

UCLA

Price Center for
Entrepreneurship & Innovation



BLAZE PIZZA

THE STEINBECK FAMILY BUSINESS SEMINAR

THURSDAY, MAY 16, 2019 | FRIDAY, MAY 17, 2019
AT THE UCLA ANDERSON SCHOOL OF MANAGEMENT

UCLA

Anderson
School of Management

8:30 – 9:15 a.m.	BREAKFAST	D Atrium, Cornell Hall
9:15 – 10:45 a.m.	<p>WELCOME AND INTRODUCTIONS</p> <p>Alfred E. Osborne, Jr., <i>Interim Dean, Professor and Faculty Director, UCLA Anderson School of Management</i> Holly Han ('02), <i>Director of Special Projects, Price Center</i></p>	
10:45 a.m. – 12:15 p.m.	<p>CASE STUDY: Family Governance and Sustainability</p> <p>Nicole Vermeer (M.A. '96), <i>Former Chair, Vermeer Corporation Family Council; Shareholder Governance, Vermeer Corporation; Co-Founder, Social Capital Philanthropists; Director of Advancement, UCLA Ziman Center for Real Estate</i> Jonathan Schreter ('00), CIC, <i>Executive Vice President, Bolton & Company</i></p> <p>Founded in 1948 and privately owned, Vermeer Corporation is a global manufacturer of industrial, environmental and agricultural equipment in over 60 countries. Nicole Vermeer will discuss how to cultivate longevity for the family enterprise by engaging shareholders to support the “business of the family alongside the business of the business,” developing agile family governance practices and rewarding innovation within the family business.</p>	
12:15 – 1:15 p.m.	LUNCH	D Atrium, Cornell Hall
1:15 – 3:45 p.m.	<p>DISCUSSION: Conflict Management</p> <p>Miguel Unzueta, <i>Professor of Management and Organizations, UCLA Anderson School of Management</i></p> <p>Conflict management is the practice of recognizing and dealing with disputes in rational, balanced and effective ways. This is already a challenge in a professional setting, but once family gets involved, it can become even more difficult. Professor Miguel Unzueta will introduce a framework for managing conflicts and demonstrate its use in a case analysis. In this interactive session, participants will role-play a business dispute and leave with an understanding of how to approach conflict proactively and resolve disputes.</p>	
3:45 – 4:00 p.m.	BREAK	
4:00 – 5:30 p.m.	<p>DISCUSSION: Real Estate Market Outlook</p> <p>Eric Sussman (B.A. '87), <i>Adjunct Professor of Accounting, UCLA Anderson School of Management</i></p> <p>Most families diversify their interests by investing in real estate. In 2019, the only clear trend is that the market is uncertain. Professor Eric Sussman will cover the complex market, economy, regulations and technology, and offer predictions for each. Sussman has been voted Teacher of the Year 15 times by Anderson’s MBA students and was awarded the Citibank Teaching Award in 1998, the Neidorf Decade Teaching Award in 2008 and the university-wide Distinguished Teaching Award in 2015. He has also been recognized by <i>Bloomberg Businessweek</i> as one of the Top Ten Most Popular Business School Professors in the country.</p>	
5:30 – 6:00 p.m.	Jay Steinbeck	
6:00 – 7:00 p.m.	RECEPTION	D Atrium, Cornell Hall

8:30 – 9:00 a.m.	Breakfast	D Atrium, Cornell Hall
9:00 – 10:30 a.m.	<p>CASE STUDY: Succession Planning and Strategy</p> <p>Ken Gilbert, <i>Co-Founder, President and Senior Consultant, Business Consulting Resources</i> Ryan Martinez, <i>Principal, AB Bernstein Private Wealth Management</i> Nicole Enearu and Kerri Harper-Howie, <i>Owner/Operators, McDonald's Franchises</i></p> <p>More than 30 years ago, their mother, Patricia Williams took a chance and went through the certification process to become a McDonald's franchise owner. She and her then-husband cashed out their retirement plans and obtained the additional money necessary to capitalize the business. Their first McDonald's location in Los Angeles was a success, and they purchased a second location soon thereafter. When Williams and her husband divorced, Williams bought her husband's shares in the company and continued on her own to meet and exceed all quality, service and cleanliness expectations set by McDonald's. In 1995, Williams sold her two high volume Los Angeles restaurants for five lower volume, inner city restaurants. Nicole first became involved in the operations with the approval of McDonald's. Later, Kerri began the process to be approved as an operator. Today, the family stores have over 1,200 employees and an annual revenue of \$60 million.</p>	
10:30 – 11:45 a.m.	<p>DISCUSSION: Scaling Up and Staying Innovative</p> <p>Jim Mizes ('80), <i>President and CEO, Blaze Pizza</i></p> <p>Elise and Rick Wetzel of Wetzel's Pretzels founded Blaze Pizza in 2011 and modeled it after Chipotle's made-to-order approach. Three restaurants are company owned, and the remaining 300 plus are owned by franchised operators. Prior to joining Blaze Pizza, Jim Mizes built brands like Noah's Bagels and Jamba Juice, and pioneered the 59/79/99-cent Taco Bell menu of the early 1990s that changed the value equation for fast food. He is the entrepreneur's best friend, demonstrating how to scale. Blaze Pizza is the fastest-growing restaurant chain in the United States because it was engineered correctly from the start. The customer is immersed in the experience: the execution of the brand, the food, the speed and the friendliness of the servers, and the design.</p>	
11:45 a.m. – 12:45 p.m.	LUNCH	D Atrium, Cornell Hall
12:45 – 2:00 p.m.	<p>DISCUSSION: New Ventures and Cybersecurity</p> <p>David Melnick ('96), <i>Vice President, Proofpoint</i></p> <p>David Melnick brings almost 25 years of experience in technology and security. Prior to joining Proofpoint, Melnick was the founder and CEO of WebLife and a principal at Deloitte. He has worked extensively with U.S. and global companies, advising them on setting strategy, developing risk-based priorities and operationalizing effective governance of highly sensitive and regulated data. He has also authored several books. Melnick will discuss the importance of your cybersecurity strategy and how to protect your organization. Businesses that don't have cybersecurity policies in place could be leaving themselves open to attacks and legal issues. The National Cyber Security Alliance found that 60 percent of small companies are unable to sustain their businesses six months after a cyberattack.</p>	
2:00 – 2:15 p.m.	CLOSING REMARKS	
	Holly Han ('02) , <i>Director of Special Projects, Price Center</i>	

SPEAKER AND PANELIST BIOGRAPHIES

NICOLE ENEARU

Owner/Operator,
McDonald's



Nicole Enearu, a second-generation McDonald's owner/operator, was awarded her first McDonald's restaurant in 2007. However, her McDonald's story started years earlier when she was a teenager working in restaurants owned by her mother, Patricia Williams.

Today, Enearu runs the operations for all 18 restaurants under her family's ownership, all located in the Greater Los Angeles/Compton area. Between Enearu, Williams and her sister, Kerri Harper-Howie, the family owns every McDonald's restaurant in the Compton community.

Prior to joining the family business, Enearu spent 10 years working in the social services field. She attended the University of California, Berkeley, where she received her bachelor's and master's degrees.

An active member of her local community and church, Enearu invests her time in a number of civic and charitable causes, such as sponsoring Christmas toy drives and hosting fundraisers for local schools. She is also a member of the Delta Sigma Theta Sorority, where she helps with programming focused on community service and mentorship of young girls.

Enearu's work within McDonald's has earned her numerous awards, such as Quality Customer Experience and Delivering the Promise Through People. Additionally, she serves on various leadership boards, including the Board of Directors for the National Black McDonald's Operators Association (NBMOA), Regional WON Board of Directors and People Team. In December 2016, her fellow owner/operators elected her as chair of the Southern California Regional Leadership Council, making her the first female African-American to hold this position.

Enearu has been featured in numerous media outlets and trade and consumer publications, including CNN, ABC (as a brand ambassador for a Black History Month promo), *Essence* magazine, *QSR* magazine, *Blavity*, *Our Weekly*, the *Los Angeles Sentinel*, the *Compton Herald* and *Houston Style Magazine*, among others.

KEN GILBERT

Co-Founder, President and Senior Consultant,
Business Consulting Resources



A longtime Hawaii resident, Ken Gilbert is co-founder of Business Consulting Resources. Gilbert offers over 35 years of family business consulting knowledge and holds a B.S.B.A. in personnel and employee relations and a master's degree in international business from the American University in Washington, D.C. His experience includes working with Hawaii- and California-based family businesses in the areas of strategic planning development and implementation, succession planning and mergers and acquisitions.

HOLLY HAN ('02)

Director, Special Projects and Steinbeck Family Business Seminar,
UCLA Anderson School of Management



Holly Han is an entrepreneur and business strategist who founded and led media, technology, consumer products and fashion businesses in New York and Los Angeles for over two decades. Han began her career at Vera Wang and developed product for Bloomingdale's and Anthropologie, authoring the *Vault Career Guide to the Fashion Industry*. She received her MBA from the UCLA Anderson School of Management, where she received fellowships from the Young Presidents' Organization and Asian Business League. She also holds degrees from the University of California, Berkeley and the Fashion Institute of Technology, with additional studies at Caltech and Parsons School of Design, and was a professor at Marylhurst University's MBA program.

Han was a co-founder of MyShape, an innovative online retailer with over 700,000 members backed by Draper Fisher Jurvetson and Tenaya and featured in *The New York Times* and *The Wall Street Journal*. As COO of SmartWear, she developed a new class of patented energy-generating textiles in partnership with DuPont, Nike, the NIH, NSF and NASA. She restructured luxury chocolatier John Kelly Chocolates as COO, with a focus on profitability and targeted expansion. She was a founding account director for the Taproot Foundation in Los Angeles, providing pro bono consulting for deserving nonprofits. As the managing director of 64North, she led business strategy, branding and digital media for clients including MIT, Target, Yves Saint Laurent and Motown's Berry Gordy. She is the vice president on the board of directors for CHAMPS Charter High School of the Arts.

KERRI HARPER-HOWIE

Owner/Operator,
McDonald's



A second-generation franchisee, Kerri Harper-Howie became an approved McDonald's owner/operator in 2017. Her career with McDonald's started in 2016 when she decided to trade in her successful law career to join the family business. Harper-Howie now works alongside her sister, Nicole Enearu, and mother, Patricia Williams, to operate 18 McDonald's restaurants in the Greater Los Angeles/Compton area. Together, they own every McDonald's in the Compton community.

Before starting her McDonald's journey, Harper-Howie attended the University of California, Berkeley, where she double-majored in political science and rhetoric. After graduating, she attended New York University School of Law to pursue her dream of becoming a lawyer. She went to work for the prestigious international law firm of Paul Hastings, where she represented Fortune 500 companies in every phase of employment law work. She later held in-house leadership roles at AT&T and 24 Hour Fitness, with the latter being her final employer prior to venturing out as an entrepreneur.

When Harper-Howie isn't working at one of her restaurants, she volunteers with the Ronald McDonald House Charities of Southern California and her sorority, Delta Sigma Theta. Additionally, she serves on the board of her local Mocha Moms chapter and has spearheaded baby-item donation programs in the community.

RYAN MARTINEZ, CFP®

Principal,
AB Bernstein Private Wealth Management



Ryan Martinez advises high-net-worth individuals, families, endowments and foundations regarding investment and planning strategies. Martinez works closely with clients and their professional advisors on a wide range of complex matters, including

succession planning for privately held business owners and planning for tax, estate and charitable endeavors. Prior to beginning his career as a financial advisor, he successfully led a business unit for a Fortune 100 Best Company to Work For. He was twice recognized as consultant of the year. He earned a B.S., *cum laude*, in business, with minor in economics, from California Poly, San Luis Obispo. He holds the Certified Financial Planner designation (CFP®) and has completed the advanced financial planning program at Boston University.

Martinez currently serves on the Dean's Advisory Council at Cal Poly College of Business, as well as the Hawaii Arts Alliance and Latino Deal Makers boards. He is involved in several philanthropic organizations, including the Fulfillment Fund and The Giving Spirit. He is also a past president of the Los Angeles Estate Planning Council. He and his family reside in Los Angeles.

DAVID MELNICK ('96), CIPP, CISA, CISSP

Vice President, Proofpoint



David Melnick, vice president, at Proofpoint and previous founder and CEO of WebLife, brings almost 25 years of experience in technology and security. Melnick has worked extensively with both U.S. and global companies, advising them on setting strategy, developing risk-based priorities and operationalizing effective governance of highly sensitive and regulated data. His experience includes implementing security technology and addressing privacy regulatory requirements, including global, federal and state privacy requirements.

As a past two-term board member of (ISC)², Melnick traveled internationally, representing the security and privacy profession. He has authored several books, including *PDA Security: Incorporating Handhelds Into the Enterprise*. His books have been translated into four languages, including Japanese, Chinese and Italian. He is a Certified Information Privacy Professional (CIPP/E CIPP/US), a Certified Information Systems Auditor (CISA) and a Certified Information Systems Security Professional (CISSP).

JIM MIZES ('80)

President and CEO,
Blaze Pizza



Jim Mizes is the founder/entrepreneur's best friend and partner, as he has spent the last 20-plus years working to scale and build new brands. After an initial career in finance, Mizes moved to operations in the late 1980s with Taco Bell. At Taco Bell, he pioneered the 59/79/99-cent menu of the early 1990s that changed the value equation for fast food. In the early 1990s, he shifted to working with founders, first with Noah's Bagels for four years as the chain grew from 10 to 130 restaurants. He later moved to Jamba Juice and supported its growth from 50 to 450 locations over five years. After helping to build a regional health club company with its founders for over eight years, he joined Blaze Pizza and founders Rick and Elise Wetzel to help build the leading fast-casual artisanal pizza brand. Since joining Blaze Pizza in June 2013, the company has grown from two restaurants to over 300. He now has sights on a unicorn IPO in the next few years. Blaze Pizza is the fastest-growing company in the history of food service.

Mizes earned his B.A. in economics from Dartmouth College and his MBA from the UCLA Graduate School of Management (pre-Anderson).

SPEAKER AND PANELIST BIOGRAPHIES

ALFRED E. OSBORNE, JR.

Interim Dean, Professor and Faculty Director,
Price Center for Entrepreneurship & Innovation, UCLA Anderson



Alfred E. Osborne, Jr., is interim dean of UCLA Anderson School of Management, overseeing the institution's primary objectives to conduct research, educate students and serve the community.

Previously, Osborne served as senior associate dean, with oversight of a variety of key initiatives for the school, including resource development, alumni relations, corporate initiatives and executive education. He also holds an appointment as professor of global economics, management and entrepreneurship and is the founder and faculty director of the Harold and Pauline Price Center for Entrepreneurship & Innovation. The Price Center serves to organize faculty research, curricula and student activities related to the study of entrepreneurship and new business development at UCLA Anderson.

Osborne's areas of academic expertise also include family business, corporate governance, social entrepreneurship and the development of a leadership approach that applies business models and methodologies to the nonprofit world. Under his leadership, the Price Center created a number of management development programs, including five in partnership with health care giant Johnson & Johnson: the UCLA/Johnson & Johnson Head Start Management Fellows Program, the UCLA/Johnson & Johnson Advanced Management Institute for Head Start, the UCLA/Johnson & Johnson Health Care Institute, the UCLA/Johnson & Johnson Health Care Executive Program and the Management Development Institute (MDI) for health care organizations in sub-Saharan Africa. Related, innovative programs include the Steinbeck Family Business Seminar, Management Development for Entrepreneurs (MDE) and the Entrepreneurship Bootcamp for Veterans (EBV).

A deep belief in the value of entrepreneurship has guided Osborne's vision for what is possible throughout his decades-long tenure at Anderson. In addition to founding the Price Center, he facilitated the infusion of an entrepreneurial approach to leadership into the Anderson culture and curriculum, including and transcending the notion of business startups. He combines his emphasis on innovation with a belief in, and commitment to, the value of broad-based diversity that includes not only demographics, but just as importantly, a wide range of experiences and ideas. He is an active participant in the business community, serving as a director of Kaiser Aluminum, Wedbush Inc. and First Pacific Advisors family of mutual funds. His nonprofit affiliations include serving as a trustee of the Geffen Academy at UCLA, Fidelity Charitable (where he is also Chairman), the Harvard-Westlake School and the Los Angeles Police Memorial Foundation. He served many years on the corporate boards of the Times Mirror Company, U.S. Filter Corporation, Greyhound Lines Inc., Nuverra Environmental Solutions Inc., First Interstate Bank of California, Nordstrom Inc. and K2 Inc., among others. He received his Ph.D. in business economics, MBA in finance, M.A. in economics and B.S. in electrical engineering from Stanford University.

JEAN SANTOS

Co-Founder, Vice President and Senior Consultant,
Business Consulting Resources



A founding member of Business Consulting Resources, Jean Santos brings over 35 years of experience to family-owned companies in organizational development, strategic planning and market strategies, human resources, executive coaching, team building and leadership development. Santos has a master's degree in communication and organizational development from the University of Hawaii at Manoa.

JONATHAN SCHRETER ('00), CIC

Executive Vice President,
Bolton & Company



For the past 13 years, Jonathan Schreter has served commercial property and casualty risks, primarily for charter and independent schools (K-12) and higher education clients, as well as middle-market businesses in the technology, manufacturing and entertainment industries. With a diverse background that began in marketing and advertising, Schreter combines creative thinking and analytics to offer a consultative approach to risk management. He works with progressive school and business leaders, who appreciate his commitment to mitigating unexpected losses.

Schreter earned his MBA from the UCLA Anderson School of Management in 2000 and his Certified Insurance Counselor (CIC) designation from the National Alliance for Insurance Education & Research in 2010. He was president of Insurance Brokers and Agents San Fernando Valley, is the current president of the UCLA Anderson Alumni Network.

ERIC SUSSMAN

Adjunct Professor of Accounting,
UCLA Anderson School of Management



Since 1995, Eric Sussman has been teaching courses in the areas of cost/managerial accounting, financial accounting, financial statement analysis, equity valuation, corporate financial reporting and real estate investment and finance to undergraduate, graduate and executive education students. Throughout his teaching career, Sussman has remained active in the real estate industry. He is president of Amber Capital Inc., manager of Fountain Management LLC and Clear Capital LLC, and managing partner of Sequoia Real Estate Partners and the Pacific Value Opportunities and Clear Opportunity funds, which have acquired, rehabilitated, developed and managed more than 2 million square feet of residential and commercial real estate in the past 20 years. The firms' portfolio at present consists of industrial, multi-family and single-family residential, and retail properties.

Sussman is also chairman of the board of trustees of Causeway Capital's group of funds (international value, emerging markets, global value, global absolute return and international small cap), which collectively have more than \$9 billion in assets. He sits on the board of Pacific Charter School Development Inc. and was former chairman of the Presidio Fund and former audit committee chair of Atlantic Inertial Systems Inc., a producer and manufacturer of electromagnetic sensors. With his wide range of expertise, Sussman has consulted for large and small firms, nationally and globally, and is a frequent lecturer on varied financial, accounting and corporate reporting topics. He has served as an expert witness and consultant for commercial litigation, involving matters of corporate financial reporting and disclosure, audit effectiveness, valuation, real estate due diligence and related practices, and overall damage analyses. He is a licensed CPA in California. He is an eight-time winner of the MBA Teaching Excellence Award, a seven-time winner of the FEMBA Teaching Excellence Award and recipient of numerous other teaching awards and national recognitions.

MIGUEL M. UNZUETA

Professor of Management and Organizations,
UCLA Anderson School of Management



Miguel Unzueta is a professor of management and organizations at UCLA Anderson School of Management. Unzueta joined the faculty at UCLA in 2006 after earning his Ph.D. in organizational behavior from the Stanford Graduate School of

Business. His research explores how people understand their positions within social and interpersonal hierarchies and the impact this understanding has on their perceptions of self, others and group-based inequality. His latest research explores the manner in which people define diversity and the impact that particular diversity definitions have on the representation of underrepresented group members in organizations. His research has been published in top management and psychology journals, including *Organizational Behavior and Human Decision Processes*, the *Journal of Personality and Social Psychology*, *Psychological Science* and the *Journal of Experimental Social Psychology*. In recognition of his research record, he received the Eric and E Juline Faculty Excellence in Research Award in 2012.

Unzueta teaches courses on managerial psychology (MGMT 409) and negotiations (MGMT 286) in both the FEMBA and full-time MBA programs. In 2010, he was awarded the Dean George W. Robbins Assistant Professor Teaching Award. More recently, he was selected by MBA blog Poets and Quants as one of the best 40 business school professors under age 40. Outside of UCLA, he has conducted trainings on decision making, negotiations, diversity and implicit bias to various educational institutions and companies, including the Scripps Research Institute, Office of Head Start, Inner City Law Center and the Oklahoma City Thunder professional basketball team. He is currently a consulting editor for the *Personality and Social Psychology Bulletin* and the *Journal of Social Issues*. He is also the faculty director for the UCLA Anderson/Johnson & Johnson Management Development Institute, a program designed to enhance the leadership and management skills of managers and leaders of sub-Saharan African organizations devoted to delivering health care services to underserved populations throughout Africa

NICOLE MCALLISTER VERMEER (M.A. '96)

Former Chair, Vermeer Corporation Family Council;
Shareholder Governance, Vermeer Corporation;
Co-Founder, Social Capital Philanthropists;
Director of Advancement, UCLA Ziman Center for Real Estate



Nicole McAllister Vermeer is a third-generation member of the Vermeer family, member of the Ownership Council Governance Committee and former chair of the Gary Vermeer Family Council.

Over the past nine years, she has worked with Vermeer's Family Office, the Ownership Council and branches of the family to help develop the Family Council and Ownership Council strategic plans, shareholder director nomination process, mentorship program, married-in orientation, revised family charter and code of conduct, shareholder agreement, family employment policy, education and travel policies and other efforts. She is now focusing on customized shareholder engagement strategies and reinvention of the family council platform to advance the Ownership Council's and Vermeer Corporation's goals.

Vermeer Corporation is a global industrial manufacturing corporation with approximately \$1 billion in annual sales worldwide. Now in its third generation of family leadership and operating in 60 countries with over 3,000 employees, Vermeer Corporation is a leader in the agricultural, environmental, utility installation, pipeline, specialty excavation and mining equipment industries. Outside of the family, Vermeer leads the ongoing development, external affairs and corporate strategy initiatives of a university-wide policy center within UCLA, where she is directing the Ziman Center for Real Estate's efforts in support of the \$4.2 billion Centennial Campaign. She was previously the vice president of development and external affairs for the Pacific Council on International Policy, an international policy think tank affiliated with the University of Southern California. She began her career as an affordable housing developer and policy advocate. Vermeer serves on the board of directors and finance committee of Affordable Living for the Aging and is a co-founder of Social Capital Philanthropists, a crowdfunded grant-making collective in Los Angeles. She earned an MBA, with emphases in finance and strategy, from the University of Southern California and a master's degree in urban planning, with concentrations in community development and environmental policy, from the University of California, Los Angeles after receiving her undergraduate degree from the University of California, San Diego. She and her husband live in Los Angeles with their four children.



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