

20th ANNIVERSARY | 1996 - 2016

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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Two Decades of Innovation

As the Alliance celebrates its 20-year anniversary, our members look back at some of the technologies and trends that changed their world



Ralph Yanello
LawRoom

By Warren Lutz

In the early 1990s, trial lawyer **Ralph Yanello** (Group 105) got into the "high tech" business by launching a company that delivered automated, customized employment law answers to employers.

True, the particular technology Yanello used—an 800 number and fax machines—was not exactly cutting edge by today's standards. Of course, something much bigger was just around the corner.

"We saw the Internet train coming," Yanello said, "and we knew it was built for our business."

It took Yanello two and a half years to convert his company to a web-based business. Today, LawRoom has thousands of customers and is one of the largest online providers in the nation of workplace training courses for corporate entities and anti-sexual harassment and assault training for students, staff, and faculty in colleges and universities.

Yanello is just one of many Bay Area leaders whose innovations have transformed entire industries over the past 20 years. In some cases,

their ideas have even changed the world. But throughout Silicon Valley and beyond, technology has also had a profound impact on the nature of business leadership—especially as the pace of technological change continues to accelerate.

Yanello, for example, knows that he cannot afford to rest. "There will always be a need for lawyers, but an increasing amount of preventative law can now be done with computers," he said. "But our competition is the Internet, and there is a certain persistence that is required."



Paul Sechrist
Coherent

The Internet was far from the only change to Bay Area companies. Laser technology, for example, is now used for everything from understanding how the human brain works to bleaching designer jeans, according to **Paul Sechrist** (Group T300), EVP at Coherent, one of the world's leading developers of laser technology. "There are an amazing number of laser

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Not All Entrepreneurs Are Cut From the Same Cloth

Joe Abraham: Discover and leverage various entrepreneurial DNA types



Joe Abraham
Founder, BOSI
Global

By Brett Garling

Too often entrepreneurs are lumped together as a coherent class with uniform attributes. That is a mistake, said Joe Abraham, when he spoke with a [gathering of Alliance CEOs](#) in San Francisco on November 13th at the Bently Reserve. Joe, Founder of BOSI Global, a group of entrepreneurship initiatives, believes there are four distinct

forms of "entrepreneurial DNA," which follow the acronym **BOSI**. First we have the **Builders**, relatively rare individuals who are able to scale businesses very quickly across many industries,

but may struggle with staff retention. Elon Musk of PayPal, Tesla and SpaceX could be seen as a builder. Second are the **Opportunists**, high-risk-loving individuals who are great at starting new businesses and are captivating salespeople, but commonly fall short in revenue retention. Third are the **Specialists**, people who stick to one industry and produce steady, stable growth, with satisfied customers. Bill Gates personifies the specialist DNA. Finally, Joe described the **Innovators**, great minds that produce highly creative, game-changing products. Sustained scalability is what challenges them most. Steve Jobs and Mark Zuckerberg fit this bill well.

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Leadership Matters – and So Does Trust and Authenticity



PAUL WITKAY
FOUNDER

I've worked closely with hundreds of business leaders and I strongly believe that leadership matters—a lot! So, you might imagine my surprise when I saw the latest book from Jeffrey Pfeffer, a highly respected leadership author and Stanford professor, titled *Leadership BS*.

Pfeffer researched a wide range of leadership programs that offered inspiring stories of heroic leaders and espoused the virtues of trust, authenticity, humility and care for others. Yet Pfeffer observes that companies have spent billions on leadership programs without the

ability to determine whether they have had any positive impact on results. While he believes that virtues of trust, authenticity, humility and care are very admirable, he also describes numerous examples where they can be counterproductive if employed at the wrong time or in the wrong circumstance.

I agree with Pfeffer that programs that teach “feel good” qualities and lack measurable results deserve to be challenged. However, it is important to consider the differences between employees and CEOs. Employees are typically interested in career development and may be passed over if they exhibit too much humility or care for others. The hard truth is that following the “Golden Rule” may not be the most effective way for employees to advance their careers.

On the other hand, CEOs have a very lonely job. They can't always open up and tell their employees, customers or board members exactly what they're feeling or what new strategies they are considering. Most CEOs I know think about ways to improve their businesses on a 24/7 basis. They are constantly thinking about what they should stop doing, while considering new ideas they should start doing. If CEOs told their employees or board members about every idea that went through their brains, they would drive their employees crazy and the board would speculate on their sanity.

Indeed, many leaders have benefitted from being shrewd in specific deals or transactions. However, research I have seen confirms that, more often than not, leaders that build sustainably successful organizations for the long term, exhibit not only the qualities of trust and authenticity, but humility and care as well.

Let's explore these virtues:

- **Trust** – Trust is a virtue that is difficult to earn and easy to lose. It's important for leaders to be careful not to make commitments they are unable to fulfill. Although CEOs cannot talk openly about everything they know, others should be able to trust that what they do say is true.
- **Authenticity** – In his new book, Pfeffer provides examples of how it can be harmful for leaders to discuss their feelings. I agree. Leaders are human with doubts and uncertainty like everyone else. Yet, leaders must appear confident or their organizations will experience fear that can stall progress. Leaders need to communicate compelling visions for the future, even when they aren't certain how they will achieve it. This does not mean they aren't authentic.
- **Humility** – Humility is a relative term. Clearly, CEOs who lack humility such as Larry Ellison of Oracle, Steve Jobs of Apple and Jack Welch of GE, have built highly successful companies. However, Jim Collins' research in his best-selling book, *Good to Great*, found that most companies that have experienced long-term success were built by humble “Level 5” leaders who shared credit with their teams.
- **Care for Others** – Like humility, caring is a relative term. CEOs need to balance the needs of their stakeholders: customers, employees, shareholders and the communities in which they operate. Generally, leaders have a philosophy about which stakeholders are most important. Some care most about providing financial returns for their shareholders, while others believe that happy employees drive customer satisfaction, resulting in strong financial performance. Either way, great CEOs think beyond themselves.

While running a company prior to founding the Alliance of Chief Executives, I experienced the inability to discuss all of the ideas and concerns going through my mind. I really needed to talk openly with others who understood what I was experiencing and were able to offer fresh perspectives that identified my blind spots.

My fellow CEOs have helped me learn how to discuss critical issues and decisions at the right time and place, while maintaining the trust of those around me. I built relationships with leaders who developed trust, authenticity, humility and the ability to care for others. I witnessed the impact these traits have had on CEOs and their organizations. The results were anything but BS.



2016 Summer Internships Connecting Alliance Students & Employers

Last year Alliance members expressed interest in finding engaging summer internships with Alliance companies for their children, while other members conveyed a need for great students to fill summer internships at their organizations. And, presto, connections were made! Like any good blockbuster, a sequel follows...

Flash forward to summer 2016...Perhaps you know of a high school or college student looking for summer employment, or summer internship opportunities within your company.

Now's a good time to contact us for assistance with your summer internship and job seeking initiatives so that we can spread the word to the Alliance community for you.

www.allianceofceos.com/internship

To participate, visit www.allianceofceos.com/internship or contact Jeanne Wallenstein, Director of Alliance Communications, at (925) 942-2400 ext. 222 or jwallenstein@allianceofceos.com.

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.

Marco Marini: Take Advantage of Your Small Size



"Remember, attempting to compete on price with large e-tailers is a losing game in the long run. So, perhaps consider raising your prices to reflect the quality you offer."

Marco Marini, CEO, ClickMail Marketing

The case at hand was brought by the President of a consumer company selling products to offices. However, similar offerings from large e-tailers were squeezing the company. During an Alliance meeting, he sought advice to counter his larger competition from driving down price and stealing market share.

If I were in your shoes, I'd forget about competing on price. Instead, focus on the

quality and personalization of your product – something the big guys simply can't offer.

As the CEO of a marketing company, I spend my days thinking about how to get the right message across to drive enduring success. From my perspective, your robust connection to local, unique and high quality sources gives you a competitive advantage over the large e-tailers. You

have two audiences to engage: the office manager who orders your products and the end user who benefits from them. Both of these groups are potentially receptive to a product that is carefully cultivated for quality and sustainability. Lead with that story through your branding and messaging.

Remember, attempting to compete on price with large e-tailers is a losing game in the long run. So, perhaps consider raising your prices to reflect the quality you offer. The same goes for your marketing touchpoints: push your quality and personalization to a level that larger organizations cannot achieve. Yes, the customer attrition you are experiencing right now is disheartening. Yet, the market for high quality products is growing daily both in the Bay Area and across the country. There is likely more than enough potential revenue there to drive growth for years to come.

Andy Barrons: Instead of a New Team, Consider a New Division



"Cut the cord and make a new division entirely. New people, new strategy, new CRM, new software – all molded to this unique opportunity."

Andy Barrons, Senior Vice President and CMO, Navis

The case at hand was brought by the Managing Director of a multinational organization. He wanted to pounce on emerging opportunities in a new industry, and was mulling over how best to activate his company's involvement.

If I were in your position, I'd develop a new division within your organization, sealed off from your core business, to tackle this emerging market.

Good on you: you're jumping on a nascent, promising industry. Your company is lucky to have an executive with such foresight.

While it may sound dull, I would however recommend you play some politics before jumping into a go-to-market strategy. In order to have a chance at dominating this industry, putting an ad-hoc task force on the job isn't enough. The real winners will dedicate real resources. Therefore, you need to get your Board and senior management involved and personally invested. Sell them on the huge potential of getting in early and make a sizable ask for resources.

I've been in your shoes before. If you try to use your core resources to enter into this

new market, your current major customers, who keep you afloat, might worry you are distracted from solving their pressing problems. Moreover, your leading employees may wonder why they are not involved in this new, exciting venture. Instead, cut the cord and make a new division entirely. New people, new strategy, new CRM, new software – all molded to this unique opportunity. It will take more time, but then again, the winning team is often the best prepared and best equipped. Good luck!

To Be Truly Heard, Align Verbal and Nonverbal Communication



Fonta Hadley
Communication
Educator, Eloquence

Fonta Hadley: Enhancing Your Listening Ability for Meaningful Exchange

By Brett Garling

Productive conversation is like ballroom dancing: the caliber of performance is only as good as the weakest link. A truly meaningful exchange requires all involved parties to be on their best behavior. Indeed, listening

is a subtle skill to be perfected, explained Fonta Hadley on November 20th at the Alliance [Regional meeting](#) in San Ramon. An artful listener not only pays attention to the story, but also perceives details like a speaker's use of language, tone and body positioning. Above all, Fonta explored the relationship between what one says (the verbal) and how one says it (the nonverbal), while emphasizing the importance of resolving any discrepancy between the two (mixed messaging).

As a verbal and nonverbal communication educator who has taught executive trainings for Fortune 500 companies such as Apple, Google,

Ebay, Microsoft & Amazon, Fonta is versed in using perceptual and behavior tools to enable logical and emotional communication for professional development. In her talk, she identified three forms of listening that anyone who has spent time in business meetings can relate to. First there is the Competitive Listener, who is paying attention inasmuch as they can jump into the first conversational lull and say their bit. Their comments tend to ignore previous points and often change the subject. Second there is the Passive Listener, exhibiting inactive body language and deferring to others to the detriment of conversational quality. The perspective offered from this type of listener is often ineffectual.

Finally, Fonta outlined a desirable type of listener, the Active Listener, who is responsive, interested and interactive. By focusing their mental energy and body language squarely on the speaker, these listeners signal real consideration for the points being made and, as a result, are able to build consensus in discussions. Through this attitude, conversations take on new depth and open vast possibilities of productivity and success. During your next meeting, take a moment to examine the behaviors that present themselves to you. What kind of listeners do you find around the table?

Joe Abraham

Continued from page 1

The key, explained Joe, is assembling the right balance of entrepreneurial DNA within an organization. If you have too many specialists, then you may experience issues with lead generation. Too few innovators, and your product line will fail to excite the market. Joe maintains that for every person there is one dominant prewired trait, manifested as a decision-making trait, not a personality trait. And it's true: some of us hate selling, while others love it; some love product innovation and abhor marketing, while others are the inverse. As a savvy business leader, it is critical to assemble the right team composition for success.

Joe Abraham is the Founder of BOSI Global, which includes [bosiDNA.com](#), BOSI Fast 50 and the BOSI Growth Fund. A professional entrepreneur himself, Joe has started up, grown and exited three companies of his own and invested in over 20 small businesses. To learn more about the BOSI paradigm, read Joe's latest book: *Entrepreneurial DNA: The Breakthrough Discovery That Aligns Your Business to Your Unique Strengths*.

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
Glenda Anderson	333	Farsight Genome Systems	www.farsightgen.com	Genomics-Based Medicine
Jean Bjork	127	Bjork Construction Company	www.bjorkconstruction.com	Construction
Stacey Cornelius	T225	Nimble Storage	www.nimblestorage.com	Flash Storage Solutions
Ginny Fang	202	Golden Gate Global	www.3gfund.com	EB-5 Immigrant Investment
Cary Frame	310	Polargy	www.polargy.com	Data Center Containment Solutions
Richard French	T225	Automation Anywhere	www.automationanywhere.com	Process Automation Software
Bill Grosso	321	Scientific Revenue	www.scientificrevenue.com	Dynamic Pricing Software
Rachel Haurwitz	110	Caribou Biosciences	www.cariboubio.com	CRISPR Genome Editing Technology
Robert Hill	T225	Accuray	www.accuray.com	Radiation Oncology Equipment
Craig Hinkley	307	WhiteHat Security	www.whitehatsec.com	Web Security Technology
Brian Karr	T125	Mariani Packing Company	www.mariani.com	Premium Dried Fruit
Marc McConaughy	280	Light Polymers	www.lightpolymers.com	Advanced Polymers & Materials
George McGrath	T300	Recology	www.recolgy.com	Resource Recovery
Arwed Niestroj	T300	Mercedes-Benz R & D North America	www.mbrdna.com	Automotive R & D
Barbara Paldus	307	Finesse Solutions	www.finesse.com	Bioprocess Management
Chris Riville	Q400	Plant Construction Company	www.plantconstruction.com	Construction
Zach Scheel	280	Rhumbix	www.rhumbix.com	Mobile Construction Software Solutions
Dale Schenk	Q400	Prothema Biosciences	www.prothema.com	Biotechnology
Kevin Scherer	120	Three Way Logistics	www.threeway.com	Specialized Logistics Management
Munjul Shah	307	Health I.Q.	www.healthiq.com	Health Literacy
Robert Smith	T225	Omniceil	www.omnicell.com	Medical Automation Software
Kelley Steven-Waiss	T225	Extreme Networks	www.extremenetworks.com	Software-Driven Networking
Alyson Watson	272	RMC Water & Environment	www.rmewater.com	Environmental Engineering
Kathy Zwicker	T300	NetSuite	www.netsuite.com	Cloud-Based Business Software

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

Alliance Community Activities

Alliance Holiday Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guests to meet other members within the Alliance community. Attendees from the greater Bay Area gathered on December 3rd to enjoy our 2015 Alliance Holiday Dinner at the Castlewood Country Club in Pleasanton. We were pleased to recognize many Alliance members who have been part of our community for more than 5 years, some as many as 20 years since the Alliance began in 1996.



Holiday Dinner with Group 309

In December, Group 309 enjoyed a holiday dinner together at the Sundance Steakhouse in Palo Alto. Pictured to the right, along with their spouses, are Alliance members Edmundo Costa of Automation Anywhere, Nadim Maluf of Qnovo, Sameer Padhye of FixStream Networks, Alliance Director Cathy Chiu, and Stan Schneider of Real-Time Innovations.



Holiday Dinner with Group 202

In November, Alliance Group 202 members and guests enjoyed a fun evening together at fellow member Andrew Giacomini's beautiful home in San Geronimo. Great food, wine and music were enjoyed by all. Alliance members pictured from top landing down: Barrett Cohn of Scenic Advisement, Ginny Fang of Golden Gate Global, Richard Stone of Private Ocean, Bill Freeman of Patxi's Pizza, Kurt Lindorfer of Paradigm Structural Engineers, Andy Berkenfield of Duncan/Channon, James Kilpatrick of NAI Northern California, Alliance Director Julie Jackle, Lynn Heublein of SkinSpirit, Grant Pickering of SutroVax, Walter Moos formerly of SRI, Peter DiLaura of Second Genome, and Praful Saklani of Pramata. The group thanks host, Andrew Giacomini and his wife (seen at the foot of the stairs), for a wonderful event.

Two Decades of Innovation

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technologies and capabilities that have come to bear over the past 20 years," he said. "Even the cell phone couldn't exist today without many processes done by lasers."

Yet the rapid adoption of lasers for industrial uses has also created new challenges. According to Sechrist, being constantly pulled into new processes and capabilities has forced Coherent to be more creative about differentiating itself and its products from an increasing number of competitors. The company's workforce has changed, too. "Twenty years ago, our workforce was predominantly North American biased," Sechrist said. "We now have manufacturing, engineering and distribution facilities around the world. It's been a challenge to learn how to manage an organization that is increasingly diverse and deal with the cultural differences and influences."



John Rule
Applied Aerospace

Laser technology and other advancements have led to major efficiencies for other technology companies, such as Applied Aerospace, which manufactures airplane parts. President & CEO **John Rule** (Group 120) attributes the use of laser technology as an inspection and manufacturing tool for the increase in Applied Aerospace's sales per employee ratios of \$124,000 to \$213,000 over the past 20 years.

The evolution of 3D printing technology has helped as well, Rule said. "We see its usefulness in making tooling aids that would normally take weeks to manufacture, which can now be done in days." But at the same time, an onslaught of government regulations and employee medical expenses have taken their toll on local businesses, Rule said. Medical costs alone have escalated at an unsustainable rate, particularly in the last three years, while workplace complaints have become more prevalent. Companies that fail to achieve strict compliance with laws involving independent contractors and work/break times can be vulnerable. Recently, Rule's company was fined for not putting a return address on an employee's paystub.

"The Family Medical Leave Act has also created a challenge for companies, and it has gotten worse because the federal government wants it fully funded by companies," Rule said. "Technology may have made us twice as efficient, but some of that is taken away with the government regulations that you get hit with."

Yet another major advance was the sequencing of the human genome in 2000, which had a massive impact on the biotech industry, according to **Bill Newell** (Group 307), CEO of Sutro Biopharma. "We thought the mountain of information revealed in the human genome would be immediately actionable for new therapeutic

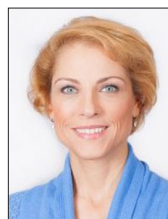


Bill Newell
Sutro Biopharma

endeavors," Newell recalls. As it turns out, however, the biotech industry was years away from being able to find productive uses for all of that information. An enormous amount of capital was poured into biotech firms and was quickly spent, beginning a long stretch of "feast or famine" periods that continue today.

In the end, human genome research provided important lessons for biotech CEOs and investors. During the ups and downs, Newell says, biotech managers learned to take advantage when funding was plentiful, and to be resourceful when it wasn't. "Our industry is dependent on capital, and it takes many years to develop a drug that we can realize revenue on," he said. After losing money on so many biotech failures, investors also grew more sophisticated. "A story that sounds too good to be true probably is, and today it gets shot down more readily than it would five years ago," Newell said.

Today, the real benefits of human genome research are finally starting to crystallize in the form of several anti-cancer breakthroughs, which are fueling greater confidence. "Investors are starting to believe that the promise of the genomic revolution is finally being fulfilled with drugs that are changing peoples' lives—and making money for people who researched and developed those drugs," Newell said.



Kirsten Bay
Cyber adAPT

same for 2,000 years," Bay said about her industry. "What has changed is the Internet, which has sped up ways to automate and monetize theft. Today you can buy rootkits from the black market online, so even if you're not good at hacking, you can get tools that do it for you."

While keeping up with innovation may seem difficult, Bay says today's CEOs need to be "serial students" and never stop learning.

"The CEO's number one role is to be the company's visionary and to always have the big picture in your mind," Bay said. "I still find that the easiest and best way to do that is to spend time with your customers and make them part of your advisory team." Collaboration inside the workplace is essential, too, she added. "Cyber adAPT has all-hand meetings every other week, and when we hire people, we tell them this is a

collaborative environment. We always have to be thinking together."

According to Bay, the need to learn and collaborate has had a profound impact on today's tech CEO. "When I was a young manager, I perceived CEOs as being very disconnected in an ivory tower sort of way," she said. "The level of connectivity CEOs have with employees today—and the CEOs ability to drive that culture—is one of the most significant changes we've seen in leadership over the past 20 years."



Jeff Kuhn
FLG Partners

In terms of how tech companies have evolved, almost every Alliance member interviewed pointed to outsourcing as the most prominent trend in the Valley. "There has always been a need for temporary staffing for all kinds of professional roles,"

says **Jeff Kuhn** (Group 321), Managing Partner of FLG Partners, whose partners act as the CFO for all size companies. "What has changed is that Silicon Valley has become very comfortable at outsourcing all levels of a company, including the CEO. For example, I doubt we could have started FLG in Kansas City, or probably not even Chicago. But people are more willing to try things here."

Kuhn said another major difference between the Silicon Valley of 20 years ago and today is that many companies can be run virtually. "Because we now have cheap, high speed broadband and cloud services, I have everything I need as a CEO of a company—a computer and an Internet connection," he said. "It was impossible to have a virtual organization 15 years ago, because the technology didn't exist."

If the past 20 years have taught us anything, it is this: Not even the most groundbreaking and awe-inspiring technological achievements—and there have been many—have diminished the need for smart, innovative leadership. If anything, they have only amplified the importance of today's CEO, who is responsible for bringing together the people, resources and ideas to maximize the potential of every new milestone.

*How will Bay Area CEOs keep up with an accelerating world? Find out what our members think in our **next Summer 2016 newsletter**, when we address the impact of future innovation on Silicon Valley and the global economy.*

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

Members In The News



Rachel Haurwitz Among "40 Under 40" Award Winners

January 12, 2016

Congratulations to Alliance member Rachel Haurwitz (Group 110), CEO of Caribou Biosciences, who is among *San Francisco Business Times' 2016 40 Under 40* class. This list represents the most influential young leaders across the spectrum of Bay Area businesses who are leaders within their companies, industries and communities.

Jes Pederson of Webcor Featured as the Cover Story for *Smart Business* magazine

January 5, 2016

Alliance member Jes Pederson (Group Q200), President & CEO of Webcor Builders, was profiled in a recent issue of *Smart Business Northern California*. The article discusses how Jes led Webcor's transition from a focus on private construction projects into the public world, and helped bring a more strategic approach to the \$1 billion company's planning process.



Audentes Therapeutics Plans to Raise up to \$86M in IPO

January 4, 2016

AUDENTES ➤

Gene therapy startup Audentes Therapeutics filed for an IPO that would raise up to \$86 million. Audentes Therapeutics is led by Alliance member Matt Patterson (Group 280).

Cat Lincoln Thrives on Transparency

December 11, 2015

Alliance member Cat Lincoln (Group 275) and Clever Girls Collective were profiled in a recent article by Sonya Herrera for the *Silicon Valley Business Journal*. The article discusses Cat's role as co-founder and CEO of Clever Girls Collective, which began in the middle of the recession, but has thrived despite the economic downturn. You'll read about her 2013 partnership with the Make-A-Wish Foundation to create the memorable #BatKid phenomenon, and the tremendous mentors and partnerships she's encountered.

Clever Girls

3 Alliance Members on Deloitte's Technology Fast 500 List

November 16, 2015

Deloitte.
Technology Fast500

Congratulations to the following Alliance Members whose companies were named to the 2015 Deloitte Technology Fast 500 List. This list represents the leading technology awards program in North America, combining technological innovation, entrepreneurship, and rapid growth. Fast 500 companies play in the SaaS, cloud computing, data analytics, and mobile sectors.

- Accellion, led by CEO & President Yorgen Edholm (Group 321)
- Ellie Mae, led by President & CEO Jonathan Corr (Group Q200)
- Sojern, led by CEO & President Mark Rabe (Group 275)

Christine Heckart named to the list of "Top 50 Women in Tech"

November 2, 2015

Congratulations to Alliance member Christine Heckart (Group T300), CMO of Brocade Communications, who was named to the National Diversity Council's list of the "50 Most Powerful Women in Technology."



Five Alliance Members on the List of the Bay Area's Fastest Growing

October 21, 2015

THE FASTEST-GROWING
PRIVATE COMPANIES IN THE BAY AREA
100
FAST

Congratulations to the following Alliance Members whose companies were named to the Bay Area's list of the Fastest-Growing Private Companies for 2015 by the *San Francisco Business Times* and the *Silicon Valley/San Jose Business Journal*.

- Arborwell, led by President Peter Sortwell (Group 120)
- BAM Software & Services, led by CEO John Ford (Group 275)
- Corefact Corporation, led by Founder & CEO Chris Burnley (Group 110)
- Paxti's Chicago Pizza, led by CEO Bill Freeman (Group 202)
- Vapore, led by CEO Lars Barfod (Group 110)

Junior Achievement Titan Class at San Ramon Valley High School

In November, Alliance Director Bill Oldenburg shared his passion for teaching and his extensive business expertise with San Ramon Valley High School students during a Junior Achievement Titan Class. Congratulations to the "Green Team" who finished first in every quarter to win the competition. Alliance member, Linda Santinoceto, is President of Junior Achievement of NorCal.



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.



Keynote: James White, Former CEO, Jamba Juice: Thursday, March 10 in Santa Clara

James White, recently retired Chairman & CEO of Jamba Juice, will join us for this Regional Alliance meeting. Prior to joining Jamba Juice in 2008, James' impressive career included senior management positions with iconic companies, including Safeway, Gillette, Nestle Purina Petcare and Coca-Cola. Today, he actively serves on four major boards, including Panera. James will talk about the lessons he learned from his executive career and the value of diversity in the executive suite and the board room. Event begins at 7:30 am at the Hyatt Regency in Santa Clara.



Alliance Roundtable: Learn How VCs Think and How Your Industry Will be Disrupted: Wednesday, March 16 in Santa Clara

VCs always swing for the fences, and to do that, they look for opportunities to disrupt sleepy industries and steal the profits and growth from incumbents. Alliance member Doug Dooley, a security and cloud-centric technology investor at VC firm Venrock, will talk about the "glimmer of greatness" VCs often seek out. He will provide example after example of how Venrock has found big opportunities—often where the incumbents least expected it. Event begins at 7:30 am at Levi's Stadium.



Software Roundtable: Tuesday, March 22 in Sunnyvale

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 Real-Time Innovations in Sunnyvale.



Family Business Roundtable: Thursday, 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 21 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.



Consumer Companies Roundtable: Thursday, April 28 in Pleasanton

The Alliance brings leaders of consumer and services companies together in our Alliance Consumer Companies 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 Specialty's Café & Bakery in Pleasanton.



Keynote: Geoffrey Moore, Managing Director, Geoffrey Moore Consulting: Friday, May 6 in Santa Clara

Geoffrey Moore, Managing Director of Geoffrey Moore Consulting, will join us for this Regional Alliance meeting. Geoffrey is an author, speaker, and advisor who splits his consulting time between start-up companies in the Mohr Davidow portfolio and established high-tech enterprises, most recently including Salesforce, Microsoft, Intel, Box, Aruba, Cognizant, and Rackspace. His first book, *Crossing the Chasm*, focuses on the challenges start-up companies face transitioning from early adopting to mainstream customers. Moore's most recent work, *Escape Velocity*, addresses the challenge large enterprises face when they seek to add a new line of business to their established portfolio. Event begins at 7:30 am at the Hyatt Regency Santa Clara.



Keynote: Eric Kaufmann, President and Founder, Sagatica: Friday, May 20 in San Ramon

Eric Kaufmann, President and Founder of Sagatica, will join us for this Regional Alliance meeting. Eric's diverse and varied experience contains 13 years of leadership consulting, management at Fortune 100 firms, degrees in business and psychology, a quarter century of Zen practice, living in Israel and South Africa, teaching as a Master Scuba Diving instructor, and working as a certified hypnotherapist. His book, *Leadership as a Hero's Journey*, shares practical ideas and tools that deepen a leader's ability to be efficient, effective and deliberate. Event begins at 7:30 am at the San Ramon Valley Conference Center.



Keynote: John Chambers, Executive Chairman, Cisco: Thursday, September 8 in Santa Clara

Recently retired CEO of Cisco, John Chambers, will join us for this Regional Alliance meeting. John was voted one of the best performing CEOs in the world by the Harvard Business Review in 2014 after growing Cisco from \$70 million when he joined in 1991, to record revenues of \$48.6 billion in 2013. Following his retirement, John assumed the role of Executive Chairman for Cisco. He believes that the next phase of the Internet, "The Internet of Everything," will be the greatest opportunity yet. We look forward to having a conversation with John, not only about his brilliant career and lessons learned at Cisco, but his vision for the exciting future ahead. Event begins at 7:30 am in Santa Clara. Stay tuned for specific location details.



2185 N. California Blvd., Suite 590

Walnut Creek, CA 94596

(925) 942-2400

www.AllianceofCEOs.com

