

BATTEN INSTITUTE

Global Innovators' Roundtable

**Big Innovation, Infusion of New Technologies
and Industry Disruption**

23 October 2018

Darden Sands Family Grounds, 1100 Wilson Boulevard, Arlington, Virginia

AGENDA

Discussion leaders:

Edward D. Hess, Professor of Business Administration and Batten Executive-in-Residence, Darden School of Business

Thomas J. Steenburgh, Senior Associate Dean for Faculty Development; Richard S. Reynolds Professor of Business Administration

Discussion topics:

Big Innovation: Explore the challenges of developing new products outside of existing product lines for completely new customer segments that may or may not require using new technologies that we do not use now.

Infusion of New Technologies: How are we using new technologies (artificial intelligence, machine learning, additive manufacturing, virtual reality, augmented reality, sensors, biofeedback, etc.) in our businesses, our value creation activities, and in the operation of our businesses, including recruitment, training, measurement and retention of our people?

Industry Disruption: How are we scenario-planning industry disruption so that we be a disruptor and not a disruptee?

Schedule:

8:00 am – 8:30 am	Informal Breakfast at Darden Sands Family Grounds, 30 th floor
8:30 am – 12:00 pm	Discussion
12:00 pm – 1:00 pm	Lunch
1:00 pm – 3:00 pm	Discussion

DARDEN FACULTY LEADERS

EDWARD D. HESS

Professor of Business Administration and Batten Executive-in-Residence

Education: B.S., University of Florida; J.D., University of Virginia; L.L.M., New York University

Professor Edward D. Hess spent more than 30 years in the business world. He began his career at Atlantic Richfield Corporation and was a senior executive at Warburg Paribas Becker, Boettcher & Company, the Robert M. Bass Group and Arthur Andersen. He is the author of 12 books, over 60 practitioner articles and over 60 Darden cases, etc. dealing with growth systems, managing growth and growth strategies. His books include *Learn or Die: Using Science to Build a Leading-Edge Learning Organization* (Columbia Business School Publishing, September 2014); Hess and Liedtka, *The Physics of Business Growth: Mindsets, System and Processes* (Stanford University Press, 2012); *Grow to Greatness: Smart Growth for Entrepreneurial Businesses* (Stanford University Press, 2012); *Growing an Entrepreneurial Business: Concepts & Cases* (Stanford University Press, February, 2011); *Smart Growth: Building Enduring Businesses by Managing the Risks of Growth* (Columbia Business School Publishing, 2010); Hess and Goetz, *So You Want to Start A Business* (FT Press, 2008); *The Road To Organic Growth* (McGraw-Hill, 2007); Hess and Cameron, eds., *Leading with Values: Virtue, Positivity & High Performance* (Cambridge University Press, 2006); and Hess and Kazanjian, eds., *The Search for Organic Growth* (Cambridge University Press, 2006).

Smart Growth was named a Top 25 2010 business book for business owners by Inc. Magazine and was awarded Darden's Wachovia Award for Research Excellence. His recent best-selling book is Hess & Ludwig, *Humility Is the New Smart: Rethinking Human Excellence in the Smart Machine Age* (Berrett-Koehler, 2017).

Hess's current research focuses on applying the science of learning in a business environment, including learning cultures, systems and processes.

Hess has taught in Executive Education programs for Harris Corporation, Cigna, Timken, United Technologies, Genworth Financial, Pitney Bowes, Unilever Russia, Marriott International, Westinghouse Nuclear, Alpha Natural Resources, Algeco-Scotsman, FTI Consulting, Dover Corporation, Glen Raven Corporation as well as IESE (Barcelona) and the Indian School of Business.

Hess's work has appeared in *Fortune* magazine, *Jiji Press*, *Washington Post*, the *Financial Times*, *Investor's Business Daily*, *CFO Review*, *Money* magazine and in more than 300 other media publications as well as on CNBC, BusinessWeek.com, Fox Business News, Forbes.com, Big Think, Reuters.com., Inc.com, WSJ Radio, Bloomberg Radio, Dow Jones, MSNBC Radio, Huffington Post.com, Business Insider.com and Chief Learning Officer.com.

Prior to joining the faculty at Darden, he was Adjunct Professor and the Founder and Executive Director of both the Center for Entrepreneurship and Corporate Growth and the Values-Based Leadership Institute at Goizueta Business School, Emory University.

THOMAS J. STEENBURGH

Senior Associate Dean for Faculty Development; Richard S. Reynolds Professor of Business Administration

Education: B.S., Boston University; MA, University of Michigan; Ph.D., Yale University

Tom Steenburgh holds the Richard S. Reynolds Professorship in Business Administration at the University of Virginia Darden School of Business. He also serves the School as Senior Associate Dean for Faculty Development. He is the course head for the First Year Marketing course in the MBA program and is the faculty chair for the Strategic Sales Management program in Executive Education. Prior to joining Darden, he taught at the Harvard Business School, where he was the faculty chair of the Business-to-Business Marketing Strategy program in Executive Education.

Steenburgh is an expert in business-to-business marketing and sales, and he believes that academics should engage with business leaders to solve real-world problems. He co-founded the Thought Leadership on the Sales Profession Conference, which provides a unique opportunity for leading academics and senior business leaders to discuss current issues in sales. He frequently speaks about his research at companies and in public forums, including the Global Siemens One Conference, the Money Management Institute, the Sales Management Association, and the Strategic Accounts Management Association.

Steenburgh's research analyzes the effectiveness of sales and marketing strategies. He has worked on issues such as "Do lump-sum bonuses motivate salespeople to work harder or to play timing games with their orders?" and "Should firms use sales and marketing actions to manage earnings?" His research has won several awards for its influence on business practice. His *Harvard Business Review* article, "Motivating Salespeople: What Really Works," won the Wachovia Award for Research Aimed at the Practicing Manager. He also won the Neil Rackham Research Dissemination Award for the broad impact of his sales research.

Steenburgh is the author of numerous case studies that are taught in leading business schools around the world. This work primarily focuses on managerial issues in professional selling and sales force management. His case study on Hubspot is part of the HBS Premiere Case Collection and his study on EMC has been reprinted in textbooks.

He holds a master's degree in statistics from the University of Michigan and a Ph.D. in marketing from Yale University. Before returning to academics, he held several positions in marketing and operations at the Xerox Corporation. His last position was in incentive strategy.