

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE



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Since 1996 the Alliance of Chief Executives has been helping CEOs solve their most profound, strategic challenges. As the premier organization for chief executives in Northern California, we gather leaders from virtually every industry and market sector to engage in confidential exchanges that typically wouldn't—or couldn't—take place anywhere else.

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CEOs Who Give Back

Locally and globally, Alliance members are making positive changes in the world around us



Marc Guillet
Agile Physical
Therapy

By Warren Lutz

In the Bay Area, **Marc Guillet** (Group 333) is known as the CEO of **Agile Physical Therapy**, one of California's premier private clinics specializing in the evaluation and treatment of sports related injuries. Globally, however, Guillet is known for something else entirely.

Eleven years ago, Guillet started a non-profit foundation, A Foundation Building Strength (www.buildingstrength.org), to raise awareness about nemaline myopathy, a congenital and hereditary neuromuscular disorder that affects roughly one in 50,000 births. It can cause severe muscle weakness, robbing children of the ability to breathe, swallow, speak, and play like other kids. Most cases of NM require some form of mechanical breathing support, feeding support and/or mobility support. To date, Guillet has helped raise roughly \$4 million for different research projects around the world, including clinical trial preparedness in five research centers.



Mark Johnsen
Wealth Architects

Guillet, whose youngest daughter was diagnosed with nemaline myopathy, never expected to play such a role—but he has embraced it nonetheless. "We just saw an opportunity where something wasn't being done quite as well as we could have done it on our own, so we took steps to change things," he said.

That's just part of the story, however. Around the time Guillet started his foundation, **Mark Johnsen** (Group 333), CEO of **Wealth Architects**, was referred to Guillet's office following ankle surgery. It turns out they met years earlier when Johnsen played soccer at UCLA and Guillet worked in the school's athletic department. A close bond was formed that continued when Guillet joined the Alliance.

Then last year, Guillet asked his friend for a favor. He knew Johnsen was an avid distance runner. Would he run the New York Marathon to raise money for A Foundation Building Strength?

Johnsen said yes, and began reaching out to his network and asking friends and clients to chip in. The experience was eye-opening. "I tend to be a pretty private person, but when people asked me about my running, it gave

me an opportunity to say I was running the New York Marathon to help a friend's foundation," Johnsen said. "What I found fascinating was how much the people who work with me every day wanted to support me—people opened their checkbooks in a really big way."

Did they ever. Together they raised nearly \$90,000—although Johnsen is quick to give all the credit to Guillet, saying his friend did the hard work of starting and running a foundation that has had a global impact. "I'm just really proud of him," Johnsen said. "The part that was most impactful for me was being in New York and seeing how Marc and Dana (Guillet's wife) have really made a huge difference in the lives of so many people. It gave me a lot of motivation and inspiration to get across that finish line."

When it comes to finding ways to "give back" to their communities and the world at large, Guillet and Johnsen have plenty of company among their Alliance colleagues. While the Alliance is not a philanthropic organization, Alliance members share a deep desire to make a positive impact on the world. Collectively, Alliance members contribute an enormous amount of their time, energy and passions to a wide range of worthy initiatives outside of their professional roles—and have learned plenty along the way.



Michel Lopez
e2f

While some Alliance members are contributing locally, others are doing it globally. Over the past 10 years, **Michel Lopez** (Group 310), CEO of translation services provider **e2f**, has helped several hundred children in Madagascar receive a better education by financing improvements at an elementary school located in a slum. In addition to supplying new water pumps, toilets, furniture and a computer

room, e2f pays its employees for time they spend teaching at the school. In 2012, e2f partnered with the Friends of Houe Foundation in Vietnam to help run a children's shelter located next to the company's office. The company's Malagasy employees are offered the opportunity to spend time at the school to teach French and English, work that the company pays them for as well.

Lopez says CEOs who want to help impoverished communities in developing countries need to choose opportunities carefully. In Madagascar, he says, "I

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Diversity Matters



PAUL WITKAY
FOUNDER

We all know that when it comes to making final decisions, the buck stops with the CEO. Since founding the Alliance of CEOs in 1996, I've developed immense respect for how CEOs face challenges that few non-CEOs fully appreciate.

For example, no CEO has deep experience in every facet of building and running a company – especially in these rapidly changing times. CEOs must be fast and agile learners and know just enough to make successful, organizational decisions that align a wide variety of areas: R&D, engineering,

sales and marketing, operations, finance, HR, legal and IT. They must attract a team of experienced executives and learn when they can trust their opinions and when to be wary of individual biases, including their own as CEO.

This is part of the reason why diversity – especially diversity of intelligence – is so important to a CEO and why it is a fundamental principle behind the Alliance of CEOs. Allow me to explain.

How Our Brains Actually Work

In 2002, Daniel Kahneman received the Nobel Prize in economic science for his groundbreaking work, which resulted in his best-selling book, *Thinking, Fast and Slow*. He discovered that our brains operate two systems when making decisions.

System 1 is our fast and intuitive mode, which reacts quickly to danger and is designed to decide whether to flee or fight in order to survive. It automatically identifies causal connections between events, even when the connection is spurious. This is why people jump to conclusions, assume bad intentions, give in to prejudices or biases and buy into conspiracy theories. They focus on limited available evidence and invent incoherent stories, causal relationships or underlying intentions. System 1 quickly forms a judgment or impression which System 2, our rational brain, endorses.

System 2 is our slow, deliberate and analytical mode of reasoning. We like to think that we use System 2 for our most difficult decisions. But, in addition to being more deliberate and rational, it can also be quite lazy. Too often, instead of slowing things down and analyzing them, System 2 is content to accept the easy but unreliable story about the world that System 1 believes.

Over the past 23 years, I've had the privilege to meet and get to know thousands of CEOs while building the Alliance community. When I meet CEOs for the first time, they often believe they would prefer to meet with other CEOs who have dealt with the exact same

problem they're currently facing in order to gain fast answers that will move them along to the next step. This is very logical and works for operational or tactical problems that can be resolved by accessing better information.

CEOs are responsible for developing a clear and compelling vision with strategies that enable their unique organizations to succeed. These big, impactful strategic questions can never be answered by our System 1 brains. Fortunately, most CEOs build solid management teams responsible for addressing most of the day-to-day operational issues. However, complex strategic questions are not linear. They require us to think creatively and differently, so we may create competitive advantages in ways other companies have not done before.

The Benefits of Intelligent Diversity

The Alliance of CEOs was founded with a strong belief in the power of all kinds of diversity, especially cognitive diversity. We intentionally bring together leaders from different industries, business models, core competencies, views and unique personal journeys. Most innovative ideas are generated from the outside and are often borrowed from companies in different industries. Many new startup CEOs who plan to transform their industry have been known to refer to their companies as the Uber or the Airbnb for their industry.

One need only look at the natural world to see the risk of too little genetic diversity within a species. Without genetic variation, a population cannot evolve in response to changing environmental variables and, as a result, faces

increased risk of extinction. For example, right now, a disease is threatening the existence of the Cavendish, the world's top-selling banana, representing 99% of the market. Because commercially produced bananas are all clones, the industry has no way to stop or contain the disease. Researchers are working hard to develop another variety with commercially viable qualities before the Cavendish is wiped out.

It's more comfortable to surround ourselves with people who share similar views and values. But we must learn to become comfortable with being uncomfortable.

SUMMARY

It's more comfortable to surround ourselves with people who share similar views and values. But we must learn to become comfortable with being uncomfortable. The world is changing more rapidly than ever and our ability to change typically happens when we think differently than we did before. Therefore, it's imperative that we seek out as many intelligent people as we can with experience, knowledge and ideas different from our own. By surrounding themselves with intelligent diversity, CEOs will be better equipped to think creatively, and to make big, strategic decisions that move their organizations forward.

Alliance Keynote: Geoffrey Moore

Digging Into The Archives: 3 Frameworks to Help You Make This Year's Number



Geoffrey Moore
Crossing the Chasm Author,
Speaker and
Advisor

Each year, our Alliance members gain valuable insights while interacting with a wide variety of forward-thinking keynote speakers. Having a long-standing relationship with the Alliance, we were pleased to welcome back *Crossing the Chasm* author, speaker, and advisor [Geoffrey Moore](#) to our February 1st Regional Meeting in Santa Clara.

In Geoffrey's presentation, "Digging into the Archives: 3 Frameworks to Help You Make This Year's Number," he discussed the technology adoption lifecycle, the "stairway to heaven" and his go-to-market model. He began by explaining the technology adoption lifecycle and how the five common sales prospects (technology

enthusiasts, visionaries, pragmatists, conservatives and skeptics) navigate new technology in their own unique way. He suggested that each type of customer will prefer a different adoption strategy and will gravitate toward different offerings. An important lesson for sales teams, who must adjust their strategies accordingly.

As an advisor who splits his consulting time between start-up companies in the Mohr Davidow and Wildcat Venture Partners portfolios and established high-tech enterprises (most recently including Salesforce, Microsoft, Autodesk, F5Networks, Gainsight, Google and Splunk), Geoffrey's life work has focused on the market dynamics surrounding disruptive innovations. His first book, *Crossing the Chasm*, highlights the challenges start-up companies face transitioning from early adopters to mainstream customers. His most recent work, *Zone to Win*, addresses

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Nuggets from Behind Closed Doors

Alliance members allow selected insights to be captured and shared

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

Sanjay Bonde: In Order to Scale, Delegate and Empower Key Players



*Companies experiencing accelerated growth often face organizational bottlenecks created by founders who may not be eager to relinquish control of large accounts. Alliance member **Sanjay Bonde**, CEO of **Wintec Industries**, suggests delegating client accounts to a sales team led by a high-potential leader trusted by the company's founders.*



The situation at hand was brought by a CEO who was working to grow his company's sales capacity beyond himself and the founding members. He was looking for insight into a strategy that would effectively scale.

Sanjay Bonde comments: First of all, I congratulate you for reaching this exciting inflection point. If I were in your shoes, I would empower a high-potential individual close to my company's core brain trust and value proposition to create a sales organization capable of meeting the long term goals of the company. This productive method would allow me extra bandwidth to develop and build out an overall effective team capable of delivering

and managing sales growth. This strategy can also offer the company's founders solace knowing that they can delegate high-value accounts to a team that will uphold company values.

Developing a high-performance sales team will allow our company to not only scale and increase revenue, but also maintain a healthy company culture and employee morale. Our clients too will feel the effects of a sales force that is happy and validated. We would focus on the importance of avoiding pulling back too quickly if our team isn't delivering. It can be difficult to let go of Founder's

Syndrome. However, I think about it in terms of good parenting – if our kids aren't doing their homework, we don't do it for them; we check in to ensure they have the tools they need to succeed.

We've been in this group for a few years now, and it's exciting to see you poised at this moment of promising transition. What I love about the Alliance is that it provides a no-nonsense sounding board for business leaders. Sometimes the simple things can elude us when we're deep in the weeds. Best of luck!

Gabriel Fairman: Everyone Should Be Thinking Sales



*It can be difficult to scale a company while having to depend on the limited resources of one sales team. Alliance member **Gabriel Fairman**, CEO of **Bureau Works**, suggests aligning the entire company with a sales mindset.*



**BUREAU
WORKS**

strategy that would help him effectively scale.

Gabriel Fairman comments: If I were in your shoes, I would work to influence the entire company to approach projects with a business development mindset. To do this, I would identify the leaders across each facet of the company and task them to consider how their teams' work impacts customer

and potential customer perception. This approach would allow me to hold each team accountable for revenue-generating success, rather than just a few individual sales representatives. When employees who work on the production side of the business feel empowered to own their accounts and responsibilities, performance improves – as does morale!

In my experience, this approach has fueled strong growth because of the lack of sole reliance on a sales team. However, going this route isn't without its own set of challenges. It can be

difficult to hold individuals accountable for success and I may need to consider reducing workloads to give employees the bandwidth to integrate sales-minded activities. I may even increase headcount to make it all work. Yet, stronger revenue streams and empowered employees will significantly outweigh these added costs in the long run.

It's important to keep in mind that this isn't a holy grail solution; bringing sales to the foreground across all teams is an ongoing process for any organization. Good luck!



Alfred Chuang
BEA Systems
Co-Founder

Alliance Keynote: Alfred Chuang

Co-Founder of BEA Systems

Alfred Chuang, former Chairman and CEO of **BEA Systems**, sparked a thought-provoking discussion with San Francisco Alliance members during our February 8th Regional Meeting. Alfred shared professional and personal musings of being a CEO, including a candid admission to the group that, in fact, he never really wanted to be a CEO – it got in the way of his dreams of becoming a race car driver.

Although, ultimately, he admitted being happy with the wisdom he's acquired through this alternative life path.

In early 1995, after a successful career at Sun Microsystems, Alfred founded BEA Systems with Bill Coleman and Ed Scott. He had managed just about every aspect of BEA by the time he became CEO in October 2001. At BEA, he helped lead the company to triumphant success, by growing the company from \$120M to \$1B in just five quarters. He served as BEA's CEO, until the company was purchased by Oracle in April 2008.

His secret to success was revealed in his concluding remarks about what he would have done differently from the beginning if he knew then what he knows now: become a CEO earlier in life, learn sooner about how to create an effective board (and what happens when you don't) and, finally, hire a team of advisors who can navigate rough seas – something all CEOs will invariably encounter at some point in their endeavors.



Craig Goehring
Brown and Caldwell
Executive Chairman

Alliance Member & Keynote: Craig Goehring

Executive Chairman of Brown and Caldwell

Craig Goehring, Executive Chairman of **Brown and Caldwell** and long-time Alliance member, kicked off our February 15th East Bay Regional Meeting by imparting lessons learned from a successful career in environmental engineering, consulting, design and construction. During his engaging discussion, Craig described the overall environmental impact of global climate change, highlighting a sharp rise in frequency of natural disasters with occurrences tripling since

the 1970s and the growing issue of urban flooding. He explained that with rapid growth of these issues comes the need for climate-resilient infrastructure, solutions that Brown and Caldwell implement for their clients. He concluded by sharing insights into what has helped him successfully lead a healthy company: build cohesive teams with common objectives and minimal politics; communicate and reinforce clarity around what is most important; cultivate high morale and productivity, which will result in low turnover; and, finally, focus on efficient and competitive operations.

Craig started with Brown and Caldwell in 1977 and progressed through various technical and management roles. He was appointed CEO in 1995 and named Executive Chairman in 2018. He served as CEO for 23 years and built one of the leading environmental engineering firms in the U.S.

Alliance Keynote: Geoffrey Moore

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the challenges and opportunities large enterprises often face when embracing disruptive innovations, which has been the basis of much of his recent consulting.

Geoffrey concluded by discussing his theory surrounding the market development life cycle, and how customers' reasons to buy will evolve. He then broke down what he calls the "stairway to heaven,"

each stair being a different offer. "The higher you climb, the longer the sales cycle and the bigger the prize," he explained. In parting, Geoffrey emphasized the need to run coherent go-to-market plays that match the offers the company is selling.

Learn more about these Alliance Keynote Speakers and many others at: www.allianceofceos.com/events_keynote.

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
John Aisien	110	Blue Cedar Networks	www.bluecedar.com	Mobile App Security Platform
Edward Alter	271	SpeechSkills	www.speechskills.com	Communication Training
Tony Alvarez	309	Altierre Corporation	www.altierre.com	Digital Marketing Platform
Jim Anderson	Q200	Lattice Semiconductor	www.latticesemi.com	Semiconductors
Corey Beck	Q200	The Family Coppola	www.francisfordcoppolawinery.com	Winery, Hospitality & Events
Collette Bunton	309	Whistle Labs	www.whistle.com	Location Tracking for Pets
Tali Chen	T225	DSP Group	www.dspg.com	Wireless Chipset Solutions
Peter Cooperstein	305	Amici's East Coast Pizzeria	www.amicis.com	Restaurants
Bill Cummings	277	Glassybaby	www.glassybaby.com	Hand Blown Glass
John Derrick	321	Skywriter Systems	www.skywriter.com	Omni-Channel Digital Platform
Klas Eklof	T125	MBH Architects	www.mbharch.com	Architecture
Gabriel Fairman	153	Bureau Works	www.bureauworks.com	Localization Platform
Itamar Frankenthal	305	Rose Electronics Distributing Co.	www.rosebatteries.com	Battery & Power Solutions
Ken Gott	T125	Clover Sonoma	www.cloversonoma.com	Dairy Products
Linda Hand	309	Cardinal Analytix Solutions	www.cardinalanalytix.com	Healthcare Advanced Machine Learning
KaiYen Mai	271	Fusion Jerky	www.fusionjerky.com	All-natural, Gluten-free Jerky
Leslie Moulton-Post	275	Environmental Science Associates	www.esassoc.com	Environmental Science & Planning
Griff Reid	410	Composite Technology International	www.cti-web.com	Millwork Products
Daniel Riedel	272	New Context Services	www.newcontext.com	Data Security
Amrit Robbins	110	Axiom Exergy	www.axiomexergy.com	Power Management Platform
Aman Sareen	277	ZypMedia	www.zypmedia.com	Digital Advertising Technology Platform
Brian Sohmers	T250	PropelPLM	www.propelplm.com	Product Lifecycle Management
Felix Tarnarider	310	MisterSoftteeNorCal	www.mistersoftteenorcal.com	Soft Serve Ice Cream
Mike Terzo	410	Terzo Power Systems	www.terzopower.com	Hydraulic Systems
Ulysses Wong	375	Enbi Group	www.enbigroup.com	Custom Rubber Molding
Russell Zukin	310	Alphascript	www.alphascriptrx.com	Specialty Pharmacy

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

Alliance Community Activities

Alliance Spring Dinner

The Alliance hosts three All-Alliance Dinners each year to enable our members and guests to meet others within the larger Alliance community. Attendees from throughout the Bay Area gathered on May 23rd to enjoy our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. The evening celebrated our members and included a fun wine tasting reception with several winners, dinner, and lively conversations.



Alliance "Transforming Transportation" Roundtable

We thank Alliance member Stefan Heck, CEO & Founder of Nauto, for hosting our May 22nd Alliance "Transforming Transportation" Roundtable, which provided a gainful opportunity for strategic discussions and synergies among Alliance leaders involved in various aspects of transforming our complex transportation systems (autonomous driving systems, AI, auto manufacturing, smart cities, IoT).



Alliance Professional Services Roundtable

Thanks to Alliance member Andy Berkenfield, CEO of Duncan Channon, for hosting our Alliance Professional Services Roundtable on April 25th - another valuable opportunity for Alliance members to come together, leverage the insights of other leaders & discuss their industry-specific situations.

Alliance CyberSecurity Roundtable

Our April 25th Alliance CyberSecurity Roundtable provided yet another opportunity for innovative, collaborative and strategic conversations to happen between our community of Alliance leaders. We thank Alliance member Craig Hinkley, CEO of WhiteHat Security, for hosting.



Alliance Group 272 at OSO Sonoma

Alliance Group 272 members experienced a 5-star Sonoma retreat in April thanks to Alliance member Lori Bush of Cobuna Brands. The event started with dinner at OSO restaurant, with Executive Chef David Bush, followed by the group's private meeting at Lori's Sonoma home. Fantastic venues sparked thought-provoking conversations amongst Alliance members and directors who came from near and far.

CEOs Who Give Back

Continued from page 1

specifically asked a local university professor to identify a project for us, with very strict criteria. We studied several projects and settled on this school because it was properly run, but had extremely limited means." One of the projects the company turned down was an orphanage that had no children living in it who were over 10 years old. "I thought, something was wrong here—what happens to the children after they turn ten?" Lopez said. "They should be keeping them until they are adults."

"You have to be careful not to just throw money at a problem, because you could be contributing to a bigger problem," he added. "It's much better to do things on a small scale first, so you can be sure that 100% of what you're giving is not only being used, but being leveraged to do more."

SpineGuard, which makes a medical device that enhances safety for spinal surgeries called PediGuard, donates the devices to U.S. surgeons who make humanitarian trips to Africa and Central and South America. Keri George, the company's Director of Clinical Affairs who oversees the program, says the traveling surgeons are treating pathologies and working in conditions that are rare in developed countries. "Not only are they dealing with time zone differences and language barriers, but also sub-sterile environments, a lack of medical implants, limited anesthesia and other factors," she says.

But they're also doing extraordinary work. In one of hundreds of cases in which SpineGuard products have been used, a seven-year-old boy with thoracic deficiency syndrome and congenital scoliosis received a "growing rod" to repair a badly curved spine. Every four months, the boy undergoes surgery to lengthen the rod as he grows. Today, the boy is 11 years old and a few inches taller. Without the surgeries, George says, he probably wouldn't be alive.



Stéphane Bette
SpineGuard

According to **SpineGuard** CEO **Stéphane Bette** (Group 277), giving back to communities in need helps the company forge stronger connections with its customers as well as give his team a higher sense of purpose. "There are some commercial benefits, I'm not ignoring that," he said. "But fundamentally, it's about doing good and giving our people the feeling of belonging to a noble cause."



Rod Kalune
RK Logistics Group

CEOs do not need to go overseas to find ways to give back, of course. **Rod Kalune** (Group 109), the CEO of **RK Logistics Group**, a third-party logistics provider, has sponsored many local organizations over the past 20 years. They include Special Olympics, recreation programs in the city of Fremont, and San Jose Mayor Sam Liccardo's STEM (Science, Technology, Engineering and Mathematics) program, in which his company has teamed up with the Silicon Valley Leadership Group Foundation to inspire scientific curiosity and wonder in young people. RK Logistics has also donated more than 200 used laptops to local organizations over the years.

Being of Hawaiian decent, Kalune says he takes "Ohana" – meaning one's extended family and community – to heart. He enjoys working with local organizations so he can see the results. "I'm able to watch and see how our contributions are being used and how effective they are, and which ones may not have an impact, so we can move in and out with ones we are comfortable with."



Ross Fernandes
Q Analysts

Ross Fernandes (Group 310), CEO of **Q Analysts**, a provider of quality assurance and testing and ground truth data services for AI and ML for Fortune 500 companies, has a different strategy for giving back. Since his company has a distributed workforce of 400 employees located in the U.S. and several other countries, Fernandes created

an annual "Giving Thanksgiving" event in which employees choose from different relief causes and Q Analysts matches all donations. Over the past several years, the company has generated tens of thousands of dollars toward hurricane relief efforts, fire victims, Doctors Without Borders, Habitat for Humanity, the American Red Cross, and many other organizations. "When you run a distributed workforce, it helps to find multiple causes that people can rally around," he said. "Individually, when you want to do something, it's relatively hard, but when you organize as a team, you can really see the results."

Each December, Fernandes added, Q Analysts' corporate employees in the Bay Area have the option to take a paid day off to do charitable work as a team at a local charity—an option he plans to extend to the company's corporate employees in Seattle.



Sandy Walker
YMCA of Silicon Valley

For some Bay Area CEOs, community giving is not something extra that is done in one's spare time, but central to their organization's mission. Such is the case for **Sandy Walker** (Group 305), CEO of **YMCA of Silicon Valley**, a nonprofit committed to providing youth and families opportunities to lead healthier, more fulfilling lives.

"YMCA of Silicon Valley has a goal to double the number of youth served across Silicon Valley to reach 250,000," Walker said. "When we work together to give all kids the support they need to thrive, they will grow into healthy, caring adults who give back to their community."

A current challenge for the Y is addressing the large income and opportunity gap that exists among Silicon Valley residents. According to Walker, soaring housing costs have made it difficult for many families to even meet basic needs. To help, the Y is constantly looking for donors to provide financial assistance and subsidize programs and services that address critical community needs. Thousands of individuals and companies have contributed to the organization, yet Walker says there is always a need for more. "The donations we raise every year enable people of all ages, backgrounds and income levels to access programs offering educational support and healthier living," she said. "Our goal is to reach out to those families

struggling with self-sufficiency and partner with them, so they know they can always count on the Y to help them connect with their community."

A particular focus of YMCA of Silicon Valley is early learning. Recently, the organization launched **Nana y Yo**, whereby the Y partners with informal caregivers to create educationally rich environments that prepare young children for kindergarten. "Through the Y's program," Walker said, "we are linking more families to each other, so they can give their children the literacy-rich environment they need to be ready for school. Our community is stronger when all kids and families have the chance to flourish – and the Y provides the support to make that happen every day."



Peter Cooperstein
Amici's East Coast Pizzeria

For **Peter Cooperstein** (Group 305), CEO of **Amici's East Coast Pizzeria**, finding ways to give back is just as important as making great food.

It explains why Amici's has been involved with a host of philanthropic causes over the years. Each time Amici's has opened up a new pizzeria, Cooperstein says, all sales from the grand opening go toward a specific local charity. And every week, Amici's donates pizzas to charitable groups and homeless shelters.

But the company's biggest fundraising event happens each year, when Amici's donates 100% of its sales from its two San Francisco restaurants to the city's Homeless Prenatal Program (HPP) to help poor and homeless families overcome childhood poverty. The idea for the fundraiser came from San Francisco Giants manager Bruce Bochy, an Amici's spokesperson whose wife serves on the HPP board.

"Giving back is one of our core values," Cooperstein said. "While our goal was to have a successful business, we believed that getting involved in the community was the right way to go about it."

One thing Cooperstein has learned about giving back is that it's contagious. Amici's media partners, KNBR and NBC Bay Area Sports, have provided free advertising spots promoting the HPP fundraiser, and several Amici's suppliers have donated food for the events as well. "These events are really a win-win," Cooperstein said. "They not only help worthy causes, but they get our customers and our employees feeling good about Amici's. But the key, besides supporting a great cause, is to partner with charitable organizations which will help these events succeed."

The leaders profiled in this story are just a small sample of the collective impact Alliance members have made beyond the walls of their organizations. We invite all Alliance members to share with us their stories of giving back to the community and the world at large, so we may continue to engage, educate and inspire one another. Send us an email at info@allianceofCEOs.com and we'll spread the word.

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

Members In The News



Cardinal Analytix Raises \$22 Million

May 23, 2019

Cardinal Analytix Solutions, which develops and maintains predictive analytics software for health care payers and providers, announced that it has secured \$22 million in a series B round led by Kleiner Perkins chair John Doerr, with participation from strategic investors GuideWell Mutual Holding Corporation, Blue Shield California, and Premera Blue Cross. Cardinal Analytix Solutions is led by Alliance member Linda Hand (Group 309).

Ticketing Leader AudienceView Acquires Vendini

May 22, 2019

AudienceView, a world leader in e-commerce software for events and entertainment organizations, has acquired Vendini, a leading all-in-one ticketing and box office management company. Alliance member Mark Tacchi (Group 275) is the President & CEO of Vendini.



Alliance Members on the 2019 List of the "Most Influential Women in Bay Area Business"

May 16, 2019

Congratulations to Alliance members Leslie Moulton-Post (Group 275), President of Environmental Science Associates and Cristene Burr (Group 127), President of Junior Achievement of NorCal, two of the newest honorees named to the *San Francisco Business Times* 2019 list of the "Most Influential Women in Bay Area Business." This annual list celebrates women business leaders in real estate, law, tech, finance, health care and many other industries and diverse fields, who all share a passion for what they do.

Insuretech Company Health IQ Raises \$55 Million Series D

May 8, 2019

Health IQ Insurance Services is continuing its growth trajectory with the help of a new \$55 million Series D financing round led by Greenspring Associates, Aquiline Technology Growth and Hanwha Asset Management. Alliance member Munjal Shah (Group Q400) is the CEO of Health IQ.



Cohesity Acquires Imanis Data

May 8, 2019

Hyperconverged secondary storage company Cohesity has acquired Imanis Data, makers of NoSQL data protection software. Alliance member John Mracek (Group 375) is the CEO of Imanis Data.

Kindred Hospital Rehabilitation Services Expands Pilot of Ekso Bionics EksoGT Exoskeleton

May 3, 2019

Ekso Bionics Holdings, an industry leader in exoskeleton technology for medical and industrial use led by Alliance member Jack Peurach (Group 272), announced that Kindred Hospital Rehabilitation Services ("Kindred") has expanded their pilot of the EksoGT exoskeleton to offer advanced stroke rehabilitation at the majority of their sites - over 20 freestanding inpatient Kindred rehabilitation hospitals in 13 states.



Sight Machine Raises \$29M in Series C Funding

April 23, 2019

Sight Machine, led by Alliance member Jon Sobel (Group 309), raised \$29.4M in Series C venture capital funding.

EAT Club Acquires Taro

April 19, 2019

EAT Club, the lunch delivery service that counts companies like Facebook, Postmates and others as customers, has acquired meal delivery service Taro. Alliance member Doug Leeds (Group Q200) is the CEO of EAT Club.



2019 BEST PLACES TO WORK

Seven Alliance Members on the List of the Best Places to Work

April 18, 2019

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!"

- Athens Administrators, led by Chief Financial Officer Jodi Ellington (Group T125)
- Gainsight, led by Chief Operating Officer Allison Pickens (Group T225)
- Hoge, Fenton, Jones & Appel, led by Managing Partner Sblend Sblendorio (Group 127)
- Syserco, led by CEO Derek Eggers (Group 120)
- The DeWinter Group, led by Partner Ryan Tweedy (Group T125)
- United Mechanical, led by CEO Leonard Bertolami (Group 110)
- Webcor, led by President & CEO Jes Pedersen (Group Q200)

Embroker Raises \$28 Million in Series B Funding

April 9, 2019

Embroker, a digital insurance company based in San Francisco, announced that it has raised \$28 million in a series B funding round. Alliance member Matt Miller (Group 272) is the CEO and Founder of Embroker.



FLEETSMITH

Fleetsmith Lands \$30M Series B

April 5, 2019

Fleetsmith has announced a \$30 million Series B round led by Menlo Ventures. Fleetsmith is led by Alliance member Zack Blum (Group 277).

Three Alliance Members Receive 2019 INFOSEC Awards

March 5, 2019

Congratulations to the following Alliance members whose companies received *Cyber Defense Magazine's* 2019 INFOSEC Awards. These awards recognize the hottest, most innovative, best, market leaders, next-generation and cutting edge INFOSEC companies offering incredible products and services.

- HyTrust, led by Chairman & CEO John De Santis (Group 307), received the award in the Publisher's Choice, Cloud Security category
- WhiteHat Security, led by CEO Craig Hinkley (Group 307), received the award in the Best Product, Application Security Testing; Most Innovative, Software Security Tools; Best Product, Web Application Security categories
- Nozomi Networks, led by President & CEO Edgard Capdevielle (Group 309), received the award in the Best Product, ICS/SCADA Security; Hot Company, Threat Intelligence categories



Upcoming Alliance Events

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

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



Keynote: Dan Warmenhoven, Former CEO of NetApp: Thursday, July 11 in Foster City

Dan Warmenhoven, former CEO of NetApp, will join us for this Regional Alliance meeting. Under Dan's leadership, NetApp grew to become a multibillion-dollar company and a recognized market leader in networked storage, a concept the company pioneered. He led the company's IPO in November 1995 and was named one of the "50 Most Powerful People in Networking" by *Network World* in 2006. Dan also received the Morgan Stanley Leadership Award for Global Commerce and won the prestigious "National Ernst & Young Entrepreneur of the Year" award in 2004. He is a Director of Bechtel Group, Cohesity and Palo Alto Networks, and also on the Board of the Tech Museum of Innovation. Event begins at 7:30 am at the Crowne Plaza in Foster City.

SOFTWARE

Software Roundtable: Thursday, July 25 in Sunnyvale

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

LIFE SCIENCES

Life Sciences Roundtable: Tuesday, September 24 in South San Francisco

This invitation-only Life Sciences Roundtable will address the specific challenges and opportunities in an industry that continues to change. In addition to our private, confidential groups, Alliance Roundtables are designed to enable top executives from throughout the Bay Area to leverage the collective wisdom of our entire Alliance community. Event begins at 7:30 am at Five Prime Therapeutics in South San Francisco.



Alliance Fall Dinner: Thursday, September 26 in San Francisco

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



Keynote: Philippe Bouissou, Managing Partner, Blue Dots Partners: Friday, October 4 in Santa Clara

Philippe Bouissou, Managing Partner of Blue Dots Partners, will join us for this Regional Alliance meeting to discuss his unique methodology helping companies build sustainable revenue growth engines. During his 25 years of experience in Silicon Valley, Philippe has led dozens of management consulting projects and served on the board of 14 companies. Prior to Blue Dots, Philippe co-founded and was Executive Chairman of evenVoice, a mobile real-time consumer empowerment company and Executive Board Member of Pave, a peer-to-peer funding platform for millennials. As a venture capitalist, he successfully invested \$43M and generated double-digit IRR. Event begins at 7:30 am. Stay tuned for specific location details.



Keynote: Maddy Dychtwald, Co-Founder, Age Wave: Friday, October 11 in San Francisco

Maddy Dychtwald, Co-Founder of Age Wave, will join us for this Regional Alliance meeting. Maddy is an internationally recognized author, entrepreneur, business advisor, and thought leader on how longevity and the ascent of women are transforming the marketplace, the workplace, the retirement scape, and how we do business. Since co-founding Age Wave more than 30 years ago, Maddy and her team have worked with more than half of the Fortune 500 in industries ranging from pharmaceuticals and medical technology to financial services and marketing. Event begins at 7:30 am at the Bently Reserve in San Francisco.



Keynote: John Bates, Founder, Executive Speaking Success: Friday, October 18 in San Ramon

John Bates, one of the most prolific TED-format trainers in the world, will join us for this Regional Alliance meeting. John has been privileged to get to know and work with many accomplished executives. During this Alliance keynote discussion, John will address the importance of effectively establishing "Emotional Credibility™," one of the most important leadership and influence tools. Event begins at 7:30 am at the Roundhouse Conference Center in San Ramon.



Alliance Holiday Dinner: Thursday, December 5 in San Mateo

Join Alliance members and their guests for cocktails and dinner at the Peninsula Golf and Country Club in San Mateo to celebrate the holidays! The Holiday Dinner is one of three "All-Alliance" dinners held throughout the Bay Area each year to enable our members to get to know their fellow Bay Area leaders. Event begins at 6 pm. Reserve your space early. This is always a popular event, and it's free for all members and their guests.



Keynote: Pat Gelsinger, CEO, VMware: Friday, February 7 in Santa Clara

Pat Gelsinger, CEO of VMware, will join us for this Regional Alliance meeting. Pat has been serving as CEO of VMware since September 2012, nearly doubling the size of the company during his tenure. He brings more than 35 years of technology and leadership experience. Before joining VMware, Pat led EMC's Information Infrastructure Products business as president and COO. A respected IT industry veteran, he was at Intel for 30 years becoming the company's first CTO and driving the creation of key industry technologies including USB and Wi-Fi. Event begins at 7:30 am. Stay tuned for specific location details.



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