



The Transformative CEO Community™

DELIVERING AGILE STRATEGIES

Transformative CEO Virtual Summit

September 19, 2024 11AM – 1:00 PM ET

Panel 11:30 sharp - 12:30

Summary:

As strategic and innovative leaders, CEOs have to define the purpose of their organization, align key stakeholders (internal and external), craft strategies and revise these as necessary to achieve the envisioned success. Within a world of imperfect information and dynamic change, this is easier said than done. Come join a panel of seasoned CEOs and founders who will share their successes and failures in their own quest of imagining new possibilities as they solved problems they found meaningful in their world, and in so doing, transformed their organizations and their environment.

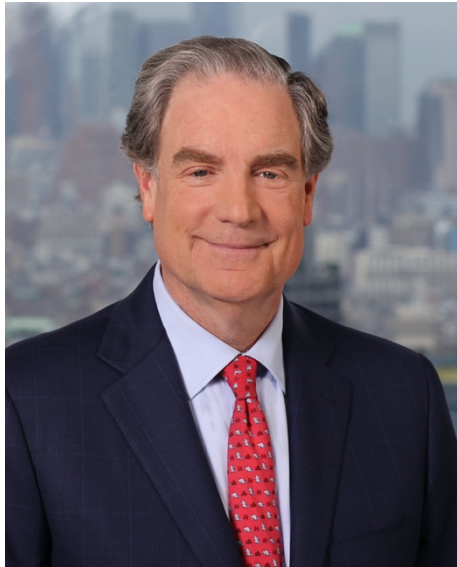
Key Discussion Topics:

1. When (re-)defining organization purpose, how do you sift through the noise to identify the signal (environmental cues or internal impetus)? What criteria would you use to prioritize or decide among competing options?
2. How would you identify the people who will lead with you? How do you convince them to join you, and how do you anticipate and resolve conflict in a constructive manner?
3. How do you evaluate success (or failure) of your strategies, and what role do these evaluations play for continued strategic renewal?

Panelists:

- (Moderator) Rajshree Agarwal, Rudolph Lamone Professor of Entrepreneurship and Strategy and Director of the Ed Snider Center for Enterprise and Markets at the University of Maryland
- Keith Banks, Recent Vice Chair, Bank of America and former President, U.S. Trust
- Elisia Flores, CEO, L&L Hawaiian Barbecue
- Bob Wheeler, CEO, Airstream
- Michael Critelli, CEO MoveFlux Corporation & Former Chairman and CEO, Pitney Bowes

Keith Banks, Recent Vice Chair, Bank of America



Keith Banks is a global business leader and board member with more than 40 years of experience leading large, complex, global businesses through periods of significant transformation, crisis, and growth. In earlier 2024, Keith was responsible for managing a portfolio of \$4.2 trillion.

He has held a variety of diverse leadership roles across the financial services industry and brings deep experience in the areas of global operations and P&L, M&A, turnarounds and consolidations, strategy, corporate governance, enterprise risk management and crisis management.

Prior to being named Vice Chair in 2017, Banks served as president of U.S. Trust, Bank of America's Private Bank spanning 5,000 employees. During his nine-year tenure, Keith led the organization through the consolidation of the U.S. Trust business following the acquisition from Charles Schwab in 2006. He delivered a 22% increase in revenue, a pretax margin increase from 12% to 43%, high value asset flow increase of \$25 billion and a client satisfaction increase of 27 percentage points.

Keith serves on the Board of Red Apple Group which owns and operates assets in the energy, real estate, finance, insurance and supermarket industries. He was a member of the Rutgers University Board of Governors for 6 years where he served as Chair of the Finance and Facilities Committee and was a member of the Executive Committee and Audit Committee.

He is Chair of the Hackensack Meridian Health Network Board of Trustees, with 17 hospitals, 36,000 employees and \$8 billion in revenue. He is on the Board of Advisors of Columbia University Irving Medical Center and is on the Columbia Business School Board.

Keith also sits on the Board of Directors of Lincoln Center, where he serves as a current member of the Audit and Finance Committees. He previously served as Chair of the Nominating and Governance Committee.

Keith is a frequent commentator on CNBC, Fox Business and Bloomberg

Keith earned his bachelor's degree in economics from Rutgers University. He graduated with high honors and was elected to Phi Beta Kappa. In 2019, he was inducted into the Rutgers Hall of Distinguished Alumni. Banks also earned his MBA in finance from Columbia Business School. He is a Chartered Financial Analyst.

Elisia Flores, CEO, L&L Hawaiian Barbecue



Elisia Flores currently serves as chief executive officer (CEO) of L&L Franchise, Inc. which has over 220 restaurants across the country and in Japan. She is responsible for setting the strategic vision of the company and driving new growth initiatives. She has been instrumental in developing key partnerships to expand the L&L brand, strengthening the brand across markets and implementing national revenue generating programs for the franchises.

Prior to joining L&L, Flores worked for over 8 years at General Electric Company (GE) where she began as a corporate auditor responsible for significant audit and process improvements at GE Aviation, GE Corporate and overseas at GE Capital Interbanca. Flores has served on the board of directors of Hawaiian Electric Industries (NYSE: HE) since December 2021.

Since 2018, Flores has also served on the board of directors of American Savings Bank, a subsidiary of Hawaiian Electric Industries, and she is currently chair of the audit committee. In the community she serves on the boards of Hawaii Pacific, Diamond Head Theatre, and the Hawaiian Humane Society. In 2022, Elisia was appointed by the Governor of Hawaii to serve on the East West Center Board of Governors.

Flores holds a Bachelor of Science in Business from the University of Southern California, and an Executive MBA from the University of California, Los Angeles.

Bob Wheeler, President and CEO, Airstream



Bob Wheeler is President and CEO of Airstream, Inc., the manufacturer of the world's most iconic recreational vehicles.

Since assuming the role in 2005, Bob has guided Airstream through two decades of business success, elevating this globally recognized RV manufacturer into a lifestyle brand that inspires epic road trips, adventure travel, and luxurious glamping in the great outdoors. His leadership steered Airstream through the unprecedented challenges of the 2008 economic crisis and the COVID-19 pandemic, and his focus on product innovation, cutting edge marketing, and brand partnerships has driven the public's renewed appreciation for Airstream's authenticity and quality.

Bob brings a blend of technical and people skills to his office in Airstream's Jackson Center, OH manufacturing facility. An engineer by training, he has a deep understanding of the Airstream product and manufacturing process. He is also noted for his positive management style, which emphasizes collaboration, encouragement, and creative thinking about the future of the brand.

Balancing more than 90 years of company history and a forward-looking focus on innovation, Bob's leadership has guided the company to new heights. Through product collaborations with Pottery Barn, REI Co-op, Supreme, Tommy Bahama, and more, Airstream has reached new audiences outside the traditional camping space. Concept models like the all-electric eStream Concept Travel Trailer and convertible Studio F. A. Porsche Concept Travel Trailer have pushed the RV industry forward with an exciting vision of the future of camping. And his goal of offering a wide spectrum of luxury RV products resulted in the best-selling Basecamp Travel Trailer line and a growing lineup of motorized RVs built in partnership with Mercedes-Benz and Dodge.

Prior to becoming CEO, Bob served as Airstream's VP of Product Development and Engineering. In that job, he shaped business strategy and oversaw programs to expand product offerings to new customer groups. He has also held management positions with companies owned by Airstream's parent, Thor Industries. Among his assignments: Director of Purchasing for Dutchmen, Inc., Director of Operations at Aero Coach. He was also Director of Product Development for Fleetwood, Inc.'s American Coach Division.

Bob Wheeler came to recreational vehicles from the auto industry. After earning a BS in mechanical engineering from the University of Rochester, he joined General Motors as a manufacturing engineer in the Saginaw Steering Gear Division Buffalo plant, where he began to master both the functional and financial aspects of the heavy manufacturing process. In addition to his engineering degree, Bob holds an MBA from the State University of New York at Buffalo. Bob lives in Columbus, OH.

Michael J Critelli, CEO MoveFlux & former Chairman/CEO, Pitney Bowes



Michael J Critelli has had multiple careers: as an attorney and General Counsel, an operating executive, an industry leader, a leader in health and healthcare innovation, a serial entrepreneur, a Board member, a philanthropist, a community leader and an angel investor.

After practicing law for 19 years, he served as Pitney Bowes' CEO for 11 years and Executive Chairman for 12 years (1996-2008). The company outperformed the S&P 500 in total shareholder return. He led it through the transition from electro-mechanical to a fully electronic, digital product line, repositioned it as a mailstream solutions leader, and led its transition a fully integrated operating business. He completed 80 acquisitions and exited multiple non-core businesses.

He won numerous awards for environmental excellence, diversity, inclusion and equity for employees and minority suppliers, and community service.

He co-chaired the Mailing Industry Task Force, which transformed both mailing industry, particularly in creating new bar code technology and chaired the Mailing Industry CEO Council, leading industry advocacy for 2006 postal reform legislation.

Critelli has been a director of Eaton Corporation, a global diversified industrial company (1998-2021) and numerous private for-profit companies. He has been an innovator in employer-sponsored healthcare since 1990. His work at Pitney Bowes was profiled in Michael Porter's 2009 Harvard Business School case study. He has been invited to share his company's story at the World Economic Forum, the WHO, the Skoll World Forum for Social Enterprise, and many business groups. He has advised many organizations including Proudfoot, RAND Corporation, Booz Allen Hamilton, Harvard School of Public Health, and Wellville.

Critelli serves on the non-profit Boards of ConferMED (improved virtual care), NY-based ed-tech firm PowerMyLearning, the Searching for Solutions Institute, the Employer-Provider Interface Council, and the Naples Gulf Shore Association of Condominiums. He co-chairs the Postal Museum Advisory Council.

He produced a full-length theatrically released feature film, *From the Rough*, based on the true inspirational story of the first black woman to coach a men's college team. He graduated from the University of Wisconsin with a BA in 1970 and Harvard Law School, JD cum laude, in 1974.

Rajshree Agarwal (Workgroup Leader and Moderator)



Rajshree Agarwal is the Rudolph Lamone Chair of Strategy and Entrepreneurship and Director of the Ed Snider Center for Enterprise and Markets at the University of Maryland. Rajshree studies the evolution of industries, firms and individual careers, as fostered by the twin engines of innovation and enterprise.

Rajshree's scholarship uses an interdisciplinary lens to provide insights on strategic innovation for new venture creation and for firm renewal. She routinely publishes in leading journals in strategy and entrepreneurship. An author of more than 60 studies, her research has been cited more than 10,000 times, received numerous best paper awards,

and funded by grants from various foundations, including the Kauffman Foundation, the Rockefeller Foundation and the National Science Foundation. She is currently the co-editor of the Strategic Management Journal and has previously served in co-editor and senior editor roles at Strategic Entrepreneurship Journal and Organization Science respectively.

Rajshree has taught a wide range of courses in strategic management, entrepreneurship, technology and innovation, industrial organization and microeconomics at the undergraduate, MBA, Executive MBA and PhD levels. Her teaching and engagement in growth-oriented firms help professionals advance through personal leadership, develop win-win relationships, and create a virtuous spiral between their aspirations and abilities.

Rajshree has received numerous awards for her scholarship and mentorship, including the "University Scholar" Award at the University of Illinois and the Distinguished Scholar-Teacher Award at the University of Maryland.

Rajshree is a senior contributor at Forbes, providing insights for leading purposeful lives, strategy and innovation. She has been featured in major media outlets including the Washington Post, USA Today, Time, and the Baltimore Sun, and has appeared in several video interviews and podcasts. Her op-eds have had over 100,000 reads, and her conversation with David Rubin on "The Rubin Report" drew approximately 25,000 views. Agarwal's ability to put complex thoughts into clear terms led one media outlet to describe her as "an economist who makes things understandable."

Rajshree received her Ph.D. in Economics from SUNY Buffalo in 1994 and has previously held faculty appointments at Universities of Illinois and Central Florida.