



HULT
INTERNATIONAL
BUSINESS SCHOOL

CORE MODULE 3

FUTURE PROOFING CHALLENGE

ASSESSMENT BRIEF

Your team have been contracted by the board of directors of **your chosen company in your chosen industry** to carry out a large-scale audit of the organization operating in the chosen industry, with a view towards future proofing their organization. Your team may choose any **public limited company with over \$5bn of revenue** operating in the list of five industries provided as follows:

1. Air travel
2. Healthcare
3. Logistics
4. Recruitment
5. Retail

Here is the brief you have received from the board of directors.

In an era marked by rapid technological advancements and shifting global dynamics, many industries and firms stand at a critical juncture. The imperative to future-proof is not merely a strategic choice but a necessity for survival and success in an increasingly competitive landscape. Firms that fail to adapt to emerging trends and technologies risk falling behind, facing not only diminished market share but also challenges in maintaining operational

efficiency and customer satisfaction. This stagnation can lead to increased operational costs, inability to meet evolving customer expectations, and vulnerability to disruptive market forces.

Conversely, firms that embrace the future-proofing ethos position themselves to reap substantial benefits. By leveraging cutting-edge technologies such as artificial intelligence, big data analytics, and sustainable business practices, these forward-thinking companies can significantly enhance operational efficiency, reduce environmental impact, and provide exceptional customer experiences. The integration of advanced digital tools can streamline operations, from personalized customer interactions to optimized supply chain management planning and predictive operational efficiencies, leading to cost savings and increased profitability.

Firms that are adept at futureproofing can better anticipate and respond to global trends, such as the growing emphasis on sustainability and the evolving consumer dynamics, behaviours and preferences. This proactive approach not only strengthens their competitive advantage but also builds resilience against potential industry disruptions, such as economic downturns or geopolitical events. In essence, the commitment to futureproofing is a commitment to continuous innovation, adaptability, and excellence, ensuring that firms remain not just relevant, but leaders in the ever-evolving business landscape.

As such, we believe it is critical that our firm stays ahead of the competition. We hope you can play a vital role in facilitating us to do this. We would like you to produce a comprehensive report on our firm, focusing on our biggest opportunities to future-proof our organisation. This report will then be summarised in a brief presentation to our board, followed by a Q&A session with the directors. We are expecting you to suggest a minimum of two emerging technologies that could be leveraged to future-proof our organisation. We are also expecting you **to prototype any app-based solution** you create.

Your report must contain the following sections:

1. Industry Analysis

1.1: Company Analysis: Assess the current market position of the firm, including target market, brand positioning and differentiation, market share, and financial standing.

1.2: Competitor Analysis: Analyse the firm's competitive landscape: major competitors, their market positions, strengths, weaknesses, and basis for competitive differentiation.

2. Financial Strategy and Analysis:

2.1: Budgeting and Cost Management: Develop comprehensive financial budget, highlighting areas for cost reduction – backed by research - and their effects on the company's financial health and performance.

2.2: Financing Strategies: Explore how the company can effectively use financial services and instruments to raise funds if required, optimise their capital structure, boost growth, and manage risks.

2.3. Investment options and strategies: Explore opportunities for the firm's expansion or upgrades, technology investments, and other capital expenditures.

3. **Customer Experience Enhancement:**

3.1: Journey Mapping: Produce a map the typical customer journey touchpoints, analysing pain points and opportunities for improvements. This should include the customer journey from acquisition to post-product delivery.

3.2: Experience Enhancement: Create a custom app will improve customer experience. This app should focus on at least one aspect of the customer journey.

This section of the report should be accompanied by an App prototype.

4. **Future Trends and Innovations:**

4.1: Market Trend Analysis: Analyse global market trends that are affecting or likely to affect the firm in your chosen industry.

4.2: Emerging Technology Research: Develop a strategy for incorporating artificial intelligence into the business. Conduct research to identify at least two other emerging technologies in the industry.

4.3: Innovation Roadmap Development: Develop a roadmap for integrating these trends, artificial intelligence, and emerging technologies into the firm's strategic plan, ensuring ongoing relevance and competitiveness.

Your report should also contain and address any **two** of the following **three** issues:

5. **Sustainability Initiatives:**

5.1: Carbon Footprint Reduction: Assess the chosen company's current activities that are relative to carbon emissions and develop strategies for the reduction of such emissions.

5.2: Waste Management and Recycling: Implement waste reduction and recycling initiatives.

5.3: Sustainable Corporate Practices: Explore opportunities for the adoption and implementation of sustainable business practices, such as energy usage in offices and digital documentation to reduce paper waste.

6. **Customer Retention and Loyalty Programs:**

6.1: Program Assessment: Evaluate the effectiveness of current loyalty programs, understanding member usage, satisfaction, and areas for improvement.

6.2: Competitive Benchmarking: Benchmark against leading loyalty programs in the industry to identify best practices and innovative retention and loyalty strategies.

6.3: Enhancement Strategies: Propose strategies to revamp the loyalty program, focusing on more personalized rewards, seamless redemption processes, and strategic partnerships for expanded benefits.

7. **Supply Chain Management Enhancement Initiatives:**

7.1: Logistics and Supply Chain Management: Examine the chosen company's supply chain network, focusing on every step involved in turning raw materials and components into final products and getting them to the ultimate customer. Your recommendations should help streamline the company's activities to eliminate waste, maximize customer value, and gain a competitive advantage in the marketplace.

Upon delivery of your report, you should summarise the key findings into a short, **5-minute presentation**. Focus on highlighting the most critical information, most salient takeaways, and most important recommendations. You should create your own structure for this presentation. Please pay particular attention to telling a cohesive, compelling story for the board. You should also prepare to be questioned on the detail of your report by the board of directors in a **10-minute Q&A session**.