



College of Banking and Financial Studies
Assignment Brief – BTEC
Higher National Diploma in Business (Level 5)
Spring 2020-21 Assignment 1



Student Name /ID	ST:
Unit Number and Title	17 – Understanding and Leading Change – A/508/0529
Academic Year	Spring 2020-21
Unit Assessor	Ms Leena Barretto
I. V. Name	Ms Joyce Noronha. Member, LIVT
Assignment Title	Change impact on an organisation’s behaviour, strategy and operations.
Issue Date	14 th March, 2021
Formative Feedback Date	14 th April, 2021
Final Submission Date	To be announced

Submission Format:

1. The submission is in the form of an individual written report. This should be written in a concise, formal business style using single spacing and font size 12.
2. You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using the Harvard referencing system. Provide working notes wherever required.
3. The document must be submitted to Turnitin in word document.
4. Please provide a bibliography using Harvard referencing system if you referred any sources for theoretical parts or questions.
5. The recommended word limit is 2000 – 2500 words, excluding the bibliography.
6. The file must be saved in the format: student ID-ULC-Formative-A1, for formative submission and student ID-ULC-Summative-A1, for summative assignment.
7. In case of extenuating situations, the relevant college policies apply.

Unit Learning Outcomes:

LO 1. Compare ways in which change impacts on an organisation’s strategy and operations.

LO2. Evaluate the influence that drivers of change have on organisational behaviour.

Assignment Brief and Guidance:

Lululemon and Nike offer lessons on ways retailers can successfully reorganize their priorities to meet the COVID-19 era's challenges.

COVID-19 has required nearly all marketers to adapt their strategies and navigate uncharted territory rapidly. Some of these shifts will be here to stay even after recovery efforts set in.

For the last few years, the term “digital transformation” has focused on many businesses. This organizational evolution aimed to move companies from the analog age to digital, with all consumer touchpoints having a digital fingerprint, both online and offline. From creating a better in-store checkout experience to a website designed with the consumer experience in mind, retailers pursued digital transformation to check off all these boxes.

But like many organizational changes, especially of this magnitude, businesses quickly realized that this task was akin to moving a proverbial cruise ship, not an agile and nimble jet ski. Enter stage right: a global pandemic that has shaken the core of our very definition of “normal.”

COVID-19 has had a global impact, affecting all markets and businesses, leaving nothing unscathed. One category which has faced tremendous hardship is retail. With storefronts closing across the globe, retail brands have had to pivot to survive the new marketplace quickly. In this quest, many retail brands faced a difficult question when approaching the challenge brought forward by the crisis: Is our organizational infrastructure ready to handle the new consumer consumption habits?

For many retailers, the overwhelming percentage of sales still come from in-store—84% vs. 16% online, according to the U.S. Department of Commerce. Despite the steady annual growth, online sales have continued to play second fiddle to in-store sales. When the global pandemic hit, businesses refocused their sales strategies, knowing they had somehow to convert 84% of in-store sales to online sales. Some brands took this challenge in stride, quickly adapting to new market needs; others were not so lucky as their decisions from the past handcuffed their ability to be nimble and adjust with the times.

Retailers that reorganized well

Two examples of successful brands in this new era of commerce are Lululemon and Nike. With lockdown rules in place across the globe, the demand for athleisure wear has increased exponentially. These brands had elements in place to successfully weather the storm: strong brand loyalty paired with excellent digital experiences. According to a survey conducted by J.P. Morgan last month, the brands

also likely benefited from athleisure being a top choice for stimulus check spending. Consumers have been able to overlook the higher price point associated with these premium brands as they placed more value on each brands' mission and commitment to its customers.

With the shift to complete ecommerce, Lululemon has leaned into the fact that its products are appropriate to wear for every season and therefore created more options for consumers seeking diversification. Additionally, the fact they are a vertical retailer gave them control over distributed inventory and product flow.

Nike has been able to flex its celebrity clout by bringing exercising into the great indoors using engaging marketing efforts with support from Cristiano Ronaldo and Rafael Nadal, and subtle appearances of Nike products. Want to beat Ronaldo's ab workout challenge? Great—here are some shorts to wear when trying to do so. By focusing on meaningful and timely content that was still relevant to the brand, Nike quickly developed a brilliant marketing strategy that drove sales and ultimately created even stronger customer engagement.

On the other end of the spectrum, two brands that have struggled with the new market landscape are Under Armour and Uniqlo. Under Armour's distribution relies predominantly on third-party distributors, which have categorically struggled due to the need to shut down physical stores. Under Armour has been at the mercy of these third-party retailers' online experience, which, for the most part, is basic at best. Uniqlo, a brand whose ethos lives in footfall, has seen a massive decline in sales due to global lockdowns. Uniqlo's online experience offers consumers pales compared to its in-store counterpart, which has led to a drastic reduction in sales.

There is no doubt that this global pandemic has altered the retail ecosystem's ratio of offline-to-online sales and will continue to do so even after brick-and-mortar stores reopen. Brands that can build digital experiences and an online community will surely win consumers' share of spend in the retail space today and tomorrow. When we look back at this pivotal time in retail history, the answer to the question of "who led your company's digital transformation?" won't be the CEO, CMO, or CTO. It will be COVID-19.

Chowdhury , S. (2020). How COVID-19 accelerated organizational change among retailers [online] Available <https://www.digitalcommerce360.com/2020/09/04/how-covid-19-accelerated-organizational-change-among-retailers/> (Accessed 7 March 2021)

Submit your work in a report format. In your report you should:

Draw conclusions and recommendations with valid justifications for planning effectively for change and applying change impact analysis with reference to Lululemon and Nike.

Learning Outcomes and Assessment Criteria			
Learning Outcome	Pass	Merit	Distinction LO1 & 2
LO1 Compare ways in which change impacts on an organisation's strategy and operations.	P1 Compare different organizational examples where there has been an impact of change on an organization's strategy and operations.	M1 Assess the different drivers for change in each of the given examples and the types of organizational change they have affected.	D1 Draw conclusions and recommendations with valid justifications for planning effectively for change and applying change impact analysis.
LO2 Evaluate the influences that drivers of change have on organisational behaviour	P2 Evaluate the ways in which internal and external drivers of change affect leadership, team and individual behaviours within an organisation. P3 Evaluate measures that can be taken to minimise negative impacts of change on organisational behaviour.	M2 Apply appropriate theories and models to critically evaluate organisational response to change.	

LEARNER ASSESSMENT SUBMISSION AND DECLARATION

When submitting evidence for assessment, each learner must sign a declaration confirming that the work is their own.

Please list the evidence submitted for each task. Indicate the page numbers where the evidence can be found or describe the nature of the evidence (e.g. video, illustration).

Task reference	Evidence submitted	Page numbers or Description
LO 1		
LO 2		

Additional comments to the Assessor:		

<p>Learner declaration</p> <p>I certify that the work submitted for this assignment is my own. I have clearly referenced any sources used in the work. I understand that false declaration is a form of malpractice.</p> <p>Learner signature: _____ Date: _____</p>

ASSESSMENT RECORD SHEET – FORMATIVE FEEDBACK			
Programme	BTEC HND BUSINESS LEVEL 5	Learner name	
Assignment title	Compare ways in which change impacts on an organisation's strategy and operations and evaluate the influence that drivers of change have on Organisational behaviour.	Assessor name	
Unit no. and title	17 – Understanding and Leading Change – A/508/0529	Targeted learning aims/assessment criteria	
First Submission			
Deadline		Date submitted	
Targeted criteria	Criteria achieved	Assessment comments	
P1			
P2			
P3			
M1			
M2			
D1			
General comments			
Assessor declaration	I certify that the evidence submitted for this assignment is the learner's own. The learner has clearly referenced any sources used in the work. I understand that false declaration is a form of malpractice.		
Assessor signature		Date	
		Date of feedback to learner	
Resubmission authorisation by Lead Internal Verifier*		Date	

* All resubmissions must be authorised by the **Lead Internal Verifier**. Only **one** resubmission is possible per assignment, providing:

- The learner has met initial deadlines set in the assignment, or has met an agreed deadline extension.
- The tutor considers that the learner will be able to provide improved evidence without further guidance.
- Evidence submitted for assessment has been authenticated and accompanied by a signed and dated declaration of authenticity by the learner.

Any resubmission evidence **must be submitted within 15 working days of receipt of results of assessment.

ASSESSMENT RECORD SHEET - RESUBMISSION – SUMMATIVE FEEDBACK		
Deadline		Date submitted
Targeted criteria	Criteria achieved	Assessment comments
P1		
P2		
P3		
M1		
M2		
D1		
General comments		
Learner Declaration		I certify that the evidence submitted for this assignment is my own. I have clearly referenced any sources used in the work. I understand that false declaration is a form of malpractice.
Learner signature		Date
Assessor declaration		I certify that the evidence submitted for this assignment is the learner's own. The learner has clearly referenced any sources used in the work. I understand that false declaration is a form of malpractice.
Assessor signature		Date
		Date of feedback to learner