

Thomas J. Steenburgh

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Mailing Address

Darden School of Business
University of Virginia
100 Darden Boulevard
Charlottesville, VA 22906-6550

Academic Positions

Darden School of Business

Senior Associate Dean, Full-Time Program, 2020 - present
Chair, Programs Strategy Committee, 2020 - present
Senior Associate Dean, Faculty Development, 2018 - 2020
Associate Dean, Full-Time Program, 2018 - 2020
Senior Associate Dean, Executive Education and Non-Degree Programs, 2016 - 2018
Richard S. Reynolds Professor, 2017 - present
Bank of America Professor, 2016 - 2017
Paul M. Hammaker Professor, 2014 - 2016
John L. Colley Associate Professor, 2012 - 2014

Harvard Business School

Associate Professor, 2008 - 2012
Assistant Professor, 2003 - 2008

Education

PhD, marketing, Yale University, 2004
MA, statistics, University of Michigan, 1992
BS, mechanical engineering, Boston University, 1990

Articles

1. “Managing Laggards: The Importance of a Deep Sales Bench,” with Michael Ahearne, Jeffrey Boichuk, and Raghun Bommaraju, and Florian Kraus, *Journal of Marketing Research* (August 2019)

2. “How to Sell New Products,” with Michael Ahearne, *Harvard Business Review* (November-December 2018)
3. “‘How to Project Customer Retention’ Revisited: The Role of Duration Dependence,” with Peter Fader, Bruce Hardie, Yuzhou Liu, and Joseph Davin, *Journal of Interactive Marketing* (August 2018)
4. “Personal and Social Usage: The Origins of Active Customers and Ways to Keep Them Engaged,” with Clarence Lee and Elie Ofek, *Management Science* (June 2018)
5. “Real Earnings Management in Sales,” with Craig Chapman, Jeffrey Boichuk, and Michael Ahearne, *Journal of Accounting Research* (December 2016)
6. “The Cross Attributes Flexible Substitution Logit: Uncovering Category Expansion and Share Impacts of Marketing Instruments,” with Qiang Liu and Sachin Gupta, *Marketing Science* (January-February 2015)
7. “Do Bonuses Enhance Sales Productivity? A Dynamic Structural Analysis of Bonus-Based Compensation Plans,” with Doug Chung and K. Sudhir, *Marketing Science* (March-April 2014)
8. “Motivating Diverse Salespeople through a Common Incentive Plan,” with Doug Chung and K. Sudhir, *European Financial Review* (October-November 2013)
9. “Bricks and Clicks: On the Role of Physical Stores in a World of Online Shopping,” with Jill Avery, John Deighton, and Mary Caravella, *GfK Marketing Intelligence Review* (November 2013)
10. “Target the Right Market” with Jill Avery, *Harvard Business Review* (October 2012)
11. “Motivating Salespeople: What Really Works,” with Michael Ahearne, *Harvard Business Review* (July-August 2012)
 - Wachovia Award for Research Excellence for Publications Aimed Directly at the Practicing Manager
 - Reprinted in *Harvard Business Review OnPoint* (Summer 2017)
 - Reprinted in the *HBR Guide to Motivating People* (June 2019)
12. “Adding Bricks to Clicks: Predicting the Patterns of Cross-Channel Elasticities over Time,” with Jill Avery, John Deighton, and Mary Caravella, *Journal of Marketing* (May 2012)
 - Louis W. Stern Award
13. “An Investigation of Earnings Management through Marketing Actions,” with Craig Chapman, *Management Science* (January 2011)
14. “Crafting Integrated Multichannel Retailing Strategies,” with Jie Zhang, Paul Farris, Tarun Kushwaha, John Irvin, and Barton Weitz, *Journal of Interactive Marketing* (May 2010)

15. “Behavioral Frontiers in Choice Models,” with Wiktor Adamowicz, David Bunch, Trudy Ann Cameron, Benedict G.C. Dellaert, Michael Hanneman, Michael Keane, Jordan Louviere, Robert Meyer, and Joffre Swait, *Marketing Letters* (December 2008)
16. “Effort or Timing: The Effect of Lump-Sum Bonuses,” *Quantitative Marketing and Economics* (September 2008)
17. “The Invariant Proportion of Substitution Property (IPS) of Discrete-Choice Models,” *Marketing Science* (March-April 2008)
18. “Measuring Consumer and Competitive Impact with Elasticity Decompositions,” *Journal of Marketing Research* (November 2007)
19. “Understanding Firm, Physician and Consumer Choice Behavior in the Pharmaceutical Industry,” with Puneet Manchanda, Dick Wittink, Andrew Ching, Paris Cleant-hous, Min Ding, Xiaojing Dong, Peter LeeFlang, Sanjog Misra, Natalie Mizik, Sridhar Narayanan, Jaap Wieringa, Marta Wosinska, and Ying Xie, *Marketing Letters* (December 2005)
20. “Massively Categorical Variables: Revealing the Information in Zip Codes,” with Andrew Ainslie and Peder Hans Engebretson, *Marketing Science* (winter 2003)

Book Chapters

1. “The Impact of Web 2.0 on Business-to-Business Marketing,” with Das Narayandas. In *Legends in Marketing: Philip Kotler*, edited by Jagdish Sheth and Ravi Achrol (2012)
2. “Allocating Marketing Resources,” with Sunil Gupta. In *Marketing Mix Decisions: New Perspectives and Practices*, edited by Roger Kerin and Rob O’Regan (2008)
3. “Market Research,” with Dick Wittink. In the *International Encyclopedia of Social and Behavioral Sciences*, edited by Neil Smelser and Paul Baltes (2001)

Cases and Background Notes

1. “Mastercard: Getting in League with Legends,” with Tami Kim and Gerry Yemen (2022)
2. “Conjoint Analysis: Estimating Consumer Preferences,” with Lalin Anik, Luca Cian, Ryan Ferrera, Winfred Hills, Tami Kim, and Kimberly Whitler (2020)
3. “HubSpot and Motion AI: Chatbot-Enabled CRM,” with Jill Avery (2018)
4. “GlobalGiving,” with Lalin Anik and Laura Steenburgh (2017)
5. “Pricing the EpiPen: This is Going to Sting” (2016)
 - “What can managers learn from the EpiPen case?” in *The Washington Post* (2016)

6. "Progressive Insurance: Making Pay As You Drive a Snap for Consumers," with Paul Farris and Sylvie Thompson (2014)
7. "HBR's Go to Market Tools: Market Sizing," with Jill Avery (2013)
8. "HBR's Go to Market Tools: Pricing and Profitability," with Jill Avery (2013)
9. "HBR's Go to Market Tools: Customer Lifetime Value," with Jill Avery (2013)
10. "Siemens AG: Key Account Management," with Michael Ahearne and Elena Corsi (2012)
11. "Vestas' World of Wind," with Elena Corsi (2011)
12. "EMC²: Delivering Customer Centricity," with Jill Avery (2011)
13. "Serious Materials," with Liz Kind (2011)
14. "Pitch Your Project!" (2011)
15. "HubSpot: Lower Churn through Greater CHI," with Jill Avery, Lisa Brem, and Francisco de Asis Martinez-Jerez (2010)
16. "Better World Books," with Michael I. Norton, Fiona Wilson, and Jill Avery (2010)
17. "Marketing Analysis Toolkit: Pricing and Profitability," with Jill Avery (2010)
18. "Marketing Analysis Toolkit: Customer Lifetime Value," with Jill Avery (2010)
19. "Marketing Analysis Toolkit: Breakeven Analysis," with Jill Avery (2010)
20. "Marketing Analysis Toolkit: Market Size and Market Share Analysis," with Jill Avery (2010)
21. "Marketing Analysis Toolkit: Situation Analysis," with Jill Avery (2010)
22. "Nanosolar, Inc." with Alison Berkley Wagonfeld (2009)
23. "Calera Corporation," with Joseph Lassiter and Lauren Barley (2009)
24. "Verne Global: Building a Green Data Center in Iceland," with Nnamdi Okike (2009)
25. "HubSpot: Inbound Marketing and Web 2.0," with Jill Avery and Nasem Dahod (2009)
 - HBS Premier Case Collection
 - Case Centre Classic Case Collection
 - Case Centre Award, 2014
26. "Planned Parenthood Federation of America in 2008," with Allen Grossman, Lauren Mehler, and Matt Oppenheimer (2009)
27. "UnME Jeans: Branding in Web 2.0," with Jill Avery (2008)
 - HBS Premier Case Collection
28. "ScriptLogic: Point, Click, Done!" with Alexander Crisses (2008)

29. “Pitch Yourself!” with Michael Norton (2007)
30. “RKS Guitars,” with Elie Ofek, Michael Norton, and Kerry Herman (2006)
31. “Sell Yourself!” with Michael Norton (2006)
32. “Personal Selling and Sales Management” (2006)
33. “Perelson Weiner LLP,” with Das Narayandas (2005)

Honors and Awards

- Faculty Marshall, 2021
- Darden Multiyear Publication Award, 2018
- Darden Multiyear Teaching Award, 2018
- Sales Education Foundation Research Grant, 2014
- Neil Rackham Research Dissemination Award, 2013
- Batten Institute Research Grant, 2013
- Sales Education Foundation Research Grant, 2013
- Wachovia Award for Research Excellence for Publications Aimed at the Practicing Manager, 2013
- Finalist, Wyss Award for Excellence in Mentoring, 2008 and 2010
- Marketing Science Institute Young Scholar, 2009
- ISMS Doctoral Consortium, 2002
- World-at-Work Compensation Summer Camp, 2001
- AMA Doctoral Consortium, 2000

Service

- Senior Advisory Board, *Journal of Personal Selling and Sales Management*, 2016 - present
- Associate Editor, *Journal of Business to Business Marketing*, 2012 - present
- Editorial Board, *Marketing Science*, 2016 - 2021
- Editorial Board, *Journal of Personal Selling and Sales Management*, 2011 - 2016
- Ad hoc reviewer for the *Journal of Marketing Research*, *Management Science*, *Marketing Science*, *Quantitative Marketing and Economics*, *Marketing Letters*, and *California Management Review*

- Co-chair, Thought Leadership on the Sales Profession Conference (Darden), 2023
- Co-chair, Thought Leadership on the Sales Profession Conference (Stanford), 2019
- Co-chair, Thought Leadership on the Sales Profession Conference (HEC Paris), 2017
- Co-chair, Theory and Practice in Marketing Conference (Darden), 2017
- Faculty Fellow, ISMS Doctoral Consortium, 2015
- Co-chair, Siemens Academic Leadership Forum on Key Account Management, 2015
- Co-chair, Thought Leadership on the Sales Profession Conference (Columbia), 2014
- Co-chair, Winter American Marketing Association Conference, 2014
- Co-chair, ISBM Workshop on New Product Success in Business-to-Business Markets, 2014
- Co-chair, Selection Committee for the John A. Howard/AMA Doctoral Dissertation Award, 2013
- Co-chair, Siemens Academic Leadership Forum on Key Account Management, 2013
- Co-chair, Sales Research Symposium, 2013
- Co-chair, MSI/SEI Research Competition to Promote Thought Leadership on the Sales Profession, 2013
- Co-chair, Thought Leadership on the Sales Profession Conference (Harvard), 2012
- Co-chair, Direct Marketing Education Foundation Conference, 2010
- Member, Business-to-Business Leadership Board, 2011 - 2015
- Judge, Ignite Clean Energy Business Competition, 2009
- Judge, CMO of the Year, The CMO Institute, 2009
- Moderator, Social Enterprise Conference, 2008-2009

Doctoral Students

- Craig Chapman (Northwestern)
- Lalin Anik (post-doc at Duke)
- Clarence Lee (Cornell)
- Jeff Boichuk (Virginia)
- Joseph Davin (Facebook)

Non-Academic Positions

Xerox Corporation

Program Manager, Incentive Strategy Group, 1994 - 1997

Project Engineer and Financial Analyst, 1992 - 1994