



**Entrepreneurship and Competitiveness in the United States**  
**Inaugural Cohort**  
**2023-2024**



## PROGRAM OVERVIEW

EC-America is a high-impact program for entrepreneurs of established firms in the United States that will empower leaders with concrete skills and methodologies to expand and improve their companies. Through this program, housed in Columbia Business School's W. Edward Deming Center for Quality, Productivity and Competitiveness, EC-America will provide the training that will enable entrepreneurs to grow their companies, create jobs, strengthen professional networks, and generate revenue to advance economic equity for Hispanic-owned businesses.

Through the EC-America program, participants will:

- Develop a strategic growth plan for their companies and implement impact-oriented process improvement projects under the mentorship of Columbia Business School faculty and senior industry mentors
- Position their companies to scale and grow with measurable impact on the firms, employees, and communities
- Operationalize and institutionalize processes across their firms
- Transform the culture of their companies through a shared shift in mindset
- Cultivate a strong professional network of peer Hispanic entrepreneurs, industry coaches, faculty, and business leaders from across the U.S.

## Program Dates

**January 2023 – January 2024**

All participants visit campus on three occasions in January 2023, June 2023, and January 2024. The remaining weeks consist of online classes and topical deep dives as well as work on the projects. Entrepreneurs can expect to devote 5 hours a week to academic work and project implementation and analysis when not on campus.

**January 18<sup>th</sup> – 21<sup>st</sup>, 2023:** Columbia Campus Immersion week

**June 12<sup>th</sup> – 20<sup>th</sup>, 2023:** Columbia Campus Immersion week

**January 17<sup>th</sup> to 20<sup>th</sup>, 2024:** Columbia Campus Immersion week, Graduation

## PARTICIPANTS

EC-America aims to serve companies that are at an inflection point. Companies must be ready to institutionalize and operationalize their processes as they learn how to create a culture of continuous improvement that will lead to growth and job creation. Each class will consist of up to 20 companies from diverse industries across the U.S.



Each company enrolls with a team of 2-4 decision makers: CEOs, Founders, Managing Directors, COOs, etc. This ensures a shared mindset and a commitment to implementing change within the company.

### Company profile

- An established firm with a scalable business
- US \$1M - \$20M annual revenue
- 5+ employees
- 5+ years in business

### Participant profile

- Bachelor's degree
- Proficient in English
- Intellectual curiosity





**Program format.** The program runs for one year from January 2023. All participants visit campus on three occasions in January 2023, June 2023, and January 2024. The remaining weeks consist of online classes and topical deep dives as well as work on the projects. When not on campus, entrepreneurs can expect to devote 5 hours a week to academic work and project implementation.

**Curriculum & Projects.** In addition to classes covering business and strategy from Columbia University’s world-class professors, participants will undertake two capstone projects that are conceived, implemented, and quantified under the guidance of MBA Consultants and Faculty Advisors. The first project will be a Growth and Strategy Project in which companies follow a framework to conquer their core businesses and develop strategic plans for growth and expansion. This is followed by a Process Improvement Project that challenges companies to identify inefficient internal processes. Working on these projects exposes leaders to the measurable impact of process improvement methodologies and helps to embed a company culture of continuous improvement.

Jan. 18 <sup>th</sup> -21 <sup>st</sup> , 2023		June 12 <sup>th</sup> -20 <sup>th</sup> , 2023		Jan. 17 <sup>th</sup> -20 <sup>th</sup> , 2024
<b>Module 1</b>	<b>Module 2</b>	<b>Module 3</b>	<b>Module 4</b>	<b>Module 5</b>
CLASSES ON CAMPUS	ONLINE CLASSES	CLASSES ON CAMPUS	ONLINE CLASSES	CLASSES ON CAMPUS
Classes focused on business growth and strategy covering Leadership, Innovation and Technology	Bi-weekly sessions on business growth, guest speakers, and topical deep dives	Classes tailored to entrepreneurs focusing on Operations and Marketing	Bi-weekly classes on process improvement, guest speakers and topical deep dives	Final session focused on Change Implementation and Governance
<b>BUSINESS GROWTH PROJECT</b>		<b>PROCESS IMPROVEMENT PROJECT</b>		
Four-month project with the support of Columbia faculty, focused on developing of a the company’s growth strategy		Six-month project under the guidance of a faculty advisor, focused on the improvement of a particular process in the company		
Industry and Competitive Analysis >> Opportunity Definition >> Execution Plan >> Presentation		Problem Definition >> Analysis and Solution Design >> Implementation >> Presentation		

**Advising & Mentorship.** Entrepreneurs will benefit from one-on-one faculty advising. Each company will be paired with a mentor to provide guidance on strategic planning and expanding their business network. A core component of the EC-America program is the creation of a robust personal and professional network of Hispanic-led firms and other industry contacts. The class is carefully designed to foster both community and camaraderie among the participating entrepreneurs.

## Columbia Business School Alumni Benefits

Upon completion of the program, participants will receive a Certificate in Business Excellence (CIBE). Earning a CIBE grants you exclusive Columbia Business School alumni benefits, such as:

- Invitations to alumni events and programs around the world
- Global networking opportunities
- Lifetime Columbia Business School e-mail address
- Access to Columbia Business School Alumni Career Services resources
- Subscriptions to all Columbia Business School alumni publications, including Ideas at Work and Columbia Business
- Eligibility to join a Columbia Business School alumni club

## Cost

Tuition will be charged on a sliding scale based on annual revenue ranging from \$7,000 to \$20,000, with the rest of the \$50,000 program cost subsidized by our sponsors. Tuition covers 2-3 participants per firm and one double-occupancy hotel room in New York City during the Campus Immersion weeks. Airfare is not included.

ANNUAL REVENUE	PROGRAM COST FOR 2-3 PARTICIPANTS
\$1M to \$3M	\$7,000
\$3M to \$5M	\$10,000
\$5M to \$10M	\$15,000
\$10M+	\$20,000

## Questions?

Email: [ecam@gsb.columbia.edu](mailto:ecam@gsb.columbia.edu)

Faculty Director: Nelson Fraiman / 212-854-2076 / [nmf1@columbia.edu](mailto:nmf1@columbia.edu)

Associate Director: Molly Muench / 212-853-8598 / [mm6209@gsb.columbia.edu](mailto:mm6209@gsb.columbia.edu)

