

20th ANNIVERSARY | 1996 - 2016

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING TOGETHER

EXCHANGING STRATEGIC INSIGHTS

TAPPING COLLECTIVE EXPERIENCE



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

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

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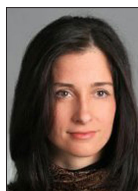
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Preparing for Tomorrow's Customers Today

In a fast-changing world, Alliance members share their strategies for preparing to meet future market needs



Barb Paldus
Finesse Solutions

By Warren Lutz

Growing companies that hope to be industry leaders must be among the first to solve a pressing problem for customers. With a torrid rate of change and a plethora of competitors, long-term success requires constant reinvention. Yet seeing the future is quite hard.

Barb Paldus' (Group 307) company, Finesse Solutions, uses a variety of methods to anticipate the types of products bioprocessors will need in the future. Attending conferences and trade shows, reading and networking are all part of the mix.

Oftentimes, the company's clients don't know what they need—but Finesse Solutions builds the products anyway.

"We give them prototypical equipment, let them play around with it, and get their

feedback," Paldus said. "That interaction is a big part of our strategy."

The challenge of anticipating client needs is certainly not unique to the biotech industry. Leaders in every field are struggling to stay abreast of a fast-moving economy and major technological shifts in order to accurately market demands. Paldus, like other Alliance members, has developed her own approach that begins with "listening very carefully to our customers," she says. "Ten years in, our ears have gotten better. Listening is far more important than talking, and listening to a very different diverse group of clients, in addition to looking at statistical trends, is important in getting the definitions right and innovating successfully."

Such an approach helped Finesse develop universal controllers for bioprocessing that have contributed to a 35 percent growth rate for the company. "We saw the industry

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Cisco's John Chambers Shares Wisdom with the Alliance

The Ability to Innovate Across Market Transitions



John Chambers
Executive
Chairman, Cisco

By Brett Garling

There was a buzz of excitement going into the Alliance Regional meeting in Santa Clara on September 8th. **John Chambers**, the Executive Chairman and recently retired CEO of **Cisco Systems**, was on the scene to share some key insights and wisdom from his brilliant career and vision for

the exciting future ahead. Perhaps the sense of anticipation was due to the fact that John was voted one of the best performing CEOs in the world by the *Harvard Business Review* in 2014 after growing Cisco from \$70 million when he joined in 1991 to \$47 billion in 2015. The room was packed.

John began by noting that 40% of the companies operating today will be gone or will be irrelevant

within 10 years. The driving factor, he pointed out, will be attributed to a "digital revolution" driven by the Internet of Things combined with advanced data analytics. He put it quite simply: those companies that have a strategy to thrive in this "digital" environment and execute it well will prosper. Those who don't, will fail. The main threat to corporate viability, as John sees it, isn't that the world is "digitizing." To the contrary, the business environment has always been in flux from the industrial revolution to the first computer. What is different this time – what is dangerous, even – is the *speed* at which it's happening. For companies that means move it *now*, or lose it. He asked the audience, "What is your digital strategy?" Pencils scribbled furiously.

When discussing the success of Cisco, John underlined the importance that he and Cisco place on listening to customers, partners and

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The Inevitable Future Begins Now!



PAUL WITKAY
FOUNDER

Like most leaders, I am fascinated with the future. So when I had the opportunity to hear Kevin Kelly discuss his new book, *The Inevitable: Understanding the 12 Technological Forces that Will Shape Our Future*, I was particularly excited. A visionary thinker who helped launch *Wired* magazine 25 years ago, Kelly foresaw the dramatic impact the Internet would have on our daily lives. In his latest book, he continues to help us understand how the world is changing and inspires us to think about what the future holds.

Kelly identifies 12 powerful forces that are already shaping our future every day and will inevitably result in a world that is much different than we know. The better we understand the following forces, he argues, the more we can successfully adapt. They include:

- 1) **Becoming** – Everything today is in a state of change. Products are not static, but are constantly being upgraded and improved.
- 2) **Cognifying** – Artificial Intelligence (AI) is being applied to every facet of our lives. Hyper-performance computers are able to analyze unimaginable amounts of data using algorithms that constantly improve with machine learning to give us answers to questions we never even thought to ask.
- 3) **Flowing** – The world is moving toward real-time information and communications. Decisions will no longer depend on historical data alone and information will be a constant stream.
- 4) **Screening** – Our society has transitioned from printing pages to reading screens, which has tripled the amount of time people spend reading and writing. More than 80 million blog posts are created every day.
- 5) **Accessing** – Instead of seeking to own products, we now access many products as a service, such as transportation by Uber and housing through Airbnb. The trend towards dematerializing and decentralizing is changing the way future generations will live, work and play.
- 6) **Sharing** – People are willing to share more personal information on Facebook and other social media sites than anyone ever imagined. Sharing has trumped privacy.
- 7) **Filtering** – The only things increasing in cost seem to be human experiences – the more unique and memorable the experience, the better. We depend upon friends and trusted sources to decide what's right for us.

8) **Remixing** – Most modern technologies are combinations that have been rearranged or combined in new ways. We need only observe what's happening in music, video and other media.

9) **Interacting** – We can expect everything we touch to be embedded with technology that will interact with us to create greater value.

10) **Tracking** – Kelly projects there will be more than 50 billion new sensors each year installed in our vehicles, homes, appliances, clothes and most everything we see or touch.

11) **Questioning** – Kelly observes that, “the paradox of science is that every answer breeds at least two new questions.” Today's explosion of available information is exponentially expanding our collective wisdom. However, this new knowledge has spawned more questions than ever before. As a result, the gap between our questions and our answers is growing.

Technological capabilities developing in fields such as quantum computing, artificial intelligence and machine learning, when combined with an ocean of data generated by a rapidly expanding Internet of Things, will enable us to generate instant answers to most any question. However, as these answers become easier to obtain and are virtually free, we must challenge ourselves to ask better and better questions that make us think more deeply and creatively. Kelly believes these “good questions” cannot be easily answered and should challenge existing answers, create new ways of thinking, push the envelope between what is known and unknown, and generate even more good questions.

12) **Beginning** – Kelly believes that historians will view the beginning of the 3rd millennium as an amazing moment in time when human beings began to “link themselves together into one very large thing” by “animating inert objects with tiny bits of intelligence, weaving them into a cloud of machine intelligences and then linking billions of minds into a single supermind - the largest, most complex and most surprising event” in history. “The scale of what we are becoming is simply hard to absorb. Already we have linked 15 billion devices into one large circuit,” he writes, adding this trend is doubling every few years.

Every day I help CEOs see around corners, and so I am constantly exposed to prognostications of some kind. Whether Kelly has accurately predicted the future or not, he has definitely identified the major trends shaping it. It bears mentioning that Kevin Kelly is an optimist and believes that problems resulting from this worldwide convergence will be solvable. I agree, and the more we position ourselves to benefit from these changes rather than be threatened by them, the better.

Thank You

Alliance of CEOs Members for 20 Great Years!

Monday, September 12, 2016 marked the **20th Anniversary** of our first Alliance Group meeting. We are grateful to those first Alliance of CEOs members who formed the unique culture of the Alliance community. They eagerly embraced the diversity of experiences and perspectives of their fellow Alliance members, and were intensely curious to learn how other CEOs thought about the future and how they led their organizations. They looked for ways to help each other succeed.

As a result, these members attracted other intelligent, passionate leaders who were willing to come together to challenge their own assumptions and discover fresh approaches to addressing their unique challenges and fulfilling their visions. We've grown in many ways since 1996 and it has been quite a ride! **THANK YOU** to every Alliance member for your support and your willingness to openly share your experiences and wide range of strategic challenges and opportunities with your fellow Alliance members. We wouldn't be here today **without** you!

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.

Xiaodong Yang: Build Vertical and Horizontal Channels



Growing at breakneck speed? Xiaodong Yang, President & CEO of Apexigen, recommends implementing a matrix structure of project managers to maintain productivity and reinforce desirable company culture.



The case at hand was brought by the CEO of a company that was flush with financing and experiencing explosive growth. He was looking for strategies to maintain efficiency and productivity, as well as positive company culture.

Xiaodong Yang comments: If I were in your chair, I'd implement a matrix system so that vertical structure is complemented by a horizontal project management department.

You are sitting pretty. Not only is your revenue charging towards the stars, but you also have strong financial backing. However, as many CEOs have painfully learned, even a mountain of cash will not ward off eventual demise if inefficiency and culture decay begin to creep in. If I were in your exciting position, I'd install a matrix structure to give you more visibility into the company. The current vertical structure is useful because everyone receives precisely honed marching orders. However, the drawback is that feedback

has trouble getting back to your office. Middle managers are prone to reporting up good news and squelching bad news as it may reflect poorly on them. Without robust feedback from all levels, how can a CEO assess whether productivity is maximized? Or whether company culture is on point?

To overcome this communication gap, consider establishing a project management department that reports directly to you. This team integrates horizontally at all levels and can open a feedback channel to the CEO at any time to identify productivity bottlenecks or issues with company culture. Expect resistance from current managers who fear loss of control. At the same time, make sure you maintain a proper power check on project managers, so they do not run amuck. In my experience, I have seen fast growing companies greatly benefit from this matrix approach of integrated checks and balances. I'd give it a shot.

Craig Sardella: You've Been Promoted to Chief Dreaming Officer



Regardless of a company's niche, primary competitive advantage is gained by ceaseless innovation. Craig Sardella of Guild Mortgage Company lays out his vision of how a CEO can make all the difference – by dreaming.



The case at hand was brought by a CEO in the process of developing a 20-year plan. He was challenging his fellow Alliance CEOs with how to best propel his business into the future and enhance prospects of long-term value creation.

Craig Sardella comments: With the solid support system you have in place, I wouldn't hesitate to free yourself from the day-to-day burdens of business management and focus on pioneering innovations that will maintain dynamic edge in the market.

From what you've shared with us, I must conclude that your business is on the firmest of footing. Not only has growth been consistent, but you have a lifelong relationship with your CFO (who is extremely financially responsible) and CTO (who is brilliant in technical follow-through). If I were in your shoes, I'd ask what the role of a CEO can be when the ship is already under such steady sail. I would respectfully tender that you give yourself a promotion from Chief Executive Officer to Chief Dreaming Officer. In an era where technology is outmoded after 24 months, companies must innovate.

Becoming free of the day-to-day concerns of the business, creates space to dream of the next big innovation.

Crucially, your executive support system will be brutally honest with the ideas you bring to the table. Therefore, whatever innovations your company seizes on will have already passed muster with proven financial and technical minds. Moreover, as the company expands, a unique opportunity presents itself to hire millennials who operate beyond the status quo and can help fuel the dreaming. In a symbiotic flow, you can both sell them the dream and absorb cutting-edge innovations that they can provide. In my experience growing companies, I've always been the innovation guy. If you're lucky enough to be able to decouple from the day-to-day, take my word, the promotion to Chief Dream Officer is one you won't want to pass up.

Alliance Members Share Business & Life Stories



Valuable, Heartfelt and Inspiring Stories from 4 Alliance Members

By Brett Garling

At the Alliance Regional Meeting on August 19th in San Ramon we continued our "Alliance Voices" presentation series featuring a range of engaging topics from four of our members. These talks, packed full of great information, insights and business expertise, also shared some of the keys to success – solid planning, dreaming big and never losing hope. Here are the highlights from this hour-long session.

Peter Hill, Chairman & CEO of Bailard, kicked off the talks with a story about an exciting victory. In 2012 at the London Olympics, Peter's nephew, Alex Gregory, won the Gold in the Men's Four Rowing for Great Britain. This success was not a fluke. Instead, it was obtained by a thoughtfully-executed plan, one that could work in business as it had in sports. Inspired by this Olympic win, Peter explained the framework he established at Bailard, and a plan his team nicknamed "Rio 2016." Using the 5 Olympic Rings as a symbol of success, he outlined the major milestones needed to reach "Rio Gold." Not only did the five separate categories of success allow Peter to focus his team on myriad objectives simultaneously, but attaching the plan to the actual Rio Olympic Games provided a historic and motivating timeline with a fixed date. The take away of Peter's talk was the power in identifying real, global events and leveraging them to inspire the form and timeline of your corporate goals. If your results are anything like Peter's, you'll attest to the efficacy of this approach.

Up next was **Paul White**, Co-Founder & Managing Partner of Muir Equity, who drilled down into what it takes to optimize outcomes in complex business dealings. To animate his presentation with a real world example, Paul discussed the considerations,

analysis and detailed work that went into one specific business sale. The need to optimize the outcome of the sale on many levels presented a complex decision making process – from family and employee considerations to one's own personal achievement ambitions and financial wellbeing. Ever the strategic surgeon, Paul described a strategy for defining objectives, evaluating options and finally selecting the most optimized decisions. To sell a company in a manner that is sustainable and scalable for the business, while protecting one's employees, family and financial position, is indeed the ultimate goal.

The third "Alliance Voices" presenter was **Jans Aasman**, CEO of Franz, who discussed "cognitive computing" as it relates to clinical predictions, probabilistic inferences in criminal networks, product similarity in e-commerce and even the infamous "Panama Papers." The applications of cognitive science and big data machine learning to disparate problems in unrelated fields truly showed the power of data to catalyze problem solving. Refreshingly, Jans not only proselytized the theory of cognitive computing, but also presented in-depth examples of data-driven predictions that ended up perfectly matching real-world outcomes. For example, if you're allergic to peanuts, you have a statistically greater chance of having asthma and other known diseases. Who knew? The data did.

Our fourth presenter, **Ian McLean**, President of Thermal Press International, spoke passionately about the power of dreams. What unfolded was a heartfelt story about his grade school friend, Darren Dent, nicknamed "Hoody," with whom he shares a great passion for horseracing. After learning of Hoody's battle with ALS, Ian embarked on an amazing and ongoing journey by purchasing a racing horse named "Runninforhoody." He invited Hoody to partner in the adventure of racing the horse while raising awareness for ALS. To boot, the horse turned out to be a media sensation and a real contender in important races, raising money and awareness for the disease. The deferential silence in the room as Ian shared his story spoke volumes to the power of human connection and the love of this sport. It was a poignant story on which to conclude the thoughtful presentations from these Alliance members. Many thanks for the participation in Alliance Voices! We look forward to hearing the voices of other Alliance members in the near future.

John Chambers

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employees. For example, that is why he believes so strongly in the importance of ensuring airtight security in Cisco's products; its absence a non-starter for any client and he knows that from speaking with them. Success came to Cisco, he explained, because they focused on the market and upcoming technology transitions, instead of only reacting to competitors. He guided his team to catch inflection points of the market and technology trends, instead of burning endless cycles on what the competition was cooking up and trying to get a leg up.

John closed his talk with some interesting a-la-carte reflections on Silicon Valley and technology. Meg Whitman, in his mind, succeeded in saving Hewlett-Packard because she was motivated by the belief that the company needed saving for the "good of the Valley." John expressed confidence in the future of Dell, thanks to the visionary financial architect found in CEO Michael Dell. On the technology side, John sees major potential in storage, particularly combining flash with networking to create major opportunities. He also predicted that Cloud vs. Enterprise computing will eventually reach a balance and that the right solution is usually a mix. And, bringing the talk full circle, John underscored again that the Internet of Things is the opportunity of a lifetime and every business needs a strategy. Given his stated goal of Cisco becoming the number-one information technology company in the world, you can bet that John already has his plans in gear.

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
Harmeet Bhatia	T250	Jade Global	www.jadeglobal.com	Information Technology Services
Glo Gordon	T300	Cisco Jasper	www.jasper.com	IoT Platform
Christoph Kohstall	309	Nixie Labs	www.flynixie.com	Wearable Flying Camera
Mike Leonhard	272	Moshi	www.moshi.com	Accessories for Mobile Electronics
Martin Lynch	T225	Beamreach Solar	www.beamreachsolar.com	Solar Power
Matthew Miller	272	Embroker	www.embroker.com	Business Insurance
Diana Morgan	T125	Delphon Industries	www.delphon.com	Custom Polymers
Erik Oller	127	Signature Painting & Construction	www.signatureservices.us	Commercial Painting
Jason Petralia	153	Raizlabs	www.raizlabs.com	Mobile Software Development
Chris Plue	T225	Webcor Construction	www.webcor.com	Construction
Robert Reed	431	Capitol Tech Solutions	www.capitoltechsolutions.com	Web Design
Steve Ronan	108	Blackhawk Plastic Surgery	www.blackhawkplasticsurgery.com	Cosmetic Procedures & Products
Antoine Villata	T250	Planisware USA	www.planisware.com	Project Portfolio Management Software
Dave Wetzol	T125	MLSListings	www.mlslistings.com	Real Estate Trading Platform

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 Fall Dinner

The Alliance hosts three "All-Alliance" Dinners each year enabling all members and their guests to meet members from other Alliance regions. Alliance members and their guests came from throughout Northern California to enjoy a fun and memorable Alliance Fall Dinner at The City Club in San Francisco on September 22nd.



August Alliance Regional Meeting with Keynote Patti Sanchez

At our August 12th Alliance Regional meeting in San Francisco, we welcomed Keynote Patti Sanchez, Chief Strategy Officer of Duarte. A gifted storyteller and extraordinary communicator, Patti has led transformative communications initiatives for brands including Cisco, Ericsson, Hewlett-Packard, LexisNexis, Nike, Symantec, VMware, and Compassion International, and taught hundreds of leaders to become more empathetic and effective communicators. Her work has been honored by IABC, BMA, and Vital Speeches of the Day and her writing has been featured in the *Harvard Business Review*.



Alliance Roundtable: Optimally Blending Sales, Marketing & the New Digital Media

In September, the Alliance hosted an interactive Roundtable at the Sacramento Sutter Club with Alliance members and panelists: Todd Johnson of Kollektive Technology, Mihran Berejikian of Belami and Dennis Erokan of the Placemaking Group. These experienced CEOs shared their insights, successes and failures regarding today's marketing challenge to blend sales, marketing and digital media.



Alliance CEOs Celebrate Octoberfest

Alliance member Jeff Cleland hosted Group 333's October meeting at the offices of Graybug Vision, followed by a fun Octoberfest celebration led by fellow Alliance member E.J. Dieterle of YES Partners. Great beer, music, and a fun group sing-along made for a memorable event. Front Row L-R: Vijay Dendukuri of Hushly, Burt Cummings of Versaic, Geoff Rego of Hushly, E.J. Dieterle, John Dicconson of Tech Care Now Associates, Alliance Director Ron Yu, and Jim Coward of SA Photonics. Back Row L-R: Glenda Anderson of Farsight Genome Systems, Jeff Cleland, Dirk Schapeler of Bayer LifeScience iHUB, and Rob Stump of ANI.



Celebrating LawRoom's Journey

In celebration of the recent acquisition of LawRoom by EverFi, Alliance member Ralph Yanello hosted Alliance Group 105 in September at B Cellars Winery in Oakville (Napa Valley). LHS Front-to-Back: Chris Crawford of ClearPath Business Advisors, Patrick Lowry of Alta Vista Solutions, Susie Quesada of Ramar Foods, Bob Polizzi of California Hydronics, Mark Vignoles of Service West, and Jim Farrell of CC3IC; Ralph Yanello at the head of the table; RHS Front-to-Back: Bryan Kemper of HetNet Wireless, Jeff Stone of Diamond Construction, John Buckley of Architectural Glass & Aluminum, John Carpenter of Carpenter/Robbins Tenant Advisory Service, Shawn O'Connor of Entelos, and Teresa Yanello.

Preparing for Tomorrow's Customers Today

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move to a plastic-based process, and every vendor had controls, but they came in different boxes and had different operating systems," Paldus said. "We created a controller that works with any process, and since 2013 it has taken off like wildfire."



Antoine Villata
Planisware USA

While they may use other methods, other Alliance members also look to their customers first to identify future needs. "We meet with our customers, invest in user group meetings, and have created an advisory board to gather as much customer insight as possible," says **Antoine Villata** (Group T250), COO North America of Planisware USA, a provider of B2B enterprise software. "We also ran an ideation campaign where we compiled all of our customer feedback and surveys, and solicited our customers for feedback and new ideas. It's a very practical way to not only improve our product offering, but also to understand what our clients do and what sort of outcomes they are looking for."

Villata estimates that a quarter of his time is spent traveling and visiting customers. His company supplements this intel by paying attention to competitors, reading books and research papers, following trends on social media, and partnering with thought leaders and hosting joint presentations for its customers and prospects. "It takes a lot of listening to your customers," he says, "but you also need to be curious, read books, and meet with industry peers."

Clearly, most CEOs focus on customer feedback to determine future wants. But does that mean customers have all the answers?

The late Steve Jobs made a point not to survey Apple's customers because they couldn't articulate desires for things they didn't even know existed, and that focusing too much on their input would only lead to incremental improvements, not game-changing innovations.



Joe Budelli
ABBYY USA

Joe Budelli (Group T250), Senior Vice President of Global Licensing at ABBYY USA, a provider of optical character recognition and document imaging software, agrees client feedback is critical, but observing customers is equally important.

"Many of our users may not know what they

need and are very slow at changing their behavior," Budelli said. "Look at Uber and Lyft—these were companies founded by people who were looking at consumer behavior and found there was room for disruption in the market on a grand scale."

The challenge is to find out what ABBYY's customers need before they do. In order to do that, Budelli says, the company combines customer feedback with data and analytics to identify repetitive tasks that can be automated and made more efficient. This approach created the foundation for ABBYY's latest technology, which summarizes the contents of documents that are stored in various systems and "gives people more insight about what's on the document other than keywords, so they can find what they need when they need it," Budelli said.



Bill Grosso
Scientific Revenue

Industry events are also a major source of inspiration for **Bill Grosso** (Group 321), CEO and Co-Founder of Scientific Revenue, a provider of dynamic pricing solutions for mobile gaming companies. "You have to go to where your customers hang out, and you have to listen," he says. "We go to a lot of conferences to talk to our customers, potential customers and even gaming companies who are never going to be our customers, and find out what people are concerned about and where their interests lie. Having those conversations is something that is very basic but often overlooked."

Grosso says there are companies in his space that focus on individual problems but frequently miss the bigger picture. For example, in the mobile application industry, there are advertising problems, retention problems and pricing problems. Scientific Revenue is leveraging big data to address all three. "Our belief is that these problems can all be solved by the same data sets and the same product," Grosso said. "That's where we're going over the next two years."



Arwed Niestroj
Mercedes-Benz
R&D North
America

Arwed Niestroj (Group T300), President & CEO of Mercedes-Benz R&D North America, says his company opened offices in Silicon Valley more than 20 years ago to leverage the region's resources for innovation. "We closely monitor startups and accelerators and create new ideas in our talented

teams, then we either integrate these new ideas ourselves or work with the company to develop the application for Mercedes-Benz," Niestroj said.

In order to create a "beautiful, seamless experience" for tomorrow's drivers, Mercedes-Benz also has "two-fold conversations" with customers. It asks customers for their future needs, then asks customers for feedback on the company's ideas. "This is the most exciting time for the auto industry because there are so many massive technological changes," Niestroj said. "These changes don't compare to anything over the past 50 years; maybe over the past 100 years."



Glen Shu
Bay View Funding

Glen Shu (Group 305), President & CEO of Bay View Funding, said innovation is important even for a specialty financial service such as factoring. "Many parties within the financial services industry want to be in our space because they see it as a simple, straightforward and

lucrative business," he said. "For us, the focus is on how we are able to differentiate ourselves from the many competitors within our marketplace."

Shu says companies that use factoring range from small businesses with limited staff and resources to large publicly traded entities. To help these companies, Bay View's factoring services includes (beyond the financing piece), receivable management services, collection services, and credit work. "We're constantly looking at providing additional product verticals to make our service offering stickier, and on occasion perform surveys to find out what our customers need beyond what we offer," Shu says. Providing a consistent, high-quality client experience is also important, he adds. "You've got to stay in touch with your clients, you have to keep your arms around them, and you have to stay engaged, in whatever form that may be." Since 1985, Bay View Funding has been providing quality accounts receivable factoring services to businesses across America.

Predicting future market needs will always be an inexact science. For these Alliance members, fulfilling future needs depends largely on a substantial and ongoing effort to deeply understand their customers and how their worlds are changing.

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

Members In The News

THE FASTEST-GROWING
PRIVATE COMPANIES IN THE BAY AREA

FAST
100

3 Alliance Members on the List of the Bay Area's Fastest Growing Private Companies

October 17, 2016

Congratulations to the following Alliance Members whose companies were named to the Bay Area's list of the Fastest-Growing Private Companies for 2016 by the *San Francisco Business Times*.

- Corefact Corporation, led by Founder & CEO Chris Burnley (Group 110)
- Mommy's Bliss, led by CEO Yasmin Kaderali-Birch (Group 105)
- Oaklandish, led by CEO & Creative Director Angela Tsay (Group 127)

3 Alliance Members on 2016 List of the 50 Fastest-Growing Private Companies in Silicon Valley

October 17, 2016

Congratulations to the following Alliance Members whose companies were named to the *Silicon Valley Business Journal's* annual list of the 50 Fastest-Growing Private Companies in Silicon Valley.

- SA Photonics, led by CEO Jim Coward (Group 333)
- ClickAway, led by Founder & CEO Rick Sutherland (Group 305)
- Jade Global, led by CEO Karan Yaramada (Group 305) & VP Business Development Harmeet Bhatia (Group T250)



NuMedii Announces Third Pharmaceutical Discovery Collaboration

October 4, 2016

NuMedii

NuMedii announced the formation of a discovery collaboration with one of the world's leading pharmaceutical companies to identify new indications for a number of the undisclosed company's compounds/candidates. Alliance member Gini Deshpande (Group 307) is the CEO of NuMedii.

Rachel Haurwitz Included in Fortune's 2016 40 Under 40 List

October 3, 2016

Congratulations to Rachel Haurwitz (Group 110) of Caribou Biosciences who is among *Fortune's* 2016 list of "40 Under 40."



Susan Molineaux of Calithera Biosciences Among Most Admired CEOs in Bay Area

September 26, 2016

Congratulations to Susan Molineaux (Group 307) of Calithera Biosciences who was named by the *San Francisco Business Times* as a 2016 Most Admired CEO.

VeloCloud Earns 2016 IoT Evolution Product of the Year Award

September 8, 2016

VeloCloud Networks announced that its Cloud-Delivered SD-WAN solution has received a 2016 IoT Evolution Product of the Year Award from *IoT Evolution* magazine and *IoT Evolution World*. Alliance member Sanjay Uppal (Group 321) is the CEO of VeloCloud.



11 Alliance Member Companies Named to the INC 5000 Fastest Growing List

August 17, 2016

Congratulations to the following Alliance members whose companies were named to the 2016 INC 5000 list of the fastest growing companies in America.

- CLEVER, led by Founder & CEO Cat Lincoln (Group 275)
- ClickAway, led by Founder & CEO Rick Sutherland (Group 305)
- Corefact, led by Founder & CEO Chris Burnley (Group 110)
- Free Flow Wines, led by Founder & CEO Jordan Kivelstadt (Group 272)
- Jade Global, led by CEO Karan Yaramada (Group 305) & VP Business Development Harmeet Bhatia (Group T250)
- Mommy's Bliss, led by CEO Yasmin Kaderali-Birch (Group 105)
- Nicholas Pension Consultants, led by Owner Nick Nicholas (Group 153)
- Raizlabs, led by Managing Director Jason Petralia (Group 153)
- Senturus, led by Managing Partner John Peterson (Group 271)
- The Fruit Guys, led by Co-Founders Chris Mittelstaedt (Group 272) & Erik Muller (Group 271)
- ThinkSys, led by CEO Rajiv Jain (Group 333)



BullGuard Acquires "Security of Things" Pioneer Dojo Labs

August 16, 2016

BullGuard announced it has acquired Dojo Labs, the pioneering innovator in consumer internet of things security. Together, the companies will redefine how security is delivered for consumers and small businesses. BullGuard is led by Alliance member Paul Lipman (Group 305).



Cypress Security's Kes Narbutas Featured in San Francisco Business Times

August 12, 2016

Alliance member Kes Narbutas (Group 271) and Cypress Security were profiled in a recent *San Francisco Business Times* article, highlighting the company's keen customer service focus.

Hewlett Packard Enterprise to Acquire SGI

August 11, 2016

Hewlett Packard Enterprise announced that it will acquire SGI to extend its leadership in high growth big data analytics and high performance computing. Alliance member Jorge Titingier (Group Q400) is the CEO and President of SGI.



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.



Alliance Holiday Dinner: Thursday, December 1 in Pleasanton

Join Alliance members and their guests for cocktails and dinner at Castlewood Country Club in Pleasanton to celebrate the holidays! The Holiday Dinner is one of three "All-Alliance" CEO Dinners held throughout the Bay Area each year to enable our members to get to know their fellow Bay Area CEOs. 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: Bill Coleman, CEO, Veritas: Thursday, December 8 in Santa Clara

Software industry veteran and CEO of Veritas, Bill Coleman, will join us for this Regional Alliance meeting. Bill founded BEA Systems in 1995 and was Chairman and CEO of the company from its founding through October 2001, during which time BEA became the fastest software company to reach a billion dollars in annual revenue. Following BEA, Bill was Founder, Chairman and CEO of Cassatt, Inc. an enterprise cloud software company which was acquired by CA, Inc. Event begins at 7:30 am at the Santa Clara Convention Center.



Keynote: Kevin Surace, Founder & CEO, Appvance: Friday, February 3 in Santa Clara

Well known Silicon Valley entrepreneur and disruptive innovator, Kevin Surace, will join us for this Regional Alliance meeting. He has been awarded *Inc. Magazine's* Entrepreneur of the Year, listed as one of the top 15 innovators of this decade by CNBC, awarded Tech Pioneer by World Economic Forum – Davos, nominated as Innovator of the Year by PlanetForward and inducted into the Innovation Hall of Fame. Awarded 24 patents, Kevin is credited with pioneering work on the first human-like voice user interface, the first cellular data smartphone, the first mass produced high R-value windows, and many other innovations that have become commonplace today. Event begins at 7:30 am at the Hyatt Regency Santa Clara.



Keynote: Geoffrey Moore, Managing Director, Geoffrey Moore Consulting: Friday, February 10 in San Francisco

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



Keynote: Drayton Boylston, Founder & CEO, The Executive Coaching University: Friday, February 17 in San Ramon

Drayton Boylston, Founder and CEO of The Executive Coaching University, will join us for this Regional Alliance meeting. Drayton is considered a pioneer in the field of Executive Coaching and Personal Development, and widely thought of as a Leadership Visionary. He is a former CEO and Fortune 100 executive and has established and led a \$100 million startup and forged joint ventures with leading Wall Street firms. He is the author of the best-seller, *A Whisper From Your Soul*, as well as *Coming UnScrooged™* – a highly acclaimed book on corporate rescue and redemption. Drayton has also been selected by Harvard University to engage in a worldwide research project on executive coaching and has been a featured presenter at the World Business and Executive Coach Summit. Event begins at 7:30 am at the San Ramon Valley Conference Center.

SOFTWARE

Software Roundtable: Thursday, February 23 in San Mateo

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 Jobvite in San Mateo.



Keynote: Madhavan Ramanujam, Partner, Simon-Kucher & Partners, Thursday, March 9 in Santa Clara

Madhavan Ramanujan, partner at Simon-Kucher & Partners, the world's largest pricing consultancy, will join us for this Regional Alliance meeting. Madhavan is co-author of *Monetizing Innovation: How Smart Companies Design the Product Around the Price*. He will address what's arguably the most important question in business, but one that's often overlooked by CEOs and their teams, "will customers actually pay for our products?" Madhavan says CEOs spend time designing "perfect" products and not enough time monetizing them. Madhavan has led more than 125 monetization projects for startups, internet, software and technology clients, including LinkedIn, Uber and Porsche. Event begins at 7:30 am at the Hyatt Regency Santa Clara.

FAMILY BUSINESS

Family Business Roundtable: Wednesday, March 29 in Hayward

The Alliance brings leaders of family-run companies (those which include more than one family member) together for this Alliance Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions. Event begins at 7:30 am at R. F. MacDonald Company in Hayward.



Alliance Spring Dinner: Thursday, April 27 in San Jose

All Alliance members and their guests are invited to attend our Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. Our wine reception and dinner are free for Alliance members and their guests! We host three "All-Alliance" Dinners throughout the Bay Area to enable our members to get to know their fellow Bay Area leaders. Event begins at 6 pm. Reserve your space early. This is always a popular event.



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