

THE SEPTEMBER  
ISSUE

VOL. VII · NO. 07

2026

## Unstoppable LEADER

making a difference in  
2026

### *The kitchen sink*

Banana leaves at home. Then a party in the States, and the dishes she could not stop seeing.

Founder &  
Owner

**DTOCS & DTOCS  
CONSULTING,  
PORTLAND**

*Two  
companies*

# Pallavi PANDE

DTOCS is the plates. Consulting is the founders who asked her how it was done.

The founder who turned a plate problem into two businesses, and more than twenty million single-use pieces taken off the table.



20M+

SINGLE-USE PIECES OFF THE  
TABLE

500+

CATERERS, VENUES &  
VINEYARDS

7 yrs

FROM THE SINK TO THIS  
PAGE



# *Twenty million plates later.*

Pallavi Pande grew up eating on banana leaves and spent ten years in supply chain before a plate ever carried her name. This edition is about what she built when the two finally met.

# The Question That *Stayed at the Sink*

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**M**ost companies are founded on a market study. A smaller, more interesting number are founded on an irritation that refuses to drain away. Pallavi Pande hosted a few parties after moving to the United States and ended each one at the sink with the dishes, or guilty about the paper and plastic headed for landfill. She asked herself why she had to be the Chief Dishwashing Officer or the reason for another bag of waste. The question stayed. This issue is what she did about it.

She was unusually well armed. Ten years in supply chain taught her how product moves and how quickly a small logistics mistake becomes an expensive one. Her childhood in India had already shown her the answer: a banana leaf holds a full meal and leaves nothing behind. DTOCS, her palm leaf and bamboo fiber tableware company, is that memory run through that training. Seven years later, the count stands at more than twenty million single-use pieces taken off events and foodservice.

The shelf has filled on its own along the way. The U.S. Chamber CO-100, one of America's Top 100 Small Businesses. Inc. 250 Female Founders. A Gold Stevie. She does not lead with any of it, and the real mark, she says, is simpler: the business is still growing.

Her method fits on an index card. Treat people like adults. Stay attached to the outcome, not the original plan. Ask what really needs to happen today. The interview was answered in writing and printed as answered. Where she declined to dress the story up, we kept the plainness. It suits her.

*The Editors*

PRIMECREST EDITORIAL DESK

*A plate is a small thing. Count  
again.*



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# Credits

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THE COUNT, SO FAR

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20M+

SINGLE-USE PIECES REPLACED

---

500+

CATERERS, VENUES & VINEYARDS

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COMPANIES, ONE KITCHEN SINK

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YEARS OF SUPPLY CHAIN FIRST



PORTLAND, OREGON · THE SEPTEMBER SITTING

# Pallavi *Pande*

*The founder who turned a plate problem into two businesses, and more than twenty million single-use pieces taken off the table.*

FOUNDER & OWNER · DTOCS & DTOCS CONSULTING

## IN THREE CHAPTERS

### 01

#### The sink

A party, fifty dishes, and a question that refused to drain away.

### 02

#### The education

Amazon as classroom. The tuition was real and so were the lessons.

### 03

#### The count

Twenty million pieces, five hundred partners, and a shelf of awards she does not lead with.

# The sink, *then the brand.*

*Growing up in India, eating on a banana leaf was ordinary. Beautiful, practical, gone without a pile of plastic. The problem arrived later, at a party in the States.*

In the house she grew up in, a plate was not a purchase. A banana leaf came to the table, held a full meal, and left again, used once and gone, with nothing behind it that a landfill would ever have to carry. Nobody called it sustainability. It was simply how a meal ended, and it took moving across the world for Pallavi Pande to notice how rare that ending is.

The United States taught her the alternative one party at a time. She ended each night at the sink with the dishes, or guilty about the bag headed for landfill. *“Why am I the Chief Dishwashing Officer, or the reason for another bag of waste?”* The joke stuck; the question refused to leave.

## TEN YEARS OF FREIGHT

She was not guessing at an answer. Before a plate ever carried her name she had spent ten years in supply chain, reading freight and learning where a margin quietly dies. Put the leaf and the logistics together and DTOCS follows almost by itself: palm leaf and bamboo fiber tableware, built for events and foodservice, sold first on Amazon.

Amazon was the classroom and the tuition was real. Pricing, packaging, the catalog, the reviews, the returns, and the difference between a product people like and a product people reorder. There was no template, so she kept each lesson, even the ones that cost real money.

## A SECOND COMPANY

DTOCS Consulting began as conversation, when other founders kept asking how she sold on Amazon and what she would avoid the second time. The second firm offers the education she paid for once, with the scars still attached. Her favorite receipt is a plate that never shipped: hearts, until the customer survey said square. *“Working harder does not always fix the problem.”* The market grades what sells, not effort.

## THE DESK SHE RUNS

Her management style would fit on the same index card as her method. She is direct. She does not build complicated rules so that people feel corporate. She wants a team that knows what the company is trying to accomplish, has the freedom to do the work, and feels comfortable saying that something is not working. Mistakes get the same treatment as freight: find what happened, fix it, stop it recurring. She expects responsibility rather than perfection, and holds herself to the standard first.

## WHAT THE DAY IS FOR

Motherhood, she says, made her better at the one skill founders rarely name: deciding what actually needs to happen today. Being busy is not being productive; a day can fill itself with things that move nothing. So the question gets asked every morning, of the business and of herself, and the guilt about not doing everything perfectly has been retired. Some days the company needs her, some days her family does, and some days both at once. The plan bends. The outcome does not.

## IN HER WORDS

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Photographed in Portland for the September issue. The plates are palm leaf and bamboo fiber; the count behind them is on the facing page.

“

*Sustainability should just be a better, healthier choice. Not a lecture, and not a premium anyone has to apologize for.*

”

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**20M+**

PIECES REPLACED

---

**500+**

TRADE PARTNERS

# Leaves. Orders. *Plates.*

## *India*

A banana leaf is everyday tableware. Used once, cleared away, gone without a pile of plastic behind it.

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## *The party*

A gathering in the States leaves her at the sink, or guilty about the plastic bound for landfill. The question stays.

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## *Supply chain*

Ten years moving product before a plate carries her name. The training the brand quietly runs on.

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## *DTOCS*

Palm leaf and bamboo fiber, sold first on Amazon. A crash course in business, learned in public, one order at a time.

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## *Consulting*

Built because founders kept asking how. The education she paid for once, offered so they need not pay twice.

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## *The trade*

More than five hundred caterers, charcuterie makers, venues, event spaces, restaurants and vineyards, in the States and abroad.

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## *The shelf*

CO-100, Inc. 250 Female Founders, a Gold Stevie, People + Planet First verified. The only brand in the space, she notes, holding all four.

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## *2026*

Twenty million pieces off the table and still counting. Sewing machines and scholarships in India, Greater Than Portland at home. The business, still growing.

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THE RECORD  
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# The queue, *answered.*

An AI service desk that reads every ticket the moment it lands, drafts the reply in your voice, and closes the loop. The routine resolves itself. The rest reaches a person with the history already attached.

*Fortiora · Applied AI, from the publisher of PrimeCrest*

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## EVERY TICKET READ

the moment it lands, around the clock

## YOUR VOICE

replies drafted the way your team writes

## HISTORY ATTACHED

no customer repeats themselves twice

# Four things, done every hour.

## TRIAGE

Every message read, tagged and ranked as it arrives. The queue is ordered by urgency, not arrival time, so the angriest customer never waits the longest.

## DRAFTED REPLIES

Answers written in your brand voice with the account history attached. Agents approve, edit or send, and every edit teaches the desk something.

## ESCALATION

Response clocks watched in real time. The path fires before a breach, not after the apology, with the right person already holding the file.

## INSIGHT

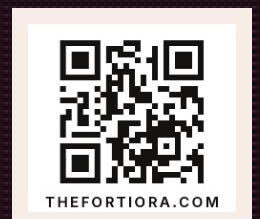
Every close scored. Where tickets pile up, where answers lag, and why, rolled into a board-ready view that reads in one sitting.



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