PROGRAM

1. Managerial tools for innovation
   - Who are we? What do we do? Basically, a manager is pretty much an Input-Process-Output system. We feed ourselves with information (a crazy, disproportionate amount of information, to the point of getting "infoxicated"), we try to process and store this information in a convenient way to be able to bring it back anytime we need it, and we produce outputs that we call assignments, reports, decisions, PR, communication, personal brand, etc. The tools we need to survive in today's scenario are changing extremely fast: anyone who doesn't use feed readers, online repositories, cloud-based collaboration tools, corporate IM, etc. can consider him or herself severely disadvantaged. Besides that, the whole managerial culture and perception is changing, from valuing "discreetness" towards valuing exposure, image and influence.

2. The Apple case
   - Is Apple an innovative company?
   - What constitutes innovation?
   - What does it take to do things "the Apple way"?
   - iPhone, Apple Pay, Apple Watch, Apple Music, Apple Pencil, Smart Keyboard...
   - Understanding Apple News

3. Google: understanding the challenges behind one of the most successful tech companies
   - What makes Google different? (a bit of history)
   - Understanding search
   - SEO and SEM

4. Google: sustaining an innovative culture. The innovator's dilemma
   - Does the Google motto, "Don't be evil", still hold valid? Is Google evil?
   - Should we try to stop Google using anti-monopoly legislation?
• Innovation strategy at Google: from the 20% rule to Google X
• Future: what are the biggest challenges that Google has to face?
• YouTube as an ecosystem: rules of engagement

5. The evolution of social networks. A networked world?
• From Friendster, to MySpace, to Facebook...
• What has Facebook made different? Which are the factors behind its success?
• Facebook and privacy: a difficult coevolution

6. Facebook: understanding attention-based business models
• The IPO as the "moment of truth"
• Does Facebook advertising really work?
• Facebook and the evolution of privacy
• Facebook and video: a changing ecosystem
• Facebook Instant Articles: reingeneering the web?
• Facebook’s growth and acquisitions (I): Instagram

7. Innovation through acquisitions. The age of unicorns.
• The Snapchat failed operation: why? What were the Snapchat founders thinking? What was Facebook trying to get from Snapchat? Does Snapchat represent any type of trend or is just an isolated phenomenon?
• The WhatsApp operation
• Waze
• The Oculus VR operation
• Social networks in the professional environment: Facebook for Work, LinkedIn, Feedly...
• Unicorns, decacorns and bubbles...

8. Amazon: the making of an internet giant
• Origin and evolution
• What’s the secret sauce?
• Amazon Associates
• A store that makes suggestions...
• Innovation at Amazon
• A/B testing

9. Amazon: innovation in action (examples)
• Amazon Kindle
• Amazon Fire Phone
• Amazon Dash
• Amazon Echo
• AWS

10. Twitter: the impact of 140 characters
• A crazy start
• Evolution
• The importance of the API ecosystem
• Managing innovation in open environments
• Twitter strategy
• Twitter advertising: disrupting the attention model
• Jack is back: the future

11. The P2P economy
• P2P as a disruptive technology: Napster, etc. and the content industry
• AirBnB: reputation mechanisms. Building trust in online markets
• Uber: dealing with regulators
• P2P and the future of the internet

12. 3D Printing, open hardware, rapid prototyping
• 3D Printing: future or Fad?
• Open hardware: Raspberry Pi, Arduino
• Hacklabs and their contribution to innovation and wealth
• IP / Creative Commons: which are the key skills for the future economy?

13. Crowdfunding
• Award vs. equity crowdfunding
• Kickstarter, Indiegogo
• Examples and critical success factors
• Producing content in a P2P and crowdfunding environment

Exam
The exam will involve a brief analysis of a short (two-page max), usually real case that will be provided on the spot. In 90 minutes, students will have to read the case, analyze it, make certain technology and/or strategy decisions, and provide some recommendations. The exam is open laptop, and turned in electronically (please make sure your laptop works and you can properly connect to the IE network).
EVALUATION

- In-class participation: 30%. If I can’t remember your name when the course is over, that’s definitely a bad sign ;-) Seriously, all sorts of value-added participation will be positively considered. Participation is not providing the solution to a case or to the issue being discussed, but any mental process that could help you or the class in arriving to a conceptual goal or analysis. Good communication skills, openness to dialog and the willingness to explain complex concepts in simple terms will be positively valued. Lack of preparation for class discussion will be negatively valued.

- Individual and group assignments (20% each). A number of individual and group assignment will be proposed during the course.

- Exam: 30%. The exam will involve a brief analysis of a short (two-page max), usually real case that will be provided on the spot. In 90 minutes, students will have to read the case, analyze it, make certain technology and/or strategy decisions, and provide some recommendations.

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<th>Criteria</th>
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