

## Teaching Experience in Entrepreneurship

**Hult International Business School** San Francisco, California  
Professor of Entrepreneurship and Research Fellow Fall, 2014 – present

*Hult is the world's largest, most international business school, delivering five masters programs in six locations in four countries on three continents, ranked 54<sup>th</sup> in the world by the Economist.*

- Design and lead courses on economics, strategy, and entrepreneurship that emphasize student-centric skills-focused outcomes.
- Average student evaluation to date: 4.55 out of 5.
- Voted "Best Professor of the Program" in AY 14/15, 15/16, and AY 16/17.
- Serve on multiple committees for research, accreditation, and curriculum improvement.

**Harvard University** Cambridge, Massachusetts  
Instructor of Entrepreneurship Summer, 2017 – present

*The Summer School provides courses to Harvard graduate students in management.*

- Design and lead course on platform business models. Evaluation 4.48 / 5

**Copenhagen Business School** Copenhagen, Denmark  
Visiting Professor of Entrepreneurship Summers, 2014 – 2016

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

- Led courses on business models in the Sharing Economy. Eval: 4.78 out of 5.

**Bainbridge Graduate Institute** Seattle, Washington  
Core Faculty; Leader of the Social Entrepreneurship program 2010 – 2014

*BGI, now joined with Presido, offers an accredited MBA in Sustainable Systems.*

- Led eMBA students in capstone course on venture creation; Eval: 4.63 out of 5.

## Education in Entrepreneurship

**Case Western Reserve University, Weatherhead School** Cleveland, Ohio  
Doctor (PhD) of Management in Sustainable Business Systems Design 2015

- Dissertation: "Routines of New Venture Conceptualization: Evidence and Extension of an Entrepreneurial Dynamic Capability"

University of Pennsylvania, **The Wharton School** Philadelphia, Pennsylvania  
Master of Business Administration (MBA) 1998

- Double Majored in Strategic and Entrepreneurial Management.

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.

**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

## Selected 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 (a “smartwatch”) until acquired by Google as the basis for Android Wear.*

- Represented the company’s vision to press and partners.
- Recruited 4,000 developers in 5 months to create hundreds of new apps before the product even shipped.
- 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.
- Secured \$1MM in outside investment for product development.

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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

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

- Achieved sales growth of 15% *per month* for a medical device company.
- Acquired the world’s first e-reader company 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 25,000 members with an annual budget of \$55MM.*

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

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### Wyoming Small Business Development Center

Chair of 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 – 2018

*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.

## Personal Background

- Live in Jackson Hole, Wyoming 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 my youth, tracked grizzly bears, cattle, and errant tourists in the wilds of Wyoming and Australian Outback.



### Peer-Reviewed Publications

- Ladd, T., P. Hind, and J. Lawrence. (2018) Entrepreneurial orientation, Waynesian self-efficacy for searching and marshaling, and intention across gender and region of origin. **Journal of Small Business & Entrepreneurship**, pages 1-21. doi:10.1080/08276331.2018.1459016
- Ladd, T. (2018) Does the business model canvas drive venture success? **Journal of Research in Marketing and Entrepreneurship**, Volume 20, Issue 1, pages 57-69. doi:10.1108/JRME-11-2016-0046
- Ladd, T. and L. Kendall. (2017) Resolving the Risk Paradox: Entrepreneurial Cognition in the Lean Startup Method. **Journal of Applied Business and Economics**. Volume 19, Number 11/12, pages 28-42
- Ladd, T. (2017) Business Models at the Bottom of the Pyramid: Leveraging Context in Undeveloped Markets. **International Journal of Entrepreneurship & Innovation (IJEI)**. Special Edition on Rural Entrepreneurship. Volume 18, Issue 1, pages 57-64. doi: 10.1177/1465750316686242
- Ladd, T. (2016) Customer Development and Effectuation: A Review of Textbooks to Teach a Contemporary Introduction to Entrepreneurship. **Management Teaching Review**. Volume 1, Issue 3. doi: 10.1177/2379298116636636
- 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

- Ladd, T. (2017) Success and Self-Confidence Through Rejection. **TEDxHultAshridge**, <https://www.youtube.com/watch?v=EWwnddav9Lc>
- Ladd, T. (March 2016) The Limits of the Lean Startup Method. **Harvard Business Review**. <https://hbr.org/2016/03/the-limits-of-the-lean-startup-method>
- 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) The Embedded Enterprise: 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

### Academy of Management Annual Meetings

- Ladd, T. "Lean 2.0" Chicago, IL. August, 2018. Panelist.
- Ladd, T. "Entrepreneurial Cognition in the Lean Startup Method". Atlanta, GA. August 2017. (Peer-reviewed)
- Ladd, T. "Business Model Validation as an Entrepreneurial Dynamic Capability". Anaheim, CA. August 2016. (Peer-reviewed)
- Ladd, T. "Lean Startup and Innovation Strategy". Anaheim, CA. August 2016. Panelist.

Ladd, T. "How Customer Interaction and Experimentation Advance New Venture Concepts in a Cleantech Accelerator." Vancouver, Canada. August 2015. (Peer-reviewed)

Ladd, T. "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. Philadelphia, PA. August 2014. (Peer-reviewed)

Ladd, T. Professional Development Workshop: Adapting Lean Start-up Methods to Social Entrepreneurship. Philadelphia, PA. August 2014.

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

Ladd, T. "The Causes and Consequences of Student Retention in a MOOC." San Diego, CA, January, 2018. (Peer reviewed)

Ladd, T. "Science and Swagger to Overcome Uncertainty" San Diego, CA, January

Ladd, T. "Is Business Model Validation Valid? Empirical Results from a Cleantech Accelerator". San Diego, CA. January 2016. (Peer-reviewed) Winner, Award for Article Most Relevant Paper for Practitioners.

Ladd, T. "Personality Traits and Improvisation as Microfoundations of Entrepreneurial Dynamic Capabilities in a Cleantech Accelerator". San Diego, CA. January 2016. (Peer-reviewed)

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

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

Ladd, T. Panel: Technology Enabled Teaching. Ashoka U Exchange, February 2014, Providence, Rhode Island.

### **Editorial Positions for Entrepreneurship Research**

Millar, C., M. Lockett, and T. Ladd. (2017) Disruption: Technology, Innovation and Society. Technological Forecasting and Social Change, Volume 129, pages 254-260. doi: 10.1016/j.techfore.2017.10.020

### **Grants for Entrepreneurship Research**

Evaluation of the MOOC "Beyond Silicon Valley" from the Burton Morgan Foundation, April 2016- April 2018 via Case Western Reserve University

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 for Entrepreneurship Research and Teaching**

Fulbright Scholarship, New Methods in Entrepreneurship, Philippines, March 2017

Article Most Relevant to Practitioners, USASBE Annual Conference, January 2016

Best Professor of the Program, Masters in International Business, Hult San Francisco, August 2017

Best Professor of the Program, Masters in International Business, Hult San Francisco, August 2016

Best Professor of the Program, Masters in Social Entrepreneurship, Hult San Francisco, August 2016

Best Professor of the Program, Masters in Social Entrepreneurship, Hult San Francisco, August 2015

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

Student Leadership Award, Doctor of Management Program, Case Western Reserve, May 2014