

## **Assignment 5: Innovation Advisory Project (30%)**

### **Purpose**

The purpose of this team assignment is to apply your innovative and creative problem-solving techniques to come up with viable solutions for a client that is facing a critical challenge coming out of the COVID pandemic.

### **Situation**

The company is a martial arts school based on Vancouver Island which operates under a partnership model, owned by two people, each with over 25 years of martial arts and business experience. The school operates in partnership with community centers (which provide facilities, marketing, and manage the registration process). The school does not have its own facility (and as a result the only real overhead is website hosting fees). The organization's revenue (received from clients, and a portion ranging from 60-70% is paid to the school by the community centers) is based entirely on class registration numbers. The classes are usually 20-40 students each and are run out of the community center gym facilities. The organization's revenue is approximately 150k per year and pays for the two partner's salaries. Students register for the classes on a term by term basis and are charged approximately \$10 per class.

The school has created a strong sense of community as all locations come together at belt testing time and the business model has worked well to minimize the number of teaching hours required to generate revenue as the classes have at least 20 participants per teaching hour and there are 13-15 teaching hours (classes) per week. Efforts to transition class instruction to other black belts has resulted in dropped registration. Much of the strength and success of the school relies on the two partners.

### **Enter COVID-19.**

In light of the COVID pandemic, the school's contracts with the community centers for March onwards were cancelled with no certainty of them starting up again. The school asked its existing student base if they would be interested in online or virtual classes with minimal response / interest.

The goals for the client are to sustain and grow their livelihoods and to have a positive impact on the world around them.

### **Coming out of COVID-19.**

During COVID-19 the school transitions to online classes exclusively. Registration dropped to about 50 students throughout the pandemic, and one of the partners decided to exit the business. The one remaining partner is looking to understand their options with how they should successfully move the school forward coming out of the pandemic.

### **Your Role**

Your mission as an advisory team (or individual) is to come up with creative and innovative solutions to address this challenge for the partners as they rely on this for their livelihood. You will go through the problem definition, solution generation, and solution evaluation process as a team and develop recommendations for the client to implement as well as a proposal detailing how and why the client should work with your team to implement your recommended improvements.

## Team Composition

To give you as much flexibility and choice as possible, you are encouraged to choose your own teams. You can choose to be a team of two, or 10, or anything in-between. There is a fair amount of work required to do this well, so you are encouraged to work with others rather than work on your own.

**Deliverables** (and how you are assessed):

### **Part A (10% of your total mark): Draft Pitch (PPT only) & Proposal Outline**

Once you have gone through the the problem definition, solution generation, and solution evaluation process as a team, you will develop and record yourselves delivering a presentation which explains the client's situation and your recommended next steps to be delivered (as a team) virtually as well as an outline of your proposal for how your team can support the client's implementation of your recommendations.

#### **Part A.1: Develop a pitch deck (PPT slides)**

Develop a PPT (or similar presentation tool) deck to use to support your pitch..

#### **Part A.2 Develop a proposal outline**

You will develop an outline or draft proposal which will detail how and why the client should choose your team to support them implementing the changes you are proposing.

Submit a zip file with your presentation file and your proposal outline via the appropriate dropbox folder by the assignment deadline.

## Part A Grading

15.0 – 12.5	12.4 – 10.0	9.9-7.5	7.4 – 0.0
<p><b>The pitch &amp; proposal are exceptional and have no issues:</b></p> <p>Pitch approach is engaging.</p> <p>Recommendations are well thought out, clear, and flow logically.</p> <p>The presentation document contains engaging and well-developed graphics.</p> <p>Proposal outline is robust and well supported.</p> <p>Both documents are free of grammatical, spelling, and punctuation errors.</p>	<p><b>The pitch &amp; proposal are well-developed with only minor issues:</b></p> <p>Area of expertise is very clear.</p> <p>Pitch approach is appropriate.</p> <p>Recommendations are well thought out, a little unclear, and flow logically.</p> <p>The presentation document contains a couple of engaging and well-developed graphics.</p> <p>Proposal outline is clear, but not well supported.</p> <p>Both documents have only minor grammatical, spelling, and/or punctuation errors.</p>	<p><b>The pitch &amp; proposal have minor problems:</b></p> <p>Area of expertise is unclear.</p> <p>There is a pitch approach, however it doesn't make sense.</p> <p>Recommendations are not very well thought out, a bit unclear, but still flow logically.</p> <p>The presentation document contains some graphics.</p> <p>Proposal outline is missing 1-2 components.</p> <p>Both documents have multiple grammatical, spelling, and punctuation errors.</p>	<p><b>No pitch &amp; proposal are established, or they have major problems:</b></p> <p>Area of expertise is unclear.</p> <p>The pitch approach is missing.</p> <p>Recommendations are not well thought out, unclear, and missing logical connections.</p> <p>The presentation document is missing graphics.</p> <p>Proposal outline is missing more than 2 components.</p> <p>Both documents have several grammatical, spelling, and punctuation errors.</p>

## Part B (20% of your total mark): Presentation Pitch & Proposal

Once you have incorporated your feedback from Part A, you will record your **pitch presentation as though you were presenting it to a Managing Partner (boss) and the martial arts client** along with your **formal proposal** which details how and why your team should be hired by the client to support their implementation of the recommended improvements. I will be looking for feedback I have provided in Part A about the presentation ppt and proposal document to have been incorporated into Part B. Please submit your proposal and a LINK to your recording (please upload to YouTube or another streaming site rather than uploading your recording).

### Part B Grading

15.0 – 12.5	12.4 – 10.0	9.9-7.5	7.4 – 0.0
<b>The pitch is exceptional and has no issues:</b>  All feedback from Part A was incorporated.  Area of expertise is very clear.  Approach is engaging.  Recommendations are well thought out, clear, and flow logically.  The documents are well formatted and contain engaging and well-developed graphics.  Speakers appear well versed and confident in the content and their recommendations in the recording.  Proposal draft is robust and well supported.  The documents are free of grammatical, spelling, and punctuation errors.	<b>The pitch is well-developed and has only minor issues:</b>  Most feedback from Part A was incorporated.  Area of expertise is very clear.  Approach is appropriate.  Recommendations are well thought out, a little unclear, and flow logically.  The documents are well formatted and contain a couple of engaging and well-developed graphics.  Speakers appear well versed and confident in most of the content and their recommendations in the recording.  Proposal draft is clear, but not well supported.  The documents have only minor grammatical, spelling, and/or punctuation errors.	<b>The pitch has minor problems:</b>  Some feedback from Part A was incorporated.  Area of expertise is unclear.  There is an approach, however it doesn't make sense.  Recommendations are not very well thought out, a bit unclear, but still flow logically.  The documents have basic formatting and contain some graphics.  Speakers appear a bit uncertain about the content and their recommendations in the recording.  Proposal draft is missing minor components.  The documents have multiple grammatical, spelling, and punctuation errors.	<b>No pitch established or it has major problems:</b>  Feedback from Part A was not incorporated.  Area of expertise is unclear.  The approach is missing.  Recommendations are not well thought out, unclear, and missing logical connections.  The documents are not well formatted and or are missing graphics.  Speakers appeared unfamiliar with the content in the recording.  Proposal outline is missing more key components.  The documents have several grammatical, spelling, and punctuation errors.