

HAROLD AND PAULINE

PRICE CENTER

ENTREPRENEURSHIP & INNOVATION



PORTO'S  
BAKERY & CAFE

THE STEINBECK FAMILY BUSINESS SEMINAR:

FAMILY GOVERNANCE AND DYNAMICS

FRIDAY, APRIL 29, 2016

SATURDAY, APRIL 30, 2016

UCLA ANDERSON SCHOOL OF MANAGEMENT

## >> SCHEDULE - FRIDAY, APRIL 29, 2016

8:30 - 9:15 a.m.	<b>BREAKFAST AND WELCOME</b>	<i>D Atrium (Entrepreneurs Hall)</i>
9:15 - 9:40 a.m.	<b>INTRODUCTION</b> Jay Steinbeck	<i>Accelerator-Pitch Deck</i>
9:40 - 10:30 a.m.	<b>OVERVIEW \ FAMILY BUSINESS</b> Alfred E. Osborne, Jr., Senior Associate Dean and Professor, UCLA Anderson School of Management	<i>Accelerator-Pitch Deck</i>
Family and closely held businesses present both opportunities and challenges to owners, managers and the family. What conceptual frameworks exist to address these issues and align stakeholders given the economic reality of the family business enterprise?		
10:30 - 10:45 a.m.	<b>BREAK</b>	
10:45 a.m. - 12:00 p.m.	<b>EXPERT PANEL</b> Bill Cockrum, Adjunct Professor of Finance, UCLA Anderson School of Management Nish Jain, Director, Corporate Finance US Technology, KPMG Mark Tizabgar, Managing Director, Mergers & Acquisition, KPMG MODERATOR: Eric Sussman, Senior Lecturer in Accounting, UCLA Anderson School of Management	<i>Accelerator-Pitch Deck</i>
LIQUIDITY ISSUES   How does liquidity impact your business? It matters for financing your growth and determining the optimal capital structure. Find out what to keep in mind for planning your exit and succession.		
12:00 a.m. - 1:30 p.m.	<b>LUNCH and SPEAKERS \ ENTREPRENEURSHIP IN THE FAMILY</b> Bill Keith, CEO and Co-Founder, Perfect Bar Leigh Keith, COO and Co- Founder, Perfect Bar MODERATOR: Holly Han, Director, Special Projects and Steinbeck Family Business Seminar, UCLA Anderson School of Management	<i>B117</i>
It all started with their beloved dad, Dr. Bud Keith, a nutritionist who worked with Jack LaLanne to help change the way people viewed health and fitness. Bud played with recipes and ground up a bunch of dried fruit and vegetables, mixed with freshly ground organic peanut butter and honey, to feed the family a healthy meal they could eat on the go. In 2005, Bud became ill with skin cancer, and the family had grown to 13 kids, so the eldest siblings turned the family recipe into a business. Brother and sister Bill and Leigh Keith will share the Perfect Bar story in this interactive session.		
1:30 - 3:45 p.m.	<b>DISCUSSION AND CASE \ CONFLICT MANAGEMENT</b> Corinne Bendersky, Associate Professor of Management and Organizations, UCLA Anderson School of Management	<i>Accelerator-Pitch Deck</i>
This session discusses conflict management in the family business. How do executives recognize and develop tools for managing conflict? What are some of the best approaches to resolve conflict in the workplace? The case includes a role play activity and a discussion of possible solutions. Participants will have an opportunity to ask about conflicts with which they may be dealing with in their own businesses		
3:45 - 4:00 p.m.	<b>BREAK</b>	
4:15 - 5:30 p.m.	<b>DISCUSSION AND CASE \ COMPENSATION</b> Sue Schroeder, Partner and Co-Founder, Vivient Consulting	<i>Accelerator-Pitch Deck</i>
Using a real-life case study and an interactive format, the session will cover how a growing multi-generational family business addressed challenging compensation issues such as: What should be used to make executive compensation decisions? How does compensation evolve as leadership of the family business transitions from one generation to the next? What is the appropriate pay for shareholders who are active managers in the business versus those who only work part-time or not at all? How is the appropriate return to shareholders determined and to what extent does top management share in the financial results? Brief reading materials will be sent ahead of the session to facilitate the discussion.		
5:30 p.m.	<b>RECEPTION \ HORS D'OEUVRES</b>	<i>D Atrium</i>

## >> SCHEDULE - SATURDAY, APRIL 30, 2016

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8:30 - 9:15 a.m.      **BREAKFAST**      *B208*

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9:15 - 12:30 p.m.      **LECTURE AND CASE STUDIES \ NEGOTIATION**      *Accelerator-Pitch Deck*  
**Miguel M. Unzueta**, Associate Professor, Management and Organizations, UCLA Anderson School of Management

Negotiating a contract can be difficult, whether you are bidding on or selling real estate, settling legal disputes, or executing mergers and acquisitions. For this session, we will abstract from some of the contextual detail to reveal the strategic essence common to a larger class of problems that are common to many negotiations. Then, we will engage in two simulated negotiation exercises designed to emphasize a family shareholder buyout.

*10:30 - 10:45 a.m. There will be a 15-minute break during the morning lecture.*

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12:30 - 1:45 p.m.      **LUNCH and SPEAKER \ INNOVATION**      *B208*  
**Raul Porto**, President and Owner, Porto's Bakery

MODERATOR: **Alfred E. Osborne, Jr.**, Senior Associate Dean and Professor, UCLA Anderson School of Management

Porto's is one of the largest retail bakeries in the U.S. and rates #1 on Yelp places to eat. Raul's mother and father started the bakery and café in 1960 and the second generation continues to innovate and achieve consistent growth. What's ahead for Porto's Bakery?

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1:45 - 3:15 p.m.      **PANEL \ BUSINESS OWNER PANEL**      *Accelerator-Pitch Deck*

**Hannah An**, Founder and CEO, The District

**Randy Briley**, Former Family Business Owner, Incotec

MODERATOR: **Tim Lappen**, Founder and Chairman, Family Office Group, Jeffer Mangels Butler & Mitchell LLP

Only 30% of family businesses make it to the second generation and even fewer than 10-15% survive into the third. Why? A business needs to keep moving forward or it dies, and families don't always innovate. How do these families keep their business fresh and how do generational perspectives come into play? This panel will share insights from their families.

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3:15 - 3:30 p.m.      **BREAK**

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3:30 - 4:45 p.m.      **EXPERT PANEL \ HOW TO SEPARATE THE FINANCES OF THE BUSINESS AND YOUR PERSONAL LIFE**      *Accelerator-Pitch Deck*

**Aaron Dyer**, Senior Vice President, City National Bank

**Peter Soh**, Principal, Advise LLP

MODERATOR: **Bill Cockrum**, Adjunct Professor of Finance, UCLA Anderson School of Management

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4:45 - 5:30 p.m.      **SUMMARY \ TAKEAWAYS**      *Accelerator-Pitch Deck*  
**Alfred E. Osborne, Jr.**, Senior Associate Dean and Professor, UCLA Anderson School of Management

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5:30 p.m.      **CONCLUSION \ CLOSING CEREMONY AND CERTIFICATE PRESENTATION**      *Accelerator-Pitch Deck*

**RECEPTION \ HORS D'OEUVRES**

*D Atrium (Entrepreneurs Hall)*

## SPEAKER AND PANELIST BIOGRAPHIES

### HANNAH AN

Founder & CEO, The District



Hannah An was born in Saigon into an aristocratic family that was forced to flee communist Vietnam in 1975. However, on the strength of their high-achieving women, the Ans ultimately established themselves as culinary royalty in the United States. The eldest of five sisters, An practically grew up in the family's original restaurant founded by their grandmother: Thanh Long, the first Vietnamese restaurant in San Francisco and the genesis of the An Dynasty.

The An women all have a natural affinity to the culinary arts, as well as the work ethic for being prolific chefs and restaurateurs. An remembers those early experiences at Thanh Long as exhilarating, not only through the camaraderie in the kitchen, but the drama of the dining room as well.

An's behind-the-scenes leadership has been critical to the clan's success, even as she studied electrical and computer engineering at the University of California, Davis, from which she graduated in 1987. As an engineer, she worked for high-profile companies such as Bell Labs, as well as acquired an MBA from Golden Gate University along the way.

After her mother, Helene An — the current matriarch of the family — founded Crustacean in San Francisco in 1991, An decided to return to her original passion, applying her analytical mind to the family's restaurant business. She developed a state-of-the-art point-of-sale software program for the restaurants, embracing technology yet balancing it against the traditions she values. Overseeing the family's aggressive expansion in Southern California, she was instrumental in the 1996 debut of the Beverly Hills edition of Crustacean, a groundbreaking concept integrating food, design, and celebrity. An subsequently focused on the openings of Orange County's AnQi in 2009 and Santa Monica's Tiato in 2010. An and her family have received the 2013 Family Business Award of Excellence at the Ernst & Young Entrepreneur of the Year Awards and the 1999 Jacqueline Kennedy Women of Achievement Award.

In her spare time, An enjoys tennis, golf, hiking, and collecting cooking magazines. She and her husband have two college-age children, and An remains close with her mother and sisters.

San Diego, and bachelor degrees in math and economics from Indiana University, Bloomington.

### CORINNE BENDERSKY

Associate Professor of Management and Organizations,  
UCLA Anderson School of Management



Corinne Bendersky, associate professor of management and organizations, is an expert in workplace conflict, status and justice in teams and organizations. Bendersky's research resonates in constructive and concrete ways both in academe and business.

The author of many prize-winning papers, Bendersky has conducted studies to explain variations in group performance in new ways. For instance, she has shown that status conflicts provide a more complete picture of team conflict than models that only include task, relationship and process conflicts. Her findings that socially anxious neurotics may fare better among teammates in the workplace than

gregarious extroverts surprised her peers and the media — from The New York Times to Forbes to CNN.

Bendersky is conducting new research involving female fire fighters, an elite group with only 3 percent representation within that occupation and "an extreme case of low gender diversity," as Bendersky says. The entrenched male prototype associated with fire fighting privileges physical strength as a primary characteristic of successful fire fighters, making it difficult for the few women in the profession to garner credibility and see their numbers increase. But equally important, Bendersky has observed, are gender-neutral qualities like intelligence. With recruitment of women on the rise, she sees the need for a cultural shift. "If we can manipulate the prototype so that people recognize that a broader set of attributes are prototypical — including traditionally 'feminine' attributes like compassion and teamwork — then they may adopt more inclusive attitudes and can be more accepting of women in the field."

Bendersky teaches in UCLA Anderson's full-time and fully employed MBA programs, and in many of its executive education programs. As faculty director of the human resources roundtable known as HARRT, Bendersky engages with a mix of academic, consultant and practitioner knowledge of cutting-edge human resources topics with the roughly 50 corporate HR executives who are members. An experienced mediator, facilitator of group decisions and developer of effective team process interventions, she works with top-tier HR professionals, consultants and members of the media for whom her work within the area of management and organizations has clear practical implications. She says this leadership experience has enabled her to become more "practitioner- and executive-facing," as she embarks on more consulting and policy work.

Bendersky received her Ph.D. from the MIT Sloan School of Management and her B.A. with honors from Oberlin College.

### RANDY BRILEY

General Manager, Incotec



Randy Briley started working for his family business in 1996. His father, Robert Briley, founded the company in 1992 after spending 20 years in the industry. Briley began working on the ground floor performing manual labor operations. He worked in production and also in quality before he would spend 5 years working in sales with Bob

Ward, the company's senior sales executive. In 2005, Briley was named COO of the business and assisted the business in standardizing the operations, as well as, successfully completed several Boeing and industry standard qualifications. One of these key developments was introducing ERP software to the company allowing it to perform more efficiently, improving sales and increasing its customer base. In 2014 Randy graduated from the UCLA Anderson Executive MBA program and was named president and CEO. Shortly after this time the company was approached by one of its largest customers and then began the long grueling process of selling their business. As CEO, and with the help of UCLA's own Bill Cockrum as chief advisor, Briley successfully negotiated a deal that would bring liquidation to his family and a new world order to the business. While the details are complex, once the dust was settled, the business would sell for an astounding 40X EBITDA. Briley is still with Incotec, running the business for its new owner as general manager.



## SPEAKER AND PANELIST BIOGRAPHIES

### WILLIAM COCKRUM

Adjunct Professor of Finance, UCLA Anderson School of Management



William Cockrum, adjunct professor of finance, has won numerous teaching awards, including recognition as the top entrepreneurial professor in the nation in a survey conducted by BusinessWeek in 1996. He has become a legend for a case-study entrepreneurial finance class he has taught for more than 25 years, teaching students the ins and outs of acquiring and sustaining the financing

for organizations.

Prior to joining the UCLA faculty, Cockrum spent 25 years in financial services initially as a marketer and lastly as CFO/CAO and one of the top senior officers at Becker Paribas, Inc. a 3,000-employee investment banking firm. When the company was sold to Merrill Lynch in 1984, Cockrum began his second career as a consultant to chief executive officers. He serves as a consultant in a variety of industries on issues such as organization structure, strategy, marketing, finance, and administration.

Shortly after starting consulting, Cockrum became a full time professor at UCLA Anderson teaching students the business and finance skills needed to succeed as entrepreneurs. Cockrum has taught at UCLA Anderson for 28 years. He currently teaches entrepreneurial finance, leadership and business ethics, and investment management and more than 7,000 students have passed through his classroom for these courses. He also is a member of the School's board of visitors, the Anderson alumni board, the advisory board of the Price Center, and a member of the UCLA Foundation investment committee and a Governor of the Foundation.

Cockrum is a member of the advisory board of the Graduate School of Management of Cranfield University, Cranfield, England as well as a visiting professor and a member of the advisory board of the Bettany Centre for Entrepreneurial Studies at Cranfield. Cockrum is also a member of the advisory board of the Business School of Dublin University, Trinity College, Dublin, Ireland and has been a visiting professor at the Graduate School of Management at Warwick University, Coventry, England.

### AARON DYER

Senior Vice President and Division Field Sales Manager,  
Core Banking, Los Angeles



Aaron Dyer is a senior vice president and division field sales manager with City National Bank's Core Banking team. Based in Los Angeles, he is responsible for developing and executing ongoing sales management strategic plans in order to drive key financial and sales objectives for his division.

Prior to joining City National, he was a business banking manager at Citibank. Dyer has more than 15 years of experience working in the financial services industry.

Dyer earned his bachelor's degree from Colorado Mesa University and his masters of business administration from the University of Colorado at Boulder. He resides in Sherman Oaks with his wife, Anne, and two boys, Luke and Brady.

### HOLLY HAN

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



Holly Han is an entrepreneur and business strategist who has founded and led media, technology, consumer products, and fashion businesses in New York and Los Angeles for the past 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 UCLA Anderson School of Management, where she received fellowships from the Young President's Organization and Asian Business League. She also holds degrees from UC Berkeley, 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. She also founded Dahlia, establishing a new model for the pearl industry disrupting Tahitian market hegemony. 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.

Han is director of special projects at the Price Center for Entrepreneurial Studies at UCLA Anderson, where she led the Knapp Innovation, Creativity, & Knowledge Conference for Women, Entrepreneurs Conference, Steinbeck Family Business Seminar, and the Woo Greater China Business Conference, as well as counseling students and alumni on entrepreneurship.

### NISH JAIN

Director, KPMG Corporate Finance



Jain Nish is a director of KPMG Corporate Finance's US Technology practice. Jain serves and expands relationships with clients in the Technology sector with a focus on M&A advisory services and private capital raises benefitting from his experiences in investment banking and operating roles and as a corporate development advisor.

Jain has over 15 years of experience in executing mergers and acquisitions, private placements, divestitures, recapitalizations, IPOs, follow-on offerings, delivering fairness opinions and in operating and corporate development leadership roles in the technology industry.

Prior to joining KPMG CF, Jain was responsible for long term strategy development and leadership of M&A and equity investment transactions for Adobe's \$2 billion enterprise software portfolio including solutions for digital marketing, web experience management and productivity applications. Jain played a critical role in setting long term solution strategy and contributed to Adobe achieving significant revenue growth through both organic and inorganic means.

Prior to Adobe, Jain served as a vice president in the Technology Investment Banking group of Jefferies & Co. focusing on transactions in software and security sectors. In this role, Jain advised early and growth stage companies, venture capital and private equity firms and publicly traded technology companies on strategic and financial matters. Prior to joining Jefferies, Jain served in consulting and sales roles at Oracle.

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Jain has advised clients with a focus on enterprise software, SaaS, security and digital marketing sectors. Representative M&A and private placement transactions include the purchase of Day Software and EchoSign by Adobe, sale of Logical Apps to Oracle, sale of Plumtree to BEA, sale of a significant minority interest in FleetMatics to Investcorp, sale of Attenex to FTI Consulting, sale of InfoGenesis to Agilysys, sale of Orca Interactive to French Telecom, and sale of Strongview Systems to HGGC.

### **BILL KEITH**

CEO and Co-Founder, Perfect Bar



You could say Bill Keith was a born leader. He's the eldest of 13 siblings who has built a bootstrapped family business on a proven model predicated on long-term sustainable growth rather than short-term profits. His unwavering ability to persevere and endure in spite of overwhelming obstacles is a not only a testament to his character but in fact, the basis for which his company continues to flourish today.

A graduate from the school of hard knocks, Keith studied theatre and played basketball at College of the Redwoods earning an Associates Degree in University Studies before launching the family biz in 2005. At the time, his dad, Dr. Bud Keith had become very ill from skin cancer. Times were getting tough and the family was struggling to make ends meet. As the eldest of the his siblings, Keith knew it was going to be up to him to help save his family. The first few years proved challenging to say the least, but he overcame, and the rest is history.

Finalist for the 2014 Ernst & Young Entrepreneur of the Year Award- San Diego County, Keith represents the most innovative edge of the natural product industry leaders and shares in their deeply held social and environmental values. In addition to his executive duties at Perfect Bar, he has vested interest and serves as a consultant for Fit365, an emerging organic protein and supplement brand.

### **LEIGH KEITH**

COO and Co-Founder, Perfect Bar



Leigh Keith may not be a regular on Fortune's annual rankings of the Most Powerful Women in Business just yet, however, the 20-something vice president and marketing mastermind behind the Perfect Bar brand has a seemingly bright future. After bypassing college to co-found the family business in 2005, Leigh has had her hands and eyes on all facets of the company including operations, supply chain management, marketing and corporate development.

Her instinctive attention to detail, exceptional communication skills and keen business acumen make for a powerful skill set that she developed on the job yet transcend beyond the C-suite. Under her eldest brother Bill's watchful eye, Keith recently spearheaded the company's comprehensive rebrand effort that included a redesign of the brand logo, website, and product packaging—industry accolades followed shortly after with a NEXTY Award nomination which recognizes the most innovative brands shaping the future of the natural products industry.

Her ambitions for the future include penning a book chronicling her unique family upbringing along with brand extensions under the Perfect Bar & Company banner. When Keith is not hard at work in her San Diego headquarters, you can find her perusing the local farmers market or having "girl time" with her 9 sisters.

### **TIMOTHY LAPPEN**

Founder & Chair, The Family Office Group & The Luxury Home Group at the law firm of Jeffer Mangels Butler & Mitchell LLP



Tim Lappen's practice, spanning more than 40 years, emphasizes representing clients as their "outside general counsel" in virtually any legal matter of importance to them, anywhere in the world. Lappen's work involves myriad family office matters, luxury homes, business, general residential and commercial real estate, entertainment, hospitality, intellectual property, tax, labor, litigation, land use and more. He also represents entertainers, athletes and others with regard to a variety of projects, including estate planning, pre- and post-nuptial agreements, philanthropic and general business advice.

Lappen is particularly well-known for his pioneering work with local, United States and international family offices as well as anyone who has an interest in a luxury home - buyers, sellers, lessors, lessees, developers, architects, general contractors, lenders, borrowers and owners who need advice on such disparate matters as contracts, boundary disputes, litigation, land-use and zoning and even labor and employment issues involving the household staff. His expertise extends to projects involving general business law. He is especially effective in his work with family-owned and other closely-held businesses as he can advise such clients on a wide range of topics. As one of the founding directors of the twice-yearly UCLA Anderson Steinbeck Family Business Seminar, he speaks often on the matters of particular importance to such clients.

As founder and chair of his law firm's Family Office Group and his law firm's Luxury Home Group, Lappen has presented at conferences and moderated a number of panels, including the Milken Institute Global Conference and, most recently including the Lido Consulting Eleventh Annual Family Office Investment Symposium, including the Private Family Office Roundtable and the Family Office Panel Discussion and a panel at Haute Living's Third Annual Los Angeles Luxury Real Estate Summit with some of the top real estate agents in Southern California.

### **ALFRED E. OSBORNE, JR.**

Senior Associate Dean, UCLA Anderson School of Management  
Professor, Global Economics, Management and Entrepreneurship



Alfred E. Osborne, Jr. is senior associate dean of UCLA Anderson. In this role, he oversees a variety of key areas and initiatives within the school, including resource development, alumni relations, corporate initiatives, marketing and communications and executive education. Osborne is also professor of Global Economics & Management and founder and faculty director of the Harold Price Center for Entrepreneurial Studies at UCLA. The Price Center serves to organize all faculty research and student activities and curricula related to the study of entrepreneurship and new business development at UCLA Anderson. A corporate governance expert, Osborne formed a Director Education and Certification Program designed to help officers and directors of private firms prepare for the higher level of scrutiny that comes when they take their companies public. This program also educates directors and officers regarding SEC regulations, FASB considerations, Nasdaq rules and the current best practices in corporate governance.

Osborne is also an expert in social entrepreneurship who has developed several programs that apply business models to the nonprofit world. For more than 13 years, The Price Center has created and run some innovative management development programs, including four in partnership with health care giant Johnson & Johnson. Other programs include The Institute

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for the Study of Educational Entrepreneurship (ISEE) and the UCLA/Los Angeles County Office of Education Head Start Leadership Institute. Osborne currently serves as a director of Kaiser Aluminum and the Heckmann Corporation, and has served many years on the corporate boards of Times Mirror Company, US Filter Corporation, Greyhound Lines, Inc., First Interstate Bank of California, Nordstrom, Inc. and K2, Inc., among others. He has served as an economic fellow at the Brookings Institution and directed studies at the SEC that contributed to changes in Rule 144, Regulation D, and other exemptive requirements to the securities laws designed to lower costs and improve liquidity and capital market access to venture capitalists and emerging growth firms alike.

### **RAUL R. PORTO**

President & Owner, Porto's Bakery



Raul R. Porto, a resident of La Canada, California is the President and Owner of Porto's Bakery, Inc., a retail bakery and restaurant concept based in Glendale, Burbank, and Downey, with more locations soon to come. Among many accolades, Porto's Bakery was recently ranked number 5 of the top 100 places to eat in the U.S. by Yelp.

In the 1960's his mother, Rosa Porto began baking for friends and family out of their home in Cuba. Upon immigrating into the United States, she continued to do so, and in 1975 the family opened their first storefront in the Echo Park neighborhood of Los Angeles. Porto and his two sisters, Margarita and Beatriz have all been involved in the family business since their early teens. Porto received a bachelor degree in business administration with an emphasis in finance from California State University, Los Angeles. He is very involved with many community, civic and charitable organizations in Glendale, Burbank, and Downey. He serves on the board of directors of America's United Bank in Glendale, of which he is a founding board member.

Since 1993, Porto has held the title of president and has been involved in the direct managing and operations of the business. He has grown the family business from its humble beginnings to a successful organization with three independent retail operations and a wholesale manufacturing plant, along with two additional retail bakeries set to open within the next year. During his tenure, the business has grown to become an iconic destination for tourists and locals alike, serving over three million customers per year and employing approximately 800 employees.

### **SUSAN SCHROEDER '88**

Partner & Co-founder, Vivient Consulting



Susan Schroeder is a partner and co-founder of Vivient Consulting. She advises boards and senior management teams on strategy evaluation, performance measurement customization, compensation strategies and incentive plan design, and the support of new business ventures and initial public offerings. Her experience includes work for Fortune 500 companies as well as smaller public and private

organizations across many industries, including real estate, banking, insurance, investment management, high technology, manufacturing, and professional services. Over the years, Schroeder has developed a particular expertise in developing incentive plans that reward for long-term value creation where publicly traded stock is not available.

Schroeder has over 30 years of broad based experience in finance, human resources, and strategy execution in both management consulting and corporate environments. Prior to co-founding Vivient in 2002, she was a principal level consultant in the Los Angeles offices of Mercer Human Resource Consulting and SCA Consulting. Prior to joining SCA, Schroeder spent twelve years in the financial services industry specializing in finance

and real estate lending at First Interstate Bank and Wells Fargo Bank.

Schroeder has been a speaker for several WorldatWork Total Rewards Conferences and for the Los Angeles and Bay Area Compensation and Benefits Associations. She earned the Certified Executive Compensation Professional (CECP) designation from WorldatWork, the leading association for Total Rewards professionals.

Schroeder received a MBA from the UCLA Anderson School of Management and an A.B. in economics from Occidental College, where she graduated with honors. She currently serves on the board of trustees of the National MS Society, Southern California and Nevada Chapter, and the board of directors of the UCLA Anderson Alumni Association. She is a past member of the board of trustees of Occidental College.

### **PETER SOH**

Principal, CPA, MBA (Certified Public Accountant)



Peter Soh is currently a principal partner of Advise LLP and has more than 20 years of experience in tax, accounting, and financial counseling matters. Soh has consulted with small and medium-sized businesses with respect to their tax needs, including interstate and international commerce, tax credits (R&D, enterprise zone) cost segregation, tax provisions (FAS 1098, Fin 48), and Merger & Acquisition

scenarios.

Soh is a Certified Public Accountant in California, an active member of the California Society of CPAs and an advisory member of the UCLA Extension program. He has written articles for Fortune Small Business magazine and numerous banking publications. He is a lead seminar instructor for the small business administration both in Los Angeles and the San Fernando Valley Prior to managing Advise LLP. Soh was a senior tax consultant with Ernst & Young and a chief financial officer for an educational institution.

He has an MBA in finance and taxation from the University of Southern California, and a bachelors of science in accounting from California State University, Northridge.

### **ERIC SUSSMAN**

Senior Lecturer, UCLA Anderson School of Management



Since 1995, Eric Sussman has been a lecturer in accounting and real estate at the UCLA Anderson Graduate School of Management, where he has been voted Teacher of the Year thirteen times by Anderson's MBA students, and has been awarded the Citibank Teaching Award (1998) and the Neidorf Decade Teaching Award (2008), both voted upon by a committee of faculty members. He has also received recognition by Businessweek as one of the Top Ten Most Popular Business School Professors in the country.

He teaches in the areas of cost/managerial accounting, financial accounting (beginning through advanced), financial statement analysis, equity valuation, corporate financial reporting, and real estate investment and finance to undergraduate, graduate, and executive education students. He created Insight FSA, an analytical software tool to automatically and critically measure, evaluate, and report upon the financial accounting and corporate reporting risk for all public companies via Edgar On-line.

In addition, he has advised numerous full-time and fully employed MBA field study teams and consulted for large and small firms, nationally and globally, and is a frequent lecturer on varied financial, accounting, and corporate reporting topics. He has led student travel groups to Brazil, China, Dubai, Saudi Arabia and Abu Dhabi. He has served as an expert witness and

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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.

Outside of campus, Sussman 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 Funds, which have acquired, rehabilitated, developed, and managed over two million square feet of residential and commercial real estate in the past 20 years. The firms' portfolio presently consists of industrial, multi-family residential, single-family residential, and retail properties (approximately 2,200 residential units and some 500,000 square feet of commercial space).

He is chairman of the board of trustees of Causeway Capital's group of funds (International Value, Emerging Markets, Global Value, and Global Absolute Return Funds, which collectively have nearly \$8.0 billion in assets), sits on the board of directors of Pacific Charter School Development, Inc. and Bentley-Forbes, LLC; 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. He received his MBA from Stanford, with honors, in 1993, after graduating Summa cum Laude from UCLA in 1987. He is a licensed CPA in the State of California.

### MARK TIZABGAR

Managing Director, Mergers & Acquisitions, KPMG



Mark Tizabgar is a managing director in the Mergers & Acquisitions Tax group at KPMG. He has more than 15 years of experience in planning and structuring transactions, restructurings, and tax due diligence.

Tizabgar specializes in the taxation of corporate acquisitions, dispositions, spin-offs, and consolidated groups. Tizabgar has over 15 years of transactional experience in planning and structuring taxable and tax-free acquisitions, corporate organizations, spin-offs, joint ventures, and consolidated groups including stock basis and earnings & profits (E&P) studies.

Very significant part of Tizabgar's tenure has been with the national tax office, advising clients across a variety of industries. His practice includes preparation of tax opinions and ruling requests for private and public companies. Tizabgar has been involved in many strategic acquisitions for U.S. and foreign public and private corporations, as well as roll-up transactions and recapitalizations by private equity groups.

Tizabgar has advised clients on sell-side strategies targeted at optimizing tax efficiencies of transactions for the sellers. His practice includes advising clients in connection with the tax aspects of debt restructurings and bankruptcies.

Tizabgar is a co-author of the BNA portfolios, 564 T.M., Related Party Transactions, 782 T.M., Boot Distributions and Assumption of Liabilities, and 768 T.M., Stock Sales Subject to Section 304. Tizabgar serves as adjunct professor with the Golden Gate University's masters of taxation program. Topics taught include Taxation of Corporations and Shareholders, Corporate Reorganizations, and Taxation of Consolidated Groups of Corporations.

### MIGUEL M. UNZUETA

Associate Professor of Management and Organizations,  
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Miguel Unzueta is an associate professor of management and organizations at the UCLA Anderson School of Management. He joined the faculty at UCLA in 2006 after earning his Ph.D. in organizational behavior from the Stanford Graduate School of Business.

Unzueta's research explores how people understand their position 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 was awarded the Eric and "E" Juline award for excellence in faculty research at UCLA 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, Unzueta was awarded the George Robbins Teaching Award at UCLA Anderson. 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, Unzueta has conducted trainings on decision-making, negotiations, diversity, and implicit bias to various educational institutions and companies including the Scripps Research Institute, the Office of Head Start, Inner City Law Center, and the Oklahoma City Thunder basketball team.

Unzueta is currently a consulting editor for *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.

***Thank you to Jay Steinbeck, Harold and Pauline Price Center for Entrepreneurship and Innovation, Steinbeck Advisors, Marketing and Communications, and our marketing partners and all of those who put in effort to make this seminar a great success.***

Steinbeck Advisors: Shirin Berjjs, Chris Crawford, Aaron Dyer, Elaine Hagan, Holly Han, Timothy Lappen, Al Osborne and Jay Steinbeck

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