

ENTREPRENEURSHIP AND COMPETITIVENESS IN THE UNITED STATES

# Module V: Governance and Change Implementation

January 17-20<sup>th</sup>, 2024

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## EC-America '23-24 Module V

### Written Summary

#### Program Overview

The Entrepreneurship and Competitiveness for the United States (EC-America) program is high-impact program for small to mid-sized firms in the United States that empowers Hispanic entrepreneurs with concrete skills and methodologies to build and expand their companies. Housed in the W. Edwards Deming Center of Columbia Business School (CBS), the program is a year-long and hybrid, with participants attending in-person classes at three points during the year and online classes in the interim. Selected companies participate in teams of 2 to 3 leaders – limited to founders, owners, CEOs, and top management – and complete 2 capstone projects, the first on business expansion and the second on process improvement. Made up of 30 executives from 12 companies based in Arizona, California, Washington DC, New York, North Carolina, Oklahoma, and Texas, the pilot cohort of EC-America spans multiple industries, including advertising, agriculture, apparel, food and beverage, footwear, education, facilities management, packaging, and raw materials distribution.

#### Module V Overview

The '23-24 EC-America program held its fifth and final module in person from Wednesday, January 17<sup>th</sup> to Saturday, January 20<sup>th</sup>. Taking place at CBS' Manhattanville campus in New York City, Module V of the program imparted classes around change implementation and continued process improvement, with subjects ranging from valuation and financial analysis to the future of work and leadership.

Throughout the week, companies presented their completed Process Improvement Project, each outlining a problem statement, the methodologies used, an implementation plan, and what results they've had so far. In addition to classes and presentations, participants were also able to visit the fulfillment center of Fresh Direct, an American online grocery company serving the greater New York tri-state area among the first enterprises to sell and deliver perishable foods to consumers without maintaining a retail operation. There, attendees were able to see the company's day-to-day distribution operations, as well as learn more about its recent transition, having been acquired by Getir, a larger grocery delivery company, in December of 2023.

Ending the program, the group celebrated their completion of the EC-America program on Saturday, January 20<sup>th</sup>, with a graduation ceremony attended by 120 family members and friends, followed by a lively reception. During the ceremony, attendees were given insights around the power of education by commencement address speaker, **James Keyes**, Former President and CEO of 7-Eleven, Former Chairman and CEO of Blockbuster, Inc., and a Board Member of CBS, and heard on the value of perseverance by class-nominated speaker, **Thomas Sanchez**, CEO and co-founder of Social Driver.

January 17–20<sup>th</sup>, 2024

Columbia Business School

# EC-America '23-24 Module V

## Photo Summary



Thomas Sanchez of Social Driver participates during Nataliya Wright's class on strategic expansion



Daniel Buezo of Kids of Immigrants gives input during Professor Wright's class



Professor Nataliya Wright in conversation with Jaime Cardenas and Alfredo Amparán of AC&M Group



Maria Palacio of Progeny Coffee participates during Professor Wright's class on strategic growth and expansion



Edgar and Michelle Sotelo of Southwest Packaging Solutions problem solve during group activity



Carlos Melendez and Shawn Hoffman of Schola, Inc. during the class' group exercise



Nelson Fraiman, Faculty Director of the Deming Center, congratulates the '23-24 cohort during the graduation ceremony



James Keyes, Former CEO of 7-Eleven and Blockbuster, Inc., during his commencement address on the power of education



From left to right: Luchi Masliah of goodfood, Roberto Pelz of BeeReaders, and Ruben Arias of BeeReaders



Tomi Hurtado More and Shelby Boyd of Hurlen Corporation listen during the graduation ceremony



Class-nominated speaker Thomas Sanchez of Social Driver gives speech on the importance of perseverance



Angela Quintero, Managing Director of the Deming Center, gives final words to the cohort



James Keyes in conversation with Kids of Immigrants following the ceremony



Sarah Kugelman, Founder and CEO of The Pink Factor, in conversation with Stivali New York during the graduation reception



Members of Hurlen Corporation, Social Driver, and Schola, Inc. enjoy the graduation reception



Members of AC&M Group and Stivali New York with friends and family during the reception



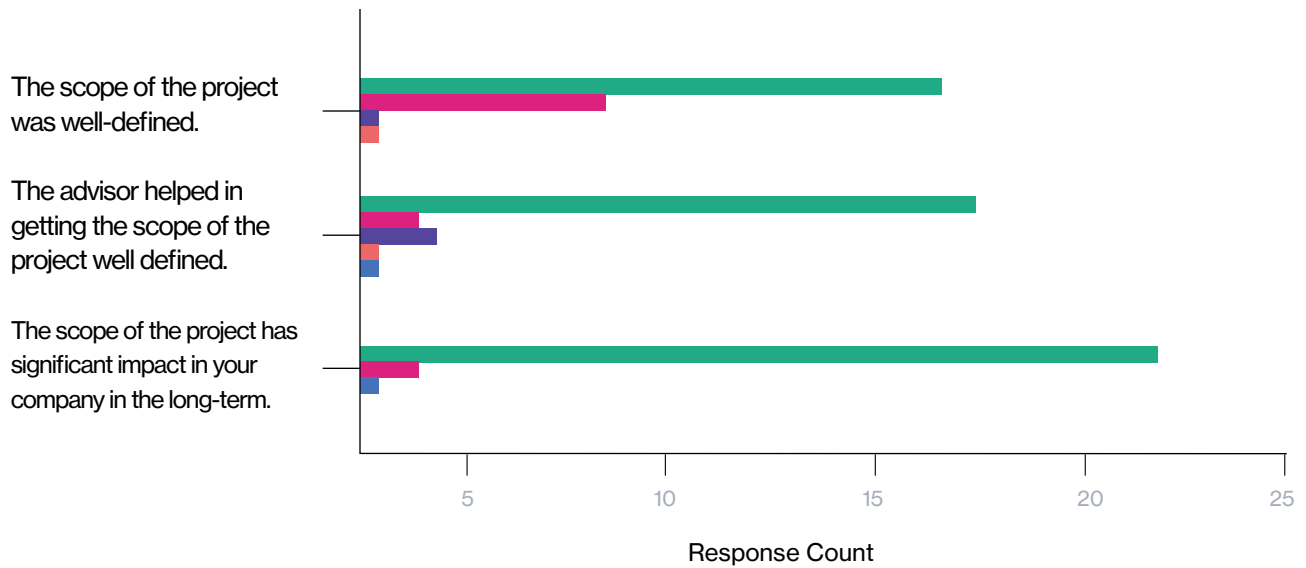
Friends and family of goodfood smile for a photo with members of the Deming Center team



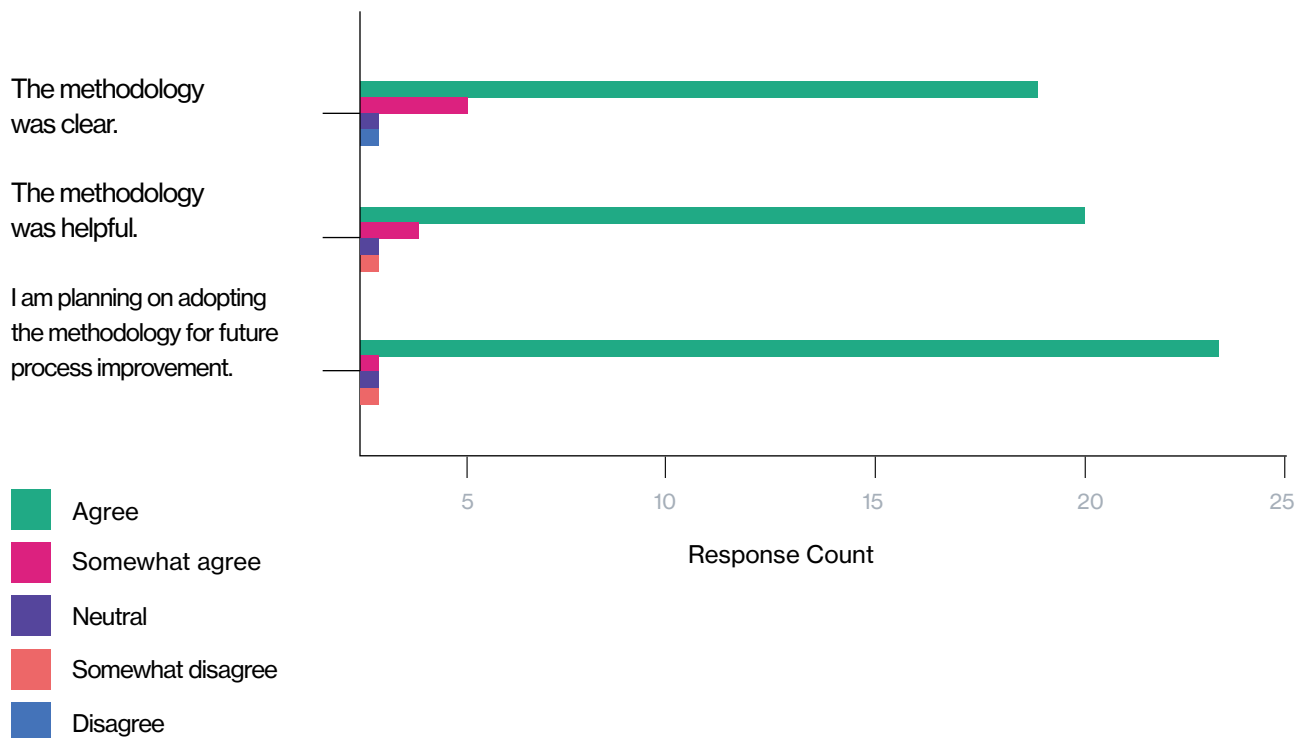
The graduating '23-24 class of the EC-America program as they throw caps in the air

## EC-America '23-24 Process Improvement Project Participant Feedback

Please answer the following regarding the scope of the Process Improvement Project.

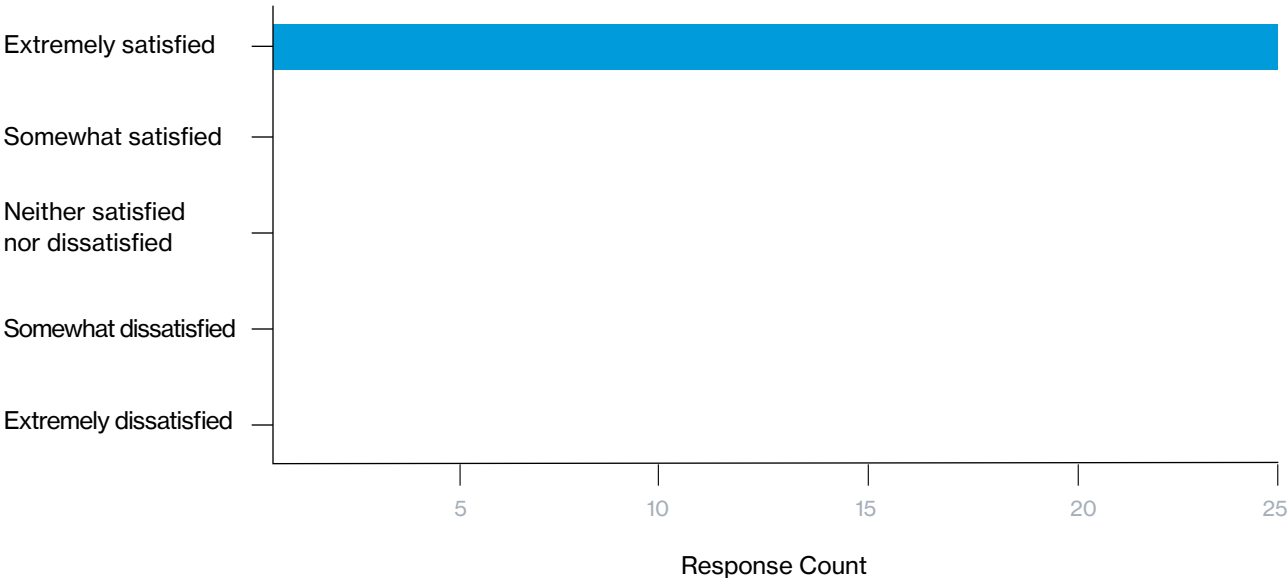


Please answer the following questions regarding the methodology shared by your advisor.



## EC-America '23-24 Process Improvement Project Participant Feedback

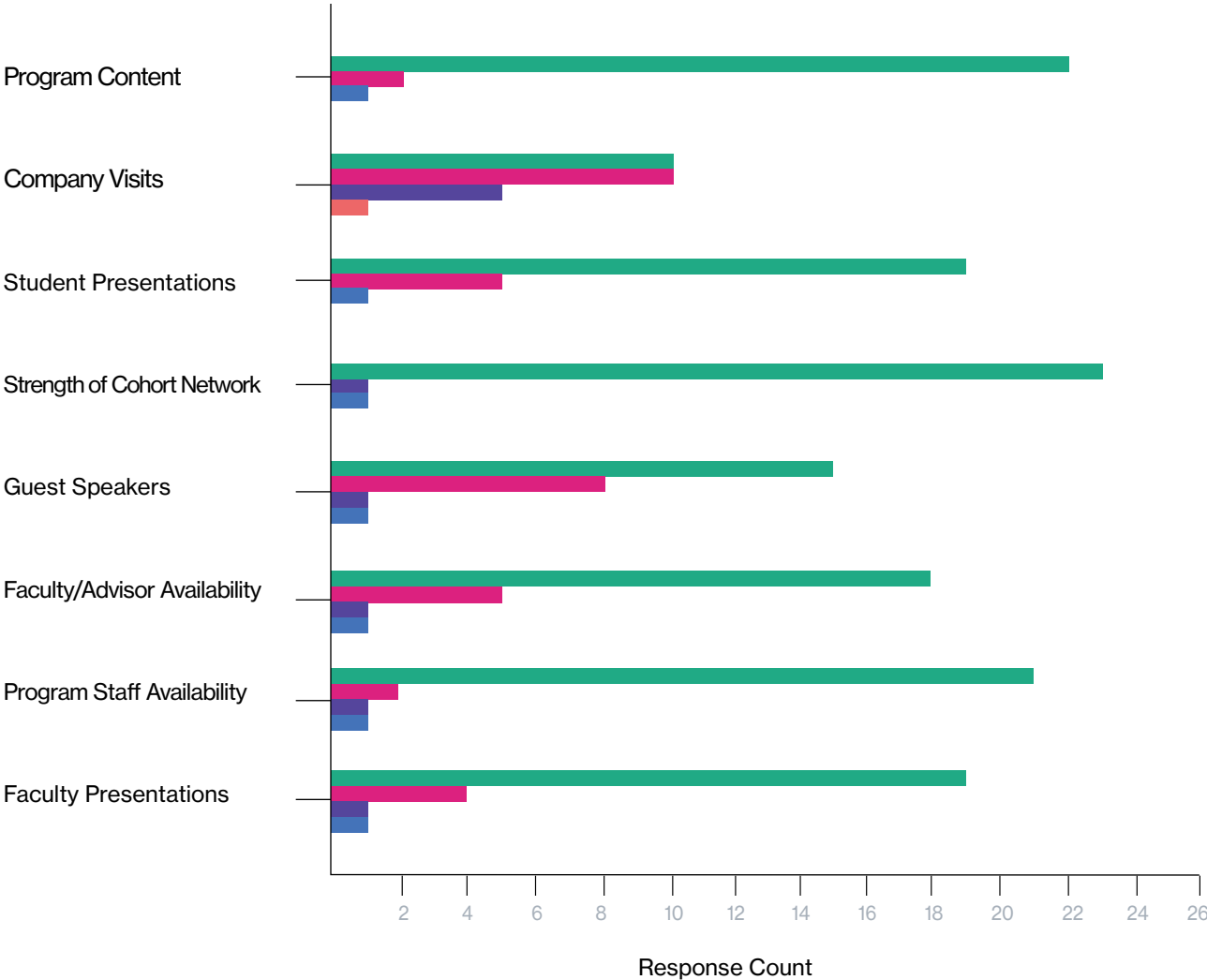
How would you rate the overall experience with the Process Improvement Project?



# EC-America '23-24 Program Overall

## Participant Feedback

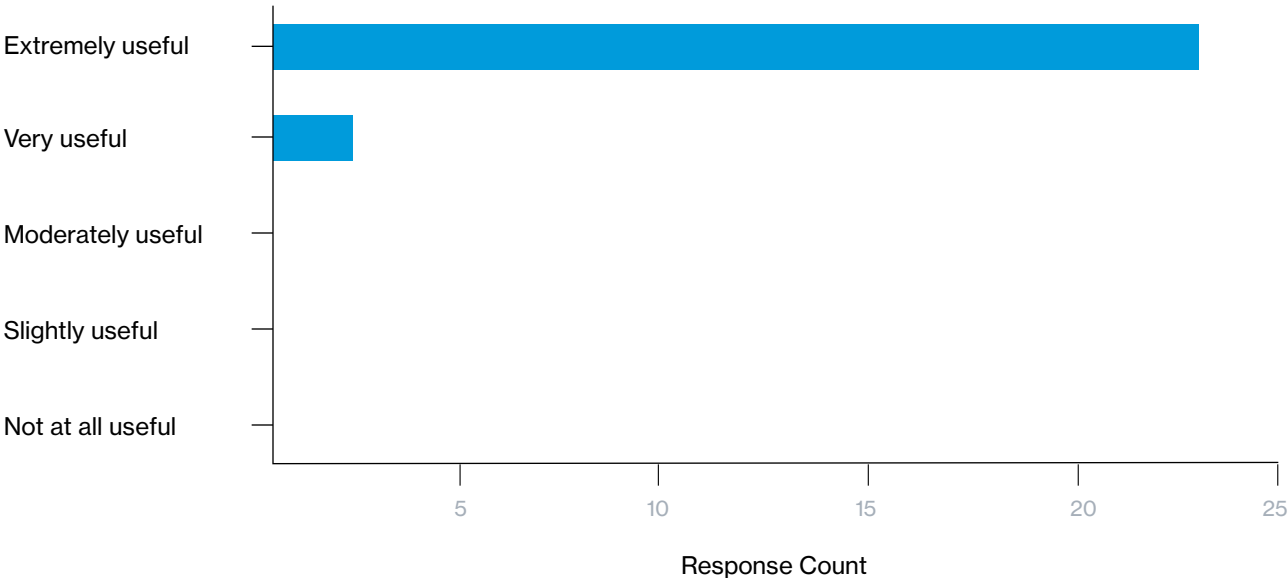
How satisfied are you with the following aspects of the EC-America program overall?



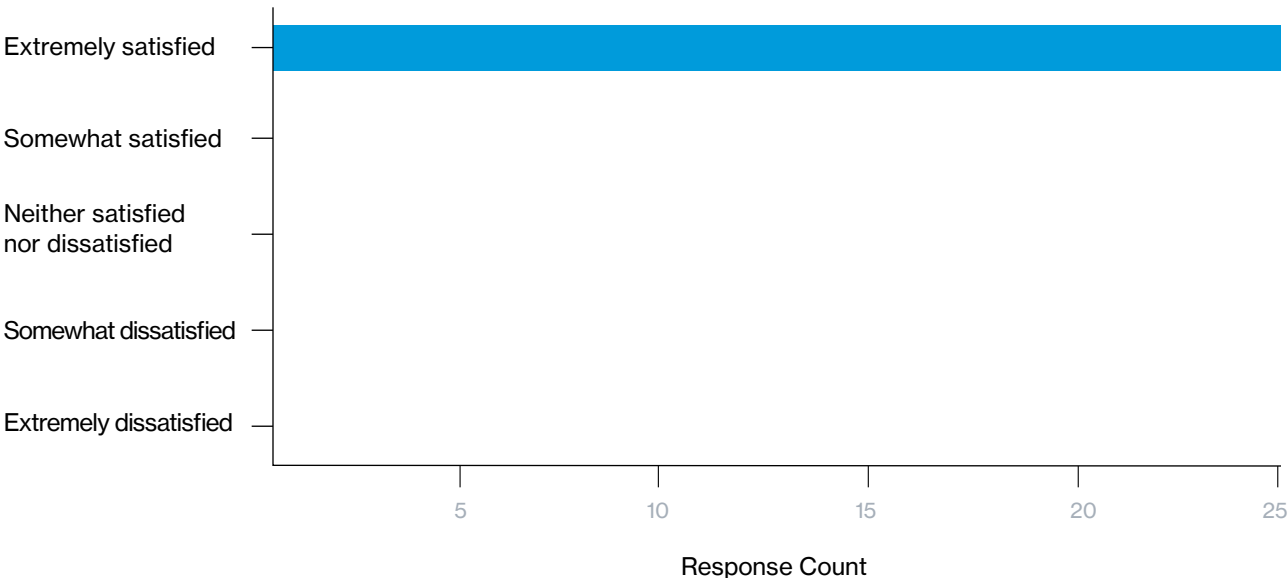
- Extremely satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

## EC-America '23-24 Program Overall Participant Feedback

How useful is the knowledge that you gained in this program to you and your company?



Overall, how satisfied were you with the EC-America program?



**Source:**  
Qualtrics Evaluation  
Default Report: EC-America '23-24 Module V  
Downloaded February 6<sup>th</sup>, 2024

ENTREPRENEURSHIP AND COMPETITIVENESS IN THE UNITED STATES

# **Module V: Governance and Change Implementation**

Appendix

## EC-America '23-24

### Module V: Governance and Change Implementation

	WEDNESDAY 1/17	THURSDAY 1/18	FRIDAY 1/19	SATURDAY 1/20
8:00-8:30 AM	Breakfast	Breakfast	Breakfast	
8:30-9:00 AM	<b>Welcome Words and Alumni Benefits Overview</b>	Progeny Coffee	REP Provisions	
9:00-9:30AM	BeeReaders	goodfood	Southwest Packaging	Breakfast
9:30 AM-12:30 PM	<b>Valuation</b> Amir Ziv	<b>Future of Work and Technology</b> Jeffrey Schwartz	<b>Leading Teams: Harnessing Collective Intelligence</b> Ashli Carter	<b>Scaling Strategically</b> Nataliya Wright
12:30-1:00 PM	Lunch and Exit Interviews	Lunch and Exit Interviews	Lunch and Exit Interviews	Head to Graduation
1:00-2:00 PM				<b>Graduation Ceremony</b> Guest Speaker: <u>James Keyes</u> <i>Kravis 1040</i>
2:00-2:30 PM	Schola, Inc.	AC&M Group	<b>Leadership</b> Adam Galinsky	<b>Graduation Lunch Reception</b> <i>Kravis 1040</i>
2:30-3:00 PM	<b>Bus to FreshDirect</b>	Stivali New York		
3:00-3:15 PM	<b>Visit to FreshDirect</b>	Break		
3:15-3:30 PM		Social Driver		
3:30-3:45 PM		Kids of Immigrants		
3:45-4:15 PM		Break		
4:15-4:30 PM		<b>Implementation</b> Nelson Fraiman and Angela Quintero		
4:30-4:45 PM	Break			
4:45-5:30 PM	<b>Bus to The Craftsman</b>			
5:00-5:15 PM	<b>Welcome Cocktail</b> The Craftsman <i>3155 Broadway</i>			Break
5:15-5:30 PM			Hurlen Corporation	
5:30-5:45 PM			Unica Enterprises	
5:45-6:15 PM				
6:15-6:30 PM				<i>Kravis 1090</i>
6:30-8:00 PM				

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

**AC&M Group LLC**



**Participants**



**Jaime Cardenas**  
**CEO**  
 MBA, Wake Forest University



**Alfredo Amparán**  
**Managing Partner**  
 MBA, Wake Forest University



**Lautaro Rosales**  
**Director of Digital Marketing and Development**  
 BEng in Electronics Engineering, Instituto San Vicente de Paul

**Company Profile**

<b>Website</b>	<a href="http://acmconnect.com">acmconnect.com</a>
<b>Industry</b>	Advertising Services
<b>Year Established</b>	2004
<b>No. of Employees</b>	19 Employees
<b>Headquarters</b>	Charlotte, NC
<b>Market</b>	United States

**Company Description**

Specializing in multi-cultural and sports marketing, AC&M Group is a full service marketing company that uses cultural insights to help its clients reach and engage with audiences that are key to their growth. The company's offerings include marketing services, creative services, and digital services around development and management.

**Operational Challenges**

AC&M Group has experienced a rapid growth in revenue over the past two years that has been mainly fueled by an increased demand for multi-cultural marketing services. While its 17 years in business have positioned AC&M Group as a credible and reliable partner, this rapid growth has uncovered important challenges and opportunities. These include maximizing their appeal as an acquisition target for larger agencies, identifying key areas of focus to drive continued revenue and offset the reduced demand for COVID-related communications, and aligning its human resources with the company's vision going forward.

**Expansion Plans**

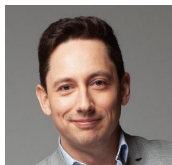
No current plans for expansion

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

**BeeReaders**



**Participants**



**Ruben Arias**  
**Co-founder and CEO**  
 BEng in Civil Industrial Engineering, Universidad Tecnológica Metropolitana



**Roberto Pelz**  
**LA Sales Director**  
 BEng in Civil Industrial Engineering, Universidad Adolfo Ibáñez



**Luis Gringras**  
**Co-founder and COO**  
 MBA

**Company Profile**

<b>Website</b>	<a href="http://beereaders.com">beereaders.com</a>
<b>Industry</b>	Education
<b>Year Established</b>	2019
<b>No. of Employees</b>	45 Employees
<b>Headquarters</b>	Austin, TX
<b>Market</b>	US and Latin America

**Company Description**

BeeReaders expands academic frontiers for Spanish-speaking K – 12 students by advancing their reading comprehension skills. BeeReaders' digital platform promotes literacy skills using adaptive learning in a game-like environment, offering thousands of authentic Spanish texts, books, and assessments.

**Operational Challenges**

From the sales and marketing perspective, BeeReader's main challenge is how to operate and coordinate two sides of the company: one that serves Latin America and the other that serves the United States market. From the talent-management perspective, handling a fully-remote team and retaining staff has been complex. Additionally, the roles of senior team members have evolved towards different responsibilities, requiring new training as the company keeps moving forward.

**Expansion Plans**

Regional and international

## EC-America '23-24 Module V

### Company Profiles and Participants

# Gula Gula NY LLC (DBA goodfood.)

goodfood.  
café & market

## Participants



**Luchi Masliah**  
**Business Operator**  
BS in Clinical Psychology



**Lucia Robinson**  
**Project Assistant**  
BA in Film, Wesleyan  
University

## Company Profile

Website	<a href="http://gfperiod.com">gfperiod.com</a>
Industry	Food & Beverage
Year Established	2012
No. of Employees	5 Employees
Headquarters	Mattituck, NY
Market	United States

## Operational Challenges

Goodfood is a fully established business with loyal customers and steadily increasing revenue. Going forward, the company would like to expand aspects of its retail operation and develop a wholesale line of products. Currently, one of the main challenges they face is a shortage in labor, a nation-wide problem compounded by a lack of affordable housing and poor public transportation in the area. They see daily opportunities for growth; however, the company has struggled to increment the production of its products and services while also adding new ones.

## Expansion Plans

Regional

## Company Description

Goodfood is a café and specialty food market with flavors from around the world that uses fresh, local, and organic ingredients whenever possible. The shop features its signature, baked gula gula empanadas, breakfast sandwiches, smoothies, soups, salads, sandwiches, tacos, pastries, and seasonally prepared foods made from scratch.

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

# Hurlen Corporation



## Participants



**Tomi Hurtado More**  
**Vice President**  
 BFA in Theater



**Shelby Boyd**  
**General Manager**

## Company Profile

<b>Website</b>	<a href="http://hurlen-kenig.com">hurlen-kenig.com</a>
<b>Industry</b>	Raw Materials Distribution
<b>Year Established</b>	1981
<b>No. of Employees</b>	44 Employees
<b>Headquarters</b>	Santa Fe Springs, CA
<b>Market</b>	United States

## Company Description

Globally recognized for quality, reliability, and service, Hurlen is a leading provider of raw materials, including aerospace metals, aircraft aluminum, super alloys, and other exotic materials for the defense and commercial aerospace industries. Hurlen Surplus, a subdivision of Hurlen, handles all aspects of plant clearance and company property management, including bid sales, scrap, donation, and destruction of government contracts.

## Operational Challenges

As a business built on relationships, one of Hurlen's challenges is that many of its partners have "aged out" and the new generation of buyers is more transactional in nature, looking for the cheapest price and overlooking value-added services. Another challenge they face is the turnover of its clients' procurement teams, which results in further relationship-building with increased overhead. Finally, they feel the need to rethink the company's role altogether by recognizing the evolutionary landscape of the aerospace raw materials industry to focus less on direct material sales and, instead, expand its property disposition business.

## Expansion Plans

None

**EC-America '23-24 Module V**  
 Company Profiles and Participants

# Kids of Immigrants

**KIDS OF IMMIGRANTS**

## Participants



**Daniel Buezo**  
 CEO  
 BSW in Education



**Debbie Gonzales**  
 Creative Director  
 AA in Art Education



**Christian Gray**  
 Operations Director

## Company Profile

<b>Website</b>	<a href="http://kidsofimmigrants.us">kidsofimmigrants.us</a>
<b>Industry</b>	Apparel
<b>Year Established</b>	2016
<b>No. of Employees</b>	8 Employees
<b>Headquarters</b>	Los Angeles, CA
<b>Market</b>	United States

## Operational Challenges

Currently, Kids of Immigrants finds itself working on overseas manufacturing to cut production costs. Through the EC-America program, the company hopes to work towards cutting expenses and increasing profit margins while also expanding into new markets beyond California, which represents 50 percent of its customer base. In the next 5 years, they hope to develop a global fashion house with social impact on the forefront.

## Expansion Plans

International (Europe)

## Company Description

Kids of Immigrants is a clothing brand co-founded by Daniel Buezo to tell the stories of kids of immigrants and empower communities. The company believes in products with intention and taking space in the fashion industry with a social impact. Working with cultural collectives, global brands, non-profits and more, Kids of Immigrants is a movement to recognize that we are all cut from different fabrics, but, together, make a whole.

## EC-America '23-24 Module V

### Company Profiles and Participants

# Progeny Coffee



## Participants



**Maria Palacio**  
Co-founder and CEO  
BA in Industrial Design,  
Universidad de  
los Andes



**John Trabelsi**  
Co-founder and Brand  
and Innovation Officer

## Company Profile

Website	<a href="http://progenycoffee.com">progenycoffee.com</a>
Industry	Food & Beverage
Year Established	2016
No. of Employees	7 Employees
Headquarters	Palo Alto, CA
Market	United States

## Operational Challenges

Progeny Coffee was founded in 2016 with the dream of creating a sustainable coffee chain based on circular economy principles, with the mission of lifting farmers out of poverty. Since its inception, the company has seen tremendous growth, traction, and recognition. However, as the company evolves, there are constant challenges to conquer in terms of positioning itself nationally and opening two new sales channels: eCommerce and retail. Additionally, Progeny seeks to scale its program in Colombia, creating new and innovative processes to secure the company's supply chain without compromising its mission.

## Expansion Plans

Domestic and international

## Company Description

On a journey to create the first international impact-driven coffee company, Progeny Coffee provides a high-end customer experience while taking care of its farmers. Co-founders Maria Palacio and John Trabelsi's passion for uplifting others has helped them to build a flourishing business and overcome small-business obstacles in a crowded market.

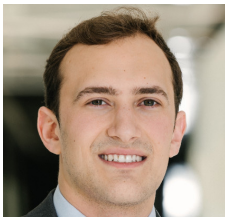
## EC-America '23-24 Module V

### Company Profiles and Participants

# REP Provisions



## Participants



**Nicolas Gaviria**  
**Co-founder and Head of Finance**  
 BA in Economics,  
 Brown University



**Justin Johnson**  
**Co-founder and Chief Brand Officer**  
 BA in Graphic Design

## Company Profile

<b>Website</b>	<a href="https://reprovisions.com">reprovisions.com</a>
<b>Industry</b>	Agriculture
<b>Year Established</b>	2018
<b>No. of Employees</b>	3 Employees
<b>Headquarters</b>	Bixby, OK
<b>Market</b>	United States

## Operational Challenges

Currently, REP Provisions practices regenerative agriculture on a local family-owned farm and sources from six neighboring family farms. In order to scale effectively, they need to professionalize operations and iron out inefficiencies. As the company builds out regional distribution centers, it recognizes the importance of institutionalizing its supply chain logistics, expanding its shelf-stable byproducts, improving its marketing conversions as it better segments customer data, and diversifying revenue streams.

## Expansion Plans

Regional and domestic

## Company Description

Based in Bixby, Oklahoma, REP Provisions' mission is to regenerate America's grasslands by serving as a bridge between family farms that practice regenerative agriculture and online consumers across the United States. Inspired by the evolving soil degradation from ongoing industrial agriculture practices, its team believes that regenerative agriculture solves many environmental issues caused by conventional farming practices and, in fact, can be a carbon-negative solution.

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

**Schola, Inc.**



**Participants**



**Carlos Melendez**  
**CMO**  
 MMgt in Global Management,  
 Thunderbird School of Global Management



**Shawn Hoffman**  
**Director of Business Development**  
 MA in Public Services (Translation and Interpreting), Universidad de Alcalá

**Company Profile**

<b>Website</b>	<a href="http://schola.com">schola.com</a>
<b>Industry</b>	Education
<b>Year Established</b>	2016
<b>No. of Employees</b>	23 Employees
<b>Headquarters</b>	Phoenix, AZ
<b>Market</b>	United States

**Company Description**

Schola helps families find and enroll in the ideal Pre-K – 12 schools. For schools, Schola provides Pre-K – 12 schools – both public and private – with recruitment and enrollment software, including CRMs and marketing automation, to help schools nurture and enroll students seamlessly.

**Operational Challenges**

As Schola grows and continues to build its customer base, one of its main challenges has been to foster personal relationships with its school partners. Because the school recruitment and enrollment cycle is inherently seasonal, getting customers to understand a 12-month approach instead of a seasonal one has also been challenging, posing a problem for consistent sales. Additionally, the company’s rapid growth has impacted the current team’s ability to provide and receive feedback, which has led to individual team cultures as opposed to a full company culture.

**Expansion Plans**

Regional, domestic, and international

## EC-America '23-24 Module V

### Company Profiles and Participants

# Social Driver



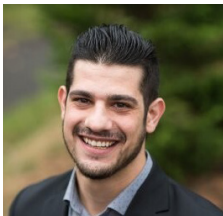
## Participants



**Thomas Sanchez**  
**Founder and CEO**  
 BS in Computer Science,  
 Northwest Missouri  
 State University



**Leslie Albrecht**  
**Senior Vice President of  
 People and Operations**  
 BA in Economics,  
 University of Redlands



**Jon Gavejian**  
**Vice President of  
 Project Management**  
 BS in Business Admin.,  
 American University

## Company Profile

<b>Website</b>	<a href="https://socialdriver.com">socialdriver.com</a>
<b>Industry</b>	Advertising Services
<b>Year Established</b>	2005
<b>No. of Employees</b>	50 Employees
<b>Headquarters</b>	Washington, DC
<b>Market</b>	United States

## Operational Challenges

Social Driver has been on an exciting growth trajectory over the past several years and project accelerated growth in the next few years. In 2018, they rolled out a five-year business vision and strategy that laid the foundation for this growth. Now, in 2022, they are approaching the end of that original strategy. As the company refreshes its plans, they'd like to re-imagine and re-define what each pillar of that strategy means, especially those focused on people. Through the EC-America program, they hope to focus on people-oriented strategies and processes.

## Expansion Plans

Regional, domestic, and international

## Company Description

Headquartered in Washington, DC with locations across the country, Social Driver's culture is focused on partnership, creativity, stewardship, collaboration, and service. They work with clients across the country to deliver communications strategies that mobilize audiences and raise brand awareness, providing innovative solutions to their clients' biggest challenges.

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

# Southwest Packaging Solutions LLC



## Participants



**Edgar Sotelo**  
**Founder and CEO**  
 BA in Food Technology,  
 Texas Tech University



**Michelle Sotelo**  
**Regional Sales Manager**  
 General Studies,  
 Texas A&M University



**Martha Gilley**  
**Vice President of Operations**

## Company Profile

<b>Website</b>	<a href="http://swpackaging.net">swpackaging.net</a>
<b>Industry</b>	Packaging Services
<b>Year Established</b>	2009
<b>No. of Employees</b>	37 Employees
<b>Headquarters</b>	Dallas, TX
<b>Market</b>	United States

## Company Description

Since 2009, Southwest Packaging has provided clients with solutions designed to meet their needs while saving time and money. Specializing in food & beverage, pharmaceuticals, cosmetics, and electronics, Southwest Packaging offers unparalleled expertise in contract packaging for the Dallas area.

## Operational Challenges

One of the main opportunities Southwest Packaging hopes to take advantage of through the EC-America program is the execution of strategic growth. Thanks to alliances they've made with other companies, they are able to save their customers up to 50 percent compared to conventional pricing. Their challenges lie in how to present their concept to the end user, how to identify companies that might benefit from working with them, and how to navigate through the bureaucracy of big corporations without getting lost in the shuffle.

## Expansion Plans

Regional and domestic (East Coast)

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

# Stivali New York



## Participants



**Louis Guarin**  
**Co-founder, Co-creative Director, and CEO**  
 BA in Finance & Intl. Relations, Universidad Externado de Colombia



**Lina Cristancho Guarin**  
**Co-founder, Co-creative Director, and CCO**  
 BA in Finance & Intl. Relations, Universidad Externado de Colombia

## Company Profile

<b>Website</b>	<a href="http://stivalinewyork.com">stivalinewyork.com</a>
<b>Industry</b>	Footwear
<b>Year Established</b>	2016
<b>No. of Employees</b>	10 Employees
<b>Headquarters</b>	New York, NY
<b>Market</b>	United States

## Operational Challenges

Moving forward, Stivali hopes to boost its sales through online retail operations, open a second retail store in a strategic location, diversify its sales channels, expand its portfolio with at least one new category per year, introduce an “eco-friendly” leather or raw material to its supply chain, expand into large department stores, increase its gross margins to 60 percent of revenue and its net margin to 10 percent in 2023, and establish an efficient marketing strategy tailored to its customer base and brand identity.

## Expansion Plans

Regional, domestic, and international

## Company Description

Stivali is a women’s leather footwear label founded in 2016 when founders Louis Guarin and Lina Cristancho Guarin moved to New York City with the American dream of building a sophisticated and ethical footwear brand. Designed in New York and handmade in Colombia, Stivali aims to elevate diversity and empower both its customers and the artisans behind their shoes.

**EC-America '23-24 Module V**  
**Company Profiles and Participants**

# Unica Enterprises LLC



## Participants



**Nancy Galvan**  
**Founder and CEO**  
 BA in Advertising,  
 University of Texas  
 at Arlington



**Eric Marceleño**  
**COO**  
 BA in Communications,  
 University of Texas  
 at Arlington



**Claudia Bedolla**  
**Controller**  
 BA in Business Admin.  
 in Finance, University  
 of Texas

## Company Profile

<b>Website</b>	<a href="http://unicajs.com">unicajs.com</a>
<b>Industry</b>	Facilities & Logistics Support Services
<b>Year Established</b>	2007
<b>No. of Employees</b>	60 Employees
<b>Headquarters</b>	Dallas, TX
<b>Market</b>	United States

## Operational Challenges

Unica Enterprises has significantly grown in annual revenue from 2016 to 2021. Because of this rapid growth, they find themselves caught at a “fork in the road,” with their former processes and ways of doing business in need of being updated. New office staff is needed to help cope with growing pains and the need for financial staff hiring is on the horizon.

## Expansion Plans

Regional, domestic, and international

## Company Description

Unica Enterprises LLC is a Latina-owned, full service commercial janitorial and facilities operations company that thrives on exceptional customer service. Unica has been in business since 2007 and currently maintains offices in both Dallas and Fort Worth, Texas.

## EC-America '23-24 Module V

### Faculty and Speakers



**Ashli Carter**  
Lecturer, Management Division, CBS



**Nataliya Wright**  
Assistant Professor of Business,  
Management Division, CBS



**Nelson Fraiman**  
Professor of Professional Practice,  
Decision, Risk, and Operations (DRO)  
Division, CBS; Faculty Director,  
W. Edwards Deming Center for Quality,  
Productivity, and Competitiveness, CBS



**Amir Ziv**  
Professor of Professional Practice,  
Accounting Division, CBS



**Adam Galinsky**  
Vice Dean for Diversity, Equity, and  
Inclusion, CBS; Paul Calello Professor  
of Leadership and Ethics,  
Management Division, CBS



**James Keyes**  
Former President and CEO, 7-Eleven;  
Former Chairman & CEO, Blockbuster,  
Inc.; Board Member, CBS



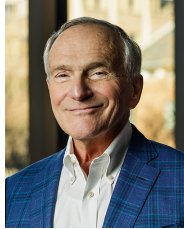
**Angela Quintero**  
Adjunct Assistant Professor, DRO  
Division, CBS; Managing Director,  
W. Edwards Deming Center for  
Quality, Productivity, and  
Competitiveness, CBS



**Jeffrey Schwartz**  
Adjunct Assistant Professor of  
Business, Management Division,  
CBS; Vice President of Insights and  
Impact, Gloat

## EC-America '23-24 Process Improvement Project

### Faculty Advisors



#### Morris Cohen

Panasonic Professor Emeritus of Manufacturing and Logistics and Professor Emeritus of Operations, Information, and Decisions, Wharton School, UPenn

**Company:** Stivali New York



#### Warren Powell

Professor Emeritus of Operations Research and Financial Engineering, Princeton University; Co-founder, Chief Analytics Officer, and Chief Innovation Officer, Optimal Dynamics

**Company:** REP Provisions



#### Adam Elmachoub

Associate Professor of Industrial Engineering and Operations Research, SEAS, Columbia University

**Company:** Kids of Immigrants



#### Daniela Pucci de

Co-founder, Tango Oasis; Former Esther and Harold E. Edgerton Assistant Professor, MIT

**Company:** goodfood



#### Stephen Graves

Abraham J. Siegel Professor of Management and Professor Post Tenure of Operations Management, MIT Sloan School of Management

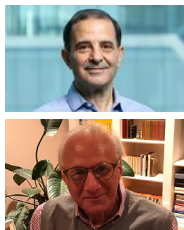
**Company:** Hurlen Corporation



#### Assaf Zeevi

Kravis Professor of Business, DRO Division, CBS

**Company:** Social Driver



#### Kamel Jedidi and Robert Morais

Jerome A. Chazen Professor of Global Business and Lecturer in Business, Marketing Division, CBS

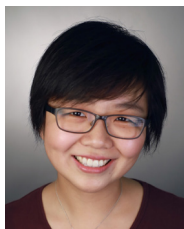
**Company:** Southwest Packaging



#### Aurelie Thiele

Associate Professor of Operations Research and Engineering Management, SMU

**Company:** Schola, Inc.



#### Hongyao Ma

Assistant Professor, DRO Division, CBS

**Company:** Progeny Coffee



#### Marco Viola

Managing Partner and Founder, Nexus Partners; Adjunct Professor of Business, Marketing Division, CBS

**Company:** AC&M Group



#### Michael Pinedo

Julius Schlesinger Professor of Operations Management, Leonard N. Stern School of Business, NYU

**Company:** Unica Enterprises



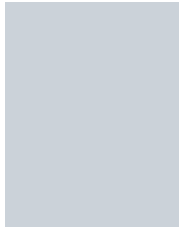
#### Natalia Yankovic Barceló

Associate Professor, Universidad de los Andes

**Company:** BeeReaders

## EC-America '23-24

### Industry Mentors



**Oliver Boyle and Rachael Seelig**  
 Director, Financial Planning and Analysis, and Executive Director, Finance and Accounting, Lafayette  
 148 New York  
**Company:** Stivali New York



**Tim Knoll**  
 CEO, Food Authority  
**Company:** REP Provisions



**Matthew Bromberg**  
 Corporate Vice President, Global Operations, Northrop Grumman  
**Company:** Hurlen Corporation



**Sarah Kugelman**  
 Founder and CEO, The Pink Factor; Co-founder, Former CEO, and Former President, gloss.com  
**Company:** Kids of Immigrants



**Alessandro Carlucci**  
 Former CEO, Natura; Executive in Residence, CBS  
**Company:** AC&M Group



**Mary Leong**  
 Technical Consultant, Farmer-to-Farmer Program; Former Senior R&D Innovation Manager, The Hain Celestial Group  
**Company:** goodfood



**Eli Carmeli**  
 CEO and President, Valid  
**Company:** Southwest Packaging



**Eduardo Luz**  
 CEO and President, PF Chang's  
**Company:** Progeny Coffee



**Fernando Espuelas**  
 Entrepreneur and Media Figure; Co-founder, StarMedia Network, Inc.  
**Company:** Social Driver



**Alice Rodriguez**  
 Retired Executive, JPMorgan Chase & Co.; Former Chair, United States Hispanic Chamber of Commerce (USHCC)  
**Company:** Schola, Inc.



**James Keyes**  
 Former President and CEO, 7-Eleven; Former Chairman & CEO, Blockbuster, Inc.; Board Member, CBS  
**Company:** Unica Enterprises



**Neale Godfrey**  
 Chairman and CEO, Children's Financial Network, Inc.; Executive in Residence, CBS  
**Company:** BeeReaders

## EC-America '23-24 Advisory Board Members



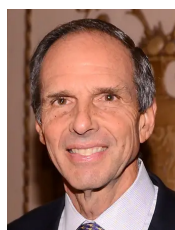
**Ana Chadwick**  
EVP and CFO, Pitney Bowes



**Eduardo Luz**  
CEO and President, PF Chang's



**Carmen Correa**  
CEO, ProMujer



**Eduardo Mestre**  
Senior Managing Director, Chair of  
Global Advisory, Evercore; Executive  
in Residence, CBS



**Evelyn Espinal**  
Global VP, Equity, Diversity, and  
Inclusion, Unilever



**Isabel Mendoza**  
CEO and Founder, Childrenchic



**Fernando Espuelas**  
Entrepreneur and Media Figure;  
Co-founder, StarMedia Network, Inc.



**Elizabeth Nieto**  
Global Head of Equity and  
Impact, Spotify



**Edwin Goodman**  
Investment Partner, Activate  
Venture Partners



**Alice Rodriguez**  
Retired Executive, JPMorgan  
Chase & Co.; Former Chair, United  
States Hispanic Chamber of  
Commerce (USHCC)



**James Keyes**  
Former President and CEO, 7-Eleven;  
Former Chairman & CEO, Blockbuster,  
Inc.; Board Member, CBS