



Creativity for Innovation

ME50360 Individual Assignment

Focused on

TOTAL FITNESS
BATH
CYCLING

Submitted By:

Nishit Gaur

Guided By:

Edward Elias

Brian Rutter

Melle Zijlstra

James Jesty

INTRODUCTION

In the current rapid changing environment, businesses must sustainably manage innovation and change to remain competitive. They need to anticipate and adapt to the evolving definition of value, which includes factors such as improving quality, creating new products, services and processes and make innovation a core aspect of their corporate culture (Bocken & Geradts, 2020). Total Fitness, a local bicycle shop in the city of Bath is no exception to this. Total Fitness was established in 1991 with the objective of selling and repairing bicycles, as well as associated goods and accessories. The business is presently stable, but seeks to enhance its reputation and expand its customer base through the adoption of novel marketing strategies (Elias, 2023). The business is already utilizing several methods to attract new customers, including social media, e-commerce, referral programs, cycle-to-work schemes, and 0% financing (Total Fitness Bath, n.d.). However, it can further explore these methods and make minor changes to its business model to gain a competitive edge and entice more customers to purchase its products.

The cycling industry is a rapidly growing sector that has seen significant growth in recent years, driven by increasing awareness of the benefits of cycling, the need for sustainable transportation options, and technological advancements in bike design and manufacturing (Kumar & Roshan, 2021). In Bath, the cycling industry is also thriving, with a significant local market for both commuter and recreational cycling. The city has made substantial investments in cycling infrastructure, such as dedicated bike lanes, bike parking facilities, and a bike-share program. These initiatives have greatly facilitated the accessibility and popularity of cycling as a means of transportation for both locals and tourists (Bathnes, 2014).

Apart from Total Fitness, local cycle shops in Bath, including Trek Bicycle (n.d.) and Avon Valley Cyclery (n.d.), cater to a diverse customer base. Their offerings range from casual cycling options for weekend riders to high-performance bikes and accessories for serious enthusiasts and commuters. These shops provide a range of services, including bike sales, repairs, rentals, and customised builds, as well as a wide selection of cycling-related products such as apparel, helmets, and bike racks. To distinguish itself from competitors and establish itself as the preferred choice for customers, Total Fitness must adopt innovative strategies and approaches.

This academic report aims to provide insightful recommendations for Total Fitness on how to improve its organisational and marketing strategies to increase its visibility and expand its customer reach. To achieve this goal, the report will employ the SCAMPER creative brainstorming tool to generate a

wide range of ideas and solutions. These solutions will then be evaluated using a Scoring tool to identify the most promising strategies. The report will conclude by discussing the outcomes of these tools and exploring how Total Fitness can successfully implement these innovative strategies to improve its competitive position in the market.

SCAMPER - GENERATING IDEAS

SCAMPER is a valuable tool for creative brainstorming that can help businesses develop new ideas and solutions for their strategies (Kuttappan, 2023). This method is based on the concept that new ideas stem from modifying existing things. Bob Eberle introduced SCAMPER as a means of asking targeted questions to encourage problem-solving and creativity during brainstorming sessions. SCAMPER is an acronym that stands for seven techniques: Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse (Elmansy, 2015). Hence, this tool will provide seven different thinking approaches to find innovative ideas and solutions for Total Fitness.

Substitute

The substitute focuses on the parts in the product, service or solution that can be replaced with another (Elmansy, 2015). Following are the points that Total fitness can focus on under this category.

- ❖ Replace in-store product displays with interactive displays that provide customers with additional information about the products and their features including photos and videos of cycling events and products.
- ❖ Replace the current reward program with a tiered system that offers increasing discounts and perks for customers who make repeat purchases or referrals.
- ❖ Substitute current marketing channels with an improved, interactive website and mobile app for convenience.

Combine

The combine tends to analyse the possibility of merging two ideas, stages of the process or product in one single more efficient output (Elmansy, 2015). The following are the points under this category.

- ❖ Combine repair services with free bicycle safety checks to attract more customers.
- ❖ Combine products/services with complementary items, such as water bottles or reflective gear, to create bundled packages for customers.
- ❖ Partner with local fitness studios to offer joint promotions or discounts for customers who purchase from both businesses.
- ❖ Partner with local charities and clubs to organise cycling events that raise awareness and funds for important causes.

Adapt

Adapt refers to adjust or tweak product or service for a better output. This adjustment can range between minor changes to radical changes in the whole business (Elmansy, 2015). Some strategies for this are:

- ❖ Expand product line beyond cycling and swimming to include more sports accessories.
- ❖ Expand current limited kids' selection to supporting wheels, tricycles, etc.
- ❖ Adapt business model to include social commerce supporting in-app purchasing through Instagram profile.
- ❖ Could adapt to more immersive shopping experience for customers, such as including a cycling simulator or test track.

Modify

Modify refers to altering the process in order to discover greater innovative potential or solve problems (Elmansy, 2015). These are a few options:

- ❖ Update branding to appeal to younger customers by refreshing the logo, colour scheme, and storefront design.
- ❖ Emphasise commitment to sustainability and eco-friendliness by using eco-friendly packaging materials, promoting cycling as a sustainable mode of transportation, and partnering with local environmental organisations.
- ❖ Offer customised products for cycling enthusiasts, including personalised bike fittings, to provide a customer-centric experience.

Put to another use

This approach deals with how to repurpose an existing product or process or how to use an existing product to address a problem (Elmansy, 2015). Here are a few strategies:

- ❖ Offer bike rentals and partner with local tour guides to provide guided bike tours or with the universities to target students.
- ❖ Build an influencer community around the business's existing social media presence and partner with sports and health influencers.

Eliminate

The eliminate approach seeks to discover process components that may be deleted in order to enhance the product or service (Elmansy, 2015). Several courses of action are possible:

- ❖ Eliminate unprofitable products or services, like outdated cycling accessories or unpopular repair services.
- ❖ Eliminate focusing solely on discounting without providing value or differentiation from competitors.

Reverse

The reverse approach seeks to investigate the innovative possibilities of rearranging the sequence of processes in a line of production (Elmansy, 2015). Here are a few examples:

- ❖ Offer a "try before you buy" service for a high-end bike where customers get to test-ride the bike before making a purchase.
- ❖ Rather than solely selling bicycles to clients, acquire previously owned bicycles and restore them.

IDEA EVALUATION - SCORING TOOL

Idea evaluation is a crucial aspect of the innovative process that involves assessing, evaluating, selecting, and developing ideas into practical products and services. It plays a crucial role in ensuring that only the ideas with high potential for success are pursued and implemented (Pallister, 2023). To evaluate the ideas generated in this report, a Scoring tool was utilised. This involved creating specific criteria, assigning weights to each criterion, scoring each idea against the criteria, and ultimately arriving at a final score for each idea (Salter, n.d.). After evaluating all the ideas, the top three were selected and discussed in detail, including their potential implementation, outcomes, and benefits.

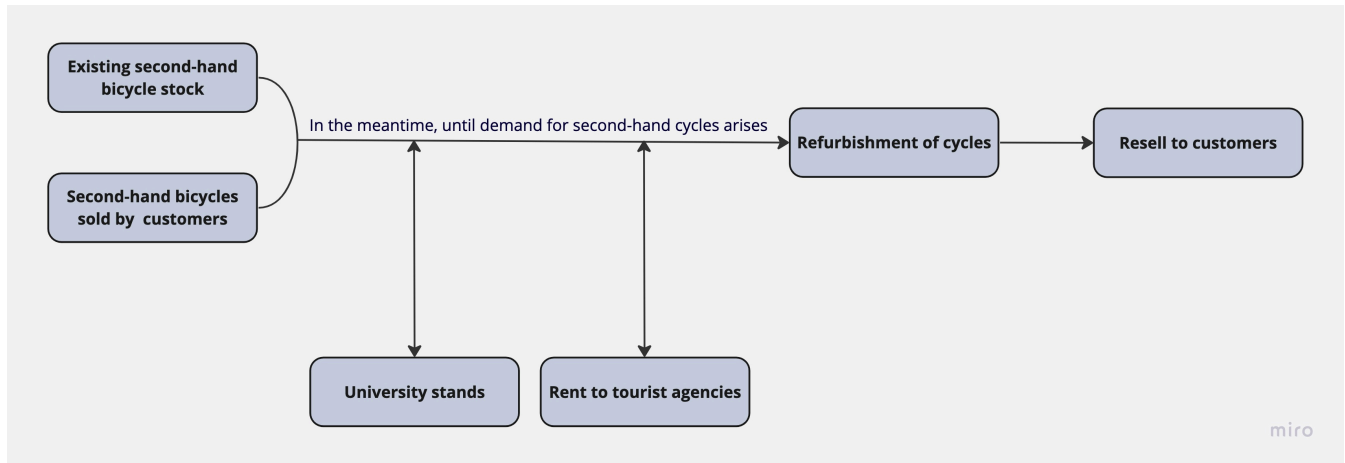
Idea evaluation tool							
Criteria for assessment							
	Criteria1 Feasible to implement	Criteria2 Social and environmental impact	Criteria3 Product and competitive advantage	Criteria4 Technical Feasibility	Criteria5 Market Attractiveness	Criteria6 Financial reward vs risk	
Weight the criterion							
Weighting	20%	20%	15%	15%	15%	15%	100%
Scoring the ideas							
Idea#	Idea name						Final score
1	Replace in-store product displays	5	4	5	6	6	5.1
2	Replace current reward program	6	4	6	6	6	5.15
3	Substitute current marketing channels	5	5	6	5	6	5.3
4	Combine repair with free cycle check	5	5	5	5	6	5.15
5	Combine product/services to form bundled packages	5	4	5	6	6	4.95
6	Partner with local fitness studios	4	4	5	5	5	4.45
7	Partner with local charities	4	4	5	5	5	4.45
8	Expand product line	4	5	6	5	5	4.8
9	Expand kids' selection	5	4	4	5	4	4.35
10	Include social commerce/ Influencer community	5	6	6	5	7	5.8
11	Cycling simulator and test track	3	4	6	3	5	4.1
12	Update branding	5	4	4	5	5	4.5
13	Emphasise sustainability	5	6	5	5	4	5.05
14	Offer customised products	5	5	5	5	6	5.15
15	Collab with universities to target students	5	6	6	5	6	5.65
16	Offer bike rentals to tourist agencies	5	6	6	6	7	5.95
17	Eliminate unprofitable products	6	5	4	5	5	4.9
18	Eliminate solely focusing on discounts	6	5	4	5	4	4.75
19	Offer try before you buy	4	5	6	4	6	4.8
20	Restore 2nd hand bicycles	4	6	5	5	4	4.7

IMPLEMENTATION AND PLAUSIBLE OUTCOMES

Total Fitness can target new market segment and elevate its reputation by partnering with local universities in Bath. The business could install a bike stand at universities where students can rent second-hand or refurbished bikes for a set period and pay via a mobile app. By providing affordable, sustainable, and independent transportation options to university students, Total Fitness could achieve multiple business goals at once. Not only will this expansion generate additional revenue streams from their existing stock, but it will also position the business as a thought leader in promoting health and environmental awareness. By providing an enticing alternative to conventional modes of transportation, such as buses or Voi scooters, Total Fitness can inspire health-conscious individuals to reduce their carbon footprint. This move will also provide increased visibility for the business in the densely populated student areas of Bath. As the community becomes more aware of the shop's unique and valuable service, they will flock to Total Fitness for their cycling needs. While security measures such as locks and trackers will require additional investments, the long-term benefits of this expansion far outweigh the costs. The potential for increased revenue and customer loyalty is vast, making this an excellent marketing strategy for Total Fitness to increase its visibility and reach in the market.

Global social media usage has surged to 57%, leading to the emergence of social commerce as a powerful sales tool (Danziger, 2022). Total Fitness can harness this trend to maximise its reach and impact by engaging with local sports and health influencers. By building a community of influencers and creating captivating content like Instagram blog posts and videos, Total Fitness can intensify engagement and amplify its message. To further augment its brand visibility and customer base, Total Fitness could also host cycling events and competitions in association with local clubs or charities in Bath. This community engagement not only promotes a noble cause but also endears Total Fitness to the public. Research suggests that the combination of social media and e-commerce has been shown to be highly effective in driving sales by increasing customer trust and authenticity (Paige, 2021). Total Fitness can optimise this approach by introducing in-app purchasing on Instagram in addition to its website, giving customers greater convenience and flexibility in their purchase decisions. This customer-centric approach would build a stronger brand image, increase customer loyalty, and ultimately boost sales. Additionally, the business can contemplate improving its website experience by integrating chatbots for prompt customer support and developing a mobile app for greater user convenience. These enhancements would not only improve the user experience but also highlight Total Fitness's commitment to innovation and customer satisfaction. Thus, by

leveraging the power of social media, organising community events, and implementing e-commerce strategies, Total Fitness could improve its current visibility and gain more customers.



Total Fitness could take its marketing efforts to the next level by exploring the refurbishment of second-hand bicycles. By keeping these bicycles for hire, tourists or locals could enjoy a ride through the picturesque city before they are sold to interested buyers or university students. This innovative approach not only contributes to a sustainable future but also offers a unique way for customers to experience the city. Bath, the jewel of the southwest (Gillis, 2021), is the second most searched-for staycation location in the UK (Dawson, 2017). Total Fitness could leverage this and collaborate with city tour guide agencies to offer city-guided cycling tours to tourists or locals. This would provide an opportunity for people to explore the city naturally while cycling, making it a perfect family vacation activity or day-off activity. For those looking for an even more unique experience, Total Fitness could introduce tandem bicycles for rent. The bicycles could feature signature designs and eye-catching branding, further increasing the business's visibility and reach. By diversifying its offerings and providing unique experiences, Total Fitness can improve its current outreach and increase brand awareness. This approach not only attracts new customers but also creates loyal customers who appreciate the company's commitment to sustainability and innovation.

CONCLUSION

In conclusion, this academic report offers valuable recommendations for Total Fitness to enhance its organisational and marketing strategies, expand its customer base and gain a competitive advantage in the thriving cycling industry of Bath. To achieve this, the report employed the SCAMPER creative brainstorming tool to generate innovative ideas and solutions, which were evaluated using a Scoring tool to identify the most promising strategies. The top three solutions were then analysed in detail and discussed in terms of their implementation, outcomes, and benefits. By embracing these novel strategies and approaches, Total Fitness can achieve its business objectives of improving its visibility, offering new products and services, and cultivating a culture of innovation. It can enhance its reputation, gain market share, and establish itself as the preferred choice for customers in the local cycling industry.

REFERENCES

Avon Valley Cyclery (n.d.) | Commute & Adventure Bike shop in Bath.
Available at: <https://www.avonvalleycyclery.co.uk/>

Bathnes (2014) Review of Cycling Infrastructure for Bath & North East Somerset Council . rep., pp. 1–14. Available at: https://www.bathnes.gov.uk/sites/default/files/siteimages/january_sustrans_network_review_for_bath_and_north_east_somerset.pdf

Bocken, N.M.P. and Geradts, T.H.J. (2020) 'Barriers and drivers to Sustainable Business Model Innovation: Organization Design and dynamic capabilities', Long Range Planning, 53(4), p. 101950. doi:10.1016/j.lrp.2019.101950.

Danziger, P.N. (2022) Social Commerce is a \$1.2 trillion opportunity and the next global shopping revolution, Forbes. Available at: <https://www.forbes.com/sites/pamdanziger/2022/01/27/social-commerce-is-a-12-trillion-opportunity-and-the-next-global-shopping-revolution/>

Dawson, S. (2017) Reasons everyone should visit bath at least once, Culture Trip. Available at: <https://theculturetrip.com/europe/united-kingdom/england/articles/12-reasons-everyone-should-visit-bath-at-least-once/>

Elias, E. (2023) 'Business Questions - Total Fitness (1).xlsx'. Bath: University of Bath.

Elmansy, R. (2015) A guide to the SCAMPER technique for creative thinking, Designorate. Available at: <https://www.designorate.com/a-guide-to-the-scamper-technique-for-creative-thinking/>

Gillis, (Image: Bath Chronicle/Paul (2021) The Somerset area everyone in the UK wants to go for a staycation, SomersetLive. Available at: <https://www.somersetlive.co.uk/news/local-news/bath-uks-second-most-popular-5246272>

Kumar and Roshan (2021) Bicycle Market by Type (Cargo Electric Bike, Non-cargo Electric bike, Cargo Nonelectric Bike, and Non-cargo Nonelectric Bike), Sales Channel (Online Platforms and Physical Stores), and End User (Men, Women, and Kids): Global Opportunity Analysis and Industry Forecast 2021-2027. rep. Available at: <https://www.alliedmarketresearch.com/bicycle-market-A07775>.

Kuttappan, R. (2023) '<https://www.linkedin.com/pulse/unleashing-your-marketing-creativity-how-scanner-can-rohit-kuttappan/>', LinkedIn, February. Available at: <https://www.linkedin.com/pulse/unleashing-your-marketing-creativity-how-scanner-can-rohit-kuttappan/>.

Paige, J. (2021) Is social media ecommerce on the rise? industry experts respond, Retail Insight Network. Available at: <https://www.retail-insight-network.com/features/is-social-media-ecommerce-on-the-rise-industry-experts-respond/>

Pallister, B. (2023) What is idea evaluation?, Innovolo. Available at: <https://innovolo-group.com/innovation-en/innovation-terminology-en/what-is-idea-evaluation/#:~:text=Idea%20evaluation%20is%20an%20essential,to%20succeed%20are%20taken%20forward.>

Salter, A. (n.d.) 'Idea Evaluation (Scoring Tool)'. University of Bath.

Total fitness bath (n.d.). Available at: <https://totalfitnessbath.co.uk/>

Trek Bikes (n.d.) – The world's best bikes and cycling gear - Trek Bikes (GB). Available at: https://www.trekbikes.com/gb/en_GB/