Innovation in a Connected World
Immersion Seminar

Course Overview
Innovation and the connected world go hand in hand: They are the yin and yang of growth. Innovation is one of the most important business growth engines available to a firm, while the Internet has facilitated growth in many dimensions, including revolutionizing several aspects of the business world and generating new business models. Online life has become part of real life.

The Innovation in a Connected World seminar will give students an opportunity to learn how companies in a variety of industries innovate and use innovations to improve their business.

Topics of site visits, speakers’ talks, classroom discussions, and final papers will focus on current practices leveraging the interplay between connectivity and innovation, and its future prospects:

- **“Silicon Alley”**: How to develop a business based on apps, how to improve the efficiency of your business with apps, and how to build an app-based startup.
- **Social networks and user-generated content**: Understanding the effect of links and why social networks are not crowds.
- **E-commerce**: How to use the latest e-commerce trends to build stable commercial platforms and rich business relationships.
- **Big data**: How to use the colossal amount of data on the web to generate insights, predict new trends, and discover hidden opportunities.
- **The effect of mobile connectivity**: The importance of continuous information on location.

Course Organization
This course is one of a series of New York City Seminars on key industries that students might consider for their careers. The course takes place over four Fridays (10:00AM – 3:00PM).
Class sessions consist of lectures and discussions of course readings, site visits to NYC-based digital industries, and talks and panel discussions with industry leaders. In each session, speakers and panelists will address the topics of the day, specifically discussing the changes they foresee, and the impact of those changes on the future of entrepreneurship as well as entrepreneurship as a career.

**Session 1:** The first session will take place in Uris Hall, with an introduction by the professor followed by a site visit.

**Sessions 2-4:** In each of the following three sessions we will host a guest speaker, followed by a visit to a center of development of internet and mobile innovations located in the city.

Each visit will have the following structure:

- A student team presents to the class and the day’s guest on the history, current landscape, challenges, opportunities, and future trends of that day’s topic.
- We will then hear from our guest speaker or panel on the same topic.
- Site visit, which ends with a student-faculty debriefing to discuss what students learned.
- Transportation will be provided from campus to the site.

In the final session, the scheduled panel topic will be followed by a review of the course and its conclusions.

The first session will be held on the Columbia campus. In session 1, Prof. Goldenberg will provide an overview of the course topics along with a focus on the interesting question of what makes connectivity different when it goes online. Students will form groups, and each group will be assigned a topic and company for presentation.

Sessions 2 to 4 will take place at the offices of various companies. Each week, one student group will present, followed by guest speakers from the company and other industry experts. Speakers and panelists will specifically address the best practices of experienced management in the industry and what changes they foresee over the next few decades.

In Session 4, Prof. Goldenberg and the students will discuss future trends in general and their potential impact on the business world.

Readings will be provided on Canvas. Students are expected to research the companies prior to each visit.

**Connection to the Core**

The learning in this course will utilize, build on, and extend concepts covered in the following core courses:
### Core Course

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<th>Marketing</th>
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### Connection with Core

1. Targeting and Positioning
2. Using Big Data to Make Pricing Decisions
3. Adding Social Media to the Marketing Mix
4. Communication and Social Media: How will we communicate with customers?

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### Assignments and Grading

Requirements for the course are: attendance and participation in class discussions (40%), onsite presentation based on an assigned topic (20%), and submission of a final paper on topic 1 week after class ends (40%).

**Group Presentations** – During the first class, students will break into groups of 5-6 students around the topics of the course and the companies scheduled for site visits. Each class visit will include a presentation by a student group on the day’s topic and company. Student groups should provide a basic introduction to the company and the topic, and then provide an assessment of how they see the company contributing to the current practices related to the day’s topic. Students will also predict what they think the future holds for that industry.

Each student team will give a 15-minute presentation on that day’s topic, with a specific focus on:

- The history of topic
- The current landscape/state of topic
- Existing problems and opportunities in topic
- Future trends for topic

**Final Paper** – The final paper is composed of two parts:

**Part 1:** Discuss one of the visits or topics by addressing the following question in one paragraph (double spaced):

- What did you find most insightful about the visit, speaker and discussion on topic X?

**Part 2:** Pick one topic and put yourself in the shoes of one of the firms we visited. In 2-3 double-spaced pages, outline three things you would do to move forward, why you think each suggestion is a good idea, and what obstacles the firm may face in implementing the ideas.

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### Course Outline

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Location</th>
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<tbody>
<tr>
<td>Session 1</td>
<td>July 10</td>
<td>Introduction to the connected world</td>
<td>Uris Hall + Target site visit (Google)</td>
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<tr>
<td>Session</td>
<td>Date</td>
<td>Topic</td>
<td>Instructor(s)</td>
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<td>Session 2</td>
<td>July 17</td>
<td>The role of innovation in experience management</td>
<td>Uris Hall + Target site visit (Twitter)</td>
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<td>Session 3</td>
<td>July 24</td>
<td>Media experiences</td>
<td>Uris Hall + Target site visit (Gilt)</td>
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<tr>
<td>Session 4</td>
<td>July 31</td>
<td>Communications and experiences</td>
<td>Uris Hall + Target site visit (Eniac Ventures)</td>
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**Readings**

The following readings are recommended but not required:

- V. Kumar and Rohan Mirchandani (2012, Fall), Increasing the ROI of social media marketing, *MIT Sloan Management Review*.