

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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Finding 'Yes' In A Sea of 'Maybe'

With no money to spare, Alliance members rethink strategy to get prospects to commit

By Warren Lutz

Anne Bisagno (Group 153), President of IT consulting firm Xantrion, recalls the moment last year when she knew something had to change.

"The sales activities we were doing weren't working — at least they weren't working as well as they used to," she said.

The trouble was a particular five-letter word that Bisagno and her team were hearing over and over again from potential clients: "Maybe." Sure, "maybe" sounds optimistic. But in reality, it contributes nothing to the bottom line.

So in July and August of last year, Bisagno's team made significant changes

to its sales and marketing strategy. They let go of an outside salesperson, and began asking fundamental questions about why customers chose Xantrion in the first place.

The third change that was made was in the sales process itself.

"In order for us to have enough info to make good, strategic recommendations for our clients we really needed to gather a certain level of information on the client," Bisagno said. "We call it an assessment. We



Anne Bisagno
Xantrion

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Building a billion-dollar company

Polycom CEO Hagerty shares his recipe for success

By ACE Staff



Robert Hagerty
CEO, Polycom

It's no surprise Bob Hagerty, CEO of global video conferencing solutions company Polycom, can fill a room at the drop of a hat.

Who doesn't want to know the secret behind building a billion-dollar business?

To hear Hagerty tell a recent gathering of Alliance members, however, there may be no real secret — just a lot of good, solid guidelines: Deliver shareholder value, ensure candid teamwork and collaboration, execute with speed and precision, take a few calculated

risks, and always put the customer first.

Hagerty also spoke of the need to "hire without boundaries" and pursue "round-the-clock" product development.

"Staying faithful to our mission, growing through acquisitions, evolving the business with the marketplace, building global workforces — this is how we built a billion dollar company," he said.

Hagerty joined Polycom, a publicly-traded corporate entity with a revenue run rate

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Leadership Skills for the Future

Tomorrow's leaders should get familiar with rapid prototyping, immersive learning and 'smart mobs'

I recently had the pleasure to sit down with fellow University of Illinois alumnus, Bob Johansen, and was inspired to think about how leaders will need to evolve to adapt to our rapidly changing world. Bob has spent virtually his entire career studying the human side of technological change. In 1972, he was the first social scientist to study the impacts



PAUL WITKAY
FOUNDER

of the Internet on society when it was called the ARPAnet. From 1996 to 2004, he was the CEO of the Institute for the Future and has recently published a great new book, "Leaders Make the Future: Ten New Leadership Skills for an Uncertain World."

Bob believes that leaders in the 21st century will be faced with an increasingly "VUCA World" – a world of Volatility, Uncertainty, Complexity and Ambiguity. He identified a set of leadership skills that will be necessary for success in this increasingly chaotic new world. Two of these skills have always been critical for leaders to be successful, while the others are relatively new skills that weren't necessary when I began my career over 30 years ago.

Timeless Leadership Characteristics

- **Vision & Clarity** – Successful leaders have always needed the ability to formulate and communicate clear and compelling visions for the future. However, this skill will be in even greater demand as the world becomes more and more complex. Greater uncertainty will require leaders to be absolutely clear about their long-term goals, but also very flexible as to how their organizations will achieve these goals

- **Maker Instinct** – I have had the good fortune to have met over 3,000 CEOs and, by and large, most every CEO loves to build things. Whether it's advanced new products or effective organizations, great leaders make things happen and never stop trying to improve on what they've built. Bob states that future leaders will need to "approach their leadership with the commitment of a job and the energy of a hobby."

Leadership Skills on the Rise

- **Immersive Learning** – One of the very first members of the Alliance told me that "CEOs love to learn – but they HATE to be taught." I have found that most CEOs are experiential learners. They learn by doing and experiencing challenges for themselves. The Alliance accelerates the rate of learning by forcing CEOs to exercise their brains by challenging them to face the toughest strategic decisions that all of the other CEOs in their private Alliance Groups must face.

- **Rapid Prototyping** – The future will require speed. Product life cycles and new product development times are getting shorter and shorter. Leaders must build organizations that innovate quickly to stay competitive. Rapid prototyping is the ability to try out new products, services and processes quickly with the intent to "fail as fast as possible," so they can arrive at the solution that does work as quickly as possible.

- **Constructive Depolarizing** – The world is becoming increasingly polarized with greater numbers of people taking extreme positions in politics, religion and other areas of our lives. The world is also becoming increasingly diverse. Future leaders will need to find ways to bridge these gaps and build consensus around areas of common interest.

- **Smart Mob Organizing** – Whether we like it or not, people around the globe have become connected through the convergence of telecommunication networks, massive computing capabilities and social network technologies. Leaders who don't adapt to this new reality and learn how to use new business and social networks to their advantage will fail.

- **Commons Creating** – A "commons" is a shared asset that benefits multiple parties. Globalization and technology have resulted in many more areas of shared interests, such as technology platforms, virtual marketplaces, open source software, cloud computing and many others. Leaders will be challenged to deal with very complex shared interests between different companies, countries, private and public, corporations and individuals.

- **Quiet Transparency** – Leaders have always needed to build credibility and trust to be successful. However, the amount of information that is available to virtually anyone in the world is increasing at exponential rates. Therefore, future leaders will be transparent whether they like it or not. This transparency will highlight the differences between those leaders who lack integrity and those who are genuine and authentic.

Bob Johansen was the Breakfast Keynote at a recent San Francisco Alliance meeting and received rave reviews. Fortunately, you will have the opportunity to discuss his thoughts on future leadership skills when he joins us again at our South Bay Alliance Meeting on October 1st in Santa Clara.

When I think about the future, I am humbled by the opportunity I have been afforded to work with so many great leaders "of the present." I can't wait to witness how our Alliance CEOs will adapt to the challenges of the future and make it better.

Future leaders will be transparent whether they like it or not. This transparency will highlight the differences between those leaders who lack integrity and those who are genuine and authentic.

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

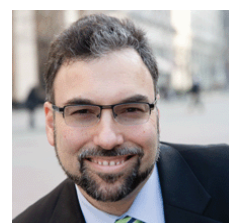
Cross-Linking Supply Chains

Special conditions must be present, but mapping new trends is exciting work — and could create added value

It takes special conditions for success in starting a business that can grow to a grand scale. Many CEOs find it's easier and less risky to take an existing business and tune it up, reducing costs or improving quality to grab a bigger piece of the value chain. We CEOs look at our suppliers on one

hand and our customers on the other.

But what if there are no suppliers or customers yet? If the supply chain hasn't been formed? If the flow of transactions has not yet



**CASE STUDY by
ROBERT SHER**

begun? Then you'd have to create the entire supply chain. Not unlike starting a new business, special conditions would need to exist, and a wide variety of players and processes would need to start at the same time to have a sustainable, ongoing system. CEO Neal Gutterson of Mendel Biotechnology (Group 110) is building a new supply chain by cross-linking three existing supply chains in new and unique ways. And what fun it is!

Here are the three existing supply chains:

- Coal miners start a supply chain that feeds the steady demand for electricity.
- Oil explorers start a process that feeds refineries which produce fuel for our vehicles.
- Farmers produce crops that we eat.

Neal Gutterson would tell you that the farming supply chain begins with the development of better seeds that produce a higher and more reliable yield per acre. Since 1997, Neal's PhD scientists worked in the lab, supplying companies like Monsanto with optimized seeds that help feed a hungry world.

Then, in 2007, British Petroleum (BP) called. Yes, the global fuel company. They foresaw the need to grow fuel. Not ordinary corn, but a crop optimized for sustainably produced energy. BP had made some strides in

understanding the refining of this type of biomass. But their big worry was that no supply chain would exist to produce and deliver biomass when they needed it in the future. The best crops had not yet been identified. No optimized seed had been developed. No farmer had grown them. No equipment to harvest or transport the resulting biomass had been built. No one knew what it might cost. But BP knew that when it needed to add sustainably produced biofuels to their fossil fuel-based products, an entirely new supply chain had to be in place.

In mid-2007, BP made a sizeable equity investment in Mendel Biotechnology and funded a five-year program to develop dedicated

Mendel had been an R&D company, but would now build out an entirely different business unit, Mendel Bio-Energy Seeds, focused not just on seed biology, but on creating a feedstock-producing supply chain.

energy crop varieties, initiate supply chain development, and formulate a plan for the following five years to commercialize the growing of feedstock and create an ecosystem of suppliers. Mendel had been an R&D company, but would now build out an entirely different business unit, Mendel BioEnergy Seeds, focused not just on seed biology, but on creating a feedstock-producing supply chain. Not just an ambitious goal, but a "Big Hairy Audacious Goal:"

Cross-linking the food supply chain with fuel or power supply chains.

My first reaction when small companies talk about pioneering is the old phrase, "You can tell a pioneer by the arrows in their backs." Pioneering is high risk work, and most efforts fail. Too many such efforts are based on a dream, not on a well-founded forecast of future demand, nor on a realistic appraisal of the challenges, nor on a strategy for crossing the large chasm to a profitable enterprise. In Mendel Biotechnology's case, the trend away from fossil fuels and government support for renewable power were strong arguments in favor of future demand. Neal ensured that strategic mapping was an initial focus, led by new hires getting help from experts in the agriculture and energy industries. And Mendel was smart to not try and go it alone. They had a big, well-heeled partner willing to fund much of the effort.

To start, they had to envision what a functioning supply chain would look like. The first surprise came when market indicators suggested that the first viable market for bio-feedstock would be coal burning power plants supplying electricity, rather than biorefineries. It appeared that the seed, farming and harvesting processes for fuel conversion or power generation supply would be largely identical. But the processing of the plant material would surely be different, as would some of the transportation issues.



*Neal Gutterson
Mendel Biotechnology*

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/2010/crosslinking_supply_chains_est.php into your Web browser.

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Leaders should embrace uncertainty

Johansen: Recognizing future trends key to survival

By ACE Staff

The future is the most threatening and the darkest we've seen in 40 years.

That's according to author and respected futurist Bob Johansen — although he also told Alliance members they can and should adapt from the chaotic world of today to the uncertain and challenging world of tomorrow.

Johansen, also a Distinguished Fellow with the Institute for the Future whose latest book is "Leaders Make the Future: Ten New Leadership Skills for an Uncertain World," also discussed the importance of understanding the technological, economic, societal and environmental trends.

Recognizing them, he said, is not only the key to success but also survival. For example, while the last decade was driven by engineering innovation, the next decade will be driven by biology.

Get ready, Johansen also said, "for a world of trusted information which cannot be controlled, and which is not necessarily true."

Johansen also said reciprocity will be the currency of tomorrow and urged leaders to have the "trust to give things away," promising they'll get more in return.

Johansen spent more than 30 years as a forecaster, exploring the human side of new technologies, and has authored or coauthored six books, including "Upsizing the Individual in the Downsized Organization" with Rob Swigart, a guide for organizations undergoing technological change and reengineering, and "GlobalWork" with Mary O'Hara-Devereaux, a guide to managing global, cross-cultural teams.



Bob Johansen
"Leaders Make The Future"

Keynote: Hagerty

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of greater than \$1 billion, the world leader in video conferencing collaboration solutions, in 1997. During his tenure, Polycom has made a number of key acquisitions—including Voyant Technologies, ViaVideo, Accord Networks, PictureTel, MeetU, ASPI, and Circa Communications—to build the most complete product offering for collaborative communications.

Hagerty was named the 2009 Ernst & Young Entrepreneur of the Year for Northern California, Technology Sector and CEO of the Year in 2005 by industry analyst group Frost & Sullivan.

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
Doug Bergman	431	UCP of Greater Sacramento	www.ucpsacto.org	Social Services
Lane Bess	307	Palo Alto Networks	www.paloaltonetworks.com	Enterprise Firewalls
Lori Bitter	272	Continuum Crew	www.continuumcrew.com	Advertising
Duane Cheney	431	Business Advantage Consulting	www.business-advantage.net	Management Consulting
Manu Das	341	Soffront Software, Inc.	www.soffront.com	CRM Software
Stephanie Fohn	Q300	WhiteHat Security	www.whitehatsec.com	Website Risk Management
Melinda Garcia	111	Garcia & Gurney	www.garcialawgrp.com	Business & Legal Consulting
Amin Khan	308	Trinity Biosystems	www.trinitybiosystems.com	Biotechnology
Amos Kohn	307	Digital Power Corporation	www.digipwr.com	Power System Solutions
Amir Makleff	307	BridgeWave Communications	www.bridgewave.com	Wireless Communications
Eric McAfee	Q100	AE Biofuels	www.aebiofuels.com	Biodiesel & Ethanol
John Murphy	Q200	NDS Surgical Imaging	www.ndssi.com	Surgical Imaging Equipment
Vijay Nadkarni	307	Wellcore Corporation	www.wellcore.com	Emergency Response Systems
Bill Newell	307	Sutro Biopharma	www.sutrobio.com	Biopharmaceuticals
Dale Prouty	Q300	Tri Alpha Energy	www.trialphaenergy.com	Alternative Energy Technology
Nathan Shuchami	333	Sentrigo	www.sentrigo.com	Database Security
Lev Shur	105	741 Studios	www.741studios.com	IT Consulting
John Sleet	341	ZK Celltest	www.zk.com	Wireless Systems Test Equipment
Leslie Stretch	Q100	Callidus Software	www.callidussoftware.com	Sales Performance Software
Shelly Sun	Q300	BrightStar Franchising	www.brightstarcare.com	Franchisor of Homecare Services
Doug Tomlinson	202	Vino Volo	www.vinovolo.com	Wine Tasting Restaurants
Sri Welaratna	305	Data Physics Corporation	www.dataphysics.com	Signal Processing
James White	Q100	Jamba Juice	www.jambajuice.com	Retail/Food

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 Events



CEO Roundtable: Fixing California

The Alliance of Chief Executives and the Bay Area Council invited Bay Area CEOs to come together on March 4th in San Francisco to participate in a CEO Roundtable that asked the question: "If you were the chief executive of California, what would you do to fix California?" Jim Wunderman and Lenny Mendonca of the Bay Area Council discussed how, in the old days, business executives could simply focus on running their businesses. However, we can't do this any longer. If we don't have real job growth, we will all suffer. We also need an educated workforce to give us the workers we need. In addition, California's state budget is broken and the legislature can't get things done. Therefore, the Alliance brought Bay Area CEOs together to talk about solutions to these problems.

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Community Partners

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



Series Sponsor (Life Science Series)

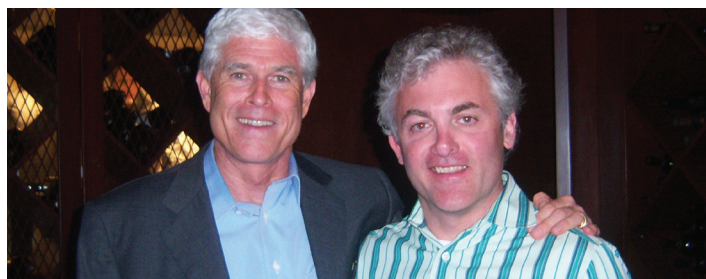
Alliance Series Sponsors support a series of events for a selected group of Alliance CEOs.



Alliance Progressive Dinner

On March 17th, Alliance Members and their guests had the opportunity to meet other Alliance CEOs in a beautiful setting at Scala's Bistro in the Sir Francis Drake Hotel in San Francisco.

Alliance Progressive Dinners are held 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 support Junior Achievement which provides business education to students from 1st grade through high school.



[Top: Paul Witkay, Greg Hargrove, Salvia Javidan, Alex Heymeyer, Bobbi Clemans and Mark Tacchi enjoy the dinner at Scala's.

Bottom: Alliance members Mike DePatie of the Kimpton Group and John Keagy of GoGrid learn they both have roots in Kalamazoo!]



Nilofer Merchant
"The New How"

Nilofer Merchant and "The New How"

By ACE Staff

Could you be in the sandwich business without even knowing it?

Absolutely, author Nilofer Merchant recently told Alliance members—if your executive team

and your execution team are neither communicating nor collaborating. How

to avoid the "air sandwich" was only one message Merchant relayed from her recent book, "The New How," about how people and companies can collaborate for success.

Merchant, CEO of Rubicon Consulting and a trusted strategic advisor for companies such as Adobe, Symantec and VMware, said true value creation in an organization—like the best part of a sandwich—happens in the the middle. The idea was how to combine both sides of the organization to set direction

quickly and move forward.

"The future is not created," she said. "The future is co-created."

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Finding 'Yes' Prospects Means Retooling Sales Approach

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always did them, but we never did them for all clients. So we decided we needed to start doing them for everybody."

The changes are now paying off. "The effect was immediate and phenomenal," she said. "We brought on at least four new clients just in the last quarter, which for us is really good. And we're also starting to bring on



Glenn Fishler
EORM

larger clients than we have in the past." Xantrion isn't the only firm trying to shake the dreaded "maybe" virus. While the U.S. economy is showing strong signs of recovery, many organizations are finding once-qualified prospects are hesitant to pull the trigger.

Glenn Fishler (Group 333), CEO of EORM, an environmental, health and safety solutions provider, said his company has launched several new sales and marketing strategies, each targeted specifically for new business, existing business, and new services.

For new business, for example, "we are leveraging and redefining partnerships with firms that are complementary to and need EORM to perform in certain target markets," Fishler said. "We're incentivizing them to 'pull us through' to their clients, and vice-versa. This way we are pre-qualifying selling opportunities and shortening selling cycles."



Kim Lopez
Remedy Interactive

For existing business, EORM recently "re-implemented" client service teams, each with a principal-in-charge for every account or customer relationship that had the potential to grow, Fishler said. Thus, the company is matching the best sales talent to the best opportunities.

Lane Bess (Group 307), CEO of Palo Alto Networks, said organizations that want prospects to commit must understand the value they bring with "absolute clarity .. It's really having a razor focus on who your customer is."

Bess said this is particularly true for Palo Alto Networks, which operates

horizontally and needs to understand multiple industries.

Bess advocates having great distribution channels, specifically value-added resellers and distribution partners. "You cannot afford to touch all the customers yourself," he says.

And he advocates using a "hook" or a compelling story that resonates with prospects under today's economic conditions, and adds that a good sales organization will be "really dialed in with their sales metrics."

"We have a very precise sales productivity model, so we know what a salesperson should be able to generate for selling our product," he said.

Rob Bernshteyn (Group 333) of Coupa Software, an e-Procurement

"If we have prospects who are on the fence, or they're not sure, the thirty-day trial really goes a long way."

provider, is getting results by offering a 30-day free trial for its software.

"If we have prospects who are on the fence, or they're not sure, or they need to have other people make that decision, the thirty-day trial really goes a long way," Bernshteyn said. "It also allows us to work on other prospects rather than waste too much time (on one prospect)."

The company also provides webinars every two weeks, where it shows off the product along with online videos. These tools essentially operate on autopilot, so there's little expense. "It puts everything in self-service mode," Bernshteyn said.

If necessary to seal a deal, Coupa will cut right to the chase.

"We tell the prospect, 'Look, we get it, you don't want to be the bad guy. Let us be the bad guy' ... Then we go directly to the CEO or the CFO."

But Kim Lopez (Group 212) of Remedy Interactive, a corporate injury prevention provider, says a big problem with landing sales these days is the multiple approvals they need from a prospect's team.

Her company has tinkered with its prices and terms to clear some of these

hurdles more easily. For example, companies that purchased Remedy's software previously had to buy a year's subscription in advance. Now the company allows them to pay monthly.

Then there's the other "little tactics" Remedy uses to separate the wheat from the chaff. One is a polite agreement: If Remedy provides services in a pilot format for a prospect and achieves certain goals, the prospect agrees to sign a deal.

"It's not a contract," Lopez said. "But if they can't sign that, or can't say yes, then it's not as real."

The goal, Lopez said, is to get to "no" faster, and push the hardcore fence-sitters out of the sales pipeline so no further time or money is wasted.

Lou Parrague (Group 107), CEO of Capture Technologies, a provider of ID solutions, voice and network products, uses a similar "letter of intent." Such a letter, Parrague says, "distills what's real and what's not. Your sales rep can be telling you this is a deal, but this (letter) shows me that it's a real deal."

"Secondly," he added, "when that prospect commits to those words, there's a certain obligation attached... It gets you closer to the truth."

Parrague, who has been in a sales leadership or managerial position his entire career, at both large organizations and start-ups, says few decisions a CEO must make are as important as deploying the right sales strategy. But he has one very simple bit of advice for CEOs who want to find "yes" in a sea of "maybe" – grab the reins yourself.

"In this market, the CEO has to be the sales leader and has to be playing offense right now," he said. "I think it's more important in a market that's not as healthy."



Lane Bess
Palo Alto Networks



Rob Bernshteyn
Coupa Software

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

Members In The News

James White Featured in San Francisco Business Times April 23, 2010

James White (Group Q100), CEO of Jamba Juice, was profiled in the San Francisco Business Times. White joined Jamba Juice in December 2008 after serving as senior vice president of consumer brands for Safeway.



ZipRealty Reaches 100,000 Homes Sold Milestone April 15, 2010

Leading national full-service, online-based real estate brokerage ZipRealty announced that the company has completed over 100,000 real estate transactions valued in total at over \$29 billion since launching in 1999. Alliance member Pat Lashinsky (Group Q100) is the CEO of ZipRealty.



NDS Surgical Imaging Acquires Rivulet Communications April 6, 2010

NDS Surgical Imaging (NDS) expanded its medical visualization informatics capabilities with the acquisition of Rivulet Communications and has created a new Network Visualization Group. NDS is led by Alliance member John Murphy (Group Q200).



Sierra Atlantic Acquires Baytree Associates April 6, 2010

Sierra Atlantic an information technology services provider announced that the company has acquired Baytree Associates. Alliance member Raju Reddy (Group Q200) is the CEO of Sierra Atlantic.



InfoStretch Wins GESIA 2010 Rising Star Award April 1, 2010

InfoStretch, a global leader in Mobile, QA and SaaS solutions, announced that it has won the prestigious Gujarat Electronics and Software Industries Association (GESIA) 2010 Rising Star Award for Best Software Product Company. Alliance member Rutesh Shah (Group 308) is the CEO of InfoStretch.



5 Alliance Members Among the 2010 OnDemand Top 100 Private Companies March 26, 2010

Five companies led by Alliance members were named to the list of 2010 OnDemand Top 100 Private Companies. The OD100 comprises companies pioneering cloud computing and SaaS. Those honored were Coremetrics, led by President & CEO Joe Davis (Group 302); GoGrid, led by CEO John Keagy (Group 272); Sparxent, led by President & CEO Tyrone Pike (Group 302); WhiteHat Security led by President & CEO Stephanie Fohn (Group Q300); and Xactly, led by Founder & CEO Chris Cabrera (Group Q300).



AlterG Shoots for Moon With Space Treadmill March 19, 2010

Fremont-based AlterG Inc. has sold some \$15 million worth of its anti-gravity treadmill to professional sports teams, physical therapy clinics and nursing homes. Now with broad clearance from the FDA, AlterG's next goal is to show that its "unweighting therapy" can help build muscle in patients with crippling neurodegenerative diseases as well. Alliance member Lars Barfod (Group 110) is CEO of AlterG.



Applied Aerospace Structures' CEO, John Rule, takes his fellow members of Group 108 on a tour of their Stockton manufacturing plant. Two large autoclaves are in the background. From left to right: Daren Young, Matt Clementz, Tom Partlow, Rich Gianello, Bob Brown, John Rule, Pat Rawa, Robert Sher and Ethan Plotkin.

Get LinkedIn to the Alliance!

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: Noah Alper, Noah's Bagels: Friday, May 21 in San Ramon

This Regional Alliance Meeting will feature Noah Alper, Founder of Noah's Bagels. A serial entrepreneur, whose experience includes concept creation, marketing, retailing, food service and sales management, Noah has almost four decades of business experience. Event begins at 7:30 a.m. at San Ramon Valley Conference Center.

CFO & CEO Roundtable: Financial & Legal Preparation for Exiting Via IPO or M&A: Wednesday, May 26 in San Francisco

IPOs and M&A take significant legal and financial preparation to minimize risks and maximize deal value, and this event will focus on the preparation that should begin now for every company hoping for an exit in 2010 and 2011. Alliance Community Partners Tatum and Hanson Bridgett will speak to the topic, followed by roundtable discussions. Event begins at 7:30 a.m. at Hanson Bridgett in San Francisco.



Alliance Spring Dinner: Thursday, May 27 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.

Keynote: Andrew Meikle, Human Performance Researcher: Friday, June 4 in Santa Clara

This Regional Alliance Meeting will feature Andrew Meikle, a high-performance researcher, consultant and ironman athlete. Andrew will discuss methods for improving the performance of an organization based on his very latest research into performance pressure and stimulating improved outcomes from teams. Event begins at 7:30 a.m. at Techmart in Santa Clara.



CEO Roundtable: Developing High-Performing Management Teams: Thursday, June 10 in San Jose

More than ever, businesses need management teams that execute well and hit their targets. Attendees at this CEO Roundtable will bring their own challenges and issues, and will hear the collective wisdom of the business owners/chief executives at their table. Event begins at 7:30 a.m. at Comerica Bank in San Jose.

Keynote: Mike Depatie, Kimpton Hotel & Restaurants: Friday, August 13 in San Francisco

This Regional Alliance meeting will feature Alliance member Mike Depatie, president and CEO of Kimpton Hotel & Restaurants. According to Market Metrix Hospitality Index™, Kimpton has the highest customer satisfaction scores and emotional attachment scores of any hotel company operating in the U.S. Event begins at 7:30 a.m. at The Bentley Reserve in San Francisco.



Keynote: Eamonn Kelly, Global Business Network: Friday, August 20 in San Ramon

This Regional Alliance Meeting will feature Eamonn Kelly, CEO of the renowned California-based future-oriented network and consulting firm, Global Business Network, and author of "Powerful Times." Eamonn will share his views of the future. Breakfast begins at 7:30 a.m. at the San Ramon Valley Conference Center.

Alliance Fall Dinner: Thursday, September 23 in San Francisco

Join Alliance members and their guests for a wine tasting reception and dinner at The Bentley Reserve 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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