

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.

INSIDE...

Founder's Message	2
CEO Loyalty Article	3
Keynote: Chip Conley	4
New Members	4
Community Events	5
Member News	7
Upcoming Events	8

Deciphering Social Media ROI

Returns still "murky" but benefits becoming clearer

By Warren Lutz

Aaron Leventhal (Group 212) of Hero Arts, which sells stamps for paper crafts, is very active in social media on all the major platforms – flickr, Facebook, LinkedIn, Twitter, and more recently, Pinterest.

"Our social media strategy is kind of in the DNA of the company," Leventhal says. "We see ourselves as a fashion brand, much like you would think of Martha Stewart, and social media offers the greatest opportunity, outstretching other marketing options, to tell authentic and personal stories to the customers we're trying to reach."

Hero Arts has a social media director and web group, so one would think that it has a firm grip on its social media ROI. But that hasn't always been the case.

"It's difficult to measure if you don't

know what you're trying to evaluate," Leventhal says. "For a long time we were evaluating things like 'hits,' or the number of likes on Facebook, or the number of viewers on YouTube. But after a while, we realized we really couldn't monetize that very easily."

Hero Arts is not alone. While the overwhelming majority of Fortune 500 companies now use social media, and even greater numbers of INC 500 companies do so, deciphering the return on investment has proven elusive given the ever-shifting landscape of online media.

And yet, some firms—like Hero Arts—have



Aaron Leventhal
Hero Arts

Continued on page 6

Jazz, Improvisation and Leadership

Barrett: Shares 'yes to the mess' and other key principles



Frank Barrett
Naval Postgraduate Academy

By ACE Staff

Frank Barrett, Ph.D., associate professor of Management and Organization Behavior in the Department of Systems Management at the Naval Post Graduate Academy, recently met with Alliance CEOs to discuss "Innovation as Collaborative Accomplishment: Surprising Leadership Lessons from Jazz Improvisation."

An active jazz pianist, Barrett has traveled extensively throughout the U.S., England, and Mexico with the Tommy Dorsey Orchestra and has led his own trios and quartets. He

has also authored many papers and articles on metaphor, masculinity, improvisation, organizational change and organizational development for various journals and books.

Barrett shared his eight key principles of successful organizations:

1. Art of *unlearning* habits
2. A positive attitude and appreciative mindset (say "yes to the mess")
3. Minimum consensus and structures — allow maximum autonomy
4. Embracing errors as a

Continued on page 4

CEOs Changing the World: The Future Will Be Better

Innovative ideas and demographic trends are reasons for hope, not despair

Most of what we hear on the news is how the world is going downhill ... and quickly. Economic chaos, terrorist and pandemic threats, political stagnation, budget deficits and global warming are only a few of the issues constantly bombarding us.

Fortunately for me, these doomsayers are in direct contrast to the people I work with every day. It is my privilege to live in the Bay Area (home to Silicon Valley) and work closely with CEOs who actually believe they can make a difference in the world – sometimes even create a whole new future.



PAUL WITKAY
FOUNDER

I suppose this is why I find the book, *Abundance: The Future is Better Than You Think*, so inspiring. Written by Peter Diamandis, chairman of the X Prize Foundation and a key figure in the development of the personal spaceflight industry, it describes the

forces that are transforming our world and the trends that will enable us to address the most challenging issues facing our planet. I sure hope Peter's right!

My column has room for only a few of Diamandis' examples that demonstrate how we can address the massive challenges facing us:

1. Water. Dean Kamen, the famous inventor of the Segway, portable infusion pumps and kidney dialysis machines, got interested in water and invented the "Sling-shot," which can purify 250 gallons of water per day using the same energy as a hair dryer. The power source is a Stirling engine that can run on most anything (even cow dung) and is designed to operate for five years in remote villages without maintenance. Kamen believes it can reduce costs by 90%.

2. Food. Winston Churchill said it was absurd to grow a whole chicken simply to eat its breast and wings. In the 90s, NASA developed a way to grow meat from stem cells to feed astronauts on long space flights. Although it will take another decade to perfect the process, cultured meat has the promise to provide the protein we need, eliminate farm animal cruelty and restore the 30% of Earth's surface currently used to raise livestock.

3. Energy. Billions are being invested in developing the capability to produce and distribute clean, renewable, safe and low-cost energy. In addition to exciting developments in solar, biofuels and storage, the potential for next generation nuclear plants is enormous. Bill Gates and others have invested in TerraPower, which is developing a traveling wave reactor (TWR) and described as the "world's most simplified passive fast breeder reactor." A TWR can't melt down and can run safely for 50 years without human intervention.

4. Education. Learning will be different in the 21st century. With the ability to find information on anything at anytime on the Internet, we must develop the ability to ask the right questions. Creativity, critical thinking, collaboration and problem solving skills will be most valued. Although we need to restructure our education systems, the opportunity for personalized

learning programs has never been better.

5. Healthcare. Medical researchers are pushing the cost of diagnosing disease to almost nothing. mChip, developed by scientists at Columbia University, has already demonetized and dematerialized the HIV testing process. Using a microfluidic optical chip smaller than a credit card, a single drop of blood can be read in 15 minutes at a cost of under \$1. The potential to make low cost, simple and accurate diagnoses for a wide range of diseases via mobile devices has enormous ramifications for improving health.

6. Freedom. The Arab Spring of 2011 proved the power of today's communications technologies. One activist reported that they "use Facebook to schedule the protests, Twitter to coordinate, and YouTube to tell the world." Freedom is a powerful and irresistible force for change, and technology is making it happen.

Diamandis also discusses three major demographic trends that are enabling us to create a more exciting future:

A. Do-It-Yourself Innovators. In 1990, the U.S. launched the Human Genome Project, a 15-year program to sequence the 3 billion base pairs making up the human genome. In 2000, biologist Craig Venter decided to get in the race. While the government spent \$1.5 billion, Venter delivered a fully-sequenced human genome in less than one year for under \$100 million. Anthropologist Margaret Mead once said to "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

B. Techno-Philanthropists. Unlike the major philanthropists of the 20th century (Rockefeller, Carnegie, etc.) who gave away their fortunes in their final years, many of today's billionaires are becoming wealthy at a very young age. They have the energy and confidence to tackle audacious challenges like poverty, disease and global warming. They also have the capability to make things happen better than most political or corporate leaders because they don't face future elections or shareholder concerns.

C. The Rising Billion. In 2002, C.K. Prahalad and Stuart Hart wrote an article called "The Fortune at the Bottom of the Pyramid" that identified a huge potential market among the 4 to 5 billion poorest people in the world. Grameenphone, a Bangladeshi telecom company, proved cell phones could be made affordable in developing countries. In 2010, India was adding 15 million new cell phone users each month. Safaricom launched mobile banking in Kenya in 2007 and had 13 million customers in 4 years!

The Alliance of CEOs is building the most innovative and strategically valuable organization for CEOs. I am proud that many members of the Alliance of CEOs are passionately building innovative new products and services that will address many of the issues we face. We believe that by coming together and sharing our ideas and experience, we can make a real difference in the world.

*Many of today's
billionaires are becoming
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poverty, disease and
global warming.*

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

Why a Loyal CEO Can Be Deadly

Mid-market firms are particularly hurt when bad managers are given a pass

Having participated in hundreds of Alliance meetings, I've come to the conclusion that most all the groups talk tough about replacing underperforming executives. But why do the groups have to dispense this advice over and over again? And why are they so vehement about making changes quickly?



ROBERT SHER

Chief executives who are loyal to their lieutenants can be the enemies of performance.

Such CEOs have kept many a company from hitting its numbers and sunk more than a few. A company whose senior managers are coasting on long ago ac-

complishments is a company that isn't firing on all cylinders.

That's a particular problem for mid-sized firms. They don't have the luxury of multibillion-dollar corporations to support a weak link or two in the executive chain. The average mid-market firm in the Alliance typically has 4-10 people in the C-suite. Compare that to the 40 corporate-level executives of Ford Motor Co., or the 27 of Western Union (at \$5 billion, a much smaller big company than Ford). Two or three weak links out of 30? Not so big a problem. Two or three weak links out of five? A huge problem.

How huge? In one case (not an Alliance member), the CEO of a manufacturing company stayed loyal to a VP of engineering for five years despite the executive missing two product trial deadlines, a complete defection of the entire engineering team, and a flawed product

that required a complete rebuild. Fellow executives departed believing the company's product problems would prevent them from succeeding. Three years of delays forced the company to raise tens of millions of additional dollars, and the early investors will never recover their nine-figure investment. It only ended when the VP left for a startup. The company got a last ditch strategic investor to put in a small round at horrible valuations in a desperate attempt to fix the flawed engineering and keep the company alive. The odds are long.

Notice that the CEO's misplaced loyalty not only created a major financial problem; it drove many of the firm's high performers away. This is a major issue for mid-market companies. Some 80% of U.S. mid-market firms (\$10 million to \$1 billion) polled last year by Ohio State University said getting talented employees is one of their biggest challenges.

My own research and experience within the Alliance tells me that this is the CEO's problem. In a recent Alliance survey of mid-market CEOs and their teams, we found a big schism in perception. The CEOs think they are much tougher on performance (thus less loyal). Their teams see them as being much softer on performance (thus more loyal).

Having participated in hundreds of Alliance meetings in the last five years, and in my own Alliance group as a member for 11 years, I have found that their most common complaint is the underperformance of executive team members. While they tell each other time and again to dismiss these managers quickly, too often loyalty gets in the way, and they postpone the firing. However, once they make it, we hear over and over again how demoralized the other executive team members had been about poor-performing peers who had been allowed to stay on so long.

Loyalty to the Company's Mission is What Counts

I remember clearly sitting in an AI-

This story continues on the Alliance website, in our Forums. To go right to the page with the story, click on or type http://www.allianceofceos.com/forum/executive_education/2012/why_a_loyal_ceo_can_be_deadly.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.

Alliance Members React to this Article

Lisa Im (Group Q200), CEO, Performant: I absolutely agree with this point of view about misguided loyalty. The CEO's first and foremost priority is the company, which means that the executive team must be top performing given the stage of the business.



*Lisa Im
Performant*

Several years back, I hired an executive who had incredible loyalty to me, but became ineffective within the first 12 months of the hire—largely because the exec's prior experience and style were not a good fit with the team and with the department (and you know it takes a little time for that to come out). Because the exec worked hard (long hours), had abundant energy, and managed up very well, the performance gaps were less visible to me. In the meantime, critical projects were not getting done, and a bad cultural phenomenon was developing in the exec's organization. It took the collaboration of my other executive team members, and one courageous voice, to sit with me and show me how bad this situation was. Shortly thereafter, the exec left our organization—to which there was

a great sigh of relief. The rest of my executive team stepped up and shored up the functional coverage. More importantly, the disruptions surrounding this individual stopped, projects got back on track, and the core values of the company were reinforced in the organization.

Part of the problem with misguided loyalty is the message that is sent to the organization: That the company or CEO is willing to compromise values. That is a very BAD message.

Frank Patchel (T110), CFO, Abbyy: I was the President of a small company that was sold after a few years to a much larger public company—it was like a re-birth. Soon it became clear to me that the Sales VP was not the person who could represent the company well to the major prospects we hoped to garner under our new ownership. I gathered this insight from personal attendance at meetings where I saw his poor performance, and I found myself stepping in and giving the core presentation.



*Frank Patchel
Abbyy*

To continue, follow the link to the right.

Leadership and Emotional IQ

Conley: Don't react to problems —respond to them

By ACE Staff

What is the temperature of your emotional thermostat, and how is it affecting your ability to lead your organization?

Don't laugh – according to Chip Conley, founder of Joie de Vivre Hospitality and author of "Rebel Rules," "Marketing Matters," and "How Great Companies Get Their MOJO from Maslow," emotional awareness and well-being has a profound effect on your ability to lead.

Speaking before an February 10th gathering of Alliance members, Conley gave a talk on some of the lessons in his most recent book, "Emotional Equations - The Simple Truths for Creating Happiness + Success," which provides 18 formulas to applying leadership by being aware of your emotional state.

Conley calls the emotional aspects

that affect leaders as "emotional equations." By unpacking our emotional baggage, we can become better, more whole leaders.

Conley encouraged CEOs to lead from a place of "Chief Emotions Officer," noting that research has shown that responding to problems instead of reacting to them can prevent losing 10 to 15 IQ points in stressful decision-making situations.



Chip Conley
Joie de Vivre
Hospitality

Barrett: Improvisation

Continued from page 1

source of learning and discovery

5. "Hanging out" — create spaces for spontaneous conversations

6. Full bodied immersion: learning by doing

7. Alternate between soloing and following, or "comping"

8. Provocative competence — be provocative to just the right amount

Lastly, Barrett said, if you're too good too early in your career, it's harder to risk failure. People learn more from their failures and by risking failure.

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
Chris Adams	309	Pixim	www.pixim.com	Video Camera Technology
Peter Bailey	302	Vertical Communications	www.vertical.com	Unified Communications Solutions
Eric Baissus	309	Buzz Force	www.buzz-force.com	Reputation Management
Ian Cohen	272	Credit.com	www.credit.com	Credit Management Solutions
Burt Cummings	333	Versaic	www.versaic.com	CSR Management
John Curcio	T105	Cupertino Electric	www.cei.com	Engineering & Construction
Menko Deroos	302	Xicato	www.xicato.com	LED Modules
Stuart Doshi	202	GeoPetro Resources Company	www.geopetro.com	Oil & Gas Exploration
Bill Freeman	202	Paxti's Chicago Pizza	www.patxispizza.com	Restaurants
LeeAnne Giblin	T205	Patelco Credit Union	www.patelco.org	Credit Union
Amy Hoopes	T110	Wente Family Estates	www.wentevineyards.com	Winery & Resort
Mark Johnsen	341	Wealth Architects	www.wealtharchitects.com	Wealth Management
Steven Johnson	T205	Ctuit Software	www.ctuit.com	Restaurant Software
Bryan Kemper	105	TriPower Group	www.tripower.com	Wireless System Integration
Anthony Lavia	310	Flexstar Technology	www.flexstar.com	Storage Testing
Tyson Lawrence	111	PacWest Distributing	www.pacwestdistributing.net	Logistics
Paul Lipman	305	Total Defense	www.totaldefense.com	Internet Security
Chris Mittelstaedt	271	The FruitGuys	www.fruitguys.com	Fresh Fruit Delivery
Joan Opp	321	Stanford Federal Credit Union	www.sfcu.org	Credit Union
Amar Panchal	302	Akraya	www.akraya.com	Recruiting
Art Paradis	153	Dynamic Graphics	www.dgi.com	Geospatial Solutions
Derrick Rebello	271	QuEST	www.quest-world.com	Energy Efficiency Solutions
Bruce Schroder	T110	Jamba Juice	www.jambajuice.com	Restaurants & Food Products
CK Singla	321	Net4site	www.net4site.net	Systems Integration
Pat Spink	T205	ChemSW	www.chemsw.com	Chemical Management Software
Dave Stiehr	T110	Game Ready	www.gameready.com	Injury Treatment Systems
Sonya Thadhani	T205	Bailard	www.bailard.com	Investment Management
Martin Thompson	Q400	Ghirardelli Chocolate Company	www.ghirardelli.com	Premium Chocolate Products
Terry Turner	105	Controlco	www.controlco.com	Commercial & Industrial Automation
Mark Williamson	T110	Zoodles	www.zoodles.com	Web Interface for Children
Wai Wong	321	SUMMUS Software	www.summussoftware.com	Cloud-based IT Management
Ralph Yanello	105	LawRoom	www.lawroom.com	Employment Law Compliance

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

Building Great Top Teams

More than ever, businesses need management teams that execute well and hit their targets. Yet so often we hear company leaders who don't think their top team is performing as well as they need. At the same time, a survey presented at the Roundtable indicated top team members often feel they have a higher level of leadership skills than CEOs give them credit for.

Attendees at this CEO Roundtable brought their own challenges and issues, and heard the collective wisdom of the business owners/chief executives at their table. For more information on the survey visit: http://www.allianceofceos.com/forum/leadership/2012/member_survey_building_top_tea.php.



Maximizing Real Value in Your Company

For too long, the financial engineers on Wall Street got the world excited about financial value. But CEOs know that the real value a company generates comes from great customers, products and services that solve real problems, loyal and talented employees, and more. At this event, chief executives and CFOs dug deeply into uncovering the real engines of value in each of their businesses, and what they could do to grow that value. Attendees were asked to offer their own company and situation as a case study for the collective wisdom of the group to analyze, discuss, and learn from. A corresponding survey of Alliance members who want to aggressively grow their firms can be found at: http://www.allianceofceos.com/forum/strategy_planning/2012/survey_determined_to_build_ent.php.

CEO Roundtable: Alliance/ European CEO-CF Summit

At this CEO Roundtable, we were joined by members of the European CEO Collaborative Forum (CEO-CF). In June 2011, Alliance Founder, Paul Witkay, and Alliance members Gene Banman and Curtis Allen met with the members of CEO-CF in Lausanne, Switzerland. We agreed that it would be great if we could create the ability for our Alliance members to build relationships with the members of CEO-CF so 16 CEOs of European companies attended our Alliance Regional meeting in Santa Clara in February. All Alliance members are invited to attend the next Pan-Euro CEO meeting in Lisbon in June.



Social Media ROI: Returns 'fuzzy' but can still be measured

Continued from page 1

managed to find clarity. "We started running contests and events around the things we do," Leventhal says. "We'd release a product, then a month later, we'd do a contest around that product using social media. We were able to monetize



Craig Saxton
Specialty's Cafe

roughly the sale of those products based on these contests."

After a while, Hero Arts realized that for every dollar it placed in social media, it received three dollars in return. That's lower than the return Hero Arts gets through retail stores, but it's progress — and Hero Arts would not have

attained it without the investment in social media in the first place.

"You have to invest in a very clear strategy and figure out—beyond what people tell you—what is really important to you," Leventhal says. "What do you want to get out of it, and what's going to drive key benefits? It takes a dedicated team to really push those handles."

Social media may be widely used, but not everyone feels as though they need it. Craig Saxton (Q100) of Specialty's Cafe & Bakery Group, says his company generates "a bit over 50%" of its revenue online — without using social media in a significant way. "Our markets are highly compressed, and we find other tactics far more effective in driving brand awareness than social media," Saxton says.



Chris Peterson
R2C Group

Saxton says the company's online technology already provides a "wide channel of communication" with its customers. "We found social media lagged in offering feedback compared to our internal system," he says. He adds that the company's system is also better equipped to diffuse potential negative issues before

they show up as bad reviews elsewhere online.

Saxton in particular does not like Groupon and other discount web services like it. "Groupon's whole business model is predicated on offering goods or services at a steep discount. First, this cheapens one's brand in the consumer's eyes — which makes it hard to get them to accept paying one's normal price down the line." Secondly, users of discount web services tend to be extremely loyal, he says. "Once the discount is gone, they are on to the next guy. That's

not exactly the kind of customer base to build a business on."

Chris Peterson (Group 271) of direct response agency R2C Group, says social media returns are assumed, but not always there. "A lot of people do seem to expect this incredible ROI from social media. But social marketing is almost an oxymoron," he says. "When people are engaged in social activities online, they are not in a buying mode. They want to be social, which is why advertising and e-commerce social media networks generally do not work very well. It's not what people want to do."

However, when blended with CRM tools — specifically, for getting referrals — social marketing can be useful. "When you think of the goal of social media, you're trying to get people to talk about your message," Peterson says. "It can be as simple as getting people to like a certain product on Facebook, or post or

"We're interested in the progression of conversation to some action, and how we measure that varies on the channel we're using."

tweet about it."

Peterson recommends companies that want to pursue social media should integrate their social media strategy with "whoever is in charge of CRM" in the organization. "They are the ones who can get the biggest potential returns just by engaging those customers more proactively on LinkedIn and Facebook, then pushing them to talk about the product or service," he says.

Peter Micciche (Q400) of Certain Software, says that social media is more about inbound marketing than sales. "It's leveraging content to drive conversations, and social media becomes the vehicle by which those conversations take place. Those conversations can eventually lead to sales or other business opportunities."

As a result, Certain has invested in creating content that engages consumers on Twitter, through its blog, and on Facebook. "The key thing across all those platforms is they give us an opportunity to get an emotional response from the individual, and the emotional response tells us a lot about their in-

terests and trends and products and services," Micciche says.

Each platform is unique in that regard, he says. "For example, LinkedIn is really perfect for having conversations with other business colleagues, who may be interested in engaging with us as partners, or coming to work for Certain, or customers who are looking to have a strong business discussion with us. Facebook is ideal for sharing your brand among the marketplace and attracting people who are enthusiastic about your brand to help spread the word," he added. "And Twitter allows anybody to share their thoughts and perspectives and to attract followers with whom you can engage with."

Social media ROI, he says, is at a "very fuzzy level, but that's going to change. There are new capabilities that allow you to capture the interactions and start to measure them."

According to Doug Crawford (T400), new tools to measure social media returns are on the way. "There are a few firms that are starting to make some breakthroughs in social media ROI, but that work is very early on," he says. "There aren't commonly accepted standards as there has been developed with other media. But I think that's coming."

Crawford's company, Crimson Consulting Group, has had a fairly fast growing and successful social media practice. He has personally been surprised that some B2B companies think social media is for younger users or consumer product companies. "I think they're really underestimating the possibility and impact of social media — to significantly grow their business and marketing results, with metrics not previously available," he says.

And yet, one company's social media experience "can be wildly different" than another's, Crawford says. He attributes this in part to the "murkiness" of social media, where the benefits of having lots of hashtags and "likes" can be subjective and difficult to quantitatively measure. For now, he says, "it's a lot of learning as you go, while real social media ROI measurement progress is being made."



Peter Micciche
Certain Software



Doug Crawford
Crimson Consulting

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

Members In The News

3 Alliance Members Named to Silicon Valley 150: Top 10 Lists

SV150 TOP 10 LISTS

April 21, 2012

Congratulations to the following Alliance Members whose companies were included in this year's "Silicon Valley 150: The Top 10 lists."

- iGate, led by President & CEO Phaneesh Murthy (Q100), was ranked #1 in "biggest gain in sales" with a 178% growth.
- Mattson Technology, led by President & CEO Dave Dutton (Q200), was in the Top 10 for the "biggest sales gain per employee" with a gain of \$119,141 per employee.
- SciClone Pharmaceuticals, led by President & CEO Friedrich Blobel (Q100), had the second largest "percentage gain in market value" with a 88% gain.

Ryan McGredy and Moraga Travel Featured in the New York Times

April 20, 2012

A New York Times' article, "Are Travel Agents Back?" included Alliance member Ryan McGredy (Group 111), managing owner of Moraga Travel.



6 Alliance Members on the List of Best Places to Work

April 19, 2012

Congratulations to the following Alliance Members whose companies were named to this year's list of the "Best Places to Work in the Bay Area!"

- Akraya - Amar Panchal (Group 302), CEO
- Coupa Software - Rob Bernshteyn (Q300), CEO
- Cupertino Electric - John Curcio (T105), Chief Commercial Officer
- Kimpton Hotels & Restaurants - Michael Depatie (Q100), CEO
- Grockit - Roy Gilbert (Q300), CEO
- Syserco - Derek Eggers (Group 121), CEO



Mary Haak-Frendscho Named Executive Chairperson of Compugen

March 28, 2012

Compugen Ltd. announced the appointment of Alliance member, Mary Haak-Frendscho, Ph.D. (Group 110) as Executive Chairperson of Compugen Inc.



Oclaro Acquires Opnext in Optical Merger

March 26, 2012

Oclaro acquired Opnext, an optical communications company, in an all-stock deal, creating a new leader in the fast-growing optical components and modules market heavily used in Internet and other communications. Oclaro CEO Alain Couder (Q200) and CFO Jerry Turin (T105) are Alliance members.



SFBT Profiles Weiss Associates

March 9, 2012

San Francisco Business Times reporter Aaron Tilley profiled Alliance member Mike Dresen (Group 111) and Weiss Associates.



Echo Technology Solutions Launches

March 3, 2012

Echo Technology Solutions announced its formation as a result of a restructuring agreement by the ownership of Iteon Consulting to provide specific information technology consulting and software development initiatives. Alliance member Sejo Jahic (Group 210), founder of Iteon Consulting, will lead Echo Technology Solutions as CEO.



Paul Gaffney Featured on Cover of Smart Business

March 1, 2012

Alliance Member Paul Gaffney (Q100) and AAA Northern California, Nevada & Utah were profiled in Smart Business.



OnDemand Recognizes Four Alliance Members

Congratulations to the following Alliance Members whose companies were named to the list of 2012 OnDemand Top 100 Private Companies:

- Certain Software, led by CEO Peter Micciche (Q400)
- Coupa Software, led by CEO Rob Bernshteyn (Q300)
- DotNetNuke, led by CEO Navin Nagiah (Group 307)
- GoGrid, led by CEO John Keagy (Group 272)



Micciche



Bernshteyn



Nagiah



Keagy



Get LinkedIn to the Alliance!

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

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

To join the Alliance of CEOs LinkedIn group:

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

Enjoy!

Upcoming Alliance Events

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

The core of the Alliance is our private 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: Melissa Lamson, Lamson Consulting; Friday, May 4 in Santa Clara

For this Regional Alliance meeting, we will be joined by Melissa Lamson, a pioneer in the fields of cultural transformation and global business development. Lamson will speak about her proprietary methodology called Agility, Communication and Transformation, or ACT™, which helps organizations around the globe create the common values, businesses practices, and behaviors that are hallmarks of productive and innovative company cultures. Event begins at 7:30 am at Techmart in Santa Clara.



Keynote: John Hamm, Author of "Unusually Excellent"; Friday, May 11 in San Francisco

John Hamm is an advisor to leaders of all types of organizations worldwide – and has a diverse background as an operating executive, a start-up CEO, a venture capital investor, a leadership coach and an advisory/board member to dozens of high-tech companies. His latest book, "Unusually Excellent," discusses the nine necessary skills required for the practice of great leadership. The event begins at 7:30 am at the Bently Reserve in San Francisco.

Keynote: Brian Pretti, Contrary Investor; Friday, May 18 in San Ramon

Brian Pretti, Managing Editor of ContraryInvestor.com and Senior Economist for Mechanics Bank, will join us for this Regional Alliance meeting. Brian will be sharing his insights into the "real-world" state of the economy. Event begins at 7:30 am at the San Ramon Valley Conference Center.



Alliance Spring Dinner: Thursday, May 24 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 pm. Reserve your space early. Note: The Alliance Spring Dinner is FREE for all Alliance members and their guests.

CEO Roundtable: Selling the Business - Preparing, Courting, Cashing Out; Wednesday, May 30 in Walnut Creek

Selling the business is a rare but monumental step that requires much planning and preparation. Whether it's your own business or the one you lead, it's your job to strengthen the business, to know possible buyers and to time it right. Whether exit is impending or 3 to 5 years out, come join the discussion. Event begins at 7:30 am at AAA offices in Walnut Creek.



Keynote: Bob Sutton, Stanford University; Friday, June 1 in Santa Clara

For this Regional Alliance meeting, we will be joined by author and Stanford professor, Bob Sutton, who will discuss the general lessons they are learning in their research on scaling-up excellence with many companies (Apple is a prime example). Event begins at 7:30 am at Techmart in Santa Clara.

CEO Roundtable: CEOs Deserve to be Rewarded Too; Friday, June 29 in San Jose

CEOs put their hearts and souls into the companies they lead or founded. But with a poor contract or weak negotiations, the board or a sale can leave them significantly under-rewarded. What provisions must CEOs have on compensation and other key issues in their employment or investment agreements? What should CEOs do when the fur starts to fly? Benefit from the collective wisdom of fellow CEOs in this case-study style discussion. Event begins at 7:30 am at Hoge, Fenton, Jones & Appel in San Jose.



Keynote: Geoffrey Moore, TCG Advisors; Friday, August 3 in Santa Clara

Geoffrey Moore is a best selling author and chairman emeritus at TCG Advisors. His most recent book is "Escape Velocity: Free Your Company's Future from the Pull of the Past." Geoffrey has made the understanding and exploitation of disruptive technologies the core of his life's work. His other books, "Crossing the Chasm," "Inside the Tornado," "The Gorilla Game," "Living on the Fault Line," and "Dealing with Darwin" are best sellers and required reading at leading business schools. Event begins at 7:30 am at Techmart in Santa Clara.



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