

*Note: This is the text-only version of this week's lecture.*

All media (i.e. videos, flash presentations, and PowerPoints) and learning activities (i.e. assigned readings, assignments, and discussions) are accessible only through the online course.

## **Week 5: Creating the Business Case for Innovation and Organizing for Growth**

### **Week 5 Overview**

*Log in to the course to view video and alternative version.*

Click the hyperlink below for a transcript of the video.

[Video Transcript](#)

### **Week 5 Introduction and Objectives**

In this week's lesson, we will discuss the importance of making the business case for your enterprise growth plan as well as how to organize an innovative enterprise. Of course, the cornerstone of the course will be your preparation and delivery of the enterprise growth plan project, which is to be submitted this week.

### **Learning Objectives**

After completing this week, you should be able to:

- Prepare a business case that justifies the innovation investment in the enterprise growth plan.
- Understand the macro/micro organizational issues that can enhance or inhibit innovation within the enterprise.
- Recognize the importance of cross-functional teams in creating and executing innovation within the enterprise.
- Prepare and submit your company's enterprise growth plan.

### Week 5 Learning Activities

| Learning Activity        | Description                                 | Due Date   | Points/Weight |
|--------------------------|---|--|---------------|
| Reading 1                | Read Chapters 11 and 13 of the Meyer text.  | Complete by end of Day 2                         | ~             |
| Lesson 1                 | Organizing for Growth                       | Complete by end of Day 3                         | ~             |
| Lesson 2                 | Financial Templates                         | Complete by end of Day 4                         | ~             |
| Discussion 1             | "Impediments to Innovation"                 | Post by end of Day 3,<br>Respond by end of Day 5 | 5             |
| Final Project Submission | Submit your enterprise growth plan project. | Complete by end of Day 7                         | 35            |

**Note:** All assignments are to be submitted through the **Assignments** area of the course. Similarly, all discussions can be accessed in the **Discussions** area.

### Week 5 Reading 1 (Complete by end of Day 2)

Read Chapters 11 and 13 of the Meyer text.

These chapters provide important information on financing innovation and building/organizing an innovative enterprise.

### Organizing for Growth

The following presentation provides further information and details regarding how to organize for enterprise growth.

Audio for this presentation will begin automatically; ensure that your speakers are turned on and the volume is adjusted. Navigate the presentation using the Next and Previous buttons.

*Log in to the course to access interactive course content and alternative version.*

Click the hyperlink below for the above presentation in PowerPoint format.

## [Organizing for Growth](#)

Click the hyperlink below for a transcript of this presentation.

### [Transcript](#)

Next, we will need some feedback from you regarding your company and any impediments to innovation within your enterprise.

## **Financial Templates**

You will find a variety of financial templates for different types of organizations such as manufacturers, service companies, etc., which contain the basic financial information required in order to make a business case for an innovation. It is important that financial information, such as projected revenue and costs of innovation, is presented in order for executives within your organization to sign off on your proposed innovation plan.

Click to download and review:

[A financial template for a manufacturing company.](#)

[A financial template for a service company.](#)

[A financial template for a software company.](#)

## **Week 5 Discussion 1: Impediments to Innovation**

**Post by Day 3**

**Respond by Day 5**

**Point Value: 5**

As you have seen in your readings and in the videos on innovation, there are many possible impediments to innovation, at a personal level, organizational level, even at a societal level. Consider your current enterprise and answer the following question:

What are the impediments to innovation in your company? How can they be overcome?

1. Limit your answer to 500-700 words.
2. Respond to at least two posts of your classmates, evaluating their responses to promote active discussion.

## **Week 5 Final Project Submission (Submit by end of Day 7)**

**Point Value: 35**

Now, after five full weeks, you should be ready to complete and submit your enterprise growth plan project. This is the major deliverable in the course and should demonstrate your understanding of the concepts covered. Again, the proposed anatomy of the plan is included in your course syllabus.

*Please review the course overview section labeled Enterprise Growth Plan Project.*

While the page limit is capped at 10-15 pages, you can include relevant appendices that may help validate and justify your recommendations. Good luck!

Compose your finished enterprise growth plan a **MS Word document (Arial, 11 pt, 1.5 spacing)**. The deliverable should be **10-15 pages** in length.

**Write and submit your case study response via the Turnitin drop box located in the Assignments area of the course.**

## **Week 5 Summary**

In this week's lessons we have learned about the importance of making the business case for the enterprise growth plan. Clearly, innovation requires a financial investment, an investment that must pay off for the enterprise. Accordingly, one has to run the numbers and determine which growth options make the most financial sense. Executives will want to see the financial contribution that each of the individual growth options will make to the enterprise, as well as the overall contribution the total plan will make, in the short-term and long-term.

Creating and delivering innovation requires dedicated cross-functional teams and supportive leadership. Unfortunately, many organizations are not set up properly to allow innovation to flourish. There are many obvious impediments to innovation, and some you may have experienced these impediments in your own organization. In essence, over the past five weeks we hope you have learned that in order for an enterprise to sustain growth, it must have the willingness and ability to innovate. If not, the future of the enterprise will be truncated. While there are risks in playing the innovation game, we hope you are better equipped in terms of knowledge and skill-set to help your enterprise win the innovation game!