

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.

Finding the Green in Green Biz Alliance Members discuss challenges and opportunities in emerging “cleantech” markets

By Warren Lutz

With gas prices averaging over \$4.50 a gallon, could there be any better time to be selling electric motorcycles?

Probably not. But that doesn't mean Alliance member Zero Motorcycles – which sells an electric trail motorcycle that gets up to 40 miles on a single battery charge – has got an easy ride.

“Green is a very interesting aspect of the company,” says Zero Motorcycles CEO Gene Banman. “But the challenges are really traditional challenges.”

Other Alliance members who run “cleantech” businesses tell a similar story.

Sure, the industry is hot. High energy prices coupled with growing conscious-

ness about global warming is making green choices popular with businesses and consumers. And venture capital continues to funnel toward companies whose focus is providing energy, transportation, shelter and medicine in more environmentally sensitive ways.

Yet for all the hype, running a green business carries its own set of challenges — not the least of which is managing growth. Banman (Group 305), who joined the company last year, describes this challenge as the fine art of “block-



Gene Banman
Zero Motorcycles

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California Needs CEOs' Input Tom Campbell Speaks to Alliance Members

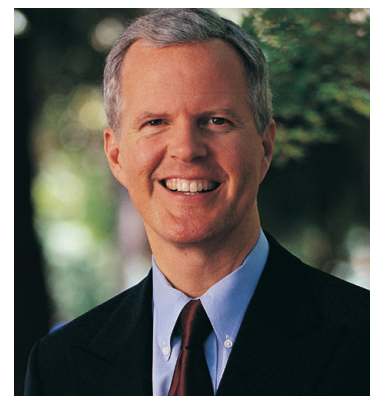
By ACE Staff

When it comes to taxes, government and the economy, business owners need to be involved in the process, former U.S. Congressman and financial advisor to Governor Arnold Schwarzenegger Tom Campbell recently told the Alliance of Chief Executives.

Campbell, dean of Berkeley's Haas School of Business, addressed Alliance members on June 13, giving his audience a real glimpse into the political environment and its relation to the economy.

Though painting a dim picture of the California budget, Campbell encouraged CEOs to get involved. The cumulative voice of business makes a difference, he said, and CEOs shouldn't think there's nothing they can do.

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.



Former U.S. Representative and
Haas School of Business Dean
Tom Campbell

CEOs Learn Faster Through Visualization

Why learning from other CEOs unleashes breakthrough ideas

Since founding the Alliance in 1996, I have searched for the secrets to generating breakthrough ideas on a consistent basis. Business has never been more challenging, with global markets, accelerating technology shifts, new competitors that emerge from unforeseen sources, and uncertain economic conditions. I believe that the winners will be those companies and individuals who can continually learn faster than their competition and generate more breakthrough ideas.



PAUL WITKAY
FOUNDER

Recently, I experienced several insights as to why the Alliance works and how to make our community of CEOs even more powerful. There is no question that the collective wisdom of the Alliance community is incredible. The question is how to unleash all of this knowledge and experience in the most effective and efficient ways.

Here are a few of my observations:

Most every CEO I know loves to solve challenging problems. Therefore, if a CEO describes a specific problem, their fellow CEOs will immediately try to help by offering advice as to what should be done. This advice is typically based upon their prior experiences and current knowledge. A group of CEOs will often defer to the individual with the most experience in the area of the problem and will quickly coalesce around a particular solution.

I have found that it is far more powerful to use the "Case Study" approach with CEOs. Similar to Harvard Case Studies that are used in business schools, a CEO describes their current situation and desired future state and then simply asks the other CEOs "what would YOU do if you were in my seat?" I like to put the focus on all of the other CEOs and have them not only understand the strategic variables, but also "feel the pain" of any problems and "experience the

adrenaline" of exciting new opportunities. Instead of quickly arriving at one "best" solution to the problem, the CEOs actually compete to find many new strategies for moving forward.

My daughter recently took some intensive tests to assess her reading competency. When I asked what was the key difference between good and poor readers, I was told that good readers actually "*visualize the movie*" in their heads while reading a story. I studied this phenomenon further and am convinced that if we can truly visualize ourselves being in another CEO's situation, we trigger deeper levels of thinking.

First-time CEOs have asked me what more experienced CEOs know that they don't. The primary difference is that the breadth of challenges that CEOs must face cannot be found in any single organization. The more companies a CEO leads, the more situations the CEO is forced to address. The Alliance "*forces*" CEOs to run virtual strategic simulations of a diverse range of other companies in their Alliance groups. They are able to address a wide range of strategic challenges and opportunities and also experience how other CEOs would also handle the same situations. This process enables Alliance CEOs to gain experience without changing companies and speed up their CEO learning.

As a by-product of using the Case Study approach, the CEO who presents the case gets the benefit of not only the group's experience and advice, but a much wider range of ideas and approaches. I have found that CEOs often generate new ideas simply by "*thinking outside their own boxes*" and then applying the fresh ideas to their own situations.

It is the willingness to share knowledge, experience and ideas with other CEOs that created the Alliance of Chief Executives. I continue to welcome your ideas and feedback on what we can do to maximize the value of the awesome collective brainpower of our Alliance members.

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

Alliance members join forces for Junior Achievement

Several Alliance members recently came together to help Junior Achievement (JA), an organization that teaches kids about business, and it all happened in 24 hours! Paul Witkay communicated the opportunity to participate in an online auction to raise money for JA and many Alliance CEOs responded to the call.

David Hayes (Group 271), CEO of Skyline Construction, generously donated a trip to the 2009 Masters' Golf Tournament for two people, and Alliance Director Bill Oldenburg was very excited to be the successful bidder of \$10,000 for the opportunity to attend next year's Masters!

Alliance member Linda McCracken (Group 105) is the President of JA of the Bay Area and leads a most effective organization. One of JA's major fundraising events each year is their JA Golf Tournament & Auction. Paul Witkay, founder of the Alliance, is on the JA Board of Directors and also teaches



David Hayes
Skyline Construction



Bill Oldenburg
Alliance Director

JA in several Bay Area schools — as do a number of Alliance CEOs.

Junior Achievement is the world's largest organization dedicated to educating students about workforce readiness, entrepreneurship and financial literacy through experiential, hands-on programs. They help prepare young people for the real world by showing them how to generate wealth and effectively manage it, how to create jobs which make their communities more robust, and how to apply entrepreneurial thinking to the workplace.

The core of the Alliance is in our private groups where our CEOs generate strategic insights, ideas and inspiration. However, many of our members are also leaders in building stronger communities in a wide variety of ways. If anyone would like to learn more about JA or have the employees (or themselves) volunteer to teach entrepreneurialism in our schools, please feel free to contact Linda McCracken of JA at (925)465-1075, Paul Witkay at (925) 942-2400 ext. 203, or visit www.jaba.org.

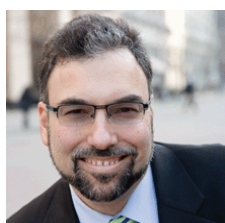


Linda McCracken
Junior Achievement

The New CEO as a Change Agent

Member Case Study: Bob Fahlman of Paradigm Management Services

More and more I hear discussion about on-boarding — the art and science of bringing talent on board and helping them acclimate to the company — so they fit in and get oriented and productive quickly. But what if they're supposed to be a change agent? If the newcomer is supposed to take the company to the next level from incremental success to transformational success?



CASE STUDY by ROBERT SHER

That was precisely the case when Alliance member Bob Fahlman was brought in to run Paradigm, a \$170 million healthcare firm headquartered in Concord, California. They specialize in getting the best medical results

for people with complex medical needs. These are individuals with catastrophic injuries such as spinal cord injuries, traumatic brain injuries, multiple amputations and severe burns, as well as complex conditions such as chronic pain. They have transformed the way results are achieved by introducing data and technology innovations that change the way things are done, and provide results that are five times the industry average.

This was not a turnaround at all — the firm had been growing steadily each year, and had been serving its owner and customers well for 15 years. But in 2006 the original investors sold the company to Sterling Partners, a private equity firm, with the understanding that the objective would be significantly accelerated growth. They tapped Bob, who has grown four firms significantly, leading two of them through very successful IPOs.

Bob didn't meddle for the first 30 days. He soaked it all in, getting to know people, the culture, the clients and the processes. This is the classic on-boarding approach, but the usual goal is to fit in and become productive as soon as possible. In contrast, Bob's goal was to create his own 100-day and 180-day written plan to position himself and the team to quickly shift the company's growth into high gear.

After the first 30 days Bob saw that his executive team had real value, and if at all possible, should be retained. The staff was also performing well and would be hard to replace. They were just accustomed to incremental, conservative growth and a cost control approach to the bottom line, rather than a growth approach to increasing revenue. Bob began to spend a lot of time with his top team, creating stronger and stronger relationships with each, while planting small seeds about growing the business. By the end of 90 days, he felt they were ready to stare at his vision of the future of the company.

You just can't ask an executive team whose norm is incremental, conservative growth to come up with a totally new and aggressive approach to the business. So Bob drafted a business plan that showed almost doubling the size of the business in three years. It was based on real information he had gleaned in the first 90 days, and it had enough specifics to show how it could be done. And on day 100, he presented it to his team. They were shocked. By the end of the meeting, about 40% thought Bob was crazy and could destroy the company; 40% were excited about being a part of a revitalized, aggressive company; and 20% were on the bubble. There was work to be done.

Bob challenged the team to do their homework and create their own growth plan.

Bob challenged the team to do their homework and create their own growth plan. They attacked Bob's "crazy" plan from the bottom up, adding up sales from new customers and segments, etc. The result of the bottom-up approach was just about what Bob had proposed. But the process of them getting into the details, given a glimpse of Bob's vision, kicked open the doors to a future that started to seem possible. The executive opinion poll shifted by day 120 to about 70% excited,

20% cautiously optimistic, and 10% unconvinced.

It was around day 120 that Bob's key task shifted to adjusting the mindset of the entire team. He dismissed only one person — a remote sales executive that had a history of non-performance. He and his top team began to present the plan to all departments and all employees, making sure that they saw the personal benefit.

One critical group, for example, was the clinical group that works closely with each case. They were already overworked and were hard to hire. He made sure they understood that new streamlined systems would be put in place to ease their workload, and that additional staff would be hired and trained before the aggressive sales campaign was begun. It was about six months after Bob joined the firm that they were ready to start making the big changes.

In the spirit of the Alliance, I'll give you the answers to the questions that any Alliance group would ask Bob at this point to get a measure of how effective Bob's mutual on-boarding approach was. It has now been one year since Bob joined Paradigm. The founder is still working there and is happy and productively focused in his area of passion and expertise. Sales are up 19% year over year through 2008. Profits are 166% of the YTD Goal. Personnel turnover continues to be at its historical low. The same top team is still in place (the President did retire), with the addition of over 50 new members. These are some impressive results.

Most CEOs never hesitate to act, and jump in with both feet. But when the CEO is the new hire in an existing company, he or she needs to be the architect of a well-thought out plan to produce the best possible results. Bob Fahlman did just that.



Bob Fahlman
Paradigm

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

Members In The News

Dave Dutton on Cover of SmartBusiness

June 2, 2008

Kristy O'Hara profiled Alliance member Dave Dutton (Q200) for the cover of *Smart Business Northern California*. The article explains how Dave turned a \$336 million loss into a \$27 million gain at Mattson Technology by making the hard decisions.



U4EA Technologies Acquires NextHop

May 20, 2008

U4EA Technologies Inc., a provider of integrated access technology for converged communications, has acquired Wireless 802.11 software supplier NextHop Technologies Inc. Alliance member Ken Epps (Group 310) is the CEO of U4EA.



Elkin Medical Systems Acquires Ultrasource

May 19, 2008

Elkin Medical Systems, a leading developer of digital radiography, PACS (Picture Archiving and Communications System) and practice management software (VIA™) for veterinary care practices, completed its acquisition of Ultrasource, the U.S. veterinary distributor for Philips Medical Systems' ultrasound product line. Elkin is led by Alliance member Gary Cantu (Group 302).



Cases Not Dismissed With New PortalSoft Software

May 9, 2008

Alliance member Ajit Dandapani (Group 341) and his startup



company, PortalSoft, were profiled in the *San Jose Business Journal*.

Taleo Acquires Vurv

May 6, 2008

Taleo Corporation, the leader in on demand talent management solutions, announced that it has signed a definitive agreement to acquire Vurv Technology, Inc., a privately held talent management software provider, for approximately \$128.8 million in cash and stock. Taleo is led by Alliance member Mike Gregoire (Q100).



Zopa Makes Use of Web's Social Connections

May 2, 2008

As credit tightens, small businesses are turning to a pioneering source of financing to start and grow their companies: Zopa, Prosper and similar lending services. Alliance member Doug Dolton (Group 271) is the Global CEO for Zopa.



Kimpton Goes on Hotel Buying Spree

April 11, 2008

Kimpton Hotels closed a \$246 million hotel acquisition fund, the third discretionary fund raised by the SF boutique hotel company, which expects to leverage the money into \$800 million. The fund already made its first two acquisitions: the Architects Building in Philadelphia, a office building built in 1929 that will open as a Hotel Palomar in 2009, and a new-construction Palomar in Chicago. Alliance member Mike Depatie (Q100) is the CEO of Kimpton.



Welcome New Alliance Members!

Member (Group)	Company	Website	Industry
Beau Ambur (210)	Metaliq	www.metaliq.com	Interactive Application Development
Ben Ayed (305)	NorkaTech	www.norkatech.com	Bluetooth Mobile Accessories
Friedhelm Blobel (Q100)	SciClone Pharmaceuticals	www.sciclone.com	Biotechnology
Carter Brown (272)	Major, Lindsey & Africa	www.mlaglobal.com	Legal Executive Search
Patrick Conte (308)	Agilience	www.agilience.com	IT Risk & Compliance Software
Bill Delaney (310)	TechHarmonic	www.techharmonic.com	Environmental Equipment
Brian Dougherty (110)	AirSet	www.airsetinc.com	Cloud Computing Software
Aaron Downey (210)	roundpeg	www.roundpeg.com	Web Applications
Mark Dzwonczyk (310)	Vello Corporation	www.myvello.com	Teleconferencing
Maigread Eichten (272)	The FRS Company	www.frs.com	Beverages
Ken Epps (310)	U4EA Technologies	www.u4eatech.com	IP Communications
Jim Finch (307)	Amalfi Semiconductor	www.amalfisemi.com	Semiconductors
Mark Forchette (308)	OptiMedica Corporation	www.optimedica.com	Medical Equipment
Steve Granville (212)	Fleurville	www.fleurville.com	Parenting Products
Omar Haffar (202)	Presidio Pharmaceuticals	www.presidiopharma.com	Pharmaceuticals
Tejune Kang (111)	Six Dimensions	www.six-dimensions.com	Enterprise Consulting Services
Ed Lehrman (212)	Vine Connections	www.vineconnections.com	Wine Importers
Hank Leingang (302)	ITM Software	www.itm-software.com	IT Business Management Software
Michael Maulick (Q100)	Platform Solutions	www.platform-solutions.com	Open Mainframe Servers
Hessam Mohajeri (305)	Ensphere Solutions	www.enspheresolutions.com	Fabless Semiconductors
Brian Nugent (271)	Applied Identity	www.appliedidentity.com	IT Security
John Peterson (210)	Merador	www.merador.com	Performance Management
Chris Raniere (202)	Revcube Media	www.revcube.com	Marketing Software
Mike Rose (111)	RoseRyan	www.roseryan.com	Financial Consulting Services
Cris Sacchi ((271)	Novedge	www.novedge.com	Graphics Design Software
Sylvia Summers (Q100)	Trident Microsystems	www.tridentmicro.com	Digital Television Processors
Joe Thurgood (111)	HJW GeoSpatial	www.hjw.com	Geographic Mapping & Information

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

Creating Value-Based Organizations

CSAA Leader Jim Pouliot Speaks to Alliance Members

Jim Pouliot, CEO of CSAA, spoke to Alliance members on April 11 and shared how he creates value-based cultures and organizations starting from the top team on down to the entire company.

When Jim takes over the leadership of an organization, he finds that about 30 percent of the existing employees quit because they are addicted to their own bad behaviors. But the remaining employees work much better without the negativity and distractions. This results in a more efficient and effective enterprise.

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



Jim Pouliot, CEO of CSAA, speaks with Alliance members at the Bankers Club in San Francisco.



Alliance Spring Dinner

The Alliance was very pleased to announce three "All-Alliance" CEO Dinners in 2008. Our members have consistently enjoyed our annual Alliance Holiday Dinners, and this year, we've added a Spring Dinner in the South Bay and a Fall Dinner in San Francisco. These Alliance Dinners are free to members and their guests.

Our Alliance Spring Dinner was held at the Silicon Valley Capital Club on May 28 and featured a wine tasting reception prior to dinner. Mark your calendars now for the Alliance Fall Dinner in San Francisco on September 25 and the Alliance Holiday Dinner in Orinda on December 4.



Bruce Nagle of RW3 Technologies enjoys meeting Tejun Kang of Six Dimensions (upper left). Greg Hargrove, South Bay Regional Alliance Director, pours a glass of wine for Avery Lyford of DigiSense (lower left). Bud Michael of Commercefx catches up with long-time Alliance member, John Manning (above).

Finding the Green: Future of Incentives Unclear

Continued from page 1

ing and tackling" that comes with starting up any manufacturing company.

As of June, Zero Motorcycles, based in Scotts Valley, was building and shipping 10 motorcycles a week, but had a backlog of about 60, Banman said. Pretty soon, the company will be moving its bike frame welding business to Asia, which should ease the production strain. But in the meantime, "we're trying to catch up," Banman said. "The orders keep coming in."

Another challenge has to do with organic cash flow. Many green businesses would have trouble without financial investment or government incentives — and there's no guarantee they'll continue to get either.

Until recently, there were no government subsidies to encourage the development of solar power, according to Paul Detering (Group 302), CEO of San Mateo-based Tioga Energy.

Today, companies like Tioga, which provides solar installations to commercial, government and nonprofit customers through long-term power agreements, benefit from a U.S. investment tax credit that's due to expire at the end of the year. There's no current plan to extend it.

"It impacts our business, and it impacts our whole industry," Detering said. "I don't think (businesses) should be subsidized in the long run ... But subsidizing them at least initially is a good thing. It allows them to get off the ground."

And here's perhaps the biggest hur-



Paul Detering
Tioga Energy

dle: Being green isn't enough. A business must prove it can help its customers reduce costs or increase revenues, or both. That's not always easy when the technology behind many green businesses could still use improvement, or is still under development.

CEO Darron Brackenbury (Group 110) of AIC Labs, said his company has routinely had difficulty explaining its value proposition to businesses. An Alameda-based research and development company, AIC Labs has developed new technologies for batteries, biofuels, sustainable mining and water treatment.

"If you can show people that you can put dollars in their pockets or save them dollars ... you'll always get a hearing," Brackenbury said. "The challenge is to develop, scale, and demonstrate the technology in a commercially viable form, in a reasonable period of time."

Fortunately, AIC Labs has gotten better at it.

When Brackenbury and his two co-founders started the business in the mid-90s, the company was a consulting firm, and its expertise was electrochemistry. The business has since grown into a public company with three spin-off businesses. The current green trend has definitely helped.

"We're fortunate to be in position to ride on that wave," he said. "Clearly, smart, large corporations are looking to the future to consider what they should and shouldn't be involved in, from wind power to more efficient vehicles, or



Darron Brackenbury
AIC Labs

whatever."

Aside from the specific challenges, there are plenty of reasons why it's a great time to be green.

The easiest one is money. According to the MoneyTree Report from Price-waterhouseCoopers and the National Venture Capital Association, "cleantech" snagged \$3 billion in investment dollars in 2007 and more than \$600 million during the first quarter of 2008, in spite of a softening economy.

All those dollars have led to some great career opportunities for CEOs. Detering, a former telecom and data networking executive, began transitioning his career toward clean energy three years ago. He said it's exciting to be part of what he calls the energy industry's "renaissance."

"They haven't seen a lot of change, and right now, we're at a period of dramatic change," he said. "That's a lot of fun."

Meanwhile, the technology driving many green businesses continues to improve.

For example, there's been interest in electric vehicles for years, but the batteries just weren't good enough. "When the lithium battery came out a few years ago, we could really build a motorcycle with a lot of range and power," Banman said.

Of course, current gas prices aren't hurting sales, either.

"No question," he said. "Four dollars a gallon is wind at our back."

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

Alliance Companies Named "Best Places to Work"

Seven Alliance Member companies were named to the list of "Best Places to Work" in the Bay Area.

They included:

- The Kimpton Group – Michael Depatie (Q100)
- M Squared Consulting – Alex Dodd (Group 272)
- MBH Architects – Dennis Heath (Group 107)
- MedAmerica – Mike Harrington (Group 127)
- Remedy Interactive – Kim Lopez (Group 212)
- RINA Accountancy – Ed Fahey (Group 127)
- VerticalResponse – Janine Popick (Group 202)



Alliance Group 104 members Tom Norris, Jack Bieda, and Bob Morgan inspect a flow model system for power plant gas turbine exhaust efficiency studies at Norris' company, Consultants in Engineering Acoustics. The company develops technology which improves turbine efficiency.

CEO Roundtables

Preparing for a Downturn

Alliance CEOs came together on April 30 to discuss how each of them prepares for the challenges and opportunities created by economic downturns.

Topics included building market share during downturns; cost reduction; running leaner organizations; outsourcing fixed costs; grabbing top talent freed by competitors; acquiring weakened firms; and managing liquidity and access to capital.

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Growth Through Acquisitions



On May 22, Alliance CEOs shared their knowledge and experience in buying and selling companies. There were many insights and ideas including how some CEOs methodically reached out in their industry, cultivated relationships and then courted sellers to find the best deals.

Sponsored By:

Come Sail Away...



Members of Alliance Group 107 (Reid Settlemier of Bigge Equipment, Bill Gallagher of Lori Bonn Designs, Gail O'Roke of Independent Business Group and Lou Parrague of Capture Technologies) enjoy sailing on the S.F. Bay after a particularly challenging Alliance meeting.

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.

Alliance Fall Dinner; Thursday, September 25 in San Francisco

Join Alliance members and their guests for a wine tasting 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.



CEO Roundtable: Business Sustainability for Sustainable Businesses; Tuesday, September 30 in San Francisco

CEOs who run businesses whose product or service helps our world to be greener will come together to discuss the special challenges of making those businesses thrive. This will be a hardcore discussion about how to run these unique businesses. The event begins at 7:45 a.m. and will end at 10:30 a.m. at the Hanson Bridgett offices in San Francisco.

CEO Progressive Dinner; Thursday, October 23 in San Jose

These smaller, intimate dinners enable Alliance CEOs and their guests to relax and get to know other members in a much more personal and fun way. A dinner charge of \$100 per person is requested. All profits benefit Junior Achievement of the Bay Area. Ed Levine, CEO of Left Bank Restaurants and a fellow Alliance member, will host. Event begins at 6:30 p.m. Space is limited, so please register early.



Keynote: Tim Brown, CEO of IDEO; Friday, November 14 in San Francisco

Tim Brown, CEO of the world's leading design consultancy specializing in turnkey product development and innovation strategy, will join us to discuss the lessons he's learned about managing innovation. Breakfast begins at 7:30 a.m. at the Banker's Club in San Francisco.

Keynote: Warren Bryant, CEO of Longs Drugs; Friday, November 21 in San Ramon

Warren Bryant, Chairman and CEO of one of the nation's largest drug store chains, will talk with us about the lessons he learned in his career with The Kroger Company and now at Longs Drug Stores Corporation. Breakfast begins at 7:30 a.m. at the San Ramon Valley Conference Center in San Ramon.



Alliance Holiday Dinner; Thursday, December 4 in Orinda

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

Keynote: Bill Campbell, Chairman of Intuit; Friday, December 5 in Santa Clara

Bill Campbell, Chairman of Intuit, was recently featured in FORTUNE Magazine (July 21, 2008) as the "Coach to Silicon Valley CEOs" such as Eric Schmidt of Google, Steve Jobs of Apple, and many others. Bill returns to the Alliance to discuss his philosophies of leadership and management. Breakfast begins at 7:30 a.m. at Techmart in Santa Clara.



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