Hello Students:

What does it take for large firms to innovate and act like true startups? The answers may surprise you. So come learn about Disruptive Innovation, and how you can successfully lead it from the founder of Liguori Innovation (and recent Executive Director of Global Innovation at General Electric). A Fortune 500 executive commented recently “We are getting our lunch eaten by two kids and a dog in a garage. We are losing customer and talent like never before. We need help!” So as emerging business leaders yourself one must ask is this truly the fate of large enterprises going forward or can their great assets and talents be pivoted to prosper for another day in the global economy? May experts predict that mastering innovation and startup skills will be the key to future business success for both B2C (Business-to-Consumer) and B2B (Business-to-Business) firms. This course will link the latest trends with real-world executive discussions and problems solving. You will be build solutions to assist complex organizations truly incorporate “start-up” thinking and skills to create new sources of growth! 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 create a new innovative business concept 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 startups and apply them to actual situations, so it is a Real-Time Case Study. 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 organized into small teams and assigned project responsibility within an industry vertical such as Energy, Healthcare, Transportation, etc. Your team will do rapid customer research to ID a real problem, conceive a solution, interface with standing company execs to vet your ideas, mock up a prototype and develop your final presentations. These will be presented to a Mock Venture Capital board for “funding” as a team based final exam pitch.

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 2016 B-Term | Steve Liguori

W- A Term 04:00PM to 07:15PM  Location: URI 332  Prerequisite(s): B6601

Logistics:

Professor: Steve Liguori
Founder and CEO Liguori Innovation

Teaching Assistant: TBD

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

Class Objectives:
1.) Discover the vast expanse of Disruptive Innovation and Startup techniques
2.) Learn and deploy cutting edge “Commercial Innovation” solutions for an actual business.
3.) Experience the complex leadership challenges of dealing with change in the connected world.

Grading Breakdown:

Class Participation ...... 10%
Class Assignments (4 x 10%) ...... 40%
Group Mid-Class Presentation ...... 10%
Group Final Presentation ...... 40%

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
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Class Description:

What is the crazy world of Disruptive Innovation? How will YOU lead it?

- What are the types and what are they?
- Where is coming from and the impact on B2C, B2B2C and B2B?
- What are the impact of items such as the Sharing Economy, Global Brain, and Internet of Everything?
- Skills you will need? Customer Focus, Analytics, New leadership, etc.
- Critical skills for next generation of leaders
- Startups inside Fortune 500’s are not startups. So what are they?
- What’s your purpose and “iOS” (innovation Operating System)?
- What is the world of a business leader today and tomorrow?

Students in this course 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, deployable innovation solutions for industry workplaces, in areas such as Energy, Healthcare, and Transportation or others. Students in this course will be challenged to bring to life “Disruptive Innovation” by applying their skills to make better solutions for society.

Teams will meet and get to dialogue 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 ideas and construct viable commercial models. Expect to present your solutions to a mock “Venture Capital” board, for “funding” in our final class, just like startups do! Students will be expected to be high performing with a solid background in business. Those interested in Marketing, Strategy, Digital, Finance, Sales & Manufacturing careers are welcome to apply.

Best Regards,

Steve Liguori
### 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 Disruptive Innovation and Leading it. GE’s Gold Standard Marketing Process</td>
<td>HBR, Wired and Fortune articles</td>
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| 2    | Building Business Concepts Intro to Lean Startup What problem are you solving? | On your Problem Statements:  
  - All: Write up plus exercise;  
  - In class discussion |
| 3    | Creating New Value Props for Complex/Large Enterprises. Leap of Faith Assumptions | On your Concepts:  
  - All: Write up plus exercise;  
  - 2 Group Presentations |
| 4    | Building Prototypes and MVP’s What’s your Business Model? | On your Business Models:  
  - All: Write up plus exercise;  
  - 2 Group Presentations |
| 5    | Pivots from Customer Feedback along with Learning Metrics | 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.*
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