

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



Volume 6, Issue 3

Fall 2013

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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Defining the art of the 'pivot'

When correctly applied, pivoting can be a smart strategy

By Warren Lutz

Aaron Mann (Group 275), CEO of SocialArc, a social media marketing firm, isn't a big fan of the word "pivot" – at least how most businesspeople use the term.

"In Silicon Valley, it's usually used to describe the scenario, 'our first business model failed completely and now we have a new one that we are sure is going to work!'" he says. "As such, it is less an elegant 'pivot' and more a gut-wrenching sea change."

Like it or not, pivoting has become one of the hottest buzzwords over the past decade. While the term frequently appears in subjects as diverse as politics to foreign affairs, in business, "to pivot" generally means to adopt a new strategy

and execute it quickly. But is it simply a new word to describe an existing business principle, or a new trend in strategy?

Within the Alliance, says Mann, the term is used accurately to describe "a successful business that sees a new market need and capitalizes on it." But he and other Alliance members also say the term has a negative connotation among some investors and executives.

Damian Black (Group 121), CEO of SQL-stream, a real-time, Big Data management provider, agrees. "I think sometimes there's a



Aaron Mann
SocialArc

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Leadership Lessons from Godfrey Sullivan

It's okay to disagree and commit, but not okay to agree and not commit



Godfrey Sullivan
Splunk

By ACE Staff

Godfrey Sullivan CEO of Splunk, a Big Data software provider that became one of the hottest tech IPOs of 2012, knows a thing or two about leadership struggles. Prior to joining Splunk in 2008, Godfrey had a most impressive career beginning with Apple, Autodesk and as CEO of Hyperion.

Sullivan knew that healthy debate is important to a startup company's growth. Yet during the early days at Splunk, conflict among the internal team veered toward

mean-spiritedness.

That's when Sullivan learned several key lessons, which he shared with Alliance members at July 11th Regional Meeting in Santa Clara.

One of Godfrey's first rule was "It's okay to disagree and commit. It's *not* okay to agree and *not* commit."

Don't avoid conflict. Organizations need an open environment where there are no penalties for disagreeing. However, leaders should "praise in public and criticize in private," Sullivan

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10 Types of Strategic Innovation

'Broad shifts' are often attributed to a mix of strategic innovations

When thinking about innovation, most people immediately think about new products like the next iPhone or electric vehicle. However, I've always believed business innovation comes in many different flavors.



PAUL WITKAY
FOUNDER

Dell re-engineered the way we buy computers, Apple revolutionized the way we buy music and Zappos built a billion-dollar shoe business by providing a "WOW" service never before seen online.

I recently read "**Ten Types of Innovation: The Discipline of Building Breakthroughs**" by Larry Keeley and found it to be a great way to think about all the ways we might innovate within our own companies. If

we don't, our competitors just might!

All companies must continually improve or they will eventually die. According to Keeley, the most powerful strategies typically consist of several of the following types of innovation:

- **Profit Model** – Gillette pioneered one of the classic business model innovations by creating the "razor/razor blade" system, after they had taught consumers that razor blades could be discarded rather than sharpened for reuse.

- **Network** – Network innovations enable companies to focus on their core strengths while leveraging the strengths of partners. Franchisors license their proprietary systems to franchisees to achieve much faster growth than they could do on their own capital.

- **Structure** – Southwest Airlines was able to achieve faster turnarounds, lower maintenance costs and more efficient operations by standardizing on the Boeing 737. The company's unique structure resulted in much lower costs than their full-service competitors and increased profits.

- **Process** – Toyota became the leading car company in the 1980s by creating the "lean" production system, which reduced waste, improved quality and lowered costs.

- **Product Performance** – Before the launch of the iPhone, Corning Glass created "Gorilla" Glass at the request of Steve Jobs. This tough, scratch-resistant glass is now used in over a billion devices worldwide.

- **Product System** – Oscar Meyer wanted to do more than just sell cold cuts, so they created "Lunchables"—a "lunch system" which include crackers, meats, cheese and dessert in a single fun package.

- **Service** – The Men's Wearhouse promises free lifetime

pressing of any purchased suit, sport coat or slacks at any of its stores, a service that is valued by business travelers who hate ironing.

- **Channel** – Amazon created a closed wireless network that is free for Kindle customers so they can purchase and download an e-book in less than 60 seconds.

- **Brand** – Intel created the "Intel Inside" campaign to increase the perceived value of computers that used Intel processors.

- **Customer Engagement** – Blizzard Entertainment created the most profitable online game in history, World of Warcraft, by designing the game to encourage and incent players to connect and collaborate, which increases their engagement and loyalty.

According to Keeley, the "heart of innovation is understanding when a broad shift is called for and driving it forward with courage and conviction." Low risk innovations improve existing products or systems by providing higher quality, speed or simply better service. The next level of innovation is to "change the boundaries" by bringing new products or services to an adjacent market. The highest level of innovation is the rare occasion when you attempt to radically change an entire industry structure. Says Keeley: "Transformational innovations erase the boundaries between once-distinct markets and irrevocably change what is expected from competitors and consumers alike."

So how can we decide which type of innovation will work for us? Opportunities are often discovered when observing how customers are either delighted or disappointed

by current offerings. Keeley discusses how most innovation strategies focus on changes in three primary areas: 1) business models, 2) platforms or 3) customer experience. The most radical and transformational strategies employ more than just one strategy at a time.

It's the CEO's responsibility to determine when the opportunity for strategic innovation exists and whether his or her organization is capable of making the necessary changes to succeed. If the opportunity exists, the CEO must then decide whether the innovation or new strategy is too risky—or if the risk of doing nothing is even greater.

The Alliance of Chief Executives is the most innovative and strategically valuable organization for leaders. We continually strive to provide the creative environments in which breakthrough ideas—like those described in Keeley's book—happen more frequently.

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

Opportunities are often discovered when observing how customers are either delighted or disappointed by current offerings.

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 turned to his group for help, 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.



"People who find and close leads are 'hunters' ... Don't mix them up with other duties. Let them hunt!"

-Anthony Sperling, Advent

Member Anthony Sperling Speaks: Let Your Hunters Hunt

The case at hand was brought by a fellow Alliance member who presented a sales team structuring challenge. The firm, which sells bundled hardware and software, had two dozen salespeople who each handled all sales opportunities in their geographic areas—large and small direct customers, channel development and OEM resellers. However, each member of the sales team had trouble focusing and was not capturing any opportunities particularly well.

Here's what Anthony Sperling of Advent Software, a provider of investment management technology, shared with his Alliance peers:

"As I step into your shoes, it's clear that "my" sales team is putting out a huge amount of effort. And deploying salespeople geographically often makes sense. But we both know the results could be better.

"In my opinion, the sales team has too many duties and is spread too thin. They are constantly bouncing between large and small customers with wildly different needs. For example, salespeople who find and close big deals are "hunters," and they are compensated for hunting. But "my" entire sales staff is performing up-selling and cross-selling tasks, which are basically account management functions. To the

"hunters" on "my" team, these are distractions. They need to hunt!

"You already said it—your sales function needs structure. If it was me, I would create two separate sales units: a chan-

nel team and a direct sales team. The first group would focus on finding and up-selling my channel partners, or the resellers of my products. The second group—my "hunters"—would handle direct sales for large opportunities, which takes an entirely different set of skills. Similarly, I would separate my customers into low-profile—most likely, my channels—and high-profile customers. This takes up-selling and cross-selling off the radar of my "hunters."

"Another thing I noticed is you have hundreds of channel partners. That's a lot! I would cut back to only the best ones and bring on an expert to manage this customer group. This would help prevent a drain of resources from the direct sales team."

a global, leading manufacturer of soft contact lenses, shared with the Alliance member:

"Everyone in this group has weighed in on this issue, and you've heard a lot of great advice. Judging from your body language and your choice of words, it's obvious that your heart is still in the company and you're not giving up control. As the founder, that's certainly understandable. But you need to be honest with yourself—the chances of you giving up control are low, thus any liquidity event is unlikely.

"I can see you clearly understand what this means. You've given your employees hope and promises that the equity you gave them will be worth money. But over time, they will realize that there is no return in sight and they will become disgruntled.

"If it was my company, and if I had the means, my first step would be to create a cash pool and offer employees with equity a way to sell it back to the company. This would be ideal for employees who want to buy a house, send a kid to college, or take the dream vacation they've always talked about. Secondly, I would ease away from the stock program in favor of a performance-based system and start cash payments instead of stock. Even if I was uncomfortable about going back to my existing employees with a new program, I would at least offer my new employees a different, cash-based system.

"If I don't, every time I hire another employee, I'd only be adding to the stock issue and digging the hole deeper."

Member John Weber Speaks: Be Honest With Yourself

The case at hand was brought to a recent Alliance meeting by an Alliance CEO who was considering whether or not to take the company public, but was concerned about his responsibility to employees who have been issued equity.

Here's what John Weber, president of CooperVision,

"If there's little chance of a liquidity event, stop issuing stock—otherwise you're only digging the hole deeper."

-John Weber, CooperVision



Mixing rational with emotional

Baba Shiv: Organizations need ambidexterous teams

By ACE Staff

What are the best mindsets for leadership? Stanford Professor and neuroeconomics expert Baba Shiv shared his research into the issue at the June 7 Regional Alliance meeting in Santa Clara.

Shiv spoke about two different types of mindsets and the kinds of fears that motivate them. The first type is afraid of making mistakes, and when they experience stress, they seek comfort. About 95 percent of people fall into this category.

The second type, Shiv said, are afraid of “missing out” on opportunities, and when they experience boredom, they seek excitement. Many CEOs fall into this second category.



*Baba Shiv
Stanford*

But to excel—particularly in times of transition—organizations need “ambidexterous” teams comprised of both types. Type 1 people are more likely to exploit business opportunities, while Type 2 folks will look for ways to innovate.

Shiv’s research expertise is in the area of neuroeconomics, with specific emphasis on the role of neural structures related to emotion and motivation in shaping decisions and experiences.

His recent work examines the interplay between the brain’s “liking” and “wanting” systems and its implications for marketing, innovation, leadership and decision-making.

Godfrey Sullivan

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said, and learn the value of the phrase, “let’s take that offline.”

Give constant feedback. There should be no surprises in an employee review.

Use the 24-hour rule to settle disagreements. If you don’t, problems can accumulate, build up and become deadly.

Sullivan also shared the challenges he faced turning around a struggling tech startup. Under Sullivan’s leadership, the company cut costs by 20 percent and has since grown Splunk from a \$10 million company to more than \$200 million.

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
Simon Aspinall	T115	Virtustream	www.virtustream.com	Enterprise Software
Alex Brodsky	271	IGIGI	www.igigi.com	Apparel
Andrew Buehler	T120	Energy Recovery	www.energyrecovery.com	Energy Recovery Systems
John Celebi	T110	Igenica	www.igenica.com	Biopharmaceuticals
Jonathan Corr	Q200	Ellie Mae	www.elliemae.com	Mortgage Software
Robert Dykes	275	Tora Trading Services	www.tora.com	Trading Software
Lisa Dyson	202	Kiverdi	www.kiverdi.com	High-Value Oils & Chemicals
Eldad Eilam	309	hopTo	www.hopto.com	Remote File Access
John Ford	275	BAM Software & Services	www.bamsas.com	Gaming Software
Glenn Johansen	120	LightRiver Technologies	www.lightriver.com	Transport Networks
Steve Joy	310	ASEPCO	www.asepc.com	Aseptic Process Equipment
Boyd Kiefus	210	Big Joe Handling Systems	www.bigjoelift.com	Material Handling Equipment
Kerry Lemos	110	Retail Pro International	www.retailpro.com	Retail Software
Kristen McAlister	341	Cerius Interim	www.ceriusinterim.com	Interim Executive Placement
Ian McLean	127	Thermal Press International	www.thermalpress.com	Heat Sealing Equipment
Israel Niv	Q400	DCG Systems	www.dcgsystems.com	Semiconductors
James Paetz	T120	Topcon Positioning Systems	www.topconpositioning.com	Positioning Technology
Sandra Pham	T300	Kaiser Permanente	www.kaiserpermanente.org	Healthcare
Dinesh Ramanathan	321	Avogy	www.avogy.com	Semiconductors
Kelly Rodrigues	Q100	PENSCO	www.pensco.com	Investment Management
Jim Schutz	275	Oculus Innovative Solutions	www.oculusis.com	Healthcare Products
Inna Ulanov	T205	IGIGI	www.igigi.com	Apparel
Ilana Westerman	341	Create with Context	www.createwithcontext.com	Digital Product Design

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

Barcelona

Right: Alliance members Gene Banman, Curtis Allen, Hung Nguyen, Eric Baissus and Kumaran Santhanam joined Alliance Founder Paul Witkay at the President's Palace in Barcelona, Spain to celebrate another successful Pan Euro meeting with our European partners, CEO-CF, in June.



Left: Kumaran Santhanam, CEO of TotalPhase, enjoys a glass of fine Spanish wine with two European CEOs during after a long day of meetings with our European partners, CEO-CF.

Spring Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guest to meet other members from throughout the entire Alliance. Many Alliance members and their guests came from throughout Northern California to enjoy our 2013 Spring Dinner at the Silicon Valley Capital Club on May 23.

Top Photo: Alliance of Chief Executives Founder Paul Witkay and Alliance Director Greg Hargrove pour wine for Scott Howarth, CEO of Integrated Silicon Solutions, and other Alliance members.

Bottom photo: Alliance members enjoy the Spring Dinner at the Silicon Valley Capital Club in San Jose.



Despite the negative connotations, 'pivoting' can pay

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bit of a 'putting of lipstick on the pig' taking place to make companies seem more hot and sexy than they might otherwise be perceived, or to be positioned in the right kind of market."



Damian Black
SQLstream

In his own industry, for example, Black sees data management companies that do not have much to do with Big Data use the term to describe their business model in order to attract customers or raise capital.

However, there is another kind of pivot, Black says, in which a market or new opportunity will arise that an existing company can actually address.

"I think most companies that are smart will go through a number of pivots," he says. "When you move from one market to another marketplace, that's a natural pivot, and you should indeed be making that adjustment."

In the technology industry, pivoting usually takes place in three phases, Black said. The first is when a company comes to a realization that it needs to make a change, and that pivot could take six to nine months. Then the company needs to work out the details and execution of the new approach and direction, which can take another six to nine months. Finally it needs to refill the pipeline with new business, which could take a further six months or so.

Companies that attempt a pivot even for good reasons may still need to battle the negative aura that can accompany the term 'pivot', Black said.

"It can sound like you didn't know what you were doing or where you were going," he said.

"However, sophisticated investors will respect a company that sees the folly in continuing to do the same thing over and over with achieving success. None of us have perfect vision. We all need to listen, learn, adapt and adjust to what we are experiencing in the market."

And yet, there are other industries where the term "pivot" means little if anything.

"It's not a term I particularly use. In fact, it's not a word that's in our category yet," says James Herwatt (Group 120), CEO of Cork Supply USA, a wine cork provider.

But then, Herwatt's line of work is not prone to frequent changes in business strategy. "Our industry tends to go fairly slow," he says. "It takes a long time for grapes to grow and to make wine so there's almost nothing that needs to happen that day or that week. We do have the benefit of time."

"Maybe our business is the polar opposite of pivoting," Herwatt added.

"Even the wine packaging industry is slow to change and risk-adverse," he said. "Our industry first began using synthetic corks in 1995, and today, they only represent 40 percent of the wine market. Getting a winemaker to change is slow."

"None of us have perfect vision. We all need to listen, learn, adapt and adjust to what we are experiencing in the market."

Kim Weiss (Group 212), CEO of Remedy Interactive, a provider of workplace safety management software, said that her company recently embraced pivoting in its product development strategy.

Before making that change, Weiss says, her company would come up an idea for a product, talk to its customers, conduct surveys and then build the product and release it. "But on more than one occasion, we found we got it wrong," she said.

"We explored and examined everything we do here and asked some penetrating questions about how we can change," Weiss says. "A key lesson was that we needed to be more flexible and quick to learn about the things we were doing that were not appealing to the marketplace."

Through the help of a new marketing manager, Remedy Interactive was able to change its product development methods. It began developing and test-

ing hypotheses about what the market needed. Then the company built software wireframes and created customer presentations, sought reactions to its product from customers, then used what it learned to make changes.

"By the third time out, we had something that looked and felt like software," she said. "Then we let our customers play with it and find out again what they thought of it. We'd keep iterating. Each time we change the product, we pivot."

Sales for its new product, released last October, are already ahead of sales for its initial product released four years ago.

While they do not actually use the term "pivot," Weiss says, "it's changed the culture of our company."

Ted Elliott (Group 272), CEO of Jobsience, a provider of recruiting engagement software on the Force.com platform, said that a "pivot" needs to result in a marked improvement in performance.

For example, Jobsience was selling a job application tracking system (ATS) to hospitals, but when new technology came to the marketplace and the company's strategic partner decided to embrace it, Elliott decided to change focus.

"We were able to play off our experience providing an ATS system for a single industry and develop new technology applicable to a broad set of industries," Elliott said. "Once we decided on a new market direction, instead of growing at a 10 percent rate, we started growing at a 40 percent rate."

Part of a successful pivot is showing your customers and the market that you're paying attention, Elliott added. "That's not just a Silicon Valley thing," he said. "A pivot means you've listened and made an adjustment to your game to be more successful."



Kim Weiss
Remedy Interactive



James Herwatt
Cork Supply USA



Ted Elliott
Jobsience

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

Members In The News

Traditional Medicinals Receives 2013 Manufacturing Award

July 15, 2013

Congratulations to Alliance member Blair Kellison (Group 272) and Traditional Medicinals on receiving a 2013 Manufacturing Award.



Alliance member's Carnegie Hall roots exposed

June 7, 2013

Accellion CEO Yorgen Edholm (Group 321) was recently profiled by the Silicon Valley Business Journal about his vocation and his violin career, which includes training with maestro Ivan Galamian, whose pupils include Itzhak Perlman, and playing Carnegie Hall.



Abbott Acquires OptiMedica

July 15, 2013

Abbott announced its intent to acquire OptiMedica Corporation, a Silicon Valley-based ophthalmic device company. OptiMedica is led by Mark Forchette (Q200).



Marty Reed Wins Entrepreneur Award

May 17, 2013

Alliance Director Marty Reed (Group 105) was awarded the Entrepreneur of the Year Award by JFK University. Reed, an Alliance Director, earned his MBA from JFK in 1999.



Skyera CEO Wins Gold in Tech Awards Circle

July 2, 2013

Alliance member Radoslav Danilak (Group 309), CEO and cofounder of Skyera, has been awarded Gold for the 2013 Tech Awards Circle in the Emerging Company Executive of the Year – Enterprise category.



Doug Leeds Honored with Award

May 16, 2013

Congratulations to Doug Leeds (Q300) and Ask.com on being named a Tech & Innovation Award winner by the San Francisco Business Times.



Menko Deroos on The CEO Show

May 7, 2013

Menko Deroos (Group 302), CEO of Xicato, was the Silicon Valley Leadership Group's guest on The CEO Show.



Patxi's is Seeking a Wider Slice of Pizza Market

June 8, 2013

The fast-growing Bay Area pizza pie maker, Patxi's, has been on a massive growth spurt lately, with four new stores opening in the past six months and a couple dozen more in the works. Bill Freeman (Group 202) is CEO of Patxi's.



James White in BusinessWeek

April 25, 2013

James White (Q100), CEO of Jamba Juice, was quoted in a BusinessWeek article reporting the results of a recent National Center for the Middle Market survey.



Members of Group 275 enjoy a beautiful day in the sun at the South Beach Yacht Club in San Francisco. From left to right: John Ford of BAM Software, Bruce MacDiarmid of Shari's Management Corp., Aaron Mann of SocialArc, Jack Kokko of AlphaSense, David Traversi of Traversi Capital Advisors, Robert Dykes of Tora Trading Company, Alliance Director Marion McGovern, and Ben Davis of Phizzle, Inc.

Get LinkedIn to the Alliance!

Our members suggested that we enable them to connect with each other on LinkedIn, a free online service that facilitates business networking (as opposed to social networking).

We setup an Alliance of CEOs group on LinkedIn and we encourage you to join the 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 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.

Keynote: David Gensler, Gensler Architecture: Friday, August 9 in San Francisco

David Gensler, who leads the world's premier design firm, Gensler Architecture, Design & Planning, will join us for this Regional Alliance meeting. As architects, designers, planners and consultants, Gensler partners with their clients on over 3,000 projects each year – projects as small as a wine label or as large as a new urban district in China. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.



Keynote: Jeff Hayzlett, The Hayzlett Group: Friday, August 16 in San Ramon

Jeffrey Hayzlett, a global business celebrity, former Fortune 100 executive and author of the bestselling books, "The Mirror Test" and "Running the Gauntlet," joins us for this Regional Alliance meeting to share his experiences, leadership perspectives and insights into professional development, mass marketing and social media. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.

Alliance Fall Dinner: Thursday, September 26 in San Francisco

All Alliance members and their guests are invited to attend our Alliance Fall Dinner at The City Club in San Francisco. Our wine reception and dinner is free for Alliance members and their guests! The Fall Dinner is one of three "All-Alliance" CEO Dinners held throughout the Bay Area each year 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 will be a popular event!



Keynote: Christine Comaford, Author of "SmartTribes": Friday, October 4 in Santa Clara

Christine Comaford, NY Times best-selling author ("Rules for Renegades" and "SmartTribes: How Teams Become Brilliant Together") joins us for this Regional Alliance meeting. For over 30 years, Comaford has been helping leaders navigate growth and change and create predictable revenue, deeply engaged and passionate teams, and highly profitable growth. Event begins at 7:30 a.m. at the TechMart in Santa Clara.

Keynote: Guy Kawasaki, Author and Entrepreneur: Thursday, October 10 in Santa Clara

Guy Kawasaki, cofounder of Alltop.com, an "online magazine rack" of popular topics on the web, and a founding partner at Garage Technology Ventures, joins us for this Top Team Regional Alliance meeting. The former chief evangelist of Apple, he is the author of ten books including "The Art of the Start," "Rules for Revolutionaries," and "The Macintosh Way." Event begins at 7:30 a.m. at the TechMart in Santa Clara.



Keynote: Maynard Webb, Chairman, LiveOps: Friday, November 1 in Santa Clara

From his start as an entry-level employee at IBM, Maynard Webb has become one of tech industry's most respected veterans. A former COO at eBay and CEO at customer service technology firm LiveOps, his book, "Rebooting Work: Transform How You Work in the Age of Entrepreneurship," discusses how to build a successful career in the modern age. Event begins at 7:30 a.m. at the TechMart in Santa Clara.

Keynote: Joe Saunders, Executive Chairman, VISA: Friday, November 8 in San Francisco.

As executive chairman and former CEO of Visa, Joe Saunders led a global company that connects consumers, businesses, financial institutions, and governments in more than 200 countries and territories. During his tenure, Visa became the world's leading payments technology company and the largest IPO in U.S. history in 2008. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.



Keynote: Sandy Costa, Attorney & Author: Friday, November 15 in San Ramon

Sandy Costa is an experienced senior executive and former COO at Quintiles Transnational, an international provider to the pharmaceutical industry, where he helped raise company revenues from \$90 million to \$1.6 billion and oversaw over 40 successful acquisitions. His book, "Humanity at Work," captures the spirit and heart of his nontraditional leadership style. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.

Alliance Holiday Dinner: Thursday, December 5 in Pleasanton

Join Alliance members and their guests for cocktails and dinner at Castlewood Country Club in Pleasanton to celebrate the holidays! The Holiday Dinner is one of three "All-Alliance" CEO Dinners held throughout the Bay Area each year to enable our members to get to know their fellow Bay Area CEOs. Event begins at 6 .m. Reserve your space early. This is always a popular event, and it's free for all members and their guests!



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