Università di Roma
Tor Vergata

Laurea / B.A.
in Global Governance

AY 2025/2026

Management of Innovation

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Non attending students:
Individual assignment instructions

Individual assignment

The individual assignment is part of the overall evaluation and aims to explore a single real case.

The case is selected autonomously by the student.
The student must write a short paper (max 3000 words, excluding references, tables and figures).

Font: Times New Roman
Size: 12
Line spacing: Single
Citations: APA style
Language: English

Send the essay by email by the day before the exam:
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Individual assignment guidelines (1)

1 -Choose a Company for Your Business Case

Select a real-world business that interests you. Clearly state why you selected this particular company.

2 - Map and Analyze the External Environment

Conduct a structured analysis of the external environment in which the company operates. Identify and discuss key opportunities and challenges in this external environment.

3- Describe the Company and Its Business Model

Provide a concise but comprehensive description of the selected company, including its history, core activities, and market positioning. Outline and explain the company's current business model, clearly identifying its value proposition, revenue streams, customer segments, key activities, and resources.

Individual assignment guidelines (2)

4 - Identify and Analyze Practices Related to Sustainability and Digital Transformation

Clearly identify and describe practices the company has implemented in these areas (sustainability, digital transformation). Explain the rationale and objectives behind the company's practices, supported by relevant examples.

5 - Critical Analysis of Identified Practices

Evaluate the effectiveness, outcomes, and impacts of the practices identified, using insights from academic literature, industry reports, news articles, and other credible sources. Discuss the strengths and weaknesses of these practices, clearly justifying your arguments with evidence and references.

6 - Develop and Discuss Alternative Courses of Action

Based on your critical analysis, propose alternative approaches or improvements the company could adopt. Support your proposed alternatives with evidence from scientific literature, best practices from comparable companies, reports, guidelines, or expert recommendations. Clearly articulate the expected benefits and potential challenges associated with your recommendations.

Potential table of content

i. **Introduction to the Case and Reasons for Selection**

ii. **Analysis of the External Environment**

iii. **Company Description and Business Model**

iv. **Practices Related to Sustainability and Digital Transformation**

v. **Critical Analysis of the Practices**

vi. **Alternative Courses of Action**

vii. **Conclusions**
(Summarize your main findings and insights)

References *(including webliography)*
Provide full citations of all sources used, including websites. Suggested number of overall references about ten (at least five scientific sources).
Methodological Note *(optional but appreciated)*
Explain how you conducted your research: e.g., review of corporate publications, literature and reports available online, personal experience, interviews with company representatives, etc.

Business Model Mapping:

Use the business model canvas.

You have different options, as, for instance:

https://www.canva.com/it_it/diagramma/business-model-canvas/

https://miro.com/it/modelli/business-model-canvas/

https://www.strategyzer.com/library/the-business-model-canvas

Context analysis: suggested resources

CONTEXT MAP® CANVAS

DESIGN A BETTER BUSINESS

DEMOGRAPHIC TRENDS
Look for data on demographics, education, employment. Are there big changes that will impact your business?

RULES & REGULATIONS
Are there trends in rules and regulations that will impact your business in the near future?

ECONOMY & ENVIRONMENT
What are trends in the economy and in the environment that will impact your business?

COMPETITION
What trends do you see among your competitors? Are there new entries?

YOUR COMPANY

TECHNOLOGY TRENDS
What are the big technological changes that will impact your business in the near future?

CUSTOMER NEEDS
What are the big trends in customer needs? How do the expectations of customers develop in the near future?

UNCERTAINTIES
Do you see any big uncertainties? Things that can have a big impact, but it's unclear how or when?

THE GROVE CONSULTANTS INTERNATIONAL

Based on the Context Map designed by David Sibbet

Context map canvas guidelines

- Step 1: Your company: Your company or organisation is in the centre of the image.
- Step 2: Demographic trends: Look for demographic data, educational level and employment situation, employment situation. What are the big changes in these areas?
- Step 3: Policies, rules and regulations: What policies, rules and regulations do you think will be implemented in the (near) future? What is the government doing? Are there any new taxes?
- Step 4: Economy and environment: What is happening in the economy? And what is happening in the environment in general? Are there economic trends that will have an impact on your company? Do you think climate change will have an impact?
- Step 5: Competition: What about competition? Take the time to find unexpected competition. Are there new entries? Does competition come from unexpected sources?
- Step 6: Technology trends: What new technology trends do you see emerging that will have an impact on your business?
- Step 7: Customer needs: How will customer needs change in the future? Do you see any new trends? Do you see major changes in customer behaviour? Are there new trends that are spreading?
- Step 8: Uncertainties: Do you see major uncertainties? Things that potentially have a huge impact but it is not clear how or when?

Others

PESTEL:
https://wikis.ec.europa.eu/spaces/ExactExternalWiki/pages/50109048/Context+analysis+%E2%80%93+PESTEL

Porter 5 Forces:

https://www.investopedia.com/terms/p/porter.asp

https://youtu.be/mYF2_FBCvXw?si=DEULE31x8W2kjEJe

Stakeholders analysis:

https://wikis.ec.europa.eu/spaces/ExactExternalWiki/pages/50108994/Stakeholder+analysis

Alternative course of action

To do so, you must adopt a **gap-closing approach**. This means that your proposals should directly address the main weaknesses, limitations, or misalignments identified in your analysis of the context and the current business model, as well as its digital and sustainability practices.

Step 1 – Identify the gaps

Based on your critical analysis, identify 2–3 key gaps.

These may relate, for example, to:

- limited or ineffective use of digital technologies
- weak integration of sustainability principles
- inconsistencies between the value proposition and stakeholder expectations

Clearly state each gap.

Alternative course of action

Step 2 – Develop alternative courses of action
Develop at least three alternative courses of action.
Each alternative must:
- address one specific gap
- propose a clear and concrete solution
- be distinct from the others (i.e., not just small variations of the same idea)

Step 3 – Describe each alternative
For each alternative, provide a **structured explanation including**:
- Identified gap
- Proposed solution (what you suggest the company should do)
- Key changes to the business model (e.g., value proposition, delivery channels, value creation logic)
- Role of digital technologies and/or sustainability

Alternative course of action

Important!

Alternatives must be specific and actionable (avoid vague statements such as “improve sustainability” or “use more digital tools”).

Each alternative must clearly explain how it addresses the identified gap.

The three alternatives should reflect different strategic approaches (e.g., incremental improvement vs. more substantial change).

Evaluation Criteria

Your work will be evaluated based on how clearly and consistently you follow the assignment instructions, including the completeness and organization of all sections.

Particular attention will be given to the quality of your arguments, meaning your ability to develop clear, relevant, and well-supported analysis using appropriate examples and sources.

The depth of your analysis is also important, especially your ability to critically examine the identified practices, highlight strengths and weaknesses, identify gaps, and connect the context, the business model, and your proposals.

The proposed alternative courses of action will be evaluated in terms of their coherence with the identified gaps, their clarity, and their feasibility, as well as the extent to which they reflect different strategic approaches.

Evaluation Level	Description
Excellent (30 cum laude)	Work fully meets all requirements. Analysis is clear, well-structured, and demonstrates strong critical thinking. Alternatives are well-developed, coherent, and strongly connected to identified gaps.
Very Good (29–30)	Work follows instructions clearly with minor imperfections. Analysis is solid and relevant. Alternatives are coherent and supported, with good critical insights.
Good (27–28)	Work is generally aligned with the requirements. Analysis is adequate but could be more precise or better supported. Alternatives are relevant but not fully developed.
Satisfactory (24–26)	Work shows basic understanding but lacks consistency. Analysis is mostly descriptive with limited critical depth. Alternatives are present but weak or unclear.
Pass (18–23)	Work is incomplete or partially developed. Limited analysis and weak connection to the assignment. Alternatives are superficial or poorly justified.
Fail (<18)	Work does not meet the requirements. Analysis is missing or unclear. No meaningful development of alternatives.

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