POLO LOOSER, A CORPORATE VIEW
TRANSFERRABLE SKILLS

Lucerne | November 10, 2016

International Centre of Excellence in Tourism and Hospitality Education (THE-ICE)
4 POINTS OF VIEW

Academia
- Kuhn Cycle

Corporate Needs

Examples
- Travel industry
- Event industry

Skills
- Transformation
- T-shaped
WHERE IS YOUR INDUSTRY TODAY?

The Kuhn Cycle

- Pre-science
- Paradigm Change
- Normal Science
- Revolution
- Model Crisis
- Drift
Top factor: CEOs say technology is the chief external influence on their enterprises

IBM Institute of business value, Insights from the global C-suite Study. The CEO perspective, figure 1
SKILLS: TRANSFORMATION (DIGITALIZATION, CUSTOMER CENTRICITY)
SKILLS

Breadth of Knowledge

Depth of Expertise

Generalist/Broad knowledge

Specialist

Specialist

Generalising Specialist

Specialist

Specialist
SKILLS: THE T-SHAPE

WHICH TYPE ARE YOU?

Generalist/Broad knowledge

Specialist
Specialist
Specialist

E
expertise
execution
exploration
EXAMPLES: TRAVEL INDUSTRY, EVENT INDUSTRY
4 POINTS OF VIEW

- Academia
  - Kuhn Cycle

- Corporate Needs

- Examples
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SKILLS: TRANSFORMATION, DIGITALIZATION, CUSTOMER CENTRICITY
HOW WILL YOU GET THERE?

Solutions vs. products

Single view of customer

Solutions

Unified View

Value Exchange

Customer Lifetime Value

Customer-Facing

Enterprise-Facing

Metrics

Organizing

Measuring the fulfilment of customer needs

Organizing around customer needs

Asteroidea AG, Dr. Deep Parekh, Polo Looser

EXAMPLES: 1906 ALFRED KUONI FOUNDED A SWISS TRAVEL AGENCY
HOW OTHER’S DID IT

- 1981 Growth path, 1990 2.2 billion
- 2006 KUONI Switzerland and GB alone are valued > 1 bn $
- 2016 KUONI (CH, Scand, Benelux, GB) sold for 0.1 bn $
- Failure to transform / account for different business model
  - no more products
  - but solutions:
    - travel advisors, family holidays, specialised round trips