



GE Organizational Profile

ge.com @generalelectric

GE Clients



Sanjay Kacholiya
MD, Corporate Development at GE Digital



Michael Dolbec
MD of GE Ventures @mdolbec



Most Active IIoT Investor

Notable investments:



\$220M



\$85M

CB Insights Collections Activity

15283 Companies Captured
4,548 Investors & News Mentions Tracked
40 Collections Created

How GE, the World's Most Active Industrial Internet of Things Investor, Uses CB Insights To Stay on Top of IIoT Startups & Trends

To meet the challenge of managing knowledge around IIoT and accelerate internal collaboration, GE uses CB Insights.

GE saw the potential of IIoT before virtually anyone else

And it was critical they did

For GE, a market leader in a diverse array of business lines ranging from jet engines to medical imaging to transportation, the productivity and revenue opportunities that IIoT unlocks are massive.

GE saw the opportunity for IIoT technologies early. Through M&A, partnerships and investments, they excel at using startups and emerging tech companies as a way to bring this innovation to their organization.

Notably, they've:

- Acquired LM Wind Power for \$1.65B in October 2016 to bring their app capabilities to turbines.
- Invested in companies like Maana and Mocana, which develop unique technologies related to manufacturing, big data and cybersecurity.
- Acquired ServiceMax and Meridium to accelerate its industrial app portfolio; acquired Wise.io and BitStew to strengthen its Predix platform.

The organization's commitment to IIoT manifests itself in two groups with distinct but complementary goals to bring innovation to GE:

- GE Ventures – Offers entrepreneurs and startups access to GE's expertise, resources and capital to accelerate startup growth.
- GE Digital – Connects software, apps and analytics to industrial businesses, enabling them to operate faster, smarter and more efficiently.

Both GE Ventures and GE Digital are charged with keeping tabs on IIoT and also in sharing that knowledge within their teams and across the organization.

Even in a visionary organization, knowledge management was a challenge

In a space growing as rapidly as IIoT and in an organization as expansive as GE, the discovery of companies and trends and associated discussion and collaboration among teams became incredibly important.

Historically, in order to track and discuss startup companies, GE Ventures and GE Digital team members relied on a mix of email, spreadsheets and offline conversations. But managing knowledge within two fast growing teams and across the enterprise in this manner presented ongoing challenges:

- Spreadsheet lists of companies were static unless manually updated and in a space growing as fast as IIoT, static doesn't work.
- Discussion of specific companies or trends was happening in email and offline which means that there was no aggregated view of these discussions.
- Spreadsheets and email make it difficult to onboard people from around the organization which both GE Ventures and GE Digital are trying to enable.

GE was unwilling to accept the limitations presented by traditional communications methods and looked for a better solution to meet their needs.

Their biggest ideas deserved better

GE required a solution that would help bolster and maintain its knowledge of the rapidly evolving IIoT space, while also providing a centralized way for team members to collaborate and manage knowledge.

Here, GE turned to CB Insights and our Collections capability, often dubbed a CRM for Innovation, to solve these challenges.

First, the GE team cloned the Industrial Internet of Things Expert Collection that the CB Insights research team had

built. Expert Collections are market landscapes curated by CB Insights research analysts which often serve to kickstart market mapping efforts for clients like GE.

After cloning the IIoT Collection, which created a private copy, both the GE Digital and GE Ventures team added their own companies to the IIoT collection, thus ensuring they had a complete view of the market within their Collection.

The Collection also included news articles relevant to the space and details on investors active in IIoT, as well as recommendations

for related investors, articles, and companies to add.

This last point was important to GE. As mentioned, IIoT is a rapidly growing field. CB Insights' algorithmic recommendations on new companies that might be similar to existing companies in the Collection ensures that the market landscape GE is looking at is always current and not the point-in-time snapshot in Excel that market landscapes so often become.

From there, GE made their dynamic market landscapes accessible to all relevant team members. Both GE Digital and GE Ventures team members used Collection's commenting capability to exchange feedback and ideas within the CB Insights platform, seamlessly creating a new process for collaboration and knowledge management for IIoT.

"The ability of Collections to recommend similar companies we should have on our radar has proven invaluable for the team in ensuring our market landscape of IIoT companies is always current. In a space as fast-growing as the industrial internet, these recommendations ensure that we have a complete view of the market at all times," stated

Mike Dolbec, Managing Director of GE Ventures. "It is our goal to maintain and further the lead we have built in IIoT and CB Insights is enabling that with Collections."

GE used CB Insights to transform how its teams collaborate

Just two months after adoption, GE Ventures and GE Digital have successfully added 15283 companies to its Collections, continuing to ensure its expertise in the IIoT landscape while easily communicating insights and sharing ideas across the enterprise.

As a power user of Collections, GE team members are in close contact with the CB Insights Product leaders driving the Collections experience.

"Our team is aggressively out in the market looking for and talking to industrial internet companies. And as a result, we see lots of very interesting companies daily. But with that volume, it was becoming increasingly important for us to keep that knowledge somewhere so we could share it both internally, with our GE Ventures colleagues and ultimately across the enterprise," said Sanjay Kacholiya, MD, Corporate Development at GE Digital. "As a result, our team was quick to adopt Collections and take advantage of the improved collaboration that it enables. It has also already proven very useful in keeping us better informed and organized about the IIoT industry."

"It has...already proven very useful in keeping us better informed and organized about the IIoT industry."

— Sanjay Kacholiya