Hello Students:

Welcome to the other half of GDP. While B2C (Business to Consumer) is often top of mind, B2B (Business to Business) is where many experts predict the future lies. This course will link the latest trends with the largest market: helping complex organizations truly incorporate “start-up” thinking and skills to create new sources of growth! Companies in hi-tech, healthcare, aviation, energy and others are pivoting to both maintain momentum in technology and position themselves as leaders. Every big companies says they want to “move with the speed of a start-up, but very few really do what it takes to re-define industries and blaze real innovation. To show how this can be applied you will get to design an “App” for a large company to use. Don’t worry, you won’t actually “build” it, just concept it!

In this class, you will study Lean Start-up and Agile techniques developed by true start-ups and apply them to huge corporations. You will develop a new product or service offering with “Commercial Innovation” techniques being pioneered by GE and others and be tasked to execute upon them. You will go a step beyond traditional new product processes and value propositions to quickly bring your new idea to life. The world moves fast—and this course will teach you how to move faster as you prepare your own career skills.

You will be split into groups and assigned project responsibility within one of the following industry verticals: Energy, Healthcare or Transportation. Your team will do considerable research to ID a real problem, interface with real company execs to vet your ideas and develop your final presentations. Solutions will most likely be presented as an “App” for the business to use.

As we prepare for class, please ensure the following items have been completed before our first class:

- Review Syllabus
- Review “Rules of Engagement”

Best Regards,

Steve Liguori
Founder and CEO
Liguori Innovation

Former Executive Director
Global Innovation & New Models
General Electric
B8638-001: Start-up Strategies for Large Companies
Columbia University | Spring 2015 B-Term | Steve Liguori

T- B Term 02:15PM to 05:30PM  Location: URI 141  Prerequisite(s): B6601

Logistics:

Professor: Steve Liguori
Founder and CEO Liguori Innovation

Contact: sl3529@columbia.edu
Officer Hours: By appt; via email

Class Objectives:
1.) Discover the vast expanse of B2B Marketing and Start-up Techniques
2.) Exposure to leading “Commercial Innovation” techniques
3.) Experience the rapid commercial innovation process in the world of “Business Apps”

Grading Breakdown:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Class Assignments (4 x 10%)</td>
<td>40%</td>
</tr>
<tr>
<td>Group Mid-Class Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Group Final Presentation</td>
<td>40%</td>
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Attendance:
- A student may be absent for one class, excluding the final presentation in Week 6
- Each additional act of absenteeism will result in the deduction of 1/3 letter grade
Class Description:

The vast majority of current marketing efforts are focused on the excitement around consumer focused technology. The world is obsessed with apps, downloads and gadgets and marketers are gleefully racing to join in. But what about the deep seated huge needs of society, businesses and governments? What roles are marketers and marketing academics playing to develop cleaner energy, better healthy, more reliable transportation and access to capital?

At large organizations such as GE, marketing has taken on a fundamental role in this transformation, going beyond classic advertising and communications to embed itself deeply into the company. This involves realizing that marketing’s critical mission is to deliver innovation and value.

Students in this course will focus on the nascent world of “Business Apps” and will be exposed to the cutting edge “Lean Start-up” techniques developed and now being deployed at complex organizations. Students will be assigned case study work to develop their grasp of the above mentioned topics. They will work in pre-assigned teams to develop actual apps for industry workplaces, in areas such as Energy, Healthcare, and Transportation. Students in this course will be challenged to bring to life the “Industrial Internet” by applying their skills to making a better world instead of a cool on-line game or reservation app!

Teams will meet with current industry execs from leading business entities. The course goal is to research an industry for real customer problems, conceive prototypes, test real business apps and construct viable commercial models. Expect to present your solutions to a mock “Venture Capital” board, for “mock funding” in our final class, just like start-ups do! Students will be expected to be high performing with a solid background in business. Those interested in Marketing, Digital, Finance, Sales & Manufacturing careers are welcome to apply.

Best Regards,

Steve Liguori
Founder and CEO
Liguori Innovation
### Weekly Agenda and Assignments:

<table>
<thead>
<tr>
<th>Week</th>
<th>Focus</th>
<th>Assignment Due</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to B2B Marketing &amp; GE’s Gold Standard Marketing Process</td>
<td><em>HBR</em> article</td>
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</table>
| 2    | Building Business Concepts Intro to Lean Start Ups | On your Problem Statements:  
• *All:* Write up plus exercise;  
• In class discussion |
| 3    | Creating New Value Props for B2B applications | On your Concepts:  
• *All:* Write up plus exercise;  
• 2 Group Presentations |
| 4    | Prototypes and MVP’s | On your Business Models:  
• *All:* Write up plus exercise;  
• 2 Group Presentations |
| 5    | Pivots from Customer Feedback | On your Prototypes:  
• *All:* Write up plus exercise;  
• 2 Group Presentations |
| 6    | Final Group Presentations to a “mock” VC board w/ actual Industry and VC reps! | Group Presentations |

**Write ups and Assignments:**  
*All Write ups and Assignments will be due at midnight before the next day’s class.*