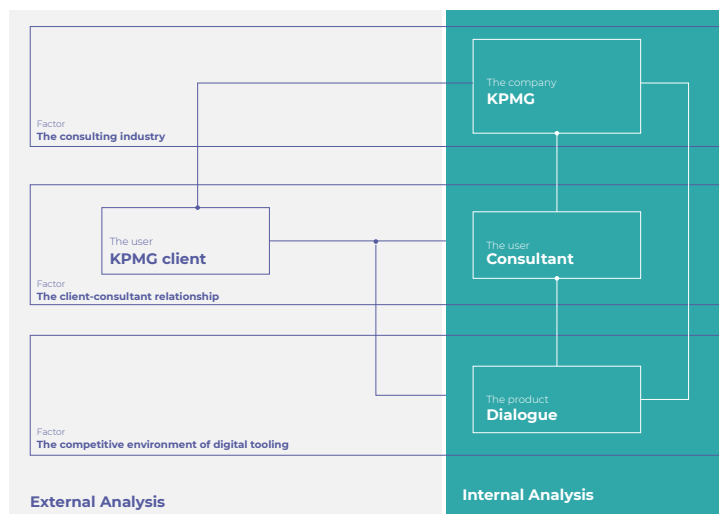*SQ4:*
What is the future product position of Dialogue?

Figure 7: Overview of the different factors that are influencing the client-consultant relationship and the project outcome.

chapter 1.4
Project Approach

Sub-introduction

This section describes the approach towards the project.

To design a validated strategy and product positioning for Dialogue, the approach of this project drew upon a systemic and iterative research and design approach with an adjusted model of the double-diamond principle of the Design Council (2015).

The project is divided into three parts, research for design, research through design and the creation of the final design.

Figure 8 (see page 13) resembles the overall approach of the project and the research questions answered within the three different project parts.

Systemic approach
A systemic design approach(Jones, 2020) towards research is used to gather knowledge as input for the research through design phase. This means, the project space is viewed as a complex system with multiple internal and external factors that have an influence on the desired outcome (see figure 7).

We define systemic design as it is an approach intended for situations characterized by complexity, uniqueness, value conflict, and ambiguity over objectives(Ryan, 2014, p. 3). Systemic design is used within this specific context, so the approach allows the author to engage with value conflicts between stakeholders and to develop a shared frame of reference and new ways of seeing existing challenges (Ryan, 2014, p. 3). With this approach we unlock potential futures when engaging with stakeholders to spark innovation within KPMG and their client relationship.

Iterative Design Approach
The author needs to drive innovation within the complex environment of KPMG, therefore the overall approach towards the project is iterative (see figure 9). Stakeholders are involved in both research and design activities with use of co-reflection (Yukawa, 2006). With this approach the sense of ownership amongst the stakeholders is created during the project to enforce and validate the eventual designed strategy and product positioning for Dialogue.

Chapter two specificies and explains the different methodologies used within the first two research phases.
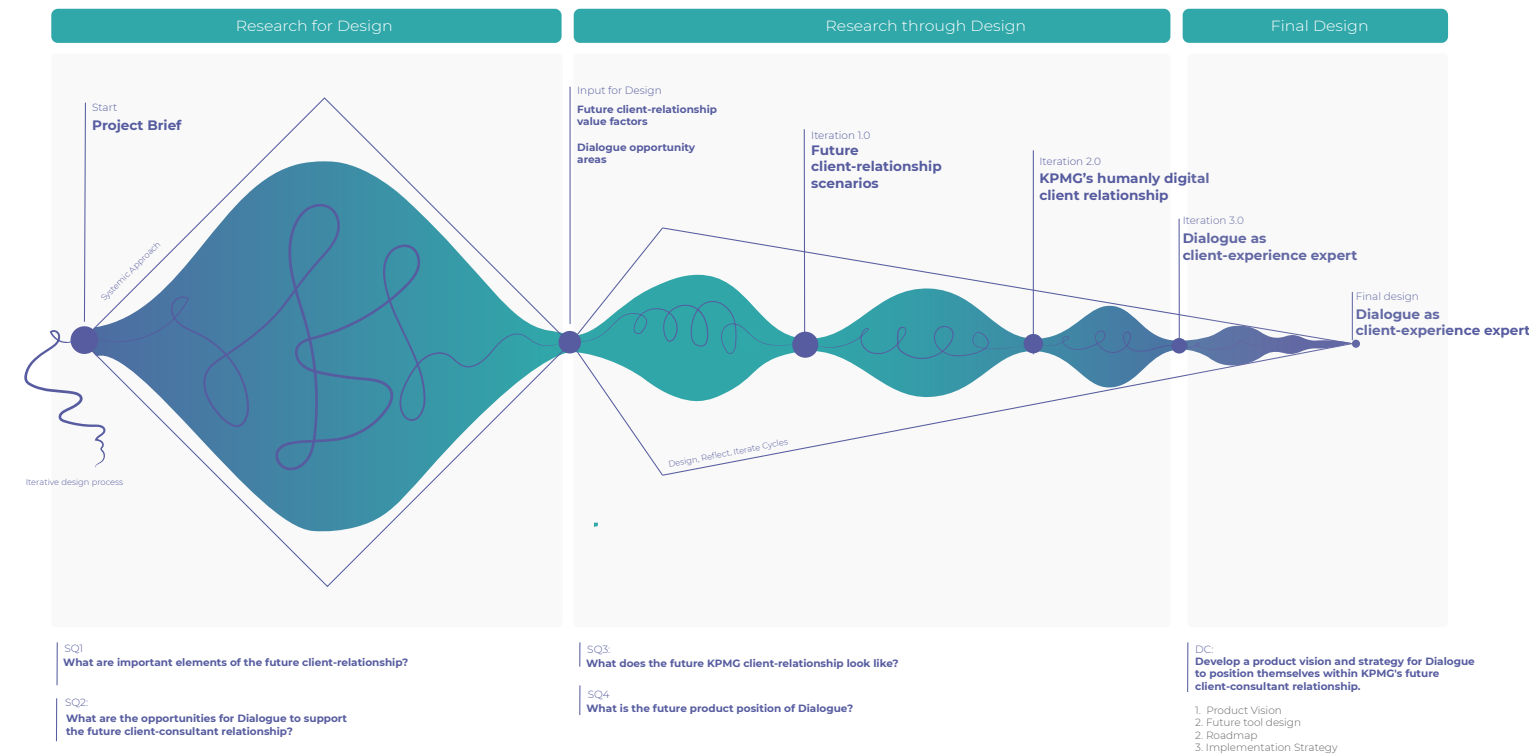
Figure 8: Visualization of the overall project approach with the answered research questions.
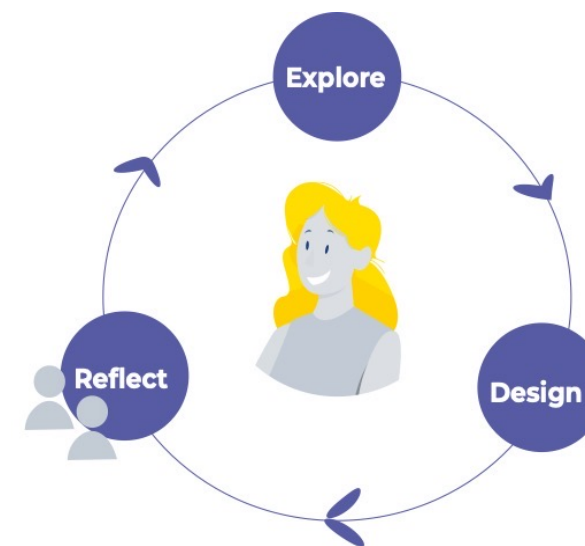
Figure 9: The iterative design cycle

02

RESEARCH METHODOLOGY

This chapter explains the methodologies used to answer the four subquestions.

The first section presents the research methodologies to answer the first two sub-questions.

The second section presents the research and design methodologies for answering the third and fourth research sub-questions.

Methodology Research for Design

Sub-introduction

This section presents the research methodologies for the initial research, presented in chapter 3: Research for design.

Figure 10: Overview of the methods used for Research for Design.

Both primary and secondary research methods were used to answer research questions one and two. Figure 10 explains the methods used per chapter.

Primary Research Methods

Semi-structured Interviews

The author conducted four semi-structured interviews of 30 minutes. The initial research started with semi-structured interviews and allow open responses from participants and allowed the interviewee to dive deeper in unforeseen topics of interest (Adams, 2015). The author recorded, transcribed and summarized the interviews.

The findings of the interviews where clustered and translated into findings, that where later reflected on with the interviewees themselves.

The main topics of the interviews were the exploration of the current-client relationship and the use of technology within this relationship.

The participants, interview guide, transcripts and summary of all findings can be found in Appendix A.

Informal conversations and internal knowledge

During the project close contact was held with the Dialogue product team. Numerous informal conversations with them gave insights in strengths and weaknesses of the product.

Moreover, before the research, the author worked as an intern for the Dialogue product team. In this experience, the author was mainly responsible for supporting users in using Dialogue, which gives the author working knowledge of the tool.

Secondary Research Methods

Literature review

The literature review focused on (ongoing) research topics, such as the virtualisation of the consulting industryt, the virtualization of the consulting industry, the future of consulting, the changing role of the consultant, the client-consultant relationship and trust building within the client-consultant relationship.

Creative Trend Research

Creative trend research was conducted to discover trend patterns that will have an influence on this future client relationship.

Creative trend research is a method where information from the internet, reports, websites, and tacit knowledge of the designer is used to create trend patterns (Simonse & Hultink, 2018). In addition to the trend patterns, the author created a trend map to give an overview of the important trends over time. This map can be found in Appendix C.

Data for the trend research was gathered with use of industry reports and internet research regarding developments on the following topics: technology, collaboration, customer experience and the future of work.

Market Analysis

The market of Dialogue is defined with use of the job-to-be-done methodology. The job-to-be done methodology explains: for successful product innovation you need to know what the job is your customers want to get done when buying your product (christensen, 2005). This method reveals opportunities for innovation and further product development.

Data of the market was retrieved by conducting intensive internet research on digital communication tooling, digital content creators, no-code solutions and micro-website creators.

Methodology Research through Design

Sub-introduction

This section presents the methodologies used for the second research part, research through design.

Design thinking   Scenario Based Design   Co-Reflection   Boundary Objects

Chapter 4.1
Iteration 1.0:
Future Consultant Scenarios

Chapter 4.2
Iteration 2.0:
The Humanly digital client-relationship

Chapter 4.3
Iteration 3.0
Dialogue as client experience expert

Figure 11: Overview of the methods used for research through design per chapter.

This section presents the research and design methods used to answer sub-questions three and four (see chapter 1.3). The research through design used design thinking methods and co-reflection to involve stakeholders in envisioning the future: realizing a shared understanding of future client relationships and Dialogue's product positioning. Figure 11 presents the use of the different methods per chapter of results.

Research and Design methods:

Co-reflection

Yukawa (2006) explains: Co-reflection is a collaborative critical thinking process supported with story telling. Co-reflection is a method for a designer to involve stakeholders in the designing process, receive constructive feedback and to get a shared understanding of the values within the future vision of the designer(Yukawa, 2006).

Co-reflection is used to include stakeholders in the the design process of a potential future of the client relationship and the future positioning of Dialogue. The author facilitated three different co-reflection sessions with three different design artifacts and

with numerous carefully selected stakeholders. An overview of the involved stakeholders can be found in Appendix D.

Figure 12 explains the procedure of the three iterations.

Creative brainstorm methods

The future value factors (chapter 3.4.1) and the Dialogue opportunity areas (chapter 3.4.2) were used as input for a creative brainstorm session with SPD students. This session revealed different perspectives on the findings. After this initial brainstorm session the author used design and future thinking methods such as brainstorming and the 'How might we' method (Boeijen , 2014) to design the design artificats (boundary objects) for the different iterations.

Scenario-based design

The design for the first co-reflective session was done with scenario-based design. According to Rosson and Carrol (2002) , scenario-based design is used to "describe and discuss the envisaged artifact at an early stage in the development process and to involve potential users in the creation of narratives of their performed activities, thus ensuring

3x

1. Design	2. Present	3. Reflect	4. Analyze
Creative Brainstorm methods (Gogus, 2012, p. 485) served as methods to design the boundary objects.	The designs where shared with use of presentations and additional narratives. Appendix F, G and H present the boundary objects, presentations and other material.	To reflect on the designed artifacts the author made use of co-reflective sessions (Tomico et al., 2011). The sessions took approximately 30 minutes. The findings of reflective sessions 1 and 3 are summarized (Appendix F and H) The reflective sessions of iteration 2 are recorded and transcribed, see appendix C.	First, the most important findings were summarized, then the pre-defined assumptions of the design where either validated or rejected. Third, additional findings from the sessions where used as inspiration for the next design iteration.

Figure 12: Procedure of the three design iterations.

alignment with actual work practices."

Boundary objects

Boundary objects served as input for the co-reflective sessions. These objects create a shared frame of reference for the stakeholders to explore potential futures and to learn about their differences and needs within the given future.

A boundary object is an "artifact" that is designed for the context in which they are to be used, but not to specific so they still are open for interpretation by their users (Baha et al., 2013).

03

RESEARCH FOR DESIGN

This chapter answers the first two research questions.

Section 3.1 provides insight in what elements are significant for KPMG as a brand and their current client relationship.

Section 3.2 presents the current positioning of Dialogue to give insight into the strengths and weaknesses of the product.

In Section 3.3, with use of a literature review on the future of consulting and a trend research, the developments that are influencing this client relationship are presented.

The final section presents the conclusion and gives the answers both questions in the form of value factors for KPMG's future client relationship and opportunity areas for Dialogue to capitalise on them.

SQ1: What are important elements of the future client relationship?

SQ2: What are the opportunities for Dialogue to support this future client relationship?

Chapter 3.1
**Current situation:
The client-relationship**

**Value factors future
client-relationship**

Chapter 3.2
**Current situation:
The product Dialogue**

Chapter 3.4
Conclusion

Chapter 3.3
**Developments influencing
the client-relationship**

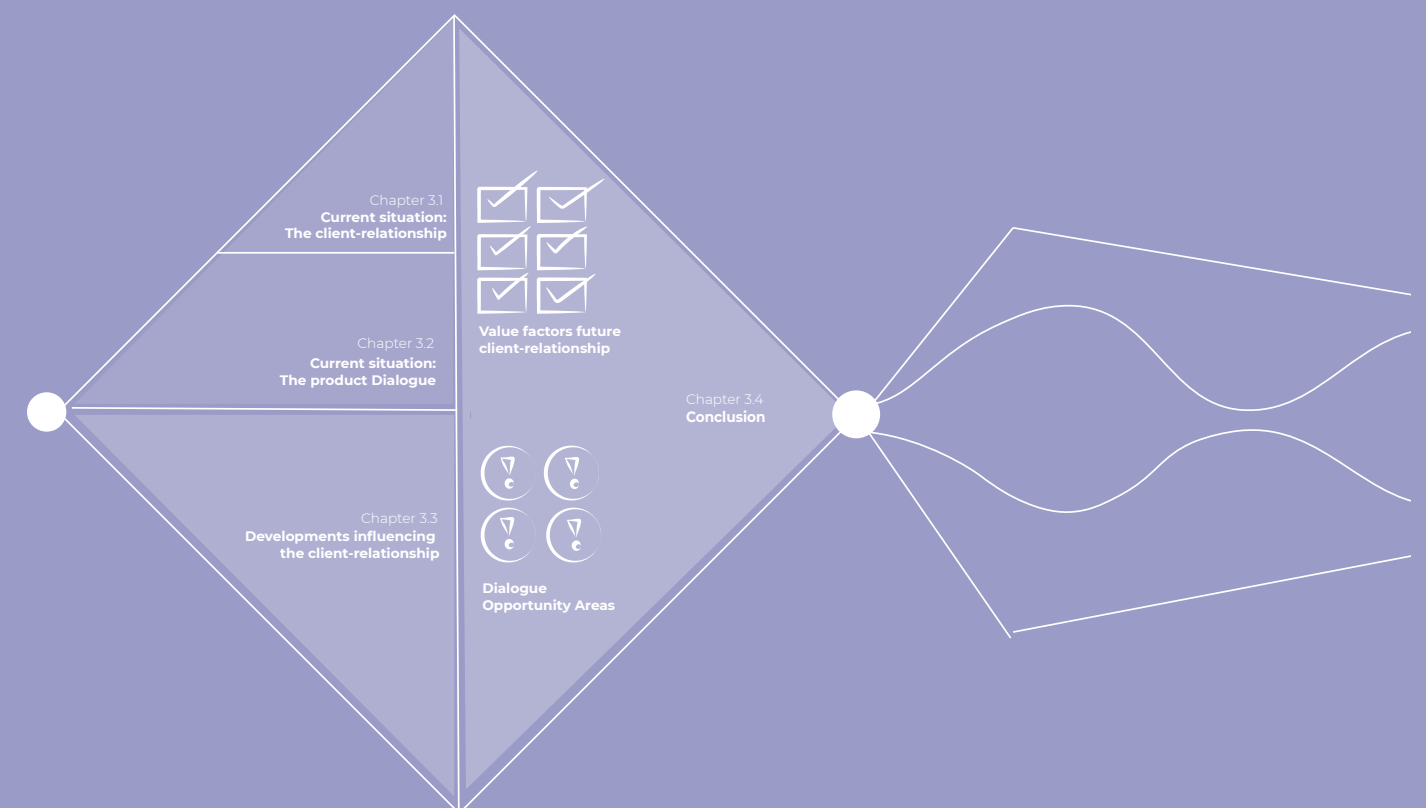**Dialogue
Opportunity Areas**

Figure 13: Content chapter 3 and positioning within the project.

Current Situation: the KPMG Client relationship

Sub-introduction

This section presents the current situation of the KPMG client relationship. First, it presents important brand values of KPMG to get an understanding of KPMG's approach towards technology. Second, it describes the current client relationship and use of digital tooling. The section concludes with the key takeaways of the results to take into consideration for the future client relations.

3.1.1 KPMG brand and view on digitalization

KPMG is a global professional services network, providing audit and advisory services. This project considers the Dutch member firm of KPMG and focuses on the advisory branch.

The advisory branch consists of 8 separate business units(see figure 14). These business units have varying project approaches and operate in different markets. Furthermore, they all have different views on the use of digital tooling and client touch-points within their projects.
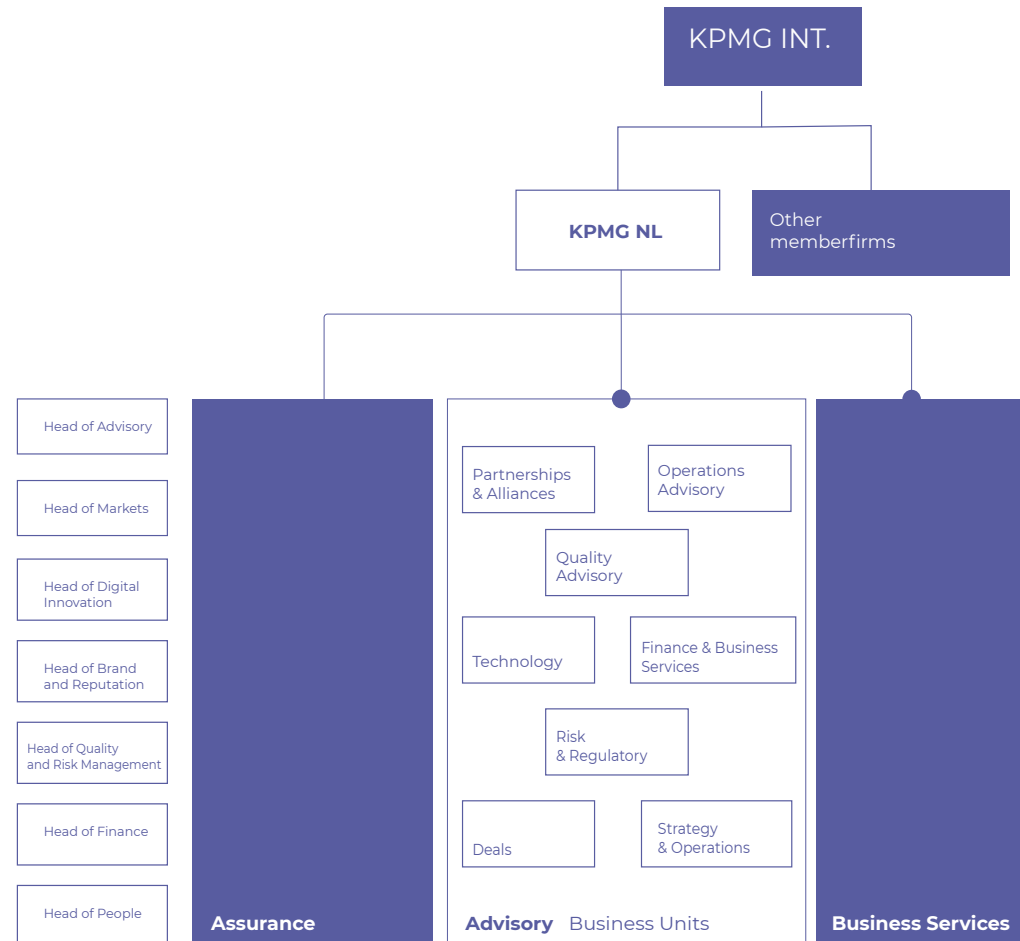

Figure 14: KPMG internal structure (internal KPMG documents)

KPMG as a brand: People driven progress

According to a research from Brand Finance (2020), KPMG is the second most valuable brand of the Netherlands and one of the strongest. Consequently, it is important that KPMG's brand translates into their future client relationship in order to retain their brand consistency and value. In 2016 KPMG launched a brand campaign (see figure 15) , to promote their human approach regarding technology implementations. KPMG believes technology can only ensure progress when it benefits people and society.

For the design of the future client relationship, people should be at the core of new technology implementations: 'people-driven progress.

Figure 15 KPMG brand campagne (ARA CREATIVY AGENCY, 2020)

Figure 16: KPMG brand values (KPMG website, 2020)

View on digitalization

The internal interviews show that currently three types of digitalization efforts are changing KPMG's current client relationship:

- Digitization of processes: For instance, using digital tools such as powerBI to retrieve data and optimize processes.

- Changing the client-interaction with use of technology: For instance, using Microsoft Teams to interact with the client instead of a face-to-face meeting

- Changing the businessmodel with use of technology: For instance, using Dialogue to deliver knowledge subscription services to clients.

KPMG has five reasons for digital transforming their client relationships and thus the use of Dialogue. When designing for the future relationship and the product positioning of Dialogue, these incentives should be considered.

Scalability
With digitizing service offering, solutions are becoming scalable. Where previously Excel files would be exchanged with clients, now online solutions can be distributed more quickly and shared with more clients.

Efficiency
Current processes are becoming too expensive in comparison to other competitors. Therefore, it is a must to optimize processes in order to save time and money.

Competitive advantage
Clients expect different kind of approaches to projects. KPMG needs to show them innovative and digital solutions to stand out from their competitors.

Urgency
In the past year, the urgency of the current COVID-pandemic has lead to KPMG accelarating their digital transformation by adopting digital communication tooling.

Keeping the people
Adopting digital initiatives is a must to keep employees on board. Employees expect KPMG to support and educate them in using new technologies to enhance their work.

3.1.2. Characteristics current client relationship

The internal interviews shed light on the characteristics of the current KPMG client relationship.

The following 5 characteristics describe this relationship more in-depth.

Personal

The consultant-client relationship traditionally is a personal relationship.

Clients expect certain traits from the consultant, such as the consultant's ability to fit in the client environment or the expectation of being enjoyable to spend time with (Fullerton and West, 1996; Bergholz, 1999).

This personal aspect translates into multiple face-to-face contact points throughout projects, as well as using the personal relationship with a client to acquire new projects and maintaining relationships.

Ad-Hoc

The primary consulting project is established ad hoc and has a linear process. The client has a question and the consultant provides the client with an answer.

This suggests that the client-consultant relationship is not a pro-active relationship. The client has a certain question, the consultant then takes an indepth look at it and sets up hypotheses/a hypothesis. This ad hoc approach is starting to change, with consulting businesses more pro-actively approach clients with solutions they think the client would benefit from.

Trust

Trust is important in any relationship, but when it comes to professional services relationships such as consulting, the aspect of trust is even more important (Nikolova et al., 2015b, p. 243).

The exploratory interviews showed clients expect KPMG to live up to their reputation: a trustworthy and professional firm by means of providing security and safety during the consulting process. Clients trust KPMG to provide them the right answers leveraged with the right digital tools. They trust KPMG to always give them the best and the most innovative advice.

The research from Nikolova (2015) describes that this trust within the client-consultant relationship is based on direct client experience, the brand image of the consulting firm or via communication in client's own trusting acquaintances network.

Time is money

In the traditional model of consulting, consultants are paid for the hours they work.

The interviews made clear that KPMG (and consultancies in general) need to change their current paid-per-hour way of consulting to stay competitive in the changing market. In the long run their 'uurtje-factuurtje' will result in their prices being too expensive to compete with their competitors who can offer more digitalized processes.

Labor Intensive

Consultant activities, such as the retrievement of data, client support and delivery of final results are labour-intensive processes. These processes are hard to digitize because every project needs a slightly different expertise or approach.

3.1.3. Client interactions and use of digital tooling

Findings from both the internal interviews and literature on client-consultant relationships (Nikolova, 2007, pp. 1–3) suggest the client relationship consists of three main phases.

First, the acquisition of the client. Second, interaction with the client during the execution of a project. Third, interaction with the client after a project finishes, retention.

Figure 17 presents the current client relationship with the different consultant activities and the digital tooling that is used by consultants to interact with their clients. Appendix A3 explains more about the different tooling.

Figure 17: The three phases of the client-consultant relationship with complementary client interaction activities and digital tooling(own insights).

Acquisition(see figure 17)
In this phase, KPMG establishes new client relationships.

Acquire
Formerly, most of KPMG's new clients were introduced through the 'coffee network' of partners. The buying behaviour of clients is changing; they are making more use of online services to determine which consultancy best serves their needs(Linchpin, 2020). In response to this, KPMG is starting to use targeted SEO-campaigns via Linkedin. Furthermore, the market division is now starting to use digital tools such as Salesforce and Hubspot, to get a better grip on online campaigns and client behaviour (see Appendix A.3 for more information).

Excite
The way of delivering proposals has been the same for a long time. Consultants create proposals with the use of PDF or Powerpoint. This static way of presenting proposals is not answering to the needs of clients. Interviews and literature showed that clients want to see proposals that are enlightening and showcase digital capabilities. For this reason, different business units and the proposal unit are starting to use Dialogue. This allows them to create online proposals that are both digital and interactive. However, the proposals made with Dialogue are still initially designed with the use of Powerpoint. This is why the presentation and the creating of proposals stays the same and is not yet completely interactive.

Execution (see figure 17)
During the execution phase the project takes place. In this phase, the consultant has most of the touch points with the client.

Engage
During the execution of the project, the consultant has multiple interactions with the client, both digital and physical. These interactions can range from e-mail contact, face-to-face meetings, co-creation sessions or even just support. Numerous touch points within this phase are still mostly face-to-face. The recent COVID-pandemic did cause a rapid adoption of online collaboration tools, such as Microsoft Teams. The use of digital tooling within this phase is diffused. KPMG uses numerous tools for communication, collaboration and for the storing, analyzing and visualizing of data. Figure 17 explains the different tools, Appendix A.3 sheds more light on the specific digital tools.

Deliver
Currently, KPMG delivers its final reports using Excel or Powerpoint. Next to these tools, Dialogue is increasingsly adopted, because consultants can deliver digital and more visual appealing reports.

chapter 3.1.3
Key Takeaways

·   KPMG is a global organization with a big and diverse portfolio of clients and projects.

·   KPMG believes people should always be at the core of new technology implementations, they call it 'people-driven progress'.

·   KPMG wants to digitize their client relationships because of scalability, efficiency, competitive advantage, urgency and because of the retention of people.

·   There are five characteristics that describe the current KPMG client relationship: Trust, Personal, Ad-hoc, Time is money and Labor intensivity.

·   The client relationship consists of three main activities: acquisition, execution of the project and retention of the relationship.

·   Figure 17 presents the current client-interactions within the client relationship and the digital tools that are used.

·   The current client relationship has many diffused client touchpoints. Next to the physical contact points, consultants use multiple digital tools within the relationship. These tools are mainly used for analyzing data, communication and collaboration.

Current Situation: Dialogue

Sub-introduction

This section describes the current situation of the product, Dialogue. First, the current design and user journey are discussed. Second, a market analysis presents the current positioning of the product. The third section explains the strengths and weaknesses of the product.

3.2.1. Dialogue product analysis

Dialogue is a digital report creator which enables consultants to build interactive micro websites for their clients. Consultants can access Dialogue via the internet.

Currently KPMG presents most of their insights to their clients in form of presentations and reports, created in static tools such as Powerpoint and Excel. At the end of the engagement, the consultant shares the final deliverable, usually in the form of a PDF, with the client. This means that these presentations and reports are subject to the following restrictions:

· Non-interactivity.
· One format
· Minuscule integrations

With Dialogue consultants can create interactive reports in varying formats and most of the technologies can be integrated within a Dialogue report.

Current design

Figure 18 presents the current design of Dialogue. The web application consists of five main screens, a

Besides the report creator, Dialogue has various additional functions, such as online collaboration, report versioning and templating.

Dialogue usecases

Besides digital reports and digital proposals, Dialogue is now increasingly being adopted to create internal websites, knowledge storages, newsletters, landing pages. Furthermore, consultants use Dialogue to test new business models and products. One example is a data dashboard that consultants made to create an on-demand knowledge service. This specific insight, of inspiring consultants to create all sorts of digital solutions, gives Dialogue opportunities for the further development of their tool.

Confidential client information.

Figure 19: The consultant user journey

Current User Journey

The KPMG consultant is the creator of the reports and therefore the main-user of Dialogue.
See figure 19 for the consultant user journey.

The following takeaways of the consultant journey are important to remember when designing the future positioning:

Confidential client information.

Current client Journey

Confidential client information.

Confidential client information.

Confidential client information.

Figure 18: The current Dialogue interface

3.2.2. Market Analysis

Dialogue is a digital product and business. As a digital business they have a continiously evolving business model where essential value-generating features and business operations are enhanced by technologies (Bharadwaj et al., 2013b, p. 481). This means they need to continuously adjust their product according to market conditions and changing needs of their users (Bharadwaj et al., 2013b, p. 481).

The competing market of Dialogue is defined with use of the job-to-be-done methodology (Christensen, 2005). This method reveals opportunities for innovation and further product development.
By talking to users and analyzing previous created Dialogue reports, four job-to-be-dones could be defined:

1. Creating engaging digital content experiences for clients

2. Testing products or business concepts

3. Sharing content in one centralized space

4. Creating new business solutions

Figure 20 presents the market map of Dialogue with its main job-to-be-done being: 'creating enganging digital content for clients within the professional service industry'.

Dialogue's direct competitors are professional microwebsite creators such as Foleon and Zoomforth. These companies are all independent companies and some of them are also used by KPMG, Deloitte and other big consulting firms. Comparing to the previously mentioned competitors, Dialogue has the advantage of being an internal start-up. The Dialogue product team has more knowledge of the specific digital interactions clients and consultants of KPMG seek.

Furthermore, market analysis shows most Dialogue competitors, are tools that enable consumers to visualize data or content in a luring way. These tools are not focused on creating interaction with the client and are more focused on centralizing information and managing knowledge.

Besides the creating of digital content, Dialogue also serves as the job-to-be-done of creating new business solutions, this could be an opportunity for Dialogue to differentiate itself from the direct competition.

There is a rise in no-code tools such as Webflow

that offer consumers the possibility to easily create websites and digital solutions for all sorts of purposes. These solutions do not focus on a specific type of industry but offer a broad array of solutions for the B2C market in general.

The managing of digital content shows to be a solution space for digital customer relationship management-tools (CRM) such as Salesforce. These tools allow businesses to operate and manage their customer relationships from one central platform, enabling businesses to create a more seamless brand experience.

In the following years, these CRM tools are transforming into Digital experience platforms(DXP) (Bloomreach, 2020). According to Gartner Digital(2021), experience platforms are integrated software frameworks for engaging different audiences across a widespread collection of digital touchpoints (see figure 21). The rise of the digital experience platform (DXP) is something to keep in mind. KPMG is becoming increasingly more digital in their client approaches, so in the future, KPMG needs to enforce a digital experience platform themselves to ensure their client experience is seamless across all their channels.
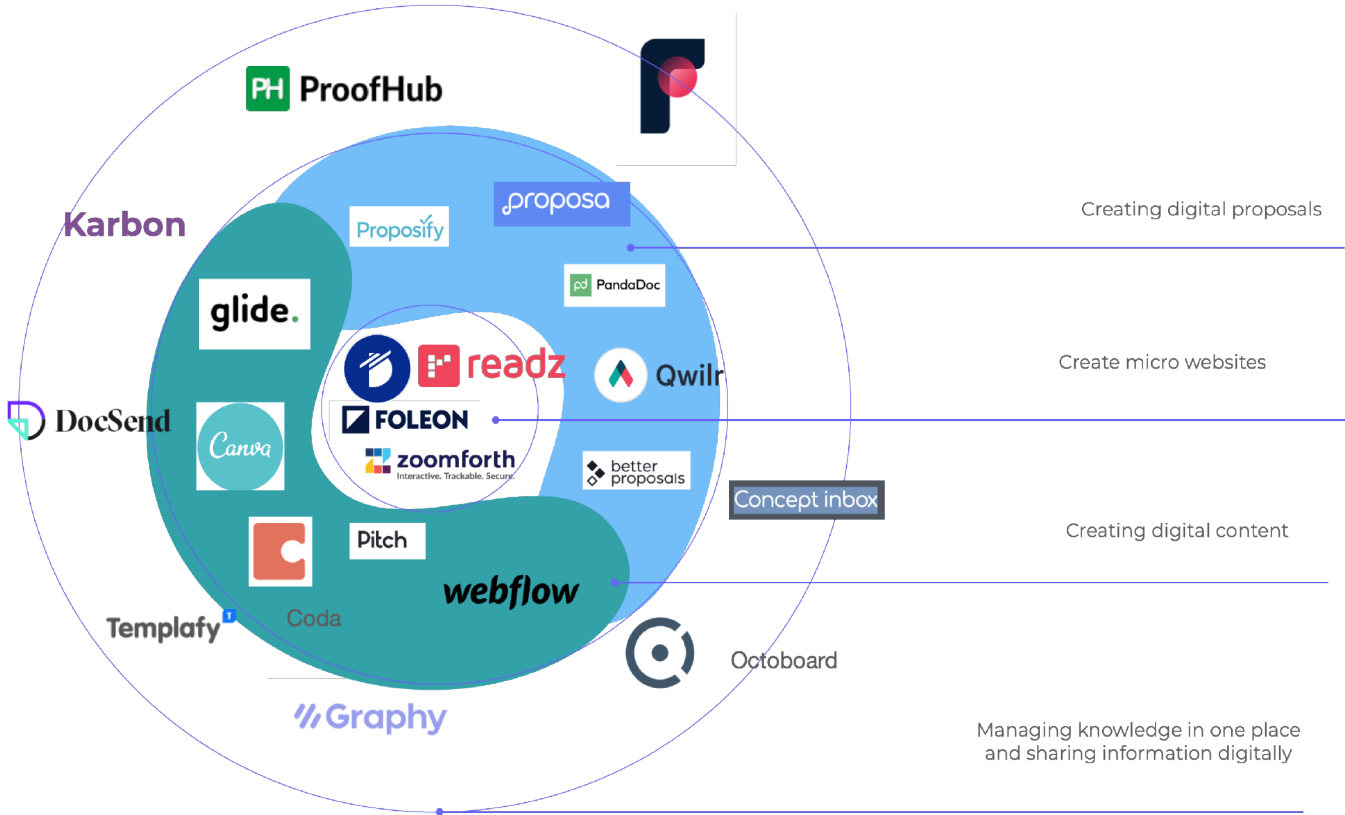
Figure 20: Competitive landscape of Dialogue : Job-to-be done: ' creating enganging digital content for clients within the professional service industry'.

Figure 21 The digital experience platform (DXP) (Bloomre**ach,**

3.2.3. Strengths and weaknesses of Dialogue

The market analysis and conversations with the product development team revealed the strengths and weaknesses of Dialogue. The results from the market analysis and research on the macro-developments (chapter 3.4) show opportunities and threats for Dialogue.

Figure 22 presents the strengths, weaknesses ,opportunities and threats of the product. These strengths and weaknesses serve as input for Dialogue's opportunity areas, which chapter 3.4.2. present.

Strengths	Weaknesses
Confidential client information.	Confidential client information.

Opportunities	Threats
Clients want digital and innovative approaches The need for transparancy in the client relationship The diffused use of communication tools the rise of the digital experience platform the rise of the seamless digital workspace Lack of transparancy on digitalization efforts throughout KPMG the need for crossdisciplinary communication	Competing tools such as Zoomforth and Foleon Perceived complexity Skeptism towards technology

Figure 22 Dialogue Strength and weaknesses, opportunities and threats.

chapter 3.2.4
Key Takeaways

• Dialogue is a digital report creator and enables consultants to build interactive micro websites for their clients

• Dialogue is used not only for the creation of digital reports and proposals, but inspires consultants to create other digital client experiences, such as knowledge libraries and data dashboards.

• Dialogue can distinguish itself from its competition by focusing on KPMG specific clients and projects and by offering the opportunity to involve KPMGs clients in the creating of digital experiences.

• The rise of digital experience platforms is an important insight for Dialogue as a tool. In the future, it is likely to assume that KPMG would need to orchestrate its digital touch-points with clients. This could be an opportunity for Dialogue.

•

Strengths of Dialogue to take into account:
- Internally built tool

- Inspires consultants to experiment with digital solutions

- Easy online acces

- Dialogue is integrateable with all sorts of technologies

Developments
influencing the future client relationship

Sub-introduction

Section 3.3.1 describes macro developments that are influencing the future of consulting. The second section presents the perspective from both the client and consultant on digitizing the relationship. Section 3.3.3 discusses the changing role of the consultant. Finally, section 3.3.4 presents other trends that are influencing the future client relationship.

3.3.1. Macro Developments

A literature review on the future of consulting and insights from the internal interviews, revealed some macro developments that are influencing the client relationship. These macro developments include, the virtualizaton of services, the importance of data, the rise of data analytic tooling and the changing client question.

Virtualization of consulting services

The consulting industry is starting to offer their clients new types of services and digital products (BDU 2014). Also, a start has been made in creating new digital interactions with clients (Jung 2010; Polster 2012). An example:

enVista , a consulting firm, formerly had a lot of face-to-face and on-site visits for their projects. Since the pandemic, they are rolling out their Virtual Operational Assessments tool to help clients remotely. They utilize technologies such as GoPro cameras and iPads. (Straight, 2020). This way of working proveed a lot of advantages, such as higher productivity and lower costs. But they were concerned about getting the knowledge transferred right to the clients, in addition the urgency to help does not seem as high to the client when consultants are not on site.

Virtualization of certain processes will call for a different kind of client-interactions. But what do clients actually need from these services and how to design them?

Research studies have shown that a rising degree of digitalization of consulting services lead to an observable shift in the client's expectation and service quality criteria (Nissen, Seifert and Blumenstein, 2015). Chapter 3.3.2. Perspective consultant and client on virtualizing consulting services, presents these expectations.

Importance of data

With the rise of virtualization in all industries, data is becoming one of the key measures to decide whether a company will remain relevant through the digital revolution (IBM Corporation, 2016). Therefore, the majority of companies adopted software solutions that measure their companies' performances and generates real-time data.

With higher quality of internal data and ways of gathering data getting better, the need for relying on external input and data sources from a client perspective will likely decrease. Consultants now mostly use resources that are increasingly available to the public, such as industry reports (Larsson et al , 2019b). This kind of external data is now accesible on online knowledge places or clients have their own expert network where a specific expert is just one phone-call away. This will decrease the need to rely on consultants to pre-sent facts (Larsson et al , 2019b)

The internal interviews suggest clients expect KPMG to spend time on retrieving value out of data, instead on retrieving data. For consulting firms and KPMG, data is also becoming more important. The interviews suggest the first step towards digitizing the firm and the client relationship will start with storing data and learning from previously generated data.

Rise of data analytic tools

The rise of more accurate and affordable analytic tools will result in an improvement of both the speed and quality of gathering data (Harvard Business Review, 2014). Some of the giants in the tech industry such as Apple or Walmart, already have their own in-house analytic teams(Larsson et al., 2019b, p. 263). Teams that continuously analyze the retrieved data and make day-to-day decisions based on these data sets.

Consequently, clients have an increasing need to have consultants provide them with tacit, experience-based knowledge (Larssen, 2020). Because, with the rise of big data, also the rise of wrongly interpretated data sets emerges. It is true, that for example social and human behavior without contextualizing the data in its original environment (Mills, 2017, p. 592) will lead to wrongly interpreted answers. In the future people who know how to ask the right questions and how to navigate through these large data sets will be high

in demand. This is can be seen as an opportunity for the future of consulting in general(Larsson, 2020).

Changing client question

The client question is changing in three aspects:

First, client businesses, in general, are becoming more digital-focused and also their operations are changing, resulting in clients being more capable of working with technology themselves, therefore they expect consultants to offer them different kind of advice. Clients need consultants to adopt more agile working approaches. Facilitating experimentation will help clients establish more digitally mature businesses (Snow, Fjeldstad and Langer, 2017). This includes creating and testing digital products, business propositions and so on.

Second, the consumer is now leading the adoption of technology. Clients expect more digitally-driven approaches because they are used to using technology for all kind of aspects of their daily life. Clients are making more use of digital channels, such as marketplaces and portals, to search for information on suitable consulting providers (Nissen, 2017b). Consequently, consulting firms should invest in active (digital) marketing and increase their market-place visibility to improve their brand recognition and reputation(Nissen, 2017b).

Lastly, the client expects tailor-made solutions and modular consulting offerings (Nissen, 2017b, p. 11). Allowing clients to tailor projects to their specific likings.

Concluding, the services are not differentiating the consulting firms offer, but rather how they serve their customers (Treichler C. , 2019). Therefore consulting firms should make sure their client experiences , both online and offline, are created with the client in mind to offer outstanding value.

3.3.2. Perspective consultant and client on virtualizing consulting services

Virtualization of certain consulting processes will call for different kind of client-interactions, but what do clients actually need from these services and how to design them?

The study from Nissen, Seifert and Blumenstein (2015) shows that a rising degree of virtualization

of consulting services lead to an observable shift in the clients' expectation and service quality criteria.

The study done by Nissen and Seifert (2015) gives insights of the client and consultant perspective on virtualization. This section describes the insights from this study.

Benefits and risks consultant perspective

Nissen and Seifert (2015) explain the consultant sees opportunities for flexibility, scalability, better knowledge management and the opportunity to offer their clients a higher level of support. Furthermore, they see the need to make use of virtualization to decrease cost and time to give their clients better answers. When looking at the consultant's perspective of virtualizing relationship, we can see new business models emerging, where clients can access or request knowledge at any time. In addition, it also gives the freedom to consultants to take on multiple projects at the same time, or overseas project that would normally not be considered.

Benefits and risks client perspective

From a client perspective it is clear that they expect more intensive support and flexibility of consultant. It is also interesting to see they expect consultants to make use of innovative solutions and services. Clients expect virtualization to go along with the opportunity to introduce and regularly use innovative consulting solutions that will help them optimize their own business autonomously (Christensen et al. 2013).

Another benefit seen by clients, is easy access to project data and project results. Storing of data and re-using previously generated data is one of the bigger opportunities both client and consultants can see in virtualization.

Clients and consultants both see opportunities in the re-use of data and better knowledge access, this shows the mutual need for a more transparent process and the need for clients to become more involved in the project. **Transparency** in the project, especially with regards to establishing a trustworthy client relationships, can also benefit trust-creating (Nikolova et al., 2015a, p. 244).

Another important factor is **communication.** Both clients and consultants see virtualization as a strain on clear communication. This stresses the need for the right communication tools and clear management of communication flow.

To conclude the findings, figure 23 presents the client expectation of more digital consulting services and explains the barriers that need to be overcome in order to adopt the solution.
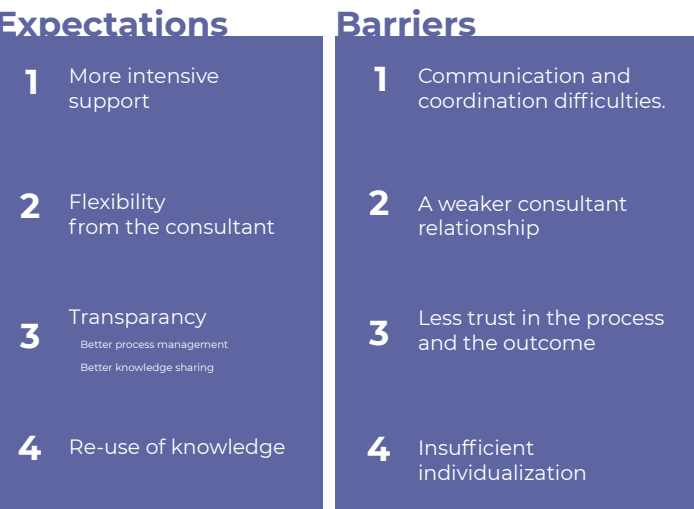
Expectations

1 More intensive support

2 Flexibility from the consultant

3 Transparency
   Better process management
   Better knowledge sharing

4 Re-use of knowledge

Barriers

1 Communication and coordination difficulties.

2 A weaker consultant relationship

3 Less trust in the process and the outcome

4 Insufficient individualization

Figure 23 Expectations and barriers to overcome of virtualizing consulting services from a client perspective, data from Nissen and Seifert (2015)

3.3.3. The changing role of the consultant

The changing client questions asks for consultants to adapt their way of doing things. Consultants have to adopt more agile ways of working, act as an orchestrator of networks, and makes use of tacit knowledge to ask the right questions (Greiner et al., 2011, p. 170)(Larsson, 2020).

Solutions provider

Clients are increasingly asking for digital-consulting services combined with the conventional personal consulting (Larsson et al, 2019)(Nissen, 2017, p25). In the future, it will be important for consulting firms to adapt their services to their specific clients wishes, not only in terms of value delivering, but also in terms of digitalization of the process. To this end, the consultant should offer a secure and stable digital platform and analytics infrastructure, so that the designed digital-consulting products serve to strengthen the trust and relationship with their clients (Larsson, 2020).

Need for tacit knowledge

As stated before, businesses are increasingly gathering their own data. It is said that the client problem of gathering, cleaning, visualization and analyzing of data is actually disappearing into a 'technology' kind of problem, now solved by technology and software providers (Hartman, 2020). The client needs consultants to interpretate data, understand the desired outcome and solve (any) problems that are occuring (Larsson et al, 2020).). The consultant's experience, tacit knowledge and outside views are now the main benefits of consulting projects (Larsson, 2020).

Collaborative solutions

With businesses transforming more into digital ones, the market is getting more complex, just as the problems and questions clients have (Greiner et al., 2011,). Therefore the problems need to be solved collaboratively with different parties, such as data scientists, industry experts and technology providors. Clients expect consultants to act as facilitators within these collaborative solutions. Consultants need to be able to efficiently create knowledge while still involving their clients in the process.

3.3.4. Other trends

The future client-consultant relationship is dependent on developments in technology, collaboration, customer experience(CX) and future working experiences. Therefore, creative trend research is used to describe these developments and their influence on the relationship. Appendix C contains the additional trends that belong to the specific trend clusters presented with a trend map. Four trend clusters where established that are influential elements of the future positioning of the product and the creation of the future client relationship. This section presents the four trend clusters.

Trend cluster 1:

The future workplace operates as a digital ecosystem that will seamlessy blend the digital and physical office. Mass collaboration and flexibility are the norm.

The seamless office

The COVID-19 pandemic resulted in the urgency for companies to facilitate remote working. Consequently, there has been a rapid rise in the adoption of online collaboration, communication and process efficiency tools. In the changing work environment, cross-collaboration is crucial. Not only between clients and employees but also in office collaboration should be possible anywhere, anytime, with anyone.

VR and AR technologies will become mainstream technologies to use in an office environment. Furthermore, we can see a future where offices will blend technology and physical spaces, creating interactive offices and project rooms, connectable with any device or online tool.

Individual trends:

Smart working rooms | Digital office ecosystem| Use of VR and AR in the office | Department blending |

The other 3 trend clusters are presented on the next page.

Humanizing technology

We are in the middle of moving towards Industry 4.0. Humans, objects, buildings and human systems are connected to technology. Resulting in an opposite demand for meaningful and personal connections. Humans expect technology to treat us more human. Therefore, it is crucial when designing for digital services, that the human connection has been taken into account. Human experiences will likely deliver a durable and lasting competitive advantage to companies. This is also the reason we can see a rise in human experience platforms, where AI, human centered design and technologies are combined to respond to human needs. Consumers' comfort level with functions such as voice activation and control will accelerate the adoption of AI and Robotics (researchworld, 2020).

Technology becomes flexible and adaptable to human needs. This results a world where technology adapts real-time to human needs.

Individual trends:

Digital twins | Human experience platforms | Emerging digital interfaces |Connected eyewear| Voice Analysis |

Trend cluster 3:

Data as the new gold

By 2025, the Earth will have 25 Billion IoT devices generating data(Statista, 2021). This data "Boom" will cause the rise of more and smarter analytic tools and also is likely to increase the need for the 'right' answer and even higher need for cybersecurity.

Besides, we can see a rise in the need for transparant and knowledge management and embedding automatic systems to analyze data. The spread of misinformation will continue until new standards are specified, therefore showcasing trust and accountability, as a company is something consumers value highly. With the rise of data in the cloud and the new law for opening up public data, new business opportunities arise not only for businesses but also for consumers.

As the amount of data will grow exponentially the coming 5 years, cybersecurity, data scientists and fast data interpretations are on the rise.

Individual trends:

Cybersecurity| data visualization | automation of data retrievement| the rise of the data scientist | data drivenculture | Mobile BI

Hyper personalized experiences

One of the main trends in customer experience is personalization. Consumers nowadays are used to hyper-personalized experiences. When they watch movies (Netflix), listen to music (Spotify) or scope their social media accounts, companies exactly know what consumers want and when they want it. This trend is affecting the B2B selling approach as well. Consumers also expect personalization within their professional lives. Consequently, all companies need to understand and anticipate their customer needs (Agarwal et al., 2020). This means breaking down internal data silos and facilitating cross-functional collaboration on customer data (Agarwal et al., 2020).

Lastly, consumers are seeking immersive experiences; experiences that cross interfaces and seamlessly blend physical and virtual environments.

Consumers expect hyper personalized approaches and immersive selling experiences .

Individual trends:

Human Centered Design | Omnichannel communication | Customer service will play a bigger role in C-level strategy | Personalization | Breaking down data barriers | Immersive experiences

chapter 3.3.5
Key Takeaways

Macro Developments
·	Clients want consultancies to regularly provide them with innovative solutions and pro-active service offerings.
·	The client needs to become more involved in the creating of digital touchpoint within the client-consultant relationship.
·	The client experience during a project is a competitive differentiator for consulting firms.

Expectations of a more digital relationship
·	Trust is created with establishing transparency in the project.
·	Consultants should provide their clients with a stable and trustworthy digital platform.
·	Data and project results should be easy accessible.
·	Knowledge and communication should be centralized.
·	In the future relationship, clients want flexibility and intensive support from the consultant.

The changing role of the consultant
·	The future of consulting lies in collaboration, agile approaches and focus on generating knowledge instead of the retrievement of data.

Other trends
·	Consumers expect hyper personalized approaches and immersive selling experiences
·	The rise of big data causes businesses to focus more on cybersecurity, data scientists and fast data interpretations.
·	Technology becomes flexible and adaptable to human needs. This results a world where technology adapts real-time to human needs.
·	The Future workplace operates as a digital ecosystem that will seamlessy blend the digital and physical space. Moreover, in the new working environment mass collaboration and flexibility are the norm.

Conclusion

Sub-introduction

This chapter ends with two conclusive sections, combining the insights gained from the primary and secondary research methods to answer the first two research questions:

SQ1:   What are important elements of the future client relationship?
SQ2:   What are the opportunities for Dialogue to support this future client-consultant relationship?

With use of reflection and clustering, the findings were translated into value factors for the future client relationship and development opportunities for Dialogue. In 3.4.1 the important elements are presented as value factors. In 3.4.2 the development opportunities for Dialogue are presented as opportunity areas.

3.4.1   Value factors future client relationship

The conducted research showed KPMG is a global organization with a diverse portfolio of clients and projects. KPMG believes people are the drivers behind every progress, especially within technology implementations (chapter 3.1.1). Insights from the interviews presented five incentives for KPMG to adopt a more digital client relationship. First, they want to scale their services. Second, make their processes more efficient. Third, they want to stay competitive in the new reality. Furthermore, the COVID-19 pandemic caused the urgency to change their client relationship. Concluding, KPMG needs to adopt more digital processes and tools to keep its people on board (Chapter 3.1.1).

The research also showed that the current KPMG client relationship is an ad-hoc relationship with multiple diffused touchpoints. In this relationship, KPMG has an intensive and personal approach to client engagements (chapter 3.1.2). The three main client relationship activities are: acquisition, execution of the project and the retaining of the clients(chapter 3.1.2).

Primary and secondary research showed five developments that are changing this previously described relationship:

First, the needs of clients are changing. To start with, clients want consultancies to regularly provide them with innovative solutions and pro-active service offerings. The client also wants to become more involved in the project. Lastly, for clients, the project experience is becoming a competitive differentiator for choosing consulting firms (chapter 3.3.1)

Second, the role of the consultant is changing. The future of consulting lies in collaboration, agile approaches and focus on creating value from data. This is explained by the adoption increase of data analytic tools to replace the heavy consulting workload of data retrieval (chapter 3.3.3).

Third, in the current competitive landscape, consumers expect hyper-personalized approaches and immersive selling experiences. Therefore, companies need to remove their internal data silos to create seamless customer experiences(chapter 3.3.4).

Fourth, with the rise of big data, cybersecurity is becoming crucial in every business operation.

Fifth, the future workplace operates as a digital ecosystem that will blend the digital with the physical space.

These insights were reflected on with KPMG employees and clustered into value factors. The value factors translate the needs of clients and consultants for the future client-consultant relationship. The value factors should be considered when designing the final proposition for Dialogue to support this future client relationship. The next page presents the value factors.
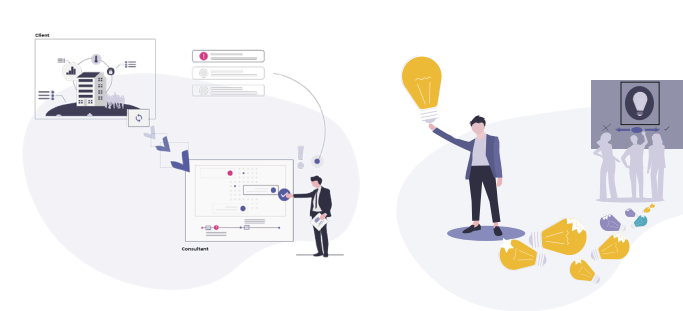
Continuous

In the future, the client-consultant relationship will be a more pro-active relationship, with different business-models such as pay per solution or insight. Therefore, the need for consultants increases to work more agile and rethink the way they provide support to their clients.

Intensive Support | Agile Approaches | Direct Insight into Client Data
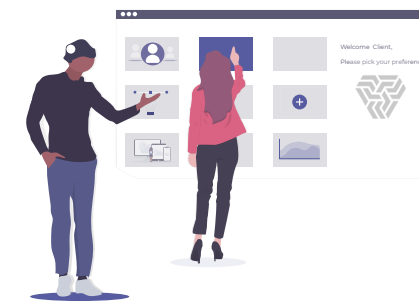
Personalization

The future relationship revolves around personalization and therefore the client will expect more tailored solutions, hyper personalized experiences. Selecting or designing digital tools for specific clients will be a must for KPMG to distinguish themselves from the competition.

Personalization as competitive advantage | Mutual process making | Hyper personalized experiences

Security

Safe technologies and the perceived security of digital tools are big contributors to the perceived value of a consultancy brand.

Secure Cloud Space | Trusted Technology

Seamless

The relationship should be seamless, blending digital and physical workspaces, ensuring clear communication and knowledge storing.

Digital space blending with physical space | One platform | Clear communication
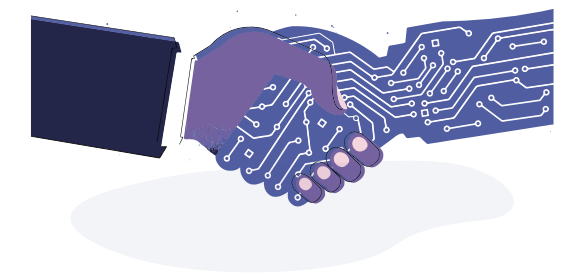
Trust

Trust in the client-consultant relationship is needed to create a strong bond and mutual faith in the project. In this future relationship trust is created in both the physical and digital space and is dependent on multiple factors, such as human touch and transparency.

Mutual understanding | Human relationship into the digital space | Transparency
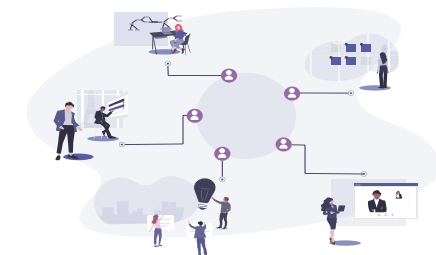
Collaboration (Co-creation)

The clients' businesses are facing increasingly complex problems, that need to be answered with multidisciplinary approaches and therefor increasing the need for collaboration and co-creation. In the future relationship, collaboration is no longer restricted by physical boundaries.

Consultant as orchestrator | Collaboration in the digital space | Cross Disciplinary Solutions

3.4.2. Opportunity areas Dialogue

The opportunity areas were determined from the research on Dialogue's current product positioning(chapter 3.3), the current client relationship (chapter 3.2) and the macro developments influencing the client-consultant relationship (chapter 3.4). The following insights of the research has led to four Dialogue opportunity areas to position their product.

Centralizing communication and knowledge
The first opportunity area, includes the strength of Dialogue to integrate all sorts of technology in its platform to enable consultants to create seamless client experiences. Dialogue could focus on facilitating a central entry of communication and knowledge during a project.

Facilitating agile and personalized solutions
Dialogue could use their advantage of inspiring consultants for KPMG to create all sorts of digital solutions to provide clients with tailormade solutions to stimulate personalization and enforce the human touch within projects. By adjudsting the digital content to personal preferences, such as tone of voice and styling.

Creating the trustworthy digital relationship
As an internally built tool, Dialogue is safety compliant and lives up to the safety standards of KPMG. The third opportunity area therefore, could be to position themselves as the trust-creator within the client relationship. To make sure KPMG's safe and secure brand is translated in their digital infrastructure.

Digital Collaboration as enabler for supporting client-interation
The fourth opportunity, is the increasing need for collaboration. Dialogue as a tool provides consultants the opportunity to collaborate within the digital space, creating reports together (insight from chapter 3.3.2). KPMG can use Dialogue in the future to create digital interactions in projects that clients are longing for (chapter 3.4).

3.4.3. Implications

The value factors are validated by reflecting on them with the four interviewees(see chapter 2.1). The reflective conversations showed the value factors of trust and security are perceived as the most important factors for KPMG future client relationship.

The outcomes of this chapter are used as input for the next chapter, research through design. The value factors and Dialogue opportunity areas where used as input for designing the boundary objects of the first iteration.

04

RESEARCH THROUGH DESIGN

This chapter answers research questions 3 and 4 Three design iterations and the involvement of numerous stakeholders (the list of stakeholders is shown in Appendix D), resulted in three validated designs that answer to research questions 3 and 4.

Chapter 4.1 presents the first iteration and the design of four future KPMG consultant scenarios. The author designed the scenarios to understand how KPMG sees its future consultant activities and projects. This design iteration resulted in the next design: the design of KPMG's humanly digital client relationship, which leads to design iteration two.

Chapter 4.2 presents the second iteration with a purpose to get stakeholders aligned on the future digital touchpoints within the client relationship.

Chapter 4.3 presents the third iteration of Dialogues future positioning: the client-experience expert.

Chapter 4.4 concludes the findings of the three design iterations.

SQ3:   How does the future KPMG client relationship look like?

SQ4:   How should Dialogue position its product to support this relationship?

chapter 4.1
**KPMG
Client-relationship
Scenarios**

chapter 4.2
**KPMG's humanly digital
client-relationship**

chapter 4.3
**Dialogue as client
experience expert**

chapter 4.4
Conclusion
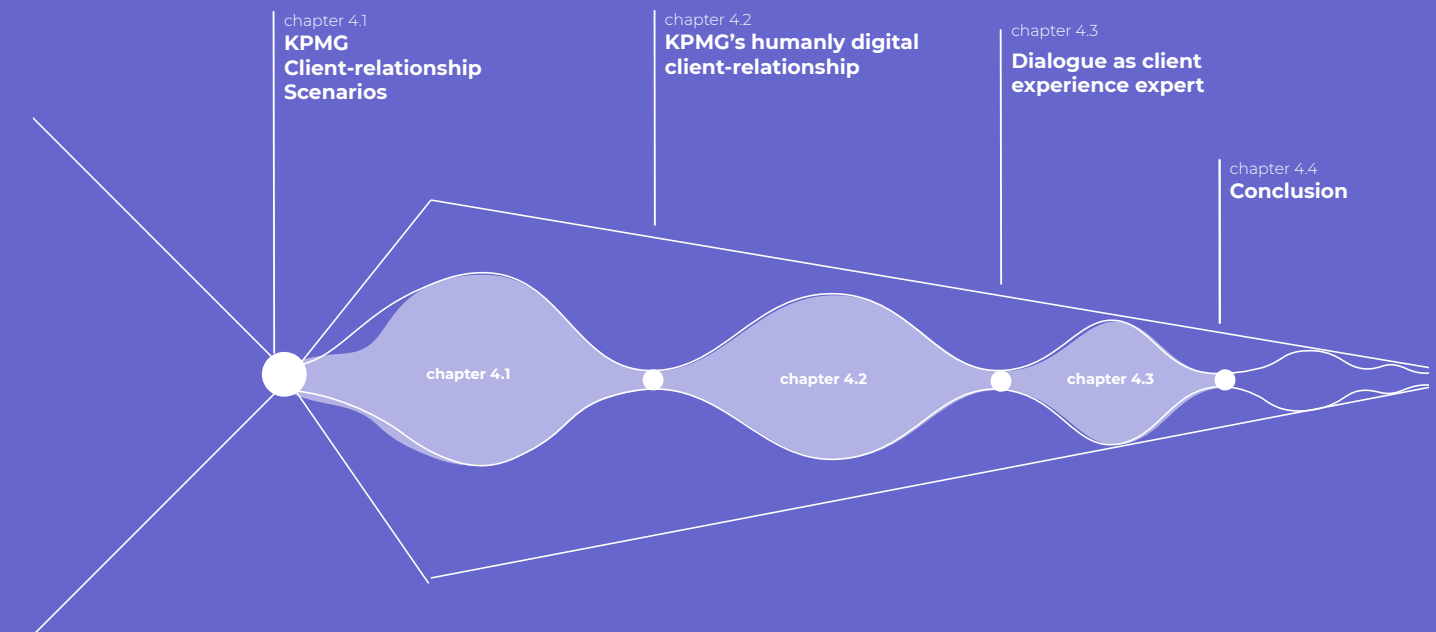
chapter 4.1

chapter 4.2

chapter 4.3

Figure 24: Overview chapter 4

Iteration 1.0:
Future Consultant Scenarios

Sub-introduction

This section presents the first design iteration. Sub-section 4.2.1 presents the purpose of this iteration including the statements that need to be validated. Sub-section 4.2.2 presents the design of the iteration. Subsection 4.2.3 and 4.2.4 present the validation of the statements and the key takeaways to be included within the second iteration. The design of this iteration was created with use of the insights from chapter 3, a creative session with SPD students and a brainstorm by the author herself.

4.1.1.   Purpose

The purpose of this design iteration is to explore potential futures for KPMG's client relationship and the role of technology within this relationship. The The first design iteration makes use of 4 possible scenarios for KPMG's future service offerings and corresponding concept designs which where validated using co-reflection. Appendix D presents the involved stakeholders for this iteration.

The designs are used to validate the following statements:

1.   KPMG will operate as a quick solution provider, offering digital products and solutions.

2.   KPMG will act as an orchestrator with as main service offering to create knowledge of stakeholder alignment

3.   KPMG will become a digital advisor where the touchpoint with the client is mainly digital, and support is 24/7.

4.   KPMG will become the sidekick of their client in the creation of solutions.

The design probes consist of four future KPMG consultant   scenarios and four corresponding product solutions that can be found in Appendix F.

4.1.2.   Design

This sub-section presents the design of the four scenarios: the consultant as quick solution provider, the consultant as orchestrator, the consultant as digital advisor, the consultant and client as co-creators. More information on the different scenarios and their applications can be found in Appendix F.

Scenario 1:
The consultant as quick solution provider

In this scenario, the client expects KPMG to provide quick solutions and clear insight into the project process. They expect KPMG to deliver data dashboards, integrated bots, software solutions and digital products. This scenario suggests the client relationship is enabled with the use of technology.

The consultant has to work agile to quickly iterate on the delivered solutions. Consequently, meetings with clients should be efficient, transparent and translated into clear action points. In this scenario, consultants act as solutions providers and offer clients subscription-based services.
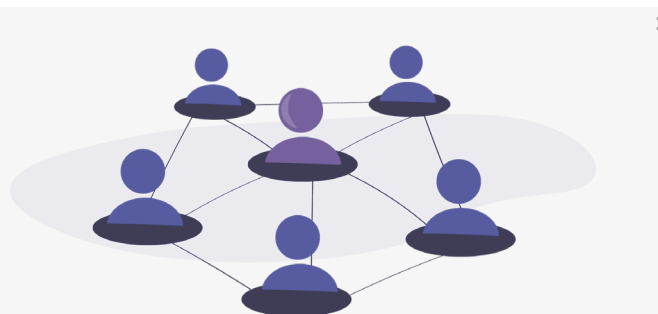
Scenario 2:
The consultant as orchestrator
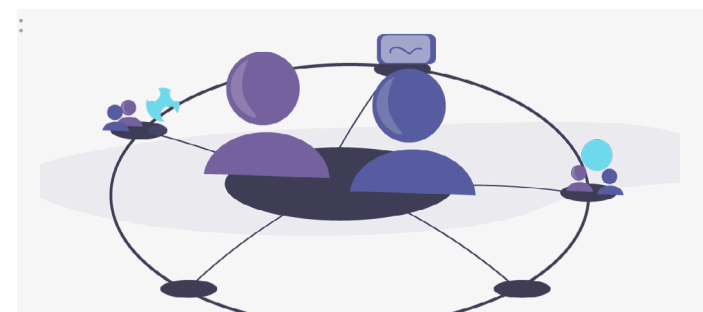
In this scenario, the client expects KPMGto deliver multidisciplinary solutions and answers. Consequently, knowledge should be efficiently managed. Furthermore, the client expects the consultant to provide innovative and efficient ways to orchestrate this. KPMG needs to use the fitting digital platform to align stakeholders ,knowledge and values from different perspectives.

In this scenario, the consultant has numerous partnerships with other technology companies to build platforms and tools for clients. The consultant job will be orchestrating knowledge networks and use their tacit knowledge to generate value.

Scenario 3:
The consultant as digital advisor

The client expects KPMG to make use of innovative technologies and data storing. The consultant has a continuous relationship with its client and has real-time access to their data., in this way the consultant provides their clients with pro-active advice. The client and consultant relationship is mainly digital and communication will go through a shared digital space. This space is equipped with data retrievement and visualization tools, supported by AI assistance. Within this scenario, the consultant needs to transparently store and retrieve data, even more so important are the skills of the consultant to translate this data into actionable strategies and solutions.

Scenario 4:
The consultant and client as co-creators.

In this scenario, the client expects to be involved in the project as much as possible. Clients demand the ability to tailor every step of the project to their specific needs. They want to choose the consultants, the digital tools and the project approach. Essential in this scenario is the personal relationship, both in the physical and digital world. Physical touch-points are incorporated in the journey to stimulate innovation and creativity, whereas all other project engagements are solely done online with transparent project management tools and client portals.

4.1.3. Validation

This sub-section describes the validation of the statements mentioned in subchapter 4.1.1.

1.   KPMG will operate as a quick solution provider, offering digital products and solutions.

The sessions made clear KPMG in the future will become a solution providor. Projects are becoming shorter and will deliver more instant value tot the client. The digital infrastructure of KPMG however, should include the human aspect and personal relationship with the client.

2.   KPMG will act as an orchestrator with as main service offering to create knowledge of stakeholder alignment

The sessions validated the scenario of KPMG as orchestrator and was perceived to be the closest to their current service delivery. In the future their focus will be more on including different knowledge parties, such as technology providers.

3.   KPMG will become a digital advisor where the touchpoint with the client is mainly digital, and support is 24/7.

This statement is not valid, KPMG will always keep its people central in the relationship and therefore never want to solely communicate with their clients via technology.

4.   KPMG will involve the client in every step of the way, to make sure the solution is co-created.

This statement is validated, KPMG in the future wants to shift their client relationship into a more equal relationship, therefore offering transparany in projects is of great importance.

All four of the scenarios cover in some ways the current and future service offerings from KPMG. The reflection sessions showed that the scenarios most true to KPMG and its values , are the ones where the consultant acts as orchestrator and where the client and consultant are co-creators. It is argued that especially this co-creation part of involving the client in the process is of importance to include in the future client relationship.

The co-reflections revealed the future relationship should focus also on new ways of approaching the client.

4.1.4.   Key takeaways for the next iteration

These are the key takeaways to be included in the design of the second iteration presented in 4.2.2:

•   The four scenarios need to be merged into one future KPMG client-consultant relationship that represent KPMG's DNA of safety and trust.

•   KPMG's digital infrastructure should enable a trusted environment for client and consultant.

•   The acquiring of clients and the end of the relationship should be considered when designing this relationship.

•   KPMG will become a solution provider.

•   KPMG needs to involve the client in every step of the project process, enabling co-creation.

•   Focus of the future relationship should be on giving the consultant the ability to focus on knowledge creation and letting the digital infrastructure work for the consultant in terms of personalization, replacing the networking activities of partners.

Iteration 2.0:
The Humanly digital client relationship

Sub-introduction

This section presents the second design iteration of the humanly digital client relationship. First the purpose of this design iteration is explained with use of statements that need to be validated. Second, the design of the iteration is presented. At last, the validation and key takeaways for the next iteration are discussed.

4.2.1.   Purpose

The purpose of this design iteration is to validate a design for KPMG's future client relationship and to discover insights for the future positioning of Dialogue with the use of three concept directions. Appendix G presents the involved stakeholders, the three concept directions, the presentation and script.

The designs are used to validate the following statements:

1.   **KPMG should be pro-active in their digital client-engagement**

2.   **KPMG's client relationship should include an exta step focusing on personalizing the client experience with use of modular project components.**

3.   **KPMG should offer clients centralized interaction spaces.**

4.   **KPMG's future relationship is a continious relationship.**

5.   **Dialogue should be a digital selling experience creator for consultants that offers pro-active selling experience for clients.**

6.   **Dialogue should be a project creator that enables consultants and clients to interact within a hybrid project space.**

7.   **Dialogue should be a relationship management tool or digital glass cabinet where a client can always go back to find results of previous projects and enables consultants to give pro-active advice to clients.**

The design probes include a design of the future client relationship and three Dialogue concept directions.

4.2.2. Design
This sub-section, presents a validated possible future of KPMG's client relationship(figure 22).
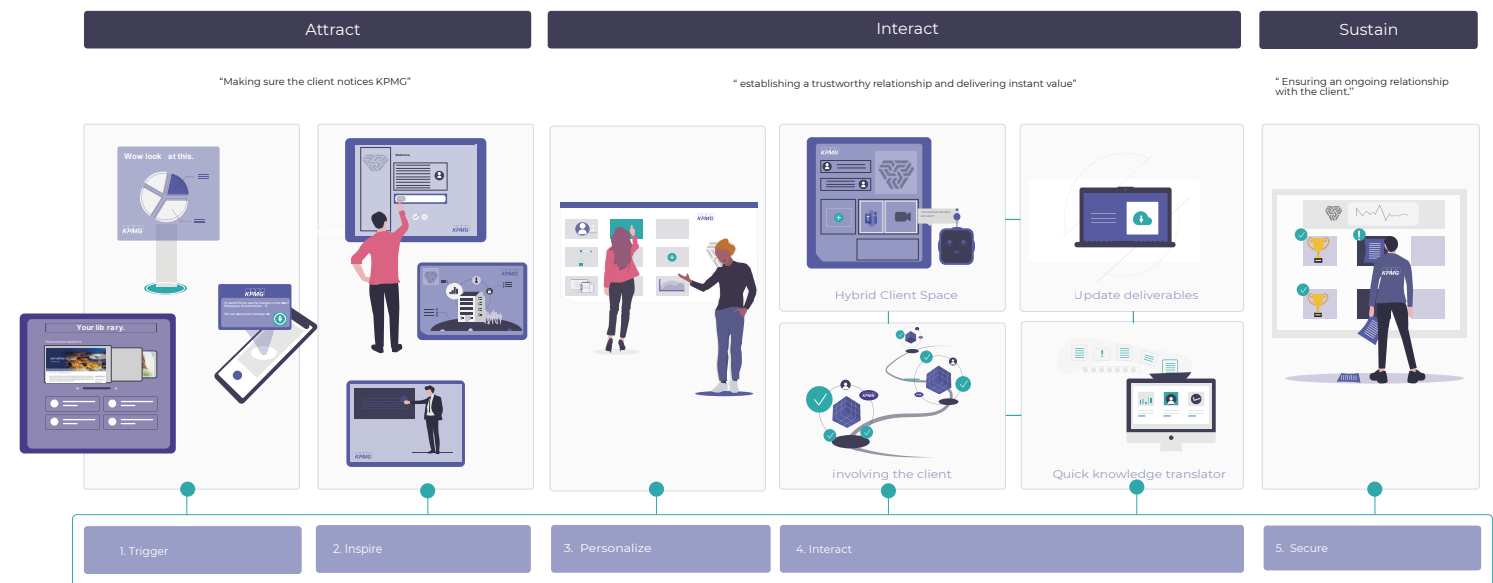

Figure 25 Design of KPMG's humanly digital client relationship (for bigger image see Appendix G8)).

Vision:
KPMG's Humanly Digital client relationship: Enabling people driven progress with use of technology

In the age where data and information are changing power-arrangements, KPMG sets the first step towards a digital future together with its clients.

The client is more digital and knows more about its own business due to widely available data and market insights.

In the future client relationship, technology is the enablement for people driven progress ensuring KPMG's core values of safety and trust in becoming KPMG's unique selling point.

The humanly digital client relationship, translates those values into a stronger KPMG brand with co-created digital touch-points and personalization throughout the KPMG relationship. Now, client and consultant become equals in the project they design together. The digital infrastructure in this relationship facilitates the people of KPMG to focus on their expertise and creating of knowledge.

This relationship is characterized by pro-active client approaches, centralization of knowledge, collaborative ownership and relationship continuity.

The future relationship consists of three different activities, attracting, interacting and sustaining.

Consultant activities

This sub-section explains the different activities and touchpoints within the relationship. The activities refer to certain stages that are visible in figure 25.

Trigger
In this phase (see figure 25; trigger) KPMG is all about winning in the new reality by pro-actively 'triggering' clients to buy their services. KPMG will make use of pro-active and personalized client approaches to attract new clients via multiple digital touchpoints, but all from one seamless KPMG story. KPMG's sales department and business will combine their forces in creating these client approaches.
In the future, KPMG will provide their clients with immersive selling experiences, such as the KPMG Shopping Window that will allow clients to see all the possibilities KPMG has to offer interactively. These new selling approaches will be more directed towards clients online, and on social media platforms such as Linkedin.

Inspire (see figure 25: inspire):
KPMG provides its clients with pre-made mini projects, that already give them an insight in how an actual project would look like. This personal approach can stimulate trust by letting the potential client know; KPMG is aware of the opportunities and threats the firm is facing. Via this mini project, the client can interact with the consultant and ask specific questions about certain components. For example a pre-made data dashboard with some insights ready for the client to put to use.

Personalize (see figure 25; personalize):
The 'personalize' activity is an additional step in the client relationship and allows KPMG to offer modular consulting services. The client can tailor the project to its preference, by selecting the people, the digital tools, the kind of meetings and the kind of support. In the future, KPMG will involve more third parties such as technology providers and specific solution architect to create project experiences together with clients. Furthermore, digital touchpoints within the KPMG relationship are adjusted to fit the client not only in look and feel, but also in tone of voice and interaction. These interactions are created with no-code tools by the business itself.

Engage (see figure 25; engage):
In the future, KPMG's projects centralize around one point of interaction between the client and the consultant. A hybrid KPMG project space will centralize knowledge and communication. The strength of this space lies in quick knowledge-creating, allowing a more agile approach towards engagements and offers consultants the possibility to present solutions more frequently. Physical meetings are set-up with the use of the hybrid project space and rooms will be adapted to the client and project, creating a seamless project environment. For KPMG as a brand their human touch will remain important in every project, therefore engaging with their client on a personal level will be included with the use of personal face-to-face conversations and physical brain-storm meetings to stimulate innovation.

Sustain (figure 25; Sustain)
The last phase of sustaining the relationship is about translating the hybrid project space into a relationship space. The hybrid project space stays active and operates as a lasting digital touchpoint between KPMG and their client after a project finishes. KPMG can have direct insights into the client process and market, enabling them to actively trigger the client with new solutions or insights. This way, the client relationship is stays active and has become continious.

4.2.3. Validation

This sub-section describes the validation of the statements mentioned in subchapter 4.3.1.

1.   KPMG should be pro-active in their digital client-engagement
Yes, KPMG is starting to evolve towards more pro-active client engagement. However, there is no overview on these client-approaches, which can lead to potential clients being targeted by different business units wihtin the same firm.

2.   KPMG client relationship should include an exta step focusing on personalizing the client experience with use of modular project components.
In the future solutions architects will provide help in building each client relationship, this special factor of tailoring to client needs could be the differentiator for KPMG.

3.   KPMG should offer clients centralized interaction spaces.
KPMG does not want to create their own project portal, but rather use existing solutions such as microsoft teams or the solutions clients already use.

4.   KPMG's future relationship is a continious relationship.
Opinions differ on this matter. The relationship will be more continious with KPMG providing more solutions at the end of projects. These solutions will remain with the client and offer the ability for KPMG to use them actively to pro-actively offer new services. However, the personal connection still remains relevant and the approaches towards the client should not only be in one place.

5.   Dialogue should be a digital selling experience creator for consultants that offers pro-active selling experience for clients.
KPMG wants different educating roles for employees, so everyone knows how to create digital solutions that will better serve their client needs. Consequently, consultants can use their expertise with the scaffolds provided by technology.

6.   Dialogue should be a project creator that enables consultants and clients to interact within a hybrid project space.
Dialogue should be a tool that operates as a project space, but rather give consultants the opportunity to quickly built personalized project spaces. There is a need for a project experience that can centralize all relevant project information and communication.

7.   Dialogue should be a relationship management tool or digital glass cabinet which a client can use to go back and find results of previous projects and enables consultants to give pro-active advice to clients.
Dialogue should not become a relationship management tool, but rather offer the possibility to create lasting points of interactions, such as digital knowledge libraries or knowledge dashboards.

Further findings of the co-reflective sessions are :

1.   KPMG is becoming a solutions oriented company instead of an expertise provider, but with technology as support and enabler rather than as guidance. Therefore consultants in the future should be able to quickly create digital solutions.

2.   Digital KPMG experiences within every client touchpoint should have a KPMG strategy on a global scale. Eventually KPMG wants to design the digital client journey together with clients.

3.   The creating of digital client touch-points should be a joint effort throughout KPMG. Involving markets and sales   in helping the business to create better client services and propositions, and the other way around.

4.   The sessions showed, the future client relationship framework can be put to use in further feature development and also in stakeholder negotiations. Currently, stakeholders often lack the vision for further implementation and use of Dialogue or digital experiences for their client relationships in general. With this framework, conversation can more easily be started and put into perspective.

4.2.4. Key Takeaways for next iteration

This sub-section describes the key takeaways of this iteration as input for the next iteration.

The outcomes of this iteration showed that **the three concept directions are actually not concept directions of Dialogue as a product, but archetypes of the experiences consultants should be able to create with Dialogue.**

So for the next Iteration, Dialogue should facilitate the creation of the following experiences:

1.   Digital Selling experiences that can enable pro-active client approaches.

2.   Project interactions that facilitate co-creation and enable transparency within projects.

3.   Business solutions that enable lasting engagement with clients and allows KPMG to create fitting solutions for clients.

For the positioning of Dialogue within KPMG the following insights are used for the next iteration:
·   KPMG needs insight in their client experiences
·   KPMG wants a global approach towards client experiences
·   KPMG is becoming a solutions provider
·   Business partners and consultants are owners of the client relationships, marketing and sales should support the business in maintaining their client relationship.

For the design of Dialogue as a product the following insights are used for the next iteration:

·   Dialogue should enable consultants to use their knowledge of their clients to create fitting digital experiences.
·   Dialogue should support consultants in creating the right experience
·   Every consultant should be able to use Dialogue
·   Dialogue should not be replaceable by existing digital tools and not too heavily rely on technology

Iteration 3.0:
Dialogue as client-experience expert

Sub-introduction

This section presents the third design iteration. A design proposition for Dialogue as client-experience expert. First the purpose of this design iteration is explained with use of statements that need to be validated. Second, the design of the iteration is presented. At last, the validation and key takeaways for the next iteration are discussed.4.3.1. Purpose

4.3.1. Purpose

The purpose of this design iteration is to validate the future proposition of Dialogue as a client experience expert and to gather insights for the final design. Therefore, internal stakeholders were involved in co-reflective sessions to validate the proposition. Appendix H presents the involved stakeholders and used designs for this iteration.

The designs are used to validate the following statements:

1.   Dialogue should be the global orchestrator KPMG digital client experiences

2.   Dialogue should be positioned as an expert on digital client-experiences

3.   KPMG needs an inventory of their digital client experiences

4.   KPMG Sales and marketing teams need to be involved in the creating of experiences.

5.   Consultants need to be guided through the process of creating experiences

4.3.2.   Design: Dialogue as client-experience expert

This sub-section, presents the validated design of Dialogue as client-experience expert.

Product Positioning
Dialogue will be the expert of KPMG's own digital client experiences. Enabling consultants to build the right digital experience together with their clients to ensure KPMG will win in the new reality.

Dialogue will both become the orchestrator and facilitator of KPMG's digital client experiences. Dialogue, the digital client experience expert will support KPMG in creating the right digital touchpoints within their future client relationship to help KPMG stand-out from the competition and win in the new reality. Figure 26 present Dialogue's working principles.
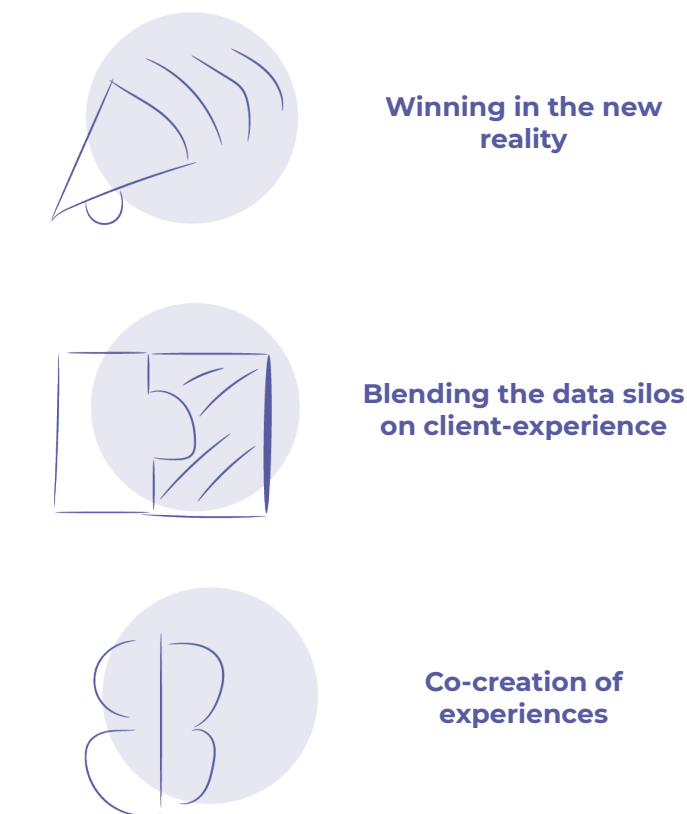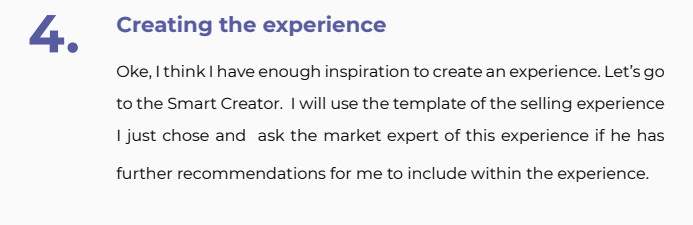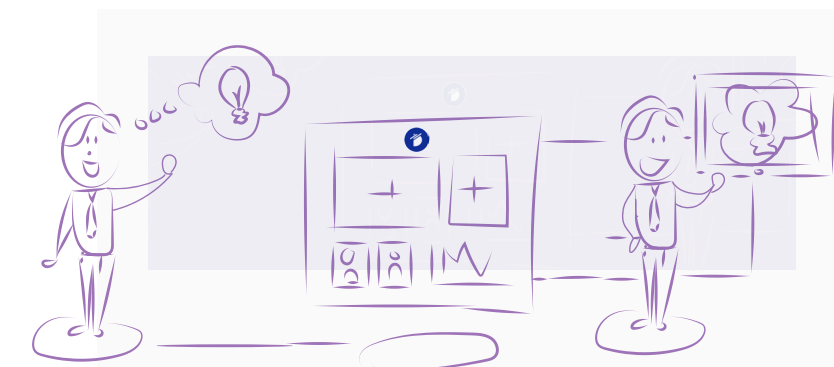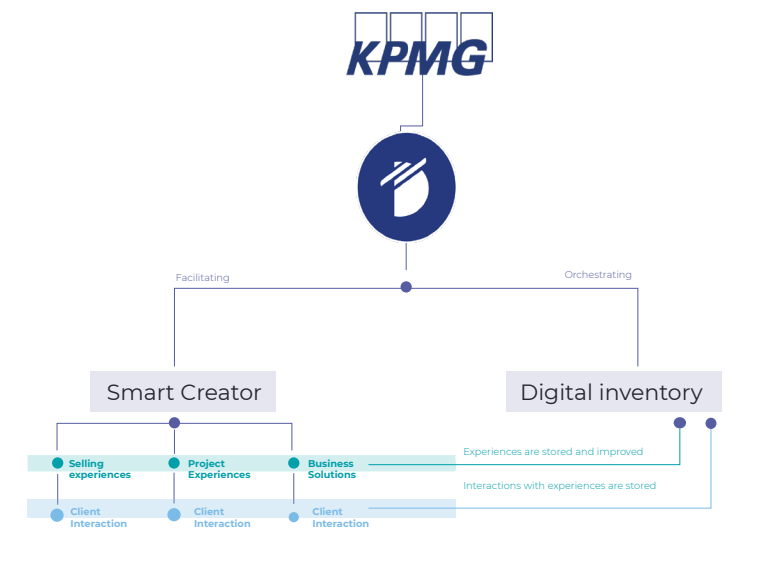

Winning in the new reality

Blending the data silos on client-experience
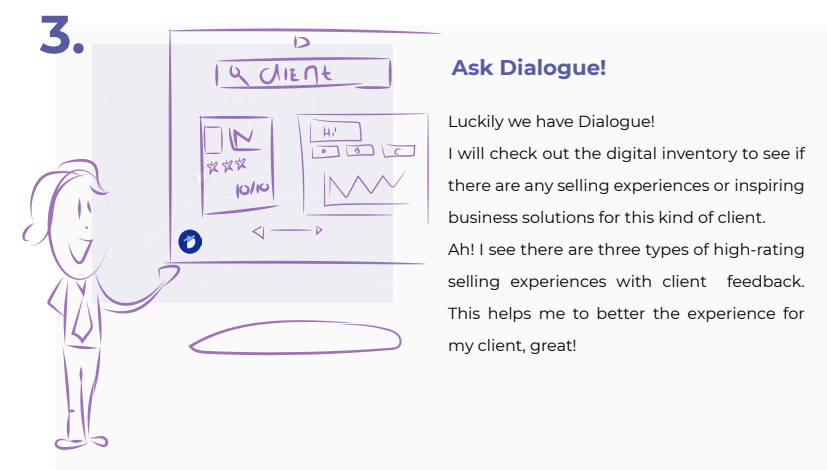

Co-creation of experiences

Figure 26: Dialogues principles

Dialogue will make sure the silos of the different business units and departments on digital client experiences are broken down. The proposition enables Dialogue to facilitate KPMG in building their digital client experiences together with clients. Dialogue has two main features, the Smart Creator and the Digital Inventory, figure 27 resembles Dialogues main features.

The user scenario below illustrates a scenario of a consultant using Dialogue to create a proposal.

Figure 27: Dialogues main features

1.

Getting to know the client.

The consultant is owner of the relationship and knows what his/her client needs by creating a personal connection with the client.

2.

How can we make KPMG stand-out from the competition?

'Hmm, I know we have the right expertise to give our client a fitting solution, but they expect us to show them our digital capabilites and flexible service offerings. I am not sure yet what the right client experience can be to win this engagement. I vaguely remember another team working for this client as well..

3.

Ask Dialogue!

Luckily we have Dialogue!
I will check out the digital inventory to see if there are any selling experiences or inspiring business solutions for this kind of client.
Ah! I see there are three types of high-rating selling experiences with client feedback. This helps me to better the experience for my client, great!

4.

Creating the experience

Oke, I think I have enough inspiration to create an experience. Let's go to the Smart Creator. I will use the template of the selling experience I just chose and ask the market expert of this experience if he has further recommendations for me to include within the experience.

5.

Showing the client

I shared the experience with the client and.. they loved it! Dialogue helped us to translate our vision into a digital experience the client had never seen before. They expressed to us they would like to use Dialogue during the project. Next, we will use Dialogue to create a personally tailored project space that will provide them with continuous insight into the project process. We will involve the client in the creation of this experience to ensure we answer all the needs..

4.3.3. Validation
The reflective sessions showed the future positioning of the product fits with KPMG's overall vision and Dialogue.

The product positioning fulfills KPMG discovered need of orchestrating digital client experiences globally.

1.   Dialogue should be the global orchestrato of KPMG digital client experiences
This statement is validated by the CTO of KPMG NL. He states Dialogue should be scaled to the global KPMG network to make sure that these client experiences are becoming a common understanding throughout the partner network.

2.   KPMG needs an inventory of their digital client experiences
The digital inventory will enable Dialogue to contribute to the global KPMG network. KPMG can then use this inventory to orchestrate and navigate the global brand experiences throughout the relationship.

3.   KPMG Sales and marketing teams need to be involved in the creating of experiences.
From a sales perspective, Dialogue can be of great value in keeping the digital client relationship insightful. Currently, valuable client information gets lost, because of the lack of effort to document specific client acquisition outcomes. Especially when engagements or client approaches are not successful. Dialogue should have an active take on gathering feedback and knowledge about the created experiences and should be integrated into KPMG's current CRM tooling or future digital experience platform(see chapter 3.2.2 competitors).

4.   Consultants need to be guided through the process of creating experiences.
The third scenario, the guided question list for the consultant, turns out not to be practical. Consultants do not have enough knowledge about digital experiences to understand what exactly they want to create. Consequently, Dialogue should let them choose from different options instead of consultants creating the options.

4.3.4.   Key Takeaways for final design

There are three key takeways for the final design of the vision and strategy of Dialogue.

First of all, the design should offer more insight into the involvement of marketing and sales. The final design of Dialogue's product vision should specify the involvement of marketing and sales within the experience creating journey. The focus should be on gathering specific knowledge about the winning and losing digital client experiences.

Secondly, the Smart Creator should include different journeys for the three different experiences. Adding to this, Dialogue should educate the consultant on using these different experiences within their relationship. The consultant only needs to focus on answering the client question as quickly as possible.

Lastly, the client involvement in the creation of experiences should be integrated within the design of Dialogue.

Conclusion

Sub introduction

This sub-section concludes the findings of the research through design phase and answers research sub-questions 3 and 4;

SQ3: How should KPMG's future client relationship look like?
SQ4: How should Dialogue position its product?

4.4.1.   KPMG's future client relationship
This section answers the following sub-research question:

SQ3: How should KPMG's future client relationship look like?

With design iteration 1.0, the author used the design of four potential KPMG client relationship scenarios to discover and validate KPMG's future interaction between clients and consultants and the role of technology within this relationship (chapter 4.1).

The first iteration showed the digital infrastructure of KPMG should enable consultants to focus on knowledge creation. In KPMG's future projects the client and consultants are co-creators and the consultant delivers agile client solutions, see figure 28.
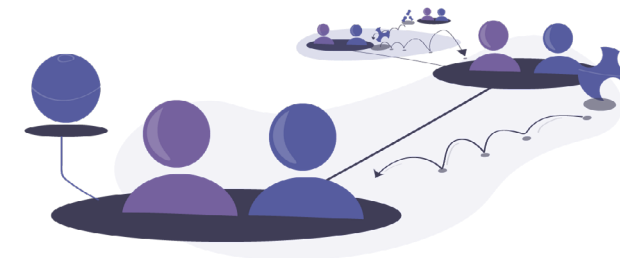

Figure 28: Visualisation of future KPMG scenario; KPMG as quick solution provider where the client is involved in every step of the project.

The second design iteration (chapter 4.2) was initiated from this future KPMG scenario. The second design proposed the future KPMG humanly digital client relationship.

The insights from the second design iteration resulted in some changes of the design of KPMG's

client relationship presented in chapter 4.3.

KPMG expressed the need to involve solutions architects within their future client relationships to facilitate modular service offerings to clients to increase personalization(chapter 4.3.3). The digital touchpoints within KPMG's future client relationship should be globally orchestrated, to create a seamless KPMG brand experience(chapter 4.3.3). This insight, gives the opportunity to position Dialogue as orchestrator of these experiences.

Furthermore, stakeholders express the creation of digital client-touchpoints should be a joint effort throughout KPMG. Currently, sales, markets and business units operate independently. The business units (the consultants) are seen as the owners of the client relationships. Therefore, marketing and sales should support the business in creating better client services and propositions, and vica versa(chapter 4.2.3).
In the future, KPMG will become a solutions oriented company instead of an expertise provider, therefore consultants should be able to quickly create digital solutions to create instant value for their clients(chapter 4.3.3).

Within this future client relationship, there are three kinds of digital touchpoints that consultant should be able to offer clients: Pro-active digital selling experiences, interactive project experiences and digital business solutions (chapter 4.2.3).

The future client relationship of KPMG should be Humanly Digital. This means the digital infrastructure should enable the people of KPMG to use their own expertise and knowledge to provide clients with fitted solutions. Furthermore, the digital touchpoints with clients are co-created and personalization is at the forefront of this relationship. The future client relationship revolves around the client and consultant becoming equals in a process they design together.

The future relationship will consist of three activities:

Attract, making sure the client notices KPMG with use of pro-active digital approaches and immersive selling experiences, such as the KPMG shopping window (chapter 4.3.2).

Second , Interact , where the client first gets the opportunity to choose modular KPMG services to create their personal KPMG experience. During

the interaction of the project knowledge and communication are centralized and transparency is provided with use of fitting digital touchpoints such as digital project experiences.

Third, Sustain, ensuring the ongoing relationship with the client. KPMG secures all their relationships with either the use of co-created digital solutions by client and consultant or provided KPMG relationship spaces where KPMG has active insight into the client business. This allows KPMG to, again pro-actively trigger clients with pre-fabricated solutions.

4.4.2. Dialogues future product positioning

With design iteration 2 and 3 the fourth research question can be answered.

SQ4: How should Dialogue position it's product?

Design iteration three (chapter 4.3) and co-reflection sessions with Dialogues product manager, KPMG's CTO and three consultants validated the following positioning statement for Dialogue:

Dialogue as client experience expert, will be both facilitator and orchestrator of KPMG's digital client experiences. Dialogue will provide consultants the scaffolds to use their knowledge and expertise to create digital experiences together with their clients. Furthermore, Dialogue orchestrates the digital experiences from a global perspective, ensuring the seamless KPMG brand image.

Dialogue will consist of two main features, the Digital Inventory and the Smart Creator.

The Digital Inventory makes the created experiences insightful and actionable. Dialogue will enforce KPMG's current and future CRM system with practical knowledge and insights on the created experiences.

Dialogue will facilitate the creation of these experiences with the Smart-Experience creator, that enables consultants to quickly use validated client-experiences to deliver instant value to their clients.

4.4.3. Implications

The answers to research question 3 and 4 serve as input for the Final design, which is presented in the next chapter. This final design is based on the proposed design challenge in chapter 1.2:

Design Challenge:
"Develop a product vision and strategy for Dialogue to position themselves within KPMG's future client-consultant relationship."

05

FINAL DESIGN

This chapter answers the design challenge . Chapter 5.1 introduces the approach of the final design and the purpose of each deliverable. The second section presents the vision and the rationale of the positioning. Chapter 5.3 presents the re-design of the future Dialogue tool. In the 4th section the strategic roadmap is presented that will lead Dialogue towards the proposed vision. Finally, the fifth section proposes a more short-term strategy on how to start to implement the overall vision.

DC:
Develop a product vision and strategy for Dialogue
to position themselves within KPMG's future client-consultant relationship.
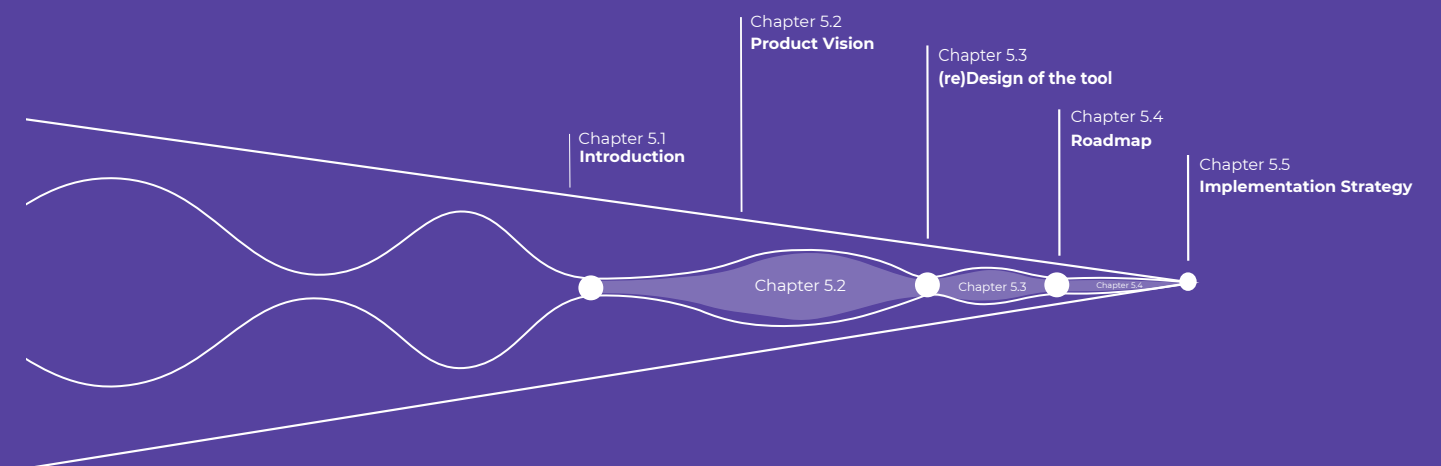

Chapter 5.1
Introduction

Chapter 5.2
Product Vision

Chapter 5.3
(re)Design of the tool

Chapter 5.4
Roadmap

Chapter 5.5
Implementation Strategy

Chapter 5.2

Chapter 5.3

Figure 29: Overview chapter 5

Introduction

Sub introduction

This section explains the approach for the creating of the final design and presents the purpose of the different deliverables.

Approach

Throughout this project, the author is committed to an iterative design approach (chapter 1.4), this means that also the final designs are continiously shared with internal KPMG stakeholders to validate them, reflecting on the validity, feasibility and desireability.

Goals of the future positioning.

As described in chapter 1.2 (the project assignment), the design challenge of this thesis was to develop a product vision and strategy for Dialogue to position themselves within KPMG's future client-consultant relationship.

The final deliverables of this thesis are: a product vision, roadmap and implementation strategy. These deliverables communicate the rationale of the proposition. The deliverables can be used as inspiration and support for Dialogue's future product development and for the Dialogue team to communicate their vision towards their stakeholders.

Communicating the future positioning

Multiple deliverables present the different aspects of the product positioning. This chapter presents the following deliverables:

Future vision to communicate with stakeholders

Rationale of the postioning to communicate with stakeholders and the Dialogue product team.

(Low-fidelity) Wireframes of Dialogues future main screens to explain the main features

(Low-fidelity) Wireframes to communicate the different experience creation flows within the future platform

Vision roadmap to explain the three different development stages

Short-term implementation strategy with some additional wire frames to communicate the first steps to take for the Dialogue team.

Communication material for future feature and platform developments

Inspire Dialogue product team

Communication material for stakeholders

Product vision

Sub introduction

This section presents the product vision and the rationale behind the product positioning.

5.2.1 Future vision

Dialogue will be the expert of KPMG's own digital client experiences. Enabling consultants to build the right digital experience together with their clients and ensures KPMG's winning in the new reality.
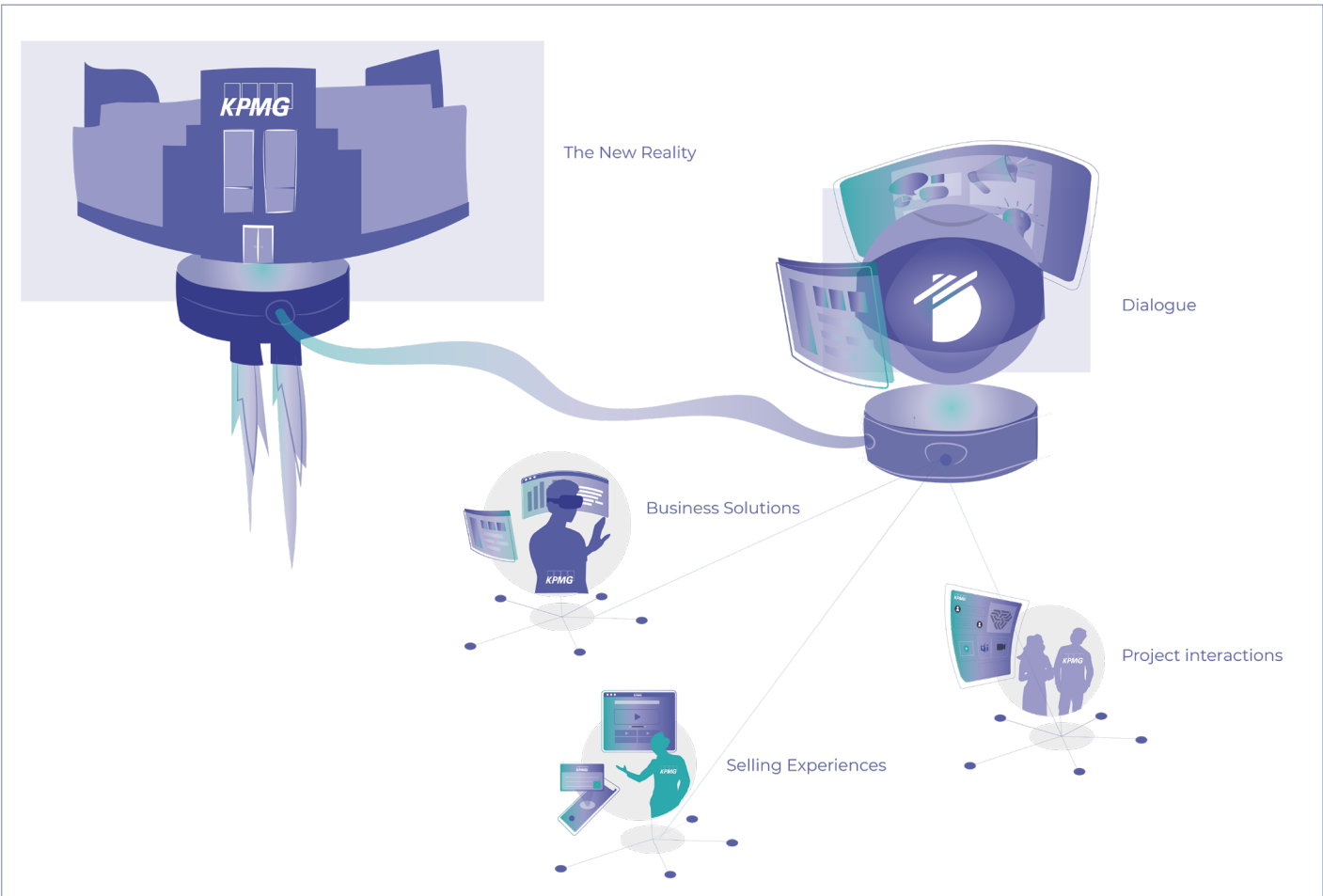

The New Reality

Dialogue

Business Solutions

Project interactions

Selling Experiences

Figure 29: KPMG winning in the new reality with the client experiences provided by Dialogue.

5.2.2 Rationale product positioning

In the digital age and the more transparant consulting market, clients want consultancies to regularly provide them with innovative solutions and pro-active service offerings (chapter 3.4.1). The project experience is a competitive differentiator for clients to choose a consulting firm (chapter 3.4.1 and 3.4.2). KPMG therefore needs to remove the internal data silos to create seamless customer experiences (chapter 3.4.4)

Dialogue offers KPMG the ability to elevate their client experiences. Consultants can use the smart-creator to build digital selling experiences that enable pro-active client approaches. Second, the smart-creator facilitates project interactions that enable co-creation and transparency within projects. Third, with the Smart Creator consultants can translate their business propositions in digital business solutions that enable lasting engagement with clients.

In addition to these three experiences, the digital inventory enables KPMG to globally orchestrate the created experiences. The created experiences can be adjusted to form a global strategy and create a seamless KPMG brand experience

As stated in chapter 3 the role of the consultant is changing. The future of consulting lies in collaboration, agile approaches and focuses on generating knowledge and creating instant

value for clients. Dialogue therefore supports the consultant in focusing on creating the best value for their clients (chapter 3.4.3).

Dialogue offers KPMG its consultants the ability to quickly create digital solutions together with clients that offer them the personalization they need. This supports the view on KPMG's future role of solutions provider and co-creator (chapter 4.5) and facilitates KPMG's humanly digital client relationship (chapter 4.5).

Dialogue is an internally built tool with a high focus on safety and security. Now, KPMG has a secure internal product that can safely store client experiences and feedback on the generated experiences. This proposition enables KPMG to break down the data silos of client experiences within the firm and join all the forces (the business, markets and sales) in creating their digital future together with their clients.

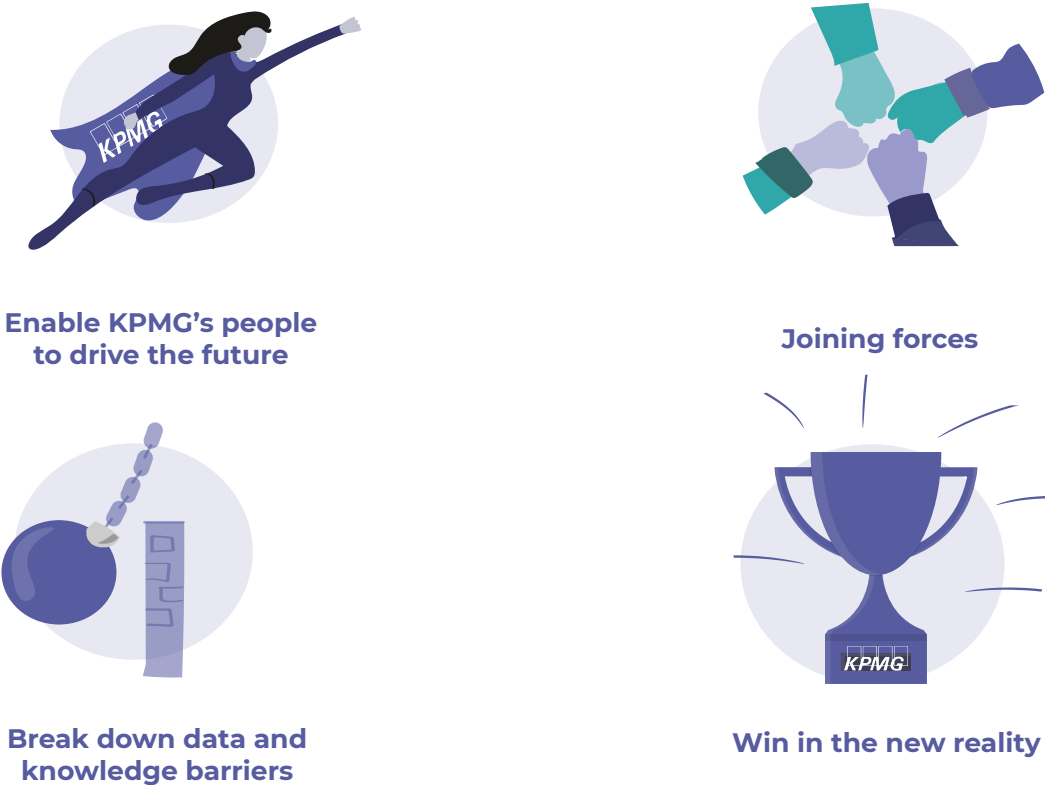Figure 30 illustrates the value pillars Dialogue brings to KPMG.

Enable KPMG's people to drive the future

Joining forces

Break down data and knowledge barriers

Win in the new reality

Figure 30: Why should Dialogue enforce this proposition? The four pillars of value for KPMG.

62

(Re)Design of the tool

Sub introduction

This section presents re-designs for the future use of the tool. The main pages are presented with corresponding wireframes.

The main pages

The author proposes a change for the mainscreens of Dialogue. The current design of the tool consists of five main screens (see chapter 3.2). The new design proposes three main screens, the home page, the creator and the digital inventory which figure 31 presents. This design presents users with three screens and highlights the main features of the tool, creating experiences and orchestrating experiences. This new design will clarify the purpose of Dialogue to KPMG employees. The complete designs can be found in Appendix I.

5.3.1.   Design of the homescreen

Purpose of the page

Dialogue wants to enable every consultant to easily use the tool, therefore the home page should be the supportive page for the consultant(see figure 32). The report creator (old design) becomes the experience creator and gives the consultant the overview of the three different experiences.

The purpose of this page is to inspire, educate and support consultants in creating fitting client-experiences for the humanly digital client relationship (chapter 4).

Supporting, inspiring and educating

The home page of Dialogue showcases top of the month experiences to inspire consultants to try-out certain experiences to better their client relationship.

Furthermore, the page includes an overview of the three different experiences that can be made and how they can benefit the consultants client relationship. This to educate the consultant on the implementation and creating of experiences.

The page also offers information on how KPMG can start winning in the new reality , with information on the different digital solutions and their purpose in the client relationship. KPMG can use this to communicate their strategy on digital client experiences.

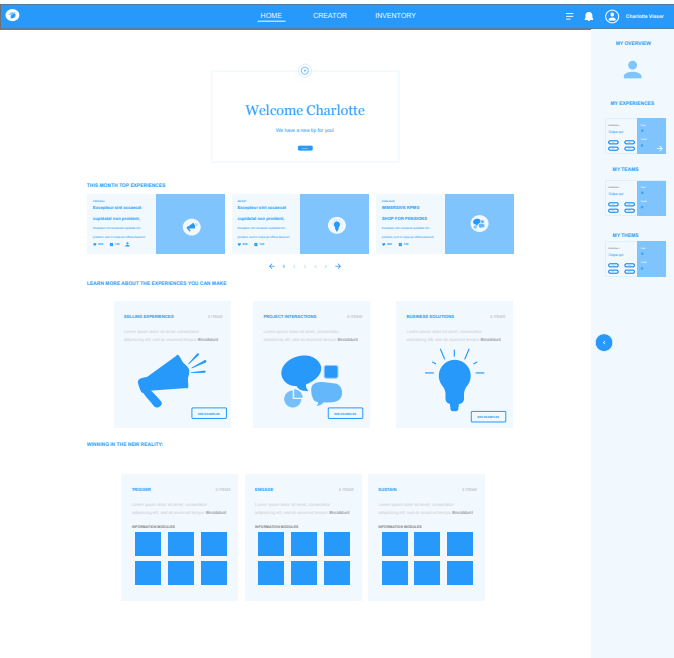Figure 31: Main screens Dialogue: Welcome screen, the Smart Creator, the Digital Inventory

Figure 32: Proposed Design for the new homepage

5.3.2. Design of the Smart Experience Creator

Purpose of the feature:

Figure 33 showcases the design of the Smart Creator. The consultant can use the Smart Creator to quickly create digital solutions for clients, with use of proposed modules and technology integrations. The experiences can be co-created by consultant and client and offers the possibility to include sales and markets experts, which is showcased in figure 34.

The creator has a clear overview of the three experiences that can be created(figure 33).

There are three different experience creation journeys.
- Selling experience
- Project experience
- Business solutions experience

Appendix I presents the complete journeys of the different experience creating journeys.
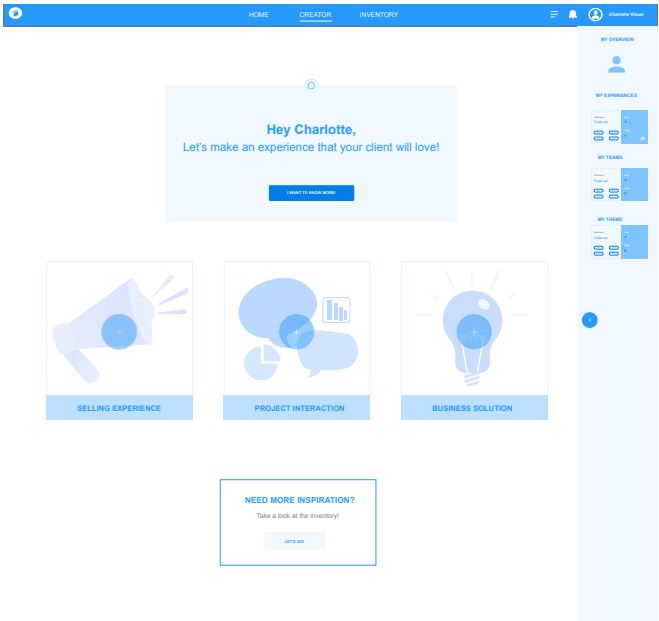
Figure 33: Design of the smart-creator

Add technology integrations and sharing options.

Personalize the experience in style and tone of voice.

Discover previous interactions from clients within the experience.

Look for previous engagements or ask market experts for help.

Figure 34: Functions of the smart creator.

5.3.3. Design of the Digital Inventory

The digital inventory is the place for business, sales and markets to discover winning client experiences and get inspired by the created solutions (see figure 35). The knowledge created with the smart creator will be stored in the digital inventory.

Purpose of the digital inventory is:

- Creating insight in winning experiences
- Creating insight in sales experiences
- Creating insight in KPMG's current digital services/solutions

The inventory makes experiences insightful and KPMG can decide on the succesful ones that should commonly be used. Experiences are rated by clients and consultants who previously used them, in this way the experiences are improved on over time.

The inventory gives insight in winning and losing experiences. It also provides the opportunity for the sales and markets units to view the experiences and business solutions thats are created by the business (see figure 35 and 36).

With the KPMG shop experience, multiple digital business solutions can be clustered and shared with clients (figure 36). In this way, KPMG can provide potential clients with a new way of showcasing KPMG's capabilities as a firm.

The digital inventory includes an overview of the winning experiences and showcases the specific client-interactions(figure 36).It also offers a clear search function to find relevant experiences(figure 37).

Figure 36: The inventory offers the opportunity for sales experts to create combined shop solutions, experiences that cluster important market specific business solutions.

Figure 35: Design of the digital inventory. Clear search engine, overview of experiences and on the left a menu with the different experienes.
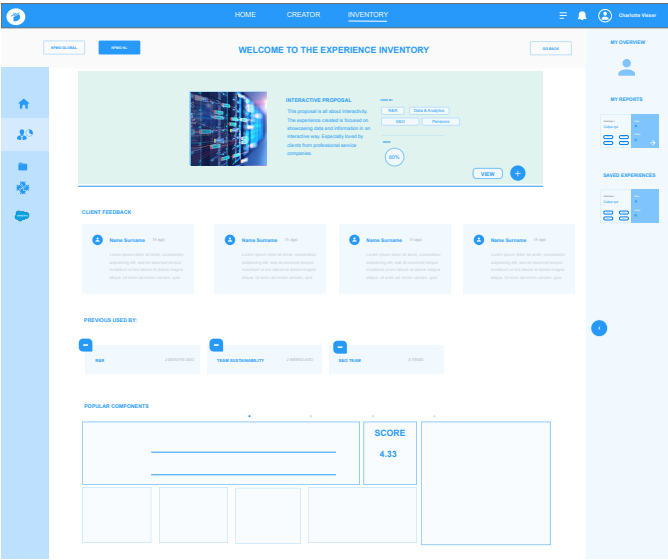
Figure 37: When viewing an experience, the exprience overview gives insight in the previous usage of the experience and the client-interaction with the experience. Both primary and secondary (data tracking) feedback is provided on the experiences.

Roadmap

Sub introduction

This section presents a roadmap for Dialogue. The purpose of this roadmap is to give the Dialogue product team a guided vision towards the future. Moreover, the product-team can use it as a boundary object to discuss potential futures with stakeholders. This section first explains how to interpretate the roadmap. Then section 5.4.2 explains the different horizons. Finally section 5.4.3 presents the actual roadmap.

5.4.1 Roadmap reading guide

The roadmap presents a possible road towards the vision and was derived from insights from the design iterations and trends (see chapter 3.4.4 Other trends). The roadmap visualizes the product vision in three stages, horizons (see figure 39 on page 70). Figure 38 present the roadmap readingguide.

The roadmap includes six different domains, it explains the purpose of each horizon (a), the goal of the platform development (b), the experiences that Dialogue should focus on (c), the digital tools Dialogue should integrate into their platform (d), the stakeholders to include (e) and important trends (f)(from chapter 3.3.4) . The rational behind the short time frame of five years is based on their digital business model, and in the current age, new digital technologi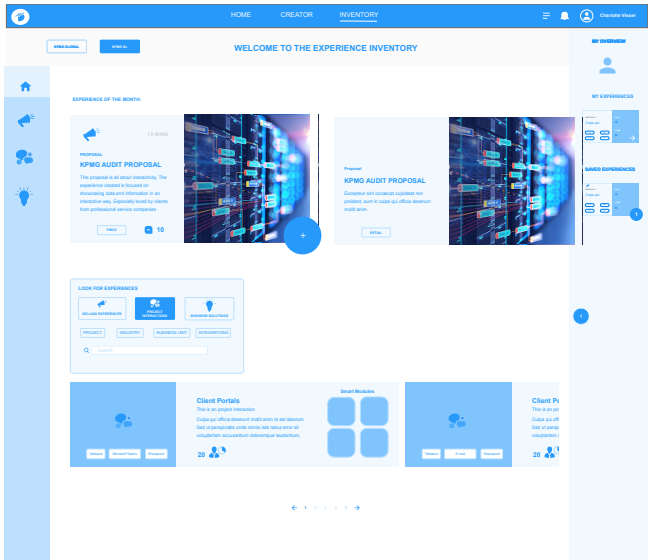es create rapidly new opportunities for product and service innovations that are challenging to control and to predict. (Nylén & Holmström, 2015, p. 66). Therefore Dialogue should continuously adapt their service model and product development roadmap.

Figure 38: Roadmap reading guide

5.4.2 Horizons

2022

HORIZON 1: Establishing the knowledge base

The first horizon focuses on educating the consultant on the future KPMG client relationship and guiding the user in creating the right client-experiences.

Goal of this horizon is to educate the consultant on the possibilities of Dialogue.

The first horizon is the start of collecting and storing information on client-experiences for the digital inventory. The Dialogue team should focus on gathering feedback from both clients and consultants on the creation and interaction of the experiences. This feedback should then be translated within the created experiences, to iteratively better them together with clients and consultants.

In 2022 Dialogue will provide consultants with validated templates for the three different experiences. In this horizon, the Dialogue team should initiate conversations with sales and market units to create a shared understanding thoughout KPMG and start decide on the different roles within the tool.

Digital experiences: Triggering the client with pro-active selling solutions.

Horizon 1 will focus on the personal and pro-active selling experiences. Dialogue should focus their product development on features that enable the creation of pro-active selling experiences, such as digital proposals and pre-frabricated mini soluti-ons (see chapter 4.2). In this horizion it is crucial for KPMG to experiment with new selling approaches.

With the creation of these digital proposals Dialogue should include the pursuit unit of KPMG in helping consultants create the right design for their digital proposals.

2024

HORIZON 2: Blending the silos

The second horizon focuses on integrating markets and sales into the Dialogue platform. Dialogue is connected to the customer relationship tooling of KPMG and provides this system co-created knowledge on the winning client-experiences. In this horizon, Dialogue has an inventory of co-created client-experiences that are insightful and easily adjusted.

Now, sales and market teams use Dialogue to discover created KPMG business solutions and potential opportunities for new clients.

Digital experiences: Interactive experiences

Consultants can use Dialogue to create digital so-lutions to create interaction within projects. Con-sultants can create hybrid project environments that stimulate collaboration and facilitate quick knowledge-creating. Technologies, such as data retrieval tools or visualization tools can be ad-ded to the project interactions.

2026

HORIZON 3: Orchestrating the experiences

In horizon 3, Dialogues enables KPMG to enforce their brand with validated and innovative client-experiences that will increase overall customer satisfaction and make KPMG standout from its competitors.

This horizon focuses on Dialogue going global and becoming the orchestrator of experiences. By this time Dialogue is used throughout the KPMG network and serves as client-experience expert, supporting KPMG in driving the future together with their people. KPMG now has an active strategy in digital client-experiences and has incorporated the humanly digital client relationship with use of Dialogue.

Digital experiences: Immersive experiences, solutions shops and hybrid project environments.

It is expected, that virtual reality and augmented reality are becoming mainstream technologies during this horizon and will be implemented during projects. This also will translate into KPMG's selling experiences, taking the client on an immersive KPMG journey. During this time, clients will expect KPMG to offer more hybrid experiences, such as "phygital" project spaces, that blend physical spaces with digital ones. Therefore in this

horizon Dialogue will start the collaboration and integration of other digital tooling that provides these experiences, such as Microsoft VR.

Now, Dialogue can fully facilitate the humanly digital client relationship and support consultants and KPMG in attracting clients with pro-active immersive selling experiences, such as the KPMG shopping window (chapter 5.3). KPMG secures all their relationships with either the use of co-created digital solutions by client and consultant or provided KPMG relationship spaces where KPMG has active insight into the client business.

The next page presents the strategic roadmap.

5.4.3 The strategic roadmap

2021 | 2022 | 2024 | 2026

HORIZON 1
Establishing the knowledge base.

HORIZON 2
Blending the silos.

HORIZON 3
Orchestrating the experiences.

PURPOSE:

PLATFORM DEVELOPMENT

THE DIGITAL INVENTORY

THE SMART EXPERIENCE CREATOR

HOME   CREATOR
WELCOME ,
WHAT DO YOU WANT TO CREATE?

LET US HELP YOU

Guide
the consultant in creating the right client experience, with learning experiences and knowledge

HOME   CREATOR   INVENTORY
BROWSE FOR EXPERIENCES
Experiences

Support
the user with validated client templates and expertise from sales and marketing.

HOME   CREATOR   INVENTORY
WELCOME ,
WHICH EXPERIENCE DO YOU WANT TO CREATE?
EXPERIENCE A   EXPERIENCE B
IMMERSIVE EXPERIENCES
VR

Smart
Dialogue as smart experience creator, that proposes consultants the right experiences for their clients .

DIGITAL EXPERIENCES

- Selling experiences
- Project experiences
- Business solutions

TRIGGER
Focus on pro-active triggering and inspiring of the client

INTERACT
Focus on creating interaction within experiences, involving the client and integrating with existing technologies.

IMMERSIVE
"the perception of being physically present in a non-physical world"
Focus on creating immersive selling and project experiences

INTEGRATIONS

Tableaux   PowerBI
CLARA   SAP

MicrosoftTeams
CRM-system   SalesForce

Microsoft VR
Digital Experience Platform

PLATFORM STAKEHOLDERS

The Business
The Pursuit Unit

Sales units
Marketing
Markets

KPMG Global pursuit unit
KPMG Global strategy group

TRENDS AND DEVELOPMENTS

- Data
- CX
- Technology
- The office

Regulation will heat up
Hyper personalization
Omnichannel experiences
Digital Twins
Online collaboration
Online office
Tech enhanced working rooms

Rise in use of Data-analytics software
Digital Experience Platforms (DXP)
Sales, marketing, customer services departments are blending
Data-as-a-service
Blending customer departments
Digital office Ecosystem

Emerging digital interfaces
Smart Gloves
Smart working rooms
Virtual Reality Presentation systems
working together in VR and AR

2026 Vision

Dialogue as client experience expert.

Orchestrating and facilitating KPMGs immersive client-experiences.

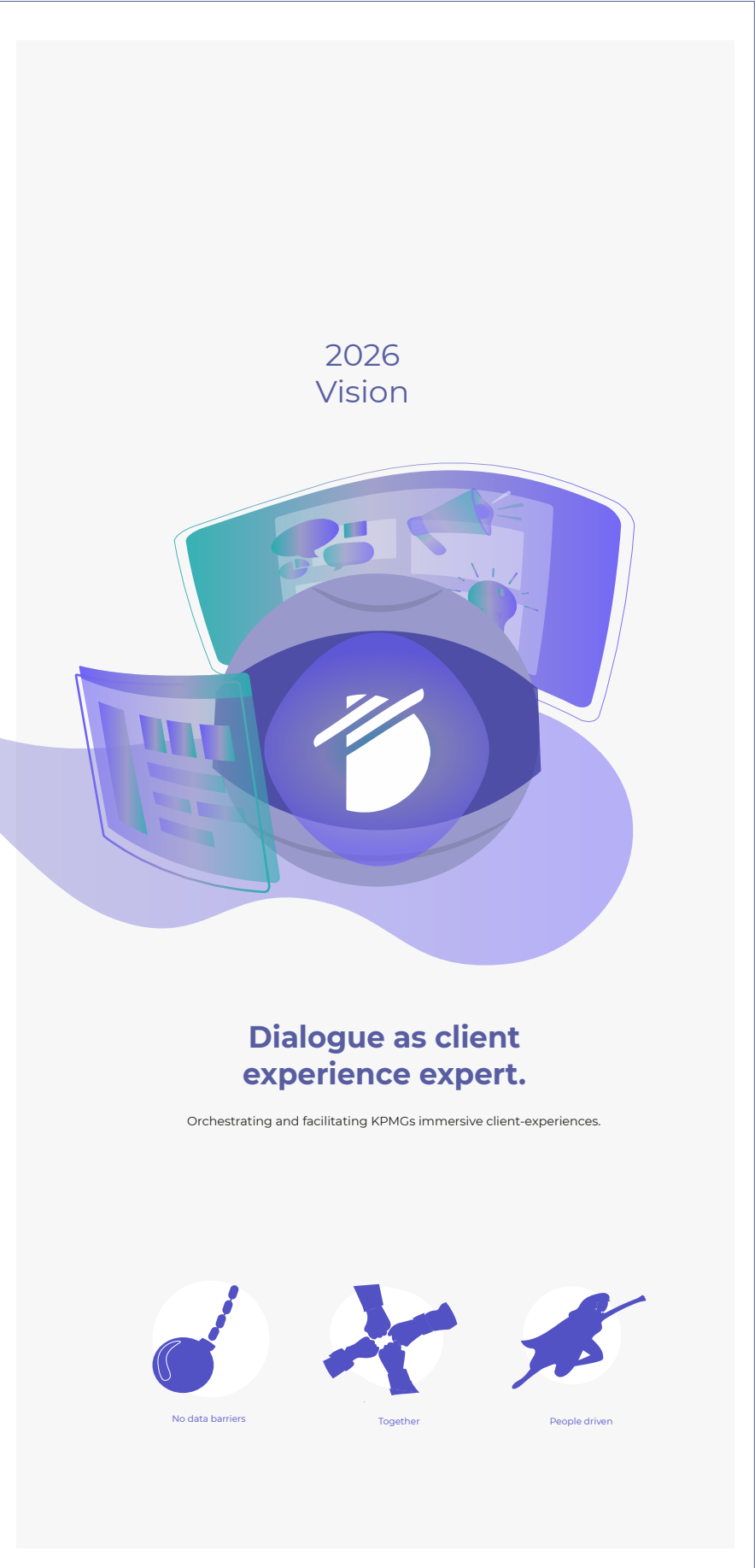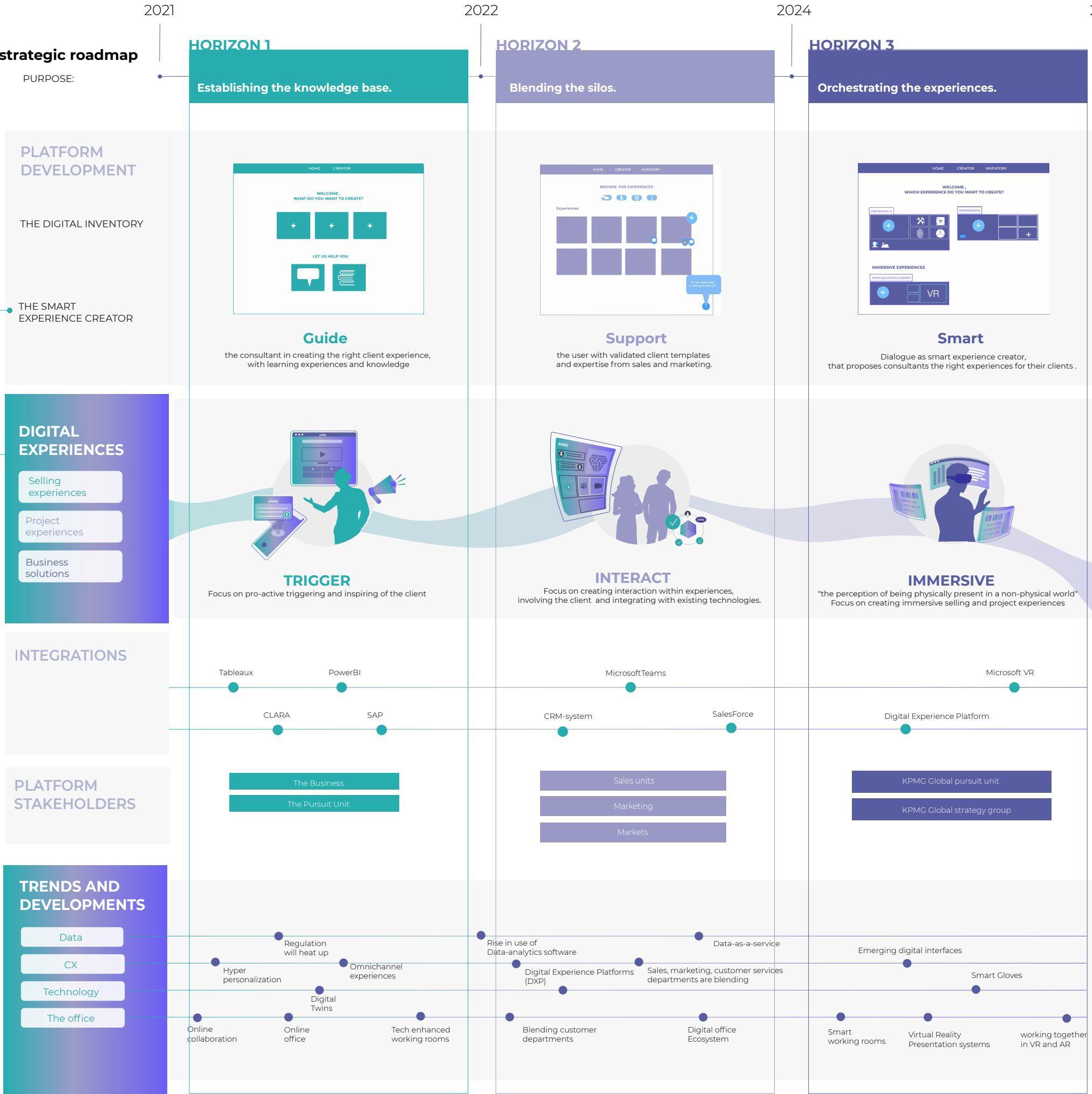No data barriers   Together   People driven

Figure 39: Strategic Roadmap; Dialogue as client-experience expert.

Implementation Strategy

Sub-introduction
This section presents a short term 6 months actionable strategy. The purpose of this strategy is to give the Dialogue product team a quick start on preparing for the future vision and ensure Dialogue is adopted within KPMG. The product-team can use the strategy as to-do list for the next 6 months or as discussion document to decide on the next steps. Furthermore, the 5 attributes of Rogers Attributes of Innovation(Rogers, 2003) are used to decide on the steps for a succesfull implementation of the product positioning.

5.5.1 What to do next?
The short-term strategy is designed with insights from the co-reflective sessions, conversations with the Dialogue product manager and the 5 Attributes of Innovation by Rogers (2003).

Rogers (2003) identifies five attributes that have an influence on the adoption of an innovation in a social system(see figure 40).
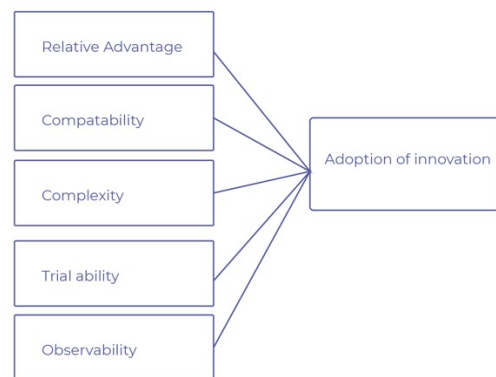
Figure 40: 5 attributes of innovation (Rogers, 2003)

The strategy is designed to give the Dialogue product team an advice on what to do the following six months. The short-term strategy consists of 5 key activities:

1. Define what makes a good experience
2. Create support and education material
3. Estbablish the knowledge foundations
4. Integrate the feedback loop
5. Creating a shared understanding

Define what makes a good experience

First, the Dialogue team should decide on what makes a good client experience.

KPMG has numerous different kind of clients and projects, which all have slightly different needs within the client relationship. For Dialogue to further specify which features they should develop, the required qualities of experiences have to be defined.

Steps to take:

- Evaluate samples of the previously created experiences and use them to establish common denominators of success.

- Start doing pilots together with clients and consultants to discover the 'most important needs' behind the experiences. Also, when designing experiences information should be obtained to discover the important characteristics of a specific client or project.

- Create an experience framework of the three different experiences with values that can be of importance for the further development of the tool. With this framework Dialogue can decide on what features need to be implemented first in order for consultants to create the best experiences.

Create support and education material

The purpose of this activity:Dialogue needs to educate consultants on the future client journey and the use of the creator. Eventually Dialogue wants their users to become self-sufficient in using the tool. As stated in chapter 3.3 (Dialogue current situation), Dialogue currently has to support their users throughout the creating journey.

Steps to take:
- The author suggests three changes to be made in the design of the home-page.

- The page should include previously made winning experiences and showcase the interactions with these experiences, to increase the perception of relative advantage (Rogers, 2003) .

- The page should include an overview of the three different experiences that can be made and how they can benefit the consultants client relationship. This to educate the consultant on the implementation and creating of experiences

- The page should immediately give insight on the previous created experiences to spark inspiration for the consultant.

• Dialogue should focus on offering more training material to users, such as videos and tutorials within the front-page of the tool, enforcing the trialabililty (Rogers, 2003) of the tool. An alternative option option could be to create an external Dialogue school to centralize all trainings materials and let consultants learn together.

Establish the foundation for the creating of knowledge

The purpose of this activity is to start building the inventory to support consultants in the creation of experiences and make the tool easier to use.

Steps to take:

• Evaluate, reflect improve on previous built experiences.
• Create validated templates for the three experiences with use of pilots and previously made experiences. These should be built together with consultants and clients.
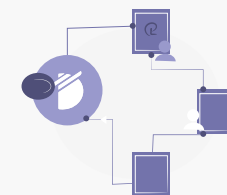
Integrate feedback loop

The purpose of this activity is to integrate and collect client and consultant feedback on experiences that are made to improve upon existing experiences and learn from previous usecases.

Steps to take:

• When a consultant creates an experience, the author proposes to reflect upon the purpose of the experience. For example, the consultant uses Dialogue to create a client-portal to offer the client more transparency in the project process. Dialogue should save the intended purpose of the experience, to later reflect upon with the client. In this way, the experience can be improved and become a better client-experience for the future.

• Dialogue should integrate a feedback button within all the client experiences, so the client or the consultant can always give qualitative feedback on the created experience. The questions integrated in the feedback button should resonate with the defined intended use of the experience. Figure 41 resembles such a feedback button.

Figure 41 Feedback button

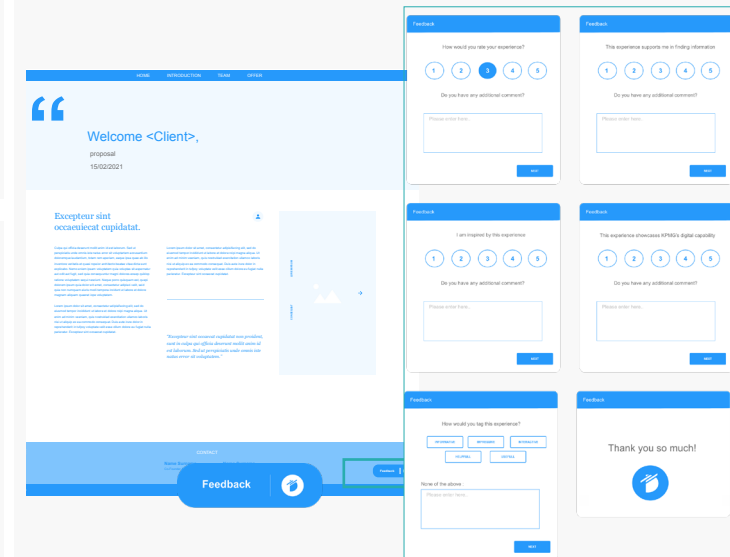## Creating a shared understanding

It is important to create a shared understanding throughout KPMG of how sales, marketing and markets can support the businesses in the creating of client-experiences. The internal conversations can be used to promote the new Dialogue proposition and create a sense of shared ownership, which benefits the adoption of the tool.

The Steps to take are presented on the next page.

Steps to take:

- Setting up conversations with the sales unit, and markets to identify opportunities.

- Start exploring opportunities to integrate other KPMG knowledge sources on client-interactions.

- Define the different roles of the sales, marketing and markets teams within Dialogue.

5.5.2. The timeline

Figure 42 presents the short-term strategy with the previously mentioned activities illustrated on a timeline. The Dialogue team can use this short-term strategy to set the first step towards the envisioned future.
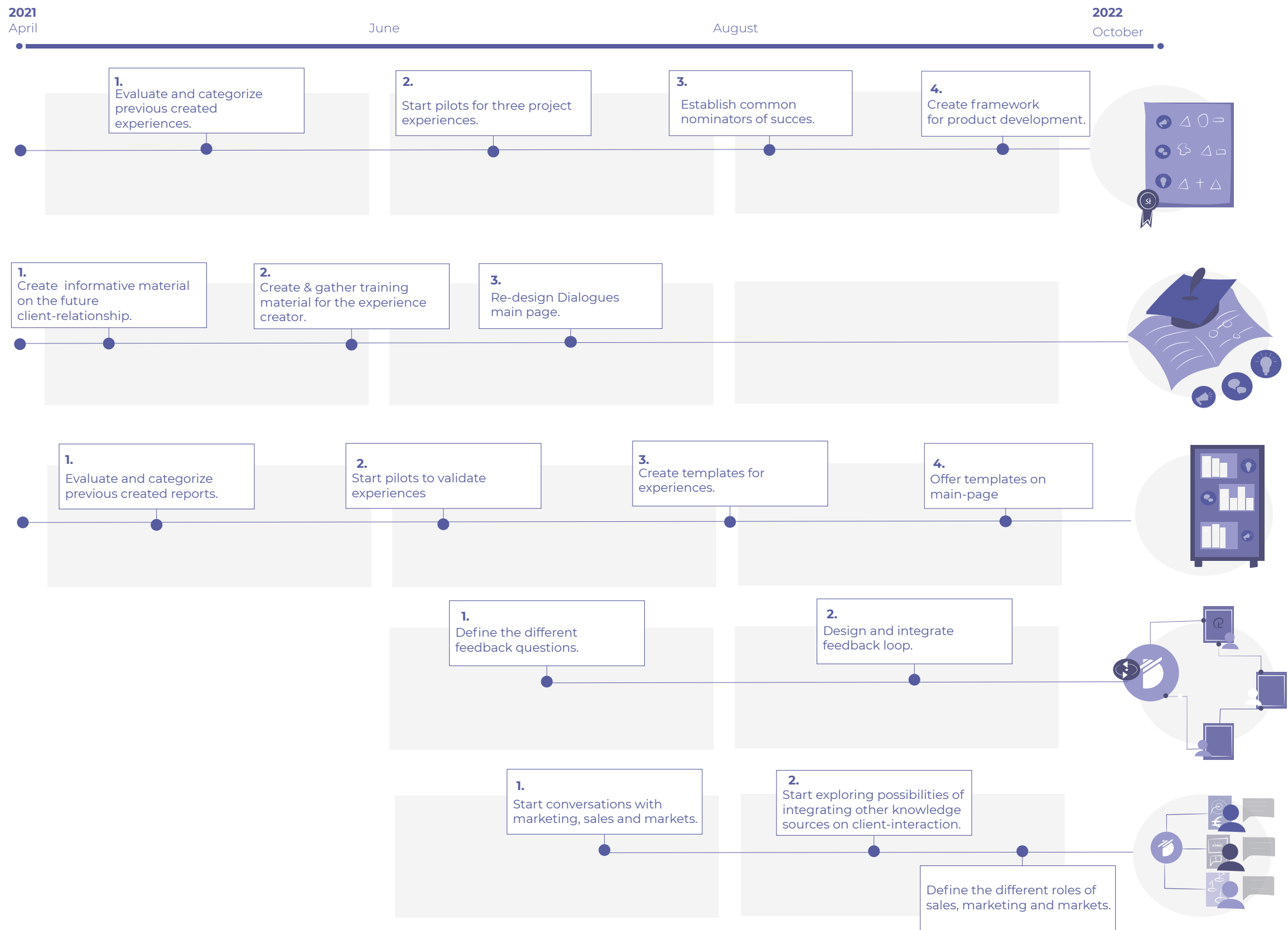

2021
April

June

August

2022
October

1. Evaluate and categorize previous created experiences.

2. Start pilots for three project experiences.

3. Establish common nominators of succes.

4. Create framework for product development.

1. Create informative material on the future client-relationship.

2. Create & gather training material for the experience creator.

3. Re-design Dialogues main page.

1. Evaluate and categorize previous created reports.

2. Start pilots to validate experiences

3. Create templates for experiences.

4. Offer templates on main-page

1. Define the different feedback questions.

2. Design and integrate feedback loop.

1. Start conversations with marketing, sales and markets.

2. Start exploring possibilities of integrating other knowledge sources on client-interaction.

Define the different roles of sales, marketing and markets.

Figure 42: 6-month implementation strategy

06

CONCLUDING
THE PROJECT

This chapter first presents a discussion on the relevance of the project in regards to the field of strategic product design, relevance for KPMG and the scientific relevance for the future of consulting (chapter 6.1 Discussion). Furthermore, chapter 6.1 also explains the limitations of this research.

The chapter is concluded with a personal reflection (6.2) on the process and project outcome.

Discussion and limitations

This section describes the contributions of the project to the field of strategic design and the relevance for KPMG. Also, this section describes the limitations of the project due to the current COVID-19 pandemic, lack of client involvement and further needed validation.

Contributions to strategic design practice and industry

The topic of this project can be meaningful and relevant to the field of strategic design and the consulting industry in general. The project includes extensive research on the future of consulting, the changing needs of clients and the changing role of the consultant. Insights from this research showed that six important value factors can be distinguished for the future client-consultant relationsip. These value factors can be used as input for creative sessions on designing for the future client relationship or can be used as a starting point for further research on digital transforming the client-consultant relationship.

Two relevant design objects were created that can be re-used in other strategic design projects. First, four scenarios, potential consulting service models, were created. These can (be used and) contribute to research on the future of consulting. Moreover, innovation teams at consulting firms can use these scenarios to discuss potential business models and evaluate their service offerings. Second, the future consultant-client relationship framework can be used to distinguish future client-touchpoints and can be used as a boundary object to discuss potential innovation efforts within consulting firms.

The project approach can be relevant and is ready-to-use in (future) research on strategic design within a corporate enviroment. The author illustrates a potential design approach of using co-reflection and boundary objects to drive innovation within a complex stakeholder network.

Relevance KPMG

The project outcomes gives KPMG insights on their future client relationship and the relevant digital client-touchpoints within this relationship. With the created Dialogue product positioning and roadmap, KPMG has a strategy that allows them to tailor their client relationship and gives them insight into the value Dialogue can bring to the global KPMG network. Furthermore, the different design objects can serve as discussion starter points throughout KPMG to create a shared understanding of their digital future.

The design deliverables give the Dialogue team scaffolds to further design their product and give an understanding of what the impact of their product could be on the future client-consultant relationship. By closely involving the team throughout the creating of the deliverables, the deliverables are actionable and relevant for the future.

COVID-19

Due to the COVID-19 world pandemic and the corresponding lock-downs, the interviews and refelctive sessions where solely conducted online. Due to the meetings being online, they could be set-up more effectively. However, the online setting did limit the inspirational character of the conversations and it can be suggested that real-life reflective sessions offer more room for ideation.

The client perspective

Another limitation of this project is that the research only includes secondary resources of the client perspective on the future of consulting. The author recommends conducting additional reflective sessions with clients of KPMG to create a more specific understanding of the client's needs of the digital touchpoints within the future relationship.

Further validation

Due to the iterative design approach, the project outcome is validated within KPMG (NL). However, it would be valuable to conduct co-reflective sessions on the Dialogue roadmap and the different client-experiences with KPMG member firms. To create a shared understanding throughout the KPMG network and discover the specific needs of the different firms, which may have an outcome on the overal focus on feature development.

Personal reflection

This thesis concludes with a personal reflection of the project process, outcomes and my learning experiences.

Assignment and project context

Before the thesis, I was an intern at KPMG, so I was already familiar with the product and the company. This experience gave me insight into the product potential and gave me familiarity with the product team and the people of KPMG. One of my learning goals was to experience designing for a start-up within a corporate environment. I imagined it would be a challenging task due to the lack of resources and contradictory attitudes of the corporate world towards innovation. During the project, I experienced first-hand, that making a product or start-up work within a corporate environment has a lot to do with communicating the right story. As a designer, you can ensure advocacy for the product when you make stakeholders feel involved in the future of the product. Throughout this project, stakeholders explained to me; the product needs to stay small; we don't want to invest a lot of money. I experienced that design can help change views and showcase potential, prior hard to imagine, futures. I would also recommend the Dialogue team to start the conversation across the firm on the digital future, to engage the business even more in creating the future of Dialogue together.

After this project, you can ask me everything about the future of consulting and the use of digital touchpoints within the changing client relationship. Especially the use of technology to better human relationships is a topic that has sparked my interest for the future.

Systemic design approach

I committed to a systemic approach towards research and design. A choice that, in hindsight, turned out to be very difficult for me as a person. Naturally, I tend to look at everything from a wide-angle and love to soak up tons of information. This project showed me that I find it hard to make decisions to exclude information or certain opinions. My lack of decision making has caused the overall outcome of the project to be more generic and less specific. Furthermore, it caused me too much time on doing research, instead of designing. The current situation around COVID has shown me I missed having people around me to discuss ideas and make choices together.

Iterative Design

Never before did I undertake a project involving so many stakeholders and design iterations. This project approach has taught me; it is okay to show unfinished designs. A slightly unfinished design will probably give more insights because there is room left for imagination. Being afraid of showing unfinished designs has caused me some frustration and delays during the project. Exercising iterative design and co-reflection, showed me the relevance design can bring to a business environment. Especially during the COVID-19 pandemic, innovation may not always be at the top of the priority list; the design of potential futures can create optimism and enthusiasm. Moreover, the thesis has initiated KPMG's interest to share this view on a future client relationship throughout the company, which makes me proud.

Use of visualization

At the beginning of the project, I expressed that I wanted to use as much visualization as possible to make my project more tangible. In my opinion, I succeeded in this learning goal and even was too focused on creating visuals. I discovered writing my ideas down is sometimes challenging, especially when you want to put months of ideas and information into one thesis. Writing this thesis has taught me that using plenty of visuals is nice, but visuals are nothing without a strong narrative.

Believe in yourself

I started this project with a clear goal; showcasing my best design skills and bring this project to a good end. Little did I know, that this journey would teach me more about myself and design in general than perhaps even the six years before. This project showed me that you never stop learning and also never should. It also taught me to believe in my self, that it is okay to ask for help and that you have to trust yourself. Your work does not have to be perfect and it is probably never going to be either.

"When the going gets tough, the tough reinvent themselves."
-RuPaul

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