DESIGNING FOR KNOWLEDGE SHARING

Elyn Wu . September 2020

Acknowledgements

Glossary & Abbreviation

AI   Accenture Interactive MobGen

AIDC Accenture Interactive Design Chapter

AID   Accenture Interactive Designer

UX   User Experience

Way of Working (WOW)

Describes the act or approach a person or community operates

Deliverable

The design work that the AID submits to their clients

Things to take note

Content made **bold and in blue** denotes important information highlights.

Topic Cluster

A topic cluster is a group of content that share the same topic that enables site visitors to satisfy their search query while visiting the site.

ABSTRACT

Knowledge sharing brings overall value to organizations in the growth of the business and its people. For designers, sharing stimulates creativity and encourages personal development via collective sharing within the community, making happier individuals and by extension, a happier team. For knowledge sharing to happen, cultural change and the way people do things need to be improved and this can be done through better management of knowledge within the organization. The company context of this project, Accenture Interactive (Amsterdam), wants to explore ways to support its designers in their creative process and strengthen their culture of sharing by streamlining the process of designing across the organization through a digital knowledge platform.

Within this research, knowledge sharing is defined as the knowledge that is exchanged between people, and knowledge material is defined as materials required for the sharing to occur.

The goal of this research is to support the designer's process of designing. Information about the projects, people, and materials should be made visible and easily accessible across the organization. Therefore, an informative knowledge platform is designed to serve as a source of inspiration and foster sharing within the design team. This thesis documents both the findings of the research as well as the development of the knowledge platform.

The challenge of this project is to understand what content do designers in Accenture Interactive share within the design team, what do they generate and how can sharing of knowledge be facilitated. The research will provide insights and define requirements that will contribute to the building of the digital platform.

To this end, the central aim of this research has been to explore ways for the sharing of knowledge that supports designers in their creative work. A practice-based research methodology has been employed, with research methods including interviews, case studies, and observations that have been done with the design team across different departments and roles.

The outcome of this project is a conceptual design of a digital knowledge platform, a commonplace where designers can access shared design resources, share tips across the design teams that can be facilitated, thus fostering the sharing culture. The platform was designed in collaboration and evaluated with the designers in practice

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01
Introduction

This chapter aims to provide an overview of the project, motivation, and project aim. Followed by framing the problem statement and the three main research questions the project aims to address. To conclude, the chapter presents the assignment and the design approach followed through the project.

Chapter overview

1.1 Project Overview

1.1.1 Motivation

Sharing knowledge for innovation has become the trend and this is no exception for design consultancies where projects and product development moves at a rapid speed. However, this has put designers under constant pressure to deliver innovative solutions for their clients. Noting this rising issue, large organizations such as IBM, Invision, and Facebook developed innovation labs and communities with the intention to innovate 'the way we do things', meaning to improve the employee's experience (EX) to deliver a better customer experience(CX) to their clients. The company context of this project, Accenture Interactive (Amsterdam), sees the importance of innovating their ways of working, wants to explore ways to support its designers in their creative process, and strengthen their culture of sharing by streamlining the process of designing across the organization through a digital knowledge platform.

Through the contextual research phase, a few key challenges that obstruct sharing were highlighted. Firstly, information within the organization archive was not organized for ease of use, causing the lack of utilizing available resources and tools. Secondly, uncertainty towards sharing of project related information due to confidentiality which resulted in uneasiness for sharing information explicitly.
These challenges disrupt the ability to share as information is decentralized, not retained for reference, and

high risk of knowledge loss when employees leave and decrease in productivity. Therefore, the thesis claims that by increasing the awareness of information would boost knowledge sharing within the company.

Hypothesis

Information visibility encourages knowledge sharing

1.1.2 Project Aim

This master thesis is the result of a graduation project for the master Design for Interaction at the Delft University of Technology.

The central aim of this project is to **design a web-based knowledge platform to support Accenture interactive designers in the process of designing**. The purpose of the platform is to help the designers to increase efficiency and productivity and the argument put forth in this research is that if information supporting the process of designing is centralized and well organized, the higher chances of knowledge exchange across design teams occurring within the company.

1.2 Accenture Interactive Introduction

Accenture Interactive(AI) is part of Accenture Digital, one of the largest end-to-end providers of digital transformation capabilities in the world. Within **Accenture interactive Design Chapter(AIDC),** they provide a wide range of design services to create meaningful experiences across the entire customer journey for their clients.

Image 1   Image from Accenture interactive - Enso App

1.2.1 Organisation structure

There are 3 different departments (Service, Product, Lab). Service defines social or cultural issues and helps clients with strategic planning. Product focus on the outcome of the solution, turning business plans to digital solutions. Labs investigate technological solutions, bringing new perspectives to solve complex issues.

Culture

The spirit of sharing within the design chapter is highly valued, Weekly gatherings to share different contents such as design-related findings and tools, achievements, and project-related discussions happen quite often amongst the teams.
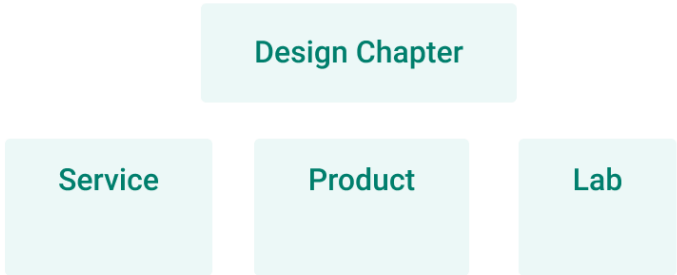
Figure 1   Simplified organisation Figure

1.2.2 Internal information systems

Within the design chapter, the most commonly used information systems are Box, a cloud content management system and Slack, a communication platform.

Box - Information storage

A cloud content management system where the team stores most of their project related information, design materials such as templates, images, illustrations, video, e-books, and design articles for reading.
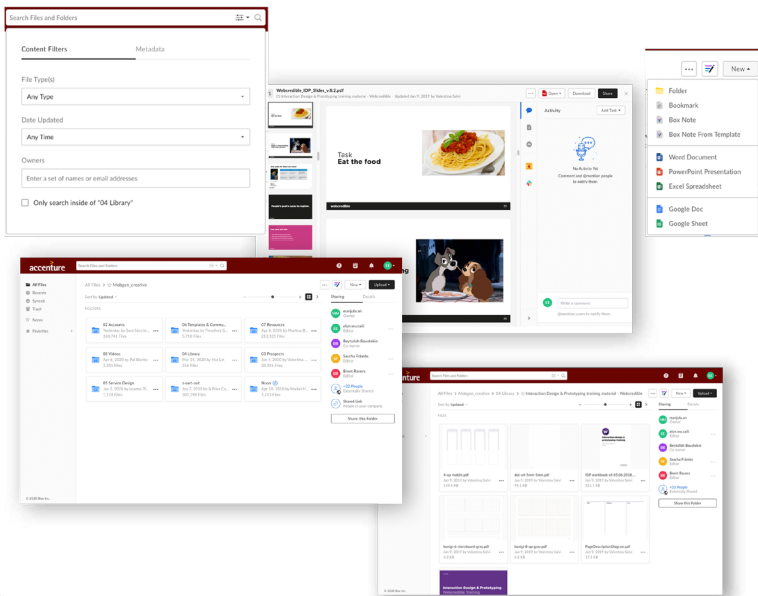
Image 2   Box interface overview

Slack - Communication tool

The team uses Slack for daily communication of general organizational queries, sharing of achievements, and design-related articles to bring inspiration to the team.
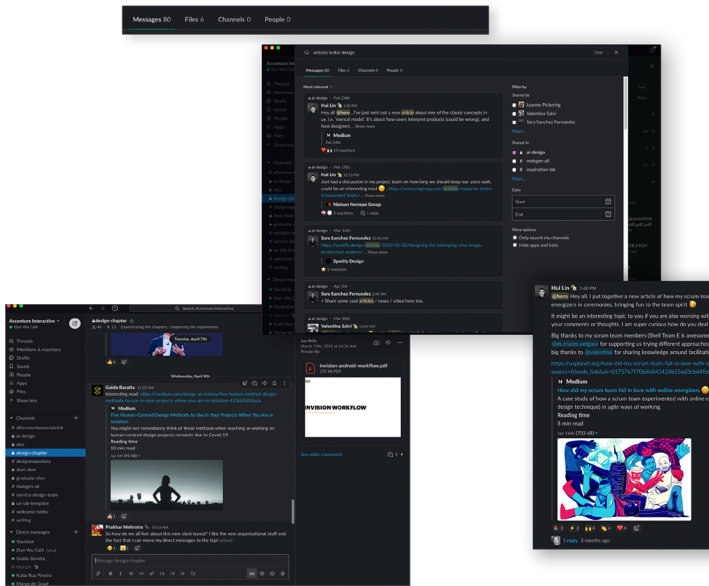
Image 3   Slack interface overview

1.2.3 Vision

To develop a centralized web-based knowledge platform that opens up communication and not only within the design team but with other sectors such as business, development, and more within Accenture Interactive. Showcasing the design capabilities, project achievements of the design team in hopes to establish a strong design identity within Accenture.

1.2.4 Project scope

My role within the project is to create the design of such a platform, supporting the designers by increasing the visibility of resources they need and past projects to inspire the team. The research effort aims to contribute to the creation of a minimal viable product (MVP) to be further tested within the design team.

1.2.5 Accenture Interactive.design

A platform that aim to promote knowledge sharing through improved visibility, accessibility of shared resources and past projects.

"I see this as a platform to serve as an inspiration not only to designers but also for people from other departments… getting to know what we do, exchange ideas and get connected."

- Pal, Product Design Lead

" We do see it as a potential to spread our design knowledge within the team so that everyone can learn from each other."

- Hui, Senior UX designer

1.3 Project Challenges

1.3.1 Archive not organised for use

The archives for projects are not organized in a manner for easy reference and retrieval. According to several interviews, this was due to adhering to different projects' client specifications and the absence of project descriptions.

There is a **lack of standardization in file management**, resulting in inconsistent project structure of organization across various projects. Resources that could be shared are often hard to find and can only be easily retrieved by those who are familiar with that project or aware of the resource within the platform.

This results in the **inability to tap onto similar past projects for reference** and causing projects to start from scratch instead of learning from previous experiences. **Shared resources are hidden under layers** of folders which are **hardly visible and difficult to access**.

1.3.2 Confidentiality over project information

The designs done by **AID(Accenture Interactive Designers)** do contain client-specific data and design outcomes conflict with the idea of sharing within the AIDC. Project information such as user interview insights, design reports (e.g usability testing report), and images contain client sensitive data which requires additional effort for the AID to remove to make these data shareable.

Hence, individuals tend to share information verbally within their team or to limit the sharing of information.

1.4 Research Questions

How can shared knowledge within the design team be facilitated to support designers' design creation?

Research Question 1: What types of content does AID create?

Research Question 2: How can design content be managed?

Research Question 3: How can design content be shared through the platform to support creative work?
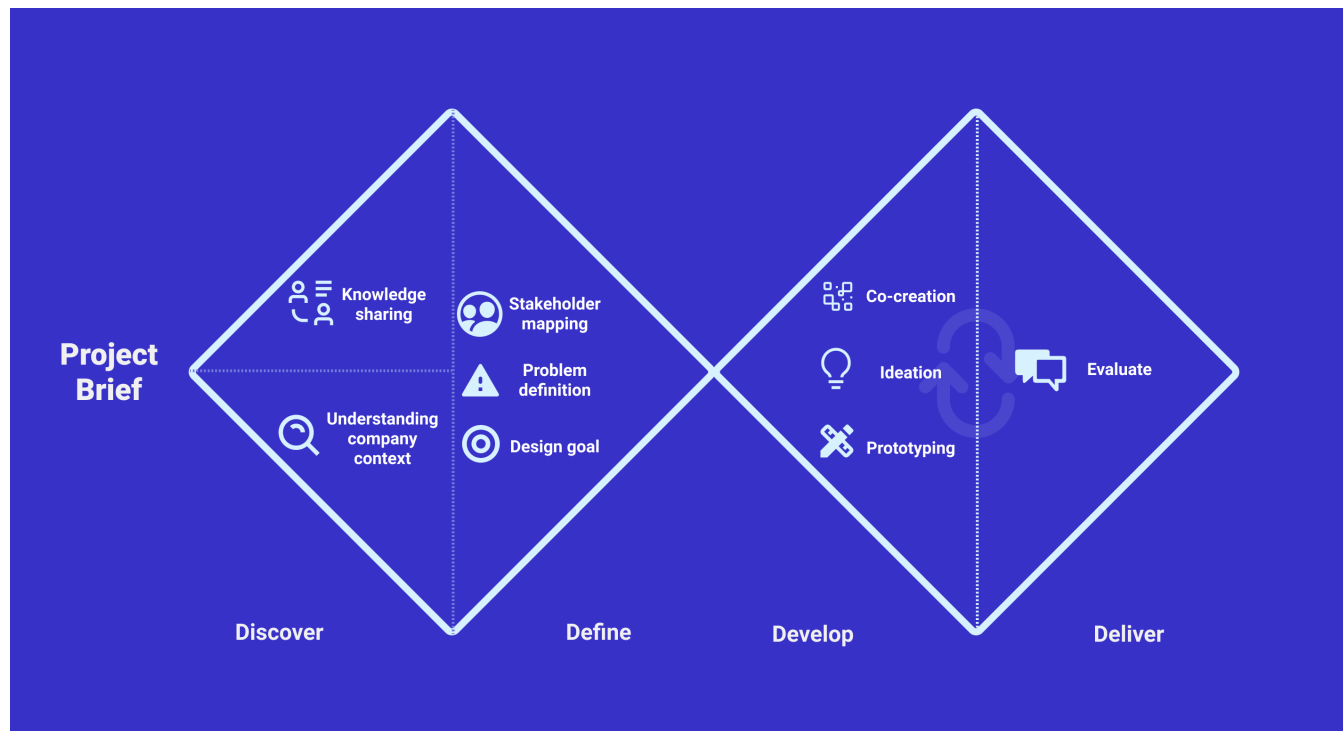
1.4.1 Project Approach

The project approach follows the Double Diamond framework(Design Council,2019) which describes the process of exploring an issue in a broader manner (divergent thinking) and then narrowing to an action(convergent thinking) going through 4 phases:

Discover - Covering theories behind sharing while also looking into understanding the context of the company

Define - defining the users, core challenges and design requirements to be addressed

Develop & deliver - Several design concepts were then generated through iterative prototyping approach to evaluate with the end-users and stakeholders as a means to investigate the possibilities of certain ideas and the considerations needed to address for these ideas to be effective.

02
Theoretical background on knowledge sharing

This chapter starts with giving a short background definition of knowledge sharing, common types of knowledge within an organization, how knowledge can be managed.

Secondly, what are the motivators for people to share and to understand why information transparency is one of the key motivational drivers for people, the section touches on the psychological studies of why and how this would encourage people to share.

Thirdly, a short exploration to study how other large organizations such as Spotify and Facebook spread their design knowledge and how this way of sharing return business value to the company. This provides a baseline understanding of what has been explored and done, what are the tone and voice they use, and how they differentiate themselves.

Lastly, considerations and challenges of designing such a knowledge platform will be addressed.

A summary comprising the research findings and indication of what will be needed to be further explored in the contextual research will be provided at the end of the chapter.

Chapter overview

2.1 Knowledge sharing background
2.2 Motivation behind sharing
2.3 Challenges of knowledge sharing
2.4 Key takeways
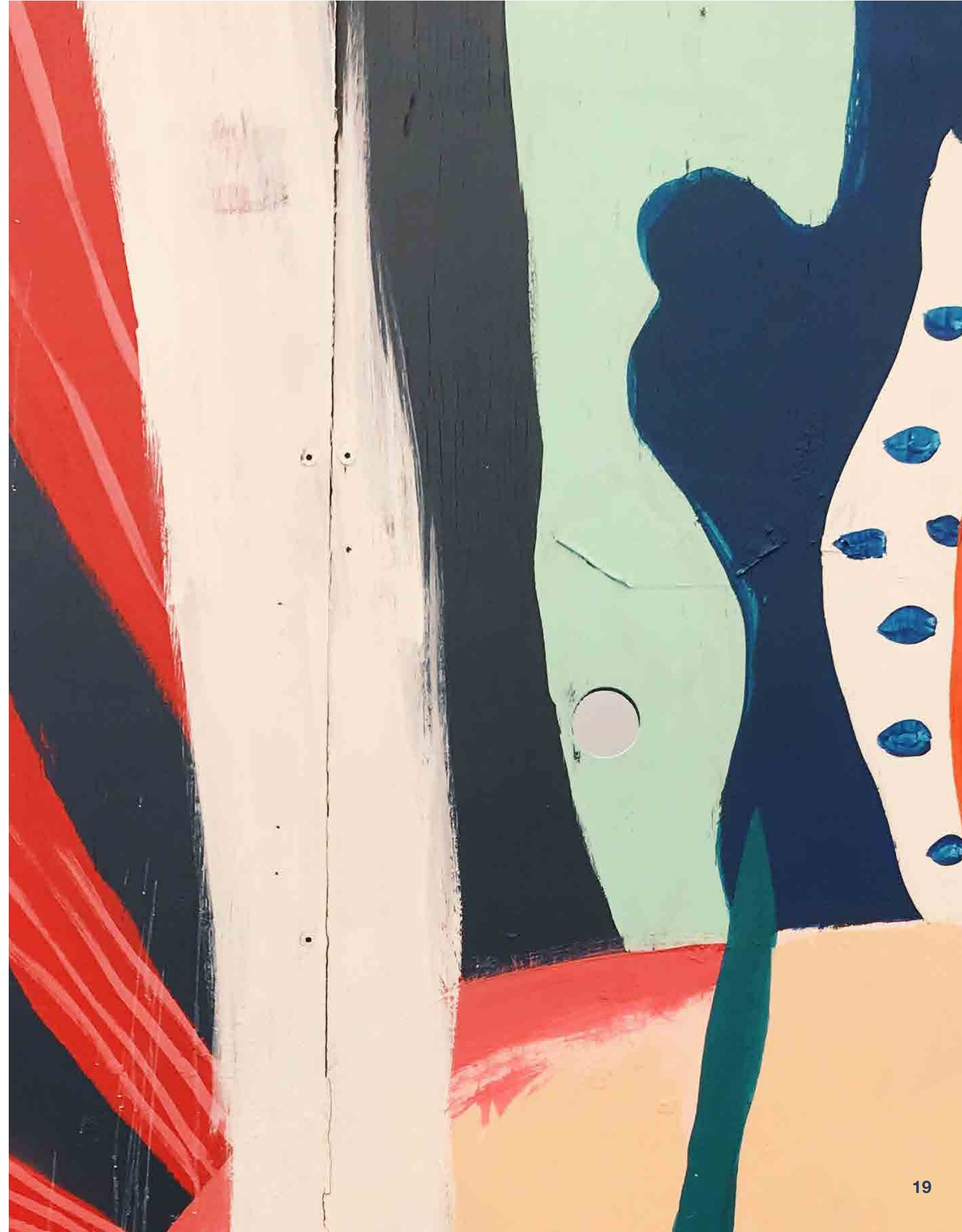
2.1 Knowledge sharing background

This section provides an overview about knowledge and knowledge sharing

2.1.1 Definition of Knowledge sharing & Knowledge types

Knowledge can be defined as a combination of information with experience, context, interpretation, reflection which are highly contextual(Morrissey, 2005). And in any organization, there are two types of knowledge: tacit and explicit knowledge.

Tacit Knowledge

The knowledge that is difficult to articulate and developed from direct experience and action which are commonly shared through highly interactive conversation, storytelling, and shared experience. eg. 'aesthetic sense or innovating thinking.

Explicit Knowledge

Knowledge or skills that can be easily articulated and understood even when it is separated from its original context of creation .e.g. content of report, spreadsheets, and training manual.

Explicit

Codified knowledge found in documents, databases etc. IT is essential for transfer & storage

Tacit

Intuitive knowledge, know-how, rooted in context, experience, practice & values, hard to communicate, reside in the mind of the practitioner, best source of long term competitive advantage and innovation, IT mainly as support
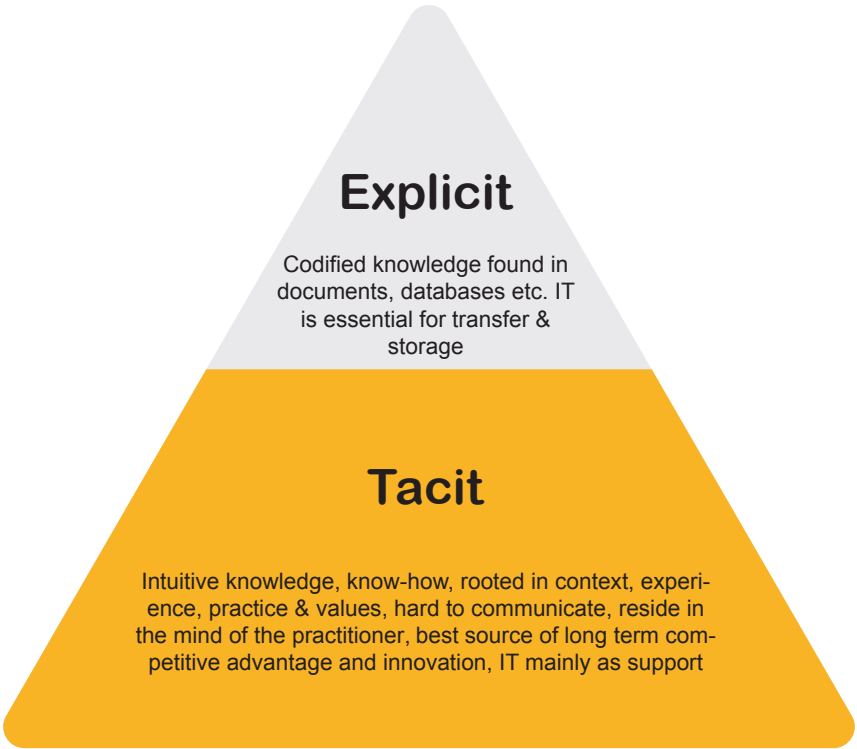
Figure 2   Figure illustrated by author

2.1.2 Knowledge management (KM)

Facilitating knowledge sharing within an organization can be done either through codification or personalization mechanisms(Handzic,M., 2007).

Codification

Information being coded and stored which can be accessed and used by others by assigning keywords or providing a textual description. The advantage of **codification is that it allows easier management of large amounts of documents**(explicit knowledge) and the result of it increases accessibility.

However, **coded knowledge does not provide a rich medium** as compared to personalized knowledge information as it is limited to what the coder perceived as useful to be coded.

Personalisation

Connecting the codified information to its creator and shared mainly through person-to-person or person-to-people contact(Hansen, Nohria, & Tiemey, 1999) provides the richer medium for communication where transferring of more contextual information from one person to another are done, making the **information provider an effective carrier of that knowledge.**

The downside of this is a risk for both knowledge seekers and providers as may reflect one's lack of knowledge on a given topic and that **sharing can only occur when knowledge seekers are aware of what others know** to have the ability to reach out to the right knowledge providers.

2.1.3 Benefits of KM

Knowledge management enables learning within the organization which not only benefits the organization by **retaining and building an internal knowledge pool** but also helping individuals to acquire skills and information by ensuring knowledge is available and accessible throughout the organization.

Primary benefits of KM

Building a knowledge

Increase collaboration and idea generation

Optimise a culture of knowledge sharing

Employees feel respected for their knowledge

Capture and store knowledge for future reuse

2.2 Motivation behind sharing

This section explores what are the motivation mechanism to encourage people to share.

By nature, human beings are social creatures, we appreciate the companionship of others of our kind. According to Tegze (2018), there are five main reasons why people share their knowledge:

We share to look good (Impression Management)

Many designers share their works on Behance, Coroflot, and Dribbble as these platforms are well-known within the design industry for showcasing creative works and getting their work recognized in a wider pool of audience and even potential employers from various design industries.
Social interaction elements such as the number of likes, followers, or shared ways to reflect one's recognition from others.

We share to feel good (Emotion Regulation)

A study done by the New York Times Customer Insight Group found that 69% share information because it allows them to feel more involved in the world, this reflects on increasing self-fulfillment and connectedness to feel included within the community.

We share to teach and help (Information Acquisition)

From the same study, 73% of respondents said that they process information more deeply, thoroughly, and thoughtfully when they share it. This helps the sharer to reflect and refine the information they share and the receiver to acquire more understanding and learning from the exchange.

We share to connect (Social Bonding)

People are motivated when they feel they can relate to a group with shared interests and values which results in users feeling more comfortable in their decisions around people who care about the same stuff or with similar goals. Facebook group feature encourages like-minded people to connect and share information that they deem useful.

We share to convince (Persuading others)

People tend to guide their behavior referencing the behaviors of others. Social proofing design elements such as ratings, customer reviews, social presence, and testimonials inform the user to formulate better decision making which is typically found in e-commerce websites.

Reciprocity and rewards for sharing in organisation

According to Hall (2001) The willingness to share in organization typically drives on two types of reciprocity: direct(factors depend on the duration of social bond between the knowledge provider and receiver) and indirect(Third-party provides knowledge without expectations of a return from the receiver). Either type does ultimately anticipate some form of rewards in return therefore, it is important to look at the types of rewards.

Explicit rewards are perceived as tangible returns such as monetary reward (eg. salary gain, bonus), positive indirect effect on employee's performance (e.g. promotion, performance review, job security), access, and balance of information contribution.

Indirect rewards are intangible returns such as acknowledgment from peers(personal reputation) and personal satisfaction such as given the ability to demonstrate individual talent and ability (pro-social behavior). These drivers give a background understanding of the common motivation drivers that would support the notion of encouraging knowledge sharing which should be taken note of when designing the platform and what goes beyond the practical usage that needs to be enforced by the organization.
A study(Half,2020) conducted over 500 business leaders across on hiring

Benefits promoting knowledge sharing within organisations

trends and career ambitions stated that "Businesses with a strong learning culture enjoy employee engagement and retention rates around 30-50% higher than those that don't. This means that it is beneficial for the organization to increase knowledge exchanges and openness within the company and by doing so inherently increase the loyalty of the employees and building a happier organization as an overall.

2.3 Challenges of knowledge sharing

Time

Although being well aware of the benefits of cultivating such pieces of knowledge will help the company to accelerate and innovate, Taminiau et al.(2009) noted that generating general knowledge requires much effort and Werr and Sjernberg(2003) suggested that making individual knowledge available for organizational needs where the transfer of knowledge can be facilitated through sharing.

To do so, codification of individual knowledge is required in the process of knowledge transfer where consultants have to record a reflection on their project context which often consultants do not have time to do. Thus, defining what is the critical information that is useful for the designers would determine what would be required of them to be shared.

Striking a balance

Described in Robertson et al.(2003) study found that the enforcement of codification largely depends on the institutional setting in which the consultancy firm operates(e.g. Law firms are more inclined to practice codification as knowledge is highly valued in their industry). Nevertheless, without having a clear structure to manage these knowledge properly and having an overload of knowledge can have a reverse impact on the performance of the company. Therefore, there is a need to create a balance to facilitate knowledge sharing within the company and while exploring the possibilities which this project strives to uncover.

Social loafing

Social loafing refers to the tendency of individuals to put forth less effort when they are part of a group.

Studies have found that numerous firms that adopted ICT(Information and communication technology)-based knowledge management systems(KMS) to assist knowledge sharing between employees face a serious problem of high failure rate due to social loafing(Zhang et al. 2013; Cabrera and Cabrera,2002; Wasko and Faraj,2005; King and Marks, 2008) and do not contribute their valuable knowledge to others through these information technologies (IT) systems due to the lack of knowledge sharing visibility(KSV)within organizations (Zhang et al. 2009).

The lack of visibility impacted the motivation to share as a collective therefore, it is important to create knowledge visibility within the organization and the research will aim to uncover how information can be facilitated to address this issue.

2.4 Key takeaways

Knowledge sharing background

Knowledge can be defined as a combination of information with experience, context, interpretation, reflection which are highly contextual(Morrissey, 2005). The act of exchanging information or understanding between individuals, teams, communities, or organizations is knowledge sharing. Two forms of knowledge can be shared, Tacit and explicit knowledge. Tacit knowledge is difficult to articulate and it derives from direct experience and action which are commonly shared through conversation, storytelling, and shared experience whereas explicit knowledge is the opposite of tacit. More formal and precise knowledge still can be articulated even when it is removed from its source.

Sharing motivation

As sociable creatures, the reason behind sharing typically based on 5 key criteria(Tegze,2018), maintaining self-image (Impression management), to feel appreciated (Emotion regulation), the ability to assist and support others (information acquisition), feeling of connectedness (Social bonding) and lastly, to convince others (Persuading others). Hall (2001)'s study noted that to encourage sharing, reciprocity should be taken into account within the organization which can be done through explicit rewarding such as monetary related gains or positive effect on employee's performance and indirect rewarding such as acknowledgment from peers or providing opportunities to demonstrate individual talent and ability to enhance personal satisfaction.

Challenges of designing a knowledge base platform

The research findings define the challenges for designing the platform and need to take note.

Firstly, the huge time and effort required for codifying all the information from all projects.

Secondly, the codification of information increases accessibility of information however, information overload can have a negative impact on the workload of the users. Therefore, defining the information needed for the designer's designing process will determine the materials that will need to be coded.

Lastly, information visibility reduces social loafing to share knowledge, and with the understanding of what would encourage employees to share.

03
Contextual Research

To understand how sharing takes place within the design chapter and the characteristics of the designers, observations during company sessions, small discussion groups, and up-close interviews with the designers were done to give the readers sensing of the sharing culture within AIDC. These insights aim to sum up the essence of the platform should reflect so that it resonates with the designers themselves. Then, understanding what kind of content the designers create for their work will define the content that the platform needs to host. To do so, a breakdown of the deliverables was created based on a client project.

Chapter overview

3.1 Accenture Interactive Analysis

Accenture Interactive is a leading global professional services company that provides a wide range of services to create meaningful experiences across the entire customer journey for their clients. With the constant pressure to generate creative solutions at a fast pace, the company seeks to create a platform as a centralized hub to support its designers.

3.1.1 Service offerings

Service	Product	Lab
Design Sprint	UX & UI discovery	New tech investigations
Research (user/industry/product)	UX & UI deliveries	Research projects
Proof-of-concepts	Testings	Proof-of-concepts
Branding,Marketing, logistics	Design System	VR/AR, AI, IoT, etc.
Product strategies	Visual QA	
	Work with Dev	
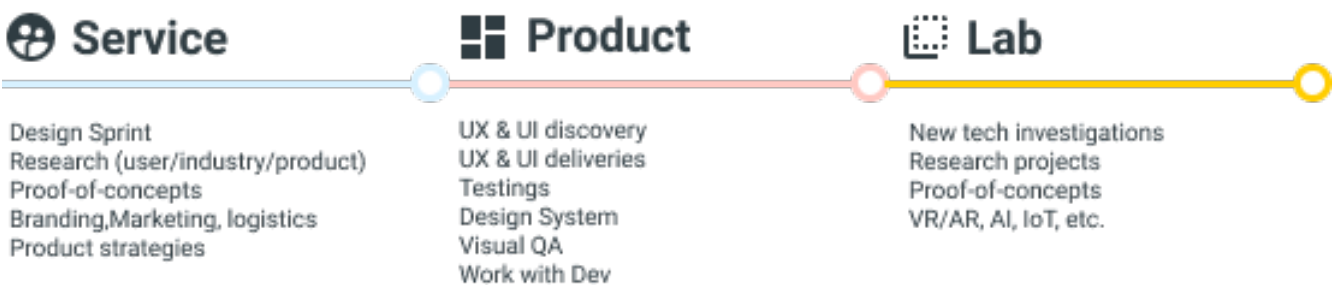
▲ *Services provided from each team*

Each team provides different services to meet the client's needs. These design services are formulated based on the different phases of a typical design innovation process. Depending on the different client project needs, it is common for different designers across the three teams to work together to create solutions and provide their expertise, giving different perspectives on the work they do.

Figure 1. Word cloud illustrating the qualities people value in AIDC

Sharing culture

The company has a strong sharing culture, AI designers are driven to share their knowledge actively on different channels and platforms about their learning experience and exchanging ideas frequently with people across different professionals. During their free time, they took on external courses and workshops to further advance their skills and knowledge and they enjoy sharing their learning experience with the team. Because each individual has different interests and skills, they bring in different knowledge and learnings to share with the team as much as they can.

Designer's pride in their work

The designers like to share about their experience and challenges they encounter this is because the designs are the fruit of their labor, a part of themselves reflected on the works. They hold high regard for the design decisions that led to the outcome. Therefore, it is important to emphasize that the designs they create should be valued and their contribution should be made known.

3.1.2 Way of Working (WoW)

Agile WoW

Most of the projects within AIDC follow the Agile framework, a familiar methodology to cope with the rapid changes in the customer-driven marketplace(Danning,2016) through continuous iteration product development cycles instead of end product delivery all at once at the end.

Assigned to different projects

AID is often assigned to different project groups that consist of other professionals such as the business analyst, developers, and project manager to deliver solutions per sprint cycle that satisfy the client's goal.
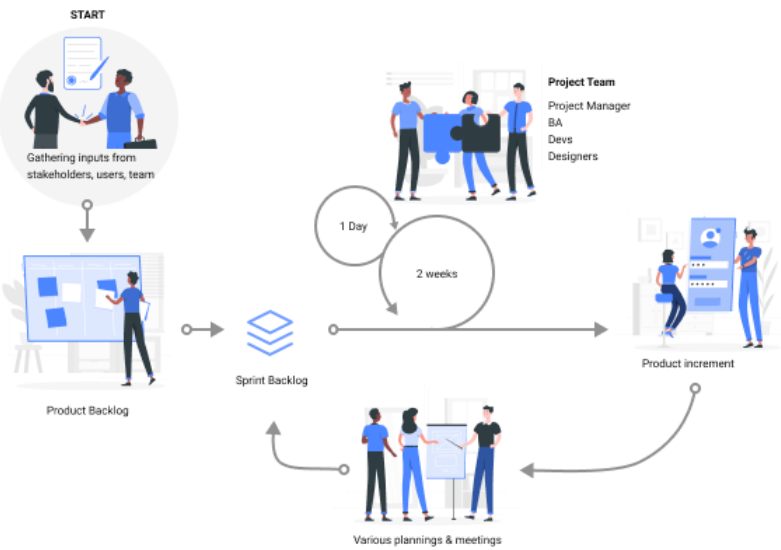
▲ *Simplified Agile process illustrated by Author*

3.2 User research

3.2.1 Empathizing with the users

Survey

A google form survey was sent through the slack channel to gather insights from the whole team to understand their perception towards the situation within the company and their perception towards sharing. The results from nine survey respondents were gathered.

AID

- Product (7)
- Service (1)
- Lab (1)
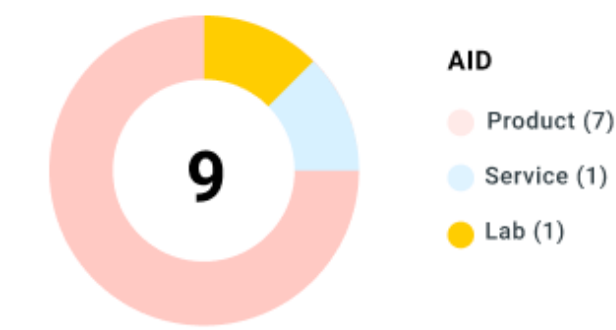
Figure 2. Survey collected from nine AID

Expert Interview

Running interviews to get a better insider overview of the situation, nine interviews were conducted in a one-on-one session within the company. Three design leads, two product designers, one service designer, and two lab designers participated in the interview across the span of two weeks following the same protocol consisting of five questions.

Image 5. Interview session with Israel, Service design lead

Interview protocol

1. What kind of design services do you offer to your client?
2. How is your current experience with the information systems?
3. Could you share with me how your envision walk through to be like on the platform?
4. How would you envision yourself using this design repository to collaborate with the people in AIDC?
5. What do you want to see in the platform?

Interviewees

(1I)Product Lead
(2I)Service Lead (2.4 years)
(3I)Lab Lead (6 years)
(4I)Design Manager (5.5 years)
(5I)Senior product designer (5.8years)
(6I)Senior service designer (3 years)
(7I)Senior Lab designer (8 years)
(8I)Lab designer (2 years)
(9I)Service designer(1year)

3.2.2 Different roles & deliverables

Primary users

Accenture Interactive Designers (AID)

Designers are separated into three teams. Each team generates different deliverables for their clients. These deliverables are created in different formats for a variety of use cases.

Product

Responsible for bringing ideas to development, this means the designs they create are used for final production of the product.

Service

Focus on solving social or cultural problems for their clients using design research methods.

Lab

Explore knowledge of innovative technologies and trends to help their clients think out-of-the-box solutions.

Secondary users

Design Lead

Focusing on supporting the team and overseeing the capabilities and skills of the designer under each team.

Design Manager

Oversee and manage the projects and the designers across all teams.
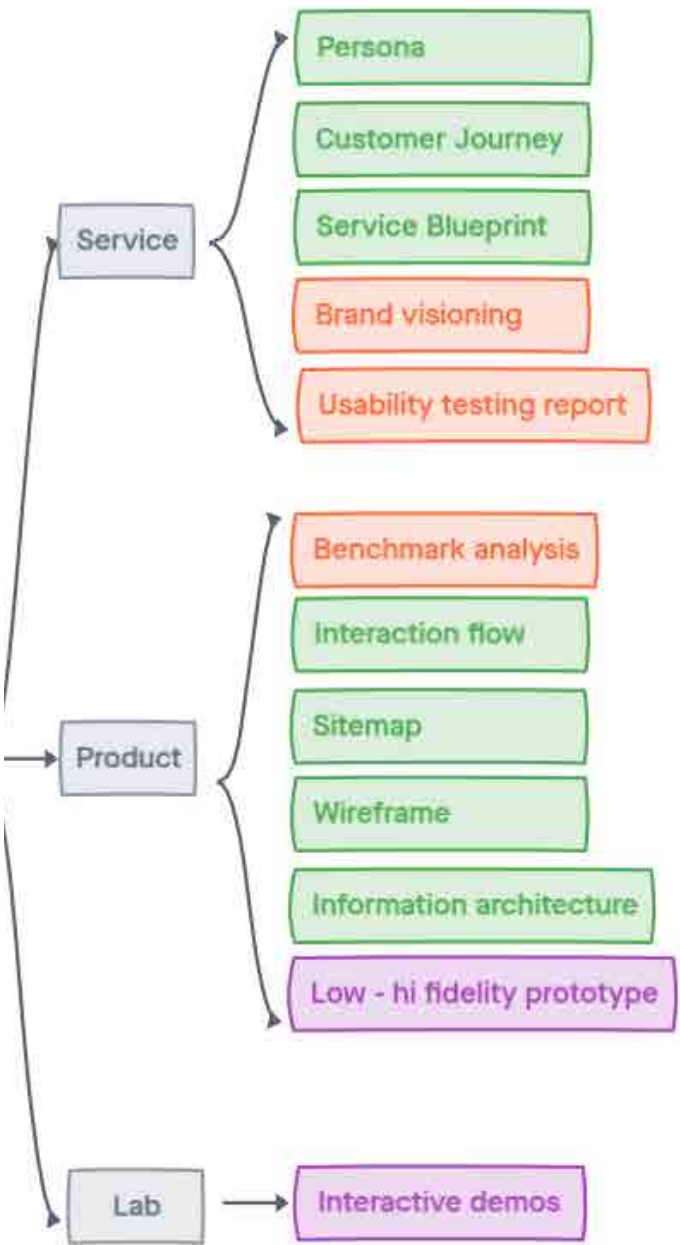
Deliverable file type

- 🟩 Image representation (poster/Figure)
- 🟧 Report (Document/presentation)
- 🟪 Interactive medium (prototype/demos)

3.2.3 Personas

Primary User

![Dave, Senior Product designer photo]

Dave , Senior Product designer, 4 years

Quote

"Finding and searching for information have been very difficult especially when those you know left the company, so if the platform is in place with the content, I will definitely use it"

Background & responsibilities

Dave's job involves a lot of collaboration on different project teams, creating designs, and doing qualitative research. On the side, he participates in workshops and UX seminars to update his knowledge and share useful design tips and project experiences with his colleagues.

Interest
• Always eager to learn new knowledge
• Enjoy sharing and exchange ideas with others

Common practice
• Create deliverables, market research and keeping update with the latest design trends
• Create design templates to help speed up their work

Goals
• Access to resources quickly
• Share knowledge with others
• Get internally inspired

Secondary User

![Thomas, Design Lead photo]

Thomas, Design Lead, 6 years

Quote

"I think the growing part and have more cross-sharing is a challenging one to be done in a tool, so my question is how can a tool support that?"

Background & responsibilities

Thomas is focused and has a keen sense of design. His role is to support various design projects and the team through his years of experience. He spends his time strategizing ways to improve communication and alignment in the design process within the team.

Common practice

• Helping out with design projects
• Finding ways to improve workflow for the team

Interest
• Bringing new design trends and inspiration to the team

Goals
• Shared alignment in process with the team
• Oversee projects easily
• Share inspiration

3.2.4 Design information they share
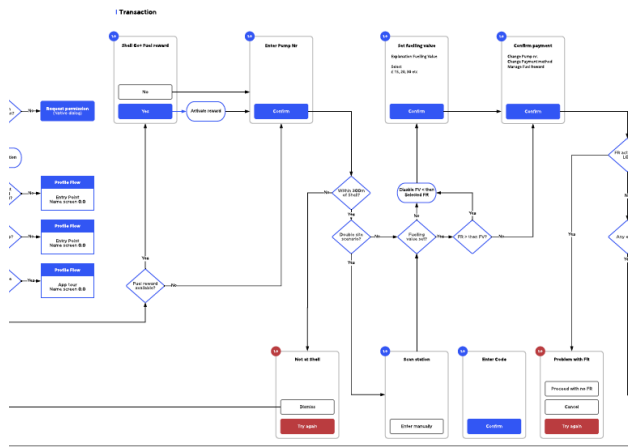
Image 6   An example of project deliverable (high level Figure)
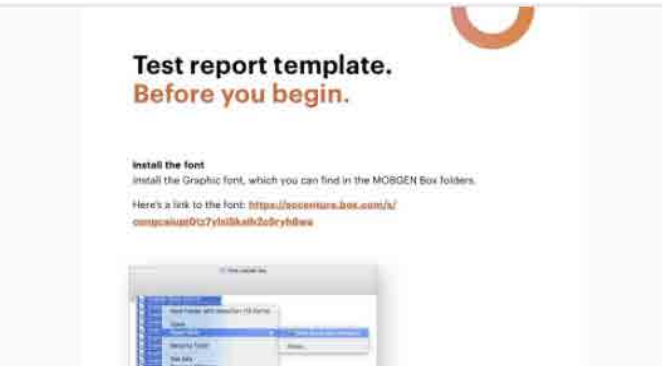
Image 7   An example of template (test report)
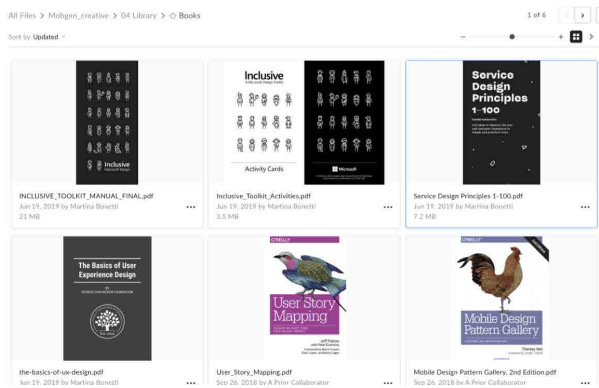
Image 8   Articles and ebooks (Design related)

Project files

Project files are stored in their internal system (Box). More will be explained in the later chapters.

Templates

Templates for different design processes to speed up their work and act as a guideline for information to be filled.

Reading materials

Reading resources to help boost design knowledge within the team

Design assets

Icons, images, audio files, video files are some of the other materials they share within the team inside their current system.

Description of steps

• Understand client requirement • Research user & business needs • Identifying current user behaviour	• Define scope of work and resources needed • Define success criteria and measures	• Co-creation solutions with teammates (Flow, feature, format, structure)

Methodology, techniques & tools

• Deck research • Stakeholder interviews • **Journey map** • **Persona** • Existing product analysis • **Competitor analysis**	• Gathering requirements • Estimating time/resources	• **Information architecture** • Designing basic screens

Description of steps

• Test the design through usability testing session or A/B testing • Report on progress • Checking on sucess metrics	• Work with dev to ensure prototype is align • Work with other teams to ensure design alignment	• Collaboratively design solution • Designing screens on proto.io

Methodology, techniques & tools

• Detailing user flows • Stakeholder review • Project team review	• QA • Work with dev to ensure accuracy of content • Work with other teams to ensure content alignment	• **Usability test plan** • Generate **usability report** for stakeholder

Figure 3   Adapted design process of a AID

3.3 Typical AID process of designing

This section aims to provide a glimpse of the process of designing by an AID

3.3.1 Design thinking process

The design thinking process is a non-linear, iterative process that teams use to understand users, define challenges, and create solutions to prototype and test which fits well with the Agile WoW in product development.

Figure 3 shows an adapted design thinking process with the information provided by the AID. Showing both the steps in the process (darker grey) and the information that the designer refers to/build at different stages of designing the application(lighter grey).

3.3.2 Materials to creating

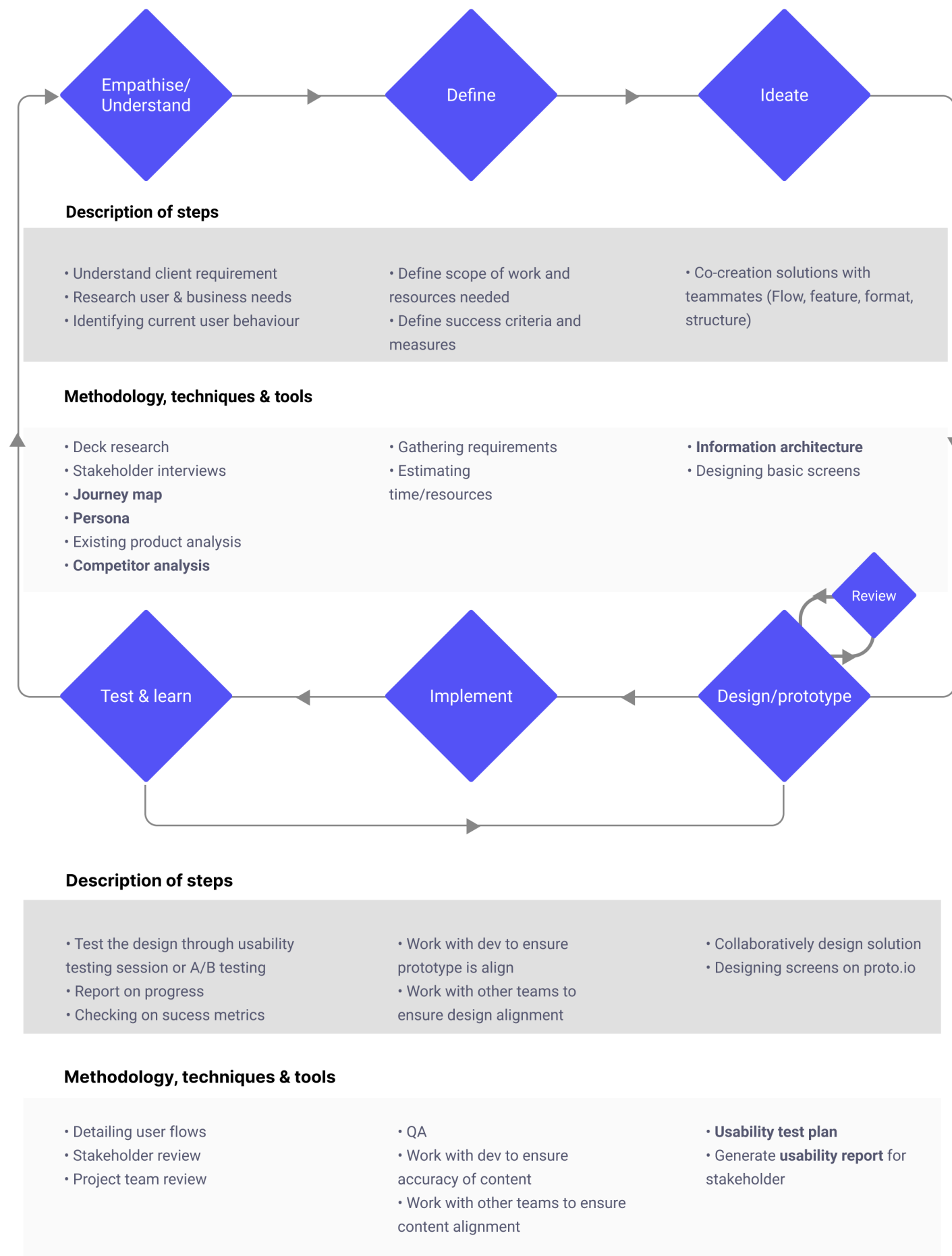To speed up their designing process, ready-made templates and materials are commonly used, tailoring their design outcome to suit their client's requirements.

3.3.3 Reference for understanding

To create a deliverable, designers look for information that would help them to understand the project context, user, and the product they design for but also finding design reference from completed deliverables to communicate their works better.

Reference materials highlighted:

Persona (Target audience)
Customer journey map (How the audience interacts with the product)
Competitor analysis (Similar product that exist in the market)

3.4 Created contents

Automating the content analysis can help to extract data that could be relevant to the users but it requires large amounts of images that are organized and classified beforehand. This section aims to analyze the deliverables and information it contains that can be captured.

3.4.1 Deliverable format clusters

The reference materials from the previous section are clustered into 2 types, image-based and document-based. In this analysis, one from each format (Persona and usability report) will be further explained.
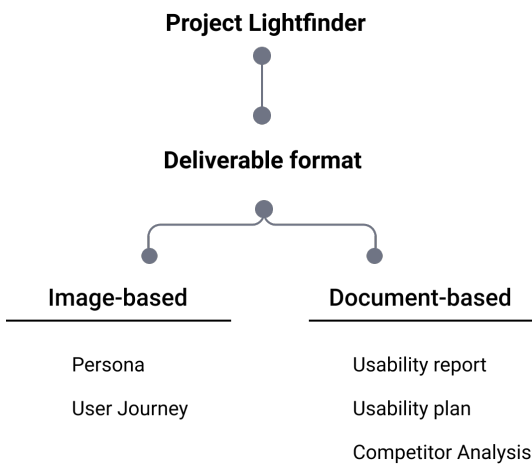
Figure 4.   Project deliverables separated by format

3.4.2 Image based - Persona

Persona is typically used to get an idea of the type of users the product is designed for. In this case, the personas are designed to target online shoppers and their preference towards lightbulb purchase.

A typical persona contains:

• A personality image
• Basic information of the user (age, work, race etc.),
• Personality description
• Goals and motivation
• Painpoints

The different personas could be classified under different types such as color, name, persona type and personality image(refer to).
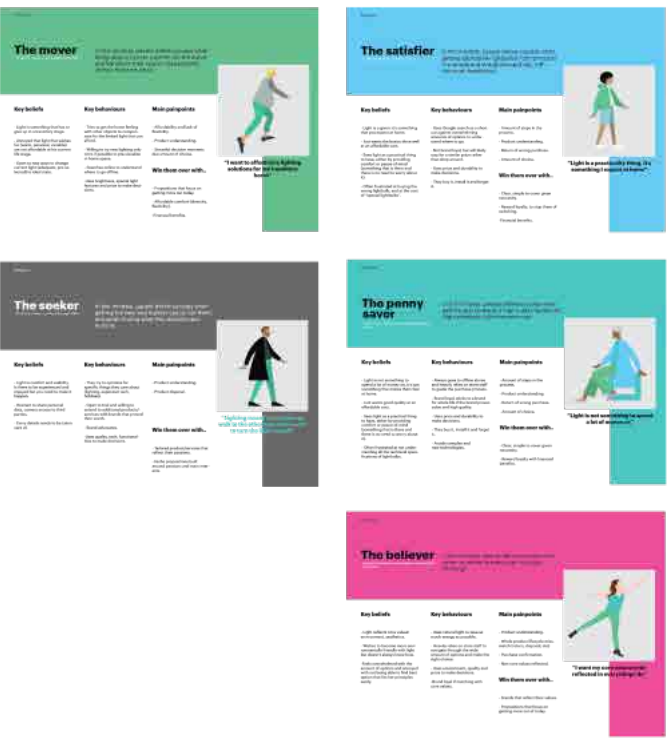
Image 9.   Personas from the project
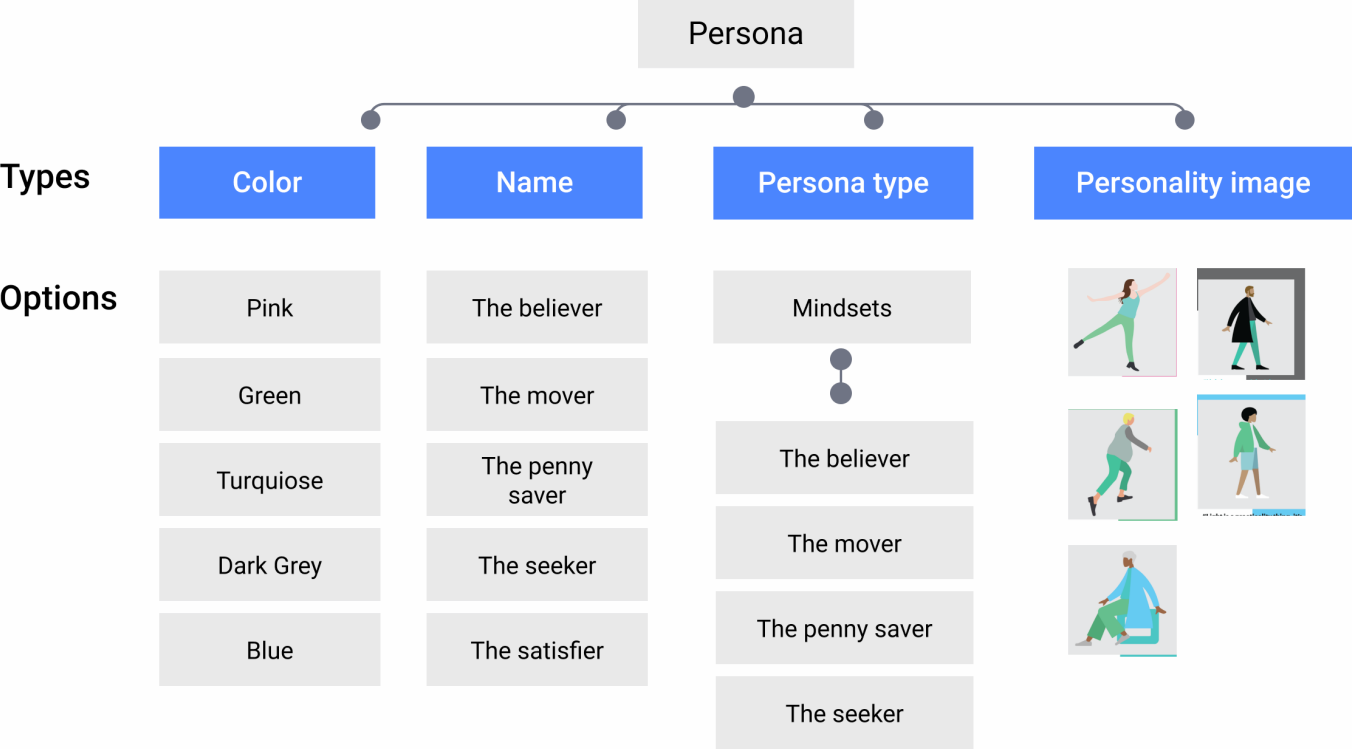
Figure 5.   Figure illustrating the possible options that the persona can be classified

Image 10.   An example of the persona analysis

3.4.3 Document based - Usability test report

A usability report is a documentation of findings from usability testing. The example is a report of the findings of product detail page screens of the Lightfinder application.

A typical report contains:

- A cover image
- Participant selection
- Prototype link
- Records (video/audio)
- Methodology (Approach)
- Test results

Illustrated in Figure 6, the types of information that could be extracted from the report are the report title, participant type and number, date, author, prototype link, and test aim which could be generalized across similar usability test reports.

The figure excludes information about user ratings and feedback as this information is confidential to clients.
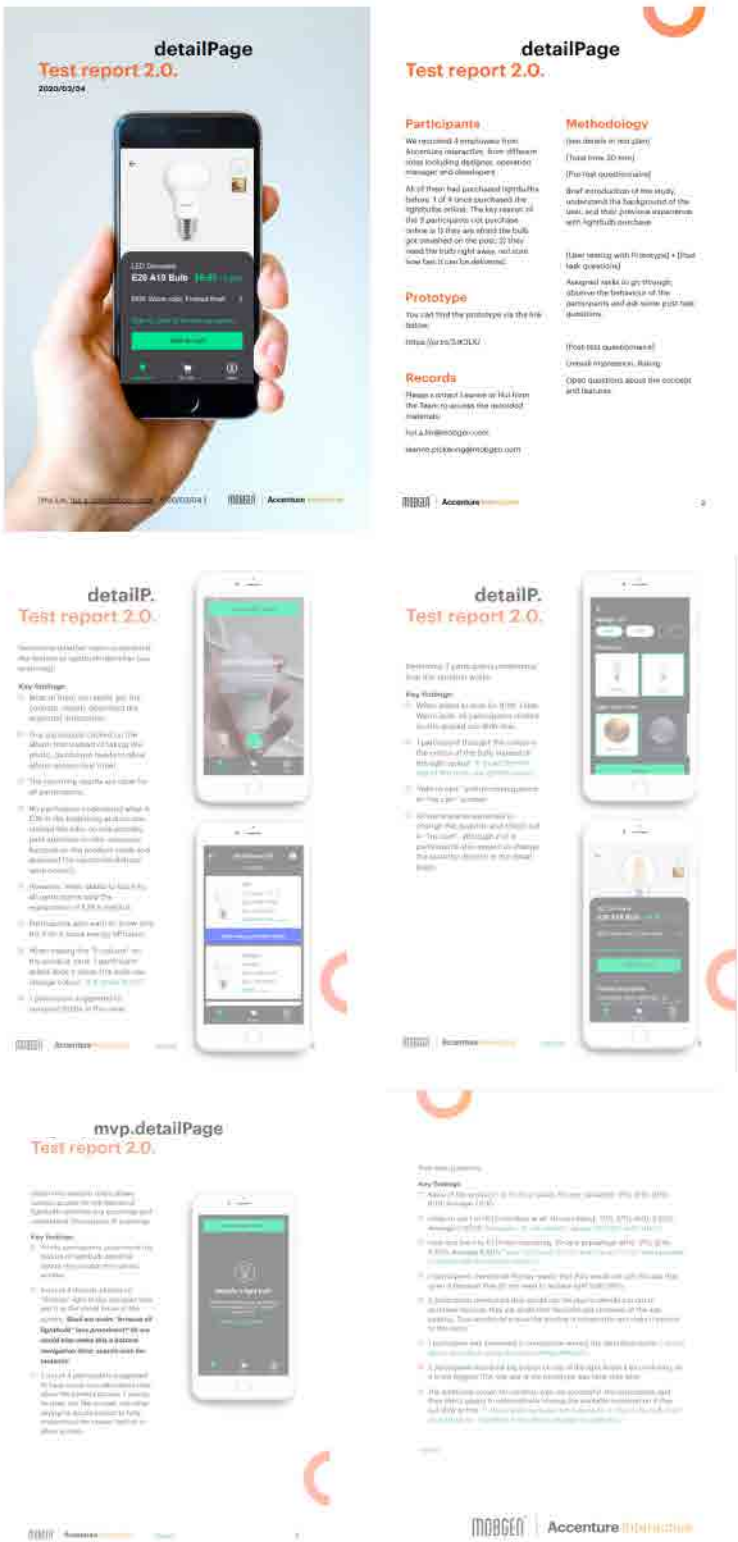
Image 11.   *Usability test report pages*

Taxonomy of Usability report

Types	Number of participants	Participant type	Name	Date	Author	Prototype link	Test aim	Image
Options	4	Designer	Signify.mvp.detailPage	2020/03/04	Hui Lin	URL	Usability	
		Operation manager					Visual impression	
		Developer					Desirability	
							Usefulness	
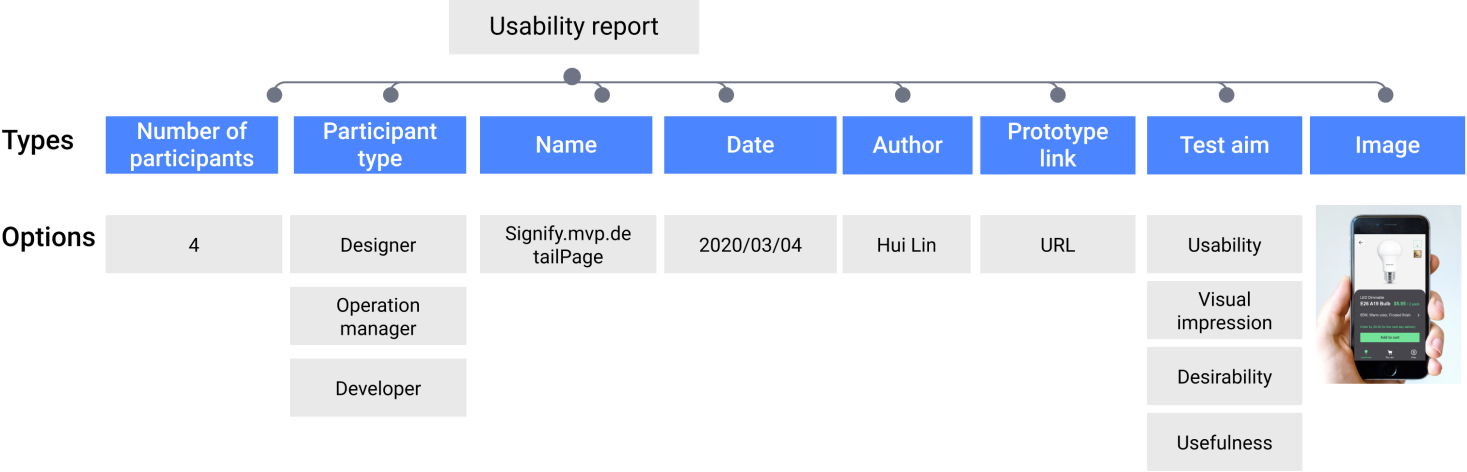
Figure 6.   *Figure illustrating the possible options for extracting the information*

Usability test report analysis
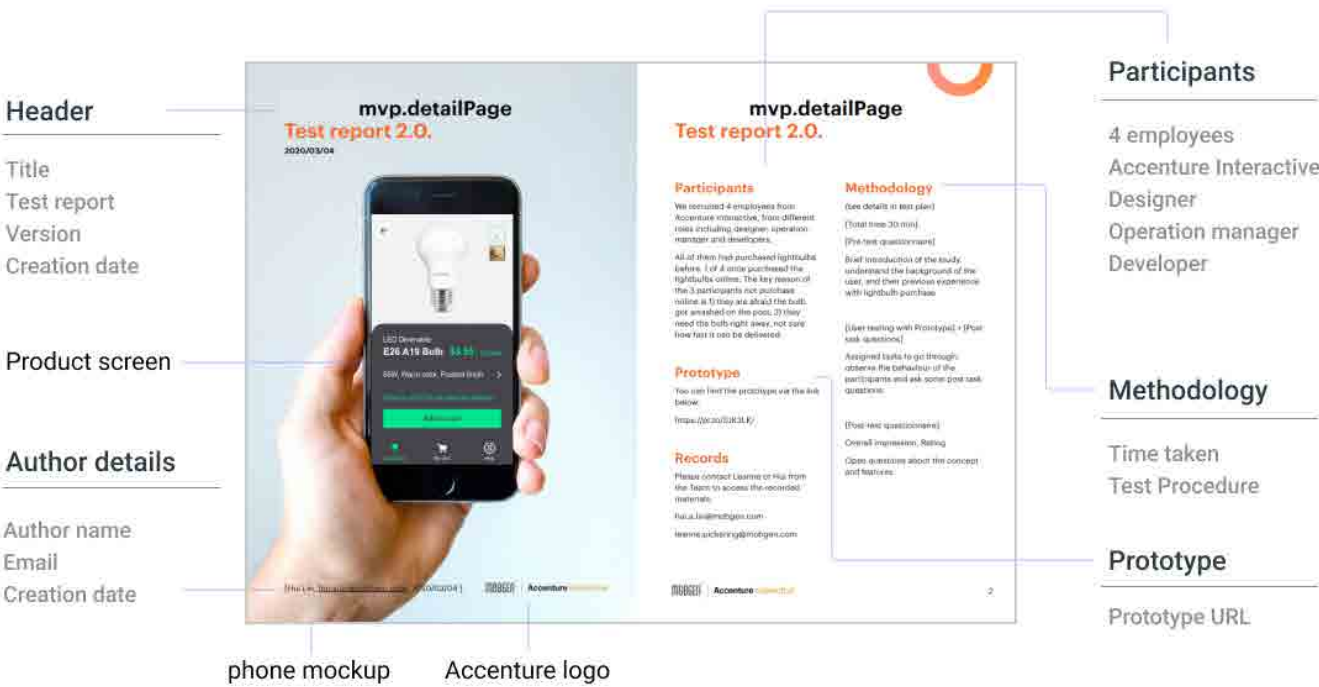
Image 12.   *Analysis of the document based deliverable (Usability test report)*

3.4.4 Topic clusters

How to increase visibility of these contents?

Content clusters is a concept in SEO(search engine optimization) content strategy, that goes beyond inserting keywords in content, it uses topic modeling and internal linking to improve the UX of content searching performance.

How it works

Content clustering works in defining three main components:

1) Pillar page - a broad, comprehensive piece of content that serves as the cluster's core
2) Cluster content - pieces of information that linked to and from a cluster's pillar page
3) Internal Links - the linkage that binds the clusters together
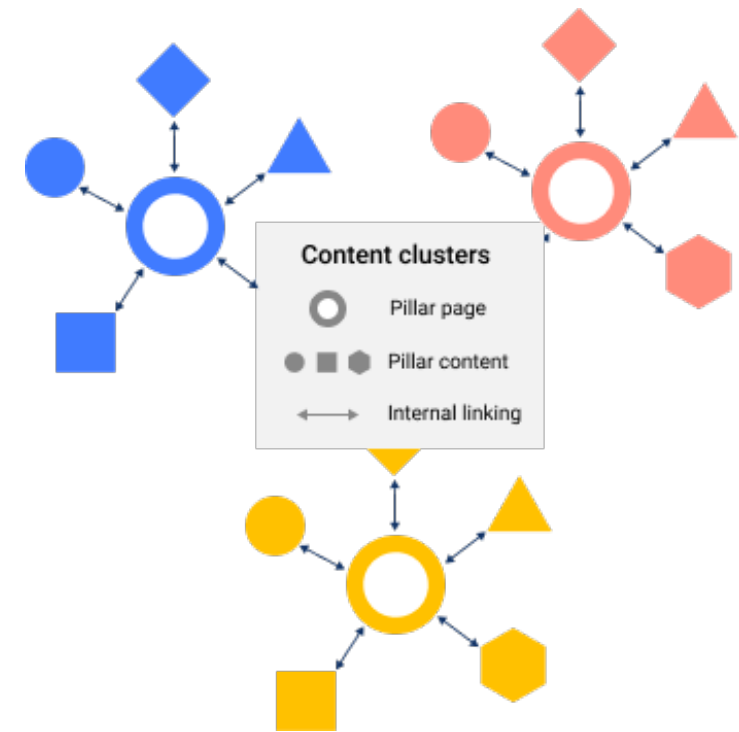
Figure 7   *Content cluster Figure illustrated by author*

Combining with other information that are shared within the team

Understanding that these deliverables are often generated for their clients and these deliverables serve both as a final project output and an inspiration source, I attempted to cluster these materials into topics and group related content together. Other related information such as templates and people who are more experienced in the process can act as an advisor to a specific topic so that others know who to reach out to for specific process enquires.

3.4.5 Things to take note of

Not all deliverables of the same type are built the same

Deliverables are made to tailor according to different client's needs, this means that there could be variations that would not be able to be automatically identified and classified. Thus, some human effort would be required to help to build a library of organized content.
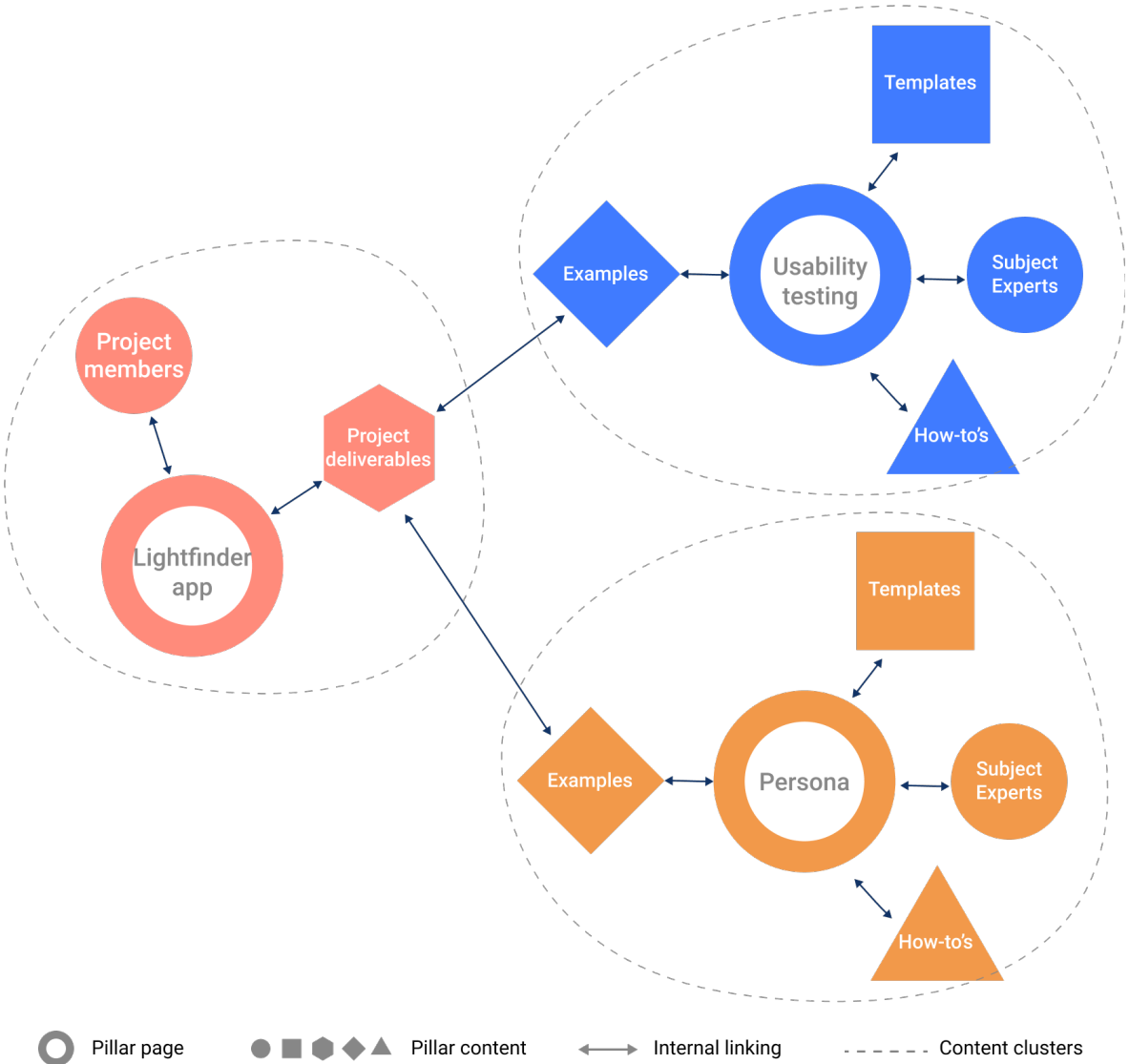
Figure 8   *Figure shows a deliverable of project (Lightfinder)being a shared source to the processes (Usability testing and persona)*

3.5 Information systems analysis

This section analyses the two existing information systems and identifies the advantages and disadvantages that could help identify what is expected from the platform.

Existing information systems
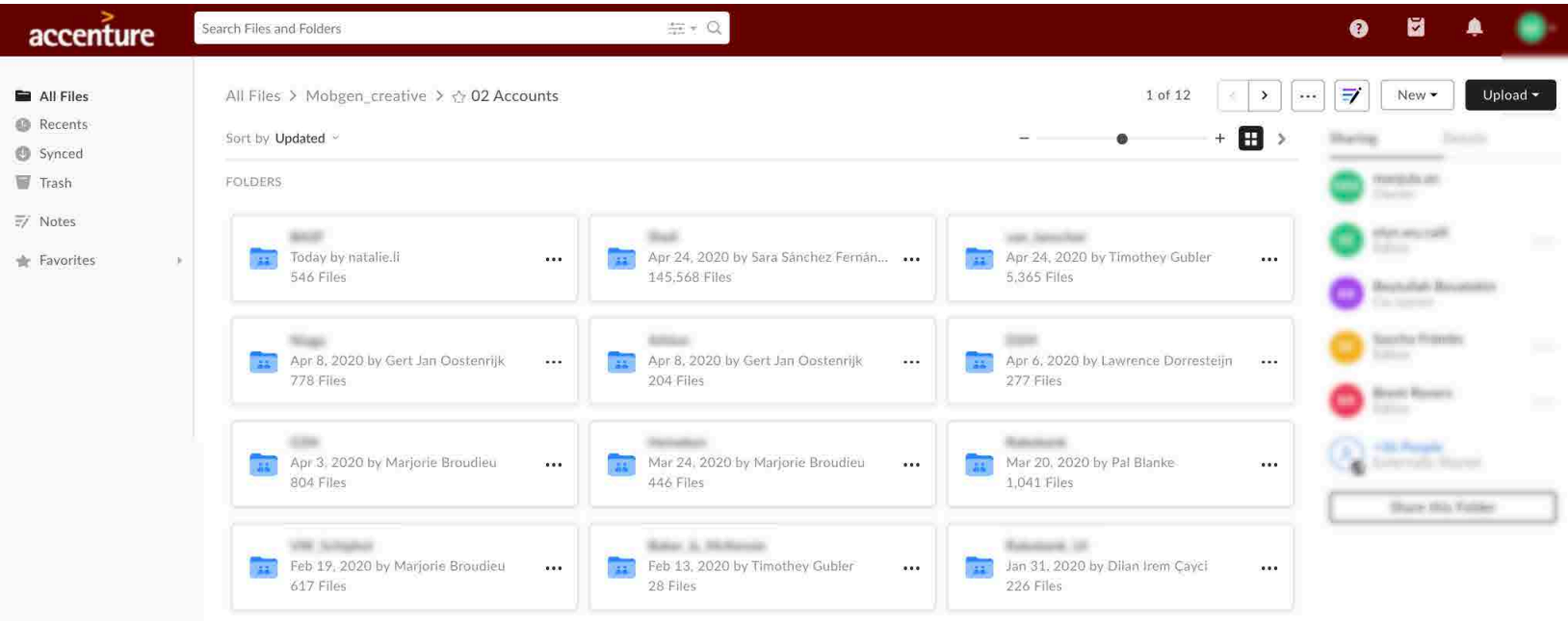
Image 13.   Box interface within the team.

3.5.1 Box

Box is a cloud content management and file sharing platform for internal and external collaboration. The AIDC uses this to store all their project files and resources such as templates, imagery, and reading materials.
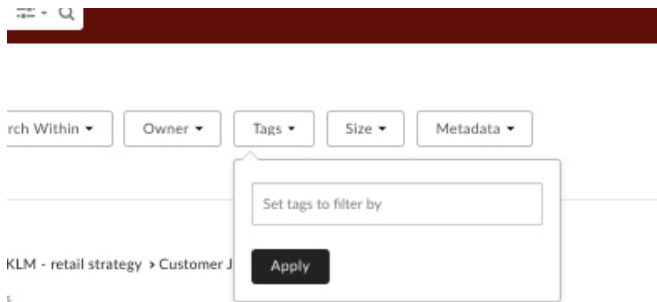
Image 14   No tag list to select from; keying manually is the only option

Resources in different folders

Example Box - folder layers
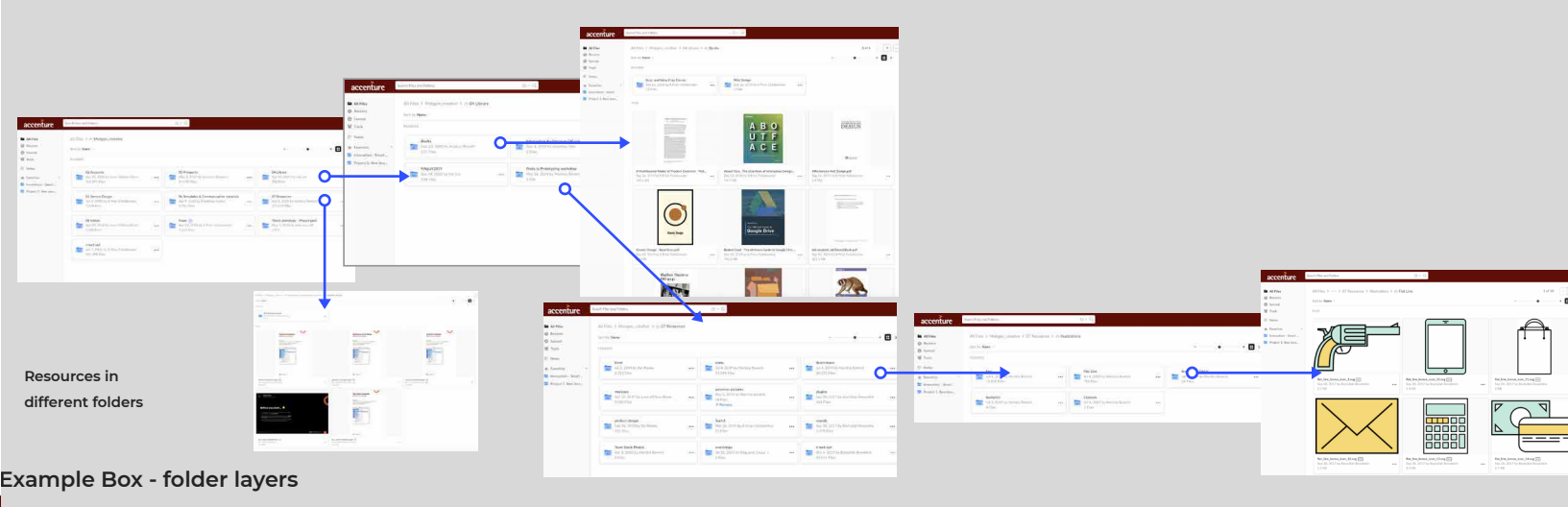
Image 15   Information within folders and folders

Box Heuristic evaluation

Absence of tag cloud

A tag cloud is a visual representation of text data, often used as a categorization method for content items. The current platform allows users to apply tags on files but does not display existing tag categories.

Absence of project description

The lack of description prevents people who are not involved to know about the project context or the type of project it is. Obstructing the potential use of projects as a source for learning.

Searching similar information is possible but challenging

Due to the different file structure and naming per project, file retrieval becomes difficult.

Lack of nudging to provide more information

The file onboarding to the system is a 'drag-and-drop' process, although it is quick, this does not encourage users to categorize their files.

Visually unappealing

According to surveys and interviews, generally, AID finds Box as a simple tool for file storage but not a place for them to find inspirations due to the lack of visual attractiveness and interaction.
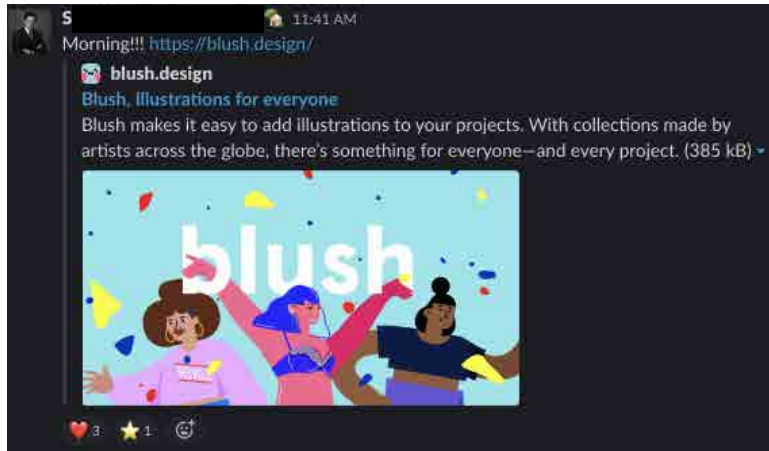
3.5.2 Slack

Slack is a business communication platform and is used for team communication and sharing of design-related articles. AID often shares design articles, achievements, and self-written articles within the team channel to share new trends and promote their work.

Heuristic evaluation

Information lost overtime

As seen in image 16, shared information is neither tagged nor categorized for easy referral within the conversation, thus making information difficult to find.

High sharing and interactivity

AID generally prefers Slack for sharing design resources and inspiration as it creates a casual space for communication among the team. They feel more connected to the platform due to the high engagement level.

Browsing Slack channel

Image 17. Slack interface - the shared files being stacked with daily conversation

How would the different systems interact with the platform?

The platform will showcase the finalised files and AID can provide links directly to the project folder to retrieve the files.

For archiving of articles that are shared in Slack, AID will archive the shared links for others users to read up on.
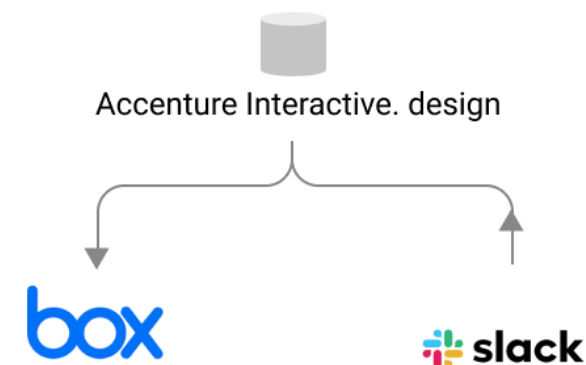
AID provide links to Box where files are stored for users to download

Shared articles will be archived by AID from the Slack channel for other users to read

Based on understanding both platforms, below are the requirements that the platform needs to take note of:

3.5.3 Requirements

Tag cloud feature is necessary

To assist users in tagging their files in pre-existing categories

Tagging should be introduced during uploading of files

Encourage the sorting of files to happen when the moment when they upload their files.

Must be visually appealing

Reducing the office-like appearance of the system and promoting tools and projects visually.

Allow other form of social engagement apart from work to increase usage

Sharing of articles, achievements, exchanges of ideas and knowledge are some of the activities people in AIDC enjoy and those should be part of the platform.

3.5.4 AID perceptions of using different information systems

Working with multiple information systems can be challenging for AID when it comes to information gathering. Below are some of the facts and challenges that AID encounters.

Different Ways of Working (WoW) affecting file organisation

Projects are organized differently due to adhering to the client's WoW, resulting in the folder and file labelings to be inconsistent across the different project folders.

> *Interview 5I - "because I know that in some of the projects, the designers are working in different style. Their project are sort of are more free flow, you know, and as I says, it's just very difficult. If we want to find anything afterwards "*

AID are open to share but wary of confidentiality

Although many support the idea of sharing a number of them stated that the 'grey area' of sharing project related information needs to be clearly defined.

> *Survey PD 6 - "Basically a high-level description of the project. Other specific design issues. Honestly not entirely sure what is officially allowed or not"*

> *Survey PD 5 - "Please be aware that some projects can't be shared because of contracts, so there needs to be a way it can be hidden."*

Resources are not visible enough

Shared materials such as templates, reading are not easily retrievable as many commented that the searching within the system is difficult.

Secondly, the information shared within Slack is hard to retrieve from being buried under messages or unable to recall the post.

> *Interview 2I - "I know I can find these stuff ... in one drive or accenture drive .. but its just painful."*

> *Interview 8I - "lack of education of where all the things are"*

More at ease to share in a casual way

Interactions are more active on the Slack channel because it creates a casual space for sharing and people are more connected. AID is proactive in sharing and Slack provides a less than office feel experience which allows sharing to take place easily than compared to Box.

> *Interview 5I - "...very important in my opinion, to get familiar get to know each other, better and better also across chapters. So why is everybody up there doing, what is the branding chapter are doing. So really, get to know what kind of other cool initiatives and projects are conducted and also in the cross chapter. So absolutely, I'm a great fan of this moment "*

Absence of project context

The confidential issue affects the way they share project information. Files that are stored does not contain any project description. Therefore, their only means was to seek advice from the people involved or figuring out while working on the project.

> *Interview 9I - "I spent a few days look through the project files to understand the project and what the designer did. It was quite difficult"*

Promote more cross-learning

Even though AID are differentiated by their roles, many stated their interest in learning skills from their peers for personal growth and improvement. Mentioned by the stakeholder, some processes are similar (such as market and product research, usability testing) and others that are unique to the role (service blueprint)between service and product, it would be beneficial for such methodologies within the teams to be accessible for all to encourage more learning within the company.

> *Interview 8I - "Let's say, let's say I'm searching for airports. I'm doing a bunch of airports and search for airports. And I see contributors to articles on airports. Marjorie, Magno and Alessandro. Then I can go to them. Hey, guys, I saw you work on airports. You want to want to talk about it? "*

3.6 Vision Clusters

Framing insights using the 5 bold steps vision canvas, insights were clustered into 3 big themes which were further broken down into smaller clusters of sub-themes below.
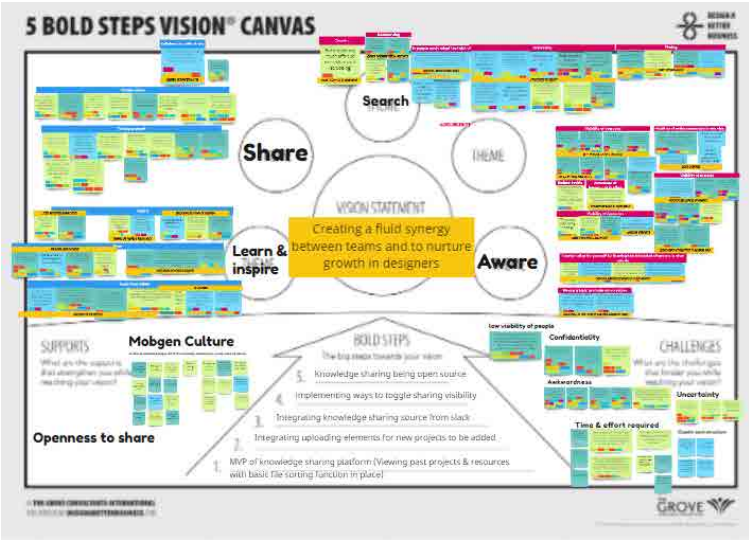

Image 18.   Vision Canvas with gathered insights

3.6.1 Platform Vision

Bridging across other daily used platforms

The platform can include information such as external shared articles and tools that are shared actively within the design team in the Slack platform.

Information touchpoint

The platform should have all past project data

Showing growth & improvement

The information displayed in the platform should be part of the documentation of the project so that others can see the progress.

Source for inspiration

The information that is uploaded to the platform will be accessible and visible to act as a reference for others.

Tools to support design

The platform should have all the design materials shared across the whole team.

Fuss- free

The information required to be populated in the platform should be concise and summarized.

Opening up to other parts of Accenture interactive

The platform becomes a reference point where other professionals can get connected and utilise the resource with the design team.

3.6.2 From Vision to requirements

Turning visions for the platform to requirements to achieve through the platform. The requirements are separated into content and system requirements to be achieved through this platform.

Content requirement

Creating content should be summarized

AID needs digestible information so they can learn fast and also contribute the necessary information without taking too much of their time.

Related content should be grouped

Cluster related information helps AID in speeding up the information gathering process to kick-start their design quickly.

Content should be informative

Content from the projects and resources should provide information that other AIDs can learn about and know who to reach out for.

Content can be generic

Templates and imagery can be reused for several purposes. The project description should be made generic (means removing the specific details of the client and client-provided data). More details under the concern section)

Content should include contributors

The content should include the contributors to direct the seekers to the right person for help.

Content should highlight challenges & achievements

AID share their achievements and learnings quite actively with each other, sharing what challenges they faced and the impact their design brings with the team brings positivity and provides a source for others to learn about.

Content should be actively updated

Keep everyone up to date on new shared resources and projects added to the platform. The new content will need to be added actively so it keeps the users engaged and increase trust with the information shared from within.

Systems requirement

System as a centralised hub

The platform should pull design information across the systems that AID uses. This would require a mapping of the types of information, where the information exists, and how they should serve this system.

System should make on-boarding of information easy

The information should be sorted, organized, and provided with descriptive meta-data so that the information that is relevant to AID's search can be retrieved.

System should be part of the project documentation process

The platform should be the main system for project documentation process to be done for all information

System should provide links to related information

The platform should display the information that are related

System should serve as a source of reference

The platform should serve as the single source of truth for AID to find design inspiration from deliverables done and tools shared within the team that are accessible and visible for use.

3.6.3 Learnings over discussion

After interviews, concerns have been identified and brought to discussion.

Project Content Confidentiality

Certain information in the projects are confidential, how can we still share knowledge without breaching data ethics?

For the pilot stage, project deliverables will be manually reviewed by the design manager, and design leads before the content is published. Users would be provided draft guidelines to identify classified information that could not be shared.

In the future, uploading of project related information and materials would have to go through a workflow process within the portal. These materials would be submitted to the project leaders and they would scan through these materials before they can be viewed by the rest of the organization.

Status of project

Is it possible for ongoing projects to be uploaded on the platform as well?

The issue of uploading projects that are in progress could run some risk of sharing data that are not curated.

Different iteration stages will cause information duplication (different versions of the same design task) and potential information overloading the constant change of project description (due to client changes) causing confusion to others who want just a high-level understanding of the project.

To mitigate this situation at the current moment, either the lead of the project or a team effort to curate the deliverable before uploading.

Project ownership dilemma

> *It is not common for AID to know the full process of the project to provide the description of the project, how can we resolve this?*

AID does not have a full overview of the project (refer to the agile process) therefore, concern about providing the project description has been raised during the discussion.

Proposed Solution: At the end of a project team discussion would be needed or the project manager can step in to provide the high-level description of the project.

> *Files worked by multiple designers over time. If clarification is needed, who should one seek?*

Proposed Solution: For the pilot stage of the platform for displaying project information, only the final authors of the project will be shown to remove potential confusion for the users of the platform.

File version

> *There are multiple versions of working files available. Should they all be showcased?*

Proposed Solution: Since the purpose of the platform is to provide knowledge sharing and allowing designers to get inspired quickly, only the completed and the final version of project-related files will be showcased in the platform. Links to the project folder should be provided so users can see more details of the project if they need it.

3.7 Key takeaways

Accenture Interactive analysis

Three different teams namely service, product, and labs, offer different types of services and generates different deliverables for their clients. Working in an agile environment, the designers are assigned to various project teams and their weekly sharings become a touchpoint for them to share their learning experience with the rest internally.

Most of their project information is stored within their project groups and sharing of project information is not mandatory to practice internally therefore, finding out what others are working on and the projects that were done were either through exploring within the information system or asking around within the group chat.

Process of designing

The design process is often not linear and it runs at a fast pace, designers have to sift out information from various sources quickly to create designs.

Design deliverables, acting as both final outcome for their client and a source for inspiration to others, are analyzed to understand the elements that attribute to the creation. Identifying the key topic clusters, and connecting information together.

Information system analysis

Box, an internal cloud storage platform, and Slack, a communication tool, are both used within the team to facilitate file sharing and communication within the team.

After the analysis of the capabilities of the systems, the missing link between the two systems is a centralized place for information to be organized and access easily.

There were a few pointers were highlighted such as different ways of working and confidentiality affected the ways of project sharing within the team. Secondly, the visibility of the shared resources is critical as it is a challenge to locate them within the current systems.

The platform should facilitate a casual way of sharing information between the teams, reducing the office-like interface, and encourage cross-learning by making processes and information shared within teams available for others.

Vision clusters

After gathering all the information from interviews and observations, the vision canvas was created, identifying the vision of the platform that the team aims for. Translating vision into requirements for both content and system of the platform.

04
Design requirements & design goal

This chapter contains the overview of all the requirements found from the earlier chapters, leading to the defined design goal to move forward with the next phase of ideation and iteration.

Chapter overview

4.1 Requirement overview

This section provides an overview of the requirement gathered across theoretical research, future vision and user research. The clusters defines the overall requirement the platform should aim towards and be explored in the design phase.

4.1.1 Onboarding information should be easy & simple
The platform should provide some guidance on the content needed.

No.	Description	Found in	Type
1	Codification by assigning keywords or providing description	Chpt 2	Requirement
2	Simplify information required from the user	Chpt 2	Requirement
3	Defining critical information that is useful for them so they know what to share	Chpt 2	Requirement
4	Support capturing of key knowledge	Chpt 3	Requirement
5	Fuss free	Chpt 3	Requirement
6	Content should be summarized	Chpt 3	Requirement
7	Tag cloud is a must	Chpt 3	Feature
8	Automation can help extract rich information from deliverables	Chapter 3	Consideration

4.1.2 The platform should provide space for individual reflection on project progress
The platform should assist designers by providing a space for self reflection.

No.	Description	Found in	Type
1	Generating individual knowledge take time at the end, it is encourage for individuals to have a record of their reflection on their project	Chpt 2	Requirement
2	Personalised information are more resourceful; mostly tied to carrier so it is important to know who has the knowledge	Chpt 2	Requirement
3	Should be part of documentation	Chpt 3	Requirement

4.1.3 The platform should highlight contributions & achievements
The platform should highlight the team's acheivement and promote positivity

No.	Description	Found in	Type
1	People share to connect	Chpt 2	Motivation
2	People share to feel good	Chpt 2	Motivation
3	Indirect reward: acknowledgement, ability to showcase individual talent and ability	Chpt 2	Motivation
4	Content should include contributors	Chpt 3	Requirement
5	Content should highlight achievements	Chpt 3	Requirement
6	Showing growth and improvement	Chpt 3	Requirement

4.1.4 Information should be informative & accessible
Information shared within the platform will be open for everyone within the company to have access to

No.	Description	Found in	Type
1	Prevent social loafing, increase visibility of shared knowledge	Chpt 2	Challenge
2	To enrich shared knowledge so that sharing can stick and others can learn from	Chpt 3	Requirement
3	Information touch point	Chpt 3	Requirement
4	Content should be informative	Chpt 3	Requirement
5	System should serve as source of reference	Chpt 3	Requirement
6	Shared resources not visible/easily accessible	Chpt 3	Requirement

4.1.5 The platform should look semi-formal

The platform should provide some guidance on the content needed that is simple and quick.

No.	Description	Found in	Type
1	Must be visually appealing	Chpt 2	Requirement
2	Source of inspiration	Chpt 2	Requirement
3	Accenture branding guideline		Requirement
4	Simple and clean interface	Chpt 3	Requirement
5	Side navigation bar	Chpt 3	Requirement

4.1.6 Related content should be clustered

The platform should group related and relevant information together

No.	Description	Found in	Type
1	Related content should be grouped	Chpt 2	Requirement
2	System should provide links to related information	Chpt 2	Requirement

4.1.7 Content need to be curated

The information shown in the platform should be checked and verified.

No.	Description	Found in	Type
1	Content can be generic	Chpt 2	Requirement
2	Content should be actively updated	Chpt 2	Requirement
3	The contributor need to curate the extracted information to ensure it is shareable	Chpt 3	Requirement
4	Confidentiality hinder sharing	Chpt 3	Requirement
5	Same deliverable type may have variable outcomes therefore, the platform would need assistance from users to identify related contents	Chpt 3	Requirement

4.2 Design Goal

Understanding what was required from the platform, an overall design goal for the platform was formulated.

A centralised platform for designers to share key learnings from projects, best practices and resources within the design team.

Some 'How Might We' to be explored in the ideation phase:

How might we encourage designers to share their learnings?

Looking into ways to nudge designers to contribute content to the platform.

How might we make information search easy?

Exploring ways to improve the information search experience.

How might we create the project browsing experience informative and inspiring?

Looking into how should information be designed and displayed for designers.

How might we encourage more sharing through the platform?

Ideating ways to motivate and encourage more sharing and how can it be facilitated

How might we ensure all the information uploaded to the platform remains shareable?

Exploring ways to address the topic on confidentiality.

05

Design Ideation & iteration

Moving into the ideation phase, multiple co-creation and discussions took place with the design team and design students. Three rounds of design iterations of the platform were done to refine the details before heading to the evaluation phase.

Chapter overview

5.1 Co-creation

This section will cover the exploration of ideas. Some of those were outcomes from co-creation while others are existing solutions that can be considered to address the issues that were addressed in the earlier chapter.

Image 19. Co-creation setup

Co-creation setup

2 co-creation sessions were done to get inspiration for the platform design.

An hour of co-creation with 3 designers to initialize the project card design arriving at 2 different designs to display the project information and another co-creation session with design students were done separately to design the layout and information display of the page.

Participants

(1P) Senior Product Designer - 4.4 years
(2P) Senior Product Designer - 3 years
(3P) Product Designer - 1.9 years
(4P) Senior Service Designer - 3.8 years
(5P) Design student (DFI)
(6P) Design student (DFI)
(7P) Design student (SPD)
(8P) Design student (SPD)

5.1.1 How might we encourage designers to share learnings from projects?

Idea 1 - file upload form

The idea is to provide a form that contains a tag cloud so that contributors can select specific tags quickly. The form also provides a quick example of a description for the user can refer to.

Adding the additional step during the file onboarding increases the chances of users adding more descriptive meta-data to the file.
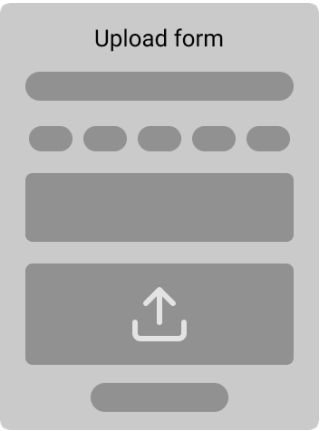
Idea 2 - chat bot idea

The bot asks for the required information conversationally while breaking down the upload task into steps. After the chat is complete, the file will be organized and sorted in the system.
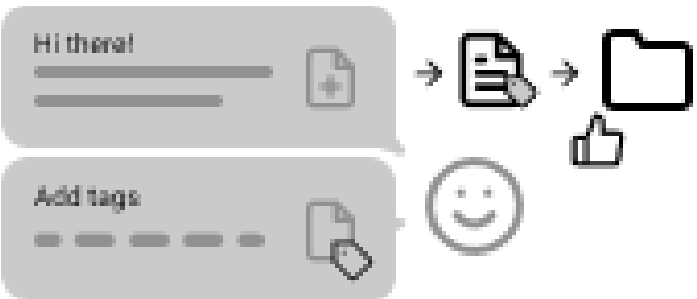
Idea 3 - Facebook-inspired page for each project

A social media-like page for project team members to post a short description of the deliverable and create tags on the files as a social feed so that the documentation of learnings can be accumulative and traceable.

5.1.2 How might we make information search easy?

AI search engine

The idea was to ease the search process of the user by uploading a request to the platform and the AI extracts information that is related to their search queries. The user can decide if it is useful or irrelevant to their search needs.

Information upload template

The idea was targeting at ensuring details relating to the project (members involved, the status of the project, deliverables) are all structured within a project template with integrated with an online project management tool so that users can have the full overview of the project.
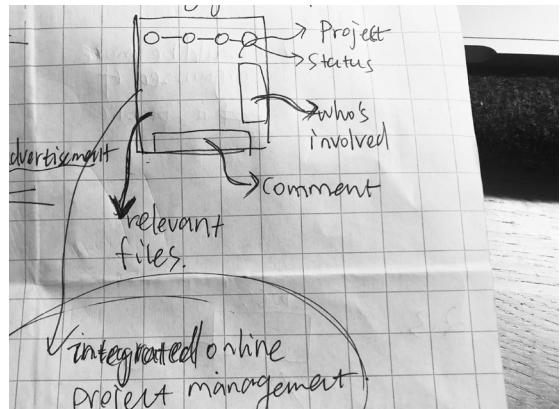

Image 21. Co-creation idea of a template for documentation that is integrated with project management tool

File cart

The idea was to allow users to 'shop and keep' information that is relevant to their search query. By doing so, the users can cluster their search results and giving them a theme. Each item will be assigned to the tag so that it refines the search results for the users and for others to find the same type of information.

5.1.3 How might we create the project browsing experience informative and inspiring?

Visual Clustering

Clustering projects with similar topics together in a divergent circle diagram, highlighting the different topics would give the viewer a sense of the clients that the company has been receiving and being more experienced in a specific industry.
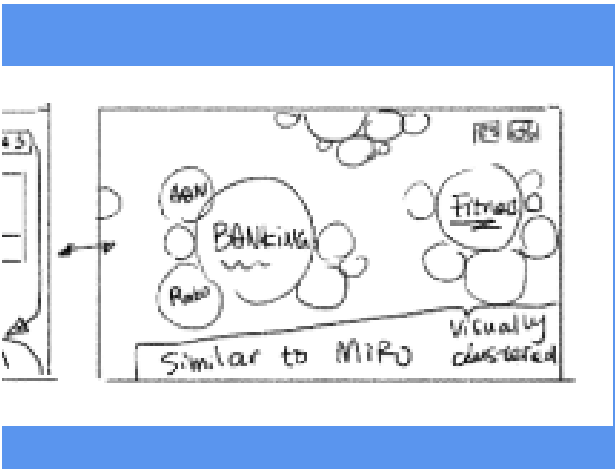

Image 22. Co-creation idea of visual clustering of projects

Walkthrough filter (personalised filter)

The filter will sort the projects based on the user's preferred choice of selection. The filter can be customized to the user's choice based on a few parameters that were mentioned such as role-specific (e.g. Product-related, Service-related) or the type of deliverable.
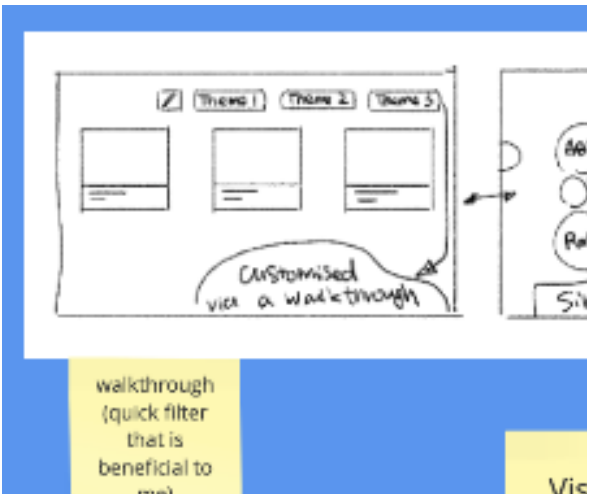

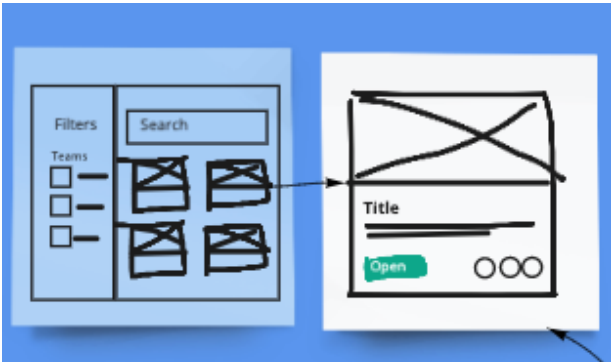*Image 23.* Co-creation idea of a personalised walkthrough for the designer's interest

Image 24. Co-creation idea of the project card information layout

5.1.4 How might we ensure all the information uploaded to the platform remains shareable?

User consent checklist

When the user uploads a file, the form pops up and the users have to check the files they uploaded meets the criteria to share the file. Then, the file will be sent to the manager/project lead to verify.
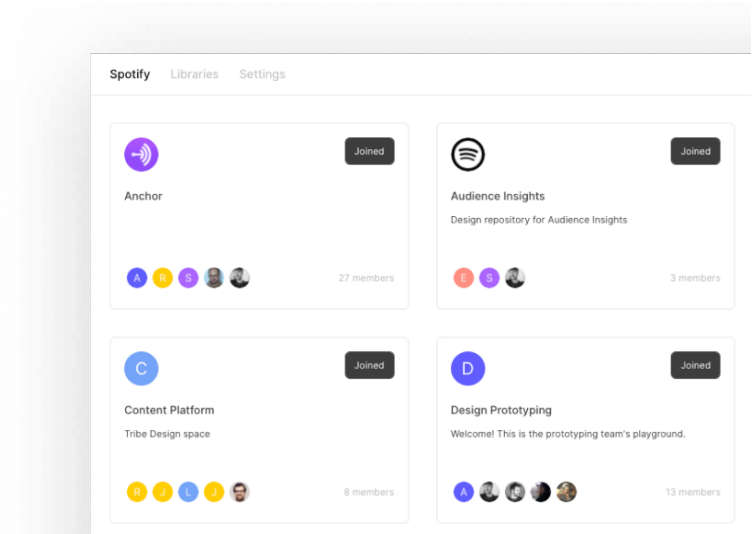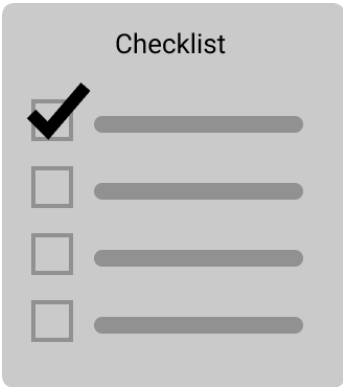

Image 26.   *Image reference from Spotify.design*

Interest group within the platform

By connecting people with a common interest, the sharing of information would be useful and relevant to the topic, creating a 'specialized' pool of information.

5.1.5 How might we encourage more sharing through the platform?

Reciprocity sharing

The idea is targeting at the moment when a user sees a piece of information that could be useful to another, they can choose who would most likely benefit from. The system will subtly remind the user to share something back to others as a way to repay the kindness. This way of sharing can help the system to identify interest topics that would appeal to the user.
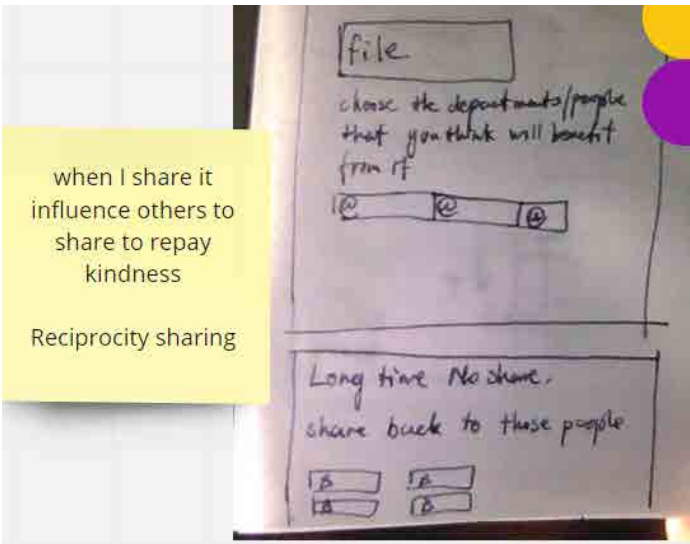
Image 25.   *Co-creation idea to encourage sharing through nudging*
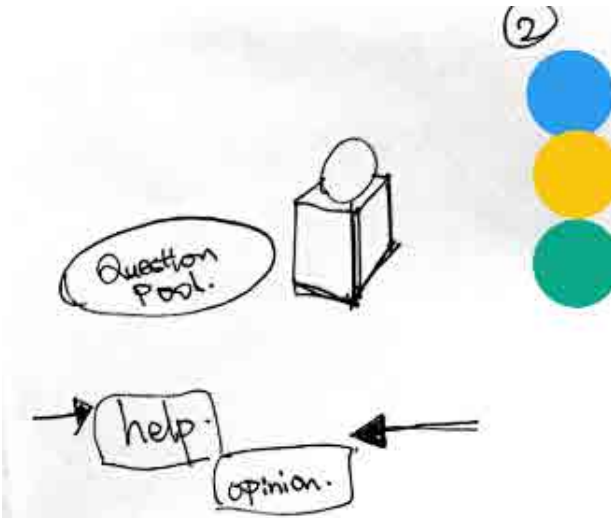
Image 27.   *Co-creation idea of a feature for designers crowd source for help by posting questions in a question pool*

Ask for help

A place where users can ask questions and reply to queries within the platform. Based on this question-feedback loop, the system can learn to match information over time and provide more relevant recommendations for similar questions that have been asked by others.

Summary

The ideas that were generated are used as part of the inspiration for the prototype design. The next section will cover the iteration process of the platform design.

5.2 Information architecture
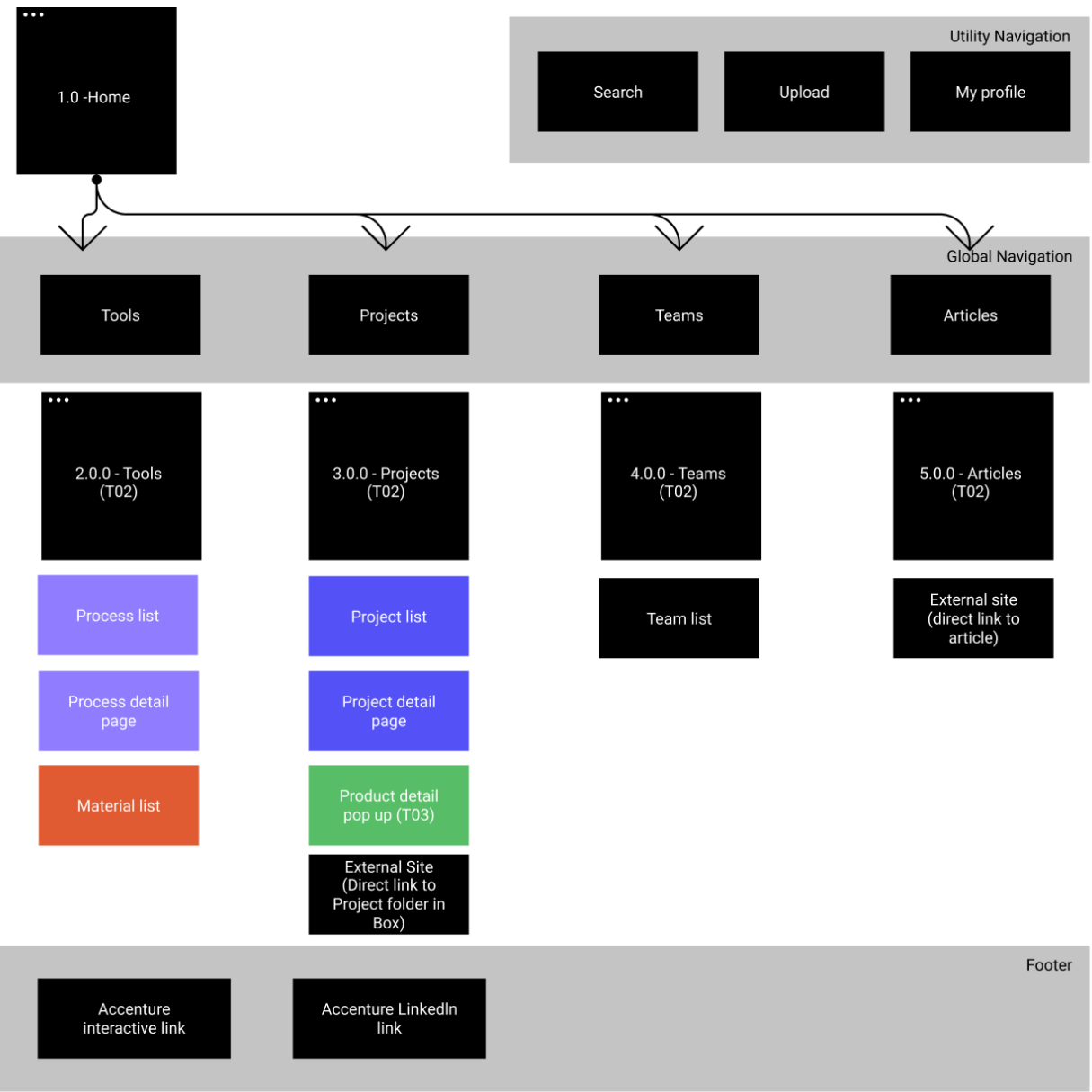
Figure 9.   Information architecture of Accenture Interactive.Design

5.2.1 Detail requirement list for Project & Tools page

The graph(on the left) indicates the key pages and the contents that will be places within and below are the required details to be displayed.

Projects Page

- Have a projects page that lists all projects developed by Accenture. Recent projects are placed at the top of the list. Display the name of the client, the type of application that was developed(.e.g. Shopping, navigation) and the project name
- Group projects based on the industry of the client(.e.g. Business,Education)
- Allow users to filter projects by client and industry.

Project Details Page

- Show screenshots of the completed application
- Show the challenges that were met during the development of the application.
- Members involved as well as their role in the project
- Deliverables that were produced during the project. The user can click on the deliverable to reveal a popup which contains information such as the challenges of the task as well as the author of the deliverable. Screenshots of the deliverable can also be seen in the deliverable popup

Tools Page

- The tools page is to list down the various design resources available in Accenture.Tools are separated into processes and materials. Processes mainly comprises information on how to conduct a certain workflow for example a list of steps to follow in order to conduct a usability test. Processes are further broken down into the subcategories such as Branding , Research and Workflow.
- Materials consist of templates, stock imagery and examples that can be used for inspiration.
- Users can filter tools by their respective categories and subcategories
- Each item in the list is labelled by their subcategories , the name of the tool as well as a short description about them.

Process Details Page

- Should include a brief introduction to the process
- Different steps in the project as well as links to the Materials that were used in each step
- Pro tips section where other designers share insights on the process and how they did it. Allow the user to also submit their own tips through this page.
- Credits to the contributors of this process.
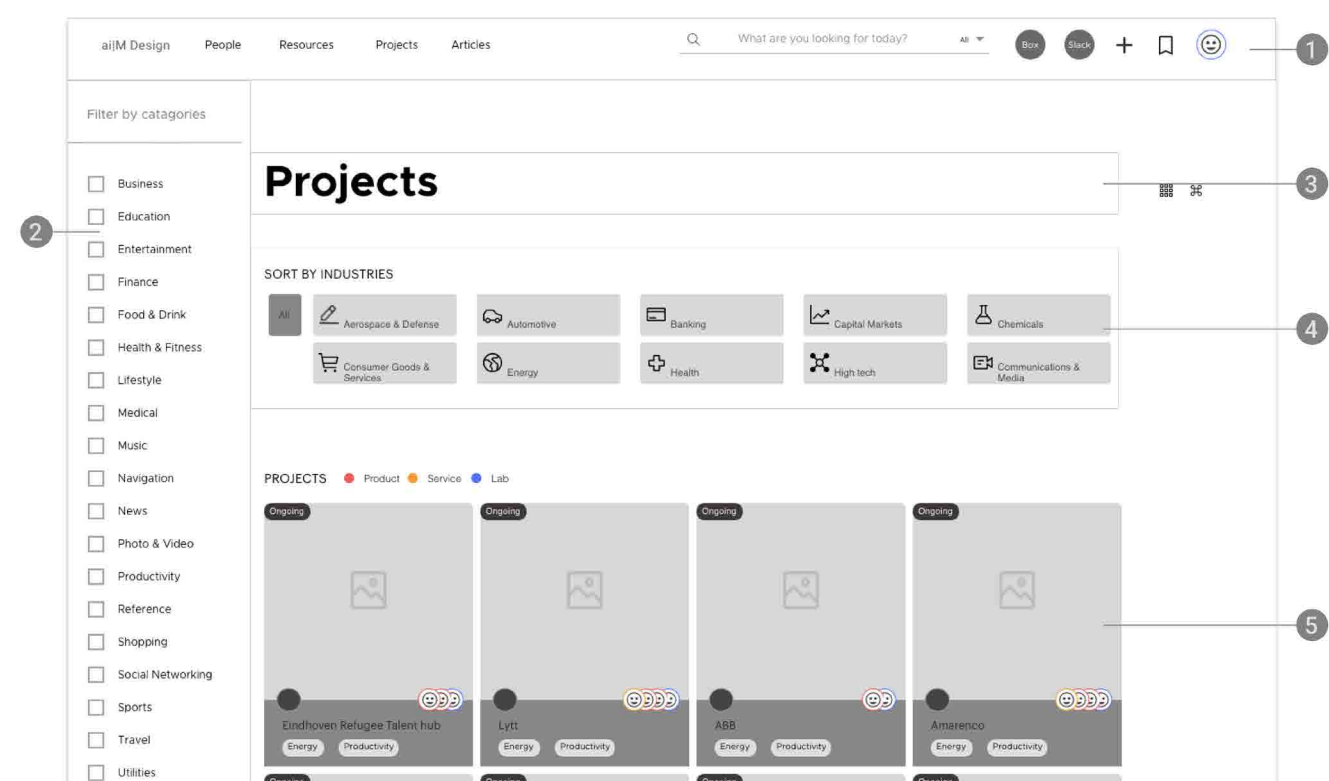
5.3 Project page design development

Image 27.   Project page design iteration 1

The design started off with some low-fidelity prototype without any images to test out with the users in terms of the navigation and content placement.

Indications

1 - Primary Navigator
2 - Side navigator
3 - Page header
4- Project card

5.3.1 Major changes - Project

2 - Side navigation

The initial stage was allowing users to filter by both industries and project categories. Further changes were introduced such as filtering projects based on clients and project category to simplify the filtering option.

4 - Reduced cluttering of details on card

The initial card design focus more on highlighting the members behind the project this however, creates visual noises on the site. The overall design was further reduced to displaying the name of the project, the category type and the client's name as a reference. Details of members are placed within the project detail page.

4 - Image focus on the project outcome

The initial ones focused more on the client (using client logo to represent the projects), users commented that showing images of the product they created would help them to recall better hence the change in the use of images.
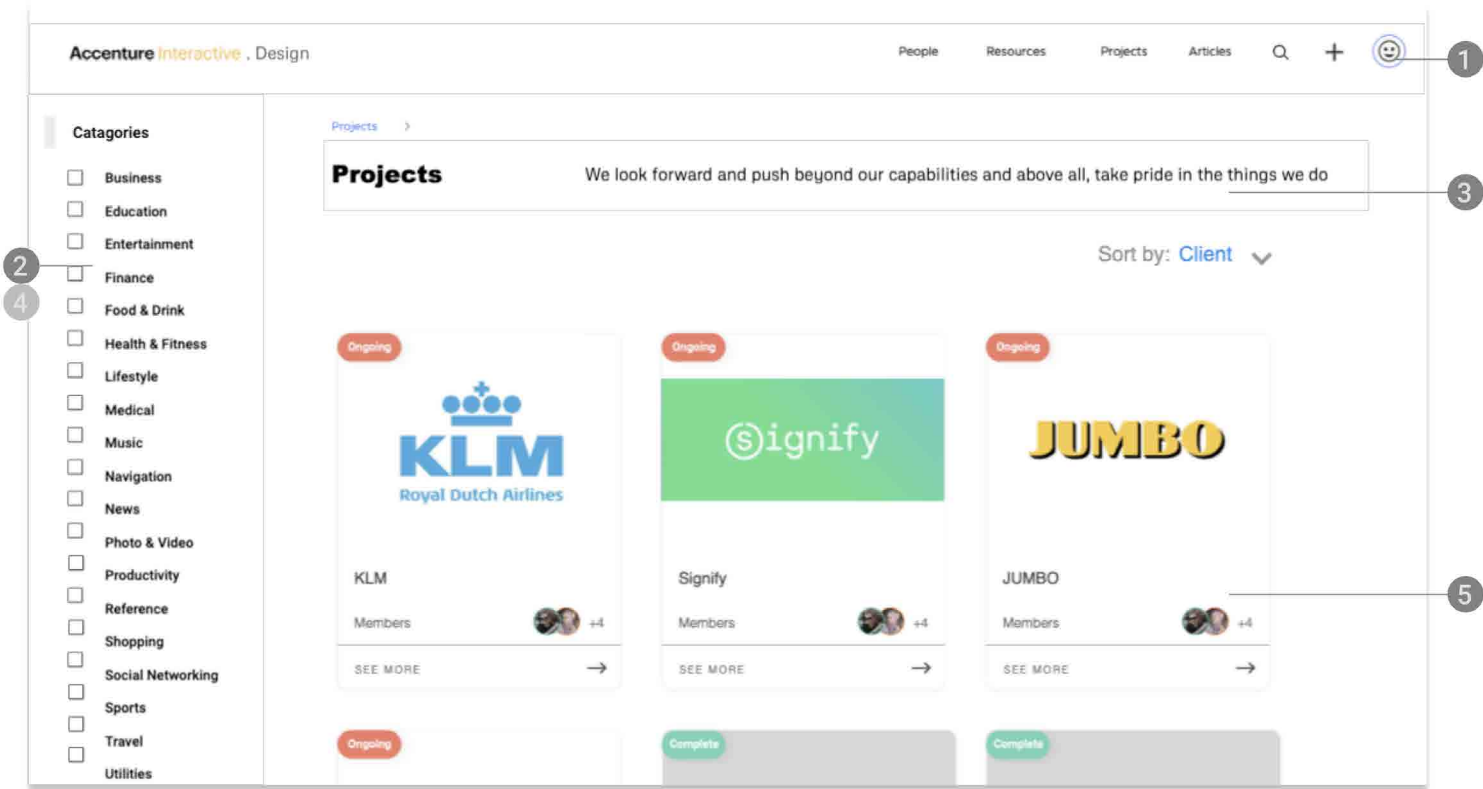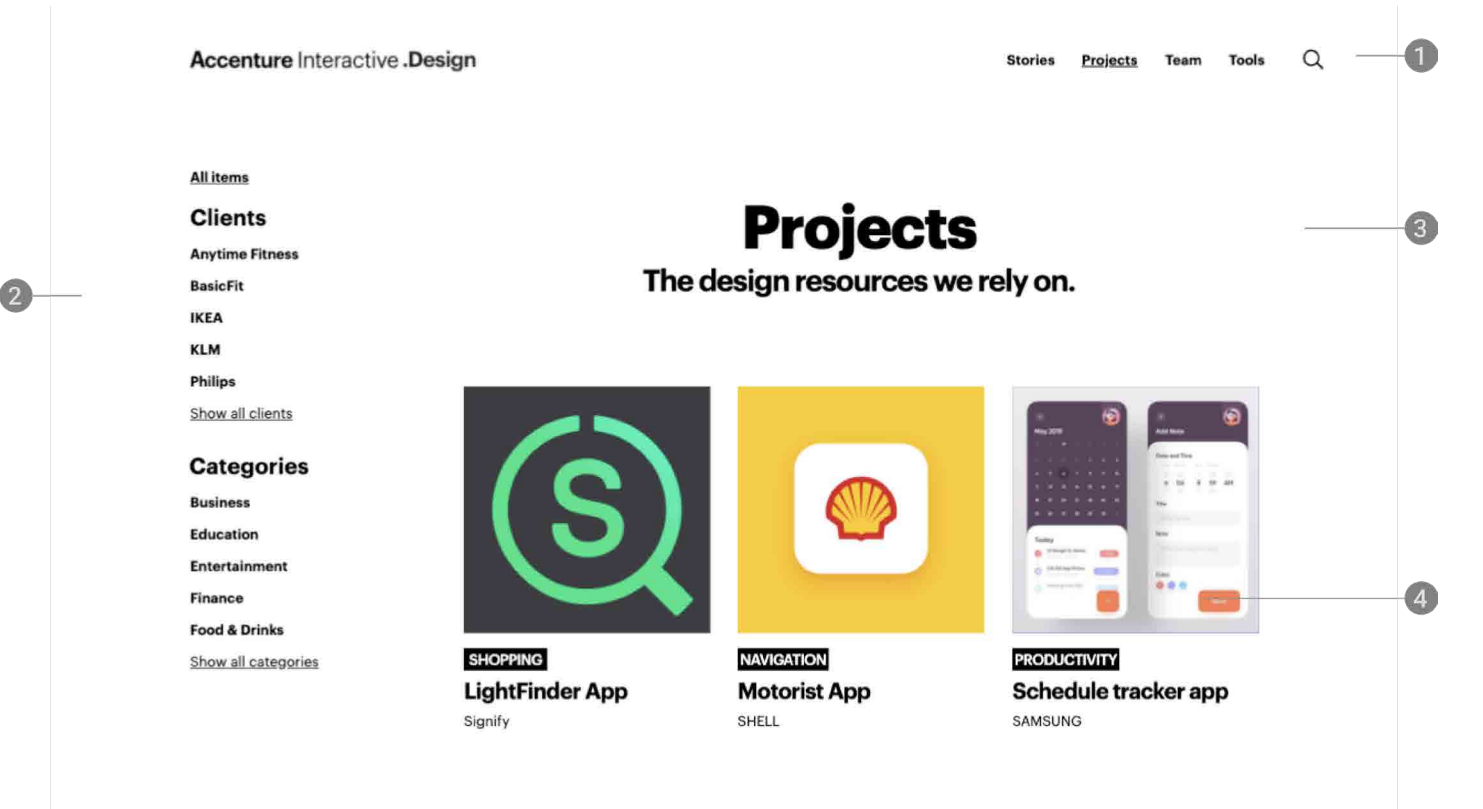

Image 28.   Project page Iteration 2

Image 29.   Project page Iteration 3
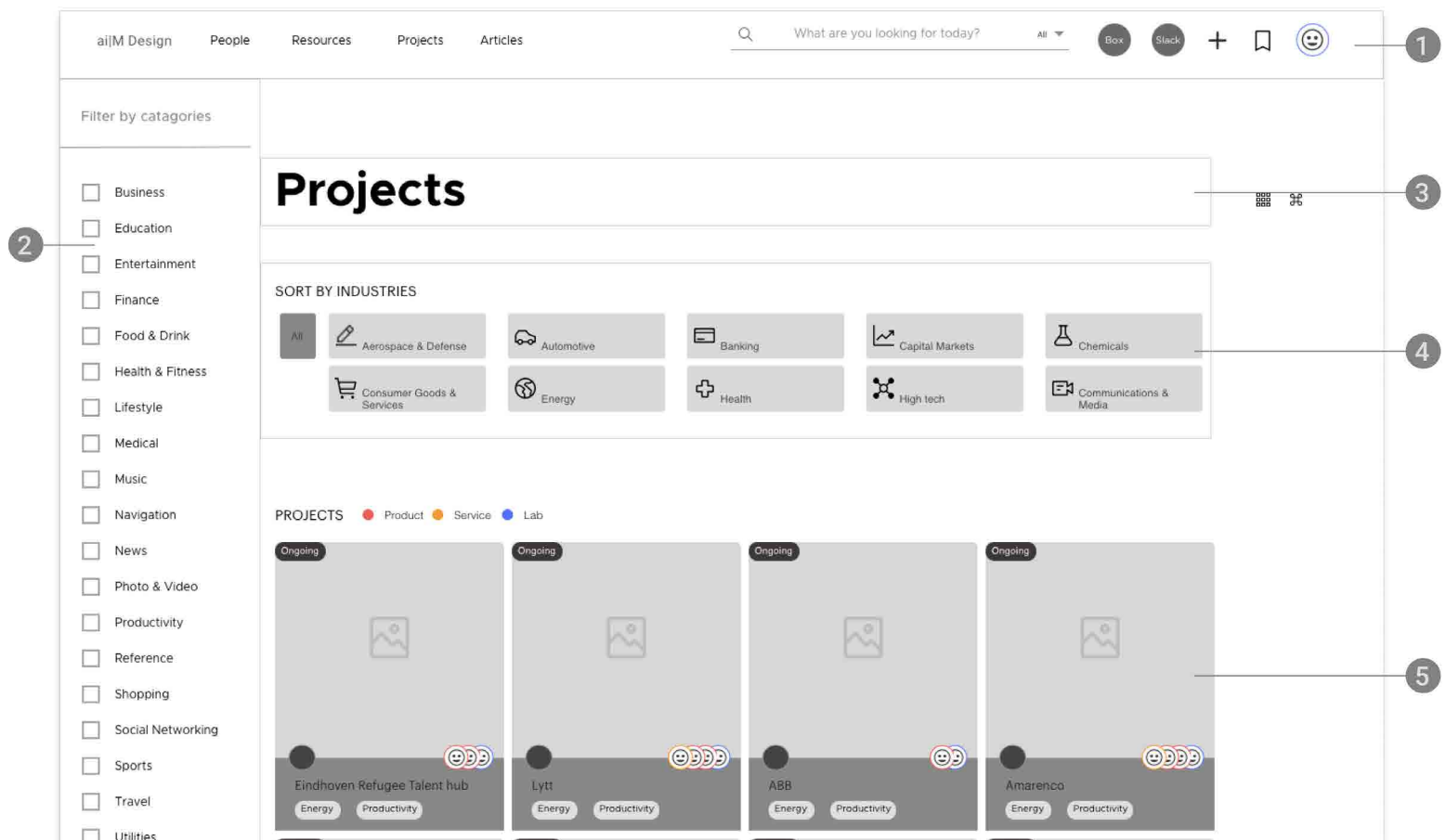
5.3.2 Iteration 1 - Project

The layout design was based on a competitor study across similar design platforms to ensure minimum usability problems and combining with some of the ideas from co-creations for the different component design.

1 - Primary header design

The primary header includes all the links to different pages, a search bar, quick access links to box and slack, an upload button for adding of new documents , bookmark and user profile.

2 - Side navigation (Project category)

For filtering projects across different clients based on the type of project outcome it is developed for.

3 - Page header

The title of the page to help users be aware and understand the flow of content within the page.

4 - Center navigation (Industries category)

For sorting clients based on the industries they are clustered in.

5 - 1st version of the project card design

Displaying the status of the project, the members involved and the tags associated with the project.
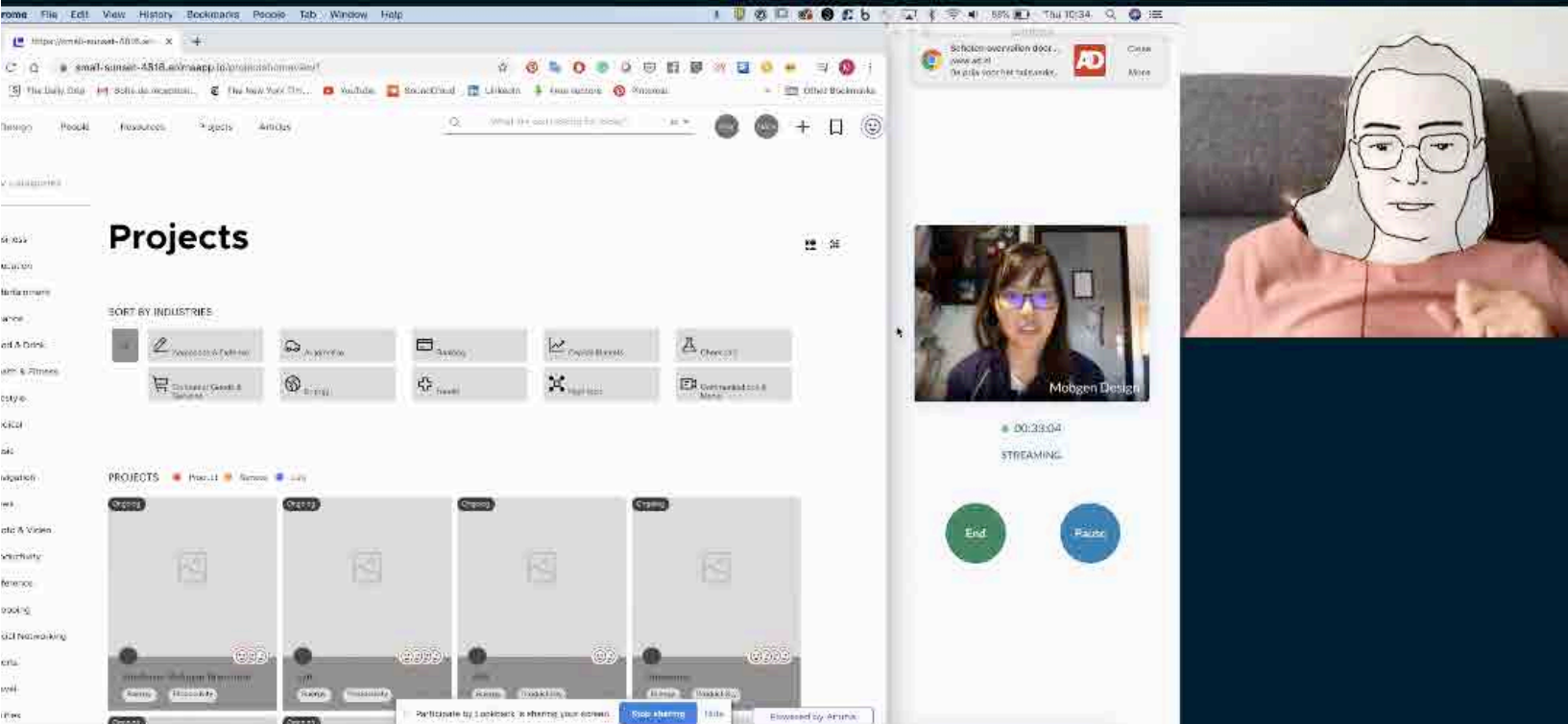
Learnings

Users find it hard to differentiate projects with industry categories

Having both project and industry categories confuses the user in what to expect when a certain topic and industry was selected. The decision was to reduce the filters to one for further round of testing.

Reducing the number of information shown on the card

Having both project and industry categories confuses the user in what to expect when a certain topic and industry was selected. The decision was to reduce the filters to one for further round of testing.

More emphasis on the page header needed

During the test, 3 users mentioned that they forgot which page they were in, and 2 scroll up to check which page they are in the midst of testing. this can be interpreted in two ways, the header presence is too small or more white spaces required to reduce the overloading of information displayed at once in the screen.

5.3.3 Iteration 2 - Project

Image 32.   2nd iteration of project page

2+4 - Improvements on the side navigation bar

Further suggestions were made to remove the check-box to keep the interface and the logic behind the sorting system to be simple and to allow sorting of projects based on clients to be added to the side navigation as both perform the same function of sorting out the projects.

3 - More emphasis on the header

During the development stage, a request by the stakeholder was made to add the design manifesto of the team, more improvement will be needed to improve the page presence.

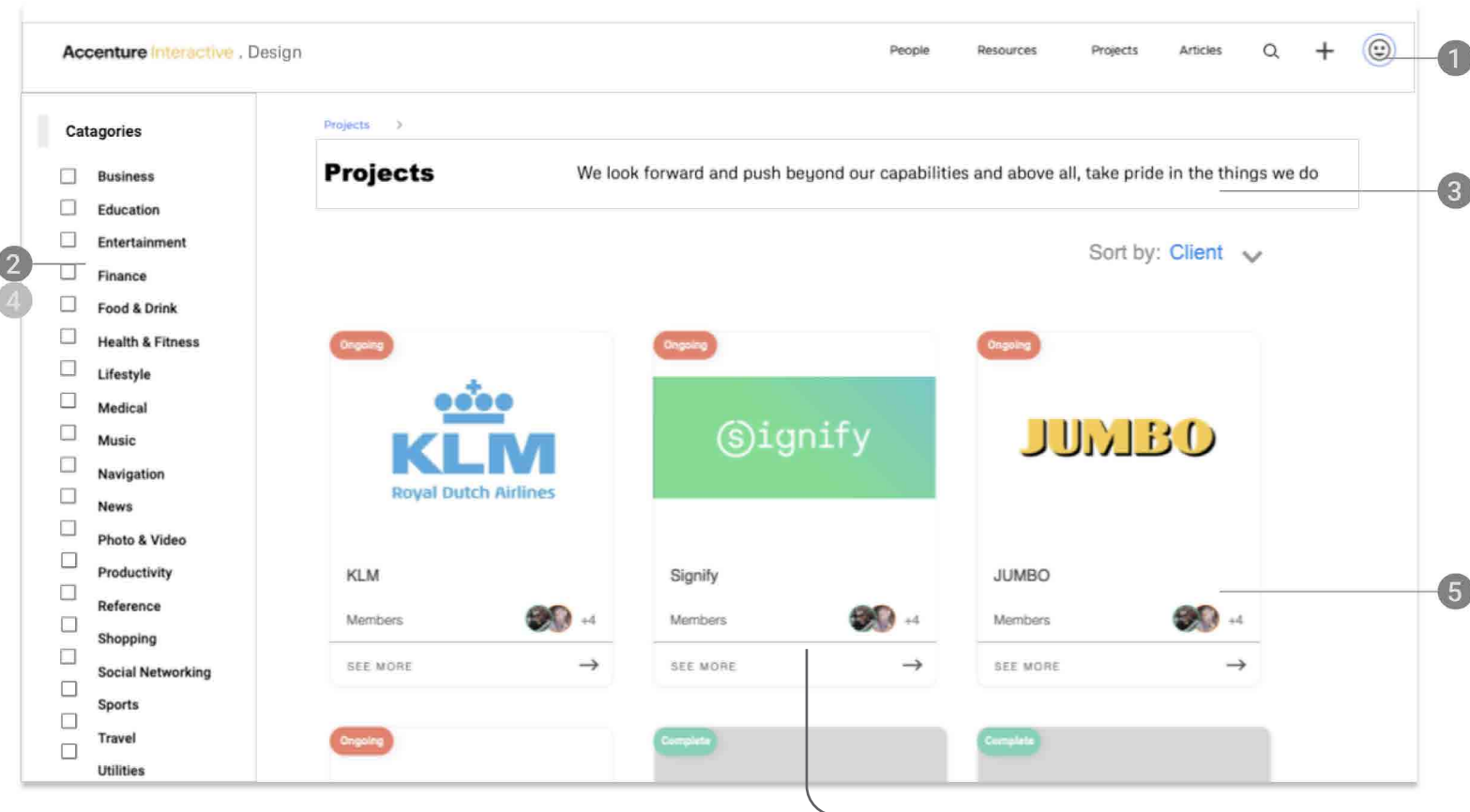### 5- Reversing the cards to display the projects of the clients

Based on the user testing, suggestions to have the project designs to be displayed, enabling quick preview while browsing the projects. This would also improve the ux of the project information display where the selection of projects directly links to the project detail page with the members involved in the project can be displayed.

When the project card is selected...

Image 33.   Project detail page

1 - Reducing the features & complexity

After discussion with the stakeholders on the uploading of projects, the arrangement for project to be moderated before publishing on the platform were made. This is to ensure the quality of content and ensuring the removal of client sensitive data before the work can be shown on the platform.

Secondly, user profile was removed due to budget constraint and potential technical complexity of creating the account database for all users,

Improvement on the page labelling

Feedback was given to reduce the visual clutters and provide more emphasis on the brand as it is a key touchpoint for users during the testing to 'reset' or 'go back to home". Secondly, users commented that 'resources' and 'articles' could belong under the same branch. The latest version of the design discussed with both visual designer and product designer to keep the language of use simple and with lesser ambiguity, the word "resource" was changed to 'tools' and 'articles' was changed to 'stories'.
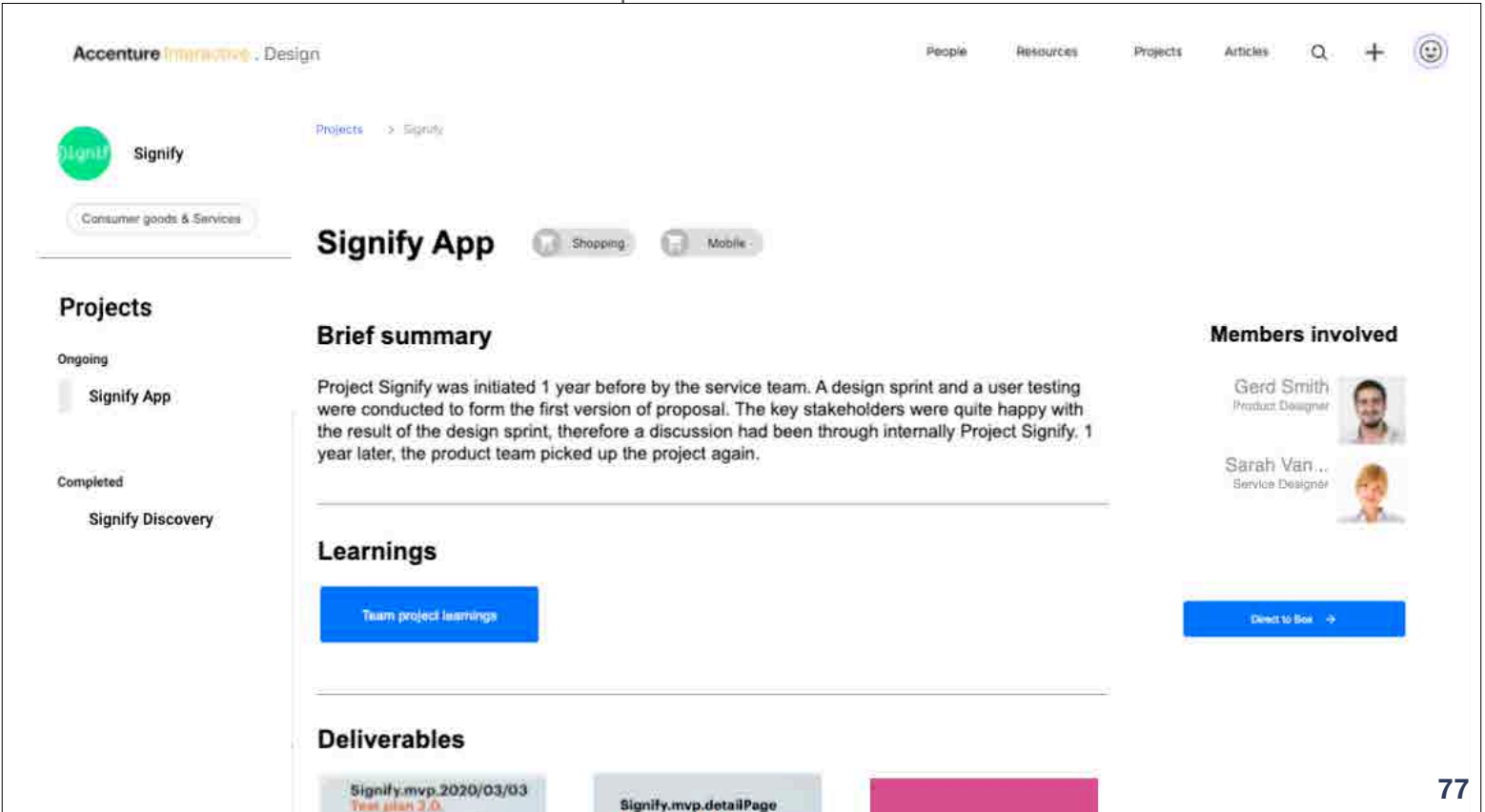
5.3.4 Iteration 3 - Project
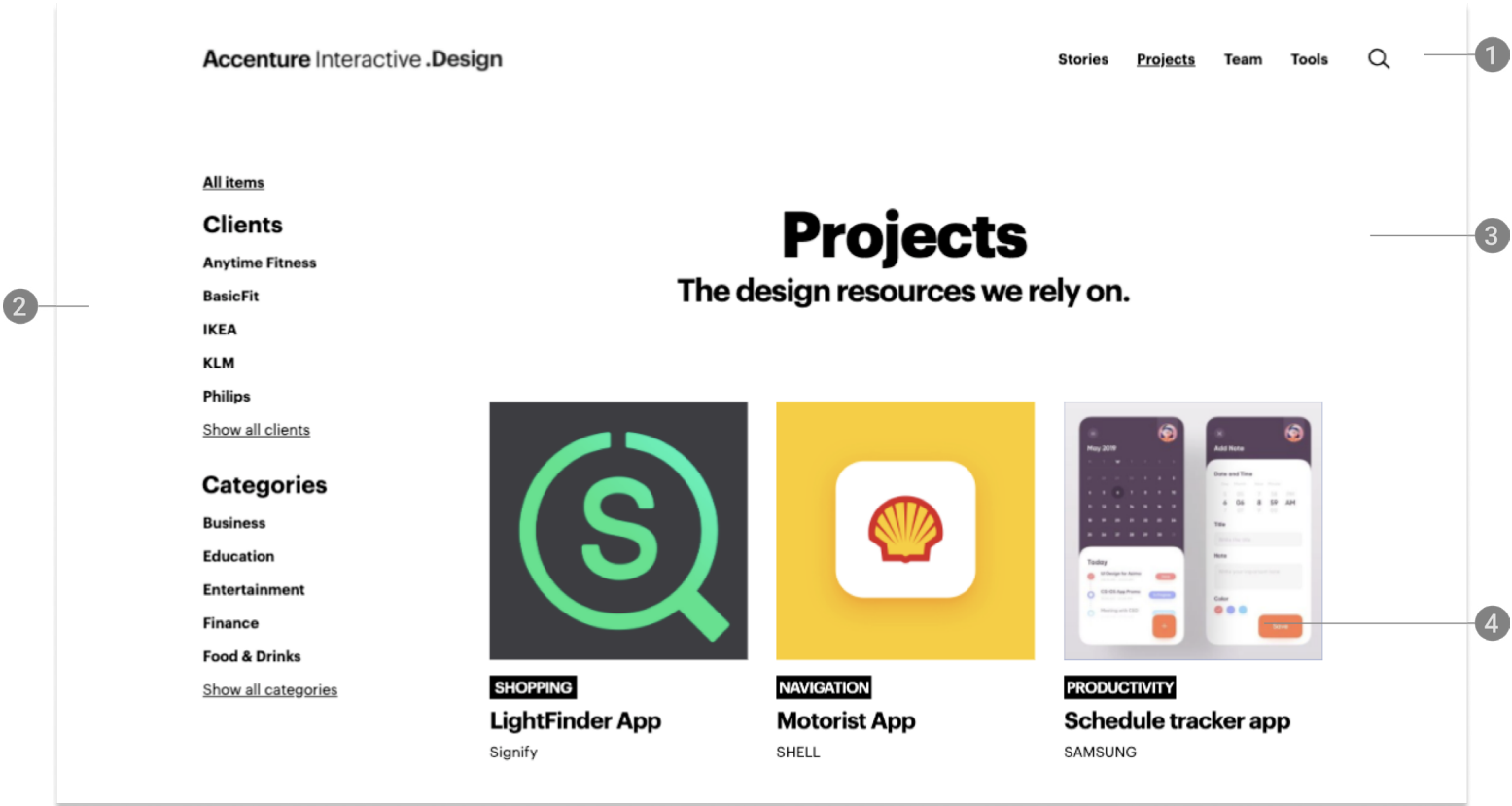
Image 34   3rd iteration of project page

Overall key improvements

Collaborating with both visual design lead, Martijn, and senior product designer, Hui, the overall layout was further improvised to provide more clarity in the information display and the aesthetics of the design.

Language used for page labelling

Users commented that 'resources' and 'articles' could belong under the same branch. The latest version of the design discussed with both the visual designer and product designer to keep the language of use simple and with lesser ambiguity, the word 'resource' was changed to 'tools' and 'articles' was changed to 'stories'.

The side navigation bar

Due to the changes suggested on the project card design, suggestions to combine the client and project category into the side navigation to keep the user interaction consistent.

Project Detail page v3
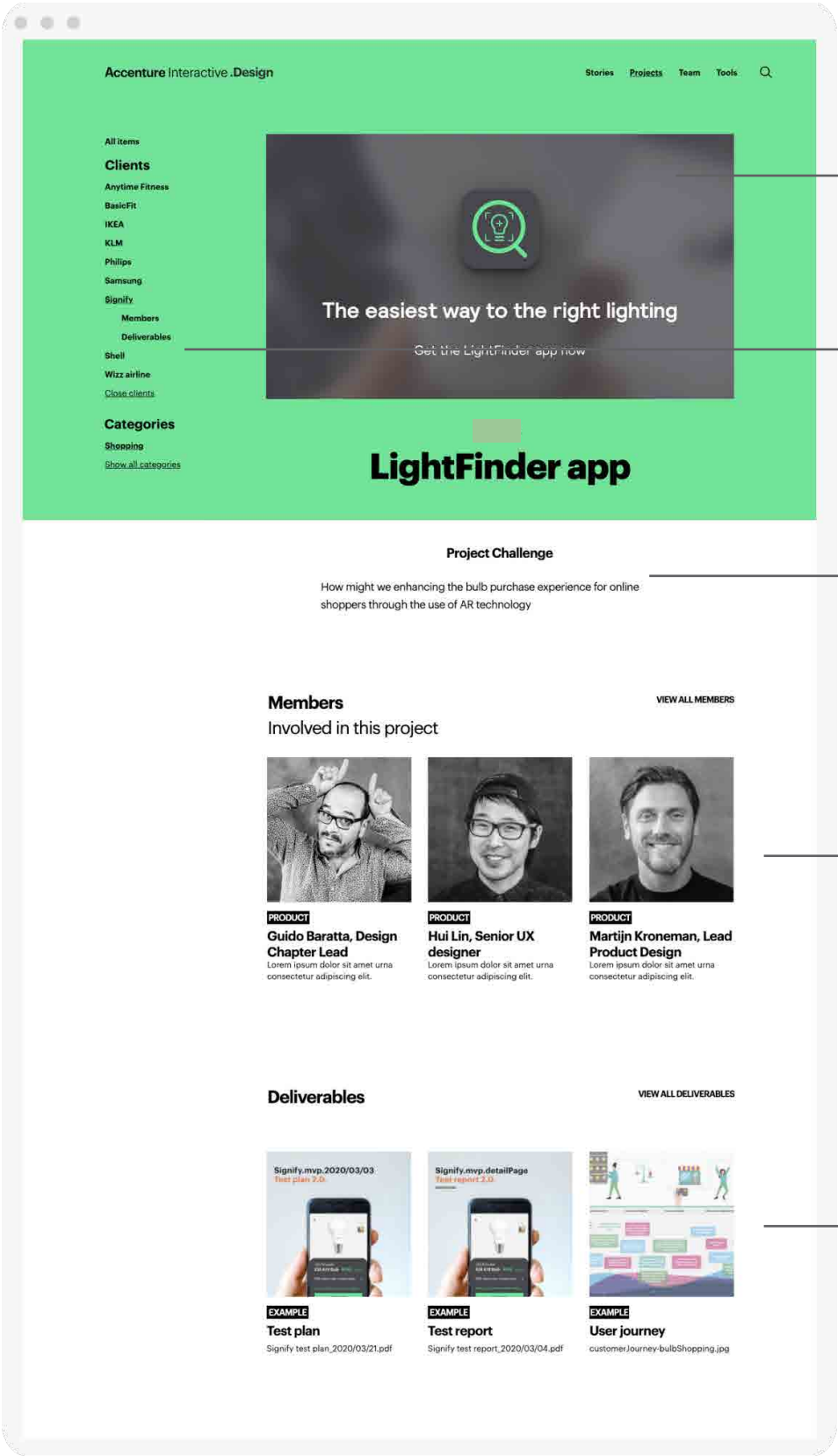
Finalised product images will be shown in a carousel manner

Users can go to information directly from the side navigation

Description of the project

Project members with images and quick link to profile

Finalised and shareable project deliverables

Image 35   3rd iteration of project detail page

5.4 Tool page development
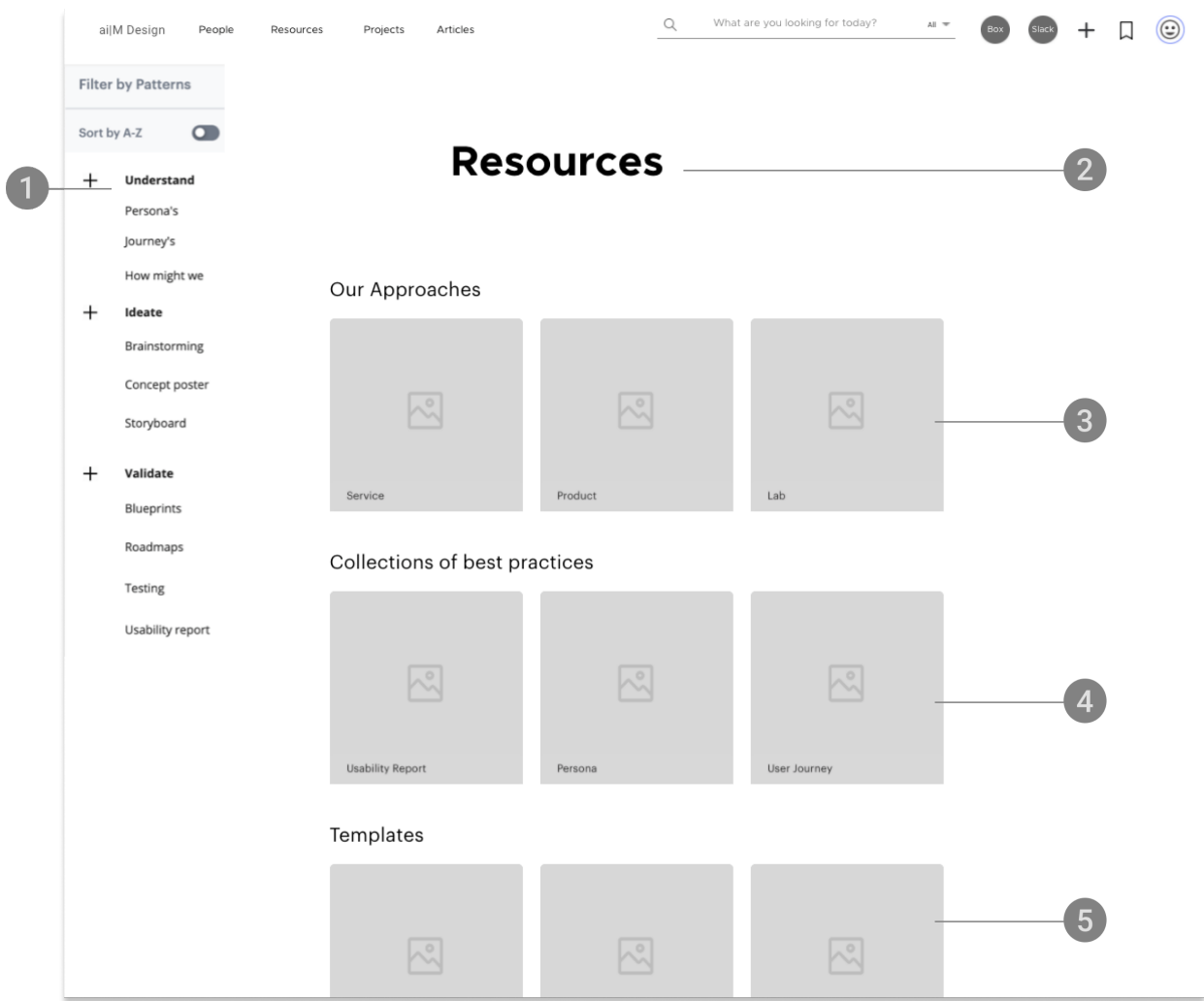
1 - Side navigation bar

The category labelling were improved to accomodate more types content that would be added in the future.

The section title 'Processes & approaches'in the 2nd iteration was used to separate processes page from the materials(e.g. templates, imagery).

2 - Page header

The page title and secondary text change over time to improve page scannability and reduce the ambiguity of the content the page contains.

3 - Tools card

The initial intention in iteration 1 was to separate processes into roles while still being accessible via the 'Collection of best practices'. To reduce the complexity of the interface, the 'sort by roles' can be considered for future development.

Image 37   2nd iteration of tool page

Image 38   3rd iteration of tool page

5.4.2 Tool detail page development

Version 1/Process content pop up

Examples of persona retrieve from all projects will be shown here

Persona

Examples   How

What

Personas help us to step into the shoes of the customer, understand their drivers, needs and mentalities, so one can walk the journey they experience.

When Persona card is selected

Description about persona

Templates hosted with the 'how' page

Persona

Gallery   How

What

Personas help us to step into the shoes of the customer, understand their drivers, needs and mentalities, so one can walk the journey they experience.

Template   Resources you might need

Image 39   1st iteration of tool detail page & interaction flow

Reducing complexity

From user testing, many commented that the templates were hidden in the interface, only to be found after 3 clicks. The changes in the information display were made into a blog post version. This is so th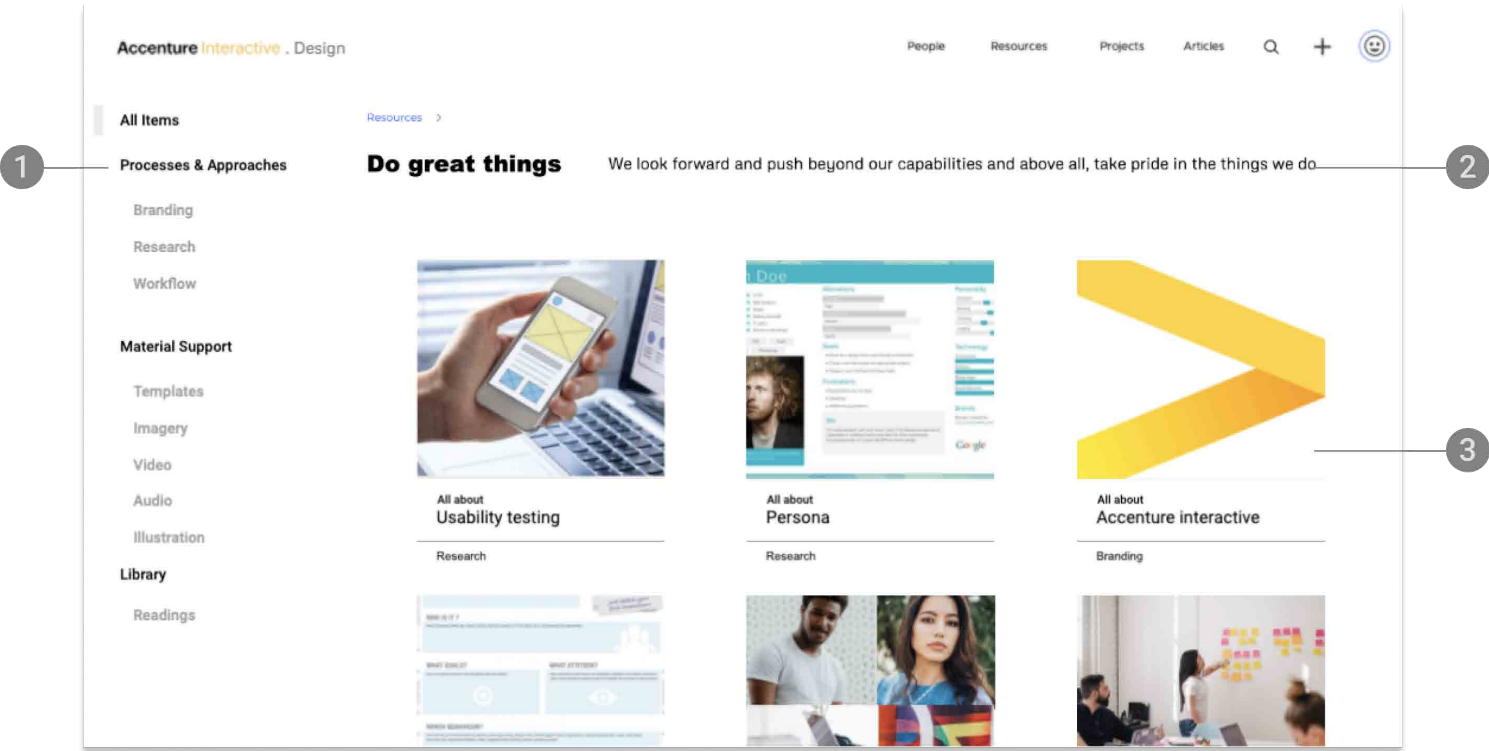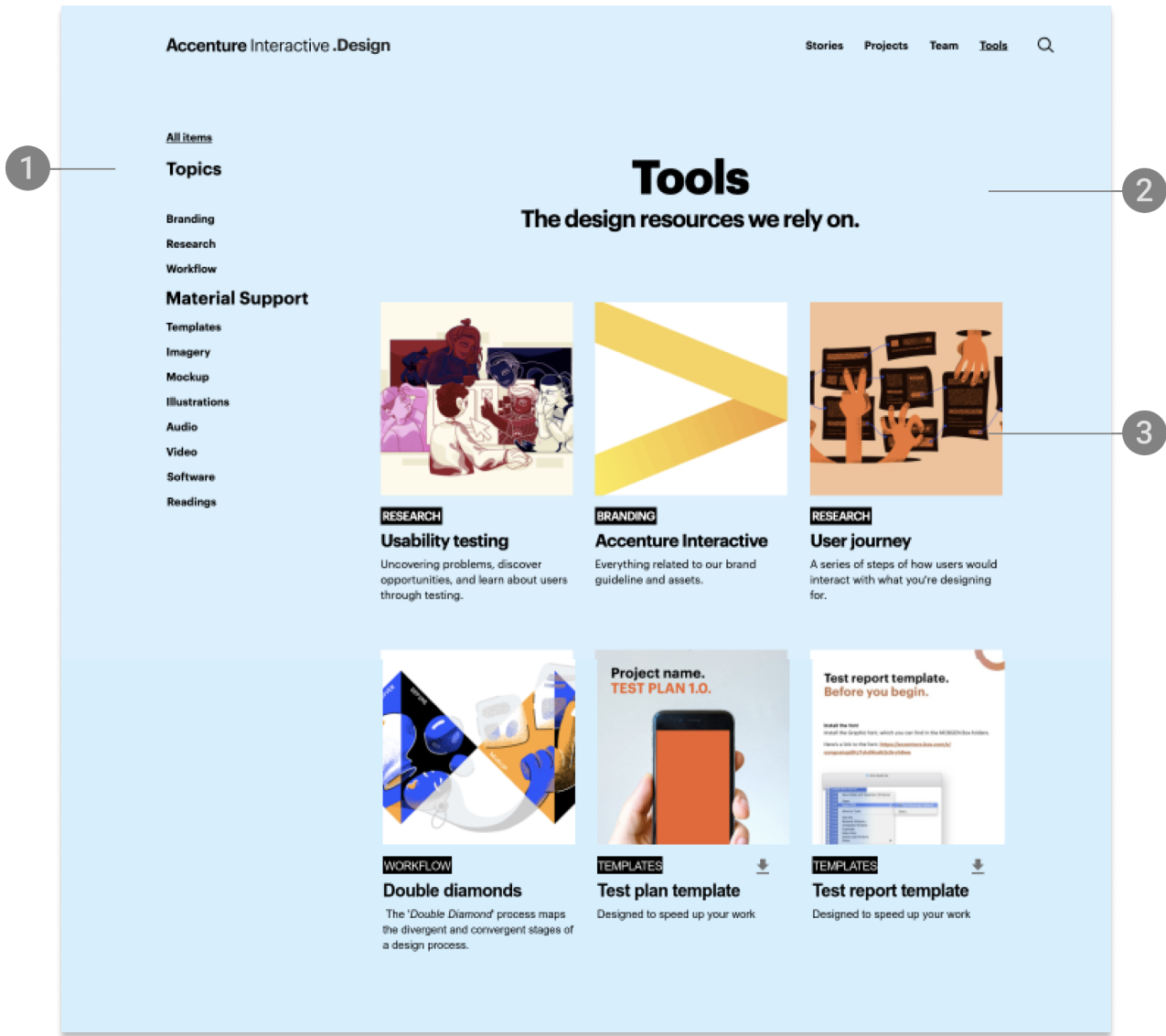at the steps of the process are presented clearly while also providing quick access to the template and other processes with anchor links.

Protip & Content contributor appreciation

Social features were introduced during the third iteration. This is to encourage users to share their experiences with others and showing gratitude to contributors for their knowledge and help with creating the content are shown on the page.

Version 2/Process content page

About persona description

When Persona card is selected

Persona

Personas are archetypical users whose goals and characteristics represent the needs of a larger group of users. Usually, a persona is presented in a one or two-page document.

All   Examples   Templates   Related articles   Material support

Examples, templates, related articles and materials can be access here without pop up

Image 40   2nd iteration of tool detail page & interaction flow

Version 3/Process content page

Process description

Anchor link to templates

Process steps

When Usability testing card is selected

Protips

Material support

Content contributors

Image 41   3rd iteration of tool detail page & interaction flow

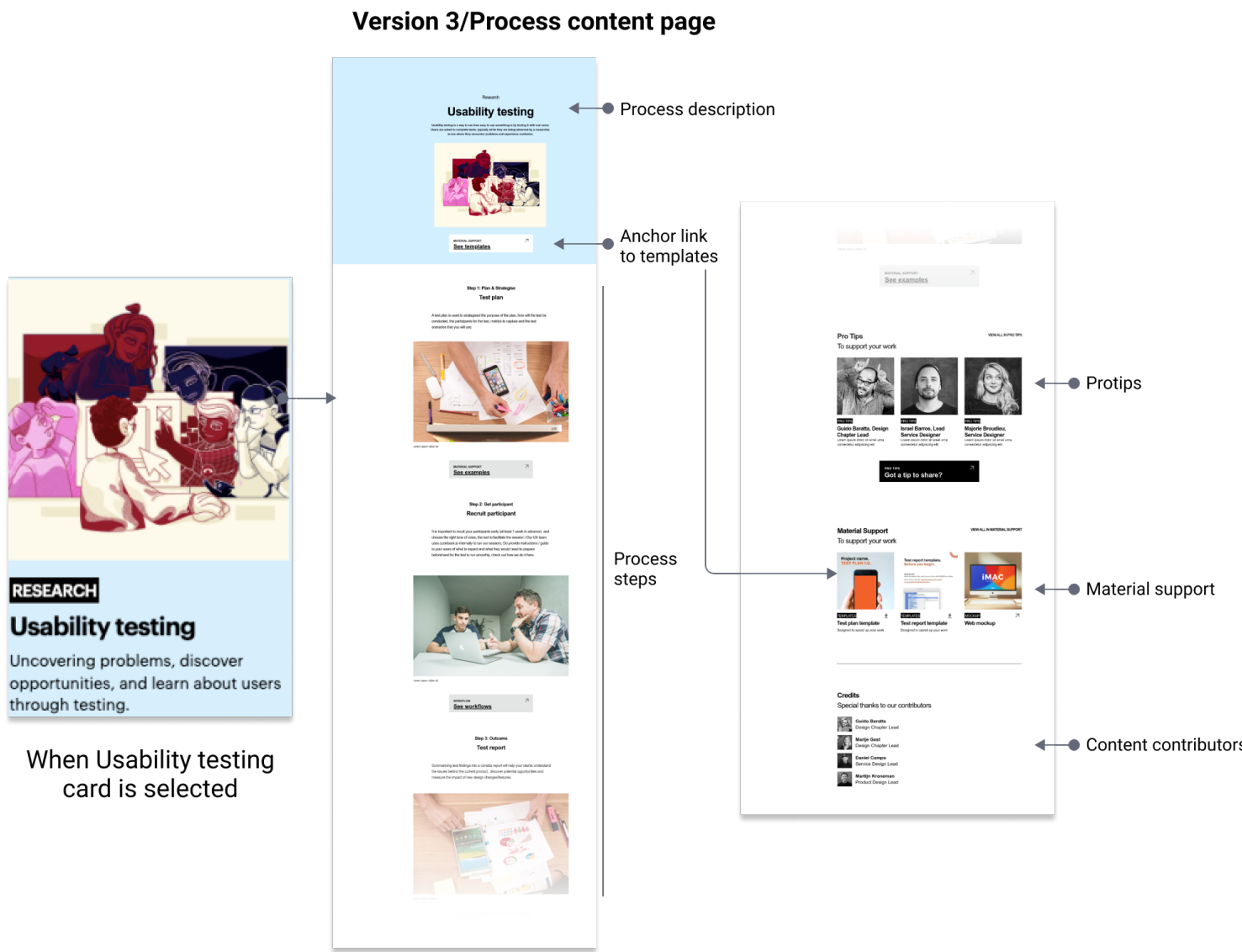# 5.5 Accenture Interactive.Design

Collaborative design hub

A one-stop information point to access content curated and designed by our design team. A combined effort of creative minds to craft the design processes practiced within the team in simple steps. Centralizing the necessary information to help you kickstart on your project.

Features

Quick overview

Design works shouldn't be stashed away in folders but be used as a visual reference to inspire others.

The platform offers a quick overview of projects and resources through a clear visualized interface with category selection to assist the navigation experience.

Project showcase

Each project tells a different story and unique experience that can be shared through the platform. The page displays shareable project details and the people involved to reach out.

Design tools & resources

Centralized information gets you covered with the necessary materials you will need to have with the steps to guide you through the process.
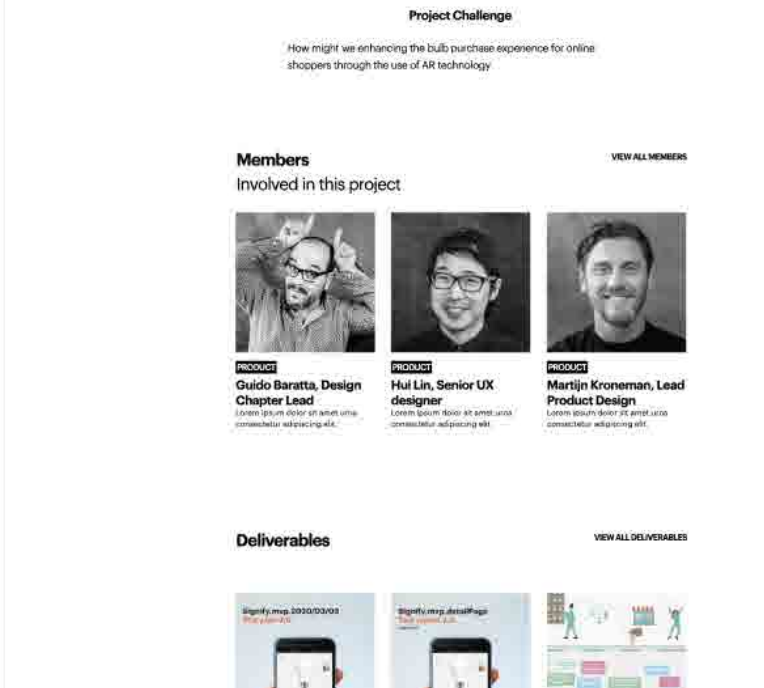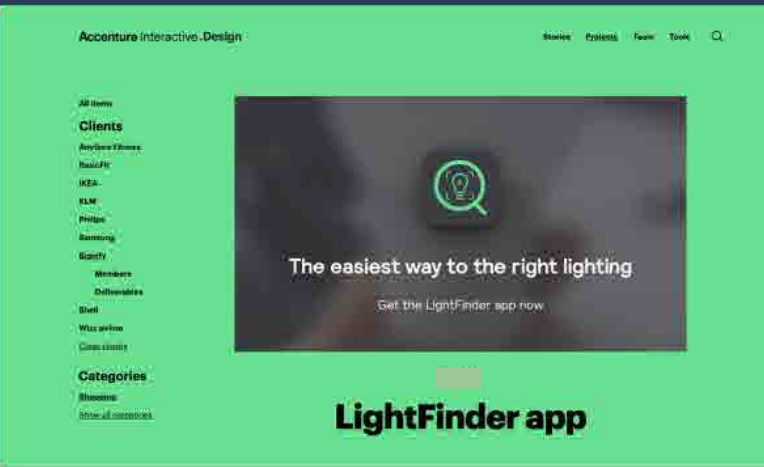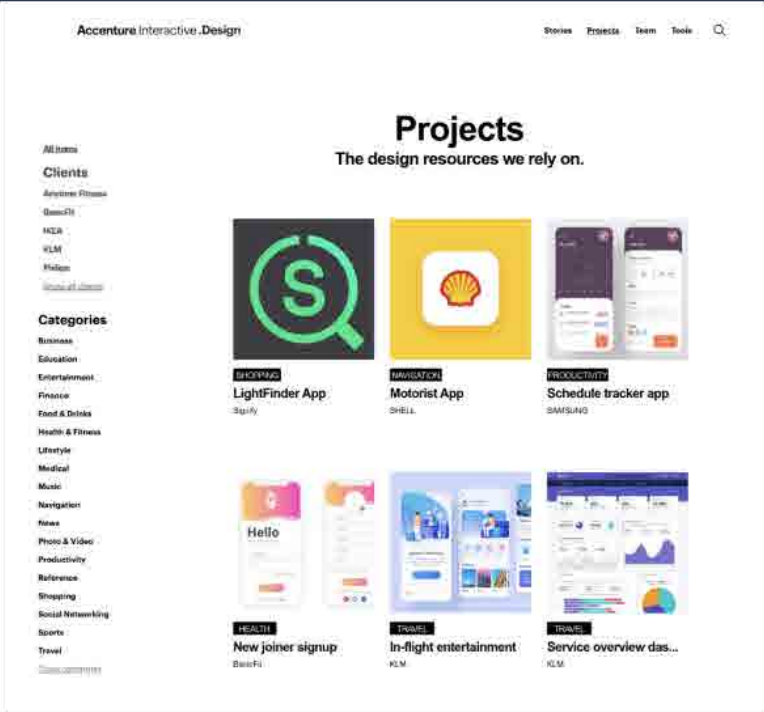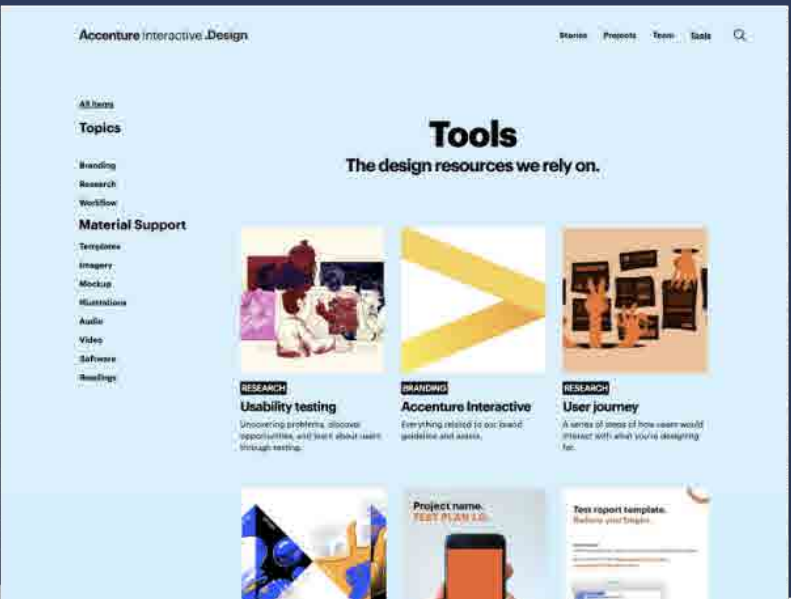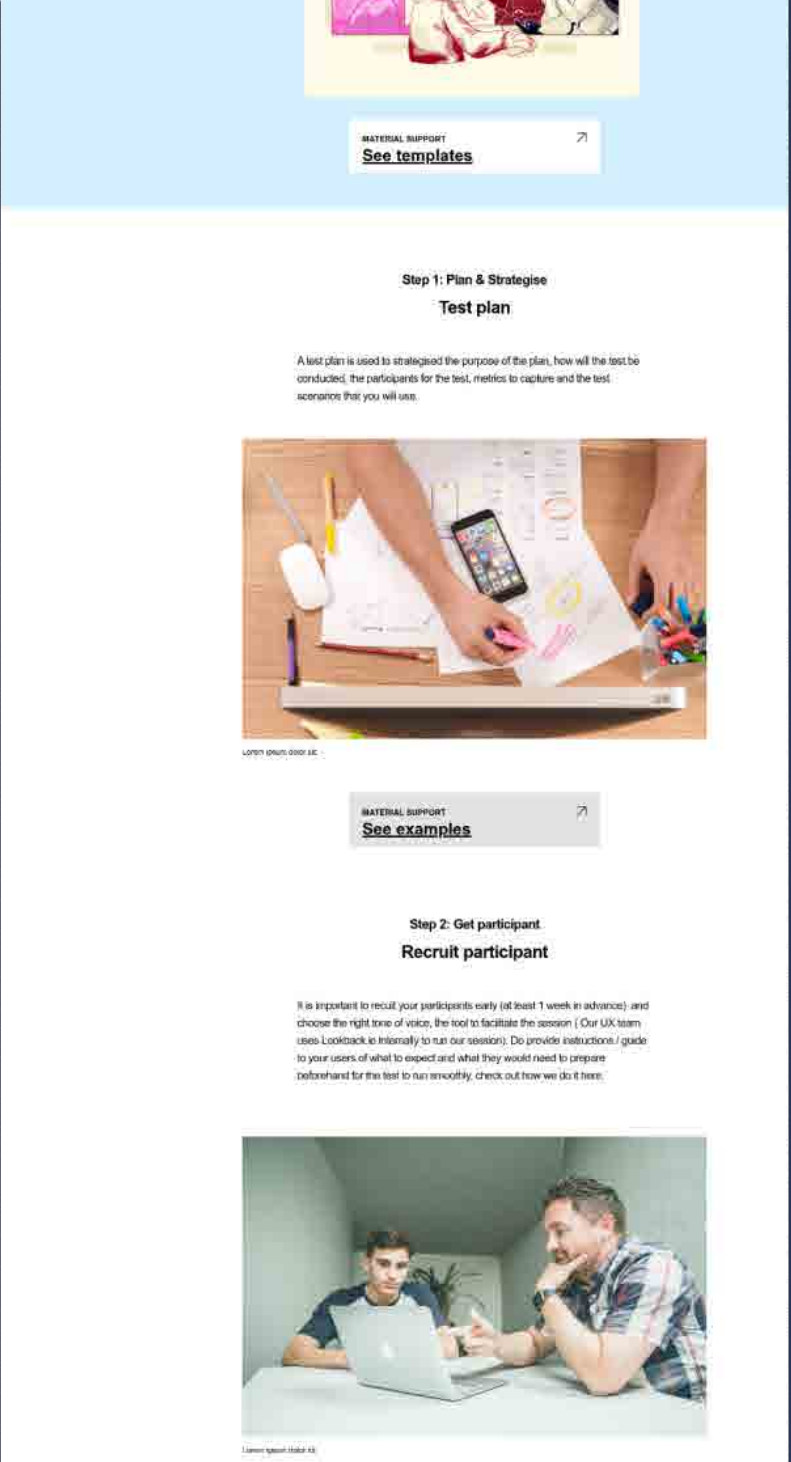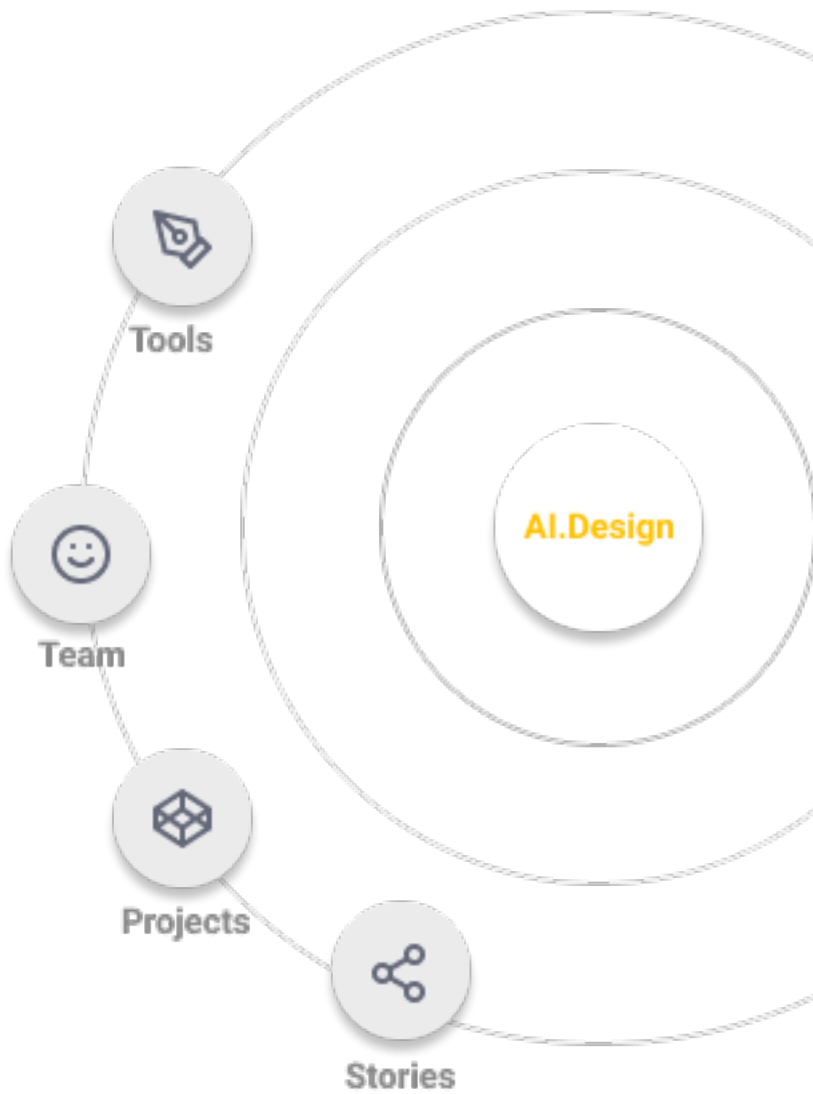
5.6 Finalised overview
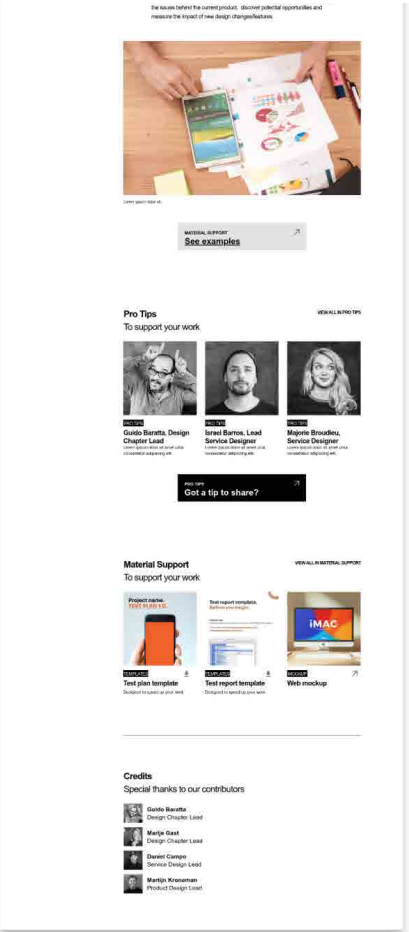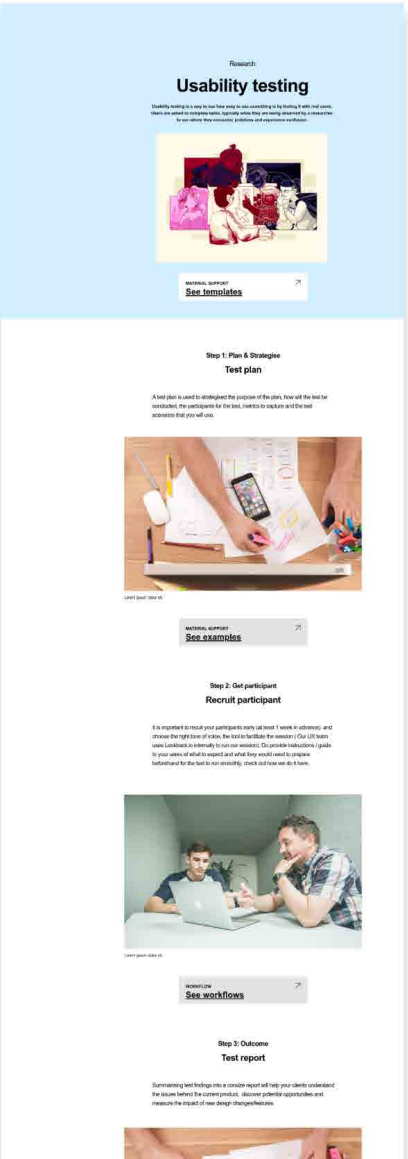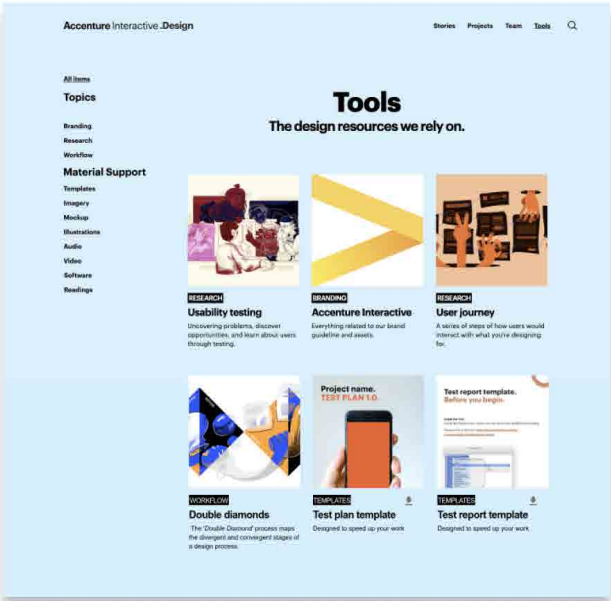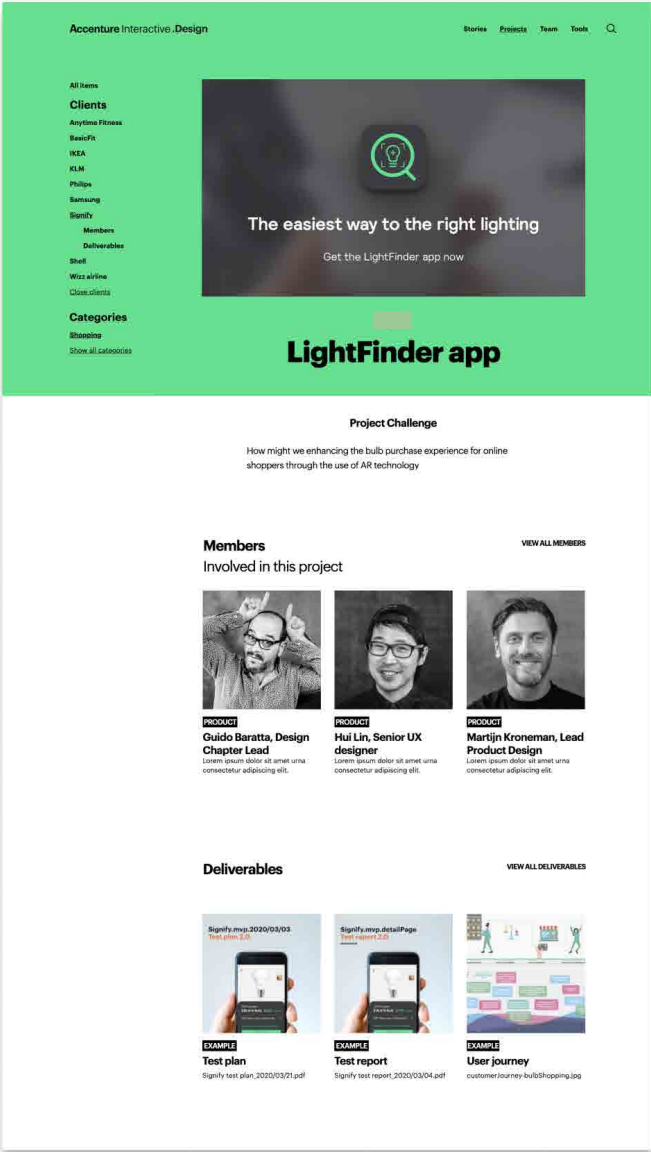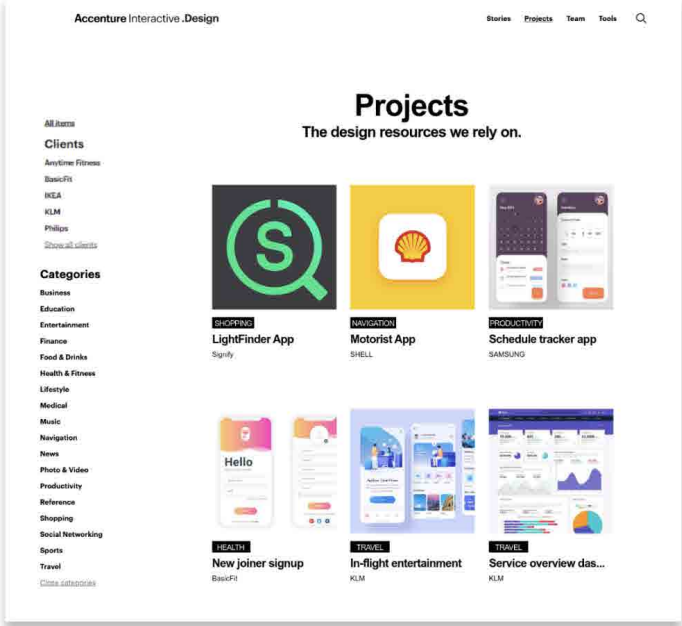
Image 42 *Overview of all the pages*

1 - Project page

Differentiating the variety of projects by using the end outcome image of the project and highlighted topic tags on the project card helps to increase project visibility and scannability of the page.

Projects can be sort by clients and topic categories from the sidebar navigation to have an overview of the projects done under a client and get inspiration from browsing across projects under similar topics.

2 - Project detail page

Within the project detail page, the main product image is shown on the top with information about the project challenge and the members involved in the project. The finalized deliverables will be chosen and displayed on the site.

1 - Tools page

The tools page showcases different processes and materials shared within AIDC. Each process card leads to a full information detail page.

2 - Tools detail page

Each process is illustrated in steps to provide users an understanding of the method. Quick access to templates and related examples assist the users by providing a point of reference and the materials needed to build the deliverable. Other designers can enrich the content by sharing their tips in the protip section. The content contributors are highlighted at the end of the page as a way of appreciation for their contribution.

06
Evaluation & Future recommendations

This chapter gives an overview of the evaluation test procedure, the results, and feedback gathered from surveys and discussions during the testing session. The chapter will conclude with some future recommendations.

Chapter overview

6.1 Evaluation of the platform

There are two sections in this chapter. The first section will introduce the process for evaluating the prototype, the obtained results followed by the comments given for the platform. Limitations and recommendations to improve the platform will be covered in the second section.

Image 43   Final design user test

Introduction

The platform was evaluated with nine designers in a moderated setting via the Lookback.io platform. Two out of nine designers were consistently tested across all three versions of the prototype to track the changes and development of the design.

Objective

- Navigation experience of the platform
- Accessing the richness of the content
- User's perceived usefulness of the platform
- Identify UX issues on completing the task

Participants

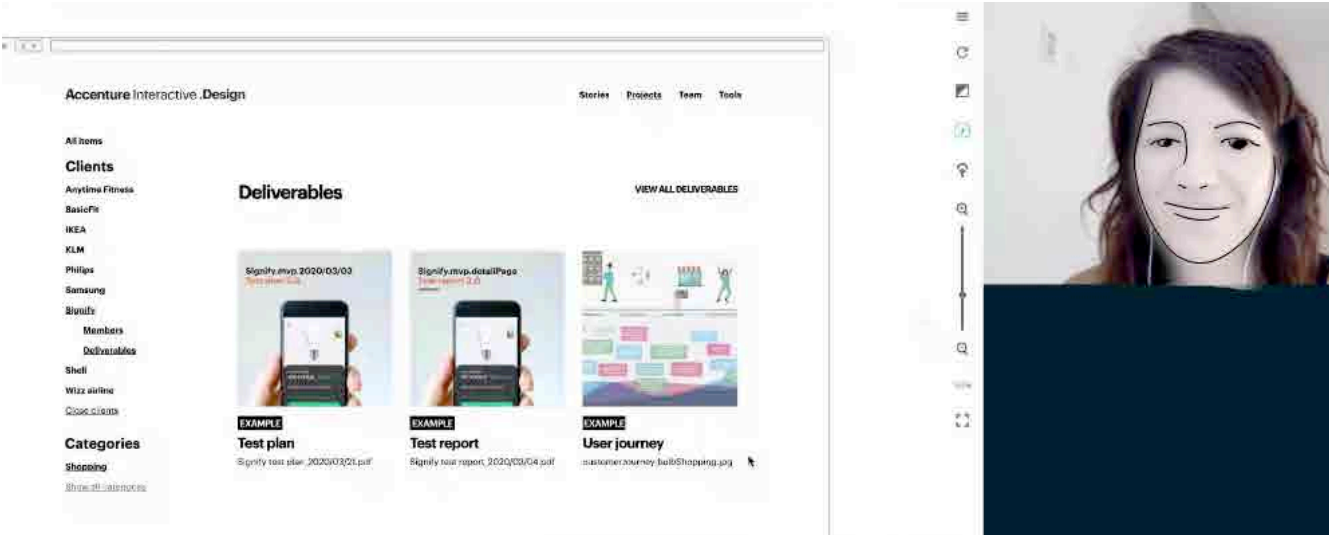The participants are a mixture of 5 AID, 1 TUDelft design student, and three external UX designers. They are selected based on their roles (design trained) and their experience with internal file management platforms in a corporate setting.

(1F)AID,Product designer, 2 years
(2F)AID,Lab designer, 2 years
(3F)AID,Senior Product designer, 4 years
(4F)AID,Senior Product designer, 4 years
(5F)AID,Service designer, 3 years
(6F)External UX designer(Govttech), 3 years
(7F)External UX designer(Anywhere365), 3 years
(8F)External UX designer(Mitsubishi), 3 years
(9F)Design student, SPD

Questions

- How likely would you be encouraged to contribute information to this platform?
- How likely would you support the development of this platform?
- How likely would you use this platform to support your work?
- What do you like the most about the platform?
- Any suggestions you would like to see in the future?

Test task

1) You are working on a client project that requires you to do a usability test report and you want find a template, how would you go about finding it through this platform.

2) You are working for a project related to shopping and you would like to see the kind of projects done within the team related to the topic. how would you go about finding it through this platform

Method

During the session, the participants are prompted with questions related to content clarity, the richness of the content, willingness to contribute, and overall feedback of the platform. The survey contains questions related to how the users perceive the value of the platform and their likelihood in using the platform, the AttrakDiff scale (Hassenzahl ,Burmester & Koller,2003) which consists of several pairs of descriptive words to measure attractiveness, pragmatic and hedonic quality of the interface and lastly, three open-ended questions to gather user feedback that will be discussed in the result section.

Test setup

The test was done through the Lookback.io platform and each of the participants was given access to the digital prototype via a URL link. All nine rounds of testing were recorded in both audio and video. Each round of testing lasted approximately one hour.

Evaluation results

Through filling in the post-test survey, the experience of using the system was scaled. The qualitative results are presented in Figures separately.
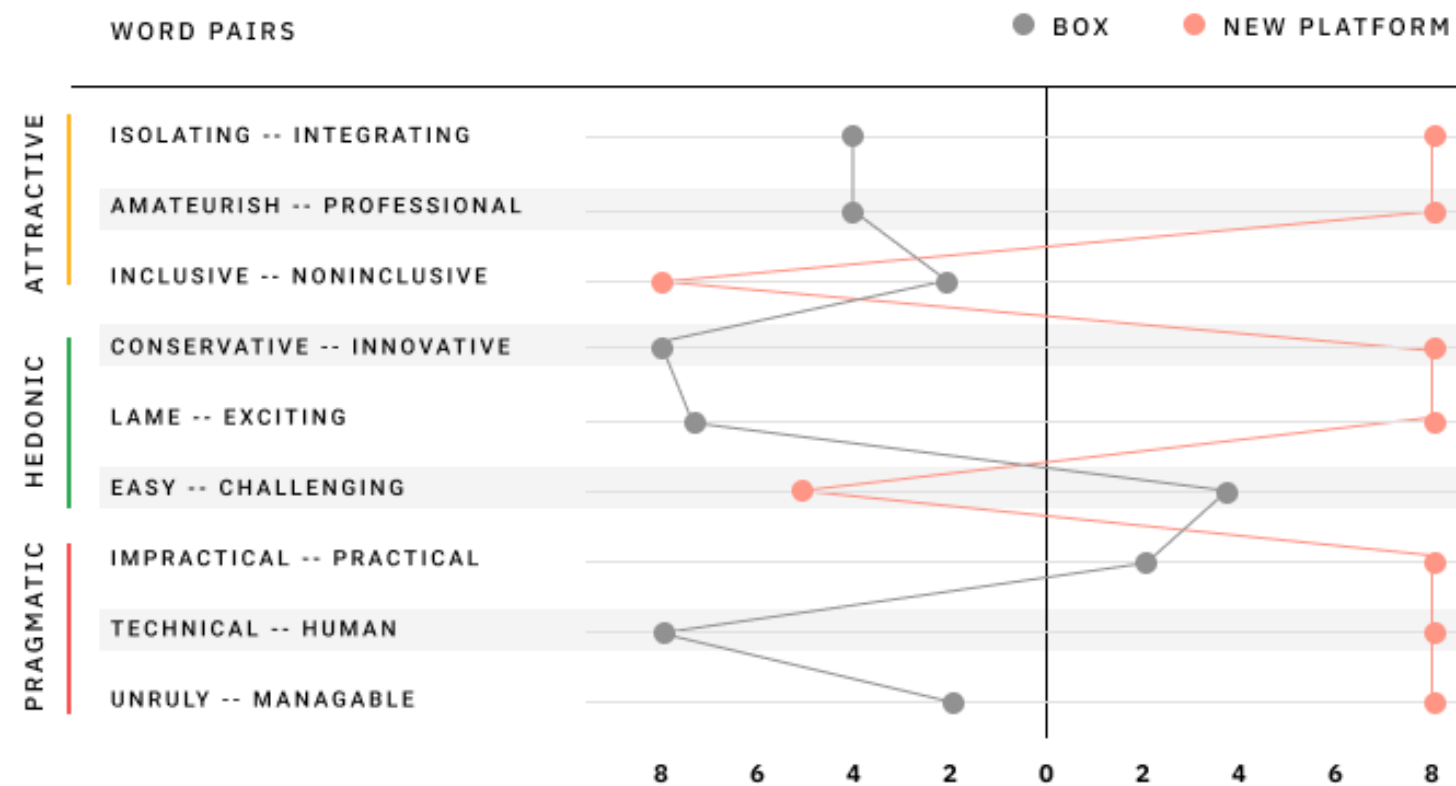
6.1.1 Evaluation results

Figure 10. Comparison result of Box and the new platform

AttrakDiff Scale

The AttrakDiff scale is used for product evaluation based on the user's perception while interacting with the product. It should be noted that these word pairs are not all extremely positive or negative but a representation of the characteristics of the system. An analysis was done to evaluate Box as a reference to improvement in the users' perception of the system. The scale was based on the number of people participating in the test that voted for one of the word pairs therefore, the scale reflected a more decisive result.

Comparison results

There are a few major improvements made with the new platform as compared to Box such as being more integrating, professional, exciting, and more human. The difference between the systems on one of the parameters (Easy and challenging) was closer due to one participant experiencing difficulty finding the template during the test. Overall, the platform received positive reviews of the overall usability and design however, the result may be subjective as the product is new to the participants which would require an extended period of use to have a more balanced comparison.

Positive ratings

From the collected results, all the participants gave a high to moderate rating of using the platform to support their work and inspiration.

This reflects a positive start as the users are generally happy with the platform and would like for it to be developed.
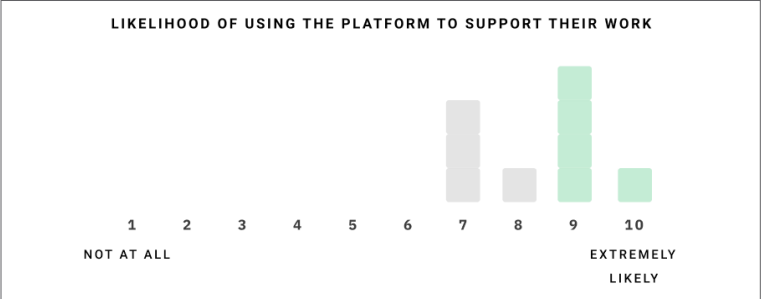
Figure 11. Results collected from the post survey on likeliness of using the platform for their design work
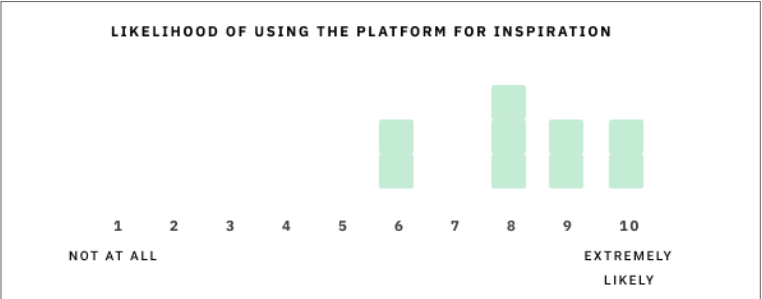
Figure 12. Results collected from the post survey on likeliness of using the platform for inspiration

Overall feedback

Well organised and clear documentation

Participants find that the information organized within the platform encourages them to utilize the platform more frequently as a source for inspiration and gathering resources.

Curated content cluster enhances value of information

The content cluster appeals to the users as it provides information that is useful but not directly related to the topic within a single page.

Better user experience and visual clarity

The participants generally felt that the navigation experience was simple and easy to use. The simplicity in the way how the information is being categorized and structured increases their likelihood of using the platform. 60% of the participants see the potential of the platform encouraging more sharing within the company The browsing of projects (70% of the participants agree) and resources (60% of the participants agree) was made easier.

'Super clear and I like the simplicity of it' - 2F
'The look and feel of the platform makes it friendly, and the clearness of the menus and structure encourage you to use it on a daily basis' - 3F

2.0 Project

2.0 - Project page/V3

2.1 - Project detail page/V3

2.1.1 - Project detail page/V3/project team section

2.1.2 - Project detail page/V3/deliverable section
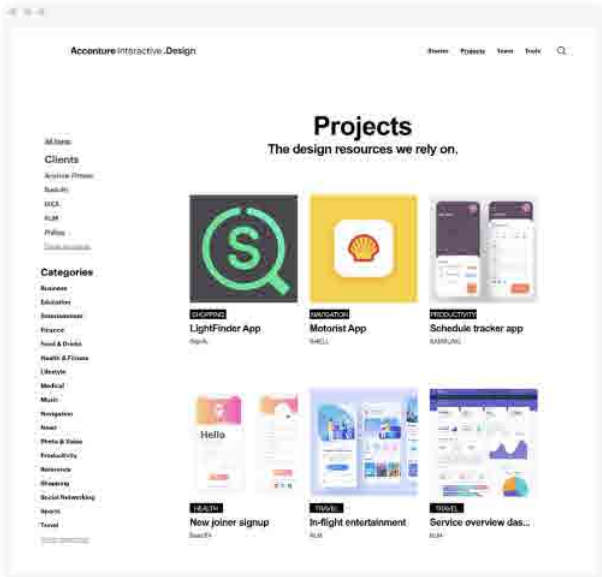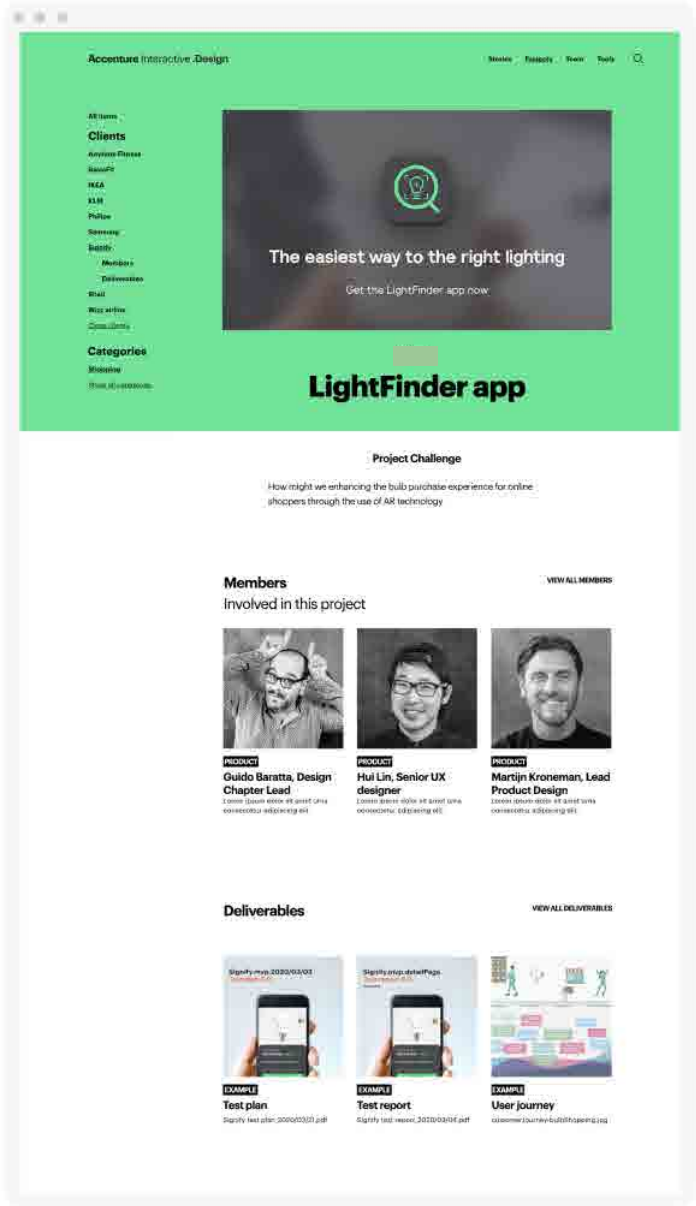
6.1.2 Feedback - Project section

Overall feedback

More project content to increase content richness

During the session, most of the participants commented that there needs to be more content to better understand the project. This would help to properly assess the page value aside from having the information about the members of the project and the final deliverables.

For the deliverables section, two of the participants commented about having the working files and the different variations of the project outcome in the platform would be useful to understand the mind of the designer's design decision and see more in-depth details. These were discussed before in chapter 3 (Project ownership dilemma and file version). My recommendation for this issue will be discussed in the recommendation section.

'I like having a crafted version of everything we produced in one place, without the extra work in progress and irrelevant documents' - P3, result from survey

Side navigation improves browsing experience

The clear distinction between the two filtering categories helps the users to navigate the projects with ease. One commented that there would be a need to redesign the side navigation bar to accommodate more client lists and improve the user reassurance on the interaction with the side navigation when the topic/client is being selected.

Detailed feedback on project pages

2.0 - Project page/V3

Projects
The design resources we rely on.

SHOPPING — LightFinder App — Signify
NAVIGATION — Motorist App — SHELL
PRODUCTIVITY — Schedule tracker app — SAMSUNG

HEALTH — New joiner signup — BasicFit
TRAVEL — In-flight entertainment — KLM
TRAVEL — Service overview das... — KLM

1 ✅ Visual Clarity
The whitespace between each elements are well-spaced

2 ✅ Category tag on project card
Users were able to identify the topic the project is related to

3 ✅ Side navigation
Clear & easy to use

ℹ️ Suggestion
To accomodate more clients, maybe a menu pop up with columns or a dropdown list might work

⚠️ Important note
3 user wants to search for usability testing examples on this page

2.1 - Project detail page/V3

The easiest way to the right lighting
Get the LightFinder app now

LightFinder app

Project Challenge
How might we enhancing the bulb purchase experience for online shoppers through the use of AR technology

Members
Involved in this project — VIEW ALL MEMBERS

PRODUCT — Guido Baratta, Design Chapter Lead — Lorem ipsum dolor sit amet urna consectetur adipiscing elit.
PRODUCT — Hui Lin, Senior UX designer — Lorem ipsum dolor sit amet urna consectetur adipiscing elit.
PRODUCT — Martijn Kroneman, Lead Product Design — Lorem ipsum dolor sit amet urna consectetur adipiscing elit.

Deliverables — VIEW ALL DELIVERABLES

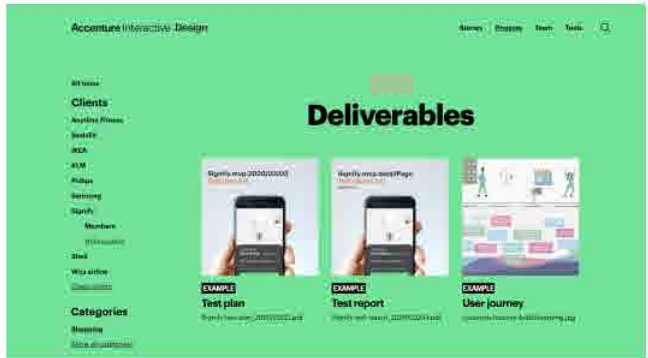EXAMPLE — Test plan — Signify test plan_2020/03/21.pdf
EXAMPLE — Test report — Signify test report_2020/03/04.pdf
EXAMPLE — User journey — customer journey-buildShopping.jpg

Meet the team

Deliverables

4 ℹ️ Suggestion
2 users say that side links (e.g members) should scroll the page than going to a new page

5 ℹ️ Suggestion
To have a carousel of product images displayed here

6 ✅ Color separator
The color adds a nice touch to page

7 ℹ️ Suggestion
6 users wants more project information eg. target user, how designers tackle the challenge, interesting findings and outcome of the project URL of the prototype/finalised product.

Members
5 user mentioned this is useful for them to know who to seek help or get more details

8 ℹ️ Suggestion
2 users expected to see the designer's interest and the projects he/she works on (click on the card)

9 ⚠️ Important note
4 users comment on the possibility to include working files etc.

4.0 Tools

4.0 - Tools page/V3

4.1 - Process detail page/V3
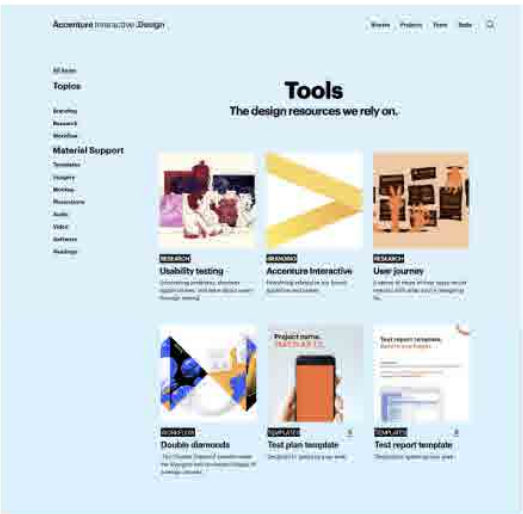
4.1.1 - Process detail page/V3/Material support section
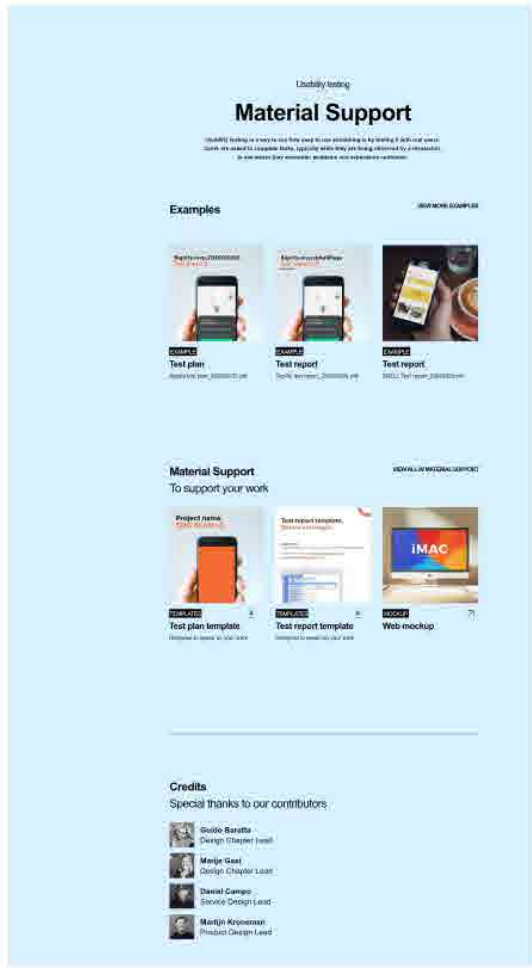
Image 45. Tools and tool detail page

6.1.3 Feedback - Tools section

General feedback

Information clustered enhance value of shared content

In general, the participants stated that the information clustered into a single page is useful and speeds up their process to gather information as it provides a good sense of the design process, the experts to look for and the necessary materials needed to build the deliverable. During the testing session, other content that was not known but could be added helpful and valuable for others such as the participant recruitment agency contact list and workshop presentation about conducting usability testing.

"Helps to have more variety(of content)if I want to share about the process and the examples to my colleagues, I can easily do so," - 8F

"I really like this page, it helps others new to the process to see how we in the product team do, as a starting guideline" - 1F

Image 46   Screenshot from prototype, information layout

Concise content for quick readers

Five participants mentioned about separating the information into concise parts helps in understanding the content quicker and learn easily. This can be interpreted as shared knowledge that can be easily stored and transferred through this format of sharing.

"...there's a step by step process here so if I'm stuck or new to the process, I know I can refer to this to learn, look at the examples and find the right people to ask, it's really, really helpful to me" - 9F

Pro tips encourages sharing and learning

Four participants mentioned that the protip helps to captured knowledge for future reference and knowing who to look for directs them to the right person quickly.

"I would share especially if I see myself here, I think it's cool" - 1F

Image 48   Screenshot from prototype, protip section

Critical feedback

Placement of different content

The page display both types of cards (one leads to a page and the other is a downloadable card). This confuses the users in what to be expected after they interact with the card. Thus, my recommendation would be either to:

1. Remove the downloadable card from the Tools page

2. Separate the different cards into sections on the page

Double label confusion

The material support page uses the same label for both the page title and material section which confuses the user in the hierarchy of content. The suggestion was to re-look into the labelling and swap the position of the example and material section.

Image 47   Screenshot from prototype, illustration credits to Hui Lin

Hand-drawn images enhances relatedness to the designers

Four participants mentioned that the hand-drawn image creates more relatedness and attractiveness to the page. This could be an alternative way to encourage AID to feel connected by showcasing their illustrations as part of the platform.

Image 49   Screenshot from prototype, labelling issue.

Detailed feedbacks on tool pages

4.0 - Tools page/V3

4.1 - Tools detail page/V3

Download
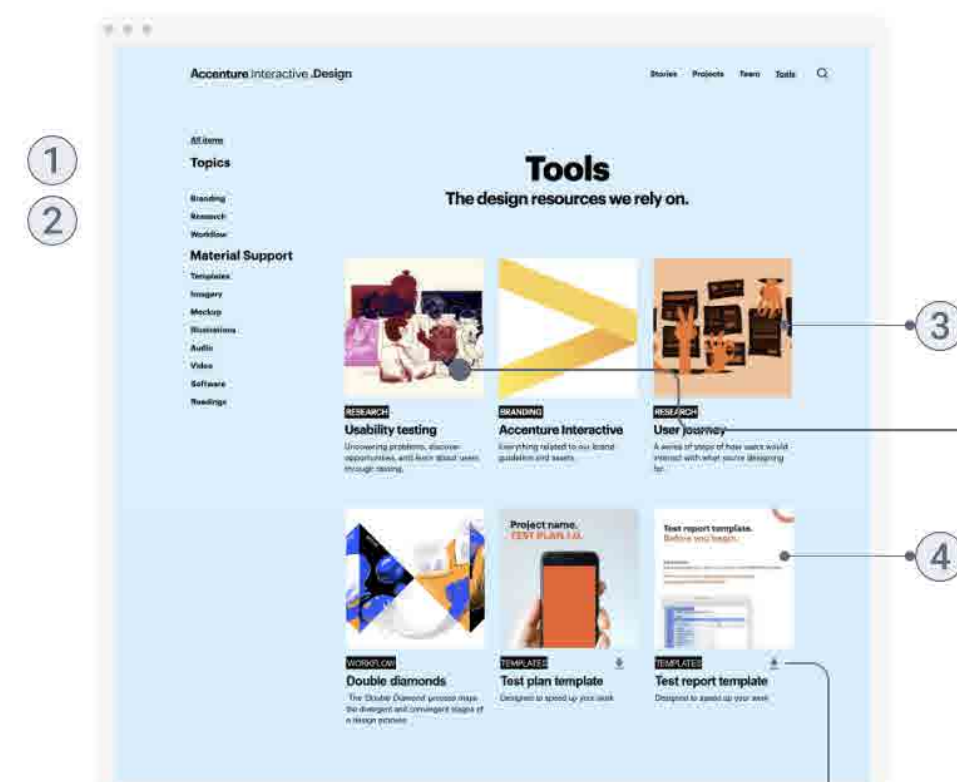
1 ✓ **'Processes' change to 'Topics'**
The change reduces cognitive load

2 ⚠ **'Research' & 'workflow'**
3 users paused & confused about what content to be expected

3 ✓ **Handdrawn images**
4 users likes; adds personal touch to the content

4 ⚠ **Placement of different content**
The downloadable card(template) and the process card looks similar but functions differently

5 ✓ **Quick access button**
7 users immediately spot the button and complete the task without assistance

6 ✓ **Bitesize content**
5 users likes it & it's helpful for newcomers to quickly learn

7 ✓ **Image**
The image helps 3 users to be attracted to the page

ⓘ **Suggestion**
2 users said that it would be useful to show the 1 example of how the step would look like.
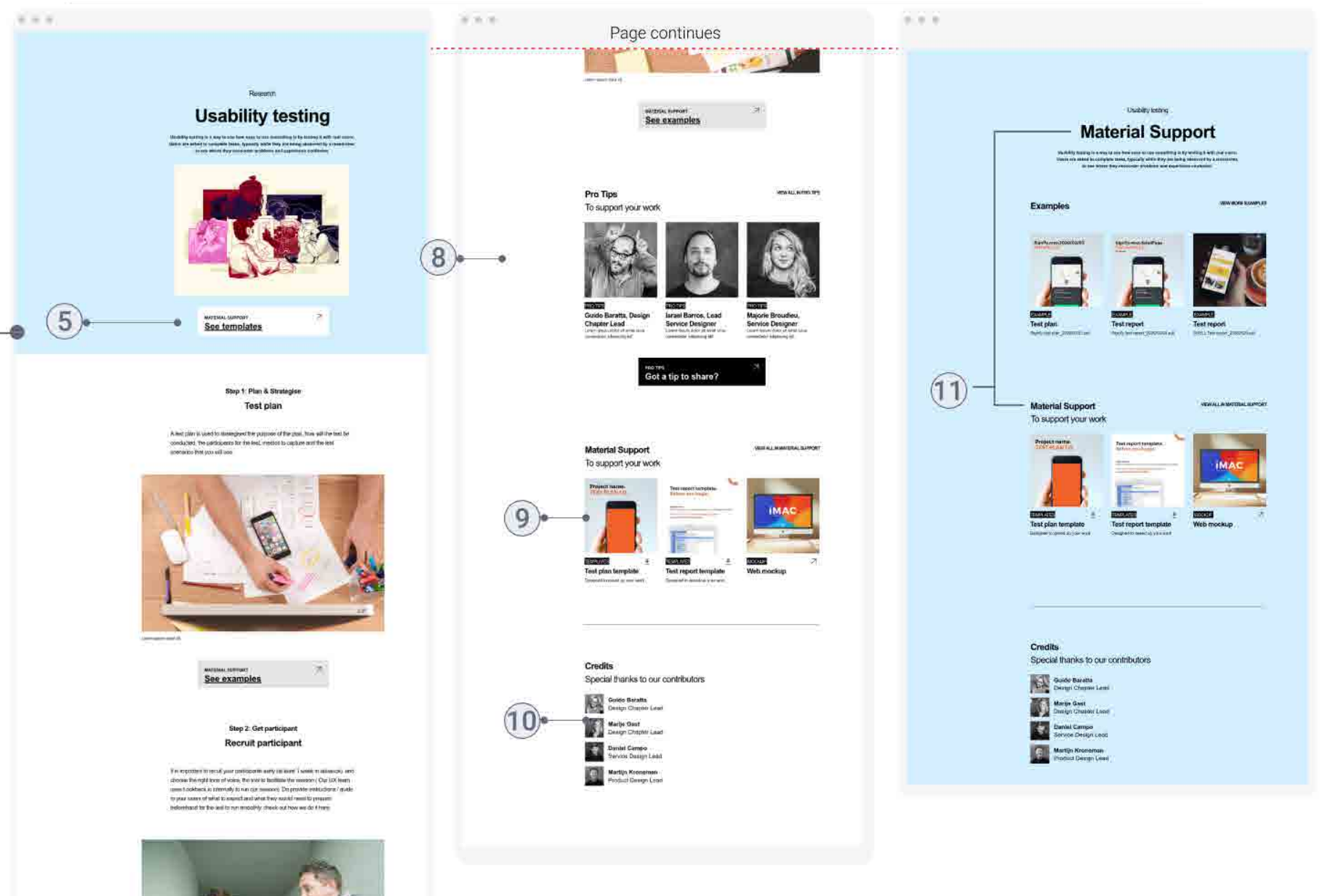
8 ✓ **Users like Protip**
6 users mentioned that this is helpful to them to learn and know who to ask

ⓘ **Suggestion**
2 users commented that the focus should be on the text content than the image of the commenter

9 ✓ **Related examples**
All users find this is highly valuable. They trust that the system will pull out all the related content and display them here.

10 ✓ **Credits to contributors**
2 users said that this is a nice gesture to have and it adds positivity

11 ⚠ **Double label confusion**
2 users pointed out that the page title and the section title are the same.

6.2 Future recommendation

This section will be discussing on areas of improvement for the future development of the platform.

Explore ways to increase awareness of sharing ethics within organisation

As found in earlier surveys, there were concerns that the format of sharing projects would incur personal risk of getting negative effects on one's working ethics which creates an emotional barrier to share on the platform. My recommendation is to have a more open discussion with the management team and designers together to define the parameters of sharing while keeping in mind other emotive concepts such as hindrance(Chapter 2).

Integration of social activities

Other forms of social activities related to the designer's functional responsibilities such as participant recruitment for user testing and promoting company design catch ups could be added in future development. This might help to increase the retention and value of the platform through the integration of other user activities.

Other tag recommendations

Adding more tags to articles helps to improve the searching capabilities of the system. Below are some other tag recommendations found through the research for consideration.

Topic group	Tag suggestions
Design technicality	Icons, device mock-ups, guidelines, design patterns, Material Ui, Material Icons, Device resolutions
Software related	Figma, Jira, Confluence
Industry related	energy trends, energy transition, sustainability, sustainability trends, demand response, agriculture, future of agriculture, tool financial analysis, farmer
Topic elaboration	Improve collaboration, articulate design decision, scrum methodology

Table 2   Tag recommendations

Feedback for continuous improvement

It is important to gather user feedback to improve the platform to provide better product service experience and identify and eliminate problems that might occur over time. Features such as site ratings, customer surveys, or live chat could be considered.

Some suggestions for tracking:

- Visitor demographic (Age, profession, region)
- Site activity monitoring (when it is most active)
- Most visited page (define the user's intention of visiting the platform)

Platform as a documentation touchpoint

Defined in Chapter 4, using the platform as part of the company's practice to document knowledge will help to build up the content for the platform and encourage more sharing of insights amongst the designers as an organizational practice.

Documentation of the project on the platform would help designers to reflect on their work. These materials could also be used during performance review sessions.

This could benefit the design leads to be aware of the status of the project the AID is in.

In the end, these can be reviewed and summarised into case studies for design managers.

Service model to drive the platform forward

For the content to stay active and up to date, it requires a certain amount of dedicated effort and a team to maintain the activity in the platform.

Image 50.   Proposed content management team

Suggested team & responsibility

Content management team

The content management team should ensure all contents are sufficiently documented(gathering text, images, and documents), establishing and maintaining content quality. He/she also strategize future content creation to be added on the platform.

Knowledge manager

Manages the content, shared resources and updates the platform regularly. Ensuring all shared contents are organized and sorted properly.

Editor

Responsible for the outputs, arranging interviews, and arrange the schedule of launching the contents. Ensuring the content flows smoothly and gets published on time.

Content curator

Ensuring all contents are sharable, comply with company policy, and checking on content consistency before publishing. Project management skills would be handy for the role.

Content marketer

Work alongside with the editor to promote shared resources and bring new content ideas to the team.

Content flow

With the clear delegation of roles, the workload of populating the pages can be distributed, reducing individual workload while maintaining the quality of the content. Illustrated in the Figure, the template designer focus on creating the template with the standardized Accenture Interactive branding guideline and style. Meanwhile, the content experts can focus on delivering key content that would guide users in understanding the process, linking other related information such as software used, tools, methods, and tips. These information will then be then packaged in a single folder to be reviewed by the curator before sending it to the knowledge manager for uploading it into the content database.

Content experts

Project content - Prepare the relevant files, project description, and learnings for the content curator.

Process content - Providing their expertise in a specific process and structure them into steps.

Template team

The wizards behind creating usable templates in relevant formats for the team. Ensuring that the shared templates follow the Accenture interactive branding guideline(Font, color, style).
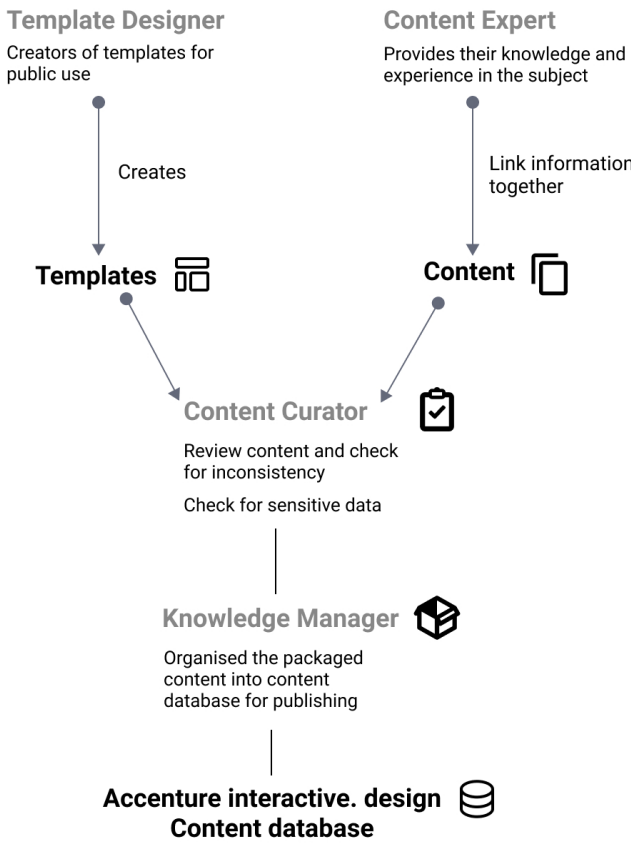
Content workflow

Figure 13   Suggested content workflow

Steps to gather project content

1) Project review session to identify the contents and interesting learnings that can be shared with the rest of the team.

Project documentation template

This document can be used at the end of the project. It can be filled in individually or as a team 😊

Project details

2) Using the project documentation template as a guideline to gather the required information from the project team. The information can then be filled in as a project team or an assigned project lead.

Personalised content & team reflection on project learnings

With the gathered content, a session with the designers and project manager can be facilitated. Knowing that more insightful information derives from the conversation, the group session covers two objectives, to gather more personalized insights and project learnings as a team. By doing so, encourages people to be more comfortable to share their learnings and strategize ways for these content to be documented during these sessions.
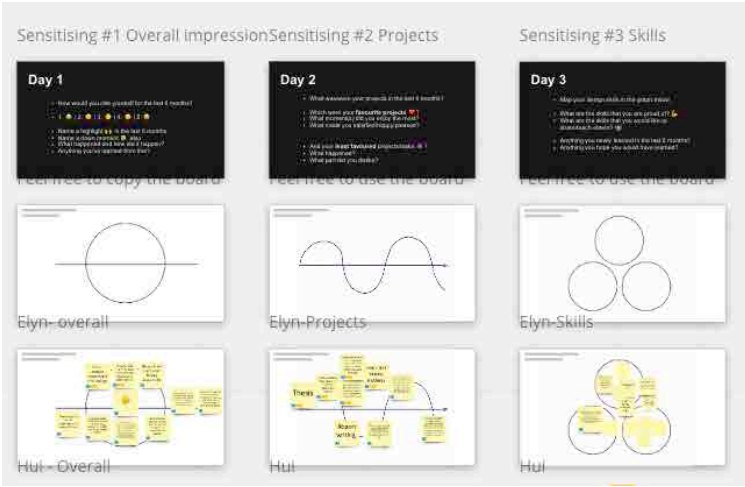
Image 52   Project reflection during UX session facilitated by Hui Lin, senior UX specialist

Project learning sessions can be done similar to a scrum retrospective session (image X)where the members reflect on how the project went in regards to the people, relationships, process, and tools. The session can be held in person or online via Miro, an online collaborative whiteboard.

Gathering the process content

Process content would require sourcing for subject experts and template designers to coordinate the content to be designed, the guidelines for designing, delivering the steps to the users, and gathering related information to piece up together for the process page.
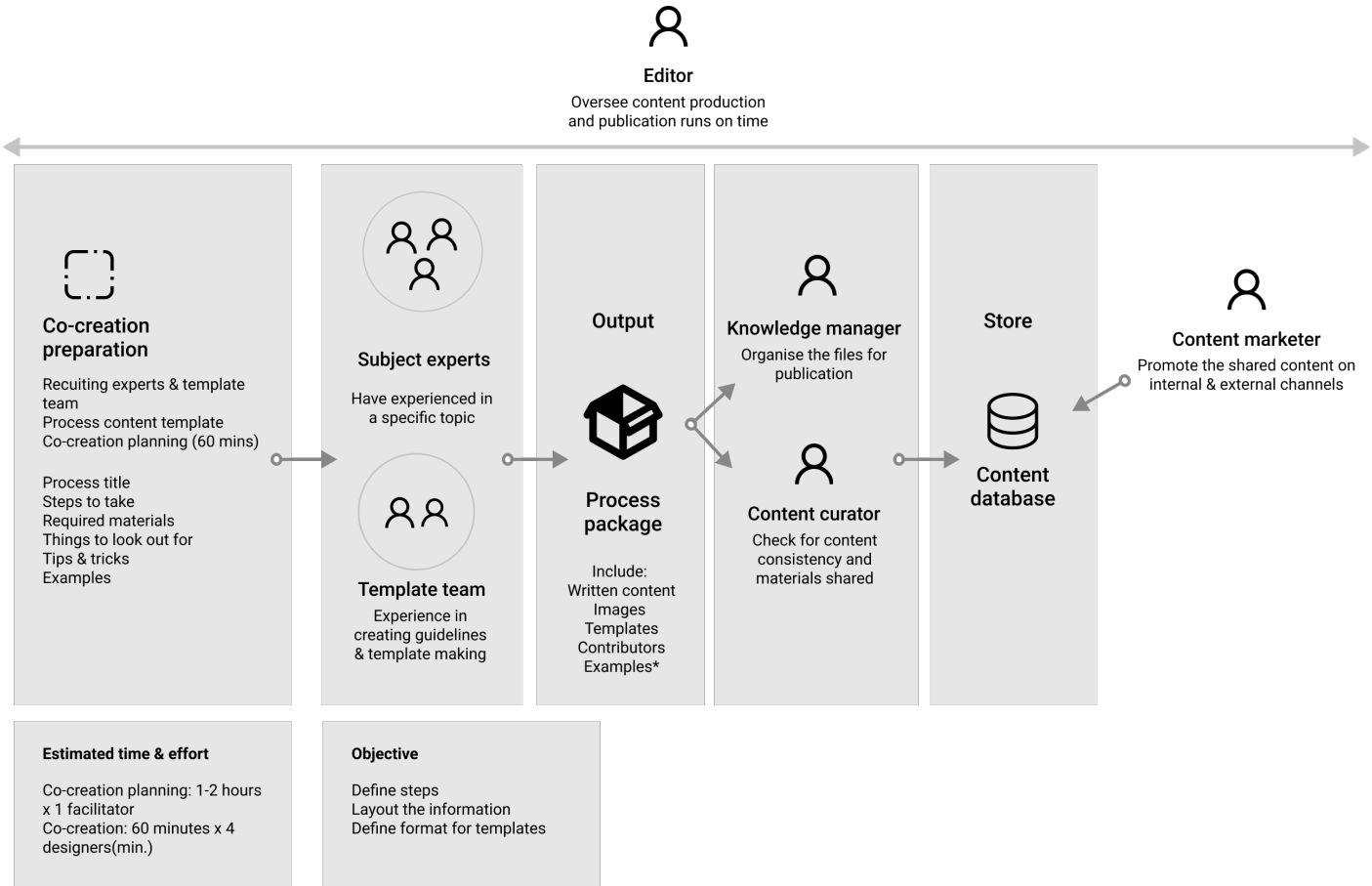
Figure 14   Proposed workflow for gathering the process content

How can it be done?

Co-creation session with 3 designers who are familiar with the particular process
I) Each co-creation takes about an hour (4 designers x 60 minutes)
Preparing the co-creation session with the objectives in mind (½ designers x 30 minutes)
Give a description of what the process is (if everyone agrees, move on)
Define what would be useful for others to know (Prioritise)
Provide specific information of how to's
How useful it is for you to use this process for your work

Gathering the article content

When designers share their articles to the design channel, the designer should inform the platform moderator (for the time being) to be uploaded on the platform. If possible, the designer should list some keywords associated with the article for future purposes.

6.3 Reflections

Designing a digital product from start to the current stage and having a first run through process in an agile working environment was an enlightening experience for me to understand the role of a UX designer. Throughout the journey, I learnt a lot about the different methodology and techniques in the planning of the platform and picking up new software skills to create and collaborate with the team.

Gathering information

Throughout the project, I realised the impact of not having a centralised database lengthens the process of designing the platform. Different people have bits of information which requires some time to gather and connect the information into a packaged content for use.

The challenge for the project went beyond making data more visible, but also the necessary changes in the way people work in order to reach the goal of a visible and accessible and connected information space to bring value to it's users.

Experience during the Covid-19 outbreak

The experience working during the outbreak was rather challenging but interesting as well. The sudden changes has brought limitations to social interactions with the team and peers in school. Some changes to the way the user testings and co-creation sessions had to be done virtually to adapt to the new changes. Under pressure and uncertainty of the situation have also added certain level of stress load during the thesis period.

Broad scope

The project started off with defining the contextual situation and the outcome of the project. Initially, it was to design a research repository but after the analysis phase it became a more organisational wide content management platform for designers to access available content that was shared within the company. Although it is beneficial to acquire a comprehensive overview of the context, situation and many potential content have been discovered earlier in the research phase, the focus of the project to refine the project and tools page and flow was scoped during the mid term.

The outcome of the literature research might have touched on the broader aspects of knowledge sharing within the organisation however, within the field of knowledge management requires more extensive and in depth information into the organisation's data management, organisation structure and policy and process management. The research attempted to look at the different aspects but it might not be an accurate reflection due to the lack of time and information accessibility.

Choice of participants for the final evaluation round

The final evaluation was done with a mixture of participants, both internal AID and external designers, and a design student, this was partially due to the crunch period at AIDC so a limited number of designers were able to available to participate. On the other hand, having an external point of view of the platform would provide a different perspective and point out details that might have been overlooked as multiple AID have been tested during the iteration rounds.

6.4 Limitations

Technical considerations

Due to inexperience in platform development and content management, several iterations and changes in the design requirement was made throughout the designing of the platform while testing with the users. More advice and closer collaboration with developers would help to speed up the process.

The prototypes that were tested were not fully functioning to provide a closer to reality testing of the concepts therefore, further development, iteration and longer user testing of the platform would be needed on the concepts proposed within the project.

Data confidentiality constraint

During the early stages of defining the shareable materials across projects that can be shared within the team, there are some concerns on the details that can be shared and the key person responsible for sharing the project details arises. In order to move forward, some recommendations for consideration were provided to the company such as conducting bi-monthly data cleansing of works for sharing which can be done manually to exclude sensitive data or exploring technical solutions to automate the process of data scrubbing.

Needed resources and information arrived too late in the process

The information to build the platform requires a lot about understanding the full picture of organisation, the way of working, file structure and management, connecting with the right people for specific information which are scattered or missing from their current systems.

Limitation of the amount of accessible knowledge

The information that was presented is only a sample of a project that is provided from the stakeholder which is not an accurate depiction of the actual complexity of the projects hosted within their existing information system.

Appendices

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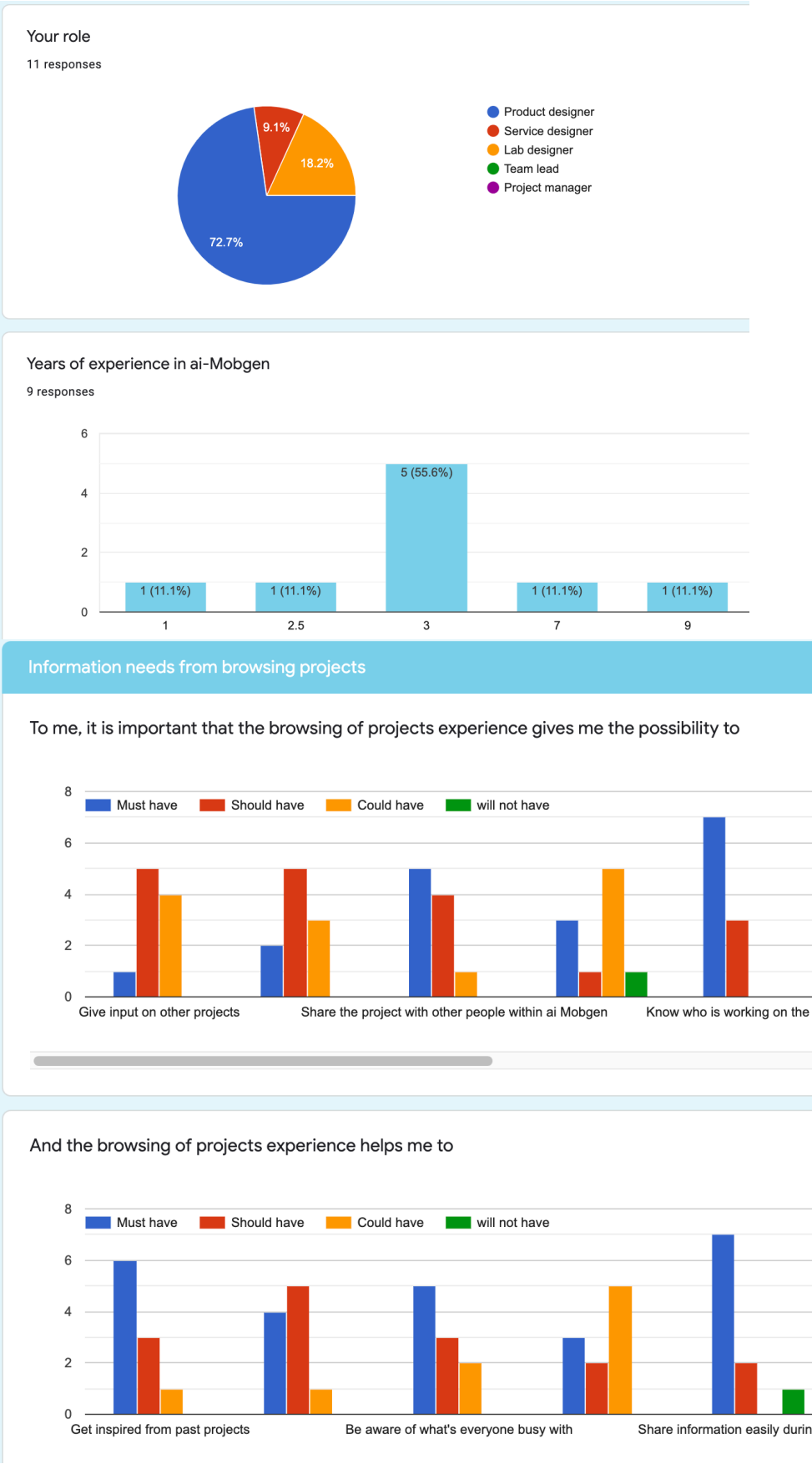Tegze, J. (2018, July 11). Why It Is Good to Share Your Knowledge. Retrieved August 04, 2020, from https://www.sourcecon.com/why-it-is-good-to-share-your-knowledge/

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Initial Survey

Your role
11 responses

- Product designer
- Service designer
- Lab designer
- Team lead
- Project manager

72.7% / 9.1% / 18.2%

Years of experience in ai-Mobgen
9 responses

1	2.5	3	7	9
1 (11.1%)	1 (11.1%)	5 (55.6%)	1 (11.1%)	1 (11.1%)

Information needs from browsing projects

To me, it is important that the browsing of projects experience gives me the possibility to

Legend: Must have, Should have, Could have, will not have

Give input on other projects — Share the project with other people within ai Mobgen — Know who is working on the

And the browsing of projects experience helps me to

Legend: Must have, Should have, Could have, will not have

Get inspired from past projects — Be aware of what's everyone busy with — Share information easily durin

End of survey

If you have any other remarks, ideas, expectations to share, please leave a note here :)

4 responses

Please be aware that some projects can't be shared because of contracts, so there needs to be a way it can be hidden.

Files should be organised so its easy to find. Or have a good search tool.

Good luck! I hope this will exist soon, I never check any currently available files of other people's projects :(

In my opinion, the browsing of files not only depends on how the program and platform is build, it's also depends how people organise the information. Maybe to prevent by making a general structure for all projects (which it can be difficult, and don't fill the needs of others), it would be interesting to create a tool with this structure is already in place, therefore to decrease the numbers of different interpretations and have the whole team on the same page.

Final Evaluation feedback form

How would you rate the platform experience?
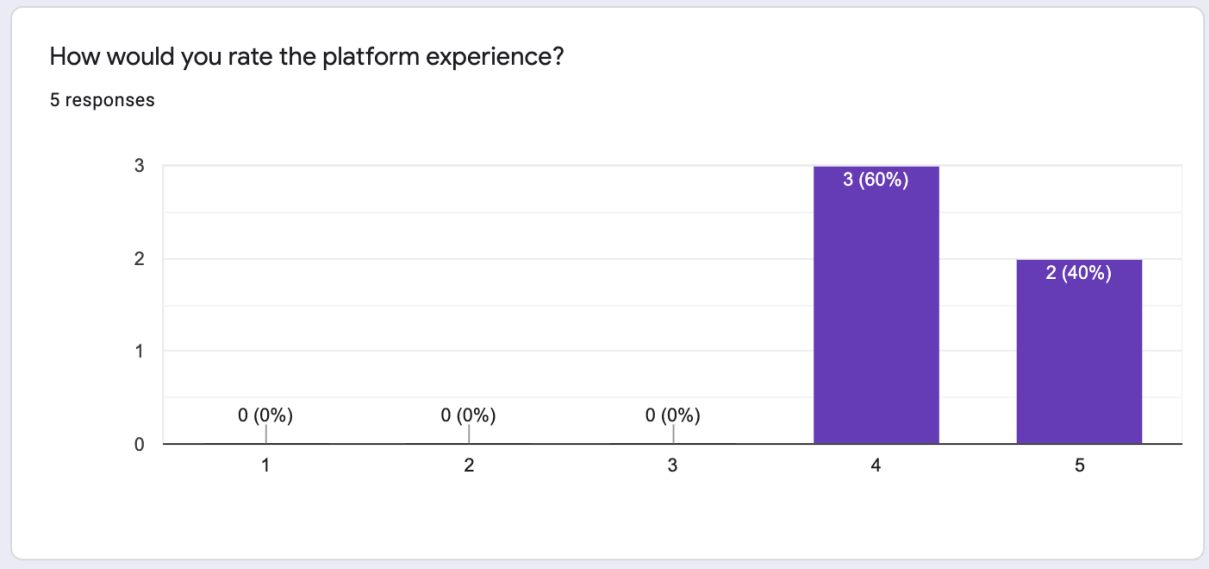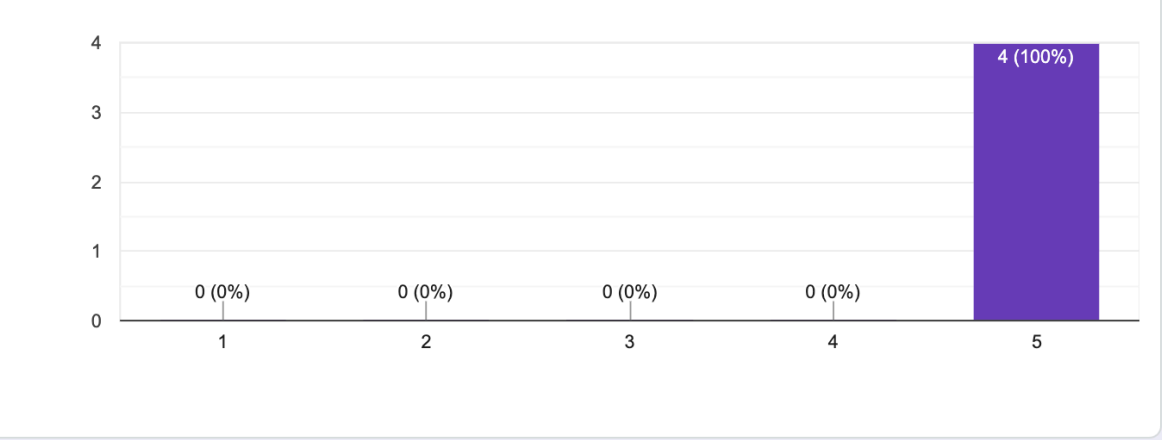
5 responses

How likely would you use this platform to support your work?
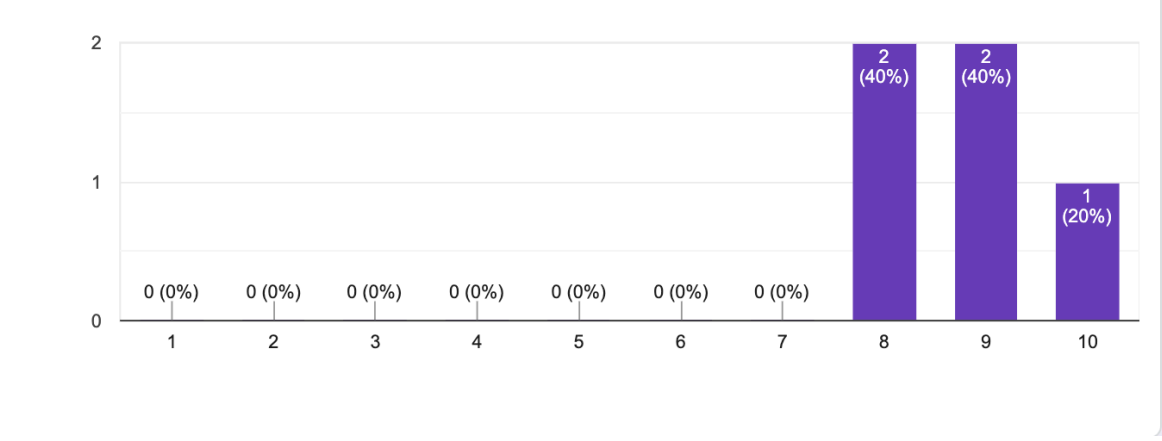
10 responses
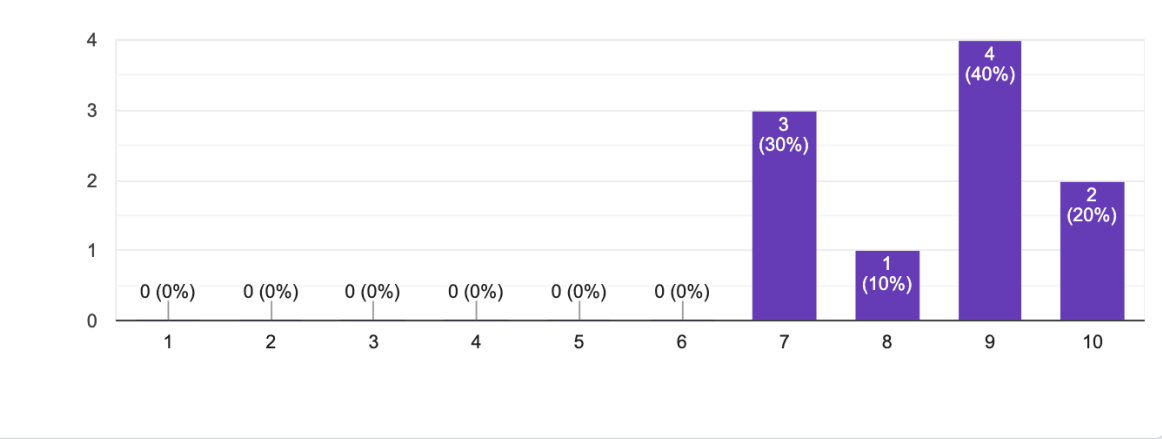
How valuable would you find an internal platform for knowledge sharing at MobGen?

4 responses

How likely would you support the development of this platform?

5 responses

Any suggestions to improve?

4 responses

Search bar and give the title and subtitle different colors.

I've missed the information about the states of the project. I see the whole platform as a repository for final projects and resources, but what about a repository for ongoing projects? Can not the teams use the platform to share real-time files?
I would probably add a profile" menu, where the user could see his ongoing projects, and where to go for sharing/saving files for those. That way, the company would only use one platform for sharing and keep files.

During the testing I have shared quite some feedback ;)

Using colors to visually group relevant tags etc.

What's the most important reason for your score?

10 responses

I think it provides me sufficient information I need to know of and the material i would use. it would be great if it is integrated with other systems that i use on a regular basis for projects and stuff

Project stories for inspiration.

i think it makes things easier to be found but it needs more content

I often like to explore what others have done for their projects to set up deliverables

I think having ordered and categorised content is essential for search-ability

I think that the stories section would be a nice place to highlight some interesting stories by our colleagues, looking forward to it!

Having all well organized and clearly documented in one place, it encourages me to browse to the different projects finding for inspiration or research.

I need sometimes to look for reference from colleagues and clients for my own work.

What do you like the most about the platform?

5 responses

How comprehensive it is and the possibility to also share tricks

I like having a crafted version of everything we produced in one place, without the extra work in progress and irrelevant documents

the tool detail page i guess? but I think it would need more information specifically shared only within our team to make it more interesting than the ones that can be easily found on the web

The look and feel of the platform which makes it friendly, and the clearness of the menus and the structure which encourages you to use it in a daily basis.

I really like the current navigation which seems to be quite logical to me.

Any suggestions you would like to see in the future?

1 response

It would be great if it would be easily integrated with our current system (BOX, Slack, Teams) and makes the whole experience seamless.

Project documentation template

≡ Client category	Consumer goods & services
# Client code number	
⊙ Client name	Signify
👤 Members	
≡ Outcome	Mobile
🔗 Product URL (if any)	
≡ Project category	Lifestyle
≡ Project title	Lightfinder app
📎 Thumbnail image	
≡ WBS Project code	

This document can be used at the end of the project. It can be filled in individually or as a team 😊

Project details

Aa Required information	Description	👤 People	≡ Tags	📎 Files
Project task description				
Qns 1 : What's the project challenge about? (150 words max)				
Qns 2 : Who are the target users? personality, specific job role etc.)				
Qns 2.2 : Target user age group				

This is the end of the document