

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE



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Spring 2011

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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What Innovation Means To You

Ideas from customers, competitors and team members keep companies on the cutting edge

By Warren Lutz

At first glance, one might not think a company with the word "Traditional" in its title would be very innovative. But that's certainly not the case with Traditional Medicinals, the nation's leading herbal products company.

The market for its products was "changed forever during the downturn, because the premium that people are willing to pay for specialty food and organic food has been reduced," says CEO Blair Kellison (Group 272). "So now we have to be really innovative to compete with packaged food business."

Unlike other food companies that focus on product innovation, Traditional Medi-

nals has excelled in supply chain innovation. "Two years ago, we said we want to be 100 percent recyclable packaging," Kellison says. "Our suppliers said, 'You can't do that.' But you know what—they did it. These things can be done.

"We really try to think about what should be," he added. "Not what is."

In today's economy, information and ideas flow at the speed of light. As a result, companies like Traditional Medicinals must consistently out-innovate their



Blair Kellison
Traditional Medicinals

Continued on page 6

Building A New Retail Food Business Model

White: Successful businesses will need to act differently



James White
Jamba Juice

By ACE Staff

Alliance member James White (Group Q100), CEO of Jamba Juice, joined us for our East Bay Regional meeting in November to discuss his strategy for building a new business model to enable Jamba Juice to expand and grow. Since joining Jamba Juice as CEO in 2008, James has transitioned the company to a more franchise-oriented organization and announced expansion into their first two international markets – South Korea and Canada.

In addition, Jamba is building a licensing platform to extend

their brand into new complementary consumer product categories. Jamba recently introduced a line of all-natural fruit-based energy drinks with Nestle USA and other new products with O.N.E., Zola and Sundia. Another strategic initiative for growth is the launching of new products such as oat-meal, wraps, salads and organic teas in Jamba stores to provide a broad offering of "better-for-you," great tasting beverages and food throughout the day. His initiatives have resulted in the first comparable stores sales increase since 2007.

2011: Time to Recreate for Future

In the new environment, successful organizations will be defined by innovation, speed and execution

We all know the world of easy growth built upon massive amounts of debt ended in 2008. As a result, most CEOs were forced to retrench during the past two years. They refocused around their core businesses serving core customers and cut out all non-critical expenses. As a result, most businesses experienced a good year in 2010, as revenues and profits grew as the economy began to improve. The question now is, "Where do we go from here?"



PAUL WITKAY
FOUNDER

Although the economy took a huge hit in 2008, technological innovation did not slow down. Similar to the 2001 dot-com bust, when the Internet continued to grow even while the economy crashed, the world continues to change at unprecedented rates. I believe that CEOs need to think very hard about what changes they need to make to successfully compete in this new environment.

the economy crashed, the world continues to change at unprecedented rates. I believe that CEOs need to think very hard about what changes they need to make to successfully compete in this new environment.

As my Baby Boomer generation enters its "Medicare-eligible" years, the younger X, Y and Z generations are moving into positions of greater influence. Younger professionals have grown up using digital technology that enabled them to access information and communicate with anyone on an anytime/anywhere basis. They take global connectivity and collaboration at 4G speed for granted.

The software industry offers one example of the difference between how business leaders must think differently now than 30 years ago. Bill Gates built his fortune by developing proprietary software products and selling them through a powerful distribution engine that created a virtual monopoly in the personal computer industry. By contrast, today's software programmers collaborate with other programmers to develop open-source products that solve difficult problems and are available for free! Many software companies are learning how to make money by providing value-added services and products that are sold as enhancements to a primary product which is given away for nothing.

So what will successful companies of the future look like? No company is positioned exactly the same as another, so the answer will be different for every CEO. I don't pretend to have the answers, but I believe that constant

innovation, speed and execution will be the keys to success.

- Innovation – Information now flows at the speed of light, so competitors are able to copy your ideas almost as soon as they are introduced. Leaders must have the ability to consistently out-innovate their competitors to stay ahead.

- Speed – My generation learned patience because most everything took time. Younger generations have grown up expecting and receiving almost instant responses to their requests. Great companies will need to move quickly to meet their customers' demanding expectations.

- Execution – Innovation and speed have little value if your company is unable to execute on the delivery. Social networking platforms spread information regarding both successes and failures almost instantaneously.

How can CEOs determine that best way to create organizations capable of succeeding in this new environment? Where will new ideas and fresh thinking come from? Few CEOs are able to generate great ideas in a vacuum. Personally, I'm not sure I've had a truly original idea in my life that I didn't "borrow" from someone else. I believe that most new ideas that transform companies and disrupt industries were generated by gathering a collection of ideas, which came from observing how other organizations outside of their own industry had changed.

I founded the Alliance in 1996 to enable CEOs to come together to share

knowledge, gain fresh perspectives and generate new ideas. Today's fastest-growing company, Facebook, enables people, mostly teenagers, to come together in formerly unimaginable ways. A CEO would be crazy to use social networking communities to generate strategically valuable insights — they need "safe" environments to discuss their most confidential and sensitive issues. CEOs need to be comfortable that all participants involved can be trusted and their conversations are absolutely confidential.

The new world will require us to work together and share ideas to a far greater extent than in the past. I'm pleased to report that the Alliance grew substantially in 2010. We plan to continue to enable CEOs to come together to help each other create companies that can successfully compete in the future.

Most new ideas that transform companies and disrupt industries were generated by gathering a collection of ideas, which came from observing how other organizations outside of their own industry had changed.

The Superhero Salesperson: The CEO

While high risk, there's no substitute for strategically deploying the CEO to land and retain critical customers

Nobody can sell like the CEO. If you don't believe me, here's two high stakes, near-death experiences from Dennis Raefield, CEO of Mace Security International (OTCQB: MACE), that illustrate the power and prudence of the CEO going eyeball to eyeball with key customers.



CASE STUDY by ROBERT SHER

The company Dennis founded and built, Omega Corporate Security, was one of many suppliers to Apple Computer in Cupertino. He assumed that his sales VP had been

staying close to Apple, which was a young company at the time. When a multi-million dollar opportunity arose, however, Dennis' firm was rebuffed, in large part because of the company's poor attentiveness to Apple in the past. When told by Apple that the opportunity was going to three other bidders, who had stayed close to Apple all these years, all seemed lost. Dennis decided to go over the head of the buyer and managed to get a 30-minute Saturday appointment with his boss. He found a senior buyer who was openly hostile, and who was firing shots even before Dennis could get his laptop PC open. He even berated Dennis for bringing a PC to a meeting with Apple! Things were not getting better.

Having nothing to lose, Dennis stopped trying to make his sales presentation, and asked the buyer why he had even been invited down on a Saturday when there were three other proposals already on the table. Only then did the truth come out: None of the three proposals were even close to Apple's budget. On the spot, Dennis innovated a very different solution that might solve the problem within Apple's budget. By listening to the needs and issues of the customer, he closed a multi-million dollar deal that added 60% to his top line that next year.

Most CEOs have confidence that

is palpable, that comes across the table. Prospects and customers appreciate this presence. But that confidence is also critical to staying cool under fire. It means upset customers can vent openly without panicking the CEO, which then leaves two executives in an ideal position to develop go-forward solutions. And while sales executives can and should be empowered to satisfy the customer, CEOs have the ultimate authority, and can salvage really difficult situations.

Another big factor that helps CEOs make such a powerful difference is that they are generalists, and often have the broadest overview of the business and the marketplace. This gives them a unique capability to spot innovative solutions.

A few years later, Dennis' firm was a security system subcontractor

While sales executives can and should be empowered to satisfy the customer, CEOs have the ultimate authority, and can salvage really difficult situations.

working on a Wells Fargo Bank facility. His firm was on time and on budget, but overall, the construction project was out of control. At wit's end, the executive at Wells froze all payments to everyone on the project until he got to the bottom of the problems, which were anticipated to take two to three months to resolve. Holding Omega's money was equal to two months' income and cash. On December 23rd, that prompted Dennis' CFO to recommend filing for bankruptcy, given the size of the hole created in their working capital. But Dennis wasn't ready to file. Instead, he demanded a meeting

with the Wells Fargo executive, who granted it late on December 24th.

The meeting was held on Christmas Eve, in Wells Fargo's offices, with the exec's child on his lap. Everyone else was busy having drinks and exchanging gifts. Dennis explained the gravity of the situation for his firm, which had no effect, then shut up and started listening. He dug into the pain this executive was feeling. As he listened to the mess the project was in, a resolution developed in his mind. He agreed to personally act as the on-site project manager, five days a week at no additional cost, and to get things back on track—if only his payment would be released immediately. The men struck a deal, and Dennis' company survived. Four months later, the grateful Wells executive—whose own job was secure again—let Dennis bid on another security project that was even bigger. His company's performance on the first project helped Wells to choose him for the second.

There is no substitute for being face to face. I repeat, there is no substitute for being face to face. Trust is built most rapidly face to face. The amount of information exchanged between two humans when face to face is enormous, and little of it is in the words. When the stakes are high, face to face is the only option. Having a CEO pleading for the survival of his company in front of you and your child speaks volumes. The ability to tease out of the Wells Fargo executive his



Dennis Raefield
Mace Security

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/leadership/2011/superhero_selling_the_ceo.php into your Web browser.

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

Charlene Li: The Case for Open Leadership and Social Tech

By ACE Staff

Charlene Li, founder of the Altimeter Group and the author of the New York Times bestseller, "Open Leadership: How Social Technology Can Transform the Way You Lead," joined our South Bay Regional meeting in December. Charlene is also the co-author of the



Charlene Li

critically acclaimed bestselling book "Groundswell", which was named one of the best business books in 2008.

Charlene is one of the foremost experts and thought leader on leadership, strategy, social technologies, interactive media and marketing. She was named one of the 100 most creative people in business by Fast Company magazine in 2010 and one of the most influential women in technology in 2009.

Charlene spoke with Alliance CEOs

about how leaders should be thinking about using social media. Whether we like it or not, Facebook, Twitter and bloggers are forcing organizations to move from tightly controlled systems into a world that is much more open and transparent.

Charlene discussed the steps which successful leaders have taken to transform their organizations (and themselves) to be successful in this new world.

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
Ken Aitchison	308	Applied MicroStructures	www.appliedmst.com	MEMS Technology
Stuart Birger	305	Contain This!	www.containthis.com	Food Containers
Sharon Black	T101	Robert Half Management Resources	www.roberthalfmr.com	Financial Staff Resources
Rob Chamberlin	153	True Wireless	www.truewireless.com	Wireless Management
Nelson Cicchitto	121	Avatier Corporation	www.avatier.com	Identity Management Software
Craig Cohen	305	Waiter.com	www.waiter.com	On-line Restaurant Ordering
Peter Copriviza	T100	Skyline Construction	www.skylineconst.com	Construction
Fariba Danesh	308	GLO-USA	www.glo.se	Solid State Lighting Technology
Ramona Davis-Frenn	431	Life-Assist	www.life-assist.com	Emergency Medical Supplies
John Durham	202	Catalyst: SF	www.catalystsf.com	Strategic Marketing Services
Kevin Fleming	Q200	Paradigm Management Services	www.paradigmcorp.com	Catastrophic Medical Services
Vishal Gauri	302	Nagarro	www.nagarro.com	Software Development
Mark Guarnera	T100	Vendini	www.vendini.com	Box Office Software
Michael Hoff	121	Hoff Productions	www.mhptv.com	TV Programming Production
Ellen Kahn	271	Sideman & Bancroft	www.sideman.com	Legal Services
Blair Kellison	272	Traditional Medicinals	www.traditionalmedicinals.com	Herbal Medicine
Rahul Khona	341	SmartPillars	www.smartpillars.com	On-line Ad Publishing
Larry Lang	308	QuorumLabs	www.quorumlabs.com	Business Continuity Solutions
Dave Leonard	121	Redwood Systems	www.redwoodsystems.com	Smart Building Technology
Paul Meissner	Q300	Santur Corporation	www.santurcorp.com	Optical Networks
Bryan O'Connell	210	Meras Engineering	www.meras.com	Water Treatment
Andrew O'Driscoll	210	Clear Task	www.cleartask.com	SalesForce.com Consulting Partner
Pat Poling	121	Lyle Company	www.lyleco.com	Wireless Industry Solutions
Jon Rich	310	Loryx Systems	www.loryxsystems.com	Case Management Software
Steve Roldan	T100	GD California	www.gdca.com	Legacy Computer Products
Tim Schigel	Q300	ShareThis	www.sharethis.com	Internet Sharing Market
John Senaldi	110	Freeslate	www.freeslate.com	Laboratory Automation
Caleb Sima	272	Armorize Technologies	www.armorize.com	Security Software
Doug Wright	T100	True-Tech	www.true-tech.com	Contract Manufacturing

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

Globalization 2011

The Alliance of CEOs, in conjunction with the Bay Area Council, on December 1 held a CEO Roundtable discussion on "Globalization 2011: First it's Small, Then Flat, Now it's Next Door." With a shifting economy, political change, and an increasingly affluent Third World, most businesses need to constantly think globally about how they engage suppliers, customers and markets worldwide. It's as though the entire world is just next door. Challenges and opportunities attendees discussed included emerging consumer markets, currency risk, cross-cultural partnerships, longer supply chains, fair trade, and sustainability.

Hosted by:
 **HansonBridgett**
 Inspired



Building Industry Leadership Through Acquisitions

On January 19, the Alliance of CEOs held a CEO Roundtable discussion on "Building Industry Leadership Through Acquisitions." As the recovery slowly progresses, many companies are running out of gas and are ripe pickings for acquirers. If your balance sheet is in order or your investors are willing to build a war chest, now is the time to think through a strategy that will propel your firm toward industry leadership. Alliance members came together to discuss growth through acquisitions and shared their experiences, plans and challenges.

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



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



Alliance Holiday Dinner

Bringing CEOs together is even more important in a challenging economy, so the Alliance hosts three All-Alliance Dinners for all Alliance members and their guests. Many Alliance members and their guests came from throughout Northern California to enjoy our 2010 Holiday Dinner at the Orinda Country Club on December 2. You'll want to mark your calendars for the 2011 Alliance Dinners on May 26 in San Jose, September 21 in San Francisco and December 1 in Orinda.



[**Top:** Paula Gruending and Ethan Plotkin enjoy meeting Alliance member, Terry Copeland. **Bottom:** Our long-term Alliance members are recognized for their contributions in building the Alliance of CEOs.]

Innovation: Listening, flexibility and decision-making are key

Continued from page 1

competitors to stay ahead.

But innovation takes many forms and comes from many sources – as Alliance CEOs can attest.



*Nelson Cicchitto
Avatier*

Like many leaders, Vinny Lingham, (Group 272), of Yola, a provider of websites and web hosting, works in a very competitive space and innovates by paying close attention to its customers' needs.

"Our biggest problem isn't just innovative ideas, it's execution," Lingham says. "We go through the process of identifying ideas and coming up

with concepts and models, then we test it out on our user base."

Yola also watches closely what its competitors are doing and focuses on usability and functionality, and localization. Says Lingham: "We're very focused on making this product something people can use locally."

Nelson Cicchitto (Group 121) of Avatier Corporation, a provider of identity management software, says his company is in a state of constant innovation – yet the company is now going through a much larger strategic innovation process due to the changing nature of technology. Ten years ago, Avatier primarily sold software that was hosted by its customers. Today, "we're moving everything into a cloud, so everything is sold as a service, per se, not something people will buy and install," he says.



*John Senaldi
Freeslate*

Redesigning everything Avatier does is more painful than day-to-day problem-solving, but it's also necessary, Cicchitto says. To do it, Avatier is dividing its staff resources, allowing the core team to focus on revenue generating problems while a smaller team tests and makes sure the

technology works. "There's no one strategy that works for everyone," he says. "The key thing is to accept diversity, but make decisions – don't get bogged down getting too much research."

Joy Chen (Group 272), CEO of Yes To, Inc., a provider of consumer-inspired line of hair and skin products, said the bulk of its innovation comes from customers. "There aren't a lot

of things that have not been created in this world, or are completely new," Chen says. "But there are a lot of great applications that can be done as long as you're willing to go and look at other categories for ideas."

Above all, one's team needs to be flexible, she said. For example, Yes To had a new product and began generating ideas on it. "As we were developing it, we got some feedback that it's probably not the best idea." However, it did lead to another, better idea.

"You need to be open-minded, flexible, and keep your eyes and ears open," she says.

John Senaldi (Group 110) of Freeslate, Inc., a provider of laboratory automation for science companies and other

"The key thing is to accept diversity, but make decisions – don't get bogged down getting too much research."

research and development firms, pursues innovation while solving the unique challenges of its customers. But it also relies on the unique deployment of staff. For example, Freeslate often co-locates its staff at customer sites, according to expertise. For example, a typical two-person deployment may have a software developer and a marketer, working in tandem. But occasionally, they are given a new challenge.

"If they've been working on a pharmaceutical project for awhile, we switch them and have them address a petrochemical customer problem," Senaldi says. "It helps from an internal productivity standpoint. Any company that wants to be on the leading edge of innovation needs to make sure they provide interesting challenges to innovative employees."

Dave Leonard (Group 121) of Redwood Systems, a provider of smart building solutions, takes a methodical approach to innovation. First the company brings in a select group of people to solve a customer's problem. "Then you sit and ask, what does the customer want, what's the meaning behind it, what do we want to do and what can we do?" he says.

For example, Redwood Systems' big-

gest customer—Facebook—wanted to be able to sense particulates in the air inside their data center. Lighting systems don't typically measure dust, Leonard says, but Redwood Systems was able to find a way. Says Leonard: "There is no substitute for customers who push you and push you hard, and have a creative bent of their own."

Michael Hoff (Group 121) of Hoff Productions, a television production company, cannot get enough ideas. "The bad news is, there's a fair number of people who want to do this, the margins are very lean and the networks have a huge amount of leverage in terms of pricing and who they want to work with," Hoff says.

So Hoff Productions holds regular internal brainstorming meetings, once or twice a year. The whole company is broken into teams of three, and the teams develop ideas, bring in video and ultimately develop a demo of a show. Hoff calls these D-Days: demo days. "It's kind of competitive, and actually kind of fun," he says. "If they come up with 14 ideas that are really good, and if one or two of them sell, that's a normal batting average."

Tim Schigel (Group Q300), CEO of ShareThis, the world's largest sharing network and a market for influence across the web, is a big believer in primary research and digging into human behavior. "You can learn amazing things if you keep an open mind and ask the right questions," he says.

For example, Schigel's company had developed technology that users install in their browser tool bar for networking, but it did not take off until they began talking to publishers and found out the tool would be best suited on their web pages rather than browsers.

"We didn't know to start there. It was only after talking to publishers that the idea emerged," he says. "We just put it out there and immediately saw results."

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



*Dave Leonard
Redwood Systems*



*Tim Schigel
ShareThis*

Members In The News

BlueArc Named 2011 Best Channel Vendor by Business Solutions Magazine

January 12, 2011

BlueArc Corporation, the leading independent file storage provider at scale, has been selected by Business Solutions magazine as a Best Channel Vendor for the third consecutive year. Value added resellers (VARs) that participated in Business Solutions' annual survey ranked BlueArc among the top storage vendors. Alliance member Mike Gustafson (Group Q200) is the President & CEO of BlueArc.



Callidus Software to Acquire ForceLogix

December 23, 2010

Callidus Software Inc., the leader in Sales Performance Management (SPM), announced it has signed a definitive agreement to acquire all of the assets of strategic technology partner ForceLogix. Callidus is led by Alliance member Leslie Stretch (Group Q100).



Yola Inks Distribution Deals with HP and AOL

December 22, 2010

Yola inked distribution deals with HP and AOL for its easy-to-build sites. Alliance member Vinny Lingham (Group 272) is the Founder of Yola.



Adept Technology Acquires InMoTx

January 5, 2011

Adept Technology strengthened its position in the fast-growing food processing and packaging industries through the acquisition of InMoTx. Adept is led by Alliance member John Dulchinos (Group Q200).



Sutro Biopharma Raises \$36.5 Million

November 17, 2010

In its third round of venture funding, Sutro Biopharma raised \$36.5 million. Sutro is led by Alliance member Bill Newell (Group 307).



USJade Changes Name to Jade Global

January 5, 2011

USJade announced a name change to Jade Global to more accurately reflect company's leadership position, expertise, and IT services worldwide. Alliance member Karan Yaramada (Group 305) is the CEO of Jade Global.



Redwood Systems Most Innovative Company at GreenBeat 2010

November 4, 2010

Intelligent lighting system provider Redwood Systems was voted by judges to be the best of 10 companies presenting in the Innovation Competition at VentureBeat's cleantech conference, GreenBeat 2010. Judges decided that Redwood Systems will have the biggest impact on making more efficient power grids a reality, the main theme of GreenBeat 2010. Redwood Systems is led by Alliance member, Dave Leonard (Group 121).



Hitachi Consulting Acquires Sierra Atlantic

January 4, 2011

Hitachi Consulting, a recognized leader in delivering proven business and IT strategies and solutions has acquired Sierra Atlantic, a leader in offshore enterprise applications and outsourced product development. Raju Reddy (Group Q200) is the CEO of Sierra Atlantic.



Yes to Carrots Featured in Inc. Magazine

November 1, 2010

Yes to Carrots was featured in a recent issue of Inc. Magazine. Alliance member Joy Chen (Group 272) is CEO of Yes to Carrots.



Alliance Group #431 led by Modie Katz met at Airco Mechanical in Sacramento. Craig Sardella, Dennis Erokkan, Wyatt Jones, Therese Kingsbury, Ramona Davis-Frenn, Keith Odister, Duane Cheney and Doug Bergman enjoyed the tour of their facilities.

Get LinkedIn to the Alliance!

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

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

To join the Alliance of CEOs LinkedIn group:

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

Enjoy!

Upcoming Alliance Events

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

The core of the Alliance is our private 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: Building Customer Loyalty; Wednesday Feb. 9 in Sacramento

Retaining your customers is always important, especially when your competitors are single-mindedly focused on seducing your best customers. This CEO Roundtable will bring CEOs from many different industries to share their ideas and challenges about building customer loyalty, reducing churn, and extending and growing the average lifetime value of your customers. Event begins at 7:30 a.m. at KVIE in Sacramento.



Keynote: Charlene Li, Altimeter Group; Friday, Feb. 11 in San Francisco

Charlene Li, founder of the Altimeter Group and the author of the New York Times best-seller, *Open Leadership: How Social Technology Can Transform the Way You Lead* will join us for this Regional Alliance meeting. Following Charlene's keynote, members will begin their private Alliance Group meetings. We will also host a CEO Luncheon after the meeting, from 12:30 p.m. to 1:30 p.m., to enable our members to meet CEOs from throughout the Alliance. Event begins at 7:30 a.m. at Bently Reserve in San Francisco.

Keynote: Paul Limbrey, Elkiem USA; Friday, Feb. 18 in San Ramon

High-performance researcher and consultant Paul Limbrey will join us for this Regional Alliance meeting to discuss methods for improving the performance of an organization based on Elkiem's latest research into performance pressure and stimulating improved outcomes from teams. Following Paul's keynote, members will begin their private Alliance Group meetings. We will also host a CEO Luncheon after the meeting, from 12:30 p.m. to 1:30 p.m., to enable our members to meet CEOs from throughout the Alliance. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center in San Ramon.



CEO Roundtable: Building High Functioning Executive Teams; Friday, Feb 25 in San Ramon

Few things are more important than having a great executive team leading the way forward. But getting the right people and getting them to work well together is very challenging. At this CEO Roundtable, CEOs will share their successful techniques and challenges. Discussion will include best practices, making executive changes, creating a high-performance environment and more. Event starts at 7:30am in Bishop Ranch in San Ramon.

CEO Roundtable: Scaling Up From A Lean Base; Tuesday, March 8 in San Ramon

How lean is too lean? As the economy winds back up, manufacturers have a unique challenge to scale up quickly and effectively to respond to surges in demand. Leaders of mid-market manufacturers will come together at this CEO Roundtable to share issues and strategies. Event begins at 7:30 a.m. at Bishop Ranch 3 in San Ramon.



Top Team Roundtable: Building Companies on Private Equity Fuel; Friday, March 25 in San Francisco

Growing a business with private equity backing has unique opportunities and challenges which are different from those faced by VC backed companies, public companies, or owner-operated companies. At this Top Team Roundtable, CEOs, CFOs, COOs and select private equity investors come together to combine their collective wisdom and discuss the issues and opportunities. Event begins at 7:30 a.m. at Protiviti in San Francisco.

Keynote: Nancy Duarte, Duarte Design; Friday, April 1 in Santa Clara

Nancy Duarte is an American writer and graphic designer known for her book "slide:ology: The Art and Science of Creating Great Presentations." She's also the founder of Duarte Design, one of the largest design firms in Silicon Valley and the designers of the Oscar winning presentations for the film "An Inconvenient Truth." Event begins at 7:30 a.m. at TechMart in Santa Clara.



Alliance Spring Dinner: Thursday, May 26 in San Jose

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



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