



Digital Transformation

Assessment 2 – Digital Transformation Report (Group Report)

DUE DATE AND TIME: 14 May (Thursday) 2020, 11:59 PM

Description / Requirements

Overview of Assignment 2

You take the role of a team of Digital Transformation consultants and prepare a report for organization of interest (either current or future employer) in which you should provide recommendations about how this organization can make use of three emerging technologies to transform its current operations. Your recommendation should be imbedded in an implementation plan, which will outline the details of the implementation and adoption of these three emerging technologies.

Requirements of Assignment 2

This report should be 4,000 words (excluding the references and appendices). Groups of 4 students should be formed. To complete this report your team needs to select an organization and analyse its current operations for which recommendations should be provided about how emerging technologies can be deployed to improve these processes. Below you can find a detailed description of the required sections for this report:

- **Executive Summary (~200 words):** In this section, you need to briefly describe the organization you have selected and the three emerging technologies you will be recommending. You should also briefly talk about your implementation plan.
- **Introduction (~300 words):** In this section, you need to talk the reason you have chosen this particular organization and elaborate on the potential of selected emerging technologies to enable the digital transformation.
- **Organizational Background and Analysis (~1200 words):** In this section, introduce the chosen organization and analyse it terms of its industry, market, strategy, and operations. Your team should use the business model canvas (see below) to structure the arguments in this section.
- **Recommendations (~2000 words):** In this section, this section you need to present the three emerging technologies that you recommend to the select organization. Your recommendation

should focus largely on the potential impact (e.g., reduction of costs, streamlining processes, improving customer service) of these technologies in the chosen organizational context. Furthermore, an implementation plan digital transformation should be proposed based on the roadmap for digital transformation (see below).


- **Conclusion (~300 words):** In this section, you should conclude by restating your recommendations and elaborating how the proposed emerging technologies will enable digital transformation within the chosen organizational context.
- **References:** References and citations showing the source of all the information in the report need to be provided (Harvard referencing style). The references used must demonstrate thorough research using quality references such as journal articles, book sections, conference papers, and industry reports with good evidence to support your arguments in the sections above.
- **Appendices:** In this section, you should place figures or tables that illustrate or summarize your key points from the recommendations section.

Business Model Canvas

<https://strategyzer.com/canvas/business-model-canvas>

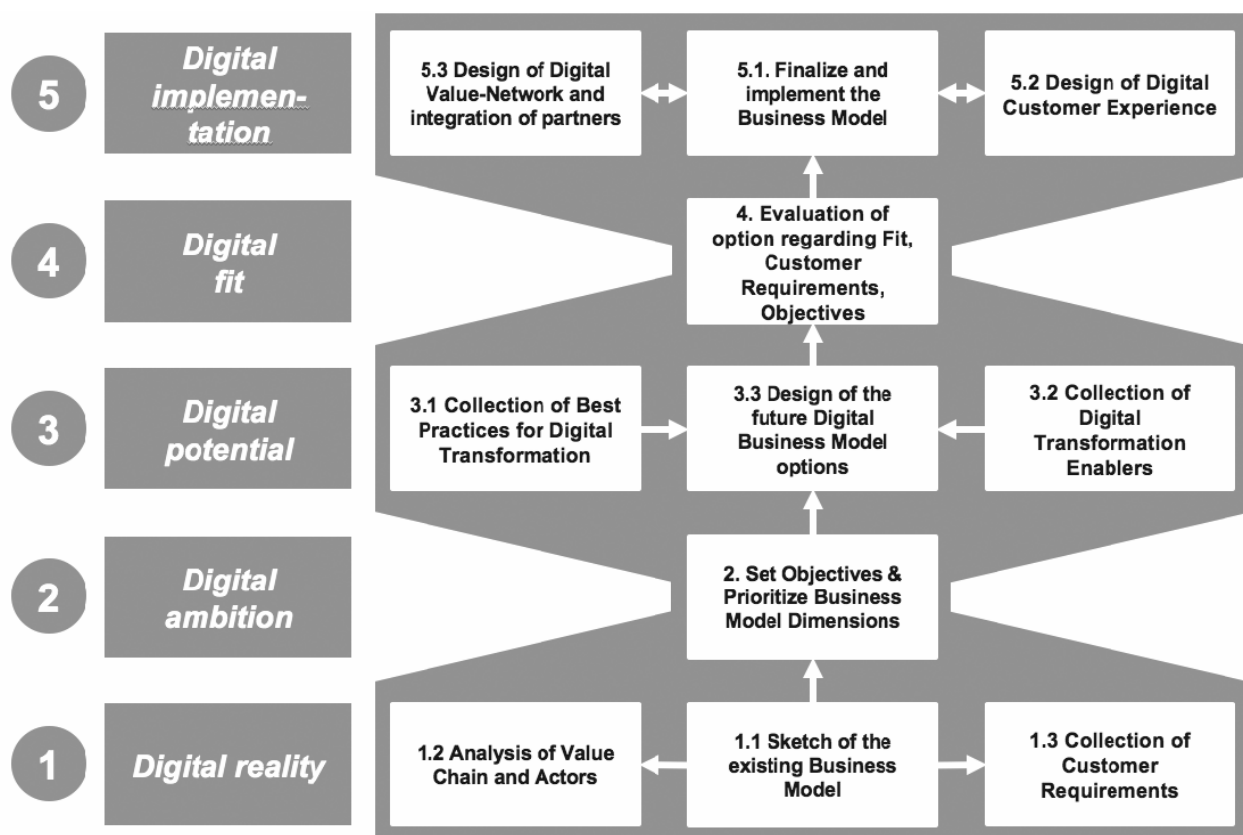
The Business Model Canvas		Designed for:	Designed by:	Date:	Version:
Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform? REASONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams? CHANNELS Production Problem Solving Platform/Network	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What Bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Brand Price Reduction Cost Reduction Availability Convenience/Locality	Customer Relationships What types of relationships does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? CHANNELS Personal assistance Co-located/Personal assistance Self Service Automated Services Communities Crowdsourcing	Customer Segments For whom are we creating value? Who are our most important customers? Key Market Mass Market Segmented Diversified Multi-sided Platform	
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Financial		Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? CHANNEL PARTNERS 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Trial How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?			
Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? BY THEIR NATURE Cost Structure (fixed costs, variable costs, semi-variable costs) SCALE ECONOMIES Fixed Costs (salaries, rent, utilities) Variable costs Economies of scale Economies of scope		Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenue? WAYS Asset sale Usage fee Subscription Fee Licensing/Intellectual property Advertising Brokerage fees Affiliation PRICE MECHANISMS (a) Price (b) Quantity (c) Customer segment (d) Location (e) Time CHANNEL PARTNERS Negotiation/Intermediary Self Management One-time Market			

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Digital Transformation Roadmap

(Schallmo, D., Williams, C.A. and Boardman, L., 2017. Digital transformation of business models—Best practice, enablers, and roadmap. International Journal of Innovation Management, 21(08), p.1-17.)



Rubric

GLO1: Discipline-specific knowledge and capabilities

GLO2: Communication

GLO4: Critical Thinking

GLO5: Problem Solving

GLO7: Teamwork

GLOs	N (0-29)	N (30-49)	P (50-59)	C (60-69)	D (70-79)	HD (80-100)
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GLO1, 4, & 5 Background and Analysis (15 marks)	2.2 marks The report has not been presented in a manner that meets the academic standards and requirements. (0 - 4.4) marks)	5.95 marks Report demonstrates little/no knowledge or strategy concepts/ theories. Clearly there is a limited knowledge of the organisation. (4.5 - 7.4 marks)	8.2 marks Adequate overview of the analysis, but is somewhat generic. Adequate use of concept/theories and discussion of benefits/shortcomings of current strategy, but is somewhat unclear or not justified in many places. (7.5 – 8.9 marks)	9.7 marks Good overview of the analysis, but lacking depth in places. Good use of concept/ theories to communicate well the benefits/shortcomings of current direction, but needs not consistently well justified. (9.0 - 10.4 marks)	11.2 marks Mostly advanced (very specific, detailed, expert) overview of the analysis. Mostly advanced use of concept/theories to justify very well the benefits or shortcomings of current direction. (10.5 - 11.9 marks)	13 marks Outstanding (very specific, detailed, expert) overview of the analysis. Outstanding use of concept/theories to expertly justify the benefits or shortcomings of current direction. (12 - 15 marks)
GLO4&5 Quality of Recommendation and Implementation Plan (15 marks)	2.2 marks The report has not been presented in a manner that meets the academic standards and requirements. (0 - 4.4 marks)	5.95 marks Very little evidence of strategic thinking. There are no or limited elements of a new strategy, and/or there is very little value in the proposal. (4.5 - 7.4 marks)	8.2 marks Adequate evidence of applied strategic thinking, but too generic in application. The new strategy is discussed; however, the justification of projected benefits is not convincing. (7.5 – 8.9 marks)	9.7 marks Good evidence of applied strategic thinking. The new strategy is well discussed with projected benefits justified. Good grasp of using analytical findings to forge a clear and actionable plan of action. But the report is not consistent throughout for one or more these areas. (9.0 - 10.4 marks)	11.2 marks Mostly demonstrates advanced clarity of applied strategic thinking. The new strategy is very well discussed, and mostly excellent justification of projected benefits. Actionable plan of action is detailed and firmly based in both analysis of the company and various environmental factors. (10.5 - 11.9 marks)	13 marks Outstanding clarity of applied strategic thinking. The new strategy is discussed in depth, there is an excellent justification of projected benefits. Actionable plan of action is creative, detailed and firmly based in both analysis of the company and various environmental factors. (12 - 15 marks)
GLO2 Clarity of written argument (10 Marks)	1.45 marks The report has not been presented in a manner that meets the academic standards and requirements. (0 - 2.9 marks)	3.95 marks Inadequate argument in the report because it the argument is unclear, lacks flow and logic, and unnecessarily verbose. (3.0 - 4.9 marks)	5.45 marks Adequate argument in the report, but mostly lacks clarity, brevity and/or logical flow in many places. (5.0 - 5.9 marks)	6.45 marks Good argument through most of the report, but lacks clarity and brevity in a few places in the report, and/or sometimes does not flow in a logical manner. (6.0 - 6.9 marks)	7.45 marks Mostly expert (clear, concise, convincing, logical flow) argument used throughout the report. (7.0 - 7.9 marks)	9 marks Expert (clear, concise, convincing, logical flow) argument used throughout the report. (8.0 - 10 marks)