

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE



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Since 1996 the Alliance of Chief Executives has been helping CEOs solve their most profound, strategic challenges. As the premier organization for chief executives in Northern California, we gather leaders from virtually every industry and market sector to engage in confidential exchanges that typically wouldn't—or couldn't—take place anywhere else.

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The Rules Are Changing CEOs share lessons, strategies as federal involvement in private sector grows

By Warren Lutz

As the U.S. economy continues to struggle, today's CEOs are faced with a growing presence in today's business landscape: Uncle Sam. And perhaps no industry has been as affected by recent government involvement than the financial industry – and by extension, the real estate business.

There are so many new programs targeting the housing market "it's hard to keep up with them," says Pat Lashinsky (Group Q100), CEO of Emeryville, CA-based ZipRealty, a full-service residential – real estate brokerage firm.

The effects of government programs have been both positive and negative,

Lashinsky says. TARP funds aimed at bolstering banks actually led them to tighten credit, which hurt the housing market. But there are also new tax credits for homebuyers as well as a California New Homebuyer Program that Lashinsky says is putting many people into new homes.

ZipRealty educates its agents on all government housing initiatives, as its agents are often the first point of contact for buyers and sellers. "We just work hard to know what's going on



Pat Lashinsky
ZipRealty

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Serious Mission – One Billion Tons Kevin Surace: CEO defines strategy against CO2



Kevin Surace
Serious Materials

By ACE Staff

Alliance Member Kevin Surace, CEO of Serious Materials, is on a serious mission: Reducing global CO2 emissions by 1 billion tons – a year.

That's the equivalent of 166 million cars.

Speaking at a recent Alliance keynote event, Surace (Group Q100) made a compelling case for how to get there, drawing parallels with his own firm's recent success at producing green building products. Serious Materials was recently lauded by President Obama

for buying a shuttered Chicago door and window plant with plans to reopen it to produce energy-efficient products—and rehiring the workers.

Surace's talk included charts and details on global warming, including the rise in the earth's surface temperature, projected temperature increases, arctic melting, and worldwide energy demand. His carbon-reducing battle plan included "using every tool to win," including more sustainable energy sources and more efficient consumption.

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Building a Billion Dollar Business

The coming economic upturn promises lots of opportunities to take your business to the next level



**PAUL WITKAY
FOUNDER**

Recently I had the opportunity to read about two completely different approaches to building billion dollar businesses. I know that the current economic conditions are as tough as anyone's ever experienced in my 54 years, so why talk about growing billion dollar businesses? Although few of us have the opportunity to grow our companies to a billion, we can still learn a lot from those who have done so. History has shown that great businesses can start at any time, and the smartest CEOs I know are taking advantage of the current economy to prepare their organizations to excel in the coming upturn – whenever that occurs.

The first book, "Blueprint to a Billion," by David Thomson, is a very well-researched analysis of those elite companies that IPO'd since 1980 and grew to \$1 billion in revenue. Alliance member Avery Lyford (Group 308) and Alliance Director Bob Sadler both contributed to the wisdom in the book. Avery invited David to speak with our San Francisco Alliance CEOs on May 9th where he discussed the "7 essentials to achieve exponential growth." After several years of analysis, Thomson identified seven characteristics shared by every breakthrough company, including Starbucks, Nike, Staples, eBay, Google and Harley Davidson. Although the seven essentials may look obvious on first blush, you need to read the book to understand the depth to which these hyper-growth companies focused on these areas:

- #1 – Create & sustain a breakthrough value proposition
- #2 – Exploit a high-growth market segment
- #3 – Marquee customers shape revenue growth
- #4 – Leverage "Big Brother" Alliance in new markets
- #5 – Master exponential returns (profitability)
- #6 – "Inside/Outside" leadership
- #7 – The board is comprised of essentials experts

History has shown that great businesses can start at any time.

Just for fun, I picked up Richard Branson's autobiography called "Losing my Virginity," about how he built the Virgin empire. Branson's book describes in detail how he built Virgin from absolutely nothing into a global brand in music, retailing, telecommunications, transportation and consumer products. Branson didn't create any elaborate business plans and wasn't even a good student. What he does have is incredible street smarts, persistence, passion, and all the attributes of an extraordinary entrepreneur. His first business had so little money he had to make phone calls at a pay phone outside their offices and tell the operator that he was disconnected so he could get free calls! I doubt anyone could build a billion dollar business simply by duplicating his experiences. However, it's a compelling and funny story of how he started his companies from scratch, financed them almost entirely with debt, and grew them in spite of numerous death-defying challenges.

I believe I can learn something from everyone I meet. One of the fundamental principles of the Alliance is to bring CEOs together with a diverse range of experiences and skill sets so we can gather fresh ideas and wisdom from other CEOs who run their companies in ways you might not even imagine. There is no "one way" to build a great company. We may not change everything we do, but often one seemingly small idea can make a huge difference.

No CEO built a great company by complaining about tough problems or the economy. I encourage all Alliance members to prepare to take advantage of the coming upturn while continuing to manage their current operations to survive these challenging times – no matter how long they last. These tough times may not be fun, but we can all be upgrading our teams and challenging ourselves to find ways to truly differentiate our organizations from the competition. When the time is right, you will reap the benefits from your faster, more effective team and improved products, services or business models.

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

Kevin Surace: 'Every tool' needed in global warming fight

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Surace also spoke about the cost and payoffs for each business sector if global warming pollution was cut 80 percent by 2050. His talk focused on three points:

- We must change everything.
- Don't listen to naysayers.
- And finally, believe.

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.

Out of the Industry Innovation

Plenty of proven ideas and techniques already exist, hidden from your current industry but waiting for you to discover them

Why risk cash and time on innovating from scratch when you can find ready-to-go innovations in another industry? The fact that diverse groups of people can result in greater innovation was studied in Keith Sawyer's book, "Group Genius." He wrote, "In 2003 the consulting firm



CASE STUDY by ROBERT SHER

Accenture studied innovation in forty global companies in five industries and found that, on average, 45% of the innovation came from external sources." Paul Dijkstra (Group 105), CEO of InterHealth Nutraceuticals, Inc. and James Herwatt (Group 107), CEO of Cork Supply USA, have both brought out of the industry (but not out of the box) innovation to their companies. While new thinking and bleeding edge innovation has a sexy allure, the risks related to innovation can be reduced if the ideas have been tested and perfected in another industry.

Paul's firm is a part of the dietary supplements industry, which is loosely regulated, and where little proof of effectiveness is required by law. Most producers have some claim of efficacy and market their products without clinical research to back up their claims.

InterHealth Nutraceuticals is an ingredients supplier, selling to supplement manufacturers and finished product formulators. Paul saw big opportunities to expand from supplying the pill-based supplement companies to makers of functional (nutrient added) foods and beverages, where product volumes were high and demand was growing rapidly. But the biggest hitters in this arena were heavily branded mega-firms who were wary of putting untested ingredients into their products. Paul understood this objection, and with his background in pharmaceuticals, he was able to bring the discipline of proving efficacy to

InterHealth Nutraceuticals. In fact, the level of proof the big brands wanted was nothing compared to what he had done in the past to get buy-in for new dietary supplement ingredients.

CEOs should consider stepping into new lines of business, where their prior experiences become new innovation. Or hire in top leadership talent from outside your industry. Paul Dijkstra was a life sciences CEO before he stepped into the supplements business. Spending a lifetime in the same business can create myopia.

James Herwatt's firm has been supplying most of the high end wineries with corks for years. Their cork manufacturing is very controlled and quality testing on each batch of corks is part of the process. With deep connections in the high end wine industry, Cork Supply

CEOs should consider stepping into new lines of business, where their prior experiences become new innovation—or hire top leadership talent from outside your industry.

USA looked to expand to oak barrel manufacturing (coopering), and first looked to acquire some competitors in this fragmented industry. Rather than buy into the industry and adopt the artisan like processes that are industry norms, he built his own facility, hired Master Cooper Jason Butler and his three coopers, and is differentiating himself through careful testing and quality assurance systems similar to those that helped him grow his high end cork business.

Buying a business or starting a

new one and blending known best practices from your core business and the new business is a great way to bring fresh thinking to bear.

Both CEOs are innovating, but they're doing it by bringing into their business best practices from a related industry. This can be a low-risk, fast, and cost efficient way to steal the march on the competition.

Paul invested about 70% of his firm's net profits into the development effort. He took a known base compound and tested how it behaved when it was heated or otherwise processed, as it would have to be purchased by functional food and beverage companies. Since he had a clear set of target customers and products in mind, he knew exactly what they'd need to know to move forward: That the active ingredient would remain effective when it was consumed.

In Paul's case, he brought the market analysis and market sizing common to life sciences into play in a way that was beyond the norm for the supplements industry. He also brought the disciplined approach to drug development and the incremental development process of known substances, avoiding wild intuitive leaps of faith.

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click or type http://www.allianceofceos.com/forum/strategy_planning/2009/out_of_the_industry_innovation.php into your Web browser.



Paul Dijkstra
InterHealth
Nutraceuticals



James Herwatt
Cork Supply USA

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

Jerry Kennelly: It's About the People

Alliance Member Jerry Kennelly, CEO of Riverbed Technology, knows where the real value of his company comes from -- the minds of the people who work there.

Speaking at a recent Alliance keynote event, Kennelly (Group Q100) equated good leadership to being an orchestra conductor and encouraged CEOs to "have a complete and total respect for each employee."

He emphasized empowering them, not loading them down with BS. But if they're not performing, he said, quickly show them the door. Keeping people who peers don't respect is bad for morale.

Kennelly cofounded Riverbed, the performance leader in wide-area data services in 2002. He has more than 25 years of industry experience in companies such as Sybase, Oracle, HP, and Hitachi. Riverbed is his third successful startup after Inktomi and Gain.

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First Transcontinental Alliance Meeting A Success!

Alliance Director, Hank Holzapfel's Group 305, met at the San Mateo headquarters for LogiGear on July 10 while Hung Nguyen, CEO of LogiGear, met with the group via video conference from his offices in Viet Nam.

Hung is an incredible story of the American dream, having come to the U.S. in 1982 as a refugee. Prior to founding LogiGear in 1994, he put himself through school and held leadership roles at Spinnaker, PowerUp, Electronic Arts, Palm Computing and other leading Silicon Valley companies.

LogiGear has built a reputation for offering the widest range of services in the software testing industry and now employs several hundred people in Hung's home country of Viet Nam.

This Alliance Group goes to the end of the earth to make sure they come together to discuss their most challenging issues.



Left to Right: Gene Banman, JR Matthews, Leinani Nakamura, Hung Nguyen (on video), Andy Coan, Andy Meade and Ashok Santhanam.

Welcome New Alliance Members!

Sage Baker	271	FD International	www.fd.com	Business & Financial Communications
Lorna Beukema	341	Rehab at Home	www.rehabathome.org	Home Health Care
Doug Hagan	310	Krytar	www.krytar.com	Broadband Microwave Components
Kurt Lindorfer	202	Paradigm Structural Engrs	www.paradigmse.com	Structural Engineering
Michael Meyer	271	Adaptive Path	www.adaptivepath.com	Product Strategy & Design
Lora Nunes	310	Pandora Data Systems	www.pandoradatasystems.com	Data Management
Stephen Pieraldi	305	iForem	www.iforem.com	Digital Escrow Services
Melinda Richter	202	Prescience International	www.prescienceintl.com	Research Centers / Incubators
Raj Saksena	305	Omnitrol Networks	www.omnitrol.com	Programmable Application Networks
Mitch Schoch	302	Bentek	www.bentek.com	Electronic Manufacturing Systems
Rutesh Shah	308	InfoStretch	www.infostretch.com	Outsourced Software

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

CEO Roundtables



Life Sciences: From Racing to Pacing

At this Roundtable, "From Racing to Pacing: Building a Team and Culture to Navigate the New Road," there was general consensus that it is "a new road, not a bump in the road." Companies can no longer race to a milestone, burning through their cash, and expect a fresh infusion of cash to carry them forward. Instead, they have to lead a capital efficient company, accomplish more with less, and deploy innovative strategies to fuel their company to achieve milestones. During this Roundtable, participants dove into these issues and explored what the new road means to the organization, how to lead employees to the new pace, how to compensate the team with new plans and/or reworking old plans, and what others are leveraging in a consultant or virtual model to remain capital efficient.

Sponsored by: **Deloitte.**

Manufacturing Challenges & Strategies

Manufacturers have always had some unique challenges, and we brought a select group of mid-sized manufacturing chief executives together to share business challenges, solutions and opportunities. There was no panel and no presentation, just seasoned chief executives sharing their collective wisdom. The methodology for facilitating the discussion is one that the Alliance of Chief Executives has honed and perfected since 1996. The session began with a five minute self-introduction to help all the CEOs make connections with their peers, then onto tackling the issues one by one.



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Community Partner
Alliance Community Partners are committed to supporting the entire Alliance community of CEOs and the organizations they lead.

 **HansonBridgett**
Inspired

Series Sponsor (Life Science Series)
Alliance Series Sponsors support a series of events for a selected group of Alliance CEOs.

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Alliance Spring Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance is pleased to again host three "All-Alliance" CEO Dinners for all Alliance members and their guests in 2009. Our members have consistently enjoyed the opportunity to meet other Bay Area CEOs at our Spring Dinner in the South Bay, Fall Dinner in San Francisco and our Holiday Dinner in Orinda. Our Alliance Spring Dinner was held at the Silicon Valley Capital Club on May 27th and featured a wine tasting reception prior to dinner. Mark Tacchi (Group 210) of Vendini was the winner of our wine tasting competition. Mark your calendars now for the Alliance Fall Dinner in San Francisco on September 24th and the Alliance Holiday Dinner in Orinda on December 3rd.



[**Top:** Alliance Regional Director, Greg Hargrove, served as sommelier for Rutesh Shah of InfoStretch and his wife Mona. **Bottom:** Cris Sacchi, Jeff Connors, Mark Tacchi, Kevin Surace and their guests get to know each other over dinner.]

CEOs Share Lessons, Strategies on Fed Involvement

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out there," Lashinsky says. "A regular part of our communication and training is making sure (agents) know about all the programs."



Denise Thompson
SPG Solar

Today there are more federal economic recovery initiatives than most Americans have seen in their lifetime, while other government actions are changing the business landscape. The reaction from CEOs ranges from excitement to frustration — and most of all, uncertainty.

Denise Thompson is thrilled about a new federal program that could make the future of her solar company, Novato-based SPG Solar, so much brighter. She just wishes she knew more.

"It's constantly evolving," Thompson (Group 271) says of an as-yet unleashed federal grant program that could provide alternative energy firms with \$3 billion in grants. "People are waiting to see what will happen."

In the case of SPG Solar, a leading developer of solar photovoltaic (PV) systems, it has partnered with an investment banking firm that provides updates on the federal grant program, giving the best chance to prepare.

"You need somebody like them on your team," Thompson says. "Success is largely based on how many good resources you can get your hands on."



Keller Strother
MST Services &
Evidence-Based
Associates

For some CEOs, there is not yet much impact from the new presidential administration. But there has been plenty of optimism.

Keller Strother (Group 308), CEO and cofounder of MST Services and Evidence-Based Associates, is tracking the progress of the Youth Promise Act, a bill being considered by Congress that would give money to communities for violence prevention programs. MST is a research group pursuing treatments for youth with serious clinical problems, and Evidence-Based Associates helps state and local agencies implement projects for youth in the juvenile justice system.

"We view the Obama Administration as being much more friendly to our area of work — youth and family services, specifically at-risk youth involved with the juvenile justice system," Strother says.

A recent White House blog laying out a policy of prioritizing education and treatment programs that produce results speaks strongly to his firm's treatment approach.

"For us, opportunities include increased grant funding available to organizations that use our treatment model," Strother says. "Additionally, there may be federal legislation that directs new funding for research-based programs like ours."

Strother's firms may hire a lobbyist next year, a strategy already being

"There are going to be some tough times, short term. But the low cost producer that is offering true value will survive."

pursued by Oakland-based Arcadian Management Solutions, which provides value-oriented Medicare health plan options to Medicare beneficiaries who reside in small to medium-sized communities.

Arcadian CEO Bob Fahlman (Group Q200) says discussions in Washington on healthcare reform and Medicare will impact Arcadian, so the firm is getting involved through its own lobbying efforts and through its trade association American Health Insurance Plans.

"We're working with members of the Senate and House and Chief of Staff to make sure they have the facts and the data they need," Fahlman said.

With the outcome unknown, however, Arcadian plans to continue streamlining operations and develop new, cost-effective products for next year.

"I'm cautiously optimistic," Fahlman said. "There are going to be some tough times, short term. But the low cost producer that is offering true value will survive... and we are a low cost producer right now."

For other firms, federal initiatives can be more disruptive. Eve Hinman (Group 212), CEO of San Francisco-based Hin-

man Consulting Engineers, says the American Recovery and Investment Act of 2009 has dramatically boosted her structural engineering business with federal work.

The Fed was already one of the firm's biggest clients. But it's also a demanding client, requesting in-person meetings on short notice yet expecting contractors to be "shovel ready" on projects.

"We have to be responsive," Hinman said. "We can't drop any balls."

Hinman's firm has dealt with the frenzy by holding longer operations and management meetings. "It's really the only quality time we have together as a group," she said. "Also we have made it a priority to maintain status meetings with staff regardless of where we are to make sure no balls are dropped." Plus they've hired a marketing director to keep up with proposals.

Although Hinman says the increased pressure can be "unnerving," she considers her firm fortunate. But changes in Washington do not bode well for all.

Oakland-based ELM Resources, which provides technology services to the student loan industry, faced a major dilemma. The Obama Administration plans to overhaul a student loan program that accounts for the bulk of ELM's business by essentially taking over the program.

"Basically, we have government nationalization of an industry," says Jeffrey Connors (Group 110), former CEO of ELM. Particularly because ELM reached record profits last year, "this comes as a shocker," Connors said.

ELM is now taking inventory of its assets. The firm is relatively lucky — it has an established brand, a distribution channel, and cash. But Connors is no longer with the firm.

"The world does change, and it changes when you least expect it," Connors said. "So don't get too damn comfortable."



Bob Fahlman
Arcadian



Eve Hinman
Hinman
Consulting Engineers

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

Members In The News

Profile of Pat Lashinsky in San Francisco Business Times

July 10, 2009

San Francisco Business Times reporter Blanca Torres profiled Alliance member, Pat Lashinsky (Group Q100), CEO & President of ZipRealty.



Adept Technology Accepts U.S. Chamber of Commerce Award

July 7, 2009

Adept Technology, a leading provider of intelligent vision-guided robotics and global robotics services, accepted the U.S. Chamber of Commerce's Faces of Trade award in recognition of Adept's impact on the Pleasanton community. The award honors Adept's efforts to increase jobs through trade. Alliance member John Dulchinos (Group Q200) is President and CEO of Adept.



SciClone Pharmaceuticals Added to Russell 3000(R) Index

June 30, 2009

SciClone Pharmaceuticals announced that it has been added to the Russell 2000 and Russell 3000 Indexes, which measure the performance of the largest 3000 U.S. companies. SciClone is led by Alliance member Friedhelm Blobel (Group Q100).



Climate Change Heats Carbon Software Firms Including Hara Software

June 26, 2009

Carbon accounting software firms, including Hara Software led by Alliance member Amit Chatterjee (Group 307), were profiled by Lindsay Riddell of the San Francisco Business Times.



Alliance CEOs in Wall Street Journal

June 23, 2009

Alliance CEOs Aaron Leventhal (Group 212) of Hero Arts and Anne Bisagno (Group 153) of Xantrion are featured in WSJ Reporter Phred Dvorak's article on shifting employee responsibilities and retraining.



Serious Materials Featured in Fortune

June 8, 2009

Serious Materials was included in a Fortune Magazine cover story highlighting 10 companies that are thriving in the current economy. Alliance member Kevin Surace (Group Q100) is CEO of Serious Materials.



Michael Gregoire Selected Finalist for Ernst & Young EOY Award

June 4, 2009

Alliance member Michael Gregoire (Group Q100), CEO of Taleo Corporation, was among the finalists for the Ernst & Young 2009 Entrepreneur of the Year Awards Program for Northern California.



Trident Microsystems Completes Acquisition of Micronas Product Lines

May 14, 2009

Trident Microsystems, a leader in high-performance semiconductor system solutions for the multimedia and digital television (DTV) markets, acquired selected assets of the frame rate converter (FRC), demodulator and audio product lines of Micronas' Consumer Division. Trident is led by Alliance member Sylvia Summers Couder (Group Q100).



Salient Wealth Management and Friedman & Associates Merge

May 1, 2009

Alliance member, Richard Stone (Group 202), founder and CEO of Salient Wealth Management, and Gregory Friedman, founder and CEO of Friedman & Associates, joined forces in a merger effective May 1, forming one of the largest wealth management firms in the North Bay.



Bookham and Avanex Close Merger

April 27, 2009

Bookham, Inc. and Avanex Corporation announced they have closed their merger. The newly combined company will be named Oclaro, Inc. and will be led by Alliance member, Alain Couder (Group Q200).



8 Alliance Members on List of the Best Places to Work

Congratulations to the following Alliance Members whose companies were named to this year's list of the "Best Places to Work in the Bay Area!"



Clickability, led by CEO John Girard
Greenstein, Rogoff, Olsen & Co. LLP, led by Managing Partner Alan Olsen
Hanson Bridgett LLP, led by Managing Partner Andrew Giacomini
Kimpton Hotels & Restaurants, led by CEO Michael Depatie
M Squared Consulting, led by CEO Alex Dodd
MedAmerica, led by CEO Mike Harrington
Remedy Interactive, led by CEO Kim Lopez
RINA Accountancy Corporation, led by President Ed Fahey

Get LinkedIn to the Alliance!

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

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

To join the Alliance of CEOs LinkedIn group:

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

Enjoy!

Upcoming Alliance Events

For an updated list of all Alliance events, go to www.allianceofceos.com/events2

The core of the Alliance is our private CEO groups which meet throughout Northern California. Because the collective experience within the Alliance is truly extraordinary, we bring CEOs together in a variety of additional ways to enable our members to connect with other CEOs in meaningful ways. If you would like to be invited to any of the Alliance events below, please contact Laurel Madal at (925) 942-2400 ext. 201 or lmadal@allianceofceos.com.

CEO Roundtable: Executing for the Upturn: Tuesday, September 22 in San Francisco

More companies will stumble or fail on the coming upturn than during the downturn. This CEO roundtable allows chief executives to come together and talk about their expected and/or current challenges in dealing with an upswing in business. Event begins at 7:30 a.m. at Hanson Bridgett in San Francisco.



Deloitte.

Life Sciences CEO Roundtable: Making Big Bets in a Dickey Economy: Thursday, September 24 in Palo Alto

Many life sciences CEOs are making judgments about placing big bets in a dicey economy. But are they being too optimistic, increasing risk in such difficult capital markets? On the other hand, when is "hibernation" more risky than burning cash to achieve an objective? This roundtable discussion will focus on real situations brought by attendees that will help us all make these difficult, high risk judgments. Event begins at 7:30 a.m. at Bowne in Palo Alto.

Alliance Fall Dinner: Thursday, September 24 at Bankers Club in San Francisco

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



Keynote: Wall Street Journal meets Alliance CEOs: Friday, October 2 in Santa Clara

Two Wall Street Journal writers who focus on leadership issues will be joining us for an interactive discussion about leadership issues in today's globally competitive environment. Event begins at 7:30 am at the Techmart in Santa Clara.

CEO Progressive Dinner: Thursday, October 22 in San Jose

These smaller, intimate dinners for Alliance members and their guests were a hit last year and we are bringing them back by popular demand. A progressive dinner means that we all change seats with each course so that we can meet nearly everyone at the dinner. We ask a dinner charge of \$100 per person so that we can donate all profits from these dinners to Junior Achievement of Northern California. Event begins at 6:30 p.m. at Left Bank Restaurant in San Jose. Space is limited, so please register early.



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

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

Alliance Holiday Dinner: Thursday, December 3 in Orinda

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



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