

ULRICK NOEL

Board Director | AI & Digital Transformation | Capital Allocation | M&A | Ecosystem Strategy

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BOARD DIRECTOR PROFILE / EXECUTIVE SUMMARY

Board-level strategic leader and MIT Sloan MBA with a proven record guiding capital allocation, digital and AI transformation, M&A, and ecosystem-scale growth across education, consumer/retail, financial services, technology, telecom, healthcare, and industrial sectors. Currently serves as Managing Director of Tecnológico de Monterrey's Eugenio Garza Lagüera Institute for Entrepreneurship, shaping long-term institutional resilience through portfolio strategy, innovation governance, and new digital business models.

Recognized for expertise in AI strategy and enterprise AI transformation, combining AI venture investing with deep experience advising Fortune 500 executive teams on high-stakes decisions including post-merger integration, global operating models, market entry, go-to-market strategy, and value-capture programs. Brings a distinctive ability to bridge boards, executives, and founders—translating disruption into risk-managed growth, sound governance, and durable stakeholder value creation.

BOARD "SUPERPOWER" (DIRECTOR VALUE PROPOSITION)

AI + Digital Transformation Governance with Capital Allocation Discipline

- AI Strategy & Transformation Oversight: enterprise AI agenda, operating model design, value realization, scalable adoption
- Investment Judgment: AI venture investing plus disciplined capital allocation and portfolio governance
- Digital Governance & Execution Rigor: transformation programs, operating model redesign, customer experience and productivity lift
- M&A / Corporate Development Lens: transaction leadership, integration planning, synergy and value-creation discipline
- Risk, Control & Responsible Adoption: data governance, model risk oversight, third-party/vendor risk, reputational protection

BOARD COMMITTEE COMPETENCIES MATRIX (COMMITTEE-READY)

Strategy & Growth Committee

- Strategic vision, long-range planning, portfolio strategy, market entry, and business model innovation
- Growth governance, ecosystem partnerships, competitive positioning, and scenario planning

Technology / Digital & AI Committee

- AI governance frameworks, operating models (Center of Excellence vs. federated), and transformation oversight
- Data governance, model lifecycle accountability, vendor/platform strategy, and cyber dependencies
- Responsible AI and regulatory readiness (privacy, security, monitoring, reputational risk)

Audit & Risk Committee (Digital Risk Lens)

- Enterprise risk management in transformation environments (execution, technology, investment risk)
- Controls mindset for data, AI systems, third-party risk, resilience, and business continuity

Investment / Capital Allocation Committee

- Capital deployment discipline, investment thesis, portfolio construction, and risk-adjusted decisioning
- Venture/innovation portfolio governance and value-creation planning

People, Culture & Remuneration Committee

- Leadership performance oversight, incentive alignment, and organizational design for transformation
- Succession planning and leadership bench strengthening (governance perspective)

Stakeholder & ESG / Impact Oversight

- Stakeholder management across corporates, universities, investors, founders, and public ecosystem actors
- Impact and ecosystem-building governance with long-term value creation orientation

BOARD & ADVISORY EXPERIENCE (GOVERNANCE ROLES)

Board Member — Cunico | 2025–Present

- Company holding IP rights to Chespirito to develop and scale commercial opportunities
- Board focus: IP commercialization governance, brand stewardship, licensing strategy, strategic partnerships, risk oversight, and long-term value creation

Advisory Board Member — Xira | 2024–Present

- Provides strategic oversight on growth priorities, partnerships, and scaling decisions—strengthening governance discipline and execution focus

Venture Partner — Crosscut Ventures | 2024–Present

- Investment and strategic oversight focused on AI and emerging technologies; supports portfolio companies with strategy, risk management, capitalization pathways, and partnerships

Partner — NURA Partners | 2025–Present

- Advises and invests at the intersection of innovation, technology, and value creation—supporting governance-quality decision-making in early-stage and scaling environments

Board Member — Lindes | 2011–2017

- Governance responsibilities including policy setting, CEO oversight, annual budget approval, stakeholder accountability, and executive compensation governance

Member, Board of Directors — Gameplanet S.A. de C.V. | 2015–2016

- Strategic governance and oversight in a consumer-facing retail business; supported decision-making on growth, positioning, and performance

Board Member — Carrot México | 2013–2015

- Provided strategic oversight during a scaling phase; strengthened governance alignment between product growth and organizational sustainability

Board Member — Prestadero | 2013–2014

- Supported governance and scaling priorities within an early fintech platform; guided strategic focus and risk management

Board Member (Non-Profit / Ecosystem) — Reinserta | ASEM | Intus

- Contributes to mission governance, accountability, and long-term impact orientation

EXECUTIVE LEADERSHIP EXPERIENCE (OPERATIONAL ROLES — BOARD-RELEVANT IMPACT)

Tecnológico de Monterrey | Managing Director, Eugenio Garza Lagüera Institute for Entrepreneurship | 2021–Present

- Defines long-term direction, performance architecture, and strategic priorities for entrepreneurship impact at scale
- Builds and launches an investment strategy to reinforce long-term viability and sustainable value creation
- Oversees digital transformation roadmap and new digital business initiatives
- Aligns stakeholders across private sector partners, founders, investors, and academic leadership

Everdeen Capital | Co-Founder & Managing Partner | 2015–Present

- Leads buy-side/sell-side transactions in the Mexican mid-market (approximately USD \$30–\$100M deal sizes)
- Executed acquisition of a kitchen appliances leader and supported regional relaunch in Latin America
- Advises executives and owners on growth strategy, performance improvement, and capitalization planning

Deloitte Consulting | Digital Transformation, Innovation & Digital Agency Lead | 2016–2021

- Led multi-million-dollar transformation programs across Retail, CPG, Financial Services, and Technology
- Designed operating models integrating strategy, technology, data, and customer experience
- Advised senior leaders on investment prioritization, execution governance, and sustainable competitive advantage

The Coca-Cola Company | The Bridge Program Director (Open Innovation) | 2016–2018

- Identified 200+ startups globally aligned to Coca-Cola system opportunities; developed 20+ pilots in Latin America
- Supported strategic agreements between entrepreneurs and the corporation, aligning incentives and execution accountability

Rocket Internet GmbH - Founder & Managing Director, Mexico | Built and scaled digital ventures (Linio.com, EasyTaxi) at hyper-growth speed

- Scaled Linio.com from launch to >\$500K monthly sales, 500+ employees, and 12,000+ orders within five months - establishing one of Mexico's earliest at-scale e-commerce platforms.

- Designed the end-to-end digital operating model: performance marketing, CRM, merchandising, payments, and last-mile logistics integrations to enable rapid scaling and customer experience consistency.
- Launched EasyTaxi across five countries in two months by replicating marketplace playbooks, building scalable processes, and aligning distributed teams to a unified operating cadence.
- Raised >50% of originally committed capital from investment banks and venture investors; strengthened governance discipline around runway, cash flow, and growth prioritization.

EARLIER CAREER (STRATEGY, SCALE, CAPITAL EFFICIENCY)

- Bain & Company — Case Team Leader / Manager | Value capture and transformation execution discipline
- A.T. Kearney — Manager | Optimized a \$5B+ capital investment portfolio and led PMO governance for a global mining company
- Boston Scientific — Corporate Operations Strategy (MBA Internship) | Identified \$2.1M savings through network analytics
- CEMEX — Supply Chain Evolution Manager / Consultant | Generated \$200M value; standardized operating model across 14 countries

EDUCATION

- MIT Sloan School of Management — MBA (Master of Business Administration)
- Tecnológico de Monterrey — B.S., Electronics & Communications Engineering
- IESE Business School — Diploma, Global Supply Chain

PROFESSIONAL AFFILIATIONS & ECOSYSTEM LEADERSHIP

- Endeavor Mentor (2010–Present)
- Professor / Senior Lecturer — IE School of Architecture & Design; CEDIM (and additional engagements)
- AI Advocate & Investor — active investor in AI ventures; advisor on enterprise AI strategy, operating model design, and transformation governance

LANGUAGES

- English | Spanish (bilingual)

BOARD TARGETING (WHERE I ADD IMMEDIATE VALUE)

- Boards seeking AI strategy oversight and pragmatic transformation governance
- Organizations facing digital disruption, operating model redesign, or innovation-to-scale challenges
- Boards requiring investment discipline (venture, M&A, growth capital allocation)
- Leadership teams needing board-level support on risk-managed growth, partnerships, and ecosystem strategy