

A Moon Walk Lab

Unlocking meaningful strategies for the digital era by leveraging collective intelligence through Design Thinking

SMS Special Conference, Milan, June 2022

About us

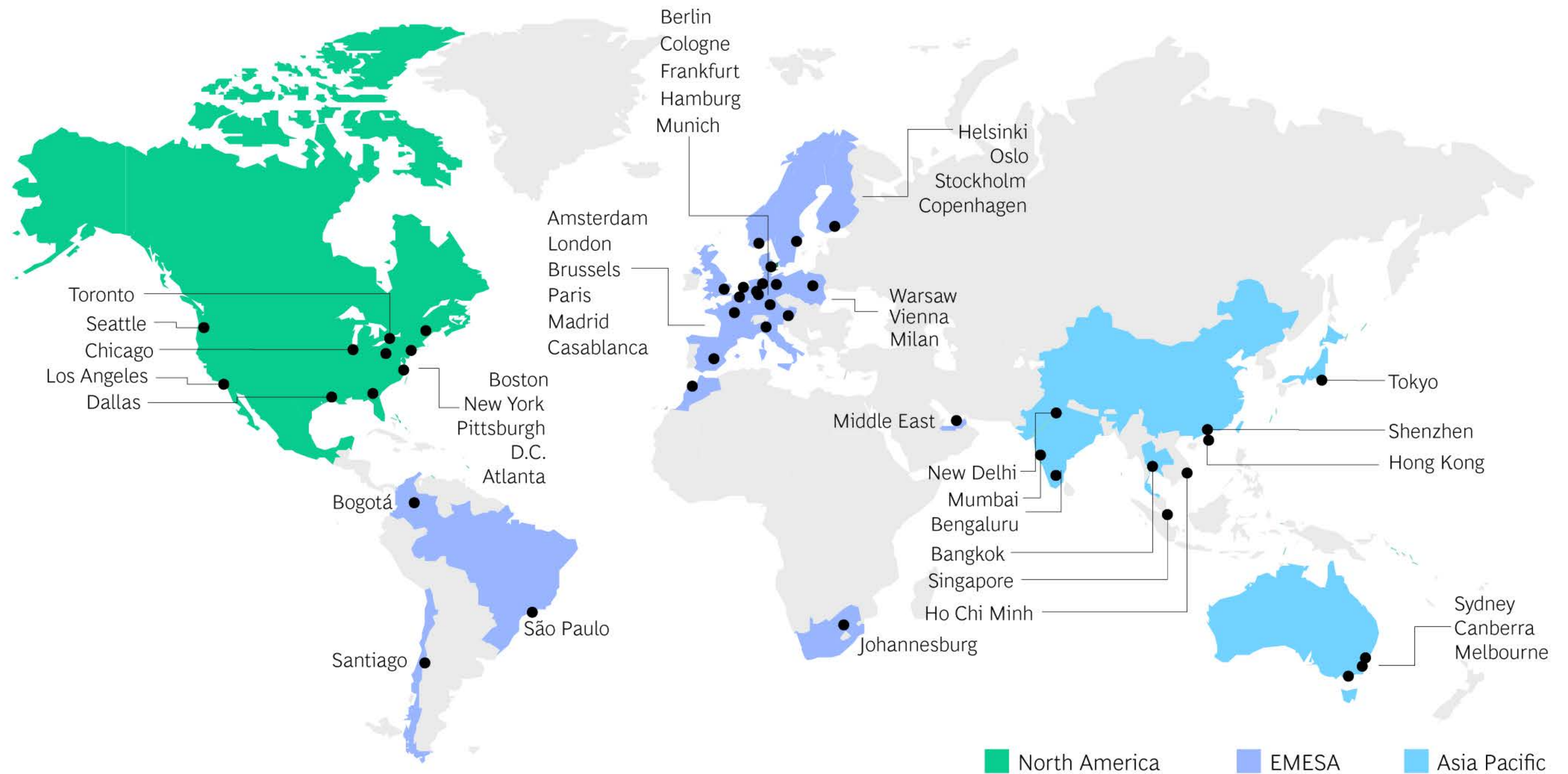
BCG Platinion supports digital transformations globally.

45+ Cities worldwide

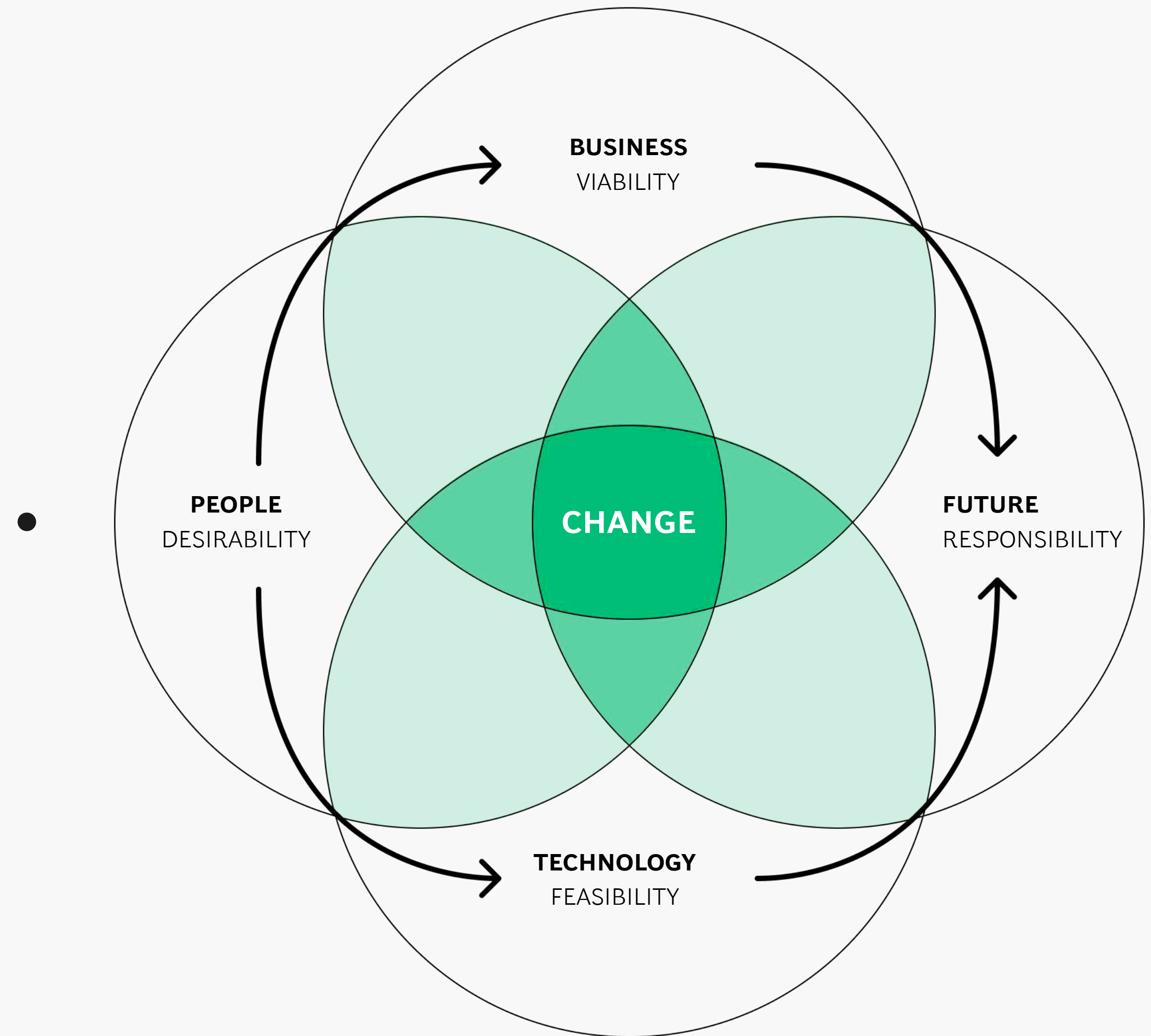
900+ Digital projects

2,000+ Projects in the last 2 years

800+ Clients



In a world exponentially growing in complexity, successful transformations move from people understanding to deliver meaningful innovation while taking responsibility at system level



Digital Product and Services (DPS) is the design arm of BCG Platinion.

We're moving from an era where technology made us less human to one where it **will make us more human.**

DIGITAL PRODUCTS AND SERVICES (DPS)

Design

Design engaging experiences based on people and business needs.

Engineering

Develop user interfaces, data and digital platforms to enable digital experiences and enterprise agility.

Product Management

Discover, design and deliver products that meet business and customer needs - build, train and lead product teams.

ARCHITECTURE AND PLATFORMS

Architecture

Help clients design and migrate to next generation architectures and modernise their legacy platforms, enterprise apps, infrastructure and data architectures.

Enterprise Solutions

Define and implement sustainable Enterprise Solution architectures, de-risking the implementation.

ENABLING DIGITAL CAPABILITIES

Agile Delivery

Manage large IT programs at scale and in agile ways

Cybersecurity

Deliver cybersecurity strategies and respective organisational and technical solutions.

We craft meaningful service experiences that drive human & business values. Native integration of competences is our differential value.



Our full stack capabilities are integrated in BCG core competences creating and building an end-to-end customer experience that speaks both to business and tech.

The Moon walk workshop

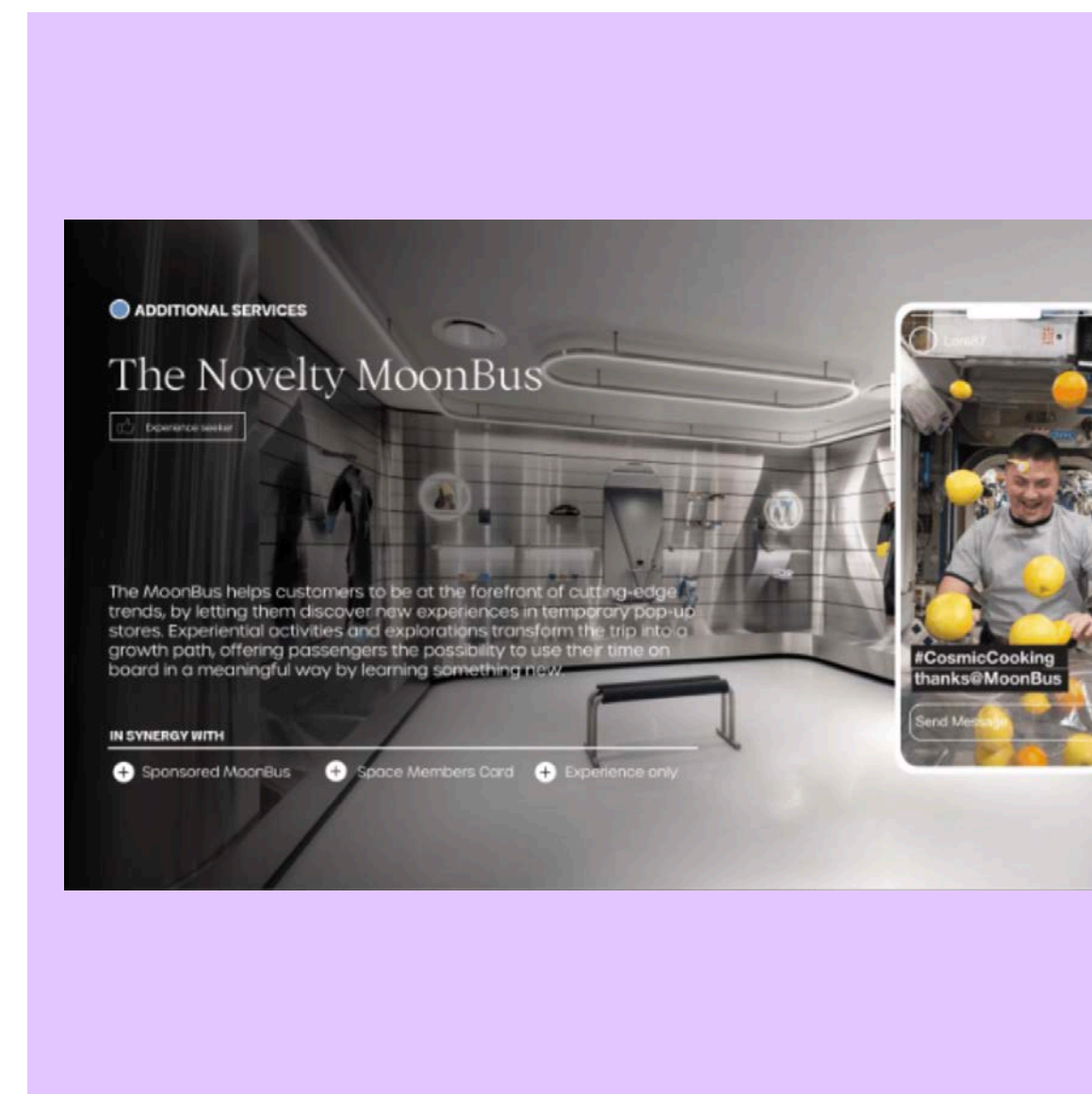
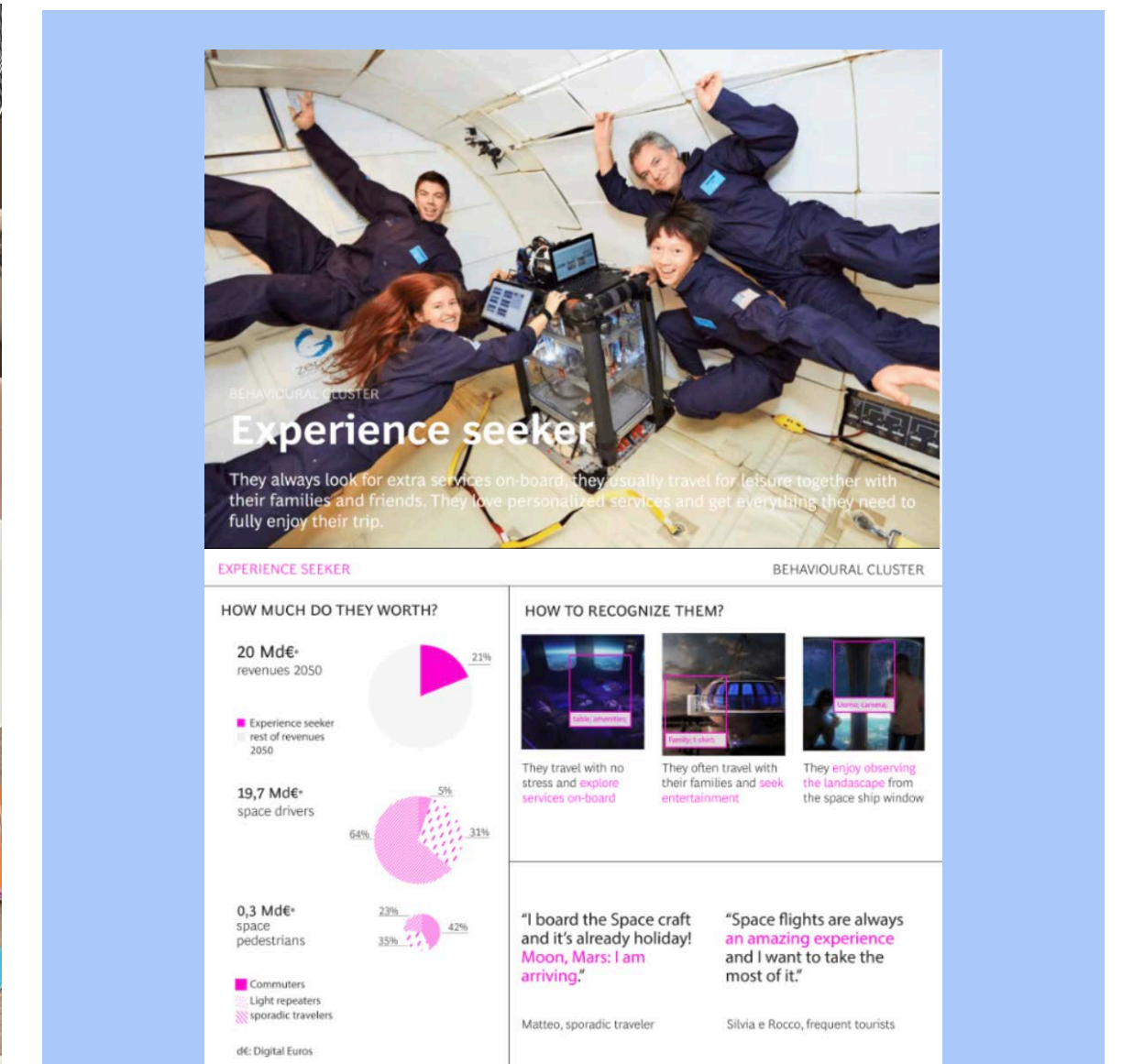
The Lab in a nutshell

Scope of the workshop:

Explore and play to understand the business value of Human Centred Design and Design Thinking in large transformations.

- **The role of HCD** in large transformation *15 min*
- **Icebreaker:** Innovation blockers: exploring companies' alibis to stay in the confort zone *30 min*
- **Walk in the future:** setting future scenarios *10 min*
- **The customer Journey puzzle:** understanding customer perspective *30 min*
- **Meet your customers:** understand actual and latent customer needs *30 min*
- **Ideation boost:** thinking in new boxes to craft new value proposition *30 min*
- **Prototype to get feedback:** from concept validation to business case. *15 min*
- **Embed & Apply:** sharing key learnings and application. *45 min*

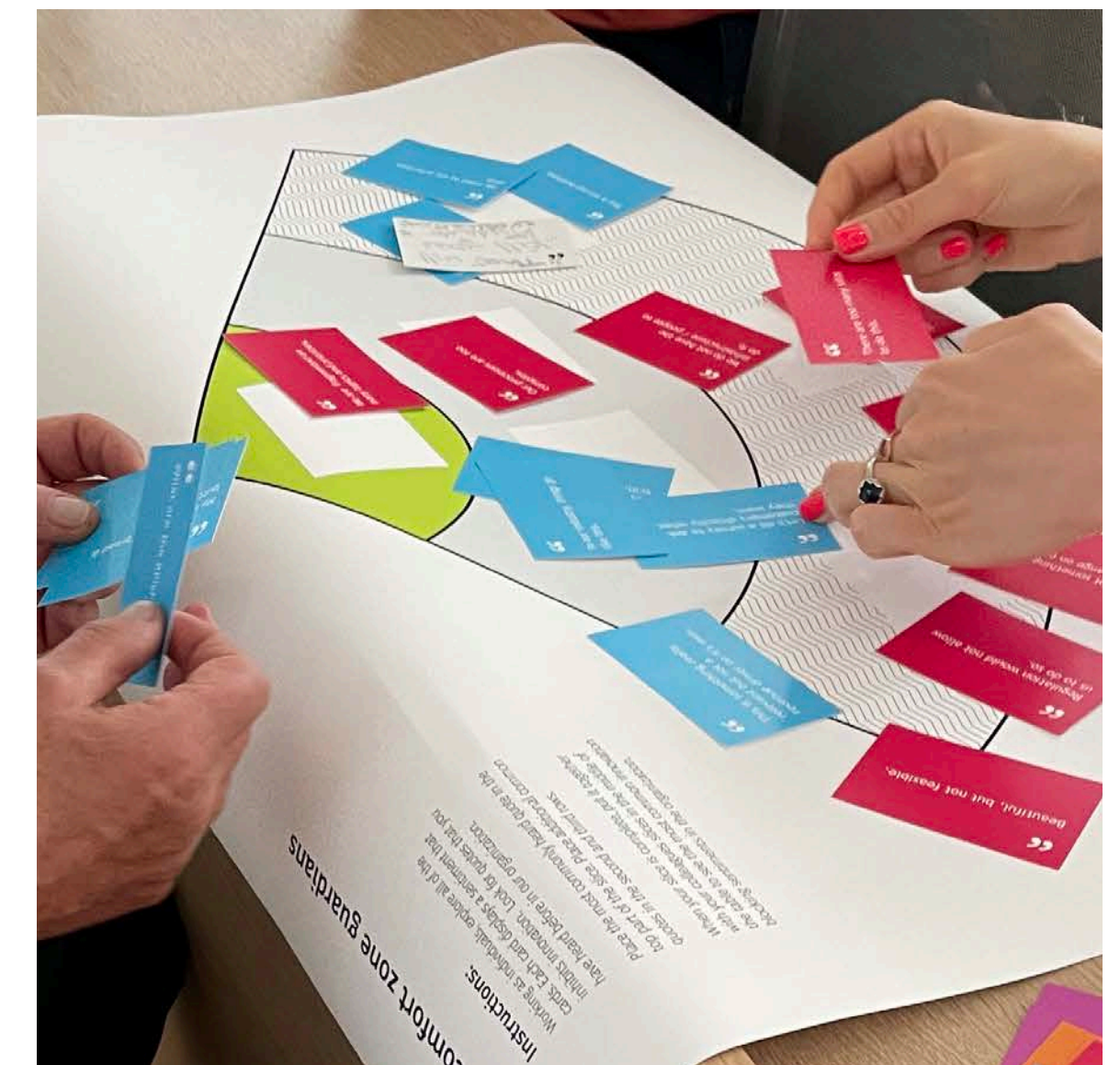
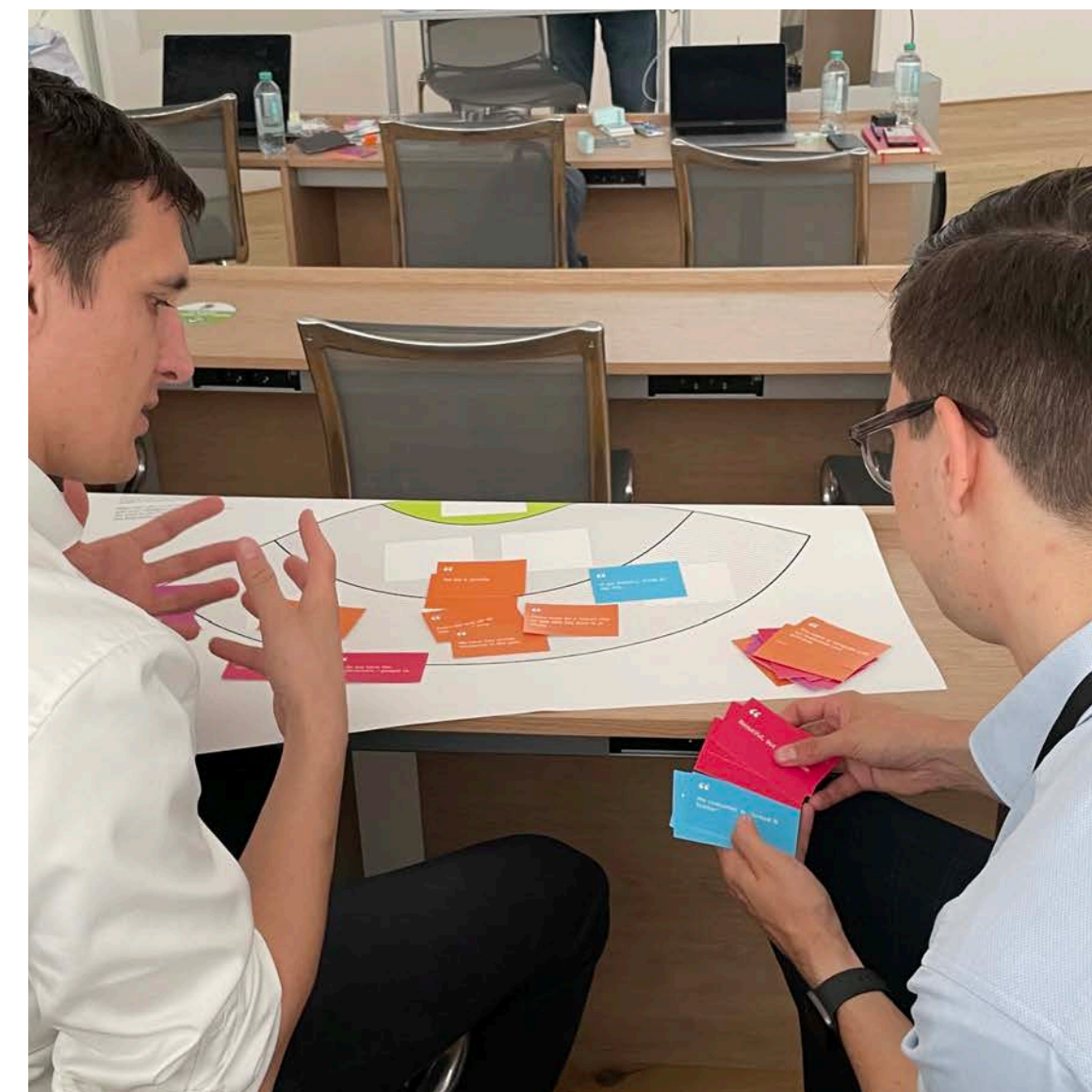
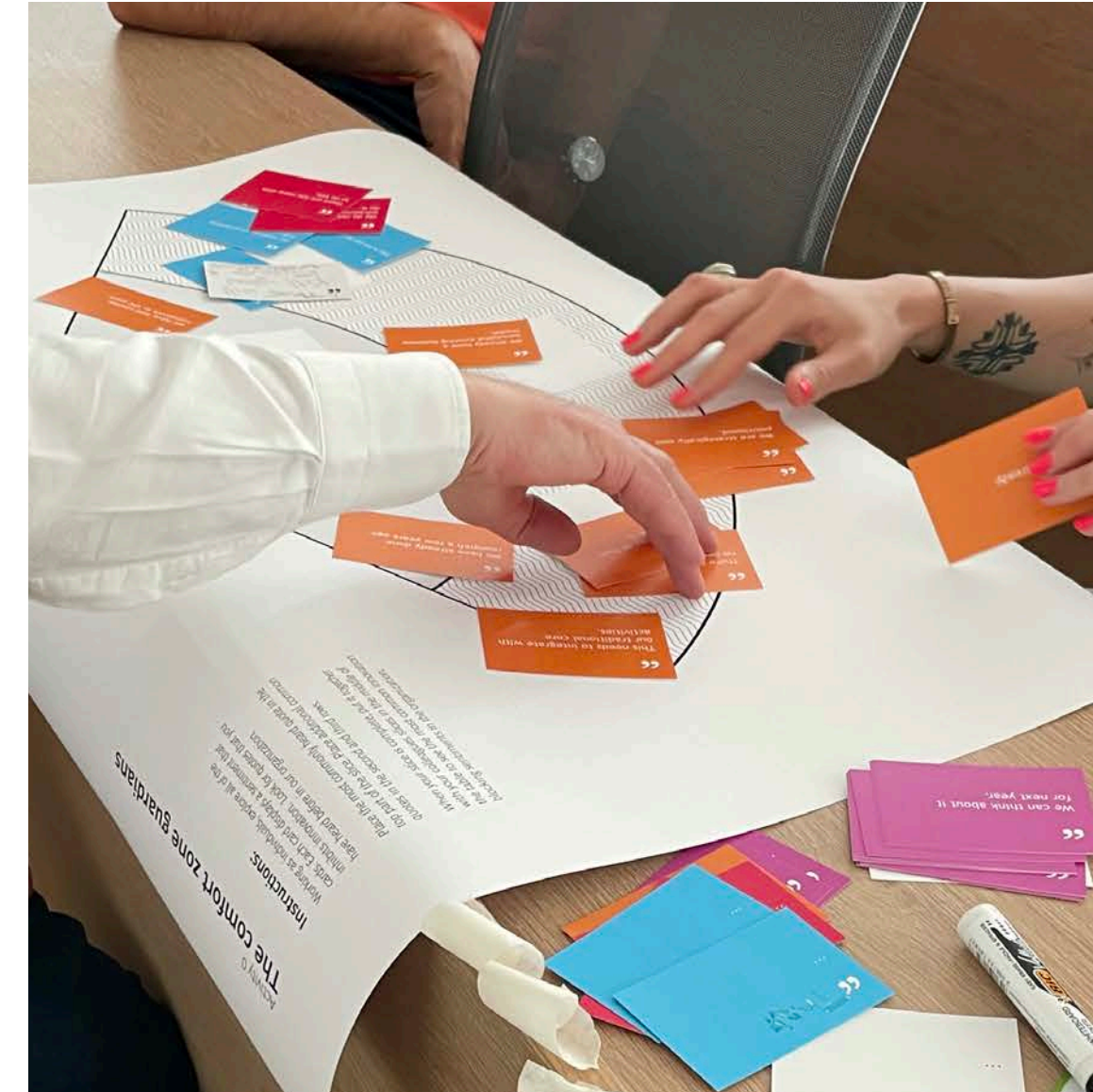
Keynote Exercises



Innovation Blockers: exploring companies alibis to stay in the comfort zone

Using a set of cards with **creativity-blocker statements** collected from different companies, participants were asked to identify the ones they heard the most.

The exercise allowed to spot the **most common alibis** that block innovation, enabling the group to recognise them in future situations.



A design thinking path starts with context definition

Today, June 10th, 2050

The Earth has about 10 billion inhabitants, but the good news is that the battle for **sustainability** has been won. We live in a wonderful place where careful control of the ecosystem is ensured by the spread of quantum computers and the new global geopolitical organisation. This has made it possible to restore the natural balance and defined an optimal integration between anthropomorphized and natural environments. Food is now a resource available to all thanks to new agricultural techniques and laboratory-based protein production technologies.

Humanity's main problem is the supply of rare minerals required for the development of new technologies. These come mainly from lunar, Martian, and asteroid mines.

The ever **increasing demand** for these raw materials coupled with Earth's overpopulation has prompted the creation of an **extraterrestrial district**, giving rise first to the creation of **lunar bases** and then to colonies on orbiting bases and on Mars.

Nasa's Artemis project launched in 2022 has been a reality for many years now.

The Earth-to-moon orbiting space station is the port of arrival for all interplanetary transportation operated by the industry's leading company, the **Moon Bus**. Everyone can reach the Moon from the space station by private landers or by their own spacecraft.

Plasma propulsion has **reduced the travel time** between Earth and the Moon to 4 hours to the orbiting station and 10 minutes by lander to the main city, while the trip to Mars, in the most favourable orbits takes only 40 days.

The Moon is a crucial **interplanetary hub** for the development of space travels, for refuelling cosmic transports, and as a home to research laboratories, warehouses, and cities where many Earth inhabitants work and live.

The main lunar city is at the south pole, where the biggest water ice deposits are located. Several plans are underway to create two new lunar cities in other more convenient parts of the Moon (one based on the Earth-facing face and one facing space). There are also several lunar bases with specific functions: minerals, tourism, and travel to Mars and asteroids.

Due to the solar radiation (lack of atmosphere), life on the Moon is predominantly in **underground cities** that take advantage of low gravity to provide novel experiences. Underground, with artificial solar-spectrum lighting, residential areas, amusement parks, industrial districts etc..., have been recreated.

People travel to the Moon for different reasons:

- For **work in mining spaces** on the satellite or asteroids and research centres located in different areas;
- For **tourism**, particularly in the great underground city at the south pole, from which expeditions to lunar craters and valleys depart;
- For **transfers to Mars** and on orbital colonies;
- For all experimentation and research, particularly **genetic research**;

Many users traveling to the Moon are **cyborgs**. They have subcutaneous technological implants that enable them to perform actions such as finger payments or to be instantly recognized at customs on the various planets. However, the most advanced technology remains very expensive, and less wealthy people have more difficulty accessing it. Users without implants still travel in the traditional way, buying their tickets in the UWW (Universe Wide WEB, the interplanetary internet of 2050) or at space stations. Many of them are elderly who have not succumbed to the trends of cyborgism. The MTH movement (More Than Humans - advocating the enhancement of typically human capabilities through technology) was born in 2040.

Interplanetary organizations push for **free access to advanced technologies** for all by law. Instead, technology liberalisation initiatives are promoted mostly by multi-planetary companies that offer implants that can enhance **cognitive and physical capabilities** in exchange for corneal and data advertising exposures.

Moreover, in the scenario of multi-planetary companies, highly innovative social behaviours are also developing.

After his intuition in 2030, that marked a momentous change for multinationals, Jeff Bezos (now 86) has lost the Moon Bus tender with Blue Origin against Elon Musk's Space X (Today 79), his competitor. But Bezos didn't give up and decided to carve out an even more prominent space for himself in human history. After leading Amazon to be the first interplanetary marketplace for goods, Bezos turned Amazon into the first **Universal Cooperative** by guaranteeing perpetual ownership of the infrastructure to humanity and redistributing the wealth generated. Today, Bezos has become the first universal philanthropist, and the largest Moon city (Bezy) has been named after him.

Other foundations are addressing the social dimension, in particular the ethics and rights of mutants. However, mutants, who are fewer in number than cyborgs, are growing steadily thanks to the spread of **DNA reading** for drugs customization, leading to phenomena such as bio-hacking and the spread of **self-service genetic manipulation** kits on the free market. Adding to these exponentially growing developments is the established practice of genetic selection of the DNA of newborns. The **ethical issues** connected with this topic are still relevant, driving protest movements but also the emergence of new breeds and forms of social exclusion in different directions.

The issue of sustainability has expanded to space where years of exploitation and exploration have made the galaxies, in particular the Earth orbit, a huge **space dump**. Space **pollution** is a critical issue, because it endangers the Earth's ecosystem and threatens interplanetary travels. Environmental movements raise awareness and study solutions to solve the waste disposal problem.

Defence of the Earth's ecosystem has also raised another sensitive issue related to sustainability. Genetic experimentation mostly shifted to the Moon to avoid endangering Earth's delicate ecosystem, but continuous exchanges with our planet require specific controls to avoid contamination and ripple effects. This situation entails the need for **systematic checks** of all space travellers, making it difficult to manage the personal freedom of interplanetary travels while protecting the common environment.

But even in this future, there will be **business as usual**.

LAB Challenge

How will MoonBUS Inc. maintain current revenues in the new competitive scenario?

#1

MoonBUS won the bid to be the only carrier between Earth and the moon until 2050: **having the monopoly of space travels**, the company can keep a premium price without investing in the service.

#2

MoonBUS has **3 types of customers**:

- Space Transporters
- Commuters with their own landers
- Tourists in transit to lunar or Martian cities.

#3

MoonBus provides a **safe and frequent experience with no additional benefits to the customer. The traveler is perceived as a commodity.**

#4

The orbiting space station will be opened in 2055, **allowing other transportation companies to enter the market. MoonBUS expects a sharp decline in revenues.**

#5

MoonBus wants to **redesign service, business model and customer experience to find new value propositions and win against competition whilst preserving premium price positioning**

#1

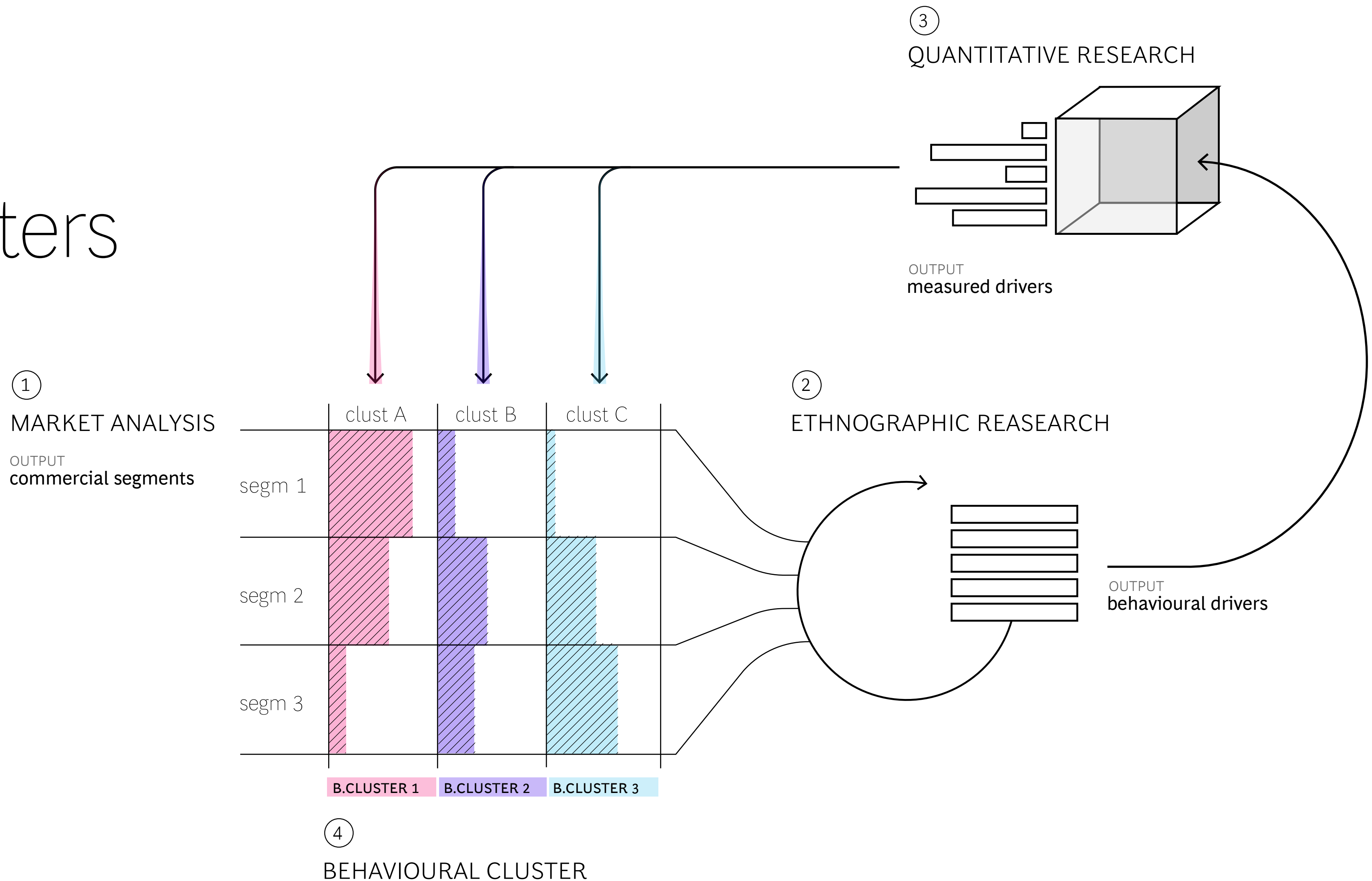
Understanding customers: Behavioural clusters

It's all about experience!

Experience = behaviours
behaviours ≠ market segment

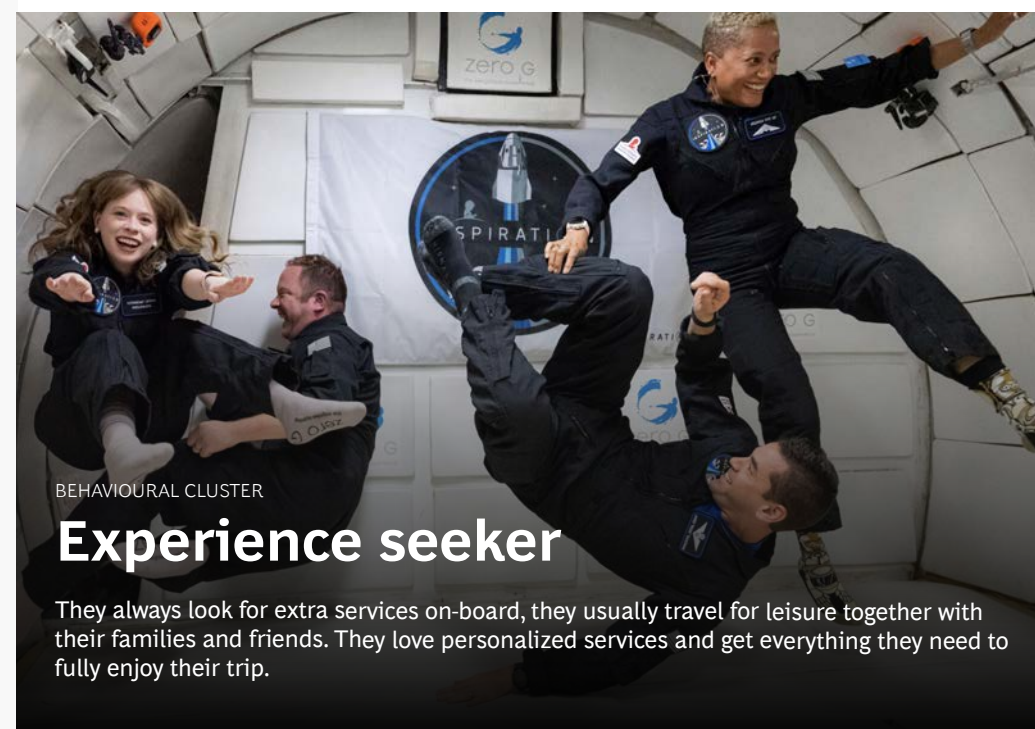
Qualitative research defines behavioural drivers that are validated through a quantitative research and measured in any market segment.

Behavioural cluster identify the proper drivers to evaluate and redesign experiences



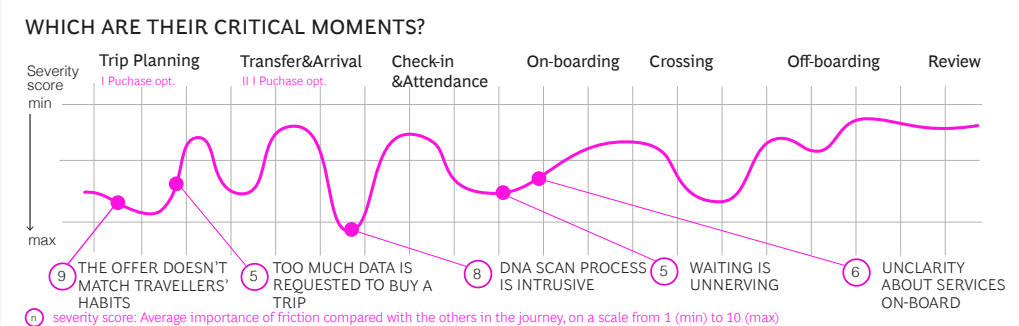
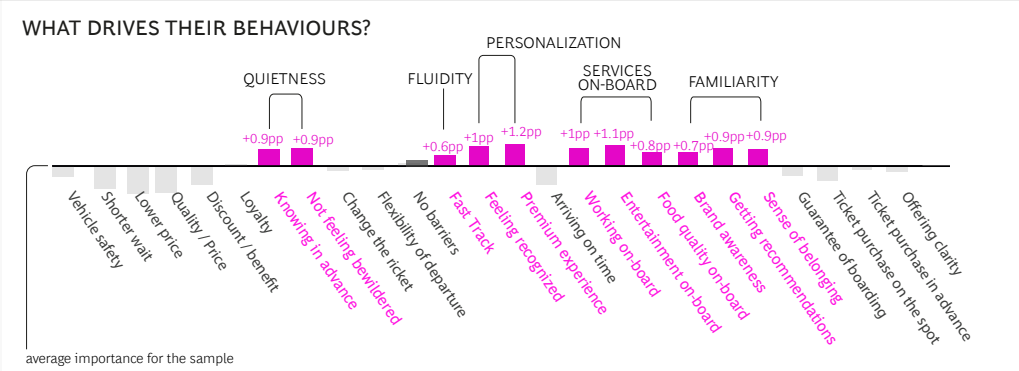
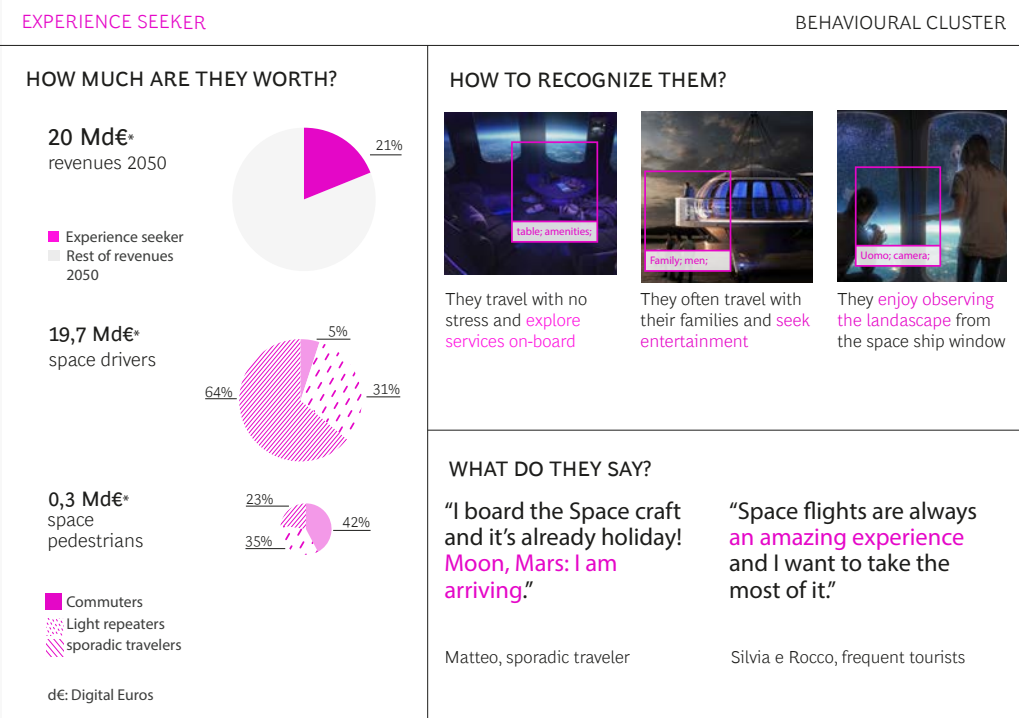
Behavioral clusters unveil and measure secondary drivers enabling original value propositions

Illustrative



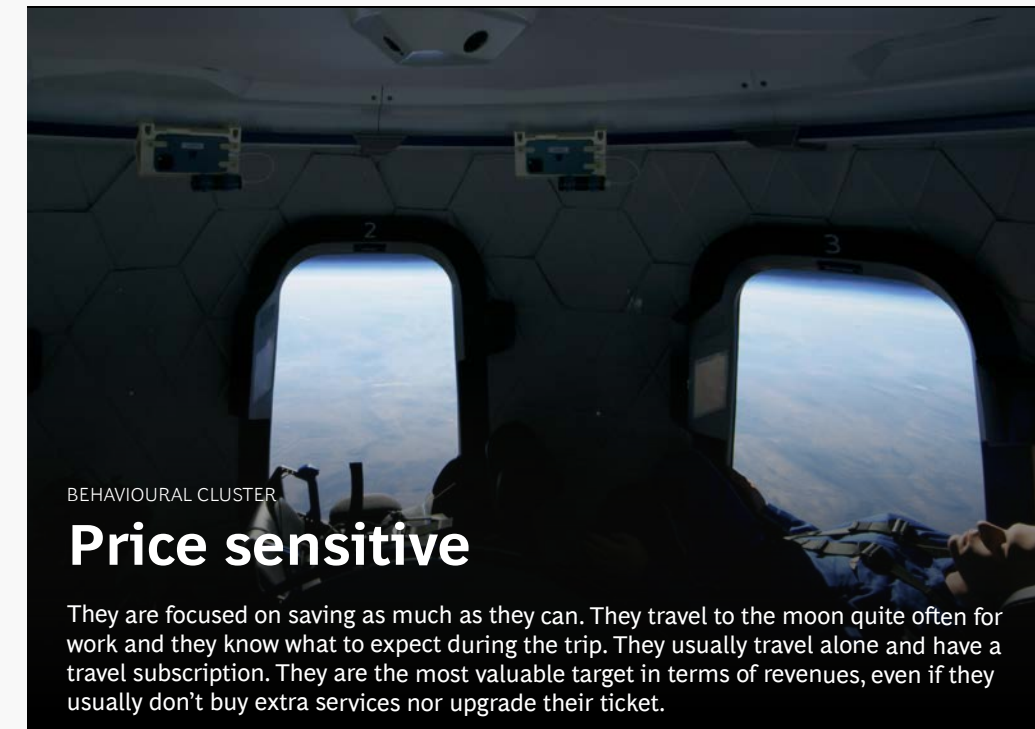
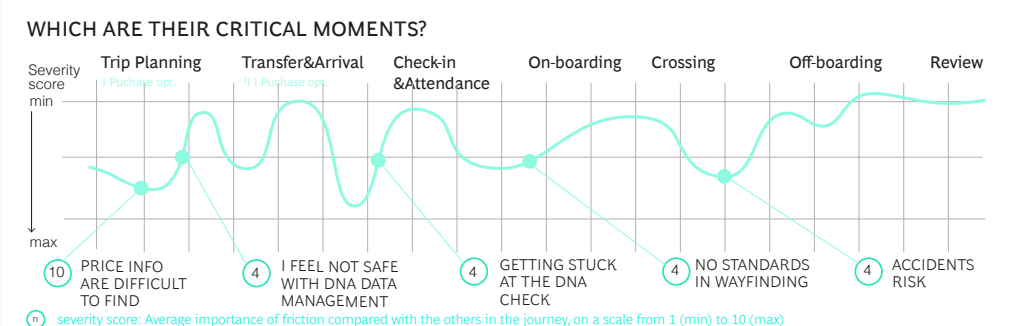
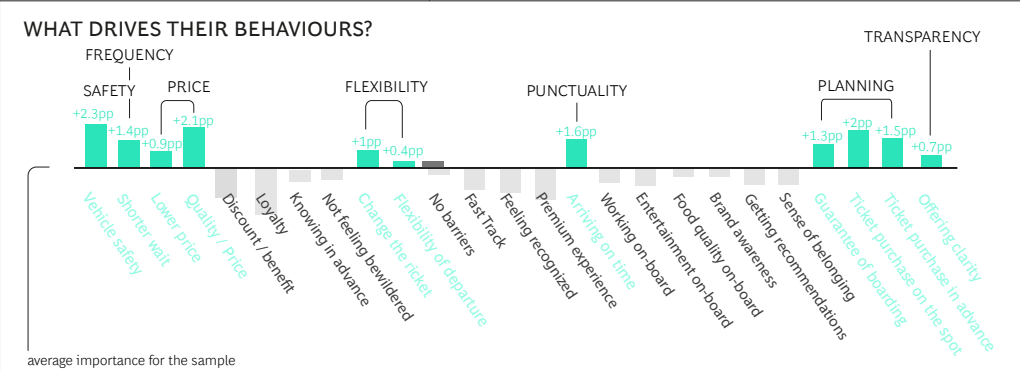
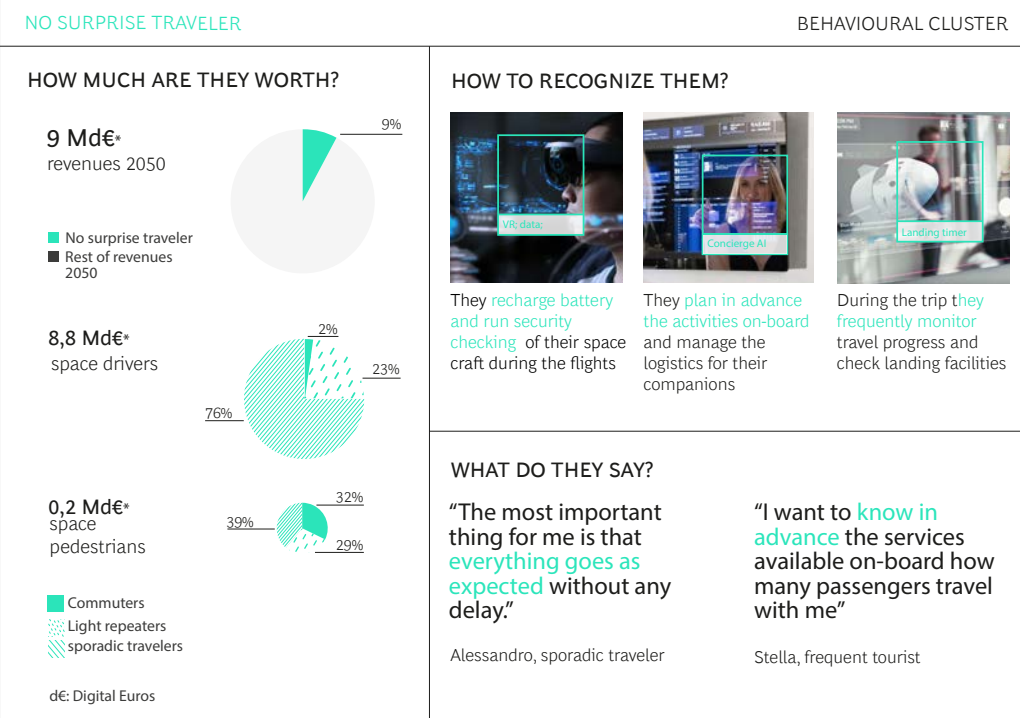
BEHAVIOURAL CLUSTER Experience seeker

They always look for extra services on-board, they usually travel for leisure together with their families and friends. They love personalized services and get everything they need to fully enjoy their trip.



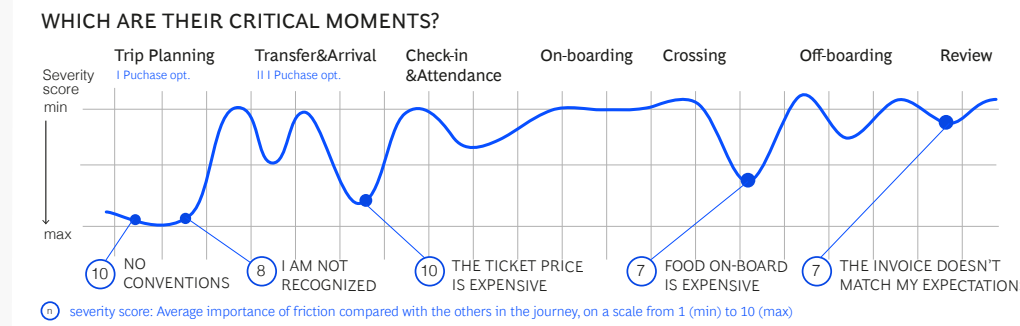
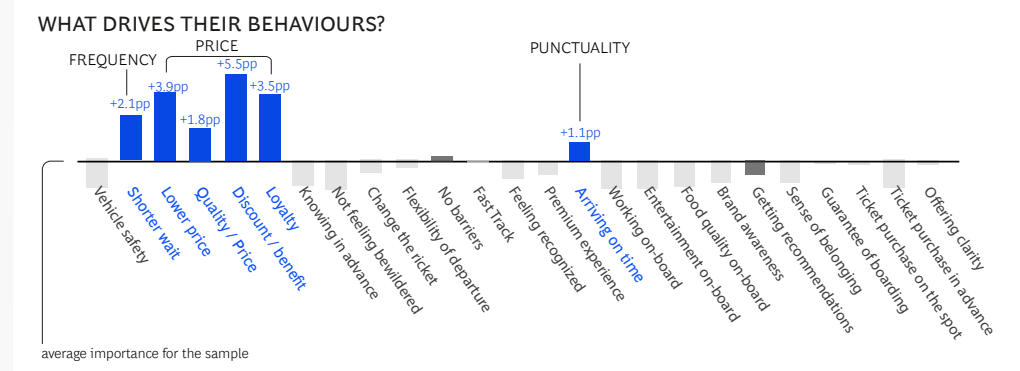
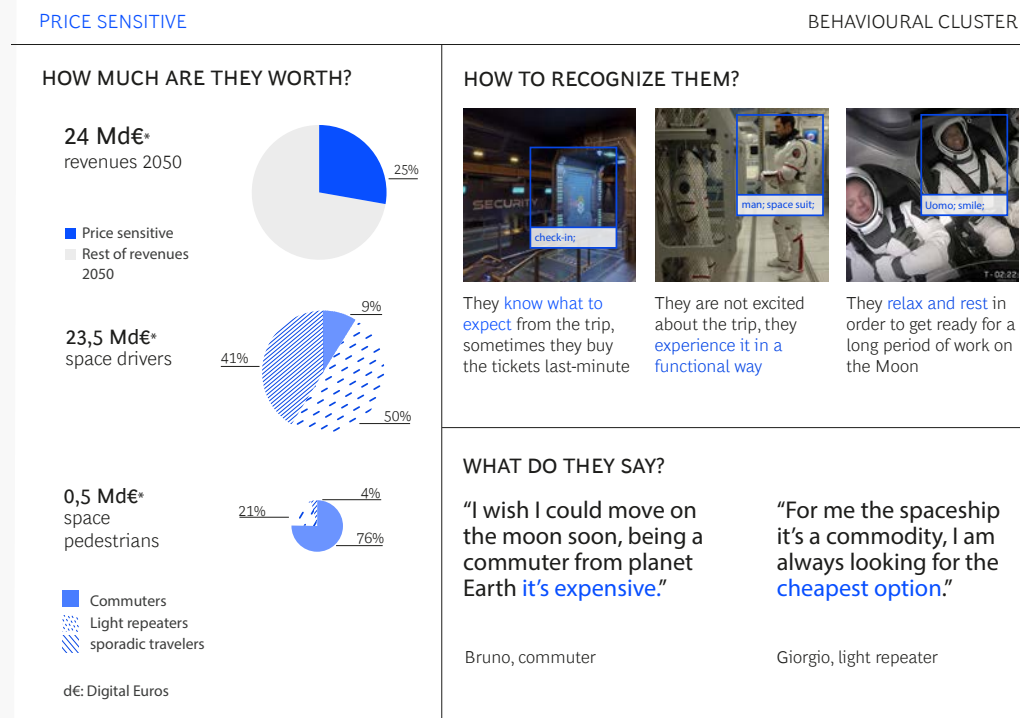
BEHAVIOURAL CLUSTER No surprise traveler

They are planning-oriented. Before and during the trip they want to have everything under control. They buy the ticket and travel insurance in advance. They often travel with other people and to visit the rest of their family living on other planets.



BEHAVIOURAL CLUSTER Price sensitive

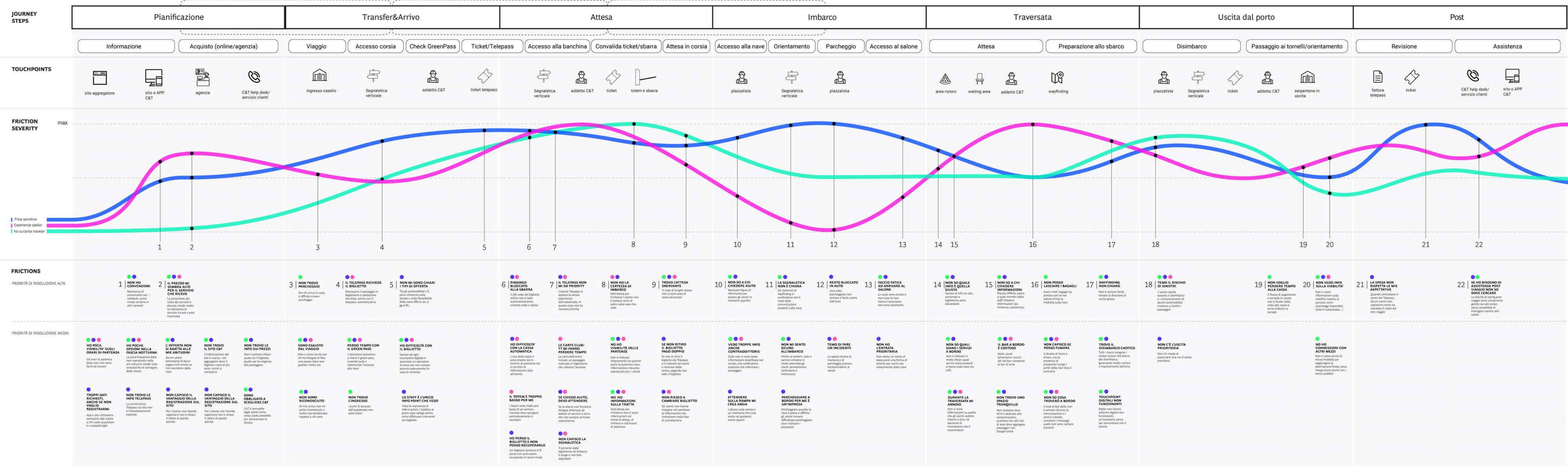
They are focused on saving as much as they can. They travel to the moon quite often for work and they know what to expect during the trip. They usually travel alone and have a travel subscription. They are the most valuable target in terms of revenues, even if they usually don't buy extra services nor upgrade their ticket.



Measuring the severity of frictions for each behavioural cluster along the customer journey is the door to start a dialogue with customers

Illustrative

MEASURED FRICTION MAP



#2

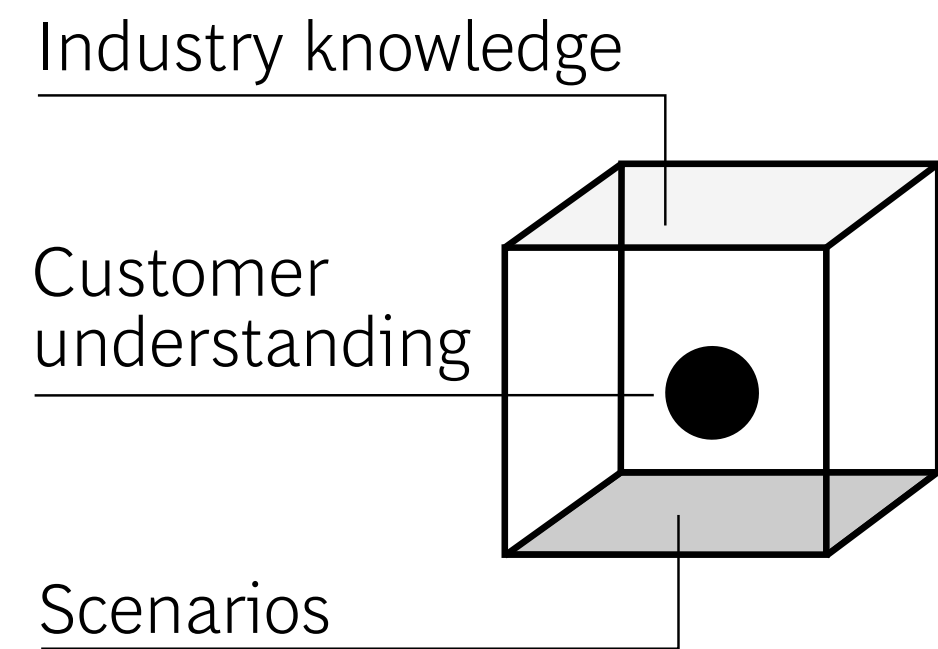
Ideation: thinking in new boxes to craft value propositions

We had already all the feasible ideas.

Feed a thinking in new boxes ideation process delivering original & differentiating value propositions.

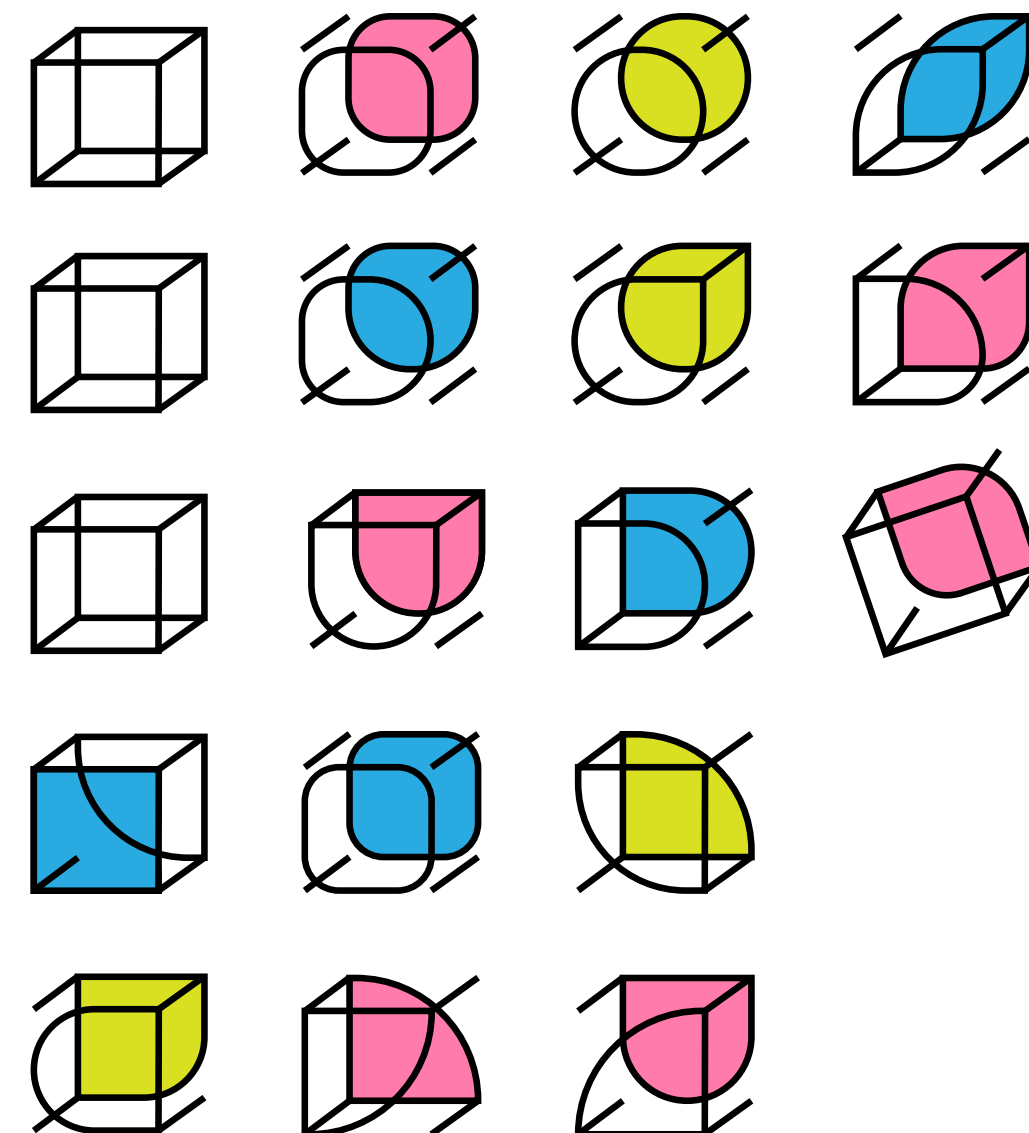
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PROBLEM FRAMING
DEFINE BOXES



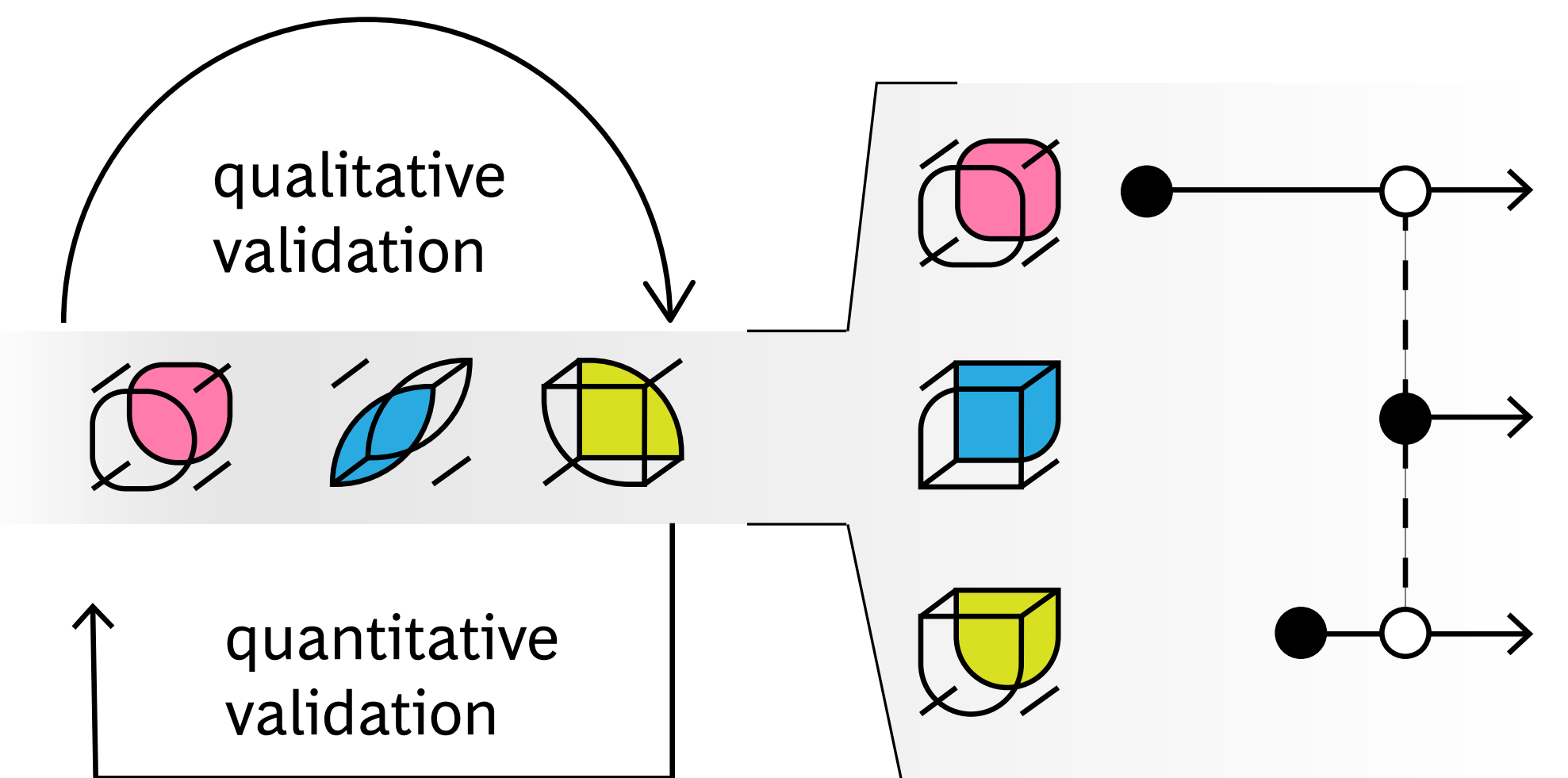
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FROM NEW BOXES TO
CONCEPTS IDEATION



3

CONCEPTS
VALIDATION



4

RANKING
AND ROADMAP

Prioritise customer centric concepts measuring value for business: attractiveness, choices, spending, advocacy.

Illustrative

39,9% Attractiveness | 29% Choice | 32% Expense | 40% Advocacy | Revenue up to 1,57 Md€* | EBITDA impact 1,39 Md€*

ADDITIONAL SERVICES

The Novelty MoonBus

Experience seeker

The MoonBus helps customers to be at the forefront of cutting-edge trends, by letting them discover new experiences in temporary pop-up stores. Experiential activities and explorations transform the trip into a growth path, offering passengers the possibility to use their time on board in a meaningful way by learning something new.

IN SYNERGY WITH

- Sponsored MoonBus
- Space Members Card
- Experience only

#CosmicCooking thanks@MoonBus

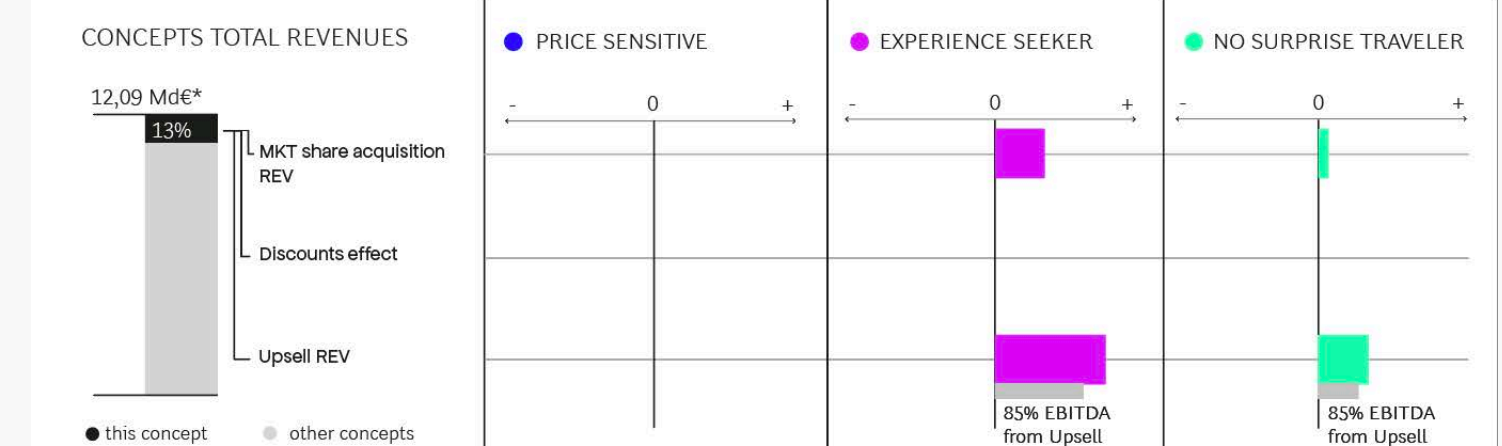
Send Message

39,9% Attractiveness | 29% Choice | 32% Expense | 40% Advocacy | Revenue up to 1,57 Md€* | EBITDA impact 1,39 Md€*

CONCEPT	PRICE SENSITIVE				EXPERIENCE SEEKER				NO SURPRISE TRAVELER			
	Attract.	Choice	Expen.	Advoc.	Attract.	Choice	Expen.	Advoc.	Attract.	Choice	Expen.	Advoc.
Ranking by average attractiveness												
47.2% Citinaut card	60%	15%	6%	14%	38%	18%	17%	21%	33%	15%	7%	14%
46.9% Dematerialized ticket booth	52%	6%	1%	9%	43%	27%	33%	26%	44%	15%	12%	16%
44.0% Cosmic miles	49%	5%	5%	6%	42%	26%	25%	31%	36%	18%	13%	15%
43.4% Empathic MoonBus	46%	2%	5%	4%	43%	38%	36%	34%	38%	7%	2%	7%
42.2% Zero Barriers	43%	6%	5%	6%	42%	25%	22%	27%	41%	12%	8%	13%
40.1% The novelty MoonBus	41%	9%	4%	10%	40%	22%	20%	21%	36%	16%	12%	18%
39.9 Sustainable interspace	39%	9%	6%	10%	41%	24%	21%	24%	41%	9%	11%	9%
37.5 Space Members card	37%	9%	6%	14%	41%	21%	28%	20%	31%	9%	9%	11%
37.3 Fast track boarding	33%	4%	2%	7%	39%	31%	32%	29%	44%	12%	8%	12%
36.5 Interstellar chores	35%	5%	2%	5%	40%	35%	42%	30%	31%	9%	10%	11%
35.9 Door2Door space travel	32%	0%	0%	1%	40%	35%	34%	37%	38%	13%	13%	9%
35.1 Flexible price	32%	3%	0%	8%	38%	35%	44%	35%	36%	11%	13%	7%
34.0 Flat spaceship subscription	39%	5%	5%	5%	33%	30%	31%	30%	24%	16%	14%	17%
33.3 Productivity on-board	28%	2%	0%	2%	40%	34%	31%	34%	32%	15%	15%	13%
32.3 Sponsored MoonBus	27%	4%	5%	6%	35%	34%	38%	33%	38%	9%	8%	9%
32.1 Universal priority	28%	3%	0%	4%	35%	30%	36%	35%	34%	9%	16%	14%
31.9 Experience only	22%	4%	2%	5%	43%	29%	34%	32%	38%	11%	8%	10%
31.7 The Montessori MoonBus	24%	3%	1%	5%	40%	25%	21%	18%	33%	16%	9%	11%
31.6 All-inclusive booking	23%	3%	4%	5%	38%	24%	24%	24%	38%	19%	20%	22%
30.5 Cosmic cruise	18%	4%	3%	6%	45%	29%	33%	20%	33%	23%	18%	24%
27.2 Space vehicles360°	21%	4%	3%	2%	36%	29%	25%	24%	26%	23%	21%	23%
22.5 Moon game	13%	2%	4%	4%	35%	29%	26%	36%	19%	15%	19%	18%
22.5 Galactic learning experience	11%	0%	0%	0%	35%	30%	38%	37%	25%	9%	7%	9%
19.9 The MoonBus influencer	9%	1%	1%	1%	34%	23%	34%	30%	18%	10%	6%	10%

The degree of attractiveness is measured through the question, "How interested would you be in having this experience/service/product in the future?" considering 80% of the responses "Very interested" and 20% of the responses "Somewhat interested" (other replies "Choice" and "Spending" indicate the % of respondents who would choose the MoonBus or spend more based on the concept they selected from the top 3. "Advocacy/Advoc." indicates the % who would recommend the experience to family and friends. Source: market analysis (n = 383). Highlighted the top 5 values/column: <15% tra 15% e 35% >35%

*average of the values of attraction choice, spending, advocacy for each concept



Concept revenues are calculated based on a scenario with increased travel frequency. For each concept considered "Attractiveness", "Choice" and "Spend" statements. "REV from MKT share" represent the additional full-price revenues that the concept generates by protecting and acquiring new MKT share, in a growing target market. "Effect of discounts" represent the negative effect on revenues given by the application of any discounting. "REV from upsell" represent revenues generated from the sale of products and/or services within the concept, with an indication of expected EBITDA.

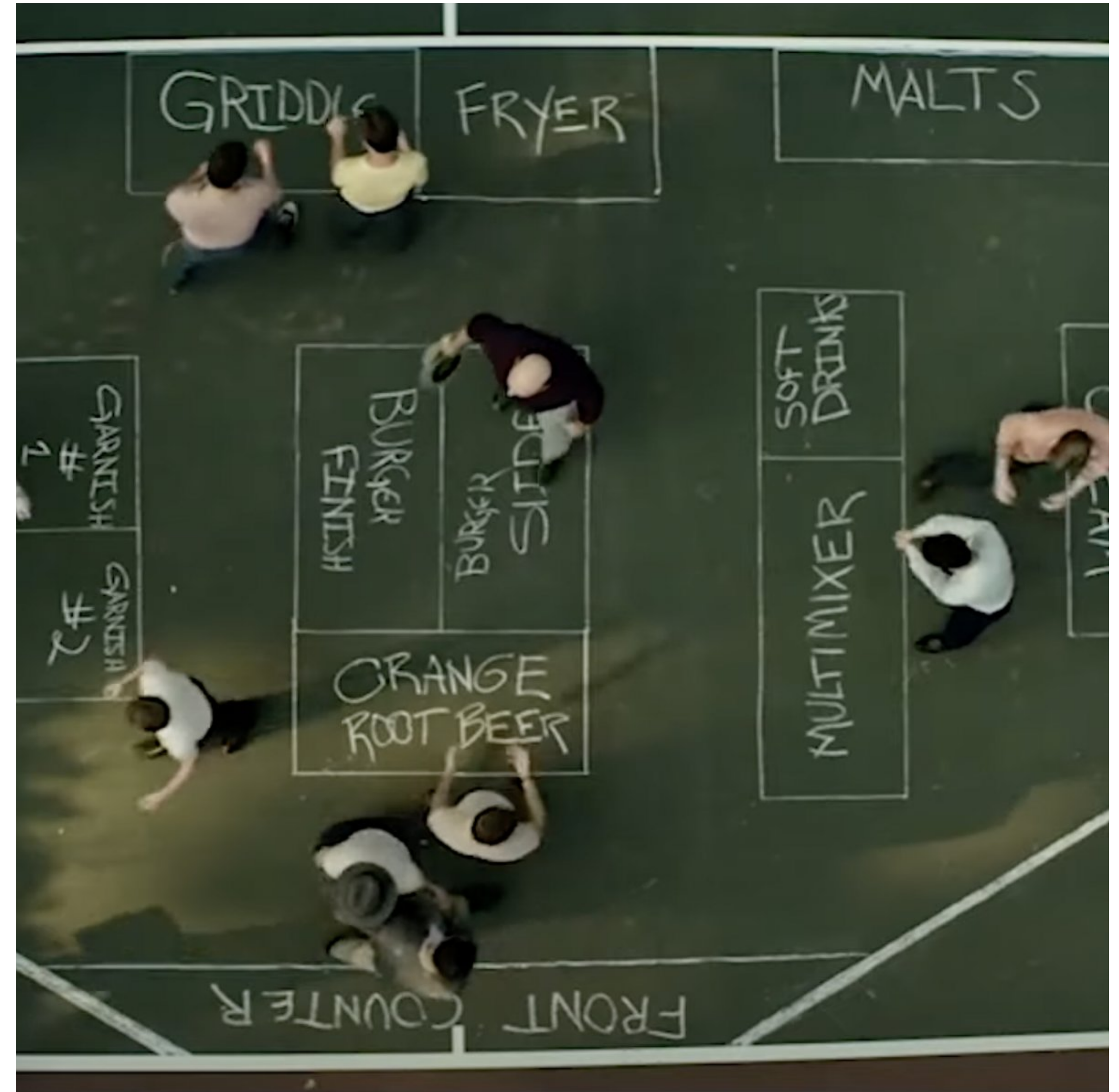
#3

Prototype to get feedback: going towards implementation

Moving from concept to prototyping means **materialising ideas** making them tangible, an approach that is well explained in the movie “The Founder”.

Prototyping is an important step that precedes the development of the original product/service. It is intended not only to **show the structure** of the idea, but also the **interactions** users might have with it. Prototyping is a process designed to significantly **reduce the development time** due to the focus on the main functional and experience factors.

[Video link here](#)



Applying HCD within organisations: a design Manifesto

As a wrap-up exercise, participants were asked questions related to their main take-aways, exploring possible ways to bring this knowledge into their daily practice and activities.

With paper visual stimuli, the group created its own “Human-Centered Design Manifesto” which embeds their key-learnings.



Thank you for joining us!



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