

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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The New Competitive Strategy Uncertainty has CEOs rethinking approach to competition—and their organization's value

By Warren Lutz

Clem Bason (272), CEO of online travel services provider Hotwire.com, is concerned about the competition, but to get a competitive advantage, his focus lies elsewhere.

"We watch the competition fairly methodically to understand their business practices and product offerings," Bason said. "But during this period, I actually got less competitor focused, because the consumer becomes so much more important."

Bason isn't alone. As economic uncertainty continues here in the U.S. and abroad, most businesses find the competitive environment in flux. Perhaps mar-

ket consolidation is taking effect. Or perhaps some long-time competitors are growing weaker, while more innovative upstarts are surging.

Whatever the case, CEOs are approaching their competition differently than before. But exactly how depends heavily on the dynamics of their particular market and what customers actually want.

For example, Bason isn't terribly concerned with competition in his space. And pricing is not a big part of its plans, either.



Clem Bason
Hotwire

Continued on page 6

Building the Co-Creative Economy

Kelly: Successful businesses will need to act differently



Eamonn Kelly
Global Business Network

By ACE Staff

Are we living in an era of change, or in a changed age?

Eamonn Kelly, CEO of the Global Business Network, told Alliance Members recently it's the latter, in what he calls a "Co-Creative Economy" enabled by significant societal changes over the past 500 years.

Kelly said that several key historical developments will shift the focus of power in the future away from chemistry and science to biology in order to solve the climate change

and consumption issues that we face, and that every country, business and person in the world will contribute.

The Co-Creative Economy will be driven by a global network or ecosystem of resources, talent and innovation that requires all of us to rethink how we live, work and play, Kelly said.

Successful organizations will need to think and act differently, reengineering their processes to link to hubs of education and innovation wherever they exist in the world.

Clarity: A Powerful Weapon

In times of extreme uncertainty, communicating with simplicity and clarity becomes critical

Recent Alliance Keynote Speaker, Bob Johansen, former CEO of the Institute for the Future, talked about how we are living in a "VUCA" world. Volatility, Uncertainty, Complexity and Anxiety are now the "norm," and we can expect that they will continue to increase as the world becomes even more connected and global. The speed of communication—both action and reaction—continues to accelerate at amazing rates.



PAUL WITKAY
FOUNDER

When people are anxious, they look for leaders they can trust. Leaders who are authentic and able to communicate a clear and compelling vision will gain

followers. The challenge is to create a vision for the future and a winning strategy that is simple to understand, yet is not overly simplistic. Effective leaders will consider all of the complex and dynamic variables that exist in their industries and develop clear visions for how their unique organizations can win.

Many leaders (including myself) are tempted to try to do too much, too quickly. We are confident we can achieve multiple initiatives at the same time – creating better products and services, new innovations, geographic expansion, acquisitions and more. At the same time, we're working on consistently improving quality and reducing costs.

As these volatile times create greater confusion, I believe it will be important for leaders to find ways to communicate with simplicity and clarity. There are two areas in which this is critical. First, the organization must craft a clear message that customers can immediately understand as to why they are clearly the best choice. Second, employees must be able to understand the corporate strategy before they can execute it. Clear objectives enable employees to discern what needs to be done and how to do it.

If a leader has crafted and communicated a winning strategy, then it is important that the leader also develop

clear metrics to measure its success. The best measures are powerfully simple means for employees to make sound decisions in ways that ultimately drive organizational performance. At Southwest Airlines, the focus is on "wheels up," which means everyone drives to maximize on-time performance. Getting travelers to their destinations on time drives customer satisfaction and efficiencies that result in repeat customers and higher profitability.

I was visiting an Alliance group recently and one of the CEOs spoke about the hopelessness he felt at times during the past 18 months of the economic downturn. He thanked his fellow Alliance members for not only giving him the moral support to persevere, but to help him focus on what was truly critical to his customers and his organization. As a result, his organization is now growing, stronger and more profitable.

Ironically, it is often the most difficult and confusing times that force us to decide between what is truly essential to our customers and what is not. Volatile and uncertain times actually help us to distill our vision and strategies to their very essence. When we do this, our communications with our customers, employees and investors become clearer and more powerful.

The group of CEOs I met with discussed spending time in a future meeting to review each of their visions and strategies to determine if they are as clear and compelling as they can possibly be. If other CEOs cannot grasp the message quickly, then it's unlikely customers and employees will

be inspired, either. This Alliance group intends to help each other craft messages that are authentic, clear and compelling. If they're successful, I believe they will be able to tap the necessary emotional energy for their organizations to achieve their goals.

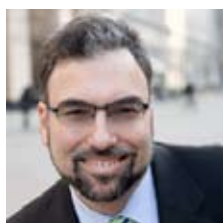
Volatile and uncertain times actually help us to distill our vision and strategies to their very essence. When we do this, our communications with our customers, employees and investors become clearer and more powerful.

Inside a Merger That *Worked*

Strategy, planning, and communication are fundamental requirements for delivering on the promise of a deal

Two companies merge to gain economies of scale and to create an industry leader. How many times have we heard this story only to be disappointed by the results? Where 2+2 equaled 3?

But not so with Oclaro (NASDAQ: OCLR), formed when CEO Alain Couder (Q200)



CASE STUDY by ROBERT SHER

merged \$300M Bookham (NASDAQ: BKHM) with \$200M Avonex (NASDAQ: AVNX) in April of 2009. Today, the combined company's stock price is up nearly four times from April of last year. Adjusted EBITDA is at 10.5%, growth is at 35% and the company is focused on a goal of hitting the \$1 billion revenue mark within two years. So what did Alain and his executive team do differently to make this merger work so well?

As always, it starts with strategy. The optical components industry (think fiber optic transmission of data) has long suffered from over-fragmentation, with most players struggling for profitability over the past ten years. This created an industry-wide culture of adversity and of feeling "beaten." The business is capital intensive; all significant players own fabs (optical integrated circuit and laser fabrication factories) and require heavy R&D spend to keep up with the pace of technology.

The fundamental question, long before any M&A activity starts, is what will/should the company look like in three to five years to optimally exploit the market opportunity? Should it be bigger? Should it own more of the underlying technology? Should its R&D and new products be contributing to a bigger share of future revenues? Should its distribution/channel strategy be fundamentally different? Should the firm vertically integrate?

When Alain took the helm of Bookham in August of 2007, it was bleeding cash. Strategically, the

company needed scale and product breadth to prosper. He began planting the seeds for a Bookham-Avanex merger.

By January 2009, the deal became public. Both parties had already agreed on the messaging, and key executives from both sides were committed to the company. As they worked to close the deal, the groundwork for the integration was quietly built. The new company would have a fresh start with a new name, rather than have one "losing team" whose company name was dumped. The management team and the board would be selected from the best of both companies through a transparent process. And

Surely, all the executives were really busy with their "day jobs" even before all of this merger preparation. But integration planning is too complex and takes too long to start after the deal closes.

the company values would be inviolate: respectful, ready to help, and inventive.

All this advanced preparation could have been a big waste of time if the deal had not been approved. Surely, all the executives were really busy with their "day jobs" even before all of this merger preparation. But integration planning is too complex and takes too long to start after the deal closes. Investing time and energy early and heavily—knowing the risk of the deal falling through—is one of the fundamental require-

ments to make an integration work well. Rushing to close a deal might seem like a good idea to minimize the uncertainty that every passing week can bring.

But the goal, frankly, is not closing the deal. The goal is having a deal deliver on its economic promise, and that requires the kind of serious pre-close integration planning that Alain and his executive team did. Better to have a deal blow up just before a delayed close than to have it fail or grossly underperform in the integration phase. (Do realize that this perspective will give your investment banker heartburn. Most of them really just want to close the deal.)

Before the deal closed, Alain and his team put together and clarified four strategic pillars that support the success of the new company.

- Ease of Doing Business. They were determined to be an easy company to do business with. No high barriers; no tiresome processes for customers to navigate.
- Innovation. They had to have products that truly fulfilled the need of the customers, and they had to out-innovate the competition on a regular basis, and applying innovation at every level and in every function of the company.
- Architectural Clairvoyance. Oclaro needed to know the direction of the industry in advance, so that the right platforms and products could be built, with enough time to build them well.



*Alain Couder
Oclaro*

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type http://www.allianceofceos.com/forum/ma/2010/inside_a_merger_that_worked.php into your Web browser.

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Lyford: Following the billion-dollar blueprint

By ACE Staff

Just like an architect, CEOs who want to grow their organizations into billion-dollar enterprises might first refer to their blueprint.

Avery Lyford of Blueprint Growth Partners recently spoke to Alliance Members about the seven "blueprint essentials." According to Lyford, they are:

1. Offer way better value to customers
2. Being in a high growth market segment
3. Marquee customers
4. Alliances with "big brother" types
5. Exponential returns
6. Inside-Outside leadership
7. Having a board with "essentials" experts

Ninety percent of the most successful organizations leverage five or more of the essentials, Lyford said.



Lyford

Depatie: Accountability is caring

By ACE Staff

You don't get to be the top rated business in your industry for four straight years without going the extra mile.

That could be the key message behind a recent Alliance Keynote discussion led by Mike Depatie, CEO of Kimpton Hotels and Restaurants, one of the nation's premier lodging and dining chains.

Since 2006, Kimpton has been



Depatie

given the #1 ranking among best hotels, and in 2009 was honored with a Best Places to Work award. But these things don't come easy.

Depatie spoke of Kimpton's service model, which is centered around "caring service" — in other words, service that is genuine and authentic.

That extends to employees, but it also means team accountability, which means everyone is accountable to each other, boss and subordinates, and everyone is accountable to themselves. "If you care for people, you've got to hold them accountable," he said.

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
Mark Anderson	105	HipLogic	www.hiplogic.com	Mobile Application Platform
Scott Benner	111	Nelson Capital Management	www.nelsoncapital.com	Investment Management
Scott Bischoff	T100	Splice Communications	www.splicetelecom.com	Telecom & IT Solutions
John Buckley	105	Architectural Glass & Aluminum	www.aga-ca.com	Architectural Glass
DeeAnn Budney	212	The Hive Advertising	www.thehiveadvertising.com	Advertising
Joy Chen	272	Yes To	www.yestocarrots.com	Natural Hair & Skin Products
Frank Cohen	341	PushToTest	www.pushtotest.com	Test Automation Tools
Michael Dougherty	333	Jelli	www.jelli.net	User-Controlled Radio
Dora Drimalas	272	Hybrid Design	www.hybrid-design.com	Marketing Strategy & Design
David Gensler	Q200	Gensler Architecture, Design & Planning	www.gensler.com	Architecture
Andre Gueziec	310	Triangle Software	www.beatthetraffic.com	Traffic Reporting Solutions
Michael Howse	302	Bigfoot Networks	www.bigfootnetworks.com	Network Hardware & Software
Stanley Jacobs	271	WorldSkin	www.drstanleyjacobs.com	Skin Care Products
Rick Keller	Q200	U-Freight America	www.ufreight.com	Transportation & Logistics
Sean Marx	108	Give Something Back	www.givesomethingback.com	Office Supplies
AK Mavani	333	CuraSeal	www.curasealinc.com	Medical Devices
Jonathan Morgan	272	Applied Science	www.applied-science.com	Blood Collection Equipment
Navin Nagiah	302	DotNetNuke Corporation	www.dotnetnuke.com	Web Content Management Platform
Rae Lee Olson	T100	The Vita Companies	www.vitacompanies.com	Employee Benefits
Steven Pinsky	107	Babette	www.babettesf.com	Women's Apparel
Dennis Raefield	110	Mace Security International	www.mace.com	Security & Surveillance
Mark Tilley	308	Unidym	www.unidym.com	Nanotechnology
Adam Ullman	341	Shoe Care Innovations	www.sterishoe.com	Shoe Care Products
Rory Ward	111	Quality Scales Unlimited	www.scalesu.com	Industrial Scales & Services
David Wen	305	Avalent Technologies	www.avalent.com	Semiconductors
Mike Wingert	Q200	Solexel	www.solexel.com	Solar Energy

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

CEO Roundtables



Connecting to the Tech Market

The technology world is full of excellent products and services that never found a high-bandwidth, positive cash flow connection to their ideal market. There are often hundreds of possible channels. Some channels are strong, but to the wrong end-user. Others are eager to get involved, but are weak and require custom engineering. Still others may be partly competitive with you. At this August 12th roundtable in San Jose, technology company CEOs brought their issues/challenges in this area and, with an expert facilitator, they dove into their real world situations, and brought to bear their collective wisdom.

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Welcome Robert Half

Robert Half Management Resources has just become a Community Partner of the Alliance, and has committed some high level CFO resources to Alliance members at no cost. Their cadre of experienced, high level CFOs are available for free 2-3 hour discussions (members only) on a variety of topics including bankability, raising capital, management reporting & ERP systems, corporate governance and compliance, global readiness, and more. Members can learn more on the Alliance website here, or by speaking to their Director. In related news, Robert Half CEO Max Messmer was named to the Bay Area Business Hall of Fame by the Bay Area Council.

Leading Your Board

A record 106 CEOs registered for this popular roundtable held in Santa Clara on October 14th where we broke into separate discussions, each facilitated by an Alliance Director. Attendees brought a wide variety of real-life case studies, dealing with under-performing boards, board control issues, the art of building a board, and techniques for re-making a board—just to name a few.

Sponsored by:



Alliance Fall Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance hosts three All-Alliance Dinners for all Alliance members and their guests. We enjoyed a wine reception prior to our Alliance Fall Dinner on September 23 in San Francisco at the Bently Reserve—the former Federal Reserve Building. You'll want to mark your calendars now for the Alliance Holiday Dinner on December 2nd at the Orinda Country Club and our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose on Thursday, May 26th.



[**Top:** Alliance Regional Director, Greg Hargrove, serves as sommelier to Bruce Nagle and Alex Dodd. **Bottom:** Lou Parrague, Bob Tasker and Marty Reed enjoy meeting other Bay Area CEOs at the wine reception before sitting down for dinner.]

Competitive Strategy: Less About Pricing, More About Value?

Continued from page 1

Rather, the focus has been on the customer.

"It wasn't whether the consumer was going to buy with you or Priceline or Expedia, it was whether the customer was going to buy at all," Bason said. "So we became focused on complaints, anything that would be a barrier."



Tom Engdahl
Advanced Digital Services

When Tom Engdahl (302), CEO of Advanced Digital Services, considers how to deal with his competition, pricing is not his number one priority, either.

It's his own organization.

"Bigger, faster, more reliable service, that's number one," he says. "Price is the second part of it ... and it's extremely important. But it's far easier to sell if they can buy from you and get more features and functions, than if they buy from you because you're the lowest cost."

But unlike Bason, Engdahl is monitoring his competition closely, more so than normal. "We want to know what our competitors are doing and what their propositions are," he said. "We've got to look at how they're selling their products."

For others, the competitive backdrop is one of heavy M&A activity. For example, Oclaro, an optical communications components provider, has seen

massive consolidation in its market since 2000, when there were about 1,000 companies in its industry. Since then, the number has dropped to about 200, said Oclaro CEO Alain Couder (Q200).



Raj Saksena
Omnitrol Networks

Oclaro itself was created 18 months ago through the merger of two

separate companies, Bookham and Avanex. Couder said the strategy is "to be the predominant force in the fiber optics industry, driving further industry consolidation, and outdistancing the competition with a broad portfolio of products and technology innovation." It has since acquired two other companies, Xtellus and Mintera, and has exchanged a product division with

Newport Corporation, a systems company, to expand its product portfolio and leverage its substantial manufacturing capabilities.

The heavy M&A activity has paid off. Quarterly revenues are up nearly 45 percent since last year, and it has a strong balance sheet with no debt.

"As a result of the company's financial stability and breadth of portfolio, Oclaro is now a top tier vendor and a respected partner of top tier customers, a status only a handful of optical component suppliers to the telecom business enjoy," Couder said.

A similar take on the competition was provided by Laurent Dhollande (310), CEO of Cloud Officing, who

"It wasn't whether the consumer was going to buy with you or Priceline or Expedia, it was whether the customer was going to buy at all."

believes that his organization and industry stand at "a 'once in a century' timing inflection point."

The company's opportunity, he says, lies in growing its overall market rather than reducing the market for its competition. "It's more about being a market breeder than a scavenger," Dhollande said. "The weak, 'slow-to-adapt' companies will die on their own anyway."

However, he added that the competitive environment over the past two years "has placed tough constraints on pricing power in most businesses, including ours." As a result, Cloud Officing is more aggressive with discounts than ever before, mostly as a defensive move to stay in line with the overall market.

"What's really exciting and different about the current economic environment is that it is forcing businesses to re-invent their approach to workspace occupancy entirely, in a quest to save cost and to adapt to the needs of their mobile workforce," he said. "This is giving us the opportunity to greatly

expand our market all together – not incrementally, but possibly by a 20-times factor."

Raj Saksena (307), CEO of Omnitrol Networks, also says out-pricing the competition is less important than quality. "If the quality is poor, they're not going to buy it from me," he said.

The differentiator for Omnitrol, a provider of real-time collaborative supply-chain software that improves efficiency and employee productivity in vertical markets, is providing quality for different customers, many of whom are manufacturers and distributors looking to get more efficiency out of their operations.

"Channeling the value is about enabling additional value, visibility, and ways to provide better responsiveness to your customers," Saksena said. "That's one of the missing elements after price."

Lori Bitter (272), CEO of Continuum Crew, which offers advertising, marketing and PR specifically for the over 40 audience, says her company competes more by approach than anything else.

"We have such a unique niche," Bitter said. "There's nobody our size and our depth and our experience and research who is sort of offering a broad range of services across the mature demographic. We have spent a lot of time on that proposition."

Bitter does say she pays attention to what other "hot creative shops" are doing, particularly those that are winning awards and taking business away from larger agencies. "The big agency that has a lot of resources, they can bury you," she said. "So the lessons learned from those shops, and how they navigated and how they worked the consultant route, and how they put their stake in the ground, are really good lessons for us to learn."

"We've invested in our proposition, but I sleep with one eye open."



Lori Bitter
Continuum Crew



Laurent Dhollande
Cloud Officing

Warren Lutz is Editor of the Alliance of Chief Executives newsletter. He may be contacted at wLutz@allianceofceos.com.

Members In The News

Jamba Juice, Give Something Back CEOs Most Admired October 18, 2010

The Alliance is very proud of James White (Q100) of Jamba Juice and Sean Marx (108) of Give Something Back, who were named by the San Francisco Business Times as 2010 Most Admired CEOs. James was named in the Public Company Under \$500 Million category and Sean was named in the Corporate Citizen category. They will be honored at a dinner at the Hilton San Francisco Union Square on Wednesday, November 17th.



Altair Nanotechnologies Receives \$48.9M Investment September 20, 2010

Altair Nanotechnologies, Inc. (NASDAQ: ALTI) reached a definitive agreement whereby Canon Investment Holdings Limited would purchase newly issued common shares of Altair. Alliance member Terry Copeland (302) is CEO of Altair.



Lorna Beukema of Rehab at Home Profiled in SF Business Times September 20, 2010

San Francisco Business Times reporter Laila Kearney profiled Alliance member, Lorna Beukema (341) and Rehab at Home.



Red Bend Software Acquires VirtualLogix September 7, 2010

Red Bend Software, the market leader in Mobile Software Management (MSM), announced the acquisition of VirtualLogix, a leading provider of Real-Time Virtualization technology for mobile handsets. Alliance member Glenda Dorchak is CEO of VirtualLogix.



VMware Acquires Integrien and TriCipher August 31, 2010

VMware, Inc. has entered into a definitive agreement to acquire TriCipher, a leader in secure access management and enterprise identity federation for cloud hosted Software as a Service (SaaS) applications. Alliance member John De Santis (302) is Chairman and CEO of TriCipher.



Omnitrol Networks Brings in \$1.4M August 26, 2010

Omnitrol Networks has raised \$1.4 million of an expected \$2.5 million in equity. Omnitrol is led by Alliance member Raj Saksena (307).



OptiMedica Sells Retina, Glaucoma Businesses August 10, 2010

Global ophthalmic device company OptiMedica has signed a definitive agreement to sell its retina and glaucoma assets to Topcon. Alliance member Mark Forchette (308) is the CEO of OptiMedica.



IBM Closes Acquisition of Coremetrics August 2, 2010

IBM (NYSE: IBM) announced the closing of its acquisition of Coremetrics, a leader in Web analytics software. Coremetrics is led by Alliance member Joe Davis (302).



11 Alliance Members Named to Inc. Magazine's List of Fastest-Growing Companies

Congratulations to the following Alliance members whose companies were named to Inc. Magazine's list of fastest-growing companies in America!



Whitehat Security
Galaxy Desserts
Arborwell
Xantrion
GoGrid
InfoStretch
Greenstein, Rogoff Olsen & Co.
Kimpton Hotels & Restaurants
Splice Communications
Siderman & Bancroft
R2C Group

Stephanie Fohn (Q300)
Paul Levitan (212)
Peter Sortwell (107)
Anne Bisagno (153)
John Keagy (272)
Rutesh Shah (308)
Alan Olsen (310)
Mike Depatie (Q100)
Andy Coan (305)
Ellen Kahn (271)
Chris Peterson (271)

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
- 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

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.



Keynote: James White, Jamba Juice: Friday, November 19 in San Ramon

Alliance member James White, CEO of Jamba Juice, was recently recognized as one of the most admired CEOs in the Bay Area. James brings a wealth of experience from his days with Coca Cola, Nestle, Purina, Gillette and Safeway where he built their Organic brands to \$400M. Event begins at 7:30 am at the San Ramon Valley Conference Center.

CEO Roundtable: Globalization 2011: Wednesday, December 1 in San Francisco

Bay Area CEOs will engage in a discussion on "Globalization 2011: First it's Small, Then Flat, Now it's Next Door." With a shifting economy, political change, and an increasingly affluent Third World, most businesses need to constantly think globally about how they engage suppliers, customers and markets worldwide. CEOs running large, medium and small businesses alike will discuss emerging consumer markets, currency risk, cross-cultural partnerships, longer supply chains, fair trade, sustainability and more. Event is from 7:30 am to 10:30 am at the Hanson Bridgett offices in San Francisco.



Alliance Holiday Dinner: Thursday, December 2 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.

CEO Roundtable: Building Industry Leadership Through Acquisitions: Wednesday, January 19 in San Francisco

As the recovery slowly progresses, many firms are running out of gas and are ripe pickings for acquirers. If your balance sheet is in order or your investors are willing to build a war chest, now is the time to think through a strategy that will propel your firm toward industry leadership. Come together with other CEOs thinking about growth through acquisitions to trade experiences and plans. Event begins at 7:30 at Hanson Bridgett in San Francisco.



CEO Roundtable: Life Sciences Goes Global: Wednesday, January 26 in San Carlos

Getting new drugs and medical devices to market increasingly means working abroad. With funding more difficult than ever, many firms are turning to China and other countries willing to invest in research. Different rules for trials and cost differentials mean these critical steps are taking place outside the USA. CEOs gather to talk about challenges, opportunities and trends in this sector when it comes to embracing the role of a micro-multinational. Event begins at 7:30 at NuGen Technologies in San Carlos.

CEO Roundtable: Building High Functioning Executive Teams; Friday Feb 25 in San Ramon

Few things are more important than having a great executive team leading the way forward. But getting the right people and getting them to work well together is very challenging. At this CEO Roundtable, CEOs will share their successful techniques and challenges. Discussion will include best practices, making executive changes, creating a high-performance environment and more. Event starts at 7:30am in Bishop Ranch, San Ramon.



Alliance Spring Dinner: Thursday, May 26 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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