groupm

PROJECT PLAN

Modernizing workflows with generative AI

Project plan van R. Baerts

EINDHOVEN, 6 FEB - 7 JULY
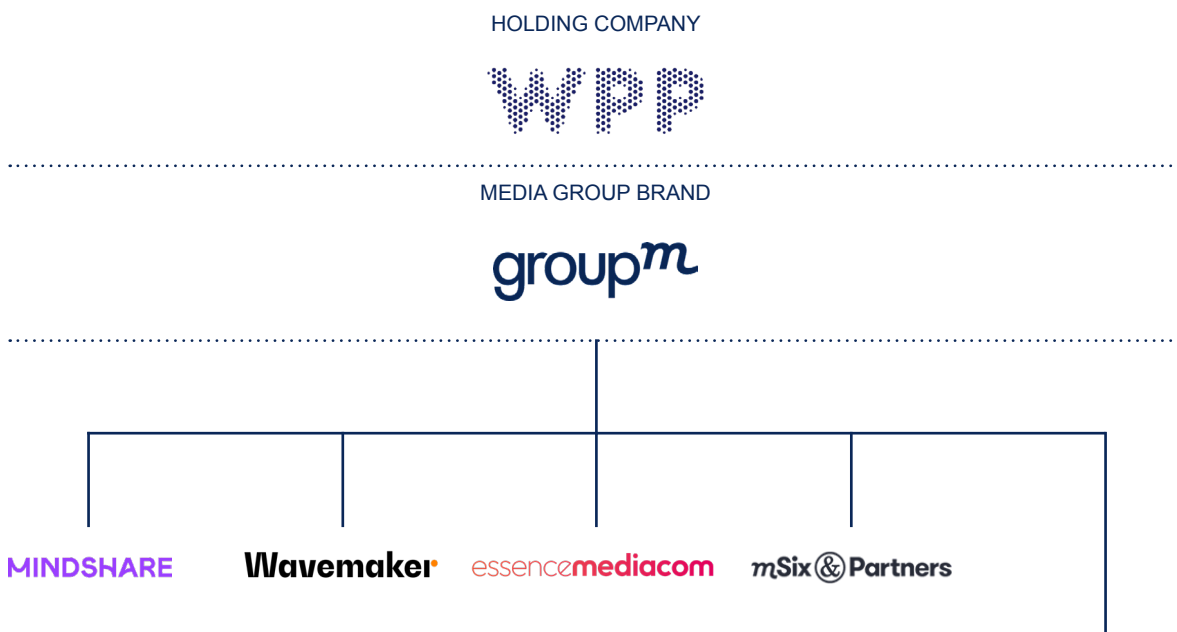
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THE COMPANY

GROUPM

The company where I am following my graduation internship is called GroupM. GroupM is a media agency specialized in digital advertising. They are the world's leading media investment company with a mission to create a new era of media "where advertising works better for people". Responsible for more than $60 billion in annual media investment, the company innovates, differentiates, and generates sustained value for clients wherever they do business. (GroupM, 2022)

They are located in over 70 markets globally with 25.000 employees. 750 of which are located in the Netherlands. GroupM works for enormous brands such as Google, Meta and Amazon. GroupM is owned by WPP. WPP is a British multinational who works in advertising, public relations, technology and commerce. Some of their competitors are Publicis Groupe, Omnicom Group and Dentsu. (COMvergence, 2022) The location where I am working is Eindhoven, The Admirant previously known as Greenhouse. Within the Eindhoven team I am working in the Labs department.

ORGANOGRAM

HOLDING COMPANY

WPP

MEDIA GROUP BRAND

groupᵐ

MINDSHARE   Wavemaker   essencemediacom   mSix & Partners

Greenhouse Group

LABS DEPARTMENT

Labs is an innovation department within GroupM in which they create co-creation environments where exceptional student talent explores disruptive trends and develop technologies that will shape tomorrow. (Labs, 2023) It was founded in 2013 and has researched many trends / new technologies over the years. See figure 1 for the timeline of Labs. The Labs department is recently expanding over multiple locations within Europe see figure 2.

Within Labs I got the assignment to research "Generative AI & Synthetic Media" and how this could be implemented within GroupM.
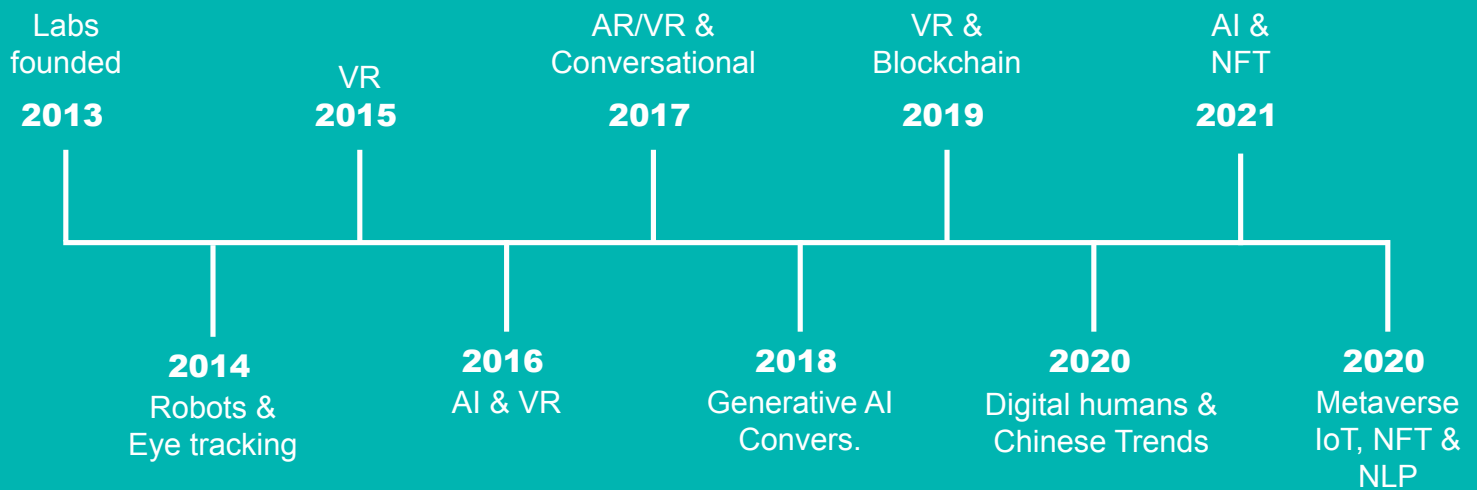
Labs founded	VR	AR/VR & Conversational	VR & Blockchain	AI & NFT
2013	**2015**	**2017**	**2019**	**2021**

2014	**2016**	**2018**	**2020**	**2020**
Robots & Eye tracking	AI & VR	Generative AI Convers.	Digital humans & Chinese Trends	Metaverse IoT, NFT & NLP

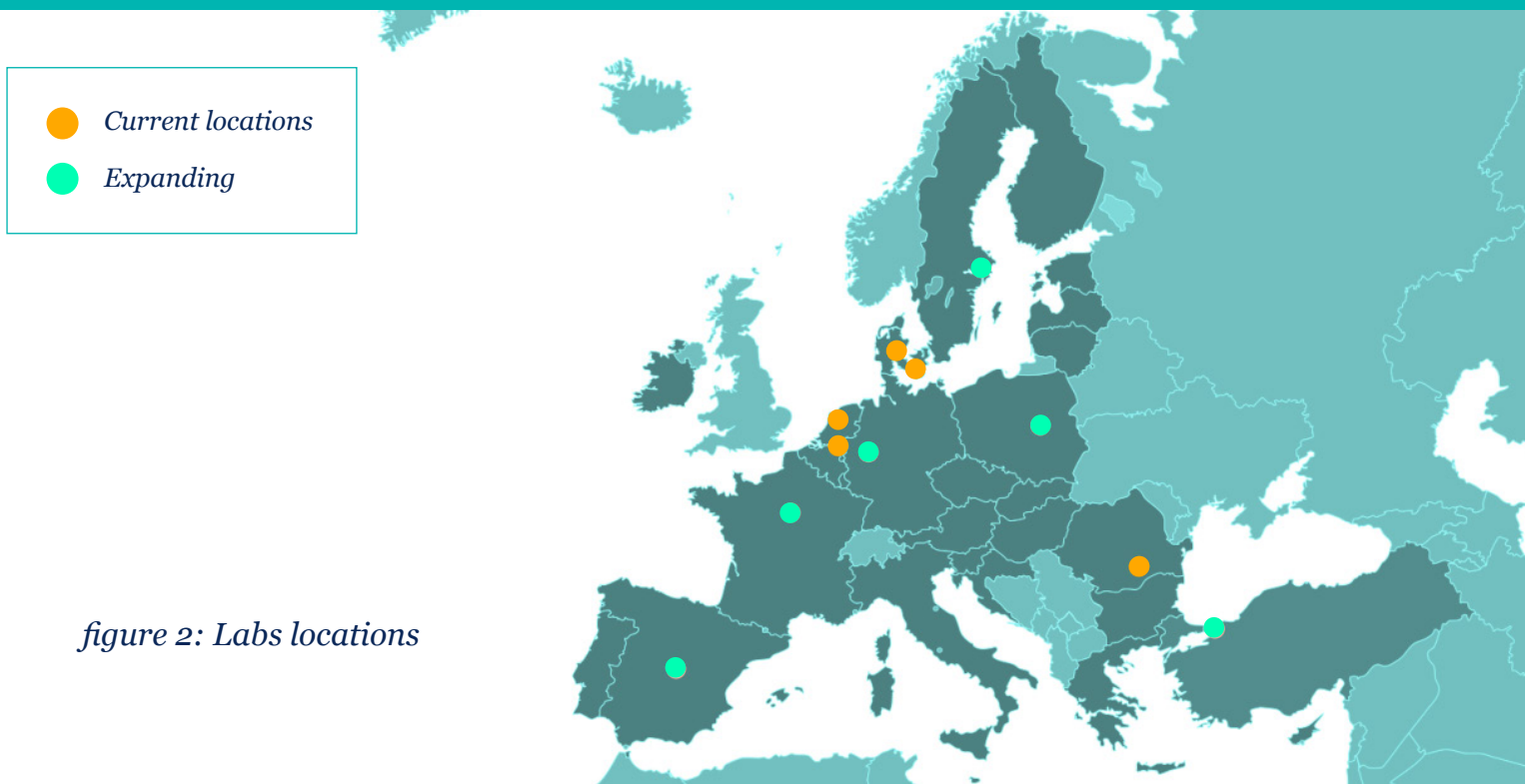*figure 1: Timeline labs and researched topics*

Current locations

Expanding

figure 2: Labs locations

ASSIGNMENT

DESCRIPTION

The assignment for my graduation internship is to find out where generative AI / Synthetic Media could be used within GroupM to help employees work more efficiently on their task(s). For my assignment I will need to find out which tasks could be more efficient with the help of generative AI. But what is generative AI and Synthetic Media?

Generative AI is an AI that mainly focuses on creating new content based on existing data. It works as follows: most AI's start off with a prompt, a short description of what you want and it will create based on your input new content. This new content could be a generated video, text, images, audio, etc. The new content that is generated by an AI is called Synthetic media.

The possibilities with generative AI are endless, you can create mockups for designs, gather inspiration, write entire articles or presentations, and more. It has great potential for businesses as it can automate workflows or quicken up the process of creation and distribution. Some generative AI content cannot even be distinguished if it was made by humans or AI.

Due to the advancements in generative AI it is important that media agencies such as GroupM are aware of these technologies and the impact they have on the industry. The reason for this assignment is to show the potential generative AI has within GroupM to make workflows more efficient and effective.

Generative AI is an AI that creates new content. This new content is called:

TARGETS

TRAINING

Specific: At the end of my graduationship, employees in the design department will have used my tool and learned how to effectively use generative AI text prompts within their workflow.

Measurable: The progress of what they learned will be tracked with a survey, and data used within the tool itself. I will check with this department if the tool helped.

Achievable: The tool will be designed to meet the needs of the department. The tool will give general information about GAI, where they could use it within their workflow, how to write correct prompts and make them aware of what to check when the new content is generated.

Relevant: The knowledge and skills to effectively use generative AI are important to create quality content and speedup the process of creation leaving more time for other tasks.

Time-bound: The tool will be tested before I end my graduation to validate that the solution works.

ANALYSIS OF ASSIGNMENT

Generative AI is a rapidly evolving powerful tool that has made big advancements over the years. The three primary factors that contributed to the growth are: improvement in models, better and more data, and greater computer capacity. (van Rijmenam, 2022) Generative AI has come to the point that it can produce high quality new content. This new content includes: images, text, audio, video which make up most advertising materials. This is also the reason why this new technology is interesting for GroupM, an advertising agency to use.

Generative AI can create new content faster than humans take to complete a task. Meaning that generative AI can automate certain workflows. Making workflows more efficients and effective will lead to money saving. But generative AI is not perfect, it can be biased, give inaccurate information, and overall has some limitations. Not only does the technology oppose challenges but it also has some public concerns.

Potential obstacles GroupM could face are:
• **Data quality:** Generative AI relies heavily on data. If any data is inaccurate the output is flawed.
• **Integration with existing workflows:** Implementing generative AI may require lots of investments in time and resources.
• **Creative Control:** If the content is generated only by AI the vision and values may not always align.
• **Legal and ethical concerns:** GroupM may face legal and ethical concerns when implementing generative AI. Issues such as privacy, transparency and intellectual property.

There are not many examples of generative AI being implemented in workflows. However there are some advertising campaigns that used generative AI and were very successful. One example of such a campaign is: Messi Messages. In March 2021 Lays launched Messi Messages. It used deepfake technology to personalize greetings from Lionel Messie. The results: in the first 24 hours it made 38 million hits on the website. (Lays, 2021) Another example is Netflix who launched a campaign in May 2022 to promote the launch of Love Death + Robots season 3. It asked users to customize logos of LDR and resulted in 12 million images produced by 2 million users. (Khurana, 2022) These campaigns show that with generative AI the advertisement can be more engaging and more successful than traditional advertising.

Over the coming years generative AI will become better and widely accessible for the public. Meaning that competitors will also know and work with this technology. So for a company that mainly focuses on creating new content, a technology that can speed up that process should not be overlooked. The biggest challenge is still finding out what works within GroupM. Where can generative AI be implemented to speed up the process? What problems does generative AI have? How do employees of GroupM feel about generative AI? These are all important questions that need to be answered if generatie AI would be effective in GroupM.

DESIGN CHALLENGE

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Design a digital platform that enables employees within GroupM design department to learn about generative AI text prompts in order for them to effectively use it within their daily workflows.

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SCOPE

For the project I will be doing research on how/where generative AI could successfully be implemented within GroupM. For my research it is important to get a general understanding what limitations/problems generative AI has. I will however look at potential danger but will not be making solutions for generative AI. I will look at how employees could use it in a safe way and be aware of the problems generative AI has.

The design challenge is described globally but the main target is to let employees of GroupM work more efficiently. For my assignments I will solve one problem within a specific department and team within GroupM. I will do research on what part of their process could be more efficient with generative AI and work out a solution.

The general scope will do research and define a problem with one department of GroupM. I will brainstorm and think of possible solutions and after choosing one solution I will make a POC (Proof Of Concept). With the POC I will test if the solution actually makes employees more efficient. At the end I will write an advice document describing the potential generative AI has for GroupM and how my solution can be used.

APPROACH

METHODOLOGY

For the process of my project I will be using the Human Centered Design methodology. The project requires the implementation of generative AI in workflows of GroupM employees. With Human Centered Design I can better define the problems the target audience experience and create a meaningful and better product for them to use.
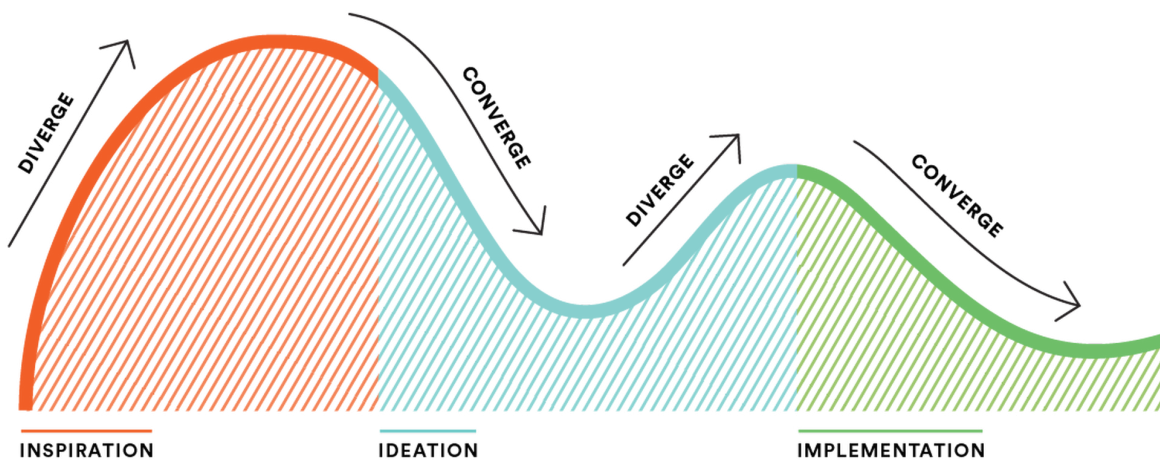

figure 3: Human centered design (Innovation Training, 2022)

RESEARCH STRATEGY

The overlaying strategy I will use is Human Centered Design but the methods I will be choosing from are the DOT-framework and CMD Methods Pack.

figure 4: DOT-framework & CMD methods pack

DESIGN CHALLENGE

Design a digital platform that enables employees of GroupM in the design department to learn about generative AI text prompts in order for them to effectively use it within their daily workflows.

INSPIRATION

1. **Orientation:** I will conduct a few library research to understand the context and the new technology I will be working with.

   - **Literature study:** What is generative AI & Synthetic Media?

   - **Trend analysis:** What impact / possibilities does generative AI have on the creative sector and marketing?

   - **Debriefing/interview:** Getting to know the coach and general idea of the assignment.

2. **Problem definition:** The design challenge is still very broad so to narrow it down I will do research on the employees within GroupM and what problems they experience in their workflows. Subquestions:

   - Who is the target audience?
   - What is their experience of generative AI?
   - What is their workflow?
   - Are they experiencing problems within their workflow?
   - What are their pains & gains?

   - **Interviews:** General get to know the employees of GroupM, understand the departments GroupM is divided in and what experience they have with generative AI.

   - **Personas:** Making the target audience visible makes it easier to understand their needs, motivations and frustrations.

   - **Empathy map:** Understanding the pain en gains the target audience experiences with generative AI.

   - **Day in the life:** To understand their workflow it is important to know what they do on a daily basis.

   - **User journey:** Making the insights visible shows which problems they experience in the process.

3. **Further research:** When having a clear problem certain questions will arise. These will be defined after the design challenge is complete. After that combine all findings.

Research questions: Define new research questions after the problem is clear.

Best, good, & bad practices: Which generative AI are out there and could potentially help with completing the task more efficiently?

Affinity diagramming: Taking all the insights of researches and making them into insights statements.

HMW-questions: Create How Might We questions from the insights statements.

IDEATION

4. **Concepting:** Generating and eliminating lots of ideas in early stages.

Brainstorm: Brainstorm with the HMW-questions for possible ideas.

Low fidelity prototype: Create simple prototypes from ideas within the brainstorm session and eliminate the ones that will absolutely not work.

Co-reflection: Show the ideas and see what the stakeholders have to say about it. Feedback will help generate new and better ideas.

Concept: Based on the ideas and feedback create a definite concept.

Co-creation: Validate the concept with users.

Ethical check: Use the Fontys TICT tool to identify the challenges the concept has.

IMPLEMENTATION

5. **Realization:** Make a high fidelity prototype test this and create a working POC.

High fidelity prototype: Creating a high-fidelity prototype shows the realistic interactions the concept has.

Usability testing: Create a user test that will test the usability and the general experience of the prototype. Iterate based on findings.

Proof of concept: Realize the prototype.

PLANNING

SCRUM

To make good progress I will be working with SCRUM. SCRUM is an agile planning tool to easily manage tasks and targets of a specific sprint. Every week will be a sprint demo where I will get feedback on the project. Every 3 weeks there will be a sprint retrospective with the group.

The planning will be done in trello.

WEEKLY

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Location: Office 9.00 - 17.00	Location: Office 9.00 - 17.00	Location: Office 9.00 - 17.00	Location: Office 9.00 - 17.00	Location: Office 9.00 - 17.00
9.30 - 9.45 Daily stand-up	9.30 - 9.45 Daily stand-up	9.30 - 9.45 Daily stand-up	9.30 - 9.45 Daily stand-up	9.30 - 9.45 Daily stand-up
				10.00 - 11.00 Planning next sprint
			11.00 - 12.00 Weekly sprint demo	10.00 - 12.00 **Every 3 weeks** Retrospective & Peer review
	14.00 - 15.00 Fontys coach			

GLOBAL PLANNING

PHASE	TARGET	PRODUCT	DATE
INSPIRATION	**Orientation** Understanding the context and the new technology I am working with.	• Literature: What is generative AI & synethtic media? • Trend analyse: What impact / possibilities does generative AI have on the creative sector and marketing? • Debriefing	06-02 t/m 17-02
	Problem definition To have a final problem definition that eventually a solution will be made for.	• Interviews: Who is the target audience? • Personas: Target audience • User journeys: Workflow • Empathy map: Pains & gains • Project plan*	21-02 t/m 10-03
	Further research Finalizing research and summarize it into insights statements.	• Insight statements • Research: Which generative AI are out there and could potentially help with completing the task more efficiently?	21-02 t/m 10-03
IDEATION	**Concepting** Thinking of inital ideas, testing them and finalizing a concept.	• Brainstorm • Low fidelity prototypes • Concept • Validation target audience • Ethical check	13-03 t/m 31-03
IMPLEMENTATION	**Realization** Prototype the concept into a clickable prototype and a real working prototype	• High-fidelity prototype • User testing • POC	03-04 t/m 19-05
	Implementation Fine tuning the prototype, presenting	• User testing • POC • Presentation	22-05 t/m 09-06

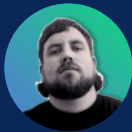| Handover | • Advice report | 12-06 |
| Transferring the project to GroupM | • Graduation portfolio* | t/m 07-07 |

DEADLINES

* Project plan week 3-5
* Graduation portfolio 13-06

STAKEHOLDERS

COMPANY SUPERVISOR

Charlie Freestone
Head of labs, NL

Charlie is my company supervisor. He is available every Tuesday and Thursday for feedback.

PROJECT COACH

Tommie Retera
Project coach

Tommie is our project coach he is there with sprint reviews, gives feedback and makes connections for us within the company.

TEAM MEMBERS

Anouk Min
Team member

Mickey Krekels
Team member

Jasper vd Ven
Team member

TEAM

The team consists of three other students doing their graduation. We will be working together on one solution on how to implement generative AI within GroupM. We will divide tasks, and work individually on our own research and will combine findings into one good solution. In the team we have different roles for scrum and this will rotate over the weeks. The goal is to succesfully finsih all our gradution.

FONTYS COACH

Evelien vd Garde-Perik
Fontys coach

Evelien is my Fontys coach, she gives me feedback on the process of the project and helps me with questions.

LITERATURE LIST

CMD Methods Pack: Find a combination of research methods that suit your needs. HAN University of Applied Sciences - Amsterdam University of Applied Sciences, the Netherlands. ISBN/EAN: 9990002057946. Available at: https://www.cmdmethods.nl/

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