

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE

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Since 1996 the Alliance of Chief Executives has been helping CEOs solve their most profound, strategic challenges. As the premier organization for chief executives in Northern California, we gather leaders from virtually every industry and market sector to engage in confidential exchanges that typically wouldn't—or couldn't—take place anywhere else.

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Do Generation Gaps Create Leadership Gaps?

Alliance members discuss the challenges of developing young leaders when values are often at odds



Matt DiMaria
Eye-Fi

By Warren Lutz

Matt DiMaria (Group 309), CEO of wireless memory card provider Eye-Fi, finds himself increasingly working with so-called "Millennials," or people between the ages of 18 and 34. And when he considers their leadership potential, he's concerned.

"Younger Millennials have not had the same level of face-to-face engagement, relying more on messaging apps and social networks than personal interaction," DiMaria says. "In addition, education today places a greater emphasis on self-esteem and personal fulfillment, whereas leadership is more about results and team effectiveness."

Such attitudes have been associated with the Millennial generation for some time. But for current leaders, there are real concerns. Many Baby Boomers leading companies today have put off

retirement because of a poor economy, which has deprived younger, would-be leaders the lessons they need to mature. Will the different values of the Millennial — in addition to the relatively small number of Generation X leaders (ages 35 to 54) — create a leadership gap? How are Alliance members handling the issue?

DiMaria says one possible solution is finding younger staff who have demonstrated results by rallying others around them. Eye-Fi recently promoted one such employee to lead a development team. "He was not a traditional engineer, and he came out of QA," DiMaria said. "But he's very entrepreneurial, self-motivated and a problem solver, with natural leadership skills." He's also in his late 20s, which DiMaria says is "very different than being in your early 20s. You've had some time to understand other people and how to get things done with others. Being individually brilliant is nice, but if you're brilliant and self-absorbed, you'll have a tougher time leading a team to greatness."

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The Seven Silent Growth Killers of Midsized Companies

Robert Sher: Midsized Companies Face a Distinct Set of Challenges



Robert Sher
Mighty Midsized
Companies:
How Leaders
Overcome 7 Silent
Growth Killers

By Brett Garling

For 18 years, Alliance members have continually engaged each other to build mightier companies. This robust exchange of ideas inspired Robert Sher, who joined the Alliance community in 1996, to write his second book entitled *Mighty Midsized Companies: How Leaders Overcome 7 Silent Growth Killers*. Robert distilled his thinking in a keynote speech and discussion on November 21st for nearly 80 Alliance members in San Ramon.

Midsized companies — classified as those with revenues between \$10 million and \$1 billion — face a distinct set of challenges unlike those faced by their smaller and larger counterparts. They commonly fall prey to the following seven silent growth killers:

Letting Time Slip-Slide Away

In order to overcome this killer, leaders must create a sense of urgency around deadlines by tying projects to the calendar — combining time boxing, expectations, prioritization and intermediate deadlines.

Strategy Tinkering at the Top

For midsized companies, tinkering with the business' core strategy can be deadly, particularly when changes are made without proper research, planning and testing.

Reckless Attempts at Growth

In an effort to scale, organizations face increased risk and expense. If the attempt at growth costs too much and the revenue doesn't match the expense, growth won't materialize, but a cash crunch will.

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A Cure For Leadership Blindness: Find Your "Idea Spaces"



PAUL WITKAY
FOUNDER

"Some people try to fend off disruptive forces of change by denouncing them or ignoring them. But in this new environment, confronting reality has to become the leadership priority of the highest order."

My constant search for understanding how leaders can "see around corners" and generate breakthrough ideas led me to a great new book by Richard Ogle: *Smart World: Breakthrough Creativity and the New Science of Ideas*. Ogle discusses the concept of **idea spaces** that actually think for us. Scientists, psychologists and philosophers now agree that our minds literally extend into the world around us. To solve our problems, we do not rely solely upon our own brains, but we access a wide range of external idea spaces in our physical and cultural environments that are rich with embedded intelligence and make our lives easier. For example, we now navigate almost exclusively with our GPS devices, harnessing environmental intelligence so we can succeed with **less** intelligence.

Ogle shares Stanford economist Paul Romer's theory that there are no limits to future economic growth, because as we moved from an industrial economy to a knowledge economy, ideas – not material resources – became the fundamental drivers of economic expansion. Every generation fails to grasp how many ideas remain undiscovered, and we assume growth will naturally slow down. Yet an idea economy is capable of producing

Most business failures result from leadership blindness. Our inability to understand and adapt to our current reality, or to imagine the future, seals our fate. This is particularly true in a world in which shorter product cycles, increasing regulations, globalization of costs and rapid technological advancement are affecting every industry. As business gurus Larry Bossidy and Ram Charan said,

Together, our powers of intuition and imagination give rise to insight – the light bulb experience of discovering a new idea.

sustained, potentially exponential growth, simply because we'll never run out of ideas. If one thinks of an idea as a connection or link made between two or more different things, the number of different ways to **connect** or **link** things will always outnumber the number of things themselves.

So, where do ideas come from?

Our rational brains look **backward** to understand past experiences one step at a time, and thus can be blind to brand new situations. This **analytical** reasoning is nothing like the extraordinary mental processes of imagination, intuition and insight that underlie creative thinking.

Brain scientists have identified a second mode of thinking – **analogical** reasoning. Our imaginations are, in fact, capable of looking **forward**. Guided by our pattern-recognizing powers of intuition, we are capable of transferring patterns of knowledge from one idea space to another. Together, our powers of intuition and imagination give rise to insight – the light bulb experience of discovering a new idea. Our imaginations empower us to escape our current reality and allow us to play with and try out new ideas.

So, how can we find these ideas?

We just need to look. Dean Kamen, prolific inventor of the Segway and many other innovative products, says that "I don't have to invent anything ... It's out there somewhere if I can just find it and integrate it ... Inventing is frustrating, it's dangerous, it's expensive, and inventors should avoid it whenever possible. Be a systems integrator."

We all have a tendency to filter information so it fits our own assumptions of how the world works. We also habitually over-invest in prior decisions and resist change. Ogle suggests that leaders must "read the world" to keep from being surprised by unanticipated changes and to identify emerging opportunities. We must always assume that we are blind to numerous opportunities and threats, and aggressively seek to discover those things we don't know – even when we don't realize what they are.

Alliance Website Revamped with New Features

We encourage you to explore our **new Alliance website** and get to know fellow Alliance members through [Videos](#), [Insightful Articles](#) and [Member News Stories](#). We've added great new features to enable desktop or mobile access to the Alliance.

Here are just a few of the **exciting features** available to our members:

- **MY CONTACTS:** Find your fellow private group members and view their profiles or reach out with a quick email.
- **MY ACTIVITIES:** Confirm the location, date and time of your upcoming meetings at any time from your phone – even after you've left the garage. You can now change your RSVP status right from our website.
- **SEARCH THE ALLIANCE COMMUNITY:** Search for members throughout the Alliance - by name, company, industry, location or Alliance group.
- **PROVIDE MEETING FEEDBACK:** Provide feedback online after each Alliance meeting.
- **MAKE AN INTRODUCTION:** You have the opportunity to recommend other top executives from your company or another to help build the Alliance Community.
- **BUSINESS RESOURCES:** Looking for great resources? Peruse our Business Resources Listings for professional companies with great experience and Alliance connection.

Your [feedback and suggestions](#) are important to us. To discuss further or for member login assistance, please contact Jeanne Wallenstein, Director of Alliance Communications, at [925\) 942-2400 ext. 222](tel:925-942-2400) or jwallenstein@allianceofceos.com.

Nuggets from Behind Closed Doors

Alliance members allow selected insights to be captured and shared

Inside every private Alliance meeting, there are hundreds of years of experience. While keeping confidentiality of the member who provided the challenge to their group, we've captured (with permission) just a few of the insightful comments from a handful of members. Read what these two members had to say to get a glimpse of what it is like to be an Alliance member.

Peter Bailey: Be the White Knight, Not a Kamikaze



"Though your company is growing fast, your competitor is many many times your size. Don't invite a battle you can't win for lack of resources."

Peter Bailey, President & CEO, Vertical Communications

The case at hand was brought by a CEO of a technology company that was disrupting a traditional market by replacing hardware with a much cheaper software solution. The company was in a strong growth phase and investors were starting to clamor for direct public criticism of the market incumbent.

If I were in your situation, I'd grow as much as I could under the radar, avoiding a direct attack against the gigantic competitor. You have a great product that solves a real problem at a far reduced

cost. Instead of attacking, turn on your marketing engines and create a perceived void in the market for what you offer.

The enthusiasm and ambition you bring to our Alliance group is one of our key assets. I've seen how you go after problems directly and with an alacrity that is downright enviable. Yet if I were you, I'd temper my marketing strategy. Though your company is growing fast, your competitor is many many times your size. Don't invite a battle you can't win for lack of resources. Also, your competitor

is aware of the technology you are developing and is also developing it themselves, so a direct attack may not work. And you want to – for now- keep all doors open. Who knows, maybe they will one day even acquire your company for this very reason. It's best not to make enemies at this point.

Instead, channel your instinct for aggressive marketing into creating a perceived void in the market that you address. Persuasively suggest a new trend and invite the market to latch onto it so you can reap the rewards. Exhibit your strength by allowing prospective buyers to come to their own conclusion about the unmistakable value you offer. In short, be the white knight that rides in and offers customers more value for less. And by avoiding direct conflict, you can fly under the radar longer, increasing your market share and growing to a level where, perhaps, one day it would make sense to attack the gorilla as a means to grab more share. There is no need to pick that fight today.

Jen Munkner: Combing Through Exit Interviews? You're Already Too Late.



"By building clarity on what retains your employees, you are essentially distilling your corporate culture and values."

Jen Munkner, VP of Talent Management, MedAmerica

The case at hand was brought by a principal in a professional services business. He was lamenting his company's inability to retain key talent in a competitive labor market and compete on compensation. Despite pouring over reams of exit interviews, he was unable to create a winning recruitment strategy.

Were I captaining your ship, I'd focus on learning about why your employees stay. Develop your understanding of what keeps

them happy, and thereby you will articulate your company's distinct values. Use these revelations to power your recruitment and turn your current employees into informed evangelists.

I've seen you bring up this problem in several meetings. I'd suggest you reframe the issue in a more positive, progressive manner. The strongest way to recruit effectively is to understand what is retaining

your current workforce. One easy way to gather this information is fun, quick surveys for your employees. For example, "What should we keep doing? What should we stop doing? What should we start doing?" Your goal is to better understand why people stick around and give you their best work.

By building clarity on what retains your employees, you are essentially distilling your corporate culture and values. Once you have identified a handful of key values, you have built a common language for recruitment that is sincere to your company's unique DNA. Your current employees will also become primed to evangelize the company and articulate why it's a great place to work. Even if you can't compete on high end compensation, you can now describe the intangible benefits of working at your company and drive a more persuasive recruitment campaign.

Get Rid of the Generational Gibberish



Louis Patler
The B.I.T. Group

**Dr. Louis Patler:
Understanding
"Value
Populations" in
the Marketplace
and Workplace
By Brett Garling**

Marketing analysis is full of words like Baby Boomers, Nexters, Millennials, Generation Y, and so on. While these labels promise to inform savvy marketing strategy, their actual definitions are often amorphous. "Just how old is a baby boomer?" asked Dr. Louis Patler, President of the B.I.T. Group, during his keynote speech at the November 14th Alliance Regional meeting in San Francisco. His research indicates that myriad conflicting definitions exist for all these labels and, therefore, they aren't very useful. As his talk continued, it became clear that Dr. Patler has put a much finer point on these generational population segments with clear and actionable conclusions.

After eleven years of research and 1 million data points gleaned from surveys of real

people, Dr. Patler concluded that values are the core differentiator in the generational mix. For one thing, values are closely held and remain constant for life. Moreover, values are forward looking and can predict future behavior. To this end, Dr. Patler identified six key Value Populations from the 1920s all the way to today. For each segment, Dr. Patler ascertained nine key core values.

The "Patriots," for example, were born in the depression and value safety, security and wealth. In contrast, the "Transformers," born around the advent of the Internet, value clarity, challenge and perseverance. These data-based core values are helpful schemas, whether honing marketing strategy or zeroing in on more value-appropriate recruiting and retention efforts. For instance, if a new startup wished to recruit young computer engineers, it is a useful insight that the generation born between 1996 and 2007 (the "Owls") highly value optimism, humor and "magic." Think Harry Potter ...

Through Dr. Patler's values-driven analysis, the manacles of traditional generational analysis are swept away and replaced by a paradigm rich in detail and insight. For full information, read *The Consistent Consumer: Predicting Future Behavior Through Lasting Values*.

Robert Sher

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Fumbled Strategic Acquisitions

Acquisitions can be a vital part of a growth strategy, but also often derail an organization. Successful less than half of the time, acquirers must focus much more on what happens after the close: the integration process and execution of the acquisition plan.

Operational Meltdown

A rapidly growing bottom line and a rigorously lean operation can be a death sentence under the guise of success. Leaders must be able to recognize four early signs that an operational meltdown is looming.

The Liquidity Crash

Running out of cash can happen to any organization — particularly those making reckless attempts at growth and those suffering financial erosion or shock to the system.

Tolerating Dysfunctional Leaders

Having a strong, high-performing leadership team in place is critical to growth and to overcoming the other silent killers — or better yet, avoiding them in the first place.

Members throughout the Alliance are welcome to attend any of our keynote breakfasts and meet other members. Look on the back page for a list of upcoming events, or go to the "Events" section of the Alliance of CEOs website.

Welcome New Alliance Members!

Member	Group	Company	Website	Industry
Kamal Anand	309	Appcito	www.appcito.net	Cloud Applications Software
Scott Anderson	T115	Charles Pankow Builders	www.pankow.com	Construction/Design/Engineering
Chris Chang	111	Wyse Logistics	www.wyselogsitics.com	Logistics Management
Paul Chapuis	272	OnQ Solutions	www.onqsolutions.com	Product Displays
Alain Harrus	302	Kateeva	www.kateeva.com	Printing Manufacturing Equipment
Christine Heckart	T300	Brocade Communications	www.brocade.com	High-Performance Network Solutions
Skip Hilton	T120	Jobvite	www.jobvite.com	Recruiting Software Platform
Kelly Kay	T115	YapStone	www.yapstone.com	Electronic Payments Platform
Keith Matasci	T120	Meru Networks	www.merunetworks.com	Wireless LANs
Thelton McMillian	121	Comrade	www.comradeagency.com	Strategy & Design Agency
Ron Meskis	120	Guntert & Zimmerman	www.guntert.com	Paving Equipment Manufacturing
Jarett Peppard	110	A.G. Ferrari Foods	www.agferrari.com	Specialty & Italian Foods
Ryan Potvin	271	Environmental Building Strategies	www.ebsconsultants.com	Green Building Services
Mike Smart	111	Egress Solutions	www.egresssolutions.net	Product Management/Marketing
Charles Smith	T105	bebe Stores	www.bebe.com	Women's Fashion Clothing
Assen Tchordbadiev	T205	Echo Technology Solutions	www.echots.com	IT Solutions
Mitch Todd	T115	Mike's Bikes	www.mikesbikes.com	Bicycles & Accessories

To learn more about the Alliance of Chief Executives, including membership information, visit us online at www.AllianceofCEOs.com or call (925)942-2400.

Alliance Community Activities

Professional Services

In addition to our private Alliance Groups, the Alliance enables our members to come together with leaders across different industries (i.e. law, accounting, architecture, engineering, consulting) to share ideas and leverage the collective wisdom of the entire Alliance community. On October 24th, Alliance member, Andy Berkenfield, hosted other executives at his headquarters for Duncan/Channon in San Francisco for our Professional Services Roundtable. Following the meeting, the group met for cocktails in Duncan/Channon's onsite "Speakeasy."



From Left to Right: Andy Berkenfield (Group 202) of Duncan/Channon, Dennis Heath (Group 120) of MBH Architects, Bob Brown (Group 108) of TELADATA, Lilah Koski (Group 272) of Koski Research, Oli Mellows (Group T205) of MBH Architects, Alyce Rados (Group T110) of Carpenter/Robbins Tenant Advisory Service, Helen Fehr of Rutherford & Chekene

Silicon Valley Business Journal's Fast Growing Private Companies

Alliance Director, Petra Chequer, presented awards at the *Silicon Valley Business Journal's* Fast Growing Private Companies Event on October 23rd at the Computer History Museum in Mountain View.



Alliance Holiday Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guests to meet other members within the Alliance community. Attendees from the greater Bay Area gathered on December 4th to enjoy our 2014 Alliance Holiday Dinner at the Castlewood Country Club in Pleasanton.



At the Alliance Holiday Dinner, we proudly recognized Alliance members who hit the 5 year mark with us, standing alongside our 18 year contributors! We appreciate all our members who continue to build the unique culture of the Alliance.



Krishna Rajagopal, Thelton McMillian and Chris Burnley of Group 121 enjoy the Alliance Holiday Dinner with their guests.



From Left to Right: Rick Sutherland (Group 305) of ClickAway, Alliance Director Dennis Erokkan, John Rule (Group 120) of Applied Aerospace Structures, Alliance Director Robert Sher, Jeff Antrim (Group 108) of Proforma Construction, Shawn O'Connor (Group 105) of Entelos are recognized for their many years of participation in the Alliance.

Do Generation Gaps Create Leadership Gaps?

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Jason Chang
CS Bio Company

Jason Chang (Group 121), who runs CS Bio Company, a drug substance manufacturing company that has doubled its staff every two to three years, is also familiar with this issue. More than half of the roughly 120 employees hired over the past five years are coming straight out of college.

"I definitely see a different value set with the younger generation, a sense of entitlement," Chang says. "If they don't have something, they think they've failed."

Chang, CS Bio's VP of Operations, needs some of his young recruits to develop into leadership roles, but many of them don't stay. Some have friends working at technology companies like Google and Facebook, which offer free meals and other perks in addition to great salaries, and think they are missing out. On one hand, Chang — who at 30 is himself a Millennial — says he understands that Americans his age and younger face tough circumstances, especially if they have college debt. But they also need experience, especially if they want to climb career ladders and become leaders themselves.

"When there is another recession, the people with the least potential will be the first to go," Chang says. "The more you do today, the better. But it's also the older generation's duty to teach them," he adds. "Kids don't know what they don't know. A lot of my friends who are CEOs have the same issue. At the end of the day, every person in your organization is your responsibility. It's up to the leaders of today to train the leaders of tomorrow."



Rob Munro
Idibon

Rob Munro (Group 280), CEO of Idibon, a natural language processing company, said that Millennial workers no longer assume they will stay at the same company for their entire career. However, it's still valuable to train young employees for growth, even if they don't stay. "I understand my employees will

grow in ways that foster their personal development, which could open up doors at other companies. But as a leader, that frees me up as well," Munro said. "I'm not responsible for creating positions just to keep someone at the company, holding them down."

Munro added that many Millennials are still interested in joining startup companies to get experience. "I see many cases now of people who could take a job that pays two or three times more salary, but they turn it down in order to gain more experience in a small, fast moving company like mine, where they can have a broader experience," he said. "For a leader, this is an important part of one's career development. And for me, this is the selling point — it's how I use the company to recruit."



Jordan Kivelstadt
Free Flow Wines

For some Alliance members, the question is not whether Millennial or GenX leaders can lead, but how to keep and leverage experienced Boomers. Jordan Kivelstadt (Group 272), Founder & CEO of Free Flow Wines, says many

older entrepreneurs won't retire because "doing nothing is a really unappealing prospect." But many do not want to grow their businesses to the next level, either. "That's where I think the dynamic is going," Kivelstadt said. "There is a real opportunity when the right Millennial or GenXer is in a position to lead, and the outgoing leader can transition into a chairman-type role and remain involved."

At the same time, Kivelstadt thinks that companies need to know how to cultivate an environment that attracts future Millennial leaders. "To them, work is supposed to be something they're passionate about," he said, adding that many Millennials leave companies simply because senior managers or leaders "make bonehead decisions," and they grow frustrated. "They think, 'I don't want to be here anymore.' The concept of authenticity is important to them. They have to believe in their company and their executive team's ability to execute intelligently."



Susie Quesada
Ramar Foods
International

Susie Quesada (Group 105), President of Ramar Foods International, a third-generation Asian food manufacturer, said her company has a "very good mix" of Baby Boomer, GenX and Millennial employees and leaders. The biggest challenge, she said, seems

to be differences in communication styles. "Whenever we do training, that's something we always address. Now that Millennials are stepping up into leadership roles, I see a greater need for improving communication, building relationships and really understanding each other."

How the leaders at Ramar Foods communicate has changed dramatically over the years as the company grew. Her parents, says Quesada, "could look across the room and everybody in the company was there." While many Millennials are comfortable communicating by email and text, Quesada prefers phone calls or video conferencing. "Being able to actually see your colleagues on video makes such a difference when you can't see people in person. I really encourage it, because I think things get lost when we rely on texts and emails."



Manuel Terranova
Peaxy

Manuel Terranova (Group 307), President & CEO of Peaxy, agrees that companies need to appeal to future leaders and leverage the experience of Baby Boomers while they are still around. Terranova's company has 36 full time employees and 10 part time employees, but

the part timers are mostly "very late career guys" who act as consultants and lend their wisdom to their younger co-workers. "They basically act as sparring partners for Millennials. It works out extremely well."



Mark Verheyden
ECS Refining

Mark Verheyden (Group Q400), President of ECS Refining, says that Boomer leaders are more valuable than ever. "Everyone spends a lot of time talking about managing Generation X and Millennial workers because they don't have the same work ethic," Verheyden said.

"The bigger problem is how to keep the Baby Boomers motivated so they stay in the workforce longer. How do you leverage them in the workforce and get the most out of them while they are still around? That's the more interesting problem to tackle."

Company leaders cannot simply lament the difference in the younger generations. They must look forward five to ten years, assess their leadership needs within their company, then craft an approach to filling those needs from the ranks of GenX and Millennials. Most will find that an understanding of each generation's perception is a great starting point, along with a process for identifying and promoting those who show leadership potential. One thing is certain: the clock is ticking. Generation Z will be teenagers soon.

Warren Lutz is a writer for the Alliance of Chief Executives newsletter. He may be contacted at wrlutz@allianceofceos.com.

Members In The News

Lattice Semiconductor Buys Sunnyvale-based Silicon Image

January 27, 2015

Lattice Semiconductor Corporation (NASDAQ: LSCC) has bought Sunnyvale-based Silicon Image Inc. (NASDAQ: SIMG) in a move that combines two semiconductor makers that specialize in "connectivity solutions." Silicon Image is led by Alliance member Camillo Martino (Group Q400).



EORM Joins UK-based Global Business Standards Company BSI

January 14, 2015

EORM, announced that it has been acquired by BSI, a UK-based global business standards company founded in 1901 with over 72,000 clients in 150 countries. EORM will become an operating subsidiary of BSI's Professional Services business in the US. EORM is led by Alliance member Glenn Fishler (Group 333).

Sonescence Names Michael Weickert as CEO and President

January 13, 2015

Sonescence Inc., a drug delivery company focused on curing serious skin and soft tissue infections and chronic wounds, announced the appointment of Michael J. Weickert, Ph.D. as CEO and President. Dr. Weickert is a member of Alliance Group 302.



Second Genome Uncovers a Possible Drug for Bowel Disease

January 12, 2015

Cutting through the gut's jungle of bacteria, Second Genome Inc. is undertaking its first study to see if its "microbiome" drug puts the brakes on a specific bacteria that drives debilitating inflammatory bowel disease. Results of the study are expected by the end of this year, said Second Genome President and CEO, and Alliance member Peter DiLaura (Group 202).

HGST Acquires Skyera

December 15, 2014

Western Digital® Corp. (NASDAQ: WDC) and HGST announced that HGST has completed an all-cash acquisition of Skyera, a developer of solid-state storage systems for scale-out cloud and enterprise data centers. Skyera is led by Alliance member Rado Danilak (Group 309).



ThreatStream Lands \$22 Million in Series B Funding Led by General Catalyst Partners

December 04, 2014

ThreatStream™, the provider of a threat intelligence platform that identifies cyber threats and facilitates trusted threat sharing, announced that it has raised \$22 million in series B funding led by General Catalyst Partners, with significant investment by new investors Institutional Venture Partners and previous investors Google Ventures and Paladin Capital Group. ThreatStream is led by Alliance member Hugh Njemanze (Group 321).

Audentes Therapeutics Raises \$42.5 Million in Series B Financing

December 02, 2014

Audentes Therapeutics, Inc., a biotechnology company committed to the development and commercialization of gene therapy products for patients with serious, rare diseases, announced the closing of a \$42.5 million Series B financing. Audentes Therapeutics, Inc. is led by Alliance member Matt Patterson (Group 280).



Tregaron's Investment In UST Wins Deal of the Year

December 02, 2014

Tregaron Capital announced that the M&A Advisor has selected Tregaron's investment in UST the winner of the 13th Annual M&A Deal of the Year award for transactions between \$10 million and \$25 million in value. UST is a leading contract manufacturer of vitamins, dietary supplements and homeopathic drug products. Tregaron Capital is led by Alliance member JR Matthews (Group 305).

Solid Instance Acquired by Citrix Systems

November 10, 2014

Solid Instance, Inc., which develops solutions to offer independent software vendors (ISVs) an opportunity to publish Microsoft Windows applications as a service from public and private clouds, announced that it has been acquired by Citrix. Solid Instance is led by Alliance member Tyrone Pike (Group 302).



Upcoming Alliance Events

For an updated list of all Alliance events, go to www.allianceofceos.com/events_upcoming

The core of the Alliance is our private groups which meet throughout Northern California. Because the collective experience within the Alliance is truly extraordinary, we enable our members to come together in a variety of ways to "cross-fertilize" their diverse knowledge and experiences and connect in meaningful ways. If you would like to be invited to any of the Alliance events below, please contact Laurel Madal at (925) 942-2400 ext. 201 or lmadal@allianceofceos.com.



Software Companies Roundtable: Friday, February 27 in Foster City

Software companies are undergoing rapid and radical change. This invitation-only Roundtable will allow software leaders to discuss their experiences and challenges in direct, candid "Alliance-style" roundtable discussions. Event begins at 7:30 a.m. at LogiGear in Foster City.



Keynote: Matt May, EDIT Founder & Author: Thursday, March 12 in Santa Clara

EDIT founder Matt May will join us for this Regional Alliance meeting. Matt works with creative teams all over the world and is a close advisor to senior management of companies such as Toyota, ADP, Intuit, and Edmunds.com. He is the author of several books including: *The Laws Of Subtraction: 6 Simple Rules For Winning In The Age Of Excess Everything*, and *The Shibumi Strategy: A Powerful Way To Create Meaningful Change*. Event begins at 7:30 a.m., at the Hilton Santa Clara.



Consumer Companies Roundtable: Friday, March 27 in Oakland

The Alliance brings leaders of consumer and services companies together in our Alliance Consumer Companies Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 a.m. at Nestle Dreyer's Ice Cream in Oakland.



Alliance Spring Dinner: Thursday, April 23 in San Jose

All Alliance members and their guests are invited to attend our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. Our wine reception and dinner is free for Alliance members and their guests! We host three "All-Alliance" CEO Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area CEOs. Event begins at 6 p.m. Reserve your space early. This is always a popular event!



Life Sciences Roundtable: Friday, April 24 in Menlo Park

This invitation-only Life Sciences Roundtable will address the specific challenges and opportunities in an industry that continues to change. In addition to our private, confidential groups, Alliance Roundtables are designed to enable top executives from throughout the Bay Area to leverage the collective wisdom of our entire Alliance community. Event begins at 7:30 a.m. at Versartis in Menlo Park.



Cleantech Roundtable: Tuesday, April 28 in Cupertino

The environment for cleantech companies continues to be quite volatile and uncertain. Our members expressed their desire to come together to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 a.m. at AEMETIS in Cupertino.



Keynote: Lisa Kay Solomon, Innovation Strategist: Friday, May 1 in Santa Clara

Innovation Strategist, Lisa Kay Solomon, will join us for this Regional Alliance meeting. In her work with such companies as ING, Andreesen Horowitz, Nestle, PBS, Toyota Financial Services, and Citrix, she has helped executive teams bring innovation into everyday work and behaviors. Lisa coauthored the *Wall Street Journal* bestseller, *Moments of Impact: How to Design Strategic Conversations that Accelerate Change*. Event begins at 7:30 a.m. at the Santa Clara Convention Center.



Keynote: AmyK Hutchens, CEO, AmyK International: Friday, May 8 in San Francisco

AmyK Hutchens, CEO of AmyK International, will join us for this Regional Alliance meeting. Hutchens is unparalleled in her ability to weave together substantive and fascinating facets of business with a splash of humor and great storytelling. Focusing on various aspects of leadership, she breaks down theories with real front-line stories and practical tools for immediate application. Event begins at 7:30 a.m., at the Bently Reserve in San Francisco.



Keynote: Liz Wiseman, President, The Wiseman Group: Friday, May 15 in San Ramon

Liz Wiseman, President of the Wiseman Group, a leadership research and development firm, will join us for this Regional Alliance meeting. Liz has been listed on the Thinkers50 ranking and named one of the top 10 leadership thinkers in the world. A former executive at Oracle, Liz was the Vice President of Oracle University and the global leader for Human Resource Development. Liz will discuss the research behind her newest book, *Rookie Smarts*. Event begins at 7:30 a.m., at the San Ramon Valley Conference Center.



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