



immotour Beach Paper¹ 2022

The SIP - Service Innovation Portfolio

A simple tool for continuous service improvement

Downside up, upside down... The only constant I am sure of is this accelerating rate of change. How right Peter Gabriel (1) is! He is singing in my earpads about the breathtaking speed at which everything keeps changing. I am sitting on the beach in Golfo del Sole - Follonica, Tuscany, Italy... and look back on an eventful year. After a short excursion into the real estate industry, I have been back in the field of tourism and digitalisation for a good year now. Together with my family, I have built up the consulting firm immotour, have been reappointed as a full professor at the HES-SO, lead the cyberlearn team, teach business analysis and also take on exciting board of directors, executive board and consulting mandates. Now, as every summer, I look out to sea, over to the island of Elba, and ask myself: with so much speed and diversity, isn't there a simple, **common denominator**? Yes, there is! If you want to know what emerged from a mental combination of Peter Gabriel's song with business analysis, destination management and my morning cappuccino with apricot croissant, then read on. Otherwise, perhaps take a quick look at the Service Innovation Portfolio in Appendix 1. And then surf another wave with confidence.

We live in an accelerating world. The information age (2) has brought the means to design, produce and distribute new ideas, concepts, products, applications, tools, etc. very quickly. For example, did you know that there are more than 8,000 marketing apps and applications in the cloud? (3) And the trend is growing exponentially. Yet this is only the tip of the iceberg. If you believe current predictions (4), there will probably be around 500 million digital apps and services available as early as 2023. What drives us forward faster in the form of technology in business (5) also has an impact on our thinking and how we perceive the private and business worlds. In business analysis (6), for example, there are now well over a hundred *essential tools* that one should obviously know in order to be able to navigate operations agilely through the waves of change. **Change** is omnipresent, being agile (7) is a *must* and some people are already getting saturated (8).

Our consulting sector is not exempt from this downside up and upside down. We have specialised in transitional phases and accompany our clients with a method that has stabilised, refined and, above all, simplified over the past 25 years. For us, **simplification** is the *mot clé* of change. For the human brain has certain limits when dealing with constant novelty (9). So it is not surprising that renowned thinkers and authors today come up with comparably simple concepts. For example, in the field of team organisation (10) or in testing innovations. A friend from my student days (11) illustrated this very nicely at the *Schweizer Ferientag* in spring. His talk got me thinking. As a result, I asked myself whether the entire business analysis could be simplified to *one* tool? This would serve students, teachers and us consultants. We took the idea with us into the summer break and decided to dedicate this year's beach paper to this very question.

So our **goal** is to find a simple tool for continuous service improvement. We see a map² on which we can stick ideas for change with post-its. The ideas should be easy to evaluate and work on. In the accelerated world, it is all about implementing or eliminating ideas quickly and efficiently (12). Innovation takes place permanently and increasingly in small steps. We call this map SIP for *Service Innovation Portfolio*. It should help us to keep track of constant changes.

In our courses, lectures and during our assignments, we see that every change idea can be classified with six simple questions. First, the question is whether the change will add **value** to someone? Yes or no. If the clients - in tourism, the guests - don't demand it, we don't do it. Unless it simplifies the job of the employees. Because then they can devote more time to the guests, which in turn can be an added value for them. In the business

¹ We write *beach papers* ... on the beach. Every year, we at **immotour ltd** briefly describe a concept that has grown in our workshops and courses between two summer breaks. A concept that does not have a scientific claim and does not necessarily have to be published as such. Simply a few ideas that summarise the last twelve months, lightly connected and spontaneously written down - light as a seagull flies over our favourite beach in Tuscany. Beach Papers are a maximum of 2 pages long with a maximum of 2 graphics and a maximum of 12 inspirational sources - one for each month.

² see appendix 1



analysis, the question of added value can be deepened, if necessary, with a value proposition canvas, a customer journey or a fishbone diagram. Secondly, the question arises as to whether the change entails **risks**? Yes or no. This question can be deepened for example with a PESTEL, SWOT or an opportunity-risk matrix. If the idea makes us say *yes* to the risk, then we hold it back until it is narrowed down and manageable. If the added value is there and the risks are no longer an obstacle, then we move the idea³ up to the next level in the SIP, i.e. from the red to the blue field, in the square at the bottom left.

Thirdly, the question is whether we have the **people** needed for change? Yes or no. This question can be deepened for example with a team alignment map (10) or a RASCI table. Fourthly, the question is whether the **time** needed for change is there, in two respects: has the time come and is there enough time for implementation? These questions can be deepened, for example, with a MOSCOW grid and a WBS or Gantt chart. If people are available and the time has come and is available, then we move the idea up to the next level in the SIP, i.e. from the blue to the green field, in the quadrant at the bottom left.

Fifthly, the question is whether there is enough **cash** to realise the idea? Yes or no. You will only be able to answer this question together with the donors. For the negotiation of funds, it is advisable if you have already answered the prior four questions. Therefore, our SIP model has several stages. The donor will probably ask for an investment budget, an operating budget, and a cost-benefit analysis. Sixth, finally, is the question of whether we have the necessary **support**? Yes or no. This question can be answered, for example, with a power-interest grid, a stakeholder-trend matrix or again with a RASCI table.

The SIP **method** is simple and you have probably already grasped it: Ideas start at the bottom left in the red area. There we stick the post-its with the ideas we are keeping an eye on. We leave out ideas that we are not keeping an eye on at the moment. The map has enough space for this outside the red, blue and green fields. We regularly take a little time to think through all the ideas on the map. To do this, we simply ask ourselves the next questions for each post-it. If an idea is in the blue field at the bottom left, for example, then we see its added value and the risks are manageable. But we cannot yet answer the questions about people and time⁴. And so on and so forth until an idea withstands all six questions. Then it comes out of the green field at the top right into the service, is realised and adds value to the customer experience.

Of course, we need a bit of **discipline** when updating the SIP: we ask the questions one after the other in an orderly fashion. Experience has shown that it doesn't help much to run straight to a donor with a new idea before the questions of added value, risks, people and time have been clarified. Nor is it much use trying to plan implementation before we know whether we even have the people to do it. The sequence of the six questions and their classification in the red, blue and green fields thus makes a priori sense. Of course, it is difficult to say from the beach whether this can be scientifically endorsed.

We will now take this SIP home and test it in class and during our assignments. We have in **perspective** applications in the next Business Analysis course, in Destination Management, in a strategic reorientation, in the backlog and decision-making process for e-learning tools, in building a data warehouse, and in assisting a C-level transition. We will report on our experiences with the SIP through the usual channels. If this beach paper inspires you and you also test the SIP⁵ yourself, we would be grateful for your feedback to info@immo-tour.ch. Of course, we might also accompany you on a mandate basis if necessary. We wish you a nice summer and afterwards a good return to business!

³ the Post-it

⁴ and of course the follow-up issues of cash and support

⁵ you can download and use the SIP in A0 pdf format from our website www.immo-tour.ch, on condition that you **cite the source**: Steiner, T. *The SIP - Service Innovation Portfolio*. immotour sàrl, 2022.



Sources

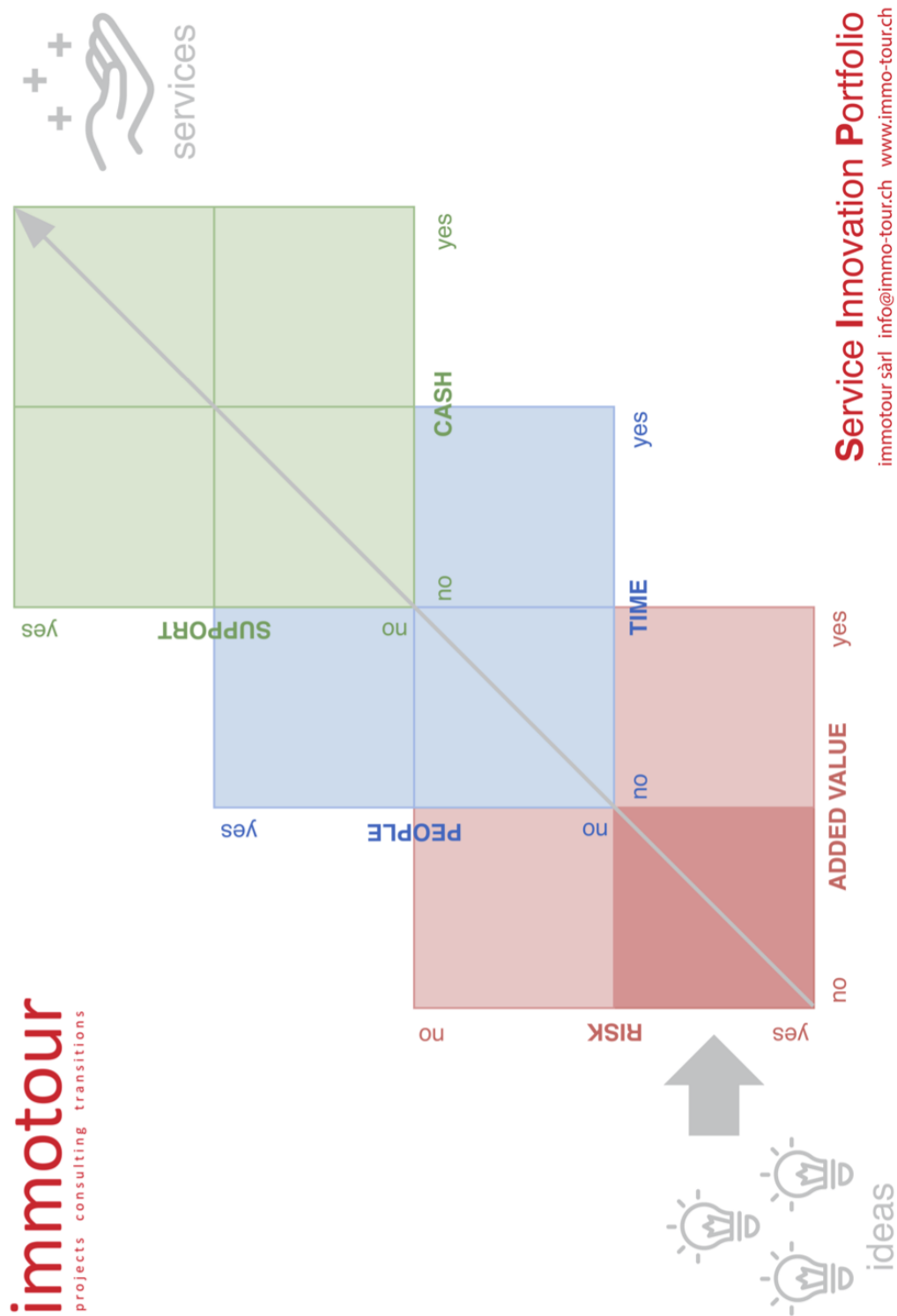
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Contact

Thomas Steiner
CEO
immotour ltd
info@immo-tour.ch
www.immo-tour.ch

Appendices

Appendix 1 - The SIP - Service Innovation Portfolio



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projects consulting transitions

Service Innovation Portfolio
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