

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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High-Speed, No Speed and Back Again Silicon Valley exec switches gears yet finds success

By Warren Lutz

A little over a year ago, Mark Dzwonczyk took over as CEO of a 110-year-old telephone company in rural upstate New York. Since then, he has discovered the business lessons of Silicon Valley do not apply everywhere. In fact, there are some things that can't be learned in Silicon Valley.

Several Alliance CEOs got a close-hand look when the members of Group 310 — along with Alliance Founder Paul Witkay — traveled to St. Lawrence County, New York for their monthly meeting.

"It was an incredibly valuable trip," said Corwin Nichols, president of Microtech Systems, a provider of high-quality digital duplication and disc publishing systems and software. "It's really just a different climate to what we see here."

That's for sure. One of the most rural areas in the U.S. and home to the 6-million-acre Adirondack Park, St. Lawrence County has 41 people per square mile. By comparison, Santa Clara has 1,400.

Rural upstate New York also has very little high-speed Internet access, a fact that stifles economic development throughout the region, hurts the ability of local businesses to compete globally, and leaves residential customers—including K-12 students—at a significant disadvantage.

But in 2009, tiny Nicholville Telephone Com-



Mark Dzwonczyk
Nicholville Telephone

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Geoffrey Moore: Migrate for Growth Author says building growth engines involves changing models



Geoffrey Moore
Author, "Escape Velocity"

By ACE Staff

According to best-selling author Geoffrey Moore, major growth usually involves business model migration — but the direction of this migration makes a lot of difference.

Speaking at a Regional Meeting of the Alliance of Chief Executives in Santa Clara, Moore, chairman emeritus at TCG Advisors, said that technology has become mainstream, whereby the new challenge is breaking out of developed markets—instead of breaking into them—and creat-

ing new engines of growth.

Moore presented a framework for building growth engines based on different types of growth — category expansion, competitive advantages, customer commitment, unmatched offers and tipping points. He then presented different options for business model migration:

- Migrate to follow the value
- Migrate first within your own quadrant (determined by products, services, volume operations and complex systems)
- Migrate across the product/service boundary

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Corporate Soul and Planned Serendipity

A leader's passion can trigger specific actions that create good fortune

I recently read two books which talk about concepts that initially appeared to be not only oxymorons, but totally unrelated to leading an organization. However, I found them to be quite relevant to the challenges that every CEO faces.



PAUL WITKAY
FOUNDER

In his book, **"Lead by Greatness"**, David Lapin talks about **"Corporate Soul."** At first, I thought it was simply another book about the need for leaders to have strong values and character. Yet as I read further, it became clear that Lapin was discussing something much deeper than what is offered by most other books on leadership.

Most leaders strive to create a long-term, sustainable competitive advantage. However, trying to anticipate the future moves of your competition is typically a losing game. Lapin makes a very compelling case that it is often the unique passion and commitment of individual leaders that creates unique organizations. It's the very nature of this authenticity that competitors simply can't copy; in fact, this is what gives an organization its "soul." He says that *"it is impossible to generate human energy, a sense of purpose or tap human greatness in a soulless organization."*

Soon after, I read **"Get Lucky"** by Thor Muller and Lane Becker. Muller and Becker talk about how serendipity, which they define as "finding what you're *not* looking for," can play a large part in your success.

Muller and Becker take readers on a journey to explore how some innovators and companies have taken specific actions to ensure that they "get lucky" more often. Although it is still difficult to predict precisely when good luck will strike, they have identified eight skills that promise to generate more luck in your life and are the essence of **"Planned Serendipity."**

Motion — A classic definition of insanity is doing the same thing time and again while expecting different results. To make something happen, you need to get out meet new people, experience new things and shake things up.

Preparation — We must be observant for anything new and approach them with pure curiosity. When we use our "beginner minds" as if we know nothing about the subject, we are able to see things in a whole new way.

Divergence — My favorite poem is "Two Roads Diverged

into a Yellow Wood" by Robert Frost. It's necessary to explore new paths if we are to find new ideas and fresh ways to think.

Commitment — I have noticed that many, many more ideas are generated when a CEO is very clear about their goals and intentions. A request for ideas to help stimulate growth is too vague and too broad – most people will have trouble identifying ways to help. However, when a CEO is crystal clear about their vision and goals, the clarity triggers all sorts of connections in our brains.

Activation — CEOs who want to generate creativity and "luck" on a regular basis design structures and experiences that force people to engage with each other in ways they wouldn't normally do. Steve Jobs personally designed the new offices for Pixar so that all employees would have to mix with any and all other employees.

Connection — The Internet has enabled us to connect with virtually anyone else in the world. To make these connections valuable, it is necessary for people to take actions to help other people solve their problems or achieve their goals – even when they don't know each other.

Permeability — To maximize the exchange of new ideas and information, leaders must create ways for their organizations to effectively communicate with the outside world—and even more importantly, for the outside world to be able to communicate with those inside.

Attraction — It's the passion and "soul" of great leaders that attracts great employees, customers, investors and strategic partners, who want to align

with the vision expressed by the leader.

I believe it is worth every leader's time to think deeply about their personal passion and how it relates to their corporate vision and "soul." When you're clear about your vision, you enable others to take specific actions that help you and your organization "get lucky."

The Alliance of Chief Executives is building the most innovative and strategically valuable organization for CEOs. We continually strive to provide the creative environments in which breakthrough ideas happen. We believe that great leaders make a real difference in the world, and by bringing leaders together to both support and challenge one another, we believe we make a real difference as well.

*When we use our
"beginner minds" as
if we know nothing
about the subject,
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How To Avoid the Killer Acquisition

When evaluating risk and complexity, the size and impact of the deal matters

The odds of successful acquisitions are dismal. A Federal Trade Commission paper says 50% of all deals for companies large and small are not successful. This is troubling news for



ROBERT SHER

mid-sized firms, which can't afford the losses of a bad deal as easily as a Forbes Global 2000 company can. In fact, it's especially troubling because many mid-market CEOs assume they merely need to avoid acquiring sizable companies and opt for small, "bolt-on" firms instead. I wish it were that simple. But it isn't.

Mid-market firms are big enough to make sizable acquisitions but are often not big enough to have dedicated acquisition teams or the management bandwidth to integrate a newly acquired firm. One disastrous acquisition can push a mid-market company into bankruptcy court. Knowing that, many CEOs use size as the most common qualifier. As they see it, the acquisition of a company with similar revenue carries greater risk, which could "sink the ship." They see much smaller firms as far safer to fold in.

Other mid-market CEOs look at their track record of acquisitions as a key indicator. Doing one successful deal emboldens them to do another. Yet in interviews I've done this year with more than 65 mid-market CEOs, CFOs and corporate development executives suggest that acquisition size and track record shouldn't be the only screens used to evaluate a potential acquisition. In fact, the most successful mid-market acquirers evaluate each deal for risk and complexity. They then determine whether they have the requisite competencies in dealing with the complexities, making sure the strategic rationale for the deal will make some of the inevitable headaches worthwhile. In other words, they do deals with their eyes wide open.

While there are in fact twelve categories of risk and complexity that

an acquisition opportunity must be reviewed against, it helps to start the discussion with a simple low, medium and high approach.

Low: *Acquiring a relatively small company that is in the same line of business.*

For example, Alliance member Alex Hehmeyer (Group 105) and his business partner executed a private equity-fueled rollup of career colleges under the name Career Choices, Inc. and sold them to Corinthian Colleges for \$56 million. Having had experience running a cooking school and automotive technician school, they understood the business. As they acquired one small college after another, they left the

Most successful mid-market acquirers evaluate each deal for risk and complexity, then determine whether they have the requisite competencies in dealing with the complexities."

faculty and local management alone, consolidating only the back offices and finance functions and providing senior management oversight. They kept it simple.

Another good example is one from my own past, where as an art print publisher, I bought a fellow art print publisher whose revenue was only 8% of my firm's size but had imagery that diversified my offerings. I completely understood her cost structure, customers, manufacturing process and logistics. We packed up her warehouse and dropped it into mine. It went wonderfully. But if I had instead bought a small IT services firm (for example), the risk and complexity would have

been much higher, as I would have known little about the IT services business at that time.

Medium: *Acquiring a substantial company in a different line of business whose integration requires a transformation in the acquirer.*

Imagine a restaurant chain buys a competitor one quarter of its size, in part because the competitor uses consumer-facing technology in an innovative manner.

If the acquirer intends to immediately imbed that technology into its own operation to achieve a competitive edge and accelerate revenue, it dramatically raises the risk of the deal. The acquirer's need for big changes in the way it does business increases the complexity and urgency of the integration.

High: *Doing a merger of equals to create a new entity.*

When two similar-sized companies merge, the leadership team usually changes. The new team must then choose which firm's business processes and information systems to adopt (generally, best-of-breed wins in each area). This induces tremendous operational change. Further, most such mergers have profound strategic implications — an expanded set of customers, a broader product and service offering, or a larger geographic market in which to play. As a result, the new top team must re-think the business's vision and mission. Add to that a name change, with all the external marketing, positioning and brand building work to be done.



*Alex Hehmeyer
AMH Ventures*

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type http://www.allianceofceos.com/forum/ma/2012/how_to_avoid_the_killer_acquis.php into your Web browser.

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Harnessing the Power of Surprise

Kaplan: Innovation begins with challenging assumptions

By ACE Staff

Soren Kaplan, the author of "Leapfrogging: Harness the Power of Surprise for Business Breakthroughs," joined us for a recent Alliance meeting to discuss "the power of surprise."

Kaplan revealed why today's leaders need to do exactly what they're taught to avoid—embrace surprise—because it's the key to breakthrough innovation.

Breakthrough innovations are



Soren Kaplan
"Leapfrogging"

those that "surprise" the market by challenging assumptions, Kaplan said. New opportunities, he added, come from finding and leveraging our own "surprises," creating "L.E.A.P.S."

Listen — to yourself, not the market.

Explore — Go outside and stretch the "inside."

Act — Take small, simple steps again and again.

Persist — Take the surprise out of failure.

Seize — Make the journey a part of the destination.

Soren assists today's leaders in seeking out, recognizing and responding to surprising experiences and events in order to create game-changers that leapfrog the expectations of customers, partners, employees, the market, and the competition.

Business Migration

Continued from page 1

- Do not migrate across business architectures

Moore has made the understanding and exploitation of disruptive technologies the core of his life's work. His most recent book is "Escape Velocity: Free Your Company's Future from the Pull of the Past." His other books, "Crossing the Chasm," "Inside the Tornado," "The Gorilla Game," "Living on the Fault Line," and "Dealing with Darwin" are best sellers and required reading at leading business schools.

For more details about Moore's keynote, visit the Alliance website.

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

Welcome New Alliance Members!

Member	Group	Company	Website	Industry
Steven Basta	308	Alter-G	www.alterg.com	Physical Therapy Equipment
Damian Black	121	SQLstream	www.sqlstream.com	Data Management
Malcolm Bordelon	T110	Sharks Sports & Entertainment	www.sharkssports.net	Professional Sports
Kevin Brooks	T105	TERIS	www.teris.com	Litigation Support
Sanjeev Chawla	321	AGNITY	www.agnity.com	Technology Services
Fran David	127	City of Hayward	www.hayward-ca.gov	City Government
Don Elledge	302	Edgile	www.edgile.com	Data Protection
Marcy Feit	Q200	ValleyCare Health Systems	www.valleycare.com	Healthcare Services
Jeff Freeland	309	Astreya	www.astreya.com	Interim Technical Staffing
Robert Goldman	307	Vascular Designs	www.vascular designs.com	Medical Devices
Maisie Greenawalt	T115	Bon Appétit Mgmt. Co.	www.bamco.com	Sustainable Food Service
Ray Grieselhuber	333	Ginzamarkets	www.ginzametrics.com	Enterprise SEO
Sanjeev Gupta	308	Realization Technologies	www.realization.com	Synchronized Project Management
Bill Hughes	T300	TIBCO Software	www.tibco.com	Infrastructure Software
Charles Jolley	T115	Facebook	www.facebook.com	Social Media
Loren Kimura	Q400	Basic American Foods	www.baf.com	Foodservice Products
Michel Lopez	341	e2f translations	www.en2fr.com	Translation Services
Aaron Mann	212	Socialarc	www.socialarc.com	Social Marketing
Patrick O'Malley	T300	Seagate Technology	www.seagate.com	Hard Drives & Storage Solutions
Paulo Rosado	Q300	OutSystems	www.outsystems.com	Custom Enterprise Applications
Itai Sadan	333	DudaMobile	www.dudamobile.com	Custom Mobile Websites
Praful Saklani	202	Pramata Corporation	www.pramata.com	Contracts Intelligence
Chris Toney	T115	RAE Systems	www.raesystems.com	Gas & Radiation Detection Systems
John Weber	Q400	CooperVision	www.coopercos.com	Contact Lenses

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

Teaming Up for Successful Revenue Campaigns

Driving the top line upward requires careful coordination between sales, marketing, and the teams innovating new products and services. Delays, surprise competitive moves, uncertain market reception, supply shortages and team turnover often throw our operating departments out of synch. Too often spending is on plan and revenue falls behind.

Top executives from all disciplines along with CEOs came together on October 2 in San Jose to tackle a wide mix of coordination, planning and execution issues encountered in campaigns designed to drive the top line upward.



Why Isn't Your Top Line 30% Higher?

Too many companies are stuck on a plateau. They have hopes to grow into a much larger company—maybe double the size or more—but year after year they're not. It's frustrating! At this August 30 Roundtable event in Oakland, CEOs came together to challenge each other—at a strategic level—about how they might break out of a pattern and achieve the growth they've always hoped for. Attendees brought their specific situations to challenge their peers do so some out-of-the-box thinking.

Alliance Fall Dinner

The Alliance hosts three All-Alliance Dinners each year to enable members and their guests to meet other members from throughout the entire Alliance. Many Alliance members and their guests came from throughout Northern California to enjoy our 2012 Fall Dinner at The City Club in San Francisco on September 27. You'll want to mark your calendars for the 2012 Alliance Dinner on December 6 in Pleasanton and the Spring Dinner on May 23 in San Jose.



Alliance Group 310 meets in rural upstate New York

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pany, received \$33 million in broadband stimulus grant money to bring high-speed Internet to St. Lawrence County and nearby Franklin County. The catch: The money would only come as monthly cost reimbursements after the company completed constructions and installations, and it was struggling with how and where to begin. Enter Dzwonczyk, a longtime Silicon Valley entrepreneur, who bootstrapped his first venture from his Los Altos garage to offices in China, and more recently cofounded mobile teleconferencing services Vello and Callvine. Dzwonczyk spends his summers at a family lake house in the Adirondacks and was asked to join Nicholville's board in March 2011 before being asked to step in as CEO in June.

"When I arrived, they hadn't started doing installations yet," Dzwonczyk said. "That's an example of not understanding that if you start installing customers, you can create revenue for growth. But they didn't have the management priority or the processes in place."

The first step was to fix the company's culture. Before Dzwonczyk arrived, Nicholville's top team held closed door, "secret" meetings. Dzwonczyk began a six-month organizational development effort and began holding weekly companywide meetings as well as sending out "all hands" emails. He also took the hinges off his own office door.

To secure up-front money to perform installations, Dzwonczyk went to the St. Lawrence River Valley Redevelopment Agency and Industrial Development Agency, handed in an application for an \$825,000 loan and asked its board members to vote on his application at their next meeting in two weeks.

SOP in Silicon Valley. But in rural St. Lawrence County, this was a rather bold move. "They said, 'I'm sorry, who are you again?'" Dzwonczyk recalled. In fact, board members discouraged Dzwonczyk from having a quick vote because his application might get rejected and everyone would read about it publicly in the newspaper. Familiar with taking such risks, Dzwonczyk said that was OK. "They thought I was crazy," he said.

The agency did grant the loan, and today Dzwonczyk enjoys a great relationship with the agency. He attends its regular meetings and updates board members on Nicholville's progress using their loan. And there has been a lot of



Members of Alliance Group #310, outside the Nicholville Telephone Company headquarters. Left to right: Alliance founder Paul Witkay, Michael Wakim, Mark Dzwonczyk, Tony Lavia, Neil Shroff, Tom Berniece and Corwin Nichols.

progress.

Nicholville's fiber optic installations take place through a subsidiary, Slic Network Solutions. Slic has recently doubled its rate of installations and now performs between 250 and 300 per month. "We are installing broadband pipes of 100 Mbps to these homes – a speed rivaled only by Google's deployment in Kansas City," Dzwonczyk says.

Along the way, Dzwonczyk has learned a lot about how well his Silicon Valley experience translates to rural America.

"You need broad experience as a CEO, but you cannot make the mistake of assuming what you did in Mountain View is always applicable here," he said. "Silicon Valley is such an insulated place. It's a wonderful, terrific place to grow a business. It's very intense and very focused—but that does not necessarily apply everywhere."

For example, Dzwonczyk cannot let go of underperforming or unqualified employees as quickly as Silicon Valley firms might. "There's a dearth of experience and expertise here," he says. "You just can't say, 'this marketing person is not working out — I'll just get another.' I've been looking for a full-time, local marketing person for a year."

Another difference lies in speed. "Sometimes in the Valley, we only see the short term. We'll just pivot if something doesn't work," Dzwonczyk said. "Here, we have to find a process that will work. We don't think about sprints — we think about marathons."

Nichols, Dzwonczyk's Alliance col-

league, has learned valuable lessons from the trip, despite the drastic differences in business climate. "One of the takeaways was the need for transparency — that is common no matter where you are," Nichols says. "You need to let everyone know what you're doing and what the company's objectives are, and what everyone's objectives are within the company."

Meanwhile, Dzwonczyk's work is earning praise. Tony Collins, president of Clarkson University, a national research university that has actively promoted broadband as a tool for economic development and job creation in the region, calls Dzwonczyk "the recognized leader in opening new doors" in the area. "Everyone from traditional artisans to small businesses owners to recreation and tourism operators is now opening new markets and attracting new sources of business revenue with access to the Internet," Collins says. "Mark has helped his own customers and community neighbors create a 365-day-a-year business model."

While he at times misses the intellectual capital found in the Valley, Dzwonczyk finds his role extremely rewarding — and not just for its business challenges.

A month ago, Nicholville Telephone Company got a call—on a really bad connection—from a local U.S. Army sergeant currently serving in Afghanistan. "I haven't seen my family in four months," the soldier said. "I understand you're going to be installing in our neighborhood. Is there any I can get hooked up?"

"We made that a priority, of course," Dzwonczyk said, "and now he gets to see his wife and kids over Skype."

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

"You cannot make the mistake of assuming what you did in Mountain View is applicable here."

Members In The News

FormFactor Completes MicroProbe Acquisition

October 17, 2012

FormFactor has completed its acquisition of MicroProbe, a leading provider of advanced wafer test solutions to non-memory semiconductor manufacturers. MicroProbe is led by Mike Slessor (Group 321).



Joy Chen of Yes To Inc. Among Most Admired CEOs in Bay Area

October 15, 2012

Congratulations to Joy Chen (Group 202) of Yes To Inc., who was named by the *San Francisco Business Times* as a 2012 Most Admired CEO.



SciClone Pharmaceuticals on FORTUNE's List of the 100 Fastest Growing Companies

September 24, 2012

FORTUNE magazine's Annual list of the 100 Fastest-Growing Companies includes SciClone Pharmaceuticals. Friedhelm Blobel (Q100) is CEO of SciClone.



Gyft Launches Mobile Gift Card Platform

September 11, 2012

Gyft launched their mobile gift card platform to give consumers on-the-go access. More than 100 retailers have integrated with Gyft, including Amazon.com, Sephora, Brookstone, and Lowe's. Gyft is led by Vinny Lingham (Group 272).



Performant Financial Rises on First Day of Trading

August 10, 2012

Shares of Performant Financial posted double-digit gains on their first day of trading. Performant is led by Lisa Im (Q200).



Vendini & Other Ticket Sellers Add to Service on the Web

August 3, 2012

San Francisco Business Times reporter Patrick Hoge researched online ticketing companies including Vendini which is led by Mark Tacchi (Group 202).



Tom Engdahl Launches Magic Ruby

August 1, 2012

Long-time Alliance member, Tom Engdahl (Group 309), has launched another venture. Magic Ruby brings together content, infrastructure and advertising platforms for the second screen industry.



How Gild Aims to Turn Tech Hiring on its Head

July 16, 2012

San Francisco-based Gild wants to change the way tech companies hire programmers and has ranked over a million developers based on the quality of their code. Gild is led by Sheeroy Desai (Group 309).



Amazing Growth!

13 Alliance Companies On Inc. 5000 List



Congratulations to the following Alliance Members whose companies were named to the Inc. 5000 list of the fastest growing companies in America!

Amar Panchal, Co-Founder and CEO of Akraya
Peter Sortwell, President of Arborwell
Rick Sutherland, Founder & CEO of ClickAway
Marco Marini, President & CEO of ClickMail Marketing
Navin Nagiah, President & CEO of DotNetNuke
Karan Yaramada, President of Jade Global
Hung Nguyen, President & CEO of LogiGear Corporation
Tyson Lawrence, President & CEO of PacWest Distributing
Bill Freeman, CEO of Patxi's Chicago Pizza
Lisa Im, Chairman & CEO of Performant Financial
Chris Mittelstaedt, Founder & CEO of The Fruit Guys
John Valencia, President & CEO of Toolwire
Rob Chamberlin, Founder & CEO of True Wireless

12 Alliance Companies Among Fastest-Growing Bay Area Private Companies



Congratulations to the following Alliance Members whose companies were named among the Fastest-Growing Private Companies for 2012 by the *San Francisco Business Times* and the *Silicon Valley/San Jose Business Journal*!

Peter Sortwell, President of Arborwell
John Carpenter, Principal of Carpenter/Robbins
Rick Sutherland, Founder & CEO of ClickAway
Marco Marini, President & CEO of ClickMail Marketing
Hung Nguyen, President & CEO of LogiGear
Tyson Lawrence, President & CEO of PacWest Distributing
Bill Freeman, CEO of Patxi's Chicago Pizza
Chris Mittelstaedt, Founder & CEO of The Fruit Guys
David Hayes, CEO of Skyline Construction
John Valencia, President & CEO of Toolwire
Rob Chamberlin, Founder & CEO of True Wireless
Anne Bisagno, President of Xantrion

Upcoming Alliance Events

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

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

Life Sciences CEO Roundtable: Wednesday, November 7 in San Francisco

This invitation-only Life Sciences CEO Roundtable will address the specific challenges and opportunities in an industry that continues to change. In addition to our private, confidential groups, Alliance Roundtables are designed to enable top executives from throughout the Bay Area to leverage the collective wisdom of our entire Alliance community. Event begins at 7:30 a.m. at Sutro Biopharma in San Francisco.



Keynote: Bill Reichert, Garage Technology Ventures: Thursday, November 8 in Santa Clara

Bill Reichert, Managing Director of Garage Technology Ventures, an early-stage venture capital firm launched with Guy Kawasaki, will join us for this Top Team Regional Alliance meeting. Bill will discuss "The Future of Innovation: Hype, Hope, and Reality." He will talk about the nature of innovation and what it takes to create an innovative organization. Prior to joining Garage in 1998, Bill co-founded Academic Systems and was a senior executive with The Learning Company and Infa Technologies. Bill also worked for McKinsey & Co. and the World Bank earlier in his career. Event begins at 7:30 a.m. at the TechMart in Santa Clara.

Keynote: Evan Bailyn, First Page Sage: Friday, November 9 in San Francisco

Evan Bailyn is an internet entrepreneur and the bestselling author of "Outsmarting Google" and "Outsmarting Social Media." He is primarily known as a search engine optimization expert, having used his ability to rank at the top of Google to build and sell five businesses, including one of the largest children's websites online. Currently, he offers marketing services through his company, First Page Sage. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.



The Hallmarks of the Fastest-Growing Alliance Member Companies: Wednesday, November 14 in San Jose

Twelve Alliance member companies made the *San Francisco Business Times'* and the *San Jose Business Journal's* lists of fastest-growing Bay Area companies. At this CEO Roundtable, a number of Fastest Growing CEOs will discuss the strategies and tactics behind their success. We will then let the CEOs in the audience weigh in on the discussion and probe the panelists for additional insights. Then we'll break into small discussion groups, each led by a skilled facilitator. Event begins at 7:30 a.m. at Hoge, Fenton, Jones & Appel in San Jose.

Alliance Holiday Dinner: Thursday, December 6 in Pleasanton

Join Alliance members and their guests for cocktails and dinner at Castlewood Country Club in Pleasanton to celebrate the holidays! Make sure to reserve your space early. This is always a popular event...and it's free for all members and their guests! We host three "Alliance" CEO Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area CEOs. Event begins at 6 p.m. at Castlewood Country Club in Pleasanton.



Keynote: David Lapin, Lapin Consulting International: Friday, February 8 in San Francisco

David Lapin, CEO of Lapin Consulting International and the author of "Lead by Greatness," will join us for this Regional Alliance meeting. David will discuss his leadership philosophy in which leaders draw their authority from their personal stature rather than from their positional status. Event begins at 7:30 a.m. at the Bently Reserve in San Francisco.

CEO Summit: Alliance/European CEO-CF Summit: Friday, April 5 in Santa Clara

At this South Bay Regional meeting, we will welcome members of our European partner, CEO Collaborative Forum (CEO-CF). Alliance members will have the opportunity to meet personally with like-minded peers from across the Atlantic in this high-level confidential private meeting in the SF Bay Area. Event begins at 7:30 a.m. at the TechMart in Santa Clara.



Keynote: Baba Shiv, Professor, Stanford University: Friday, May 3 in Santa Clara

Stanford Professor Baba Shiv will join us for this Regional Alliance meeting. Baba's research expertise is in the area of neuroeconomics, with specific emphasis on the role of neural structures related to emotion and motivation in shaping decisions and experiences. His recent work examines the interplay of the brain's "liking" and "wanting" systems and its implications for marketing, innovation, leadership and decision making. Event begins at 7:30 a.m. at the TechMart in Santa Clara.



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