

ALLIANCE OF CHIEF EXECUTIVES

BRINGING LEADERS TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



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Since 1996 the Alliance of Chief Executives has been helping CEOs solve their most profound, strategic challenges.

As the premier organization for chief executives in Northern California, we gather leaders from virtually every industry and market sector to engage in confidential exchanges that typically wouldn't—or couldn't—take place anywhere else.

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Good News for a Bad Economy Alliance members discuss recent wins — and share what they did right

By Warren Lutz

For David Weber (Group 105), President and CEO of Union City-based pharmaceutical firm MacuSight, it's all about financing through key milestones and "planning well enough ahead."

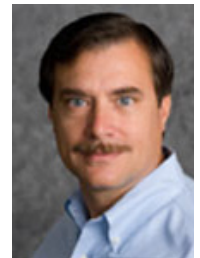
MacuSight, which is developing drugs to treat severe ocular (eye) diseases and conditions, was preparing to raise Series B funding when it secured an R&D and licensing agreement with a large Japanese pharmaceutical firm that gave MacuSight \$50 million upfront in funding. The Japanese firm, Santen, received rights to commercialize MacuSight's Sirolimus drug in Asia.

The deal gave MacuSight a financ-

ing "safety net," and its investors were happy the company didn't have to raise Series B funding. But Weber said if the deal didn't happen, "we would have been right there with Series B."

Even as MacuSight's future looks bright, Weber is running through risk scenarios, trying to mitigate anything that might disrupt the company's goal.

"Your job as CEO is to worry," Weber said. "You don't want to get an ulcer, but you can't



David Weber
CEO, MacuSight

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Beware the Innovation Deficit Judy Estrin: Risk, openness key to new ideas

By ACE Staff

Today's business leaders aren't doing enough innovating and, as a result, we risk the creation of an actual innovation deficit, Judy Estrin recently told South Bay Alliance Members.

Estrin has been named three times to Fortune Magazine's list of the 50 Most Powerful Women in Business. A former CTO of Cisco Systems, Judy also founded four technology companies and is on the Board of Directors of Walt Disney Company and FedEx

Corporation.

Estrin said that plenty of innovation is taking place on incremental levels but these advances have been building on more basic innovation that stems from the 1970s.

She laid out the core values to successful innovation, which must all be in balance with each other:

- Questioning
- Risk
- Openness
- Patience
- Trust

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Judy Estrin
CEO, JLABS

Let's Get Rolling!

It's time to start thinking long-term — and to lead

Since I meet with CEOs running companies in every industry sector, I'm often asked about the "current mood of CEOs" — at least in these unpredictable times. It is



PAUL WITKAY
FOUNDER

my view that our Alliance CEOs have emerged from a state of "what the hell is going on?" to taking clear action steps to deal with current economic conditions. We've passed through the psychological phases of denial and anger and moved to acceptance of the new reality. CEOs are now focused on getting their organizations aligned and moving

in the right direction.

For companies that were hit hardest by the economic storms, CEOs are having to salvage what's left of any valued assets and are moving on to identify their next opportunities. CEOs running companies with strong fundamentals are buying distressed assets and hiring talented people who aren't normally available. They're taking advantage of conditions to clarify their vision and focus their organizations' attention on their most critical objectives.

By and large, I have the privilege to work with optimists. Leaders cannot expect to motivate the troops by whining about external conditions that they have no ability to control. They know the job of leader requires them to walk into their offices each day with a spring in their

step and an air of confidence — even when they feel like the sky is falling. However, the Alliance creates environments where CEOs can talk honestly and candidly behind closed doors about what is really going on, what they're doing about it, and how they're feeling about it.

There's no question that these are the most challenging and frightening economic conditions that CEOs have had to face in our lifetimes. Personally, I am extremely thankful to all of our Alliance members who come together to help each other gain deeper understanding of current situations and creative strategies to deal with each of our unique challenges, opportunities and threats. I have been told that, during these difficult times, our members value the genuine support that is offered by their fellow Alliance CEOs in addition to their strategic recommendations. I'm inspired by the resilience, persistence and leadership that our Alliance CEOs have demonstrated during the past year.

Although there will be many more bumps in the road, I believe that the worst is over and it's time for each of us to begin thinking long-term and leading our organizations toward compelling visions for the future. The Bay Area is still the most innovative geographic region on the planet and innovation is the best generator of new jobs. I believe that together, we can be the catalysts to turning this economy around. Let's get rolling!

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

Our members value the genuine support that is offered by their fellow Alliance CEOs in addition to their strategic recommendations.

Estrin on Innovation Gap

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Estrin is also the author of "Closing the Innovation Gap," which resulted from her interviews with over 100 scientists, engineers, entrepreneurs, educators and other experts who have contributed to America's innovation excellence. In the book, Estrin explains innovation ecosystems, the core values of innovation, and national challenges represent opportunities for innovation.

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.

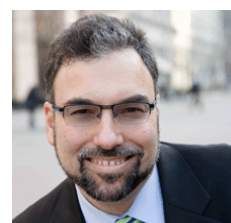


Attracting and Retaining the Optimal Team

How Hanson Bridgett implemented a workplace differentiation strategy that enables them to draw and keep top talent

It's so easy to say that we should hire great people. We should—but can we find and afford the great people that we need? And who is to say they'll stick?

In the midst of great competition, when other law firms were raising salaries and hourly requirements to unsustainable levels, Andrew Giacomini (Group 202), Managing Partner at Hanson Bridgett, embarked on a different strategy of identifying and hiring certain great lawyers in the Bay Area who were more in keep-



CASE STUDY by ROBERT SHER

ing with its client-focused approach. Hanson Bridgett decided to hold the line on compensation but reduce billable hour requirements. Their goal was to focus on recruiting and hiring only those excellent lawyers who were willing to work hard, but who also wanted a more balanced life and were willing to accept lower compensation for the trade-off. It may sound odd, but it worked, and this approach can work in any industry where competition for the best and brightest talent is fierce.

Andrew's competition—big national and international law firms—wants lawyers that are willing to work themselves silly to get a big paycheck. And the clients pay for it, both with high billable rates and stressed-out lawyers, who simply cannot be at their best when working with mega firm, bone-grinding billable hour requirements. The mega firms (Hanson, in contrast, has about 150 lawyers) pay incredibly high salaries and expect unsustainable work hours from everyone they hire. New recruits often burn out in a few years. Anyone on the partner track works a crushing schedule, generally sacrificing family life, leisure, and all other non-work pursuits. The few that make partner earn a bundle, and those that don't still do quite well. Many great lawyers hate working for

the mega firms for just this reason.

The bright, talented, hardworking lawyers at Hanson Bridgett like to coach soccer. They like to take family vacations. They want to lead a balanced life and offer balanced advice to their clients as well. These lawyers aren't happy at the mega firms, and the mega firms aren't entirely happy with them because they don't fit the mold. Hanson Bridgett has created a haven for high performance lawyers who desire a balanced life. Since these mega-firm refugees don't have to bill crazy hours, they get paid less, but that's okay with them—they get the life they want to lead. And not just their personal life—their professional life too. They believe that this model allows them to practice their craft in the way that they love and in the way their clients like best. They believe well-rounded,

*Creating differentiation
in your culture in
order to attract top
talent is not a short-
term strategy — it's
about corporate
culture and
shared values.*

balanced lawyers give well-rounded, balanced advice.

We're talking differentiation here. Simply put, how can you make your workplace different in such a way that will attract a subset of the highly skilled people that you need most? Got engineers? Maybe for you, giving your engineers some freedom to be creative would make a difference. Got scientists? Maybe involving them more broadly in the development process will be a great attractor. Perhaps allowing for flexible work environments (P/T,

from home, etc.) is key? Having truly green working conditions and a commitment to helping the environment might attract some top talent that would otherwise go someplace else. You've got to figure out what's right for your company in your industry.

While winning a "Best Places to Work" award is a great thing that will certainly help you retain your people, I'm talking about competitive differentiation. Where the top talent in your field will know that your firm is a standout—an amazing place to work. And unique in a way that addresses the pain that the key talent feels in your competitor's workplaces.

Hanson Bridgett recruits in all the ways you'd expect. They go to law schools, advertise, network with lawyers employed by the giant firms, and more. But in every case, they put front and center how they are different. That they represent a culture that doesn't create burnout. A firm that values high energy, a positive attitude and a balanced lifestyle. They don't hide the fact that they pay salaries that are about 20% lower than at the mega-firms. They do make sure that new hires understand that they'll be working hard and intensely, and that client service is everything, 24/7. But over the course of a year, new hires are only expected to bill 1,800 hours, as compared to 2,100 hours or more at the mega firms, leaving time for a life.



Andrew Giacomini
Managing Partner,
Hanson Bridgett

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click or type http://www.allianceofceos.com/forum/human_resources/2009/attracting_and_retaining_the_o.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.

Tom Siebel: Healthcare, energy are future



By ACE Staff

Get ready for more government regulation, exponential global population growth, energy scarcity and a growing health care market.

These are the dominant future trends, Tom Siebel, founder of Siebel Systems, recently told Alliance members in Santa Clara.

Increasing market opportunities include water, health care, energy and food, said Siebel, who backed up his predictions with a few statistical trends:

The U.S. population over 65 is expected to grow from 39 million currently to 79 million in 2040, and U.S. healthcare spending will increase

from \$2.4 trillion to \$4.3 trillion by 2018.

Siebel, who built Siebel Systems into a leading global software company with more than 8,000 employees in 32 countries and over \$2 billion in revenue, is also the author of three books: "Taking Care of eBusiness," "Cyber Rules" and "Virtual Selling."

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Welcome New Alliance Members!

Member (Group)	Company	Website	Industry
Charles Albert (341)	Creativity	www.creativityusa.com	Audio Design for Toys
Gary Archibald (431)	Innovative Claim Solutions	www.ics-claims.com	Workers Compensation TPA
Anne Bisagno (153)	Xantrion	www.xantrion.com	Computer Network Support
Donald Britt (431)	The Crow Law Firm	www.crowlaw.com	Legal Services
Kelly Brodbeck (202)	Vapore, Inc.	www.vapore.com	Capillary Force Vaporizers
Marc Brown (305)	BrownTrout Publishers	www.browntrout.com	Calendar Publishing
Shane Buckley (307)	Rohati Systems	www.rohati.com	Data Center Platforms
Kaushal Chokshi (271)	Quickstart Global, Inc.	www.quickstartglobal.com	Multinational Business Services
Jeffrey Connors (110)	ELM Resources	www.elmresources.com	Education Loan Management
Joel Dedrick (302)	W5 Networks	www.w5networks.com	Wireless Retail Systems
John Dulchinos (Q200)	Adept Technology, Inc.	www.adept.com	Robotics
Ross Edwards (310)	Build Group, Inc.	www.buildgc.com	Construction Services
Andrew Giacomini (202)	Hanson Bridgett	www.hansonbridgett.com	Legal Services
Heather Glenn (127)	AlaVie Fitness	www.alaviefitness.com	Fitness Programs
Tim Harkness (302)	Cell Biosciences, Inc.	www.cellbiosciences.com	Protein Research
Jeff Kuhn (272)	FLG Partners, LLC	www.flgpartners.com	CFO Services
Phil Murphy (153)	GNU Group	www.gnugroup.com	Environmental Graphics
Ethan Plotkin (108)	GD California	www.gdca.com	Legacy Computer Products
Amy Hald Pressman (302)	Medallia	www.medallia.com	Marketing Research
Raju Reddy (Q200)	Sierra Atlantic	www.sierraatlantic.com	Enterprise Software Development
Marty Reed (105)	Ink2	www.ink2.com	Print On-Demand Greetings
Amar Singh (302)	Amitive	www.amitive.com	Community Supply Chain Mgmt
David Soloway (271)	Institute of Reading Development	www.readingprograms.org	Educational Services
Mark Tacchi (210)	Vendini	www.vendini.com	Enterprise Ticketing Software
Bob Tasker (111)	CM Commercial Real Estate	www.cmrealty.com	Commercial Real Estate
Denise Thompson (271)	SPG Solar	www.spgsolar.com	Solar Energy
Jim Ullakko (341)	Odenberg, Ullakko, Muranishi & Co.	www.oumcpa.com	Accounting Services
Norberto Velez (341)	Customized Performance	www.custgroup.com	Janitorial Services

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

CEO Roundtables



Life Sciences Partnerships

Life Sciences CEOs met together in this CEO Roundtable to discuss the challenges of life sciences partnerships. Due to the increasing cost of commercializing new products, coupled with the weak capital markets, many CEOs are exploring partnerships earlier in the life cycle of their company to meet capital demands. This increased focus on partnership, coupled with Big Pharma's depleted pipeline, causes increased focus on partnership terms and the need for multiple products in the private company's pipeline. This current market dynamic specifically heightens the CEOs fear of "selling" the company through a partnership that is too restrictive and potentially exposing core intellectual property to competitors.

Sponsored by: **Deloitte.**

Building High-Functioning Exec Teams

Eighty CEOs registered for the April 29th CEO Roundtable focused on Building High Functioning Executive Teams. We overflowed Hanson Bridgett's conference room with four breakout groups into a fifth conference room as well. The discussion began with the entire group talking about how their executive teams should ideally function followed by what some of the obstacles have been. In the breakout groups, the CEOs' real world issues were used as case studies and the collective wisdom around the table was tapped for ideas and fresh perspectives.



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Community Partner

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.



Progressive Dinner

On April 1st, Alliance Members and their guests had the opportunity to meet other Alliance CEOs in a beautiful setting at the Bankers Club in San Francisco. Alliance Progressive Dinners are held three times per year around the Bay and we all rotate by sitting at one table for appetizers, another for main course, and a third table for dessert. Members get to meet and befriend nearly everyone at the dinner.

Spouses and guests are welcome too and the focus is more personal and less business. All profits go to Junior Achievement which provides business education in our schools.



[Upper Right: Tejune Kang of Six Dimensions, Tom Snyder of Xantrion, David Takeuchi of Bedrock Brand Consultants, and Jill and John Keagy (ServePath); **Right:** Jeff Connors of ELM Resources, Tracie Connors and Carol Hehmeyer]

Good News Stories in a Bad News Economy

Continued from page 1

be complacent."

Weber is just one of many Alliance Members who have found ways to move forward in an otherwise dismal U.S. economy. Another is Jon Fernandez (Group 105),



Jon Fernandez
CEO, TriNet

CEO of Livermore-based TriNet Communications, who has found success by solving a particularly problem in his industry.

TriNet's customers, which include some of the nation's largest telecoms, have trouble getting audio and visual equipment because they use such large quantities, and manufacturers can't keep up. So TriNet formed a new business, All Systems Broadband, and is now manufacturing cables and some patented products in China.

TriNet now enjoys significantly higher margins and already has all of AT&T's and Verizon's business and two-thirds of Comcast's.



Jim MacDonald
President,
R.F. MacDonald

"Over the past twenty years, we developed really good close relationships with these telephone companies and cable TV companies, so we already had the contacts," Fernandez said. "We knew how to get product field tested and approved. So that was a big plus."

Looking outside TriNet's traditional areas of growth was a huge launching point, Fernandez said.

"This is certainly outside-the-box for us," he said. "We just slowly kept pushing, pushing and pushing."

At R.F. MacDonald Company, an industry leader in supplying and servicing boilers and pump systems for commercial and industrial applications in California and Nevada, "deep roots" are carrying the organization through rough waters, according to President Jim MacDonald (Group 107).

Due in part to an inherently long sales cycle, R.F. MacDonald steadily built up its service offerings to augment sales. "I would put it right up there, or equal to the sales side,"

MacDonald said. "It's a much bigger contribution to our net income."

Last year was R.F. MacDonald's best year in revenue. The company is increasing this year's budget and continues to diversify its services, such as helping companies meet a growing number of environmental safety mandates.

"There's market diversity, there's customer diversity, and then there's the diversity of what you can do for these people," MacDonald said.

For Brent Meyers (Group 108), CEO of San Ramon-based consulting firm Manex, success lay in part with what his organization didn't do.

Manex, whose clients include manufacturers, distributors, and their supply chains, was preparing to launch new sustainability and logistics solutions when, as Meyers says, "we just shelved

"There's market diversity, there's customer diversity, and then there's the diversity of what you can do for these people."

them." The demand just wasn't there, and most of Manex's clients needed more help staying in business or gaining market share against weaker competitors.

Manex instead focused on a service it calls "Rapid ROI," where its consultants will go inside an organization, identify wasted cash and materials "and get rid of it as fast as we can and help these folks," Meyers said.

The company's revenues are up between 7 and 8 percent this year. The firm's laser-like focus on customer service has been a key strength, said Meyer, who estimates he spends only 20 percent of his time in the office.

"Sometimes we'll be asked, 'What sort of market research do you do to better understand the marketplace?'" he said. "Our answer is we're always out there, in the marketplace."

In San Rafael, Richard Stone (Group 202), President of Salient Wealth Management, is wrapping up a deal with a competing wealth management firm that figures to raise the company's

profile considerably. Stone has already been named as one of the top three wealth advisors in the Bay Area by the San Francisco Business Times.

But the deal didn't come easy.

The economy turned south soon after discussions began. "We started evaluating whether it made sense to continue," Stone said. "There were plenty of distractions."

But by prioritizing customer service and putting in many long hours, the deal stayed on course.

"We felt that was going to create a very strong model for us," Stone said. "It's not very often that you get this sort of opportunity."

Chris Crawford, CEO of ClearPath Business Advisors, isn't big on "hunkering down" when things get rough. It's a good thing, too.

By being flexible with his business model, Crawford (Group 107) has kept his business growing at a time when others are struggling for solid ground.

Based in Pleasanton, ClearPath delivers strategic financial consulting to businesses and specializes on mergers and acquisitions. While M&A activity has slowed down, demand for the firm's core strength — strategic financial consulting — "has taken off like a rocket," Crawford said.

"We realized this is an area where we could help companies, right now," he said.

As a result, ClearPath's growth has gone from 15 percent last year to between 20 and 25 percent this year.

"Taking action is critical," Crawford said. "As soon as the M&A market changed, we were very aggressive in pursuing new business."



Richard Stone
President, Salient
Wealth Management



Chris Crawford
CEO, ClearPath

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

Members In The News

Kimpton Has \$200M to Play 'White Knight'

April 17, 2009

The San Francisco boutique hotel chain still has \$200 million of the \$246 million war chest it raised one year ago and is ready to do battle with it. The company, which has 45 hotels open in 21 cities, plans to make its next acquisition by September. Mike Depatie (Q100) is CEO of Kimpton.



Groco Crunches Numbers for VCs

April 3, 2009

The San Francisco Business Times profiled Alan Olsen (310), Managing Partner of Fremont-based accounting firm Greenstein, Rogoff, Olsen & Co., as well as his firm's CEO-based business model, closed compensation system, and aggressive growth — even during a recession.



Trident to Acquire Product Lines

March 31, 2009

Santa Clara-based semiconductor systems firm Trident Microsystems, Inc. entered into an agreement with Micronas Semiconductor Holding AG to acquire digital television assets that will broaden Trident's product line and increase its revenue base. Sylvia Summers (Q100) is CEO of Trident.



ABC News Taps VoloMedia

March 26, 2009

Sunnyvale-based VoloMedia Inc. has partnered with ABC News to provide ad inser-



tion and audience measurements for ABC News audio and video podcasts. Brian Steel (Q100) is CEO of VoloMedia.

Andrews, Eichten Named Women of Influence

March 6, 2009

Jodi Andrews (310), CEO of ProTrials Research, and Maigread Eichten (272), CEO of The FRS Company, were honored as a 2009 Women of Influence in the Silicon Valley by the Silicon Valley Business Journal.

Vice President Biden Commends Serious Materials' Reopening of Chicago Factory

March 1, 2009

Serious Materials, a California-based company that makes energy efficient windows, received kudos from Vice President Joe Biden for buying a shuttered Chicago window and doors plant and initiating plans to reopen the factory and rehire all 250 of its laid-off workers at their former pay levels. Serious Materials believes the Economic Recovery Act will increase demand for its products. Kevin Surace (Q100) is CEO of Serious Materials.



Riverbed Technology Acquires Mazu Networks

February 20, 2009

The IT infrastructure company Riverbed Technology Inc. has completed its acquisition of Mazu Networks, which makes technology that analyzes network traffic. Mazu Networks' site and network analysis products have been renamed Riverbed Cascade. Jerry Kennelly (Q100) is CEO of Riverbed.



Preparing for the 'Big Shift' Eamonn Kelly: No ordinary downturn



*Eamonn Kelly
CEO, Global Business
Network*

By ACE Staff

The Big Shift is here — and how you position yourself and manage dilemmas will make all the difference in the world.

That includes teaming with others in new ways and addressing "multiple versions" of capitalism, Eamonn Kelly, CEO of Global Business Network, recently told Alliance members in San Francisco.

Kelly, author of the book, "Powerful Times," shared his views of the future — which included "big changes" in how government relates with the commercial sector and the importance of "co-creating" with other nations, stakeholders, consumers, and internally in a more interconnected world.

Kelly cautioned against "quick-fix" experts who seem to gain popularity during economic crises.

This downturn, he added, is no ordinary one.

He also predicted the country will go from being the world's number one player to one of the number one players.

"It's not us or them," he said. "Us becomes we."

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Get LinkedIn to the Alliance of CEOs!

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

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

To join the Alliance of CEOs LinkedIn group:

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

Enjoy!

Upcoming Alliance Events

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

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

Keynote: Jerry Kennelly, Riverbed Technology; Friday, May 15 in San Ramon

Fellow Alliance member Jerry Kennelly, CEO of Riverbed Technology, will be our Keynote for this regional Alliance meeting. Jerry has more than 25 years of industry experience in companies such as Sybase, Oracle, HP, and Hitachi. Riverbed is his third successful startup after Inktomi and Gain. Event begins at 7:30 a.m. at the San Ramon Valley Conference Center.



Alliance Spring Dinner: Wednesday, May 27 at the Silicon Valley Capital Club 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.

Life Sciences CEO Roundtable: Friday, May 29 in Menlo Park

Companies can no longer race to a milestone, burning through their cash, and expect a fresh infusion of cash to carry them forward. Instead, they have to lead capital efficient companies, accomplish more with less, and deploy innovative strategies. This CEO Roundtable, "From Racing to Pacing," will dive into these issues. Event begins at 7:30 a.m. at Merrill Lynch in Menlo Park and is sponsored by Deloitte.

Deloitte.



Manufacturers CEO Roundtable: Wednesday, June 3 in San Ramon

Manufacturers have always had some unique challenges and we are bringing a select group of mid-sized manufacturing chief executives together to share business challenges, solutions and opportunities -- and tackle the issues one by one. This Roundtable, "Challenges & Strategies for Manufacturers," is limited to 12 CEOs and is by invitation only. Event begins at 7:30 a.m. at Manex in San Ramon.

Keynote: Kevin Surace, CEO of Serious Materials; Friday, June 5 in Santa Clara

Fellow Alliance member, Kevin Surace, CEO of Serious Materials, will discuss how they are bringing Silicon Valley-style innovation to the old industry of building products. Event begins at 7:30 a.m. at Techmart in Santa Clara.



Buying Or Selling A Business CEO Roundtable: Friday, July 24 in Santa Clara

Now is the time to start planning if you'd like to sell your business as the economy recovers. Ditto if you'd like to build your business through acquisitions over the next 24 months. CEOs will come together to discuss their ideas and plans for M&A. Potential sellers will be grouped to tackle seller issues, and potential acquirers will be grouped to discuss strategy and planning issues. Event begins at 7:30 a.m. at Techmart in Santa Clara.

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

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



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