

## Teaching Experience in Entrepreneurship

### Hult International Business School

San Francisco, California

Professor of Internet Economics and Strategy

Fall, 2014 – present

Research Fellow for the Center for Disruptive Innovation

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*Hult is the world's largest business school, delivering five masters programs in six locations.*

- Design and lead courses on economics, strategy, global opportunities for social entrepreneurs, and internet business models. Average student evaluation to date: 4.6 out of 5.
- Voted “Best Professor of the Program” by 280 students in Masters in International Business (2014-15) and 70 students in Masters in Social Entrepreneurship (2014-15).

### Copenhagen Business School

Copenhagen, Denmark

Visiting Professor of Entrepreneurship

Summers, 2014 – present

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*CBS provides summer programs for graduate and undergraduate students from 50 countries.*

- Lead courses on internet business models and digital government management. Average student evaluation to date: 4.85 out of 5
- Contributor to online course for Social Entrepreneurship hosted by Coursera.

### Bainbridge Graduate Institute

Seattle, Washington

Core Faculty; Leader of the Social Entrepreneurship program

2010 – 2014

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*BGI offers an accredited MBA in Sustainable Systems.*

- Led eMBA students in a three-semester capstone course on venture creation, business planning and product launch, highlighting business model innovation, financial modeling and pitching for persuasion. Average student evaluation: 4.7 out of 5.

## Education in Entrepreneurship

### Case Western Reserve University, Weatherhead School

Cleveland, Ohio

Doctor (PhD) of Management in Sustainable Business Systems Design

2015

- Research on entrepreneurial methods for venture conceptualization
- Fellow, Fowler Center for Sustainable Value

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### University of Pennsylvania, The Wharton School

Philadelphia, Pennsylvania

Master of Business Administration (MBA)

1998

- Double Majored in Strategic and Entrepreneurial Management.

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### Johns Hopkins University, School of Advanced International Studies (SAIS)

Washington, DC

Master of Arts (MA) in International Relations with Honors

1998

- Majored in International Economics with focus on International Technology Policy.
- One year on European campus in Bologna, Italy.

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### Cornell University, School of Arts and Sciences

Ithaca, New York

Bachelor of Arts (BA) *Cum Laude* with “Distinction in All Subjects”

1993

- Triple Majored in Biology, Government, and Technical Sociology.
- Semester in Cornell-in-Washington D.C. program, interning with the Department of Environmental Quality within the Executive Office of the President of the United States

## Corporate Experience in Entrepreneurial Ventures

**WIMM Labs** (acquired by Google) Los Altos, California  
Director, Ecosystem 2011 – 2012

*This venture-backed technology start-up built software and hardware for wearable computing. Our first product was a “smart” watch. Google used our work as the basis for Android Wear.*

- Represented the company’s vision to press and partners.
- Recruited 4,000 registered developers in 5 months to create hundreds of new apps.
- Created and managed a robust, scalable, inexpensive developer program.
- Negotiated contracts with device resellers and embedded technology providers.

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**HOMER Energy** Boulder, Colorado  
Partner and Vice President of Business Development 2009 – 2010

*HOMER provides software to optimize renewable distributed electricity generation to 100,000 users in 193 countries. It has been recognized as one of the fastest growing companies in Boulder.*

- Coordinated engineers, marketers, university partners, consultants, and energy experts for next software product.
- Pursued major consulting and technology contracts with international agencies and multinational corporations.
- Secured \$1MM for product development from the National Science Foundation.

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**Equilibrium Power** (acquired by HOMER Energy) Wilson, Wyoming  
Founder and President 2005 – 2008

*This company created an online software tool for electric utilities to find the equilibrium between renewable electricity supply and demand.*

- Envisioned new analytical methods for aggregating portfolios of renewable energy production to better match patterns of electricity demand based on theories of financial portfolio diversification.
- Recruited and led team of seven engineers, statisticians, graphic designers, and researchers.
- Raised two rounds of seed investment.

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**Hewitt Ladd** Wilson, Wyoming  
Principal 2003 – 2008

*HLLi designs and implements strategies for entrepreneurs and investors on venture creation and growth.*

- Achieved sales growth of 15% *per month* as Director of Marketing for OxygenToGo (rental of oxygen concentrators to travelers) through channel partners.
- Negotiated contract for anchor app store customer and acquisition of an e-reader company as Vice President of Business Development for Motricity (now NASDAQ: MOTR)

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**Palm** (Initial Public Offering) Santa Clara, California  
Platform Evangelist and Marketing Manager 1999 – 2002

*This early leader in handheld computing and mobile wireless communications produced the PalmPilot.*

- Convinced major internet brands, including Amazon, eBay, and ESPN to build their first mobile wireless applications.
- Led team to design and launch consumer- and developer-focused marketing campaigns for new handheld devices, operating systems, and mobile services.
- Company spokesman during company’s Initial Public Offering to media (WSJ, CNN, Business 2.0), major sales accounts (Staples et al), conferences (CTIA, CES), and partners.

## Service to Entrepreneurs

### Lower Valley Energy

Board of Directors

Northwestern Wyoming

2006 – present

*This rural cooperative serves electricity and natural gas to 15,000 members with an annual budget of \$50MM.*

- Founding board member of the related non-profit Energy Conservation Works.

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### Wyoming Small Business Development Center

Advisory Board

State of Wyoming

2003 – present

*Funded through federal and state government, this agency provides free business advice to Wyoming entrepreneurs.*

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### Defy Ventures

Advisory Board

New York, New York

2014 – present

*Defy trains people with criminal histories in legitimate entrepreneurship.*

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### Community Foundation of Jackson Hole

Board of Directors

Teton County, Wyoming

2002 – 2011

*This non-profit promotes philanthropic leadership in northwestern Wyoming.*

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### Wyoming Business Council

Board of Directors, appointed by Governor Dave Freudenthal

State of Wyoming

2003 – 2009

*This quasi-governmental agency leads Wyoming's economic development policies and activities.*

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### United States Congress

Candidate

At Large for Wyoming

2004

- Held 70+ town hall meetings, press events, and debates. Knocked on thousands of doors.
- Won 42% of the popular vote: more votes than any member of my political party in Wyoming history to that point.

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## Personal Background

- Live in Jackson Hole, Wyoming and Woodside, California with wife Laura.
- Hike like crazy: Grand Canyon rim to rim to rim (42 miles) in 19 hours.
- Certified farrier from the Oklahoma School of Horseshoeing.
- Throughout youth, tracked grizzly bears, cattle and errant tourists in the wilds of Wyoming and Australian Outback for private ranches and government agencies.



## Publications

### Peer-Reviewed Publications

Ladd, T. (2014). Business Models at the Bottom of the Pyramid: Leveraging Context in Undeveloped Markets. Academy of Management Conference Proceedings, Philadelphia, PA.

### Other Publications

Groth, O, and T. Ladd. (June, 2015) "The End of Porter's Five Forces: How the internet of things and digital intermediaries will change industries." Harvard Business Manager Deutsch.

Ladd, T. (Spring, 2015) "Customer Embeddedness: BOP business models embrace pre-existing customer circumstances." Stanford Social Innovation Review, Palo Alto, CA.

Ladd, T. (Spring, 2015) "Affordability through Business Models for Distributed Energy at the Base of the Pyramid." The SAIS Europe Journal.

Ladd, T., and L. Malm (2013). "On the future wearable devices like Google's rumored smartwatch: content isn't king." Gigaom.com

## Conferences

### Academy of Management Annual Meeting

August 2015. Vancouver, Canada. Paper Presentation: How Customer Interaction and Experimentation Advance New Venture Concepts in a Cleantech Accelerator

August 2014. Philadelphia, PA. Paper presentation: Business Models at the Bottom of the Pyramid: Leveraging Context in Undeveloped Markets. Paper accepted for publication in the AOM Conference Proceedings and awarded the Best Paper in Social Entrepreneurship; Professional Development Workshop: Adapting Lean Start-up Methods to Social Entrepreneurship.

### Unites States Association for Small Business and Entrepreneurship (USASBE) Annual Meeting

January 2016. San Diego, CA. "Is Business Model Validation Valid? Empirical Results from a Cleantech Accelerator" and "Personality Traits and Improvisation as Microfoundations of Entrepreneurial Dynamic Capabilities in a Cleantech Accelerator"

January 2014. Fort Worth, TX. "Roundtable: Extending the Business Model Canvas"

Net Impact Annual Conference, November 2014, Minneapolis, MN. Workshop: Spread the Light: Business Models to Scale Solar at the Base of the Pyramid.

Ashoka U Exchange, February 2014, Providence, RI. Panel: Technology Enabled Teaching.

## Grants and Awards

### Grants

National Science Foundation STTR Phase I and II. 2008 and 2010. Matching the timing of renewable energy production with patterns of electricity demand. #88449 and #95492

National Science Foundation SBIR Phase I. 2006. Hydrogen Production from Wind Power and Coal-Bed Methane (CBM) Water. #79437

### Awards

Best Paper for Social Entrepreneurship, Academy of Management Conference, 2014.