Strategic positioning of the GenAI Studio of Accenture Industry X to provide maximum value and impact across

Master Thesis In collaboration with Delft University of Technology & Accenture

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Preface and Acknowledgements

I am delighted to present this master's thesis, completed through Delft University of Technology's Strategic Product Design program in collaboration with Accenture. It proposes a practical strategic roadmap for the GenAI Studio—grounded in numerous interviews and real-life company scenarios. This has been a transformative journey, and I would like to share both my personal reflections and heartfelt thanks.

On August 13, 2023, I arrived in the Netherlands for the first time. I was anxious about speaking English, had no local friends, and found the weather quite shocking. Yet, over time, I discovered wonderful people, a place to call home, and enough confidence to chat and joke in English. Studying in Europe also fulfilled my childhood dream of exploring the world. Traveling to Norway, Spain and many Enropean cities with my "craft beer" friends was an incredible adventure, and I am grateful to have met my wonderful boyfriend here. My deep appreciation also goes to my Dutch friends—Sophie, Sonali, and Janik—for broadening my cultural horizons and for many memorable holidays.

SPD's courses are very commercial, and there are many opportunities for school-enterprise cooperation, which has made me clear about my future. I pursue influence and impact, social welfare, and happiness for the people around me. Design allows me to truly stand at the intersection of business and aesthetics to do things. I believe that the market knowledge that SPD has given me enables me to wait for an opportunity, discover needs, coordinate resources, and realize implementation.

I owe immense gratitude to my parents for their financial support and unwavering belief in me. My chair, Shahrokh, and my mentor, Bart, guided me with patience and academic rigor—thank you for advising me when I felt uncertain, supporting my wish to accelerate my graduation, and personally attending my Green Light meeting at Accenture office.

Special thanks to Bilgehan, my People Lead at Accenture, for welcoming me on day one, warmly introducing me to new colleagues, and encouraging me whenever I felt nervous—like during my PES presentation. Thank you to all the colleagues who supported me, but I could not list everyone by name. I am also grateful to Kevin, who interviewed me and offered me this internship. As well as for the Friday drinks that helped me break out of my comfort zone, I appreciate Alex and Sungrae for introducing me to others and helping me integrate into Accenture's culture, Teun for sharing so interesting design-research stories, and Mark for his support and for giving me such an interesting thesis topic.

My deep appreciation goes to the colleagues within GenAI Studio—Tom, Rodolfo, Jeroen, Roelof, Ronald, and Rohit—for your support, and to the amazing interns like Yijia, Daria, and Xueheng, as well as colleagues such as Evrim, Chiapei, Ellen, Noortje, Hayley, and Nesrin. Whether we were attending "new joiner" sessions or simply chatting over coffee, you made every day brighter. Thanks also to everyone from Belgium, Dublin, and Munich who helped me with interviews—this supportive environment gave me the courage to reach out to any colleague directly. I must admit that after 100+ coffee chats, I became a "coffee addict," but each chat taught me something new.

Although my future remains open—I may return to China or stay in the Netherlands—I know my passion for exploring new ideas will continue to guide me. I hope my work demonstrates how design, business, and human-centered thinking can unite to create meaningful change. Thank you for reading, and I wish you an enjoyable journey through this thesis!

Written on March 24th, 2025.

Executive Summary

This thesis addresses the strategic positioning of Accenture's GenAI Studio in Eindhoven, part of the Industry X division, which integrates AI, robotics, and digital twins to deliver tailored industrial solutions. Launched in November 2024, the studio aims to drive AI innovation for manufacturing and engineering clients. The primary objective is to develop a strategic roadmap that ensures the studio maximizes value creation, aligns with Accenture's global AI ecosystem, and addresses client challenges in adopting AI technologies.

The central research question asks: *How can a strategy be designed to position Accenture's GenAI Studio effectively and create impact for client businesses?* Key goals include fostering internal alignment, refining the studio's unique value proposition within Accenture's AI network, and enhancing client engagement through tailored demos. The scope spans three pillars: internal alignment, strategic positioning with the Accenture Innovation Ecosystem and Value to Clients.

A qualitative approach was employed, involving **21 semi-structured interviews** with stakeholders from the Eindhoven studio, other Accenture departments, and global GenAI Studios. Data was analyzed through **thematic analysis**, identifying recurring challenges and opportunities. Insights were synthesized into a strategic framework addressing internal operations, ecosystem positioning, and client interaction.

Fifteen major themes emerged from the research, categorized into three domains:

1. **Internal Challenges**:
   - Budget constraints and low chargeability of non-client work, impacting team morale.
   - Unclear roles, leadership ambiguity, and workforce shortages.
   - Weak horizontal/vertical communication and evaluation mechanisms.
2. **Strategic Positioning**:
   - Need to differentiate the Eindhoven studio through industrial design expertise (e.g., physical product interactions, UX/UI).
   - Limited collaboration with other global GenAI Studios and Accenture's AI vendor partnerships.
3. **Client-Centric Barriers**:
   - Concerns about ROI, scalability, data security, and regulatory compliance (e.g., GDPR).
   - Gaps between Proof of Concept (POC) development and enterprise-wide AI implementation.
   - Demand for simplified, tangible demos and measurable success stories.

A three-phase roadmap was designed to address these challenges:

1. **Phase 1 (2024–2025): Establish Strategy and Inspire Clients**
   - Clarify internal strategy, roles, and budget allocation.
   - Set evaluation metrics (e.g., 50 client visits, 30% workshop conversion).
   - Enhance storytelling and internal communication.
2. **Phase 2 (2025–2026): Focus on POC Projects**
   - Convert client interest into paid POC projects; upgrade demos.
   - Upskill teams in AI-technical and user-centered design capabilities.
   - Strengthen collaboration with sales and account teams.
3. **Phase 3 (2026–2027): Scale Implementations**
   - Develop frameworks for scalable AI solutions aligned with new Tech Vision.
   - Foster global collaboration via shared platforms (e.g., Dublin's AI repository).
   - Position the studio as a market leader in industrial AI.

The roadmap provides actionable steps to transform the Eindhoven GenAI Studio into a sustainable innovation hub. By addressing internal alignment, enhancing client trust through measurable outcomes, and leveraging Accenture's global network, the studio can bridge the gap between AI potential and industrial adoption. This research not only advances academic understanding of AI innovation

ecosystems but also offers a replicable model for consulting firms navigating similar challenges. The proposed strategy positions Accenture to lead the next wave of AI-driven industrial transformation, turning theoretical potential into tangible business impact.

Abbreviations

IX-Industry X Department
IXID-Industry X Industial Design Group of Industry X
PES-Product Engineering and Services Group of Industry X
S&C-Strategy and Consulting Department
POC-Proof of Concept
WBS-Work Breakdown Structure

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1. Introduction

1.1 Brief Introduction

Generative AI is driving a new wave of productivity (Chui et al., 2023). Especially in industrial contexts, AI solutions such as predictive maintenance, quality control, and supply chain optimization are critical tools for organizations seeking competitive advantages (Srai et al., 2019). For instance, Kamble et al. (2018) discuss how AI can streamline manufacturing processes, reduce downtime, and minimize waste, directly contributing to cost savings and operational efficiency.

This graduation thesis, in collaboration with Accenture's Industry X department, seeks to strategically position the GenAI Studio of Industry X launched in Eindhoven, Netherlands, in November 2024. Accenture is a global professional services company, and the Industry X division integrates Accenture's capabilities with expertise in engineering, manufacturing, and infrastructure, using advanced technologies like AI, robotics, and digital twins to offer tailored solutions for clients across industries. Industry X's GenAI Studio is designed to help spark ideas and leverage AI technologies and solutions to enhance business outcomes for its industrial clients (Consultancy.nl, 2024).

The goal of this thesis is to provide a strategy for Accenture Industry X to create value for industrial clients through the Eindhoven GenAI Studio. To achieve this, I designed a strategic roadmap that outlines concrete processes based on qualitative research. Research methods, including semi-structured interviews and thematic analysis, were employed to gather insights from colleagues. Based on these findings, I refined and validated the roadmap through presentations and workshops with colleagues.

This qualitative research examined three key aspects of the studio:

Internal Alignment mainly focus on fostering alignment within Accenture, within Industry X, and within core teams, ensuring clarity about the GenAI Studio's strategy communicated well horizontally and vertically. This mainly involves establishing clear processes, setting up the right team, and having a clear shared strategy.

Strategic Positioning within the Accenture AI Ecosystem explores how the GenAI Studio can position itself within Accenture's European AI ecosystem. This includes fostering collaboration with other GenAI Studios or partnerships and identifying the studio's unique value proposition to attract a specific client base.

Client Value and Interaction focuses on how GenAI Studio can get clients through client interaction activities like visits and workshops, and deliver value to clients by addressing their needs and concerns. Understanding client expectations and concerns—such as ROI, scalability, and adoption barriers—is central to this part.

The relationship of these three parts is the Stategic Positioning part and the Client Value and Interaction part could be both put back into the Internal Alignment because everything should get internally alignment then get executed well.

1.2 Research Gap

Despite the growing body of literature highlighting the importance of internal alignment in achieving business development goals (Kaplan & Norton, 2006; Beer & Eisenstat, 2000), there is a notable gap when it comes to understanding how such alignment functions within small-scale, AI-focused initiatives like Accenture's newly established GenAI Studio in Eindhoven. This research seeks to fill that gap by

exploring how internal alignment within the GenAI Studio influences its business development efforts and ability to deliver value to clients.

Additionally, while scholars like Porter (1996) and Adner (2006) have extensively discussed strategic positioning in established industries, limited attention has been paid to how AI labs within large multinational service companies like Accenture can effectively differentiate themselves. The GenAI Studio's positioning strategy is particularly interesting as it must integrate global expertise with localized solutions for industrial clients in Europe. This study will examine how the Studio leverages Accenture's global network while developing a distinct local value proposition, thereby addressing a gap in the literature on AI-driven strategic differentiation (Gawer & Cusumano, 2014).

A further research gap lies in the disconnect between AI implementation and actual client value creation. While AI's potential to transform industries is widely acknowledged (Brynjolfsson & McAfee, 2017), the path from strategy to tangible outcomes remains unclear for many businesses. The State of AI 2024 survey revealed that although a significant number of organizations plan to adopt AI, only 14% have successfully scaled beyond pilot projects, primarily due to challenges like talent shortages and inadequate data management (Financial Times, 2024). This suggests a critical need for research into how service companies like Accenture can bridge this gap, helping clients navigate challenges and unlock AI's full potential.

By analyzing how these dimensions interact, the study seeks to provide a framework that not only advances academic understanding of AI adoption and innovation ecosystems but also offers actionable insights for consulting firms like Accenture. Ultimately, this research aspires to guide similar AI initiatives in effectively positioning themselves both within their organizations and in the broader market, transforming the potential of AI into practical business applications.

1.3 Research Question, Objectives and Deliverables

Research Question:
How can a strategy be designed to position Accenture's GenAI Studio effectively and create impact for client businesses?

Objectives:
The primary objective of this research is to gain insights from key interviewees, gather these information into one framework, and integrate concrete actions into a timeline that being executed in the company.

Deliverables:
This research developed a strategic roadmap for the studio’s growth by synthesizing Internal Alignment, Strategic Positioning within the Accenture AI Ecosystem, and Client Value and Interaction. The roadmap consisted of different stages, each with a different focus. Additionally, presentations with colleagues were conducted to further refine and validate the strategic roadmap.

1.4 Research Methodology

To achieve the objectives, the research will follow a multi-phase approach:

1. **Desk Research & Literature Review**: Conduct an in-depth review of academic and industry literature to identify how to execute internal alignment, and market positioning and find out AI’s potential in industrial sectors. This will provide a theoretical foundation for the strategic roadmap.
2. **Semi-Structured Interview & Thematic Analysis**: Conduct qualitative semi-structured interviews with Accenture colleagues to understand the current situation of internal alignment,

strategic positioning and value delivery. Use thematic analysis to identify the themes and subthemes to be important elements of an actionable roadmap.

3. **Design Strategic Roadmap**: Design a strategic roadmap for different development stages of GenAI studio, including Time Pacing, Strategic Vision, Strategic Modules and Tactical Execution.

2. Campany Context

2.1 Accenture

Accenture is a leading global professional services company that provides consulting, technology, and operations services to over 40 industries worldwide. Guided by CEO Julie Sweet's vision, Accenture has embedded AI throughout its service delivery, enhancing efficiency and accelerating value creation for thousands of clients globally (Accenture, 2023a).

To support this mission, Accenture is building a global network of generative AI studios, providing Accenture's clients with the tools to explore and implement AI solutions responsibly. These studios are tailored to address sector-specific challenges while fostering collaboration between clients and Accenture experts (Accenture, 2023b).

2.2 Industry X and Industry X Industrial Design

There are 5 service lines inside Accenture, which are Strategy and Consulting(S&C), Industry X, Technology, Operations, and Song and each one has a different focus. Industry X, one of the five service lines, a specialized division of Accenture, emphasizes the integration of advanced digital technologies to transform engineering, manufacturing, and operational processes. By harnessing technologies like the Internet of Things (IoT), artificial intelligence (AI), and data analytics, Industry X creates a seamless connection between the physical and digital realms. This integration enables businesses to achieve new levels of efficiency, sustainability, and innovation, aligning with the demands of Industry 4.0 (Accenture, 2023).

The GenAI Studio is located in the Eindhoven office, which also serves as an industrial design center. This office was originally the headquarters of VanBerlo, a design agency acquired by Accenture in 2020. Following the acquisition, VanBerlo was integrated into Industry X and is called Industry X Industrial Design.

2.3 GenAI studio in Edinhoven

The GenAI Studio in Eindhoven represents a pivotal innovation for Accenture Netherlands's Industry X division. Opened in November 14th 2024, it is the first studio in Accenture's global network to focus exclusively on industrial processes, part of a $3 billion global AI investment (Kepinski, 2024). Unlike other GenAI studios in Accenture's network—such as the Milan studio, which focuses on retail, or the French studio, which emphasizes energy—the Eindhoven studio targets industrial clients(Kepinski, 2024).

During its launch event, more than 70 client companies attended, engaging in presentations that showcased the studio's capabilities. Designed as an interactive space, the studio features a range of AI-driven demos and solutions specifically tailored for industrial clients. The studio showcases innovative solutions (as shown as Figure 2.1) such as Edge Computer Vision for remote analytics, Wearable AI Assistants for efficient field work environments, and Intelligent Diagram Digitization to enhance production accuracy while reducing costs.

Figure 2.1 the Photos of GenAI Studio

The studio is not just a physical space, it represents a series of services for clients to buy:

1. **Discovery**: A one-day session featuring a GenAI Studio Tour and discovery workshop, designed to inspire clients with the latest GenAI technologies and identify business-specific opportunities.
2. **Exploration**: A one-week GenAI exploration sprint to dive deeper into identifying value for clients. This includes assessing feasibility, ideating solutions, and developing a small-scale prototype.
3. **Proof of Concept (POC) Development**: An 8-10 week program focused on building functional POCs, serving as a foundational step toward pilot testing or production deployment, ensuring clients gain tangible GenAI benefits.

3. Literature Review

I divided this paper into three interconnected parts—**Internal Alignment**, **Strategic Positioning**, and **Delivering Value to Clients**—which provide a framework for key elements in the roadmap.

Internal alignment ensures that both vertical and horizontal alignment are necessary for companies to work successfully towards common goals and for strategy implementation to succeed (*Organizational Alignment: The 2025 Guide*, 2024). Research demonstrates that internal strategic alignment positively influences business performance by fostering synchronization across functions and levels (de Carvalho et al., 2018).

Strategic positioning, defines the organization's unique place in the market, providing a competitive edge over other competitors and collaborators. Kotler's (1994) Segmentation, Targeting, Positioning (STP) model underscores the critical role of strategic positioning as the core of strategic marketing.

Delivering value to clients is the culmination of internal alignment and strategic positioning. It requires understanding client needs and effectively communicating how the organization's offerings address those needs. According to Vargo and Lusch (2004), value is co-created with clients, emphasizing the importance of their engagement in the value delivery process.

The interplay between these three components is critical. Internal alignment lays the groundwork for implementing a clear strategic position, ensuring that internal processes and resources are directed towards shared market goals. The Strategic Positioning and Value Deliverying part could go back to the internal alignment and it will make sure all the strategies are aligned internally. Together, these elements form a system that connects all to drive meaningful impact.

3.1 Internal Alignment of the GenAI Studio

Internal alignment serves as a crucial foundation for achieving organizational success by ensuring that departments, processes, and individuals work cohesively towards shared objectives. Tosti and Jackson (2000) define alignment as the synchronization of key organizational elements, including strategy, culture, processes, people, leadership, and systems, to accomplish common goals. This concept is especially vital for new or evolving departments, such as the GenAI Studio, where a unified vision and operational clarity are essential for scalability and long-term success.

Aligned organizations consistently outperform their counterparts. For instance, Lauenroth (2022) highlights that aligned companies experience 36% fewer customer losses compared to non-aligned ones, based on findings from a global Benchmark Report.

The framework (Figure 3.1) shown below was chosen as my basic framework. This figure illustrates the three main components, the alignment of strategy, processes, and people, in order to better understand the effects that strategic alignment (Brierley & Bruckmann, n.d.).

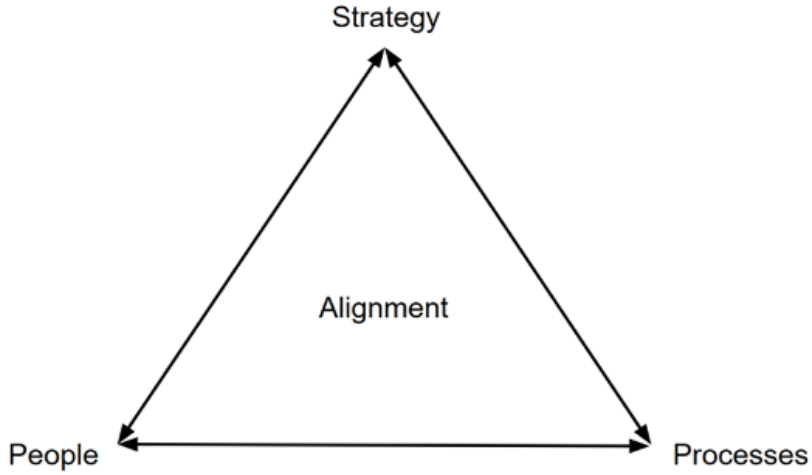

Figure 3.1 Three Main Components of Alignment (Brierley & Bruckmann, n.d.)

Based on the research, I also placed Communication and Evaluation between the two components. Thus, the framework I proposed (Figure 3.2) identified five core elements—People, Process, Strategy, Communication, and Evaluation—that were necessary for achieving effective internal alignment. **Strategy**, as Mintzberg (1994) emphasizes, involves not only planning but also iterative adjustments in response to the organizational context. A robust strategic roadmap should include specific, actionable steps that link financial planning, resource allocation, and strategic objectives (Kotler, 1994), thereby establishing a clear path for long-term success. However, these strategic decisions must be implemented at the **process** level to ensure they translate into tangible actions. Business Process Management, as noted by Rosemann and vom Brocke (2010a), underscores the importance of strategic alignment, governance, and structured methods for creating streamlined workflows. In turn, **evaluation** mechanisms are critical for assessing how well these strategies and processes perform in practice. Tools such as OKRs (Objectives and Key Results) enable organizations to set measurable targets, while the SMART criteria—specific, measurable, achievable, relevant, and time-bound (Doran, 1981)—ensure these goals are both actionable and trackable. Periodic evaluations, including qualitative methods like interviews and thematic analysis (Patton, 2002), help identify alignment gaps and guide timely improvements.

Within this framework, **people** are central to ensuring that strategies and processes are executed effectively. Achieving alignment involves both horizontal and vertical integration (de Carvalho et al., 2018). Horizontal integration promotes collaboration across departments and studios, ensuring each team's goals complement one another and eliminating silos. Vertical integration connects employees' day-to-day activities with overarching strategic objectives, thereby maintaining cohesion at all levels of the organization. Defining roles and responsibilities is essential for fostering collaboration and clarity; according to Kundu et al. (2020), perceived role clarity positively influences innovative work behavior. However, in many organizations, missing leadership roles and ambiguous responsibilities diminish cohesion and hinder execution. Transparent **communication** further aligns employees with the organization's mission, values, and goals (Ruck & Welch, 2012), ensuring that strategic intent is understood and consistently carried out.

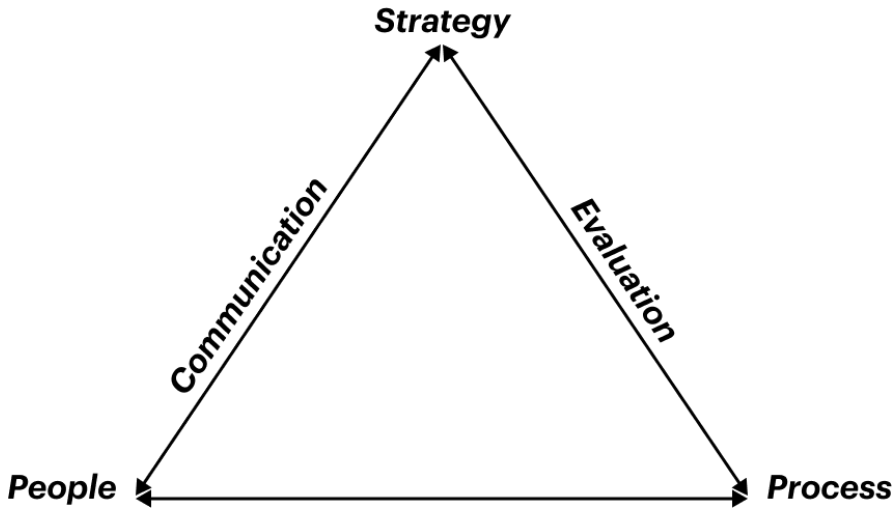

Figure 3.2 Framework of internal alignment of this new GenAI Studio

3.2 Strategic Positioning in the Accenture Innovation EcoSystem

Positioning is not about changing the product itself but about influencing how it is perceived in the minds of customers (Ries & Trout, 2001). In a complex and interconnected organizational ecosystem, strategic positioning is crucial for defining the role and value of new initiatives, especially in multinational companies like Accenture. For the newly established GenAI Studio, effective positioning is essential to balance global synergies with local market demands, ensuring that its offerings are both relevant and distinctive.

Strategic positioning serves as a foundation for aligning new initiatives within the broader corporate ecosystem. Kotler's (1994) Segmentation, Targeting, and Positioning (STP) framework highlights the importance of defining clear market segments, selecting the most viable targets, and crafting a value proposition that resonates with these segments. In the context of the GenAI Studio, this approach is vital to ensure that its AI-driven solutions align with the specific needs of European industrial clients while supporting Accenture's global strategy.

Porter (1996) argues that strategic positioning is not just about differentiation but also about achieving sustainable competitive advantage. For the GenAI Studio, this means focusing on unique capabilities, such as AI-enhanced manufacturing processes and predictive maintenance, that differentiate it from other AI labs. Effective positioning can help the studio to perform unique activities or deliver similar activities in ways that add distinctive value, thereby creating a lasting advantage.

The concept of innovation ecosystems, as discussed by Adner (2006), emphasizes the interdependencies between organizations, technologies, and stakeholders. Successful positioning of the GenAI Studio requires not only internal alignment within Accenture but also integration into the broader AI ecosystem, leveraging partnerships and external networks. By aligning its capabilities with the specific needs of its industrial clients, the GenAI Studio can enhance its value proposition and strengthen its strategic position within both the local and global ecosystem.

Furthermore, Bartlett and Ghoshal (1989) suggest that shared platforms and regular communication are essential for maintaining alignment in multinational corporations. For the GenAI Studio, adopting collaborative tools such as centralized case study repositories and cross-studio workshops can facilitate knowledge sharing and joint innovation. Gawer and Cusumano (2014) also highlight the importance of such platforms for creating shared value and improving efficiency across different parts of the organization.

I have integrated the concept of the AI Ecosystem into the previous framework and developed an updated version as shown in Figure 3.3.

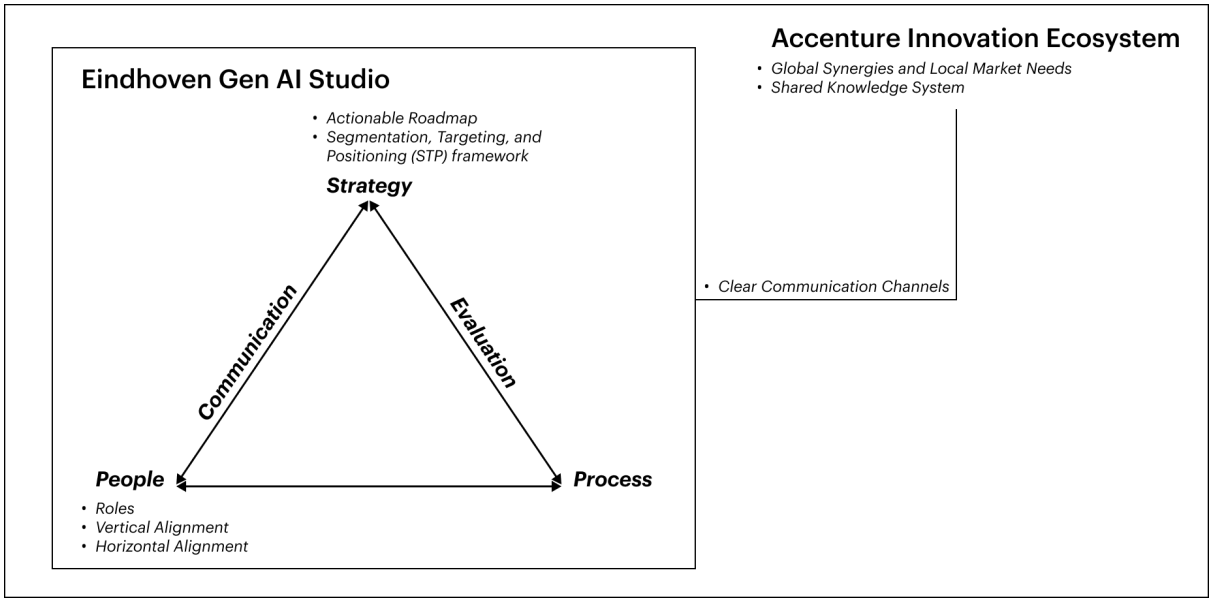

Figure 3.3 Framework of Strategic Positioning in the Accenture Innovation EcoSystem

3.3 Value to Clients, GenAI in Business Contexts

Understanding client needs and optimizing interactions with them are crucial for the GenAI Studio's success. Delivering value to clients is the ultimate goal of strategic positioning and internal alignment (Porter, 1996). In the context of AI solutions for industrial clients, addressing their specific challenges—such as predictive maintenance, quality control, and workflow optimization—is essential. Srai et al. (2019) argue that AI's transformative potential in manufacturing relies on seamless integration with existing processes and the ability to deliver measurable outcomes. However, many clients remain skeptical about AI's scalability and reliability, which can hinder adoption (Holmström et al., 2019).

Clear and transparent communication is critical to overcoming these challenges. Clients often question the cost-effectiveness and scalability of AI solutions. Kamble et al. (2018) emphasize that presenting clear metrics—such as reduced operational costs or increased efficiency—can significantly alleviate these concerns. Demonstrating measurable benefits, such as fewer quality control errors or reduced operational delays, can build confidence in AI's practical value.

Effective client interaction goes beyond providing solutions; it involves creating meaningful touchpoints. Workshops and interactive demonstrations help clients visualize AI's potential and align their expectations with the GenAI Studio's capabilities. According to Heikkilä et al. (2021), such experiences are instrumental in translating technical complexity into tangible benefits, thus fostering trust and enhancing strategic alignment.

The use of well-structured case studies is also vital for communicating value effectively. Cleven et al. (2016) suggest that case studies should include a clear problem definition, step-by-step implementation, and quantifiable outcomes to resonate with clients. Additionally, incorporating client testimonials and documented success stories can further emphasize the practicality and reliability of AI solutions. For instance, showcasing how AI has reduced downtime or improved productivity in similar industries can serve as compelling evidence of its effectiveness.

3.4 Final Framework

This framework (as shown in Figure 3.4) integrates the key components of internal alignment, strategic positioning, and client value creation to guide the research direction for the GenAI Studio in Eindhoven. It provides a structured approach to evaluating the studio's operations and its positioning within Accenture's global AI ecosystem and interaction with clients. Following stakeholder interviews, the framework will be refined to reflect practical insights and inform the design of a roadmap for the GenAI Studio. The final outcome aims to offer actionable strategies and solutions tailored to the studio's goals and industrial clients' needs.

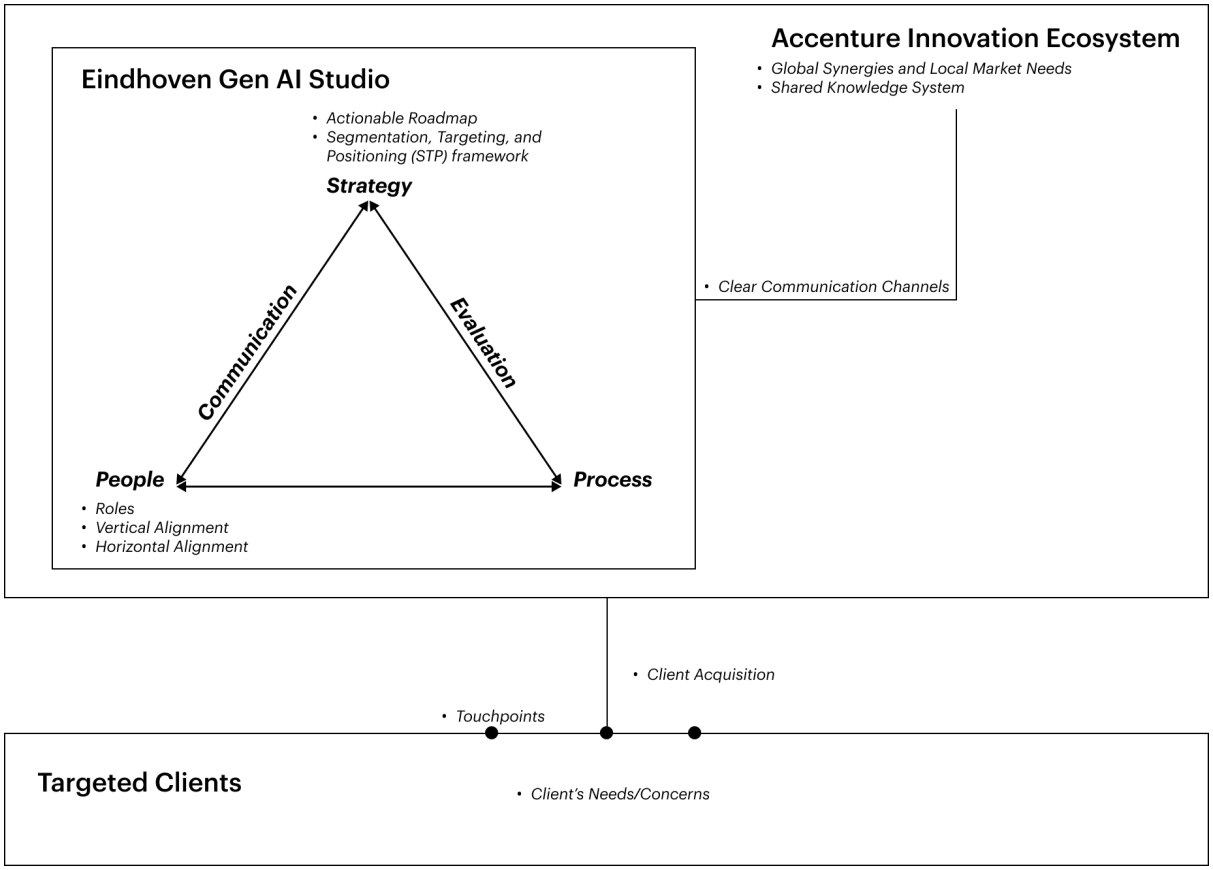

Figure 3.4 Final Framework

4. Main Research Methodology

4.1 Semi-Structured Interview

Semi-structured interviews were chosen as the primary data collection method. Semi-structured interviews are recognized for their flexibility in exploring nuanced and context-dependent phenomena (Khan, 2023).

In this study, semi-structured interviews were conducted with a range of stakeholders to capture diverse perspectives and practices. The stakeholders included key participants from the GenAI Studio, employees from other departments, and managers or primary stakeholders from other GenAI Studios across Europe. Physical interviews were intended to allow the capture of both verbal responses and non-verbal cues such as facial gestures, and to create an open atmosphere conducive to candid communication. However, to ensure greater flexibility and accommodate the schedules of interviewees, online interviews were also conducted. This approach minimized the inconveniences associated with time and location constraints, facilitating easier participation (O'Connor & Madge, 2017; Deakin & Wakefield, 2014).

4.2 Thematic Analysis

Thematic analysis was selected for data analysis, following the six-step process proposed by Braun and Clarke (2006). This approach allows for the identification of recurring themes and patterns across interviews, providing the basic elements of the roadmap.

5. Data Collection

I conducted a total of 21 interviews, as shown in the Table 5.1 below. Among them, 11 interviews (From 1-11) were conducted with the main stakeholders (All of them did operational work for GenAI Studio) of the GenAI Studio to gather insights on Internal Alignment, Strategic Positioning, and Value to Clients. Additionally, I interviewed 4 representatives (From 12-15) from other departments, including Strategy and Consulting, Technology, and Song, to explore opportunities for enhancing horizontal internal alignment across divisions and to learn from their experiences with AI projects. I conducted one interview (16) with an employee responsible for AI training at Accenture to gain insights into the current state of AI training within the organization. Furthermore, I conducted 5 interviews (From 17-21) with stakeholders from other GenAI Studios located in Belgium, Dublin, and Germany to understand their approaches to internal alignment, strategic positioning, and demonstrating value to clients, and see where Eindhoven Gen AI Studio could learn from their existing experience and form collaboration. The detailed interview protocol is provided in the Appendix.

The interviews were conducted either on-site or online, with respondents' consent to record their answers for transcription and data analysis. All data collection activities were carried out following approval from the Human Research Ethics Committee (HREC) at TU Delft. The data was transcribed using Otter.ai, Feishu, and the transcription function on iPhone.

	Section	Position	Role	Place	Time
1	Industry X PES(Product Engineering and Services)	Firmware & Embedded Engineer Senior Analyst	Software Engineer, Responsible for setting up demos and engineering tasks.	Eindhoven office	63 min
2	IXID(Industry X Industrial Design)	Function Delivery Associate Director	Official manager of GenAI Studio.	Online	59 min
3	Industry X PES(Product Engineering and Services)	Packaged APP Development Specialist	Engineer, Responsible for assisting with demos.	Amsterdam office	49 min
4	Industry X	Accenture Leadership	Leadership role, responsible for leading the team.	Eindhoven office	53 min
5	IXID(Industry X Industrial Design)	Creative Technology Specialist	Mechanical Engineer, responsible for setting up demos and 3D printing.	Eindhoven office	44 min
6	IXID(Industry X Industrial Design)	Client Account Management Senior Manager	Responsible for managing client relationships.	Eindhoven office	44 min
7	Industry X PES(Product Engineering and Services)	Engineering Consulting Senior Manager	Responsible for sales activities and managing client relationships.	Rotterdam office	85 min
8	IXID(Industry X Industrial Design)	Creative Direction Senior Manager	Responsible for leading the team in setting up GenAI Studios, focusing on creative aspects.	Eindhoven office	52 min

9	Industry X PES(Product Engineering and Services)	Firmware and Embedded Engineer Manager	Engineer, Responsible for setting up demos and conducting client workshops.	Online	50 min
10	IXID(Industry X Industrial Design)	Creative Direction Senior Manager	Responsible for leading the team in setting up GenAI Studios.	Eindhoven office	53 min
11	IXID(Industry X Industrial Design)	Business Design Specialist	Project Manager, responsible for launching GenAI Studio and organizing tours and workshops.	Eindhoven office	52 min
12	Technology	Packaged APP Development Analyst	Responsible for executing AI projects for clients.	Online	30 min
13	Song	Creative Technology Associate Manager	Responsible for executing AI projects for clients.	Online	23 min
14	Strategy & Consulting	Enterprise AI Value Strategy Senior Manager	Manager of Amsterdam GenAI Studio, focusing on data and AI practices.	Online	31 min
15	Song	Creative Technology Associate Manager	Responsible for executing AI projects for clients.	Online	25 min
16	Romania IT	Delivery Lead Manager	Responsible for conducting AI training for employees.	Online	33 min
17	Dublin GenAI Studio	Consulting Development Analyst	Responsible for developing the global website for AI projects.	Online	40 min
18	Brussels Innovation Center	Engineering and Manufacturing Value Chain Consultant	Responsible for delivering client projects.	Online	55 min
19	Munich GenAI Studio	Technology Architechture Senior Manager	Manager of Munich GenAI Studio, responsible for workshops, demo updates, and overall operations.	Online	53 min
20	Dublin DOCK (Accenture's global innovation center)	Program and Project Management Senior Analyst	Product strategist in the R&D team at DOCK. GenAI Studio is collaboration between DOCK and local Data and AI team.	Online	25 min
21	Brussels GenAI Studio	Industry & Function Artificial Intelligence Decision Science Analyst	Responsible for operations, team structuring, defining objectives, and leading client workshops in Brussels.	Online	35 min

Table 5.1 Interviewees' Information

6. Data Analysis

Through my analysis in Atlas.ti, I have generated **309 codes** and extracted **786 quotations** from the transcriptions. These codes were subsequently clustered into **15 themes**, each representing a key element of my research framework. I put all the themes back into the original framework Figure 6.1 below shows the relationship between each theme.

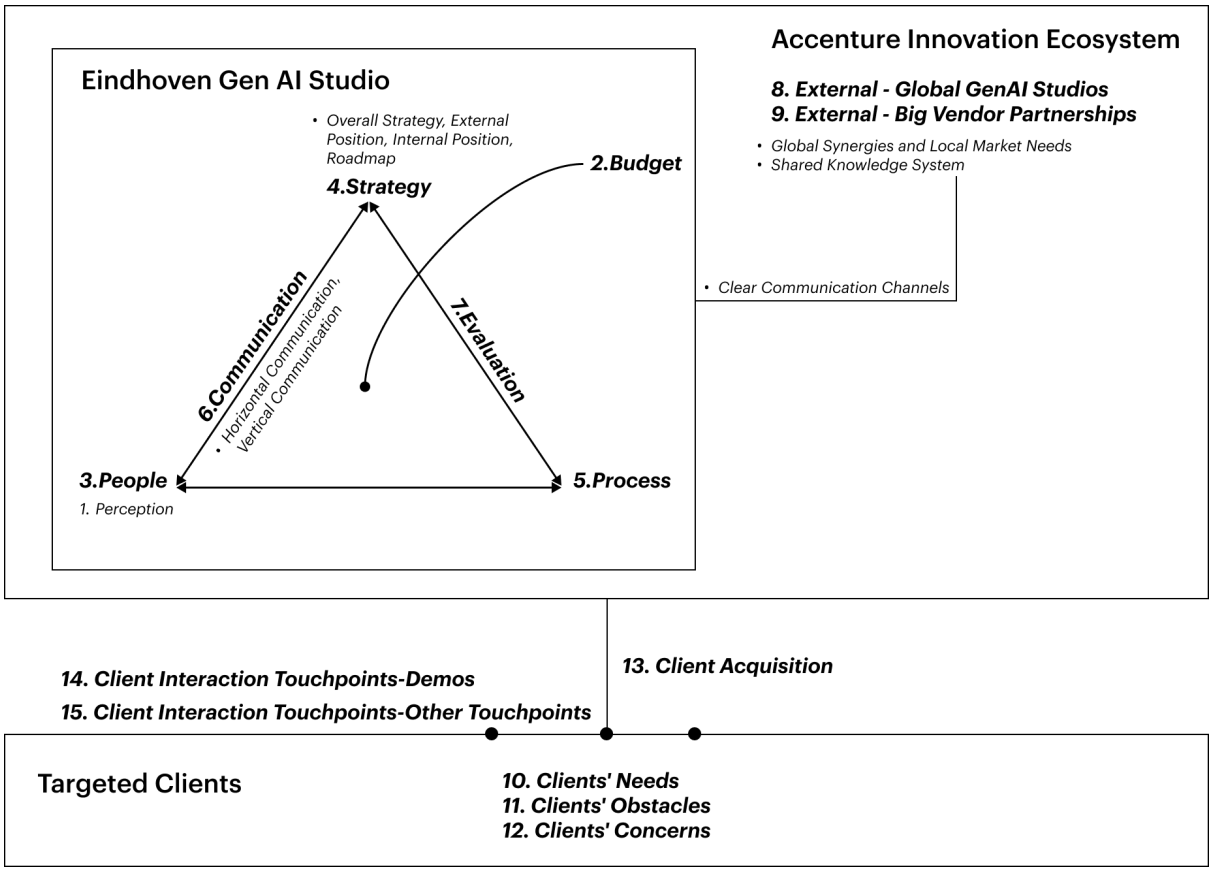

Figure 6.1 New Framework

Internal Alignment
To examine internal operations and coherence within the GenAI Studio, I identified 7 core themes. The **Budget** theme emerged beyond the initial framework, with nearly all interviewees highlighting budget-related challenges:

- **1. Perception**
- **2. Budget**
- **3. People**
- **4. Overall Strategy, External Position, Internal Position, Roadmap**
- **5. Process**
- **6. Horizontal Communication, Vertical Communication**
- **7. Evaluation**

Positioning within the Accenture AI Ecosystem
To clarify the studio's role in Accenture's global AI landscape, I categorized collaboration and differentiation into:

- **8. External - Global GenAI Studios**
- **9. External - Big Vendor Partnerships**

Client Value and Interaction

To assess how GenAI Studio delivers value to clients, I identified multiple key dimensions:

- **10. Clients' Needs**
- **11. Clients' Obstacles**
- **12. Clients' Concerns**
- **13. Client Acquisition**
- **14. Client Interaction Touchpoints-Demos**
- **15. Client Interaction Touchpoints-Other Touchpoints**: Workshops, visits etc.

As shown in Figure 6.2, the 11 interviewees from the Eindhoven GenAI Studio are more vocal about every theme, especially about people, strategy and client interaction like demos. Most of the insights come from internal colleagues because they have a deeper knowledge of the studio's operations. 4 interviewees from other departments provided general suggestions, but their understanding of the Eindhoven GenAI Studio is limited, so their perceptions are more broad and less detailed. Finally, 6 interviewees from other GenAI Studios offered suggestions across almost all themes. This is because they have faced similar stages or obstacles to the ones that the Eindhoven GenAI Studio is currently encountering.

	Internal Interview 11 543	Other Department 4 46	Other GenAI Stu... 6 89	Totals
Client Exposure 11 28	26		2	28
Client Interactio... 32 89	77	4	8	89
Client Interactio... 16 39	31		8	39
Clients' Concerns 9 25	15	3	7	25
Clients' Needs 7 38	20	9	9	38
Clients' Obstacles 3 13	10		3	13
External-Global... 28 69	46	9	14	69
External-Other p... 2 12	12			12
Internal-Budget 15 42	35	5	2	42
Internal-Evaluati... 5 12	11		1	12
Internal-Horizont... 12 38	24	6	8	38
Internal-People 41 129	109	7	13	129
Internal-Percepti... 6 21	20	1		21
Internal-Process 10 27	22		5	27
Internal-Strategy 28 70	85	5	8	98
Internal-Strategy... 7 12	8	3	1	12
Internal-Strategy... 11 27	25		2	27
Internal-Strategy... 36 42	36		6	42
Internal-Vertical... 9 25	22	1	2	25
Totals	**634**	**53**	**99**	**786**

Figure 6.2 Atlas.ti Analysis ScreenShot

In this section, I have organized all the themes as subtopics like 6.1,6.2,6.3 with the categories beneath them serving as subthemes like 6.1.1, 6.1.2.

6.1 Perception

6.1.1 Pride, Enthusiasm and Success

After the launch of GenAI Studio, the core group generally considers this a success. The team running the studio feels proud of what they have achieved. Additionally, having many client visits is also a positive sign.

"But still, we are very proud of what's there. I think if I compare to the other design studios, these are the most practical examples of real-world applications rather than just a demo running on a laptop. So

this is already good. But we built it all ourselves. We built from sketch. We paid for everything." (Interviewee 10, IXID-Creative Direction Senior Manager)

People in the GenAI Studio are excited to work on projects. So far, there has been strong interest from clients, and many have already visited the studio. The current progress is satisfying.

"For GenAI Studio, people are quite enthusiastic to work on things. Now we see that there is a lot of interest from clients, with many visits already. I'm currently pleased with the way things are going." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

The leadership also acknowledges that the studio plays an important role in shaping business outcomes.

"The studio itself is making an impact and is significantly driving business." (Interviewee 4, IX-Accenture Leadership)

6.1.2 Decline in Enthusiasm After the Launch

Despite the initial excitement, momentum has slowed down since the launching event. During the launch phase, roles and responsibilities were clearly defined—such as who would build specific demos and who would handle client presentations. Team members were highly engaged and motivated. The structured nature of the launch provided a clear sense of purpose and direction.

However, after the launch, the studio has not planned the future with the same intensity. While motivation still exists, there is less urgency and proactive engagement compared to before. But the team is still taking care of all the operational activities like client visits. One senior manager noted:

"So I think after the launch events, we are not acting super strongly, actively pushing it anywhere. But we are taking care of the things which are coming." (Interviewee 10, IXID-Creative Direction Senior Manager)

6.2 Budget

The Industrial Design team plays a crucial role in building and operating the GenAI Studio, contributing approximately 80% of the setup work. In the broader industry landscape, businesses and clients are not yet fully prepared to invest heavily in large-scale GenAI solutions. Since the GenAI Studio is still in its early startup phase, no client projects have been secured yet.

6.2.1 The Need for a Clear Strategic Direction to Avoid Wasted Investment

Many interviewees underscored the importance of a well-defined strategy to ensure the studio's existing investment is effectively utilized. A balance between investment and output is essential to ensure the studio remains financially viable.

"Without a proper chargeability framework, the studio faces the risk of leading to limited long-term outcomes. It has a lot of potential, but it means making decisions. The decisions will determine success. If we don't make decisions, we will just keep doing things with very limited outcomes." (Interviewee 10, IXID-Creative Direction Senior Manager)

6.2.2 Potential Impact of Low Chargeability on Team Morale

The team's main priority is to secure signed client contracts as soon as possible, as this would provide essential resources and budgets while also proving that the GenAI Studio is a viable business model. In Accenture, *chargeability* refers to the percentage of time employees spend on client work. Chargeability is one of the key performance evaluation metrics for employees, as is common in many consultancy firms. Since work for the GenAI lab is not chargeable, it may negatively affect team morale.

Many team members working on the studio expect it to become chargeable. Without clear financial incentives, employees may feel less motivated or perceive their contributions as less valuable.

"Work that is not chargeable is perceived less valuable." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

"It's typical for Accenture. Nowadays, everyone has to be chargeable, and if it's not covered by a chargeable WBS, no one contributes. That's the challenge." (Interviewee 19, Manager of Munich GenAI Studio)

6.2.3 The Reality: Chargeability Challenges Remain

The limited budget available for GenAI Studio initiatives has, to some degree, influenced team morale. Leadership has indicated that resources are constrained for the foreseeable future:

"At the moment, there's no budget or capacity to work on this because we already have so many client priorities. We simply cannot contribute to such initiatives ourselves." (Interviewee 4, IX-Accenture Leadership)

This challenge is not unique to the Eindhoven GenAI Studio. Conversations with other innovation centers revealed similar struggles. Some labs have managed to sustain themselves, while others—such as the former lab of Song Department—no longer exist.

6.2.4 Motivating Employees in Talent Discussion

Since making GenAI Studio work chargeable is not currently possible, an alternative way to encourage employee contributions is through talent discussions. Talent discussions mean that employees' performance, potential, and development. Many performance evaluations focus on client work, making it difficult for employees to justify investing time in the GenAI studio. Encouraging participation is also crucial. Some team members found personal motivation in completing demos, highlighting the role of intrinsic motivation in maintaining engagement.

"We need to change the process and to make sure that those people are getting benefited in the talent discussion." (Interviewee 19, Manager of Munich GenAI Studio)

"You have to create incentives for people to actually do it." (Interviewee 10, IXID-Creative Direction Senior Manager)

6.2.5 Diversifying Budget Sources

To sustain and grow the GenAI studio, securing multiple budget sources is essential. A senior manager highlighted the need to explore different funding options rather than relying solely on internal budget

requests. However, many employees are unaware of the various available funding sources. For example, the Dublin GenAI Studio receives its funding from Accenture's global budget.

"Our funding comes from Accenture's global budget, separate from chargeable client work." (Interviewee 17, Analyst of Dublin GenAI Studio)

6.2.6 Ensuring More Work Is Paid For

One interviewee compared the GenAI Studio to a tailor's shop, where customers come in for measurements but do not necessarily purchase a suit. However, the tailor still deserves payment for taking measurements. This highlights the issue of GenAI Studio providing free services without compensation. In later sales stages, there should be mechanisms to ensure that the initial contributors receive appropriate recognition and financial incentives.

6.3 People

The most frequently mentioned theme in the coding analysis was People. People are at the core of GenAI Studio's operations. Every aspect—strategy execution, client engagement, and business development—relies on team participation and ownership.

6.3.1 Team Formation

6.3.1.1 Unclear Roles and Responsibilities

During the launch phase, team roles were well-defined, and regular meetings provided structured support. However, since the launch, there has been a lack of clearly assigned responsibilities.

"That's also a question I have. Who is the GenAI Studio?.. You also want ownership within a smaller group. I think the governance around it is not very clear." (Interviewee 6, IXID-Client Account Management Senior Manager)

A more structured role allocation and regular meetings are needed. For example, one of the interviewee mentioned some aspects as below:

- Who is responsible for bringing in new clients?
- Who is available to support ongoing projects?
- Who prepares the workshops?
- Who manages the demos?
- Who follows up with clients after visits?

"We need to be very clear on the roles within the team." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

Several interviewees emphasized the need for a **demo owner list**, ensuring each demo has a designated owner who is **actively involved in workshops and client interactions**. A clear ownership structure would improve transparency and responsiveness. However, some demo owners feel disconnected from client interactions, raising concerns that their work might not be well represented in workshops.

"Anyone with the right knowledge should be able to demonstrate it for their clients." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.3.1.2 Leadership Uncertainty

Several participants noted that the GenAI Studio's project manager manages multiple responsibilities beyond the Studio, making it challenging to maintain consistent oversight. After the launch, some interviewees found it unclear how the manager's role would continue, as client work often took precedence. This situation led to questions about who was driving strategic decisions and day-to-day operations for the Studio. Additionally, chargeability requirements and limited availability were cited as factors that may constrain leadership focus. Without a single, fully committed leader, strategic planning and decision-making risk becoming fragmented, underscoring the need for clearer leadership roles and responsibilities to guide the GenAI Studio's development.

"After the launch, it wasn't very clear whether the project manager role would continue. He seemed hesitant to confirm hey, I'm lead, I'm taking all the actions, but I can understand maybe because he also has chargeable targets." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.3.1.3 Workforce Constraints and Lack of Dedicated People

A critical challenge for the GenAI Studio is the lack of people.

"We don't have enough people to build the foundation behind the projects. Most people are doing this next to their client work."(Interviewee 8, IXID-Creative Direction Senior Manager)

Some interviewees mentioned that the studio has gained more attraction than it can currently handle, requiring a realistic balance between what we want to do and what we can do.

"I think there's more than enough traction, an interest in the studio and what we can do." (Interviewee 4, IX-Accenture Leadership)

Many colleagues believe that the lack of a dedicated full-time lead has the same meaning as the budget limitations discussed earlier. Currently, no one is fully responsible for managing client relationships, running demos, or overseeing daily operations. This leads to inefficiencies in scheduling visits and ensuring a consistent level of client engagement.

While hiring a dedicated person may not be feasible in the short term, a structured task delegation system could help distribute responsibilities among multiple team members. Key measures include:

- Effectively managing available time to accommodate client visits.
- Avoiding too much workload on employees who already have client work.

6.3.1.4 Expanding the Team and Empowering Storytelling Skills

Delivering strong demo presentations which are clear, engaging, and tailored to client needs is crucial to attracting new business. The number of skilled presenters has grown from 2-3 people to 7-8, which is a significant improvement. However, further expansion is necessary.

"We need to extend the group of people who can tell the right story. More is there to be done." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

Some team members also show willingness to present demos to clients but they also require structured guidance to ensure they convey compelling stories and answer client questions effectively.

So a key goal for 2025 is expanding the team, as budget constraints make hiring new employees challenging. Maximizing engagement from existing team members is critical.

"Now a very small limited group that can tell the story. This year of course, get more people involved." (Interviewee2, IXID-Function Delivery Associate Director)

6.3.1.5 Establishing a Fluid Team Model

To address staffing challenges, some interviewees suggested a fluid team model, where tasks are assigned based on availability. This is similar to Accenture's Plus One activity, where employees contribute to internal projects when they are not busy with the client works. However, some team members believe this model lacks sustainability and limits efficiency.

"At Accenture, they always look for people who have a billable project and some spare time to help with internal initiatives. But for me, that's the wrong way because you are restricted by having such people available, which also was a case for me that I was struggling with." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

The goal should be to maintain an engaged core team while keeping a broader, more flexible network of contributors. A tiered structure would ensure:

- A primary team leading key initiatives
- A secondary support team assisting when needed
- A broader trained network available for workshops, demos, and storytelling

6.3.1.6 Not Only a Studio but a Virtual AI Network

Many interviewees emphasize that the GenAI Studio should be more than just a physical location—it should also function as a virtual network of AI expertise.

"Ultimately, the GenAI Studio is also a virtual team of experts in the local market. The context is a physical thing. It's a complex factory. But the actual work..is purely digital." (Interviewee 4, IX-Accenture Leadership)

During an interview with the manager of Amsterdam GenAI Studio(which is in the initiative stage and has not yet launched), he mentioned the GenAI Champions Network, a group of AI professionals with expertise gained through certifications or project experience. This initiative ensures AI knowledge is shared across the organization. A similar model could be implemented for Eindhoven's GenAI Studio—representing not just a physical location, but a broader talent network.

"The GenAI Champions Network is something we created, which is a group of people who have knowledge about generative AI either through certifications or through project experience." (Interviewee 14, S&C-Manager of Amsterdam Studio)

Some interviewees from other departments also expressed interest in using the GenAI Studio as a hub for AI professionals to exchange expertise.

"It would be great if the GenAI Studio could be a place where people working on different AI projects can exchange expertise." (Interviewee 12, Technology-Packaged APP Development Analyst)

6.3.2 AI Expertise and AI Talent Gap

6.3.2.1 Shortage of AI Expertise

Currently, the studio lacks skilled AI experts, particularly in areas such as model training and software development. This makes it difficult for technical leads to build demos without sufficient support.

"It was a problem for me before setting up the GenAI studio as well. I didn't have the right people to help set up the demo and had to spend a lot of time." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

Since both Industry X and the Industrial Design team do not have dedicated AI engineers, creating complex or customized AI demos is challenging. This further highlights the talent gap.

"To improve AI do technically to have more sophisticated or customized demos, you need expertise of that more software engineer, more AI, which doesn't exist in Industrial Design or Industry X as well." (Interviewee 1, IX PES-Firmware & Embedded Engineer Senior Analyst)

It is necessary to define how deep the team should go into AI technology. We should consider hiring or transferring contract-based AI experts if we need. At the same time, we need people who are not AI specialists but are conversational about AI technology. If Accenture aims to establish itself as a long-term AI partner for clients, investing in AI professionals may be necessary to meet evolving client demands and maintain a competitive edge.

6.3.2.2 Balancing AI Expertise and User-Centered Skills

Beyond technical expertise, understanding user needs is equally important. Many AI innovations are still concentrated in big tech companies, while real large-scale applications in industrial and manufacturing markets remain unexplored. The challenge is that AI experts often lack deep insight into user behavior, while design experts lack AI technical knowledge. Therefore, we need to develop talent within Industry X that has both capabilities.

"If we want to be a frontrunner in this field, we need more people with the right skills or to upskill our current workforce. It's not just about basic knowledge but true technical, strategic, and design skills." (Interviewee 12, Technology-Packaged APP Development Analyst)

The Industrial Design team excels in the Proof of Concept (POC) phase but lacks specialists who can discuss AI in-depth with clients. Strengthening the industrial design team's AI understanding will improve project execution. However, due to budget constraints, hiring new AI experts is also difficult. Therefore, knowledge sharing within Industry X is essential, ensuring AI experts provide internal support.

"Industrial Design team is quite good in understanding the human. but a bit lacking in that technology part."(Interviewee2, IXID-Function Delivery Associate Director)

"We're trying to hire people for the project that we're doing. But we have to sometimes ask people from other teams because it's hard to hire people in our own team." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

GenAI Studio needs a balanced mix of AI specialists and generalists. There should be a small core team should have deep AI expertise, while the broader team should develop AI storytelling skills to effectively communicate with clients.

6.3.2.3 AI Training and Skill Development

As I mentioned in last part, improving AI capabilities within Industry X is essential. The lead of industrial design team stated that part of the reason for launching GenAI Studio was to train the Industrial Design team, helping team learn about AI and understand industrial AI needs.

To ensure the whole team develops AI literacy, AI training progress should be monitored more closely. However, mandatory AI training programs within Accenture, such as TQ(Technology Quotient), are often seen as insufficient. Many employees complete the quiz without fully understanding the content. Basic AI training is not enough to meet client expectations, which is a company-wide issue beyond just GenAI Studio.

"Many people who join my trainings have never used tools like ChatGPT or Copilot. Even though TQ is mandatory, I assume that many just take the quiz without really going deeply through the videos. I think only about 20% of colleagues are really skilled in using AI." (Interviewee 16, AI training instructor at Accenture)

6.4 Strategy, Roadmap and Positioning

6.4.1 Overall Strategy: Agile Approach

One of the most frequently mentioned topics in the interviews was the importance of agility for GenAI Studio. AI technology evolves rapidly, and demos must stay aligned with the latest tech vision, such as the 2025 Tech Vision. The studio cannot rely on a rigid long-term roadmap. Instead, it must remain flexible and responsive to client needs.

"We advance the competence of the studio more through client questions rather than a prescribed long-term plan." (Interviewee 4, IX-Accenture Leadership)

Demos and AI storytelling must be continuously updated to match client needs. However, while an agile approach ensures adaptability, it also presents challenges. A strong feedback loop is required from both sales and client teams. Additionally, budget limitations and team capacity constraints must be considered.

"AI is going so fast that we need to, of course, have the challenge to have demos that are updated." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

At the same time, it is important to manage internal expectations. AI is an investment in the future, and a lack of immediate results should not hinder progress. The goal of GenAI Studio is long-term impact rather than short-term revenue.

6.4.2 External Position

6.4.2.1 A Market Leader in AI

It is crucial for Accenture to establish itself as a recognized leader in AI, offering not only technology solutions but also long-term partnership and educational support for its clients. Additionally, early engagement in the rapidly evolving AI market is essential for Accenture to maintain a leading competitive position.

"I think we are at the beginning of that full potential. Where clients are mostly doing just proof of concept today, they will be moving more into scaling at some points. But for a company like Accenture, it's important to be part of this wave and to be part of this wave early because we want to have some lead position." (Interviewee 4, IX-Accenture Leadership)

6.4.2.2 Full Package Capability

One of Accenture's key strength is its scalable ability to implement AI solutions, differentiating itself from smaller consultancies. Accenture can provide a full package of AI solutions, from concept to full implementation.

Interviewees emphasized the need for cross-functional collaboration to ensure a complete solution for clients. A scattered approach should be avoided, and all aspects of the third part "Client Value and Interaction" should be considered.

"We need to work cross-functionally. We need to sell them a complete package, not just part of it." (Interviewee3, IX PES-Packaged APP Development Specialist)

6.4.2.3 Innovation Capability

Accenture must be positioned as an innovation leader rather than competing on price. Competing on cost is difficult, but GenAI Studio can showcase Accenture's innovation capabilities, leveraging the Industrial Design team's strength in identifying real needs.

"Many companies are spending a lot of money on GenAI. The competition is very tough. The only way you could do is either to be very affordable or to be a frontrunner. And if it goes to larger productions, other teams can do it much more affordable. So we have to go for innovation space." (Interviewee2, IXID-Function Delivery Associate Director)

6.4.3 Internal Position

6.4.3.1 Expanding the Influence of the Industrial Design Team

A key goal of this GenAI Studio is to bring more clients and colleagues to the Eindhoven office (also called the Industrial Design Center), increasing the design team's visibility. Since the launch, many colleagues and clients have visited Eindhoven, indirectly benefiting the Industrial Design team by bringing in more clients and projects. However, some interviewees felt this impact was slow and difficult to measure.

"This is the natural space for Industrial Design to play it. Deliberately, the studio is in the home of industrial design, so that when people or clients visit, they find the experience in the studio, but also the wider industrial design experience and heritage." (Interviewee 4, IX-Accenture Leadership)
Some interviewees suggested that demos should avoid including topics such as finance, focusing instead on what the team can execute, like making UXUI designs for manufacturing products. This ensures that projects return to the core team.

"Make sure that we get the revenue out of it, that's why we don't have any of all financial things because it's very hard to get it back to our people." (Interviewee2, IXID-Function Delivery Associate Director)

6.4.3.2 As an Entry Point in the Sales Process

The leadership level and account team primarily view the studio as an entry point in the sales process rather than a key driver for securing client contracts. While it plays a role in generating interest and showcasing capabilities, it does not directly influence later business development stages, such as signing the contracts.

"It helps that there is a physical space where clients can visit. It could be an element in the sales process, but it is not a necessity, not at all." (Interviewee 4, IX-Accenture Leadership)

"The studio itself is affected and is significantly driving business. it's more up to the rest of the business development process to ultimately translate the initial interest into what for Accenture is important, a contract that paid assignment, but that is not something that studio perse can influence." (Interviewee 4, IX-Accenture Leadership)

This challenge also appears in the Munich GenAI Studio, where the account team typically takes over projects following client visits, and the studio itself is often not involved in subsequent discussions. As a result, the studio primarily serves as a tool to support account teams' KPIs rather than functioning as a core business driver.

"As the GenAI Studio, we're not that involved in the follow-ups. The client account teams have their own agenda, and they're jumping by and asking, 'Okay, hey, what can you show us?' And what's happening afterwards, unfortunately, we're out of the game." (Interviewee 19, Manager of Munich GenAI Studio)

If the studio is officially recognized as a sales tool, dedicated sales personnel without chargeability targets should be assigned to manage client interactions, ensure follow-ups, and appropriately distribute projects. However, there is a dilemma—without strong results, leaders are unlikely to invest additional resources.

"If they want to register it as a sales tool, they will have to provide salespeople who don't have chargeability targets." (Interviewee 10, IXID-Creative Direction Senior Manager)

6.4.3.3 An AI Innovation Lab Delivering POC Solutions& Empowering Employees

GenAI Studio deliberately serves as a platform for developing internal AI capabilities for the industrial design team.

"It has to do and that we did quite nice is to train our own people." (Interviewee2, IXID-Function Delivery Associate Director)

As an innovation lab, it must bridge the gap between visits, POCs, and scalable projects. Client visits should not just serve as inspiration but should finally transition into Proof of Concept (POC) development and concrete business opportunities.

"What we want to do is take it one step further than just a sales tool and also make that proof of concept, which is already a very small but paid project." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

6.4.3.4 Conflicts and Misalignment in Internal Positioning

The internal positioning of GenAI Studio brings several challenges, particularly regarding who funds it, who benefits from it, and who is responsible for its operations.

Currently, the Industrial Design team takes on most of the operational work for the studio, but the resulting projects often flow to other teams. This has caused frustration within the design team, as they feel they are "paying for others to do the work while paying the costs themselves."

Actually, GenAI Studio is designed to serve not only the design team but also the broader Industry X and Innovation ecosystem. However, the lack of a clear operational and financial model leads to differing expectations among internal stakeholders:

- **Leadership and Account Team see the studio as a sales tool** that mainly generates opportunities and attracts client projects, though the execution does not necessarily involve the industrial design team.
- **The Industrial Design team and AI-focused colleagues in Industry X see it as a key driver of business development** and seek more involvement in later project stages to ensure continued engagement after the initial client interaction.

"We're losing money on it because every time that we host a client or we do something which is generating work for a different account in which we do not service, it's basically we are already paying someone, but they do the work for others, it's weird if I'm the only one paying for them." (Interviewee 10, IXID-Creative Direction Senior Manager)

To address this issue, a clearer, more structured internal positioning is required to align leadership, operations, and the design team. This includes:

- **Clarifying ownership and funding responsibility:** If the studio is to remain a core asset of Accenture Netherlands, it should receive broader financial support rather than relying solely on the design team's operational budget.
- **Ensuring value capture:** Everyone's contributions should be recognized and tagged appropriately to ensure that when projects originate from the studio, they receive recognition.

"As soon as somebody else starts paying for it, they can get to have some decision power in it. But if it has to become GenAI studio only for industrial design then we should be paying for it. But if it remains the Gen AI studio or one of the two GenAI Studios of Netherlands, Accenture Netherlands should pay for it." (Interviewee 10, IXID-Creative Direction Senior Manager)

In the long term, a clear internal position and financial structure are critical. A well-balanced internal resource allocation and budget distribution will ensure sustainable growth, talent investment, and smooth project transitions from client visits to final implementation.

6.4.3.5 Beyond Plus One Activities

Currently, GenAI Studio is not chargeable, meaning its operations function similarly to a Plus One activity—an internal initiative where employees contribute during non-billable time. However, this categorization fails to recognize the fundamental difference between typical Plus One activities and GenAI Studio’s business impact.

Plus One activities typically involve low-cost, flexible contributions, such as writing newsletters or organizing community events. In contrast, GenAI Studio requires significant time, budget, and strategic coordination. Expecting employees to operate the studio effectively while prioritizing client work leads to scattered efforts and slow progress.

"If you ask six people to do it as a side job—Accenture calls it a Plus One activity—it will take much longer than if you put one focus people." (Interviewee 10, IXID-Creative Direction Senior Manager)

This misalignment raises concerns about the sustainability and impact of the studio. Unlike regular Plus One activities, GenAI Studio operates in an uncertain environment, where success depends on securing client engagement and converting it into concrete business opportunities. Without a structured operational model, the studio risks becoming inefficient and unsustainable.

"So because this is a physical studio, it takes a lot of time. It takes also a lot more budget. Other plus ones are different because a lot of them don't need budgets, they just need time, like organizing a fun event." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.4.4 Roadmap Execution

6.4.4.1 Three-Phase Approach

Phase 1: Inspire and Educate Clients
Based on the interviewees' opinions, I generalized a three-phase approach to the final vision. The first phase focuses on hosting client visits and knowledge-sharing workshops to inspire and educate them. For example, the Belgium team emphasized inspiration over direct project acquisition during the first year.

"In the first year, our primary goal was inspiration rather than direct project acquisition." (Interviewee21, Analyst of Brussels GenAI Studio)

Phase 2: Transition to Proof of Concepts (POC)
In the second phase, the goal is to transform demos into projects that align with clients' business needs. Establishing connections with teams that can convert interest into POCs and projects is a key priority.

"I think our priority should maybe be more on connecting with the teams who can transform interest into proof of concepts and projects." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

Phase 3: Scalable Implementation
The third phase focuses on developing demos that are scalable and suitable for the market. However, GenAI Studio is currently more focused on the second stage. Other GenAI Studios are also facing challenges in transitioning to the scalable phase.

"What we are facing right now is that many clients are or went already through the POC phase, but they are struggling in how to implement it, how to roll it out enterprise-wise." (Interviewee 19, Manager of Munich GenAI Studio)

For instance, the GenAI Studio in Dublin developed a playbook for the implementation of AI to help clients adopt scalable solutions more effectively.

"We have a data and AI team with a standard playbook for implementing AI depending on the client's environment." (Interviewee20, Senior Analyst of Dublin DOCK Innovation Center)

6.4.4.2 Defining Priorities in Roadmap Execution

Not all tasks need immediate execution. A structured prioritization approach ensures that resources are allocated effectively, balancing short-term impact and long-term strategic goals. Based on stakeholder insights, priorities can be classified into high, low, and ongoing projects.

High-Priority Tasks

- **Define GenAI Studio's strategy**, which should then guide all the operational activities.

"Strategy should define operational stuff." (Interviewee 10, IXID-Creative Direction Senior Manager)

- **Convert client interest into paid projects as quickly as possible.**

"Our priority should be connecting with the teams that can transform interest into proof of concepts and projects." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

- **Build the team, clarify roles, and get more people involved.**

"Now a very small limited group that can tell the story. this year is, of course, get more people involved." (Interviewee2, IXID-Function Delivery Associate Director)

- **Make demos more automated** to reduce manual intervention and improve scalability.

"The near-future objective is to make these demos runnable on their own, without requiring someone to perform steps to get them running." – Interviewee 9

- **Update demos based on Tech Vision** to stay aligned with the latest AI advancements.

"On a vision where the studio is going, it's not really defined at the moment, of course, I mentioned we need to keep updating and we look for relevant use cases."(Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

Low-Priority Tasks

- **Internal communication and knowledge sharing** (e.g., newsletters, exposure to colleagues).
- **Exploring digital twin applications** (prioritizing physical client visits instead).
- **Collaboration with other GenAI Studios** (can be explored later).

Ongoing Tasks

- **Strengthening collaboration with account teams** to improve client engagement and project continuity.
- **Public Relations (PR)**, including managing social media presence and ensuring visibility among clients.

6.5 Process

6.5.1 Structuring Client Visits to Improve Conversion Efficiency

Currently, the client visit process lacks structure. While flexibility helps in an Agile approach, a more structured process is needed to enhance execution efficiency. Before the visit, we should clearly define the client's needs set a structured template for the preparation call and ensure the discussion is focused on the client's pain points.

"Before you dive into a workshop, make sure that you already have a good conversation with the right people to understand the use cases that it will be applicable to and to also understand where they are, what have they tried already, what does and what does not work and why." (Interviewee 6, IXID-Client Account Management Senior Manager)

6.5.2 Creating Feedback Loop both from the Account Team and within the Core Teams

If the account team leads the workshop, they should provide insights into what the market needs, as they are the first point of contact with clients. Many interviewees noted that the current feedback loop is weak or nonexistent.

"Because we need the input from the account team. I don't have any market connections. They need to tell me what I should tell the clients."(Interviewee 19, Manager of Munich GenAI Studio)

Client engagement should not stop after a visit or demo. A full communication loop is needed to maintain interest and convert it into tangible collaboration. A more systematic client management strategy should include a clear follow-up plan after the visit to ensure ongoing engagement and stronger team collaboration to prevent missed opportunities due to weak internal coordination. We should ensure that client feedback from the workshop will go back yo core teams to guide the next steps.

"So there's a lot of richness in the interactions that you have with clients, should be a way of feeding it back. So where do we collect this and where can we make sure that we get the answers." (Interviewee 6, IXID-Client Account Management Senior Manager)

Some members from different teams also need better communication to ensure alignment.

"Some people from the industrial design team explain things to clients, and later we are involved in the process. That's not the right way because I don't know what was told to the clients." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.5.3 Establishing More Follow-Ups with Account and Sales Team

Ensuring that a sales lead is involved in every client visit is crucial. Even if there is no dedicated sales lead initially, someone from the sales team must be present or informed. This allows for a direct and focused follow-up to understand if there is potential for selling GenAI solutions. As highlighted:

"We had also a call with the Innovation Center team. We made clear that even if we don't have a sales lead, we need to make sure that with every visit there is a sales lead from that team present. Because every client already has a sales lead from the sales team. They should be there or they should know that they are coming because of that person, then we only need to follow up with that person to say, are you selling GenAI now?"(Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.5.4 Ensuring Business Ownership Transparency

One of the biggest challenges in business development is ensuring that contributions from different teams are recognized and properly recorded in internal systems. The sales team needs to tag business opportunities accurately to make sure all efforts are accounted for and to encourage tighter cross-team collaboration.

"At least we need to make sure that the industrial design team is made visible... this opportunity is 1 million, and then there needs to be a tag that says, hey, I got this from Industrial design, and the sales team should know how to tag that." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.6 Communication

6.6.1 Horizontal Communication with Other Departments

The success of GenAI Studio relies on strong cross-department collaboration. However, interviews revealed significant gaps in communication across different levels. While high-level alignment between leadership teams works well, employees at the operational level lack structured horizontal collaboration.

6.6.1.1 The Need for Cross-Department Collaboration

GenAI Studio itself does not have deep client knowledge or strong existing client relationships. Therefore, collaboration with other Accenture teams is critical to learning from their expertise and insights.

"Our colleagues need to realize that the studio and the virtual team don't have deep knowledge of all clients or their processes. Existing client relationships and customer insights need to come from other people in Accenture to make collaboration with the GenAI Studio more effective." (Interviewee 4, IX-Accenture Leadership)

Some interviewees noted that current cross-department collaboration is unstructured, and there is no proper mechanism to consolidate AI capabilities across different teams. However, Accenture provides a strong work environment that encourages interdisciplinary collaboration.

"It would be better if we combined all AI capabilities into one group with specialists in different areas." (Interviewee13, Song-Creative Technology Associate Manager)

6.6.1.2 Current Collaboration Model: Sequential Collaboration

Right now, GenAI Studio's core goal is to acquire and initiate projects, but because its main support team comes from Industrial Design, which specializes in Proof of Concept (POC), the later deployment of projects is handed over to other teams. This results in a sequential rather than parallel workflow.

"We focus on research, translating that into prototypes, running and validating them. Then, other teams deploy it. But that's where we stop." (Interviewee 8, IXID-Creative Direction Senior Manager)

6.6.2 Horizontal Communication: Internal Exposure to Other Colleagues

6.6.2.1 Current Awareness is Not Sufficient

Interviews show that while GenAI Studio is known internally, most employees do not fully understand what it does exactly. For example, an Senior Manager from S&C mentioned that GenAI Studio Eindhoven was rarely discussed in meetings where Data & AI leaders from different departments gathered. This suggests that there is room for improving internal communication.

"I think the topic of the GenAI studios, at least the Eindhoven one, does not come up enough in meetings where market leads from Industry X, S&C, Tech, and other areas come together." (Interviewee 14, S&C-Manager of Amsterdam Studio)

6.6.2.2 Increasing Internal Exposure Through Communication Channels

To improve visibility within Accenture Netherlands and across departments, interviewees suggested leveraging existing internal communication platforms, including:

- **Community Meetings** (e.g., Industry X Monthly Meeting, IXID Monthly Meeting, Data & AI Community Meeting – ensure GenAI Studio remains a recurring topic)
- **GenAI Community Call** (suggested by the Belgium team)
- **Good Morning Accenture, Accenture Homepage, VIVA Engage, Internal Newsletter**

"First, you should be well-known within the practices in the Netherlands. All teams in the Netherlands should know about your capabilities." (Interviewee 18, Consultants of Belgium Innovation Center)

"For example, in the Industry X community events, we also need to ensure GenAI Studio is continuously on the agenda." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.6.3 Vertical Communication is Not Sufficient within Core Group

While horizontal (cross-team) and vertical (top-down) communication at the leadership level is well structured, strategic information does not always reach the operational teams. Many interviewees felt that key strategies were not clearly communicated to employees actively working on projects, leading to a lack of direction.

"They should communicate more clearly. I don't know what is the vision for GenAI studio. I've no idea. Nobody ever communicated it to me. and I've worked on it quite a bit." (Interviewee5, IXID-Creative Technology Specialist)

Currently, many interviewees feel that vertical alignment within the team is lacking. Information is often not effectively passed down from leadership to frontline employees. Some also believe that strategic initiatives should come directly from leadership to ensure clear direction, rather than relying on mid-level employees to take the initiative.

"You need a vision, and every employee in the company needs to know it and be part of it." (Interviewee 19, Manager of Munich GenAI Studio)

6.7 Evaluation

6.7.1 Setting Clear Evaluation Goals

The lack of measurable evaluation standards makes it difficult to track outcomes and secure resources. While GenAI Studio does not have official KPIs, establishing clear annual targets and data metrics can help assess progress and support budget requests.

"I think if at some point people see the benefit of it in terms of getting more clients and actual good results driven by GenAI Studio, then maybe there could be some budget allocated for it." (Interviewee 1, IX PES-Firmware & Embedded Engineer Senior Analyst)

"A good start would be setting goals for 2025. For example, we want 50 client visits. From those, we aim for 30% to convert into a full-day workshop. Then, we want 25% of those to turn into a chargeable project." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

6.7.2 Designing a Tracking Mechanism

A key challenge is the lack of a systematic tracking mechanism for client visits and follow-ups. To improve tracking and transparency, the following measures are suggested:

- Create a Shared Tracker to record visitor details (company, team, contact person), key needs, and next steps.
- Ensure timely updates so that all team members are aware of the latest developments.

"We also need to update the tracker. So people are not updating the tracker. So sometimes we have a client and we don't know." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.8 Positioning within Other GenAI Studios

6.8.1 Lack of Global Cohesion

Accenture has established a global network of GenAI Studios, but collaboration between them is still weak. Most interactions rely on personal connections rather than a formal global cooperation framework.

"There is no formal structure for collaboration. We reach out to people we have previously worked with when needed. Some efforts are being made to collect information across studios, but a unified platform is still missing." (Interviewee 21, Analyst of Brussels GenAI Studio)

6.8.2 Opportunities & Challenges in Knowledge Sharing

6.8.2.1 Willingness to Share

Most interviewees support open access to demos and a standardized knowledge-sharing platform between studios. They believe that sharing best practices can reduce redundant efforts and improve efficiency.

"We should not be afraid of sharing between studios. They should access ours, and we should access theirs." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

Despite the willingness, several obstacles hinder effective knowledge sharing:

- Unclear sharing rules – Some studios used other teams' demos without permission, which reduced the motivation for open collaboration.
- Lack of a global coordination mechanism – There is no centralized database or platform to manage knowledge exchange across all studios.

However, Dublin is currently building a global AI case repository, which could be a breakthrough for global collaboration.
"I work on design tasks, such as building a global repository website that stores GenAI assets. I design and maintain this website." (Interviewee 17, Analyst of Dublin GenAI Studio)

6.8.2.2 Reluctance to Share

Some interviewees also faced resistance when trying to collaborate with other studios.
"Whenever we tried to reach out to other GenAI studios, they were not willing to support us, and that's very unfortunate." (Interviewee 19, Manager of Munich GenAI Studio)

Additionally, Eindhoven's GenAI Studio leadership also prefers to delay collaboration until they build our own reputation and expertise. The idea is that the team should first develop its own demos and skills, and then engage in sharing later.

"So I think our priority should maybe.. into proof of concepts and projects. And the other Gen AI studios, of course, we should be aware of what they're doing, but it also helps if we can work a little bit more autonomously and do our own thing." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

"So first let it a bit established and then if you have a good feeling you already have a few clients, then it's nice to reach out." (Interviewee2, IXID-Function Delivery Associate Director)

6.8.3 Differentiation Between GenAI Studios

Although it is a global initiative, each GenAI Studio has a unique focus. Most interviewees clearly understand Eindhoven's differentiation compared to other studios.

- Eindhoven: Physical products, UIUX interaction design, and end-user experience.

"Specific focus in Eindhoven is on physical products or digital interactions with physical products." (Interviewee 4, IX-Accenture Leadership)

- Amsterdam (Planned): Focus on Enterprise IT and CIO technologies, with Accenture's GenWizard as a core offering.
- Belgium: Specializes in the public sector, particularly defense and public safety.
- Dublin: Focuses on Life Sciences and Communications, Media, and Technology (CMT).
- Munich: Specializes in the automotive supply chain.
- Spain: Focuses on supply chain optimization.
- Rome: Public Administration services.
- Milan: Retail and consumer goods services.

6.8.4 Future Collaboration Models

While no formal global coordination mechanism exists yet, the following collaboration models could be explored:

- Develop a shared platform (like Dublin's AI repository) to enable studios to access and contribute demos and case studies.

"There should be a standard way to share demonstrations, hosted in the cloud with access permissions for different regions."(Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

- Create standardized demo access rules and regulations to ensure sharing across studios.

"There have been cases where the assets that we built were used by other teams without our consent or without including us in any way. There was a moment where we stopped sharing all the assets... It needs to be regulated." (Interviewee3, IX PES-Packaged APP Development Specialist)

- Establish a global project allocation mechanism where the Global AI Initiative leadership should take active actions and assign projects to the most suitable studio instead of each studio competing for its own projects.

"We need the involvement of the global leadership, and they would benefit from it." (Interviewee 10, IXID-Creative Direction Senior Manager)

- Encourage cross-region visits and learning by allowing teams to visit other studios and exchange best practices.

"We should visit each other's studios and see how they are doing things." (Interviewee 8, IXID-Creative Direction Senior Manager)

6.9 Collaboration with Big Vendor Partnerships

Several interviewees emphasized the need to strengthen partnerships with major AI technology providers such as Microsoft, AWS, Nvidia, and Google. This would ensure that GenAI Studio stays aligned with industry developments and gains technical support.

"All cloud providers are investing heavily in AI models. We need strong relationships with them, like Google or Microsoft." (Interviewee 4, IX-Accenture Leadership)

Although Accenture has strategic partnerships with these companies at a global level, the Eindhoven GenAI Studio team is unclear about what these partnerships involve. There are no clear channels to obtain support from them.

"Many times, we say we partner with Nvidia, but I'm not sure what we actually do. Let's say we go to Nvidia and say, 'We have a studio, can you send us some chips?' They're quiet. There is somebody globally who has to connect with Nvidia. Let them do the first steps. And then we need to see how can we hook up with them." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.10 Client's Needs

6.10.1 Enhancing Efficiency and Reducing Costs

Many clients prioritize balancing efficiency and cost while ensuring quality and minimizing errors when implementing AI solutions.

"There's also the challenge of balancing resources—doing things quickly and cheaply while ensuring quality. It's a matter of prioritization." (Interviewee15, Song-Creative Technology Associate Manager)

In addition, many manual processes remain in place, leading to inefficiencies. AI is seen as a tool to improve workforce efficiency and creativity while reducing delays.

"Clients have many processes that require manual work. Every second of delay costs money because they need to build and ship machines efficiently. They also want to improve workforce efficiency and creativity using AI solutions." (Interviewee 12, Technology-Packaged APP Development Analyst)

6.10.2 Bridging the Gap Between POC and Full-Scale Implementation

Clients often start by testing AI solutions through Proof of Concept (POC) before moving to full-scale implementation. However, many face challenges in scaling AI applications. According to the Munich GenAI Studio manager, the issue extends beyond technology to include change management. This highlights the need for GenAI Studio to address the gap between POC and scalable solutions proactively.

"I would say that what we are facing right now is that many clients are or have already through the POC phase. They developed several use cases but they are struggling with how to implement it, how to roll it out enterprise-wise...It's more about not technology-wise only. It's also about change management." (Interviewee 19, Manager of Munich GenAI Studio)

Accenture's role is to deliver responsible, ethical, and high-quality AI solutions while making clients aware of potential risks like bias and privacy concerns.

"Accenture's role should be to build responsible, ethical, and solid solutions for clients, making them aware of potential dangers like bias or privacy issues. We need to ensure the solutions we build are high-quality, responsible, and safe." (Interviewee 12, Technology-Packaged APP Development Analyst)

In addition, the Belgium team provides structured presentations that address governance, infrastructure, operating models, and prioritization strategies to bridge this gap.

"We provide structured presentations covering governance, infrastructure, operating models, and prioritization strategies." (Interviewee 21, Analyst of Brussels GenAI Studio)

Accenture aims to position itself as a key AI partner for enterprises adopting AI on a large scale. However, uncertainty remains about how to bridge the gap between POC and scalable solutions. Without enhancing its capabilities, Accenture risks losing clients to competitors with more implementation experience.

"For a company like Accenture, it's important to be part of this wave early and because we want to have some lead position." (Interviewee 4, IX-Accenture Leadership)

6.10.3 Identifying Real Needs: Rejecting AI Hype

Many companies invest in AI not because they have a clear problem to solve but out of fear of missing out. This approach makes it difficult to identify actual market needs, leading to high risks and unpredictability in AI adoption.

"I would say that the biggest risk is people don't have a clear thing they wanna fix with it or a clear value they can derive from it. But just are pouring in money to not miss the boat." (Interviewee5, IXID-Creative Technology Specialist)

This phenomenon also seems to apply to Accenture's investments, reflecting a broader issue in innovation projects where many organizations remain in the exploration and definition phase. This brings substantial risks.

Meanwhile, global trends indicate that AI is not just a passing hype but a necessary transformation. For Accenture, this implies the need to encourage clients to embrace AI strategically, focusing on long-term value rather than reactive investments. A significant challenge is to uncover the real needs behind AI adoption. The capabilities of the industrial design team can play a crucial role in identifying the right solutions for large-scale commercialization.

"Engineering challenge is almost done. Then it works. The only thing then, it's the design challenge." (Interviewee2, IXID-Function Delivery Associate Director)

The industrial design team's strength lies in understanding processes and human needs, which is essential for finding the right solutions beyond the technical challenges.

"We have a lot more people that are maybe less data-savvy, but it's also specifically when I look at the industrial Design Group, it is much more about understanding the process and the human need." (Interviewee 6, IXID-Client Account Management Senior Manager)

6.11 Client's Obstacles

6.11.1 Data Quality: A Fundamental Challenge

A primary obstacle to AI implementation is that many clients still lack a solid data foundation. Unstructured data limits the effectiveness of AI-driven solutions. However, some interviewees suggested that AI could help clients digitize their data.

"Many clients don't have their data in the correct format. But AI seems to be the catalyst for people to want to digitize things. It's a chicken-and-egg situation." (Interviewee 20, Senior Analyst of Dublin DOCK Innovation Center)

Without clean and structured data, even the most advanced AI models cannot perform optimally. Therefore, AI adoption must be paired with a strong data management strategy.

"Data sources are not really to be used." (Interviewee3, IX PES-Packaged APP Development Specialist)

6.11.2 Lack of AI Knowledge Among Clients

Another key obstacle is that clients often have limited or incorrect understanding of AI. They are exposed to mixed information online, making it difficult to differentiate realistic expectations from hype.

"That is the reality that they hear a lot of things on the internet. Some things work, some things don't. So they have partial knowledge about something unclear or misinformation." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

This highlights an opportunity for Accenture to play a more educational role, guiding clients to have realistic expectations of AI.

6.12 Clients' Concerns

6.12.1 High Costs of AI Business Cases

Current AI business cases are still limited and marked by ambiguity and uncertainty. Moreover, the high cost of scaling AI solutions across an organization is a significant concern. Encouraging clients to start with small-scale pilots and focus on areas with clear ROI potential could help alleviate these concerns.

"Additionally, the cost of scaling AI solutions across an organization is a major barrier." (Interviewee 20, Senior Analyst of Dublin DOCK Innovation Center)

6.12.2 Measuring Return on Investment (ROI)

Clients often inquire about ROI, but the efficiency gains brought by AI are often difficult to quantify. In some cases, manual oversight is still required, which could increase workload instead of reducing it.

"It's always challenging to measure ROI with AI. For example, we propose that AI can make workflows 30-40% more efficient, but there's a paradox. If AI processes more documents, you still need to verify the results for accuracy, which can double the work. There's a balance between trusting AI and ensuring the outputs are correct. The use cases need to be very clear." (Interviewee15, Song-Creative Technology Associate Manager)

6.12.3 Trust Issues in Safety-Critical Sectors

In safety-critical sectors, clients place a high emphasis on the accuracy of AI-generated results and remain very skeptical about adopting AI.

"For aviation sector, or for other sectors that are epidemic. Safety-critical ones, they are skeptical about using AI." (Interviewee 1, IX PES-Firmware & Embedded Engineer Senior Analyst)

6.12.4 Data Security Concerns

While data security is a primary concern, most clients are not willing to sacrifice innovation for security. Instead, they prefer trustworthy AI partners with clear governance frameworks. For instance, a client collaborates with Microsoft to ensure data security while maintaining AI innovation.

"The client has contracts with Microsoft for AI services. They pay for the services, and Microsoft ensures that GenAI models can be safely used. The client is careful about data security but they do not want it to limit innovation." (Interviewee 12, Technology-Packaged APP Development Analyst)

There is also a gap between consumer-facing AI and enterprise AI. Consumer AI solutions can rely on public data, whereas enterprise AI must handle confidential and sensitive information, adding complexity.

"However, there's a discrepancy between consumer-facing products and enterprise-ready tools. Consumer products are easier to develop because users are willing to give up data privacy, but enterprise tools need to handle confidential information, which is more challenging." (Interviewee15, Song-Creative Technology Associate Manager)

To address this issue, Sovereign AI has emerged as a solution for defense and public-sector clients, allowing AI development while keeping data local.

"Sovereign AI allows organizations to develop AI solutions while keeping data local, avoiding reliance on major cloud providers like OpenAI. This is especially critical for defense and public-sector clients with sensitive data." (Interviewee 21, Analyst of Brussels GenAI Studio)

6.12.5 Challenges of Regulatory Compliance in Europe

Many European companies face regional restrictions due to AI regulations like GDPR. Ensuring AI solutions comply with data privacy laws is a significant consideration.

"I think one of them is data regulation." (Interviewee3, IX PES-Packaged APP Development Specialist)

Some interviewees expressed frustration with Europe's strict regulations, noting that regulating already-trained models serves little purpose.

"There is like the regulations are pretty strict. Europe blocks a specific model because it's trained with public data and this public data doesn't match GDPR compliance. But modally is trained already, it's already used, it doesn't mean anything when you regulate it." (Interviewee3, IX PES-Packaged APP Development Specialist)

To help clients navigate compliance challenges, AI solutions at GenAI Studio must be customized according to local regulations, providing clear data governance and ethical AI frameworks.

6.12.6 Reluctance to Be First Movers

Many clients lack AI expertise because AI is not their primary focus. This knowledge gap slows down AI adoption and increases its complexity.

"In general it's maybe lack of knowledge or experience because it's not their primary work." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

Additionally, clients usually prefer to be followers rather than first movers, waiting for proven success stories before making decisions.

"They are interested but not that strong because they don't see something similar in front of them." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.12.7 Risks, Bias, and Ethical Concerns of AI

Clients are also worried about the risks, bias, and responsible deployment of AI. Although Accenture emphasizes ethical AI, clients remain cautious about the risks associated with real-world AI deployments.

"A major concern is risk. Accenture emphasizes responsible AI, but clients often worry about implementation risks." (Interviewee 17, Analyst of Dublin GenAI Studio)

6.13 Client Acquisition: Balancing Exposure and Capacity

6.13.1 Targeted Clients: Existing Large Local Clients

Given that onboarding new clients into Accenture's system is a lengthy process, focusing on existing large clients appears to be the most effective strategy. Smaller companies are less prioritized due to budget constraints.

"Big clients, the better, the bigger, the better."(Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.13.2 Client Acquisition Channels: Social Media and Events

Social media (especially LinkedIn and local news) and events like the Dutch Design Week have been identified as effective channels for building reputation and exposure. Many interviewees also expressed satisfaction with the current level of exposure.

"I think it's pretty exposed like they are marketing it all the time on LinkedIn, I think in local news as well." (Interviewee3, IX PES-Packaged APP Development Specialist)

Additionally, some demos were showcased during the Dutch Design Week, primarily to reach a broader audience rather than being specifically client-oriented.

"For example, half of these demonstrators, there also in the Dutch Design Week. And the motivation behind them was mostly it was not client-oriented, but they were targeting to, like, show this to all people, random people." (Interviewee 1, IX PES-Firmware & Embedded Engineer Senior Analyst)

6.13.3 More Effective Client Acquisition: Exposure to Account Teams

However, some interviewees noted that while social media posts help raise awareness, they lack leadership connections. Since the account team is the only interface for clients to access Accenture's services, focusing on enhancing connections between the internal account and sales teams is seen as more effective.

"We need to explore all options. I think social media, I don't think it will get good traction because you're missing the leadership connections. And but the most valuable ones are indeed direct face-to-face contact or direct contact at least with the account team." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

Many interviewees emphasized the importance of increasing GenAI Studio's visibility among Accenture's account teams to ensure they are aware of the available services and can proactively promote them to clients. However, the account teams appear to lack active engagement with GenAI Studio. This highlights an urgent need for improvement in this area, requiring proactive outreach to the account teams. The foreseeable challenge, however, is that account teams are already extremely busy.

"And maybe that's also not that well known yet among the account teams that that is a possibility. So could also be we're not marketing those services well enough yet." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

"The connection is still poor and it takes a long time to develop. The client account leads are also pretty busy." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.13.4 Balancing Exposure and Capacity

There are mixed opinions internally about the current state of client acquisition. Some colleagues believe the current level of exposure is sufficient, while others think there is room for improvement. The key challenge is balancing whether the studio is prepared for large-scale external promotion. It is crucial to assess if there are sufficient resources and capabilities to handle an increased influx of clients.

"So right now the exposure is enough, but maybe it could be better or expand to other regions. I think maybe it's enough. And if you want more exposure, then we need to be ready for it too." (Interviewee3, IX PES-Packaged APP Development Specialist)

Another challenge is the geographical disadvantage of Eindhoven, which is less well-known compared to cities like Munich, Paris, or Amsterdam. This makes it harder to attract international clients. However, for local dutch clients, Eindhoven remains a convenient choice. To overcome this challenge, making demos portable could be an effective way to reach clients who find it difficult to visit the office.

In contrast, the Munich studio has not intentionally increased exposure but has successfully leveraged its existing network and word-of-mouth referrals to attract clients. However, due to limited resources, this approach has also reached its limits. The manager of the Munich studio mentioned that he is already overwhelmed with client visits, highlighting the need to balance exposure and actual capacity.

"Our director, Christina, is very active on LinkedIn. Personally, I don't use it much. Most of our clients come through word of mouth or our network. I've been with Accenture for nearly 15 years, so we have a lot of people asking for tours, and they spread the word to others." (Interviewee 19, Manager of Munich GenAI Studio)

6.13.5 Who Brings in Clients?

Internally, there are differing opinions on how to attract clients. Given the current economic downturn, Accenture's broader strategy might be to cut costs, while leadership encourages employees to bring clients to the Eindhoven office. Although the launch of GenAI Studio has attracted more employees to the office, indirectly increasing the possibility of more clients visiting, many colleagues believe this approach lacks sufficient incentives. Additionally, many think that attracting clients should be the responsibility of a dedicated sales team.

"Then it helps that they've seen the office and that they're prepared to go there and that they take their clients, and all of that happened only for a limited amount until we opened the studio." (Interviewee 4, IX-Accenture Leadership)

"He encourages people, he says it would be nice if you do this and all will benefit. But what direct benefit do they have? There's no direct benefit for them doing this. And so it lacks incentive." (Interviewee 10, IXID-Creative Direction Senior Manager)

6.14 Client Interaction Touchpoints-Demos

6.14.1 Types of Existing Demos and Corresponding Feedback

6.14.1.1 LLM-Based Knowledge System

This demo focuses on helping clients manage complex systems, such as troubleshooting and maintaining knowledge, especially from unstructured data sources like expert knowledge. It aims to reduce the reliance on skilled technicians. For instance, the Tribal interview tool developed for client aids in collecting more unstructured data. Interviewees highlighted that the value of GenAI directly stems from knowledge management systems, suggesting that this direction should be maintained and enhanced. However, this demo is not physically showcased in the studio.

"GenAI values case directly starts from knowledge management systems." (Interviewee3, IX PES-Packaged APP Development Specialist)

"The client wants to move towards a more autonomous ship operation. Anything that you can do to simplify the engineering tasks at the ship, helps them in advancing that ambition and that's why we started to knowledge system." (Interviewee 4, IX-Accenture Leadership)

6.14.1.2 Intelligent P&ID Digitization

This demo uses AI for smart processing of engineering diagrams, which is currently a labor-intensive and cumbersome task. The digitized diagrams facilitate subsequent tasks such as 3D digital twins and safety analysis. This demo has been successfully implemented at clients and is considered a "common ask" due to the widespread need for digitizing technical diagrams.

"We have something that we implemented already at clients. So we have the P&ID, which is already sold at the client." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

"That's a very common ask is the digitizing the diagrams." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

However, the demo's exposure is limited due to the need for a connected laptop in the physical studio, and the current video presentations lack engaging voiceovers.

"P&ID. Well, nobody knows how it works because it's not there in the center and it needs to connect this laptop." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.14.1.3 Computer Vision on Edge - Wings for Aid

This demo leverages edge computing for object recognition, addressing limited network connectivity in remote areas. Initially derived from small projects, it gradually became credentials. However, interviewees pointed out the lack of accompanying videos and the need to frame a bigger picture beyond the current humanitarian narrative, such as applications in drone or airport logistics.

6.14.1.4 Transforming Quality Control - Cookie Demo

This demo uses vision language models (VLM) to inspect and report on production line quality, enhancing efficiency and accuracy. It identifies good and bad cookies and generates quality reports for continuous improvement. However, many interviewees mentioned that the demo's storytelling needs improvement as the current presentation lacks a "wow" factor.

"There should be a wow in it, it doesn't tell you the right story." (Interviewee2, IXID-Function Delivery Associate Director)

"Yeah, the conveyor belt doesn't work automatically. So that needs some help." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.14.1.5 Wearable AI Assistant - Connected Workers

This demo uses LLM and multimodal AI to support field technicians in maintenance tasks through natural language interaction. Although it gained significant exposure during Dutch Design Week, some interviewees mentioned clients found the demo too complex and challenging to quantify the efficiency gains(e.g., a 30% increase in efficiency).

"They felt that it was very complex. It has a lot of touchpoints, a camera, a wearable device, and an earpiece. Do we really need that? Maybe if you have a simple if it's just a wearable device. So it's a rich demo, but maybe we should also have something that is kind of in between." (Interviewee 6, IXID-Client Account Management Senior Manager)

Interviewees also suggested extending this demo to other scenarios, such as automating report writing in healthcare contexts to reduce administrative burdens for professionals like physiotherapists and nurses.

"We should do the connected worker, not just the main in this context, but also in a healthcare context." (Interviewee5, IXID-Creative Technology Specialist)

6.14.1.6 Root Cause Analysis for Consumer Goods Repair

This demo assists consumers in diagnosing and repairing e-bikes. However, it was rarely mentioned by interviewees, possibly due to its limited relevance to Industry X's core clients in the energy and manufacturing sectors, but more related to the real consumers. This raises questions about whether this demo should be retained.

6.14.1.7 Robotics: Mujin Controller

Although not directly mentioned in interviews, many interviewees highlighted robotics as a key focus area for the future of GenAI Studio.

"A future for this GenAI studio is more into the robotic type of technology." (Interviewee 4, IX-Accenture Leadership)

6.14.1.8 Automating Document Processing

This demo combines OCR and LLM to extract information from documents and integrate it with upstream and downstream systems. It has received positive feedback from clients and can be embedded into ERP systems for better alignment with IX capabilities.

"Rag-based solution also received a lot of feedback followed by the document automation as well." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.14.2 Client Expectations and Market Demand

6.14.2.1 Simple and Understandable Demos

Clients prefer demos that are easy to understand and directly showcase results. For instance, the Knowledge System demo was well-received because the business model was easy to grasp. Overly complex demos tend to deter clients due to perceived implementation challenges.

6.14.2.2 Keeping Up with Market Trends and New Technologies

Some interviewees emphasized the need to showcase capabilities aligned with the latest technologies, such as Tech Vision 2025 and CES 2025, to demonstrate that GenAI Studio can keep pace with industry trends.

"Show your capability with the latest technology, so that two things either what client may expect from you or what already exists in the technology." (Interviewee3, IX PES-Packaged APP Development Specialist)

6.14.2.3 Showcasing IX Capabilities

We need to use demos to show what we can deliver and make full use of Industry X's expertise. It is important to identify the real needs for AI in the manufacturing sector and focus on projects that we can actually implement.

Industry X has three main teams, each with specific expertise:

1. **PES (Product Engineering and Services Group):** Makes the product more intelligent with the power of software like Product Lifecycle Management (PLM).
2. **M&O (Manufacturing and Operations):** Brings digital transformation at the core of manufacturing like GIS, utilities, and resources.
3. **IXID (Industry X Industrial Design):** Specializes in innovation, physical product design and UIUX design.

By integrating the strengths of these teams, we can create demos that clearly show our capabilities rather than general AI applications.

"Not how can I use AI engine for software engineering, but how can I improve my manufacturing stage." (Interviewee 4, IX-Accenture Leadership)

6.14.3 Directions for Future Demos

6.14.3.1 Robotics

Many interviewees identified robotics as a key growth area. Despite limited internal talent for complex robotics, partnerships or acquisitions with robotics companies were suggested as potential paths forward.

"I think we have very little talent related to robotics, but I think we have it in terms of very simple robotic demos, but really complex robotic demos we don't have the talent, but we have a partnership with other companies." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.14.3.2 AI Agents

The development of AI agents capable of handling multiple tasks in a workflow was also highlighted as a promising area for future demos.

"Then I think it's going to be in the future agent-driven workflows." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.14.3.3 Humanized AI

There is also a demand for more humanized AI interactions to avoid the "uncanny valley" effect, particularly for customer-facing scenarios.

"We created the entrance of the AI studio. Then you saw that strange-looking eye should be something moving." (Interviewee2, IXID-Function Delivery Associate Director)

6.14.4 Suggestions for Improving Demos

6.14.4.1 Ensure Demos are Runnable Without Human Intervention

A key priority is to make demos easy to run with a simple button press, ensuring they are always operational.

"One of the priorities is to make sure that all the demos are always on and starting up. That people can just walk in and present it" (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

6.14.4.2 Upgrade the Demos: Videos, Text, Guidebook, One Page Slider

To improve the effectiveness of demos, it is necessary to enhance them with better videos, explanatory text, guidebooks, and one-page sliders. Some demos require more detailed videos, while others need additional text to clarify their value. For example, placing a one-page explanation next to the demo can help clients understand its benefits and provide contact information of demo owners for further inquiries.

Additionally, a guidebook with step-by-step instructions can assist clients in setting up the demos. Integrating QR codes in the guidebook can enable clients to access explanatory videos directly by scanning the codes. Some colleagues mentioned that when creating these videos, it is essential to clarify

their focus—whether it is on technical aspects, solutions, requirements, user interfaces, or other elements.

"We need like an A1 pager printed out one page." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

"Maybe put more texts on it like this. Some of the demos need a video, but if you have a smooth way of starting those up, if we have a tablet and there's a QR code, where you can just scan a QR code and then the video starts up about that use case explaining, that could be also very nice." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

6.14.4.3 Update Demos: Agile Evolution

Regularly updating demos based on new client conversations and ensuring they quickly transition into credentials were seen as critical for maintaining market relevance.

"New demos, important. And especially credentials." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

"Keep up with that trend and also be able to update our demos to include the latest." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

6.14.4.4 Crafting Effective Storytelling

Storytelling is a critical aspect of demonstrating the value of AI solutions to clients. Several interviewees emphasized the need to articulate the business value behind demos effectively. To address this, Munich studio has recently hired a specialist with a background in designing narratives and workshops to improve storytelling.

"We recently hired a colleague with a background in designing narratives and workshops, so we're improving in that area."(Interviewee 19, Manager of Munich GenAI Studio)

6.14.4.5 Expanding Use Cases Across Industries

The versatility of existing demos and their potential to address needs across various industries was a recurrent theme. For example, the *Connected Workers* demo, initially designed for industrial use, was suggested to be adapted for healthcare contexts to automate reporting for nurses and physiotherapists.

"Our scenario could be expanded for different scenarios, right? Not only one industry, but it could expand a little different in connected workers, also work in the automotive industry, could work in piping and gas." (Interviewee 8, IXID-Creative Direction Senior Manager)

6.14.4.6 Enhancing Interactivity and Tangible Experiences

Client feedback indicates a preference for interactive and physical demos over static presentations or videos.

"Another recommendation is to make demos physical rather than just videos. Clients want to see and interact with the solution directly." (Interviewee 19, Manager of Munich GenAI Studio)

6.14.4.7 Integrating Success Stories and Quantifiable Metrics

A recurring theme in the interviews was the importance of integrating success stories and clear, quantifiable metrics into demos to build trust with clients.

"It needs to be tangible success stories from other people, making sure that we show more demos on where we have already successfully implemented." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

Similarly, clients frequently request credentials or past projects with measurable outcomes.

"Clients often ask for credentials or past projects with good results before investing." (Interviewee13, Song-Creative Technology Associate Manager)

6.14.5 Leveraging Partnerships with Academic Institutions

Given budget constraints, several interviewees suggested hiring interns to co-develop new demos.

6.14.6 Be Visible in Reinvention Console

Another critical insight was the need to enhance the visibility of GenAI Studio's work within Accenture through internal knowledge-sharing platforms like the *Reinvention Console*.

"The main way of sharing practices is via the Reinvention Console. It's a fancy AI-driven way of sharing best practices. It's a website where we have solution tablets or solutions that hold general practices on specific topics, like data and AI." (Interviewee 18, Consultants of Belgium Innovation Center)

Ensuring that all demos and case studies are accessible on the Reinvention Console.

"We need to make sure that whatever we create should be in the Reinvention Console so that if people filter on a specific topic on AI, they should come to our GenAI Studio." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.14.7 Learning from AI Projects from Other Departments

Insights from interviews with other departments highlighted the potential for cross-learning. For instance, client's chatbot with image capabilities and its multi-agent system for automating work instructions demonstrate how practical AI applications can be effectively showcased.
"A chatbot with image capabilities, which is now in the implementation phase with a few thousand users; an application for automatic text rewriting, which is in the MVP phase and will be industrialized this year; and a multi-agent system for automatic rewriting of work instructions, which is in the final weeks of the POC phase." (Interviewee 12, Technology-Packaged APP Development Analyst)

Similarly, client's use of a chatbot for troubleshooting on trains.

"They also had a proof of concept with a chatbot that troubleshooting on board of trains could be done with." (Interviewee 6, IXID-Client Account Management Senior Manager)

Song department also works on the Designer Research Tool using GenAI and marketing optimization.

"Recently, I've been working on an internal project, a web application to help designers with initial research in projects. It includes brainstorming with generative AI, creating personas, and interacting with documents using AI agents." (Interviewee13, Song-Creative Technology Associate Manager)

"We are working on marketing optimization, specifically content supply chain with GenAI. We are exploring how to create products, photos, social media content, and online content for clients using AI. We are also building a game for clients that includes AI in conception and development. Additionally, we are working on synthetic personas for client, using data sets from end-user research to create personas that clients can interact with." (Interviewee15, Song-Creative Technology Associate Manager)

6.15 Client Interaction Touchpoints: Other Touchpoints, Workshops, visits etc.

6.15.1 Clarifying Responsibility for Public Emails

One of the main challenges is the lack of clear ownership over public emails. Due to limited personnel and the individual client work of each team member, responses to public emails are often delayed or neglected. Interviewees highlighted the absence of clear accountability as a significant issue.

"What I do see is if I email something to the distributional list, nobody reacts. So I'm also not too happy on the people behind, the lack of ownership." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

"Ashoka as well. He needs to sell more AI for this. So he should be actually being the first point, but he's not always applying." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

To address this issue, it is recommended to designate a clear **First Responder** for each type of email and establish a division of responsibilities. For example, technical inquiries could be managed by Person A, while visitor arrangements could be handled by Person B. This approach aims to prevent the practice of passing responsibility and to ensure timely and effective communication.

"You should be clear as who is normally going to be the first responder." (Interviewee7, IX PES-Engineering Consulting Senior Manager)

6.15.2 Integrated Websites, Questionnaires, and Shared Mailboxes

To reduce the communication burden on managers, some interviewees suggested integrating touchpoints such as websites, online questionnaires, or shared mailboxes. This would allow clients to independently register their interests, access information, and submit requests without directly contacting managers. Such a system could streamline communication and reduce the workload of key personnel.

"We are already working on improving things process-wise. So for instance, we standardize that – okay, people are not only pinging me via Teams but using a shared mailbox; we're setting up SharePoint to track our stuff because I can't afford sending emails." (Interviewee 19, Manager of Munich GenAI Studio)

Additionally, creating a website that allows clients to register interest, view demo descriptions, videos, and use cases was proposed as an effective way to manage and streamline client inquiries.

"Right now there's only one point of contact Tom but maybe there can be a website where you can register your interest and see if you just want to look at the demos." (Interviewee 9, IX PES-Firmware and Embedded Engineer Manager)

Proposed Website Functions:

- **Interest Registration:** Allow clients to register their interest online.
- **Demo Showcase:** Provide descriptions, videos, and usage scenarios for each demo.
- **Self-Service Appointment:** Enable clients to schedule visits, submit their requirements, and provide feedback independently.

6.15.3 Standardizing Workshop Processes: From Macro to Micro

Many interviewees emphasized the need to standardize the workshop process to ensure consistency in structure and objectives. This includes defining what information needs to be collected beforehand and what should be presented to clients during the workshop. A standardized approach would help in managing expectations and delivering more targeted solutions.

"Ensuring a structured process for client visits, including workshops and guided activities, can also enhance their experience." (Interviewee 17, Analyst of Dublin GenAI Studio)

Before the Workshop:
The focus should be on understanding the client's needs without appearing too sales-driven. A *preparation phone call* should be conducted to gather essential information, such as the client's use cases, prior attempts, and what has worked or failed. This step is crucial to tailor the workshop content effectively.

"So before you dive into a workshop, make sure that you already have a good conversation with the right people to understand the use cases that it will be applicable to, and to also understand where they are, what have they tried already and what does and what does not work and why." (Interviewee 6, IXID-Client Account Management Senior Manager)

During the Workshop:
The workshop should include a design thinking session, facilitated by the team, to help clients understand the actual value of the demo. The program should not be too rigid, allowing room for open discussions and adaptation based on the client's feedback.

"Yeah, not to go straight into a workshop, but the experience I have is that you first need to tease them a little bit. I've seen another workshop that we had last week, if you have too tight a program, you might also be pushing a bit too much." (Interviewee 6, IXID-Client Account Management Senior Manager)

After the Workshop:
Incorporating a follow-up plan to address any additional questions and to help clients integrate the proposed solutions into their existing workflows is essential.

6.15.4 Regular Client Engagement: Quarterly Tours

Organizing regular *Client Engagement Tours* was identified as an effective strategy to maintain and strengthen client relationships.

"We need to do a refresh to remind people again...I think that's good to do on a quarterly basis." (Interviewee 11, IXID-Project Manager of Launching the Eindhoven GenAI Studio)

7. Strategic Roadmap

In this chapter, I will translate the qualitative insights from Chapter 6 into a coherent and actionable strategic roadmap. According to Design Roadmapping: Guidebook for Future Foresight in Innovation by Lianne Simonse (2024), a design roadmap typically includes several core elements:

- Vision or Ambition: A guiding statement or overarching aspiration that articulates the roadmap's purpose.
- Time Horizons: Often divided into short-, mid-, and long-term segments to structure projects and milestones.
- Roadmap Layers ("Swim Lanes"): Parallel tracks detailing specific design activities, prototypes, brand evolutions, or user research programs.
- Outcomes or Metrics: Indicators (e.g., user satisfaction, revenue, sustainability) that measure the impact of initiatives.

By following Simonse's framework, I map the key findings from Chapter 6 onto these elements, ensuring that the roadmap remains both user-centered and strategically aligned.

Although Chapter 6 provides a comprehensive set of insights, **not all of them are equally critical** for guiding strategic actions. Hence, the next step—drawing on Simonse's (2024) approach—is to define the vision, clarify objectives at different stages, outline time horizons, specify actions and determine metrics for evaluating progress. This process ensures that only the most impactful insights become part of the roadmap. Below, I present a Sankey diagram Figure 7.1 illustrating how data from Chapter 6 was synthesized and transformed into the strategic roadmap outlined in Chapter 7. I will elaborate on this figure later in the text.

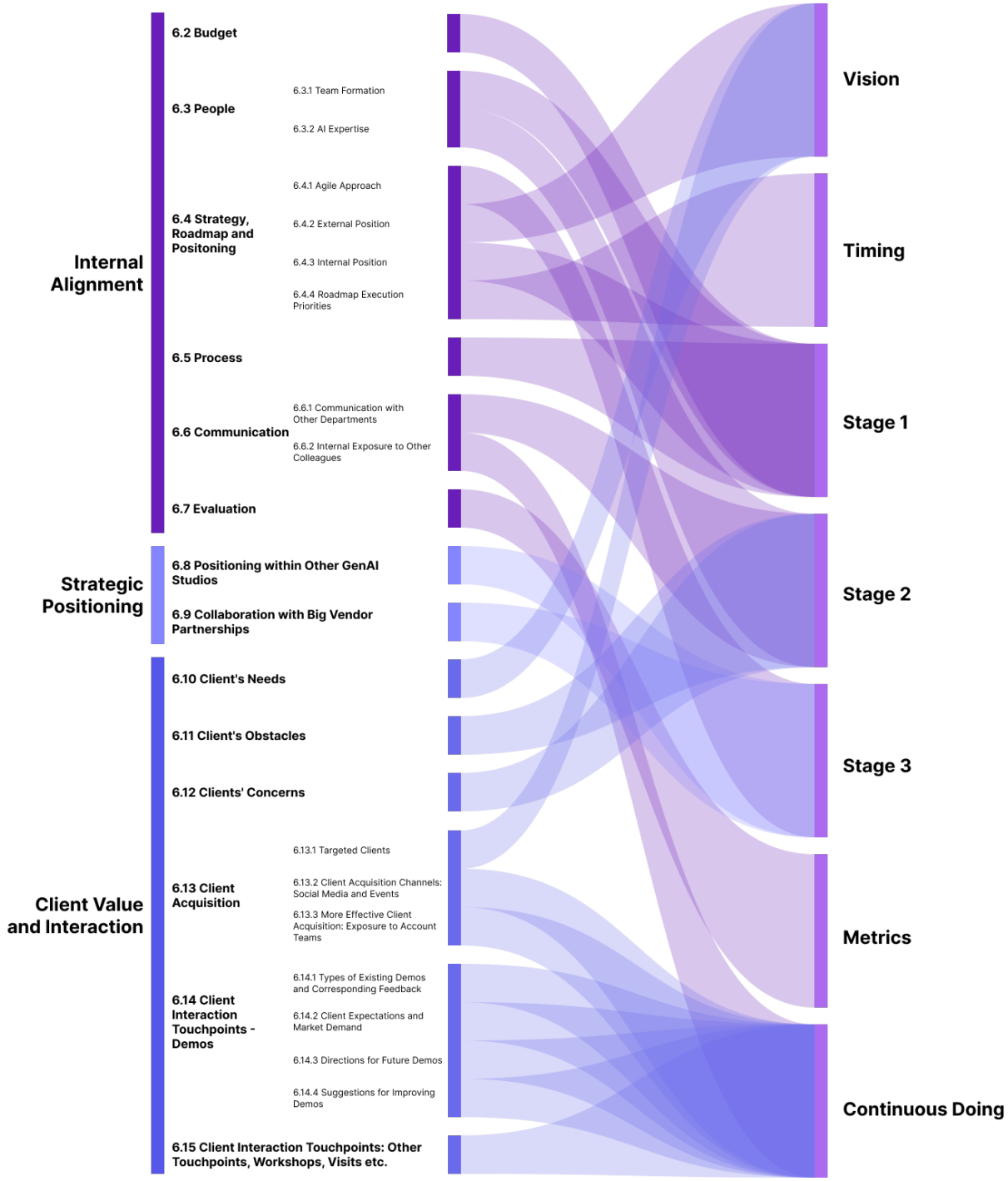

Figure 7.1 Sankey Diagram illustrating how data from Chapter 6 was transformed into the strategic roadmap

7.1 Vision

A strong vision describes the best results the Studio can achieve and articulates the overarching purpose of the roadmap. From **Chapter 6.4.2 (External Position)**, we learn that Accenture aims to maintain a leading competitive position in AI, while **Chapter 6.13.1 (Targeted Clients)** indicates that large industrial clients in the Netherlands are the primary target market. Additionally, **Chapter 6.10 (Clients' Needs)** underscores the need to deliver scalable AI solutions that bridge the gap between Proof of Concept (POC) development and full-scale implementation.

Synthesizing these points leads to the following vision statement: *"The core vision of the Eindhoven GenAI Studio is to become the leading AI innovation hub for industrial clients in Europe, especially within the Netherlands. This entails leveraging Accenture's global capabilities while maintaining a strong local focus. By distinguishing itself through innovations in physical product interaction for the manufacturing domain, the Studio aims to address the challenges clients face in transitioning from visits to Proof of Concept (POC) development and POC development to full-scale AI implementation."*

This vision incorporates both the Studio's aspiration—to be a recognized leader in AI—and its practical focus on delivering scalable solutions for local industrial clients. By clearly articulating what the Studio hopes to become and which clients it serves, the vision serves as a guiding reference point for the subsequent phases, initiatives, and metrics described in the roadmap.

7.2 Time-Paced Strategic Strategy

The frequency of certain topics in the interview data (see Figure 7.2's word cloud from Atlas.ti) also played an important role. Repeated emphasis on People's roles, Strategy alignment, Budget constraints, and Demo optimization indicates that these are more important than others and requiring prompt and coordinated action.

Figure 7.2 Word Cloud from Atlas.ti

The objectives and time horizons for each stage are primarily derived from **Chapter 6.4.4 (Roadmap Execution)**. The earlier stages (1 and 2) emphasize internal alignment and foundational setup, while later stages (2 and 3) focus more on strategic positioning and client-oriented initiatives. This sequence ensures a robust organizational base is established before pursuing and managing client projects in subsequent phases.

Chapter 6.7 (Evaluation) highlights the importance of defining explicit quantifiable metrics and goals for evaluating the Studio's performance. The insights from the Chapter will be put into the **Metrics** part of the roadmap.

Stage 1: Establish Strategy and Inspire Clients, Build a Clear and Fluid Team (November 2024 – June 2025)

Based on the Brussels GenAI Studio's experience, an early priority is to inspire clients instead of immediately seeking paid contracts. As several interviewees noted, rushing to sell can overwhelm clients. Therefore, focusing first on inspiration and mutual understanding serves as a long-term investment, helping the GenAI studio become a trusted partner. This idea is also supported by the Account Management Senior Manager's feedback. By building client confidence and clarifying needs, the Eindhoven GenAI Studio sets a solid base for deeper engagement in later stages.

From an internal alignment point of view, **Chapter 6.4 (Strategy)** and **Chapter 6.3.1 (Team Formation)** both show that a clear strategy, aligned teams, and defined roles are needed before tackling complex AI projects. Frequent mentions of **Chapter 6.2 (Budget)** highlight the importance of agreeing on financial resources from the start. Chandler (1962) famously noted that an organization's strategy shapes not only its overall direction but also the structure and specific actions needed for effective execution. Once these fundamentals—strategy, people, and budget—are set, more detailed processes and workflows (e.g., planning workshops and feedback loops from **Chapter 6.5 (Process)**) can be managed in a structured way.

Objective
Establish a clear, well-communicated strategy and budget plan, align leadership and team members (vertical alignment), inspire clients, and form a flexible yet stable team structure.

Key Actions

1. **Clarify and Communicate Strategy, Budget, and Evaluation:** Conduct 2–3 open discussions with leadership and team members to set clear goals, positioning, budget planning, and an actionable roadmap. The topics were shown below should be covered by these meetings.
    - Resolve ownership and budget allocation conflicts.
    - Identify new funding channels (e.g. global AI program funding) and finalize budget sources.
    - Clarify the internal position: ensuring alignment on whether the Studio serves primarily as a sales tool or as an innovation hub focused on POCs. Distinguish between Plus One activities and official GenAI Studio initiatives to avoid confusion.
    - Articulate external positioning: highlight how the Eindhoven GenAI Studio differs from other GenAI Studios in Munich, Belgium, etc., emphasizing its strength in physical product design, UI/UX, and end-user experience.
    - Define evaluation metrics (e.g., number of client visits, workshop-to-POC conversion rate) and establish a shared tracker for all visits, client needs, and follow-up steps.

2. **People: Build a Clear Multi-Level Team with regular meetings**

- Schedule a meeting to clarify leadership roles and individual responsibilities below and set up regular biweekly meetings.
    - Who is responsible for bringing in new clients?
    - Who is available to support ongoing projects?
    - Who prepares the workshops?
    - Who manages the demos?
    - Who follows up with clients after visits?

  Adopt a tiered structure:
    - A primary team leading key initiatives
    - A secondary support team assisting as needed
    - A broader trained network available for workshops, demos, and storytelling
- Address emotional support and motivation to maintain team morale. Recognize GenAI Studio contributions in talent discussions.

- Host regular trainings so more people can effectively host client visits.

3. **Develop Standardized Client Interaction Templates**
- Create a pre-workshop call template focusing on client needs rather than immediate sales.
- Build a workshop template to streamline preparations.
- Establish a unified platform for collecting workshop feedback, and review this feedback in core team meetings.

Success Metrics for Phase 1
- Completion of 2–3 alignment meetings with leadership on strategy, goals, positioning, budget, and evaluation metrics
- 50 total client visits and 2–3 paid POC projects by June 2025
- Clear team structure with 20 members trained in storytelling
- Structured workshop processes and a feedback loop in place

Stage 2: POC Focus and Capability Building (June 2025 – February 2026)

Based on the findings, the GenAI Studio should secure paid POC projects as early as possible in the next phase to establish a sustainable budget. In **Chapter 6.3 (People)**, **Section 6.3.1 (Team Formation)** was addressed during Stage 1. Consequently, the focus now shifts to **6.3.2 (AI Expertise)**, emphasizing skill development and systematic training. Additionally, it becomes essential to analyze clients' real-world barriers to AI adoption, as identified in **Chapter 6.11 (Clients' Obstacles) and Chapter 6.12 (Clients' Concerns)**. By convening cross-team workshops, the studio can address these challenges more effectively and thereby enhance client engagement.

Furthermore, **Chapter 6.15 (Client Interaction Touchpoints)** highlights avenues for optimizing the client acquisition process. For instance, the Munich GenAI Studio successfully adopted a shared email approach to accommodate a busy manager, enabling more efficient client interaction. A similar model—where clients self-register through shared emails or an online platform—could be adapted in Eindhoven to streamline visits and communication for this stage.

Finally, as noted in **Chapter 6.6.1 (Horizontal Communication)**, effective collaboration with other Accenture teams will be crucial for delivering comprehensive AI solutions. If Accenture leverages its broad AI capabilities across departments, the potential market impact is likely to be substantial. Below is the detailed plan for Stage 2.

Objective
Prioritize converting demos into paid POC projects, deepen understanding of client needs, and enhance the team's technical and human-centered capabilities.

Key Actions
1. **Communication: Monthly Cross-Team Exchanges and Skill Development**
- Launch an AI solutions skill-up program for technical and design teams. Pair AI experts with design specialists to integrate technology with human-centered insights.
- Host cross-team hackathons and "Tech Vision 2025" workshops.
- Collaborate with Industry X, other innovation centers, and Data & AI teams to build cross-departmental delivery capabilities.

2. **Refine Client Acquisition and Get Projects**
- Tailor demos to address clients' key concerns like data foundation, cost, efficiency, ROI, GDPR, and data security.
- Focus on big local clients, aligning solutions to genuine market needs.
- Upload all relevant materials to Reinvention Console and KX for official visibility.

- Develop an online platform and shared mailbox so clients can self-register and access information.

Success Metrics for Phase 2
- 6–8 paid POC projects by February 2026
- Enhanced skill sets combining technical AI knowledge and human-centered design

Stage 3: Scalable Implementation and Market Leadership (February 2026 – February 2027)

During the phase 3, the GenAI studio advances from pilot initiatives to large-scale AI deployments, leveraging the groundwork established in previous stages. As noted in **Chapter 6.3 (People)**, **Section 6.3.1.6 introduces the concept of a Virtual AI Network**, enabling the formation of a multi-level team that includes AI experts, designers, and certified specialists from different departments. This integrated network streamlines project staffing and accelerates knowledge-sharing across the organization.

Furthermore, **Chapter 6.8 (Positioning within Other GenAI Studios)** and **Chapter 6.9 (Collaboration with Big Vendor Partnerships)** emphasize the importance of engaging with other GenAI Studios and external technology partners at a mature stage. Such collaboration may involve sharing demos across studios and forging deeper alliances with major suppliers (e.g., Microsoft, NVIDIA) to expand the Studio's market impact. Below is the detailed plan for Stage 3:

Objective
Position the Eindhoven GenAI Studio as Europe's leading AI partner for manufacturing and engineering clients by delivering scalable AI solutions and leveraging global resources. Anticipate a wave of large-scale AI implementations in manufacturing and seize that opportunity early.

Key Actions
1. **People: Build AI Network:** Build an AI Network with dedicated talent, ensuring the capacity to meet rising demand.
2. **Develop a Scalable Playbook:** Provide a framework to guide clients from POC to full-scale implementation, covering governance, ethics, infrastructure, operating models, and prioritization strategies.
3. **Global Collaboration**

- Connect with other GenAI Studios through structured visits and knowledge-sharing sessions (e.g., accessing Dublin's global AI resources, regular knowledge-sharing workshops).
- Engage with Accenture's global AI leadership to align with overall AI strategy.
- Strengthen partnerships with Nvidia, Microsoft, AWS, Google, and other vendors for technology support.

Success Metrics for Phase 3
- 20% conversion rate from POCs to full-scale implementations
- Robust AI Network for staffing and project delivery
- Published "Scalable Implementation Guidebook" to share best practices
- Established frameworks for global collaboration

Timing Rationale

Stage 1 (November 2024–June 2025) focuses primarily on foundational preparation, including establishing operational mechanisms and revitalizing core processes. The following eight months,

Stage 2 (June 2025–February 2026), emphasize rapid capacity-building to secure multiple projects at scale and to strengthen the Studio's capabilities. Finally, Stage 3 (February 2026–February 2027) aims to prepare for an anticipated surge in industrial AI implementations. According to Mehra (n.d.), the Artificial Intelligence in Manufacturing Industry is projected to grow from USD 3.2 billion in 2023 to USD 20.8 billion by 2028, reflecting a CAGR of 45.6% between 2023 and 2028. Given this forecast, the Eindhoven GenAI Studio must be positioned to capitalize on market growth by 2028. By aligning each stage to this rapid expansion, the Studio can both catch up with emerging market demands and proactively lead the AI wave in the manufacturing sector.

Continuously Ongoing Initiatives

Finally, certain initiatives require ongoing attention throughout the project lifecycle. Multiple respondents emphasized persistent issues related to demo functionality. **Chapter 6.4.1 (Overall Strategy: Agile Approach)** further underscores the importance of continuously updating demos to align with the latest tech trends. This agile capability enables the GenAI Studio to respond swiftly to market shifts, exemplified by new demo directions proposed in **Section 6.14.3 (Directions for Future Demos)**. Concurrently, **Sections 6.13.3 (Exposure to Account Teams) and 6.13.2 (Social Media and Events)** highlight strategies for effective client acquisition, whereas **Section 6.6.2 (Internal Exposure to Other Colleagues)** stresses the need for regular internal communication in community meetings.

In **Chapter 6.4.4.2 (Priorities in Roadmap Execution),** for example, interviewees noted that many demos cannot be run automatically and currently need manual intervention. Likewise, **Section 6.14.1 (Suggestions for Existing Demos)** outlines improvements for each of the eight demos—such as repairing broken conveyor belts and securing new hardware—while **Section 6.14.4 (Suggestions for Improving Demos)** provides broader recommendations for enhancing demo quality.

Building on these insights, the following ongoing initiatives are essential:

1. **Continuous Demo Enhancements**
- Ensure demos can run with no manual intervention, supplemented by videos, text guidelines, or a slide deck. Integrate success stories and quantifiable data to strengthen the demo narrative.
- Expand or update the demo portfolio (e.g., robotics, AI agents, data preparation demos) according to market trends. If resources are limited, consider recruiting interns to assist with development.

2. **Ongoing Client Exposure**
- Focus on major local clients, working closely with account teams by scheduling monthly check-ins with them to discuss potential opportunities.
- Keep public exposure through:
    - Social Media: Manage LinkedIn and publish newsletters.
    - Events: Participate in Dutch Design Week (DDW) in October 2025.
    - Quarterly Tours: Invite clients for tours, demonstrations, and interactive sessions.
    - Awards: Submit real AI use cases for industry or design awards (e.g., iF Design Award).

3. **Internal Communication and Visibility**
- Increase mentions in internal meetings and newsletters (e.g., IX community meetings, IXID/PES monthly meetings, Data & AI community meetings).

Success Metrics for Ongoing Intiatives
- Upgraded demos and develop new demos reflecting market trends
- At least 1 presentation in IX/Data & AI Community Calls every month
- Regular contact with account teams
- Regular social media posts and activities, such as LinkedIn posts and 2025 DDW

Visual Roadmap

In formulating the final roadmap, each insight was evaluated for actionability and feasibility, retaining only those that offered concrete paths to improvement—such as establishing team feedback channels—while discarding broad challenges lacking direct solutions. This process also considered long-term impact, focusing on insights expected to yield sustainable competitive advantage and enduring value. Consistent with the convergence stage of the double diamond model, some less critical or insufficiently actionable points were set aside to reduce project risks and maintain clarity. Consequently, the three-phase roadmap (see Figure 7.3) concentrates on high-impact initiatives. Starred items indicate priority actions, ensuring that each phase addresses key steps toward realizing the GenAI Studio's overarching strategic vision.

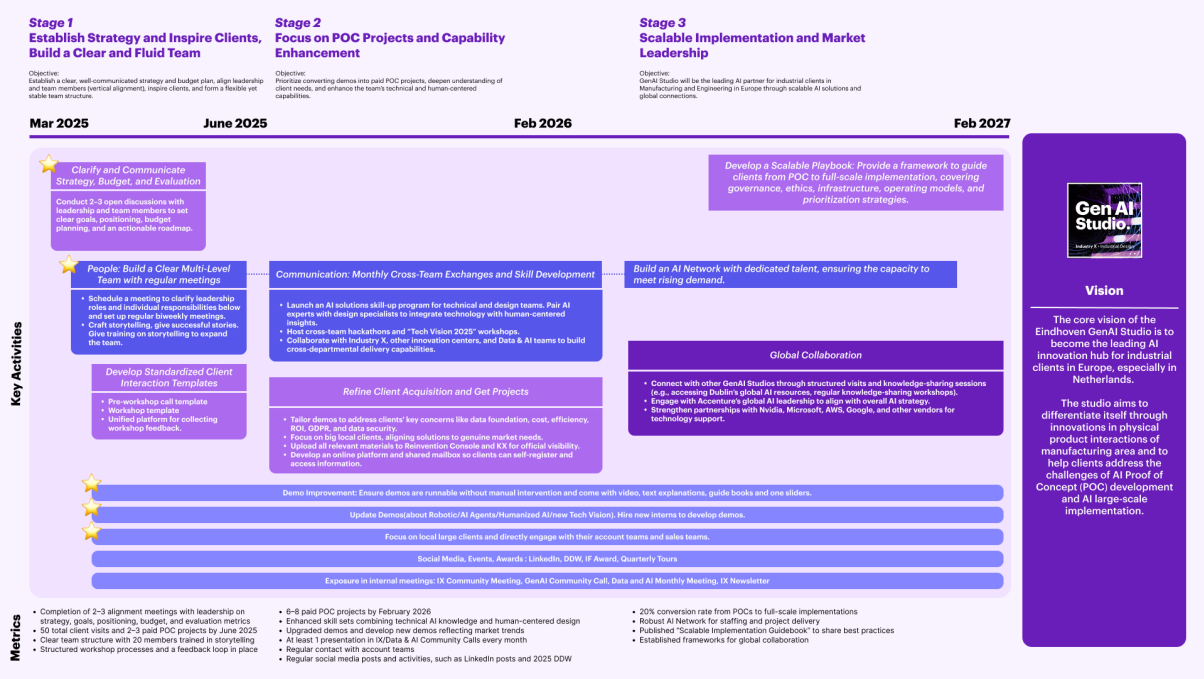

Figure 7.3 Strategic Roadmap for GenAI Studio

Roadmap in Practice

The strategic roadmap outlined above is designed not merely as a theoretical framework but as a practical tool for guiding the Eindhoven GenAI Studio's daily operations, resource allocation, and stakeholder engagement. In practice, Accenture can use this roadmap to structure decision-making processes, synchronize cross-departmental efforts, and continuously measure progress against predefined milestones. Below are several ways in which the company can operationalize and benefit from the roadmap's structured approach:

First, core team can leverage the roadmap to align strategic choices with the organization's broader AI initiatives. By reviewing the timeline, objectives, and key actions within each phase, executives and team leads can prioritize funding, adjust timelines, and approve staffing requests according to immediate or future needs. This ensures that budget decisions—for example, allocating funds for new demo equipment—are transparent, evidence-based, and consistent with the roadmap's strategic vision. Such alignment helps avoid ad-hoc resource distribution and strengthens accountability for outcomes.

Second, team managers and project leads can reference the roadmap's three-stage structure when planning day-to-day tasks. In Stage 1, for instance, managers might use the roadmap to schedule leadership alignment sessions or to create a roster for hosting client visits. As the Studio transitions to Stage 2, these managers can shift their emphasis to skill development and POC acquisition, organizing workshops or hackathons in coordination with other Accenture departments. By following the sequence of milestones and success metrics, each manager can gauge whether the Studio is on track—such as reaching the targeted number of POCs by February 2026—and adjust actions if necessary.

Third, the roadmap serves as a communication platform for internal and external stakeholders. Internally, the Studio can hold monthly or quarterly "roadmap update" meetings to highlight key achievements, emerging risks, and upcoming priorities. These sessions reinforce collective awareness of how individual projects—be they new demos, training programs, or cross-team hackathons—contribute to overarching strategic goals. Externally, the roadmap can be shared (in a tailored format) with clients to demonstrate Accenture's commitment to a phased and scalable approach. Clients can thus see how early-stage inspiration sessions evolve into robust POC development and eventually lead to enterprise-level AI solutions.

Fourth, the roadmap provides a basis for ongoing evaluation. Each stage includes specific metrics—for example, the number of paid POCs or the percentage of demos upgraded with automated features. Regularly assessing these metrics allows the Studio to identify performance gaps and refine its approach. If the Studio finds it is lagging in certain areas—such as insufficient cross-team collaboration—it can promptly enact corrective measures, such as launching new training sessions or adopting shared email systems to improve client engagement.

Finally, the roadmap supports long-term sustainability by positioning the Studio to capitalize on the projected growth of AI in the manufacturing sector. With Stage 3 targeting large-scale AI implementations and global partnerships, the roadmap ensures that the Studio's capabilities evolve in tandem with market demand. By systematically cultivating an AI Network, producing a Scalable Playbook, and strengthening vendor alliances, the Studio stands poised to respond to industry shifts through 2027 and beyond.

8. Evaluation

I sent my paper and presentation to approximately 25 colleagues via email and received a great deal of positive feedback. However, to truly implement the roadmap, more in-depth discussions and meetings are required. Below are some of the key meetings I conducted, along with the feedback I received.

1. **Green Light Meeting:** Professors and Accenture employees expressed concerns about the roadmap's complexity and its lack of detailed execution steps. While the roadmap outlines a strategic vision, it needs more specific, task-level clarity so each team member knows exactly what to do. There was also a strong emphasis on prioritization—since not all plans can be executed simultaneously, it is vital to decide which actions will bring the quickest and most impactful results. Some colleagues noted that internal different viewpoints would inevitably affect implementation. They acknowledged that my research provides a helpful framework but that coordinating diverse viewpoints in practice is beyond what one person can do alone.

2. **Amsterdam PES Monthly Meeting (50 participants)** :During my presentation to the Industry X PES team in Amsterdam, the PES leadership reiterated that cross-department collaboration is crucial for delivering AI solutions. This aligns with broader discussions on the need for integrated, multidisciplinary AI teams, but Accenture is still at the early stages of fully embracing this model. Another recurring concern was resource availability—specifically, who will carry out the roadmap and whether there are enough people and time to make it happen. No matter how thorough a strategy may be, it ultimately depends on actual execution. Participants also showed growing interest in learning from other GenAI Studios. Some were curious about how other studios operate and were enthusiastic about exploring potential collaboration. This underscores the importance of benchmarking best practices from other GenAI teams to accelerate Eindhoven's development. However, I also mentioned the current challenges: when I reached out to other studios for interviews, only about 10% responded positively.

3. **One-on-One Meeting with IXID Sales Capture Senior Manager:** In a conversation with a senior sales manager, I explained the need for diversifying budgets. He agreed to look into it further with concrete budget-applying steps. We also discussed how to better involve the design team in subsequent project phases—to ensure IXID contributes to the projects, rather than being pushed out of the process.

At this stage, I continued reaching out to various people for feedback, including the Innovation Center in Bangalore and Leadership in the Technology Department. I kept sharing and refining my roadmap, incorporating the suggestions I received.

9. Conclusion

9.1 Main Findings and Roadmap Summary

The primary aim of this study was to explore how Accenture's Eindhoven GenAI Studio can be strategically positioned to deliver maximum value and impact for industrial clients. Through qualitative interviews, thematic analysis, and reference to existing theoretical frameworks, three core challenges emerged: (1) lack of internal alignment—including ambiguity around budget, leadership roles, and team structure; (2) insufficient strategic positioning—notably how to differentiate the Studio from other AI initiatives within Accenture and externally; and (3) difficulties in demonstrating value to clients—ranging from uncertain return on investment (ROI) to data quality and scalability concerns.

In response, this research proposed a three-phase strategic roadmap that corresponds to short-, mid-, and long-term development. Each phase sets clear objectives, outlines key actions, and includes specific metrics to track progress. In particular:

1. Stage 1 focuses on establishing foundational elements—articulating strategy, clarifying budget, and forming a fluid yet cohesive team. The aim is to ensure that vertical and horizontal alignment (Tosti & Jackson, 2000) is in place before more complex AI engagements.
2. Stage 2 centers on converting demos to paid Proofs of Concept (POCs) and enhancing cross-departmental collaboration. This phase emphasizes building technical and human-centered capabilities to meet client needs (Vargo & Lusch, 2004) more effectively.
3. Stage 3 envisions scaling these AI solutions across broader markets, reinforcing the Studio's leadership position in industrial AI. The Studio's efforts here align with Porter's (1996) argument that organizations gain competitive advantage by either performing unique activities or delivering them in a way that adds distinctive value.

In synthesizing the research, the roadmap underscores the importance of iterative development, continuous demo enhancements, and consistent communication with stakeholders, both internal and external. By drawing on interviews and referencing frameworks from design roadmapping (Simonse, 2024) and strategic management (Kotler, 1994; Mintzberg, 1994), the roadmap offers a structured yet adaptive blueprint for the Studio's evolution over the next few years.

9.2 Academic Contribution

Although internal alignment has been extensively studied in broader organizational contexts (Kaplan & Norton, 2006; Beer & Eisenstat, 2000), relatively few works examine how alignment functions in small-scale, specialized AI labs within large consultancies. This study bridges that gap by showing how internal alignment—spanning budget clarity, leadership roles, and team coordination—significantly influences the capacity of an AI-focused studio to engage clients and scale solutions. In doing so, it echoes findings by de Carvalho et al. (2018) on the positive relationship between alignment and organizational performance, but extends those insights to the nascent domain of AI labs, where rapid technological change and cross-functional demands complicate standard alignment processes.

Existing research on strategic positioning (Porter, 1996; Adner, 2006) often addresses well-established industries or large-scale enterprises. This study adapts those concepts to an AI lab within a multinational service firm, offering new perspectives on how to create localized value propositions while leveraging global networks. In line with Gawer and Cusumano (2014), the findings highlight the importance of collaborative platforms and ecosystem engagement, but show that effective positioning also hinges on reconciling local industrial needs with global corporate capabilities. The Eindhoven GenAI Studio's

approach—focusing on industrial manufacturing clients in Europe while tapping into Accenture's global AI resources—illustrates a novel application of these theoretical principles.

The study also contributes to research on AI value creation. While Brynjolfsson and McAfee (2017) emphasize AI's transformative potential, they note that many organizations struggle to realize tangible outcomes from AI initiatives. This research pinpoints specific obstacles, such as data readiness, ethical concerns, and ROI skepticism, that hamper AI adoption among industrial clients. By structuring a roadmap that explicitly addresses these pain points—through targeted POC conversions, skill-building, and stakeholder engagement—the study provides actionable strategies that move beyond general discussions of AI's promise. It thereby helps fill the gap identified in the "State of AI 2024" survey (Financial Times, 2024), where only 14% of companies had effectively scaled AI projects.

Another academic contribution lies in merging design roadmapping (Simonse, 2024) with strategic management literature (Mintzberg, 1994; Kotler, 1994). While design roadmapping typically focuses on user-centric innovation and prototyping cycles, this research demonstrates its utility in high-level organizational planning. By structuring the roadmap around Vision, Time Horizons, Roadmap Layers, and Outcomes, the study provides a clear methodological approach for aligning design-centric processes (e.g., demo creation, user research) with strategic business goals (e.g., market leadership, cross-studio collaboration).

9.3 Business Contribution

From a managerial standpoint, the three-phase roadmap offers a step-by-step guide for AI studios looking to expand from concept demonstrations to large-scale industry adoption. Each phase includes clearly defined objectives, detailed action steps, and success metrics, making it highly implementable. While previous business literature often underscores the challenges of bridging POC and production in AI (Holmström et al., 2019), this roadmap provides a pragmatic sequence: start with internal readiness, secure initial POCs, then scale for broader impact.

Accenture's global footprint and matrixed structure can lead to silos, as noted by many interviewees. The roadmap's emphasis on cross-departmental communication (Stage 2) and global collaboration (Stage 3) resonates with Bartlett and Ghoshal's (1989) argument for shared platforms in multinational corporations. By recommending monthly cross-team exchanges, hackathons, and centralized repositories, the research offers tangible solutions for knowledge sharing and skill development—two areas frequently cited as critical but under-addressed in large service firms.

Finally, by systematically addressing client concerns (ROI, data security, scalability) and building advanced AI capabilities, the roadmap positions the Eindhoven GenAI Studio to become a market leader in industrial AI. This is especially pertinent given the projected growth in AI manufacturing solutions, with estimates indicating a significant market expansion by 2028 (Mehra, n.d.). In aligning the Studio's internal capacity with emerging market opportunities, the roadmap serves as both a defensive and offensive strategy—helping Accenture retain existing clients and win new business in an increasingly competitive field.

9.4 Limitations and Future Research

While the roadmap and accompanying analysis offer actionable insights, several limitations temper the generalizability and comprehensiveness of the findings:

1. **Case-Specific Focus**
   The study centers on one AI studio within Accenture's ecosystem. Though certain challenges—such as budget constraints, leadership ambiguity, and demonstration of AI value—are likely to resonate with similar innovation units, the recommended actions may need adaptation to different organizational cultures or resource environments. Future work

could employ a comparative study across multiple AI labs in diverse settings to validate or refine the roadmap's general applicability.

2. **Limited Data from Other Studios and Stakeholders**
   Although attempts were made to interview representatives from multiple GenAI Studios, the data set remained limited to a few locations. Insights from additional studios—especially those in different regions or focusing on different industry verticals—could yield a richer understanding of best practices. Moreover, perspectives from senior executives, end clients, and strategic partners might reveal additional constraints or opportunities that were not fully captured.
3. **Dynamic Nature of AI Technologies**
   The AI field evolves rapidly, with new technologies (e.g., large language models, advanced robotics) emerging frequently. While the roadmap's agile approach partially addresses this volatility, some specifics—like recommended demos or skill sets—could become outdated. Continuous updates to the roadmap are therefore essential, reflecting ongoing technological shifts and changing market demands.
4. **Challenges in Implementation**
   Finally, the roadmap's success hinges on robust execution. Organizational politics, budget realignments, and shifting corporate priorities could impede the timely adoption of recommended actions. Future research might explore longitudinal case studies to track how AI studios operationalize such roadmaps, measuring success factors and identifying common pitfalls.

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11. Appendix

11.1 Interview Questions

Main Stakeholders of GenAI Studio

Information Collection:

1. Could you briefly describe your role within the GenAI Studio and your team's structure?

Internal Alignment:

- **Strategy:**
  - How would you describe the current strategy of the GenAI Studio?
  - What are your thoughts on the studio's roadmap? (e.g., this year and the next three years, clear actionable or not)? (Mintzberg, 1994)
- **Processes:**
  - How do you feel about our business processes in place for the studio's services (clear or not, like we provide 3 services: 1 day tour,1 week sprint, and 8-10 weeks of POC development)? (Rosemann and vom Brocke, 2010a)
- **People:**
  - How would you describe the clarity of roles and responsibilities within the studio? (Kundu et al., 2020)
  - How effective is horizontal alignment across teams and departments? (like collaborations between IX and IXID or IX and S&C, and Technology teams?) (de Carvalho et al., 2018)
  - How effective is vertical alignment? (like does the studio have a shared vision that connects all levels of staff? from manager to analyst) (de Carvalho et al., 2018)
  - How do you feel about the capability, human resources for AI development? (Rojo, A., & Rojas, A.,2020)
- **Clear Communication:**
  - How effective is communication between the studio and other parts of the organization? (like tour to account lead, sales lead, leadership). (Ruck and Welch, 2012)
- **Governance and Evaluation:**
  - Are there clear metrics for evaluating the studio's performance (e.g., OKRs, customer retention, one client out of thirty tours)? (Patton, 2002) How effective is that metrics?

Strategic Positioning:

Given that Accenture operates a network of GenAI Studios, like Munich and Brussels, it is important to explore how the Eindhoven studio fits within this ecosystem.

1. Have you thought about the type of clients or industries we should focus on? (Kotler, 1994)
2. What makes us different from other GenAI Studios (like the Italy or Brussels) (Kotler, 1994)?
3. What do you think about the Accenture's broader AI ecosystem? How could we improve the collaboration? Or It's not nessasary? (regular workshops, shared platforms, or exchange programs help?)

Value to Clients:

1. From your perspective, what are the most common needs clients have when adopting AI solutions? (Srai et al., 2019)
2. What do you think are the biggest concerns or barriers clients face when investing in AI? (For example, issues like a lack of talent, unclear ROI, or managing data. How can we help address these?) (Kamble et al., 2018)
3. What's your thoughts about communication strategies and exposure to targeted clients now?
4. How would you rate the effectiveness of our current touchpoints, such as demos, tours, or workshops?(Heikkilä et al., 2021)
    - What new ideas or formats could we use to engage clients better? (For instance, do you think a virtual "digital twin" version of the GenAI Studio would be useful?)

Future:

1. Looking ahead, how do you see the future of AI in the industrial sector? What kind of things we need to improve?

Interviewees from Other Departments

Information Collection:

1. Could you describe your role and your department?

Internal Alignment:

- **Strategy**
    - What's your understanding of the GenAI Studio's overall strategy?
- **Process**
    - How much do you know about the GenAI Studio and its current activities? (Rosemann and vom Brocke, 2010a)
- **People**
    - In your opinion, How effective is horizontal alignment across teams and departments? (de Carvalho et al., 2018) (For example, if there's any collaboration between the GenAI Studio and the S&C/Technology team?)
- **Clear Communication**
    - How effective is the communication between your department and the GenAI Studio? (Ruck and Welch, 2012)
    - For example, how do you think your AI work compares to what the GenAI Studio is doing?

Suggestions and Ideas

- Is there anything specific you'd like to suggest about the GenAI Studio in Eindhoven?

Interviewees from Other GenAI Studios

Information Collection:

1. Could you briefly describe your role within the (Munich/Dublin..) GenAI Studio and your team's structure?

Internal Alignment:

- **Strategy:**
  - How would you describe the current strategy of the GenAI Studio?
  - What are your thoughts on the studio's roadmap? (e.g., this year and the next three years, clear actionable or not)? (Mintzberg, 1994)
- **Processes:**
  - How do you feel about the business processes in place for the studio's services (clear or not, like Eindhoven Studio provides 3 services: 1 day tour,1 week sprint, and 8-10 weeks of POC development)? (Rosemann and vom Brocke, 2010a)
- **People:**
  - How would you describe the clarity of roles and responsibilities within the studio? (Kundu et al., 2020)
  - How effective is horizontal alignment across teams and departments? (de Carvalho et al., 2018)
  - How effective is vertical alignment? (like does the studio have a shared vision that connects all levels of staff? from manager to analyst) (de Carvalho et al., 2018)
  - How do you feel about the capability, human resources for AI development? (Rojo, A., & Rojas, A.,2020)
- **Clear Communication:**
  - How effective is communication between the studio and other parts of the organization? (like tour to account lead, sales lead, leadership, other colleagues). (Ruck and Welch, 2012)
- **Governance and Evaluation:**
  - Are there clear metrics for evaluating the studio's performance (e.g., OKRs, customer retention, one client out of thirty tours)? (Patton, 2002) How effective is that metrics?

Strategic Positioning:

Given that Accenture operates a network of GenAI Studios, it is important to explore how the each studio fits within this ecosystem.

1. Have you thought about the type of clients or industries we should focus on? (Kotler, 1994)
2. What makes you different from other GenAI Studios (like the Italy or Brussels) (Kotler, 1994)?
3. What do you think about the Accenture's broader AI ecosystem? How could we improve the collaboration? Or It's not nessasary? (regular workshops, shared platforms, or exchange programs help?)

Value to Clients:

1. From your perspective, what are the most common needs clients have when adopting AI solutions? (Srai et al., 2019)

2. What do you think are the biggest concerns or barriers clients face when investing in AI? (For example, issues like a lack of talent, unclear ROI, or managing data. How can we help address these?) (Kamble et al., 2018)
3. What's your thoughts about communication strategies and exposure to targeted clients now?
4. How would you rate the effectiveness of the current touchpoints, such as demos, tours, or workshops?(Heikkilä et al., 2021)
    - What new ideas or formats could we use to engage clients better? (For instance, do you think a virtual "digital twin" version of the GenAI Studio would be useful?)

Suggestions:

1. Do you have recommendations for improving the GenAI Studio in Eindhoven?

IDE Master Graduation Project

Project team, procedural checks and Personal Project Brief

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

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

STUDENT DATA & MASTER PROGRAMME

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

Family name		IDE master(s)	IPD / DfI / SPD
Initials		2nd non-IDE master	
Given name		Individual programme *(date of approval)*	
Student number		Medisign	
		HPM	

SUPERVISORY TEAM

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

Chair		dept./section	
mentor		dept./section	
2nd mentor			
client:			
city:		country:	
optional comments			

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

! Chair should request the IDE Board of Examiners for approval when a non-IDE mentor is proposed. Include CV and motivation letter.

! 2nd mentor only applies when a client is involved.

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

Sign for approval (Chair)

Name _____ Date _____ Signature _____

CHECK ON STUDY PROGRESS

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

Master electives no. of EC accumulated in total _____ EC

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

	YES	all 1st year master courses passed
	NO	missing 1st year courses

Comments:

Sign for approval (SSC E&SA)

Name _____ Date _____ Signature _____

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

Does the composition of the Supervisory Team comply with regulations?

YES		Supervisory Team approved
NO		Supervisory Team not approved

Comments:

Based on study progress, students is …

	ALLOWED to start the graduation project
	NOT allowed to start the graduation project

Comments:

Sign for approval (BoEx)

Name _____ Date _____ Signature _____

Personal Project Brief – IDE Master Graduation Project

Name student _____ **Student number** _____

PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

Project title _____

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

Introduction

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

➔ *space available for images / figures on next page*

introduction (continued): space for images

image / figure 1

image / figure 2

Personal Project Brief – IDE Master Graduation Project

Problem Definition

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

Assignment

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

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

Project planning and key moments

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

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

Kick off meeting _____

Mid-term evaluation _____

Green light meeting _____

Graduation ceremony _____

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

Part of project scheduled part-time	
For how many project weeks	
Number of project days per week	

Comments:

Motivation and personal ambitions

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

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