

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING 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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In Pursuit of Growth in a Gig Economy

By Warren Lutz

Alliance leaders know that today's labor force is experiencing fundamental, permanent change. Learn their strategies for growth in the gig economy.

Once again, the Bay Area finds itself at the center of a cultural revolution. Only this time it's not "flower power," the PC or social media, but a revolution in the way we work.

Welcome to today's gig economy, the term ascribed to the 54 million Americans working as freelancers, temp workers or independent

contractors. Thousands more are joining them every day, turning down job security to be masters of their own work routine.

Meanwhile, Bay Area businesses – no doubt inspired by the success of Uber and Lyft – are outsourcing larger and larger shares of their workforce to remote workers to lower costs, strengthen teams and secure new growth. In fact, between 2012 and 2014, San Jose, San Francisco and Oakland led all U.S. metro areas with the highest growth in non-employer firms – code for companies that hire "gig" labor.

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Great Moments from South Bay Alliance Voices Presentations

Top-Line Takeaways from 6 Alliance CEOs



November 4, 2016 Alliance Voices Presenters
(L-R): Stan Schneider of Real-Time Innovations (RTI), Alain Harrus of Kateeva, Cal Lai of Ask.Vet, Mihir Shukla of Automation Anywhere, David Matheson of SmartOrg and Gene Banman of DriveScale.

By Brett Garling

On Friday, November 4th at the Hyatt Regency Santa Clara, South Bay Alliance members were treated to hard-earned insights from a group of six CEOs. Each presenter distilled years of learning into a compact lesson that those attending could take in over coffee and breakfast. This presentation was part of the ongoing Alliance Voices series. What follows are the top-line takeaways.

Did you know that Millennials are ten times more likely to use crowdfunding platforms than baby

boomers? So revealed **Cal Lai**, CEO of Ask.Vet, as he described the current regulatory and business trends at the outset of a new age of equity crowdfunding. Bottom line: crowdfunding is fast becoming a go-to tool for raising equity and will only be more relevant in the coming years. Study up.

Alain Harrus, CEO of Kateeva, initiated his presentation with this simple, yet beguiling question: when do you give up? The list is long of CEOs who have failed due to giving up too early or hanging on too long. Alain recommended leaders embrace both persistence and flexibility on the path to success. Persistence means embracing strong convictions. Flexibility means accepting realities as is. The key is finding the perfect balance.

In describing the coming "digital workforce," **Mihir Shukla**, CEO of Automation Anywhere, predicted that 110M to 150M human jobs will be automated by 2025. Mihir outlined a world where human workers will use their intellect to solve huge, complex problems, while bots work alongside them processing high-level tasks. The take away: bots will liberate humans to flourish as never before.

Gene Banman, CEO of DriveScale, gave a revealing talk about the in's and out's of raising venture capital. Did you know that VCs hold

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Four Global Trends Could Change Everything!



Roy Amara, the late research scientist and former president of the Institute for the Future, was famously quoted as saying, "we tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run." I was reminded of "Amara's Law" when reading a provocative new book, *No Ordinary Disruption* by Richard Dobbs, James Manyika and Jonathan Woetzel.

PAUL WITKAY FOUNDER

trends would rank among the largest economic forces in history, including the Industrial Revolution. Although we are all aware of these trends, most of us fail to comprehend their speed, scale and the second and third order effects. These trends are gaining strength, and together, they are producing monumental change. What are they?

Urbanization – The global urban population has been rising by 65 million people per year over the last 30 years, while the balance of power is moving east and south at unprecedented speed. The center of economic activity is shifting to emerging markets like China, and within those markets, people are moving into the cities to improve their lives.

Nearly half of global GDP growth between 2010 and 2025 is expected to come from 440 cities in these emerging markets. Ninety-five percent of them are small and mid-sized cities that most of us in the U.S. have never even heard of. For example, the GDP of Tianjin, a city an hour's drive southeast of Beijing is expected to rise to \$650 billion by 2015, which is about the same size as Sweden's GDP.

Technology – New technologies are being developed at exponential speeds and user adoption rates are accelerating at amazing rates. It took 38 years before radios were used by 50 million consumers and 13 years for television. More recently, it took Facebook just one year to reach that number and only nine months for Twitter!

Leaders can't possibly stay up-to-date with every technological advance. However, it is critical to understand what our most innovative customers are doing and how they are taking advantage of new opportunities and dealing with potential threats. We must challenge our basic assumptions about creating value for our customers and how we deliver that value.

Aging – Fertility rates around the globe are declining while life expectancy has risen from 47 years in 1950 to 69 years today. While it's great that we're not dying so quickly, the ratio of retirees to children will have increased five-fold from 0.3 to 1.6 from 1950 to 2050.

All aspects of our society will be affected by the aging population, which will require leaders to change the way they think. Providing for the unique needs and wants of elderly consumers and employees will create new industries and threaten others.

Global Connections – International trade hasn't simply grown, it has branched out. Twenty-five years ago, more than half of all goods flowed between developing countries (e.g. Americans buying Japanese cars) and only 6% of global goods were shipped from one emerging country to another. By 2012, the flow of goods between emerging countries accounted for 24% of global trade – a 300% increase. Moreover, the labor market has become truly global as well.

Global interconnections offer opportunities for leaders to find customers anywhere in the world and hire employees who can provide round-the-clock services. However, we must be prepared for competition from virtually anywhere. For example, the Chinese company LeEco is taking on Apple, Google, Amazon, Netflix and Tesla all at once by developing interconnected devices, applications and entertainment services. It's too early to tell whether they'll be successful, but it's a reminder that no company can rest comfortably.

During the last century, the global competitive landscape resembled a steady, slow-moving game dominated by giant companies in the U.S. and Europe with armies of employees, such as GM, Coca-Cola, Nestle, GE, Siemens, Walmart and others. However, the number of Fortune Global 500 companies in emerging markets has increased four-fold since 2000 to 130 companies today. By 2025, half of the largest 500 companies in the world are expected to be based in emerging countries. In addition, startups such as Uber, Lyft and Airbnb can be launched on global platforms from anywhere and scale up in relatively no time at all.

How can leaders cope with all this change and disruption? I believe the answer is creating organizations that are intensely curious and capable of challenging the way we've historically done business. We must always think as if we were launching a business today, and ask ourselves what we would do if we could start fresh with current technologies.

As disruptive as these four forces are, they will also create enormous opportunities. As leaders, it is up to us to be the role models for our organizations, and learn how to embrace the powerful forces that are radically reshaping our world.

Take Note, Parents & Employers! The Alliance Summer Internship Program Returns in 2017



Our Summer Internship Program is back in full swing marking our 3rd year of building win-win relationships between great Alliance companies and motivated students! Whether you're a parent of a high school or college student, or an employer with internship opportunities, the Alliance is a great resource for making connections.

Since its inception, talented students from esteemed universities have registered for our program to gain valuable work experience and insight into our members' businesses, products and services. And Alliance members have benefited from these talented, hardworking, eager students.

To see available **students** seeking internships, or available summer **internship** opportunities, visit www.allianceofceos.com/internship.

Interested in registering your company's internship or a talented student you know?

Alliance members can use our online forms at www.allianceofceos.com/internship.

Or contact Jeanne Wallenstein, Director of Alliance Communications, jwallenstein@allianceofceos.com, 925-956-4414.

Nuggets from Behind Closed Doors

Alliance members allow selected insights to be captured and shared

Inside every private Alliance meeting, there are hundreds of years of experience. While keeping confidentiality of the member who provided the challenge to their group, we've captured (with permission) just a few of the insightful comments from a handful of members. Read what these two members had to say to get a glimpse of what it is like to be an Alliance member.

Bryan O'Connell: In Hurricane Winds, Remember a Compass



*The startup CEO commonly experiences stress and pressure from all angles. **Bryan O'Connell**, CEO of **Meras Engineering**, describes his philosophy for not losing sight of long-term goals in the heat of the moment.*



The case at hand was brought by the CEO of a VC-backed startup.

Dogged by the dual priorities of creating revenue and finding more investment dollars for the company, this CEO was relieved to have recently met a fundraiser who promised to bring in big investment dollars in exchange for equity and an executive title down the road.

Bryan O'Connell comments:

If I were in your shoes, I'd vet this person's employment application, while simultaneously soliciting and vetting many other applications. Let the best candidate get the job.

You are about to take your first vacation all year. So it's clear how much pressure you are under at work. In this stressful time, this promising fundraiser offers a light to guide you out of the wilderness of raising capital. Yet, perhaps ask yourself if

he is the very *best* candidate for the job. Should a CEO take the first application to walk in the door for a mission-critical position? This new offer has illuminated the need for a dedicated fundraiser; however, is this applicant the best fit?

In entrepreneurial circles, I often hear the adage, "my biggest problem started as my best idea." I have been guilty of hiring too quickly, driven by short-term needs, only to end up with a long-term problem. Through our discussions, we've learned that this potential fundraiser doesn't have an optimal set of skills and experience. Would he make a good executive for years to come? Maybe. But, maybe not. Do yourself a favor and take the time to source and vet dozens of strong candidates for this fundraising position. Then choose one who makes the most convincing offer to bring home the bacon. You'll likely thank yourself later. Good luck.

Harmeet Bhatia: Don't Just Report. Involve.



*Many management teams are spread over great distances and among diverse cultures. **Harmeet Bhatia** of **Jade Global** emphasizes the importance of substantive dialogue and collaboration to forge a path to success.*



The case at hand was brought by the U.S. market director of a

multinational company. He had received an ambitious mandate to double U.S. revenue over three years and was seeking advice.

Harmeet Bhatia comments: If I were in your shoes, I'd strategize ways to build your CEO's understanding of the local market, develop a strategic plan and then involve him closely in oversight of the plan's execution.

It's abundantly clear from our discussions that you know the U.S. market cold. But the real question is: does your CEO understand the U.S. market and how his revenue expectations map onto local business realities? If I were you, I'd get your CEO on the first available flight to the U.S. Bring him with you to high-level client meetings and allow him to understand first-hand the realities on the ground level. Create an environment where he can ask questions directly of prospective clients. In

this way, he'll glean an unfiltered view of the opportunities and challenges in your market.

I've been in a remarkably similar situation before with an overseas boss. After he came and learned about the local market, I then realized the importance of getting his fingerprints on the execution plan itself. As such, I'd recommend drawing up an execution plan with his explicit input and approval. Then, as you execute on the strategy, you can schedule check-ins with him with enough frequency for meaningful oversight and course corrections. I would recommend at least twice a month. Initially, he may resist this level of involvement. But remind him that, at most, you're asking for two hours a month to weigh in on an effort that could potentially generate 40% of his revenue. Let's hope that perspective sways his opinion on the matter.

Success is Built on Authenticity



Mike Robbins
Author
*Be Yourself Everyone
Else is Already Taken*

Mike Robbins
**Coaches on Culture
and Chemistry**

By Brett Garling

Mike Robbins used to play professional ball for the Kansas City Royals. Now, he coaches business professionals and gives high-impact talks, as he did to the Alliance of Chief Executives on Friday, November 18th at the San Ramon Valley Conference Center. Mike

is quick to point out that sports and business are very much the same. To be successful in either endeavor requires an intangible mojo, a *je ne sais quoi* that, while difficult to obtain, is very apparent when present. In sports, we call it chemistry. In business, it is culture.

Mike emphasized that building good corporate culture begins with the expectation and embodiment of authenticity by all team members. This means being honest, vulnerable and free of the pre-emptively reactive mindset that often pervades business dealings. Why is authenticity so critical? For starters, it requires a self-awareness that encourages open-mindedness, as well as a social awareness that nurtures strong relationships. Authenticity leads to high levels of trust and respect in the workplace, a solid

bedrock on which all-star teams can thrive and succeed.

Mike's presentation was a benevolent challenge for the assembled Alliance leaders to boost their honesty and that of their employees. The result, he emphasized, was better conversation and teamwork thanks to increased authenticity and reduced self-righteousness. People want to be seen and heard; authentic interactions, even in small doses, scratch that itch with great efficacy. Real recognition of others and their contributions lead to a sense of appreciation that motivates teams and lays the groundwork for lasting success.

Mike has inspired thousands of people to reach new levels of awareness and success, both personally and professionally. Prior to his speaking and coaching career, Mike played baseball at Stanford University and was subsequently drafted by the Kansas City Royals. Arm injuries ended his playing days and launched Mike into a career as expert in teamwork, communication, and the power of appreciation. In this role, he empowers people and organizations to work together effectively and be more successful. For a deeper dive into Mike's work, consider reading his three books, *Focus on the Good Stuff*, *Be Yourself Everyone Else is Already Taken*, and the latest, *Nothing Changes Until You Do*.

Alliance Voices

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300 meetings a year, but only sign 2-3 deals? For Gene, that means 60 meetings to get a term sheet – every time! He gave point-by-point instructions for smart preparation. In short, this game is not for the faint of heart and takes strategic persistence.

In business, you've got your head, but you've also got your heart.

David Matheson, CEO of SmartOrg, gave an elegant presentation that illuminated the benefits of using both faculties in decision making. Keep a cool head for good direction, yet nurture a warm heart for strong action. By searching for the common ground shared by these distinct forces, leaders nurture both rigor and narrative. The result is balanced and effective decision making.

Stan Schneider, CEO of Real-Time Innovations, closed out the presentations with a preview of the "smart machine era," which is predicted to be the most disruptive force in the history of IT. Stan used examples from the medical, power generation and automotive industries to show how industrial companies are pivoting to software and analytics. In the breakneck world of smart machines, the paradigm is shifting from competing against competitors to competing against market transitions. Buckle up and hang on.

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
Charles Berger	Q400	Kenandy	www.kenandy.com	Cloud ERP
Steve Cousins	309	Savioke	www.savioke.com	Autonomous Delivery Robots
Brian Dye	T300	Intel Corporation	www.intel.com	Cyber Security Products
Amit Goswamy	110	Livionex	www.livionexdental.com	Dental Gel
Jeff Haughton	T250	Performant Financial Corporation	www.performantcorp.com	Financial Audit/Recovery/Analytics
Bryan Holliday	T125	Life-Assist	www.life-assist.com	Emergency Medical Products
Tim Jenkins	307	4INFO	www.4info.com	Purchase-Based Targeting
Ju-Kay Kwek	272	Switchboard Software	www.switchboard-software.com	Big Data Software
Jeff Lloyd	431	Emerald Kingdom Greenhouse	www.emeraldkingdomgreenhouse.com	Greenhouse Kits
Ken Lynch	272	Reciprocity	www.reciprocitylabs.com	GRC Software
Jane Macfarlane	T300	Lawrence Berkeley National Laboratory	www.lbl.gov	Sustainable Transportation
Marvin O'Quinn	T300	Dignity Health	www.dignityhealth.org	Healthcare
John Pavlidis	321	VytronUS	www.vytronus.com	Cardiac Arrhythmia Devices
Richard Rothschild	T125	TELADATA	www.teladata.com	Technology Infrastructure Consulting
Evan Singer	275	SmartBiz Loans	www.smartbizloans.com	Online SBA Loans
Chris Vlahopoulos	108	Daylight Foods	www.daylightfoods.com	Fresh Produce Sourcer

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

Alliance Community Activities

20th Anniversary Alliance Holiday Dinner

Alliance members and guests came together on December 1st to ring in the holiday season and celebrate the Alliance's 20th Anniversary. Alliance members from throughout the Bay Area gathered at the Castlewood Country Club in Pleasanton, providing a great opportunity to celebrate and thank all of our Alliance members for their support over the past 20 years. We were honored to recognize Alliance members who have been part of our community for more than 5 years, some who have been Alliance members since our early days in 1996!



Alliance Group T300 at the Sharks Arena

Alliance member John Tortora of Sharks Sports & Entertainment hosted Alliance Group T300 in January at the Sharks Arena in San Jose, with an arena tour, dinner and game, following their private group meeting. Front Row L-R: Alliance Director Michael Burns, Matt Miller of Big Heart Pet Brands, John Gilmartin of VMware, Leilani Gayles of the San Francisco Giants, Kathy Zwickert of NetSuite, Steve Pietkiewicz of Linear Technology, Jane Macfarlane of Lawrence Berkeley National Laboratory, Jeremy Verba of VUDU and Alliance Director Russ Harrison; Back Row: Christine Heckart of Brocade Communications.



Alliance Roundtable: Winning the Talent Wars

In November, Alliance member Leilani Gayles of the San Francisco Giants hosted an interactive Roundtable at AT&T Park. Leilani, along with fellow Alliance members Ted Elliott of Jobscience, Gary Gysin of Liquid Robotics and Kathy Zwickert of NetSuite, kicked off the event as our panelists, sharing their secrets, strategies and stories of winning the talent war in the Bay Area. Following the panel discussion, attendees were given an opportunity to discuss their own challenges with other Alliance leaders.



Alliance Group 110's Holiday Celebration

In December, Alliance member Lars Barfod of Vapore hosted a festive holiday celebration following Alliance Group 110's private meeting at the Round Hill Country Club in Alamo. L-R: Jarett Peppard of A.G. Ferrari Foods, John Senaldi of Freeslate, Dean Zikria of Spirometrix, Chris Burnley of Corefact, Rachel Haurwitz of Caribou Biosciences, Lars Barfod, Alliance Director Bill Oldenburg and Peter Hill of Bailard.



In Pursuit of Growth in a Gig Economy

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Andy Berkenfield
Duncan Channon

Andy Berkenfield (Group 202), CEO of advertising agency Duncan Channon, says his industry has depended heavily on independent contractors for years. Today, the dynamic carries a different vibe. "Being a freelancer used to be code for 'I'm in between jobs,' but that's no longer the case," he said. "It's become more acceptable as a legitimate career path."

Many of his competitors have transformed themselves into virtual agencies, hiring independent contractors almost exclusively. Yet Berkenfield believes a strong full-time staff is best for bonding with clients, which tends to produce better work. "I am very jealous of the low overhead model agency," Berkenfield says, "but I think the absence of deep relationships is a challenge to these kinds of businesses."



Glo Gordon
Cisco-Jasper

While startups crave the cost efficiencies that gig labor provides—at least on paper—Silicon Valley stalwarts seem lukewarm to the trend. **Glo Gordon** (Group T300), Vice President of IOT Cloud for Cisco-Jasper, says her company doesn't really use gig labor, but its clients do. "Some of the disrupter

companies are our customers, so I see the trend from a 'how do we enable that?' perspective," she said. "Our own workforce tends to be a little more mature and sage. For the younger workforce, flexibility and doing something that's fun and interesting, is huge."

However, Gordon sees the trend growing among older workers who have expertise, but don't want full-time work. For example, she says, there are people who worked on General Motors' OnStar technology in the 1990s who are now being hired as contractors to work on connected vehicle startups. "While some of these people have retired, they have a set of expertise they can leverage at a high price," Gordon said.



Kathy Zwickert
NetSuite

Kathy Zwickert (Group T300), Chief People Officer at NetSuite, said that NetSuite has roughly 200 contractors today compared to more than 5,600 full-time employees, a number that could grow as more Millennials enter the job market. "We're seeing traditional employment tenures getting shorter

and shorter, but that is okay," she said. "This generation has a thirst for new experiences and building their portfolios, and joining the gig economy allows them to dabble in a lot of different things in a short period of time."

There are downsides to this trend. Zwickert says there are legal issues to be concerned about when someone is hired as an independent contractor, but is treated the same as a full-time employee—only without the benefits. "You have to be careful," she said. "If the employee has a cubicle, a company email, but they are submitting

invoices for payment over a long period of time, they could be considered as a statutory employee for purposes of payroll taxes, workman's compensation and other employment related benefits."

"Gig" employees aren't necessarily cheaper, either. For example, NetSuite typically pays contractors an hourly rate, which could be as much as 30 percent higher than the same full-time employee would get. Additionally, NetSuite also works with payroll service companies who charge up to an additional 18 percent mark-up on the contractor rate. Zwickert says it's "definitely" money well spent—you get the right person for the right role, and the person can hit the ground running with very little training."



Laura Bergheim
Wordsmithie

Laura Bergheim (Group 341) Founder and CEO of Wordsmithie, which hires and manages freelance writers for advertising and marketing projects, believes there is a distinction between "gig" workers and freelancers. "Giggers are those who take on fast, spot assignments for a flat fee, and they often rely on a

platform such as TaskRabbit or Fiverr to help them get gigs—while freelancers are likely to have a lasting relationship with a small number of employers working on ongoing projects," she said. "We're talking about two different but interrelated work styles. All giggers are freelancers, but not all freelancers are giggers."

Bergheim suggests the "gig economy" should be called the "freelance economy" to include everybody who does not fit under the umbrella of full-time or part-time employment. She agrees these trends will transform American labor. "I think this is going to be an evolution, not a revolution," she said. "Everyone is not going to wake up one day and find out their jobs are gone. But in the next five or ten years, that evolution is going to move faster and faster. We have the technology and the resources to make this happen in a powerful way to give people more freedom while also empowering them to do meaningful work."



Nathan Collins
SRI International

Nathan Collins (Group T225), Executive Director of the Discovery Sciences section at SRI International, which takes academic inventions and translates them for commercial potential, said SRI frequently uses independent contractors in different capacities depending on need. "Most of our work is with the

government through grants and contracts, which are based on a certain number of labor hours, so it makes sense to have a flexible workforce," Collins said. "We have a lot of contractors who are willing to work with us on a particular project and then take a hiatus."

"It's always been a component of what we've done, but it's certainly grown in popularity over the past five or so years," he added. "It gives us the ability to have access to the newer skill sets that are outside of our current

areas without making a huge investment. We can put our toe in the water and see how it works and if it's sustainable or not. It's also a great way to assess whether to bring these people on at the end of the day."



Ross Fernandes
Q Analysts

Ross Fernandes (Group 310), Founder & CEO of Q Analysts, a technology consulting firm, frequently hires contractors for quality assurance and testing of software and hardware products. He notes the labor environment is much different in Europe, where gig workers are much more acceptable. But many of his contractors are

doing well. "We have people who have made a career out of getting one contract after another," he said. "In our model, we don't hire people permanently—we hire them for the duration of a contract, which may be long term for a year or two, but when they are done they move on. It's definitely increasing."



Marion McGovern
Alliance of Chief Executives

Alliance Director **Marion McGovern** (Group 275) was an early innovator in the gig economy; in 1988 she founded M Squared Consulting, a firm that provided consulting solutions through its network of independent contractors. She grew it into a nationwide enterprise before selling the business in 2005. M Squared's

business took off during the 1990s when companies were downsizing, and many workers began hanging out their shingles. She's now writing a book about the gig economy, *Thriving in the Gig Economy*. One challenge, she says, is that it is difficult to measure its size. There are many studies and surveys that each define the term "gig" differently. Meanwhile, the Department of Labor stopped tracking labor numbers for "contingent labor" – the category most gig employment would have fallen under – back in the mid-2000s. They will be reinstating that study in May of this year.

"Whether the gig economy is a bad thing or not depends on how many people are doing it because they are forced to, or because they have no other options," McGovern said. She noted that a recent MBO Partners study reported that 91% of independent workers are doing so by choice. "It has yet to be seen how it plays out. But if you agree that the future is going toward a blended workforce, where your core employees are supplemented by independent contractors and free agents, how does a leader create a cohesive unit? How do they ensure knowledge resides in the organization when people aren't going to be there long term?"

Whether they are immersed in the gig economy or not, these Alliance leaders understand America's labor force is experiencing fundamental, permanent change. To be sure, this transformation will create critical questions for today's leaders and their solutions will be customized for each unique situation. Given the track record of Bay Area innovation, we think it's not a matter of if the answers will come, but when.

Members In The News



HansonBridgett

Andrew Giacomini of Hanson Bridgett Featured in *San Francisco Business Times*

January 20, 2017

Alliance member Andrew Giacomini (Group 202), Managing Partner of Hanson Bridgett, was profiled in a recent issue of the *San Francisco Business Times*, discussing the legal areas he believes will get a lot of activity in 2017, and what effect new federal leaders could have on Bay Area law.

Sight Machine Named to List of Top 100 Artificial Intelligence Startups

January 11, 2017

Congratulations to Sight Machine on being named to CB Insights' "AI 100" List of the Top 100 Artificial Intelligence Startups. Alliance member Jon Sobel (Group 272) is CEO & Co-Founder of Sight Machine.



Jim Harrison Named One of the Most Powerful People in Residential Real Estate

January 9, 2017

Congratulations to Alliance member Jim Harrison (Group 310), President & CEO of MLSListings, named to the 2017 *Inman Real Estate Influencers* List, and the 2017 *Swanepoel POWER 200* (SP200) List, which ranks the 200 most powerful leaders in residential real estate for 2016-2017.

Caribou Biosciences Named to *Inc.* Magazine's 2016 List of 9 Most Innovative Startups

December 29, 2016

Congratulations to Caribou Biosciences on being named to *Inc.* magazine's list of the 9 Most Innovative Startups of 2016. Alliance member Rachel Haurwitz (Group 110) is CEO of Caribou Biosciences.



Melinda Garcia Receives 2016 Advocacy Award

December 5, 2016

Alliance member Melinda Garcia (Group 341) of Garcia & Gurney received a 2016 Advocacy Award from the Western Regional Minority Supplier Development Council. This award recognizes supplier diversity advocates and minority businesses.

Walter Moos Authors Book: *Managing the Drug Discovery Process*

December 3, 2016

Alliance member Walter Moos (Group 202) has recently published a new book: *Managing the Drug Discovery Process: How to Make It More Efficient and Cost-Effective*. The book thoroughly examines the current state of pharmaceutical research and development by providing chemistry-based perspectives on biomedical research, drug hunting and innovation. Walter retired as President of SRI Biosciences in early 2016 after more than a decade at the independent nonprofit SRI International.



Stan Schneider Re-engineers How Networked Devices Generate and Use Intelligence

November 10, 2016

Alliance member Stan Schneider (Group 309) and Real-Time Innovations were profiled in a recent article of the *Silicon Valley Business Journal*. Stan is the CEO of RTI, and has led the development of "fog" technologies for a diverse range of industries. Beyond his passion for improving industrial systems, however, he has a wealth of insights from his unusual experiences growing up in Michigan during a time of intense racial division.

BioTech Nation Radio with Bill Newell

November 10, 2016

NPR and BioTech Nation interviewed Alliance member Bill Newell (Group 307), CEO of Sutro Biopharma, to learn more about the next generation of cancer therapeutics. Bill describes Sutro's discovery and development efforts combining targeted warheads and ADCs in ground-breaking efforts.



Linden Lab

Linden Lab CEO Ebbe Altberg Lifts the Curtain on Sansar Virtual Reality World

October 26, 2016

Linden Lab CEO and Alliance member Ebbe Altberg (Group 275) gave the audience at the *Wall Street Journal's* WSJ.D Live conference in Laguna Beach on October 26th a first demo of his company's upcoming Sansar virtual world. The demo showed participants meeting in a virtual version of the actual conference, and then beamed to other places within Sansar, including a holodeck-like cinema for 360-degree videos and a landscape with ruins that looked like they came straight out of "Outlander."

Upcoming Alliance Events

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

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.

SOFTWARE

Software Roundtable: Thursday, February 23 in San Mateo

Software companies are undergoing rapid and radical change. This invitation-only Roundtable will allow software leaders to discuss their experiences and challenges in direct, candid "Alliance-style" roundtable discussions. Event begins at 7:30 am at Jobvite in San Mateo.



Keynote: Madhavan Ramanujam, Partner, Simon-Kucher & Partners: Thursday, March 9 in Santa Clara

Madhavan Ramanujam, partner at Simon-Kucher & Partners, the world's largest pricing consultancy, will join us for this Regional Alliance meeting. Madhavan is co-author of *Monetizing Innovation: How Smart Companies Design the Product Around the Price*. He will address what's arguably the most important question in business, but one that's often overlooked by CEOs and their teams, "will customers actually pay for our products?" Madhavan says CEOs spend time designing "perfect" products and not enough time monetizing them. Madhavan has led more than 125 monetization projects for startups, internet, software and technology clients. Event begins at 7:30 am at the Hyatt Regency Santa Clara.

FAMILY BUSINESS

Family Business Roundtable: Friday, March 24 in Hayward

The Alliance brings leaders of family-run companies (those which include more than one family member) together for this Alliance Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions. Event begins at 7:30 am at R. F. MacDonald Company in Hayward.



Alliance Spring Dinner: Thursday, April 27 in San Jose

All Alliance members and their guests are invited to attend our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. Our wine reception and dinner are free for Alliance members and their guests! We host three "All-Alliance" Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area leaders. Event begins at 6 pm. Reserve your space early. This is always a popular event.

PROFESSIONAL SERVICES

Professional Services Roundtable: Thursday, April 27 in Oakland

The Alliance brings leaders of Professional Services companies together in our Alliance Professional Services Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 am at RINA Accountancy in Oakland.

LIFE SCIENCES

Life Sciences Roundtable: Friday, April 28

This invitation-only Life Sciences 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 am. Stay tuned for specific location details.

CYBERSECURITY

Cybersecurity Roundtable: Tuesday, May 23 in Mountain View

The world of Cybersecurity is becoming even more complex and vitally critical. We invite Alliance members in the Cybersecurity industry to come together for this Alliance Roundtable to discuss their specific challenges and opportunities in high-level, direct, candid discussions. Event begins at 7:30 am at HyTrust in Mountain View.



Alliance Fall Dinner: Thursday, September 28 in San Francisco

All Alliance members and their guests are invited to attend our Alliance Fall Dinner at The City Club in San Francisco. Our wine reception and dinner are free for Alliance members and their guests! We host three "All-Alliance" Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area leaders. Event begins at 6:00 pm. This is always a popular event so reserve your space early!



Keynote: Behnam Tabrizi, Managing Partner, Rapid Transformation: Friday, October 6 in Santa Clara

Leading global business consultant, best-selling author, award-winning teacher and respected scholar, Behnam Tabrizi, will join us for this Regional Alliance meeting. Behnam has advised thousands of leaders in more than 20 industries on their organizational transformations, and has served as a senior advisor to the U.S. President's transition team and the President's health and technology initiatives. He is the author of four books on corporate transformation – the latest one, *Rapid Transformation: A 90-day Plan for Fast and Effective Change*. Event begins at 7:30 am. Stay tuned for specific location details.



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