



INTERGISTIC
SOLUTIONS

INTERGISTIC INTEL

News for your world, today.



Issue #5



INTERGISTIC
SOLUTIONS

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ABOUT

This publication was launched to provide a forum to share information, connect and create a dialogue with our former students, colleagues, and friends who are seeking reliable, centralized information on how to best operate during these turbulent times. “Intergistic Intel” includes content gathered, curated and synthesized from a vast array of resources. We also want to celebrate the successes of so many individuals who are making a difference in these challenging times.



Enjoy and stay safe,

Barb Kreisman, PhD
Emerita Professor of the Practice
Daniels College of Business
University of Denver



The word Intergistic is actually the combination three words—integration, synergy and energy. Our intent is to leverage our knowledge and experience to prompt conversations and provide meaningful solutions to issues facing individuals in both the private and public sectors, focusing on People, Profits and Purpose.



The acronym VUCA (Volatility, Uncertainty, Complexity, Ambiguity) was originally introduced in the US Army War College in the early 90's to describe the shift to asymmetrical and multilateral challenges for the military following the Cold War. Since then, it has been used more broadly to help describe the challenging context many organizations are facing today—one of accelerating change and disruption.



Denver Startup Week

SEPTEMBER 14-18, 2020



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Built by the community, for the community, Denver Startup Week is a celebration of everything entrepreneurial in Denver and is the largest free event of its kind. This year, the first ever virtual Denver Startup Week will celebrate a thriving entrepreneurial ecosystem in Denver and beyond, and showcase and build the city's culture of innovation. Initiated in 2012, DSW has always been about serving entrepreneurs, empowering business, and coming together to build a stronger, more connected community.

This year's Entrepreneur of the Year (2020) is Katica Roy, Founder and CEO, Pipeline Equity, for her work on developing a cutting-edge software platform that helps large organizations achieve gender equity. Katica will be hosted during Startup Week by Dave Mayer, Founder and CEO at Technical Integrity and Massive Impact, and Founder of Aspen Entrepreneurs.

Prior to the July announcement by Colorado BIZ magazine, Katica, an alum of DU EMBA Cohort 67, was featured in issue #2 "Barb's Intel". www.vucathrive.com/post/thriving-in-a-vuca-world. The Pipeline platform launched in late 2017 and pivoted from the middle market to enterprises with 10,000 or more employees the following year. That move catalyzed nearly 500% growth in 2019. The venture backed company now has a team of 20 employees and contractors.



Co-founder and organizing Chair of Startup Week is Erik Matisik, Founding Executive Director of Project X-ITE, Center for Innovation & Entrepreneurship at the University of Denver. (see more on Project X-ITE below). Erik left DU after his appointment by former Governor John Hickenlooper to serve as Chief Innovation Officer for the State of Colorado, He is now President, Highwing, an open data platform for commercial insurance and also co-founder of the Commons on Champa, Denver's first public campus for entrepreneurship. The Commons was founded by the Downtown Denver Partnership, the Colorado Technology Association and the City of Denver to support startups across all industries and to expand access to entrepreneurship. Communicate with Erik at Twitter: @ErikMitisek; Instagram: @ErikMitisek; Website: Mitisek.com.





Name: Ben Deda, EMBA Cohort 54
Company: FoodMaven
Title: Co-founder, Denver Startup Week, and CEO of FoodMaven
Contact: www.linkedin.com/in/benjamindeda/detail/contact-info
www.foodmaven.com

Along with Erik, **Ben Deda**, EMBA Cohort 54, was also one of the co-founders of Denver Startup Week and says the event was launched in 2012 out of a discussion among a number of people who were passionate about the startup “scene” in Denver and wanted to come up with something that brought the community

together. He says, “we knew there was a great startup community in Denver, but we never saw the event becoming so big, so quickly”.

According to Ben, Startup Week wouldn’t be possible without the work of countless volunteers and the community itself. “Before the event, our organizing committee of volunteers puts together the framework and schedule. The community comes up with the sessions (we received 728 submissions this year) and donates their space. During the week, there are good opportunities to gain visibility through various sessions, networking and pitch events.”

This year’s event will be completely virtual, and Ben notes there are some advantages as a result because it is easier for people to “attend”, regardless of where they live.



“The digital events,” he says, “will actually make tracking attendees easier than in-person events”.

Asked what which key start-ups that have gotten traction as a result of start-up week, Ben says: “I think pretty much every startup in Denver has taken part in Denver Startup Week in some form or another. A couple of highlights from recent past pitch competition include Sheets & Giggles, Oasis Mental Health, and Futsolo.”

Ben, who considers himself a “serial problem solver”, is currently CEO of FoodMaven, a company working to transform the food supply chain by capturing and creating a marketplace for food which would otherwise be lost in the system. The company was founded in 2016 and Ben joined in 2018 FoodMaven launched its second market (Dallas-Fort Worth) in March of this year.

www.foodmaven.com/colorado/

He describes FoodMaven as a socially conscious, for-profit company founded in 2015 to bring agility and flexibility to the U.S. food system. “We leverage an innovative online marketplace and rapid logistics system to capture the millions of pounds of food lost in the system each year and sell it to waiting buyers — or donate it to hunger relief organizations. Our goal is to recover the \$200 billion in lost revenue caused by wasted food each year by providing buyers and suppliers with a new avenue for sales and purchasing. But there’s more

to it than that. At FoodMaven, we believe that making a profit and making a difference can go hand-in-hand. Not only do we focus on environmental stewardship through our local logistics and zero-landfill policy, we also ensure that any food that cannot be sold is donated to food pantries in the communities in which we operate.”

Ben’s undergrad degree is in Mechanical Engineering though he says he has never worked as an engineer. After seven years in the Marine Corp, Ben enrolled in the EMBA program at DU and it was a connection at DU that introduced him to the tech startup scene, of which “I’ve been a part ever since”. He formerly held leadership roles with Galvanize and Vertafore.

Ben claims that the “biggest keys to being successful in a startup are being comfortable in a constantly changing environment, being able to make decisions quickly without having all the information, and being able to listen to your ‘users’ so that you can work towards the solution they need.” He goes on to say that “a huge goal of Startup Week is creating a community that is open and welcoming to all.” Noting further, “We have worked to build bridges to a number of underrepresented groups and have seen a more inclusive audience for Denver Startup Week each year.”



The Denver Startup Week schedule for sessions, keynotes, workshops, celebrations and more can be found at:

www.denverstartupweek.org/schedule/2020/tuesday

Emphasis Placed on Entrepreneurship

A few years prior to the launch of Denver Startup week, DU incorporated an entrepreneurship emphasis within its Executive MBA curriculum, and began offering courses in “Design Thinking” “Go to Market Strategy”, and “The Discipline of Execution” taught by Adjunct Professors Charles Knight, Brad Greenberg and Dave O’Callaghan, along with Professors of the Practice Kerry Plemmons and Scott McLagan.

Each student had to develop a concept (product or service) and test its feasibility—sometimes globally as well as domestically. This month’s “Barb’s Intel” News Magazine features many individuals from DU who participated in Start-up Week over the years, and also highlights many “entrepreneur-alums” who branched out from the familiar to take big risks and start their own companies.

The question is “Can Entrepreneurship Be Taught?” This is something I asked Brad, Kerry and Charlie who describe the challenge of teaching entrepreneurship as exhilarating in seeing students come up with ideas and follow the processes they teach. “It’s also frustrating when they see really good ideas with capable students never go anywhere”, they add.

This issue of Barb’s Intel will focus on many of the very successful start-ups which have emanated from the DU program in one way or another.

According to Charlie and Brad, “We used to start with a focus on new ideas for products and services; now we start with problems, not solutions. First, we find a market where there is a large pain point that demands a solution. It’s almost impossible to get funding at the ideal level, however. The best time for raising funds is when you have found product/market fit—you have some customers and they love your product or service.”

Smart, scrappy, full of grit and coachability are characteristics Charlie and Brad have noticed “make good entrepreneurs. Those who seek out resources and advice and listen bode well for future success.”

Some of those former students are highlighted here—Toby Krout, Ben Deda, Adam Cookston, Craig Beinecke, Tanya Ramond, Jeff Donaldson, Leif Ullman, Bart Lorang, Jennifer Larson, and Wayne Guerra, to name a few.



Charles Knight is the Founding Attorney of Venture Law Advisors. He has extensive experience helping CEOs and their businesses reach the next level of growth and development. Charlie is an active angel investor in a variety of carefully chosen private companies and serves as a legal and corporate advisor to several CEOs. He also serves as a member of the Board of Directors and on Advisory Boards of several private companies and local nonprofit organizations, including Downtown Denver Inc. and the Colorado Finance Authority. He earned his JD and MBA at UCLA



Brad Greenwald is an adjunct professor in the EMBA Program. He is CEO of DLF Capital in Denver, which invests in and develops startup service businesses and holds an MBA from Harvard and undergrad degree from Princeton University. He also works at the board level with nonprofits including Oxfam America, Food Bank of the Rockies and Operation Frontline. Greenwald received the 2006 SOS National Community Leader Award. He was a 2000 Crown Fellow at the Aspen Institute.



Name: Toby Krout, Cohort 52
Company: Boomtown Accelerators
Title: Chief Executive Officer, Co-Founder
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Toby Krout, Cohort 52, serves as the Chief Executive Officer for Boomtown Accelerators, an organization which has as its mission to “help early stage start-ups turn ideas into profitable, sustainable businesses, with customized programs, when they need it most.” Toby is the co-founder and CEO of Boomtown Accelerators, and oversees global operations and partner relationships. He has been an active leader and participant in the technology startup ecosystem for two decades and has co-founded and invested in dozens of startups, with Boomtown recognized as the most active investor in Colorado.

According to Toby, Boomtown, initiated in 2013, provides seed funding, business resources, company-building curriculum, mentorship, and community to founders and their companies. “We currently invest in 16 industries across 32 technologies, including specialized programs in health tech and hardware & connectivity. Our 12-week programs operate once per year from our Boulder and Atlanta locations. Once accepted into our accelerators, teams receive \$35K-50K in cash, programming customized for their business, strategic staff support, a bomb-proof Demo Day pitch, generous office space and amenities, expert mentors, exposure to potential customers and corporate partners, and alumni status in the Boomtown community network.”

Toby acknowledges that Boomtown was in a startup mode for quite a few years “since we discovered early on that there were big opportunities to improve the traditional accelerator business model.” For the first several years, Toby was responsible for establishing a vision and testing business hypothesis...without running out of money.



Now, after a couple years of what Toby describes exciting growth, “we’re entering scale-up mode, so my time has shifted to designing a strategy for growth as well as business development.”

According to Toby, Boomtown has invested in 160+ startups from many industries ranging from health tech, sports tech, to clean tech, and “we’ve designed and executed large custom accelerators for major corporations and organizations such as Comcast, NBC, Universal and Kaiser Permanente. When startups enter our program, we provide them with an intense, custom-tailored 12-week business bootcamp that tests their startup’s business model from every angle and then helps the founders fill in their gaps and prepare for growth. We also provide the startups with a mentor and advisory network, investment capital, physical space and business perks like Amazon Web

Services credits, Azure credits and other discounts.”

“We believe innovation is the lifeblood of tomorrow, and that startups will solve some of the world’s toughest problems. Helping companies bring valuable ideas to a broad audience is what gets us out of bed in the morning. We focus on founders because we’ve learned that the best products and services are those designed by excellent humans. Our programs are equal parts tough and love, but that’s how we build strong, successful companies. First the struggle, then the stars.”

Boomtown invests in early-stage startups because “this is where we believe we can have the most value. We invest first and foremost in teams and individuals because ideas come and go, but versatile entrepreneurs make those ideas come to life. Our goal is to give founders the tools they need to grow and flourish. Unlike many accelerators, we customize every single Boomtown program: learning, tweaking, and augmenting from cohort to cohort to build a curriculum that provides what our startups need, when they need it most.”

Toby initially graduated from DU with an undergraduate degree and joined a tech startup in Boulder. That startup eventually became TriZetto, headquartered in Denver. Soon after, he helped launch other software companies in Boulder, one of which was acquired by Trilogy in Austin, TX. Another went public as VantageMed. According to Toby, “I experimented with a few startups in the early 2000 and then launched a Marketing and Advertising agency, Atomic20, with fellow DU EMBA alum, Jeff Donaldson, where we delivered marketing and advertising solutions to major brands like Crocs, Whitewave and Zayo.”

In 2010, Atomic20 was awarded the State of Colorado rebranding project, and Toby led the three-year project for Governor John Hickenlooper. The project continues to be extolled as a model for large scale rebranding.

Toby currently serves on the Deming Center for Entrepreneurship Board of Directors and the Masters of the Environment Advisory Board at the University of Colorado.



Name: Tanya Ramond, PhD; EMBA Cohort 66
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In her current capacity, Tanya helps organizations commercialize cutting edge technologies by crafting strategies and execution plans for market exploration and penetration. "I specialize in exploring and exploiting new markets and customer segments that may be undefined or non-existent, as for a startup company or a mature company looking for new market growth channels." She goes on to say, "I am passionate about unlocking the commercial power of aligning cutting edge technology with the right customer problems. We are commercializing optical communications and optical communication is just like radio communications like you have in your car radio, or GPS, or your cell phone. But instead of using radio waves, you transmit data over a laser beam."

Tanya, who has a PhD in Physics along with her EMBA, claims her company's products will be primarily hardware, used to transmit optical communications from point A to point B. Those points, she adds, "can be on a satellite, but also a cell phone tower, an airplane, or a vehicle."

In a small company of 20, Tanya wears multiple hats. "I am a program manager for a contract we have with the Japanese government to put an optical terminal in space. I work with the strategy and BD team to address contract opportunities with government and commercial customers. Because I speak the languages of both business and engineering, I bridge the gap between the two worlds."

Asked what she likes best about being in a start-up, Tanya responded by saying: "I like the tabula rosa of early/new market identification and definition. I love how in a small company strategy is fused with product is fused with business development. Those things get parceled out separately in bigger companies. For people like me who are multipotentialites and can maneuver between multiple domains, a startup allows that room for overlap."

Contrasting with larger businesses, Tanya notes: "In theory, innovation is the same whether you do it in a startup or a larger company. In both cases, you are identifying potential market segments, doing your primary and secondary market research, and then tailoring your technological assets for a solution to the problem of that market segment. In practice, of course, there are differences. Bigger companies can have process which slow things down. They also have inertia, which can resist 'doing things differently'. And their risk tolerance may be lower. But bigger companies also have bigger checkbooks, so that's always a plus. And in all honesty, I have seen people at both big and small companies who have inertia, bureaucracy, or overall resistance to doing things differently. In the big picture, I believe you can have entrepreneurial thinking at a big or a small company."

She notes that the risks of working in a smaller company is that "the product you build will not be successful in the marketplace. Or that you run out of money before you can become profitable. Or that there could be a technical limitation that was not initially foreseen."

Tanya acknowledges she has used much of the material from her EMBA leadership classes, "especially neuroleadership, to inform some of the discussions we have now internally about leading during the pandemic. I have used the Go-To-Market workbook for our GTM planning. I have regularly referred to the feasibility studies and innovation work we did in Kerry Plemmon's marketing class. I have applied the marketing work we did and this led me to learning about the disciplines of product management and customer discovery in early/new markets, which have become real passions."

In the first phase of her career Tanya was a scientist and engineer. She earned a PhD in physics from the University of Colorado and worked many years in aerospace in technical roles and engineering management. Five years ago, she entered the EMBA Program and began to pivot into the business world. "Now I do not pursue technical roles and am firmly cemented in strategy, customer-driven growth and business development. With over 20 years of R&D, product development and program management experience, I deliver stand-out management and collaboration with internal and external stakeholders to bring cutting edge technology to light. I am a fervent enthusiast of customer-centric technology commercialization and business development. I thrive in companies that have a growth mindset, and are comfortable with the uncertainty that the innovation process brings before setting out to exploit the results."



Name: Adam Cookson, EMBA Cohort 58

Company: Tekdry

Title: CEO, Co-founder

**Contact: www.linkedin.com/company/tekdry
www.tekdry.com**

"If you drop your phone or electronic device in water, don't panic and don't put it in rice. TekDry's safe, noninvasive water-removal solution will dry your phone in as little as 30 minutes. If we can't save your phone, you pay nothing."

Two engineers, Adam Cookson and Craig Beinecke, who are also graduates of the DU EMBA Program, came up with an invention to repair damaged phones while they were students at DU. That invention took them all the way to California in 2016 to compete on the ABC nationally televised show, Shark Tank, where they pitched their patented solution which restores water-damaged phones and devices in just 30 minutes with all contacts and data restored. TekDry's patented technology uses a combination of negative-pressure, controlled heat, and proprietary beads to create a safe environment to remove 100% of the moisture from wet devices.

"Preparing for Shark Tank was an incredible rush of emotion. It was confusing at times; it was exciting all of the time"

Today, TekDry holds U.S. and international patents (co-invented by Adam) for its drying technologies that are applicable to consumer electronics, medical device sterilization, and other industry verticals. As co-founder and CEO, Adam's responsibilities include strategic business planning, domestic and international business development, capital formation, investor relations, and leading the TekDry's business team for growth and expansion.

Prior to co-founding TekDry International, Adam was a senior manager for Vestas Wind Systems, a wind-turbine manufacturer. Prior to his tenure with Vestas, Adam held several senior management positions for Toyota Motor Manufacturing as part of the startup of their plants in Indiana and Texas, advising the senior management steering committee on strategic planning and business planning processes, and was responsible for General Motors of Canada's software support for automated guided vehicles. Adam's experience includes international engineering and manufacturing startup experience in Mexico and Brazil as well. In addition, Adam was selected to participate in Toyota's sponsored leadership development program in lean manufacturing among other development courses.

Asked what prompted Adam and Craig to start and sell their own business and what prepared them to launch, Adam says: "My experiences with classmates and faculty during the DU EMBA certainly provided the skillset foundation and the spark for thinking that starting up a business was a possibility for me. I think though, what additionally gave me the push to quit my 'day job' and to actually launch a new business was something that my wife pointed out to me about my career up to that time, which was that although I had led and been a part of numerous new factory launches and new product startups, and had worked countless long hours and had really put my heart into growing people both individually and in teams."

He continues by adding, "Even so, I was essentially a cog in the machine of a corporate vision and we would likely never see the kind of life-altering outcome for our family that might be possible if we started our own business. We had also seen that when some of those large global

businesses went through extended hard times, the passion and sacrifice of individuals were no protection against layoffs and that the security of a corporate job was sometimes more image than substance. If I was going to continue to be drawn to those kinds of jobs and that level of sacrifice, she said, I might as well be doing it to support our own business with a team that is passionate about our shared vision, where at least the possibility of a larger outcome existed to balance the large personal risk we would all be taking."

Approximately two thirds of the funding in TekDry's first equity round came from a network of people Adam and Craig met directly as a result of being in the DU EMBA program. "Since then, we have continued to grow our investor network through connections from members of that original group and this continues to be a large part of our source of funding. My best interactions with investors have come through trusted connections and warm introductions that started from the DU network. Some of those connections have since extended to four and five links outward from those original relationships."

Adam says he has many fond memories from Denver Start-up Weeks. "In addition to being a sponsor one year and speaking on one of the panels in later years, the Monday after I had quit my corporate job to start TekDry was the first day of Denver Start-up week 2013. I spent a magical week immersing myself in as many of the seminars and events as possible, fresh with the enthusiasm of launching a new business. I met many fantastic people, some of whom became members of our first Board of Advisors. I have continued to attend Start-up weeks in the years since, both to learn and network, and also to experience a kind of nostalgic touchstone from the start of our business."

Currently, TekDry has offices in Broomfield and a laboratory in Longmont. Their retail wet phone rescue services are offered in 600 Staples stores nationwide, and they are in co-development discussions with a number of large global medical companies regarding their medical device sterilization technologies.



Name: Craig Beinecke, EMBA Cohort 58
Company: TekDry
Title: Co-founder, Vice President- Sales, Marketing & Operations
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www.linkedin.com/company/tekdry

Craig Beinecke joined TekDry as a co-founder and vice president of sales in 2014. As co-founder and VP, Craig's responsibilities include establishing agreements with large domestic and international companies to deliver TekDry services, developing referral partnerships with major insurance providers and OEMs and developing marketing initiatives to help build TekDry brand awareness. Prior to co-founding TekDry International, Craig held senior management positions with Applied Control Equipment, Denver, CO, (a local business partner of Emerson Process Management) where he had P&L responsibilities for the Control Systems business unit. He also held positions as senior controls engineer and project lead for numerous automation controls projects in the brewing, oil & gas, pharmaceutical, mining, power, refining and biofuels industries. In addition to his EMBA, Craig has a B.S. degree in Chemical Engineering from Michigan Technological University, Houghton, MI.

HELPFUL TIPS FOR SAVING A WET PHONE

Without your phone, you're missing out on connections, invitations, phone calls and text messages. Trying to dry your phone in a bowl of rice doesn't work. And using a hair dryer will only warp your device's internal equipment, causing even more damage. Instead, follow our simple steps to get your lifeline back faster.

1. SHUT IT OFF

Prevent a short circuit by powering your device down as soon as you rescue it from the liquid.



2. WIPE IT OFF

Next, wipe your phone off. If you dropped your device in salt water, rinse it with fresh water to prevent interior corrosion.



3. BRING IT TO TEKDRY ASAP

Timing is critical for saving your wet phone. Every hour counts: The longer you wait, the more damage is done.





Name: Bart Lorang, EMBA Cohort 54

Company: FullContact

Title: Founder

Contact: www.linkedin.com/company/fullcontact-inc/

www.linkedin.com/in/bartlorang

Bart Lorang is a proven entrepreneur, executive and manager in the global technology industry. He is active in the startup technology community as an angel investor, strategic advisor and speaker at industry events. FullContact, which Bart founded 10 years ago, is a privacy-safe Identity Resolution company building trust between people and brands. "We deliver the capabilities needed to create tailored customer experiences by unifying data and applying insights at the moments

that matter." Now, taking a deep breath and passing the baton, Bart is stepping down from his "all-consuming lifestyle as CEO of what has grown to be a 200+ person global organization." Five years ago, in 2015, Bart wrote a blog post titled, [Five Years In, Taking A Deep Breath and Settling in for the Long Haul.](#)

Bart continues: "As a company, FullContact has undergone an extraordinary transformation and maturation the past several years. We have an incredibly strong leadership team and market-leading product offerings to set the stage for the next 5 years and beyond. So, I decided to recommend our President, Chris Harrison, as the new CEO of FullContact to lead us into our next decade of growth. With Chris at the helm, I'm incredibly excited about our future.

While I'll miss the day-to-day interaction with everyone - customers, employees, partners and the community - I won't be far away as I remain on the Board of Directors helping guide the company to even greater success in the future. If you're reading this, thank you for all your support over the past 10 years. It's been an incredibly awesome journey, and an honor and a pleasure to serve FullContact's stakeholders - shareholders, employees, partners, customers, and the community. If there's anything I can ever do for you, please don't hesitate to reach out to me on LinkedIn--I'm never far away."

Bart started FullContact when he was still in the EMBA Program, and says he put in the initial seed capital himself. Subsequently he pitched over 100+ angel investors and eventually raised a small angel round of \$350,000. From there he says, FullContact was accepted into TechStars and they raised another \$1.5M (Series A).

The inspiration for FullContact was his wife Sarah's 'immaculate address book' and that started him down the path.

Bart was at the inception of Denver Startup Week in 2011: "I remember vividly the initial meetings at the Wynkoop talking about getting the Denver Startup Community together, as I had just experienced the Boulder Startup Community, and it was in much better connected. We created "the Denver Startup Bash" to get everyone together for the first time ahead of DSW, complete with the Flobots and Corporate Sponsors - it was a huge hit with over 1000+ attendees. I also asked the FullContact VP of Business Development at the time, Ben Deda, to help with the efforts to start DSW, and now, a decade later, it's clearly a sustainable success story."

FullContact is also a success story. Though Bart won't disclose revenue as "we're a private company, but to give a sense of scale, Bart notes: "We have over 200+ employees globally and tens of thousands of customers."

Bart's advice for other entrepreneurs:

"Don't do it for the money—do it because you love it and want to learn something. Commit for five years at least; that's the only way to get through the ups and downs of the early years."



Name: Nina Sharma, EMBA Cohort 70
Company: Project X-ITE, University of Denver
Title: Interim Executive Director
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Nina.Sharma@du.edu

With the foresight of DU Chancellor-Emerita Rebecca Chopp, Project X-ITE was established in late 2015 and had its founding mission "To connect all the resources of the University of Denver together to advance innovation, technology and entrepreneurship across our community, region and world."

Nina Sharma, EMBA Cohort70, serving as Interim Executive Director of Project X-ITE, says, "We believe that the only constant is change, and that change creates opportunity. So, we help students cultivate an Innovator's Mindset, prepare them to add value in any environment, and empower them to launch creative solutions. Because when we do, we ignite a community of thinkers and doers with the skills to thrive in an ever-changing world."

Nina further explains that under this mission, Project X-ITE created an activation strategy with an aim to break down silos across the university, engage community, and provide innovation thought leadership for students and faculty. She also acknowledges, however that "over the course of our existence, our mission has changed based on feedback from students and community stakeholders. We now have both a mission statement and a 'we believe' statement that defines our vision and long-term goals.

Our goal is to support students who are interested in launching companies, and we do this through a suite of programs that nurture their ideas outside of the classroom. Our intent is to spark an entrepreneurial spirit and to help students launch companies. From startups and small businesses to social enterprises and nonprofits, Project X-ITE exists to support students who are interested in solving problems, thinking big, and building an entrepreneurial mindset. We believe that starting up a company is a great way to learn all of these skills."

Project X-ITE boosts numbers that indicate students' interest in its offerings which includes five main programs: An Incubator, an Accelerator, a Venture Fund, a Mentor Platform and a Monthly Pitch Competition.

According to Nina, "Roughly half of our students hail from Colleges of Business and Engineering Computer Science, but we are seeing more and more students from other academic units who are interested in launching companies."

Currently Project X-ITE reports into the Dean of the Daniels College of Business, but its focus is campus-wide, reaching students from undergraduate through PhD from all academic units.

Nina claims their biggest challenge is awareness – "breaking through the myriad opportunities facing students is tough work. A big opportunity for us is to make students across campus aware of our resources and programs – and that they are open to everyone!" She says Project X-ITE receives some funding from the University, but the majority of its support is from external sources, including alumni and leaders in Denver's startup community.



Asked if Project X-ITE will be represented this year at Startup Week, Nina responded by saying, "Yes! Our summer program, XLR8, is a 10-week accelerator program. Our Demo Day will be during Denver Startup Week, on September 16th at 1PM. Please tune in to hear our 8 student-led ventures pitch and stick around to network with them during a live Q&A afterwards"

While in the EMBA Program Nina spent much of her time on her own startup. "I workshopped it through the marketing feasibility study, the digital marketing project, and the entire international trip. Ultimately, I decided that even with 18 months of work and research, I decided not to pursue this company which is a success of the program in my mind! I learned so much about how to validate and evaluate an idea, run cost and revenue projections, and understand how the market would impact my business."

About her current role, Nina says: "I've been working with entrepreneurs for the past 12 years, and I don't plan to stop any time soon! Whether it's at X-ITE or elsewhere, I know that my life's work is to empower others to reach their full potential and solve big problems. I love doing it and I hope to do it for years to come."



Name: Nina Corcoran Newcomb, EMBA Cohort 49
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Title: Franchisee Owner
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www.orangetheory.com/en-us

Orangetheory® Fitness is a scientifically designed, one-of-a-kind, group personal training workout broken into intervals of cardiovascular and strength training. Backed by the science of excess post-exercise oxygen consumption (EPOC), Orangetheory’s heart-rate-monitored workouts are designed to get participants within the target-training zone of 84 percent to 91 percent of their heart rate, which stimulates metabolism and increases energy. Nina opened her first two locations in 2014 and the next two in 2015 and 2017.



Nina, who had a successful corporate career found it was impossible for her

to be a mom and a corporate employee “but I needed some kind of intellectual stimulation”. She says she quickly discovered her attempt of being a stay at home mom or part-time consultant were not options. “I had an aunt who owned a boutique lighting store and I was always interested in being like her—owning my own store. I knew though that I did not have a unique product or service or the bandwidth to launch something from scratch. That is why I became interested in franchising.”

Nina cites Kerry Plemmons’ marketing class as being instrumental in helping her prepare for moving from a corporate job to one as an entrepreneur. Most recently, Kerry coached her team on how to use Design Thinking to help with the shut down and the reopening of her four franchise locations due to Covid.

Asked what challenges Nina has incurred as a proprietor of her own business, she responds by saying: “So many! Since I came from a corporate background at two fortune 50 companies (Dell and MCI WorldCom), I was accustomed to great Human Resources, Finance and Accounting, IT and Sales and Marketing Departments to work with. As an entrepreneur, you must handle all those tasks yourself. It was an adjustment for certain; some of the freedom was amazing and at the

same time, the freedom could be frustrating.”

Nina was the first president of the Franchise Advisory Council for Orangetheory Fitness and pre-Covid her revenue from the four locations exceeded four million.

The pandemic has had a significant impact on her business. “Fitness is one of the hardest hit industries,” she says. “Not only did the shut-down impact us financially since we still have large expenses and key employees to pay, but the media has frightened so many people away, our reopening is about only 50% of our prior revenue. This is not a sustainable number for business long term.”



Nina describes success as constantly learning and evolving “so that I can make a difference on other people’s lives.” Personal success she says, “starts with making time for my health and leading by example and

also spending quality time with my husband and boys. Being an entrepreneur allows me to have more control over my schedule, therefore I am around my family so much more than when I was in a corporate job.”



Name: David Karli, EMBA Cohort 57
Company: Greyledge Technologies
Title: Founder, CEO
Contact: www.linkedin.com/in/davidkarli
Website: www.greyledgebiotech.com

Greyledge Technologies, LLC is an early stage biotherapeutics company focused on development of quantitative point of care autologous biologics for sports medicine, orthopedic and wound applications. Business components include an operational bio-lab service component and patent pending device model currently in development. The company has successfully piloted the model and is entering early growth phase in 2012.

According to Dr. David Karli, founder and CEO of Greyledge, “public demand for emerging biomedical technologies is higher than ever.”

Greyledge Technologies was established to meet emerging physician demands to facilitate and utilize mechanisms of natural healing to augment and/or support repair of damaged tissue. The company has developed novel, manual laboratory-based methods to process autologous whole blood and bone marrow tissues to produce injectable or implantable bioactive preparations. Each biologic preparation is carefully analyzed prior to return to the patient to ensure quality and to meet physician-specified compositions. According to their website, Greyledge’s approach is flexible, allowing physicians to optimize their practice of medicine through maintaining the highest standards in preparing and analyzing autologous PRP and BMCC preparations.

David is also a Partner with Steadman Clinic in Vail, and is “Entrepreneur M.D” host of the Grant Cardone TV/ Entrepreneur Network. A graduate of Harvard Medical School and DU’s EMBA program, David additionally is Founder and Executive President of QAB Inc. a medical device holding company developed for the purpose of automating the Greyledge Technologies’ bio-quantification platform.





Name: Sosheel Samuel, EMBA Cohort 55

Company: MG

Title: Managing Partner

Contact: www.linkedin.com/in/sosheelsamuel

When Sosheel Samuel (“Sosh”) entered the Executive MBA program at the University of Denver he was working as a technology company executive. When he graduated from the program, he decided to make the jump from working in corporate to working in startups and SaaS companies. After years of building up an exceptional network through advising, consulting, and executive roles, Sosheel says, “I realized that this community of highly skilled professionals has the same desire to get into the gig economy as lower-skilled workers.” He saw that they wanted to enter this job market but weren’t sure how to go about doing it, given their more sophisticated job requirements. This is how MG was born. With an agency-like approach, Sosheel makes fractional access to top-level talent possible by matching businesses to his roster of talent based on company needs. He even has a fractional estimate tool to help understand the costs.

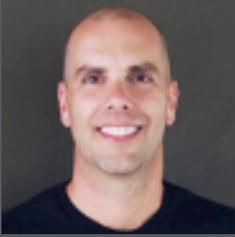
According to Sosh, “The pandemic has made the need for fractional access to high-level professionals even more significant. The provision of more accessible hiring for top-level talent helps companies scale smarter.

Rather than making a large investment in expensive talent for the year and being forced to play catch up with revenue, MG enables hiring that talent in bite-sized pieces, thus allowing for more judicious spending and an ability to more tightly overlay resources in the midst of COVID.”

The benefits of fractional access extend beyond just the context of the pandemic into the economy long-term. In March of this year during the Crisis Management Roundtable Discussion Scott McLagan and Kerry Plemmons highlighted that the US is a 70% consumption-based and 30% production-based economy, which is almost the exact opposite of China, which is practically 30% consumption-based and 70% production-based. While we have the biggest economy in the world (for now), we have to rely on people buying things to keep the economy going and that’s just not feasible when unemployment is high and people don’t have money to spend.

That’s why MG believes the business community has a responsibility to find ways to create streams of income for as many people as possible. Now is not the time for businesses to sit on the sidelines with their cash: people need to be paid to participate in this economy. However, that doesn’t mean companies need to pay people outside their means. That’s where MG comes to the rescue; high-level professionals can freelance and businesses can afford them.

The MG network expertise ranges from startups to Fortune 500 size companies, and they are accomplished in executive management, sales, marketing, finance, technology, operations, and more. If you’re interested in learning more about hiring fractional MG talent.



Name: Jeff Donaldson, Cohort 42
Company: FocusedBrands
Title: Co-founder
Contact: www.linkedin.com/in/jeffdonaldson
jdonaldson@focusedbrands.com

Jeff Donaldson's career has been a mix of corporate and entrepreneurial adventures but claims he's always had an entrepreneurial spirit as indicated by launching another company, his third. "But this time," he says, "my goal is to be intentional about every detail." All of his past successes, failures and hard lessons will be rolled up to create the structure of his newest business.

The following are the top 10 lessons Jeff has learned and wished someone would have shared with him early on:

10. Put a twist on traditional business.

My company is called FocusedBrands, a referral only business growth consultancy that helps companies exceed sales and marketing faster. It takes pieces of industries I've dealt with in the past and puts them together to elevate the results for clients. It is a virtually distributed workforce with fractional Chief Marketing Officers as business leads. It would have been beneficial to learn earlier that it doesn't take a patent or millions in R&D to develop a new business. Sometimes a slight twist on a traditional model can provide more value to customers.

9. The surprising value of having a business partner. The obvious value are the skills they bring to the company. What caught me by surprise is the true value brought by a deep connection between partners. When the partners can make each other better, inspire each other, and provide a view of the world that wasn't possible without each other, a company can thrive from this relationship. My wife and I are business partners for FocusedBrands and it was probably the biggest obstacle for us to consider and overcome before making the move. We both bring skills and value to the company, but more importantly it gives us another way to be connected and support each other.

8. It's okay to take off your game face.

The mental and emotional impact of starting, owning, growing and exiting a business can take you by surprise. It is taboo in the business world to talk about feelings and fears, but it is a huge topic. Thirty percent of entrepreneurs report having some form of depression (double the general population) but only five percent openly discuss or resolve the issue. I wish I had learned earlier that it is not always about having the answer—dealing with the lows can make you more resilient when there are feelings of defeat.

7. Listen to your gut. Gut (intuitive) feelings will always be available to you, but how you respond to them is what's important. I've lived through a lot of challenges and they have created baggage that I let control me and my decisions for years. I didn't trust my instincts and now believe that was one of the reasons for my failures. It took a long time for me to realize that my instincts could be a good tool for succeeding. I wish someone would have told me to find more proof to confirm or deny gut feelings. Had I created a process for listening to and utilizing my instincts, I could have avoided a lot of mental conflict and missed

6. Know you can't do it alone. If you are reading this, it means you are interested in new ideas and have a growth mindset. While you are probably an expert in many things, it is difficult to gain the momentum needed as an individual to move a company through all the obstacles necessary to grow it. I wish I had learned earlier to let my ego take a seat at the door, while I surrounded myself with people smarter than me who I could learn from.

5. Marketing is about the reputation, not the followers. What I've learned over the years is that marketing isn't about fancy sponsorship or hitting 10,000 followers. It is about the experience you give your customers or prospects at every touch point and the reputation you create over time.

4. Move your body. I learned the hard way that movement, exercise and strength are necessary to be successful in business long term. For many years, I believed productivity was just a mental exercise. The more I focused and put my mind to it, the more I could crank out. But I discovered that is not a long-term strategy and can cause burnout, lack of motivation and a drop in productivity. Your physical health enhances what you can accomplish and impacts your reactions, resiliency and outcomes.

3. Entrepreneurship can be learned, but 'being' an entrepreneur is a completely different story. Success does not come from just academics. Learning entrepreneurial skills is possible but the resilience, resourcefulness and emotional fortitude needed to be an

entrepreneur cannot be taught in a classroom. Entrepreneurship can be learned over time, but only in the real world by doing, succeeding, failing and then doing it all over again.

2. Be community minded. Being in start-up communities in Boulder and Denver provide a unique advantage. My wife and I have been part of Boulder and Denver start-up Weeks presenting sessions on culture, marketing and interpersonal topics, as well as participating in physical and virtual events. I've learned that when it feels uncomfortable or untimely to participate in an event or meet someone new, those productive collisions are what bring ideas and businesses to a new level. There has never been one Start Up Week event that I have attended that I regretted. Inevitably I meet or learn something that moves me in a positive direction.

1. You can find your own path even when it doesn't seem possible. When I was in the DU EMBA program, I was climbing the corporate ladder, and advancement was how I defined success. Everyone around me knew I had an entrepreneurial spirit, but I did not know that it was possible to have my own company. I didn't believe in myself enough to think it was possible. The EMBA program demonstrated to me was how to connect the dots and I also was shown what I didn't know. Once I realized being an entrepreneur wasn't reserved for a select few, and other than for myself, I made the jump.

Jeff and his wife are approaching the end of their first year in business and about to achieve a six-figure revenue. The above 10 lessons are what Jeff says he wishes someone had shared with him early on and is taking the time to share these lessons with others now. He fully believes that the business world is going to open up with opportunities which were not apparent a year ago and suggests that prospective entrepreneurs become involved to support one another now, attend Startup Week, or get three new connections together for a 30 minute Zoom call to discover how to help one another.

"Whatever your idea, the environment is ripe for new ideas and new entrepreneurs like you! If there's anything else you wish someone would have told you about business, feel free to reach out to me jdonaldson@focusedbrands.com. I'd be happy to help however I can."



Name: Jennifer Larson, EMBA Cohort 64
Company: Hive Digital Minds
Title: Founder
Contact: www.linkedin.com/in/jenniferclarson
www.linkedin.com/company/hivedm/

Jennifer Larson's entrepreneurial endeavors began in the 90's during the dot com boom where she was involved in a successful technology acquisition which brought her to Colorado. With a shift to education in 2004, she led the efforts of two successful charter public school initiatives in Douglas County, receiving over \$1.5 million in grant funds for startup operations. She also helped secure over \$21 million in bond financing packages for major school facility renovation projects.

According to her website, "Hive Digital Minds specializes in helping schools more effectively reach, connect and engage their key stakeholders. Our proprietary communications platform, SchoolBzz, transforms how schools share information by connecting everyone involved in a student's learning journey, making news relevant and accessible to all. Our professional services group helps schools use digital technology to create a thriving school community."



As a mother to four children, Jennifer is passionate about finding innovative ways to engage parents in their child's learning journey. Her company's flagship product SchoolBzz is the culmination of Jennifer's 15 years in education – working with thousands of parents and educators on their communication and engagement strategies.

Jennifer has a long track record of successful startups in technology and education. She enjoys speaking on the topics of entrepreneurship, parent engagement, and the future of work and frequently guest lectures at the Daniels College of Business, University of Denver and several local high schools.

Hive Digital Minds is committed to helping organizations more effectively reach, connect and engage their key stakeholders. "We are actively involved in the education industry, developing solutions for K12 schools to increase family and community engagement and positively impact student outcomes.



Name: Kris Quine, EMBA Cohort 38
Company: www.flytedesk.com
Title: Chief Operating Officer
Contact: www.linkedin.com/in/kristineshawquine
www.flytedesk.com.

"Before flytedesk, the \$6B in ad inventory on college campuses wasn't accessible at scale. What used to take months to find, contract, and manage can now be facilitated in minutes through the flytedesk platform. We are a Boulder based ad tech start-up, dedicated to supporting student journalism by providing a financial engine to college media organizations", says Kristine.



Flytedesk is the full-service ad buying platform that is transforming college media by connecting brands and college students. As the largest media network of college students in the U.S., flytedesk allows advertisers to reach 20 million students at scale across all on-campus media channels including print, digital, social media, radio, outdoor and more. Using proprietary technology, flytedesk's self-serve platform automates the college advertising experience by giving media buyers the tools to create, book, manage and measure national campaigns in just minutes. flytedesk was founded in 2015 and is based in Boulder, Colorado.

Kristine says, "A colleague once told me I have the ability to take the view of both the eagle and the ant. I like to fly high and think broadly and then love to get down to work that requires collaboration and tenacity. Serving clients, both internally and externally, with an ear tuned to needs, problem-solving and partnership has been a hallmark of my career, in both large corporations and scrappy start-ups."

Additionally, as a co-founder of a Colorado 501(c)(3) dedicated to the resilience, self-sufficiency and leadership development of girls, Kristine has seen organizations of all kinds flourish through inspiration, innovation and collaboration. "I'm currently enjoying the challenge of bringing the power of Agile philosophy and tools to an entire business, while integrating product and software development more directly with the rest of the organization. While enterprise B2B sales leadership is my functional expertise, my strengths in operations and finance serve me well in general management roles, where I get the maximum fun of being both in the air and on the ground."



Name: Leif Ullman, EMBA Cohort 50
Company: KidReports
Title: Founder and now Entrepreneur in Residence at Exponential Impact
Contact: www.linkedin.com/in/leifullman
www.linkedin.com/company/exponential-impact/
www.kidreports.com

Leif Ullman entered the EMBA program knowing he wanted to be an entrepreneur. "Since childhood I had wanted to run my own business, however the main attractions for me were the ability to be my own boss, and to be able to have financial success proportionate to the amount of work I put in. Selling was the natural progression due to us taking on investors to fund the growth, as well as a way for us to have a financial exit for the founders."

His idea, a Software as a Service (SaaS) platform for childcare providers called KidReports, allowed teachers in a childcare center to use a tablet device to record the daily activities of the kids (meals, playtime, lessons, etc.), along with photos, videos and notes. The platform also allows parents to receive the updates about their children in real time throughout the day, send messages to teachers and center directors, and access all photos and videos that have been recorded throughout the system. For the center directors, all records are now digitized providing easy compliance with licensing requirements.

The idea was conceived in March of 2011, and the company incorporated in late 2011, and his first product launched in March 2012. In June of 2012 Leif went full time with the business.

Asked about initial funding, Leif says the cofounders contributed 25k of their own capital which supported initial business costs, marketing, and launch of the product. "After launch, we raised 200k from Friends and Family over the Summer/Fall of 2012. Two of my part time cofounders were classmates from the DU EMBA program, and a number of our investors were contacts from the program."

Leif believes the mechanics of entrepreneurship can be taught, "but a key measure of success is the determination of the founders to see the business through. We had a good number of competitors throughout the process, many with greater levels of funding and more business experience, however a majority of them failed due to not being able to have the persistence to stick with their business when things got difficult."

Asked what challenges he incurred as a proprietor of your own company, Leif said: "Where to begin! I think the main challenge is the ability of the entrepreneur to underestimate how much time and funding you need to gain traction. We thought our initial raise would be enough to get us to profitability, but we had to do a second raise a year later. It took us nearly 3 years to hit cash flow break even.



We also struggled with sales early on, as not only were we creating a brand-new market segment in the childcare space, but we were also selling to an industry that was historically averse to technology. And as a technology company, we faced scaling challenges as our business kept growing and our technology platform had to evolve to meet the increased demand on our infrastructure."

Prior to selling the company Leif had grown the company to over seven figures AAR and had two full time co-founders along with five employees at the time of acquisition. The company was headquartered in Colorado Springs, but most of their business was conducted nationally. They also had two international resellers, one in New Zealand and one in Brazil.

Two of Leif's part time co-founders, Dan and Kelly Weaver, were from EMBA cohort 50, and as was one of his key investors and mentor, Randy Schrader.

Asked what advice Leif would give others interested in launching their own business, Leif says: "Go for it! But make sure you do your homework. We took almost a year building our prototype, doing our market research, and launching the product - all while still working at our full-time corporate jobs. We also had a strong support system from our families to ensure the risk was calculated in case things didn't work out as we planned. Having the business degree from DU gave me the confidence to handle the aspects of running a business. In addition, my experience and background as a software engineer prepared me for the functional work of building and supporting the product. But the biggest factor was my wife's support by working a full-time job with health benefits so as to take care of our infant and toddler children while we got the business off the ground. It was her support that enabled me to go full time with the business once we secured our first investor, and consequently we were able to get the remaining funding to allow my second cofounder to go full time and help our business grow over the next 12 months."

Currently Leif describes himself as being on a professional sabbatical, while working part time at a local tech accelerator. "However, I'm very interested in exploring opportunities that are more focused in the Social Impact/ Social Entrepreneurship space, vs the



general technology startup world." He is an active mentor in the Colorado Springs technology scene, having served as a mentor for Exponential Impact, a Colorado Springs based technology accelerator (www.exponentialimpact.com), for the past two years, as well as mentoring other companies on the side. In addition, Leif is currently acting as the Entrepreneur in Residence for Exponential Impact through the end of the year and "being able to share my lessons learned and help guide startups is hugely rewarding to me."



Name: Dr. Wayne Guerra, MD; EMBA Cohort 47

Company: Grade Systems LLC (also Itriage)

Title: Co-Founder

Contact: www.linkedin.com/in/wayne-guerra-md-mba-2481685

doctorpreneurs.com/dr-wayne-guerra-co-founder-and-chief-medical-officer-itriage

Garde Systems develops products that create a more secure transport environment for Emergency Medicine Service (EMS) patients. Garde System developed the BuckleGarde that discourages transporting patients from inappropriately releasing their safety buckles resulting in safer transport environment for EMS personnel and patients.

Physician entrepreneur and ER MD, Wayne Guerra, is committed to improving the patient and provider experience. Wayne is a serial healthcare entrepreneur with a deep commitment to helping consumers make better healthcare decisions and formerly was cofounder and Chief Medical Officer of iTriage. iTriage was one of the most widely downloaded healthcare applications that helped millions of monthly users find the most appropriate and cost-effective healthcare providers. It was the first mobile healthcare exit being acquired by Aetna in September 2011, three years after the company was founded. Along with his iTriage Co-founder, Dr. Peter Hudson, he was listed as a top innovator, reinventing healthcare, in CNN Money 2012.

Wayne has expertise in the following areas: Consumer facing mobile and digital technology, medical content generation, intellectual property creation, physician business services, revenue cycle management, emergency medicine physician practice management, medical risk management, healthcare quality assurance, and emergency medicine service administration. He has more than 20 years' experience in clinical and academic emergency medicine and earned his medical and undergraduates at UCLA. Wayne frequently guest lectures in the DU EMBA Cohort Program.



Name: Ryan Evans, EMBA Cohort 54
Company: Bruz Beers
Title: Co-founder & President
Contact: www.linkedin.com/in/ryanevans303
www.bruzbeers.com

Ryan Evans is a co-founder and CEO of Bruz Beers. A Colorado Native, Ryan discovered Belgian beer while backpacking through Europe and couldn't get them out of his mind. He returned from his travels with a thirst for Belgian beer and a love for Belgian culture. An avid outdoor sports enthusiast, Ryan has climbed nearly all of Colorado's "fourteeners" and is a lover of hiking, camping and backcountry skiing. Cooper and Mr. Bentley, the Bruz Brew Dogs, are his and his wife Rachels' favorite kids.

His cofounder, Charlie Gottenkieny, is the architect of the organization's fine Belgian style beers. Charlie started his brewing journey as a home-brewer, a pursuit he began in the late 80's as a result of his travels to Belgium. In those days, Belgian beers were hard to come by in the U.S. and craft breweries were still in their infancy. But after tasting his brother's

home-brew, Charlie realized that "if you can't buy it, brew it yourself". So, he set out to teach himself how to make Belgian-style beers at home. After 27 years and more than a hundred competition medals, Charlie was ready to scale it up and is the head brewer at Bruz. He is a nationally recognized beer judge.



Colorado Business Roundtable

Editor's Note: Over the past few years, I've had the pleasure of working closely with individuals from the Colorado Business Roundtable (COBRT), including Gayle Dendinger, Founder, and more recently Debbie Brown, President. The stated purpose of COBRT, is "to help foster sound public policy and a thriving U.S. economy by partnering with the business community and government."

I was fortunate to meet Gayle via my role as Associate Dean of the College of Business, University of Denver, and we've remained friends and colleagues ever since. It seems we express a common belief that the role of Business in our society is "to make a difference, while making a profit". Our desire, therefore, is been to bring business, the non-profit sector and government entities closer together through collaboration and shared objectives.



Gayle has taken an interest in this publication, "Barb's Intergistic Intel", and we have agreed to exchange contacts and information. Gayle (and Debbie's) support of what I am trying to accomplish is extremely rewarding. Their connections, coupled with our alum and non-profit networks, will provide greater visibility to the accomplishments and challenges of the people and organizations highlighted here. The intent of this publication is to demonstrate, through example, the value business can bring to the non-profits and vice versa.

The intent of this publication is to demonstrate the value business can bring to the non-profit sector, and vice versa.

To put it in perspective, Gayle founded COBRT in conjunction with the 23 state roundtables and the Business Roundtable in Washington. Business Roundtable CEO members lead companies with more than \$6 trillion in annual revenues, employ nearly 15 million employees, invest \$103 billion annually in research and development, pay \$226 billion in dividends to shareholders and generate \$412 billion in revenues for small and medium-sized businesses annually. Business Roundtable companies also make more than \$7 billion a year in charitable contributions.

Business Roundtable: www.businessroundtable.org

Board of Directors: www.businessroundtable.org/about-us/board-of-directors
www.businessroundtable.org/



Featured Event

The economic impact of the COVID-19 pandemic has far-reaching consequences, and businesses have risen to the challenge: Restructuring supply lines, reimagining ways to deliver services and protecting employees, adopting new technologies, and going above and beyond to support relief efforts. As a participant, you can join several CEOs for an in-depth conversation as we explore the challenges and opportunities for the business community to reopen, rehire, and recharge our economic recovery.

Below is an event we encourage you to take part in.

Register using this link: www.cobrt.com/events

**VIEW
FROM
THE TOP
2020**

**September 17th
7:30 am - 9:00 am**

**DENVER
BUSINESS JOURNAL**

The economic impact of the COVID-19 pandemic has far-reaching consequences, and businesses have risen to the challenge: restructuring supply lines, reimagining ways to deliver services and protecting employees, adopting new technologies, and going above and beyond to support relief efforts. Join Colorado's leading CEOs for an in-depth conversation as we explore the challenges and opportunities for the business community to reopen, rehire, and recharge our economic recovery.

CEO Panel



Jandel Allen-Davis, M.D.
CEO & President,
Craig Hospital



Terry Considine
Chairman & CEO, Aimco



John A. Hayes
Chairman, President
& Chief Executive Officer,
Ball Corporation



Chris Wright
CEO, Liberty Oilfield
Services



Moderator

Ed Sealofer
Senior Reporter
Denver Business Journal



Remarks

Debbie Brown
President, Colorado
Business Roundtable

Register Today

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Career Updates from Our Network



Though this month's New Magazine features many alums who have started their own businesses, I gain great satisfaction by publishing career updates for some of our former students. These persons are willing to connect, as are those "more entrepreneurially minded" mentioned throughout this edition of "Barb's Intergistic Intel". The best way to reach these individuals is by sending a LinkedIn message, not a basic email.



Dan Mahony, EMBA Cohort 63, started a new position as Director of Commercial Services at Point Solutions Group, LLC. Dan, who is a veteran Army Ranger, says he uses military experience to successfully drive Change for his clients. He also volunteers as a mentor and advocate to transitioning veterans.



Christa Gerlach, EMBA Cohort 59, is now a national Sales Executive at PSCU. Christa transitioned to National Sales Executive with PSCU, as a result of the recent acquisition of Primax in June 2020. She described PSCU as a dynamic, advanced technology solutions provider in the payments space, helping community and regional financial institutions to build flexible, customized and highly profitable Credit Card, Debit Card, Contact Center, Bill Pay, and advanced digital solutions. In this role she is able to leverage 4 years of experience developing new business with financial institutions ranging from \$500mm to \$50B in assets, nationwide. www.linkedin.com/in/christa-gerlach-75a1b726/



Jean Landsverk, Cohort 65, is now the Head of Growth and Customer Success at the Moxie Exchange which is a training and mentoring organization committed to helping businesses develop talent and create inclusive workplaces. For over 10 years companies around the world have trusted Moxie to help them grow talent, interrupt bias and unleash human potential. According to its website, Moxie meets companies and learners where they are with on-the-go digital, scalable, micro-learning courses and unconscious bias programs.

www.linkedin.com/company/themoxieexchange.
www.linkedin.com/in/jean-landsverk/



Maria Lopez, EMBA Cohort 68, was named Director of Client Services at Colorado Health Network DBA. The mission of Colorado Health Network (CHN) is to equitably meet the evolving needs of people affected by HIV and other health conditions through prevention, care and advocacy. Founded in 1983, CHN is Colorado's oldest and largest source of services and programs for people living with HIV or impacted by HIV.



From the Review Mirror

Over the years, several of our EMBA Cohorts (58, 67 and 70) have opted to visit Israel as their International trip destination. Israel is known as the “Startup Nation”. The question students seek to answer has been, “what can the world learn from Israel’s economic success when it is a country of 7.1 million people, 60 years old, surrounded by enemies, in a constant state of war since its founding, with no natural resources—produce more start-ups companies than large, peaceful and stable nations?” In a world where economies have tried to create the “Israel effect”, there are entrepreneurial lessons to be studied in Israel. Pictures: From left Downtown Tel Aviv, EMBA Cohort 67; EMBA Cohort 70.



Stopping to get their bearings in Jerusalem are faculty Kerry Plemmons, Scott McLagan and Amanda Cahal, Director of Global MBA Programs at DU



Contact Us

Send information, story ideas, updates, etc. to Barb directly at BJKreisman@gmail.com and they will be published as space permits. If you do not want to receive monthly information in this format, you can unsubscribe from the newsletter.

This newsletter is not intended to not reflect the views, values or opinions of the College of Business or the University of Denver.

Past newsletters can be found on our website: VUCAThrive.com

Barb

VUCA Thrive

The acronym VUCA (Volatility, Uncertainty, Complexity, Ambiguity) was originally introduced in the US Army War College in the early 90's to describe the shift to asymmetrical and multilateral challenges for the military following the Cold War. Since then, it has been used more broadly to help describe the challenging context many organizations are facing today—one of accelerating change and disruption.

VUCAThrive.com

Intergistic Solutions

The word Intergistic is actually the combination three words—integration, synergy and energy. Our intent is to leverage our knowledge and experience to prompt conversations and provide meaningful solutions to issues facing individuals in both the private and public sectors, focusing on People, Profits and Purpose.

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