This Paul Post focuses on innovation—that critical force that creates, drives and sustains excellence in organizations and society.

At Paul College, we are committed to continuous innovation as we take the College to the next level of excellence.

Our new mission statement ignites and guides our pursuit of innovation.

**PAUL COLLEGE MISSION**

**Excite. Engage. Empower. Excel.**

As a community, Paul College excites, engages, and empowers students to think critically and globally, apply knowledge analytically, make decisions ethically, and communicate ideas persuasively. Through rigorous academics coupled with real-world, experience-based learning, students build the confidence, knowledge, skills, and persistence they need to lead, forge meaningful lives, and excel in careers.

- **Teaching Excellence:** We provide a small college experience dedicated to teaching excellence while pursuing the rich opportunities and aspirations of a world-class research university.
- **Research with Impact:** We foster faculty commitment to producing high quality research that impacts their fields, policy, practice, and society through our dynamic and collegial learning community.
- **Diversity and Inclusion:** We are an inclusive community that respects and harnesses the power of diverse perspectives, identities, and experiences to enhance learning.
- **Alumni Engagement:** We engage our alumni as passionate supporters of our students and their development.
- **Partnerships:** We partner with businesses and nonprofit and governmental organizations in New Hampshire and beyond to share research, knowledge, and skills in order to enrich society and enhance organizational success.

—Dean Deborah Merrill-Sands

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**Q&A with Katherine von Jan ’93**

Katherine von Jan ’93 has spent a career innovating. She describes her career as “two decades of seeking and seizing bold opportunities for good.” After beginning her career as an entrepreneur and starting five businesses, von Jan now spends her time as an intreprenuer, leveraging design-thinking, science, and technology to create new products with her team at Salesforce. She is also an avid speaker, sharing her views on culture, technology, and innovation with media outlets including BBC, MSNBC, and *Wired* magazine.

**Briefly describe your role as VP of Strategic Innovation, Ignite Incubator at Salesforce.**

Ignite is our market-facing innovation team that works with customers to tackle their boldest challenges and pioneer opportunities and experiences that delight people, create unprecedented business value, and improve the state of the world. We empower people, teams and organizations to do incredibly impactful work, and have a blast doing it.

**What does innovation mean to you?**

Getting different, desired results by doing things differently.

**Technology is constantly changing. How do you continuously innovate in an industry that moves at such a quick pace?**

First, stay curious! We love to learn, love to experiment, and are fearless in imagining and trying new things. We’re learning from and with customers, partners, thought-leaders, and startups via Salesforce Ventures. Technology innovation isn’t a job, it’s a passion and obsession.

Second, we aren’t afraid to fail. In fact, we celebrate failure. Our team aspires to fail fast, and we fail a little every day. We’d say, if you aren’t failing 50% of the time, you aren’t trying hard enough. We even have an “Innovation Blues” activity, where some of our awesome musical colleagues play the blues, and we make up songs about the things we’ve tried that didn’t work. It takes the stigma out of risk-taking, and ensures we’re always trying to push the art and science of the possible. If you don’t try impossible things, they won’t ever become possible, and if you do try, you might just surprise yourself!

—Dean Deborah Merrill-Sands

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Q&A with Katherine von Jan ’93  continued from front page

In terms of delivering innovative products—from day one Salesforce has been committed to three releases of our products a year, making updates and advancements available to all of our customers so they can take advantage of the latest and greatest if they choose to. (So, think about the old days when you had to “buy” the next version of a product you already own, or you wouldn’t get the updates. And those updates would happen every couple years. We flipped that model, and give every customer the three updates a year automatically.)

We also have an open customer success community where customers can suggest and vote on ideas, features and fixes for our roadmap. The more popular ideas get, the higher they are prioritized. And our product leaders are actually compensated based on implementing those features.

We’ve linked our business model to innovation through our subscription model, so we’re motivated financially to keep innovating. We need to make sure that we are providing the most value available in the marketplace to enable our customers’ growth and success better than anyone.

How did Paul College (WSBE) prepare you to be able to take on a leadership role in fostering innovation at Salesforce?

The best part of my experience at WSBE/Paul was the professors. I can name many, and still talk about some of those professors and experiences, like (associate professor emerita of organizational behavior) Rita Weathersby who was an amazing female leader, with rich global experience. She challenged all of us in every interaction to open our minds and stretch how we might understand situations, systems and strategies.

I also had an amazing internship advisor. I was about 3-4 months into a terrible internship experience—I mean, a totally sleazy boss, and my work taken advantage of without reward. When I explained the situation and my desire to go start my own company, and learn by doing my own thing, my advisor encouraged me. I started a company, found a couple other students to do it with me, and we made it a wild success. I have her advocacy and belief in me to thank. I’m proud to say I started my first company (out of 5) before I even graduated at UNH.

How do you foster a culture of innovation at Salesforce or within your unit?

Innovation is one of our core values at Salesforce. In fact, I would say every single employee at Salesforce is an innovator and trailblazer. Innovation is also a key part of our culture, which is embedded into how we work, our products, programs, and our relationships with customers and partners. Salesforce has been lauded by Forbes as one of the world’s most innovative companies since they started the list six years ago.

One tactic is obvious. We hire for that innovation DNA. In terms of recognizing and fostering an innovative culture, these are some attitudes and behaviors my team lives by every day in every interaction:

- **Courageous Co-creation:** We pioneer, inspire and advance our best future with our employees, customers and partners, wielding world-class design-thinking methods, market foresight, thought-leadership and technology to co-create meaningful solutions, experiences and results that market leaders crave.

- **Infectious Fun:** As trusted advisors within our community we breathe fun, excitement and joy into our relationships and processes. We delight, surprise, amaze and smile in the face of adversity and opportunity, and make our customers smile, too. Fun is FUNctional—it improves the quality of our work, relationships and outcomes.

- **Grit:** Scappy, hungry and nimble, we stay true to our core, leading by example with an action-biased growth mindset. We are relentlessly focused on delivering outstanding, tangible impact—fearlessly experimenting, learning and persevering to make the seemingly impossible happen. Our intensity, integrity and devotion to our customers, craft and quality permeate everything we do for customer, company and community success.

—Whittney Gould

As part of an innovation team activity, von Jan and her team created graffiti with their unit’s name.
GET OUTSIDE YOUR OFFICE AND NORMAL ROUTINE in order to get exposed to new ideas happening inside (and outside) your industry. Attend industry events, visit clients, join a peer group, read books and watch videos that are all around the topics that are becoming relevant in your industry. Let your learning and exposure to new ideas be messy. A messy combination of inputs will create new perspectives you need to see things differently and apply them to your own business.

Erik Dodier ’92, founder and CEO, PixelMEDIA

I THINK THERE ARE TWO IMPORTANT FACTORS. The first is to be a willing listener and observer, especially from outside of your industry. In any industry, it is easy to narrow your focus to your current company, competitors, and customers, but I think the most impactful ideas come from outside that network. Understand what those outside of your industry are doing to be innovative and how you could uniquely apply those ideas to your own business.

The second is to know your buyer. Soliciting input from current or prospective customers on new ideas will help you validate their merit and better understand if the market will accept them. There is always a constant stream of what we believe to be innovative ideas; this feedback allows you to focus on the right ones.

Todd Boucher ’03, principal and founder, Leading Edge Design Group

HIRE/BUILD THE MOST DIVERSE TEAMS POSSIBLE. Different mindsets, different life experience, different points of view and skills will advance innovation and ensure innovation success. It might be harder up front to integrate lots of differing opinions; likeminded people can move faster from the get-go. But they’ll have less to work with in terms of experience and ideas, so although it might take longer for a diverse team to figure out how to get the best out of everyone, in the end, they’ll have better ideas and better chances of making them work.

Human-centered design: ask, listen and empathize with your customers. Innovation isn’t about you, it’s about them. First, understand your customers and what is desirable to them, and then focus on technical feasibility and business viability to support those needs and desires. There are literally thousands of methods for human-centered design. The first step is adopting the human-centered design philosophy, and likely unlearning some of the “normal” ways of doing things that are holding you or your organization back.

Katherine von Jan ’93, VP of Strategic Innovation, Ignite Incubator, Salesforce

READ... A LOT. Business strategy, the future of technology, the history of technology—all of these help us maintain a finger on the pulse of the newest tools we can merge into our companies to stay innovative. Here are some recommendations that I have enjoyed recently:

• Inevitable by Kevin Kelly
• Platform Revolution by Geoffrey G. Parker, Marshall W. Van Alstyne, Sangeet Paul Choudary
• Whiplash by Joi Ito
• Peak by Anders Ericsson

Sumner Vanderhoof ’06, founder and president, Landscape Digital; founder and CEO, addapptation
Erik Dodier ‘92 knows that to be successful in a business that deals in technology, you have to be ready to evolve. He started PixelMEDIA in 1994 with business partner Thomas Obrey to design and develop custom presentations on CD-ROMs and diskettes that companies could mail to their customers instead of printed catalogs or brochures. But as technology evolved, so did PixelMEDIA.

“Today, we focus on helping lifestyle brands in footwear, apparel, sporting goods and specialty foods industries launch, manage and grow their ecommerce businesses,” said Dodier. How did they go from CD-ROMs to ecommerce? The company evolved to meet the changing needs of their clients. “By 1995, most of our clients and prospects needed services to build websites, so we adjusted our business model to begin designing and developing websites,” he said.

The company kept up this trend of evolution, bringing them to the present day’s focus on ecommerce. “The Internet has matured incredibly over the past 20 years, yet there is still continued innovation happening every day. Our most successful innovation has been our ability to keep pace and still be relevant today given all this change,” said Dodier.

Paul College alums are forging new paths with creative new ideas

Whether in ventures they’ve started themselves or by bringing a fresh perspective to an existing company, these Paul College alumni are changing their industries—and the world—with their innovative ideas.

Erik Dodier ‘92
CEO and Founder, PixelMEDIA

“Innovative Alumni”
Dodier feels that “the best way to predict the future is to create it.” He has emphasized making goals and plans visual for everyone to see.

“We created a wall that displayed our 10-year goals and aspirations in the form of ‘futuristic’ magazine headlines on a dozen of the latest business and technology covers,” he said. “The process of imagining what industry business magazines will be writing about Pixel in the future helps create a picture of what we want to accomplish. We simply then just need to make that picture a reality.

Todd Boucher ’03
Principal and Founder, Leading Edge Design Group

Todd Boucher ’03 works in areas of innovation that can go unnoticed when they are working well: technology and facilities.

In 2007, he founded his company, Leading Edge Design Group, to help organizations create modern, energy-efficient facilities. This can mean designing, installing and supporting everything from data centers to smart buildings and networked-connected systems.

“Regardless of industry, every company relies on technology, and today’s buildings play a vital role in an organization’s success,” said Boucher. “Human-centric factors such as lighting, heating and cooling, and facility design affect workforce engagement, safety, and recruitment goals.”

Leading Edge Design Group’s client roster is as diverse as they come, proving that the need for facility and technology innovation exists in all industries. The company counts among its clients New Balance, Anheuser Busch, TJX Companies, Boston Children’s Hospital, Harvard University, and UNH.

Data centers, in particular, are a need in today’s economy, Boucher said.

“The importance of a data center to an organization continues to increase, especially with the rise in connected devices available through the Internet of Things. A highly available, modernized data center helps companies effectively deliver technology services to internal and external customers.”

Boucher’s role in the company deals with developing Leading Edge Design’s long-term strategy: how can the company position itself to remain in a place where it can take the latest designs and trends in technology and create effective products for clients?

As the creator of a company specializing in innovation in a fast-moving field like technology, Boucher has a knack for knowing what his clients will want next.

“The trend I expect to see is disparate systems becoming fully integrated across common network-based platforms. This integration will enable a true intelligent building,” he said.

Sumner Vanderhoof ’06
Founder and President, Landscape Digital
Founder and CEO, addapptation

Two years after Sumner Vanderhoof ’06 graduated from WSBE, the economy crashed, forcing him to rethink his career path. So he got to work absorbing everything he could about technology, applying his business knowledge to what he learned.

“I started to focus on emerging technology trends and jumped into cloud computing,” he said.

He quickly became an expert in the field, starting his business, Landscape Digital, in 2013 to provide cloud-based technology expertise to business clients. But as his clients’ projects got bigger and more complex, and enterprise software programs came into play, it became harder to make requested client changes in the middle of the work.
“It came to a point where requirements were constantly changing in the middle of projects and we found ourselves doing a lot of rework. As you can imagine, rework gets expensive,” he said.

To keep costs down for his business and for his clients, he came up with the idea to use micro apps. “Micro apps take a large project, break it up into a collection of smaller apps that integrate with one another, and allow for extreme focus,” said Vanderhoof. “We were able to speed up development, lower costs and deliver higher quality work.”

This was the start of addapptation.

“We realized if this process is working for us, it can probably work for others as well. We started addapptation to build a community of developers that can use our technology to build micro apps and sell them on the addapptation marketplace,” he said.

As a result, Vanderhoof has created a new digital market that didn’t exist before.

“We are unlocking the value of developers and enterprise technology in a whole new way. This company is the culmination of years of studying cloud technology and modern business strategy to create something uniquely valuable in this new digital world we live in.”

What he learned at WSBE pulls it all together.

“It is not enough to have a technological innovation, you also need a strategic innovation that resonates through your business,” said Vanderhoof.

Sam Warach ’17
Founder and CEO, NextStep
Founder and CEO, Droppn

Sam Warach ’17 has known he wanted to be an entrepreneur since he bought bulk amounts of Silly Putty online and sold them for a small markup to his middle school friends. But his idea of what that means has changed greatly.

Growing up in New Hampshire, a state greatly affected by the opioid crisis, Warach has loved ones suffering from addiction. He knows all too well that access to treatment for addiction is fraught with obstacles—addicts sometimes can’t find vacancies in treatment centers when they need them, and often relapse as soon as they leave.

“Addiction affects the whole family. And unfortunately, I know the patterns and behaviors from my own experiences with friends and family members who have suffered from substance misuse,” he said. “I knew that something more needed to be done.”

He resolved to address those issues with a web and mobile app, called NextStep, which helps people suffering from substance misuse connect with available treatment centers and also provides them with virtual sponsors to make sure their recovery process continues after they leave.

“NextStep is a passion project that I know needs to be made,” he said.

Others agree: NextStep was a finalist in a national undergraduate entrepreneurship competition, Entrepreneur and Innovation Exchange’s (EIX) E-Fest, as well as a finalist in the 2017 Paul J. Holloway Prize Innovation to Market competition in the spring. And NextStep wasn’t Warach’s only entry into the Holloway Prize competition—he and physics major business partner Max Miller ’20 also took home the competition’s top prize for their second entry, social messaging app Droppn (then called Droppit).

Droppn is a location messaging app designed to enhance a user’s community experience and drive foot traffic to local businesses and events. Droppn utilizes location-based technology to create an enhanced meetup experience for users that integrates with business services like Uber and Lyft. The goal of Droppn is to use a social platform to help people meet up face-to-face. Warach and Miller have just released both iOS and Android versions of the app on the App Store and Google Play.

With Droppn and NextStep, Warach is pursuing entrepreneurial success through two businesses that provide innovative ways to help connect people with those who can improve their community experience and quality of life.

—Whittney Gould
Can we franchise good?

Joint Paul College/Carsey School accelerator helping to transfer a successful commercial business model to the social sector

Ray Kroc beheld beauty in a McDonald’s hamburger because it looked the same wherever it was served. Galen Welsch feels the same way about a cool draught of clean drinking water. The difference? Welsch is focused on places where affordable drinking water is hard to come by. That's why he cofounded Jibu, a growing network of locally owned businesses that sell “radically affordable” drinking water to underserved people living in Kenya, Rwanda and Uganda.

Welsch wants to earn enough money to scale Jibu and be able to deliver more water to needy people, while also creating employment opportunities for would-be franchisees. So he turned to the one organization perfectly equipped to help him: the Social Sector Franchising Initiative (SSFI), a program of the Center for Social Innovation and Enterprise (CSIE), a joint venture between Paul College and the Carsey School of Public Policy. Paul College’s Rosenberg International Franchise Center is a key partner in the initiative.

Led by Bill Maddocks, clinical faculty member at the Carsey School, and Paul College clinical associate professor Fiona Wilson, the Social Sector Franchising Initiative helps build capacity in the emerging field of social sector franchising, while providing exciting research and engagement opportunities for UNH faculty and students.

“Social franchising applies commercial franchising best practices to providing life-saving or enhancing social goods and services,” said Wilson. “These organizations are primarily motivated by social impact rather than profit, and are represented across the developing world in healthcare, clean water and sanitation, clean energy, education and other sectors.”

The Social Sector Franchising Initiative is set up as an “accelerator” that connects aspiring social entrepreneurs, or “protégés,” with successful commercial franchising mentors, who come to UNH via the International Franchise Association, the global trade group with whom the Center for Social Innovation and Enterprise has a strategic partnership.

Wilson said for the project pilot they chose three social sector franchisers who were each at a different stage of maturity and complexity. These included Ignite Health Services from Nigeria, which will provide mobile health vans and clinics to bring safe and high-quality maternal health care to women in the greater Lagos area; Ziweto Agrovet Shops, a franchiser of small veterinary shops, which provide services for livestock farmers in Malawi; and Jibu.

In October 2016, protégés and mentors came to campus for a round table with senior leaders from the commercial and social franchise world (as well as faculty and select students) to establish a year-long game plan for collaboration. This included sending two UNH students to Africa in January to conduct field research on the social franchise projects. Their field data has been published online as living case studies of the partnerships.

“It was eye opening,” says one student, Ilona Drew, who earned a B.S. in Business Administration at Paul College in 2014 and is currently pursuing a Master’s Degree in Public Policy at the Carsey School. “I spoke with women who were accustomed to spending their whole days procuring water. When Jibu showed up, they were free to work and do other things.”

“Harnessing the commercial business model and using it to create good in the world is exciting. We’re the only such center in the U.S. doing this,” said Maddocks.

—Dave Moore
Overhauls of MBA programs and first-year experience place Paul College on leading-edge of business education

As he prepared to return to his former life as professor of strategic management and technology at Paul College, Peter Lane looked back at his tenure as associate dean of faculty and graduate programs knowing he had made a difference. In particular, he led the faculty in an overhaul of the MBA program.

Due to market changes, the well-known Executive MBA was closed and those resources were reinvested in the other MBA programs. The full-time, online and part-time MBA programs have been updated, strengthened and, most important of all, said Lane, “We’ve turned them into something our faculty and alumni collaborators are excited about!”

Students should be excited, too.

Professor of Marketing Tom Gruen chats with MBA students in a marketing class.

Today’s graduate students want maximum flexibility to design their programs and access specializations, letting them go deep on areas that interest them.

“People get an MBA because they want a better job,” Lane said. “Everything about your program—even the names of your classes—must offer this promise of preparation.”

This fall, the college is rolling out a new slate of specializations including global business, digital marketing, analytics, growth and innovation, and hospitality management.

“Paul College is now one of a handful of universities in the country offering specialization in hospitality management,” Lane says.

In fall 2018, the redesigned core curriculum will launch. It preserves fundamentals such as finance, marketing and management, but shifts course content and titles to reflect modern skillset needs. In this way, Information Systems becomes Creating Competitive Advantage with IT, which will include cutting-edge

Parker named Associate Dean of Graduate Education and Faculty Administration

In October, Paul College welcomes Vicky Parker as the new Associate Dean for Graduate Education and Faculty Administration. Parker also serves as a tenured associate professor of management for the college. She is taking over from Peter Lane, who, after five years of excellent service, has returned to the faculty in the management department.

Parker came to us from the highly regarded Boston University School of Public Health where she had served as an associate professor since 2000, and associate chair of the Health Law, Policy, and Management department from 2012-16. She earned her A.B. from Brown University, her Ed.M. from Harvard University Graduate School of Education, and her D.B.A. in Organizational Behavior from Boston University’s Questrom School of Business.
topics like big data, Internet of Things and artificial intelligence. Marketing becomes Understanding Customers and Markets and includes greater emphasis on digital marketing, analytics and managing the customer “asset.”

According to the GMAC Application Trends Survey Report, MBA applications in the U.S. declined by 50 percent between 2015–2016. During this same period, the college’s innovative delivery model has enabled MBA enrollment growth of 25% and positioned the college well for the future.

“I’m very proud of how our faculty and staff have been willing to embrace change. It speaks to their commitment to keep improving and growing,” Lane said.

Getting students FIRE(d) up

Sometimes the reason college students drop out after their first year is not due to finances. They feel isolated or may be struggling with balancing academics and social life.

Three years ago Paul College started tackling this problem head on. It launched a unique program called the First-Year Innovation and Research Experience, or FIRE, to help all first-year students successfully transition to college life.

FIRE is an integrated, team-based and game-like experience to engage students in developing skills and strategies for success as they learn about Paul College, UNH, and all they offer. It was developed by Neil Niman, associate dean of academic programs, who is an expert in game design and learning, and author of the book, The Gamification of Higher Education: Using Game Design to Avert the Growing Crisis Facing Universities Today.

FIRE encourages socialization by awarding points to teams when members take part in a campus activity—such as sports, lectures, or cultural events—or any of UNH’s hundreds of student groups. At year’s end, members of the winning team receive an academic achievement prize.

At the same time, engaged by alumni and peer mentors, students work in teams to develop a business plan to present at the Undergraduate Research Conference. Dubbed “The Grand Challenge,” each team creates a product or service for tackling such daunting topics as “Addictive Society,” “Water is Life,” “Threats from Cyberspace” and “Medical Breakthroughs.”

“By the time they present in the spring, they no longer look and talk like first-year students,” said Sean Stewart, undergraduate program coordinator for FIRE.

FIRE is showing a positive impact on student success. Average GPA for first-year students has increased from 2.99 to 3.16. In 2014, around 8 percent of first-year students earned a 3.75 average; by 2017 that percent rose to 20 percent.

Students also feel more engaged. In the 2016–2017 academic year, 100 percent participated in a campus activity they said they would not have taken part in otherwise, and more than 50 percent took part in at least five activities. Overall, 75 percent of students said they felt greater confidence about the prospect of life after college than when they arrived on campus.

—Dave Moore

An experienced and dedicated administrator, Parker brings deep experience in graduate education and a proven track record in developing and launching innovative programs. Her research has focused on leadership, management, and organizational systems and processes in the healthcare sector.

Her primary teaching areas have been organizational behavior, human resources management, managing work groups and teams, leadership and management, managerial skills for problem-solving, healthcare management, and qualitative research skills. She has taught a wide range of courses, primarily at the graduate level, at Boston University’s Questrom School of Business and the School of Public Health. Of particular relevance to Paul College, Parker currently has a lead role in designing and teaching the leadership and collaboration thread for Boston University’s hybrid Executive MBA. Her commitment to teaching excellence has been recognized by her peers. Since 2010, she has won five teaching awards at the School of Public Health, including the school-wide Educational Innovation Award in 2016. External to Boston University, the Health Care Management Division of the prestigious Academy of Management gave her the Excellence in Teaching Award in 2013.

Parker brings strong and relevant academic and administrative experience, innovative ideas, a deep commitment to research and teaching excellence, and excitement to help us in taking Paul College to the next level of excellence.
Paul College helps companies respond to latest trends in new product development

Paul College is proud to have a marketing department ranked by Academic Analytics in the top 5 percent nationally in scholarly productivity and impact. A particular strength of this department is a research prowess in new product development and innovation. The groundbreaking research conducted by our marketing faculty members provides research-backed data to inform companies as they plan their new product development and innovation strategies.

Sustainability and new product development

Inspired by IKEA’s progressive sustainability strategy, Paul College associate professors of marketing Ludwig Bstieler, Shuili Du and Goksel Yalcinkaya are investigating how a company’s commitment to sustainability affects the development and performance of new products. They are focused on looking at how 453 international firms in a range of industries facilitate sustainability-focused innovation.

They have identified three important elements that foster this innovation in companies: whether the company has an innovation strategy, the level of the company’s global perspective, and how the company cultivates open innovation within its employee population. Through this research, Bstieler, Du, and Yalcinkaya have found strong empirical...
evidence that a focus on sustainability can help new product development performance.

**Crowdsourcing innovation**

Some companies use crowdsourcing platforms to harness user insights that inform the creation of new ideas at lower costs than traditional marketing research. But how can crowdsourcing help with the development of new products? Associate professors of marketing Billur Akdeniz, Shuili Du, and assistant professor of marketing Matthew O’Hern are examining different types of user-generated product feedback to determine their effects on a company’s new product development performance.

They have categorized types of crowdsourced feedback as core (e.g., submitting a new product design) and non-core (such as commenting on another user’s designs), and are examining which types are essential to product innovation based on online data they’ve extracted from a crowdsourcing community with several thousand active members. The findings of the research will provide guidance that firms can use to identify which consumers are most likely to create innovative new product concepts.

**Customer-created products**

Don’t see a product you want in the marketplace? Creating it yourself becomes more possible every day.

While the digital revolution has given marketers the ability to better predict performance based on data mined from a customer’s past activities, assistant professor of marketing Matthew O’Hern thinks the future lies in allowing customers to create their own products, à la user-generated content on Wikipedia or open source software.

O’Hern is studying how the world of customer-created products is spreading to other industries, and how it could disrupt these industries much like file sharing disrupted the music industry. Changes like this are increasingly likely as millions of potential “makers” gain easy access to 3D printable content online, desktop 3D printers become increasingly affordable, and handheld 3D scanners enable consumers to replicate (and modify) their existing products in creative ways. In short, this new logic, which O’Hern and his coauthors call “Innovation as Data,” promises to change the game entirely.

Want to learn more about research in Paul College’s marketing department? Visit paulcollege.unh.edu/departments/marketing/research.

—Whittney Gould
Paul College’s strength in new product development and innovation made it an ideal place to hold the 2017 Product Development and Management Association (PDMA) UNH Innovation Doctoral Consortium July 19-21, according to Charlie Noble, Vice Chair of the PDMA and Professor at University of Tennessee.

Sixteen doctoral student fellows from across the U.S. and eight countries convened on campus for two days of mentoring and research development. The doctoral student fellows, all conducting dissertation research in innovation and new product development, were matched with faculty from thirteen universities—in addition to UNH faculty participants—who are leaders in their fields.

Mentors to the doctoral student fellows at the consortium were faculty fellows who are renowned scholars and editors of leading journals in innovation and new product development. In addition, executives from industry leader and innovator companies AstraZeneca, Itaconix, and Timberland, along with the former CTO of Liberty Mutual, served as managerial fellows, participating in panels and workshops.

The event was successful in bringing together these three groups to network, collaborate, exchange ideas and discuss their research in innovation and new product development. In addition to a traditional keynote and panel discussions, the consortium included special events to help the doctoral student fellows: “hot topics” research project workshops, opportunities to present their research in front of experts in the field, and a doctoral dissertation competition.

“We were excited to be able to host this consortium and help develop the new generation of product developers and innovators.”

—LUDWIG BSTIELER

Paul College hosts global product development consortium

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“We were excited to be able to host this consortium and help develop the new generation of product developers and innovators,” said Ludwig Bstieler, associate professor of marketing at Paul College, who co-chaired the consortium along with Thomas Gruen, chair of Paul College’s marketing department.

“It was a privilege to host this important meeting of current and emerging thought leaders in this field that is so critical to driving innovation in our global economy,” said Deborah Merrill-Sands, dean of Paul College.

—WHITNEY GOULD
In Brief

UNH career survey for new grads
UNH Wildcats go on to do amazing things. New alumni from the class of 2017: we want to know what you are up to following graduation.

Whether you have secured employment, are job searching or planning to enter a graduate program, let us know by filling out the “UNH First Destination Survey” that arrived in your email in August. Just for filling out the short survey, you could win Boston Celtics tickets, UNH gear, and more! Your data help us to earn top 100 rankings. Details: unh.edu/career/first-destination-survey.

Digital Marketing Symposium set for October 13
On Friday, October 13th, Paul College will host its 4th annual Digital Marketing Symposium. This event is free and open to the public. Reserve your seat today and join over 300 digital marketing professionals, faculty and students for a day of inspiring presentations and networking on the UNH Durham campus. Register to attend at pauldms.com.

Leadership Certificate Program announces spring dates
Paul College Executive Development Programs just announced Spring 2018 dates for its Leadership Certificate program. This 6-day certificate program, taught by Paul College faculty and led by Bill Hassey, is designed to help accelerate the development of current and emerging high potential leaders. For more information, visit paulcollege.unh.edu/executive-education/leadership-certificate-program.

“30 Under 30” winner and social entrepreneur on campus
Forbes 30 Under 30 Winner Galen Welsch, cofounder and CEO of Jibu, will speak about his work in Africa on Tuesday, October 17 at 3:40 p.m. in MUB Theater 2. The lecture is free and open to the public. Register at unh.me/yVI3oeb7yX.
What does innovation mean to you?

“Iinnovation is about thinking far enough outside the box to develop a fresh approach, while not too far that it becomes impossible to achieve the buy-in required to take a great idea and turn it into a reality.”

— Neil Niman, associate dean of academic programs and associate professor of economics

How do you teach innovation?

“I try to bring problems and issues from real life, whether from a meeting I attended or a government policy hearing I was invited to speak at. I bring these issues to my students, break them up into teams, and ask them ‘how can we tackle this?’ I remind my students not to define innovation as tied to a type of job, but rather, how innovative can you be in any job you do? Innovation isn’t tied to starting a new company. Even in a larger company, you can make changes that are innovative.”

— Jeffrey Sohl, professor of entrepreneurship and director, Center for Venture Research

How do you foster a learning environment where students can be creative and innovative?

“I try to create a safe space, in class and online, where students can experiment with ideas and unleash their creativity, practicing fail-fast and fail-safe strategies in order to develop practicable innovative ideas for new products and services.”

— Devkamal Dutta, associate professor of strategic management and entrepreneurship

Why do we want to send our students into the workforce with training in innovation?

“The only thing we know for sure is that change is the new normal and people who can lead and contribute to innovations that can address the constant changes of global business will be in high demand. We also know that while substantial progress has been made in the last 15 years, there remains significant work to be done. Countless studies of millennials show that they are a generation who want to actively use their careers to create positive change in the world. They want to lead positive contributions to pressing challenges in the world and they are looking to their business schools to offer them more training in the tools of innovation for positive change.”

— Fiona Wilson, clinical associate professor of social innovation, social entrepreneurship and sustainability and executive director, Center for Social Innovation and Enterprise
Donor Spotlight

Celebrate 150: The Campaign for UNH

We are extremely grateful for the major gift support of these significant donors to the Celebrate 150 campaign.

Long-term alumni donor and volunteer Andrew Katz ’83 provided additional support to both the Hospitality Management Scholarship Fund and the UNH Hospitality Management International Student Diversity Endowment. Katz is based in London and is a partner at Prospect Hotel Advisors, a firm that provides consultant management and marketing services to hotel owners globally. Scholarships provide critical support to recruit and retain students at Paul College.

Mike Runser ’83 created a scholarship endowment to honor his late father and WSBE alumnus, Bernard Runser ’62. Mike and Bernard had also made a joint gift earlier in the capital campaign to help with the new Paul College building. Bernard had a long illustrious career in Maine, and this scholarship creates a permanent legacy for him at UNH.

Maxine Mazur ’78 provided much-needed funding for leadership development initiatives at Paul College, particularly those that impact the growth and development of young women.

Ann Marie Wemmlinger ’87 made a generous contribution to an existing scholarship fund that honors a much-admired professor, Joe Durocher, in the Hospitality Management program.

Christine Crockett renewed a faculty award in the economics department in honor of her stepson, Todd Huntington Crockett ’95.

Erick Faul ’00 created an endowed scholarship fund that provides need-based support for undergraduate students from New Hampshire.

Thanks to your #PaulPride, we surpassed the goal of 200 donors set for us by Kevin Knarr ’91 during this year’s 603 Challenge, ending with 243 total donors. This donor total was high enough to put Paul College in third place overall in the challenge—only Friends of Skiing and UNH Cat Club Football had more donors than we did! This also means we were the top-placing college in the competition. Thank you for showing your support for student scholarships, the Internship Opportunity Fund, the Dean’s Strategic Initiative Fund, and other areas of need for Paul College.

It’s almost time for the 5th Annual New Hampshire Social Venture Innovation Challenge (SVIC). Alumni can get involved in the challenge in several ways. First, alumni can compete in the Community Track of the competition. Alumni can participate as judges, team mentors or competition sponsors. Want to help but can’t compete or serve as a judge, mentor or sponsor? You can still help SVIC by attending the final round on Tuesday, December 5, or by spreading the word about the competition to your personal and professional networks.

Learn more at unh.edu/svic
Don’t miss a thing. Become part of the UNH Connect alumni network and learn about activities and people in your area. Be sure to update your contact information at unhconnect.unh.edu/contact to receive all of the latest news from Paul College and UNH. View Paul Post online at PaulCollege.unh.edu/paul-post or unh.edu/unhtoday/series/paul-post