

MOON ANNUAL REPORT 2020

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**UNLOCK
OUR
CREATIVITY**



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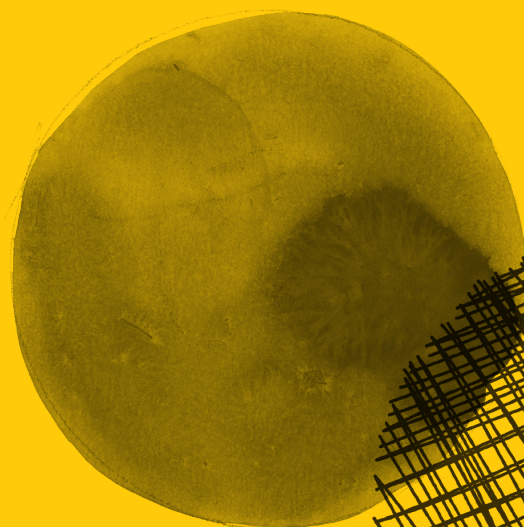
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What Is Moon?



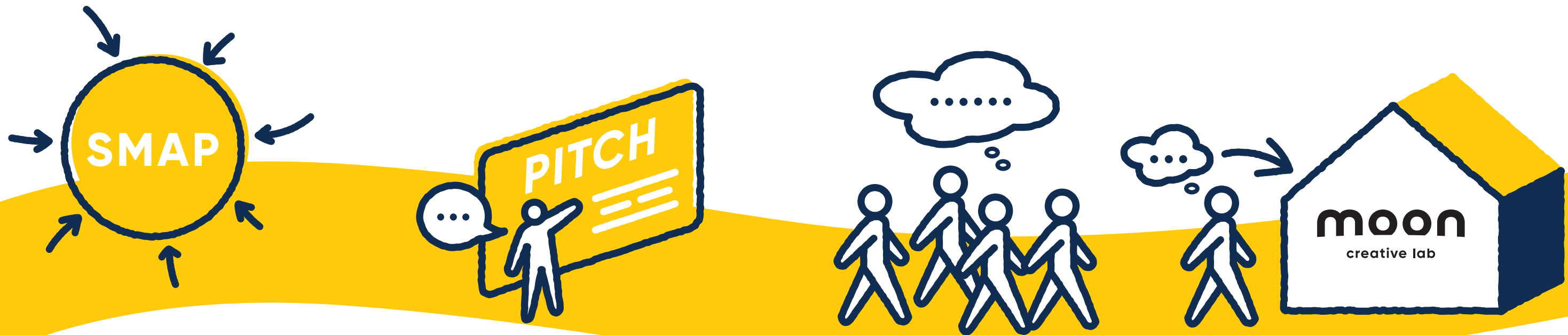
Moon helps power the creation of new businesses.

三井物産は、世界中のあらゆる産業で、
強固なネットワークを構築してきました。
多様な産業に深い専門性を持つ、多様な三井物産グループの
全社員 44,000人からアイデアを発掘し、
それを具現化する為の機能と環境を提供する事で、
世の中に新しいビジネスを創出していきます。

We surface the best ideas from our 44,000 Mitsui & Co. employees and
provide the resources and environment for them to build and
successfully launch businesses out into the world.
Our entrepreneurs have access to Mitsui & Co.'s global network,
and can innovate in any country or industry.

WHAT IS THE MOON JOURNEY?

Let's take a look at the Moon journey!



SMAPへ投稿

システムは年中オープン

世界中の三井物産グループ内の会社、組織、チーム、個人を結びつけ、交流したり、アイデアが集まる場が、デジタルプラットフォームのSMAPだ。SMAPは年中アクセスが可能で、インスピレーションとイノベーションの文化を育むために構築された。アイデアは、三井物産社内の誰もが応募可能で、業界の課題について独自の視点を持つ組織からのアイデアや、特定のトピックに対して課題解決の情熱を持つ個人からの応募も歓迎している。

SMAP (SMart-connected Application Platform)

SMAP is a digital platform to collect ideas as well as communicate and engage with Mitsui & Co. companies, organizations, teams, and employees worldwide. SMAP, open all year-round, is built to foster a culture of innovation and inspiration. Ideas can come from anyone and anywhere within Mitsui & Co. They can come from Mitsui & Co. teams that have unique knowledge of their industries' challenges. Other ideas might come from individuals who share a passion for a specific topic or a problem they're looking to solve.

ピッチでの選抜

ピッチは年4回

SMAPからアイデアを投稿した組織、部門、チームまたは個人は、Moonのピッチイベントに招れ、それぞれのビジネスアイデアをピッチする。わたしたちは彼らを「アイデアオーナー」と呼ぶ。これらのピッチイベントは、年に4回(1月、4月、7月、10月)開催される。組織案件に関しては、これらの開催日外でもMoonにアイデアをピッチし、一緒に開発することができる。

Pitch Events

Organizations, departments, teams or individuals who have submitted their ideas on SMAP are invited to pitch their venture idea at a Moon pitch event. We refer to these people as 'idea owners'. These pitch events take place four times a year in the months of January, April, July, and October. Mitsui & Co. organizations are able to pitch ideas and work with Moon outside of these four dates as well!

Moonとビジネス開発

/ 組織ルート

チーム、部門、本部、およびその他の関係会社がMoonとパートナーを組む場合は、異なる機会が与えられる。プロジェクトのアイデアがユーザー起点ビジネスを軸に展開する場合、Moonはチーム、リソース、専門知識を組み合わせ、三井物産の組織的なアイデアを成長させます。Moonは、さまざまな業界の真のグローバルなニーズを解決するべく、既存ビジネスの利益を上げ、多様な才能を配備しています。

Develop Ventures Alongside Moon's Team

/ Organizational Route

When teams, departments, business units, and subsidiary partner with Moon, the opportunity might look different. When the project idea revolves around a user-centered business, Moon will deploy its team, resources, and expertise to grow the organizational idea within Mitsui & Co. Moon has a diverse set of talent that teams can leverage to tackle various industries, increase existing businesses' profits, and solve real, global needs.

EIRとしてMoonへ出向

/ 個人ルート (Entrepreneur-in-Residence)

ゼロイチのビジネス創造は不退転の決意とあらゆる事を自ら成し遂げる手間と時間を要する仕事の為、忙しい現業の片手間に成し遂げる事は不可能。つまり、フルタイムでビジネス創造に取り組むことになる。そのため、アイデアがピッチを通過すると、アイデアオーナーはMoonの東京支社またはパロアルト本社へ出向し、Moonのチームと共にビジネスアイデアを開発していくこととなる。

Transition to Moon as an EIR

/ Individual Route (Entrepreneur-in-Residence)

Creating a new business venture requires unwavering determination, significant effort, and commitment. This is not a project that can be taken lightly and be developed in tandem with another full-time job. In essence, the business venture becomes a full-time job. Therefore, when an idea is chosen from the pitch event to be developed, we transfer the idea owner to either the Moon Tokyo or Palo Alto office. From there, the idea owner will work with the entire Moon team to develop their new business.



最初の3ヶ月

新しいビジネスをデザインする

Moonのデザイナーやエンジニアとチームを組成し「デザイン思考」のメソッドに従った調査やプロトタイピングを実施するフェーズ。将来の顧客候補へのインタビューを通じてアイデアを更に昇華させる他、簡単なプロトタイプを繰り返し作りながら、市場性を自分の耳・目・手足を使って確認するステージ。最終日のMoon Committee宛プレゼンテーションにおいて、バージョンアップしたアイデア・今後の実行計画・3ヶ月後に自らセットしたKPI・次の3ヶ月をどのような体制で進めるかについての承認を目指す。

First three months:

Designing the New Venture

A team is formed alongside Moon's designers and engineers to build out the idea using various design methodologies. This is the stage when the idea is taken to the next level through interviews with potential future consumers. The commercial viability of the idea is evaluated using an 'ears, eyes, hands, and feet' method through simple prototyping. On the final day of this phase, EIRs will present to the Moon Committee to seek approval for upgrades to the idea. The EIRs will also share their future execution plan, Key Performance Indicators (KPIs) to be achieved over the next three months, and a detailed plan for proceeding with the project in the next phase.



数ヶ月から12ヶ月以上

ビジネス開発

当初はMoonでシェアできるデザイナー・エンジニアとチームを組成して進めるが、やがて営業・事業開発人員などプロジェクトに特有な体制構築が必要となってくる為、人の採用も並行して進める。3ヶ月毎にそれまでの成果と次の3ヶ月で達成するプロジェクトのKPIをMoon Committee宛にプレゼンテーションし、承認が得られる限り先へと胸は進む。

After the first three months:

Building the Venture

(This can last from several months to over a year)

The initial team of designers and engineers ultimately evolves into a fully functioning system that is unique to the project, including sales and marketing personnel. Together, the team starts a hiring process alongside the promotion of the project. Every three months, EIRs will present to the Moon Committee the results of their project and any updates on their project KPIs. The project will continue through this phase based on the approval granted by the Moon Committee.

Note: Organizational paths will look different depending on their level of partnership with Moon.



ビジネスのローンチ

アイデアを市場にローンチする準備ができれば、三井物産の事業部門に参入して強化するか、新会社を設立するか、という2つの主な道がある。Moonはパートナー組織およびEIRと協力して、ビジネスのローンチと成長に最適な環境と構造を決定し、ローンチ後も引き続きサポートする。

Business Launch

Once the idea is ready to launch to the market as business, two main paths are to spin into and strengthen Mitsui & Co. business units, or establish a new company. Moon together with its partner organization and EIRs will determine an environment and structure best suited to launch and grow new business and continue to provide support after the launch.



ゴール

新会社が設立した後も、Moonは以下を含む様々な基準でプロジェクトの成否を測る。

- 新会社の収益
- 新会社株式の売却益
- 新会社サービスによる既存事業の収益向上

Goal

After the venture exits Moon, the Moon team will continue to measure its success through a variety of metrics. These metrics include:

- Profits generated at the new company
- Profits earned from the sale of shares in the new company
- Increase in profit from existing Mitsui & Co. business by using the new venture's services

A PEEK INTO OUR PITCH EVENTS



Preparation

ピッチイベントまでの流れ

アイデアセレクション後、
ピッチイベントまでの1ヶ月は、
Moon のデザイナーたちが、
アイデアオーナーたちとアイデアを
深めるためのサポートをしていく。

「Ask the right question」の精神で、
専門的な視点からコメントを投げかけたり、
ピッチイベントのマテリアルについても、
一緒に悩み、考え、併走する。

Journey to the Pitch Event

After an idea has been selected from SMAP, Moon will support idea owners to help build on their ideas leading up to the pitch event. In the spirit of, “Ask the right questions,” Moon will give constructive feedback from a professional point of view. Additionally, Moon will work closely with the idea owner to help prepare materials for the upcoming pitch event.



On Pitch Day

当日の流れ

各アイデアオーナーは、プレゼンテーションに 12分、
質疑応答に 8 分の時間が与えられる。
参加者や Moon Committe メンバーからの
質疑応答は、新しい視点や問いが生まれる場でもある。

ファイナルセレクションは、
ピッチ当日に Moon Committe によって行われ、
この時にアイデアが選ばれなくとも、
引き続きアイデアを進化させるための
Moon のサポートを得ることができる。

The Pitch Event

Each idea owner has 8 minutes for presenting their idea and 12 minutes for a Q&A session. During the Q&A session, idea owners have a chance to gain new perspectives and insights on their ideas from Moon Committee members. The final selection will be made by the Moon Committee on the day of the pitch. If the idea was not chosen during the pitch event, the idea owner can still receive Moon's support to build on the idea.

Innovation Starts From Sharing

アイデアの交流

ピッチイベントは競争ではなく、
オープンにアイデアをシェアし、
インスピレーションを得ながら、
交流する場所であると Moon は考える。

プレゼンテーションの後には、
リラックスした雰囲気のもと、
個別に参加者からフィードバックを得られる
セッションを設けている。

Inspiration and Feedback

The pitch event is not a competition, but a chance to be inspired by interacting with others by sharing ideas openly. After the pitch event, there is a session where participants can receive feedback in a casual setting.



Join the Audience

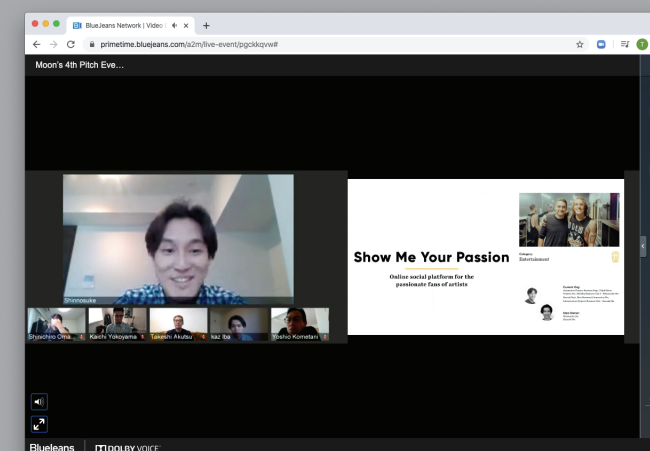
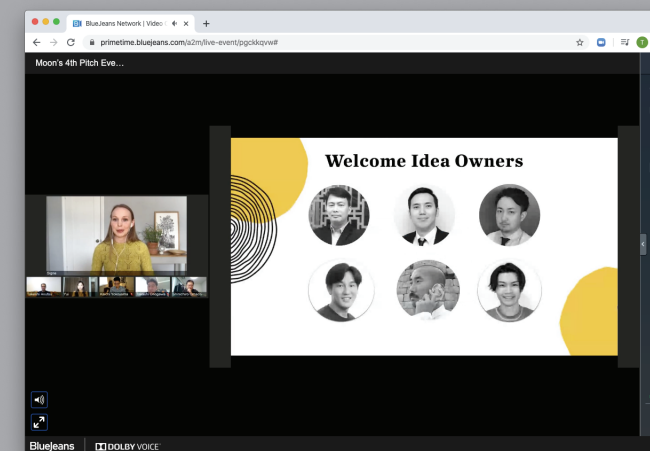
Moon がバーチャルに

2020 年 4 月、新型コロナウイルスが広がるなか、
Moon はライブイベントをバーチャルで開催し、
5 大陸のアイデアオーナーと視聴者を繋いだ。

イベント登録者は 400 人以上に上り、参加者が
積極的に創発し合う場を作ることができた。
バーチャルイベントにしたことで、
部門や地域を超えて集まった参加者は、
Moon がつくろうとしているものを体験できたように思う。

Moon Goes Virtual

In April 2020, amid the COVID-19 pandemic, Moon was able to pivot our in-person pitch event to a fully remote digital experience. Idea owners and audience members spanning across six continents tuned in for what would be Moon's first virtual pitch event! With over 400 registered attendees, we experienced one of the most engaged and supportive audiences. The shift to a virtual event allowed attendees from all across Mitsui & Co. to have first-hand experience into what Moon is building.



**WHO'S
WHO
AT MOON?**

Leaders Within Moon

MOON COMMITTEE BOARD OF DIRECTORS LEADERSHIP

Moonのリーダーたちが、
多様なバックグラウンドと幅広い専門性を掛け合わせながら、
新しいビジネスの創造と成功を率いていきます。

Our leaders combine their diverse backgrounds and broad expertise to
guide Moon in incubating new successful ventures.



Shinichiro Omachi
Chief Strategy Officer
of Mitsui & Co.



Yoshio Kometani
Chief Digital Information Officer
of Mitsui & Co.



Takeshi Akutsu
General Manager,
Corporate Planning Division
of Mitsui & Co.



Kaichi Yokoyama
Chief Executive Officer



Jun Usami
Deputy General Manager,
Corporate Planning Division
of Mitsui & Co.



Mike Peng
Chief Creative Officer



Jeremy Clark
Chief Development Officer



Adarsh Pandit
Chief Technology Officer



Robert Yau
Head of Business
& Venture Design



Mary Ann Gallo
Head of Marketing
& Communications



Michelle McCune
Head of Human Resources

ENTREPRENEURS IN RESIDENCE

and Their Ventures

People Are What Make Moon Possible

Moon に最もインパクトを与える人々は、勇気ある組織であり、
大胆な挑戦で Moon を目指すアントレプレナー・イン・レジデンス (EIR) だ。
Moon Creative Lab. の中心である過去と現在の EIR たちをご覧ください。

The people who have the most impact on Moon are the courageous organizations and
Entrepreneurs-In-Residence (EIRs) who take up the bold challenge to aim for the Moon!
Here are the faces of our past and present EIRs, the heartbeat of Moon Creative Lab.

ALUMNI



Dongwan Kim



Ryosuke Imajo



Subhajit Biswas



Shigenori Mita



Taihei Mizukoshi

Tay Worawut
Temphuwapat

Hideki Takatori



Hiroyuki Saito



Yoshinori Tatsumi



Mike Chen

CURRENT EIRs



Yukari Tago



Junichiro Shigemura



Danit Peleg
*non-Mitsui & Co.



Aya Yoshida



Anna Hiraoka



Nobuhiro (Andy) Kawai



Jeremy Deng



Katsuhiko Asano



Gower He



Piyush Dhawan



Kei Esaki



Hiroyuki Mashihara



Kazuki Minamihara



Shohei Horiguchi



Yumeko Yuen



Naohiro Hoshino



Shinnosuke Ota



Kazuaki Iba



Guihua Hong



Keisuke Tenda



Takayuki Yamanaka



Tanongdej Lertchanyarak

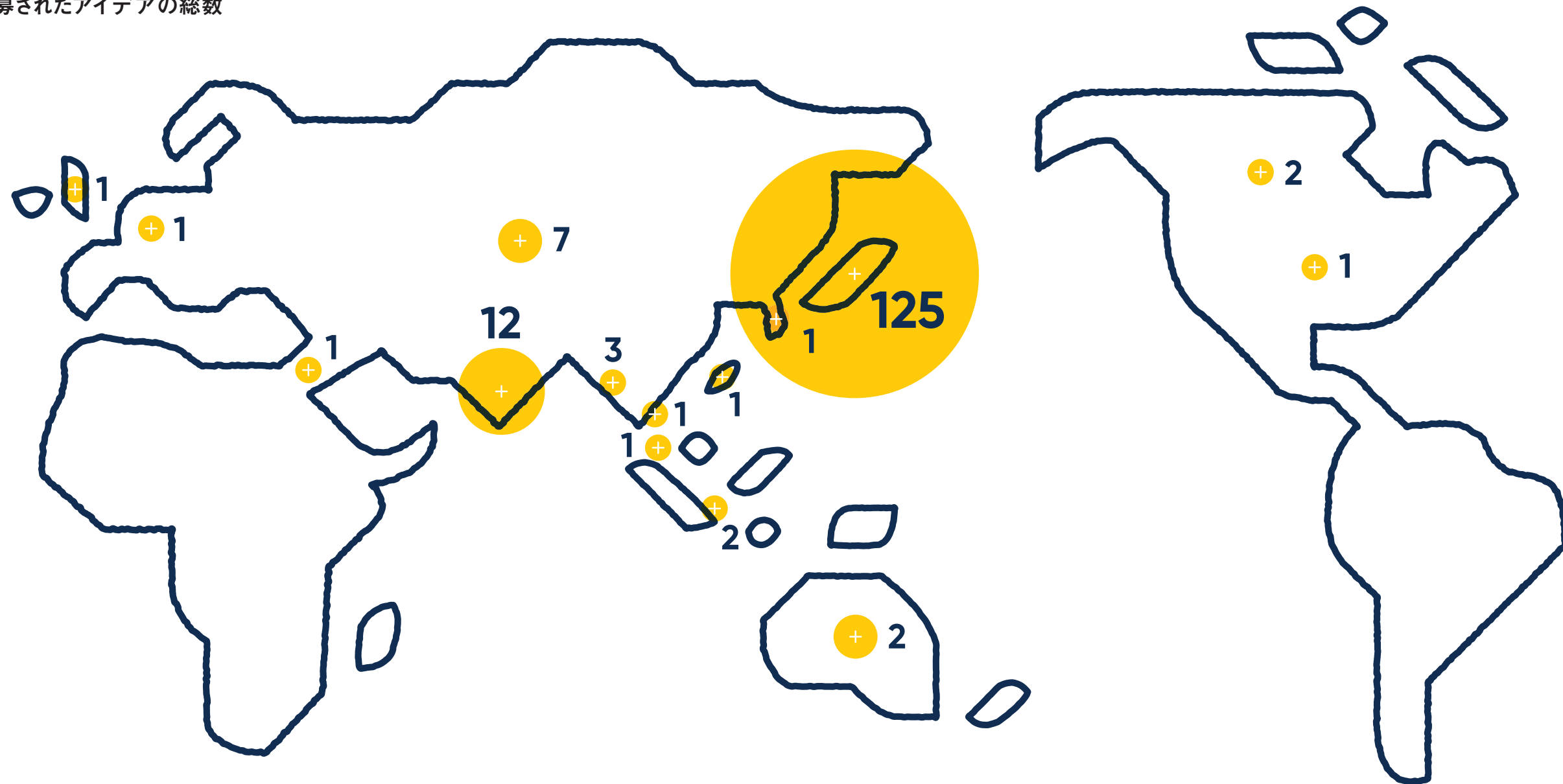


Daichi Fukushima

MOON BY THE NUMBERS

Total Number of Ideas by April 2020

2020年までに応募されたアイデアの総数



161

**Ideas from
around the world.**

Japan: 125 / India: 12 / Australia: 2 / Canada: 2 /
Israel: 1 / Taiwan: 1 / UK: 1 / United Team: 1 /
China: 7 / Germany: 1 / Korea: 1 / Singapore: 1 /
Thailand: 3 / Vietnam: 1 / Indonesia: 2

30

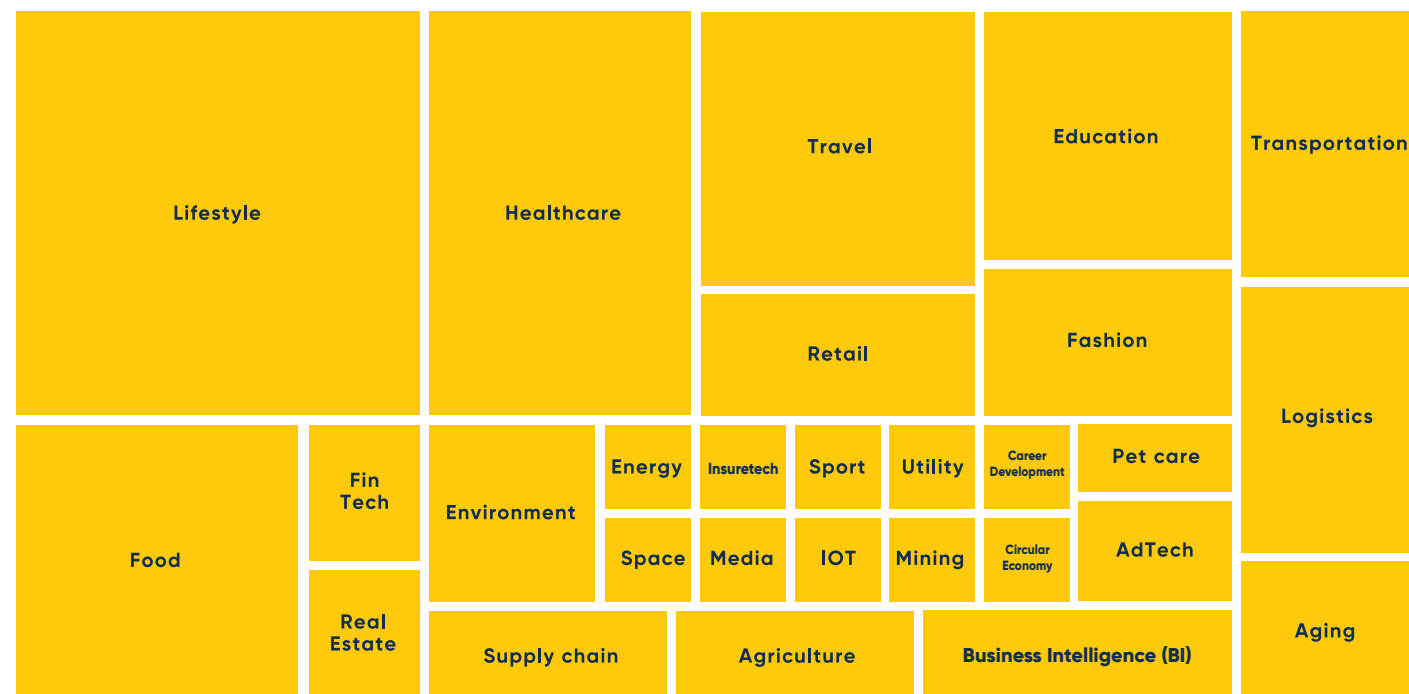
**Ideas that have been
selected and/or are
currently being incubated.**

応募された161のアイデアのうち、
30のアイデアが選定され、推進中。

Industries

アイデアのエリア

29



Applicants

応募者の属性



Current Status

プロジェクトの進行状況



UP CLOSE & PERSONAL:

The Journey of
DeskToday



DeskToday Introduction

飲食店の空席をテクノロジーを用いて
リアルタイムに検知し、
働く場所を求めるワーカーに提示、
いつでもどこでも利用可能にするサービスです。

DeskToday (formerly known as VacanSeats) is a new service that allows users to find workstations anywhere in the city. Users can filter for specific needs such as WiFi and outlets. DeskToday offers these workstations at a low price by utilizing the down times from both restaurants and cafes.

Team



Shohei Horiguchi
EIR



Kazuki Minamihara
EIR



Rohini Venkatraman
Business Design
Lead (IDEO)



Nadia Surtree
Design Researcher
(IDEO)



Takashi Wicks
Interaction Designer
(IDEO)



Rieko Tsuji
Digital Communication
Designer

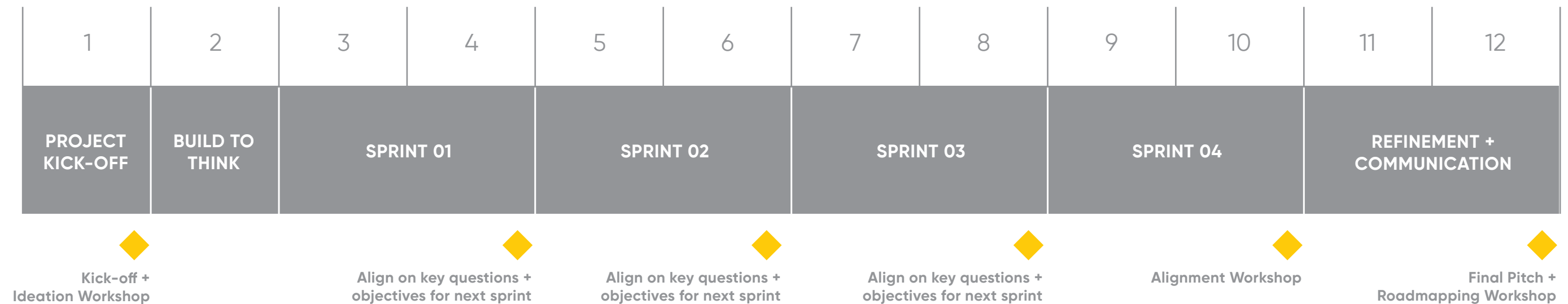


Chihiro Konno
Communication
Designer

DeskToday のアイデアを進化させるために
最適な知見を持ったメンバーでチームが編成された。

The team was formed to evolve the idea of DeskToday
by selecting the most fitting Moon team members
with the most optimal knowledge specific for this project.

Overall Project Timeline





ピッチ通過

カフェの空席情報を消費者の携帯電話と既存の Wifi 技術を応用して瞬時に「見える化」するシステムを開発するとして応募。既に似た様な事をやっている Google や自前で予約サービスを進めるスタバにどう勝つかという意見が出るなど、アイデアそのものの魅力に賛否は分かれたが、EIR 候補者 2 名のコミュニケーション能力、溢れ出るエネルギーと将来の可能性に魅了され、ピッチを通過。Moon への出向後はなるべく多くのプロトタイピングを通じて実際にマーケットの反応を見させよう、との方向性で駒が前へ進んだ。

Moon の米国本社 Palo Alto へ

将来有望な技術に関して多面的に造詣の深い Moon の Digital Communication Designer(最終的に Wifi から画像認識技術へのアイデアビットを導いた)、空港の空間デザインや様々な商品・サービスのデザインで実績のある Moon の Communication Designer (EIR の 2 人が妄想することを写真・動画・絵コンテ・プレゼン資料などへと落とし込む Visualization を担当)、エスノグラフィーのプロである IDEO の Design Researcher (インタビューのプロとして、将来顧客となりうるペルソナの設定からそのリクルーティング、更には話を聞き出す巧みなノウハウを持つ)、ビジネスモデル・競合分析・市場分析手法に長けた IDEO の Business Designer などからなる 7 名のチームを組成。

これらデザイナーの多くが在米であった事と、当初からグローバルに通用するビジネス開発を目指す事を主眼に、EIR の 2 名は Moon Palo Alto オフィスに出向した。日本のスタートアップの多くが日本市場でしか通用しない(それでも素晴らしいビジネスが多いのでそれはそれで良いのだが)ビジネスモデルをつくりがちである一方、Moon ではなるべく初期の段階からグローバルに通用する、よりスケール可能な形を目指そうとした。



Passed screening at pitch event

Two applicants submitted an idea together to develop a system that allows for “instant visualization” of seat vacancy available at nearby cafes using their mobile phone and existing Wi-Fi technology. Similar services already existed, such as the one by Google, and Starbucks was developing its own booking service. How was this idea superior to those? Opinions were divided on the attractiveness of the idea itself. However, the Moon Committee was impressed by the communication skills, energetic personalities, and the future potential of the two EIR candidates. The idea made it through the initial screening process during the pitch event. The EIRs and the Moon Committee agreed that after secondment to Moon, the EIRs would do as much prototyping as possible to test the market. As such, the project advanced to the next stage.

Project's base moves to Moon's US headquarters located in Palo Alto

A team of seven members was formed. The team included a Moon Digital Communication Designer with a broad range of knowledge in relation to promising future technologies (who eventually pivoted the idea from Wi-Fi towards image recognition technology), another Moon Communication Designer with a track record in airport space design and design in a range of products and services (who was in charge of visualization, for example, by putting the two EIRs' vision into photos, video, storyboard content, and presentation materials), an IDEO Design Researcher who was also a professional ethnographer (who identifies the profile of potential customers and recruits them, and is skilled at drawing stories out from others as a professional interviewer), and an IDEO Business Designer with excellent business models, competition, and market analysis techniques. It was decided that the two EIRs would move to Moon's Palo Alto office because most of the designers were based in the US and the project envisioned business development with global competitiveness from the outset. Most Japanese startups tend to create business models that only work on the Japanese market (which is perfectly fine because many of these are wonderful projects), but, from the early stages, Moon aims to develop a scalable model that would work globally.



デザインサイクルを通じて、 アイデアがピボット

東京・サンフランシスコ・パロアルト等、様々なロケーションのカフェ及びカフェ利用者の話を聴きながら、EIRの2名はターゲットとする顧客層を主に若いビジネスパーソンに定めた。毎日同じオフィス・同じ環境で定型の働き方をする時代は終わりを告げるだろう。既に WeWork 等のシェアオフィス事業が台頭している背景もこの働き方の変化の兆しを示すものかもしれないが、もしも自分たちが更に多くの新しい働く場所を提供できたらどうだろう。WeWork の様に大型の不動産投資を伴うサブリースモデルとは違う形で、更に大きな面を獲得し、ビジネスパーソンに提供する面白い方法はないだろうか。そんな妄想が繰り返された結果、このプロジェクトは空席情報提供サービスから、いつでもどこでも働く場所を時間単位で提供するプラットフォーム事業へとアイデアが進化した。

具体的には、カフェと日中閉店しているレストランのスペースを面を抑え、それを時間単位で利用者に提供するというサービスモデル。スペースオーナーに対しては、画像認識技術で空席の有無が簡単にわかる様にすると、利用者は店のムードを重視するし求めるムードはその時々で移ろうとの調査結果を受け、ムード作り(店舗の内装デザイン)もサポートするつもりだ。そうした抑えた面をアプリを通じて利用者が時間単位で予約できる仕組みとする。これまでコーヒー1杯で何時間も居座られた事で売り上げが伸び悩んでいた店舗では、時間単位の利用料金を得る形に変わる事で増収が見込まれるし、利用者側も自分の好きな雰囲気や空席のあるスペースを直ぐに見つける事ができるようになる。これを WeWork などのオフィスシェアモデルよりも遥かに安価で提供できれば、面白いビジネスになるのではないか。

デザインサイクル最終日の Moon Committee 宛プレゼンで特に光を放ったのは、アイデアが面白い形にピボットしただけではなく、EIR が既に営業活動を行い、大手カフェや何店舗かのレストランから本サービスを受注していた点だ。もちろん最初は Minimum Viable Product でトライアルに協力して頂く形だが(もちろん有料で)、営業活動用のパンフレットの作成もして数日間しか余裕がない中12件営業して10件から受注した実績は、何よりも説得力があった。当初からここまで主体的に実行できるであろう EIR のエネルギーと可能性に目を付けたことを内心満足しながら、Moon Committee は満場一致でこの2人が次のビジネス開発ステージへと進む事を承認した。

Pivoting ideas during the design cycle

After listening to the opinions of numerous café owners and users in a variety of locations, including Tokyo, Palo Alto, San Francisco, the two EIRs decided on their main target - young business professionals. The era in which people work regular hours at the same office every day and in the same environment is likely coming to an end. The rise of the shared office business model, such as WeWork, might already be indicating changes in how people work. But what if we were able to offer people even more diverse places to work? Could there be an interesting way of providing this service to businesspeople by gaining access to even larger spaces without using the subleasing model used by the likes of WeWork, which requires large investments in real estate?

After carrying out repeated brainstorming, the project idea evolved from the concept of providing seat vacancy information into a platform that provides open workplaces anytime, anywhere, on an hourly basis. The business model involves securing spaces in cafés and even restaurants that are closed during the daytime. The platform allows users to book these spaces in hourly units. The EIRs also envision providing space owners with the service to easily identify vacant seats using image recognition technology, as well as the service to support mood-setting (interior design consultation), in response to feedback provided in (potential) user surveys that atmosphere matters a lot, and the atmosphere that users want varies depending on the occasion. The system would allow users to reserve spaces (secured by DeskToday) in hourly units through an app, and allow cafes or restaurants, who struggle to increase sales because of customers who linger for hours with just a single cup of coffee, to increase their income by obtaining usage fees in hourly units. It would also allow users to find a vacant space immediately in a café or restaurant with the atmosphere they were looking for. If this service can be provided at a much lower price than the office-sharing business model used by companies such as WeWork, it will surely grow into a very promising business.

In addition to the pivoting of the idea, the thing that stood out above all at the presentation given to the Moon Committee on the final day of the design cycle was the fact that the EIRs had already made sales pitches to space owners and received orders for the service from major café franchises and several restaurants. We would start with an MVP (minimum viable product) approach with these partners' cooperation in our (fee-based) trial. The fact that the EIRs had created pamphlets to sell the service and successfully received ten orders out of twelve sales pitches, despite having just a few spare days to do so, clinched it.

The Moon Committee gave its unanimous approval for the two EIRs to move on to the next business development stage, while secretly enjoying self-satisfaction of the fact that, from the very beginning, committee members were able to discern EIRs' energy and potential capabilities to achieve this much on their own initiative.

デザインサイクルから、 ビジネス開発のステップへ

次の KPI は、実際に利用者がこのアイデアにいくら払ってくれるのか。画像認識技術は本当に使い物になり、店舗で導入して貰えるのか。利用者が気に入るムードを店舗に提供する事などできるのか。実際日中閉店している店舗のオペレーションをどうやって進めるのか。などなど、沢山確認したい事を、簡単なプロトタイプで実際に試してみる事だ。それらたくさんの確認事項を実際に次の3ヶ月で確認できるかどうか。改めてEIR2人の実行力が試されている。

MoonのCommunications Designerは引き続き同じメンバーがチームに残る。一方で実際のプロトタイプづくりが進むため、MoonのUX/UI DesignerやEngineerが更に参戦。今度はメンバーが全員日本在住で、且つ実際にこのサービスは世界で最もニーズが高そうな東京の渋谷区から始めた方が色々と見えてくるだろうとの視点から、プロジェクトは原宿にあるMoon東京支店で続けられている。

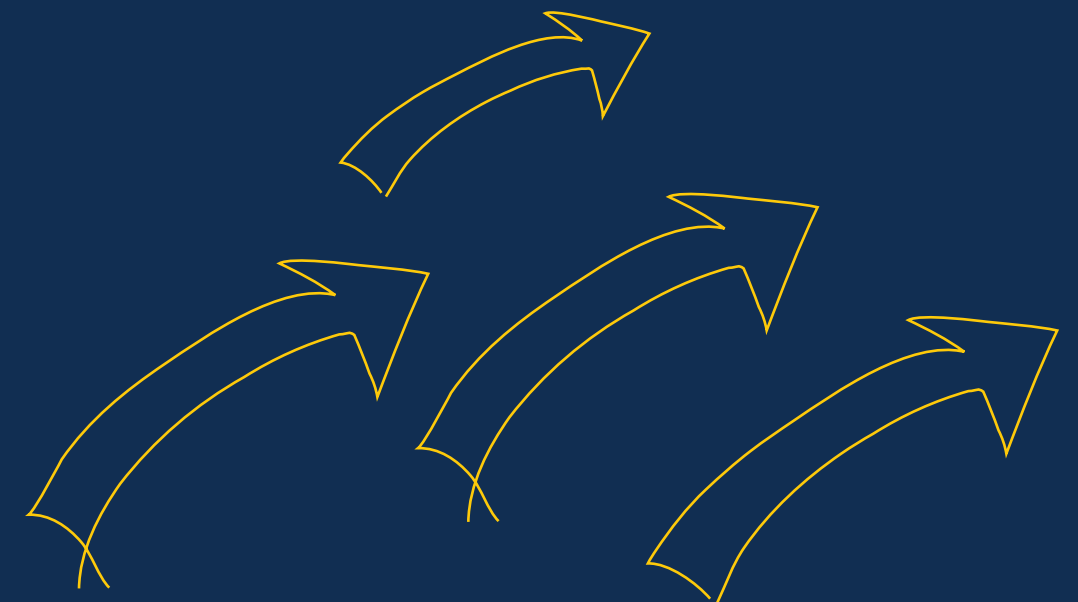
少しダサイが、CAAS(カース、Café as a Service)か。彼らが作るモデルが飲食店のビジネスモデルをガラリを変えつつ、そこら中が仕事場として活用される時が来たら面白いだろう。それに最初のターゲットがビジネスパーソンだったとしても、これが主婦、シニアの方々などへと拡がっていくと、妄想できるビジネスモデルも更に拡がりがある様な気もしている。

Graduating from the design cycle to business development

The next KPI constitutes testing and confirming various points through simple prototyping in an actual setting. How much would users actually pay for this service? Will the image recognition technology really work and will our partners agree to introduce the system at their cafés and restaurants? Will we really be able to provide cafés and restaurants with attractive atmospheres to users? How do we operate restaurants that are normally closed during the daytime? Naturally, this begs the question, “Would it really be possible to check so many things in the next three months?” Their ability to get things done is about to be tested again.

The Communication Designer from Moon will remain on the team. Meanwhile, new UX/UI designers and engineers will join the team in order to proceed to the full prototype stage. All team members are now relocated to Japan based on the learnings that DeskToday would be most successful to launch their business in Shibuya, Tokyo, where the need for this service is likely to be the highest in the world. The project has since transferred to Moon's Tokyo branch in Harajuku.

At the risk of sounding a bit cliché, we could call this business model CAAS (Café as a Service). We hope this business model will disrupt the cafe/restaurant business landscape and add more types of locations to double as workplaces. If this service expands to stay-at-home parents and seniors, despite the initial target being business professionals, the imaginative horizon for potential business models will also expand.



なにを学んだか

その時々に応えるべき問いを常に立て続け、やることとやらないことを優先順位付けしつつ、答えを見つけないといけない様々な手法とマインドセットを学んだ。頭で考えるばかりでなく、とりあえず簡単な方法で試してみよう、答えはユーザーに聞いてみよう、というスタンスが身についた。

What did you learn?

At every stage, we put forward a question for ourselves that needs to be answered and prioritized tasks by sorting out what needs to be done and what needs to be cast aside. We learned about various methods and the mindset needed to seek out the answers to these questions. Also, we have adopted using simple methods to try and find things out first to gain the answers from users rather than just pondering the questions in our own heads.

Moonに来る前は…と想像していたが、実際には…

当初は、Moonには Design Thinking の土壌があり、アイデアを良質化する機能のみを期待していたが、実際にはこれに加えて、EIR がそのアイデアを実現・成功させる為に起業家として成長していく場であると気づいた。

Did your previous impression of Moon change in any way after coming to Moon?

At first, what we expected of Moon was its solid foundation for design thinking and the functions needed to improve the quality of ideas. However, we learned that in addition to providing these things, Moon actually serves as a place for EIRs to grow as entrepreneurs so they can realize these ideas and pursue success.

Moon もまだまだスタートアップ

スタートアップで常に課題となるリソースマネジメントは Moon でも課題。三井物産グループからも、よりたくさんの優秀な人材が集れば、成功の可能性も高まっていくだろう。また、起業家が投資家を選べないことは一つのリスク。将来的には、三井物産グローバルから投資家として参加する部店が増えれば面白い。

Moon itself is still a startup in many ways. Is there anything you would like Moon to improve, or anything you would like to have changed?

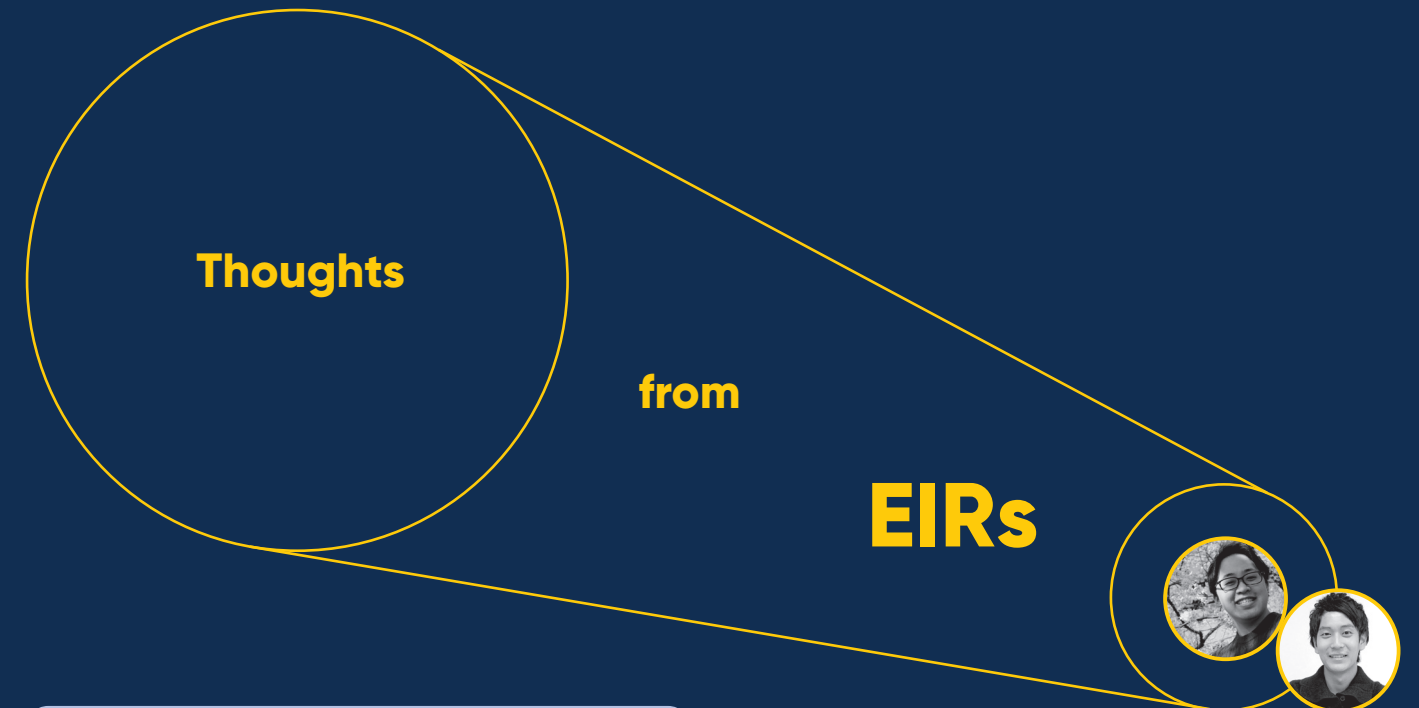
Resources management, which is always an issue for startups and is a challenge for Moon as well. If Moon could attract talented human resources, even more from the Mitsui & Co. global group, we are sure its chances of success would increase. One of the risks is the fact that EIRs cannot choose their investors. In the future, it would be interesting if we saw an increase in the offices and Business Units of the Mitsui & Co. global group participating as investors.

意思決定は早い + 稟議との違いについて

Moon Comitteeでの意思決定が即日行われるスピード感はまさにベンチャー的。加えて、Leanに最も重要な「計画の変更」にフレキシブルであることが有難い。初期仮説の通りにいくことは普通無い。一定の裁量で計画を変更していけることは、投資家からお金を集めスタートアップを起業することと同じ環境を生んでいる。

What do you think about Moon's decision making process and the differences from the ringi approval system?

Decisions are made very promptly by the Moon Committee. Its speed is very typical of a venture company. Further, we certainly welcome its flexible approach to plan changes, which is the most important thing for the Lean Startup operation. As you can imagine, things just don't go exactly as initially hypothesized. Being able to change plans with a certain level of discretion enables EIRs to experience an environment similar to launching a new startup by collecting funds from investors.



*Kazuki Minamihara
Shohei Horiguchi*

三井物産の人間にゼロイチなど無理だ。という人たちに向けてのコメント

ゼロイチ部分はあくまで走りきる力に依存すると考えている。イチを作り上げた後10や100に昇華させる段階で頂くベンチャー企業が圧倒的に多い中、三井物産にはそのエキスパートがたくさんいる。ある種1→100のサポートが保証された中でのゼロイチと呼べる環境でのチャレンジに、やらないという選択肢はないと感じる。

What would you say to somebody who claims that, “Zero-to-One business creation is impossible for Mitsui & Co. people?”

We believe that the Zero-to-One challenge can be overcome as long as you have the ability to see things through to the end. In fact, after creating “one,” the vast majority of venture companies stumble at the stages of elevating it to the “tens” or “hundreds.” But Mitsui & Co. has numerous experts to help EIRs at those stages. In other words, this is a Zero-to-One challenge with a guarantee of support for the One-to-Hundred stage. When you are presented with such a unique opportunity, there is no choice but to go for it. Plans with a certain level of discretion enables EIRs to experience an environment similar to launching a new startup by collecting funds from investors.

デザイナーと一緒に仕事をするということ

頭の中にある漠然としたイメージを、言葉や色等ありとあらゆるものを使って形にする仲間がチーム内にいるのは本当に心強い。一方デザイナーとのコラボレーションは、一様な価値観・職業倫理が身につけている三井物産の人間にとってはチャレンジ。いかにお互いの能力を引き出し、価値あるビジネスを作り上げられるかは、起業家の実力・努力次第。

What is it like working alongside designers?

It is so reassuring and encouraging to have people on your team who can understand the intangible ideas in your head and put them into visible forms using words, colors, etc. On the other hand, collaborating with designers can be a challenge for Mitsui & Co. people who have rather uniform values unique to Mitsui & Co. Whether or not team members can draw out each other's true potential to create a valuable business all comes down to the capabilities and efforts of the entrepreneurs.

Letter from Our CEO

外部環境の変化をどの様に捉えるか。

アメリカに来てより明らかになったが、日本（あるいは日本企業と限定すべきか）はビジネス発祥の地として誰も注目していない。日本は硬直化していて、伸びやかなビジョンも欠落している。

それでも日本はいつか日本以外からは生まれない何か違うものをつくりだすのではないか、そんな時が来るのを、期待こそしていないが、来てもおかしくないと思っている人が多いのも事実。この状況を我々が未来を創造するモチベーションに繋げたい。

Moonの活動やそこから生まれるビジネスを通じて、日本企業発の新しい未来の形を示すことができないだろうか。Moonが三井物産グループと共に、独特のインパクトのある企業群を創造する。或いはもはやイノベーションとは呼ばない、独特の新しい商品やサービスをつくる仕組み・環境をつくり、普及させる。それが日本から生まれた独特の何かになるといい。そういう意味で、Moonでの仕事は三井物産への貢献という小さな枠に留まらず、より大きなビジョンを持ったものであってもいい。

今後どのような価値が評価されるのか。成長率なのか。規模なのか。時価総額なのか、EBITDAやPATなのか。そもそもお金なのか。社会的インパクトなのか。これもMoonがどのような成果を出すかによって、どのようなメッセージを発するかによって、流れは変えられるのではないか。世の中に漂う既存の評価軸に自分を合わせに行くのではなく、魅力的な評価基準をつくるというのも、我々Moonの仕事になるといい。

Kaichi Yokoyama
Moon Chief Executive Officer




How do we approach the changes in the external environment?

Coming to the US made it even clearer that nobody views Japan (or perhaps I should say Japanese companies) as a home to innovative businesses. Japan has become rigid and lacks flexible vision.

While some may not have high hopes it is true that there are many people who feel someday Japan may come up with something new that only Japan can create. At least some people think it would not be unusual if the world sees this someday. I think we can leverage this situation and feed our motivation to create a new future.

How can we paint a new future that originates from Japanese companies through the activities of Moon and the businesses it creates? Together with Mitsui & Co. global group, Moon should be able to create a group of companies that can have a unique impact on society or aim to establish “something.” May it be a framework or ecosystem that generates unparalleled new products or services. If it came into existence, it wouldn’t even be called an “innovation” anymore. It would be good if that unique “something” originated in Japan. In that sense, Moon’s work does not necessarily have to be limited to a small framework of contributing to Mitsui & Co. but rather be indicative of a much larger vision.

What will be valued in the future? Will it be growth rate, business scale, market capitalization, EBITDA or PAT? Or will money even matter going forward? Is it going to be a social impact that matters? Possibly. We can even change such a trend with the results Moon produces and the kind of messages Moon delivers to the world. Rather than aligning ourselves with the existing value in society, we can create a new, attractive set of valuation standards. I hope that can be part of our job at Moon.

A Very Special Thank You...

Thank you to the following people,
from the bottom of our hearts.

Satoshi Tanaka

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Toru Matsui

Takashi Onogawa

Natsuki Kitashiro

All past and present Moon Creative Lab team members,
Board of Directors, and Moon Committee Members.

Most of all, to our Entrepreneurs-in-Residence.

Regardless of if the project is folded or continues,
you have all taken up the challenge to aim for the Moon!

We give you our sincerest gratitude.

Each of you has contributed a great deal to make Moon better.

We thank you for your time, wisdom, insights, and passion.

Stay in touch with Moon!

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