

# ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS 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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## Stepping on the Accelerator CEOs share insights and indicators about when it's time to hit the gas

By Warren Lutz

Sam Allen is always thinking about how fast they should be going, but more often than usual these days.

"In the economic environment we've got today, it's kind of a Catch-22," said Allen (Group 308), CEO of Burlingame-based ScanCafe, a photo scanning service. "Business is down, so to get it back up you need to invest – and then if you spiral downward, it scares you off."

The question nagging Allen is the same that nags most CEOs. Whether it's increasing your market expenditures, launching new products, considering an acquisition, or growing your team, everyone wants to know: When is it time to step on the ac-

celerator?

Fortunately, the business signs that Allen relies on are crystal clear. Being an entirely online business allows the company to instantly gauge the results of its marketing efforts.

"I can track every order, and everything about every order, down to the customer," Allen said. "I can cut the data any way I want. We basically manage the business on a week-to-week basis."

"We're a very metrics-driven business, he



Sam Allen  
ScanCafe

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## Taking Stock of the Good Ones Ken Weller: Will you hire people better than you?



Ken Weller  
Former CEO  
The Good Guys

By ACE Staff

When Ken Weller spoke about The Good Guys at a recent Alliance of Chief Executives event, he wasn't just referring to the name of his old company.

Weller, the former CEO of the electronics chain, was actually talking about the people who work for you. His message? You're only as good as they are.

Weller spoke about the importance of surrounding yourself not just with quality employees, but asked CEOs

whether they had the courage to hire people who were "better than you," and creating a culture where this is not a threat to your executive team.

A proponent of performance reviews, he also encouraged Alliance members to deal quickly with the people who perform below expectations.

"Fix or fire them," he said. "Fifty percent of the problems come from them."

He also suggested hiring outside consultants to review staff once a year, as they bring

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# Keys to CEO Success

**There are no guarantees; but passion, people-attraction and persistence are found in all the best leaders**



**PAUL WITKAY  
FOUNDER**

A new Alliance member recently asked me what I believed were the keys to CEO success – other than good luck, of course. I was thinking about that question when I attended a celebration for the fastest-growing companies in the Bay Area later that week. (I'm pleased to report that 16 Alliance members were honored in addition to the Alliance itself.) As I listened to these fast-growing CEOs talk about the secrets to their success, I reflected on the common characteristics of the most successful CEOs I have known.

First, we need to agree that the definition of success can be very different for different people. FORTUNE 500 companies get the most media attention, but size is certainly not the only measure of success. Many small businesses make a real difference in the lives of their customers and employees and certainly qualify as successes in my book. Whether CEOs are successful is related to their ability to achieve their personal mission and objectives – not what others define as success.

I have had the privilege to get to know over 2,500 CEOs and I haven't found any characteristics that absolutely guarantee success. There are many smart, talented and experienced CEOs with well-crafted business plans that don't hit it big. However, I have observed three characteristics that exist in every successful CEO who I have met: Passion, People Attraction & Persistence.

## **Passion**

Creating successful businesses is HARD. People may like to discuss the wisdom of various business models and clever strategies, but I have not met a successful CEO who wasn't passionate. The focus of their passions range widely from curing dreaded diseases...to...creating powerful customer experiences...to...beating their competition...to...building the very best place that employees could ever imagine working. Whatever it is, their passion drives them to continually seek to identify any and all ways to achieve their vision.

## **People-Attraction**

I've met some of the most intelligent people on the planet, but individual brilliance alone does not build great companies – people do. Every successful CEO I've had the privilege to meet has the ability to attract great people to join their team. They may do this in different ways. Some

attract people through the force of their magnetic personalities, while others attract people by offering a compelling opportunity to be part of something great. No matter how, the ability to attract great people to join the cause is essential to a CEO's success.

## **Persistence**

There may be a company which grew steadily and everything worked as planned – I just have never found one. Successful CEOs have to deal with innumerable setbacks. The elements required to grow a company (i.e. financing, product development, customer acceptance, team building, etc.) just never seem to come together all at the right time. Doing this in stable environments is tough enough, but economic conditions are constantly changing. No matter what happens, successful CEOs always believe they will find a solution to keep their vision alive. They never, never, never give up.

In many ways, these three characteristics can be boiled down to just the first: Passion. Sincere, intense passion for a worthy goal will often attract people to join the cause, and the same passion won't allow the CEO to stop trying. Passion doesn't guarantee success (too many other factors must also come together), but a CEO won't achieve success without it.

*Paul Witkay is the founder and CEO of the Alliance of Chief Executives. He may be contacted at paulwitkay@allianceofceos.com.*

*I've met some of the most intelligent people on the planet, but individual brilliance alone does not build great companies – people do.*

## **Weller: Fix or fire the bad apples**

*Continued from page 1*

a fresh set of eyes to the table.

As head of sales, Weller is largely credited with the massive growth The Good Guys experienced during the late 1980s and early 1990s, when sales grew more than 500 percent. After a successful seven years at Best Buy, Weller returned to The Good Guys as CEO in 2000 until CompUSA purchased The Good Guys in 2003.

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.

# Wrestling with a Rat

## What happens when a CEO's board misplaces its trust in a manipulating advisor who holds the company hostage

At the end of this story is an arrest and an indictment. Read about the battle between a CEO and a two-legged rat that got deep inside the firm's capital raising efforts.

Belinda Tsao-Nivaggioli (307), CEO of Avicena Group Inc. (OTCBB: AVGO) had a bad feeling about a certain someone, but when the stock started going in the wrong direction, she was convinced she had a rat on her hands.



### CASE STUDY by ROBERT SHER

The wrong direction, in this case, meant the stock skyrocketed on bad news, and plummeted on good news. It first happened, of course, at the worst of times. The company had only gone public a few months earlier, in March of 2005, at the same time that Belinda was promoted from COO to CEO. Through introductions, the Rat had become trusted by the board the year prior, and had persuaded them to go public at an unusually early stage. He had acted as an unpaid investment banker, and their IPO raised just \$3.5 million. All but \$600K of it had been used up on fees, costs, and retiring old debt. Belinda's first task as CEO was another capital raise.

The timing was poor; disappointing clinical results had just been announced. Yet the stock price went up. The analysts asked why, and Belinda had no logical explanation. But her board wasn't worried.

As with many late-stage life sciences firms, Avicena was burning through cash. They developed two key compounds involving cellular energy, aimed at curing Lou Gehrig's, Huntington's, and Parkinson's diseases and related ailments. One was in Phase II, and the other was in Phase III. The cost of running clinical trials was staggering, but the capital raise was barely enough for core salaries and overhead. Belinda was unwilling to see the drug development stall. In years past, she had turned to the

National Institute of Health (NIH) for non-dilutive grant money, and she worked the NIH in 2005 more heavily than over earning \$20 million in grants. The NIH money was only for running the clinical trials, paying the principal investigators, the sites and project management. Such grant money never covers drug costs, non-clinical studies or research, salaries or any other regulatory support.

By April of 2006 the cash from the IPO was gone, and the Rat issued a line of credit to the company. After the first draw, he refused further advances until the firm was desperate, effectively controlling Avicena's liquidity. In May, the price rose from \$0.50 per share to \$6.00 per share the moment it

*Over 80 percent of Belinda's time had been absorbed with fund raising, and managing her board and keeping the company from being pinned down by the Rat was draining her energy.*

began trading. Since he controlled all of the public float, there was no mistaking where the volatility stemmed from, but no proof either. He had transferred all of the float to electronic shares, which are hard to trace. As new financing neared, he was able to scuttle it with the support of two hand-picked associates he'd placed on the board at the IPO. In September of 2006, he introduced a new "friend," who bought \$2.5 million of the Series A stock at \$6.00.

Determined to keep the trials

running and on schedule for a second drug, Belinda continued her work at NIH and brought in another \$6 million in 2006.

In the first quarter of 2007, the Rat brought in a new capital source who invested another \$2 million in the Series B. But the company was still running on fumes to pay salaries and overhead. Belinda went on the road for a Series C and connected with a NY firm for a \$15 million PIPE (Private Investment in Public Entity) in May of 2007. The new money would replace the Rat-picked board members and



Belinda  
Tsao-Nivaggioli  
Avicena

wrest control from the Rat. At the pivotal board meeting, Belinda made her case. Surprisingly, an hour into the meeting, a fax arrived from the Rat, who had been tipped off to all the board level discussions, stating that he would wire \$2 million the following day to alleviate the cash strain, and arguing that the board should vote against the PIPE and the CEO. Belinda lost that particular match and was voted down. Of course, the \$2 million never arrived. The board asked Belinda to revive the PIPE, but the Rat was "inexplicably" kept appraised of her every move, and just before the negotiations finalized, the stock price plummeted and the PIPE collapsed.

Belinda marched on with the Series C work, unwilling to yield. Through the efforts of a West Coast banker she secured \$3.2 million, and an associate of the Rat's committed another \$10 million. But just as the Series C...

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click or type [http://www.allianceofceos.com/forum/leadership/2009/wrestling\\_with\\_a\\_rat.php](http://www.allianceofceos.com/forum/leadership/2009/wrestling_with_a_rat.php) into your Web browser.

Robert Sher is an Alliance Director and principal of CEO to CEO. He may be contacted at [rsher@allianceofceos.com](mailto:rsher@allianceofceos.com).



Members of Group 202 took advantage of the warm weather to hit the San Francisco Bay waters this summer. **[Left to right: Lesli Brodbeck, Janis Stone, Bob Jurkowski, Kelly Brodbeck, Igor Gonda, Dana Gonda and Richard Stone. Alliance Director Robert Sher captained and served as cameraman.]**



Barrel toasting is in progress as Group 107 looks on during their meeting at Cork Supply USA and Tonnellerie O (their new cooperage). Member James Herwatt just built a cooperage (barrel making for aging wine) to add on to his wine bottle closure business. A key step in making world-class barrels is when the master cooper holds the barrel over an open flame to "toast" the inside of the oak barrel, creating the ideal flavor in the wine. **[Left to right: Pamela Kan, Cecilia McCloy, James Herwatt, Jim MacDonald, Bill Gallagher, Gail O' Roke, Chris Crawford, Ken Taylor and Dennis Heath.]**

## Welcome New Alliance Members!

Jeff Barber	431	John Jackson Masonry	<a href="http://www.johnjacksonmasonry.com">www.johnjacksonmasonry.com</a>	Masonry Construction
Doug Bowring	271	Gallagher Construction Services	<a href="http://www.ajg.com">www.ajg.com</a>	Risk Management Services
Amit Chatterjee	307	Hara Software	<a href="http://www.hara.com">www.hara.com</a>	Environmental Management Software
Quentin Cooper	308	QWCooper	<a href="http://www.qwcooper.com">www.qwcooper.com</a>	Legal Services
Debbie Diersch	310	Chrysalis Software	<a href="http://www.chrysalis.net">www.chrysalis.net</a>	Call Center Technology
Glenda Dorchak	Q100	VirtualLogix	<a href="http://www.virtuallogix.com">www.virtuallogix.com</a>	Real-Time Virtualization Software
Glenn Fishler	303	EORM	<a href="http://www.eorm.com">www.eorm.com</a>	EHS&S Management Services
Craig Hertz	108	AEI Consultants	<a href="http://www.aeiconsultants.com">www.aeiconsultants.com</a>	Environmental Engineering
Irv Holmes	105	Challenge Dairy Products	<a href="http://www.challengedairy.com">www.challengedairy.com</a>	Dairy Products
Barry Karlin	Q100	CRC Health Corporation	<a href="http://www.crchealth.com">www.crchealth.com</a>	Behavioral Health Care Services
Rajeeva Lahri	307	Signet Solar	<a href="http://www.signetsolar.com">www.signetsolar.com</a>	Solar Photovoltaic Modules
Vinny Lingham	272	Yola	<a href="http://www.yola.com">www.yola.com</a>	Website Building Software
Bryon McDougall	153	Alchemy Search Partners	<a href="http://www.alchemysearch.com">www.alchemysearch.com</a>	Executive Search
Leinani Nakamura	305	Mohler, Nixon & Williams	<a href="http://www.mohlernixon.com">www.mohlernixon.com</a>	Accounting
Corwin Nichols	308	Microtech Systems	<a href="http://www.microtech.com">www.microtech.com</a>	Automated Digital Content Storage
Phaneesh Murthy	Q100	iGATE	<a href="http://www.igate.com">www.igate.com</a>	Software Development
Dylan Olson	108	Olson Steel	<a href="http://www.olsonsteel.com">www.olsonsteel.com</a>	Steel Construction
Neil Shroff	310	Orion Capital Group	<a href="http://www.orioncg.com">www.orioncg.com</a>	M&A Advisory & Brokerage
Kevin Surace	Q100	Serious Materials	<a href="http://www.seriousmaterials.com">www.seriousmaterials.com</a>	Clean-Tech Building Materials
Prem Uppaluru	302	Transera Communications	<a href="http://www.transerainc.com">www.transerainc.com</a>	Contact Center Software
Karan Yaramada	305	USJade	<a href="http://www.usjadecorp.com">www.usjadecorp.com</a>	Systems Integration

**To learn more about the Alliance of Chief Executives, including membership information, visit us online at [www.AllianceOfCEOs.com](http://www.AllianceOfCEOs.com) or call (925)942-2400.**

# CEO Roundtables



## Life Sciences: Making Bets in a Dickey Economy

Many life sciences CEOs made judgments about placing big bets – some even betting their companies. But were they being too optimistic, increasing risk in such difficult capital markets? On the other hand, under what conditions would “hibernation”—meaning inactivity to avoid cash burn—be more risky than burning cash to achieve an objective? There are no hard and fast answers to these questions, but a roundtable discussion among peers focused on real-world situations brought by attendees help us all make these difficult, high risk judgments.

Sponsored by: **Deloitte.**

## Buying or Selling A Business

Whether you’re thinking of selling or buying, now is the time to start planning if you’d like to do a deal as the economy recovers. Don’t let the current economic difficulties blind you from executing on critical big strategic moves over the next 24 months. M&A activity could be one of those key strategies. Those acquirers who plan now will pick up the best bargains that will produce the biggest market share gains. Sellers who position their businesses well in advance will get top dollar for their hard work, and will keep more of it after taxes. At this event, CEOs came together to discuss their ideas and plans for M&A.



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**Series Sponsor (Life Science Series)**

Alliance Series  
Sponsors support a series of events for a selected group of Alliance CEOs.



## Alliance Fall Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance hosted three Alliance CEO Dinners for all Alliance members and their guests in 2009. Our members have consistently enjoyed the opportunity to meet other Bay Area CEOs at our Spring Dinner in the South Bay, Fall Dinner in San Francisco and our Holiday Dinner in Orinda. Our Alliance Fall Dinner was held at the Bankers Club in San Francisco on September 24th and featured a wine tasting reception prior to dinner. Mark your calendars now for the Alliance Holiday Dinner in Orinda on December 3rd and the Alliance Spring Dinner in San Jose on May 27th.



[**Top:** Alliance members and their guests enjoyed wine and dinner at the Bankers Club in San Francisco. **Bottom:** Alliance founder, Paul Witkay, pours wine at the wine tasting reception to Charles Albert, CEO of Creativity.]

## CEOs share insights on stepping on the accelerator

Continued from page 1

says. "When you know your metrics pretty well, you know what kind of bang you're getting for your buck."

"It's a matter of what switches you turn on," Allen said. "We can look at what has been most profitable in the past, and focus on that, right out of the gate."

On the other end of the spectrum—in the offline, manufacturing world—the signs aren't as easy as calculating hit rates on a website.



Mitch Schoch  
Bentek

Bentek, an electronic manufacturing services company that builds very complex electronic devices and equipment, began to see its business "start to tank" about two years

ago, then fall off the table one year ago, said CEO Mitch Schoch (302).

"We were facing eminent death," Schoch said. "It wasn't just like a little slowdown; it was a complete shut down."

The company headed into "lifeboat strategy," Schoch added, reducing its headcount and cutting costs. But it also did something strange. Instead of hitting the gas, it found another road leading to growth: solar products.

"A year ago we began to look at designing our own products, private labeled, for the solar industry," Schoch said. "We started building solar combiners, which makes electricity from solar

arrays, and that business started to grow rapidly."

Bentek found a partner interested in carrying its new product exclusively. Recently, the company shipped eight combiners. With its new business taking off, Bentek is seeing its old business pick up again, too. Orders have jumped between three to five fold.

But it's stepping on the old accelerator slowly.

"We're starting to look at bringing people in as contractors," Schoch said. "Nobody's really sure yet if this is a pick up in the economy, or if it's a dead cat bounce."

But even an upturn, he said, comes

with challenges. "It's the second worst environment," Schoch said. "The worst is when we have no orders. The second worse is when we have an upturn. Our customers wait until the very last minute, and then they want it instantly."

The question of when to step on the accelerator is a highly relative one. Some CEOs are already stepping on the gas. But in the recession's wake, they are doing so with care.

Jim Finch (307), CEO of Los Gatos-based Amalfi Semiconductors, is at an enviable place. Amalfi's revenues are growing fast, so Finch's foot is on the accelerator. Just not all the way.

But what Finch sees in 2010—in particular, a growing demand for headset equipment, especially from China—leaves him optimistic.

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*economy, or if it's a*

*dead cat bounce."*

clip, but not aggressively," Finch said.

"We're doing critical hires, but we're not significantly growing or accelerating the head count."

The company launched new products in the third quarter that "just had huge customer demand," Finch said. "It just sort of went through the roof."

Millie Olson (210), CEO of San Francisco-based Amazon Advertising, is also moving at full speed – and her attitude is also cautious.

"For us, the work has never slowed down," Olson said. "We're not doing huge advertising things, but we're doing small things."

Yet her business is very closely tied to the nerves of its clients, which have been shaky due to the economy. But like most CEOs, Olson is not prepared to fully accelerate until the overall climate improves.

In her words: "You don't want to lose control of the boat."

Don Massaro (Q100), CEO of SendMail, doesn't place a lot of stock in economic indicators. "You can read all these statistics that the government has, and they usually go in reverse the next month," he said.

Based in Emeryville, SendMail provides appliance-based products, applications and services that enable enterprises and government agencies to modernize their messaging infrastructures. When the economy began to slow, Massaro began clamping down and went with a "flat" business plan—one that centered on no growth. The company has since made its first quarter, struggled in the second, and now looks to make the third.

But making a quarter isn't automatic, even when planning for a flat year. To Massaro, that means that it's not yet time to ramp things up.

"We're going to be on the bottom for some time," he said. "When it's easier to close a quarter, then I think we'll see more opportunities."

On the other hand, Barry Karlin (Q100), CEO of Cupertino-based CRC Health Corporation, believes in keeping a "watchful eye" on certain indicators for signs of improvement in the economy.

When the economy fell, Karlin saw an immediate decline in private payers seeking treatment.

"To the extent that they could defer treatment, they'd rather not spend any money," he said. When that trend turns around, it may be a sign to hit the gas, he said.

Timing is everything, Karlin added. "If it's too soon, you could be making investments that don't bear any fruit," he said. "If your timing is reasonable, at the moment you're doing it, it looks a bit odd. But of course, six months later, when the market starts to turn around, you're in a really great place to capitalize."



Millie Olson  
Amazon Advertising



Jim Finch  
Amalfi  
Semiconductors



Don Massaro  
SendMail

Warren Lutz is Editor of the Alliance of Chief Executives newsletter. He may be contacted at [wlutz@allianceofceos.com](mailto:wlutz@allianceofceos.com).

# Members In The News

## Paul Levitan and Peter Sortwell among Most Admired CEOs

October 22, 2009

The Alliance is very proud that two members, Paul Levitan (212) of Galaxy Desserts and Peter Sortwell (107) of Arborwell, were named by the San Francisco Business Times as 2009 Most Admired CEOs. Both will be honored at a dinner at the Hilton San Francisco on November 19.



## Neil Shroff and Orion Capital Group Featured in Entrepreneur

September 15, 2009

Boutique investment bank Orion Capital Group was recognized by Entrepreneur Magazine for pushing into a new business line during a recessionary environment helping businesses put together exit plans and growing the line into almost a quarter of Orion's business. Neil Shroff (310) is Managing Director of Orion.



## NuGEN Prepares for Entry into NGS Market

October 13, 2009

NuGEN Technologies, Inc., an innovator in genomic sample preparation, has added a team of experts in NGS and opened a new Seattle research facility as it continues to expand their existing technology portfolio to include breakthrough applications in the NGS market. Elizabeth Hutt (202) is CEO of NuGEN.



## Cell Biosciences Signs Agreement to Acquire Alpha Innotech

September 8, 2009

Cell Biosciences, Inc. entered into an agreement to acquire Alpha Innotech Corp. for about \$17.9 million in cash, expanding Cell Biosciences' protein analysis business to include a global infrastructure and a broad protein analysis product portfolio. Tim Harkness is (302) CEO of Cell Biosciences.



## Skyline Construction Named a Top Small Workplace for 2009

September 28, 2009

The Wall Street Journal and Winning Workplaces, an Evanston, IL, nonprofit that helps small and midsize companies create better work environments, named Skyline Construction as one of 15 employers who have built some of the most exemplary, innovative workplaces. David Hayes (272) is CEO of Skyline.



## Vinfolio Raises \$4.5 Million in Series A

September 1, 2009

Vinfolio, Inc., the foremost source for fine wine, raised \$4.5 million in a Series A funding round led by Panorama Capital, enabling Vinfolio to move forward on its continued growth path. Steven Bachmann (272) is CEO of Vinfolio.



## Delta Health Systems Acquires P5 Health Plan Solutions

September 18, 2009

Delta Health Systems acquired P5 Health Plan Solutions, a leading third-party administrator (TPA) headquartered in Salt Lake City, positioning Delta as one of the largest independent TPAs in the West. Tom Partlow (108) is President of Delta Health Systems.



## Aaron Leventhal Featured in Wall Street Journal

August 31, 2009

Alliance member Aaron Leventhal of Hero Arts was featured in a WSJ cover page story on "Big Firms are Quick to Collect, Slow to Pay." Leventhal (212) is CEO of Hero Arts.



## 16 Members Among Bay Area's Fastest Growing Private Companies

Congratulations to the following Alliance Members whose companies were among the Bay Area's Fastest-Growing Private Companies for 2009 by the San Francisco Business Times and the Silicon Valley/San Jose Business Journal.



**Arborwell**, led by Peter Sortwell  
**Carpenter/Robbins Tenant Advisory Services**, led by John Carpenter  
**Galaxy Desserts**, led by Paul Levitan  
**GNU Group**, led by Phil Murphy  
**Greenstein Rogoff Olsen & Co.**, led by Alan Olsen  
**HFS Consultants**, led by Rich Giannello  
**InfoStretch Corporation**, led by Rutesh Shah  
**Kimpton Hotels & Restaurants**, led by Michael Depatie  
**LogiGear**, led by Hung Nguyen  
**Meade Construction**, led by Andy Meade  
**ServePath**, led by John Keagy  
**Skyline Construction**, led by David Hayes  
**Splice Communications**, led by Andy Coan  
**Vinfolio**, led by Steve Bachmann  
**Xantrion**, led by Anne Bisagno  
**Xtelesis Corporation**, led by Scott Strochak

## Get LinkedIn to the Alliance!

Several of our members have suggested that they'd like to connect with each other via LinkedIn, a free online service that facilitates business networking (as opposed to social networking).

We have now set up an Alliance of CEOs group on LinkedIn, and we encourage those of you who are on LinkedIn to join our group.

To join the Alliance of CEOs LinkedIn group:

- Sign in to [www.linkedin.com](http://www.linkedin.com)
- Click the Group heading in the list on the left side
- In the blue Groups Directory box on the right side, click on "Find a Group"
- Type in "Alliance of CEOs"
- Click the gold "Join the Group" button

Enjoy!

# Upcoming Alliance Events

For an updated list of all Alliance events, go to [www.allianceofceos.com/events2](http://www.allianceofceos.com/events2)

The core of the Alliance is our private CEO groups which meet throughout Northern California. Because the collective experience within the Alliance is truly extraordinary, we bring CEOs together in a variety of additional ways to enable our members to connect with other CEOs 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](mailto:lmadal@allianceofceos.com).



**Keynote: John Stumpf, Wells Fargo: Friday, November 13 in San Francisco**

This Regional Alliance Meeting will feature John Stumpf, CEO of Wells Fargo. A 26-year veteran of the company, John most recently led Wells Fargo's merger with Wachovia, creating North America's largest distribution system for financial services. Event begins at 7:30 a.m. at the Bankers Club in San Francisco.

**Keynote: Jim Wunderman, Bay Area Council: Friday, November 20 in San Ramon**

This Regional Alliance Meeting will feature Jim Wunderman, President & CEO of the Bay Area Council, the voice of Bay Area business leaders. Under Jim's leadership, the Council has developed a global competitiveness strategy for the Bay Area that serves as a model for other regions. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



**Alliance Holiday Dinner: Thursday, December 3 in Orinda**

Join Alliance members and their guests for cocktails and dinner at the Orinda Country Club in celebration of the holidays! Event begins at 6 p.m. Reserve your space early. Note: The Alliance Holiday Dinner is FREE for all Alliance members and their guests.

**Keynote: John Hamm, Author of "The Necessary Nine": Friday, December 4 in Santa Clara**

John Hamm will join us to discuss his newest book, "The Necessary Nine: Leadership Skills That Define Our Best Leaders." John is the former CEO of Whistle Communications and has served on the boards of 25 Silicon Valley companies. He has authored two of the most read articles in the history of Harvard Business Review, "Why Entrepreneurs Don't Scale" and "The Five Messages Leaders Must Manage." The event begins at 7:30 a.m. at the Techmart in Santa Clara.



**CEO Roundtable: Liquidity for CEOs of Investor-Backed Firms: Tuesday, January 26 in the South Bay**

Many investors like to keep the CEOs of their portfolio companies hungry. This event brings CEOs with large equity positions together to share both issues and successes in understanding, preparing for and ultimately realizing liquidity. Event begins at 7:30 a.m. in the South Bay.

**Keynote: Bob Hagerty, Polycom: Friday, February 5 in Santa Clara**

This Regional Alliance Meeting will feature Bob Hagerty, Chairman of the Board, Chief Executive Officer and President of Polycom, a provider of total conferencing and collaboration solutions. Prior to Polycom, Bob served as president of Stylus Assets, Ltd. and held key senior management positions with Logitech, Inc., Connor Peripherals, Signal Corporation, and Digital Equipment Corporation. Event begins at 7:30 a.m. at the Techmart in Santa Clara.



**Keynote: Eamonn Kelly, Global Business Network: Friday, February 12 in San Francisco**

This Regional Alliance Meeting will feature Eamonn Kelly, CEO of the renowned California-based future-oriented network and consulting firm, Global Business Network, and author of "Powerful Times." Eamonn will share his views of the future. Breakfast begins at 7:30 a.m. at our Regional Meeting in San Francisco.

**Alliance Spring Dinner: Thursday, May 27 in San Jose**

Join Alliance members and their guests for a wine tasting reception and dinner at the Silicon Valley Capital Club in San Jose. The wine reception begins at 6 p.m. Reserve your space early. Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.



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