

UNLOCKING SYNERGY POTENTIAL

DESIGNING A SYNERGY CREATION APPROACH
FOR ACCENTURE INDUSTRY X AND VANBERLO

Master's thesis by Melanie de Reus
Strategic Product Design

In collaboration with
TU Delft & Accenture Netherlands

2023

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Master's thesis

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May 2023

PREFACE AND ACKNOWLEDGEMENTS

I am delighted to present this master thesis on creating synergy in business development between Accenture Industry X and VanBerlo. Throughout my studies as a strategic product design student, I have gained valuable insights into the intersection of design and business. This thesis represents the culmination of my academic journey, focusing on the challenges and opportunities that arise when merging these two distinct organisations.

The motivation behind this project stems from the belief that collaboration with design agencies can lead to more innovative solutions. By bridging the gap between management consultancy and design, we can unlock new growth possibilities and deliver unique value. This thesis explores how both their capabilities can be leveraged to achieve synergy in the value they bring to clients.

Through a graduation internship at Accenture Industry X, I had the privilege of immersing myself in both Industry X's and VanBerlo's organisations and engaging with their employees. I have met and learned from very interesting and inspiring people within the organisations.

I am grateful for the guidance and support of my supervisors from the TU Delft, Giulia Calabretta and Emily van Vught. They played a vital role in keeping me grounded and focussed, especially when my ambition tended to go overboard. Moreover, I would like to thank Bram Rolvink, my Accenture supervisor, for his valuable feedback and continuous push to enhance my project.

Throughout this graduation journey. I would also like to express my appreciation to the employees of Accenture Industry X and VanBerlo for their valuable insights and contributions. Thanks for being so open with me, and letting me into your thoughts and feelings.

I can't emphasise enough how much I enjoyed every single day of my graduation project, and I am sincerely thankful to my amazing colleagues for making this an incredible experience. I also want to extend my gratitude for my friends and family for their support and for patiently listening to my graduation project stories. Their presence and attentiveness meant a lot to me.

To all readers, I hope you will enjoy it!



EXECUTIVE SUMMARY

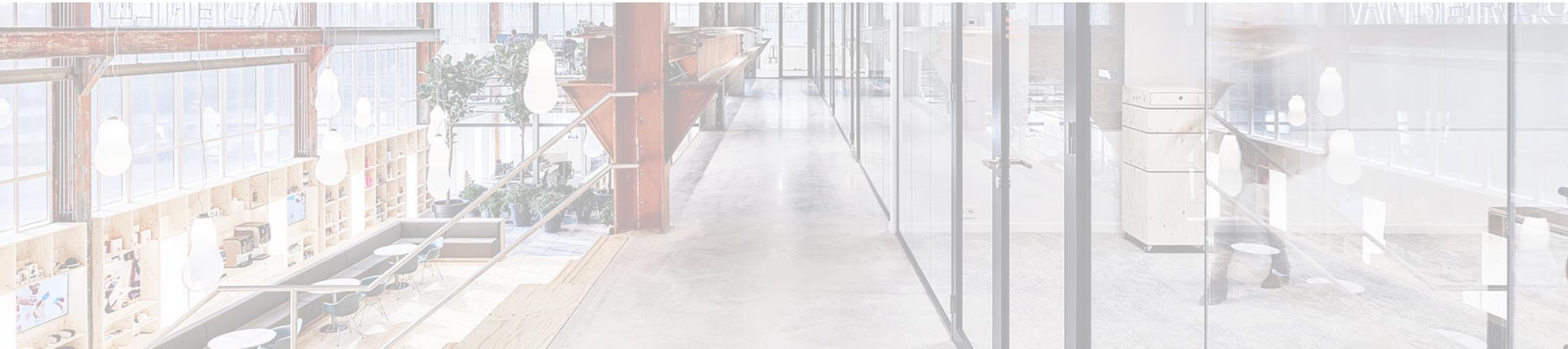
This master thesis explores the integration process between Accenture's Industry X and VanBerlo, following the industry trend of big consultancies acquiring creative design agencies to enable transformative work and comprehensive solutions for clients. The research objective of this project is to design a Synergy Creation Approach (SCA) that enhances synergy between Industry X and VanBerlo, leveraging their capabilities to offer end-to-end solutions in joint propositions.

Using the double diamond method in close collaboration with Industry X and VanBerlo employees, the thesis examines the opportunities and challenges for synergy creation. The key findings highlight that a lack of understanding of each other's capabilities hinders synergy creation during business development. The research emphasizes the importance of clear understanding and shared vision, preserving design thinking approaches, and incorporating all responsible parties in the process.

To foster synergy through business development, an understanding of client needs and each other's capabilities is essential. This understanding allows for the identification of opportunities, enabling the proposal of synergy offerings to clients. By building upon each other's work, this collaborative approach delivers greater value to clients.

Based on the Outside-in Framework of Takhtehkar and Rademakers (2020), a Synergy Creation Approach is proposed. This approach guides Industry X's and VanBerlo's domain leads in creating, validating, and selling synergy offerings. By increasing awareness of each other's capabilities and possible synergy offerings, the tools used during the SCA, such as the Joint Value Proposition workshop, the Synergy Canvas and the Synergy Offering Deck, help identify opportunities for synergy that align with the client's specific needs.

This thesis provides valuable insights through the Synergy Creation Approach, it addresses cases where organisations aspire to achieve synergy but face challenges in leveraging each other's capabilities, as seen in the case of Accenture's Industry X and VanBerlo. The SCA serves as a guiding framework that enhances collaboration between consultancies and design bureaus, enabling them to drive transformative and value-driven solutions for clients.



ABBREVIATIONS

ACN - Accenture

IX - Industry X

VB - VanBerlo

S&CP - Smart & Connected Products

BD - Business development

DT - Design Thinking

JTBD - Job-To-Be-Done

JVP - Joint Value Proposition

SCA - Synergy Creation Approach

SOD - Synergy Offering Deck



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1. INTRODUCTION

This chapter presents an introduction to the project and elaborates on the overall approach of this design study.

1.1 BACKGROUND

Consultancies are calling for a new approach to innovation. In a bid to achieve resilience to changing industries through emerging technologies and perform greater transformational work for clients, consultancies have been aggressively acquiring and integrating design firms (Campaign Asia-Pacific, 2016). As design studios offer necessary capabilities to consultancies to fuel end-to-end transformational innovation, a collaboration between consultancies and design studio's promises to optimise the value they bring to clients.

1.1.1 ACCENTURE

Accenture (ACN) is one of many consultancies that is on the acquisition trail. Accenture is a global professional services company with leading capabilities in digital, cloud and security. In more than 40 industries, Accenture's 700.000+ employees serve clients from their various departments; Strategy and Consulting, Technology and Operations, Accenture Song and Industry X. Over the last 10 years, Accenture has acquired a lot of companies as a strategic lever to capture value and fuel growth (Stuart Nicoll, Head of Corporate Development Accenture). Among those acquisitions there is a trend in adding innovative design agencies to the portfolio of Accenture, claiming that the purchases help their clients reimagine their product services and their experiences (Patricio De Matteis, MD for Accenture Interactive in Asia).

Accenture kicked off with the acquisition of design firm Fjord in 2013 and recently acquired Dutch product design and innovation agency VanBerlo in 2020 along with a few other design and digital agencies. With the acquisition of VanBerlo, Frank Rennings, managing director of Industry X Netherlands, envisioned to leverage VanBerlo's product design capabilities to help clients develop new business models and generate new revenues from smart and connected products and services (Accenture Newsroom, 2020).

1.1.2 INDUSTRY X

Accenture's newest stand-alone department, Industry X (IX), refers to the industry where businesses use advanced digital technologies to transform their core operations, their worker and customer experiences and ultimately their business models (Accenture, 2023). Industry X houses expertise in, engineering, manufacturing, technology, consulting and operations. Leveraging these capabilities, they support the implementation of technologies such as augmented reality (AR), virtual reality (VR), cloud, artificial intelligence (AI), 5G, robotics and digital twins, to build resilient

and agile businesses that adapt their client's engineering and manufacturing operations to a changing industry (Industry X, 2023).



Accenture office in Amsterdam

1.1.3 VANBERLO

VanBerlo (VB) is a product design and innovation agency, headquartered in Eindhoven, Netherlands. Since its founding in 1982 VanBerlo has become an internationally operating design agency, innovating products and services for companies in many industries, including fast-moving consumer goods, mobility, healthcare, banking and high-tech (Accenture Newsroom, 2020). After nearly four decades, Ad van Berlo, the founder of VanBerlo, has chosen to retire and put the business up for sale. According to Van Berlo, designers are increasingly becoming strategic consultants. A relatively small agency, that VanBerlo is, will inevitably face the big consultancies as competitors. Therefore selling the agency was considered a wise option (EU policy advisor Vera Winthagen). With the expectation to leverage the large global network of Accenture, VanBerlo was sold to Accenture (Thomas Paulen, former CEO VanBerlo).

1.1.4 OBJECTIVE OF ACQUISITION

With VanBerlo joining Accenture Industry X, Accenture strives to strengthen its capabilities to help their clients benefit from the merging of physical products and digital services. The agency's smart connected solutions integrate technologies including internet of things (IoT), AI, and data analytics to combine physical objects with digital services (Accenture Newsroom, 2020). Industry X's aspiration of the takeover is to work together in joint propositions, such as Product as a Service (PaaS)¹, W Product Life Cycle Management (PLM)² & engineering and Smart & Connected Products (S&CP)³, where they could offer an end-to-end solution to their clients (Frank Rennings, MD Industry X, 2022). Eventually, more client work would be generated from this construction, resulting in more revenue for Industry X.



VanBerlo office in Eindhoven

1.2 ASSIGNMENT

1.2.1 PROBLEM

Despite Industry X's and VanBerlo's complementing capabilities, the current collaboration does not fuel the desired outcome of the takeover. In several areas where the two companies meet each other, there are obstacles for a seamless integration. The two companies differ from each other in numerous ways, how they develop business, how they structure their way of working, what expertise and knowledge they have, and how they interact with one another.

Moreover, awareness of each other's capabilities and engagement among each other's employees is lacking throughout both companies. This is partly due to the unfortunate timing of the acquisition, namely just a few months before the COVID-19 pandemic. The success of an integration is closely tied to the level of interaction and coordination during the organisational integration process, as noted by Takhtehkar and Rademakers (2020). Unfortunately, due to the pandemic, this critical aspect may have been hindered, potentially impacting the success of the integration. Some employees within Accenture and VanBerlo are still unaware of each other's expertise and capabilities. Next to that, they speak "a different language" (consultant at Industry X, 2022). As a result, they work primarily independently rather than collaboratively developing business opportunities or working on projects. The obstacles involve both business and cultural parts, and subsequently affect different processes and hierarchy levels within the organisation.

¹ PaaS is a cloud computing service that provides customers with a platform to develop, run, and manage applications without the complexity of building and maintaining the underlying infrastructure.

² PLM refers to the process of managing the entire lifecycle of a product from its conception to its retirement.

³ S&CP are physical products that are embedded with sensors, processors, and software, which allow them to connect to the internet, collect and analyse data, and communicate with other devices and systems.

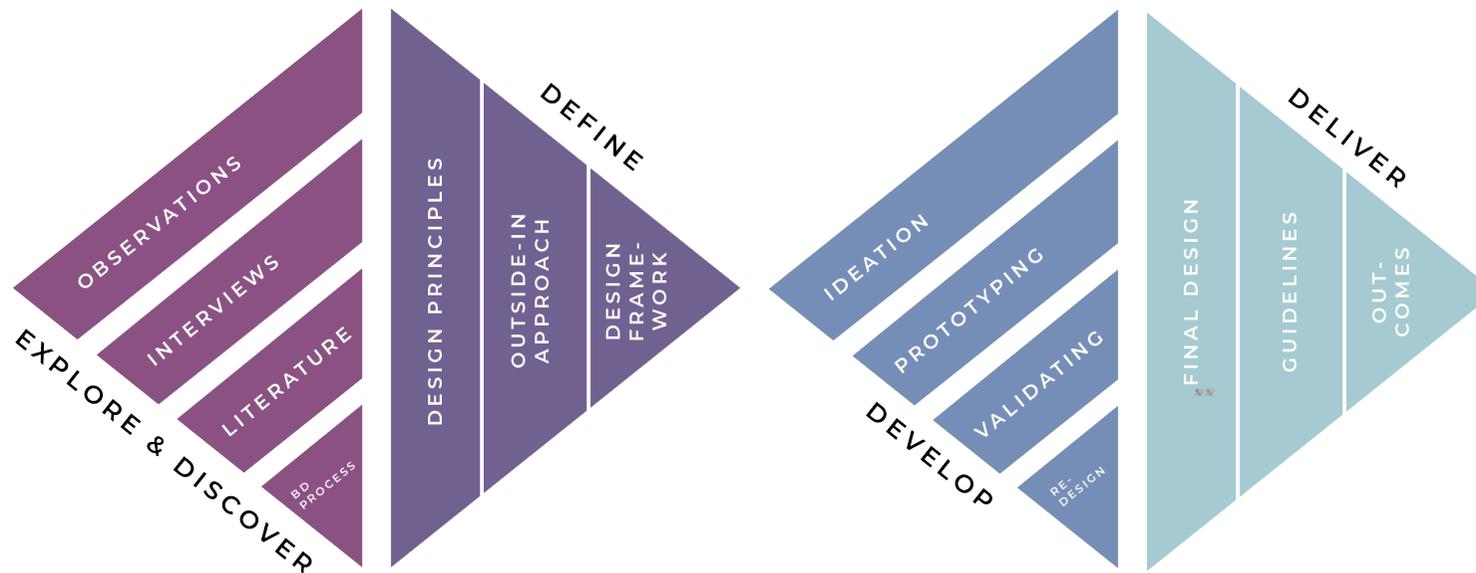
1.2.2 GOAL

Industry X and VanBerlo can complement each other through joint propositions, resulting in meeting client needs beyond what each entity could achieve individually. By means of so-called *synergy projects*, two parties could potentially build on each other's capabilities to provide clients with end-to-end⁴ solutions. The *synergy offerings* or *joint propositions*, proposed for these projects, are an integrated set of both each other's products, services and practices used to create greater value for clients. This project aims to contribute to *synergy creation*, which in this context means delivering more value to clients than either organisation could provide on its own.

The project aims to design a Synergy Creation Approach that enhances synergy creation between Accenture Industry X and VanBerlo that leverages the offering of end-to-end solutions in joint propositions.

1.3 APPROACH

The takeover of VanBerlo by Industry X involved business processes, activities and culture, resulting in friction in integration across various organisational aspects. To understand the obstacles and opportunities for achieving synergy, the project approach required a preceding exploration phase to narrow down the project's scope. Once the scope was determined, a closer examination of that context could take place. The project approach (figure 1) reflected the four stages within the double diamond design process (British Design Council, 2019), where the first phase acted as a funnel going from exploring a wider context to pointing out what to examine in more detail in a discovery part. Subsequently, the findings of that Explore & Discover phase were translated into design principles and a design framework. During the Development phase, the design for the elements within a Synergy Creation Approach was developed, prototyped and validated during workshop sessions. Using the findings of those sessions resulted in the final design of the Synergy Creation Approach, presented in the Deliver phase.



⁴ End-to-end means addressing all aspects of product design, development, and maintenance.

Figure 1: Project approach

2.

EXPLORING & DISCOVERING

The Explore & Discover phase reveals the insights obtained during the discovery of synergy issues within the business development (BD) process. Initially, the area where these issues primarily occur was unclear. To determine the scope of the project, preliminary research was conducted through observations, interviews, and literature review. Once the focus on synergy issues within business development was established, an examination of the BD process was carried out.

2.1 EXPLORING BY OBSERVATIONS

To fulfil the objective of this master thesis, which is to create synergy by integration, it is necessary to adopt an integrated approach to reduce bias and foster trust. This entails conducting daily observations at both the VanBerlo office in Eindhoven and the ITO office⁵, and documenting these observations in fieldnotes. By immersing oneself in both organisations, a comprehensive understanding of the context can be achieved.

Analysis of observations in short

The analysis of the observation suggests that there is a clear spatial separation between Industry X and VanBerlo, with limited interaction between the two groups due to confidentiality concerns and different approaches to work. The lunchtime rituals and after-work activities of the two organisations are not integrated, resulting in the exclusion of Industry X employees from VanBerlo's traditions. However, the research shows that creating synergy between the two organisations is important and relevant, as expressed by common comments like *"we could really use this."* There is a mutual resistance from some VanBerlo employees towards the takeover by Accenture, but those Industry X employees who make an effort to get to know VanBerlo are usually people with a background in design. See appendix 1 to review a more elaborate analysis of the observations.

2.2 EXPLORING BY INTERVIEWS

2.2.1 INTERVIEW APPROACH

In order to gain a deeper understanding of the context of creating synergy between Industry X and VanBerlo, a series of interviews were conducted with employees from both companies. The interviews aimed to identify relevant themes, obstacles, and opportunities related to the integration process. A total of sixteen exploratory interviews were held with employees from various hierarchical levels in both companies (figure 2). Since the integration process involves different company processes and activities that involve various people, participants were recruited via referrals from the Lead of Industry X, who is responsible for the integration, and through people that were initially interviewed. All participants have been directly involved with the other party, for instance through collaborative project work, pursuing business development⁶ together or in jointly creating a strategic vision for their collaboration.

The main goals of the interviews were to explore:

- > What is the desired outcome regarding creating synergy between VanBerlo and Industry X?
- > What are the obstacles and opportunities related to this desired outcome?

To achieve these goals, a semi-structured interview guide was developed (see appendix 2). The guide included questions that were designed to facilitate a better understanding of the integration process, such as *"When is there synergy between VanBerlo and Industry X?"*. In terms of data collection, five of the interviews were conducted remotely via Teams, while the remaining eleven were conducted in person at the offices of both companies. During the interviews, field notes were taken to record responses and observations.

Interviewee 1	(former, resigned during this project) CEO	VanBerlo
Interviewee 2	Associate Director	VanBerlo
Interviewee 3	Strategic Direction Manager	VanBerlo
Interviewee 4	Creative Direction Manager	VanBerlo
Interviewee 5	Senior Manager and Domain Lead	VanBerlo
Interviewee 6	Project Manager	VanBerlo
Interviewee 7	Strategic Junior Designer	VanBerlo
Interviewee 8	Management Director and Lead Industry X BeNeLux	Industry X
Interviewee 9	Accenture Leadership and Client Account Lead	Industry X
Interviewee 10	Associate Director and business developer	Industry X
Interviewee 11	Associate Director	Industry X
Interviewee 12	Senior Manager	Industry X
Interviewee 13	Consultant	Industry X
Interviewee 14	Analyst	Industry X
Interviewee 15	Analyst	Industry X
Interviewee 16	Intern	Accenture

Figure 2: Anonymised list of interviewees

⁵ Name of the building where the Accenture office is housed in Amsterdam Zuid.

⁶ BD refers to activities and processes involved in identifying, pursuing, and acquiring new clients and projects to help grow the consulting firm's business.

2.2.2 INTERVIEW INSIGHTS

As a result of the interview data, the insights obtained are captured in an affinity cluster⁷ and a visual representation on this can be seen in figure 3. The clustering of insights provides an overview of the various topics that emerged during data analysis. Each bubble represents a topic that was raised during interviewing and the bubbles that are formed by an intersection between one or more bubbles, represent a sub-topic that elaborates on a specific point within a certain topic. Assessing all topics and sub-topics, six main topics have been identified to contextualise the desired outcome of creating synergy and related obstacles and opportunities (figure 3). See appendix 3 for a detailed synthesis of interview data and the identification of the six main topics.

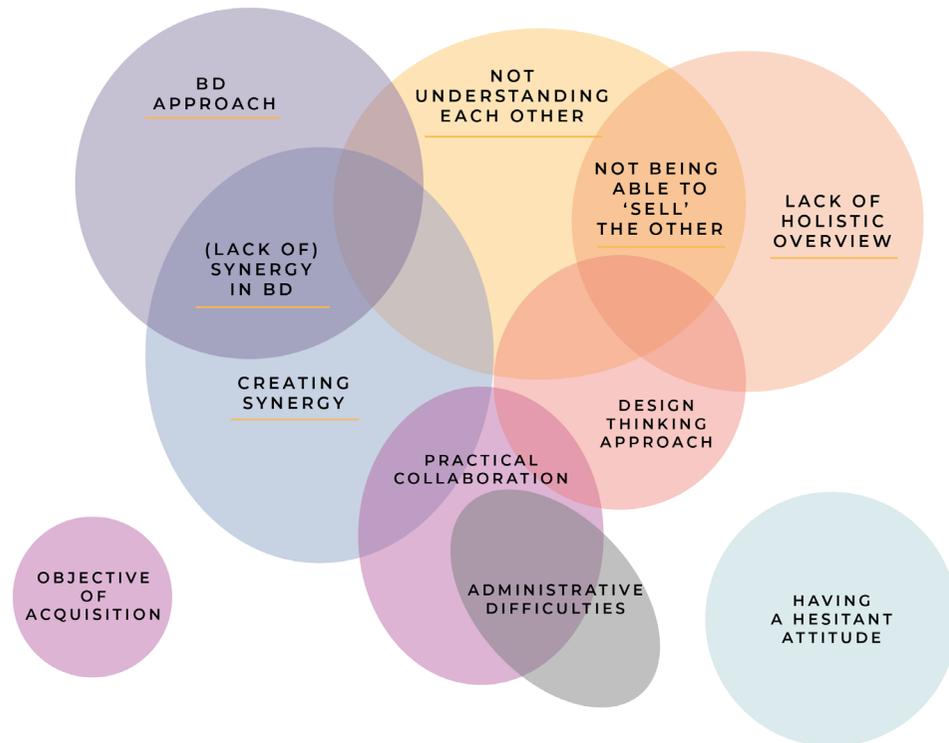


Figure 3: Affinity clustering of emerged topics in interviews, highlighted the six main topics

⁷ An Affinity cluster is a structure where data points that are similar to one another based on their relationships or affinities are grouped.

Synergy creation context

The majority of employees envision a synergy scenario in which VanBerlo's contributions and deliverables are followed up by Industry X's activities, or vice versa, as the desired embodiment of synergy. Several areas were mentioned in which the end-to-end solutions driven by VanBerlo and Industry X could be leveraged, including Smart-Connected-Products, Energy & Utilities, Mobility, and Fast Moving Consumer Goods. Rather than composing joint project teams and collaborating on client projects, the creation of synergy is viewed as a means to stimulate a project follow-up and serve the client from idea to implementation.

“VanBerlo could design the products and make them ‘smart’, where Industry X could later provide the systems where these products are connected to.”

- Direction at Industry X

A prominent obstruction to the synergy creation are the various challenges in business development, according to both parties. First of all, Industry X and VanBerlo deal with different hierarchical levels and departments within an organisation when selling a project. VanBerlo is usually involved with the lead of R&D or an innovation manager, where Industry X does business with the CTO or CEO of a company. The individual scopes and impact of their project varies significantly and therefore requires a holistic strategic overview to identify opportunities of how their collaboration could provide value to a larger subset. Another drawback of working with various company representatives is that it limits the potential for both VanBerlo and Accenture to leverage each other's networks for closing deals. Nonetheless, the most evident roadblock to selling synergy projects is because of the lack of understanding each other's capabilities.

“If you would ask people within Accenture, even Industry X, what VanBerlo does, a lot of people would have no idea, or would say that they make things “pretty”.”

- Consultant at Industry X

Contrastingly, this knowledge gap does not cause challenges in working together in project teams, after the project is kick-off.

“When working on project deliverables and a colleague of VanBerlo provides support on this, everything runs smoothly and keeps up with the project requirements.”

- Consultant at Industry X

In meetings with potential clients or when receiving a RFP⁸ one is required to connect inhouse capabilities to the client needs, in order to align the appropriate offering with the client request. Herefore, understanding of all capabilities is needed. Without this understanding in place, it forms an obstruction to synergy creation within business development.

“In our wall [at the VanBerlo office] where we showcase previous client projects, a PLM project of Industry X was included. If I were to give a tour of this wall to a potential client, I would have no idea how this project could potentially be valuable to the client, because I don’t have any knowledge about the proposition and capabilities behind it.”

- Manager at VanBerlo

Moreover, this obstruction does not only originate from being unaware of each other’s capabilities, it also stems from their different approaches in presenting their offering to potential clients.

“Accenture typically offers potential clients various ‘packages’ of standard services or implementations they provide, while VanBerlo first tries to find out what are the underlying needs of the client and then creates a design brief together. Therefore, IX’s CALs⁹ don’t know upfront what kind of clients and projects could benefit from a VanBerlo involvement.”

- Associate Director VanBerlo

Therefore, both parties agree that collaborating in a synergy project requires joint discussions with clients, rather than individual communication by one party alone.

Considering the above, the most prominent challenge for creating synergy between IX and VB includes the lack of understanding of each other’s capabilities, which obstructs the synergy creation during business development.

⁸ Request for proposal is a document that outlines project requirements and invites proposals from vendors.

⁹ Client Account Lead (CAL), person within organisation, here Accenture, who is responsible for managing a company’s relationship with its clients. They also provide their clients with new project offers.

2.3 EXPLORING BY LITERATURE RESEARCH

The synergy issues found are specific for the case of Industry X and VanBerlo. In order to contribute to synergy creation in a more general context, a brief analysis is performed around challenges that arise when management consultancies acquire innovative studios in various types of literature. Here, the challenges found, will verify the legitimacy of the synergy issues that are identified in this project.

2.3.1 ACQUISITION SYNERGY CHALLENGES

In today’s highly competitive environment consultancies increasingly have started acquiring external creative capabilities to be able to provide end-to-end solutions in business, technology and now also creativity (Bos and Lundberg, 2019). By combining capabilities to create new opportunities and strengthening core competencies, they aim to create synergy (Stellner, 2015). The driver behind these acquisitions is reacting to changing industries and doing greater transformational work for clients. Although, in theory they will complement each other, there are many differences between the organisations that underlie various synergy issues. And so, the management of its implementation is becoming more important than ever (Pawlowski, 2015).

A foreseen challenge to foster a competitive advantage by acquiring design thinking capabilities, is that this design thinking approach, should also be put into practice and be integrated in the processes. According to Gus Desbarats, Chairman of agency Alloy and the British Industrial Design Association (BIDA), *“Design thinking isn’t enough, it needs to be connected to ‘design doing’”*. To perform at their best, a creative agency needs to closely study human behaviour, make surprising connections to understand its underlying significance, and use that knowledge to guide their design choices. This method can transform existing businesses and help the agency remain competitive in the market (Pawlowski, 2015). Integrating this approach in existing processes takes innovative leadership skills, which is hard to nurture in large multi-tiered organisations (Pawlowski, 2015). To be ahead of this challenge, the acquired design capabilities should be taken into account in the long-term strategy and integrated in the business (Pawlowski, 2015).

Moreover, maintaining the culture is crucial for maintaining the value that the acquired creative agency provides. To tackle the issue of killing this value, their culture should be preserved (Pawlowski, 2015). This is reflected in the success of Accenture's acquisition of design firm Fjord in 2001. It was that light-touch approach that has contributed to the takeover being a continued success. *"What made it work is [Accenture] kind of left us alone; they didn't want to interfere with what they purchased,"* said former managing director of Fjord, Shelly Evenson. *"They let us keep the brand and our culture, and I think that was fundamental in why it has worked so well."* (Service Design Network, 2019).

Additionally, successful acquisitions include companies that share a common vision, a strategy on how to reach it and why one should move in that direction (Svanteson, 2015). Therefore, it is important that both parties have a solid awareness of each other's competences and how they contribute to a shared objective.

Similar challenges as the ones discussed above, are found in a case study reviewing a previous acquisition of an innovative agency by Accenture in the Netherlands. In this case, the employees from the creative agency, MOBGEN¹⁰, did not appreciate the organisational structure that was established in management consulting firms (Bos and Lundberg, 2019). Moreover, they expressed that the leadership of Accenture did not understand their business, because of differences in their mindsets. Because of that, Accenture had trouble selling their propositions (Bos and Lundberg, 2019). The lack of understanding and respect for one another and their differences in approaching work, was perceived as the main challenge for integration (Bos and Lundberg, 2019).

In conclusion, the challenges found in literature also stress the importance of having a clear understanding of each other's capabilities and how these contribute to a shared vision. Besides that, it highlights persevering the agency's design thinking approach along with its culture is crucial to maintain the agency's performance.

¹⁰ An end-to-end creative digital services company

2.4 ASSESSING THE BUSINESS DEVELOPMENT PROCESS

After exploring the potential for synergy creation between Industry X and VanBerlo, it became clear that this would entail both parties complementing each other throughout projects, from ideation to implementation. To foster this interplay, it is essential to establish a solid foundation during the business development phase. However, challenges often emerge during this phase that could hinder the creation of synergy. To gain a deeper understanding of the BD process, the processes for IX and VB are examined and compared. This examination reveals the requirements for effective business development within Accenture.

To follow-up on the previous interviews with business developers¹¹, additional discussions (appendix 4) were held to sketch an overview of the stages and its activities in BD (figure 4). The overview of the BD process shows the three ways to pursue business opportunities; proactive origination, responding to a request for proposal or information or following up or extending an ongoing project. This overview is depicted from the sales guidelines within Accenture (Accenture Sales Playbook, 2023).

¹¹ People who are involved in selling projects to potential clients. This is not necessarily their main responsibility in their job activities.

The overview of the business development process highlights the specific knowledge required at each step. In the initial stages, it's essential to understand how value was generated in similar contexts in previous projects or by competitors. As the process progresses, it becomes necessary to identify one's own capabilities and determine how they can be leveraged to offer solutions that create value for the client. In the final stages of the process, it becomes important to discuss the offering in detail with the client.

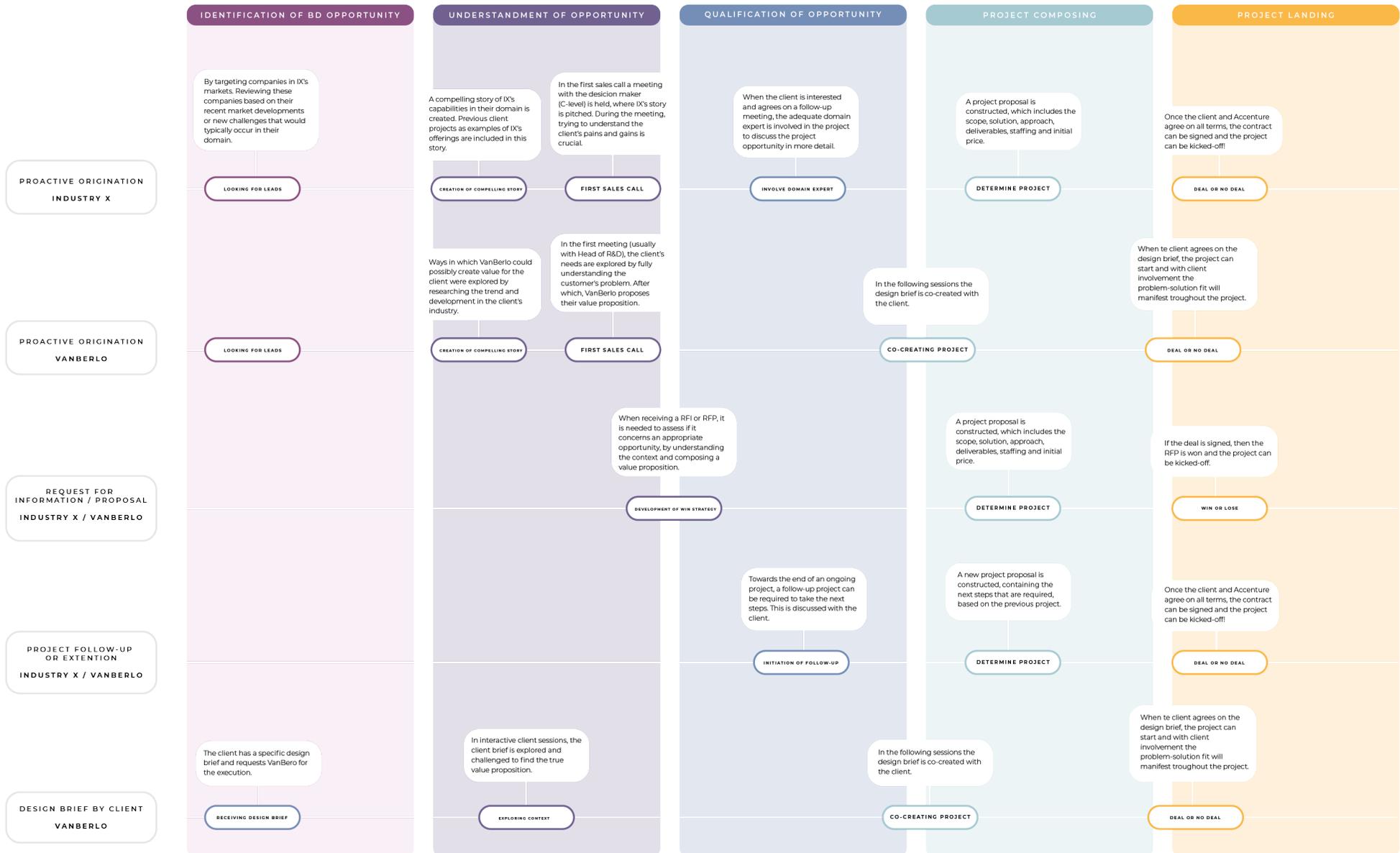


Figure 4: Industry X's and VanBerlo's business development processes

To execute each step of the BD process effectively, certain requirements must be met. With this in mind, based on the input of business developers at Accenture, the following prerequisites for successful business development have been identified.

Responding to the client's needs is the most effective approach, although in practice this is not always followed.

“Sometimes Accenture tends to be too self-oriented, like we try to push something to the client instead of creating and responding to a pull.”

- Manager in Accenture Leadership

In order to propose adequate offerings that align with client's requests, business developers should **truly grasp the needs of the clients**. This means, understanding their pain points and understanding what would create value for them.

“The best deals are co-created with the client, as this really helps to understand the real need. Clients are not always very good at articulating what they need/want.”

- Manager in Accenture Leadership

Secondly, the business developers need **to be up to date on all propositions and capabilities**.

“It's really important that the sales team knows about all our propositions. They talk to high-level people in the client's organisation, so they need to understand their needs and present the right solutions from Industry X.”

- Business developer at Industry X

“The reason why many CALs don't involve VanBerlo in a project, is because they don't know what VanBerlo capabilities are. Matching a project opportunity to VanBerlo's offerings is difficult, therefore they should identify opportunities and assess whether the project aligns with VanBerlo's strengths beforehand.”

- Accenture CAL

And lastly, when pursuing project opportunities it is essential that **all parties responsible for the proposed offering are involved** in discussing the opportunity in more detail with the client.

“As an Industry X representative, I don't have the authority to negotiate on behalf of VanBerlo, besides that it's important to involve VanBerlo early on to build trust with customers from the start.”

- Business developer at Industry X

To summarise, the most effective approach for business development requires truly understanding the client's needs, being aware of all capabilities and involving all responsible parties during the process.

3.

DEFINE

The Define phase presents the design principles for a solution that contributes to the creation of synergy between Industry X and VanBerlo. Moreover, it introduces a design framework for this solution, based on the *Outside-in approach* of Takhtehkar and Rademakers (2020).

3.1 DESIGN PRINCIPLES

The identified scope of this project is to address the primary challenge of creating synergy between IX and VB, which stems from the mutual lack of understanding each other's capabilities, hindering the creation of synergy during business development.

Design objective:

How can the mutual lack of understanding Industry X's and VanBerlo's capabilities be bridged to facilitate the creation of synergy during business development?

The proposed solution should hold the following design principles:

1. Create a true understanding of each other's capabilities

Having a complete understanding of all capabilities enables business developers to propose the most suitable offerings that meet client needs. This entails comprehending the underlying client needs and how each party's capabilities can be leveraged to deliver value to those needs in the form of a synergy offering.

2. Safeguard each other's value creation approaches and culture

Trying to force both parties to conform to the same structure and approach may not be the most effective way to create value. Each party has their unique strengths and approaches to deliver value in the most appropriate way for their particular deliverables. Therefore, creating synergy should involve tracking and building upon each other's deliverables while aligning on the project's overall direction.

3. Involve all responsible parties in the early stages of the BD process

Creating synergy in business development relies heavily on effective internal networking, which fuels identifying the suitable business developers to engage with, understanding how to engage with them, and determining when to involve them in the process. All of these aspects are required for effective business development.

3.2 DESIGN FRAMEWORK FOR SYNERGY CREATION IN BD

Reflecting the design principles, driving synergy creation in business development calls for the creation and sales of a synergy offering. A synergy offering combines products and services from both parties to create unique value for the client that cannot be achieved separately. It leverages the strengths of both parties for a more effective and efficient solution. The key to deliver successful synergy business originating from both parties, lies in deep genuine outside-in strategizing at the business level (Takhtehkar and Rademakers, 2020). Meaning that value drivers to specific market demands are identified first, and later is reviewed how the companies' capabilities and resources should contribute to that value capturing. Takhtehkar and Rademaker constructed a framework to compose an integrated business system¹², designed to capture potential value that is jointly delivered to a specific market (figure 5).

Although the desired synergy creation in the case of Industry X and VanBerlo does not concern the business system of an entire company, but rather a service line¹³, this approach can still be applied. Especially, bearing in mind that the synergy issues of Industry X and VanBerlo are based on the lack of awareness of each other's capabilities, an outside-in approach could allow them envision a synergy offering without the constraints of incorporating each other's capabilities at first.

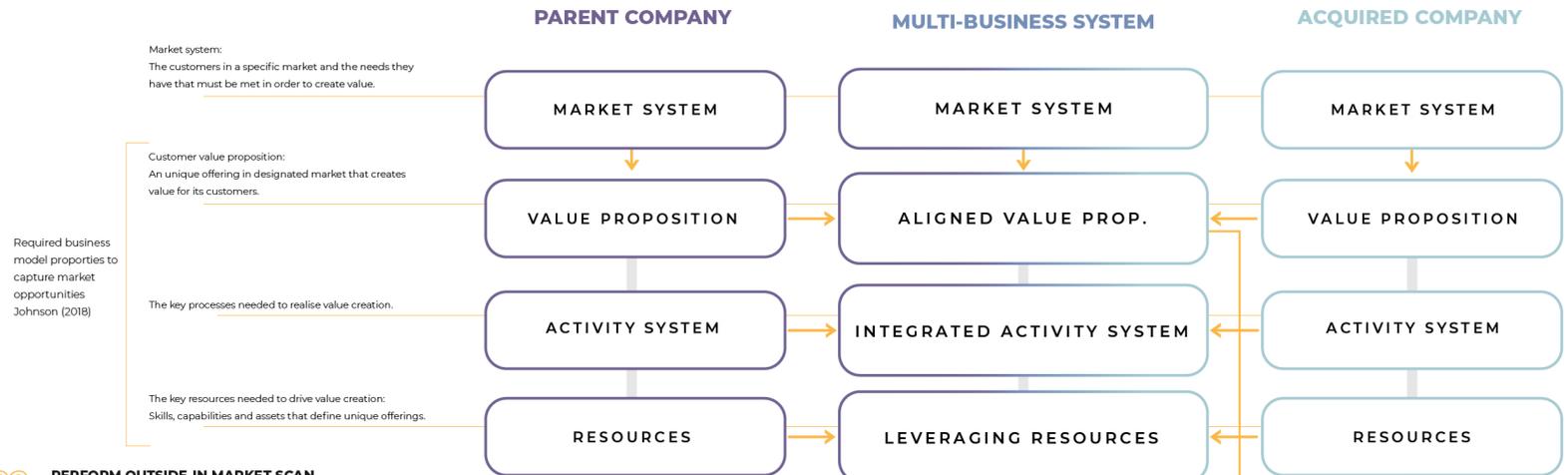
¹² A business system is a set of interconnected and interdependent components or processes that work together to achieve a specific goal or objective within an organisation.

¹³ A service line refers to a specific area of expertise or service offering that a consulting firm provides to its clients. A service line is often structured as a business unit within the firm, with its own team, practices and processes.

The first step in the outside-in framework is defining the current post-acquisition multi-business system, which is a merge of the two business systems before applying the outside-in strategy. The outline of the business system is based on Johnson's (2018) business model concept and considers a customer value proposition, key processes and key resources. Once a clear understanding of the multi-business system is established, the next step is to identify market opportunities within the business's operating market. Subsequently, a business system that is required to capture the identified market opportunities is constructed. This required business system is then compared to the post-acquisition multi-business system to reveal the gaps for capturing the market opportunities.

The outside-in approach ensures that the integration of two separate business systems is designed to offer a product or service that meets the needs of the market that were not previously captured by either business alone, and thus enables synergy creation.

01. DEFINE MULTI-BUSINESS SYSTEM
By reviewing the integrated merge of the two business systems after the acquisition.

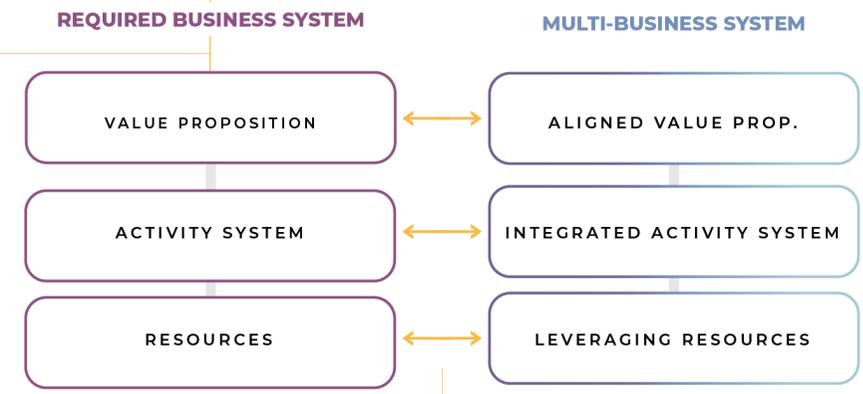


02. PERFORM OUTSIDE-IN MARKET SCAN TO FIND POTENTIAL MARKET VALUE
By identifying market demands through evaluating the customer's reaction to the post-acquisition multi-business offering.



03. CONSTRUCT THE REQUIRED BUSINESS SYSTEM TO CAPTURE POTENTIAL MARKET VALUE
By reflecting what value proposition relates to the designated market and what key processes and resources are required to deliver that.

Based on the customers needs, a business system is constructed, that is required to capture the potential market value.



04. IDENTIFY GAPS AND OVERLAPPING ELEMENTS
Comparing the required business system to the multi-business system.

By bridging the identified gaps, the two business systems can combine their value propositions, processes, and resources that effectively captures previously untapped market needs and eventually enables synergy creation.

Figure 5: Tathekar and Rademaker's (2020) outside-in framework for post-acquisition integration issues

Comparing the context considered in Takhtehkar and Rademaker's case study, with that of Industry X and VanBerlo, shows a few differences. As mentioned before, the approach is applied to an entire business system which includes all company's operations and activities, rather than to a service line delivering client offerings within the company. Moreover, the company considered in the case study already had a multi-business system in place that delivered products and services to customers. In the context of this project, this multi-business system and so-called *multi-business offering* are yet to be determined.

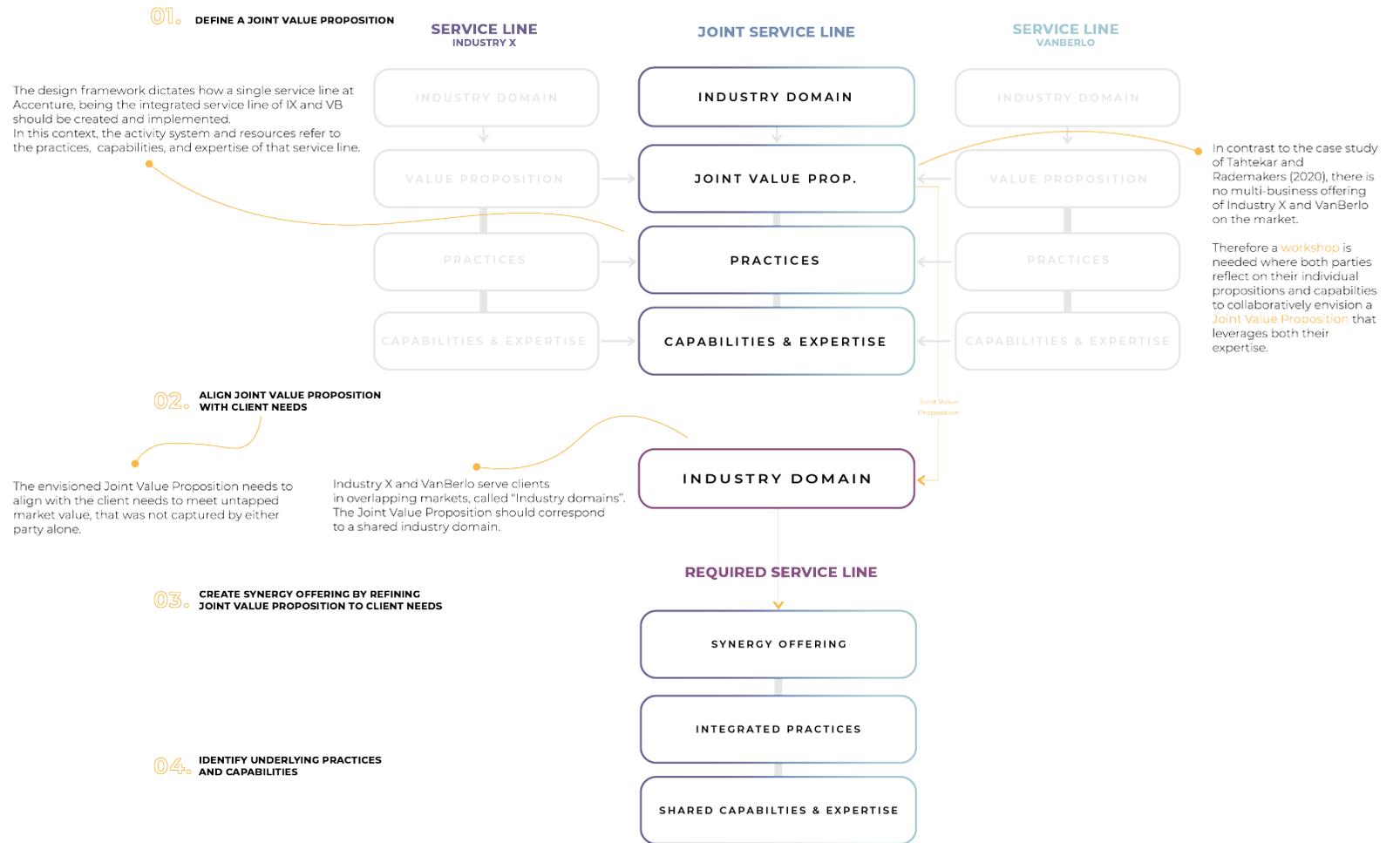


Figure 6: Design framework for creating synergy in business development

Rather than using the framework to analyse the post-acquisition situation compared to the required situation, a design framework is needed to build on Takhtehkar and Rademakers theory to guide the design process of creating and selling a synergy offering. Based on the validated concept from an interview with Takhtehkar (appendix 5), a design framework was developed for the specific case of IX and VB (figure 6) and was utilised in the current project. The design framework indicates that a generative design method is necessary to develop an initial Joint Value Proposition (JVP)¹⁴, as this has not yet been established in the case of IX and VB. To achieve this goal, a collaborative workshop was designed.

14 The JVP refers to how IX and VB products or services together solve a client's problem, satisfies a client need or desire, or provides a benefit.

4. DEVELOP

The Develop phase illustrates the process of ideation and iteration involved in developing the methods that are used to create and sell a synergy offering. Guided by the design framework, these methods form the key components of the Synergy Creation Approach: an approach to create, validate and sell a synergy offering. During this phase, a step-by-step approach was used to create the Joint Value Proposition Workshop, the Synergy Canvas, and the Synergy Offering Deck (SOD), which are essential elements in the Synergy Creation Approach.

4.1 DEVELOPMENT OF JOINT VALUE PROPOSITION WORKSHOP

As outlined in the design framework, the initial step in an approach for synergy creation involves Industry X and VanBerlo envisioning a Joint Value Proposition. A workshop was created to assist both parties in reaching a Joint Value Proposition through a step-by-step process.

Method

The outside-in approach enables the envisioning of a Joint Value Proposition without the need to consider each other's capabilities at the outset. This is depicted in figure 7, which presents a framework for the creation of a JVP derived from the *Design Framework for synergy creation in BD* (figure 6).

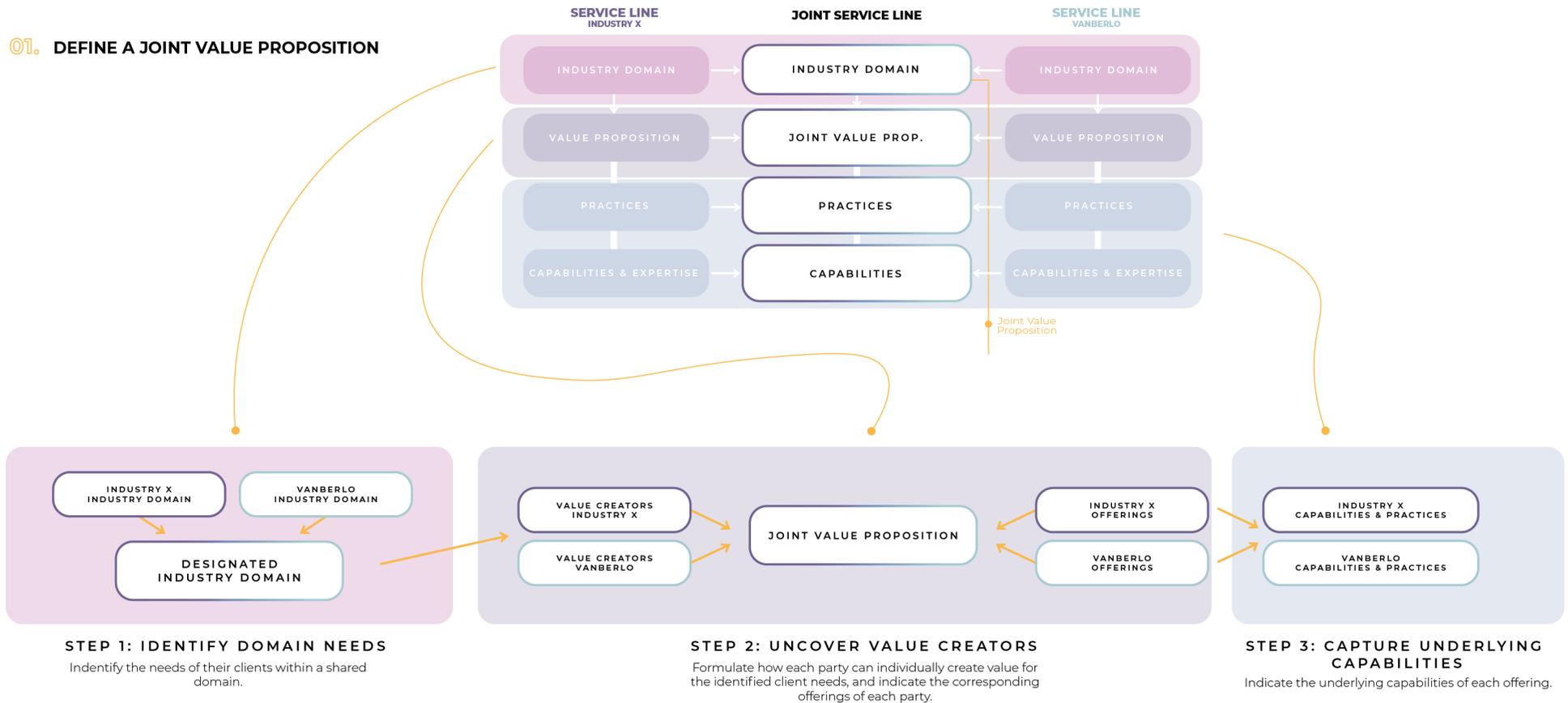


Figure 7: Design framework for Joint Value Proposition Workshop

In designing the exercises for the workshop setup, Strategyzer's¹⁵ Value Proposition Canvas (VPC) (figure 8)

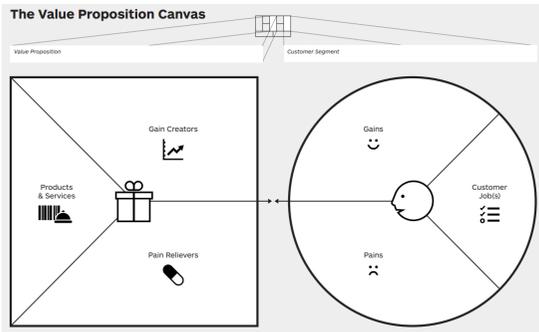


Figure 8: Value Proposition Canvas (VPC)

and Christensen's Job-To-Be-Done (JTBD) framework (figure 9)



Figure 9: JTBD framework (Digital Leadership, 2023)

are incorporated along with creative problem solving techniques. The JTBD framework allows the participant to pinpoint the client's true needs, without imagining a solution (step 1). Additionally, the VPC captures an overview of how value is created for those specific needs (step 2). During the last part of the workshop, the participants identify the capabilities of both parties that underlie their offerings (step 3). For this step, the *Capability Cards* are designed (figure 10) that provide an overview of all capabilities of Industry X and VanBerlo, along with suggestions for suited processes and forms to deploy these capabilities.

VAN BERLO CAPABILITY CARD

WHAT KIND OF CAPABILITIES ARE REQUIRED TO DELIVER THIS OFFERING?

<p>Innovation Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Proposition Development <input type="checkbox"/> Trend Research <input type="checkbox"/> Future Scenorio Planning <input type="checkbox"/> Digital Transformation <input type="checkbox"/> Road Mapping <input type="checkbox"/> Customer Journey Mapping <input type="checkbox"/> Design Thinking Training 	<p>Research & Insights</p> <ul style="list-style-type: none"> <input type="checkbox"/> Qualitative Design <input type="checkbox"/> Qualitative Research <input type="checkbox"/> Contextual Inquiries <input type="checkbox"/> Data Scraping <input type="checkbox"/> Data Analytics <input type="checkbox"/> Usability Testing <input type="checkbox"/> Consumer Insights
<p>Product Design</p> <ul style="list-style-type: none"> <input type="checkbox"/> Physical Industrial Design <input type="checkbox"/> Product Design <input type="checkbox"/> Packaging Design <input type="checkbox"/> Soft Good Design <input type="checkbox"/> Wearable Design <input type="checkbox"/> Customer Experience Design <input type="checkbox"/> Experience Principles Design <input type="checkbox"/> Touchpoint Design <input type="checkbox"/> Service Design 	<p>Product Development</p> <ul style="list-style-type: none"> <input type="checkbox"/> System engineering <input type="checkbox"/> Hard Modelling <input type="checkbox"/> Prototyping <input type="checkbox"/> Concept-engineering <input type="checkbox"/> Pre-engineering <input type="checkbox"/> Mechanical engineering <input type="checkbox"/> CAD Modelling <input type="checkbox"/> 3D Visualisation
<p>Digital Design</p> <ul style="list-style-type: none"> <input type="checkbox"/> UI Industrial Design <input type="checkbox"/> UX/UI Design <input type="checkbox"/> Interaction Design <input type="checkbox"/> HMI Design <input type="checkbox"/> Service Design <input type="checkbox"/> Information Architecture 	<p>Software & Hardware development</p> <ul style="list-style-type: none"> <input type="checkbox"/> System Architecture Design <input type="checkbox"/> Electromechanical prototyping <input type="checkbox"/> Firmware Development <input type="checkbox"/> Frontend / App development <input type="checkbox"/> Backend / Cloud development <input type="checkbox"/> AI / Computer Vision <input type="checkbox"/> Prototyping
<p>Brand communication</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brand analysis <input type="checkbox"/> Brand positioning <input type="checkbox"/> Visual brand language <input type="checkbox"/> Brand experience 	
<p>Sustainability approach</p> <ul style="list-style-type: none"> <input type="checkbox"/> Product (architecture) assessment <input type="checkbox"/> Product Lifecycle assessment <input type="checkbox"/> Recycleability assessment <input type="checkbox"/> Disassembly mapping <input type="checkbox"/> Sustainability vision <input type="checkbox"/> Design for R Implementation 	

WHAT KIND OF PROCESS IS NEEDED TO DEPLOY THE CAPABILITY?

<input type="checkbox"/> Lean	<input type="checkbox"/> Agile (Scrum)
<input type="checkbox"/> Design Sprint	<input type="checkbox"/> _____
<input type="checkbox"/> Waterfall	<input type="checkbox"/> _____

IN WHAT FORM DO YOU USE THIS CAPABILITY TO CREATE VALUE FOR THE CLIENT?

<input type="checkbox"/> Secondment of personnel	<input type="checkbox"/> _____
<input type="checkbox"/> Studio based	<input type="checkbox"/> _____
<input type="checkbox"/> Consulting	<input type="checkbox"/> _____

INDUSTRY X CAPABILITY CARD

WHAT KIND OF CAPABILITIES ARE REQUIRED TO DELIVER THIS OFFERING?

<p>Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Growth strategy <input type="checkbox"/> Product portfolio strategy <input type="checkbox"/> Sustainability strategy <input type="checkbox"/> Product & Platform strategy <input type="checkbox"/> Data monetizing strategy <input type="checkbox"/> GoToMarket strategy <input type="checkbox"/> Manufacturing & Digital strategy <input type="checkbox"/> Operating model strategy 	<p>Analytics & Assessment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Value stream mapping <input type="checkbox"/> Advanced production analytics <input type="checkbox"/> R&D maturity assessment <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____
<p>Implementation/deployment services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cloud deployment <input type="checkbox"/> Operations (digital) Twin <input type="checkbox"/> Deployment of Management system for X <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ 	<p>Transformation services</p> <ul style="list-style-type: none"> <input type="checkbox"/> R&D operations model transformation <input type="checkbox"/> Product portfolio transformation <input type="checkbox"/> Model-based engineering transformation <input type="checkbox"/> Development process re-engineering <input type="checkbox"/> Energy transition services <input type="checkbox"/> Change management <input type="checkbox"/> (Re-)Design operational infrastructure <input type="checkbox"/> _____
<p>Development services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Platform design, architecture & development <input type="checkbox"/> Platform enablement & support <input type="checkbox"/> Business application design & development <input type="checkbox"/> Service parts life cycle management <input type="checkbox"/> Intelligent maintenance & Repair operations <input type="checkbox"/> Digital continuity 	<p>Engineering services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Engineering simulation services <input type="checkbox"/> System integration services <input type="checkbox"/> Engineering tools transformation <input type="checkbox"/> Data digitalization and migration <input type="checkbox"/> Technology and architecture <input type="checkbox"/> _____

WHAT KIND OF PROCESS IS NEEDED TO DEPLOY THE CAPABILITY?

<input type="checkbox"/> Lean	<input type="checkbox"/> Agile (Scrum)
<input type="checkbox"/> Design Sprint	<input type="checkbox"/> _____
<input type="checkbox"/> Waterfall	<input type="checkbox"/> _____

IN WHAT FORM DO YOU USE THIS CAPABILITY TO CREATE VALUE FOR THE CLIENT?

<input type="checkbox"/> Secondment of personnel	<input type="checkbox"/> _____
<input type="checkbox"/> Studio based	<input type="checkbox"/> _____
<input type="checkbox"/> Consulting	<input type="checkbox"/> _____

Figure 10: Capability Cards

Overall, the workshop exercises facilitate a transition from divergent to convergent thinking, allowing participants to collaboratively create a JVP that begins with identifying the client's needs and the potential value to those needs, and then determining the necessary underlying capabilities to capture the value proposition.

¹⁵ Strategyzer is a company that provides tools and resources for business strategy and innovation.

Prototyping and validating

Workshop version 1:

Context

The first workshop design was tested with Industry X and VanBerlo's employees (one of VB and three of IX) who operate in the domain of Energy & Utilities¹⁶, with a specific focus on Intelligent Asset Management (IAM)¹⁷.



Figure 11A: IAM workshop

Outcome

The participants from Industry X were unfamiliar with the design thinking exercises and required substantial guidance to complete them. Additionally, all participants tended to focus on existing offerings, rather than exploring potential value creators. Also, guiding and explaining took longer than anticipated, and only half of the planned workshop exercises were completed. Besides that, the selected value proposition reflected a typical Industry X project that did not require value creation elicited by VanBerlo.

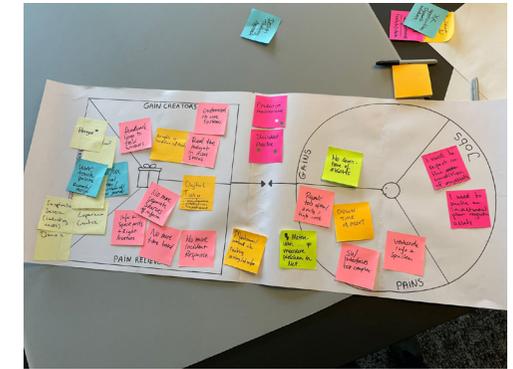


Figure 11B: IAM workshop

Conclusion

The workshop would benefit from additional focus on participants prioritising value creation that meets client needs, rather than defaulting to standard offerings. Furthermore, it would be beneficial to provide guidance on selecting client needs that offer opportunities for projects that leverage the combined strengths of both Industry X and VanBerlo's offerings. Figure 13 shows the refinements created based on this conclusion.

¹⁶ The energy and utilities industry is a sector that includes companies involved in the generation, distribution, and sale of energy, such as electricity, natural gas, and renewable energy sources.

¹⁷ IAM is a system that uses advanced technologies such as the Internet of Things (IoT), artificial intelligence (AI), and machine learning (ML) to monitor and manage physical assets more efficiently and effectively.

Workshop version 2:

Context

Two workshops were carried out following the revised workshop design. From the Smart Connected Products domain, five employees (two of VB and three of IX) participated. And during the next workshop, nine people (four of VB and five of IX) from the Health & Life Sciences domain participated. Because of this large group, the workshop was executed in groups of two, following the same exercises in parallel.



Figure 12: SC&P workshop and H&LS workshop

Outcome

The workshop sparked a lot of discussions when selecting which client needs to pursue to opt for a joint project. Deciding on the indicators for a typical VB, IX or joint project was really difficult, because the indicators were interpreted differently per person. On the one hand these discussions helped understand each other's practises and offerings better, but on the other hand it did not leave sufficient time to construct a Joint Value Proposition. Only one group arrived at a Joint Value proposition and could present how IX's and VB's offerings would contribute to this. Furthermore, the participants struggled in finding the most appropriate level of concreteness in formulating client needs using the JTBD statements. When the needs were too abstract, composing the JVP using the VPC did not result in a tangible Joint Value Proposition. During the last exercise the Capability Cards supported in more elaborate discussions and explanations on how each capability underlies an offering. Overall the workshop had a logical program and participants indicated that it helped them in understanding each other's capabilities.

"For me the benefit was to better understand Van Berlo's capabilities and how we could position that in a joint proposition."

- Designer at VanBerlo

Conclusion

The workshop relies on the participants' own insights of client needs, and therefore it is crucial that the people participating in the workshop hold this knowledge.

Another takeway indicates that to select the client needs with the greatest potential for a joint project, the most appropriate indicators are the level of user touch points, because VanBerlo's offerings are centred around the design of user touch points. Without these user touch points, there is no need for VanBerlo's involvement in the project. The second indicator reflects whether a JTBD statement stands on its own or relates to a system, because VanBerlo's capabilities can be utilised to design specific interactions or touch points without the need to integrate the entire system. However, when addressing client needs of this nature, the dependencies on Industry X's capabilities are relatively low. Figure 13 shows the refinements created based on these insights.

4.1.1 CONCLUSIONS OF JVP DEVELOPMENT

The outcome of the JVP workshop resulted in a more abstract direction regarding the creation of value for a specific client need, by harnessing the diverse capabilities of both parties. However, it lacked a tangible synergy offering that would align with the trajectory of a corresponding project and clearly demonstrate how VanBerlo's and Industry X's practices complement each other in practical terms. To effectively market synergy offerings in the future, it is crucial to develop a concrete overview that highlights the interplay between the practices and capabilities of both entities, illustrating how they collaboratively generate value for the client.

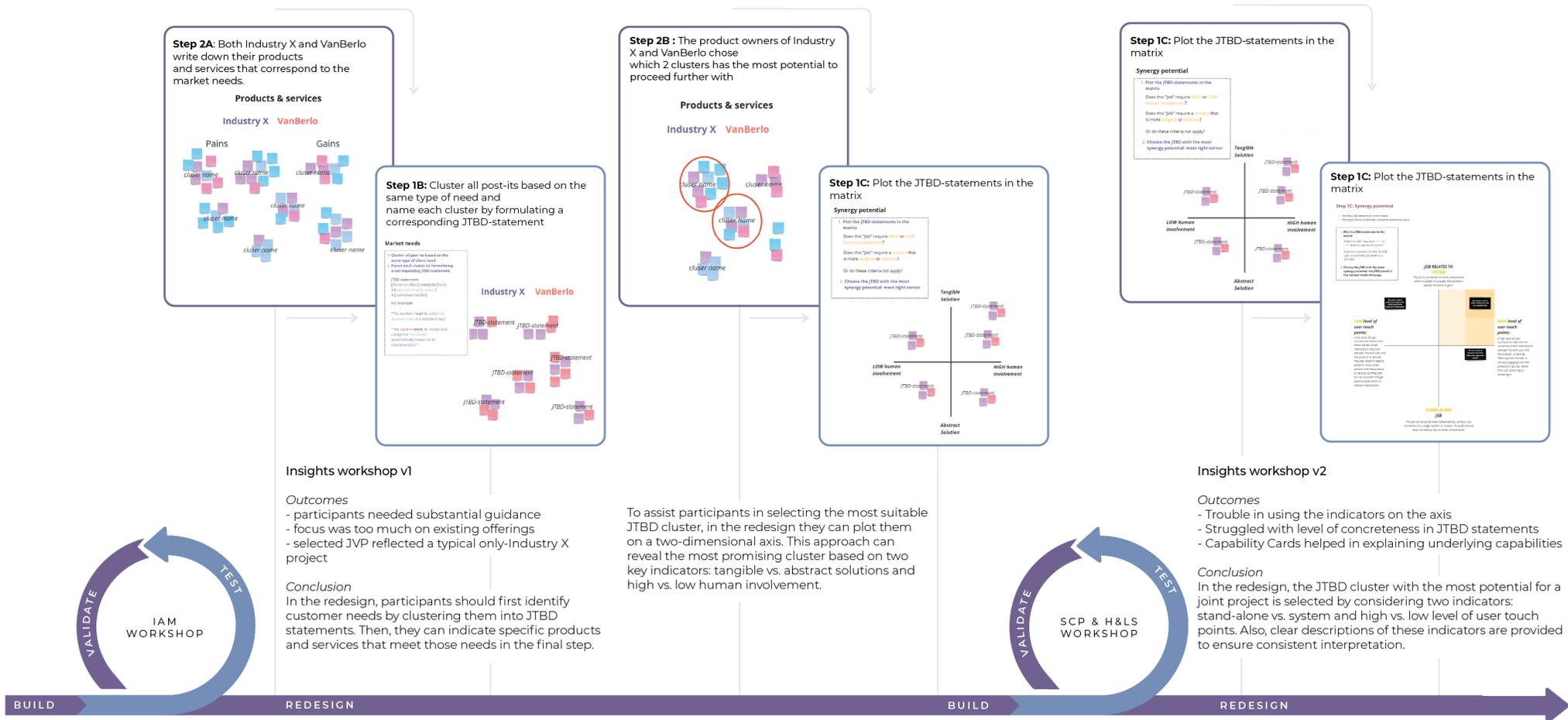


Figure 13: Iteration cycle

4.2 DEVELOPMENT OF SYNERGY CANVAS

In order to construct a framework for the required outline to concretise the JVP into a synergy offering, discussions with the Domain Lead and business developer at VanBerlo and Industry X were held.

“Looking at both practices in typical projects, practising strategy is overlapping between VanBerlo and Industry X. Then, VanBerlo usually develops a new solution or product. While Industry X implements an existing solution. Accenture also provides maintenance after implementation.”

- Business developer at VanBerlo

Four stages of a synergy project were identified; Explore, Develop, Implement and Sustain. For each of the stages the characteristic practices of VanBerlo and Industry X were assessed. Next, the components of the JVP were structured around these segments. The Synergy Canvas (figure 14) serves as a useful tool to transform the Joint Value Proposition into a more concrete synergy offering. In the next chapter (Ch. 5.3) an elaborate description of the final design of the Synergy Canvas is provided.

4.2.1 CONCLUSIONS OF SYNERGY CANVAS DEVELOPMENT

Despite having a concrete overview that outlines the interplay between the practices and capabilities of both entities and their collective value creation for the client, the synergy offering remains reliant on assumptions made by the participants of the JVP workshop.

“Some elements in the Joint Value Proposition are fact based and some are assumed. The next action is to validate them!”

- Business developer at VanBerlo

Reflecting on the design framework (figure 6), validating whether the synergy offering is truly in line with client needs, is vital to provide actual market value. Therefore, the synergy offering needs to be evaluated by potential clients.



Figure 14: Synergy Canvas

4.3 DEVELOPMENT OF SYNERGY OFFERING DECK

Besides (potential) clients themselves, Accenture's CAL's have an accurate understanding of the true needs of their clients. For market validation, the synergy offering can also be evaluated with CAL's. Internal and external communication is typically facilitated by Powerpoint decks. Therefore, the selected medium to support the validation of the synergy offering involves a slide deck.

“Requirements for a storyline to convey CALs include: the overall situation and need, the challenges (pains), our offering(s) and the correlating gains. And what this ‘means’, for examples of how we provide those gains. – workshops, consulting, product development, etc.”

- Business developer and domain lead at VanBerlo

Based on the requirements provided above, and various offering decks of Industry X and a set of basic requirements for an offering deck, a template is designed to convey the synergy offering. The Synergy Offering Deck template (figure 15) reflects the content of the Synergy Canvas divided over different slides.

4.3.1 CONCLUSIONS OF SYNERGY OFFERING DECK DEVELOPMENT

Whether a client fully understands the synergy offering after receiving a presentation supported by the SOD, was not verified after its development. However, its layout is very similar to the offering decks that are currently being used. Comparable to sales meetings using the existing decks, the effectiveness of conveying the message largely hinges on the presenter. This person should validate or invalidate the critical assumptions that underpin the synergy offering, such as the JTBD and the value drivers, while using the SOD solely as a support tool.

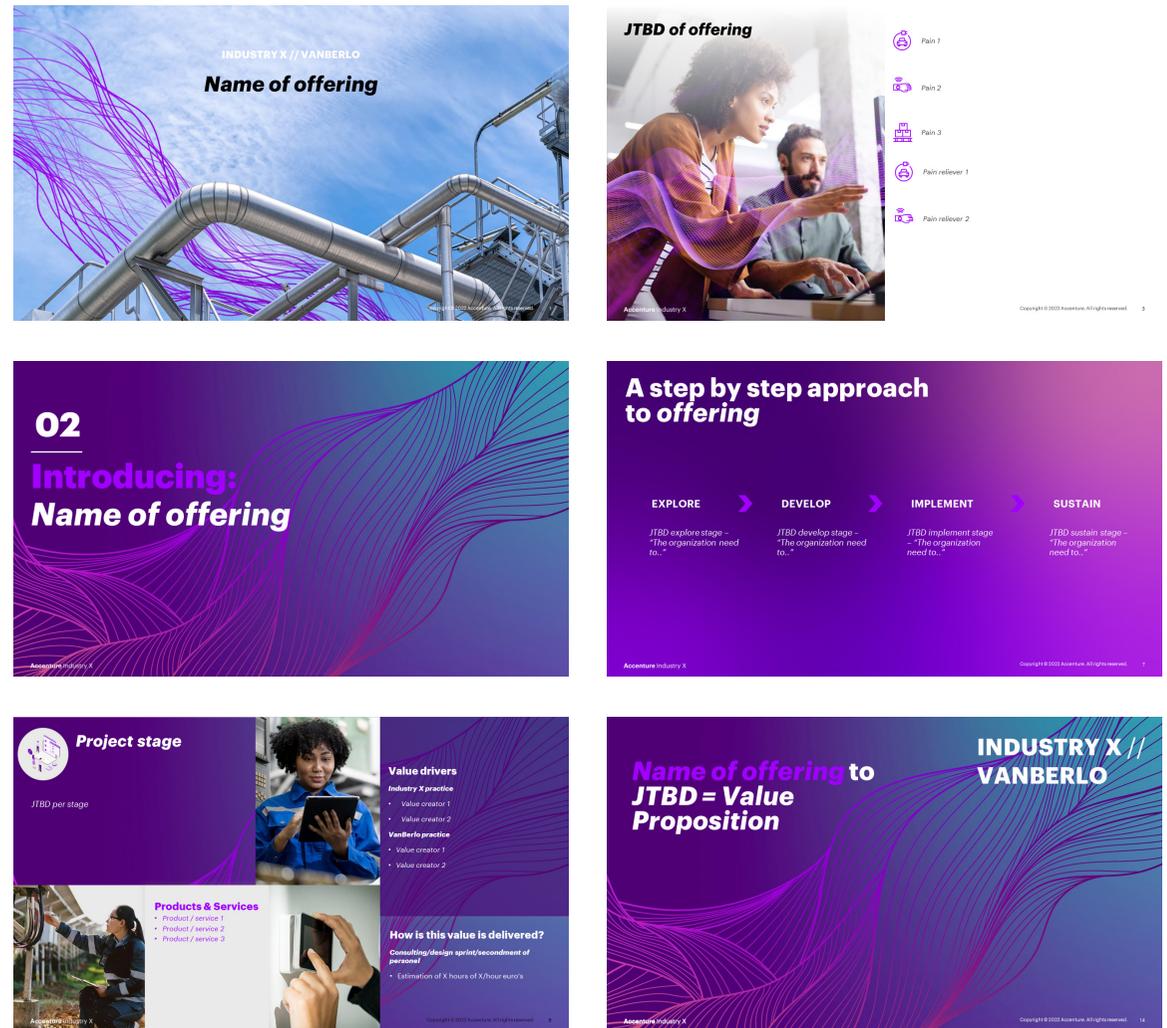


Figure 15: Synergy Offering Deck template

5. DELIVER

This chapter provides a detailed explanation of the Synergy Creation Approach (SCA). It discusses the conditions for using the SCA and goes into depth about each step and the tools involved. Additionally, it includes an example of a trial run of the SCA to illustrate its application.

5.1 AN APPROACH FOR SYNERGY CREATION

Currently, Industry X and VanBerlo operate independently in their business development efforts. However, there is a potential for synergistic collaboration when a client's request aligns with the capabilities of both parties. The interplay between the two parties can lead to the generation of greater end-to-end value for the client.

In order to ensure the inclusion of the other party in relevant projects, it is vital that all business developers are well-informed about their respective capabilities. Unfortunately, this is currently not the case. To address this issue, the Synergy Creation Approach (figure 16) provides necessary steps and tools to create, validate and eventually sell a synergy offering. By following this approach, it helps both VanBerlo and Industry X understand each other's capabilities, which is necessary to connect client needs with their respective offerings and ultimately create synergy in business development.



SYNERGY CREATION APPROACH

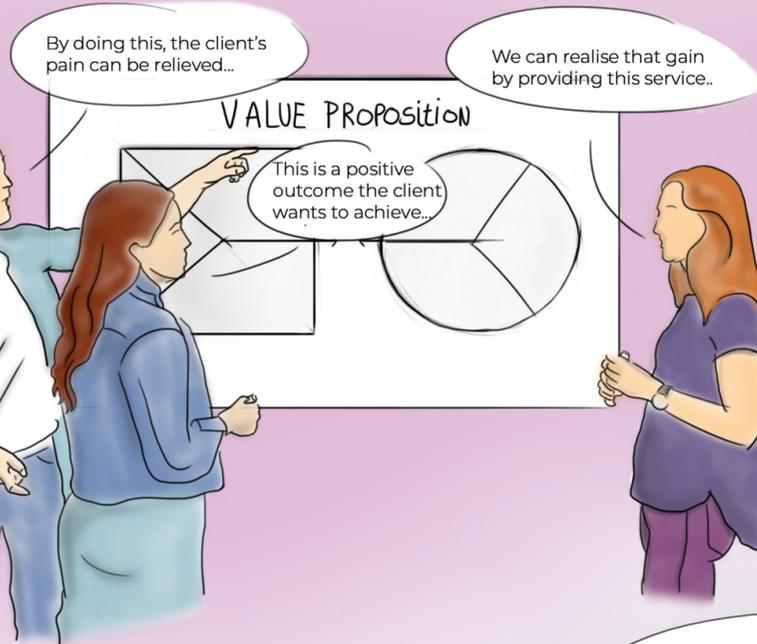
AN APPROACH TO CREATE, VALIDATE AND SELL A SYNERGY OFFERING

CREATE



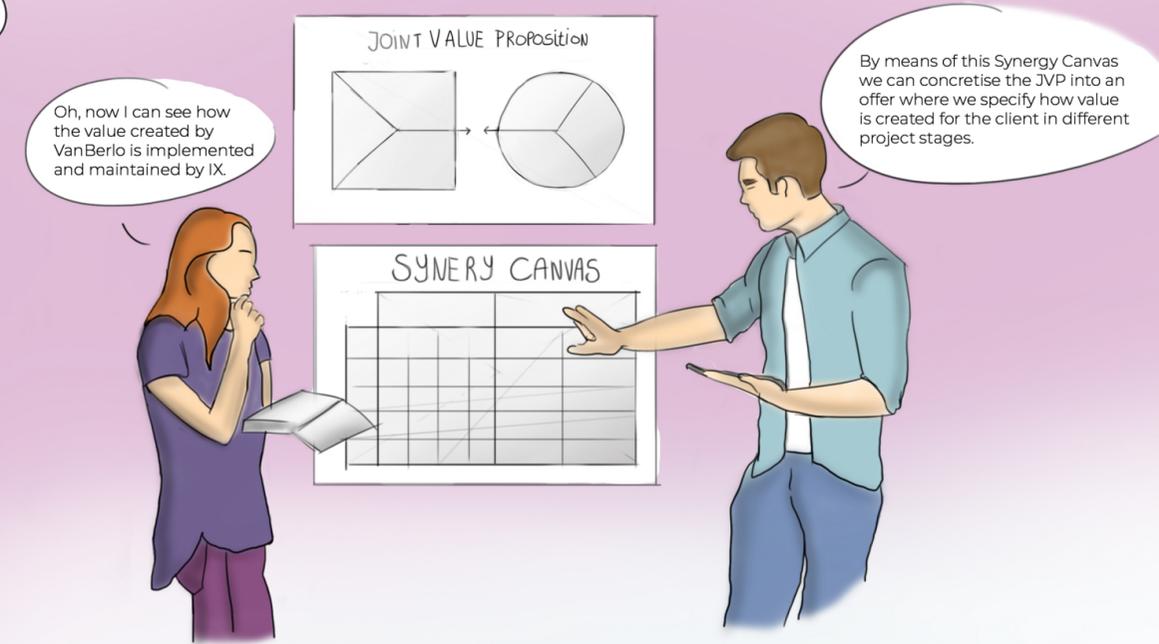
1. IDENTIFY DOMAIN NEEDS

2. UNCOVER VALUE CREATORS

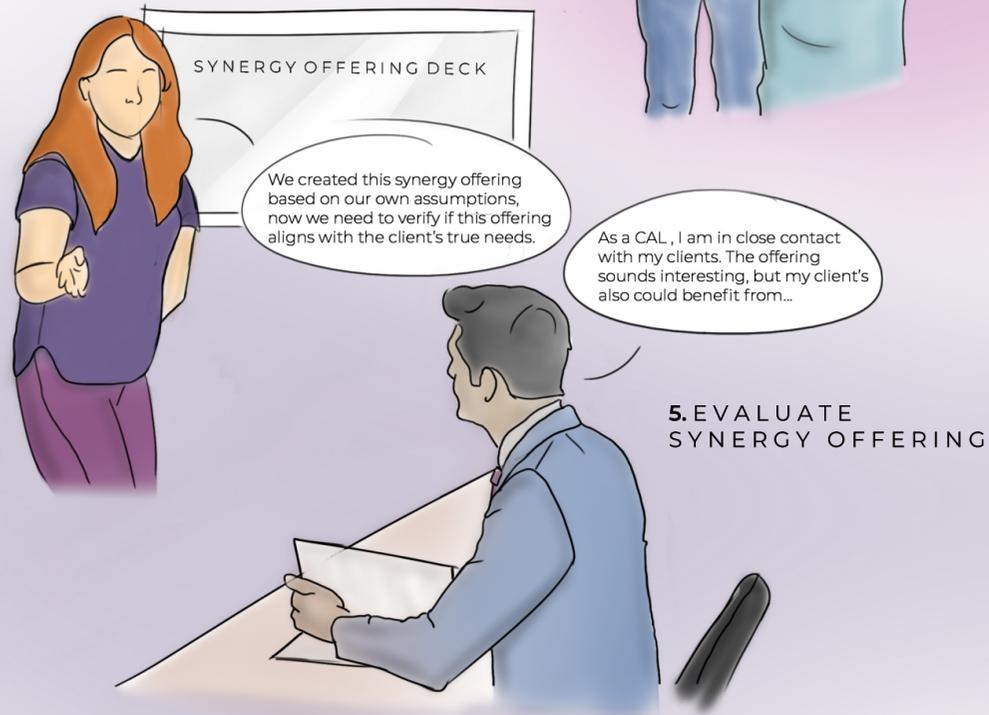


3. CAPTURE UNDERLYING CAPABILITIES

4. CONCRETISE OFFERING



VALIDATE

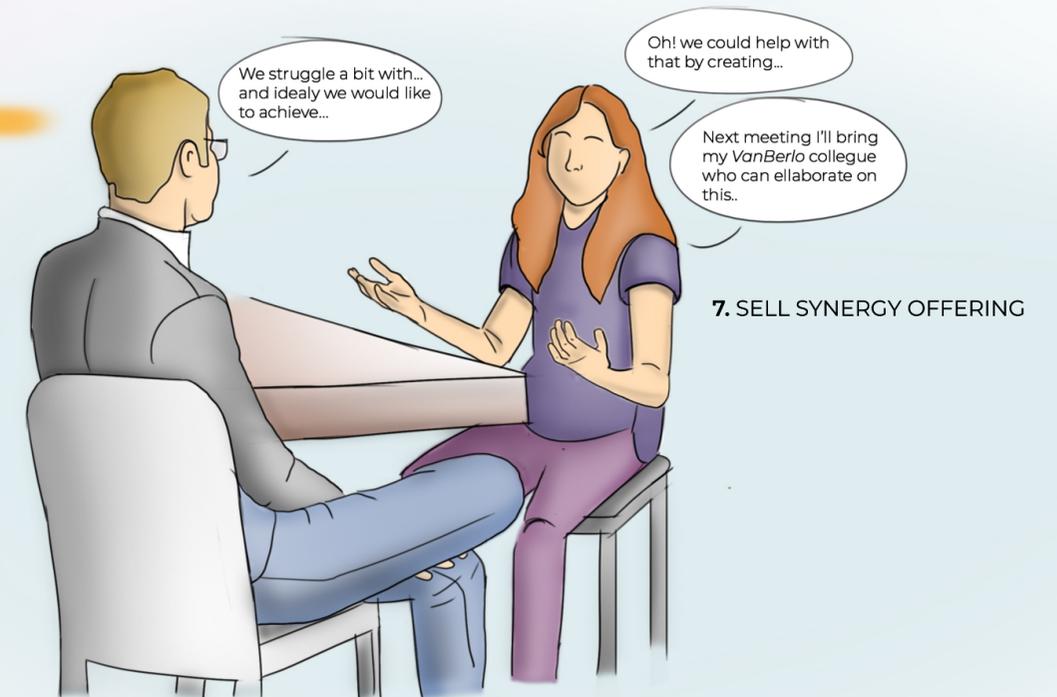


5. EVALUATE SYNERGY OFFERING

6. REFINE SYNERGY OFFERING



SELL



7. SELL SYNERGY OFFERING

Figure 16: Synergy Creation Approach

CREATION OF SYNERGY OFFERING

Step 1: Identify domain needs

By means of the first step in the Joint Value Proposition Workshop, the needs of a shared industry domain are identified.

Step 2: Uncover value creators

In the second step in the JVP workshop, the products and services and how they create value to the specific domain needs, are uncovered.

Step 3: Capture underlying capabilities

In the last step of the JVP workshop, the capabilities of both parties that form the basis of the JVP are identified. This is facilitated by using Capability Cards (figure 10), which encourage detailed discussions and ensure a clear understanding of these capabilities.

Step 4: Concretise offering

The abstract output of the JVP is transformed using the Synergy Canvas (figure 14) into a more concrete synergy offering, showing the interplay between IX's and VB's practices.

VALIDATION OF SYNERGY OFFERING

Step 5: Evaluate synergy offering

The synergy offering is evaluated by Accenture's CAL or potential clients to validate whether the offering is in line with the true domain needs. Here, the Synergy Offering Deck is used to support the validation meetings.

Step 6: Refine synergy offering

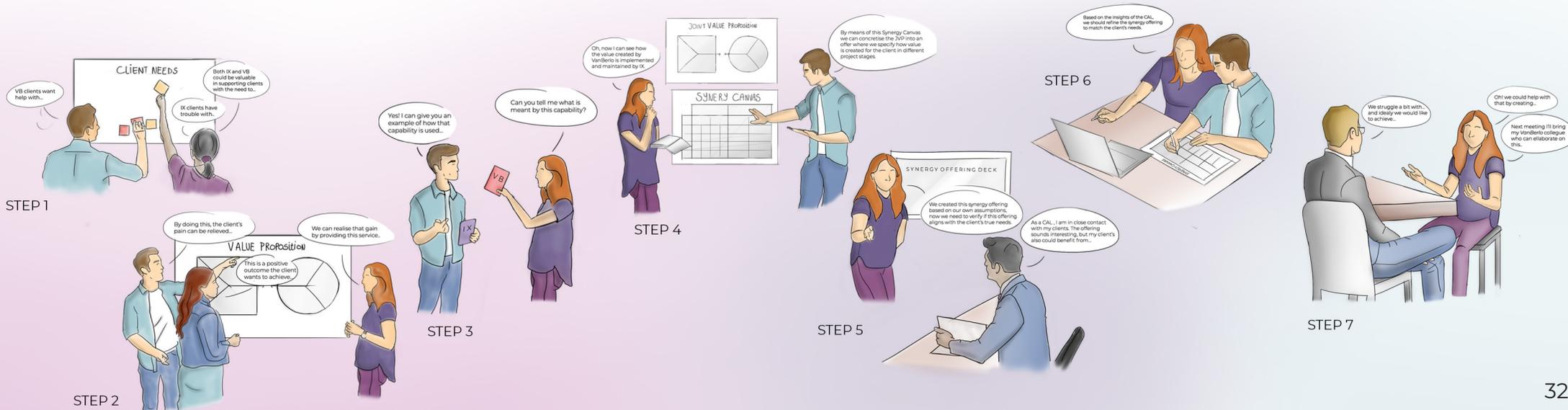
The necessary refinements in the synergy offering, are led by the feedback regarding the alignment of the synergy offering with the specific domain needs leads provided by the CAL and/or the potential client. Again, the Synergy Canvas and SOD are used to structure the refined synergy offering.

SELL SYNERGY OFFERING

Step 7: Sell synergy offering

During business development meetings, the business developers have conversations with potential clients in the industry domain relevant to the synergy offering. They actively listen for any needs that can be addressed through the synergy offering. Once a connection is established, the appropriate representatives from VanBerlo and Industry X join subsequent meetings with the potential client to collaboratively refine the synergy offering based on their specific needs. When all parties agree, the refined synergy offering is finalised, signed off, and sold.

The steps described above precede the current business development process. From step 7 onward, the typical business development process is followed, making use of the newfound awareness of each other's capabilities.



5.1.2 CONDITIONS FOR USING THE SCA

To successfully follow the Synergy Creation Approach, several conditions must be met. Firstly, there must be the intention to sell synergy projects rather than stand-alone projects, which implies a clear commitment from both companies to collaborate and leverage each other's capabilities to deliver end-to-end solutions to clients. Secondly, it is crucial that both VanBerlo and Accenture serve clients within the same domain and with corresponding needs. This ensures that the generated synergy offering is relevant and applicable to one of their shared domains. Thirdly, there must be sufficient time and budget to prepare and conduct the workshop and to follow up on the next steps.

The proposed approach is recommended when all conditions are met. However, in situations where only a few conditions are met, such as having the intent to collaborate but limited time to generate a synergy offering, applying the workshop design and Synergy Canvas may not be feasible. In such cases, one could only use the capability cards to reflect on potential opportunities for collaboration with the other party. When a business development opportunity emerges, reviewing the capabilities of the other and considering how they could bring value for that specific opportunity, can fuel ideas for collaboration and further discussion.

“The capability cards you prepared are a nice piece of reference material that I'll be using for sure.”

- Software engineering specialist at VanBerlo

“I can picture myself having an initial idea of how Industry X could help with a project, and then double-checking it by taking a look at the Capability Cards to see which capabilities we could actually use in that situation.”

- Creative Director at VanBerlo



5.2 JOINT VALUE PROPOSITION WORKSHOP

In this section a more in depth description of the Joint Value Proposition workshop is provided.

5.2.1 FINAL DESIGN OF JVP WORKSHOP

The following pages showcases the separate elements of the workshop design.

WORKSHOP FORMAT FOR PARTICIPANTS

WORKSHOP FORMAT FOR FACILITATOR

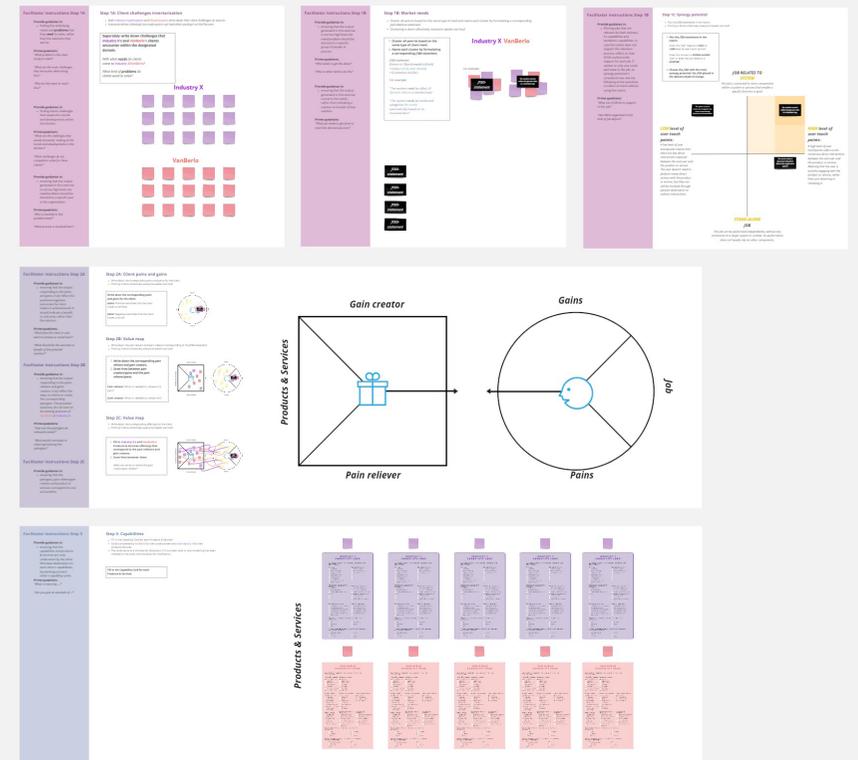
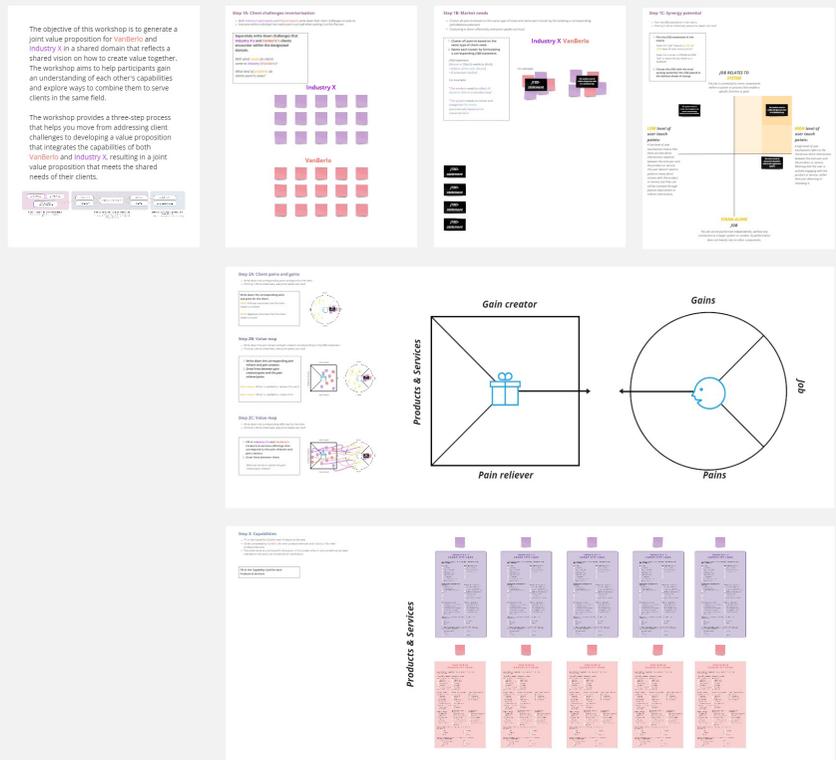


Figure 17: JVP workshop in Miro

Facilitator instructions Step 1B

Provide guidance in:

- ensuring that the output generated in this exercise is not too high level, the need/problem should be directed to a specific group of people or process.

Prime questions:

"Who needs to get this done?"

"Who or what need to do this?"

Provide guidance in:

- ensuring that the output generated in this exercise concerns the needs, rather than indicating a solution or benefit of that solution.

Prime questions:

"What job needs to get done to reach the desired outcome?"

Step 1B: Market needs

- Cluster all post-its based on the same type of need and name each cluster by formulating a corresponding *JobToBeDone-statement*
- Clustering is done collectively, everyone speaks out loud

- Cluster all post-its based on the same type of client need.
- Name each cluster by formulating a corresponding *JTBD-statement*.

JTBD-statement:

[*Person or Object*] needs to [*Verb*]

+ [*Object of the verb. (Noun)*]

+ [*Contextual clarifier*]

For example:

"The workers need to collect all dynamic data in a standard way"

"The system needs to review and catagorize the assets automatically based on its characteristics"

Industry X VanBerlo

For example:



JTBD-statement

JTBD-statement

JTBD-statement

JTBD-statement

Facilitator instructions Step 1A

Provide guidance in:

- finding the underlying needs and **problems** that they **need** to solve, rather than the solutions they ask for.

Prime questions:

"What problem is the client trying to solve?"

"What are the main challenges they encounter when doing this?"

"Why do they want to reach this?"

Provide guidance in:

- finding future challenges that respond to trends and developments within the domain.

Prime questions:

"What are the challenges they would encounter, looking at the trends and developments in this domain?"

"What challenges do our competitors solve for these clients?"

Provide guidance in:

- ensuring that the output generated in this exercise is not too high level, the need/problem should be directed to a specific part in the organization.

Prime questions:

"Who is involved in this problem/need?"

"What process is involved here?"

Step 1A: Client challenges invertarisation

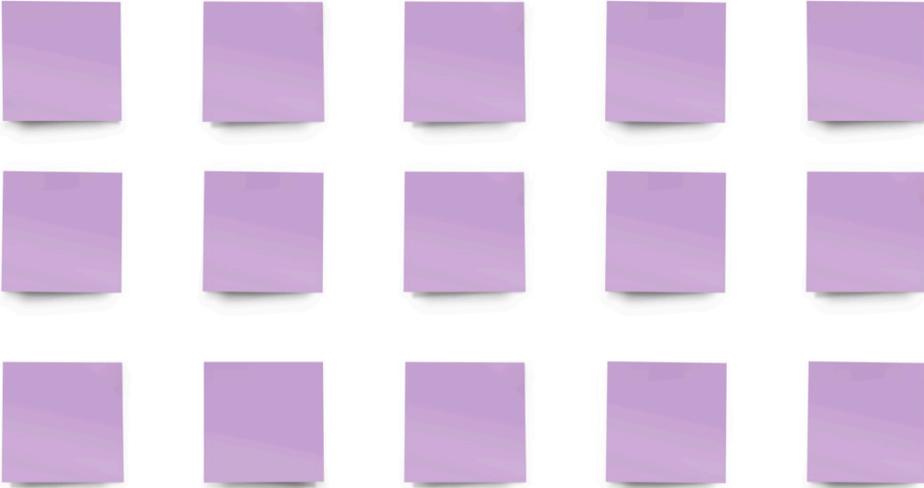
- Both **Industry X participants** and **VB participants** write down their client challenges on post-its
- Everyone writes individual, but reads post-it out loud when putting it on the flip over

Separately write down challenges that Industry X's and VanBerlo's clients encounter within the designated domain.

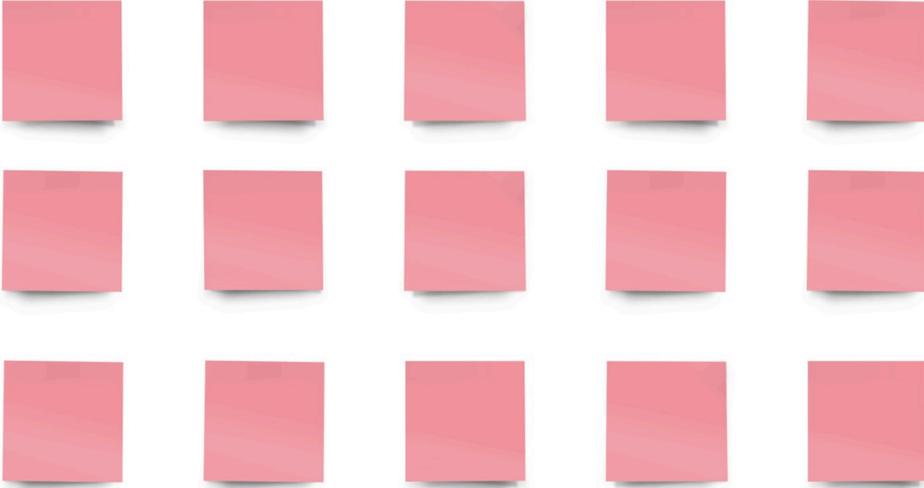
*With what **needs** do clients come to Industry X/VanBerlo?*

*What kind of **problems** do clients want to solve?*

Industry X



VanBerlo



Facilitator instructions Step 1B

Provide guidance in:

- filtering jobs that are relevant for both Industry X's capabilities and VanBerlo's capabilities. In case the matrix does not support this selection process, reflect on how IX/VB could provide support for each job. If neither or only one could add value to the job, its synergy potential is considered low. Ask the following prime questions to reflect on them without using the matrix.

Prime questions:

"What can IX/VB do to support in this job?"

"Has VB/IX supported to this kind of job before?"

Step 1C: Synergy potential

- Plot the *JTBD-statements* in the matrix
- Plotting is done collectively, everyone speaks out loud

1. Plot the *JTBD-statements* in the matrix

Does this "Job" require a **HIGH** or **LOW** level of user touch points?

Does this concern a **STAND-ALONE** "Job" or does the job relate to a **SYSTEM**?

2. Choose the *JTBD* with the most synergy potential: the *JTBD* placed in the darkest shade of orange.

JOB RELATES TO SYSTEM

The job is connected to more components within a system or process that enable a specific function or goal.

LOW level of user touch points:

A low level of user touchpoints means that there are few direct interactions required between the end user and the product or service. The user doesn't need to perform many direct actions with the product or service, but they can still be involved through passive observation or indirect interactions.

HIGH level of user touch points:

A high level of user touchpoints refers to the numerous direct interactions between the end user and the product, or service. Meaning that the user is actively engaging with the product or service, rather than just observing or reviewing it.

The system needs to review and categorize the assets automatically based on its characteristic

The workers need to collect all dynamic data in a standard way

The nurse needs to document all patient data in the registration system

STAND-ALONE JOB

The job can be performed independently, without any connection to a larger system or context. Its performance does not heavily rely on other components.

Facilitator instructions Step 2A

Provide guidance in:

- ensuring that the output responding to the *pains* and *gains*, truly reflect the positives/negatives outcomes the client hopes to achieve/avoid. It should indicate a benefit or outcome, rather than the solution.

Prime questions:

"What does the client or user want to achieve or avoid here?"

"What should be the outcome or benefit of the potential solution?"

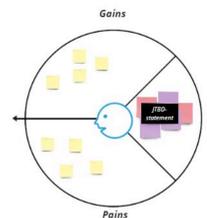
Step 2A: Client pains and gains

- Write down the corresponding pains and gains for the client
- Plotting is done collectively, everyone speaks out loud

Write down the corresponding *pains* and *gains* for the client.

Gains: Positive outcomes that the client hopes to achieve

Pains: Negative outcomes that the client hopes to avoid



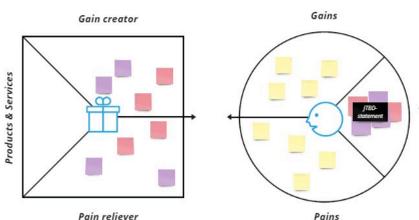
Step 2B: Value map

- Write down the pain relievers and gain creators corresponding to the JTBD-statement
- Plotting is done collectively, everyone speaks out loud

- Write down the corresponding *pain relievers* and *gain creators*.
- Draw lines between *gain creators/gains* and the *pain reliever/pains*.

Pain reliever: What is needed to relieve this pain?

Gain creator: What is needed to create this?

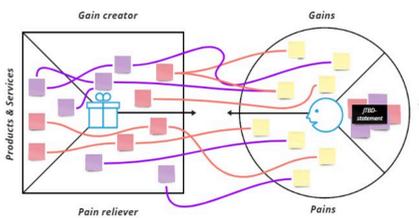


Step 2C: Value map

- Write down the corresponding offerings for the client
- Plotting is done collectively, everyone speaks out loud

- Fill in **Industry X's** and **VanBerlo's** **Products & Services** offerings that correspond to the *pain relievers* and *gain creators*.
- Draw lines between them.

What can we do to realize this gain creator/pain reliever?



Facilitator instructions Step 2B

Provide guidance in:

- ensuring that the output responding to the *pains relievers* and *gain creators*, truly reflect the ways to relieve or create the corresponding *pain/gain*. The provided solutions, do not have to be existing practices of **VanBerlo** or **Industry X**.

Prime questions:

"How can this pain/gain be relieved/created?"

"What would contribute to reducing/realizing this pain/gain?"

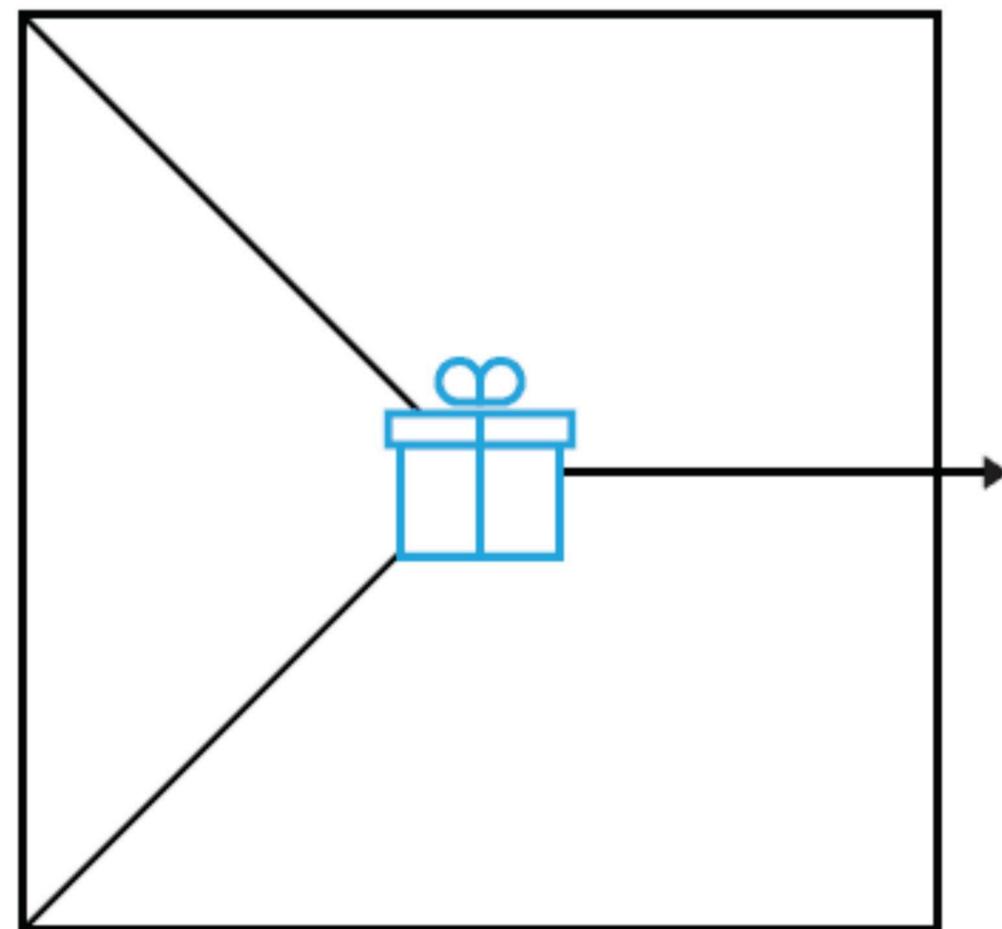
Facilitator instructions Step 2C

Provide guidance in:

- ensuring that the *pain/gain*, *pain reliever/gain creators* and product or services correspond to one and another.

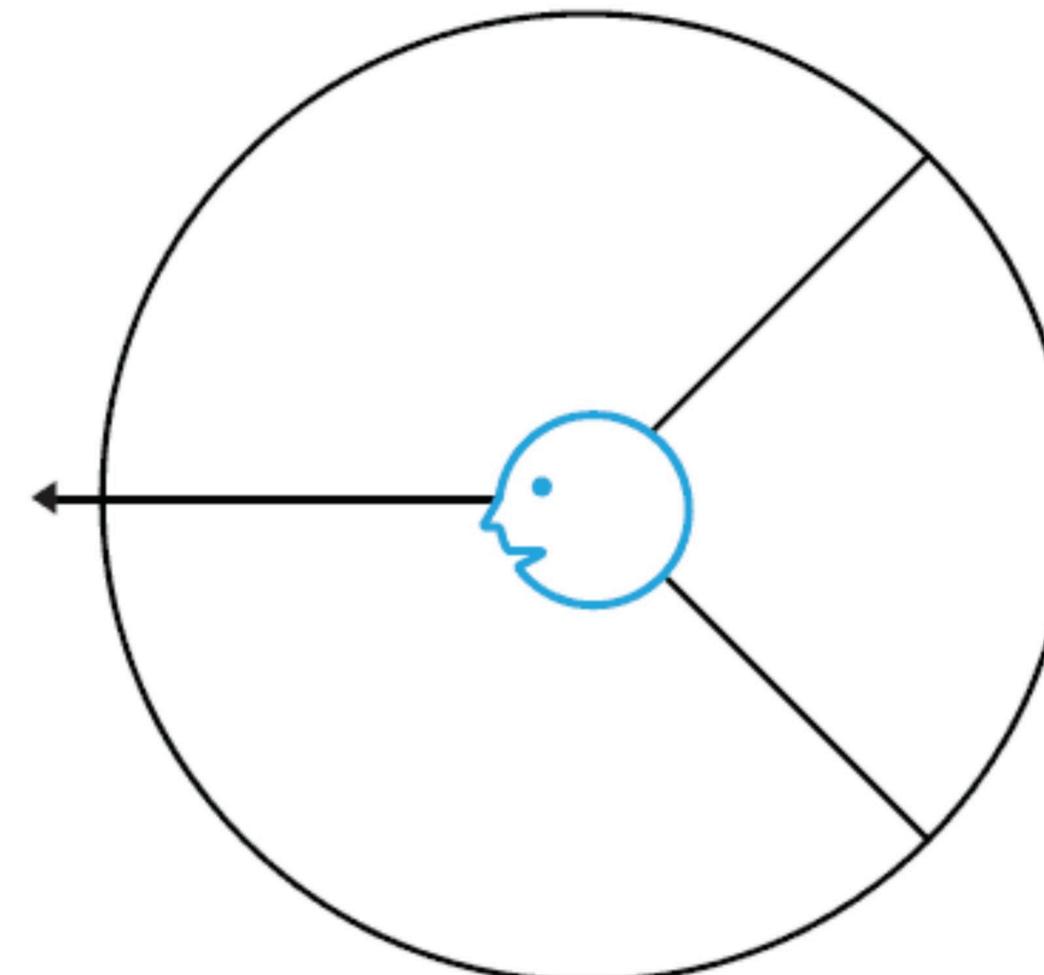
Products & Services

Gain creator



Pain reliever

Gains



Job

Pains

Facilitator instructions Step 3

Step 3: Capabilities

- Fill in the Capability Card for each Products & Services
- Cards completed by **VanBerlo** for their products/services and **Industry X** for their products/services.
- The cards serve as a stimulus for discussion. If it's unclear what or why something has been checked on the card, one should ask for clarification.

Fill in the Capability Card for each Products & Services

Prime questions:

"What is meant by...?"

"Can you give an example of...?"

Products & Services

INDUSTRY X CAPABILITY CARD

WHAT KIND OF CAPABILITIES ARE REQUIRED TO DELIVER THIS OFFERING?

Strategy	Analytics & Assessment
<input type="checkbox"/> Growth strategy	<input type="checkbox"/> Value stream mapping
<input type="checkbox"/> Product portfolio strategy	<input type="checkbox"/> Advanced production analytics
<input type="checkbox"/> Sustainability strategy	<input type="checkbox"/> R&D maturity assessment
<input type="checkbox"/> Product & Platform strategy	<input type="checkbox"/>
<input type="checkbox"/> Data monetizing strategy	<input type="checkbox"/>
<input type="checkbox"/> Software strategy	<input type="checkbox"/>
<input type="checkbox"/> Manufacturing & Digital strategy	<input type="checkbox"/>
<input type="checkbox"/> Operating model strategy	<input type="checkbox"/>

Implementation/Deployment services	Transformation services
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<input type="checkbox"/> Operations digital twin	<input type="checkbox"/> Product portfolio transformation
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<input type="checkbox"/>	<input type="checkbox"/> Development process re-engineering
<input type="checkbox"/>	<input type="checkbox"/> Energy transition services
<input type="checkbox"/>	<input type="checkbox"/> Change management
<input type="checkbox"/>	<input type="checkbox"/> On-Design operational infrastructure

Development services	Engineering services
<input type="checkbox"/> System design architecture & development	<input type="checkbox"/> Engineering simulation services
<input type="checkbox"/> Platform enablement & support	<input type="checkbox"/> System integration services
<input type="checkbox"/> Business application design & development	<input type="checkbox"/> Engineering work transformation
<input type="checkbox"/> Service specific user management	<input type="checkbox"/> Data digitization and migration
<input type="checkbox"/> Intelligent maintenance & Repair operations	<input type="checkbox"/> Technology and architecture
<input type="checkbox"/> Digital continuity	<input type="checkbox"/>

WHAT KIND OF PROCESS IS NEEDED TO DEPLOY THIS CAPABILITY?

<input type="checkbox"/> Lean	<input type="checkbox"/> Agile (Scrum)
<input type="checkbox"/> Design Sprint	<input type="checkbox"/>
<input type="checkbox"/> Waterfall	<input type="checkbox"/>

IN WHAT FORM DO YOU USE THIS CAPABILITY TO CREATE VALUE FOR THE CLIENT?

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<input type="checkbox"/> Health based	<input type="checkbox"/>
<input type="checkbox"/> Consulting	<input type="checkbox"/>

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VAN BERLO CAPABILITY CARD

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<input type="checkbox"/> Digital Transformation	<input type="checkbox"/> Data Storying
<input type="checkbox"/> Brand Mapping	<input type="checkbox"/> Data Analytics
<input type="checkbox"/> Customer Journey Mapping	<input type="checkbox"/> Usability Testing
<input type="checkbox"/> Design Thinking Training	<input type="checkbox"/> Consumer Insights

Product Design	Product Development	Brand communication
<input type="checkbox"/> Physical Industrial Design	<input type="checkbox"/> System engineering	<input type="checkbox"/> Brand analysis
<input type="checkbox"/> Product Design	<input type="checkbox"/> User modeling	<input type="checkbox"/> Brand positioning
<input type="checkbox"/> Packaging Design	<input type="checkbox"/> Prototyping	<input type="checkbox"/> Visual brand language
<input type="checkbox"/> Soft Goods Design	<input type="checkbox"/> Concept engineering	<input type="checkbox"/> Brand experience
<input type="checkbox"/> Wearable Design	<input type="checkbox"/> Pre-engineering	
<input type="checkbox"/> Customer Experience Design	<input type="checkbox"/> Mechanical engineering	
<input type="checkbox"/> Experience Principles Design	<input type="checkbox"/> CAD Modeling	
<input type="checkbox"/> Touchpoint Design	<input type="checkbox"/> 3D Visualization	
<input type="checkbox"/> Service Design		

Digital Design	Software & Hardware development	Sustainability approach
<input type="checkbox"/> User centered design	<input type="checkbox"/> System architecture design	<input type="checkbox"/> Product structure assessment
<input type="checkbox"/> UI/UX Design	<input type="checkbox"/> Electromechanical prototyping	<input type="checkbox"/> Product Lifecycle assessment
<input type="checkbox"/> Interaction Design	<input type="checkbox"/> Firmware Development	<input type="checkbox"/> Biogridability assessment
<input type="checkbox"/> Hardware Design	<input type="checkbox"/> Hardware / Chip development	<input type="checkbox"/> Circularity footprint mapping
<input type="checkbox"/> Service Design	<input type="checkbox"/> Backend / Cloud development	<input type="checkbox"/> Sustainability vision
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<input type="checkbox"/> Experience Principles Design	<input type="checkbox"/> CAD Modeling	
<input type="checkbox"/> Touchpoint Design	<input type="checkbox"/> 3D Visualization	
<input type="checkbox"/> Service Design		

Digital Design	Software & Hardware development	Sustainability approach
<input type="checkbox"/> User centered design	<input type="checkbox"/> System architecture design	<input type="checkbox"/> Product structure assessment
<input type="checkbox"/> UI/UX Design	<input type="checkbox"/> Electromechanical prototyping	<input type="checkbox"/> Product Lifecycle assessment
<input type="checkbox"/> Interaction Design	<input type="checkbox"/> Firmware Development	<input type="checkbox"/> Biogridability assessment
<input type="checkbox"/> Hardware Design	<input type="checkbox"/> Hardware / Chip development	<input type="checkbox"/> Circularity footprint mapping
<input type="checkbox"/> Service Design	<input type="checkbox"/> Backend / Cloud development	<input type="checkbox"/> Sustainability vision
<input type="checkbox"/> Information Architecture	<input type="checkbox"/> AI/Computer Vision	<input type="checkbox"/> Design for 3 implementation
	<input type="checkbox"/> Packaging	

WHAT KIND OF PROCESS IS NEEDED TO DEPLOY THIS CAPABILITY?

<input type="checkbox"/> Lean	<input type="checkbox"/> Agile (Scrum)
<input type="checkbox"/> Design Sprint	<input type="checkbox"/>
<input type="checkbox"/> Waterfall	<input type="checkbox"/>

IN WHAT FORM DO YOU USE THIS CAPABILITY TO CREATE VALUE FOR THE CLIENT?

<input type="checkbox"/> Secondment of personal	<input type="checkbox"/>
<input type="checkbox"/> Health based	<input type="checkbox"/>
<input type="checkbox"/> Consulting	<input type="checkbox"/>

VAN BERLO CAPABILITY CARD

WHAT KIND OF CAPABILITIES ARE REQUIRED TO DELIVER THIS OFFERING?

Innovation Strategy	Research & Insights
<input type="checkbox"/> Proposition Development	<input type="checkbox"/> Quantitative Design
<input type="checkbox"/> Trend Research	<input type="checkbox"/> Qualitative Research
<input type="checkbox"/> Future Scenarios Planning	<input type="checkbox"/> Contextual Insights
<input type="checkbox"/> Digital Transformation	<input type="checkbox"/> Data Storying
<input type="checkbox"/> Brand Mapping	<input type="checkbox"/> Data Analytics
<input type="checkbox"/> Customer Journey Mapping	<input type="checkbox"/> Usability Testing
<input type="checkbox"/> Design Thinking Training	<input type="checkbox"/> Consumer Insights

Product Design	Product Development	Brand communication
<input type="checkbox"/> Physical Industrial Design	<input type="checkbox"/> System engineering	<input type="checkbox"/> Brand analysis

5.2.2 WORKSHOP GUIDELINES

Objective

The objective of this workshop is to generate a joint value proposition for VanBerlo and Industry X in a shared domain that reflects a shared vision on how to create value together. The workshop aims to help participants gain an understanding of each other's capabilities and explore ways to combine them to serve clients in the same field.

Participants

The success of the Joint Value Proposition Workshop relies heavily on the participants involved. Ideally, the workshop should have three participants from VanBerlo and three participants from Accenture, all working within the same domain. Additionally, they are required to have a good understanding of the client's needs and the capabilities and offerings of either VanBerlo or Accenture. This ensures that the participants are well-informed and can contribute meaningfully to the discussions and ideation process. Furthermore, to ensure effective project sales at a later stage, it is advisable to include participants who are involved in business development, as these business developers would be equipped to handle the subsequent steps, which require knowledge of the underlying capabilities of the joint value proposition.

Facilitator

The role of the facilitator in a Joint Value Proposition Workshop for VanBerlo and Accenture is essential to its success. A skilled facilitator must have basic understanding of both VanBerlo's as Industry X 's offerings and the industry of the client to guide participants effectively. Individuals who fit these criteria are people working within either Industry X or VanBerlo and have experience working with the other party as well. Additionally, they have worked on projects within the designated industry domain. For instance, this can be a consultant, who's familiar with both parties and the industry domain.

Some key responsibilities that the facilitator must undertake:

- > Provide guidance to participants, specifically to those who do not have a design background in understanding the assignment, the purpose of the assignment, and formulating outcomes per assignment.
- > Ask priming questions (see Notes For The Facilitator in the Workshop design) to stimulate discussion and encourage participants to reach outcomes of a certain level of concreteness.

- > Keep discussions between participants concise and to the point to prevent distractions and long elaborative side stories that would derail the progress.

- > Manage the workshop's time, ensuring that participants understand the schedule and its importance for achieving the workshop's objectives.

Overall, the facilitator plays a crucial role in steering the workshop towards a shared vision of creating value together. By managing the session effectively, the facilitator can guide participants towards successful outcomes that will benefit both VanBerlo and Industry X in serving clients in the same field.

Time and place

To ensure a productive and fruitful Joint Value Proposition Workshop between VanBerlo and Industry X, several measures are recommended. First, the workshop should take at least three 3 hours to allow sufficient time for discussions and ideation. This duration provides participants with ample time to brainstorm and explore new ideas. During the workshop it is required that participants create new links between client needs and solutions, without thinking about existing solutions in mind. This mindset requires creativity and allows for new ideas to emerge. Therefore, taking short breaks between discussions is needed to replenish participants' creative abilities.

Conducting the Joint Value Proposition Workshop in a digital setting may not be ideal as it reduces the effectiveness of personal bonding during the session. It is recommended to hold the workshop in a physical environment and leave digital devices used for ongoing work aside. However, capturing the workshop outcomes digitally facilitates a smooth follow-up as the results can be easily shared and supplemented. Therefore, it is advisable to collectively reproduce the outcomes after the workshop using a digital Miro workshop setup. This approach allows for a seamless workflow during the workshop and effective documentation of the results.

5.3 SYNERGY CANVAS

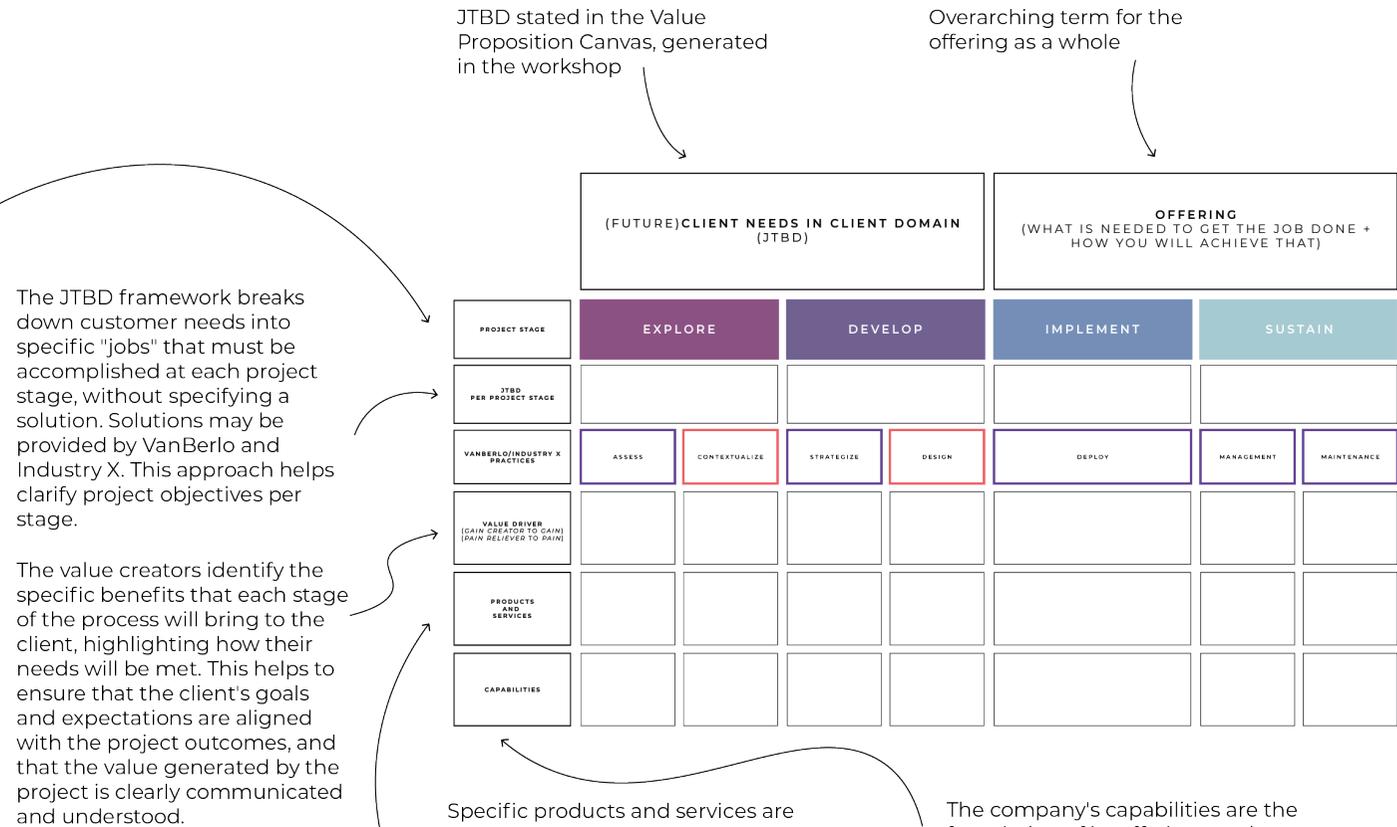
The Synergy Canvas provides a clear picture of how Industry X (IX) and VanBerlo work in tandem to create greater value for their clients than what either company could accomplish individually. The canvas highlights that VanBerlo's human-centric approach and IX's data-driven insights are combined during the explore-stage to create more effective and innovative solutions in the develop-stage. VanBerlo's value creation by design leads up to the develop-stage, where Industry X steps in to implement and sustain this value in the business context. This collaboration enables the two parties to deliver an end-to-end solution for their clients. Overall, the Synergy Canvas illustrates how IX and VanBerlo's collaboration allows them to leverage each other's capabilities, resulting in a more comprehensive and cohesive approach to value creation.

The offering is divided into 4 project stages, that overall cover the typical stages of a VanBerlo and Industry X project combined together. Generally, a VanBerlo project (See Figure FIXME: VanBerlo project stages) starts with exploring the problem, understanding the context, and emphasizing with the main stakeholders. Industry X, typically kicks off a project (See Figure FIXME: Accenture FORM process) with a similar approach, where the challenge is framed based the insights they gather in this phase. VanBerlo's insights are primarily derived from design research, which sets them apart from Accenture's approach, which typically relies on hard data.

After exploring the challenge, both parties proceed to developing. For VanBerlo, this entails ideation, concept design, prototype development, and validation of the design's usability. For Accenture, development entails establishing a "north star" and devising a strategy to achieve it.

VanBerlo specialises in delivering validated prototypes as their primary service to clients, focusing on user research, ideation, concept development, and prototyping in the early stages of the product development process. In contrast, Accenture offers a more comprehensive suite of services that extend beyond prototyping, including implementation services to execute the earlier proposed strategies and interventions. This may involve supporting the implementation through project management or driving the implementation by providing programming and system transformation services.

After implementing the proposed interventions, Accenture provides ongoing support and maintenance to sustain the improvements made in the client's systems and processes. This could involve providing additional training to employees, enabling remote monitoring and continually improve performance.



5.4 OUTCOMES TRIAL RUN SCA

To test and validate the different tools designed to support the SCA, a trial run of the SCA was conducted for the Health and Life Sciences domain. This section provides the outcomes of the various tools to demonstrate its usage.

5.4.1 JVP WORKSHOP OUTCOMES

During an intensive 2-hour session, the Domain Lead of VanBerlo Health & Life Sciences, and Innovation Strategist from VanBerlo, the Lead of Accenture Life Sciences, and a Digital Integration Analyst from Industry X collaborated to create new insights and develop a joint value proposition, using the Joint Value Proposition Workshop format. The outcome of this session, landed on

a joint value proposition to support health and life science companies with achieving ESG (Environmental, Social and Governance) targets, by implementing the required strategy to reduce energy consumption.

This JVP is crafted using the Value Proposition Canvas below:

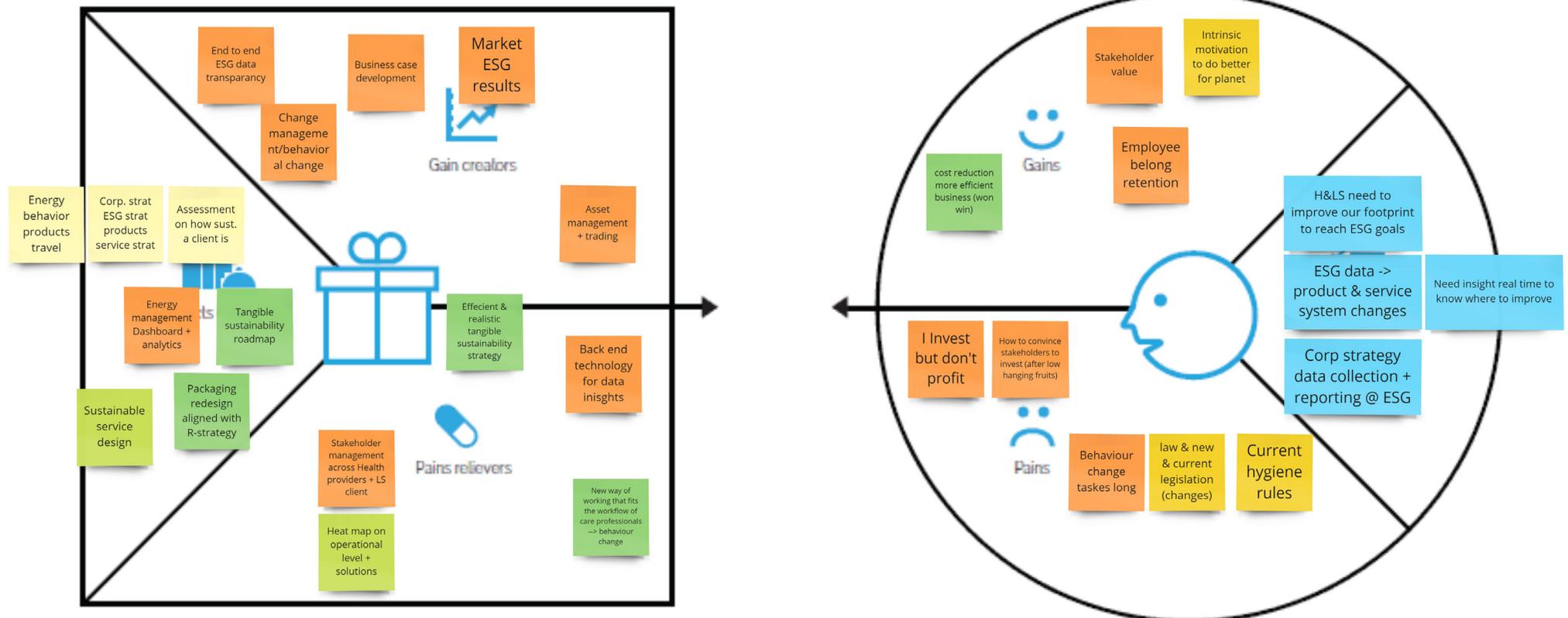


Figure 18: Outcomes of JVP workshop in Health & Life Science domain

5.4.2 SYNERGY CANVAS OUTCOMES

The outcomes of the Joint Value Proposition Workshop carried out for the Health & Life Science domain, are used to generate a synergy offering by means of the Synergy Canvas. The outcome of this is shown here:

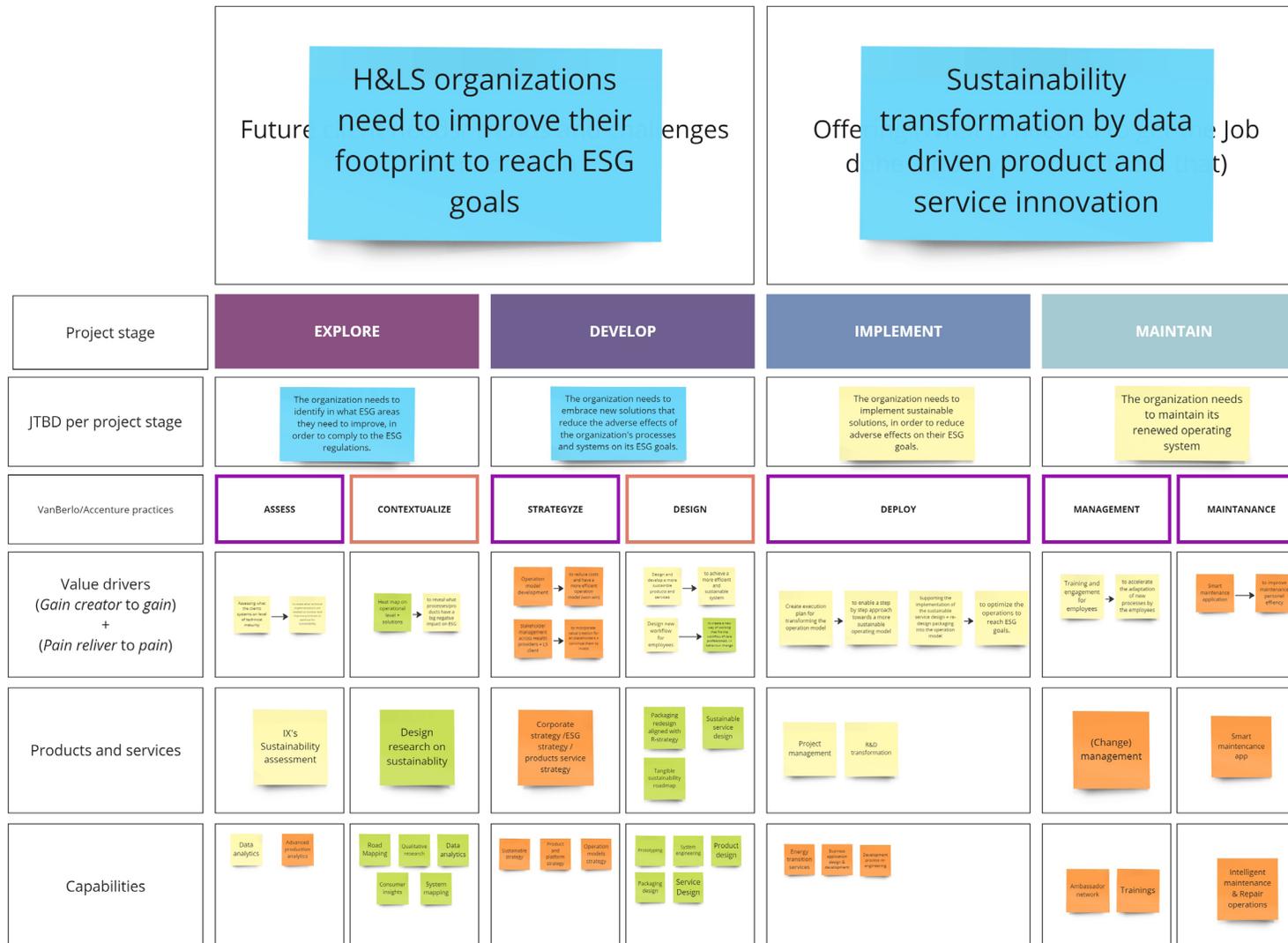


Figure 19: Outcomes of Synergy Canvas in Health & Life Science domain

5.4.3 SYNERGY OFFERING DECK OUTCOMES

The synergy offering for the Health & Life Science domain is described in the form of the Synergy Offering Deck. An example of this is shown here:

1

INDUSTRY X // VANBERLO

Sustainability transformation by data driven product and service innovation

2

Health & Life Science organizations are required to improve their footprint to reach ESG goals

- Currently hospitals employ wasteful non-sustainable solutions.
- Transforming the organization towards sustainability requires high investments.
- Insights in the carbon footprint of the organization's products and services, indicate where improvement is required to reach ESG goals.

3

02 Introducing: Sustainability transformation by data driven product and service innovation

4

A step by step approach to sustainability transformation

EXPLORE → **DEVELOP** → **IMPLEMENT** → **SUSTAIN**

- EXPLORE:** Identifying in what ESG areas the organization needs to improve, in order to comply to the ESG regulations.
- DEVELOP:** Creating solutions that reduce the adverse effects of the organization's processes and systems on its ESG goals.
- IMPLEMENT:** Implementing sustainable solutions, in order to reduce adverse effects on ESG goals.
- SUSTAIN:** Maintaining the renewed operating system.

5

Explore

Identifying in what ESG areas the organization needs to improve, in order to comply to the ESG regulations.

Value drivers

Assessment

- Assessing the organization's technical maturity identifies the specific solutions needed to monitor and optimize processes for improved sustainability outcomes.

Context map

- Composing a heatmap at the operational level, reveals what processes and products have the biggest impact on the ESG goals.

Products & Services

- Industry X's Sustainability assessment
- R&D maturity assessment
- Design research on sustainability

How is this value is delivered?

Consulting

- Estimation of X hours of X/hour euro's

6

Develop

Creating solutions that reduce the adverse effects of the organization's processes and systems on its ESG goals.

Value drivers

Strategy

- Creating an operation model for cost reduction which leads to a more efficient operations, ultimately resulting in improved profitability and sustainability.
- Managing stakeholders across Health Providers and your (Life Sciences) organization to incorporate value creation for across all stakeholders.

Design

- By redesigning and developing sustainable products and services, an organization can establish a more efficient and sustainable operating system, leading to better environmental and social outcomes.
- Creating a fitted workflow for employees, adopted to the required new way of working.

Products & Services

- ESG strategy
- Product service strategy
- Sustainability roadmap
- Sustainable service design
- Sustainable packaging re-design

How is this value is delivered?

Consulting / Design sprint (product dev.)

- Estimation of X hours of X/hour euro's

7

Implement

Implementing sustainable solutions, in order to reduce adverse effects on ESG goals.

Value drivers

- Creating an execution plan to transform the current operations towards a more sustainable operational model, delivering a step-by-step approach.
- Implementing the new service design and the re-designed sustainable packaging into the operation model for optimizing the operations to reach ESG goals.

Products & Services

- Process management
- R&D transformation

How is this value is delivered?

Consulting

- Estimation of X hours of X/hour euro's

8

Sustain

Maintaining the renewed operating system.

Value drivers

- Providing training to employees to adapt them to the newly designed workflow.
- Installing maintenance applications to allow for continence monitoring and improvement within operations.

Products & Services

- Smart maintenance app

How is this value is delivered?

Consulting

- Estimation of X hours of X/hour euro's

9

INDUSTRY X // VANBERLO

Sustainability transformation by data driven product and service innovation to enable Health & Life Science organizations to reach ESG goals

Figure 20: Outcomes of Synergy Canvas in Health & Life Science domain

5.5 FROM THEORY TO PRACTICE

Described in the previous chapters, the Synergy Creation Approach is an approach that uses various tools (JVP workshop, Synergy Canvas, SOD) to create, validate and sell a synergy offering. The SCA follows the design framework that provides guidance in designing an approach that eventually contributes to synergy creation in business development by creating understanding of each other's capabilities. This design framework is derived from Takhtekar and Rademakers Outside-in framework (2020) for post-acquisition integration issues. This section provides an overview of the underlying theoretical frameworks for the practical tools used in the SCA.

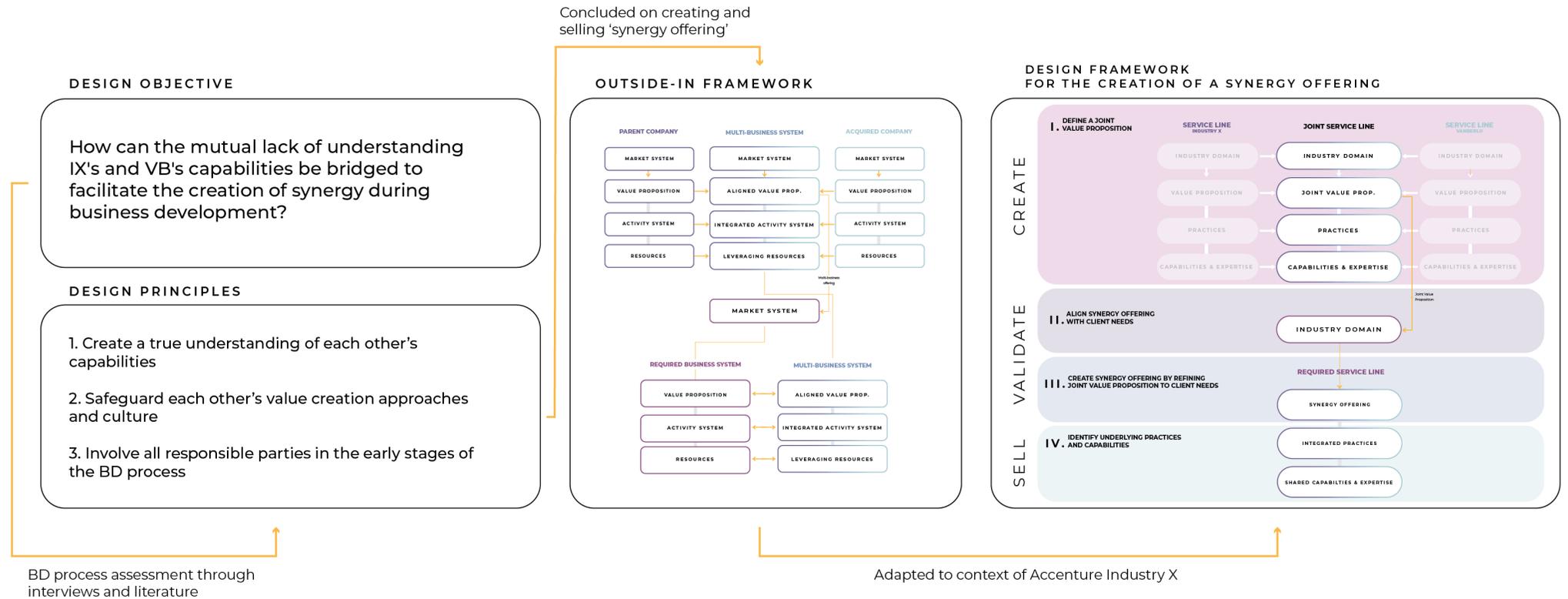
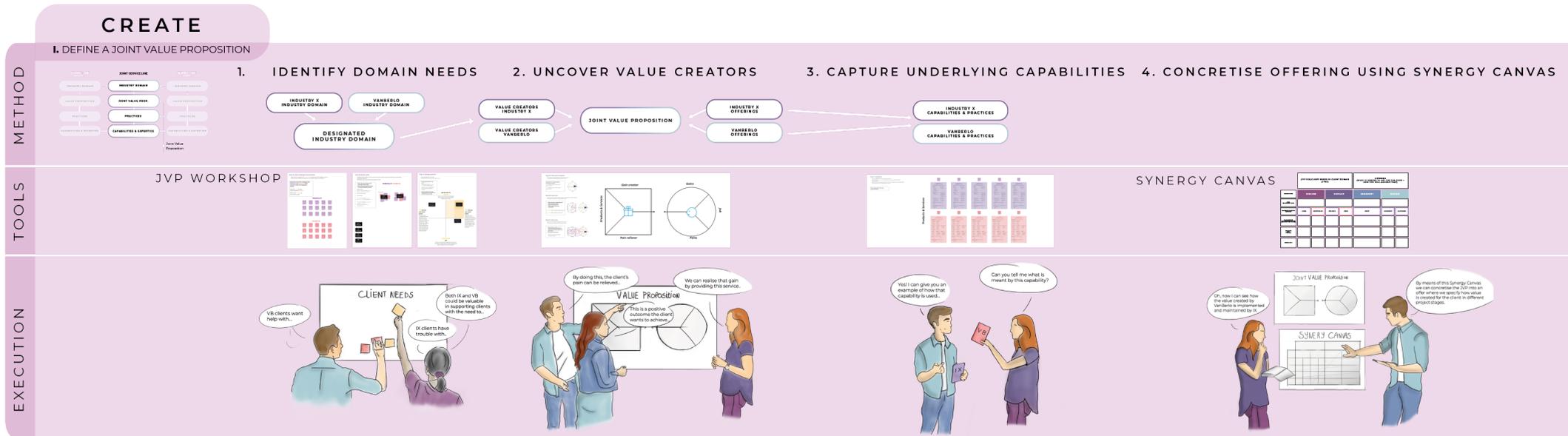


Figure 21: Overview of how the concluding steps in this project are emerged from one another

CREATE

> DEFINE A JOINT VALUE PROPOSITION

The first part of the Synergy Creation Approach involves defining a Joint Value Proposition and identifying the capabilities needed to deliver it. This is done through the Joint Value Proposition Workshop, which has three steps. The workshop helps achieve sub-goals like identifying domain needs, uncovering value creators, and capturing underlying capabilities. Exercises in steps 1 and 2, along with Capability Cards, support these goals. To make the JVP more concrete and specific, the Synergy Canvas is used in the final step.

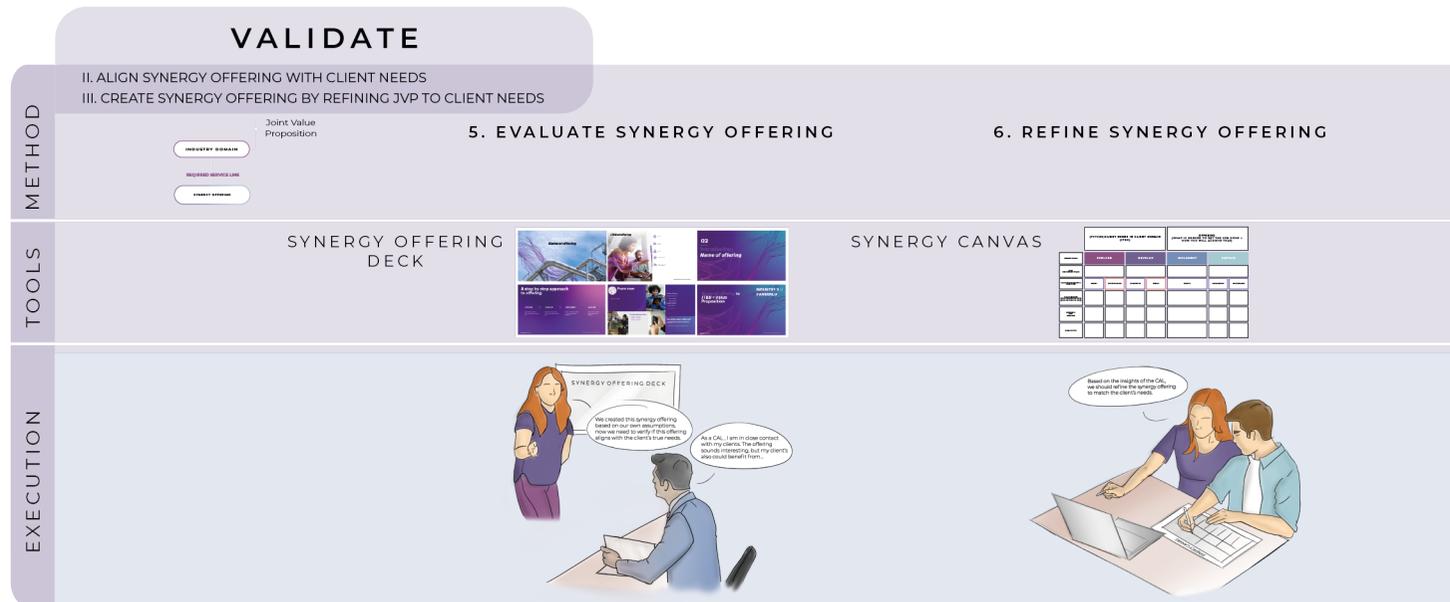


VALIDATE

> ALIGN SYNERGY OFFERING WITH CLIENT NEEDS

> CREATE SYNERGY OFFERING BY REFINING JVP TO CLIENT NEEDS

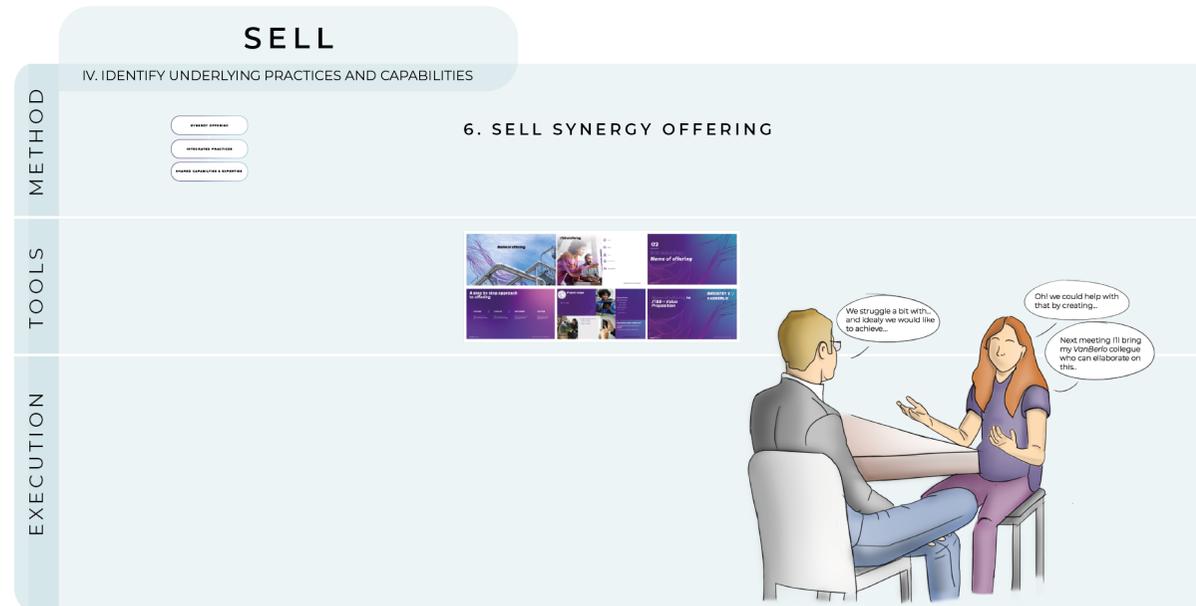
The next step in the Synergy Creation Approach involves validating the synergy offering to make sure it meets the client's needs or industry domain requirements. This is done by evaluating the offering with a potential client or CAL, using the Synergy Offering Deck to present the synergy offering. Based on the feedback received during the evaluation, the synergy offering can be refined to better align with the actual needs of the industry domain.



SELL

> IDENTIFY UNDERLYING PRACTICES AND CAPABILITIES

In the final phase of the Synergy Creation Approach, the focus is on selling the synergy offerings. During sales meetings, the business developer listens for client problems or needs that can be addressed through the collaboration between Industry X and VanBerlo. When such opportunities arise, the business developer uses the Synergy Offering Deck to explain how the synergy value can be delivered. This gained awareness of each other's capabilities and synergy offerings is used to identify the opportunities of synergy and how it can meet the client's specific needs.



6.

EVALUATION

In this final chapter of the thesis, the project will be evaluated in two parts to benefit both Accenture Industry X and other organisations facing similar synergy issues. Firstly, the recommended approach, the Synergy Creation Approach, will be evaluated to provide insights for future implementation. Secondly, the design and theoretical frameworks used to develop the approach will be evaluated to provide guidance to management consultancies experiencing synergy issues within business development after acquiring a design agency.

6.1 SYNERGY CREATION APPROACH - CONCEPT DESIGN

6.1.1 HOW DOES THE SCA SOLVE THE SYNERGY CREATION ISSUES?

Envisioning new ways to create value for clients

The acquisition of VanBerlo by Accenture Industry X was a strategic decision, based on the fact that VanBerlo's product design offerings and smart engineering capabilities can be an extension to Industry X's current digital transformation business, and vice versa. However, envisioning how this bridge between each other's offerings is built, requires foreseeing new ways to create value for clients that leverage capabilities of both Industry X and VanBerlo. The Synergy Creation Approach provides an approach to allow thinking beyond standard and existing offerings, when creating a synergy offering. This is reflected in the approach by composing a synergy offering from the outside-in, where market needs are first identified, followed by the identification of key value drivers, to eventually the specific products and services of both Industry X and VanBerlo that embody those value drivers. This approach allows for creating new offerings beyond the limitations of existing products & services, as it focuses on meeting client needs, rather than existing offerings. Furthermore, it facilitates the discovery of how their practices can complement each other while shifting from a VanBerlo stage to a Industry X stage, allowing them to safeguard their distinctive approaches.

Bridging client needs and capabilities

For achieving synergy in business development, it is essential to be aware of all offerings and capabilities, since links between client needs and inhouse offerings are made in the early stages of pursuing business opportunities. Through the Synergy Creation Approach an understanding of each other's capabilities is fueled. The Capability Cards used in the Joint Value Proposition Workshop, reveal the underlying capabilities of one's offering and stimulate discussion to truly comprehend one's capabilities. With this understanding in place, it becomes easier to identify potential collaborators who can provide the right solutions for clients' needs.

Building relationships

One of the keys to creating synergy is building relationships between parties, where introducing people to each other is a critical part of that process. With such a wide range of numerous capabilities and employee's responsible for those, there are often opportunities to collaborate and leverage each other's expertise, but it can be difficult to come across and engage with the suited people to work with. It can be difficult to know where to start or who to approach, particularly when not being familiar with the workings of different parts of the organisation. The Joint Value Proposition Workshop serves as an appropriate format to meet and engage with colleagues who are from other parts in the organisation, but serve clients in the same domain.

"For Accenture Life Sciences it was a great way to get them introduced to VanBerlo, its Health & Life Science team and their capabilities. The Life Sciences team was very positive and we will do our best to try to find opportunities to pursue this with our current clients."

- Business developer at Accenture Life Science

During the development phase, organising the Joint Value Proposition Workshop demonstrated that selecting participants for the workshop triggered a snowball effect. The individuals initially invited are likely to invite others whom they believe are well-suited to participate in the workshop. During the workshop relationships can be built between participants. As one participant stated: *"Having everyone here in this workshop is already part of the solution for the synergy issues."*

6.1.2 RECOMMENDATIONS FOR FURTHER DEVELOPMENT AND IMPLEMENTATION

Both Industry X and VanBerlo employees indicated that the steps taken in the Synergy Creation Approach make sense and align naturally with the status quo of pursuing business development opportunities. The Joint Value Proposition Workshop carried out in the Health & Life Sciences domain provided a useful introduction to each other's capabilities and interesting opportunities for synergy offerings were also explored. As for the practical execution of this approach, most synergy business opportunities will be created when the approach is applied to all shared domains between Industry X and VanBerlo. This requires an initial investment of time, but will set a base for understanding each other's capabilities and getting to know the suited people for collaboration. Nevertheless, it is important to note that ongoing communication and commitment is required throughout all steps in the approach.

To ascertain whether the approach effectively fosters more synergy in the business, it is essential to implement and execute the approach. This will reveal the number of interaction cycles necessary to identify the optimal synergy offering that truly aligns with client needs. The following steps are needed to implement and benefit from the SCA:

Implementation of SCA:

1. Spread the word!

During a monthly meeting where both the VB teams and the IX team are present, the Lead of Industry X, Frank Rennings, should introduce the SCA to make sure that all Domain Leads are aware of the SCA and fully understand its importance and how it works. Additionally, it is required that Rennings appoints one Domain Lead of IX and one of VB for the same domain, to share responsibility for synergy creation in their domain.

2. Plan and prepare SCA

Once all Domain Lead couples are updated, they hold the responsibility to carry out the SCA for their domain. They need to plan the JVP workshop and invite the right participants for the workshop.

3. Follow the SCA steps

After carrying out the JVP workshop, the Domain Lead couple is responsible for taking the following steps in the SCA.

4. Present outcomes in monthly meeting

To keep everyone engaged and informed about the synergy creation progress, one Domain Lead couple should present outcomes, progress, and opportunities resulting from the SCA during every monthly meeting. Sharing this information with all employees within the two teams will help spread knowledge and understanding of each other's capabilities.

5. Keeping everyone engaged in synergy creation progress

By informing the teams every month about new synergy offerings, potential clients, and sold synergy projects, employees will gain a better understanding of how the two teams complement each other in theory and practice. These monthly synergy meetings can be part of Industry X's 12-month timeline to streamline the integration of VanBerlo. After these 12 months, employees will have a grounded understanding of each other's capabilities and know where to find the right colleagues for various capabilities.

6.1.3 CAN THE SYNERGY CREATION APPROACH BE APPLIED TO OTHER CASES?

Whether other companies could benefit from the SCA depends on their goals and the issues they are facing. The SCA is specifically designed to create a broader understanding of the capabilities of two diverse parties, to identify how these jointly can be leveraged to meet client needs. Only when the two parties have the aspiration to extend each other's work in their projects, the SCA can be valuable. In case, the two parties after an acquisition will remain focused on their separate stream of projects, this deep understanding is not needed. Besides post-acquisition cases, the SCA can also be applied to cases where two completely different departments aspire to combine their capabilities to jointly meet more customer needs.

In addition to the organisation's objective, the issues faced by the organisation should align with the problems addressed through the SCA. If the relevant organisation faces difficulties in comprehending how their products and services address different customer problems, or if they struggle to envision a new product or service that combines their strengths, then this approach can be beneficial.

As stated in the introduction of this master thesis, there is a trend where consulting firms are acquiring smaller design agencies with the ambition to offer end-to-end services to their clients. However, these organisations face similar problems as Accenture Industry X. In an interview with former MOBGEN, now Design Leadership at Accenture Song, it was confirmed that they also struggle with advocating their capabilities.

“Consultants at Accenture think we are “prettyfiers”, who only make things look pretty, even after all these years. But we’re problem solvers who can help in many ways. They just don’t know what problems we can solve or how we do it.”

- Member of Design Leadership at Accenture Song

Furthermore, conveying clients to take advantage of the interplay of management consulting and design practices can be difficult. As John Edson, partner of Lunar, a product design agency that was acquired by McKinsey in 2015, explains: *“Companies understand conceptually the value of design, but at an execution level, we’re still a broad ways from that.”* (Fast Company. 2018). This shows that it is essential to have a complete understanding and be able to effectively communicate the added benefits of working with a design agency in order to persuade potential clients and win their business. Thus, for cases that are in line with the goals and issues of the Accenture Industry X and VanBerlo case, the SCA can provide value.



6.2 THEORETICAL REFLECTION

The theory underlying the design framework is based on the Outside-in approach of Takhtehkar and Rademakers. In their case study, a multinational company opted to accelerate new business development by acquiring a smaller innovative company. They wanted to broaden their market by offering new combined services. Unfortunately, the synergies between the two parties did not play out as expected and important growth markets were missed, this resulted in the stagnation of business development (Takhtehkar and Rademakers, 2020). Based on this context, Takhtehkar and Rademakers developed the Outside-in approach, which was used to envision and realise a strategic business model required to create value to eventually drive new successful business development.

Envisioning new ways vs. evaluating and improving current state

The context in the case study of Takhtehkar and Rademakers differs from that of Accenture w/Industry X and VanBerlo. In the case study, the outside-in framework was developed to evaluate and improve the integration of business units for capturing growth market opportunities. This means assessing the potential market value that could be captured through the combined business units of the multinational company and the smaller innovation company (multi-business system). By using the outside-in approach, unexplored market potential was discovered when assessing the customer's reaction to their combined product (multi-business offering). In the case of Industry X and VanBerlo, the two parties currently operate separately and have no multi-business system or offering in place. However, they have the aspiration to integrate their capabilities to provide services to capture growth markets. Taking this distinction into account, the outside-in framework was developed to evaluate and improve post-acquisition integration issues by identifying which parts of a business unit are suitable to integrate in order to offer a product that meets customer needs in new markets. In contrast, the design framework is developed to identify an interplay of each other's *capabilities* that can achieve a synergy that underlies offerings to meet a wider range of client needs.

In addition to the use cases for the frameworks, differences in context led to variations in the design framework setup. Depending on the specific context of the application of the outside-in approach, the design framework needed to be adjusted to suit the unique circumstances.

Capability centred design framework

The multinational company in the case study offers tangible products, while Accenture provides intangible consulting services. As a result, the outside-in framework components differ between the two companies. For the tangible product company, the framework's activity system and resources (figure 5) include concrete assets such as their global network, large database, and analytical technologies. The practices and capabilities in the design framework (figure 6) refer to the combination of knowledge, skills, and resources the organisation and its consultants possess. In contrast, for a consulting firm like Accenture, the components included in the framework that are needed to capture the potential market value, centre around their people and their knowledge and approaches.

Larger gap in understanding each other's capabilities

The case study by Takhtehkar and Rademakers examines companies that are different from Accenture Industry X and VanBerlo. As the authors note; "*Multinational companies often acquire successful but relatively small innovative companies, making this case study particularly relevant for drawing lessons from such an acquisition.*" While VanBerlo is also a relatively small innovative company, it sets itself apart as a creative design agency. This difference creates a larger gap in understanding each other's practices and capabilities, as Accenture Industry X and VanBerlo do not share similar capabilities. As a result, it becomes more challenging to identify the needed *activity system/practices* and *resources/capabilities* to realise a *multi-business offering or joint value proposition*. Takhtehkar and Rademakers assess the business units and compare the *activity systems* and *resources* by reviewing available company documents and using the author's own knowledge of the companies. In the Synergy Creation Approach, which is designed based on the design framework, this additional roadblock is accounted for by leveraging tools, such as the Capability Cards and the Synergy Canvas, that are specifically designed to reveal the underlying *practices* and *capabilities*.

With the adjustments mentioned above, the design framework is applicable for situations where new consulting services need to be created between two companies that potentially could complement each other using their diverse capabilities. It will be particularly valuable in situations where the organisation's capabilities and practices are so diverse that they face challenges in understanding each other.

6.3 PERSONAL REFLECTION

Reflecting on my graduation period, I feel confident and accomplished. The challenge of creating synergy between Accenture Industry X and VanBerlo was certainly not an easy one, but it provided me with invaluable experiences. Throughout the project, I had to immerse myself in both organisations, collaborating with employees from VanBerlo and Industry X to understand their practices and needs. This process allowed me to create a safe and inclusive space for exploring the integration issues of VanBerlo.

One significant lesson I learned was the importance of stakeholder engagement. Working with diverse stakeholders from both organisations was crucial for project success. Balancing their perspectives and involving relevant stakeholders allowed me to achieve outcomes aligned with critical dependencies. This collaboration energised me and highlighted my personal strengths and helped me be a better strategic designer.

During my graduation, I discovered my passion for facilitating creativity. Stimulating people to generate new ideas was incredibly rewarding and showcased the power of collective thinking for problem-solving and innovation.

However, I also encountered challenges. Making decisions and choosing a direction were sometimes difficult for me. I tend to explore all possibilities and fully understand the situation before committing. Learning to strike a balance between exploration and taking decisive action was a valuable lesson for me.

As I embark on my future career, I will carry the lessons from this project. Grounding myself in large organisations, embracing stakeholder engagement, and leveraging my strengths as a strategic designer and facilitator will shape my professional path. I am grateful for the opportunity to work with inspiring individuals and will continue fostering collaboration and creativity in my future endeavours.

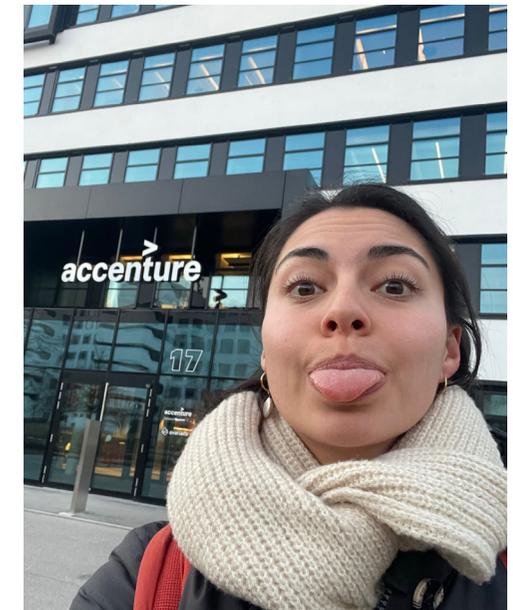


Figure 22: Working on this project from various different Accenture offices: Amsterdam, Eindhoven, Rotterdam and Munich.

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APPENDICES

APPENDIX 1: ANALYSIS OF OBSERVATIONS

Spatial separation

The physical separation between Industry X and VanBerlo is evident from the setup of VanBerlo's headquarters in Eindhoven. The building's central lobby area divides the two companies, with VanBerlo's designers and engineers occupying two main offices on one side, and Industry X colleagues located in a secluded office room on the other side. According to VB employees, IX colleagues are informally not allowed in the other offices due to confidentiality concerns. However, such non-disclosure agreements include just a few designated people and not all VB employees working in that office space.

Additionally, there is a noticeable absence of VanBerlo designers and engineers at ITO in Amsterdam. Many of them feel that the formal and corporate environment does not align with their creative and flexible approach to work.

Office rituals

The lunchtime rituals of the two organisations differ significantly. Industry X employees typically take their lunch break from 12:00 to 12:30, while VanBerlo employees start their lunch break at 12:30 and take about an hour, resulting in limited interaction between the two groups. Furthermore, engagement in after-work activities is not integrated between the two organisations. The absence of a joint communication platform, such as a group chat, contributes to the fact that the two groups are not informed of each other's activities or rituals outside of work. For instance, the annual tradition of wearing an "ugly Christmas jumper" to the VanBerlo office was only communicated to VanBerlo employees, thereby excluding Industry X employees from participating in the tradition (figure 23).



Figure 23: Working on this project from various different Accenture offices: Amsterdam, Eindhoven, Rotterdam and Munich.

Attitude

Creating synergy between Industry X and VanBerlo is an issue that resonates with all employees. Eyebrows are raised when presenting the scope of this project. Comments like "Well, I wish you the best of luck on that one..", or "That seems like quite some work for a graduation project." or sometimes just laughter. At the same time, the relevancy of tackling this issue is evident. Common comments like "a very welcome project" and "we could really use this", make that clear.

From time to time a resistant attitude of some VanBerlo employees towards the overtake by Accenture is noticeable. They complain about bureaucratic processes that are typical for Accenture and security and administration measures they need to comply with.

Seen from the other direction, comments from Industry X employees reveal that many Industry X employees do not even know what VanBerlo is and does. They assume that VanBerlo “only makes things prettier”, rather than contributing value in all the ways VanBerlo is capable of.

Remarkably, Industry X employees that make an effort to get to know their fellow VanBerlo employees and their practices are usually people with a background in design. Usually, they are familiar with the company and find it interesting to collaborate with them.

APPENDIX 2: SEMI-STRUCTURED INTERVIEW GUIDE FOR EXPLORING CHALLENGES AND OPPORTUNITIES IN VB/IX INTEGRATION.

Introduction:

Thank you for agreeing to participate in this interview. The purpose of this interview is to gather insights and perspectives regarding the integration between Industry X and VB. Your input will be valuable in understanding the current state of the integration and identifying potential areas for improvement. Please feel free to share your thoughts openly and honestly. Your responses will be kept confidential. Let's begin:

1. What is your experience with the integration between IX and VB?
 - Can you describe your role and responsibilities within the integration?
 - How long have you been involved in this process?
2. What were your expectations when IX and VB merged?
 - What were the goals or objectives you had in mind for this integration?
 - Were there any specific outcomes or synergies you hoped to achieve through the integration?
3. How would you define success in the context of this integration?
 - In your opinion, what factors contribute to a successful integration?
 - Are there any specific metrics or milestones that indicate a successful outcome?

4. What, in your view, is the reason why the current integration is not going well?

- Are there any challenges, obstacles, or conflicts that are impeding progress?
- Can you identify any specific areas where the integration is falling short of expectations?

5. What changes or improvements would you suggest to enhance the integration between IX and VB?

- Are there any specific processes, communication channels, or decision-making frameworks that could be modified?
- Do you think additional resources, training, or support are needed to improve the integration?

Conclusion:

Thank you for sharing your insights and experiences. Your input will help identify areas for improvement and guide future efforts to enhance the integration between IX and VB. If there are any additional comments or thoughts you would like to add, please feel free to do so now.

APPENDIX 3: SYNTHESIS OF AFFINITY CLUSTERING OF INTERVIEW INSIGHTS

To analyse the data, all interview insights are clustered in an affinity cluster¹⁸ consisting of different themes that are identified. There are nine high-level topics identified, Business development approach, Not understanding each other, Lack of holistic strategic overview, Creating synergy, Practical collaboration, Administrative difficulties, Design thinking approach, Having a hesitant attitude and Objective of the acquisition. Some interview insights are related to overlapping topics, creating subtopics (figure 24). These sub-topics are interesting, because they are based on multiple topics, making them more specific and relevant to the main topic of creating synergy.

¹⁸ An Affinity cluster is a structure where data points that are similar to one another based on their relationships or affinities are grouped.

Relevant themes

The (sub-)topics underlying other (sub-)topics in the creation of synergy between Industry X and VanBerlo have multiple lines connecting them, which shows that they are relevant in several aspects of creating synergy. Additionally, the sub-topics “Not being able to “sell” the other due to not understanding the DT approach of VB” and “Lacking understanding to create synergy in business development” are highly relevant to the context of the issue, because they are specific and have emerged from three overlapping topics. The (sub-)topics carrying out a high relevance are highlighted in yellow in figure 26.

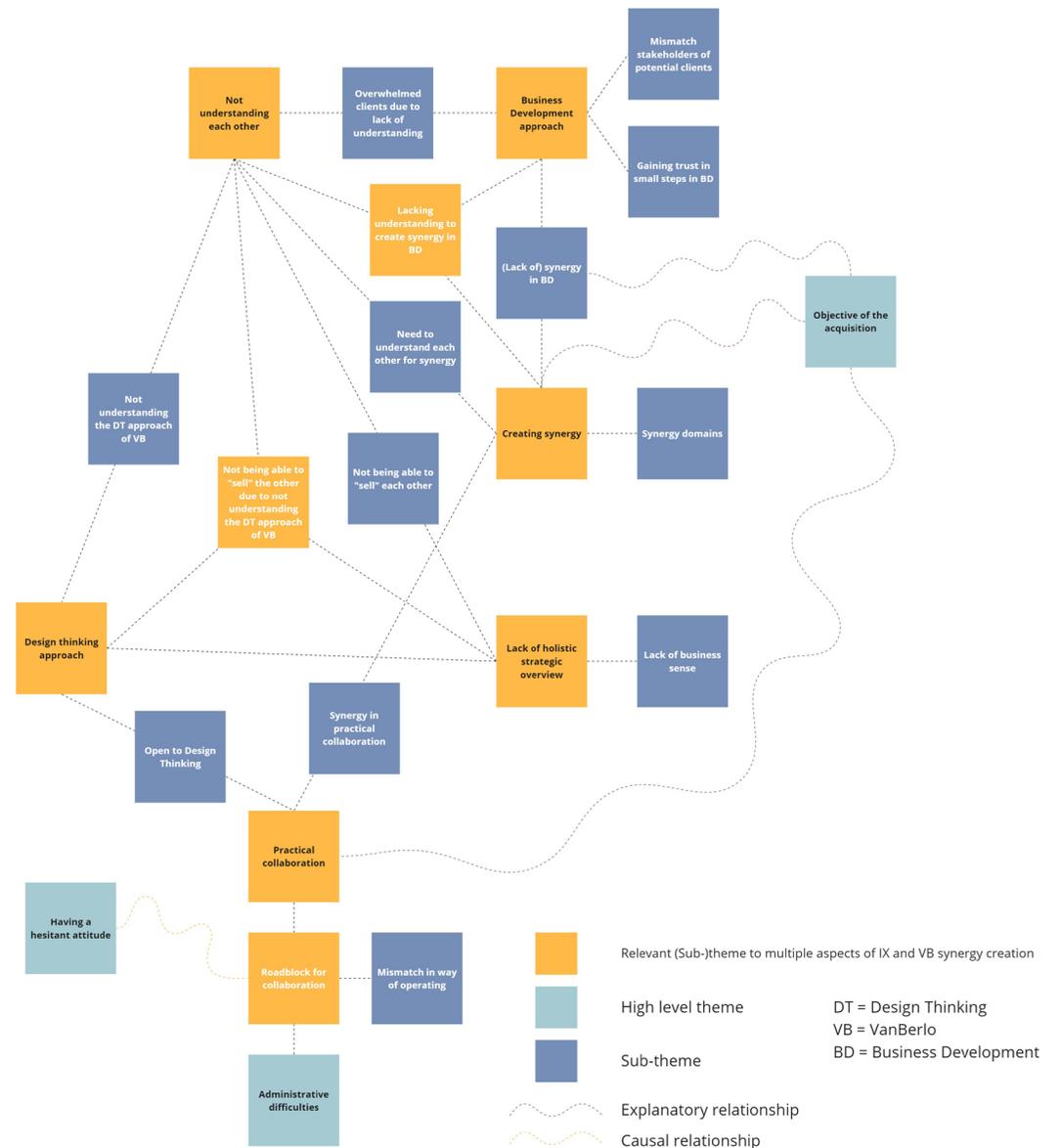


Figure 26: (Sub-)topics carrying out a high relevance highlighted in yellow

Opportunities for synergy creation

The opportunities and obstacles to reach synergy, and differences and similarities between IX and VB were all identified among the insights stated in the interviews. Highlighting the insights that are marked as an opportunity within the affinity clustering (figure 27), shows that most opportunities are located within the sub-topics related to the high level topic “Creating synergy”. Which makes sense, since creating synergy is the main objective of this project. Besides those, within the sub-topic “Not being able to “sell” the other due to not understanding the DT approach of VB” a relatively high amount of interview insights marked as opportunities is located there.

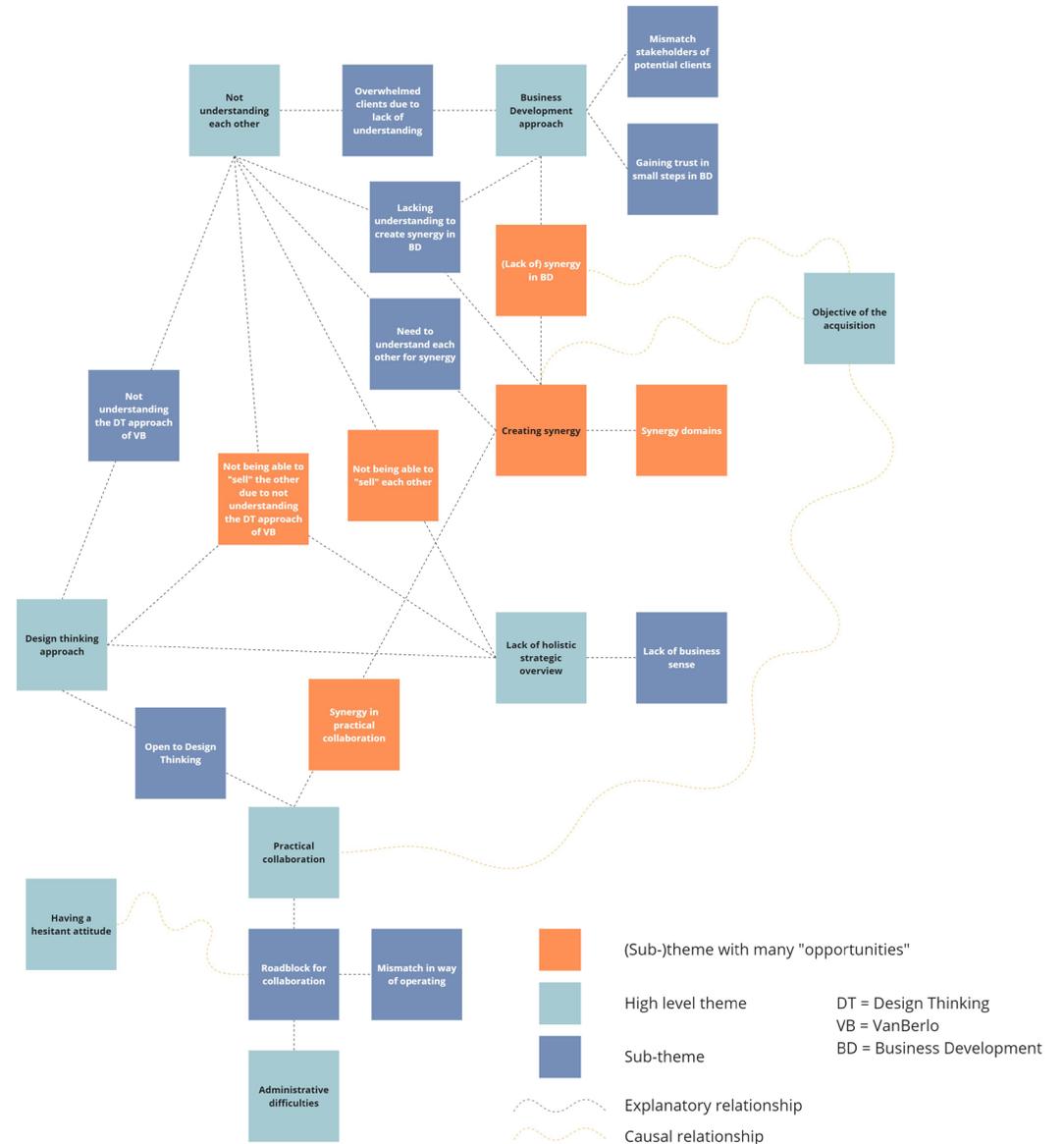


Figure 27: ((Sub-)topics carrying out opportunities for synergy creation highlighted in orange

Obstacles for synergy creation

The same approach is used to show which themes relate to the insights marked as an obstacle for reaching synergy. The majority of the “obstacles” fall under the overarching issue of “not understanding each other” or those that relate to it (figure 28). Which naturally makes sense because that already suggests a challenge in itself, and it appears to be the foundation for other topics that involve obstacles for reaching synergy.

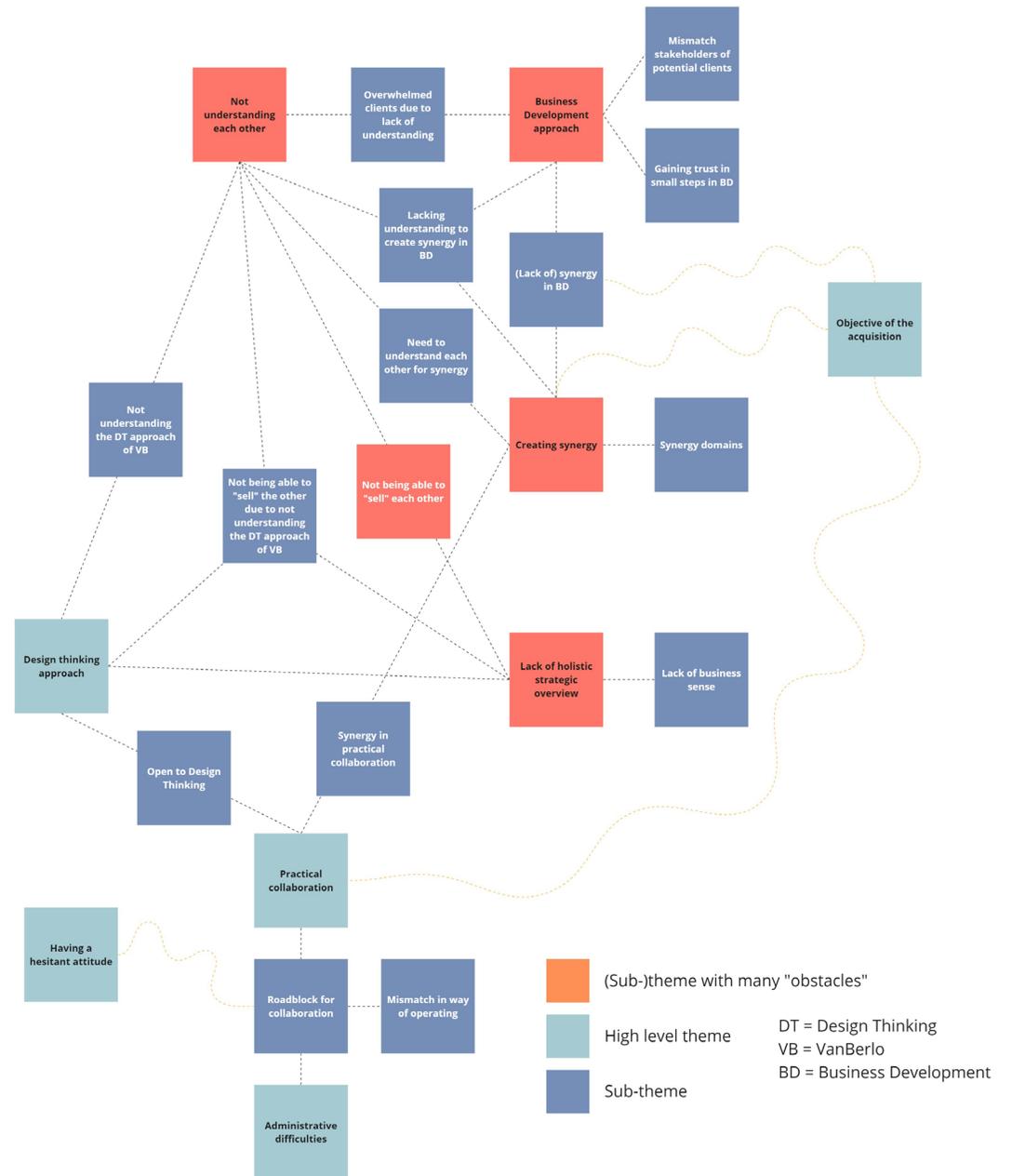


Figure 28: (Sub-)topics carrying out obstacles for synergy creation highlighted in red

Main insights

The main topics that contextualise the desired outcome of creating synergy and related obstacles and opportunities that are derived from the affinity cluster. Overlapping the schematic overviews (figure 29) where the most relevant themes, opportunities and obstacles are highlighted, six (sub-)themes stand out:

Creating synergy

Business development approach

(Lack) of synergy in business development

Not being able to “sell” the other

Not understanding each other

Lack of holistic strategic overview

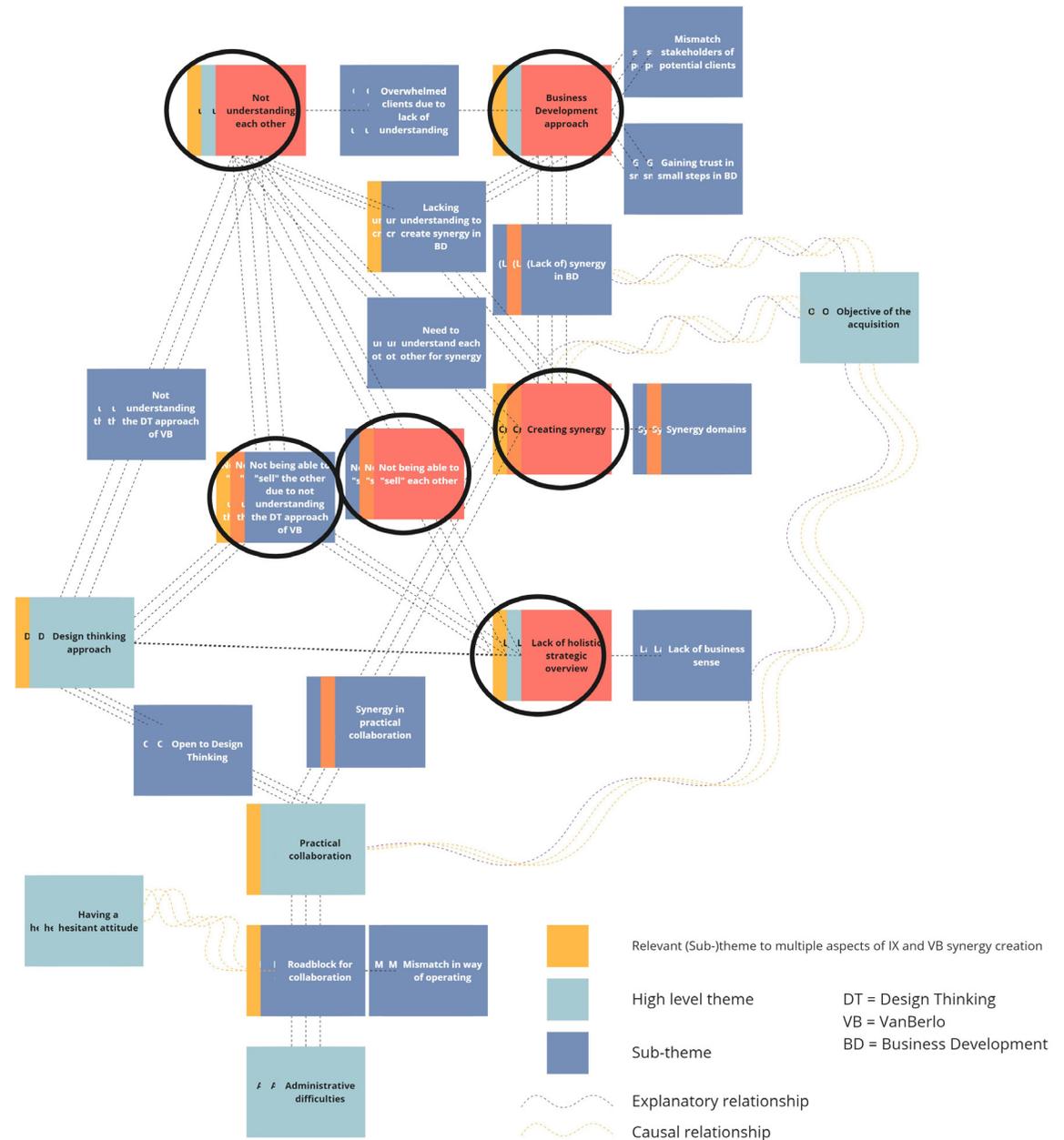


Figure 29: Overlapping of schematic overviews that reveal the most relevant themes, opportunities and obstacles.

APPENDIX 4: SEMI-STRUCTURED INTERVIEW GUIDE WITH IX/VB BUSINESS DEVELOPERS

Thank you for agreeing to participate in this interview. The purpose of this interview is to gather insights and perspectives on the business development process within Industry X/VanBerlo. Your expertise as a business developer will provide valuable insights into the strategies and steps involved in driving growth and creating value propositions. Please feel free to share your thoughts openly and honestly. Your responses will be kept confidential. Let's begin:

1. Can you describe your role and responsibilities as the Business development lead for Industry X/VanBerlo?
 - Specifically, what are your key objectives within the business development process?
 - How do you approach finding new clients and developing new value propositions?
2. You mentioned the missing link in business development towards VanBerlo. Could you elaborate on your knowledge of VanBerlo's/Industry X's capabilities and how they can be fused with Industry X's to drive more revenue?
 - How important is it for the sales team to have a clear understanding of all propositions?
 - Can you explain how the sales team aligns with customer pain points and the relevant value propositions of Industry X?
3. Could you outline the key steps in the business development process for acquiring new clients?
 - How do you identify leads and determine their potential fit for Industry X's/VanBerlo solutions?
 - Can you describe the process of pitching and demonstrating relevant cases to these leads?
4. How do you initiate and progress the sales cycle after the initial meeting with a potential customer?
 - What steps are involved in writing proposals and assembling project teams?
 - Are there any specific techniques or strategies that help move the sales process forward?

5. When engaging with existing customers, you mentioned the involvement of the Customer Account Lead (CAL). Could you explain the role of the CAL and how they assist in securing meetings with the right individuals?

- Are there any differences in the approach between new and existing customers?
6. What is the success rate in converting meetings into opportunities for new customers?
 - How does Industry X/VanBerlo measure success in terms of business development?
 7. You mentioned the importance of joint propositions with VanBerlo/Industry X. Could you explain the process of shaping these joint propositions and how they are brought to market?
 - How do you determine the alignment and contribution of both entities in addressing customer needs?
 - Are there any challenges or considerations when collaborating on joint propositions?
 8. How do you ensure that the sales team remains informed and knowledgeable about all the value propositions of Industry X/VanBerlo?
 - Are there any training or knowledge-sharing initiatives in place to support this?
 9. Is there any ongoing contract arrangement between VanBerlo and Industry X for collaboration?
 - How do individual sales targets align with the collaborative efforts?
 - Are there any incentives or measures in place to encourage collaboration?
 10. Are there any ongoing or potential projects where VanBerlo's involvement can be significant, such as connected asset management or the Factory of the Future?
 - How are these opportunities identified and pursued?
 11. Regarding the inclusion of VanBerlo/Industry X in sales calls, could you explain how and why their participation is necessary?
 - What benefits and insights do they bring to these discussions?

Conclusion:

Thank you for sharing your insights and experiences regarding the business development process within Industry X/VanBerlo. Your input will help us understand the steps, challenges, and opportunities involved in driving growth and creating value propositions. If there are any additional comments or thoughts you would like to add, please feel free to do so now.

APPENDIX 5: SEMI-STRUCTURED INTERVIEW GUIDE TO INTERVIEW TAKHTEHKAR

Introduction:

Thank you for participating in this interview. The purpose of this interview is to gain insights into your paper on solving post-acquisition issues using an outside-in approach. I would like to understand the approach, its implications in the context of the case study, and explore potential adaptations required for the acquisition of VB by IX. Your expertise in this area will provide valuable insights. Please feel free to share your thoughts openly and honestly. Your responses will be kept confidential. Let's begin:

1. Can the outside-in approach be applied to all post-acquisition integration issues, or is it designed for a specific context? Are there any specific types of issues or scenarios where this approach is particularly effective?
2. Have you applied the outside-in approach to different cases? If so, could you share some insights and learnings from those cases? Were there any specific challenges or successes you encountered?
3. In your paper, you recommend conducting an outside-in market scan prior to an acquisition to determine the potential value. However, in your case study, you analysed the market system by validating how it reacted to the new post-acquisition offering/product/tool. How can we use the outside-in market scan prior to an acquisition when there are no new offerings from the company or the potentially acquired company in the market yet? Are there alternative approaches or indicators that could be considered in such cases?
4. How did you design the Business Model Framework? Were there other frameworks you considered, or was it primarily based on the framework of Johnson and Meyer? What specific considerations and factors influenced your design?
5. You did not incorporate the differences in ways of working and corporate cultures between companies in your paper. Do you have any ideas on how this aspect could be incorporated into the outside-in approach for post-acquisition integration? Are there any specific strategies or considerations that could be helpful in addressing these differences?

Conclusion:

Thank you for sharing your insights and expertise regarding the application of the outside-in approach to post-acquisition issues. Your input will help us understand the design considerations, implications, and potential adaptations needed for the acquisition of VB by IX. If there are any additional comments or thoughts you would like to add, please feel free to do so now.

APPENDIX 6: GRADUATION PROJECT BRIEF

IDE Master Graduation

Project team, Procedural checks and personal Project brief

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

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name _____
 initials _____ given name _____
 student number _____
 street & no. _____
 zipcode & city _____
 country _____
 phone _____
 email _____

Your master programme (only select the options that apply to you):

IDE master(s): IPD Dfl SPD

2nd non-IDE master: _____

individual programme: - - - - (give date of approval)

honours programme:

specialisation / annotation:

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair _____ dept. / section: _____
 ** mentor _____ dept. / section: _____
 2nd mentor _____
 organisation: _____
 city: _____ country: _____

comments
(optional)
 |
 |
 |

! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

! Second mentor only applies in case the assignment is hosted by an external organisation.

! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair _____ date ____ - ____ - ____ signature _____

CHECK STUDY PROGRESS

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

Master electives no. of EC accumulated in total: _____ EC

YES all 1st year master courses passed

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

NO missing 1st year master courses are:

List of electives obtained before the third semester without approval of the BoE

name _____ date ____ - ____ - ____ signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date ____ - ____ - ____ signature _____

introduction (continued): space for images

image / figure 1: _____

image / figure 2: _____

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date _____ - _____ end date _____

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.