



GOIZUETA
BUSINESS SCHOOL

The Center for
Entrepreneurship and
Corporate Growth Conference
October 10th & 11th, 2003

Sponsored by:
SIEMENS MEDICAL SOLUTIONS

Hitting the Growth Wall

Growth in Large Organizations

GOIZUETA
BUSINESS SCHOOL

EMORY

PRINCIPLED LEADERS FOR GLOBAL ENTERPRISE

Hitting the Growth Wall: Growth in Large Organizations

Our Purpose: To share leading practices which result in continuous high organic growth in large organizations—culture, strategy, structure, processes, leadership, and innovation.

Conference Schedule

Friday, October 10

7:30 to 8:00 am	Breakfast	Continental Breakfast Room 208, Goizueta Business School
8:00 to 8:15 am	Welcome	Edward D. Hess, Executive Director, CECG and Adjunct Professor of Organization and Management
8:15 to 8:20 am	Dean's Welcome	Dean Tom Robertson, Goizueta Business School
8:20 to 9:35 am	Presentation	Siemens Medical Solutions by Professor Erich Reinhardt, President and Member, Managing Board, Siemens AG Discussant: Professor Edward D. Hess, Emory University
9:35 to 9:45 am	Break	
9:45 to 11 am	Presentation	Staples, Inc. by Thomas Stemberg, Founder and Chairman Discussant: Professor Philip Anderson, Internal Centre for Entrepreneurship
11:15 am to 12:30 pm	Presentation	UPS by Michael Eskew, Chairman and CEO Discussant: Professor Robert Kazanjian, Emory University
12:30 to 1:30 pm	Lunch	Fifth Floor, Michael C. Carlos Museum
1:30 to 2:45 pm	Presentation	SYSCO Systems by Richard Schnieders, Chairman and CEO Discussant: Professor Andrew B. Hargadon, University of California-Davis
3:00 to 4:15 pm	Presentation	Turner Broadcasting Systems, Inc. by Phil Kent, Chairman and CEO Discussant: Professor Robert Drazin, Emory University
4:15 to 4:30 pm	Break	
4:30 to 5:30 pm	Presentation	Execution: Where the Rubber Meets the Road by Tom Taylor, President, Eastern Division, The Home Depot
7:00 to 9:30 pm	Cocktails/Dinner (for presenters only)	Cherokee Town Club 155 West Paces Ferry Road, Atlanta Phone: 404.365.1200

Saturday, October 11

8:00 to 9:30 am	Presentation	Challenges of Scalable Growth by Professor Raghu Garud, New York University with Professor Arun Kumaraswamy, Rutgers University Natural and Unnatural Growth? Strategic Entrepreneurship Versus Acquisitions by Professor Michael Hitt, Texas A&M University with Professor Duane Ireland, University of Richmond The Strategic Alliance-Growth Relationship: Who Benefits? by Professor Kaye Schoonhoven, University of California-Irvine
9:30 to 9:45 am	Break	
9:45 to 11:15 am	Presentation	From Charter to Takeoff: How Internal Corporate Ventures Adapt to the Unexpected by Professor Philip Anderson, INSEAD Director, Internal Centre for Entrepreneurship, France Pragmatic Creativity: Recombining Organizational Resources to Achieve Growth by Professor MaryAnn Glynn, University of Michigan with Professor Andrew Hargadon, University of California-Davis The Misunderstood Role of the Middle Manager in Successful Growth Programs by Professor Rita McGrath, Columbia University
11:15 to 11:30 am	Break	
11:30 am to 1:00 pm	Working Lunch Adjournment	What did we learn? Best practices, research topics.

Bus transportation is provided from the Emory Conference Center Hotel to Goizueta Business School, Cherokee Town Club, and Hartsfield International Airport as appropriate. See the participants' notebook for more information.



The Center for Entrepreneurship and Corporate Growth

The Center for Entrepreneurship and Corporate Growth at Emory University's Goizueta Business School is a multidisciplinary national research center focusing on the complex issues of growth throughout the business lifecycle. The Center is dedicated to helping more businesses become and stay successful by creating Growth Best Practices.

2004 Entrepreneurial Leadership Conference

Great Business Leaders—What Do They Actually Do Every Day? is the topic of our next major conference, which will focus on the daily acts of leading entrepreneurially in large organizations. If you are interested in participating, please contact Ed Hess.

Center for Entrepreneurship and Corporate Growth

Edward Hess, Executive Director

and Adjunct Professor of Organization and Management

Phone: 404.727.4891

e-mail: Edward_Hess@bus.emory.edu

www.goizueta.emory.edu/CECG

Siemens Medical Solutions

The Center for Corporate Growth and Entrepreneurship is grateful to Siemens Medical Solutions for providing the funding for our inaugural conference. Siemens Medical Solutions is a division of Siemens AG (NYSE: SI), with headquarters in Malvern, Pennsylvania and Erlangen, Germany. The company, one of the world's largest suppliers to the healthcare industry, is known for its innovative medical technologies, healthcare information systems, and management consulting, as well as support services that help customers reach tangible, sustainable, clinical and financial outcomes. Siemens' innovations contribute to the health and well being of people across the globe, while improving operational efficiencies and optimizing workflow in hospitals, clinics, home health agencies, and doctors' offices. The company employs approximately 31,000 people worldwide and operates in more than 120 countries. Siemens Medical Solutions reported sales of 7.6 billion EUR, and EBIT of 1 billion EUR for fiscal 2002. For more information, please visit www.siemensmedical.com.

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The Center for
Entrepreneurship and
Corporate Growth

UNIVERSITY OF
GOIZUETA
LEZ TOLEDO (AVILA) 10001

List of All Presenters

Philip Anderson, Professor, INSEAD and
Director, Internal Centre for Entrepreneurship, France

Robert Drazin, Professor, Emory University

Michael Eskew, Chairman and CEO, UPS

Raghu Garud, Professor, New York University

MaryAnn Glynn, Professor, University of Michigan

Andrew B. Hargadon, Professor, University of California-Davis

Edward D. Hess, Adjunct Professor, Emory University

Michael Hitt, Professor, Texas A&M University

Duane Ireland, Professor, University of Richmond

Robert Kazanjian, Professor, Emory University

Philip Kent, Chairman and CEO, Turner Broadcasting Systems, Inc.

Arun Kumaraswamy, Professor, Rutgers, The State University of New Jersey

Rita McGrath, Professor, Columbia University

Erich R. Reinhardt, President, Siemens Medical Solutions and
Member, Managing Board, Siemens AG

Richard Schnieders, Chairman and CEO, SYSCO Systems

Kaye Schoonhoven, Professor, University of California-Irvine

Thomas G. Stemberg, Chairman and Founder, Staples, Inc.

Tom Taylor, President, Eastern Division, The Home Depot

The Organic Growth Index

CECG is proud to release its first completed research project, the Organic Growth Index (OGI). OGI is designed to focus the financial markets and the academic research community on an evaluative model to distinguish between the four qualitatively different components of reported financial results: organic growth, acquisitive growth, financially engineered growth, and investment growth. OGI's purpose is to illuminate organic growth and focus research on best organic growers.

Research Grants

CECG is entertaining research proposals from faculty attending this conference for research related to the cultural, structure, strategy, and innovation process components of Organic Growth. The Center will assist in obtaining corporate research sites and distribute research results to the financial and corporate marketplace.

**The Center for Entrepreneurship
and Corporate Growth**

Goizueta Business School
Emory University
1300 Clifton Road
Atlanta, GA 30322-2710
www.goizueta.emory.edu/CECG

Edward D. Hess

*Executive Director and Adjunct Professor
of Organization and Management*

Phone 404.727.4891

Edward_Hess@bus.emory.edu

Professor Robert Drazin

Faculty Director

Phone 404.727.6337

Robert_Drazin@bus.emory.edu

