

ASSESSMENT BRIEF

L7 Innovation Management in a Digital Age: Individual written report, 100%

Module Leader: Dr Lori Rockett

Key Details and Requirements

Submission deadline: Tuesday 16 May 2023, no later than 16:30pm (GMT)

Learning outcomes:

1. Understand importance and elements of digital transformation, critically evaluate and plan its impact and implementation.
2. Comprehension, appreciation, and management of the complex stakeholder management relationships that must be considered in a fast paced and changing business environment
3. Identify, foster and encourage innovative idea creation processes.
4. Ability to critically analyse, synthesise and evaluate findings to prepare and execute plans for innovation and change management programmes, identifying and eliminating blockers and engage accelerators.

Assessment details: Individual written report, 100% (2,500 words)

Referencing: Students are expected to use Harvard Referencing throughout their assignments where required. Please follow the [Harvard Referencing Handbook](#) for all your assignments at the ULBS.

Submission Method: Turnitin - Your work needs to be put through Turnitin. All submissions will be electronically checked for plagiarism.

You have the option to upload your work ahead of the deadline, ULBS will be reviewing your last submission only.

Turnitin cannot be used for late submissions. In such case, you should send your work to Turnitin-submissions@law.ac.uk

If you experience issues when uploading your work, please email it by the deadline to Turnitin-submissions@law.ac.uk

ASSIGNMENT DETAILS

Research Activities to prepare report:

- a) Choose an industry in which you would like to innovate. Focus on an existing product or service as a starting point.
- b) Create a **primary research instrument** which you would use to gather information from potential customers (this might include customer interviews, surveys, or focus groups). **YOU WILL NOT ACTUALLY BE CONDUCTING THE RESEARCH, BUT CREATE AT LEAST ONE INSTRUMENT THAT COULD BE USED.**
- c) Conduct secondary research to justify your selection of your Customer Personas and identify basic information.

- d) Create a Customer Persona Canvas for at least **3 potential customers** of your innovation, explaining the Jobs to Be Done for each persona. Select **one Persona** as your key customer. Develop a Customer Journey Map for the key customer, showing the steps they go through to experience the product or service in the existing market and the pain points they encounter.
- e) Create a Solutions Canvas with **at least 3 possible solutions** to solve the key customer's JTBD. Each solution should be able to stand alone without the others. **Your chosen solution should include a digital component** – the other solutions may or may not be digital.
- f) Choose your favourite solution (**it must be digital**). List **at least 3 major assumptions** you made about the favourite solution.
- g) Select the most uncertain and most important assumption and **propose 2 experiments** to test it.
- h) Think about how you will manage the change that the innovation will bring about (whether inside an existing company, or with a start-up company). Who all will be impacted by this change? What problems can you envision?

Your **report** must cover the following points:

1. Explain the innovation and how technology enabled it. Would you classify this as an incremental (sustaining) or radical (disruptive) innovation? Why?
2. Explain the findings of your secondary market research and what you discovered.
3. Attach a copy of the questionnaire, survey or focus group design that you created. (You should not perform this research, just show the instrument that you would use if you were to do the research).
4. Show your Customer Persona Canvas (with JTBD for each of 3 Personas) and Journey Map (for only 1 persona).
5. Show your Solutions Canvas with at least 3 possible solutions for the key customer's JTBD (only do this for 1 persona). Remember, the chosen solution must be digital.
6. Identify assumptions for the solution chosen and outline 2 experiments to test the most critical assumption.
7. Describe the change management approach that would be most appropriate for this type of change. Explain why you chose that approach and for whom the change is being managed.

Reporting Instructions:

- All academic and other sources must be cited and included in a reference list which should be included in an appendix. Always use Harvard Referencing for ULBS: [Harvard Referencing Handbook](#). The appendix is not included in the specified word count.

Module Assessment Criteria

Class	Attributes	Marks
Distinction	<p>Illustrates an excellent level of understanding of complex issues in the subject. All requirements of the work are dealt with to a high standard and the work is free from all but isolated minor errors. The material is wholly relevant to the tasks.</p> <p>Excellent analysis, synthesis and critical reflection with the ability to tackle issues and questions not previously encountered.</p> <p>Evidence of independent and original judgment in relation to the resolution of the client's needs and problems. Excellently presented in terms of structure and professional style</p>	70-100%
Commendation	<p>Illustrates a very good understanding of the issues in the subject, some of which are likely to be complex with some independent critical thought appropriate to the tasks. Most of the requirements of the work are covered with only a few gaps or minor and inconsequential errors. The material is largely relevant to the tasks and there is a good attempt at analysis, synthesis and critical reflection with evidence of some ability to tackle issues not previously encountered. The work is presented in a clear and well-organised manner with only minor spelling and grammatical errors.</p>	60 -69%
Pass	<p>The work displays good knowledge and understanding and its relevance to the task. The submission exhibits clear analysis and reasonable use of grammar, spelling and language. It may contain errors and lack fluency. Limited evidence of the ability to sustain a relevant argument or logical reasoning.</p>	50 – 59%
Fail	<p>Exhibits an unsatisfactory grasp of the issues in the subject. Primarily descriptive and lacking in independent critical thought appropriate to the tasks. Weak or no attempt at analysis, synthesis and critical reflection with little evidence of ability to tackle issues not previously encountered. Poor spelling or other grammatical errors.</p>	0 - 49%