

There is no experience without humanity.

A vision on a future
of Experience Consulting

Gustavo Zepeda

“

We have a unique
opportunity to
reinvent the future
and reset our world.
And by working together,
I think we can.

Robert E. Moritz

Global Chairman
PricewaterhouseCoopers International

”

There is no experience
without humanity.

A vision on the future
of Experience Consulting

by Gustavo Adolfo Zepeda Aguilar

Experience Strategist | PwC Experience Center
gustavzepeda@gmail.com

MSc Strategic Product Design
Faculty of Industrial Design Engineering
Delft University of Technology

Graduation Committee
Chair

Dr. G. Calabretta
Associate Professor | Design, Organization and Strategy

Mentor

Dr. ir. L.W.L. Simonse
Assistant Professor | Design, Organization and Strategy

Company Mentor

J.M. van Gelder
Product Managemt Lead | PwC Experience Center



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Summary

A vision that aims to inspire a change in mindset for Experience Consulting

This project presents a foresight exercise performed to uncover the future of Experience Consulting for the PwC Experience Center. The outcomes of the foresight exercise ask for a future that emphasizes our sense of humanity when designing experiences for humans. This future aims to reach collective wellbeing for people and the planet. The future was turned into the vision "There is no experience without humanity" through a cross-country, co-creation effort.

In order to inspire action, a value proposition was built on a systemic change of mindset from human-centered design to humanity-centered design. To integrate the change towards humanity-centered design, three things were designed: a service offering, a strategy playbook, and a design guide/toolkit were designed. This project gives a glimpse at how the future of Experience Consulting could look like and how it would be used in practice.

My contribution to the Experience Consulting practice

Through this project, I made three contributions:

First, by developing a foresight exercise to understand the impacts of the future of human experience on individuals, society, and client industries.

Second, by proposing a value proposition with a vision on the future of Experience Consulting to pivot towards a mindset shift from human-centered to humanity-centered design through systemic change.

Third, by designing a strategy playbook/toolkit that brings humanity-centered design to practice activated through a systemic change strategy.

These contributions have the aim to extend the position of the PwC Experience Consulting team, in the Netherlands and across the globe.

Reading guide

The parts highlighted in light pink in this document highlight the main findings and connection to the other project phases. If you're low on time these boxes represent the key findings of the project. The light gray shows evidence of process and diagrams to support the text.

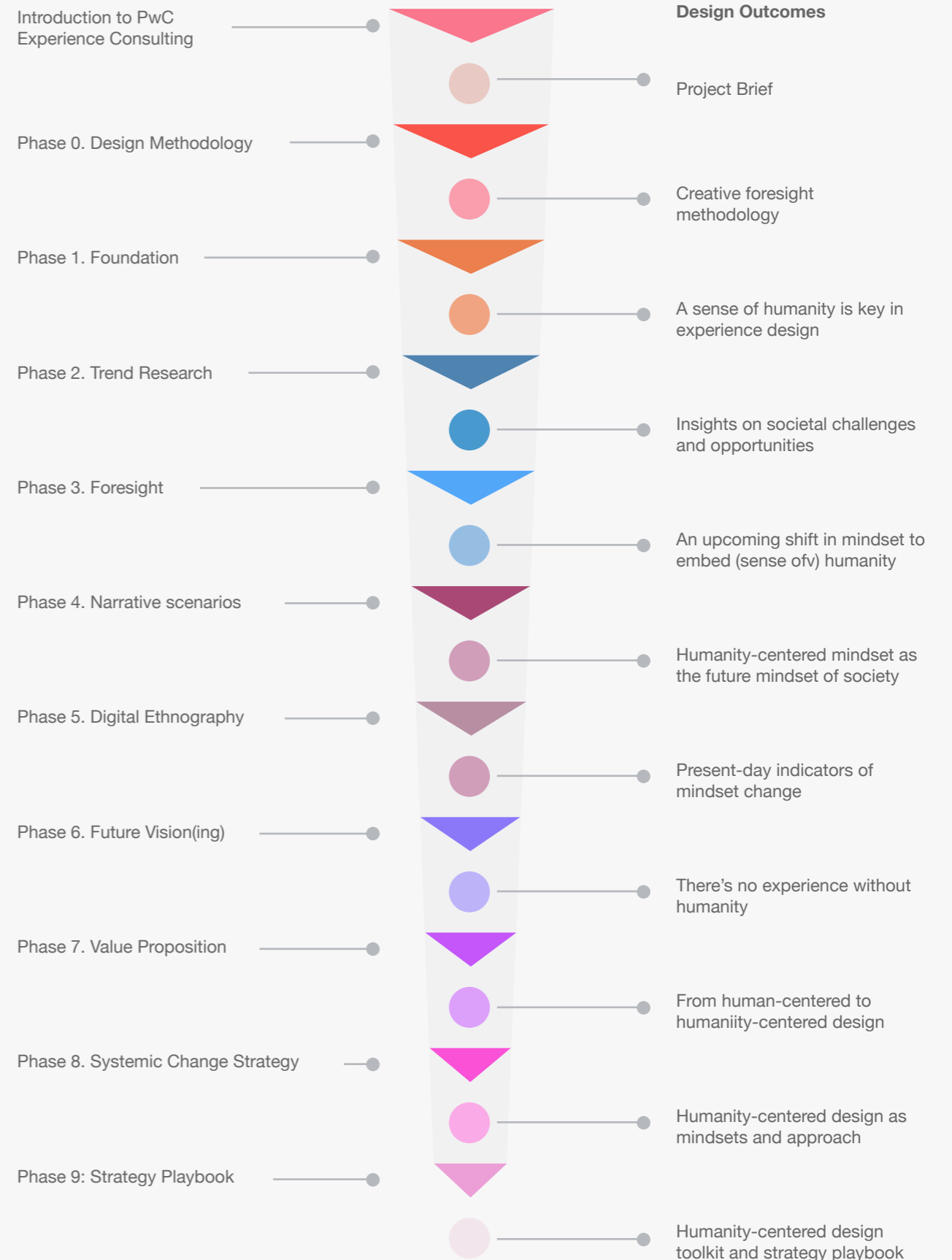
- Evidence of process, diagrams and visuals
- Reflections connecting each chapter

Abbreviations

- EC**
The PwC Experience Center, the space and official name of the client.
- XC**
Experience Consulting, the expert team that works within the PwC Experience Center.
- BXT**
The Business, Experience and Technology method that the EC uses for projects.
- SMEs**
The subject matter experts interviewed

Overview of creative foresight process

Phases / Chapters



People involved in this project

This project was developed in collaboration with the Experience Consulting team at the PwC Experience Center. The project involved three stakeholders from the client side: Joris, Product Development Lead, Koert, Experience Strategy Lead and Berry Driessen, Experience Consulting Lead. And two from the TU Delft: Giulia Calabretta, Professor of Strategic Value of Design and SPD Master Coordinator and Lianne Simonse, Professor of Design Roadmapping.

For the research phases, the stakeholders extended to 29 members of the PwC Experience Center team in The Netherlands, 21 members of the global EC team across different levels (in Sweden, Germany, Italy, Finland, France and UK) and 4 external subject matter experts (in Denmark, Australia and The Netherlands).

XC Amsterdam

Experience Strategy

Florentijn, Experience Strategist
Donovan, Experience Strategist
Juliette, Experience Strategist
Koert, Experience Strategy Lead
Gustavo, Experience Strategist
Naveen, Anticipatory Designer

Experience Design

Margarita, Visual Designer
Died, Motion Designer
Dalmir, UI Designer
Antoine, UX Designer
Melissa, Experience Designer

Product Management

Cybele, Product Manager
Rahayu, Product Manager
Rens, Product Manager Intern
Joris van Gelder, Product Mgmt Lead

Digital Technology

Richard, Technologist
Jeroen, Technologist
Wouter, Software Engineer
Luud, Front-end Developer
Kailey, DevOps Engineer
Besma, Back-end Developer
Henk Jan, Digital Technologist Lead
Vincent, Digital Technology Lead

Leadership

Berry, Experience Consulting Lead
Walter, BXT Lead
Krista, Go to Market Lead

Operations

Lotte, Operations Specialist
Roxanne, Events Coordinator
Nathalie, Management Assistant

Additional thanks to these awesome people as well!

XC London

Zoe, Experience Strategy Lead
Anne-Sophie, Service Designer
Amy, Design Architect
Hannah, Experience Designer
Joseph, Design Architect
Jasmine, Design Architect
Tom, Experience Consulting Lead

XC Stockholm

Isabel, Creative Producer
Klara, Innovation/Change Lead
Nicolas, Experience Design Lead
Fredrik, XC Partner

XC Dusseldorf

Daniel, UX/Service Designer
Collyn, Service Designer
Gero, Service Designer
Avisia, UX Designer

XC Helsinki

Antti, Service Design Director

XC Paris

Nadim, UX Design Lead

XC Milan

Margherita, Experience Designer

Philips Design

Simona, Design for Sustainability Director
Reon, Creative Foresight Philips Design

Greater than Experience

Nathan, CEO

The Index Project

Mariano, Future Thinking and Tech

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	● Design outcomes
	● Findings and reflections

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*"To build trust in
society and solve
important problems."*

PwC

Introduction to PwC

Presenting the project brief for
Experience Consulting

Introduction to PwC

History

Founded in its present form in 1998 as PriceWaterhouseCoopers after the merger of Price Waterhouse (founded in 1854) and Cooper & Lybrand (founded in 1849). Today, PwC works as a multinational professional services network of firms operating as partnerships under the PwC brand (PwC, 2020).

Vision

The PwC Vision for 2020 is to become the #1 professional service network. Doing so by building and sustaining trust-related institutions, work in a multi-model way, provide an excellent experience to clients from strategy through execution and innovate through technology (PwC, 2014).

Purpose

The PwC purpose is to build trust in society and solve important problems (PwC, 2014). It was first released in 2014 and through a community-based approach on internal platforms, team events and keynote speakers it was communicated and shared with every territory. In early 2016, they released the following statement to support the purpose:

“In an increasingly complex world, we help intricate systems function, adapt and evolve so they can benefit communities and society – whether they are capital markets, tax systems or the economic systems within which business and society exists. We help our clients to make informed decisions and operate effectively within them (Schwartz, 2015).” Through the years, the management team has encouraged the personalization of the purpose to allow employees to integrate their personal purpose into the organization.

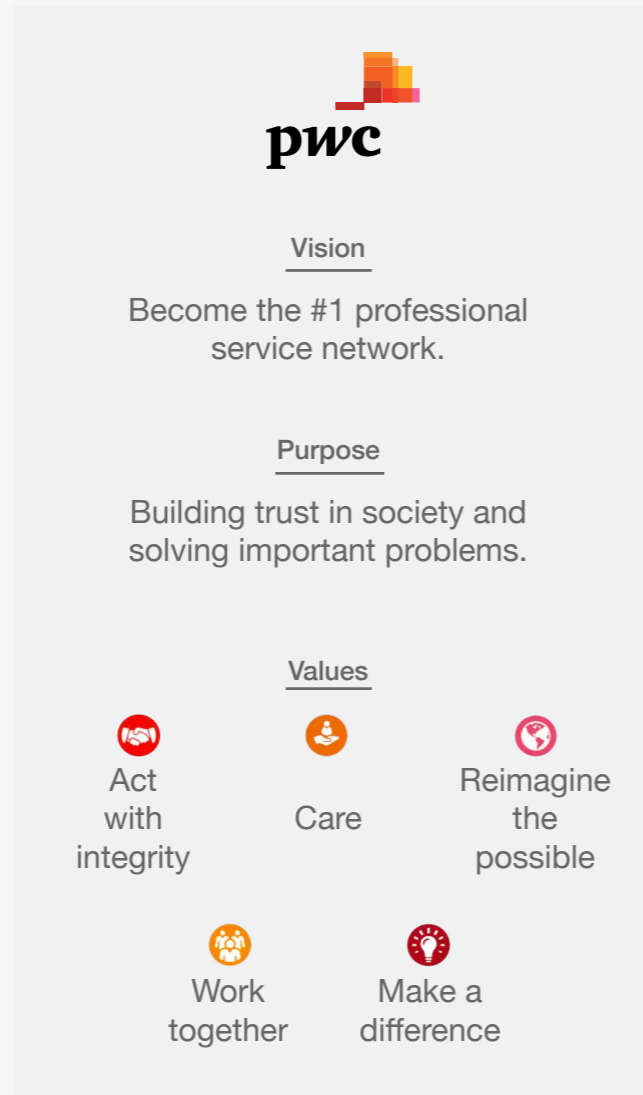


Figure 1. PwC vision, purpose and values.

By the Numbers

PwC is the 2nd largest professional services firm network in the world (Dakers, 2016). It is considered one of the Big Four accounting firms along with Deloitte, EY and KPMG. PwC has offices in 157 countries with more than 276,000 employees. In 2019, it generated a global revenue of 42.4 billion USD (PwC, 2020).

Additionally, it is considered the strongest and most valuable brand in the professional services network by the Brand Finance Global Brand Index (Brand Finance, 2019).

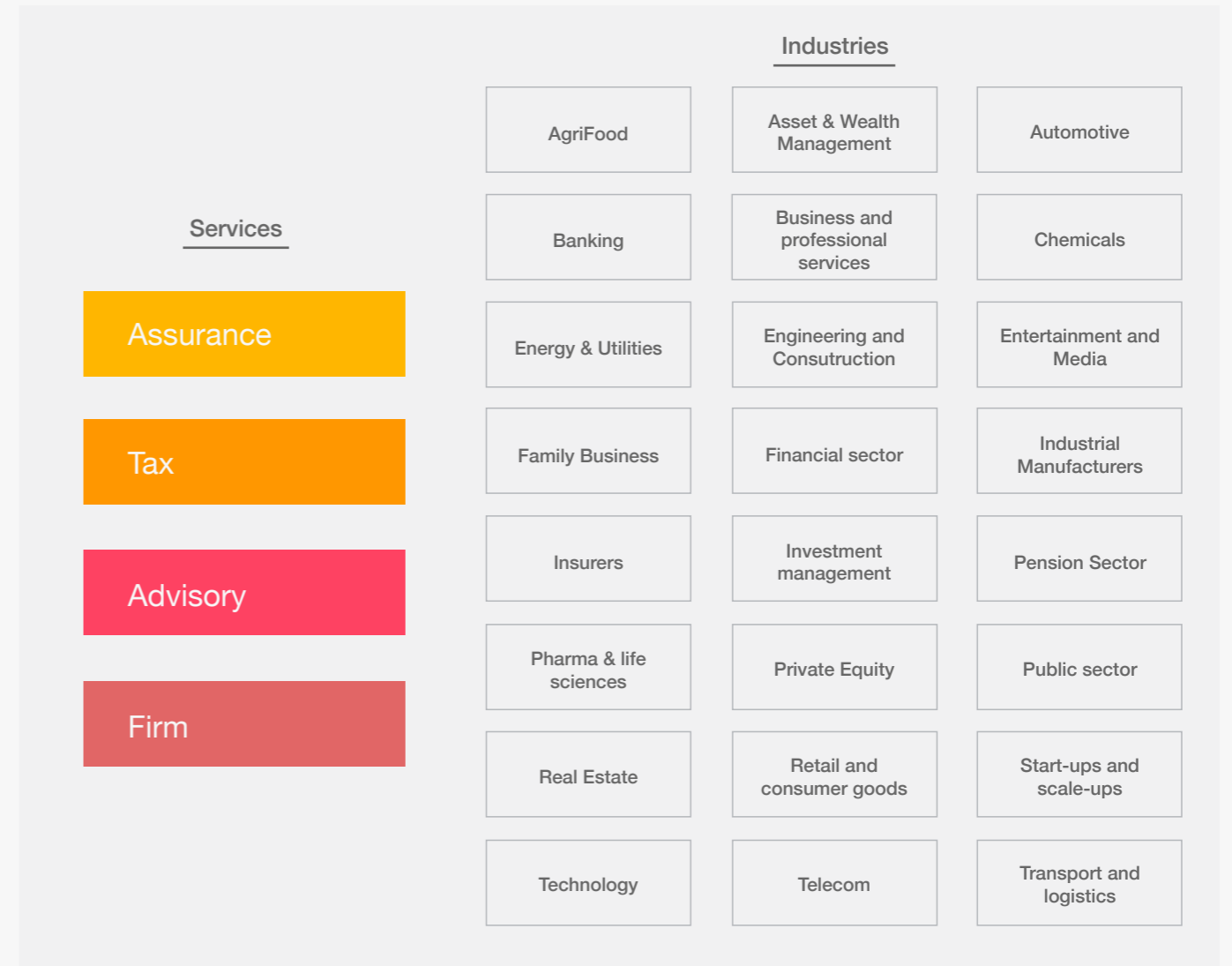


Figure 2. PwC services and industries.

Industries serviced by PwC

PwC’s service offering covers almost every industry from energy and utilities to the public sector and from manufacturing to sustainability.

The traditional Tax and Audit services make sure a client’s financial statements are compliant with new regulations.

The Consulting branch guides PwC clients forward through projects in, for example, digital transformation and design of people-oriented business practices (PwC, 2020). An overview is presented here.

Services

PwC helps organizations and individuals create value by helping clients deal with challenges and capitalize on the right business opportunities. PwC offers an array of services in four lines of service: Assurance, Advisory, Tax and Internal Firm Services.

Since its foundation, PwC has offered accounting services to multinational clients. In the past two decades, they expanded their service offering to consulting to compete against the Big Three management consulting firms (McKinsey, BCG and Bain & Company). Within PwC, Assurance hosts the Consulting branch (Weekly Corporate Growth Report, 1997).



Figure 3. The PwC Experience Center in a nutshell (PwC Luxembourg, 2020).

Experience Consulting at PwC Experience Center

To offer Experience Consulting to clients, three elements come together: the Experience Consulting team (XC), the space Experience Center (EC), and the methodology BXT (PwC Digital Services, 2020).

XC is the team of specialists with a background in design thinking and doing capabilities (PwC UK, 2020). The XC teams work together with clients to understand the customer experience perspective in a client's business question. The XC team practices the BXT (Business, Experience and Technology) method to build and iterate business opportunities that are viable, feasible and desirable in a human-centered way (PwC, 2020) (PwC Digital Services, 2020).

All happening in the Experience Center space. While the outcomes vary from project to project, the deliverables of digital transformation vary from new customer experience strategies to the overhaul of new departments.

Comparing Experience Consulting to Management Consulting

When compared to traditional management consulting which tend to be finance-driven, these three strengths from the XC team are a unique contributor to the threats we face to solve complex problems through a more explorative, co-creative, collaborative approach that brings the different perspectives together and builds solutions as a cross-disciplinary team (Best, 2011).

Experience Consulting in Amsterdam

The EC has grown into a global network of experience consultants in more than 35 different locations from New York to Beijing. In the Netherlands, the EC is located in Amsterdam and started as an internal capability team. In the Netherlands the Experience Center was officially inaugurated in 2019. It is a team built from within (Srivatsav, 2020).

The XC Amsterdam team

The Experience Consulting team in EC Amsterdam is composed of 30+ people in 4 key capabilities with one unified approach. The four capabilities are Experience Strategy, Experience Design, Digital Technology and Product Management. A short description of the profiles can be found in the image below.



Figure 4. XC is formed by five capabilities.

Project Brief

Context

Due to the business nature of the assignment, most company discussions were kept confidential. Below, there is a summary of the project's context. Together with the client, two key organizational aspects were considered for the development of a graduation project. The project has three research objectives:

Project Scope

Exploring the research project opportunity, the scope of the project would be to develop a vision on our position in the future of the Experience Consulting industry to understand the 'Future of Experience.' Using this project to develop a foresight exercise.

Research Question

From the previous, I arrived at the following research question: What is the vision on the future of Experience Consulting? How does it inspire. Where we go next?

From breaking down the research question, it was decided to perform a number of design activities to complete this project including creative foresight, future visioning and systemic change strategy.

For the next chapter, I will elaborate on using creative foresight as a framework for defining the future of experience, utilizing a co-creative approach to ideate a future vision and finally the use of wayfinding to define a value proposition based on the findings from research and industry developments.



Figure 5. Breaking down the research question.

*"Design has always
been closely linked
to the exploration
of the future."*

Jan Buijs

Design Methodology

Describing the creative
foresight approach

Design Phases of Creative Foresight



Figure 6. Creative foresight process.

Design Methodology Creative Foresight

The use of design for addressing a project of this nature seems fit since “design as a discipline, has always been closely linked to the exploration of the future (Buijs, 2012).”

A tailored design process was defined to span over a period of 20 weeks. I adapted methods of Creative Foresight such as Narrative Foresight (Milojević & Inayatullah, 2015), Anticipatory Action Learning (Inayatullah, 2006), Tools for Future Thinking and Foresight across UK Government (UK Government Office of Science, 2017), Future Visioning (Simonse L., 20W17), Framework Foresight (Hines & Bishop, 2013) and Strategic Foresight (van Duijne & Bishop, 2018). The Creative Foresight process defined for this project is divided into eight phases that build on each other.

A mix of generative, evaluative, co-creative, ideation and converging sessions took place throughout the project.

Using creative foresight at corporates

Creative foresight is a framework within future studies that aims at creating a coherent, fact-based and forward-thinking view of the future. It integrates stakeholder participation, future-intelligence-gathering and medium-to-long-term vision-building. By using insights arising from qualitative (and in some cases, quantitative) research, teams can address systemic changes that hold a certain level of uncertainty. It can be used in a variety of industries from shaping policy making at a governmental level (UK Government Office of Science, 2017) to advising product/service offering strategies at a corporate level (Rohrbeck, 2012).

Creative foresight comprises a diverse spectrum of methods. Practitioners of creative foresight can use a core set of exploratory techniques to arrive at those futures (Bisht, 2017).

Some of the techniques used in this project were: analysis of trends and drivers (Hines & Bishop, 2013), visioning (van Duijne & Bishop, 2018), narrative scenarios (Milojević & Inayatullah, 2015), and expert panels (Bland & Westlake, 2013).

Four key aspects of creative foresight

There are four key aspects to keep in mind when performing creative foresight (European Foresight Platform, no year):

- Embrace change and uncertainty of the future.
- Work together with other tools to provoke a desired future.
- Narrate a story of a desired future to explain change.
- Informs about the future today to inspire action.

Using creative foresight to advise strategic and systemic change

According to literature by Rohrbeck (2012) Simonse & Hultink (2017) and Bland & Westlake (Bland & Westlake, 2013) in fast-changing environments such as consulting, [creative] foresight can create systemic change and add value to organizations by reframing the future as a tool to:



Figure 7. Framing creative foresight.

Narrative Scenarios

Narrative scenarios play as stories that personify an organization (Milojević & Inayatullah, 2015, p. 6) (Spencer & Montero Salvatico, 2015, p. 80). They drive the imaginative/anticipatory mind through storytelling and visual cues. Narrative scenarios were chosen because the very act of narration always “implies an audience, that is to say, a dialogue with another person, and it is from this dialogical relationship that new meaning may emerge (Meira & Ferreira, 2008).”

Additionally, it allows people to “experience themselves both as autonomous individuals and as members of a cultural group, and in the process often create powerful experiences of unity and belonging (Matheson, 2008, p. 271).” For this project, I defined two contrasting narratives as it will be seen in Phase 4.

Digital Ethnography

Digital ethnography serves as a method that aims at interconnecting a desired future with the present by linking indicators happening today that have the potential of building towards that future (Robinson, 1990). For this project, backcasting was used as a tool to link the opportunity on humanity to inform about current developments that inform and support the selected narrative scenario and the future mindset therein described.

Future Vision(ing)

At the intersection of futures, design and innovation, a future vision can be defined as “a statement that works as a creative expression of a desired future experience of innovation (Simonse & Hultink, 2017)” that has a magnetizing quality and creates constructive tension. It is gathered from future exploration research (Mejia Sarmiento & Simonse, 2015) such as creative foresight, whereas a design vision is created from design research on the problems in the present.

“An organization’s vision addresses a larger, company-wide scope beyond innovation, covering the ‘raison d’etre’ and overall positioning and goal setting of the company (Simonse & Hultink, 2017, p. 4).”

The definition of a differentiating vision gives organizations an identity, a higher purpose as to why they exist (Anthony, Trotter, & Schwartz, 2019). It works as a long-term vision that provides an inherent strength to the continuity and growth of the organization or department (Simonse & Hultink, 2017). Likewise, organizations seen as lacking a vision and purpose for the future are less trusted by humans (Edelman, 2020) thus impacting the relevance and growth of an organization.

For this project I formulated a future vision that was co-created as a group. This is because in principle a future vision is a shared vision, it is co-created by more innovators such as the four different capabilities involved in the Experience Consulting team (Pearce & Ensley, 2004).

Narratives and vision coming together to inform opportunity, value proposition and systemic change strategy

As Spencer & Salvatico (2015, p. 78) explain, “the creation of a robust and novel narrative about the future has been identified as “a centerpiece within organizations [...] for building unique strategy, crafting dynamic and long-lasting visions, and intentionally constructing pathways for meaningful change.”

Both the narrative scenarios and the future vision obtained here will come together to inform strategic business decisions. The strategic decisions can be written down in the form of a manifesto or a guide.

Organizations today have to not only formulate a long-term strategy, but also implement it effectively through predefined periods of time with methods such as roadmapping (University of Cambridge, 2016).

To inspire change within the XC team today, it was decided to make a strategic playbook which is actionable and informs on day to day change. A strategy playbook is a document that integrates a vision with strategic thinking, tactical planning and execution (Atwal, no year). It allows the organization leaders to support decision making and define a pathway forward to have a winning strategy that propels towards the future (Lafley, 2013)

I will now present the eight phases of the creative foresight process each composed of three sections: Process & Methods, Outcomes and Reflections & Learnings.

*"Fundamentals
are the building
blocks of fun."*

Mikhail Baryshnikov

Phase 4. Foundation

Understanding the domain
of human experience

Literature review on human experience

In the first phase of the creative foresight exercise, defining a domain and exploring said field was of research interest (Hines & Bishop, 2013). Given the project's link to the Experience Consulting industry, the domain Human Experience was selected. This made sense for two reasons:

- 1) Raise my understanding of the origins of the Experience Consulting field.
- 2) Set the right foundation that will keep focus and consistency throughout the project.

A literature review on human experience from different disciplines including philosophy, psychology, technology, arts, design and consulting was performed.

Why human experience and not user experience?

For this project, the decision was made to explore the domain of human experience and not customer experience. This choice was made in order to integrate the rich experiencing nature of human beings in the study. In their daily life, humans go through different experiencing layers: they are customers, citizens, employees, friends, part of a family, community and society. Limiting the study to only one of these dimensions wouldn't show us the full potential of Experience Consulting in the future.

Understanding human experience in the context of Experience Consulting

A brief history of Experience Consulting

From our research, the roots of Experience Consulting can be traced back to five disciplines: philosophy, psychology, technology, design and consulting.

1900s

The first exploration on human experience

The first recorded study on experience was performed by philosopher Edmund Husserl (1913) to understand the human consciousness and the interactions we have with objects. A short overview on this analysis is shown below, for an extended version please see Appendix 1.

The brain as the center of human knowledge

At the start of the 1970s, cognitive, social and affective psychology methods (Woodford, 2020) led to the development of the design research field (Jones & Thornley, 1963) which linked several professions with the aim to understand human perception, thinking and reasoning, behavior, wants and needs and remembering.

1970s

User experience design, not the same as experience design

By the 1980s, design thinking became a stand-alone, profitable practice (Stanford d.school, 2018). Design entered the business management and strategy consulting industries. New methodologies such as user-centered design was created and used to adapt robust human-computer interactions design (Card, Moran, & Newell, 1989) interactions such as computers (Catalanotto, 2018). In the 1980's schools like TU Delft championed a scientific approach to design education (Industrial Design Engineering, 2020).

1980s

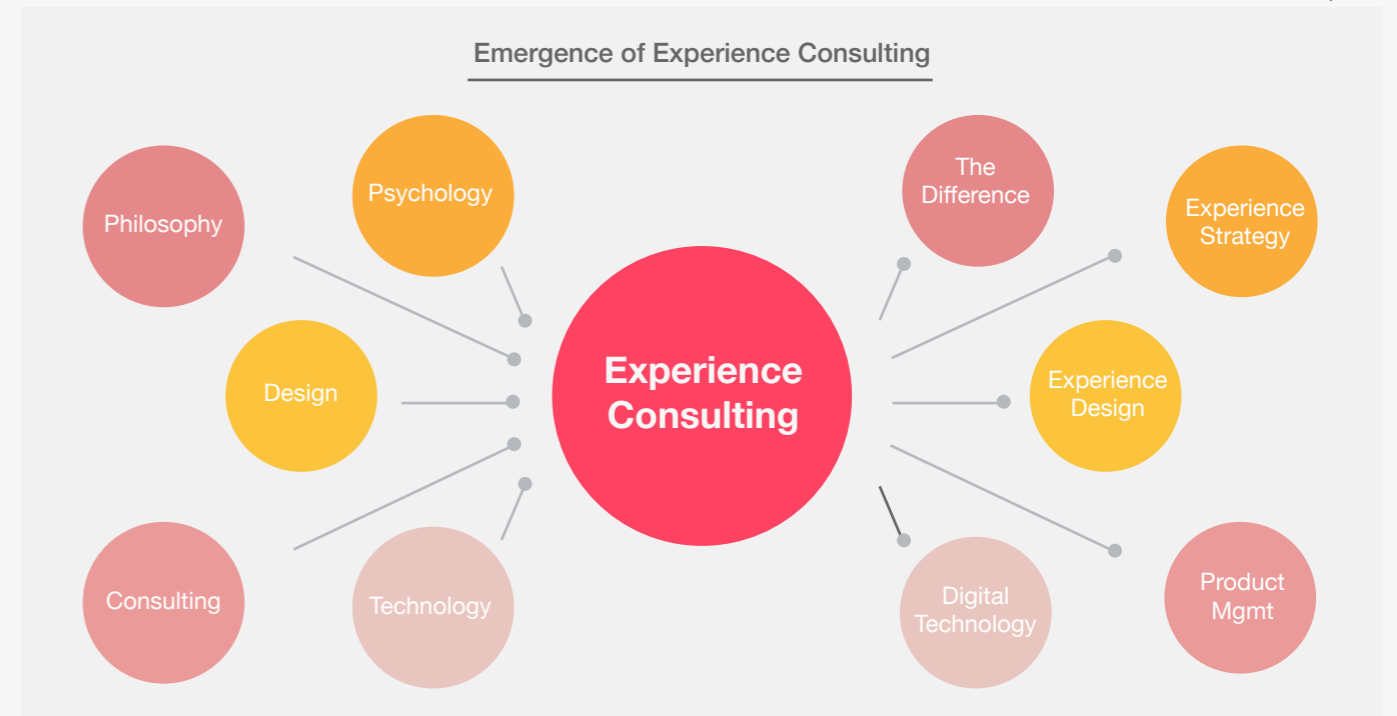


Figure 8. Disciplines coming together in XC.

1990s

Human insight as a aspect of great experience design

By the 1990s, phenomenology integrated hermeneutics to understand meaning in experiences (van Manen, 1997) (Stanford Encyclopedia of Philosophy, 2013). This breakthrough linked to the reintroduction of user-centered design as human-centered design which highlights human emotion, feeling and meaning as part of service/product development (Dreher & Santos, 2017).

2000s

Designing for experiences as a business differentiator

By the mid 2000s, the introduction of the Experience Economy framework, made user experience design (UX) more prominent with the mass-access to technologies such as the Internet and mobiles and manipulation through usability and desirability (Schmidt & Etches, 2014). In comparison, experience design of services became more desirable for companies that wanted to create meaningful relationships with customers (Hassenzahl, 2011).

2010s

When (experience) design meets the big guys

By the beginning of the 2010s, the consolidation of design consultancies like IDEO and frog design was evident, competing for the same clients as the powerhouse strategy consulting firms. The integration of service design, user experience and human-centered design became known as Experience Design, overseeing all interactions with the user (McLellan, 2000) with a focus on quality and cultural relevance of an experience (Aarts & Marzano, 2003, p. 4). Experience Consulting starts at PwC with the creation of the Experience Center.

2020s

Looking into the future of Experience Consulting

By the start of 2020s, design was a foundational part of business school curricula. The Big 4 and S3 firms had acquired design capabilities to offer design-driven innovation to clients and grow in market size (Market Watch, 2020).

A philosophical approach to understand human experience

Experience and Experiencing

The next subsections will dive deeper into the concept of an experience from a hermeneutic and phenomenological point of view. Experience and Experiencing are highly intertwined. Experience has to be distinguished from its definition as a noun and as a verb (Wendt, 2015).

As a noun, **Experience** represents the event a human being interacts with. The content of the interaction has an effect or influence in him/her/they. Knowledge, skill, or opinions is gained through involvement in or exposure to it (Word Encyclopedia, 2020).

As a verb, **Experiencing** is the action of being involved in an event. It is the first-person (conscious) participation in an experience to fulfill an internal need. The subject cooperates with the interaction through perception and cognition where emotion, action and meaning become one. Happens in and within an environment (Creative Commons, 2020).

According to the research performed, there are three types of experiences that come together when experiencing: Collection of experiences, An experience and Experience as stories. There are also three levels of experiencing within an experience: the anticipating, experiencing and remembering self. Next, we elaborate on each of these.

Three types of Experience

Heidegger (1962) defined three levels of experience as Erlebnisse, Erfahrung and Erlebnis. These words are in the German language and don't have a direct translation to another language.

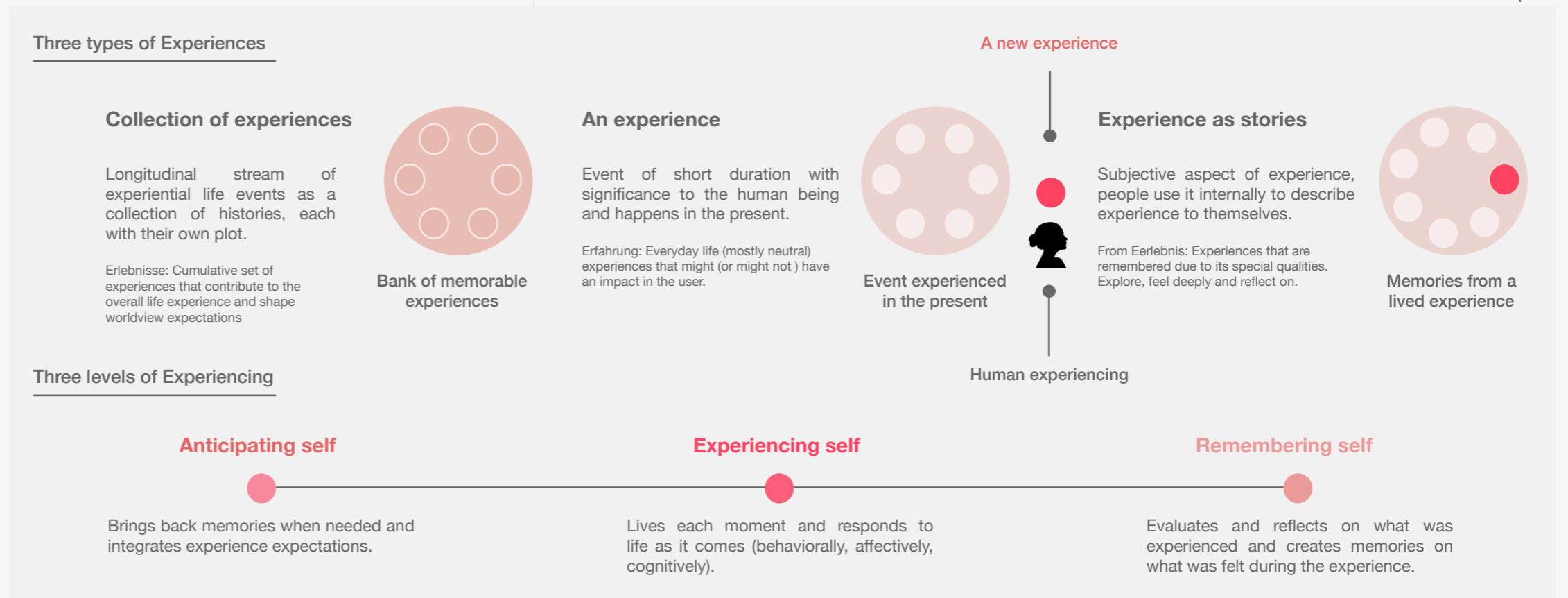


Figure 9. Three types of experience and the three levels of experiencing.

Several attempts have been taken to best translate the meaning behind them, one of which is done by Ian Coxton (2007) (2014), an experienced design researcher based in Sydney, Australia. Looking at Coxton's work and from professional practice, the three types of experience, in the experience design field, were defined as follows:

- **Collection of experiences:** The bank of memorable experiences. It is a longitudinal stream of past experiential events that become a memorable life event and gives an experience happening in the present context to do the same.
- **An experience:** Event that is experienced in the present. It has significance to the human being participating in it and is of short duration.
- **Experience as stories:** Memories from going through an experience. The subjective aspect of experience, people use it internally to describe an experience that was lived to themselves and others.

These three levels are interlocked in the lived experience of being.

They are immersed in our day to day life and bring our past (collection of experiences and experience as stories) to inform a present experience (an experience). According to Dewey(1980), it is the elements of an experience that happen in the present that can be 'designed.' For the following sections, I will focus on literature from "an experience" point of view. See figure #.

Three levels of Experiencing

Looking at an experience, we can define three levels of experiencing that are involved in the present. According to Kahneman & Rills (2005), our experiences can be divided into two selves: that of the experiencing self and the remembering self.

The three levels work together as one when a human undergoes an experience to embrace an experience's qualities. See figure #.

Looking at an experience, we can define three levels of experiencing that are involved in the present. According to Kahneman & Rills (2005), our experiences can be divided into two selves: that of the experiencing self and the remembering self.

The experiencing self
The level that lives each experience and responds to life as it comes through behaviors, affect and cognition.

The remembering self
The level that evaluates and reflects on what was experienced and creates memories on what was felt during an experience.

I contribute to these levels by integrating:

The anticipating self
The level that brings back memories from the collection of experiences when needed and integrates it in our nature to be able to explicate an experience. It controls the beliefs and keeps track of what might happen in our surroundings (Zajchowska, Schwabb, & Dustina, 2017).

Comprehending the different facets of an experience

Elements that come together for an experience to happen

In his book *Art as Experience*, Dewey (1980) explained that there are two main actors for an experience to come together: Consumer (another human being) and Producer of experiences (e.g. a designer or design agency). Both of these interact with an experience in a specific context. A description and visualization of each element is found below.

The **consumer of experiences** is an individual who undergoes an experience to fulfill a need and find meaning through it.

The **producer of experiences** who designs the aspect related to the experience by understanding the human being and the context where an experience takes place: a designer, an artist, a tradesman, an organization (Dewey, 1980). In this framing, PwC Experience Consulting could be described as one.

The **Experience** is the interaction that is experienced by the human being made by the producer of experiences.

The **Context** is the environment where the human being interacts with an experience.



A similar framing is explored in design methods such as service blueprint which highlights the exchange between actors of a service, the design for experience method which highlights the context of the user, and journey mapping which amplifies the emotional response, whether good or bad, from the consumer point of view in order to improve said experience (Gibbons, 2018).

Experience Consulting as a producer of experiences

The producer of experiences is the creator who understands, organizes, designs and delivers experiences for others to have. Although the concept comes from the arts history field (Dewey, 1980), in the context of this project the PwC organization plays the role of producer since they deliver experiences for individuals to undergo.

The exchange between consumer and producer of experiences can be helpful to define an ecosystem that represents the contributions of Experience Consulting as a producer of experience for consumers.

Figure 10. Consumers and producers of experience.

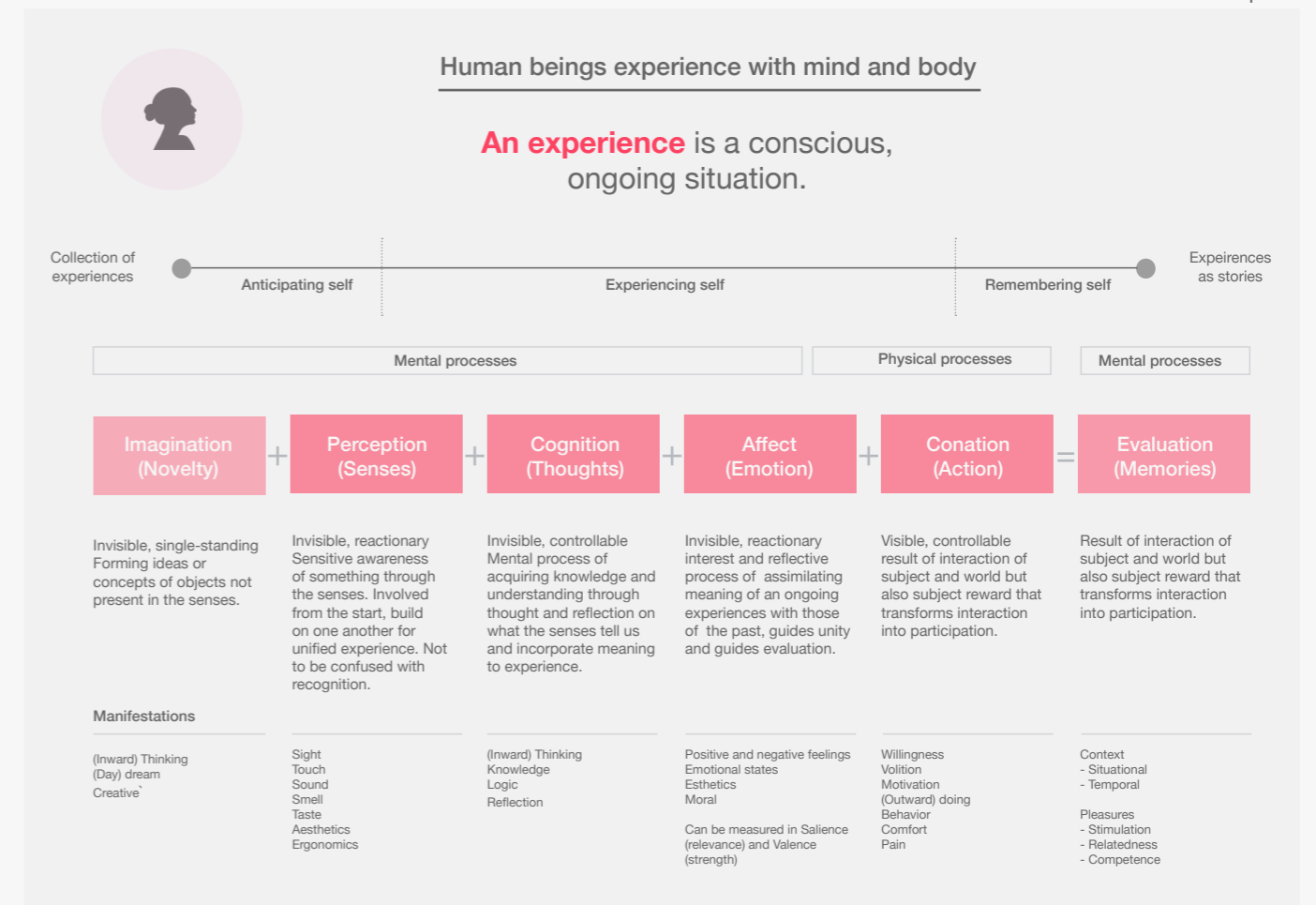


Figure 11. The human being having a personal experience.

The human being as a conscious consumer of experiences

In phenomenology, an experience is a conscious experience that is understood to have a unique feature: we experience them, we live through or perform them (Stanford Encyclopedia of Philosophy, 2013). Additionally, hermeneutic phenomenology gives a second layer to the study of conscious experiences by interpreting its meaning.

The contribution of the human being to an experience is found in the conscious mental processes of the human brain and the physical reactions to those processes (Coxton, 2007). Through its interaction with the experience, they become conscious consumers of experiences.

These processes happen in unison and are attached to one another as the human carries them with them throughout every second of their living life. A more descriptive overview can be found in the above Figure #.

The physical and mental processes that develop throughout the three levels of experiencing an experience are:

The Anticipating Self leads with the mental process Imagination (novelty), a question of what an experience could be.

The Experiencing Self experiences an experience first-hand and are the active participants in the experience through three mental processes: Perception (senses), Cognition (thoughts) and Affect (emotion), and a physical process: Conation (action).

The Remembering Self reflects on the experience and uses a mental process: Evaluation (memory).

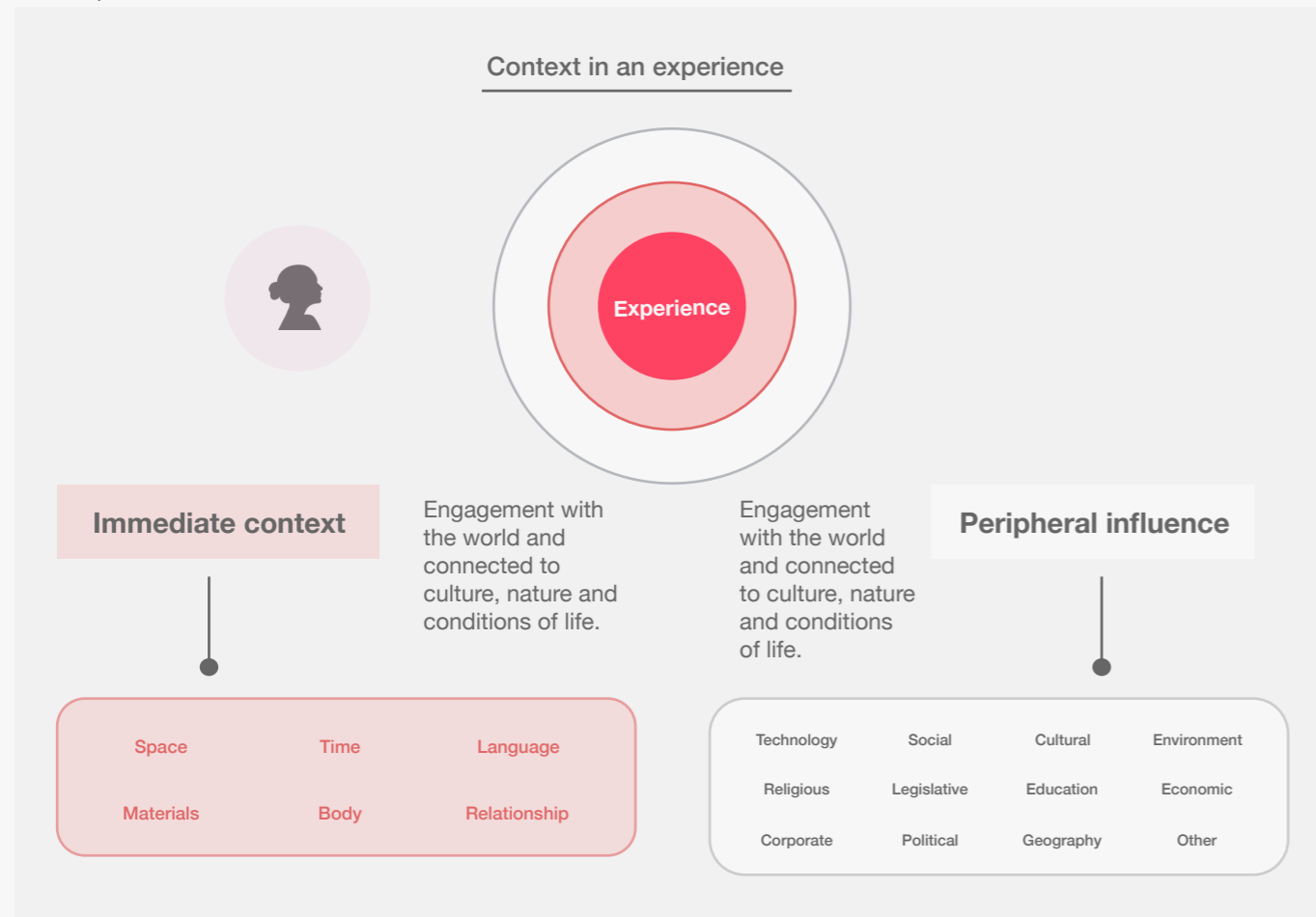


Figure 12. Two context levels comping together in an experience.

Context as the space where consumer and producer interact

The context of an experience is the environmental conditions that are attached to it. It can be seen at two levels: the immediate and the peripheral context (Coxton, 2007, p. 65).

The context of an experience can be better understood by integrating social psychology and sociology to capture the development, structure and functioning of human society at a broader level. An overview is shown in Figure #.

An Experience Journey

From analyzing phenomenological and psychological insights on what is an experience, an experience journey was defined. The journey serves as at template to understand how an experience unfolds.

An Experience Journey involves 11 phases that happen through an individual's involvement with an experience.

The eleven phases are: Existence of past experiences, Impulsion, Tension, Resistance, Undergoing, Doing, Unity, Make or break moment, Consummation, Becoming past experience, Meaning creating and Memory creation.

These phases can serve as a template to design experiences from the perspective of a producer of experiences. Some design tools like the experience journey or the customer journey map divide an experience into high-level stages of a journey to determine the scenario where the human develops their lives (Gibbons, 2018). A detailed description of each phase is provided in Figure #.

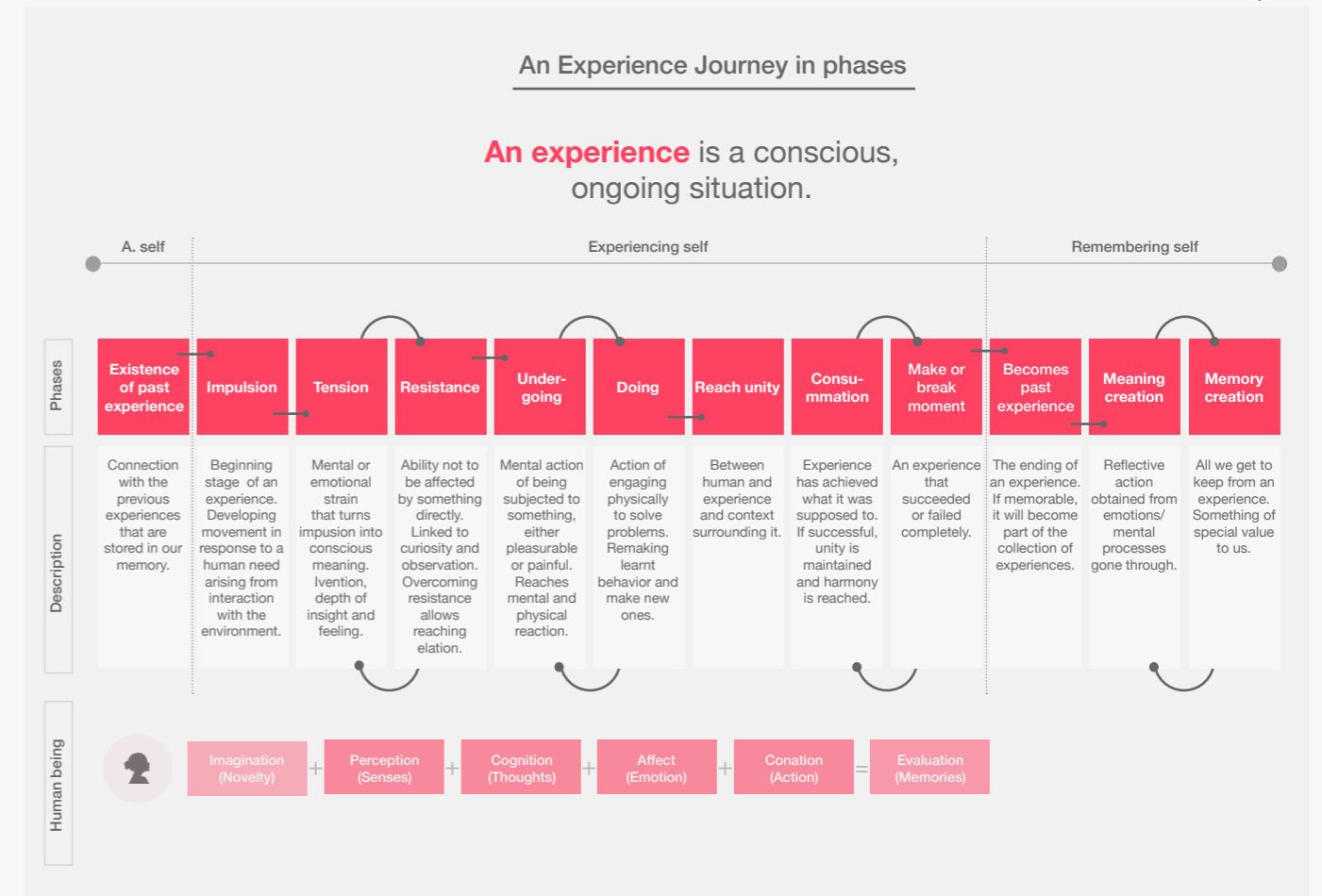


Figure 13. An experience journey.

Additionally, there are nine characteristics that any differentiating experience should have. The characteristics support each other to give an experience its fundamental qualities. The findings shown here are in line with those of experience-driven methods such as design for experience which highlights context of a human experience as designers can only design for experiencing where the experience remains as a result of it (Vassileva, 2018).

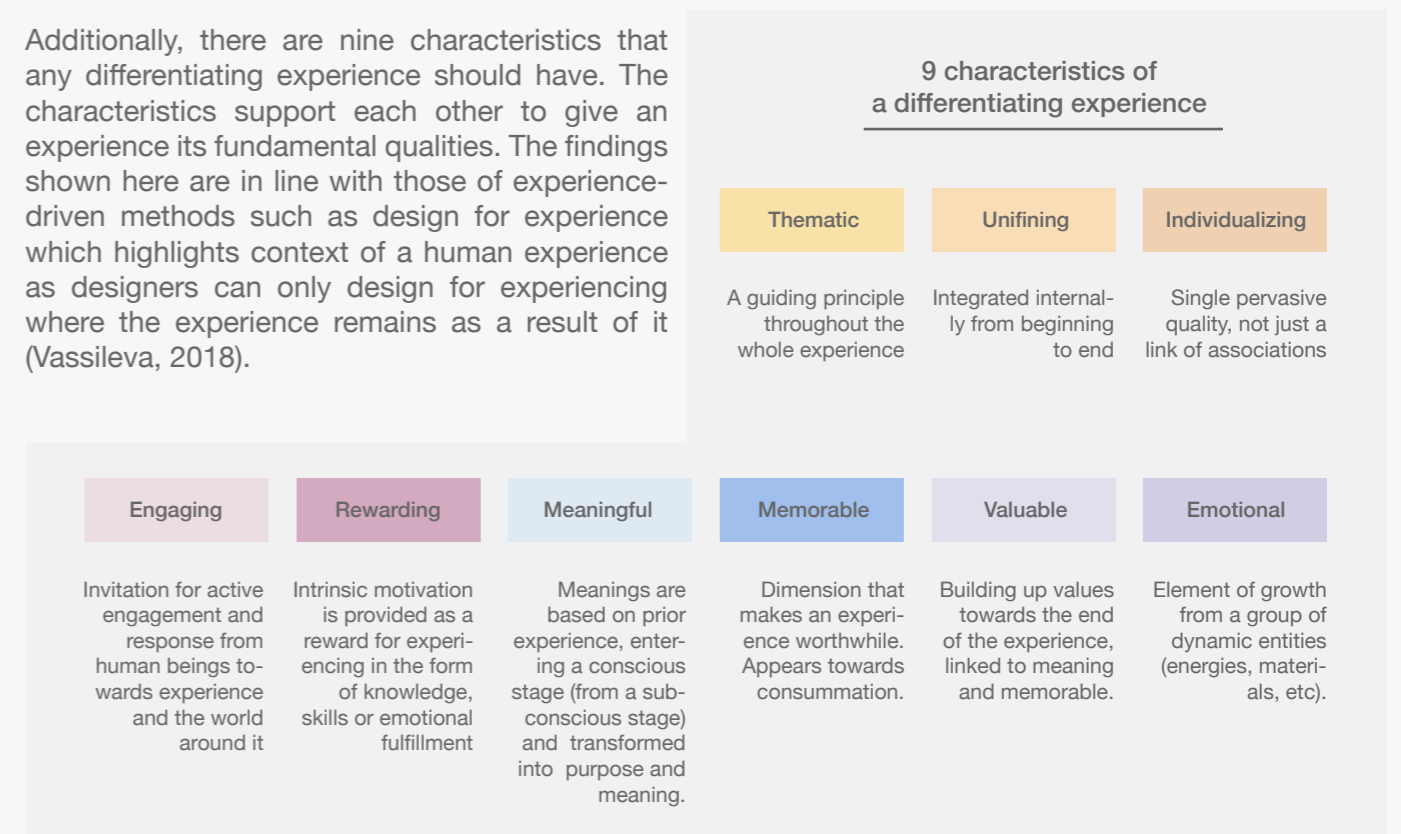


Figure 14. Characteristics of a memorable, unique experience.

Introducing the Experience Consulting service system

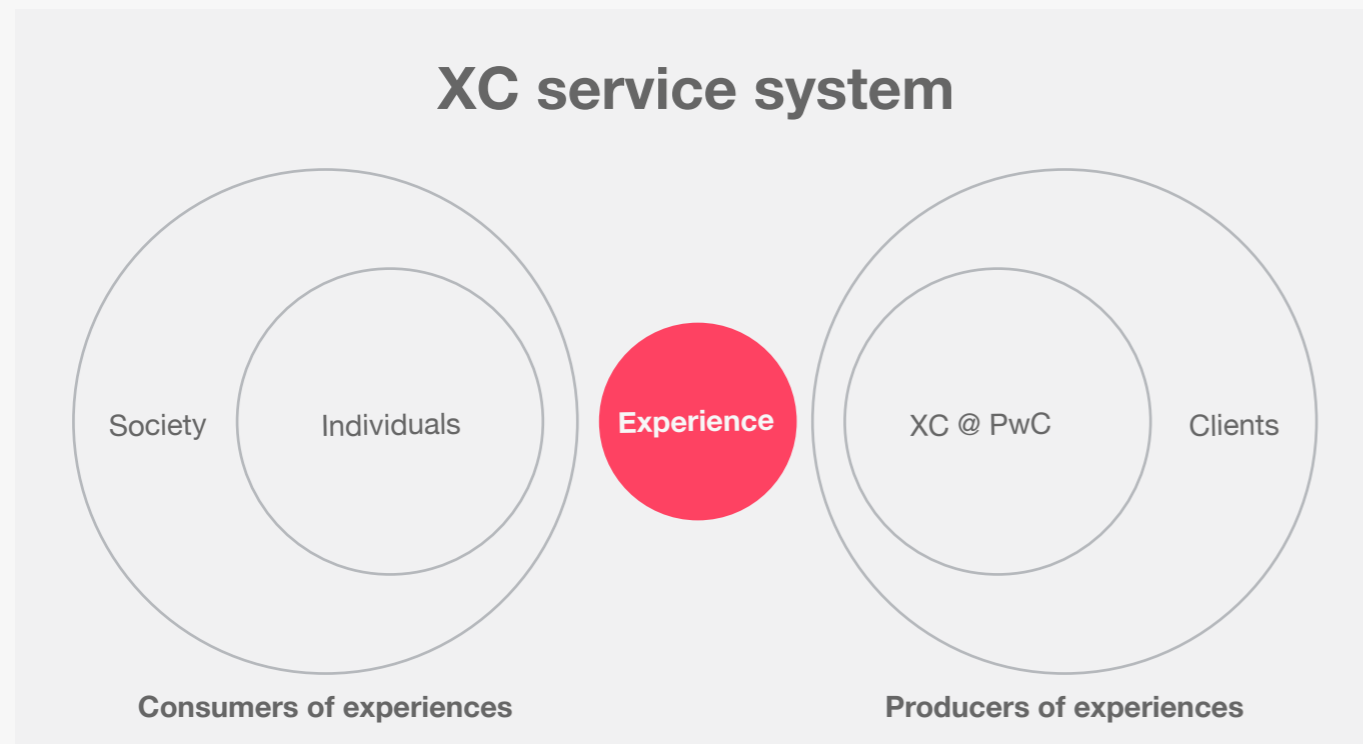


Figure 15. Experience Consulting service system

At a later stage in the foresight exercise, impacts on the future happening today were going to be scouted. For that reason, it was decided to replicate the framework provided by Dewey (1980) that explicated the exchange (or interaction) between the producer and consumer of experiences.

In his artistic sense, a producer of experience is an artist with special qualities and a consumer is a regular human being that engages with the experience of the artist. It was decided to use this thinking to explain the exchange between Experience Consulting and the human beings who interact with the experiences they design.

In the end, four levels were defined: two from the side of consumers of experiences and two from the side of producers of experiences. In this case, the Experience Consulting service system represents the interaction between both.

On one side, the consumers of experiences are represented in figure # and are defined as:
 Individual level as the human beings that interact with an experience.
 Society level as the collective of human beings that are socially moved in terms of behavior and attitudes.

On the other side, there are the producers of experiences:
 Experience Consulting @ PwC level as the organization that works to understand consumers of experiences to deliver meaningful, memorable experiences to them.
 Client Industries level as the organizations that experience consulting collaborates with to produce differentiating experiences that benefit their interests.

Due to its inter-relational nature, any shift in one of the levels would generate a change in the other ecosystem levels due to its interrelationship.

Main findings and reflections on researching human experience

Consumer and producer of experiences framing to define XC service system

The XC service system was defined from doing a melange of the literature by Dewey (1980) on consumer and producer of experiences and the understanding of ecosystem theory. The service system would allow for the understanding of the different levels that are involved in the delivery and experiencing of an experience. Additionally, the service system would serve as a framing for subsequent steps of the foresight process.

A design vision on Experience Consulting

Through this philosophical research, I came up with a finding: Experiencing is in our human nature, our wants, desires and aspirations. When thinking about designing an experience from the Experience Consulting point of view, we can say that a good experience should amplify our human qualities, address a human need and give [functional, emotional and/or sensorial] purpose to the consumers of an experience while considering both current and future context.

A better understanding on Experience and its relation to Experience Consulting

It seems like Experience Consulting today has focused its efforts on implementing technology first and designing for humans second (Proost, 2020). One that could end up with bad technology dominating our lives (Norman, 2018) or even lacks the long-term, sustainable thinking to deliver great experiences (Girling, 2020). In the Experience Consulting service ecosystem, Experience Consulting plays on the level of producer were a team of experts design the elements around an experience but can't dictate how a consumer of an experience will feel. It's up to the consumer to decide that.

Defining an Experience Consulting service ecosystem made it clear which actors come together for an experience to exist. In the next chapter, I'll explore the future of human experience. With a better understanding of the domain human experience, it will be easier to direct the foresight study.

*"Don't follow trends,
start trends."*

Frank Capre

Phase 2. Trend Research

Gathering insights about
present and future societal
challenges

Data gathering for creative foresight

Time horizon selection: 10 years in the future

Before a foresight exercise can be performed, a time horizon has to be selected. It was chosen to perform the exercise in a period of ten years. A long-term horizon allows for the development of a new value proposition for organizations and holds potential in developing systemic change by seeking emerging signals of the future in the present (Simonse, 2017).

Setting a future narrative and vision in 10 years' time is reasonable from a strategic planning view since it allows for the translation to actionable frameworks within an organization (Webb, 2019). Additionally, an increased interest from the design community to fix the past century of excess seems crucial in the next 10 years according to world-renowned publications around the world (Wilson, 2020) (Jana, 2006).

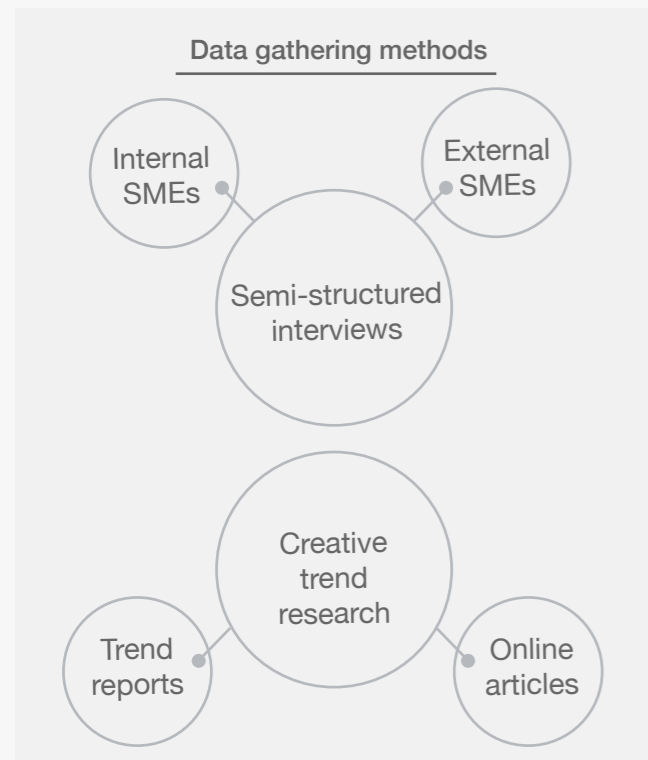


Figure 16. Two context levels comping together in an experience.

Foresight: Gathering perspectives on the societal problems Experience Consulting should solve for in future

To gather intelligence about the future, it was decided to use traditional data gathering and later go through the findings by using synthesis methods (Driscoll, 2011). For data gathering, two methods were utilized: semi-structured interviews and online desk research from market/industry reports and government agencies. Semi-structured interviews were chosen since they allow in-depth reasoning to construct based on open-ended questions and know independent thoughts of individuals within a group (Adams W. C., 2015).

Semi structured interviews with Internal and External SMEs

To gather intelligence about the future, it was decided to use traditional data gathering and later go through the findings by using synthesis methods (Driscoll, 2011). For data gathering, two methods were utilized: semi-structured interviews and online desk research from market/industry reports and government agencies. Semi-structured interviews were chosen since they allow in-depth reasoning to construct based on open-ended questions and know independent thoughts of individuals within a group (Adams W. C., 2015).

The interviews were structured in three parts. For internal stakeholders the topics covered were personal purpose, views on Experience Consulting today, thoughts on the Future of Experience Consulting and important problems Experience Consulting should solve for. For external stakeholders, the three topics were tailored to the particular expertise covering: the future of their industry, thoughts on experience consulting as a service and long-term changes they see happening at a global level.

Overview of interview participants and formats

Type of SMEs	Reach	# of interviewees	Domain/Role	Interview Format
Internal	XC Amsterdam	29	Experience Consulting Core + Leadership Team	30 min interview on three topics: Purpose, Views on Trust and societal challenges XC could solve for.
Internal	XC London XC Stockholm	4	Experience Consulting Leadership Team	60 min interview on views of Experience Consulting, thoughts on the future of Experience Consulting and societal challenges XC could solve for.
External	Copenhagen, DK Melbourne, AU Eindhoven, NL	4	The Index Project Lead Greater than X CEO Philips Design Directors	60 min interview on exploring their industry and long-term changes they see happening at global scale.

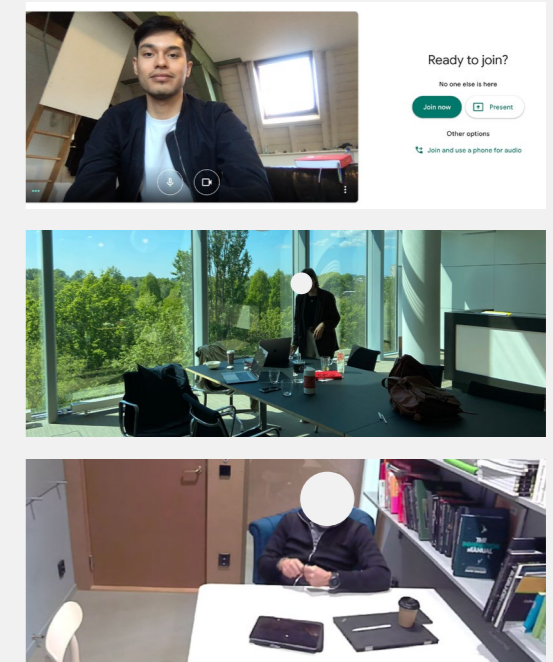
To get in depth insights, it was decided to have the semi-structured interview as a conversation-led set-up, where the researcher would inquire on the three topics through a main question per topic. Please see Annex # for the format followed.

Depending on the interviewee's answer, the researcher would elicit more information through probing questions if the thoughts shared was of great interest for the research study. The sessions were annotated throughout and transcribed to an Excel spreadsheet afterwards.

Creative trend research: Desk research of trend reports and online articles

20 online articles and 15 industry/trend reports. The desk research was conducted by gathering thought leadership and evidence-based reports on the topics related to Experience Consulting and PwC such as trust, trends affecting the industry, competitor scan, sustainability, among others. The most insightful findings were labeled and supported the data gathering of the interviews. Some of them can be seen below and a complete overview of sources can be seen in Appendix 2.

Interviews with SMEs



Trend reports and online articles

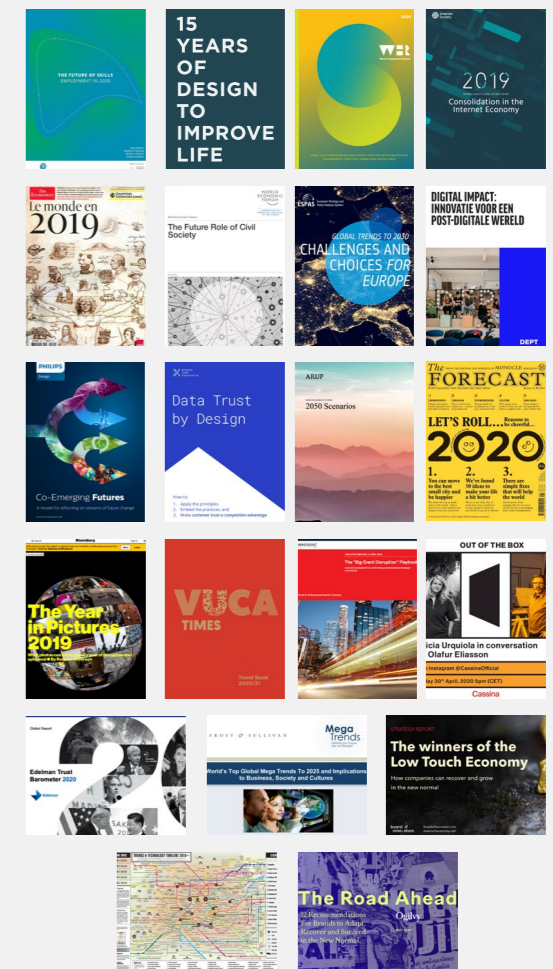


Figure 17. Gathering insights.

Insights generated through creative foresight

Before a foresight exercise can be performed, a time horizon has to be selected. It was chosen to perform the exercise in a period of ten years. A long-term horizon allows for the development of a new value proposition for organizations and holds potential in developing systemic change by seeking emerging signals of the future in the present (Simonse, 2017).

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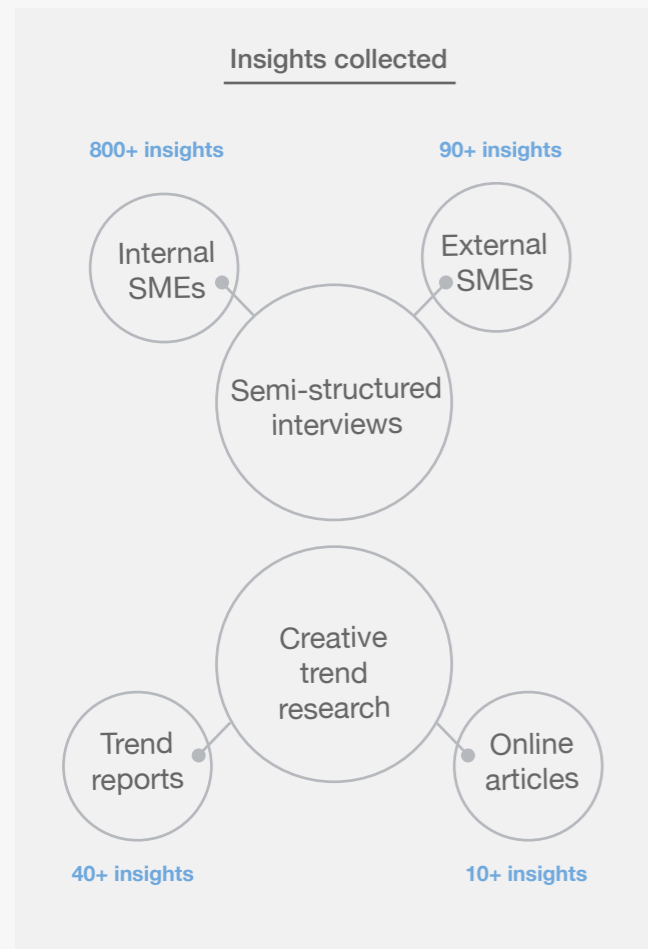


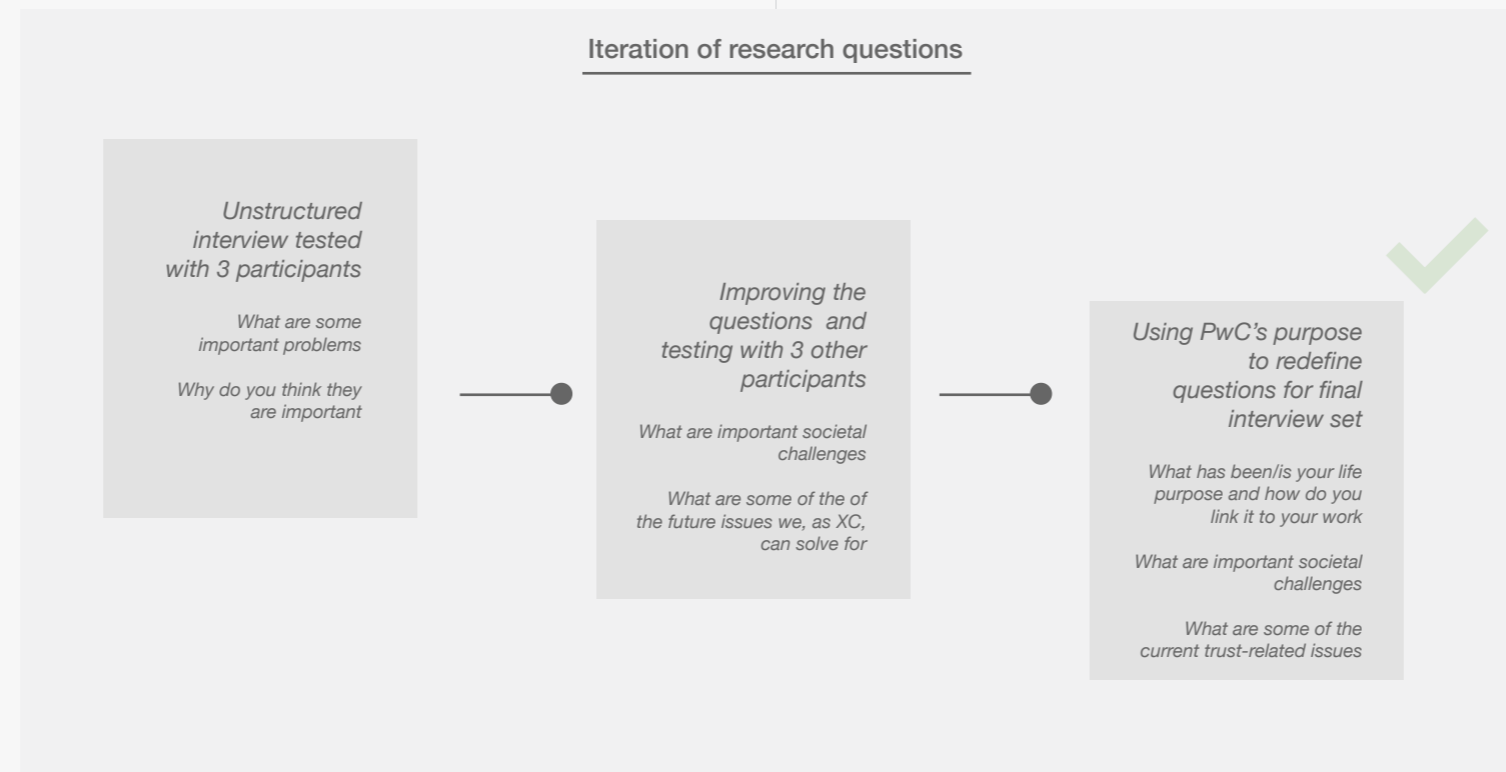
Figure 18. Insights collected from data gathering methods.

Reflections and learnings from iterating the work

Preparing the right interview questions

Preparing the right interview takes time; it took two iterations to get the right questions. I started the questionnaire with three questions that weren't providing the right data. Therefore, I changed the questions to elicit the right information by applying the PwC purpose (building trust in society and solving important problems) as a framework.

Where one question covered the first part of the statement on trust and a second question covered the second part on important problems. One key learning is the phrasing of the question since the previous question was more open ended and less direct than the second and third iteration. Table # shows the iterations made on the three main research questions for internal interviews. Planning constraints were mitigated by getting the right people at the right times.



Working in new conditions due to COVID-19 pandemic

Due to external conditions, the generative sessions moved to a digital format from this point onwards. I had to transition interviews to a digital format due to the national lockdown put in place by the Dutch government to contain the COVID-19 in mid-March. This wasn't a big issue since most of my interactions happened digitally. It proved challenging to work in an all-digital way of working where finding focus emerged as a key challenge. Therefore, a strong emphasis was made on efficiency and human connection.

Figure 19. Showing the iteration of the research questions.

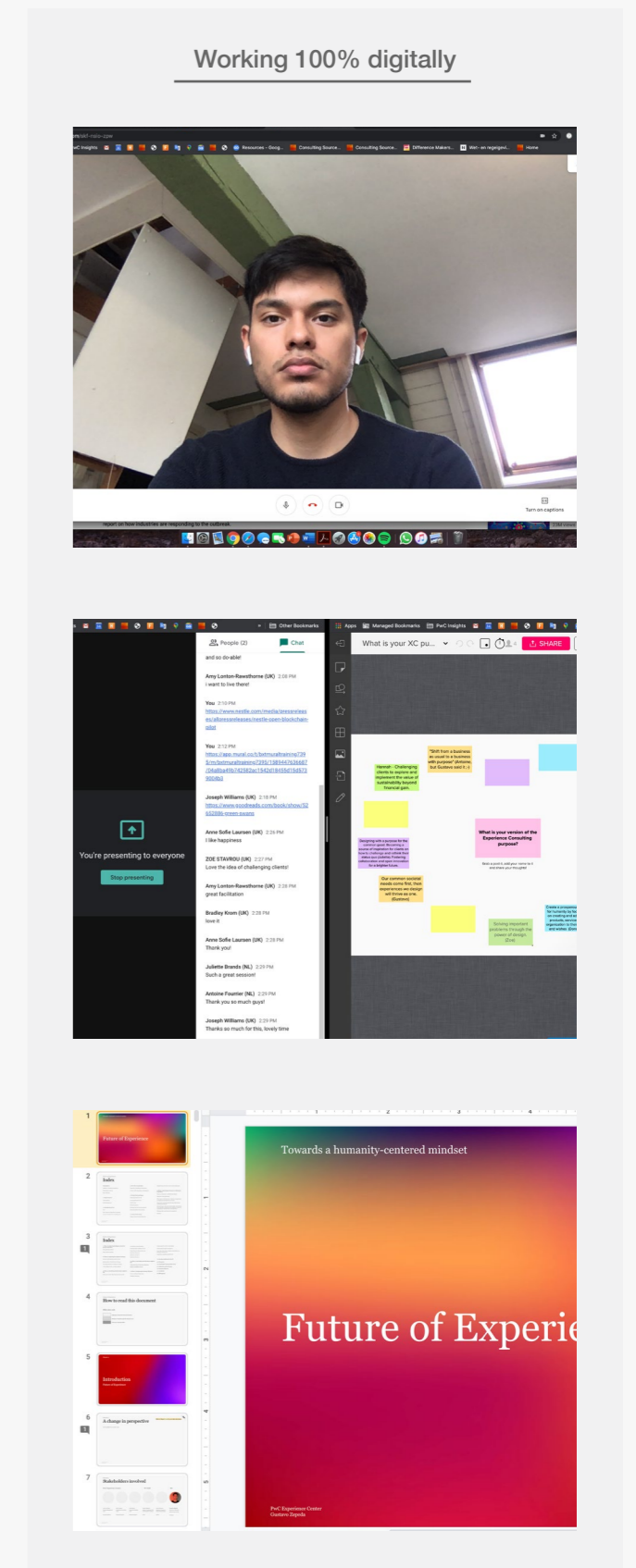


Figure 20. Working my way through the project.

*"Foresight is not
about predicting the
future, it's about
minimizing surprise."*

Karl Schroeder

Phase 3. Foresight

Using foresight to uncover
opportunities for systemic
change

Generative sessions to design the future with creative foresight

For the data synthesis, the choice was made to have two generative sessions to explore the data in breadth and depth). During the first session, I used thematic analysis to sensitize with the data and understand the breadth of insights (Kistemaker, 2013). A second session was performed with a lite version of the three-level coding method for qualitative data to gather depth during synthesis.

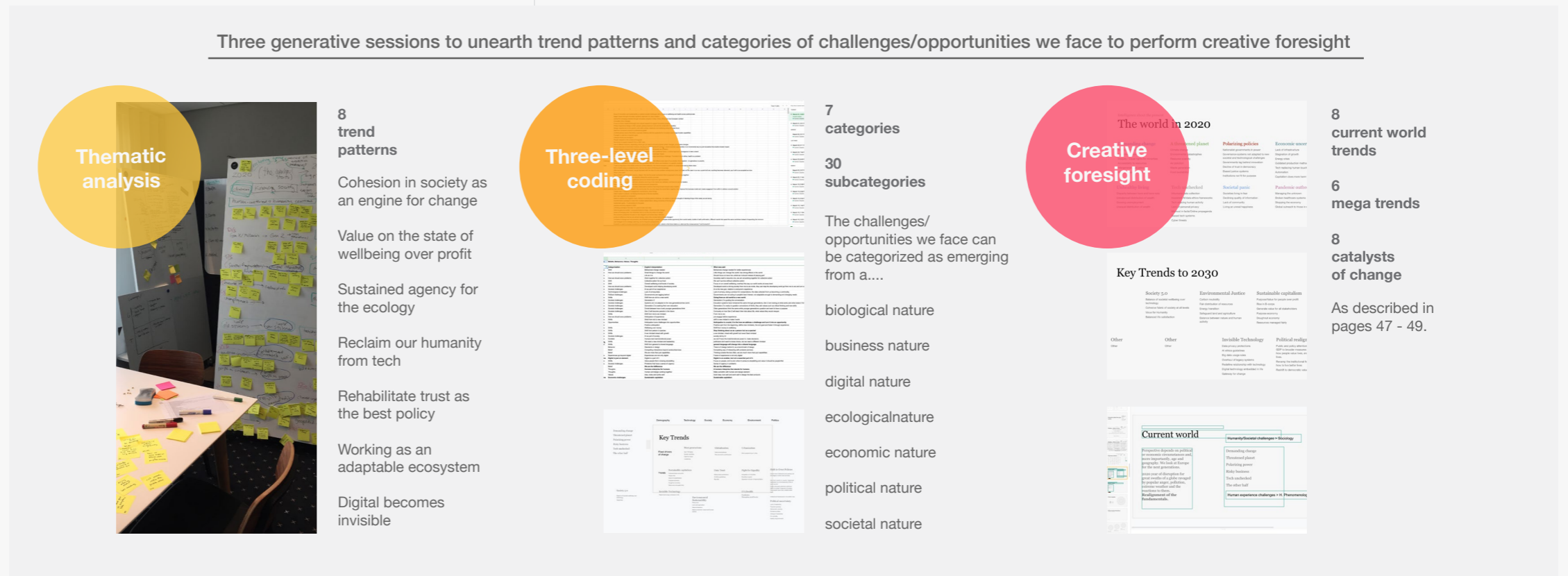
First generative session: Forming Trend patterns from thematic analysis

This method allows for the identifying, analyzing and interpreting patterns of meaning (or “themes”) within qualitative data sets (Braun & Clarke, 2006). The session used the data gathered that was previously organized in a spreadsheet.

Post-it’s were used to write, map and uncover changes and future developments that could impact Experience Consulting. The use of post-its proved useful to move around needed information.

A clustering activity took place to uncover trend patterns by constantly scouting for future shifts. 26 future shifts were discovered and later on clustered once again to reach trend patters. For example, a shift from a Me way of thinking to a We way of thinking was clustered with similar shifts to define the trend pattern Society as an engine for change, previously named cohesion in society as an engine for change.

From the thematic analysis, 8 trend patterns were uncovered as seen in figure #. The naming of each trend pattern selected integrated the common aspects of the future shifts found. The breadth of data was highlighted in this phase to get a look on the data. In order to reach depth, three level coding was introduced during a second session.



Second generative session: Three-level coding to support trend patterns

For the second session, three-level coding was used. It is a method in exploratory research where you build a code book from scratch based on the data gathered (Miles, 1994) (Yi, 2018). Coding was a good choice since it provided flexibility to segregate, group, regroup and relink in order to consolidate meaning and explanation. This second method allowed the data synthesis to reach depth by giving structure and raising the confidence of the research findings as they, in fact, represent the majority of interviewees thoughts (Saldaña, 2015) (Brbich, 2012). The protect the integrity of the interviewees, the codebook and findings from the generative sessions were kept under the Confidential Appendix.

The synthesis became a digitized, iterative process that was built and reshaped by the foresight exercise. The categories and subcategories of the code book (see Annex 2) became input for describing the present and future challenges in the creative foresight exercise.

The code categories included challenges of 7 different natures including: biological, business, digital, ecological, economic, political, and societal challenges.

Additionally, a third data source, the review of the desk research, was used to give an outside perspective from statistics, financial and governmental reports to give reliability to some the findings gathered from primary and secondary data. Information was gathered from consulting, policymaking, sustainability and government services industries, foresight institutes and future-oriented firms (Arup, The Index Project, European Commission, Nesta).

Third generative session: Performing the creative foresight

This generative session focused on finding meaning from the trend patterns, the codes and the trend research data to perform the creative foresight on (human) experience. The session started by taking the 8 trend patterns and 7 categories from coding as input.

Figure 21. Generative sessions.

Since the categories and subcategories used had insights on the present and future, it was decided to classify them into present and future.

From adapting the research methodology, I developed the three aspects of the creative foresight, one in the present named Current World and two in the future called Fixed Trends of the Future and Catalysts of Change.

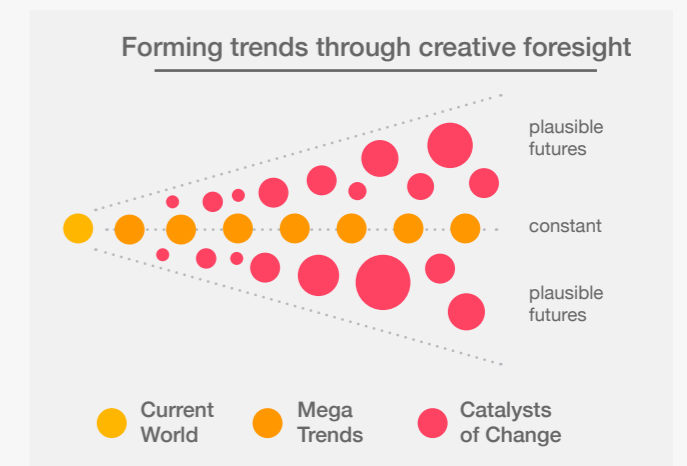


Figure 22. Creative foresight.

From adapting the research methodology, I developed the three aspects of the creative foresight, one in the present named Current World and two in the future called Fixed Trends of the Future and Catalysts of Change.

- **Current World** is the representation of 2020 and its cultural, social and political disorganization.
- **Mega Trends** in the Future are the trends that are developing consistently that will likely be part of the future and have low potential of disruption.
- **Catalysts of Change** are the areas of potential high-impact change informed by weak signals that can impact the different layers of society and the ecosystem.

I made the choice to classify the future changes in two based on the potential of disruption for each pattern or category.

The fixed trends of the future were considered to have a high-level of certainty and low potential for disruption (Hines & Bishop, 2013, p. 7) while catalyst of change represents an event considered to have a mid to high level of risk but with high potential in (re)shaping the future.

The drivers work together to shape the future. The naming and development of such drivers became an iterative process throughout the project's execution as seen in Figure # below. I started with the present and leapt towards the future, mapping the future challenges discovered from the important societal problems found through thematic analysis and three-level coding.

The catalysts of change emerged from linking the trend patterns with the categories of the coding and the trends gathered from desk research. A short two-word naming was selected for each trend pattern to make the catalysts more compelling and provoking. The categories and subcategories of the coding were used to elaborate on each catalyst.

Creative foresight outcomes

The creative foresight shown below covers three trends covered in the next few pages: **Current World, Mega Trends** and **Catalysts of Change**.

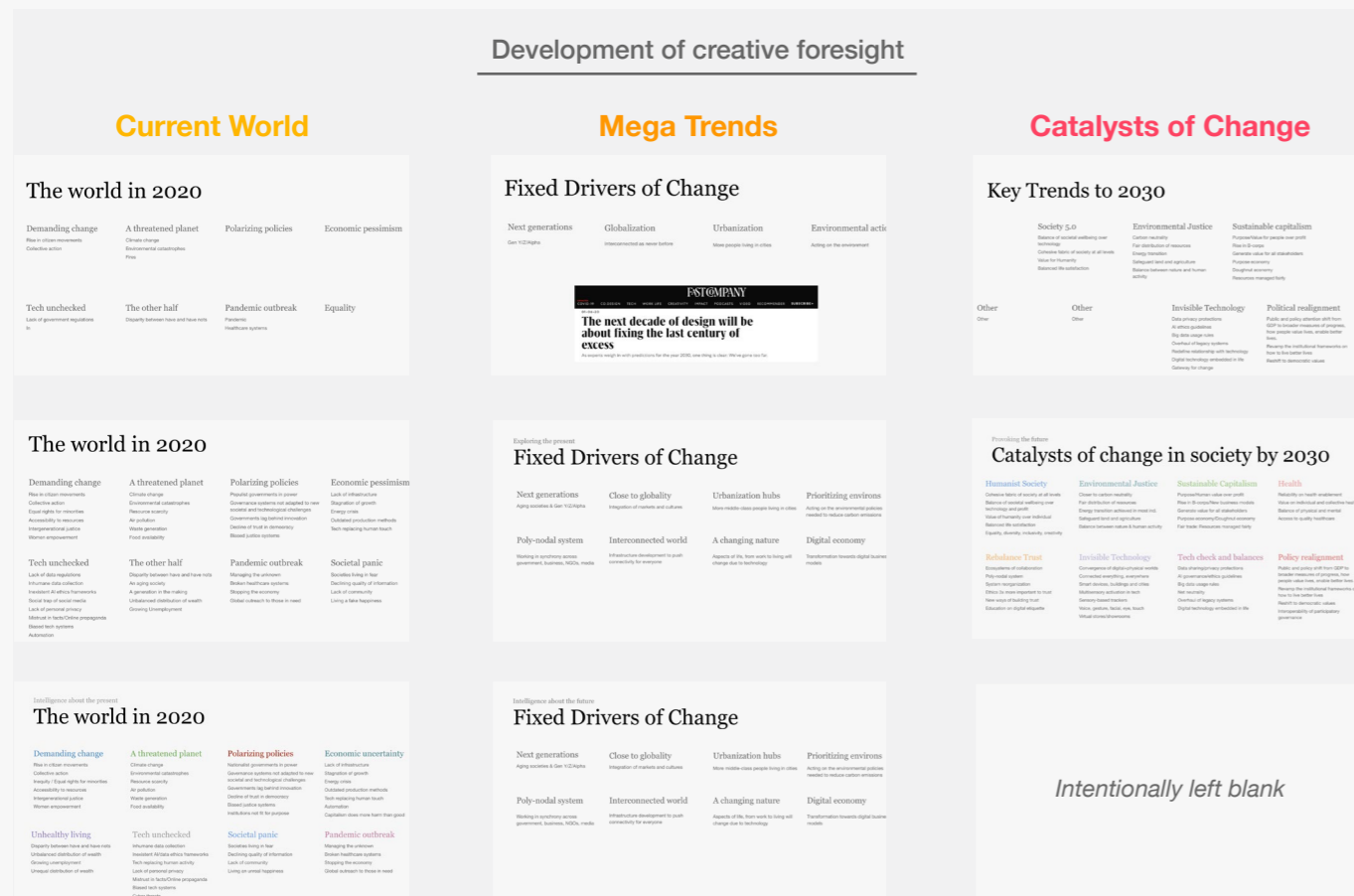


Figure 23. Overview and development of creative foresight exercise.



Current world: A world in crisis

We live in a world in crisis, ongoing life-threatening situations such as climate change, a global pandemic, the environmental exploitation coupled with human-created problems has economies and societies living in fear. Eight big crises affecting human experience are:



Figure 24. The 8 present events, or crises.

Mega Trends: Constant developments

In the next decade, our world will continue to expand demographically, technologically and environmentally. We will become more interconnected and digitally oriented. Our cities will become more crowded and the next generations will become part of the workforce. The six mega trends are:

Note!

These trends are described in detail on the humanity-centered design toolkit as part of Phase 9, found in Appendix 7.



Next generations



Urbanization hubs



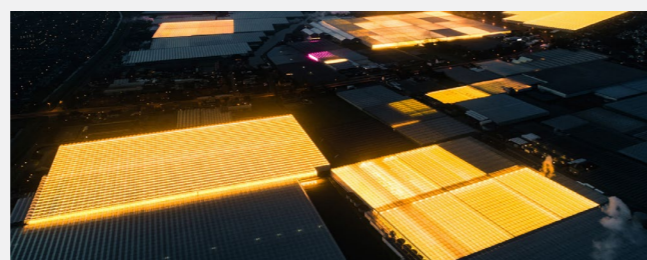
Close to globality



New live-work modes



Interconnected world



Digital economy



Humanist society

Catalysts of Change: Provoking the future

In 2030, we can provoke a future that brings us to a world of equity, respect, inclusion and diversity between communities and environment. Where society is placed as a key stakeholder of change, leadership and governance. The 8 catalysts of change thriving the future of experience are:



Environmental justice



Sustainable capitalism



Rebalance trust



Wholesome well-being



Tech checks & balances



Invisible technology



Realigned governance

Figure 26. The 8 present events, or crises.

Figure 27. Catalysts of change

Reflections and main findings from performing creative foresight

Evaluating findings of creative foresight through a Design Exchange session

To evaluate and validate the findings of the creative foresight, I planned an agenda and facilitated a session called Design Exchange, a virtual platform that brings together a group of people across the EMEA Experience Consulting network for an hour to discuss and iterate on a selected topic that aimed at integrating “the sometimes conflicting perspectives to reach a shared understanding that is unique to a group”, in this case a group within Experience Consulting (Thompson, 2018).

For the session, I decided to show the creative foresight outcomes and initialize a conversation about the future of our industry and how a mindset shift will be needed. The findings were well received and sparked discussions on how to integrate this thinking in our way of working.

Due to the interest in this topic, it was decided that I would plan a second Design Exchange in the following month to explore how to make this future actionable. Fourteen consultants from seven different territories joined the Design Exchange (The Netherlands, The UK, France, Sweden, Germany, Finland and Italy), see image below.

To substantiate the findings, I shared the content with Berry, XC Lead in EC Amsterdam. The thought-provoking content proved to be an eye-opening and relevant insight into what mindset shift can happen in Experience Consulting within EMEA.

With no expectations of it, having the first Design Exchange on the Future of Experience was a great opportunity to raise visibility of change needed within our organization: a mindset shift. Doing so by making use of the power of the global PwC network to bring awareness, gather perspectives from different cultures and backgrounds and open possibilities for new collaborations.

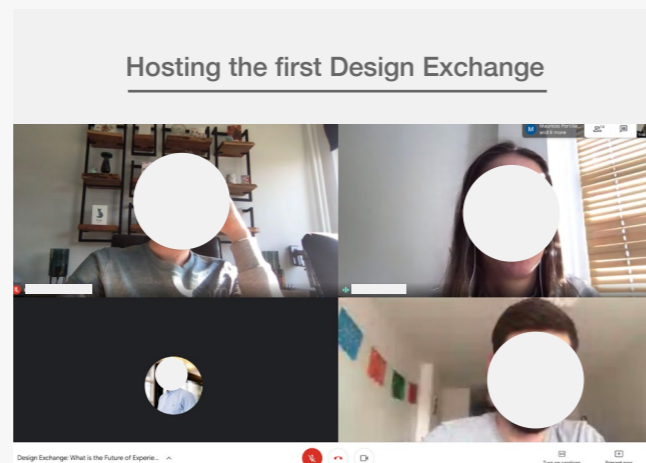


Figure 29. Evaluating outcomes of creative foresight with the EMEA XC network.

Finding a connecting link for XC: Humanity and our sense of Humanity as an opportunity

A needed shift in mindset that changes how we see value in the business context and how we think about solving present challenges to arrive at our desired future became a clear insight from this phase.

After reflecting on the creative foresight, an underlying connecting link was found. The foresight exercise pointed us in the direction towards a future centered around humanity. Humanity has a symbolic value to Experience Consulting, as its meaning can represent both humankind and humankind’s values and qualities that make each of us human (Cambridge Dictionary, 2020).

According to Peterson & Sellgman (2014), “humanity can be classed as one of six virtues that are consistent across all cultures.” In the context of this project, humanity can act as a guiding force of the future of Experience Consulting.

This connecting link can be traced back to what experiencing is at its core: an exchange between a human, an experience and the environment where values, thoughts, emotions, and actions fluctuate and define meaning for us as individuals and as society.

In this future, we found a common desire that can provoke a change within the Experience Consulting service system: to redesign our world by having humanity in mind. Pursuing this opportunity might mean a shift in mindset for the XC team.

*"To move forward,
a society needs dreams,
not nightmares."*

Rutger Bregman

Phase 4. Narrative Scenarios

Narrating a mindset
change in society

Developing the narrative scenarios

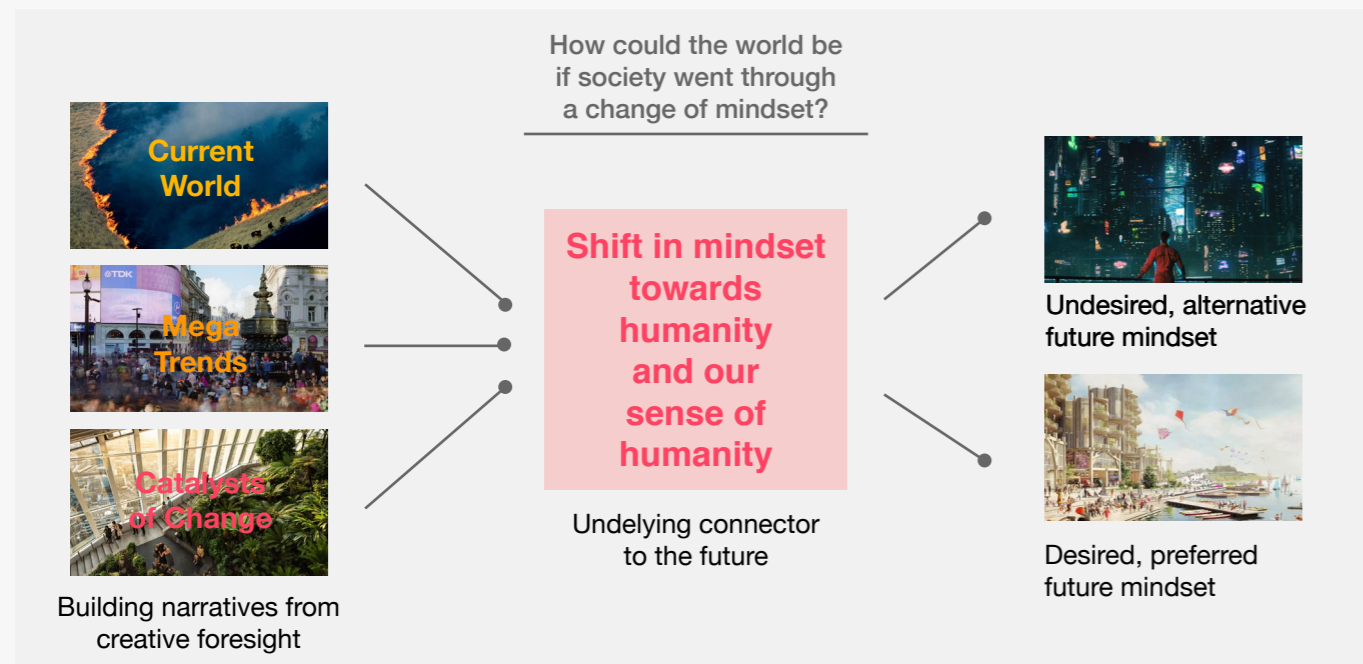


Figure 30. Mapping out the narrative development (will be turned into diagram)

To create the narratives, “humanity” was used as a guiding force to describe the future mindset of society (where individuals, client industries and Experience Consulting are part of) in two future narratives. The idea of a third scenario was considered, but due to the length taken to explore the narratives here presented.

I decided to follow my designer’s intuition and the choice was made to narrow down exploration to two narratives by replicating a methodology developed by PwC called Thinking in Scenarios (Srivatsav, 2020). This scenario generation methodology focused on developing narratives in two’s: one with a bright nature and one with a darker nature. Replicating the PwC framework meant that the two narratives would have opposing and contrasting natures.

The narratives would show how the future could unfold in an optimistic and pessimistic story even though they would start from the same departure point. From design literature, I chose to narrate the two future scenarios according to van Duijne & Bishop (2018, pp. 23-24) as desired (preferred) future and as an undesired (alternative) future.

Therefore, the narratives to describe the mindsets can be described as follows.

- **Desired (preferred) future** is an optimistic, desired scenario.
- **Undesired (alternative) future** is a pessimistic, undesired scenario that imagines a different world of what we desire.

First iteration on the narratives of the future mindset shift

Humankind (or society) played the role of the future narrative’s protagonist. The departure point for both narratives was ‘our current world’ (2020) that would leap into the future (2030).

The catalysts of change were used as a framework to describe the mindset shift that would be triggered in society in the next decade. Humanity was utilized as the underlying connector of the mindset shift and presented in both extremes (optimistic/desired and pessimistic/undesired).

The narratives were worked on multiple times, first starting with the optimistic future, then the pessimistic.

A name was assigned in the end to each narrative that linked back to an experiential, life-altering event for humanity: A short-sided reckoning for the pessimistic narrative, representing a doomed fate for humanity, and A realized awakening for the optimistic narrative, representing an arising from a deep sleep to thrive humanity.

Figure 31. Iterating, documenting and exploring the narratives.

Second iteration with XC team to improve the narratives

To evaluate and iterate the narratives, I presented the outcomes thus far to the Experience Strategy Team at the EC Amsterdam. The narratives would then work as a dialogue between the future and the Experience Consulting teams participating in the creative foresight exercise to define meaning for the organization (Meira & Ferreira, 2008).

The 30-min session had five participants who already participated in the Design Exchange session. We had an interactive discussion of the foreseeable changes in the future and what kind of meanings it could have for our Experience Consulting team.

Together we iterated some parts of the narratives and selected the narrative ‘A realized awakening’ as the future we want to create due to the optimistic nature in most designers to inspire others through their work and impact in their context (Geneske, 2018).

Narrative scenarios on mindset change

Premise: A Future of Experience for society has two sides

We are going through a **societal transformation that will change the way we experience.**

Our way of life, work and leisure will change. Business, governments and society will face the dispute of a lifetime: to evolve or remain the same.

Depending on which side society decides to stand on these issues, our fate can go **two ways**. In the direction of an **optimistic, thriving future** or a **pessimistic, dormant one**.

Narrative of undesired, alternative future mindset



A short-sighted reckoning: A narrative about an individuality-centered mindset

A future with an individuality-centered mindset

The changing dynamics felt during the 2020 crisis were fleeting. Corporates, government and technology go ahead with business as usual, unchanged behaviors and become even more insular. This situation encourages profit-based business growth at the expense of collective wellbeing.

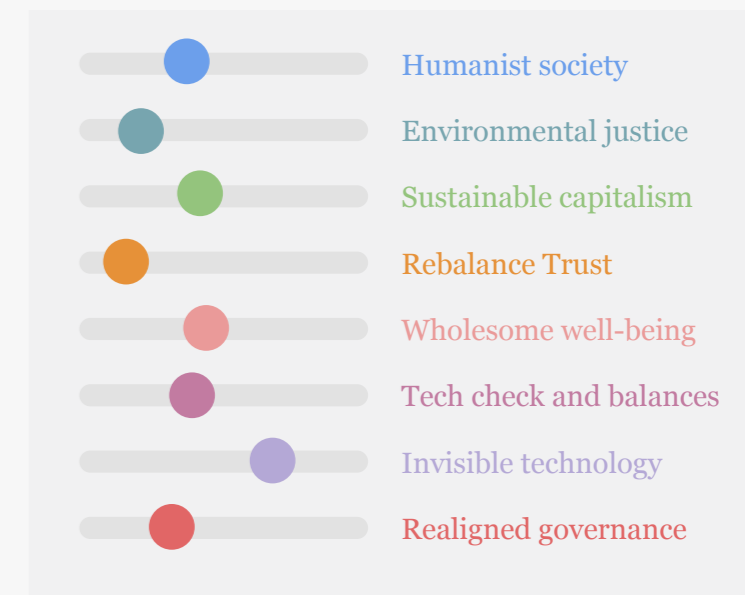
Society becomes fragmented due to inequality, unapproachability, injustice and a lack of trust in one another and the organizations that provide them with experiences.

Society amplified an individualized consciousness on how we experience, how we live and how we share our everyday lives. By 2030, society will have secluded itself to keep a narrow-minded nature. **One that is individuality centered.**

A timeline of events on the individuality-centered mindset change by 2030. Please see Appendix 3 for the complete description of developments in this future narrative.

Catalysts of change as key indicators in this future

For this narrative, the eight key indicators weren't realized as desired as seen below.



Please see page 124 for more information.

Figure 32. A short-sided reckoning: mindset, key indicators and timeline of events to 2030.

Narrative of desired, preferred future mindset



A realized awakening: A narrative about a humanity-centered mindset

A future with a humanity-centered mindset

The changing dynamics felt during the 2020 crisis were receptive. Governments, business and institutions made an overhaul of the politics of value creation aligned to societal and environmental change.

The rise of purposeful business and participatory governments made the measures of success linked to societal well-being of society and environment commonplace. Technology faced a regulatory overhaul to magnify a balanced living between humans and digital services and products.

These changes led to a shift in how we experience, live and interact and support each other through our everyday lives. By 2030, society will have re-found and embraced a profound experiencing nature. **One that is humanity-centered.**

Timeline of events on the humanity-centered mindset change by 2030. Please see Appendix 3 for the complete description of developments in this future narrative.

Catalysts of change as key indicators in this future

For this narrative, the eight key indicators weren't realized as desired as seen below.

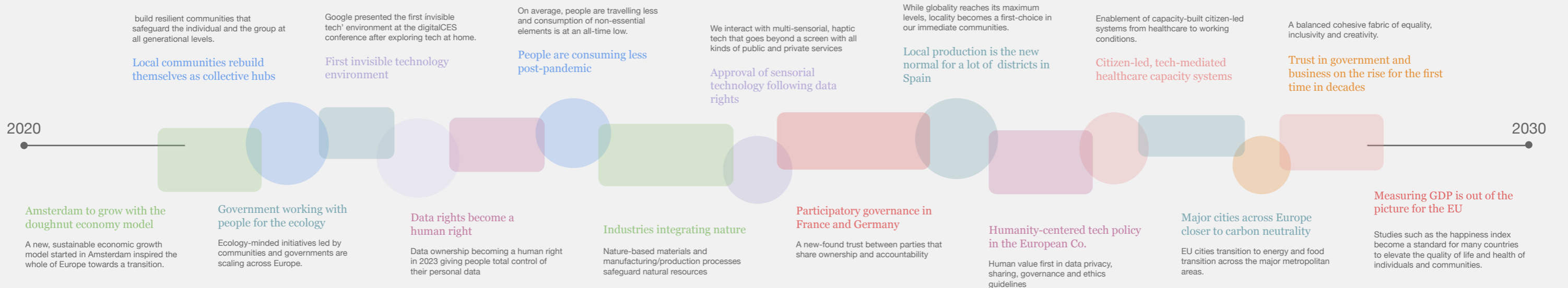


Figure 33. A realized awakening mindset, key indicators and timeline of events to 2030.

Main findings and reflections

Learnings from writing and selecting the narratives

Writing narratives is a process of constant rewriting and development. They need the proper time to germinate and grow into a powerful story. The narratives presented here were iterated a few times and integrated both previous and new knowledge generated in order to provoke tension between those who read them and trigger a discussion on futures. Concise sentences with a lot of feeling and the right visualization helps in placing the narrative in people's minds.

When developing the narratives, the visualization and short explanation of the mindset proved to be the most important element to explicate the mindset. Things that didn't work was writing down lengthy statements. The visual cues helped express the narrative on mindset.

Additionally, as mentioned in the design methodology, the use of narrative foresight proved the aspect of working together with other tools to provoke the future and at the same time narrate a desired future to explain change through storytelling and visual cues. When sharing the narratives with the XC team, the participants were engaged and felt they could own the narrative as explained by Matheson (2008, p. 271). In the end, **the narrative "A realized awakening" was selected** by the Experience Strategy team in Amsterdam to explore its meaning for the Experience Consulting service system.

On exploring humanity as a new way of thinking for the future of Experience Consulting

The selected narrative highlights the value of Humanity. According to the Cambridge Dictionary (2020), humanity has two meanings. It means humankind, the people seen as a collective, and the condition of being human to others (and the environment). To be human is linked to a key aspect of living experience. As mentioned in the literature review, human beings anticipate, experience and remember every living moment they decide to consciously experience.

To experience is a human activity, it represents a basic human need. It affects our views on the world, our imagination, our perception, our thinking, our emotions and our memories. In the future, humankind will engage with the experiences that align to a shared humanity (values). In this context, humanity means placing value on well-being, health, thriving, collaboration, trust, ethics, justice, community, union, respect and responsibility for consumers and producers of experiences.

Exploring a definition for humanity-centered mindset

A humanity-centered mindset is a way of (re) thinking value creation from short-term gains to the long-term good of humankind and environment. This mindset encourages safeguarding both individual and collective experiencing with a focus on the later. Shifting perspective when designing experiences from human-centered to humanity-centered design to integrate the bigger picture when solving for the complex problems we face in society.

*"Not a silver bullet
but a change in
mindset."*

Unknown

Phase 4. Digital Ethnography

Identifying the future
mindset in the present

Digital ethnography on present-day indicators to support mindset shift

To obtain data about the present-day indicators, a digital ethnography (Varis, 2014) took place to study and capture the changes that are happening today that connect towards the selected future narrative on humanity-centered mindset.

Performing **digital ethnography** would work similarly to backcasting, a method that takes a desired future and works its way backwards to identify signals (or indicators) that connect to that future in the present (Robinson, 1990). To **support a future mindset shift**, doing digital ethnography made sense since it supports the future narrative desired by an organization and determines which actions they need to take.

The present-day indicators used in this project were gathered from daily interactions with content through my personal Twitter, LinkedIn, Google and Facebook accounts and documented through saved posts, screenshots and a library of links. The present-day indicators were then filtered according to the Experience Consulting service system levels: individual, society, client and XC. The full list of sources and present-day indicator snippets can be accessed in Appendix 4.

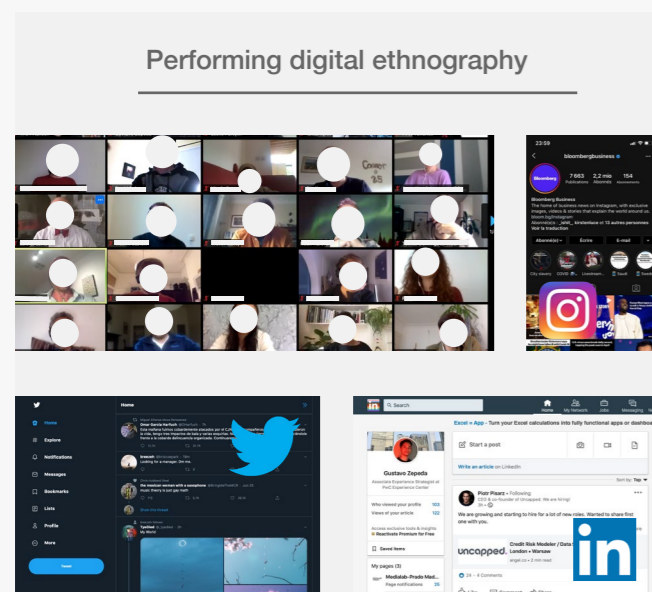


Figure 34. Participating in keynotes, virtual presentations/conversations and updating myself with the latest news and industry reports through my personal social media.

Co-creation sessions about present-day indicators affecting the Experience Consulting service system

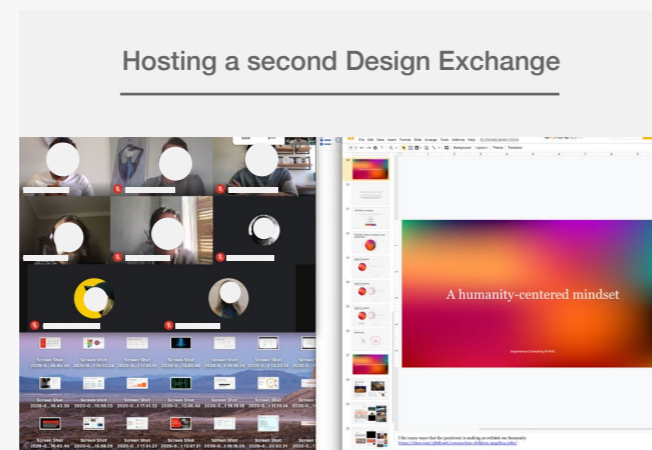


Figure 35. Hosting the second Design Exchange session with EMEA XC team.

A second Design Exchange session was facilitated with participants from the EMEA XC network. The focus of this session was on co-creation to gather perspectives on what the humanity-centered mindset could mean for the Experience Consulting service system. The 1-hour session included the introduction of the humanity-centered mindset embedded in the selected narrative, the levels of the Experience Consulting service system and the indicators of change gathered from digital ethnography.

Nine participants from 4 territories (UK, FI, GE, NL) joined the session to discuss and co-create a number of impact statements as opportunities and challenges were identified in the Experience Consulting service system. A digital workspace was created, and key points shared were written down on a separate document.

Iteration session to link foresight outcomes to present-day indicators

Consequently, a generative session took place using the humanity mindset to understand the impacts of a humanity mindset in Experience Consulting service system. The process was a constant iteration that moved between the ecosystem levels. The data gathered from the second Design Exchange, the indicators of change, the narrative made and a personal reflection on the findings were utilized as input for a generative session to lock down the impact at the four different levels. The complete set of iterations can be seen in Appendix 5.

At a later stage, together with the Experience Strategy team, I shared and discussed the impacts discovered from the generative session. The thoughts shared helped to iterate once again to make the content description concrete and compelling in each ecosystem level. I reached a consensus from the evaluation sessions to define the opportunity for the future of Experience Consulting.

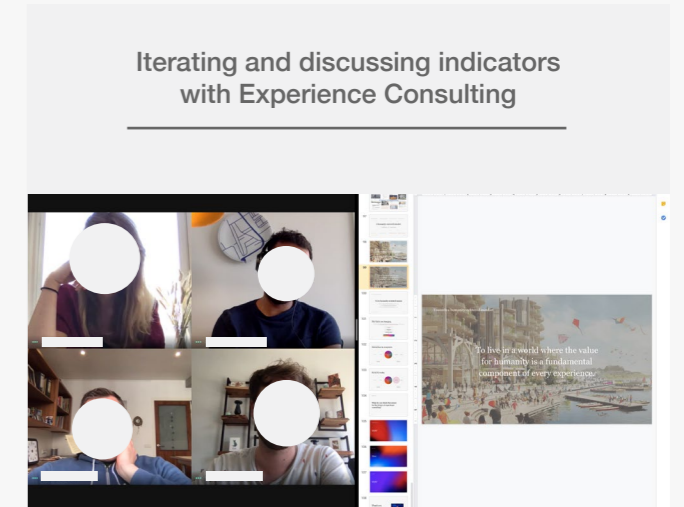


Figure 37. Discussion about the indicators

Backcasting present-day indicators that support a humanity-centered mindset

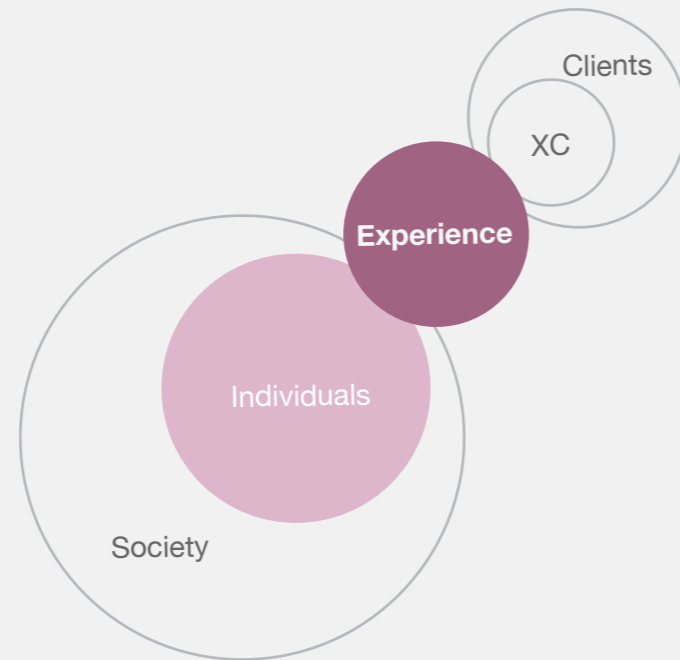
The iteration on the foresight data collection was paired with the digital ethnography performed to give relevance and a level of certainty to the findings. It was chosen to take the Experience Consulting service system to elaborate on the narrative on humanity-centered mindset. Note: To make it easier for the reader to comprehend the impacts of a mindset shift at each level.

The outcomes of the generative session are presented in a linear fashion. First, covering the consumer of experiences side (individual first and society second) and then the producer of experiences side (client first and then XC @ PwC second). The complete overview of the impacts was kept under the Confidential Appendix.



Figure 36. Multiple iterations of the impacts on each service system level.

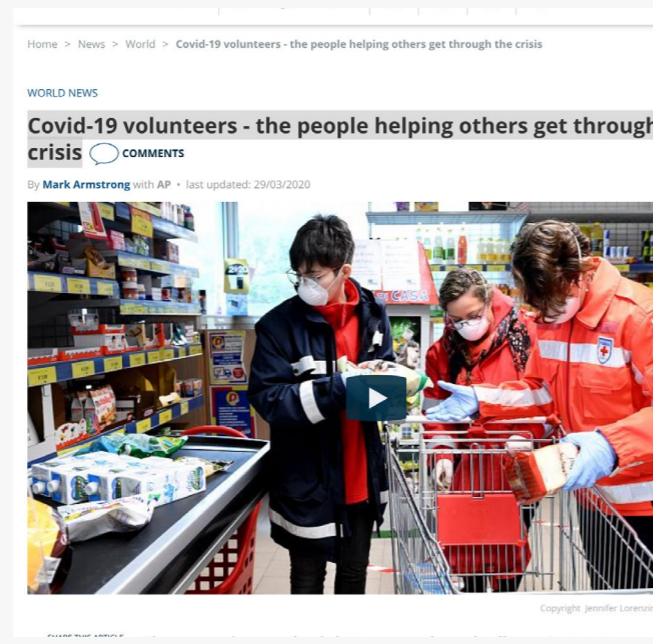
Individuals are changing their human nature to think of collective well-being



Indicators happening in individuals supporting a humanity-centered mindset

Individuals are changing their lives to align to a common future. This can be seen as a supportive knit of individuals who are working individually but collectively can make a difference. Look at Great Thunberg, a girl with a vision, who is now guiding millions of students to the streets to fight for their future (Alter, Hayes, & Worland, 2019).

Individuals around the world are doing what they can to motivate others to live a healthier, more content life. This can be seen through modes of activism such as volunteering to delivery groceries to the elderly (Armstrong, 2020), sharing communal gardens for local food production (Eindhoven News, 2020) (Active Cheshire, 2020), and, although fleeting, hosting online dance classes, concerts and museum visits (Joshi, 2020) and creative minds sharing their habits to remain connected to their nature and others (Elson, et al., 2020).

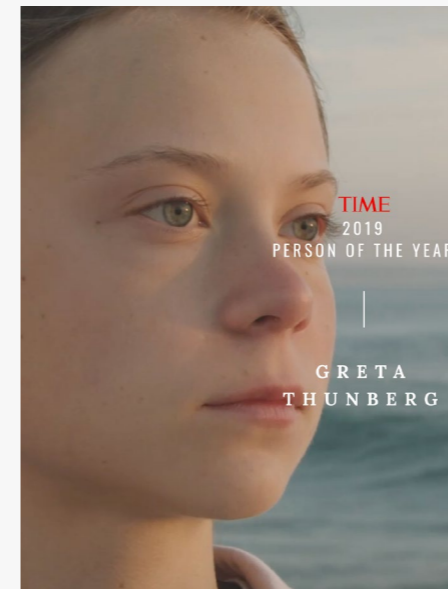


CoVID-19: People helping boost others' spirits

By Bob - March 18, 2020



Photo credit: Studio040



How to find and support Black-owned businesses – and why it's important



Anticipated developments in this direction

1. Upcoming needs: Individuals will look for a humanity dimension in experiences

Individuals will look for pure, human experiences that bring them a sense of self-awareness and certainty. Individuals will look for human contact and connection as a key motivator to undergo an experience. They will look for experiences that foster a dimension that links back to humanistic values: inclusiveness, ethics, environment, justice and others. Additionally, individuals will seek a healthier relationship with (digital) experiences / services. These new experiences will uncover new behaviors that gives individuals more independence on time spent in experiences to actually enjoy the world around us.

2. New behaviors: Individuals will engage with experiences that build on collective consciousness

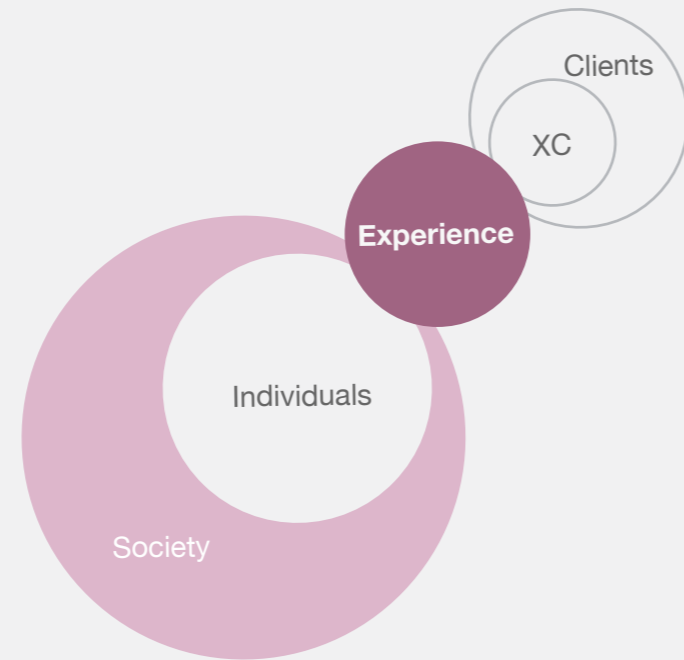
Individuals will become more critical about one's own life choices and that of others to focus on building a shared future. Individuals will reflect on what is important and better for the collective needs. Conscious spending and sustainable living will grow in the next decade to simplify our lives by covering the basics (health, food, work) before we consider non-essential expenses (leisure, others) when consuming. Some of the visceral needs such as the want to explore adventure will be kept as they make us human.

3. New meaning: Individuals will find value and empowerment in collective well-being

Finding meaning in contributing to our collective wellbeing through conscious actions. Instead of thinking of me, individuals will think of us as a species. Individuals will collaborate in creating value for the community and look after the ethical values that make us humanity-centered (courage, support, hope, calmness, sharing, caring, creativity).

Figure 38. Present-day indicators happening in individuals.

Society is becoming a stakeholder to move the world forward



Indicators happening in society supporting a humanity-centered mindset

The crisis we live in today (COVID-19, climate change, injustice) have been amplified this year. A state of social unrest has put constant struggles in the limelight. People have decided to collectively take action by going to the streets to demand change. The hope is to lead a conversation and work together to leave the world with a sense of change towards justice for the environment (Fridays for Future, 2020), speaking truth to power (Safi, 2019), communities living in fear are placing their lives at the forefront of change (Yeung, George, Smith-Spark, & Wilkinson, 2020), and connecting with technology that give them a clear overview of their data privacy rights (Perrin, 2020). In effect, building resilient communities where people can live their lives through the values of humanity. Another aspect that we can see changing is that some of the behaviors, expectations and needs of people are changing across the board with the government struck measures to stay and work from home to contain a biological agent greater than all of us combined (Cluster, 2020). A collective effort that is putting us in a safer community that looks after societal needs. It is impacting what and how we consume towards a more conscious life.



Protests rage around the world - but what comes next?

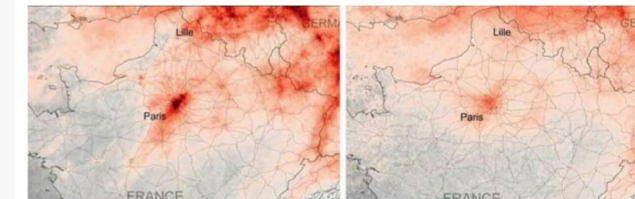
Unrest is seemingly everywhere. We look at the some of the reasons for and responses to it in Hong Kong, Lebanon, Chile, Catalonia and Iraq

Governments are being reworked as we look after ecology in our cities and communities. Municipalities are implementing new greener modes of transport such as bikes and electric fleets and opening up space for nature and pedestrians, moving away from carbon and fuels (Gaubert, 2020) (O'Sullivan, 2020) (Laker, 2020). In the long-term, these situations will mean a change in the way we perceive our personal values towards ones that thrive the collective well-being and not just the individual.



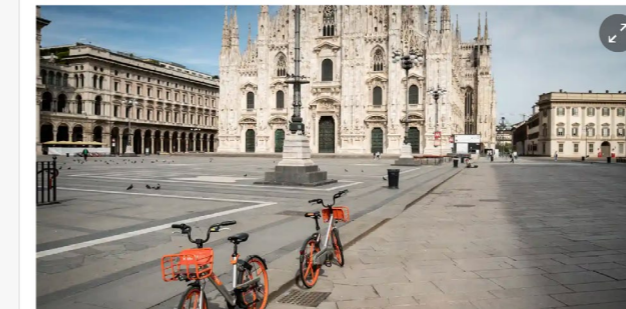
Peaceful protests across much of US despite breaking curfew 2:43
George Floyd protests spread nationwide

Europe breathes fresher air under lockdown as coronavirus measures ease pollution



Milan announces ambitious scheme to reduce car use after lockdown

Coronavirus-hit Lombardy city will turn 35km of streets over to cyclists and pedestrians
 Coronavirus - latest updates
 See all our coronavirus coverage



FACTANK NEWS IN THE NUMBERS

Half of Americans have decided not to use a product or service because of privacy concerns

BY ANDREW PERRIN
 At a time when many Americans believe their personal information is less secure and are concerned with how companies and the government use their...
Around half of Americans decided not to use products or services due to privacy concerns, but this varies by whether they've experienced a data breach
 % who say they have recently decided NOT to use a product or service because they were worried about how much personal information would be collected about them

Anticipated developments in this direction

1. Act on the environment: Society will rebalance the scales with nature

A shared goal to live in a prosperous, adaptable and clean world. Society will redefine its position within nature in everyday life from consciously changing our food supply chains to reworked consumption cycles that are greener. Society will be attracted to experiences with environmentally friendly products, services and brands as they become more accessible and local-based.

2. Society as stakeholder: Society will be vocal about often overlooked policies for societal needs

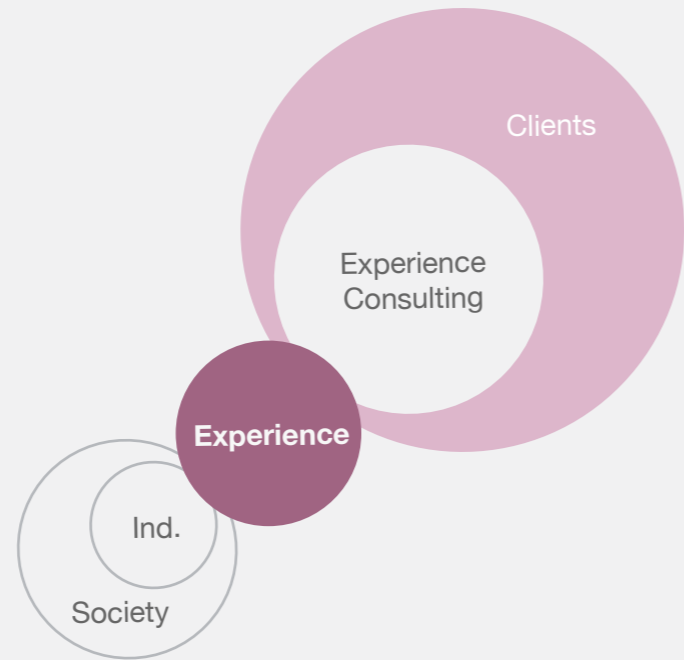
Act as the missing leaders in the world in essential, societal matters to reach justice, equity and inclusivity of individuals. Collaborate with organizations and governments to improve our world's living conditions. Demand changes in policy to protect humanity for survival, climate change and green deal policies that facilitate transitions and define ethics and policies, for the use of tech and data sharing in digital products and services and for human rights, redesign the systems for wellbeing, fairness and equality.

3. A new-found sense of community: Society will foster creative, inclusive and diverse communities

Working together to build resilient, cohesive communities that look after collective wellbeing and values of humanity such as diversity, support, respect and cooperation. Creating one community of shared values instead of people living in bubbles.

Figure 39. Present-day indicators happening in society.

Clients will need to pivot to a new status quo that creates long-term impact for humanity and planet



Indicators happening in clients supporting a humanity-centered mindset

Clients are going through a reckoning. Today, they are presented with the challenge to rethink a new status quo that seeks to thrive humankind and its environment before profit. Today, the topic to build a better world is a decision at every board member table. Succeeding looks like the way how client industries create, deliver, and capture value for society. An era of promising change has already started, brands like Dove and conglomerates like LVMH have shifted their efforts in building an image of philanthropy in a health crisis (Abboud, 2020) (Dove, 2020).

Governments around the world adopted the Paris Agreement in 2015, some of them are on target and are planning a shift to renewable/sustainable energy sources to replace coal and fossil fuels who have experienced a negative outlook for the decade to come as seen in the market's crash (Hodari & Ostroff, 2020). Cities are redesigning their mobility plans to make it more accessible to alternative forms of transport vs cars (Bosworth, 2020) (Boffey, 2020). Research institutes are championing the measurement of well-being as a key metric for governments and business governance (Birkjær, Kaats, & Rubio, 2020).

The high fashion industry has been disrupted by the crises, some leaders have asked for a slowdown in production and consumption (Zargani, 2020) (Colon, 2020) (Saint Laurent Paris, 2020). It all comes down to a shift in purpose, why companies do what they do, towards the best alternative: protect humanity from the broken systemic cycles (Borowska, 2020). Client industries are making the shift.

In Europe, the green new deal comes with regulations for green energy, transport and consumption transitions (European Commission, 2020) while 150+ companies worth a combined 2.4 trillion USD signed a joint statement asking for bold climate action (Rathi & Seal, 2020).

Some industries are collaborating closely with tech enablement to improve healthcare (Apuzzo & Kirkpatrick, 2020), and not to mention the use of a human-AI system to make digital systems such as contact payments, customer service and other services grow exponentially to help humanity (Kannan & Bernoff, 2019).

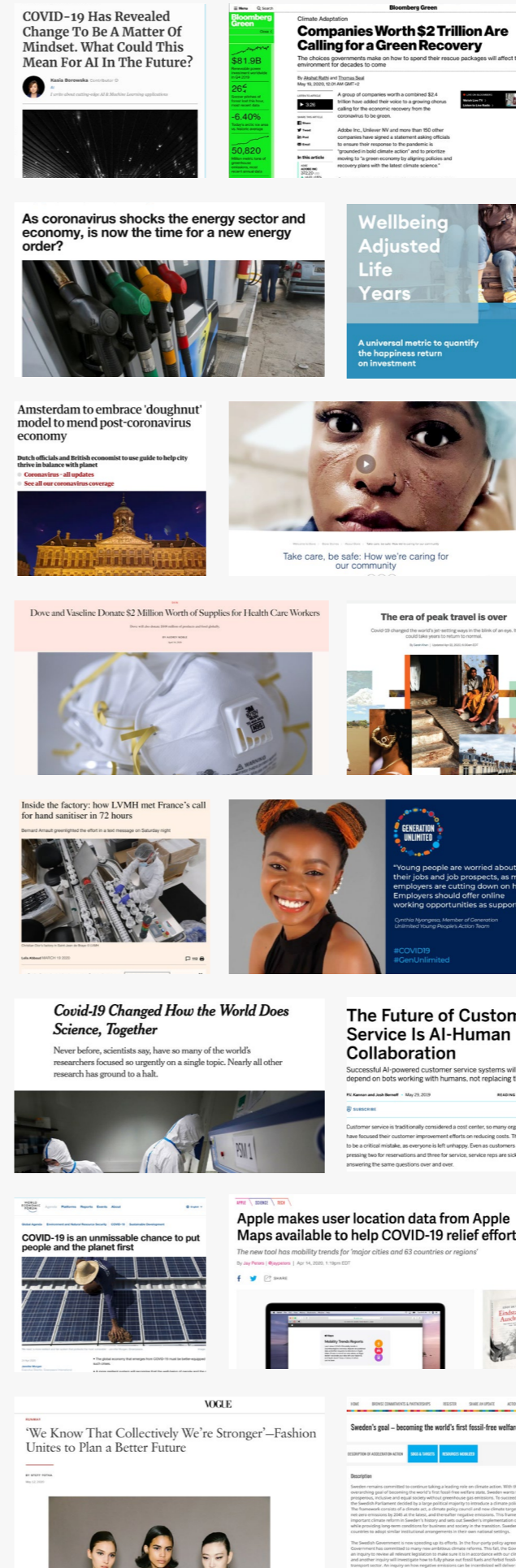


Figure 40. Present-day indicators happening in clients.

Anticipated developments in this direction

1. Finding new purpose: Clients will need a new status quo with a sense of humanity

Purpose-led organizations will set the new standard for doing business that will replace the profit-driven status quo in order to thrive humanity. The value for wellbeing and people will come first. It will impact the trust and ethical values (responsibility and accessibility) as part of the organization's purpose. With a new-found goal, clients will have to approach individuals with a sense of altruism and support for the cause's society cares about (sustainability, societal well-being). Offering them with experiences that have a sense of humanity that align to the new behaviors, needs and expectations of individuals.

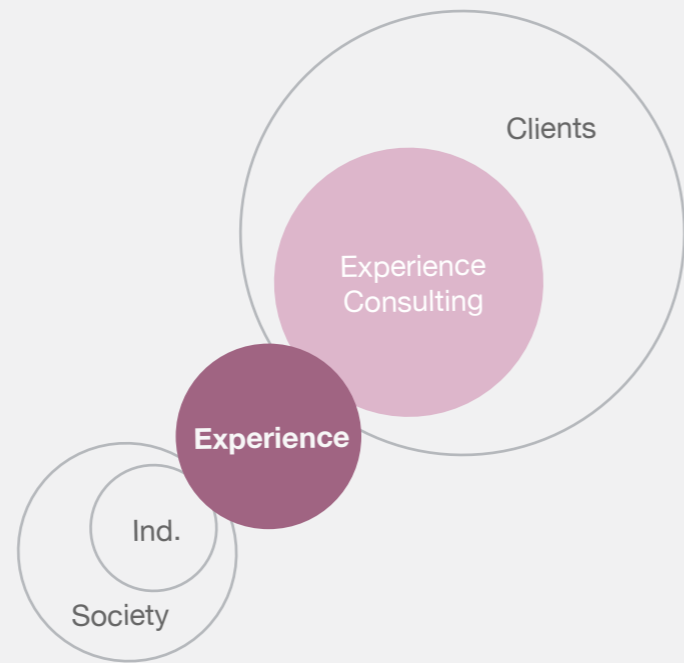
2. A systemic change: Clients will have to overhaul their organization

Clients are facing a reckoning. The external factors driving the new status quo will transform, scale down or disappear organizations and even industries. Executives will have to shift their thinking from short term to an adaptive and iterative long-term vision. The essential industries will be repositioned as highest priority while non-essential industries will transform, eroding its previous form (e.g. oil companies disappearing and reemerging as sustainable energy companies). Other organizations will scale down by having less production cycles and align to the individual's desire to consciously consume. To make this happen, there will be a new way of collaborating through an ecosystem of shared leadership, and participatory governance that involve society as a stakeholder.

3. Beyond growth: Clients will have to integrate well-being metrics and policies

To remain in an individual's mind, businesses will integrate a new way of measuring growth that integrates societal and environmental wellbeing. Inspiration from b-corps will grow exponentially, circularity models will be a staple strategy to create new revenue streams. Governments will introduce policies that protect humanity's basic needs (environment, health and society) and will integrate well-being metrics to measure the happiness of citizens in their GDP and have the data collected as a tool to inform future policymaking in the domains of climate change, environmental protection, technology oversight and data rights and protections for humans.

Experience Consulting has to enable systemic change to design the experiences of the future



Indicators happening in XC supporting a humanity-centered mindset

Industries are challenging themselves to think about purpose and saving the world in its own way. Competitors are moving fast towards this direction in different ways. McKinsey Design is integrating accessible design to its service offering (McKinsey Design, 2020).

Accenture Interactive is setting up a strategy to pivot and exclusively focus on purposeful work in the coming years (Deighton, 2020). Design agencies like Idean UK (Essen-Moller, 2020), IDEO (2020) and Designit (Bernstein, 2020) are developing design frameworks and tools to integrate sustainability and values in their service offering.

Anticipated developments in this direction

1. Power of purpose: Design humanity-centered purpose for business

To help client's transition to humanity thinking, Experience Consulting will have to offer facilitation + strategy services that bring C-level executives through a reflective and reflexive journey. We can teach how economically sustainable and humanity sustainable can coexist.

In this way, consultants can define an organization's purpose by bringing emotion, cognition and company politics together and using long-term thinking to provide a different angle for long-term sustainable change. Inspired by the change leaders within the client industries that have successfully created impact on society.

2. (Re)design organizations: Integrate new, strategic changes through organizational design

Defining a new purpose is just the start of an organization's overhaul. Organizational design is a second offering Experience Consulting can have to advise on a change strategy for the client to complete transitions from the inside. Offering an adaptable, secure and scalable strategy informed by system design methods that can be executed and adapted according to the world's changing conditions.

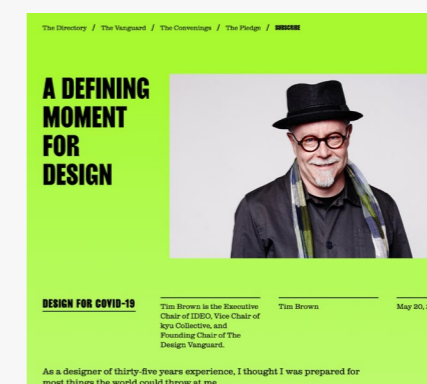
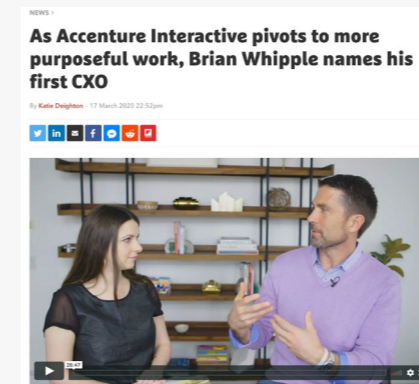
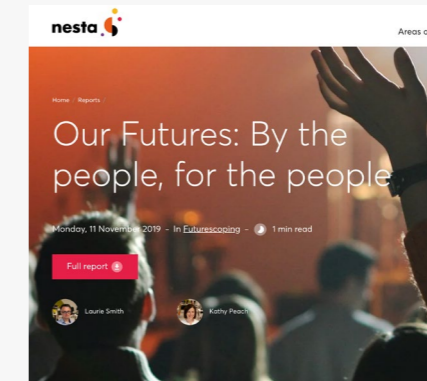


Figure 41. Present-day indicators happening in XC/design industry.

3. Ethics in design: Integrate ethical, values-driven and inclusive design in experience

Experience consulting can offer the development of values frameworks to integrate ethics, diversity and inclusivity projects for clients. Ethics and inclusive design are a field of growing interest but short-lived methodology. It can inform transparency for clients and their customers or develop new policies to deliver on an organization's purpose on social and environmental sustainability and finally, making projects that make an organization's purpose actionable by employees.

4. Designing with 'invisible' tech: Spatial experiences beyond a touch screen

Technology is constantly evolving. In the next few years, technology will shift its current shape from touch screens to space, where the interactions we know today will be embedded with our environments and gain an 'invisible' layer. This situation provides challenges and opportunities to bring to life a new, healthier relationship between technology and humanity to regain living from tech use in our daily lives.

Reflections from finding present-day indicators to support a humanity-centered mindset

Working in a world of fast-paced change

Due to the fast-paced change going on in the past few months due to the coronavirus and climate change crisis, this activity was suited because it allowed to keep the findings of this project up-to-date. It was necessary to keep myself aware of the developments through online channels since some of the catalysts of change in the foresight exercise reached an important milestone during the execution of the project.

For example, the catalyst of change Sustainable Capitalism foresaw the use of the doughnut economy model in government policy. A few weeks later, the Gemeente Amsterdam released the city doughnut developed together with Kate Bosworth, the author of the theoretical framework, to guide the municipality's decision making to become a greener city.

Relevance of finding indicators on humanity-centered mindset today

Performing the digital ethnography with completely different sources helped in explaining the changes proposed in the foresight exercise. The examples gathered point towards the direction of the narrative selected. This study is relevant for PwC since the developments happening in client industries link back to what kind of work Experience Consulting can deliver in the future.

One aspect found in many reports is the use of human experience to solve this crisis. For Experience Consulting, this presents an opportunity to focus on what experiences should they deliver to their clients by focusing on humanity. The indicators provide a window of opportunity, supported by present developments, to inform systemic change from within the XC organization.

Preparing to co-design a vision for a future of XC

The findings of the backcasting phase (through present-day indicators) addressed the concerns of a humanity-centered mindset by discovering its significance through developments that are happening today. Moreover, the use of the Experience Consulting service system allowed to uncover the possibilities that XC can build on to develop such a mindset in a desired future. With the future being clearer for XC, we now continue by sharing the findings with the XC network and develop a vision together. At a later phase, we'll bring these two things together to design the value proposition for the humanity-centered mindset shift within XC.

*"The only thing worse
than being blind is
having sight but
no vision."*

Helen Keller

Phase 6. Future Vision(ing)

Co-creating a vision for a
future of Experience
Consulting

Co-creating a vision for a future Experience Consulting

According to Pearce & Ensley (2004), discovering a vision and purpose is a shared, co-creative activity that includes innovators from different areas involved.

I decided to integrate and validate this thinking into an ideation session with individuals from the XC teams in London and Amsterdam. The integration of two teams from different roles was decided in order to obtain insights from a broad and contrasting professional experience. The aim of the session was to gather perspectives and co-ideate a vision on XC. Seven members of the XC London team and five members of the XC Amsterdam team joined the ideation session. Their backgrounds vary from psychology to design and from sustainable development to business strategy.

The agenda for the session included three activities: a discussion on the future of experience and the humanity-centered mindset, an activity to ideate and share humanity-led dream projects and finally a visioning activity where participants filled out vision statements.

Due to the duration of the project, only one session with two territories was hosted. A growing interest from other territories was seen through the course of this project. A suggestion is made to the XC leadership team regarding this at the end of this report.

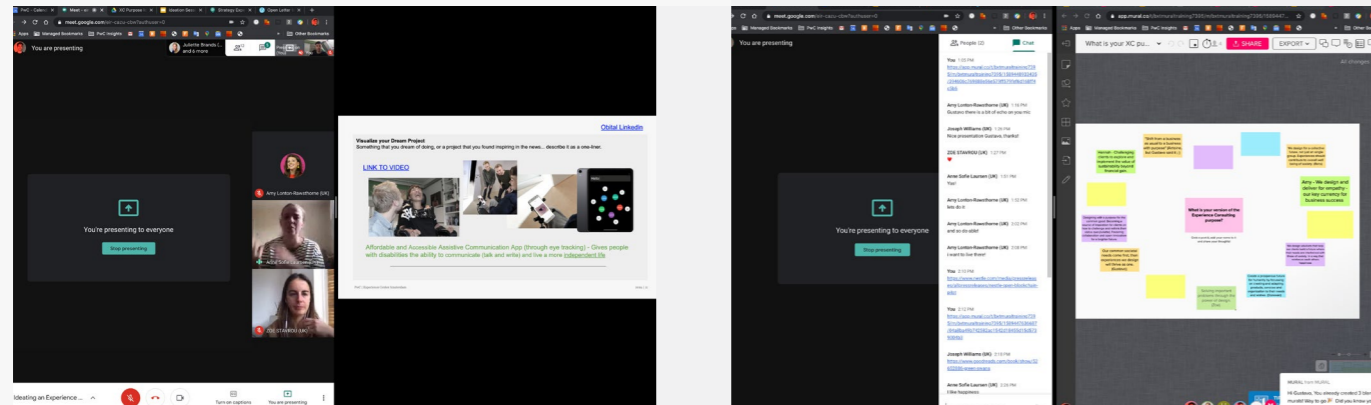


Figure 42. Hosting ideation session with London and Amsterdam teams.



A Manifesto to support the vision on the future of Experience Consulting

We believe there is no experience without humanity.

We enable community between clients and individuals through a new-found sense of humanity when designing experiences for humanity.

We integrate consulting expertise with humanity-centered design to advise our clients on meaningful ways their organizations can solve our world's most important problems while creating value for society.

As Experience Consulting, we believe in designing with trust, responsibility and collective well-being in mind. We collaborate as one team to understand human nature and deliver (organizational) experiences that help our clients benefit humanity and the planet towards an equitable future.

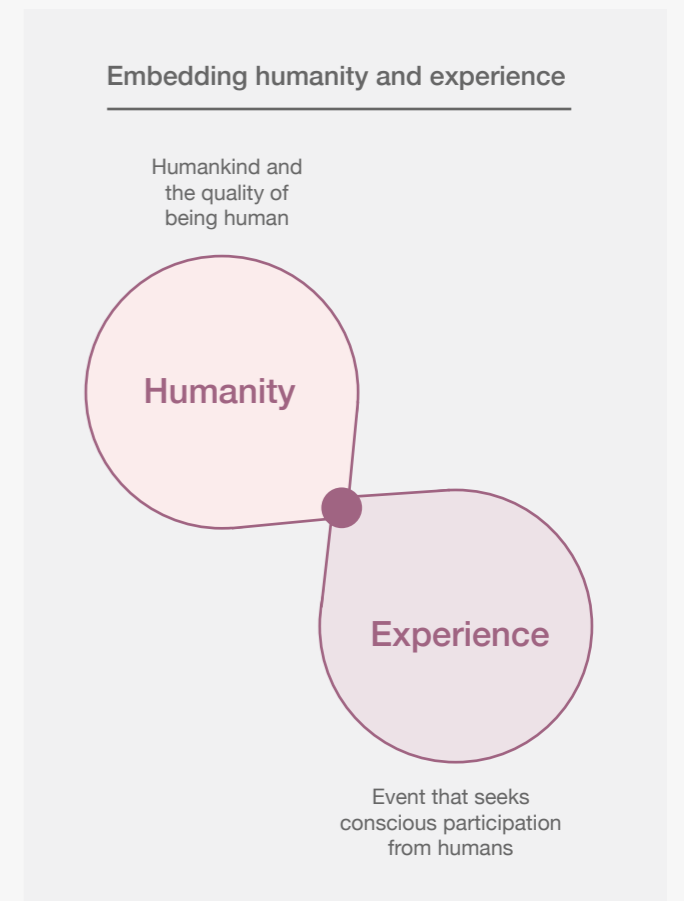


Figure 43. Vision for Experience Consulting.

*"Vision with action
can change the
world."*

Joel A. Baker

Phase 7. Value Proposition

Narrative and vision coming
together to inform systemic
change

Wayfinding systemic change from vision

At two different occasions, I had a wayfinding session with leadership team members in two territories to define the value proposition for the future of Experience Consulting. Through these conversations and a time for reflection, it was decided to develop a value proposition for XC based on the humanity-centered mindset.

From the context presented earlier, humanity represents an opportunity for XC to realize systemic change. Guiding the promise of delivering value to current and prospective clients by solving the most important societal problems through a humanity-centered lens.

Systemic disadvantages are a by-product of limited understanding of the world

A system is a set of elements working together as an interconnected network (Oxford Languages, 2020). Examples can include a national education system, a supply chain process or healthcare service system. Some of the systems we interact with today have put some groups of people or other elements at a disadvantage. Systemic disadvantages are a by-product of tools that limit understanding of society and individuals. They aren't inclusive or integrative of the interconnectedness nature of the system. To give an example, governments all over the world use facial recognition systems powered by Artificial Intelligence that put people of color at a systematic disadvantage (Hardesty, 2018).

Systemic change is an opportunity for growth in organizations

Systemic change represents a shift that affects an entity as a whole be it an organization, team or community. In this project the latter applies to the Experience Consulting organization. A systemic change means that change has to be fundamental and affects the whole entity (Maljković, 2016). It can activate and create positive impact in the organization's vision, core strategy and operations (Hascott, 2019).

Proposing a systemic change: from human to humanity-centered design

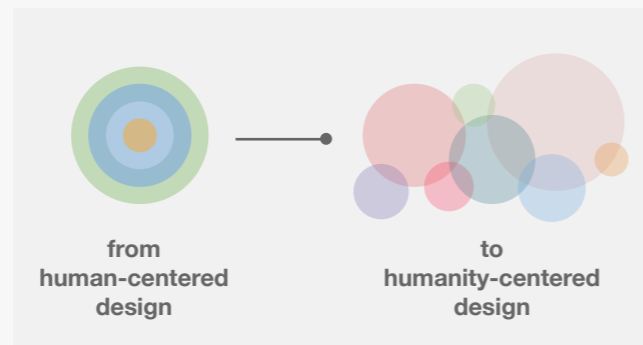


Figure 45. From human-centered to humanity-centered

Preparing for tomorrow, today

Our world is facing extreme change with impact individuals, society and organizations. The needs of the network are becoming even more interconnected. Solving for the needs of a group might deter solving the needs of other groups.

The interdependency of the network and the system that reigns them are becoming an evident situation that needs to be addressed through the design process. Clients are facing a reckoning; they have to redesign the way they work to thrive together with society. They will be coming to us with new questions from how to build purpose and sustainable practices to inclusive policy making in government and business. In future, organizations have to:

- 1 Look after long-term goals to address issues impacting humanity and the planet such as sustainability, inclusiveness, well-being and others.
- 2 Understand the impact of external change in organizations and individuals as part of an interdependent system (Nulkar, 2018).
- 3 Develop system-level interventions that unravel a system change within an organization rather than individual-level that impact end users exclusively.

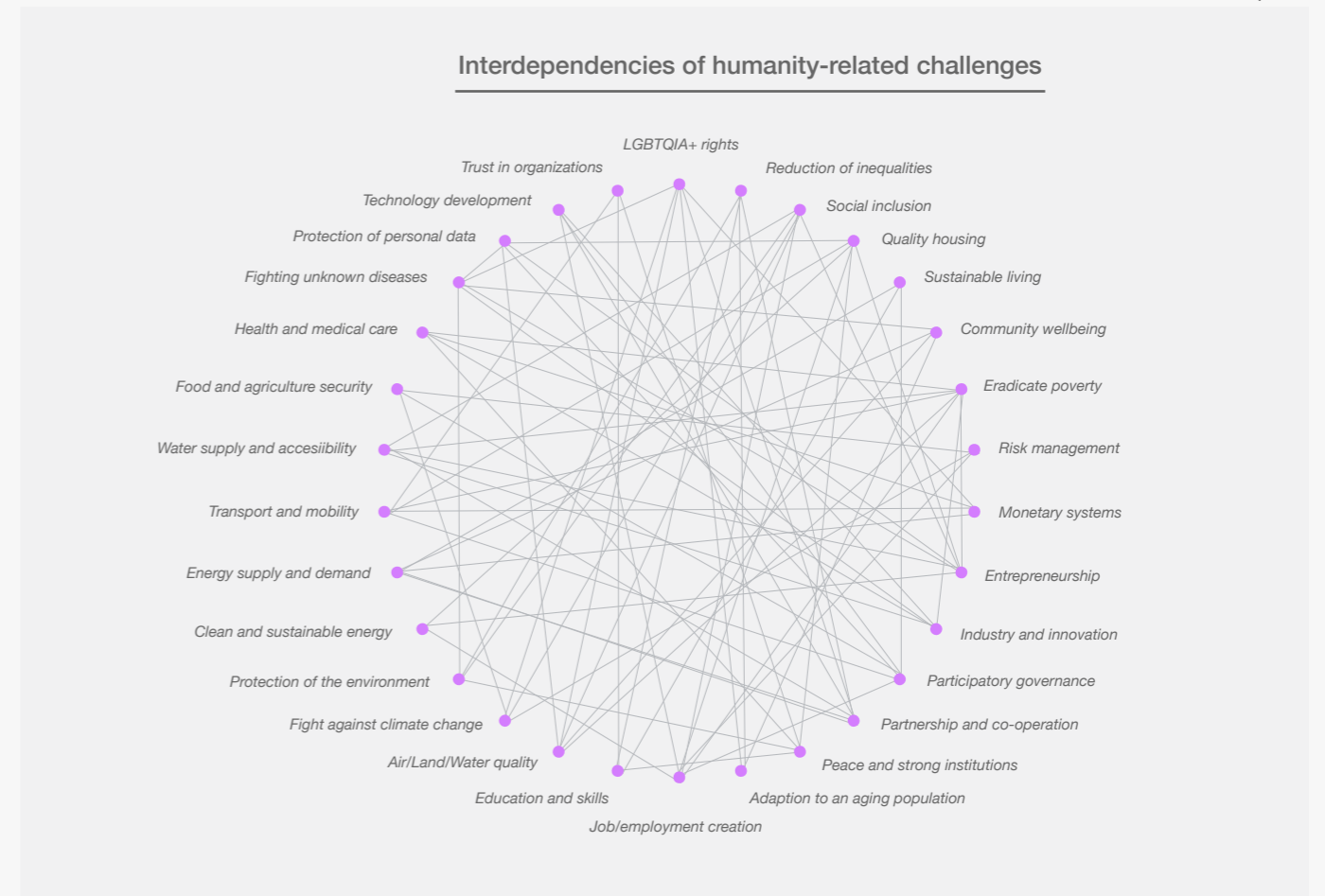


Figure 46. Diagram of interdependencies of humanity- and planetary-related challenges.

Clients will be coming to us with new questions...

XC can offer them a new set of services that focus on strategy and design of system-level interventions that have human experience at the heart.

These client questions require a new way of creating and delivering experiences. Today, Experience Consulting delivers services to create digital products and services from strategy to execution (PwC Digital Services, 2020). As do clients, Experience Consulting has to acknowledge the systemic changes happening around it and adapt to that change.

Figure 47. Upcoming client questions

From designing experiences of digital products and services to experience strategies for systems/organizations

This systemic change for Experience Consulting means expanding the design of experiences from digital products and services to design of experiences for organizations. A change that translate to the diversification of its service offering. A speculative Experience Consulting service offering would be composed of four experience domains catered to clients: Purpose-led transformation, Sustainability by design, Ethical design, and Experiential, disruptive tech.

The context of projects would focus on enterprise level innovation. The outcomes would vary from rethinking how an organization operates to long-term growth strategies and from adapting to the future to maximizing value on humanity and planet.

XC will require a new way of thinking and doing design of experiences

This reawakening calls for a new way of thinking and that of designing experiences. A mindset that thrives the future of humanity and the planet. And a design process that creates experiences that rethink the way organizations work that are meaningful, purposeful, conscious, livable, memorable, desirable and/or fulfilling.

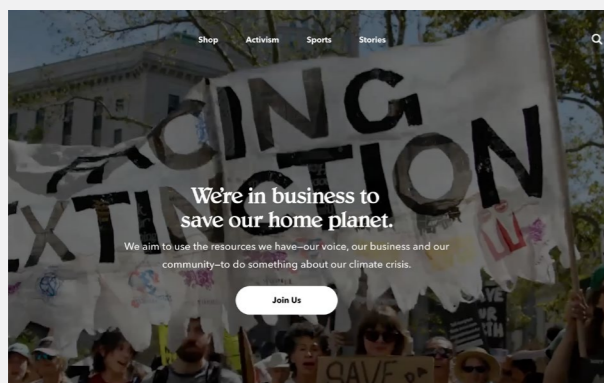


Figure 48. Experiences in the future

The Experience Consulting practice will have to diversify its service offering

Purpose-led transformation

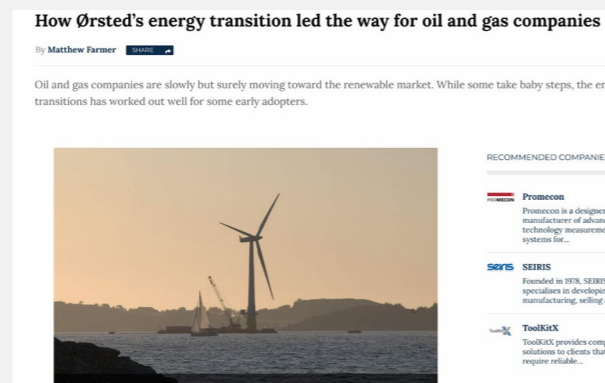
Guide organizations in developing purpose and strategies that have humanity's wellbeing at the heart of everything they do.



Patagonia is an American apparel B-corp that aims to sustain business growth through contributions to environmental and people-oriented initiatives (Patagonia, 2020).

Sustainable business design

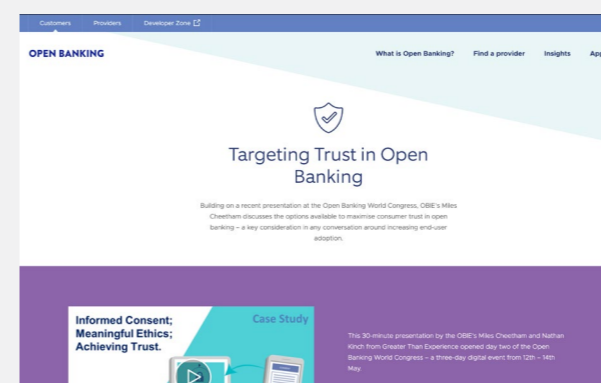
Work with systems design to organizations that seek to transition to environmentally and socially sustainable business models, workstreams and revenue flows.



Ostred is a Danish company that transition from being an oil and gas manufacturer to redesigning itself as a sustainable energy provider in a 10-year transformation journey (Farmer, 2020).

Ethical, values-driven strategy

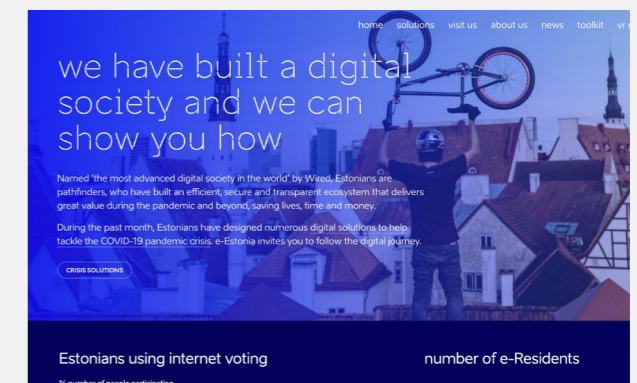
Integrate ethical and inclusive frameworks in organizations and that of service and product experiences.



The Open Banking UK is British policy & service framework offered to financial institutions to align to values of trust in banking by building on ethical practices (Cheetham & Kinch, 2020).

Disruptive tech experiences

Developing (digital) experiences that use multi-sensorial, spatial technology that goes beyond a touch screen.



e-estonia is a country-wide initiative by the government of Estonia to make all citizen-related services from calling the police to voting in a digital way (E-Estonia, 2020).

Figure 49. Services for future of XC

Why should XC embark on systemic change based on humanity-centeredness?

1 XC needs to adapt to deliver collective wellbeing for individuals in society

As with the previous decades, the experiences individuals lack are what they will look for. In the future, individuals will look for a sense of humanity in the experiences they interact with. People will want to reconnect with their humanity. The experiences we have as humans will see a change from an individual to a collective way of looking at well-being.

In the future, individuals will look for experiences (services, brands, etc.), that foster a humanity dimension (support altruism, connection, diversity, wellbeing) that links back to their human nature, as individuals contributing to cohesiveness, equity and fairness in society.

2 Current and potential clients are facing a reckoning and the choice to pivot

Existing and potential clients of Experience Consulting are going through massive change that requires a visionary way of solving problems.

Clients are being challenged today to build a brighter future for themselves and the world. The ongoing crises are asking for a shift in doing business to provide to change their practices to align to a sustainable, equitable world.

For example, the fashion industry is slowing down production and consumption cycles (Yotka, 2020), healthcare sectors are working cross-industry and cross-borders to find a vaccine (Apuzzo & Kirkpatrick, 2020), the European Commission is funding a stimulus package with a green new deal to support the clean energy transition (European Commission, 2020).

3 The XC team wants to do purposeful work

From the Design Exchanges, two things were clear: First, the Experience Consulting team wants to do purposeful work and second they want to use their design skills to create impact on society by solving important problems.

Our team has the desire and the right mindset already embedded in them and humanity thinking is a natural connection to the PwC purpose of building trust in society. Additionally, the XC team is part of the global PwC network that has the power and resources to provide value when compared to other players.

4 The industry is adapting quickly to step in to solve client's needs

Competitors in the Experience Consulting field are adapting quickly and getting ahead of the game. Some key competitors are changing their market proposition and approach to align with upcoming client needs.

Humanity in design is an relatively unexplored opportunity with a small number of thought leadership articles (Donelli, 2016) that can lead to a big market differentiation that attracts new talent and improves business performance.

Reflections on turning opportunity into a systemic change proposition

On finding an opportunity in systemic change for humanity in XC

An opportunity was made clear from the foresight outcomes, the narratives that explore humanity-centered mindset and the backcasting outcomes on embed a thinking on humanity in the XC organization to find advantage in a fairly unexplored opportunity and build a value proposition to prepare for the upcoming future.

A systemic change towards humanity-centered would give the XC organization a value proposition that gives it advantage when compared to competitors (Kania, Kramer, & Senge, 2018).

This systemic change can place creating value for humanity and the planet as the next business differentiator

The use of new insights with the ones obtained in the previous phases was needed to explore the insights and improve the copy writing. For clients undergoing change, the humanity-centered mindset would allow to position themselves as an organization at a world perspective. Together with XC, clients can find their next.

Differentiation by exploring the future opportunity for a humanity-centered purpose and develop strategies to align to a better future. Aligning XC teams to this thinking would represent an important tipping point for the XC organization. To perform a systemic change, there are certain conditions to consider, these are explored in the next chapter.

Realizing the systemic change can provoke a new paradigm in the Experience Economy

The XC organization can build on PwC as a world-renowned organization to develop the next level of the Experience Economy: Humanity. This new level will represent a different angle for long-term sustainable change that considers the wellbeing of humanity and environment when delivering experiences and system design to the prospective clients.

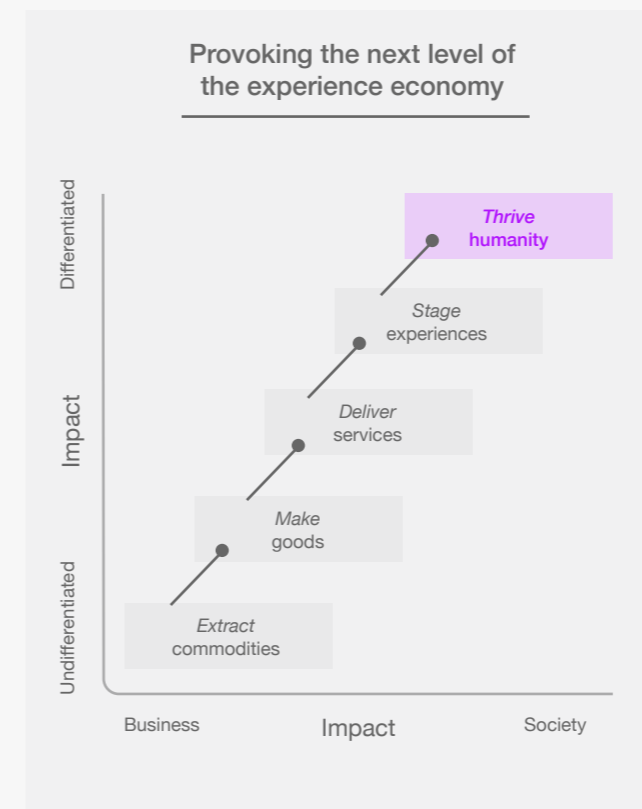


Figure 50. Provoking the next level of the Experience Economy: Thrive Humanity (Pine & Gilmore, 1998)

*"Design is essentially
a humanistic practice."*

Yves Béhar

Phase 8. Systemic Change Strategy

Integrating humanity-centered
design in Experience
Consulting

Towards Humanity-centered design: A systemic change strategy

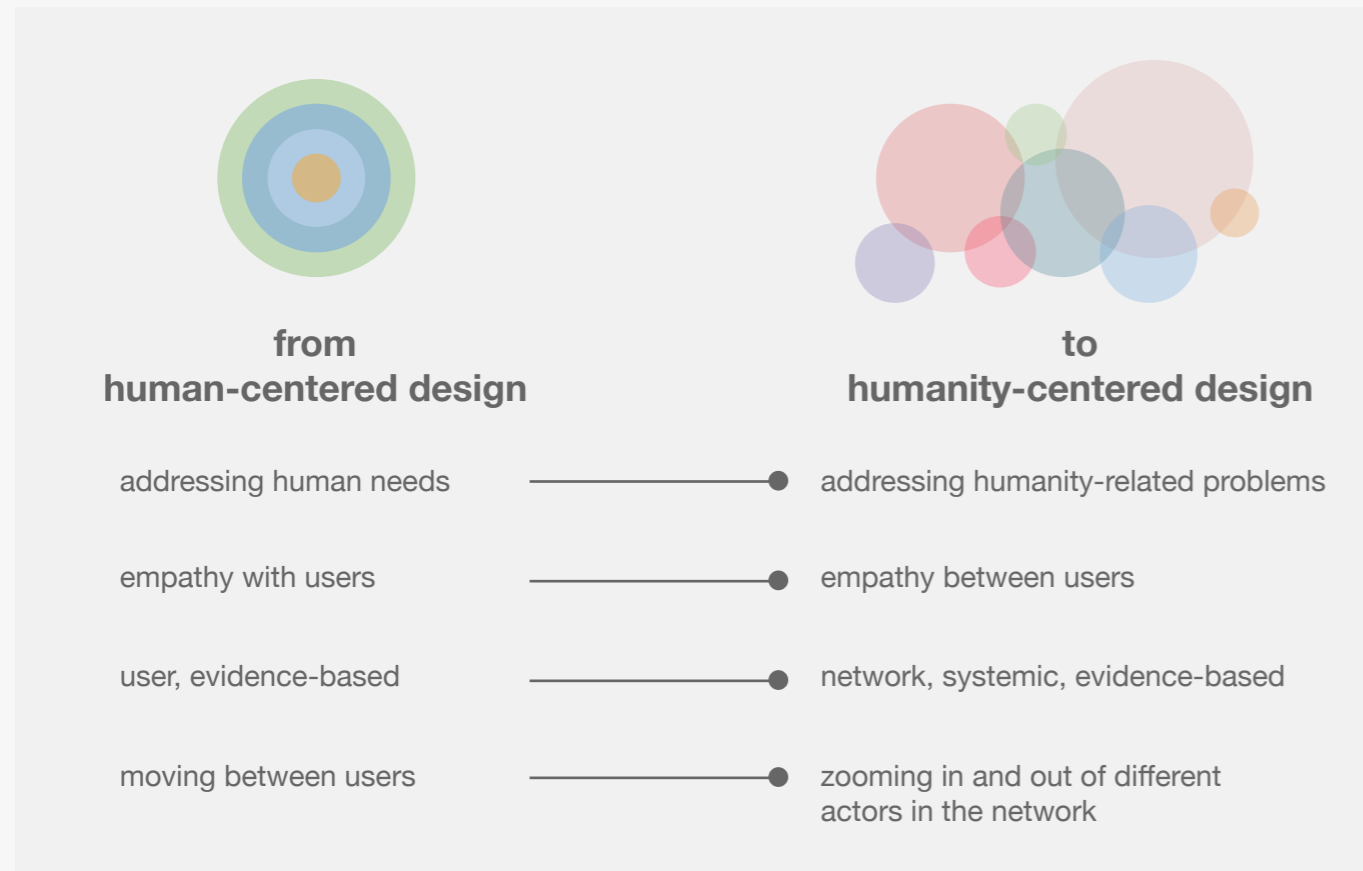


Figure 51. Build from human-centered design to define humanity-centered design.

Sustaining systemic change through a new mindset and practices

According to Kania, Kramer & Senge (2018), there are six people-related conditions to create systemic change: mindset, relationships and connections, power dynamics, policies, practices, resource flows.

To sustain a systemic change, it is necessary to work with all the conditions. Due to the time duration of this project, a focus on two parts: mindset and practices shift was chosen.

Addressing a mindset shift would mean developing implicit, transformational change for an organization while a shift in practices would touch on the explicit, structural changes.

As a strategy, systemic change works as a plan that describes in which way an organization can address changes within their walls in a clear, risk-mitigating way (Kotter & Schlesinger, 2008). Any type of systemic change or transformation journey is about people (Frankiewicz & Chamorro-Premuzic, 2020).

Most of the problems we face today are of a systemic nature

As explained throughout this report, our world is facing radical challenges: from climate change to healthcare crisis and from biased systems to ethics. XC will have to take on more systemic challenges from clients. Ones that touch upon a humanity and planetary dimension.

Accolades of human-centered design

Human-centered design is both a mindset and an approach (Design Kit, 2020). It is a tool that has evolved through decades. Nowadays, it's used to address problems by explore and extracting uncover insights on user needs in three ways: through empathy, test and prototyping and iteration with users. In a way, it highlighted that value of designers as modern-day humanists that cast a light into human knowledge to develop product and service solutions. It has brought to life countless innovations like the iPhone, Airbnb and Tesla (Girling, 2020).

Human-centered design has enabled positive change within the design industry and beyond. From entering the undergraduate and graduate curriculum of top business/management universities (DesignWorks, 2018) and other industries such as architecture (Sugihito, 2016) and aeronautics projects for NASA (McGowan, Bakula, & Castner, 2017).

Challenges of human-centered design

IDEO (2020), the global design firm that amplified human-centered design and design thinking, has acknowledged that **the design process must change to become more equitable and inclusive** of different actors in a system.

When solving a problem from the human perspective, designers create with a solutions-at-all costs mentality in which they often forget to assess the broader impacts on society. According to Weaver (2019), this inward-looking approach leads to a lot of human-centered solutions — but it also leads to a lot of collateral damage to the larger systems around us.”

A move from human-centered to humanity-centered is needed to solve humanity's most important problems

Some industry players have paved the way new approaches that consider humanity, the environment and/or the planet as key stakeholders to consider when designing solutions. Examples are varied, from approaches that highlight inclusivity and equity for at-risk communities (Creative Reaction Lab, 2020) to toolkits that considers the impact on the environment such as planet centric design (Kuisma, 2020).

Building on human-centered design to propose humanity-centered design

According to Tom Adams (2019), the Experience Centre UK lead, performing as one integrated team in Experience Consulting means working together by thinking (read mindset) and doing (read practices) in the same way. The systemic change proposed for XC (integrating experiences created for systems/organizations) can be activated through an evolution of human-centered design called humanity-centered design. Building from the upsides of human-centered design and addressing on its pitfalls. Same as HCD, **humanity-centered design can be used as both a mindset and an approach.**

Humanity-centered design as mindsets

A mindset represents the “habits of thought that influence how we think, what we do, and how we talk (Kania, Kramer, & Senge, 2018).” It is shaped through day to day interactions with the world representing an individual or organizational world view or philosophy in life (Funk, 2001).

While centering the design process in the human perspective has allowed us to make important change for the design industry, it doesn’t scale so simply.

Thinking in a humanity-centered way means opening our mindset when designing solutions to societal challenges by bringing new worldviews and a broader perspective of looking at issues with an interconnected nature (Wei-Skillern & Silver, 2013).

The humanity-centered mindsets build on the seven human-centered mindsets (Open IDEO, 2020) and restores them for a new set world-related, humanity-led challenges. Humanity-centered design can be activated as a thinking tool by acting with the following mindsets:

On one hand, **humanity-centered design is a collection of mindsets that aim to give space to consciously think about the future to create value for people and planet.**

6 mindsets of humanity-centered design



Description of mindsets

Design is not only placing yourself in the shoes of users, but shoes of other actors in the network. Bridge understanding and knowledge from everyone involved in the network.

Use your awareness, consciousness and reflection on the world’s problems. This will open your mind in understanding how an organization can create a better future for humanity and the planet.

Think of humanity-related problems as an interconnected network of actors and not a singular entity. Support diversity of thinking and elaborate on what kind of futures the organization should create to best adapt to change.

Bring feeling and emotion to the table. Perceive how your sense of humanity is moved by the future challenges your organization could face. Think of what you and your organization should stand for by looking inwards and outwards.

Always iterate how your organization sees itself and those that depend on it. Think of purpose for humanity and planet before than profit, balance with the planet rather than growth. Long-term vision rather than short-term gains.

Design and develop organizational strategies that have the human experience at the center of purpose, which transforms vision into long-term, tangible impact to enhance the livelihood of members in society (e.g. sustainability, equity, etc).

built from the 7 mindsets of human-centered design

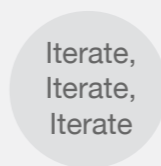
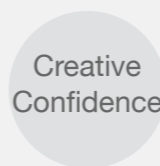
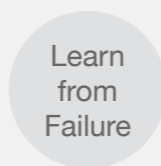
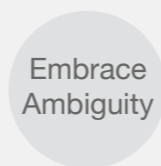
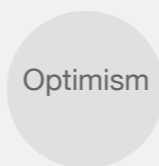
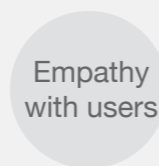


Figure 52. Humanity-centered design as a mindset builds from human-centered design

Humanity-centered design as an approach

The (design) practices represent the specific, practical ways to put the mindset into everyday use and develop teams. It is needed by the organization and the network of collaborators to target a value proposition to progress (Butman, 2013).

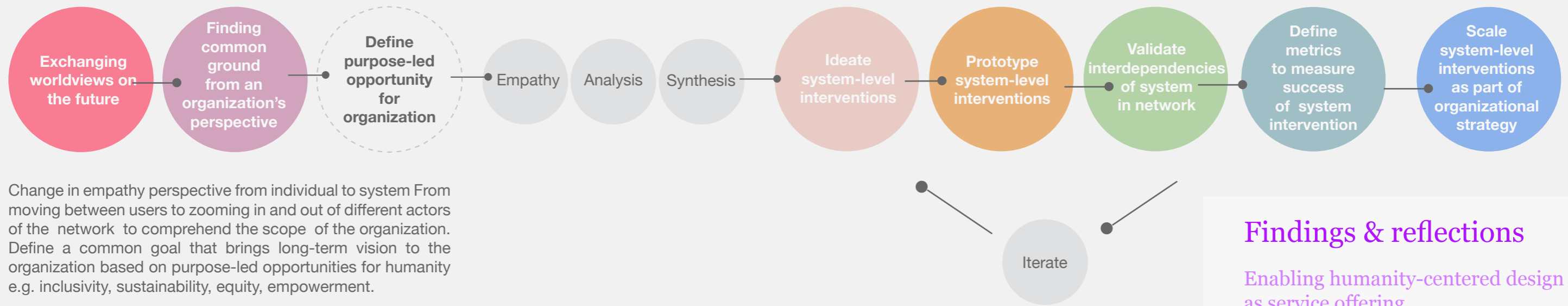
While centering the design process in the human perspective has allowed us to make important change for the design industry, it doesn't scale so simply. As Weaver (2019) puts it, an interdependent system, continually over-prioritizing the needs and desires of a single component will eventually cause the entire system to collapse.

To work in a humanity-centered way means to look at problems from a systemic approach that covers a broader perspective on project-specific humanity and environmental problems. The process is by no means linear, but it is presented in Figure 46 as such to make it clearer to the reader.

Humanity-centered design can be activated by designing experiences for systems/organizations through the following steps:

On the other hand, **humanity-centered design** is an approach. An equitable, systematic, evidence-based approach that puts the mindsets into practice. Seeking out opportunities for systemic, organizational change.

Steps of humanity-centered design approach



Explore alternatives at system-level interventions instead of touchpoints. Ideate, prototype and validate interventions, interactions and interdependencies in the network. Before scaling the system-level intervention, it is necessary to develop metrics to measure the success of the intervention.

built from the steps of human-centered design approach



Findings & reflections

Enabling humanity-centered design as service offering

The humanity-centered design mindset+approach works best with high-level, visionary work. When and if the XC team decided to develop a humanity-centered design proposition, the service offering will have to evolve. For the public sector the translation of such design approach might be easier while for commercial companies, the purpose-led transformation offering can allow for a next phase for customer-led transformation.

Figure 53. Humanity-centered design as an approach builds from human-centered design. HCD adapted from Luna (2016).

*"The distance between
dreams and reality
is called action."*

Unknown

Phase 9. Strategy Playbook

Activating humanity-centered
design in Experience
Consulting

A glimpse on how using humanity-centered design tools would look like

As an speculative exercise, design tools and a guide how to use them were defined. A design toolkit serves as a set of methods that are used by design teams to tackle a client's problem, understand an individual's needs (IDEO, 2020), comprehend organizational complexity (Systemic Design Toolkit, 2020), among other goals.

The humanity-centered tools serve as elements of the design process to inspire future thinking for an organization. Two tools were developed: Future of Experience card deck and Impact on Humanity canvas. Both are to be used simultaneously by using the 'How to use' guide on humanity-centered design. The guide was iterated several times, more time is needed to develop it into a valuable service offering.

Humanity-centered design tools

Future of Experience card deck

The Future of Experience Card Deck is a tool to immerse in the potential of the future during a design session. The card deck provides a global view of the present and the future.

The categories identify trends in society, business, environment, policy and technology. As a team, use this tool to trigger your thinking, to feel inspired and take a stance on what kind of future impact you want your organization to have.

Each card has two sides, a visual on one side and a description on the other. The deck can be found in full in Appendix 6.

Impact on Humanity canvas

The Impact on Humanity canvas is a tool that is used together with the Future of Experience card deck. It is a canvas that allows participants to engage with the future and reach common ground on how their organization can deliver value for humanity. The Impact on Humanity canvas can be found on Appendix 7.

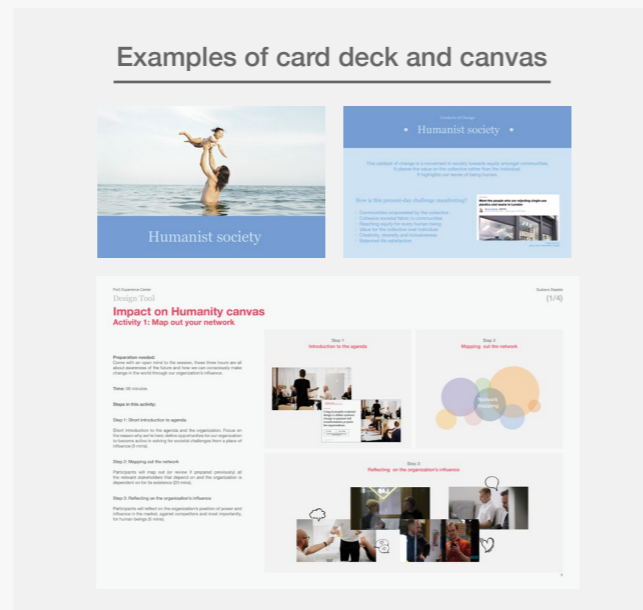


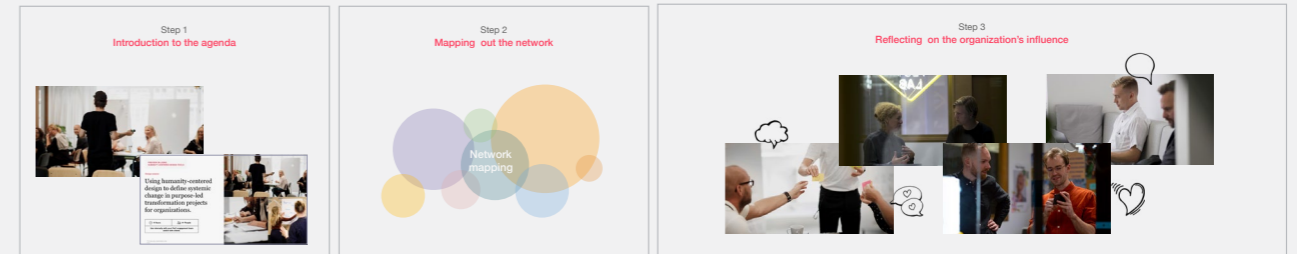
Figure 54. Future of Experience card deck and Impact of Humanity canvas. Full version on Appendix 6 & 7 respectively.

Guide to use the humanity-centered design tools in client sessions

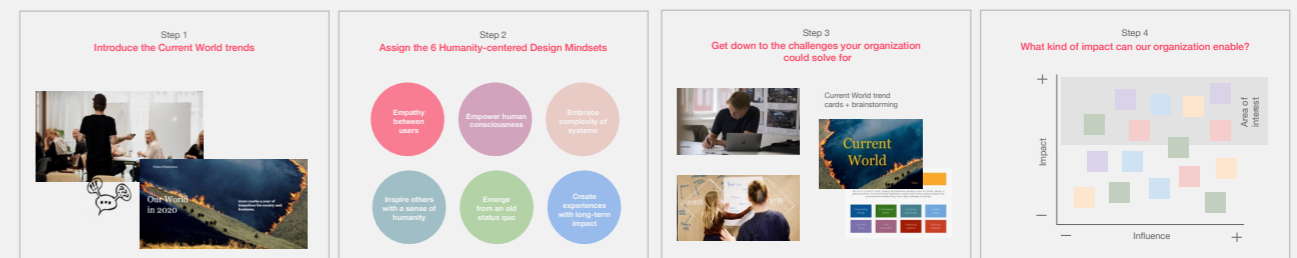
To continue the speculative exercise, a guide to use humanity-centered design tools in a client case was designed. The session involves four activities covering the understanding of the organization as part of a network, the current and desired situation and a "how might we" activity on how to deliver value to humanity and the planet. The guide can be found in full under Appendix 7.

Using the humanity-centered design tools

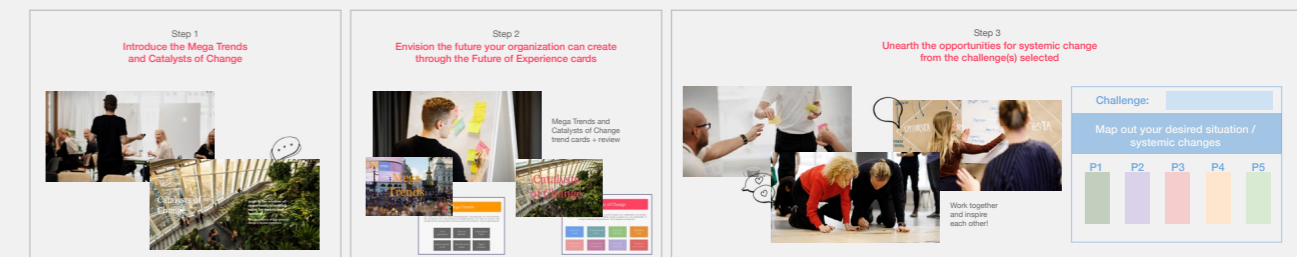
Activity 1. Map out your organization's network



Activity 2. Evaluate the current situation



Activity 3. Envision the desired systemic change



Activity 4. Define a common goal

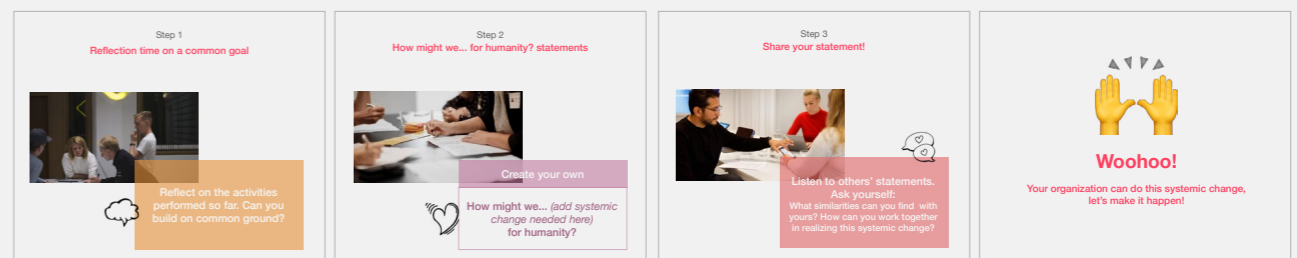


Figure 55. A toolkit to embrace humanity-centered design in practice

Validation with text users

From validating with users, an extra card format was added. A card with blank spaces that participants can fill in when they find a trend that hasn't been considered from their perspective.

From a business point of view, the format of the suggested activity will require high-profile resources from organizations. This activity is meant for "vision sessions" that allow for future thinking that embrace the current challenges to seek opportunities for the organization whether in the private or public sector.

Additionally, the time of the session was decided on for 4 hours, a half-day session where elements are prepared beforehand and participants leave the session with a better idea on the opportunities they can and should pursue. A business case is formed after for the client to move forward with the development of a system-level intervention that champions human experience and value creation for people and planet.

Strategy Playbook: Activating Humanity-centered design

An actionable guide for XC teams to integrate and work with humanity-centered design

To make the outcomes of this project actionable, a playbook was developed to summarize the main insights and suggest strategic changes for the Experience Consulting team. It was decided to focus the playbook on the efforts that can be explored today. The two main topics are: A call for systemic change within Experience Consulting and a guide to activate humanity-centered design. On the right, there is an overview of the topics covered in the playbook. Please see Appendix 8 for the complete slide deck.

Everything coming together in a strategy playbook

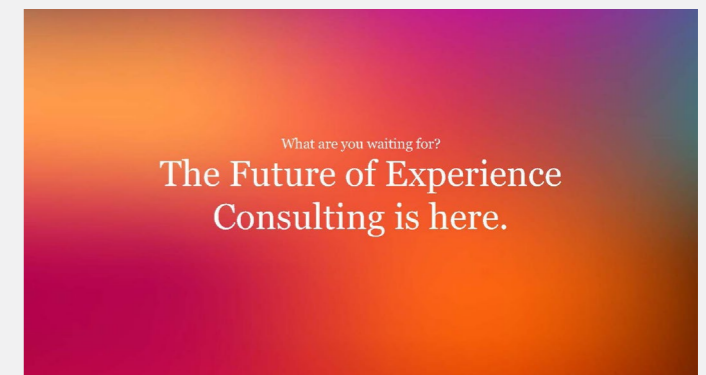
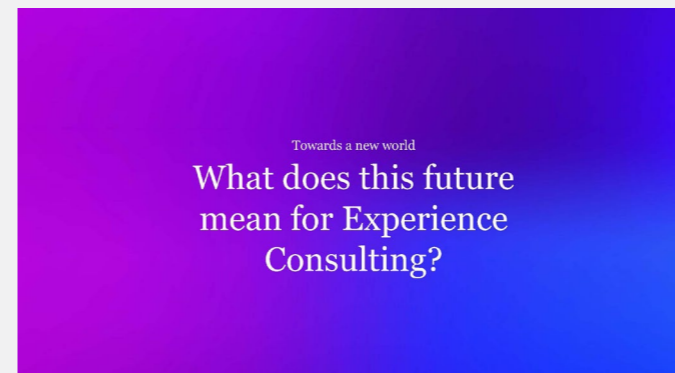
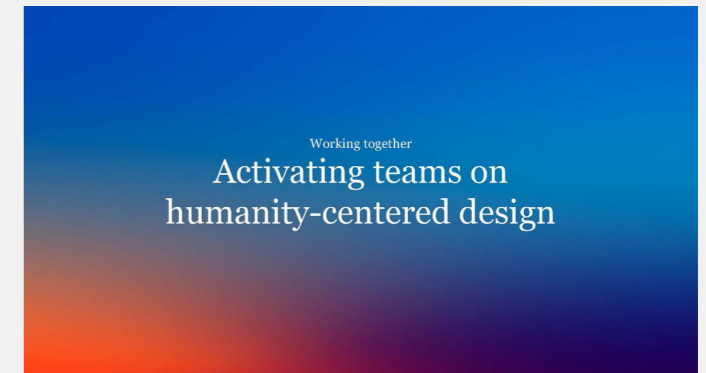
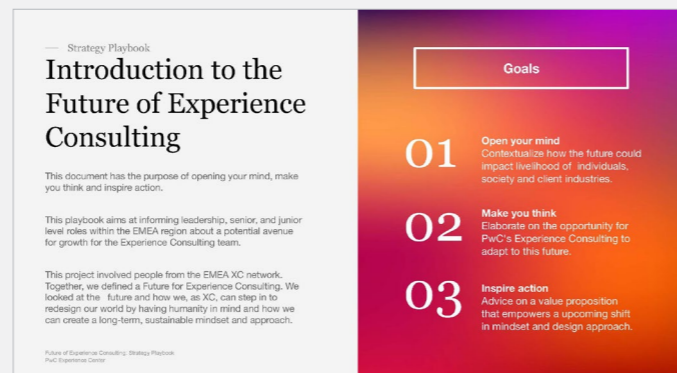
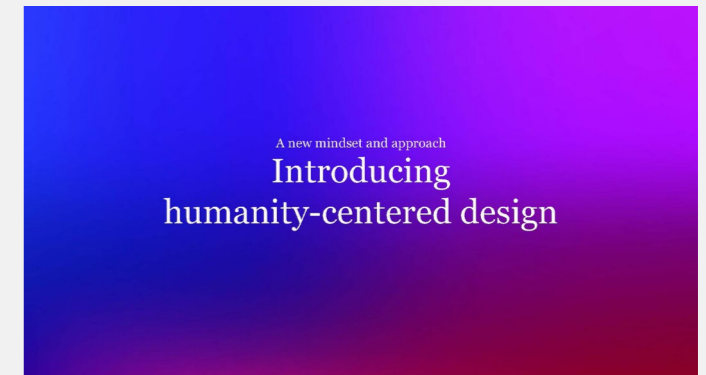
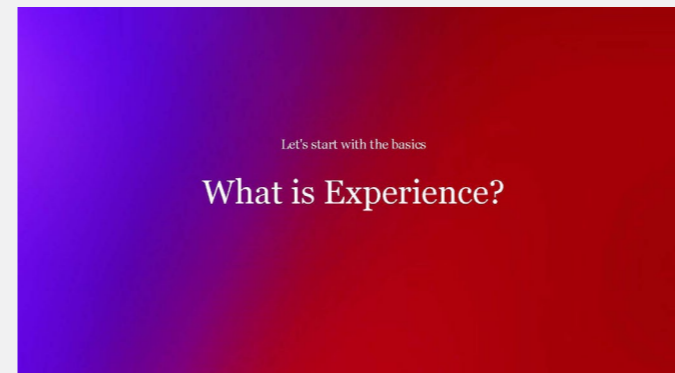


Figure 56. A strategy playbook to call for a systemic change and activating humanity-centered design

Main Findings & Reflections on systemic change strategy and playbook

Humanity-centered design as a new way of solving important problems

The use case and tools described provide for a tangible, actionable way to activate teams in adapting to a new way of doing design. They enable the integration of a humanity perspective in the design process, facilitating wider picture & long-term thinking.

Additionally, the people-oriented change strategy suggested offers teams a comprehensive view on what changes can be of use to practice a new way of thinking in respect to mindset, relationships and behaviors (Freach, 2020).

Developing tools as part of the systemic change strategy

For the scope of this project, only a few tools were designed and tested. They represent a starting point for the development of a larger project. The suggestion made here was to integrate humanity-centered design as part of the design process of the Experience Consulting.

The capability teams will be able to gain a broader set of skills and a deepened capacity to identify humanity-related problems consult on client's future transformation opportunities (Acumen Fund, 2016) where we can address (design) interventions across different sectors and organizations to create the most impact for society and the planet.

An iterative process that goes back and forth

Defining a vision, value proposition and strategy turned out to be an iterative process. It requires a constant back and forth between the different phases of the project to create a concrete, comprehensive storyline while remaining focused to move forward.

The exploration of a strategy turned out to be a challenging one since it required my whole skill-set to bring my thinking across, manage multiple stakeholders to raise the quality and relevance of the value proposition as well as the redesigning of the systemic change strategy here presented. It was an arduous but gratifying process. Lots of learnings on how to manage expectations and build a strong story on this change.

Updating the toolkit/cards

Since the Future of Experience cards are presented in a 10-year future departing from 2020, it is recommended to perform the exercise every year to keep the content up to date in order to increase its usability and relevance, adding extra cards where needed and developing others in case it is relevant for the organizations at stake.

Final reflections and recommendations

This project has come to represent an incredible opportunity for me to discover growth opportunities. It allowed me to connect to the most incredible people around the world that kept me inspired to keep going.

Through the definition of the systemic change strategy and roadmap, one key learning for me was the power of foresight in corporate environments. The project allowed for the immersion and constant iteration of the future of a consulting practice by bringing the outward and inward perspectives into the project's development. I'm satisfied with this project and how a visionary can lead to greater things, and this contribution has left me with a gratifying sense of purpose at PwC.

Whilst the content here presented has been developed through a design strategy lens, more work is needed to develop the practical side of an approach like humanity-centered design. The four service offerings presented can help materialize and commercialize such an approach to our business-related clients.

From the academic point of view, humanity-centered design provides an interesting research opportunity for academics and researchers.

A set of recommendations is made to the XC team regarding the subsequent development of the findings presented here. Main suggestions cover primary and secondary business development activities. The details of which are kept under a Confidential Appendix.

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Appendix

Appendix

Appendix 1: History on [Human] Experience and Experience Consulting

The roots of experience consulting can be traced back to five disciplines: philosophy, psychology, technology, design and consulting.

Philosophy: The first exploration on [human] experience/experiencing

The first recorded interest in understanding experience as a concept came from Edmund Husserl. Husserl, a German philosopher, described philosophy as “a science of the essential structure of pure consciousness” with the aim at clarifying the subjective experience of living and interacting with objects. It opened a new field of inquiry within philosophy (Encyclopedia Britannica, 2020). In later years the traditional field of hermeneutics, the study of interpretation of biblical texts (Mantzavinos, 2016), became of interest to phenomenology to interpret experiences.

One of Husserl’s pupils, Martin Heidegger made the first attempt at integrating hermeneutics and phenomenology (Stanford University, 2003). This new human science marked a paradigm shift in phenomenology. As defined by van Mannen (1997), Hermeneutic phenomenology can be defined as the study of conscious experience and its elements (nature of phenomenology) and its interpretation and reflection (nature of hermeneutics) to comprehend how human beings understand and engage things around us in our human world, including themselves and its context, especially social and linguistic context (Dreher & Santos, 2017).

Psychology: The brain as the center of human knowledge

The development of cognitive psychology proved to be another early contributor to experience consulting. Cognitive psychology is the scientific study of the mental processes and human cognition including perceiving, thinking and reasoning, bodily movement/behaviors, remembering, among others. Cognitive psychology is closely related to hermeneutic phenomenology since consciousness is a mental process we experience (Woodford, 2020). Cognitive science led to the development of subfields such as social psychology, the study of human beings in social situations/context, and affective science, the study of human emotions. These studies relate not only to the understanding of experience from philosophy but also led to the emergence of design as a research-oriented discipline.

Technology: User experience design is not the same as Experience design

In the mid 80s, the field of human computer interaction led to the development of interaction design (Card, et. al., 1980). This subfield saw the use of screens/boards activated by digital touch via a cursor. By the 2000s, this field would grow into what we know today as user experience (UX). This was due to the growth of technology-enabled consumer products available in the market such as computers and mobile phones (Catalanotto, 2018). User experience was developed in parallel to digital technologies such as touch screens. It is different from experience design since its focus is on manipulating and diverse human behavior through usability and desirability (Schmidt & Etches, 2014) (Hassenzahl, 2011).

Design: Human Insight and [Human] Experience Design

The start of the design discipline is undefined but it began as a form-giving discipline e.g ornamentation, product design. It was until the 1970s, with the cross pollination of knowledge between disciplines, that design entered the study of experience. The leap happened with the creation of the design research field at the end of the 60s. This event led to the development of phenomenology in design to understand wicked problems (Rittel & Webber, 1973) and the emergence of design thinking (Stanford d school, 2020). Both methodologies championed the understanding of human behavior, thoughts and feelings to address systemic problems.

In the mid 80s, the user centered design methodology was created. It united the fields of anthropology, sociology and psychology with that of design. Aided by the development of digital technology, a paradigm shift in design happened at the end of the 2000s: the rise of services over product development (Catalanotto, 2018).

In the past decade, the desire to integrate the different services and products under one discipline that would oversee every aspect led to the creation of the field experience design. As clients grow interested in owning the customer’s total experience (McLellan, 2000), experience design is the practice of designing products, services, journeys and events as an all-level journeys that focus on the quality of experience and its cultural relevance (Aarts, 2003). This subfield is still taking shape due to the emergence of new methodologies, new ways of working and new technologies that integrate insight from customers and is continually improving the practice of experience design.

Consulting: When Experience Design meets the big guys

Since the development of the design methodology, a few design-led agencies and consulting firms such as Ideo and frogdesign have opened a market for design sold as a service. Once results from projects that used design thinking and user-centered design became noticed, design entered business management and strategy consulting. In the 80s, it started as design-centered business management that later developed as a varied service offering in line with the developments of the design methodology field (e.g. service design, user experience design, experience design, innovation sprints).

The consolidation of design consultancies such as Ideo made design a growing market expected to be worth 65 billion dollars by 2025 (Market Watch 2020). In the past five years, the design field has become more embedded with consulting than ever before. The acquisition of design agencies by the biggest consultancy and accounting firms has given design a new playing field where it can make a difference. The design services offered by these firms range from corporate innovation to the development of new human-centered business strategies (PwC, 2020).

With its background in design, technology, psychology and philosophy, experience consulting sits within consulting today. An overview can be seen below.

Appendix 2: Sources of desk research

The author/sources included: Nesta (Schneider & Bakhshi, 2017), Happiness Research Institute (Helliwell, Layard, Sachs, & Neve, 2020), Edelman Intelligence (2020), Internet Society (Brown, 2019), The Economist (2019), Frost & Sullivan (2018), Phillips Design (Brand, 2019), Government of Japan (Keidaren, 2020), United Nations, Greater than X (Kinch, 2020), World Economic Forum (2013), European Commission (European Strategy and Policy Analysis System, 2019), Arup (2020), DEPT (Pinas, 2020), The Index Project (2016), Bloomberg (Jefferson, 2020), Monocle (2020), Board of Innovation (2020), VUCA Times (360 Inspiration, 2020), and Now and Next (Watson, 2010).

Appendix 3: Narratives of mindset change

A short-sighted reckoning:

Narrative with explanation of future developments

We recover from the temporary pandemic but action on the other crises are indefinitely on hold. This represents a slow down in collective action.

Me first - Society

We become more insular as a society. We champion singular experiences over collective wellbeing. We go about our lives in the same way we did before: Not thinking of the consequences of our actions and living for an individual gain. Mentally, we live in an 'underground' mode: always preparing for the slight sign of danger. We select the communities we interact with and never fully integrate ourselves to a shared vision of a globalized society instead we increase the societal fragmentation felt before.

Climate duties remain on hold - Environment

Our goals to fight climate change remain at a standstill after the global health crisis. Low investment on sustainable energies research leads to a delay in transitioning to carbon neutral policies. With a bigger population, limited supply from essential resources is evident in most communities with the government-led stringent rationing of food, water and waste generated per household. Air pollution and carbon emissions level out for a short period of time before business as usual continues, then they increase gradually. The climate-related disasters are evident across the world with the first hurricane hitting mainland Europe.

Business as usual - Business/Environment

Business goes through a recovery with little to no lessons learned. Companies continue offering and building easy, untrustworthy solutions that seek immediate, short-term gains with no thought about the future. Capitalism remains the ruler of the land placing the highest value on profits. A missed reckoning leads to fulfilling the same expectations, same norms while people changed. Commercially-led industries are bailed out by governments and start growing again with the omen that history will repeat itself.

A broken interconnected world - Governance/Government

2020 put things into the wrong perspective and polarization is bigger than ever. We are an interconnected world that doesn't place global collaboration at the center. A lack of trust in organizations and governments is led by the most powerful bodies. We live in a world that goes by day by day, instead of a vision for sustainable growth. Governments fund higher budgets for humanity-led industries such as healthcare but at the cost of higher taxpayer money, elevating inequality.

Tech undisciplined - Technology/Policy/Society

Reality hits humanity. Robots and automation take most of the jobs, it leads to high levels of unemployment and economic disparity. A new class of services become available for the elites, one led by technological interactions with low social interactions. Digital twins for humans become a norm. Changes in tech policy maintain the independence of tech at the cost of human rights. We become a pawn in the game, we can be easily manipulated by the content and services of a digital economy/government/commerces we interact with. A level of policing and governance is at the disposal of governments around the EU that gives them the power of a surveillance state that tracks our every interaction and transaction.

Limited prosperity - Government/Society

The profit-driven mindset embedded in capitalist governments and businesses remains unchanged. The state of the world declines due to the lack of action regarding climate change and environmental pollution. The average health of citizens across the EU declines and life expectancy is set to decrease for the first time in humankind history. It affects our everyday life, including our performance at work and at home. The GDP measures of growth lead to more economic activity at the expense of our health and the advent of going through the same cycle again.

Illegitimate trust - Governance/Society

The world becomes a cautionary place. A post-truth world leads to a growing trust issue across government, business and societal organisms. Civic society stands by itself when it comes to information quality and accuracy. This feature enables a sense of fake 'trust', where we say we trust but inside we are only but doubting. The tech world is not held accountable and leads to the demise of online communities that support each other.

A realized awakening:

Narrative with explanation of future developments

We take action after the effects of the pandemic fade and focus on the other ongoing crises. For starters, the socio-economic impact at all layers of society implored for a change. Capitalism fails individuals and society to adapt and have new values, new expectations and new norms thrive our individual and collective experiences as human beings. This leads to new ways on how we experience the world and the elements in it. Today. Please see Appendix 3 for the extended version of the developments happening in this future narrative.

United for societal well-being - Society

The coronavirus situation brings us together and makes us think about our own humanity first and foremost. We balance the value from individual action/contribution to a collective way of being. Society finds itself again, together we build resilient communities that safeguard the individual and the group at all generational levels. Human values such as inclusivity, diversity and justice are formed within communities. The experience of living becomes more important than any other aspects of life. Less travel, less consumption. Only the essentials remain with a few luxuries here and there abiding by our ethics codebook. The values that guide us collectively and individually leads to the creation of a balanced cohesive fabric of equality, inclusivity and creativity.

Justice for the environment - Environment/Policy

The EU is now closer than ever before to carbon neutrality due to a rearrangement in environmental policies that allowed for an energy and food transition across the major metropolitan areas. The development of new, nature-based materials and manufacturing/production processes safeguard natural resources such as land, water and air for a healthier living. The new ecology-minded initiatives led by communities and governments allows us to get closer to a balance between nature & human activity.

A new status quo on value - Business

Business as usual died of coronavirus. A post-crisis world that led to the implementation of a new, sustainable economic growth model. A ripple effect that started in Amsterdam to the whole of Europe. One that is equitable and fair for everyone. Some industries innovated and scaled down and evolved into a new, remodeled version of themselves, others perished. Companies seek to differentiate themselves with unique ways to deliver on a long-term value for people and wellbeing first and profit second. While globality reaches its maximum levels, locality becomes a first-choice in our immediate communities and develops sustainable capitalism practices. Business and individuals shift their way of doing by thinking long-term benefit and work towards small problems that fit the big picture. Government, industry and communities work as an ecosystem to achieve change and thrive on one another by providing well thought through solutions that are flexible, secure and scalable by design.

Adaptable ecosystems of leadership and collaboration - Business/Governance/Society

The challenges we faced at different organizational levels led to the downfall of outdated systems/protocols of collaboration between parties. The experiences felt during the time from heads of state to the working class left a lasting impression of the need to collaborate as one. An adaptable ecosystem of shared leadership, individual freedom and poly-nodal collaboration that is resilient to the societal, environmental and business challenges of newly founded, purpose-led, humanity-centered organizations.

Tech takes the back seat - Technology/Policy

At the time when tech became the mediating power between humans, a call for a tech 'check and balances' led by youth communities started a EU-wide review on our relationship with data from a humanity-centered perspective. The results led to data ownership becoming a human right in 2023 giving people total control of their personal data. Tech companies were stripped from their singular-sided power to dictate policy and development. Privacy protections were made law if business wanted to keep operating. The overhaul was completed across different sectors in Europe and were redesigned to put human value first in data privacy, sharing, governance and ethics guidelines to limit infiltration of government surveillance.

Reclaim our living from tech - Technology/Society

We live in a post-digital world, less taps, more living. Humanity reclaimed the world of nature/human experiences and tech mediates them. Nowadays we interact with multi-sensorial, haptic tech that goes beyond a screen with all kinds of public and private services creates new areas of creative exploration for pivoted industries and emerging ones. Humanity leads a life that embed ourselves in an always present yet unnoticeable touch points from the way we consume (supporting digital economy) to the way we work digitally together with intelligent tools of automation and AI. We will pay less attention to our screens and smartphones since we have reworked a relationship that works for us. We remain connected to each other in both the physical and digital world, but this time we lead by example.

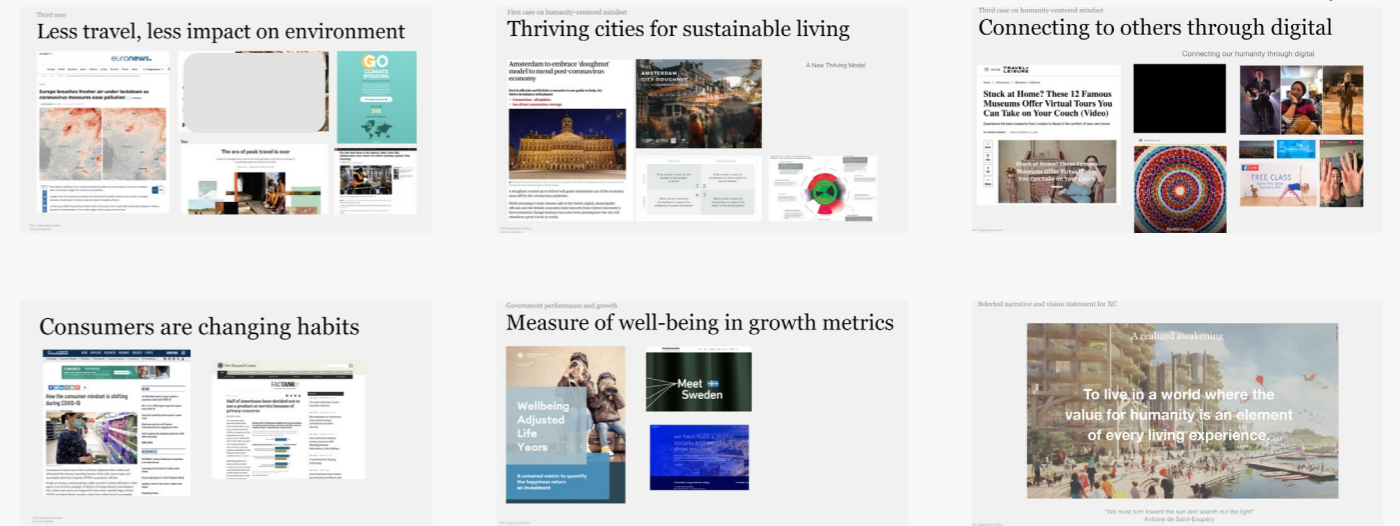
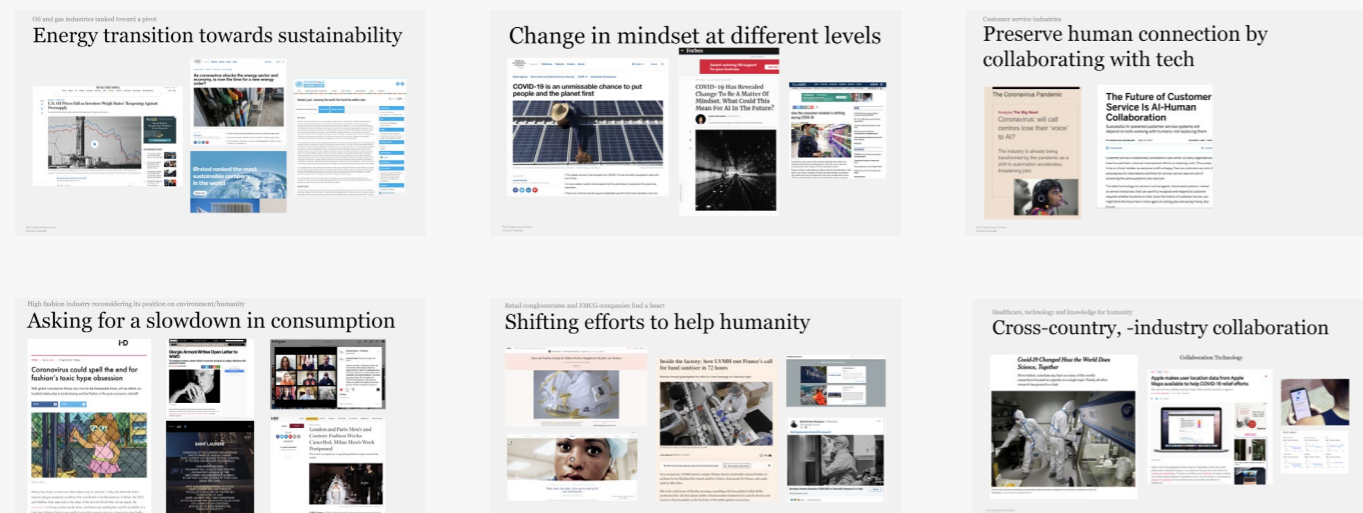
Evolving measures of progress guided by wellbeing - Governance/Government/Society

At a country level, measures of progress go broader than GDP to more pertinent ones such as evaluating the delivery of societal values that guide better human experiences forward. Studies such as the happiness index become a standard for many countries to elevate the quality of life and health of individuals and communities. Additionally, business/governmental initiatives that work along the new policy measures and the adaptable ecosystems bring back reliability and enablement of capacity-built citizen-led systems from healthcare to working conditions.

Trust led by ethics - Governance/Government/Society

We started the 2020s with a big inquiry: Who do we trust? In the decade following the coronavirus, organism by organism self-assessed towards the value society place on them with the help of a decentralized organism. Evaluations happened from government to media and commercial services. An overhaul of legacy systems led to the development of new, adaptable ecosystem of collaboration marks a starting point for a new-found trust between parties that share ownership and accountability. A trust that is guided by ethical values and informs the governance of the organization within the ecosystem.

Appendix 4: Indicators of change gathered from digital ethnography



Sources of digital ethnography

The use of sources included Innosight (2020), Superflux (Jain, 2020), Cassina (Eliasson, 2020), Ogilvy (2020), Vogue (Wintour, 2020) (Vogue, 2020), FT.com, FD.nl, Bloomberg (Rathi & Seal, 2020), McKinsey (2020), World Economic Forum (Morgan, 2020) (Bocca, 2020), Forbes (Borowska, 2020), Travel + Leisure (Romano, 2020), The Guardian (Boffey, 2020), (Bosworth, 2020), CNN (Rose, 2020), Euronews (Gaubert, 2020), New York Times (Apuzzo & Kirkpatrick, 2020), Retail Customer Experience (Cluster, 2020), UK Government (2020), The Verge (Peters, 2020), WWD (Zargani, 2020), Saint Laurent (2020), Fashionista (Colon, 2020), Pew Research Center (Perrin, 2020), Wall Street Journal (Hodari & Ostroff, 2020), Happiness Research Institute (Birkjær, Kaats, & Rubio, 2020), MIT (Kannan & Bernoff, 2019), Global News Canada, (Lamberink, 2018), Mashable (Haas, 2020) UN (Hermann, 2017).

Appendix 5: Multiple iterations on present-day indicators in XC service system

Individuals	Society	Clients	XC
Findings - For Individuals	Findings - For Society 1	Findings - For Client Industries 1	Findings XC @ PwX - Organization 1
Findings - For Individuals	Findings - For Society 2	Findings - For Client Industries 2	Findings XC @ PwX - Organization 2
Findings - For Individuals	Findings - For Society	Findings - For Client Industries	Findings XC @ PwX - Organization

Appendix 6: Future of Experience card deck



Welcome to the Future of Experience

The Future of Experience Card Deck is a tool to immerse in the potential of the future by understanding the present and future drivers. This deck contains three sets of trend cards: one in the present, Current World and two in the future: Fixed Trends and Catalysts of Change. Each card has two sides, a visual on the front side and a description of the challenge or opportunity in the back side.

As a team, you can use this tool to trigger your thinking, to feel inspired, take a stance on what kind of future impact you want your organization to have or any way you see fit. We provide you with an activity designed for this deck at the early stages of the design process.

Current World

Mega Trends

Catalysts of Change

Working together to exchange worldviews and find common ground from the organization's perspective

This card deck contains three sets: Current World Trends, Mega Trends and Catalysts of Change. We encourage you to use this deck in whichever way you see fit. This deck is to be used together with the Impact n Humanity canvas to kick off the discussion.

To arrive at the future, it is necessary to first **understand the state of our Current World** and what kind of humanity-related challenges relate to your organization. Then, it is possible to venture into the future where we will **review the (ongoing) Mega Trends to 2030** and look at how to **provoke transformation opportunities through the Catalysts of Change**.

What is humanity-centered design?

Humanity-centered design is both a mindset and an approach. On one hand, humanity-centered design is a collection of mindsets that aim to give space to consciously think about the future to create value for people and planet.

On the other hand, humanity-centered design is an approach. An equitable, systematic, evidence-based approach that puts the mindsets into practice. Teams seek out opportunities for sustainable organizational change.

Mindsets of humanity-centered design

Empathy between users

Empower consciousness

Embrace complexity of systems

Inspire change with a sense of humanity

Rethink the status quo

Design for long-term impact

Current World

We live in a world in crisis, ongoing life-threatening situations such as climate change, a global pandemic, the environmental exploitation coupled with human-created problems has economies and societies living in fear. Eight challenges at hand are:

Demanding change

A threatened planet

Economic uncertainty

Societal panic

Unhealthy living

Tech unchecked

Polarizing policies

Pandemic outbreak



Current World

• Demanding change •

This challenge is a social movement seen across the world to make our shared home a fairer place to live. Protests have made monumental changes. Today, people are uprising for women rights, Black rights, LGBTQIA+, climate action, among others.

How is this present-day challenge manifesting?

- Rise in citizen and community-led movements
- Individuals acting on inequity and inequality
- People seeking intergenerational justice
- Call to abolish systemic racism
- Fight for women's empowerment

Current World

• A threatened planet •

This challenge depicts an environmental crisis. Our planet is under a human-caused threat: climate change. This situation affects all layers of the economy from agriculture to financial services.

How is this present-day challenge manifesting?

- Climate change
- Environmental catastrophes
- Waste generation
- Water, land and air pollution
- Food scarcity

Current World

• Economic uncertainty •

This challenge represents a potential economic downturn in the coming decade. As with previous economic crises, this challenge can signify a slower growth, and lower investment in sustainable, humanity-first alternatives.

How is this present-day challenge manifesting?

- Stagnation of growth
- Lack of needed systems/infrastructure
- Concerns over an energy crisis
- Unsustainable supply chains
- Tech replacing human activity

Current World

• Societal panic •

This challenge represents the fright felt by individuals that are feel unaccounted for. This fear of the unknown (cultural, societal, political views) affects our shared sense of community and undermine reaching collective goals.

How is this present-day challenge manifesting?

- Societies living in fear of the unknown
- Lack of community
- Lack of trust in others
- Declining quality of information

Current World

• Unhealthy living •

This challenge is an environmental crisis that affects our health and wellbeing. Today, we require more resources for transportation, eating and working. If we keep our habits the way they are we risk living in an unhealthy world.

How is this present-day challenge manifesting?

- Increased pollution levels
- Unbalanced distribution of wealth
- Risk of new health concerns

Appendix 6: Future of Experience card deck (continued)



Tech unchecked

Current World


• Tech unchecked •

This challenge is related to the use of technology by corporations that remains unsupervised and unaccounted for. Tech is part of our everyday lives, wrongful use of our data will undermine our trust in digital services.

How is this present-day challenge manifesting?

- Inhumane data collection
- Lack of privacy online
- Inexistent AI/data ethics frameworks
- Biased tech systems
- Online propaganda
- Cyber threats

Patagonia joins growing Facebook advertiser boycott over the site's failure to stop hateful ads and dangerous propaganda




Polarizing policies

Current World

• Polarizing policies •

This challenge is a policy-led issue that is having negative consequences on society and the individual trust in governments and organizations. It represents a broken system begging to be fixed.

How is this present-day challenge manifesting?

- Nationalism gains traction
- Unprepared governments
- Biased justice systems
- Institutions lacking innovation
- Decline of trust in institutions

In times of political polarization, progressive policymaking suffers




Pandemic outbreak

Current World


• Pandemic outbreak •

This challenge represents a health emergency that is challenging every single organization on the planet and putting into the spotlight the ramifications of continuing business the way we do it now.


How is this present-day challenge manifesting?

- Broken front-line/emergency response services
- Putting the economy on hold
- Lack of global coordination
- Vulnerable communities at greater risk

Government's dithering risks unleashing a second Covid-19 wave in England



While business leaders offer on-facility new structures, there are some who are still debating whether to open their doors




Mega Trends

Mega Trends

Our world will continue to expand demographically, technologically and environmentally. We will become more interconnected and digitally-oriented. Our cities will become more crowded and the next generations will become part of the workforce. The six mega trends are:

Next generations	Closer to globality	Urbanization hubs
Interconnected world	New live-work modes	Digital economy



Next generations



Fixed Trends

• Next generations •

This trend represents a change in demographic segmentation. In the next decade, there will be a generational shift where people have a heightened sense of awareness that will realign all aspects of our living, from consumption to housing.

How is this present-day challenge manifesting?

- Baby boomers as an aging society
- Millennials (born on or before 1994)
- Generation Z (born on or after 1995)
- Generation Alpha (born 2010s)

Closer to globality

Fixed Trends


• Closer to globality •

This trend represents the way our society is becoming more embedded culturally, socially, politically and economically at a global scale. Most landmark events reach the other side of the planet instantaneously, this means rapid changes in behaviors and needs in both communities and individuals.

How is this present-day challenge manifesting?

- Cross-country sharing of culture
- Embedded socially and politically
- Integration of global markets
- Societies connected through digital mediums

Covid-19 impact: Maintaining global connectivity is the way forward




Urbanization hubs

Fixed Trends


• Urbanization hubs •

This trend is a continued growth in population within cities and urban settlements. A growing middle class will challenge expectations on the accessibility of resources and how we manage these across communities.

How is this present-day challenge manifesting?

- Growing middle class
- More people living in cities
- Communities having different expectations

Two-thirds of global population will live in cities by 2050, UN says




Interconnected world

Fixed Trends



• Interconnected world •

This trend represents constant growth in Internet accessibility and connectivity across the globe from information, news, services and communities of interest.

How is this present-day challenge manifesting?

- Development of digital infrastructure
- Upcoming technologies like 5G
- Connectivity accessible to everyone

Travails of an Interconnected World: From Pandemics to the Digital Economy

New live-work modes

Fixed Trends

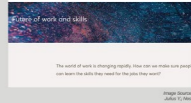
• New live-work modes •

This trend is related to the round-the clock factors that are attached to our lives: family, work, parents, health, well-being and how we balance them out.

How is this present-day challenge manifesting?

- Aspects of life changing due to technology
- Struggling with a balance between live and work

Scale of work and life




Digital economy

Fixed Trends


• Digital economy •

This trend is a continuous development on how the economic models the revenue/costs system we have in place will embed more digital-oriented platforms and services that allows for seamless interactions and a virtual trace.

How is this present-day challenge manifesting?

- Digital first business models
- Contactless technology
- Digital twins/systems is staple for organizations

The Digital Economy and Society Index (DESI)



Appendix 6: Future of Experience card deck (continued)



Catalysts of Change

We can provoke a future that brings us to a world of equity, trust, collaboration and diversity between communities and environment. Where society is placed as a key stakeholder of change, leadership and governance. The 5 catalysts of change are:

- Humanist society
- Environmental justice
- Sustainable capitalism
- Rebalance trust
- Wholesome well-being
- Tech checks & balances
- Invisible technology
- Realigned governance



Catalysts of Change

Humanist society

This catalyst of change is a movement in society towards equity amongst communities. It places the value on the collective rather than the individual. It highlights our sense of being human.

How is this present-day challenge manifesting?

- Communities empowered by the collective
- Cohesive societal fabric in communities
- Reaching equity for every human being
- Value for the collective over individual
- Creativity, diversity and inclusiveness
- Balanced life satisfaction

Meet the people who are rejecting single-use plastics and waste in London



Catalysts of Change

Environmental justice

This catalyst of change is about rethinking our position in nature, humans as a component and not above it. It calls for a new relationship with natural resources, our natural and built environment to secure them for the next generations.

How is this present-day challenge manifesting?

- Closer to carbon neutrality
- Fair distribution of resources
- Balance nature and human activity
- Safeguard land and water resources
- Sustainable energy transition in every industry

Europe's Cities Are Making Less Room for Cars After Coronavirus



Catalysts of Change

Sustainable capitalism

This catalyst of change represents a shift in how organizations, corporations do business towards a purpose-first approach. This opportunity places value creation on people and environment before profit.

How is this present-day challenge manifesting?

- Purpose over profit
- Value for all stakeholders
- Goals based on environment/humanity
- Rise in B-corps
- Sustainable/circular business models
- Doughnut economy

Companies Worth \$2 Trillion Are Calling for a Green Recovery



Catalysts of Change

Rebalance trust

This catalyst of change explores new ways of building and, at times, regain trust. In the future, the value of trust will be linked to ethics and it would allow for new ways of collaborating and making decisions based on societal values.

How is this present-day challenge manifesting?

- Ethics become more relevant to trust
- Building trust through collaboration
- Democratization of value creation
- Societal values first in decision making

How Leaders Around the World Build Trust Across Cultures



Catalysts of Change

Wholesome well-being

This catalyst of change represents a reorganization in the way we see and measure growth from financial gains to broader measures of progress rooted in societal and environmental well-being. It can guide positive changes in governments.

How is this present-day challenge manifesting?

- Broader measures of progress beyond GDP
- Focus on collective well-being
- Citizen-led public policy
- Securing essential services and industries

Years

A universal metric to quantify the happiness return on investment



Catalysts of Change

Tech check & balances

This catalyst of change represents a review on policies related to technology and digital ways of working in order to protect the human rights of people such as freedom of speech and expression, protection and movement.

How is this present-day challenge manifesting?

- Data rights become human rights
- AI governance guidelines
- Decentralized data sharing/privacy
- Rethink of for-profit digital ads
- Maintain net neutrality

Ericsson Report: Technology can impact all 17 Sustainable Development Goals of the United Nations



Catalysts of Change

Invisible technology

This catalyst of change represents a shift in how we interact with services and organizations from moving away from a digital touch screen to spatial and perhaps multisensory experiences that give space to live instead of addiction.

How is this present-day challenge manifesting?

- Regain more living from tech-mediated experiences
- Multi-dimensional, spatial experiences
- Multi-sensory experiences, beyond touch
- Virtual services for work, leisure and city

What Comes After Smartphones? The Next Mobile Computing Platform is Already Emerging



Catalysts of Change

Realigned governance

This catalyst of change represents a move in the way we collaborate with one another, other teams and other organizations in our network. As problems become more complex, working together with different expertise will allow for a change that benefit most.

How is this present-day challenge manifesting?

- Restructure collaboration ecosystems
- Participatory governance
- Overhaul of legacy systems
- Revamp institutional frameworks

Could AI Change How the World Does Science, Together?

Together with the Experience Consulting team, you can define a sharper perspective on the right opportunity to enable value for humanity and the planet.

Reach out to us!
digital.pwc.com



Appendix 7: Guide on Design Session / Impact on Society Canvas

— Activating teams in using humanity-centered design

SNEAK PEAK ON USING HUMANITY-CENTERED DESIGN TOOLS

Guide for design session

Using humanity-centered design to unearth opportunities for systemic change in purpose-led transformation.

🕒 4 Hours	👥 4+ People
Use for internal or external engagements.	

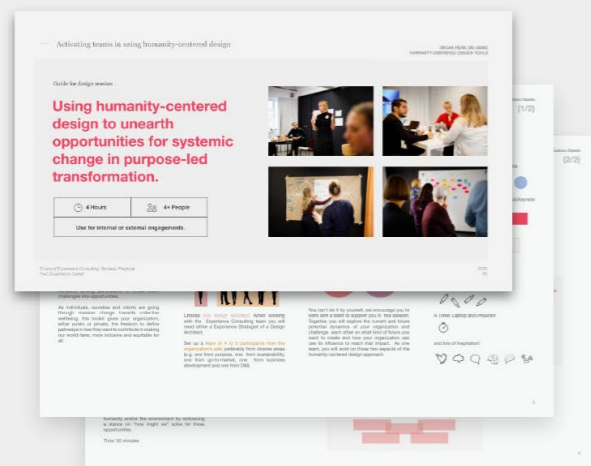


Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

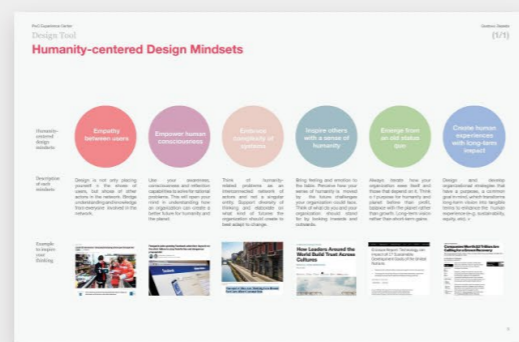
— Activating teams in using humanity-centered design

What do you need to start working with for purpose-led transformation?

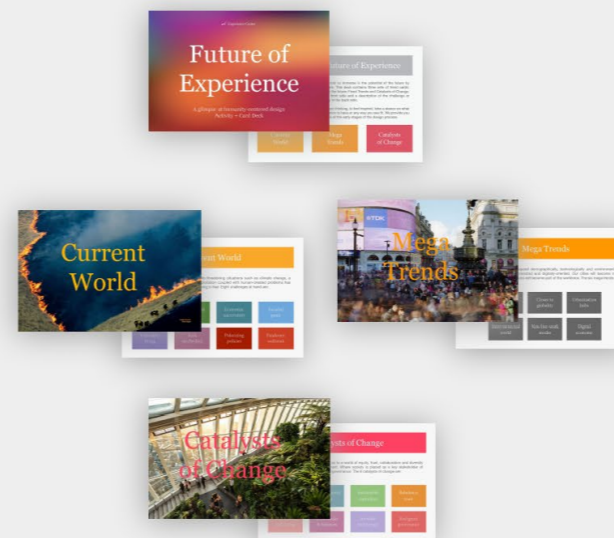
Guide for use in design session



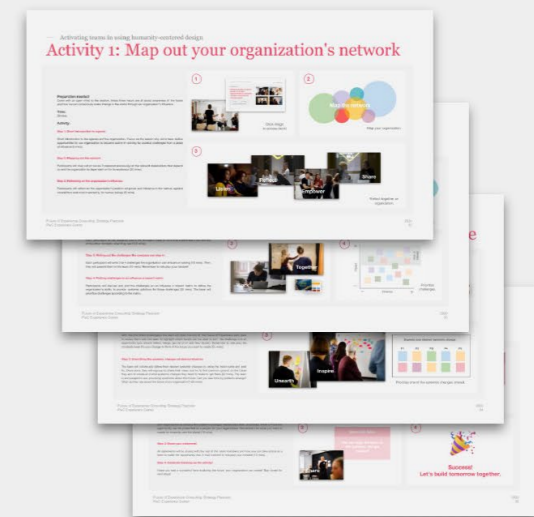
Humanity-centered design mindsets



Future of Experience card deck



Impact on Humanity canvas

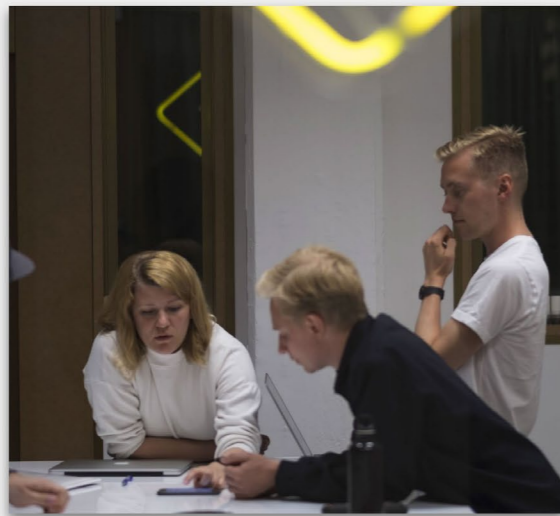


Access these files on the attached documents.
Additional materials: Post-its, Markets, timer, laptop and a lot of inspiration!

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— Activating teams in using humanity-centered design

How to use it?



Activity 1: Map out your organization's network



Activity 2: Evaluate the current situation



Activity 3: Envision the desired systemic change



Activity 4: Define a common goal

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— Activating teams in using humanity-centered design

Activity 1: Map out your organization's network

Preparation needed:

Come with an open mind to the session, these three hours are all about awareness of the future and how we can consciously make change in the world through our organization's influence.

Time:

30 mins

Activity:

Step 1: Short introduction to agenda

Short introduction to the agenda and the organization. Focus on the reason why we're here: define opportunities for our organization to become active in solving for societal challenges from a place of influence (5 mins).

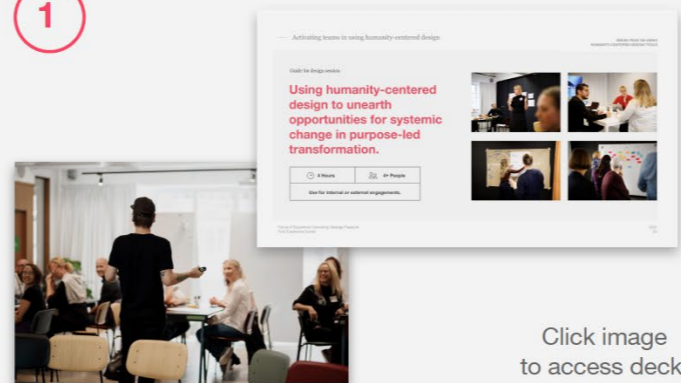
Step 2: Mapping out the network

Participants will map out (or review if prepared previously) all the relevant stakeholders that depend on and the organization is dependent on for its existence (20 mins).

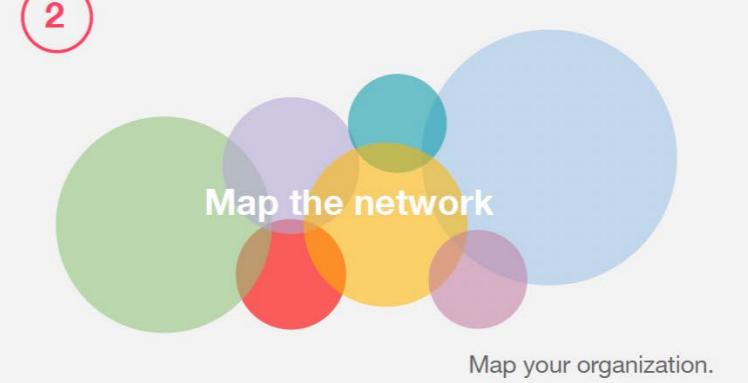
Step 3: Reflecting on the organization's influence

Participants will reflect on the organization's position of power and influence in the market, against competitors and most importantly, for human beings (5 mins).

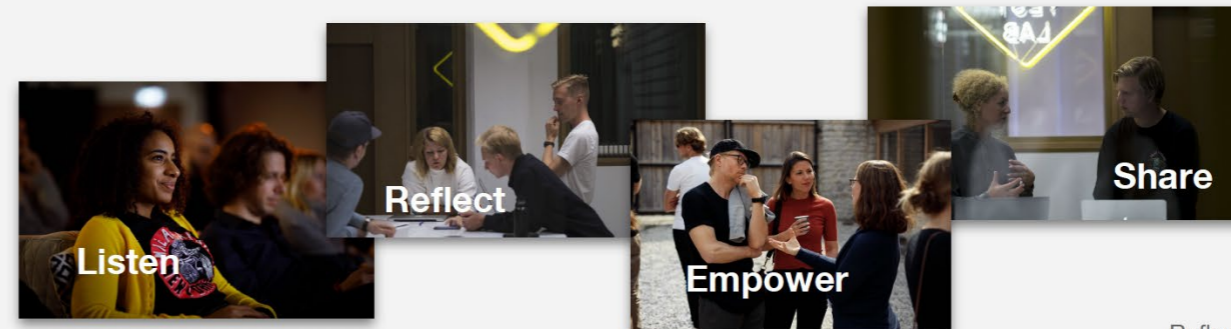
1



2



3



Reflect together on organization.

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— Activating teams in using humanity-centered design

Activity 2: Evaluate the current situation

Preparation needed:

The facilitator will immerse the team in thought provoking content. After, you will be assigned one of the humanity-centered design mindsets to role play it consciously throughout the rest of the session. Have the Future of Experience card deck at hand.

Time:
70 mins

Activity:

Step 1: First part of keynote on the Future of Experience

Facilitator will present the first part of the thought provoking content (5 mins) on the Future of Experience covering Current World trends affecting our world and a panel discussion (10 mins).

Step 2: Assigning the Humanity-centered Design Mindsets

Each participant will be assigned one of the mindsets. Keep in mind that a participant can use any of the other mindsets when they see fit (5 mins).

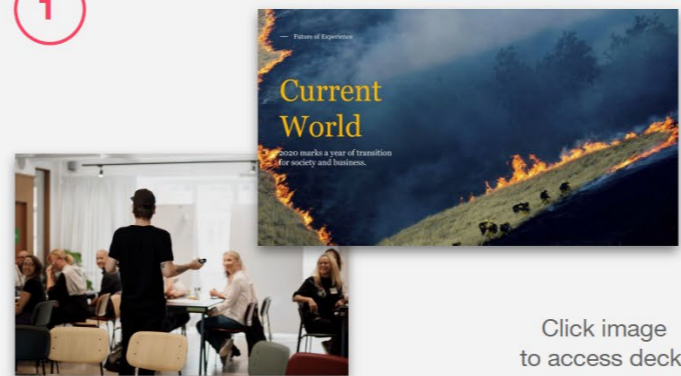
Step 3: Writing out the challenges the company can step in

Each participant will write 3 to 4 challenges the organization can embark on solving (10 mins). Then, they will present them to the team (10 mins). Remember to role play your mindset!

Step 4: Plotting challenges in an influence x impact matrix

Participants will discuss and plot the challenges on an influence x impact matrix to define the organization's ability to provide systemic solutions for those challenges (30 mins). The team will prioritize challenges according to the matrix.

1



2



3



4



Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— Activating teams in using humanity-centered design

Activity 3: Envision the desired systemic change

Preparation needed:

For this activity, you will look into the future. The facilitator will bring you to the future during the remaining part of the keynote and your team will ideate the kind of future your organization can help create by building on the challenges found previously.

Time:
70 mins

Activity:

Step 1: Second part of keynote on the Future of Experience

The Facilitator will present the second part of the thought provoking content (10 mins) on the Future of Experience covering Mega Trends and Catalysts of Change that have a high-potential to provoke change, followed by a panel discussion (10 mins).

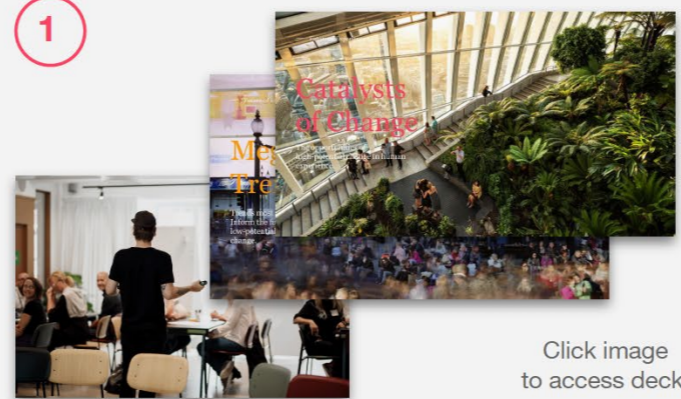
Step 2: Envision the desired situation you aim to create

With the prioritized challenge(s), the team will open the rest of the Future of Experience card deck to review them with the team to highlight which trends can be used to turn the challenge into an opportunity (you should select, merge, get rid of or add new trends). Remember to role play the mindsets here! It's your change to think of the future you want to create (25 mins).

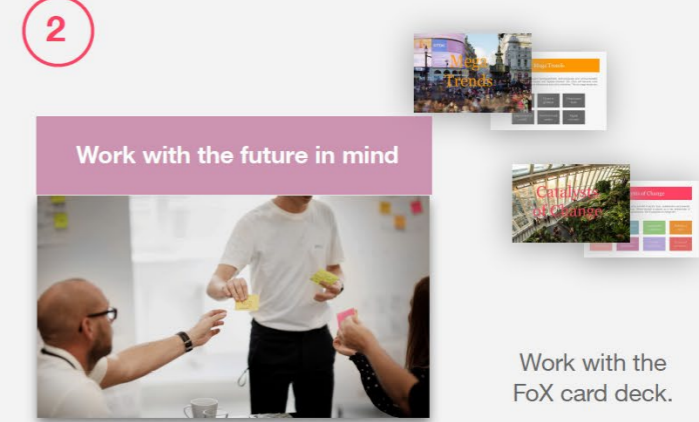
Step 3: Unearthing the systemic changes of desired situation

The team will individually define their desired systemic changes by using the trend cards and post it. Once done, they will regroup to share their views and try to find common ground on the future they aim to create and what systemic changes they need to make to get there (20 mins). The team is encouraged to ask provoking questions about this future. Can you see thinking patterns emerge? What do they say about the future of our organization? (25 mins).

1



2



3



Express your desired systemic change				
P1	P2	P3	P4	P5
				
				

Prioritize one of the systemic changes shared.

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— Activating teams in using humanity-centered design

Activity 4: Define a common goal

Preparation needed:

For this activity, the facilitator will ask for reflection from the participants to understand where they stand as a team and what opportunity they envision their organization to define.

Time:
70 mins

Activity:

Step 1: Reflection time on having common ground

The beginning of this last activity will ask for your team to reflect on the challenge(s) and potential opportunities found (5 mins).

Step 2: Writing “How might we... for humanity” statements

In pairs/triads, write down the thoughts you have on this project and call into question action from your organization to develop the systemic changes needed that were uncovered. Think of how this opportunity can be presented as a project for your organization. Remember the value you want to create for humanity and the planet (15 mins).

Step 3: Share your statement!

All statements will be shared with the rest of the team members and how you can take action as a team to make the opportunity real. A final moment to role play your mindset (10 mins).

Step 4: Celebrate finishing up the activity!

Hope you had a wonderful time exploring the future your organization can create! Stay tuned for next steps!

1

Reflect on the systemic changes

Can you trigger impact from a place of common ground?

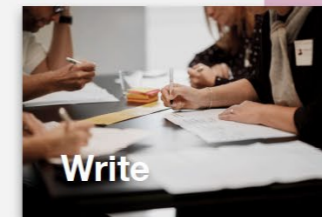


Click image to access deck!

2

Create a common goal

How might we... (add systemic change needed here) for humanity?



3

Share and listen

Can you align the team on the systemic change needed?



4



Success!
Let's build tomorrow together.

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

— The Future of Experience Consulting is here

Appendix

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

PwC Experience Center

Design Tool

Gustavo Zepeda

(1/2)

Guide for design session: Using humanity-centered design

What is the objective of this guide?

This guide aims to challenge organizations towards a purpose-led transformation. It is a guide that invited the exchange worldviews on the future and see how your organization can benefit humanity and the planet through its influence and impact.

This guide uses the Future of Experience Card Deck and the Impact on Humanity canvas to help organizations gather a broader perspective on the current challenges and potential opportunities.

What sort of questions does this design session help answer?

This toolkit allows teams to start conversations around complex topics that we are living as individuals, society or even as a species. For this, we provide some thought provoking content that inspires connection to a shared sense of humanity among participants to break down challenges into opportunities.

As individuals, societies and clients are going through massive change towards collective wellbeing, this toolkit gives your organization, either public or private, the freedom to define pathways in how they want to contribute in making our world fairer, more inclusive and equitable for all.

Who should use it?

We believe in the power of collaboration. Its only by working together that we can reinvent the future and make a better world.

We think this guide is for anyone and everyone!

Anyone who wants to venture into the future and wants to build projects around organizational design and strategy to improve our world.

If you are a designer, strategist or business consultant just interested in ways to improve our world, this tool kit is for you. This toolkit enables collaboration between different disciplines, we highly encourage you to bring this thinking to the corporations, public institutions and non-profits in your network to activate purposeful change.

Choosing for a winning team



Choose **one design facilitator**. When working with the Experience Consulting team you will need either a Experience Strategist or a Design Architect.

Set up a **team of 4 to 5 participants from the organization's side** preferably from diverse areas (e.g. one from purpose, one from sustainability, one from go-to-market, one from business development and one from D&I).

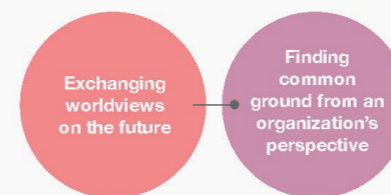
How to use it?

The toolkit is set up for a session of 4 key activities. We suggest taking 3 hours to complete the exercise, but feel free to adjust the time as your team sees fit.

We encourage you to use the mindsets as often as you can, if you wish you can assign the mindset across the team and role play when needed.

Bring consciousness by putting yourself in the shoes of users but also other actors in the network to understand the challenges your organization, and the world, are facing.

Steps of the Humanity-centered design approach covered in this guide



You can't do it by yourself, we encourage you to work with a team to support you in this session. Together, you will explore the current and future potential dynamics of your organization and challenge each other on what kind of future you want to create and how your organization can use its influence to reach that impact. As one team, you will work on those two aspects of the humanity-centered design approach.

What do you need?

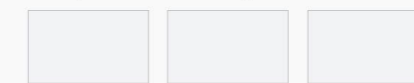
The Humanity-centered design mindsets



The Future of Experience card deck/keynote presentation



The Impact on Humanity canvas



Many Post its!



Some Markers



A Timer, Laptop and Projector



and lots of Inspiration!



Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

PwC Experience Center
Design Tool

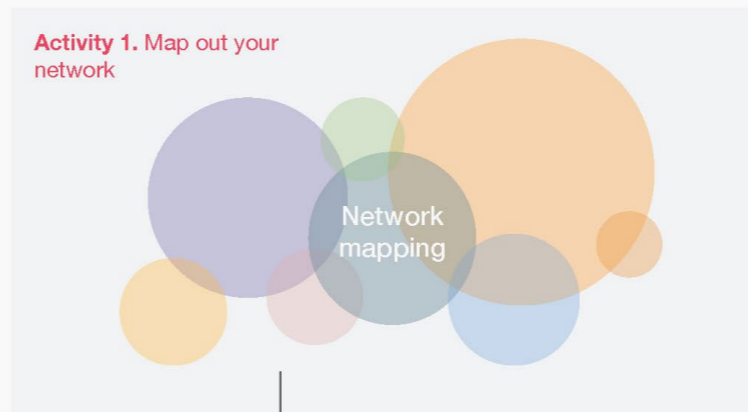
Gustavo Zepeda
(2/2)

Guide for design session: Using humanity-centered design

Activity 1. Map out your network

In this activity, the participants will map out the network and understand the organization as part of an interconnected system.

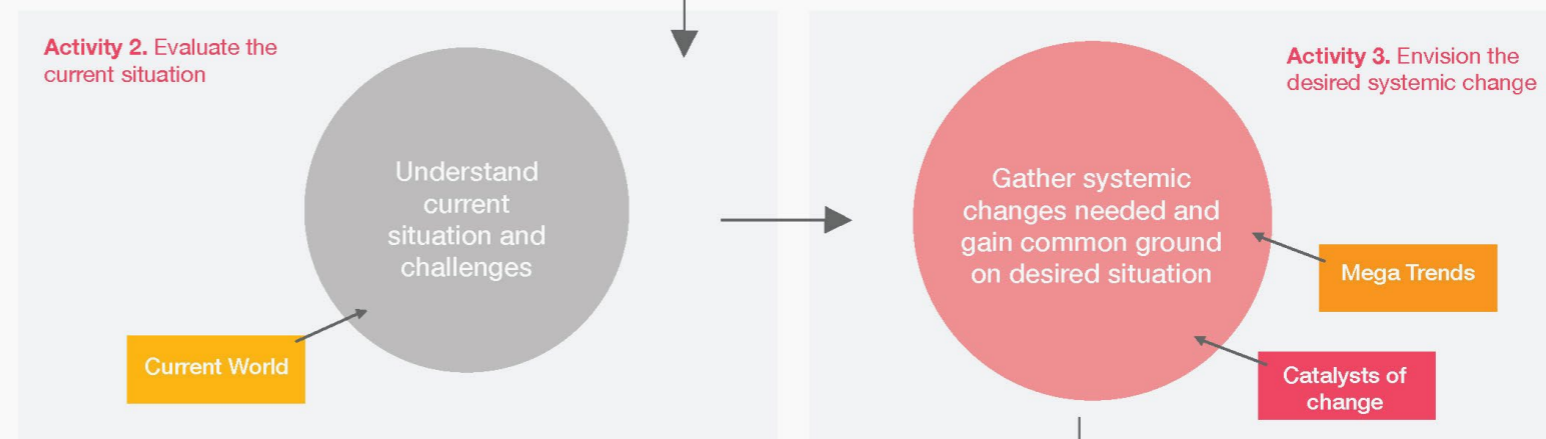
Time: 30 minutes



Activity 2. Evaluate the current situation

In this activity, participants will go through the **Current World** challenges in the Future of Experience card deck and answer the question: Which challenges could our organization influence change in our position?

Time: 70 minutes



Activity 3. Envision the desired systemic change

In this activity, participants will gather inspiration from the future through **Mega Trends** and **Catalysts of Change** in the Future of Experience card deck to ideate on ways to create value for humanity within the organization's scope.

Time: 90 minutes

Activity 4. Define a common goal

In the final activity, participants will work together to ideate statements for opportunities the organization can have to positively impact humanity and/or the environment by embracing a stance on "how might we" solve for these opportunities.

Time: 30 minutes



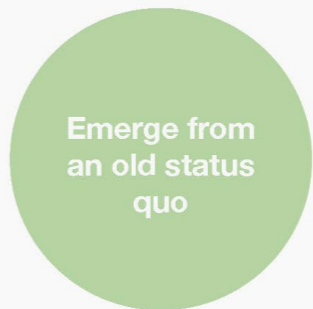
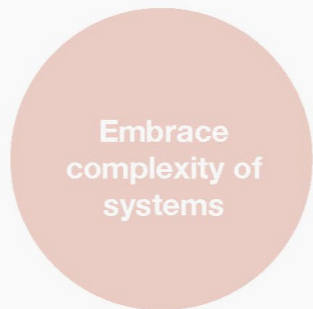
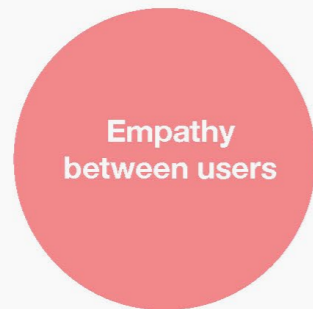
Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

PwC Experience Center
Design Tool

Gustavo Zepeda
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Humanity-centered Design Mindsets

Humanity-centered design mindsets



Description of each mindsets

Design is not only placing yourself in the shoes of users, but shoes of other actors in the network. Bridge understanding and knowledge from everyone involved in the network.

Use your awareness, consciousness and reflection capabilities to solve for rational problems. This will open your mind in understanding how an organization can create a better future for humanity and the planet.

Think of humanity-related problems as an interconnected network of actors and not a singular entity. Support diversity of thinking and elaborate on what kind of futures the organization should create to best adapt to change.

Bring feeling and emotion to the table. Perceive how your sense of humanity is moved by the future challenges your organization could face. Think of what do you and your organization should stand for by looking inwards and outwards.

Always iterate how your organization sees itself and those that depend on it. Think of purpose for humanity and planet before than profit, balance with the planet rather than growth. Long-term vision rather than short-term gains.

Design and develop organizational strategies that have a purpose, a common goal in mind, which transforms long-term vision into tangible terms to enhance the human experience (e.g. sustainability, equity, etc).

Example to inspire your thinking



Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

PwC Experience Center

Design Tool

Gustavo Zepeda

(1/2)

Future of Experience card deck

Future of Experience
A glimpse at humanity-centered design
Activity + Card Deck

Welcome to the Future of Experience

The Future of Experience Card Deck is a tool to envision the potential of the future by reimagining the present and future trends. This deck contains three sets of cards: one in the present, Current World and two in the future: Fixed Trends and Catalysts of Change. Each card has two sides, a view on the front side and a description of the challenge or opportunity in the back side.

As a team, you can use this tool to trigger your thinking, to feel inspired, take a stance on what kind of future you want your organization to have or any way you see fit. We provide you with an activity designed for this deck at the early stages of the design process.

Current World Mega Trends Catalysts of Change

Demanding change

Demanding change

The challenge is a need to envision how to create the world to eradicate rural poverty in a better place to live. Photo: [New York University](#), [Society](#), [People](#), [Programs](#), [Rights](#), [Work](#), [Rights](#), [LGBTQIA](#), [Diversity](#), [Other](#), [Living](#), [Others](#).

How is this present-day challenge manifesting?

- Lack of access and connectivity to infrastructure
- Limited access to quality and affordable
- People working longer hours and longer
- Lack of access to essential services
- High level of income inequality

44%

Tech unchecked

Tech unchecked

This challenge is about the use of technology by companies that have no oversight and accountability for each part of our knowledge both on the physical use of our data and on our digital networks.

How is this present-day challenge manifesting?

- Lack of data collection
- Lack of data control
- Inconsistent data across frameworks
- Biased tech systems
- Privacy infringement
- Cyber threats

Activity

Activity + Card Deck

Working together to exchange worldviews and find common ground from the organization's perspective

This card deck contains three sets: Current World Trends, Mega Trends and Catalysts of Change. We encourage you to use this deck in whichever way you see fit. This deck is to be used together with the Impact on Society Canvas to kick off the discussion.

To arrive at the future, it is necessary to first understand the state of our Current World and what kind of humanity-related challenges relate to your organization. Then, it is possible to venture into the future where we will review the long-term Mega Trends to 2030 and look at how to provoke transformation opportunities through the Catalysts of Change.

A threatened planet

A threatened planet

The challenge depicts an environmental crisis. Our planet is under a human-caused threat: climate change. This will affect all levels of the economy from agriculture to financial services.

How is this present-day challenge manifesting?

- Climate change
- Environmental catastrophes
- Rising sea levels
- Wildfires and air pollution
- Food scarcity

Polarizing policies

Polarizing policies

This challenge is a policy that leads to being engaged in conversations or work and the associated level of government and organization. It represents a common trend to be fixed.

How is this present-day challenge manifesting?

- Nationalism gains traction
- Unpopular governments
- National union systems
- Institutions taking increasing
- Decline of trust in institutions

What is humanity-centered design?

What is humanity-centered design?

Humanity-centered design is both a mindset and an approach. On one hand, humanity-centered design is a collection of mindsets that aim to give space to consciously think about the future to create value for people and planet.

On the other hand, humanity-centered design is an approach. An equitable, systematic, evidence-based approach that puts the mandate into practice. Teams seek out opportunities for sustainable organizational change.

Economic uncertainty

Economic uncertainty

This challenge represents a potential economic downturn in the coming decades. As with previous economic crises, the challenge can negatively impact growth and labor investment in sustainable, humanity-first alternatives.

How is this present-day challenge manifesting?

- Stagnation of growth
- Lack of needed systems infrastructure
- Overpopulation in urban centers
- Unemployment rising globally
- Trade uncertainty from volatility

Pandemic outbreak

Pandemic outbreak

This challenge represents a health emergency that is challenging many single organizations on the ground and putting into the spotlight the fundamental role of community leaders in the way we do things.

How is this present-day challenge manifesting?

- Lack of health emergency response services
- Pulling the economy on hold
- Lack of global coordination
- Unreliable communication at global scale

Mindsets of humanity-centered design

Mindsets of humanity-centered design

- Empathy (emotional, cognitive)
- Inclusive (collaborative, participatory)
- Systems (holistic, interconnected)
- Systems (holistic, interconnected)
- Systems (holistic, interconnected)
- Systems (holistic, interconnected)

Societal panic

Societal panic

This challenge represents the rapid fall in standards that can be held and used for the best of the industry and the associated social and cultural values of community or an otherwise resulting collective goals.

How is this present-day challenge manifesting?

- Societal panic is fear of the unknown
- Lack of expertise
- Lack of trust in others
- Lack of quality of information

How Societal Panic Affects Our Decision-Making and What We Can Do About It.

Mega Trends

Mega Trends

Our world will continue to expand geographically, technologically and environmentally. We will become more interconnected and digitally-oriented. Our cities will become more crowded and the next generations will become part of the workforce. The six mega trends are:

- Next generations
- Closely to globality
- Urbanization
- Interconnected world
- New life-work modes
- Digital economy

Current World

We live in a world in crisis, coping the threatening obstacles such as climate change, global pandemics, the environmental exploitation associated with human-related problems, the overpopulation and the associated living in our tight quarters at least are:

- Demanding change
- A threatened planet
- Economic uncertainty
- Societal panic
- Unhealthy living
- Tech unchecked
- Polarizing policies
- Pandemic outbreak

Current World

We live in a world in crisis, coping the threatening obstacles such as climate change, global pandemics, the environmental exploitation associated with human-related problems, the overpopulation and the associated living in our tight quarters at least are:

- Demanding change
- A threatened planet
- Economic uncertainty
- Societal panic
- Unhealthy living
- Tech unchecked
- Polarizing policies
- Pandemic outbreak

Unhealthy living

Unhealthy living

This challenge is an environmental crisis that affects our health and wellbeing. Today, we have more resources for transportation, eating and working, if we keep our heads down, they are not helping us to live in a healthy world.

How is this present-day challenge manifesting?

- Increased pollution levels
- Increased number of deaths
- Rise of new health concerns

Air pollution in Europe takes off as lockdowns lifted

Next generations

Next generations

The trend represents a change in demographic representation in the next decades. There will be a generation of adult where people have a higher level of awareness that will impact all aspects of our living, from consumption to housing.

How is this present-day challenge manifesting?

- Baby boomers are aging rapidly
- Millennials focus on career (2010s)
- Generation Z born in or after 2000
- Generation Alpha born (2010s)

Appendix 7: Guide on Design Session / Impact on Society Canvas (continued)

PwC Experience Center

Design Tool

Future of Experience card deck (continued)

Gustavo Zepeda

(2/2)

Closer to globality

Urbanization hubs

Interconnected world

New live-work modes

Digital economy

Catalysts of Change

Humanist society

Environmental justice

Sustainable capitalism

Rebalance trust

Wholesome well-being

Tech check & balances

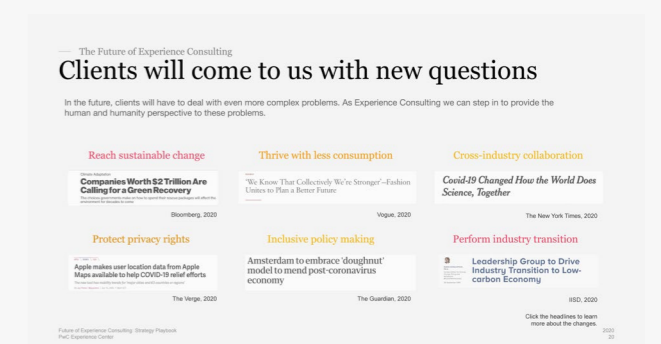
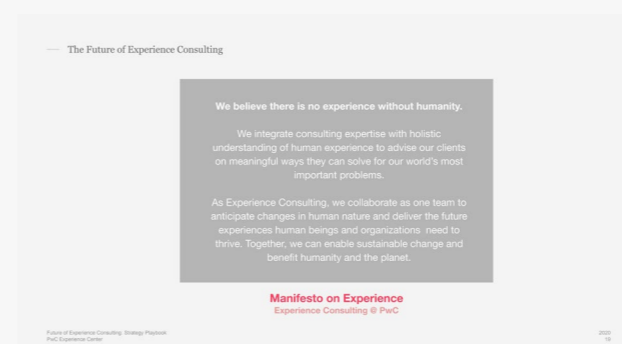
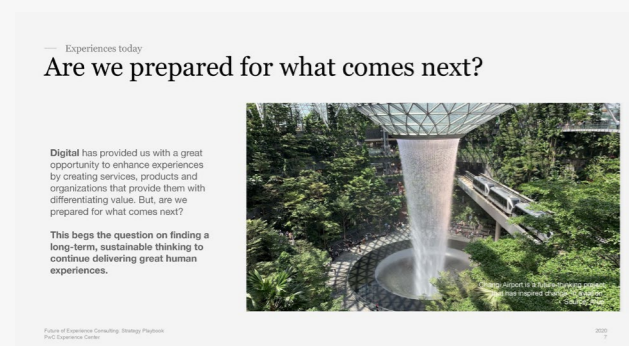
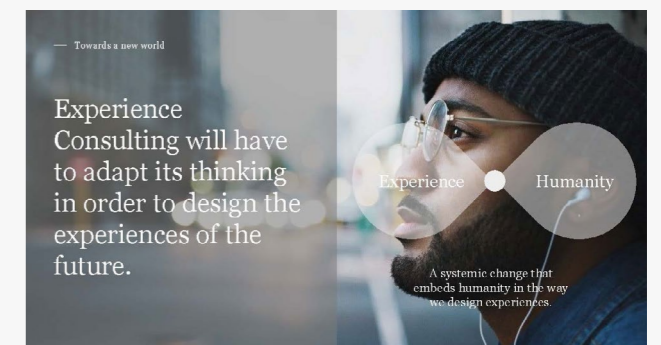
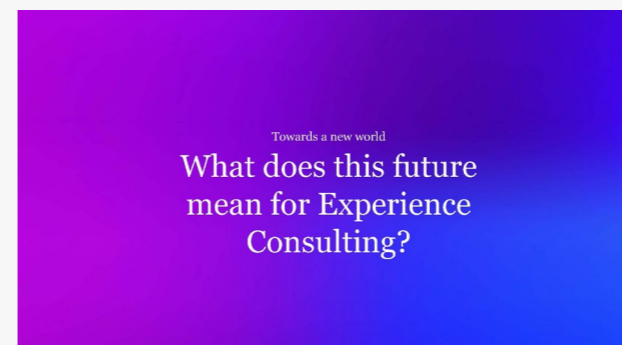
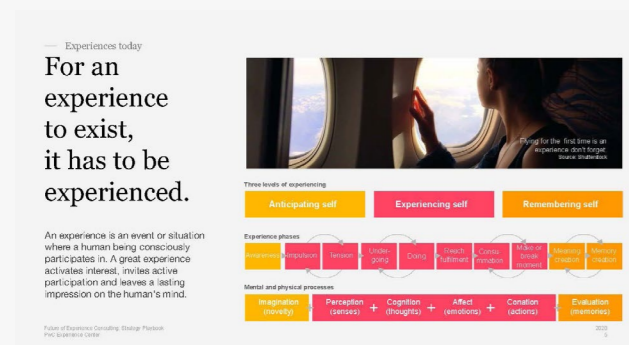
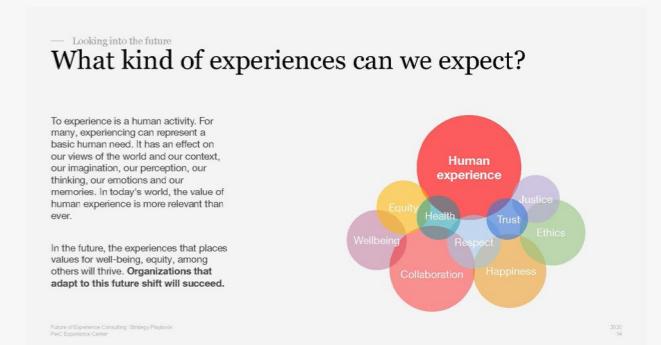
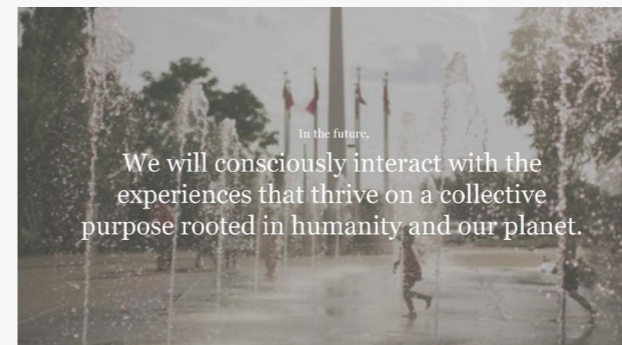
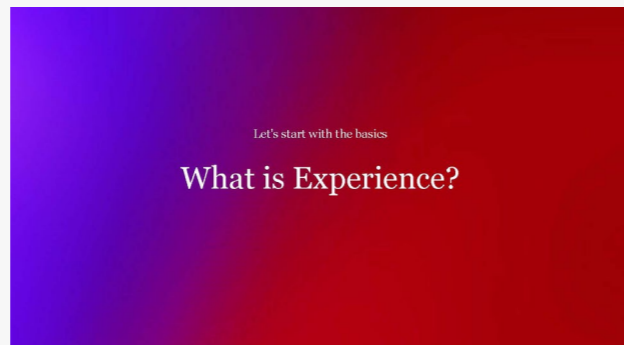
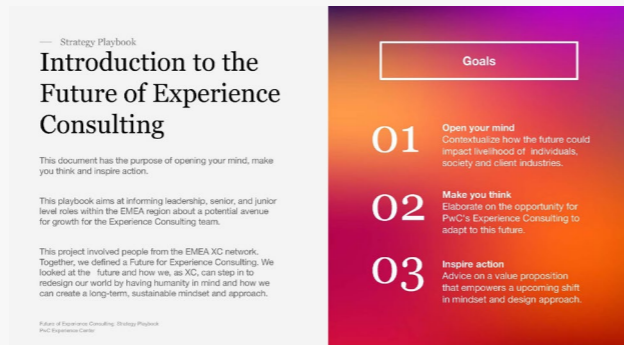
Invisible technology

Realigned governance

Together with the Experience Consulting team, you can define a sharper perspective on the right opportunity to enable value for humanity and the planet.

Reach out to us!
digital.pwc.com

Appendix 8: Strategy playbook



Appendix 8: Strategy playbook (continued)

The Future of Experience Consulting

XC will have to diversify its service offering

From only designing experiences of digital products and services to experience strategies for systems/organizations.

- Purposeful-led transformation:** Guide organizations in developing purpose and strategies for humanity's and environmental wellbeing at the heart.
- Sustainable business design:** Work with systems design with organizations that seek transition to environmental and socially sustainable business models.
- Ethical, values-driven strategies:** Integrate ethical and inclusive frameworks in organizations to offer trustworthy services and product experiences.
- Disruptive tech experiences:** Developing (digital) experiences that use multi-sensorial, spatial technology that goes beyond the touch screen.

Click the experience to learn more about the changes.

Opportunity

To deliver on this future, embracing a new mindset & approach when designing experiences are needed.

Introducing humanity-centered design

A new mindset and approach

A new mindset and approach for the Future of XC

Building a new mindset and approach from on human-centered design

When solving complex problem from the human perspective, designers often create with a narrow view in which they often forget to assess the broader impacts on society. This can lead to a lot of collateral damage to the larger systems around us (Weaver, 2019). A new mindset and approach can address these gaps.

A new mindset and approach for the Future of XC

A change to humanity-centered design

Our clients are facing radical challenges: from climate change to healthcare crisis and from biased systems to purpose-led innovation. With more systemic problems to solve for, XC can deliver value by opening up to four changes when designing:

From human-centered design	To humanity-centered design
addressing human needs	addressing humanity-related problems
empathy with users	empathy between users
user, evidence-based	network, systemic, evidence-based
moving between users	zooming in and out of different actors in the network

A new mindset and approach for the Future of XC

Mindsets of humanity-centered design

Thinking in a humanity-centered way means opening our minds to consciously create human experiences to solve for societal/environmental challenges by bringing our collective sense of humanity when solving problems of an interconnected nature. These six mindsets represents the habits of thought that influence how we think, what we do, and how we talk.

Activating teams in using humanity-centered design

Activity 1: Map out your organization's network

Activating teams in using humanity-centered design

Activity 2: Evaluate the current situation

Activating teams in using humanity-centered design

Activity 3: Envision the desired systemic change

Activating teams in using humanity-centered design

Activity 4: Define a common goal

Why continue building this proposition?

The Future of Experience Consulting is here

The Future of Experience Consulting is here

Experience Consulting can provoke a new paradigm of the Experience Economy

A new mindset and approach for the Future of XC

Approach of humanity-centered design

Doing design of experiences in a humanity-centered way means to look at the problems as an interconnected network through a systemic approach to exchange worlviews of future pivots. Together with the mindsets, this approach allows teams to envision change and find common ground for the C-suite to develop systemic-level interventions for organizations.

Working together

Activating teams on humanity-centered design

The Future of Experience Consulting is here

The Experience Consulting industry is adapting quickly

The Future of Experience Consulting is here

The Experience Consulting team is ready to do purposeful work!

Activating teams in using humanity-centered design

Using humanity-centered design to unearth opportunities for systemic change in purpose-led transformation.

4 Hours | 4+ People

Use for internal or external engagements.

Activating teams in using humanity-centered design

How to use it?

The Future of Experience Consulting is here.

What are you waiting for?

The Future of Experience Consulting is here

Thank you!

Gustavo Zepeda
Experience Strategist
PwC Experience Center

