

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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Thinking Downturn - Or Up? CEOs share outlook, strategy and opportunities in current economic climate

By Warren Lutz

Alex Dodd (Group 272) sees nothing wrong with the economy – at least on the surface.

When he walks down the street from the offices of M Squared Consulting, Inc. in San Francisco, where he serves as president and CEO, the retail stores look full. So do the restaurants.

It's when he talks to business owners that he uncovers the real story: Everywhere he goes, sales are generally down 20 percent.

Among many of today's CEOs, there is growing uncertainty with the economy. Stocks are struggling, while gas prices and the U.S. home foreclosure rate are

going through the roof.

American businesses are starting to cut travel budgets, according to member Michael Depatie (Group Q100), CEO and president of San Francisco-based Kimpton Hotels & Restaurants.

"We're starting to feel a little bit of deterioration," Depatie says, adding the hotel industry generally lags three months behind the rest of the economy. "It's like we caught the virus but we don't know when we're going to get sick."

There is little Depatie – or any CEO – can



Michael Depatie
Kimpton Hotels

Continued on page 6

Geoffrey Moore: Even in a tough economy, invest in innovation

By ACE Staff

Who needs a recession to start operating one's business more efficiently?

Business leaders should plan to decrease expenditures, increase productivity and continue to innovate regardless of the current economic climate, author Geoffrey Moore told members of the Alliance of CEOs in Santa Clara last month.

"Sam Walton used to say there are companies that capitulate to a recession and companies that don't," Moore said. "Companies that don't (capitu-

Continued on page 6



Geoffrey Moore, Managing Director at TCG Advisors, discusses recession-proof strategies with Alliance members in Santa Clara.



Vision, Passion and Clarity:

Keys to CEO success that won't change in the 21st Century

Recently I was asked to lead a seminar on "Leadership in the 21st Century" for the Masters in Leadership Program at St. Mary's College. Until this request, I hadn't given much thought about how leaders themselves have had to adapt to the dramatic changes in the business environment.



PAUL WITKAY
FOUNDER

FORTUNE magazine published their first list of the top 500 companies in 1955 when I was one year old. Only 21 companies had over \$1 billion in revenues and the "Big 3" were General Motors, Exxon and U.S. Steel. Amazingly, Exxon and GM are still #2 and #3 in 2007, but GM is now losing \$2 billion while oil prices have grown Exxon's profits to almost \$40 billion.

Business leaders in the 1950s believed in vertical integration and controlling their own research, development, engineering, manufacturing, marketing, sales and accounting. CEOs invested in building large-scale operations that would provide cost advantages and insurmountable barriers to new competitors. Many employees worked their entire careers for one company and new products were always invented inside the organization. There's a reason that "command and control" leadership was in style.

Today, the world is running at warp speed and continues to accelerate into a state of near total competitiveness. CEOs have flattened, outsourced, merged, partnered, re-engineered supply chains, globalized, and reinvented business models. It has never been more challenging to be a CEO.

The new global, connected, virtual and 24/7 business environment creates growth opportunities in more dimensions

than ever. However, new competitors can rise from unanticipated sources and previously unimagined ways to build new companies far faster and at less cost than ever before.

How does this current environment affect the way CEOs must lead their organizations? First, what hasn't changed? I believe three critical factors are still necessary for leadership success: vision, passion and clarity. In the face of greater uncertainty, CEOs must still communicate clear and compelling visions and confidence for the future. To be successful in the 21st century, I believe that today's leaders must:

- Be open to learning from ideas generated outside their own organizations;
- Focus on being the best in the world in at least one area;
- Partner with organizations which are better in other areas; and
- Be faster to change when necessary.

Being a CEO is definitely tougher, and just as scientists and programmers are collaborating with their peers around the world, the need for CEOs to collaborate has never been greater. Our private Alliance Groups enable CEOs to experience how different industries are changing. I have witnessed breakthrough ideas occur when CEOs "sit in the seat" of another CEO and imagine they are running the company ... or how they might launch a competitive offering.

We continually seek new ways to leverage the awesome knowledge of our Alliance community, so please let us know if you have any suggestions. Thank you for your continued support.

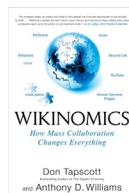
Paul Witkay is the founder and CEO of the Alliance of Chief Executives. He may be contacted at paulwitkay@allianceofceos.com.

Off the bookshelf...

Here are two of the best books I've read recently. As you will see, I'm always interested in learning more about the growing power of *collaborative intelligence* – the force that created the Alliance.

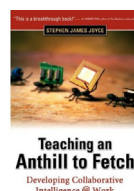
Wikinomics, Don Tapscott. Encyclopedias, jetliners, operating systems, mutual funds, and many other items are being created by teams numbering in the thousands or even millions. This book not only describes the phenomenon, but tells us how we can use collaborative intelligence to drive innovation and growth.

www.wikinomics.com



Teaching an Anthill to Fetch: Developing Collaborative Intelligence at Work, Stephen James Joyce. An anthill can survive and feed itself in some of the most hostile environments, even though no single ant knows how it all works. Similarly, the Alliance was created to bring CEOs together to share their knowledge and create world-changing new ideas.

www.anthillbook.com



Alliance CEOs Overcome Gravity!



Lars Barfod recently introduced his fellow Alliance Group #110 members to Alter-G's leading-edge gravity differential technology. Their anti-gravity medical and athletic equipment is designed for everyone from elite athletes to individuals whose daily lives don't have room for sitting still. Pictured, from left: Neal Gutterson (Mendel Biotechnology), Carl Dempsey (Wohler Technologies), Doug Thompson (MedData) inside the Alter-G rehabilitation machine, Lars Barfod (Alter-G) and Darron Brackenbury (AIC Labs). Alter-G's equipment sells for \$75,000 and is being used by many NBA, NFL and college athletes.

Creating—and Owning—a Category

Member Case Study: Rich Bravman of Intellex

It was a simple question. How did Alliance member Rich Bravman (Group Q200), CEO of Intellex, help build his last company, Symbol Technologies, from a four-person team to a \$1.7 billion dollar firm? And what techniques from that ascent was he using in his new startup?

The answer rolled out in a high-speed, no-breathing-allowed discussion that wrapped up in just 45 minutes.



**CASE STUDY by
ROBERT SHER**

The trick: He works to build companies that innovate to *create entirely new product categories in which they take commanding market share leadership.* They repeat the performance over and over again, building revenues and

shareholder value.

That gem came out in the first five minutes because that's Rich's primary and public strategy. Everyone on his team knows it. It's what they do. So I dug in.

The commonality between Symbol's products (barcode scanners, handheld computers, wireless LAN) and Intellex (extended RFID) is not accidental. Rich's deepest expertise lies in the world where atoms meet bits. That's where the physical existence or physical state of things becomes a data stream, ready for interpretation or action by a computer. The industry calls it automatic identification and data capture. This is the space in which Rich and his team own an impressive core competency.

At Symbol, the team he was part of and eventually led as CEO, brought the world the first hand-held laser scanner in 1980, the first scanner-integrated mobile computer eight years later, and to connect them all, the world's first WLAN (based on spread spectrum technology). Within this layer that links computers to the physical world is where they look for opportunities that seem to have a big future, and where they can create and defend a category against competitors.

The key is finding a match between a differentiated technology that uniquely meets a high-value need spanning multiple industries. For

example, in the case of Intellex, they saw that barcode technology only went so far. The existing passive RFID products satisfied more needs, but left a gap in functionality that was unfilled. When Rich saw the Intellex technology developed by the founders, he knew that he could fill that gap.

Extended capability RFID, while more expensive than the simplest forms of the technology, offers a host of critical advantages: greater range, more memory, works in difficult environments, and can be a platform for sensing and reporting much more than just identification information.

Creating a category is great and deserves a place on any resume. But leading that category is what generates shareholder revenue and the momentum for repeat performances in successive related categories.

Low-cost RFID for high-volume, ID-only applications were not new and not a category that Intellex could create, lead or defend. But extended capability RFID looked good.

So Rich's team fanned out and started looking into all the applications for this enhanced form of RFID. Would museums want extended RFID to report on the whereabouts and condition of paintings of the masters? Would construction companies want to use this for their big equipment? Would power generation plants want to use this to report conditions within an operating facility? The sales team met with top companies representing nearly 100 applications in about as many industries.

Just as consumers didn't know they would want a Macintosh until they saw it, Rich seeks solutions that the customer hasn't really thought

of yet – that they don't realize the benefits they could reap. He focuses on the mid-term future, because he needs that much time to develop a product and place it, before other competitors or other technologies threaten to dominate. Rich Bravman often creates presentations that paint a picture of the future of the technology in an application area. Whether his predictions are right or wrong, it stretches the mind of the market-savvy executives in the audience, and the open and candid feedback that follows yields gems that point the way.

All this field research and visioning generates a long list of applications that fit the technology. Chasing all of them is a trap. There is too much to be learned and too much work to tackle more than one or two applications with the greatest promise for success. Creating a category is great, and deserves a place on any resume. But leading that category is what generates shareholder revenue and the momentum for repeat performances in successive related categories. Intellex's list was whittled down to a few "Horizon 1" applications, including reusable transport item (totes, bins, containers), equipment yard tracking and vehicle yard management. The rest would have to wait until later.

The process requires all-star teamwork and commitment to meld product and technology development with the search for the ideal category to create and lead. Rich drew on a tool he used at Symbol: interactive business planning. He built his own private web-based groupware that was visible by everyone at Intellex and where everyone's participation is required. The process takes four months, but the level of involvement creates understanding, alignment, commitment and resolve throughout the organization. The end product has mission, vision, measurable objectives, strategies and actions plans clearly laid out, and Rich communicates about the plan over and over again, using multiple modalities.



*Rich Bravman
CEO, Intellex*

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Members In The News

ServePath Launches GoGrid

April 2, 2008

ServePath announced on Wednesday it has launched the GoGrid commercial beta, the first server hosting provider to deliver static IP addresses, full root and administrator access, private networks and web-controlled load balancing. John Keagy (Group 272) is CEO and Co-Founder of the ServePath family of brands.



Riverbed Launches in Mexico

March 12, 2008

Riverbed Technology, Inc. announced the launch of its wide-area data services (WDS) solutions to the Mexican market. Alliance member Jerry Kennelly (Group Q100) is Chairman, President and CEO of Riverbed.



Skyline Construction is a Superstar Employer

March 6, 2008

Francine Kizner tagged 6 companies as superstar employers, including Skyline Construction, for a recent article on Entrepreneur.com. Alliance member David Hayes (Group 271) is the President/CEO of Skyline.



Kathryn Meier Honored as 2008 Woman of Influence

February 29, 2008

Kathryn Meier (Group 341), President & Managing Shareholder of Hoge Fenton Jones & Appel, was honored as a 2008 Woman of Influence in the Silicon Valley. The Silicon Valley Business Journal honored women who are making a differ-



Hoge, Fenton, Jones & Appel, Inc.

ence in private, public and non-profit sectors.

How Paul Clayton got Jamba Inc. to Value Performance as Importantly as Culture

February 1, 2008

Kristy O'Hara profiled Paul Clayton (Group Q200) of Jamba Juice and his business philosophies for the cover of Smart Business Northern California.



Fundamental Capital Invests in Pizza and Ice Cream

February 1, 2008

The San Francisco private equity firm, Fundamental Capital, took a majority stake in Pint Size Corp., a Hawaiian distributor of Nestle's Dreyers' ice cream. Alliance member Kevin Keenley (Group 271) is the managing director of the firm.



Ron Najafi Rings the Bell at the American Stock Exchange

January 25, 2008

Alliance member Ron Najafi (Group 202), CEO of NovaBay Pharmaceuticals, Inc. rang the opening bell at the American Stock Exchange on Friday, January 25, 2008.



Taleo Included in Fortune's List of Tech Stocks for Tough Times

January 21, 2008

Fortune writers include Taleo among companies that help their customers save money and are likely to thrive in a difficult climate. Alliance member Mike Gregoire (Group Q100) is Taleo's CEO.



Welcome New Alliance Members!

Member (Group)	Company	Website	Industry
David Fox (308)	Agistix, Inc.	www.agistix.com	Logistics Management Automation
Jason Skeoch (111)	All Systems Broadband	www.allsystemsbroadband.com	Telecommunications Equipment
Aman Makkar (341)	AppraiserLoft	www.appraiserloft.com	Real Estate Appraisal Services
Lawrence Gelb (501)	CareCounsel, LLC	www.carecounsel.com	Healthcare Advocates
Avery Lyford (308)	DigiSense, Inc.	www.digisenseinc.com	Data Management Services
Robert Haaverson (153)	Imanami Corporation	www.imanami.com	Group Management Software
Hung Nguyen (305)	LogiGear Corporation	www.logigear.com	Software Testing
Steve Collins (104)	Marvel Maids, Inc.	www.marvelmaids.com	Cleaning Services
Andy Meade (305)	Meade Construction	www.meadegroup.biz	Construction Management
Prem Chand (111)	Milestone Technologies	www.milestn.com	IT Services
Paul Smith (307)	PacketMotion, Inc.	www.packetmotion.com	Security Appliances
Ajit Dandapani (341)	PortalSoft	www.portlsoft.com	Legal Software Solutions
Benoit Bergeret (271)	Qipit, Inc.	www.qipit.com	Mobile Media Services
Sam Allen (271)	ScanCafe, Inc.	www.scancafe.com	Digital Imaging
Paul Detering (302)	Tioga Energy, Inc.	www.tiogaenergy.com	Clean Energy Projects
Harold Goldberg (302)	Zend Technologies	www.zend.com	PHP Web Technology
Gene Banman (305)	Zero Motorcycles, Inc.	www.zeromotorcycles.com	Electric Motorcycles

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

Jamba Juice's Paul Clayton: Customer focus was the driving force behind his success

On Feb. 15, 2008, Alliance of CEOs member and Jamba Juice CEO Paul Clayton (Group Q200) discussed his experiences in growing two major retail food brands: Burger King and now, Jamba Juice.

Clayton recounted how a relentless focus on his customer guided his rise through the ranks to become President of Burger King, North America, where he was responsible for all operations, development, marketing and administrative functions for the company's more than 8,000 restaurants.

Early in his career at Burger King, his real customer was the franchisees. Clayton told us of how he dealt with conflicts between non-sensical corporate edicts and his own duty to his customer. He walked us through his then-controversial decision to stop the cost cutting to compete in the value-meal game and instead increased quantities and prices, with great success.

Members from all regions 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. Don't miss these great business thinkers!



Alliance of CEOs member and Jamba Juice CEO Paul Clayton (left) speaks with fellow members at a March keynote event at the Oakland Airport Hilton.

Case Study: Creating—and Owning—a Category

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This level of planning is critical because they won't be satisfied with selling only to early adopters; success will only be realized when they move the market "across the chasm" to more mainstream customers.

Early adopters help validate your product and strategy, but there aren't enough of them to grow a large business. They are often as interested in technology as in business results. Rich instead focuses on finding and working with known companies that have compelling business problems that can be uniquely addressed by system solutions based on his products. Make enough of these customers successful (in business terms), and the market for his product takes off, with Intellex in the lead.

The momentum builds quickly using Bravman's technique. Motorola announced on December 17, 2007 that they were partnering with Intellex to develop a new platform for a set of extended RFID solutions for customers worldwide. Be assured that the list of applications targeted for Intellex leadership is growing,

and Rich's team is looking to repeat Symbol's success. Before you know it, Intellex will be the "gold standard" in the categories they created.

Thought leadership and focused innovation leads to market share leadership and profitable growth. Crafting and making work partnerships with companies the size of Motorola takes a lot more work, more investment, and more time than logging sales to some small early adopter, but that work is done while the category is still largely undiscovered. Rich works undercover until he lands a solid customer or partner that gives him a huge head start.

The simple question I asked yielded a fast and clear answer in just 45 minutes. But there is nothing simple or easy about executing a plan to create and lead a category. Yet Rich Bravman has shown us it can be done. Now it's your turn to create and own a category.

Robert Sher is an Alliance Director and principal of CEO to CEO. He may be contacted at rsher@allianceofceos.com.

Thinking Downturn: Some CEOs taking advantage

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do to control general economic trends. But there are plenty of things CEOs can do to offset the impact on their own company.

Kimpton is offering "more aggressive" prices and Depatie got his team to help out.

"I asked all my senior executives to go back and look at each of their businesses and take ten percent off," he said.

Planning helps companies navigate through a downturn in the economy.

John Rule (Group 108), president and CEO of Applied Aerospace Structures Corp., says funding for aerospace programs and services is being delayed.

But AASC, having weathered down times before, continually looks for ways to limit costs and mitigate market risk.

A decision two years ago to self-insure its workers proved to be a money-saver. The company also worked to diversify its products and client base. In the early 1990s, Boeing represented 80 percent of AASC's business, compared to only 8 percent today.

"We will always reduce staff if it becomes necessary," Rule said. "However, our last layoff was about four years ago. This is pretty good for our business, and I attribute (our) diversification efforts to minimizing layoffs."

Diversification also helped San Ramon-based Carpenter/Robbins Commercial Real Estate, according to company principal John Carpenter (Group 105).

Carpenter/Robbins' client mix in-



John Rule
Applied
Aerospace



John Carpenter
Carpenter/
Robbins

cludes customers from both public and private sectors. And the financial health of government-run entities is more stable and often runs "counter-cyclical" to the overall economy.

"That stability allows us to respond to more private sector clients when they have needs," Carpenter said. Because private industry is most heavily impacted by the downturn, he said, "we're actually staffing up" to help clients in that sector.

Wait a sec. Hiring? With a recession looming?

That's right. And Carpenter is not alone. In fact, Doug Dolton (Group

"It's nice to be in a position to hire people when other people are letting them go ... We're actively recruiting now with that in mind."

Doug Dolton, CEO, Zopa

271), CEO at peer-to-peer lending company Zopa, is also growing his team. Turns out the credit crunch brought on by last year's subprime mortgage mess eliminated many of Zopa's competitors.

"It's nice to be in a position to hire people when other people are letting them go," Dolton said. "We're actively recruiting now with that in mind."

Even companies like Zopa are not cloaked from economic storms. Yet most CEOs interviewed for this story saw just as many opportunities in a

challenging economy as they saw obstacles.

For example, Kimpton Hotels & Restaurants just acquired \$250 million in funding with the intention of buying hotel properties and increasing market share, Depatie said.

"We're in an awfully good position," Depatie said. "I'm trying to figure out what to wish for here."

Other companies, such as San Francisco-based electronic direct mail firm Vertical Response, are looking at ways to capitalize on the economy by weaving the business climate into marketing.

"We're looking at opportunities to get in front of small businesses and say, 'Hey, we have a solution for you in this downturn, and it's not going to cost you as much money,'" said Vertical Response, CEO, president and co-founder, Janine Popick (Group 202).

After seven years of mostly online advertising, Vertical Response is beginning to take its marketing dollars offline. It's spreading word of its value proposition on buses and even through a street team.

"I would never go so far to say we're recession proof," Popick said. "There may be a lessening of demand ... but we're not going to stop."



Janine Popick
Vertical
Response

Warren Lutz is a Member Development Coordinator for the Alliance of Chief Executives. He may be contacted at wlutz@allianceofceos.com.

Geoffrey Moore: Economy offers no room for mistakes

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late) take an enormous share."

Moore, the best-selling author of "Crossing the Chasm" and a Managing Director at TCG Advisors discussed his latest marketing strategies for "Competing in Tough Times: Innovations Strategies that are Recession Proof."

"We're going through a very uncertain time in the economy," Moore told CEOs, adding that financial experts "still can't see the bottom ...

that's very, very scary."

"You're no longer sailing with the wind, you're sailing into the wind," Moore said. "So you can't make mistakes. You have to be really precise about what it is you really do."

However, Moore added that it was easier to focus in a recession because businesses are forced to pare back expenses. He also spoke of ways to continue innovating and increase value in a recessionary economy.

"If you think you have to tighten

your belt ten percent, what you want to do in a recession is tighten it twenty percent and take the other ten percent and invest," he said.

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Don't miss these great business thinkers!

CEO Roundtables



Alliance Directors led our discussions on "Building High-Functioning Executive Teams." They included (left to right) Terry Stavropoulos, Amelia Thornton, Keith Merron and Julia Sullivan.

High-Functioning Executive Teams

On Feb. 26, 2008, the Alliance of CEOs along with DLA Piper and Tatum hosted a CEO Roundtable on Building High-Functioning Executive Teams.

Executive team concerns are one of the most common issues brought up in Alliance meetings, and attendees all had a chance to discuss their issues in four breakout groups.

Over 50 members attended this interactive discussion led by four Alliance Directors, each with deep experience in team-building. Biographies and contact information are available on the Alliance website.



Sponsored By:



Biotechnology

On Feb. 28, 2008, we invited Bay Area CEOs to a Biotech CEO Roundtable at the Il Fornaio Restaurant in Palo Alto.

This Alliance CEO Roundtable, sponsored by Deloitte, included CEOs from both private and public firms. Life science leaders participated in the closed-door, spirited discussion. A white paper, available on our website, laid out the issues of greatest concerns among biotech CEOs.

Four issues rose to the top keeping these CEOs up at night: People, Partnership, Pipeline and Capital. While these issues are not unique to 2008 or to Biotech for that matter, certain nuances of current market conditions make solving these challenges important for success.

For more information on upcoming CEO Roundtables, go to www.allianceofceos.com/events2.



Attendees at the Biotech CEO Roundtable: (top) Michael Aldridge (Group 105), Peplin; Elizabeth Hutt (Group 272), NuGEN Technologies; Eric Walczykowski, Deloitte; Susan Molineaux (Group 307), Proteolix; Hagit Glickman, Executive Impact Group; Belinda Tsao-Nivaggioli (Group 307), The Avicena Group; (left) Russell Howard, Maxygen; Ron Najafi (Group 202), NovaBay Pharmaceuticals.

Sponsored By: **Deloitte.**

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.

CEO Roundtable: Preparing For A Downturn; Wednesday, April 30 in Oakland

The media loves to talk about "the coming recession." CEOs have to navigate through it, whatever economic conditions come. We'll discuss the actions, plans and challenges our CEO attendees face in their own businesses. Event begins at 7:45 a.m. at Wendel Rosen Black & Dean in Oakland and is sponsored by Comerica.



Keynote: Bill Novelli, CEO of AARP; Friday, May 16 in San Ramon

Bill Novelli, leader of one of the most powerful organizations in the country, AARP, with 65 million members, will join us to discuss "How America Can Afford to Grow Older." Breakfast begins at 7:30 a.m. at the San Ramon Conference Center.

CEO Roundtable: Growth Through Acquisition; Thursday, May 22 in San Francisco

Buying a company is not like going to the store. Some of the best buys were found by CEOs who carefully and methodically reached out in their industry, cultivated relationships and found and courted sellers. Join other Alliance CEOs to learn from others' experiences in buying (and selling) companies. Event begins at 7:45 a.m. at Hanson Bridgett LLP in San Francisco and is sponsored by Tatum.



Alliance Spring Dinner; Wednesday, May 28 in San Jose

Alliance members have enjoyed our annual Alliance Holiday Dinner so much that, this year, we're bringing our "All-Alliance" dinners to the South Bay and San Francisco as well. Join Alliance members and their guests for a wine tasting reception and dinner at the Silicon Valley Capital Club in San Jose. The reception begins at 6 p.m. Reserve your space early. **Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.**

Keynote: Rich Geruson; Friday, June 6 in Santa Clara

Alliance member Rich Geruson will discuss some of the lessons learned during his career, which included IBM, McKinsey, and building Nokia USA to a \$6.5 billion company and the 5th most valuable brand in the world. Event begins at 7:30 a.m. at Techmart in Santa Clara.



Keynote: Tom Campbell, Dean of Haas Business School; Friday, June 13 in San Francisco

Tom Campbell, Dean of the Haas Business School at U.C. Berkeley, will discuss "Leading Through Innovation." Breakfast begins at 7:30 a.m. at the Bankers' Club in San Francisco.

Keynote: Regis McKenna; Friday, August 1 in Santa Clara

High-tech marketing expert and Silicon Valley pioneer Regis McKenna will speak to Alliance members about "How Technology is Changing Marketing." Breakfast begins at 7:30 a.m. at Techmart in Santa Clara.



Alliance Fall Dinner; Thursday, September 25 in San Francisco

Join Alliance members and their guests for a culinary reception and dinner at the City Club in San Francisco. The culinary reception begins at 6 p.m. Reserve your space early. **Note: The Alliance Fall Dinner is FREE for all Alliance members and their guests.**



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