

UNIVERSITY OF LONDON

GOLDSMITHS COLLEGE

Department of Computing

B. Sc. Examination 2020

IS53020A

Digital Ventures Creation

Duration: 1 hour 30 minutes

Date and time:

This paper is in two parts: part A and part B. You should answer ALL questions from part A and TWO questions from part B. Part A carries 40 marks, and each question from part B carries 30 marks. The marks for each part of a question are indicated at the end of the part in [.] brackets.

There are 100 marks available on this paper.

**THIS PAPER MUST NOT BE REMOVED
FROM THE EXAMINATION ROOM**

Part A
long question

Question 1 The Start-up Innovation process

- (a) The innovation process that start-up companies must use differs greatly from that of established businesses. Start-up companies often have many constraints which established businesses may well not have. Describe the five-stage start-up innovation process and provide an example of a constraint a start-up might face at each stage.

Up to 2 marks will be awarded for each stage in the start-up innovation process described with an example .

[10]

- (b) A key difference between an established business and a start-up business is how they develop new products and services. Compare five key differences between the secret approach to product and service development taken by many established businesses with the sharing approach required for start-up business.

Up to 2 marks will be awarded from each key difference explained and compared. [10]

- (c) Describe the hypothesis driven entrepreneurial approach to product development and draw a diagram that shows the interaction process that takes place.

Up to 5 marks will be awarded for the description and 5 marks for the diagram

[10]

- (d) Compare and contrast the approaches of brainstorming and mind mapping when used to formulate new ideas for products and services. In your answer outline the stages of brainstorming and draw a mind map for the development of a digital product.

Up to 6 marks will be awarded for comparing the approaches of brainstorming and mind mapping and 4 marks for drawing a mind map.

[10]

Part B

Question 2 Data driven decision-making

- (a) Both business plans and business models play important roles in documenting a business's activities. Compare the process of creating a business plan with that of creating a business model by identify five key differences.

Up to 2 marks will be awarded for each key difference in the process of creating a business plan and a business model.

[10]

- (b) Although a business plan is essential for most new businesses they have often been criticised for the issues they raise. Describe five issues or drawbacks of the use of business plans.

Up to 2 marks will be awarded for each issue with a business plan described.

[10]

- (c) When deciding which business venture one should develop it is important to understand the pitfalls associated with selecting new ventures. Describe five pitfalls that may occur in selecting a new business venture and describe five ways in which they may be avoided

Up to 2 marks will be awarded for each pitfall and the way it can be avoided.

[10]

Question 3 Business model canvases, a tool for visionaries

- (a) The business model canvas is the business modelling tool used by many start-ups. Its structured approach and analogical design makes it a highly effective tool for describing new products or services.

Describe the 7 step action plan used when creating a business model Canvas. Provide an example of when it may be necessary to change the order of the steps and describe why.

Up to 1 mark will be awarded for each step described and up to a further 3 marks for an example of when it may be necessary to change the order of the steps.

[10]

- (b) Draw a business model canvas for a product or service of your choosing. Then write a detailed description of how the elements of your business model canvas interact with each other to illustrate how your new business will operate.

Up to 5 marks will be awarded for a correct business model canvas and up to 5 marks will be awarded for the description of the interaction of its elements.

[10]

- (c) Explain what a lean canvas is and then describe a business model for a product or service of your choice using a lean canvas. In your answer explain the role of each element.

Up to 5 marks will be awarded for a correct lean canvas and up to 5 marks will be awarded for the description of its elements.

[10]

Question 4 Assessing new business ventures

- (a) Describe five sources of new business ideas and explain how each source can be used when scoping out a new product or service.

Up to 1 mark will be awarded for each source described.

[5]

- (b) Draw a diagram detailing the 5 key areas needed to be assessed when evaluating the feasibility of a new venture. Your diagram should illustrate all the areas, both internal and external factors that affect your proposed venture.

Up to 1 marks will be awarded for each key area and up to a further 5 marks for the diagram if it includes internal and external factors.

[10]

- (c) When evaluating new ideas, it is important to understand the strengths and weaknesses. Describe five considerations one needs to look at when evaluating and analysing the strengths and weaknesses of new business venture. Provide an example of each.

Up to 1 mark will be awarded for each consideration with example.

[5]

- (d) Describe five critical success factors one should evaluate and consider when proposing the development of a new business idea. Provide an example of each.

Up to 2 marks will be awarded for each critical success factor with example.

[10]