

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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The Power of Collaboration



Dean Zikria
AsthmaTek



Joe Heanue
Triple Ring Technologies

Dean Zikria remembers it was hot outside when he struck up a conversation with fellow Alliance member, **Joe Heanue**, as the two left an Alliance Group 110 meeting last spring.

"I needed a company I could work with to bring a product to market," said Zikria, who had been working on a new technology to manage asthma at the point of care. "I'm a commercial guy, not an R&D guy, and I thought, 'let me see if Joe will work with me on this.'"

Heanue runs **Triple Ring Technologies**, a research and development firm that works with medtech companies. After listening to Zikria's idea, he offered to help develop

a prototype—and did. Zikria is now using the prototype to raise capital.

"It made sense for us because a key part of our business is incubating startups," Heanue added. "We like to partner with companies that have experienced CEOs we trust."

To be sure, the Alliance of Chief Executives isn't a typical networking group where CEOs exchange business cards. The Alliance creates private, safe environments where leaders have confidential conversations, exchange strategic insights, and challenge conventional thinking. However, something magical often happens when talented leaders with diverse backgrounds and experiences come together. They find ways to collaborate on new strategies, ideas and opportunities, and sometimes create entirely new companies.

In fact, Zikria and Heanue have collaborated on not just one venture, but two. Currently, they are building a marketing agency that will help medtech companies bring their products to market. Zikria plans to take an executive role in the firm, which will start by helping companies in Triple Ring Technologies' incubator take their products all the way from the concept stage to customers and market adoption.

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Alliance Keynote: John Chambers

Former CEO and Chairman Emeritus of Cisco



John Chambers
Former CEO &
Chairman Emeritus
of Cisco

On June 7th, Alliance members enthusiastically welcomed back former CEO and Chairman Emeritus of **Cisco, John Chambers**, to our South Bay Regional Meeting where he shared his experiences as one of the world's most successful business leaders. John began his fireside chat by describing his roots as a dyslexic child raised in West Virginia in a town where 70% of the population relied on the coal industry. He told the story of a near-drowning accident he had when he was six years old. While fishing with his father, he lost his footing on a rock, fell in and was pulled under by the current and dragged into the rapids. He vividly remembers his father's instructions to, "Hold on to the fishing pole!" He focused on nothing else but the pole, until his father was able to find a safe spot to swim out and pull him from the rapids. Clearly, the lessons he has learned in his childhood and professional life have shaped his career

and made him the dynamic person he is today. The fishing pole represented an invaluable lesson to remain calm and focused, avoid panic and look for opportunities.

Fast forward to 1991 when John joined Cisco when it was a company with 400 employees, a single product and about \$70 million in revenue. When he left his position as CEO in 2015, he had transformed the once-modest company into a \$47 billion global, tech giant with 18 different product offerings. Today, John's current role is CEO of **JC2 Ventures**, and he's investing in a new generation of game-changing startups by helping founders become great leaders and scale their companies.

During our Regional meeting, attending Alliance members were treated to a copy of John's latest book, *Connecting the Dots: Lessons for Leadership in a Startup World*, which is bound to become a classic for business success. Alliance Founder & CEO Paul Witkay pointed out some of John's teachings described in the

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Addressing Complexity Requires Fresh Approaches



PAUL WITKAY
FOUNDER

I recently had the opportunity to explore two of the locations on my bucket list – the Galapagos Islands and Machu Picchu. Both were amazing examples of how different species adapted to dramatic changes in their environments.

Each of the Galapagos Islands were formed by undersea volcanoes at different times over a period of 20 million years. As a result, life on each island developed at different times in different ways resulting in

unique animals who behave in ways not seen anywhere else. Personally, I loved snorkeling to watch dinosaur-like iguanas graze on the sea algae below me. About 10 million years ago, land iguanas learned to dive under water for 30 minutes at a time to feed on the abundant algae rather than the sparse vegetation on land.

We then visited Peru and learned how the Incan Empire, which existed for less than 200 years before the Spanish took over in 1532, was the source of numerous innovations. Machu Picchu was only one example of the Incas' remarkable skill at designing and building communities that have survived the test of time. For example, they developed a 25,000-mile transportation network of roads along with communications and distribution systems that allowed emperors to receive deliveries of fresh fish from 250 miles away within two days. The Incas also developed advanced agricultural and astronomical technologies to grow food in the Andes. They experimented with growing crops at different elevations, developed terrace farming and charted the stars to learn when to plant and when to harvest.

The Problem with Experts

I can't help but compare the rate of change on the Galapagos Islands over millions of years to the innovations created by the Incas over 200 years – and then compare both to the exponential rate of change we're experiencing today. The convergence of so many technological advancements at the same time is adding not only to the pace of change, but to the complexity of the challenges we face.

When uncertainty, volatility and complexity increase, we naturally look for experts to help us feel comfortable that we're on the right path. Unfortunately, challenges such as climate change, globalization, privacy and security, geopolitical instability and economic inequality do not lend themselves to simple answers put forth by individual experts.

Researchers have confirmed that experts are less creative than rookies when solving difficult problems. Rookies view problems with fresh eyes and ask a ton of questions. Experts,

on the other hand, often view challenges through their pre-existing frameworks. Because of this, they often don't ask enough questions to understand the unique differences with new situations.

As a result, experts can jump to flawed solutions and their status makes it difficult for others to offer different approaches. Although rookies may not have the answers, they often look at problems differently and enable others to think before jumping to conclusions.

Cultivating Fresh Ideas

We all have expertise in something. As leaders, how can we make certain our own experiences do not hinder our ability to address the increased complexity of today's challenges? I believe it boils down to several principles:

- **Curiosity** – Wise leaders begin with humility and acknowledge that they don't know everything. As change continues to accelerate at exponential speed, we must learn constantly if we hope to keep up.
- **Openness to New Ideas** – We must actively seek out fresh ideas. Whether they're brilliant or absurd, new ideas force us to consider alternative approaches and often trigger even better ideas.
- **Asking Questions** – Because we can never know everything about complex situations, developing an ability to ask probing questions has become a critical skill in an increasingly changing world.
- **Seek Out Different Perspectives** – Surrounding ourselves with others who have different experiences and perspectives than our own is essential for managing complex challenges. A diversity of perspectives can be as valuable as diversity of knowledge.
- **Foster an Inquisitive Culture** – It's important to encourage others to challenge all assumptions including our own. Even when our solution is no different than our first answer, we gain confidence in the solution when it's been fully vetted.

We must develop our ability to deal with increasingly complex challenges by learning to take advantage of all of our collective wisdom to identify fresh approaches to today's problems.

SUMMARY

I don't believe we can slow down the pace of change in today's world. Disruptive innovations are being announced almost every day. New technologies are enabling scientists, engineers and entrepreneurs to create a constant stream of innovations designed to make our lives better. However, almost all innovations produce unintended consequences and, as a result, complexity continues to increase.

If we can't stop progress, we must develop our ability to deal with increasingly complex challenges by learning to take advantage of all of our collective wisdom to identify fresh approaches to today's problems.

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.

Mark Johnsen: Fulfillment Doesn't Rest on the Bottom Line



*If you weren't paid for your work, would you still do it? Alliance member **Mark Johnsen**, Chief Wealth Architect & Executive Officer at **Wealth Architects**, explores the importance of finding meaning in our work beyond earning money.*



The case at hand was brought by an executive who was offered the

CEO role to commercialize an experimental treatment that promotes wellbeing in patients. There wasn't a clear business case, but the evidence of the positive impact the treatment was having on people's lives intrigued him.

Mark Johnsen comments: If I were in your shoes, I'd refrain from focusing on commercialization potential and instead explore the positive impact this opportunity

could have on people's lives. A non-profit structure that deemphasizes the profit motive could be a wise approach.

Oftentimes it seems like we have to choose between making money or doing fulfilling work. It would be a no-brainer to jump on this opportunity if there were a clear business case. If I could make a suggestion, consider prioritizing the positive human impact potential of this opportunity and worry less about profitability. Especially if monetary success has already been largely

achieved in other ventures, I would search for a deeper level of meaning in my career, which in this case could be to promote human wellbeing.

A non-profit approach may be ideal. Instead of worrying about capitalization tables and stock offers, as one would for a normal business, the mission to increase human health and happiness would serve as the driving force of the enterprise. It is a liberating question: what is our deeper driver beyond money? As anyone will tell you who has experienced the sudden loss of a loved one, your time alive on this planet is our most precious and finite resource. At the end of the day, money is not going to make us happy. It is more the meaning and fulfillment we get from aligning our efforts with our values. Best of luck!

Jim Flatt: Scaling? Dust Off That Organizational Chart



*When companies undergo rapid growth, their leaders often struggle to implement organizational structure and personnel in such a dynamic environment. Alliance member **Jim Flatt**, Co-Founder, CEO and President of **Brightseed**, shares his insights into creating an effective scaling process.*



In the case at hand, a CEO was presiding over a company undergoing rapid growth. He was seeking ways to transform his top managers from being great individual contributors to those with the ability to focus on developing their teams and the long-term objectives of the company.

Jim Flatt comments: If I were in your shoes, I would start by modeling the behavior that I want to see in my team that will allow the company to grow thoughtfully and effectively. It's proven helpful for me to get out of the weeds of my own role as an individual contributor and to set an example for the rest of the company. Then, it's time to act. My first move would be to dive into making an organizational development plan – a robust

roadmap. I would ask myself, "What does the organization look like 12 months from now? What will it look like in 5 years?" This vision includes details like what functions are required to enable our growth and future initiatives, who reports to whom, how many VPs and managers we'll need, and so on.

It's important to unflinchingly assess my current workforce to determine whether and how these individuals can grow into future leadership roles. I might realize that some of the individuals whom were recently hired or had hoped to develop into future leaders might not be able perform at the level required to fuel our future growth. If needed, I would bring on a few experienced managers who

can serve as role models. It's tempting to want to jump the gun and begin on a marketing plan or sales strategy before organizational structure. However, establishing a strong framework first is the key to scaling in a way that will support the company's goals in the long run.

In the past, I've been in similar situations in which I had already hired my department heads and the rest of my leadership team and they turned out to not have strong enough track records in the skills I needed. To gain outside perspective, I would recommend hiring an organizational development consultant with high-growth, VC-backed experience. This move can prove incredibly valuable, and one I would recommend to anyone in this position.

Unprecedented growth is a good problem to have – you're in a position to take your company to exciting places. Don't forget that healthy mid-course corrections are often a part of this process.



Dan Warmenhoven
Former CEO
of NetApp

Alliance Keynote: Dan Warmenhoven

Former CEO of NetApp

Alliance members offered a warm welcome to **Dan Warmenhoven**, former CEO of **NetApp**, at the Foster City Crowne Plaza on July 11th where he engaged in a fireside chat during our Regional Alliance meeting, sharing personal insights and lessons he learned to drive business growth and success.

Dan shared stories of his career journey, beginning by earning an Electrical Engineering degree from Princeton University. After years moving up the ranks at IBM and HP, he wanted to lead a company. After taking on a "fix-it" situation at Network Equipment Technologies (NET), he got a call from Venture Capitalist Don Valentine, who encouraged him to join NetApp as CEO. It turns out that was a good suggestion. When Dan took over the company it was worth \$15 million. By the time he left his role as CEO in 2004, he had grown it to \$5 billion.

Under Dan's leadership, NetApp became a recognized market leader in networked storage – a concept the company pioneered. He led NetApp's IPO in November 1995 and was named one of the "50 Most Powerful

People in Networking" by *Network World* in 2006. He also received the Morgan Stanley Leadership Award for Global Commerce and won the prestigious "National Ernst & Young Entrepreneur of the Year" Award in 2004. Today, he is a Director of Bechtel Group, Cohesity and Palo Alto Networks and serves on the Board of the Tech Museum of Innovation.

Something valuable that Dan has learned about himself throughout his diversified experiences was that he preferred to work with smaller and more nimble companies, as they tend to offer the opportunity for fast pivots and rapid innovation as compared to older, more ossified corporations. He encouraged Alliance members to stay keenly aware of where markets are moving and to move swiftly to take advantage of emerging opportunities.

In an interview with Robert Reiss of *Forbes*, Dan weighed in on what he believes makes an organization great: "We tell our employees, 'We love you, but the customer comes first.'" He elaborated, "You must have a holistic system, where customers and business partners all feel good about the company. To build a great company, you have to serve all the constituents incredibly well. You can't say, I'm going to serve one and not the others."

His biggest piece of advice? Listen to your gut before making a difficult decision. "History can only tell us so much. Making good strategic decisions also requires good judgment and intuition."

Alliance Keynote: John Chambers

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"Lessons/Replicable Innovation Playbook" (Pg. 60, end of Chapter 2), which draw several parallels to the Alliance philosophy.

Within the book, John notes that the most important aspects of "currency" in his career have been his track record, his relationships and the ability to trust. He recommends focusing on the big picture, and to pay close attention to broader shifts in technology and the market, especially when they occur at the same time. "As you learn to connect the dots, pattern recognition becomes clearer," he elaborates. He also emphasizes being curious, and to get outside your comfort zone by "thinking like a teenager." The goal, he explains, is to shake things up and see what others have missed. "Try to shed

preconceived notions that lead you to familiar conclusions," John stresses. He also explains the importance of treating every customer and encounter as an opportunity to gather data and learn. He recommends asking yourself, "Where are they investing, and what are they worried about?" John also underlines the importance of getting market transitions right. If not, it's easy to get left behind. "What used to take 10 years to happen, now takes only 3-5 years," he explains. He also suggests looking for industry disruptors to understand the market gaps they've identified and to compare and contrast what you're hearing with the data you see – and then make a bold bet.

John left Alliance members with words of encouragement that included asking them to have the courage to share concerns and have healthy debates. He commented that opening up to his team on business, personal and emotional levels served him well over the years. His final piece of advice was to have more fun. He said, "Make sure you start good ... and end good!"

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
Dave Allen	375	Liquid Robotics	www.liquid-robotics.com	Ocean Surface Robotics
Paul Baldassari	T300	Flex	www.flex.com	Technology Manufacturing
Eric Chen	333	Achelois Oncology	www.acheloispharma.com	Cancer Therapeutics
Mike Fero	277	TeselaGen Biotechnology	www.teselagen.com	Biological Systems Engineering
Pat Kelley	127	Peak360 Wealth Management	www.peak360wealth.com	Wealth Management
John Kelly	277	Zenreach	www.zenreach.com	Digital Marketing
Ezra Kwak	388	FleetUp	www.fleetup.com	Fleet Management Software
Giampaolo Marino	T225	Thin Film Electronics	www.thinfilmnfc.com	Printed Electronics Technology
Said Ouissal	375	ZEDEDA	www.zededa.com	Edge Virtualization Software
Stefan Schwab	321	Enlighted	www.enlightedinc.com	Smart Building IoT Technology
Anu Shultes	110	LendUp Global	www.lendup.com	Personal Financial Services
Philipp Weirauch	388	LogiMove	www.logimove.com	Workflow Technology
Lena Wu	307	Intabio	www.intabio.com	Biopharmaceutical Analytical Solutions
Chris Xu	Q400	Cesca Therapeutics	www.cescatherapeutics.com	Integrated Cellular Therapies
Joe Zhou	277	Quidnet Energy	www.quidnetenergy.com	Grid-Scale Energy Storage

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

Alliance members and their guests savored an enjoyable Alliance Fall Dinner at the City Club in San Francisco on September 26th. The Alliance hosts three "All-Alliance" dinners each year enabling our members and their guests to connect and socialize with fellow leaders throughout the Bay Area and Northern California.



East Bay Alliance Voices

At our June 21st Alliance East Bay Regional Meeting, we were treated to outstanding examples of the extraordinary wisdom and experience of our of Alliance members. We thank (L-R) Ed Fahey of RINA Accountancy Corporation, Augusto Savio Cavalcanti of Daitan Group, Gabriel Fairman of Bureau Works and Evan Bailyn of First Page Sage, for sharing their "Alliance Voices."



Alliance Keynote: Ann Winblad, Hummer Winblad Founding Partner

On June 14th, we welcomed Ann Winblad, a true software CEO pioneer and long-time venture capitalist of Hummer Winblad, to our Alliance San Francisco Regional Meeting. Alliance members engaged in an insightful conversation with Ann and had the opportunity to learn about her background and years of experience in the industry.



The Power of Collaboration

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"It's a really good fit," Heanue said. "We're well equipped to solve our clients' technical problems, but often their biggest challenges involve their go-to-market strategy."

Zikria credits the unique Alliance culture for setting the stage for collaboration to happen. "It's such an interesting setting," he said. "There are no facades. The varnish is ripped off, and you see the kind of people you're dealing with, and that helps develop trust that these are people you can work with. You also learn how people think and see how they solve problems in different ways. The intellectual capacity of the folks around the room is quite incredible."

Across the Alliance, other collaborations have taken shape.

Alex Ashton and **Phil Murphy**, who met two years ago in Alliance Group 153, are working together on two museum redesign projects, one for the Oakland Museum of California and the other at the Lawrence Hall of Science in Berkeley. The two members have found a perfect fit between their respective companies; Ashton runs **Image Design Works (IDW)**, a creative branding agency, while Murphy leads **GNU Group**, which provides environmental branding, wayfinding, identification and sign programs for built environments.



Alex Ashton
Image Design Works

Phil Murphy
GNU Group

The collaboration began when Ashton approached Murphy to add GNU Group to an RFP to re-brand UC Berkeley's Lawrence Hall of Science project. In addition to a visual re-branding, launch campaign, and interactive design, the project also involved environmental design and a complete update to museum and wayfinding signage. Murphy, who has started to transition away from the business, put Ashton in touch with his head of design to start working together. It was such a good fit that IDW engaged GNU Group to collaborate on a re-branding initiative for The Oakland Museum of California (OMCA), which also involves an environmental signage program.

"It was a good moment of chemistry," Ashton said, noting that GNU Group was able to provide a cost analysis of building and installing wayfinding features that clients would not have had otherwise. "It's all fun and games until you have to start making and installing signage," he said. "We help clients envision where their brands can go and create that experience, and then say, here's a trusted and best-in-class partner that can help with the execution and follow through."

"That's exactly how I think collaboration works," Murphy added. "You have that 'Aha' moment for what each company does. Alex's company creates the foundation of everything GNU Group does. We

both build brand and imagery and culture, only we do it three dimensionally. The two go hand-in-hand."

Many collaborations take place between Alliance members in different groups. For **Nate Harding** (Group 275) and **Lynn Heublein** (Group 202), it took an introduction by Alliance Founder Paul Witkay to set things in motion. The two members are now working together on a new company, currently in stealth mode, that is bringing robotics and artificial intelligence to the beauty industry.



Nate Harding
FoxEye Robotics

Lynn Heublein
SkinSpirit

Harding said it began when he told Alliance Founder Paul Witkay about his startup and how he was having a hard time finding a partner in the beauty industry. "I had zero connections in that market," Harding recalled. "I was trying everything, but I wasn't coming up with anything."

Witkay offered to introduce Harding to two Alliance members, one of which was with Heublein, CEO of **SkinSpirit**, a chain of skincare clinics. "Nate explained to me what he wanted to do, and I thought it sounded pretty hard," Heublein said. "But I thought if it was possible, it was a really good idea."

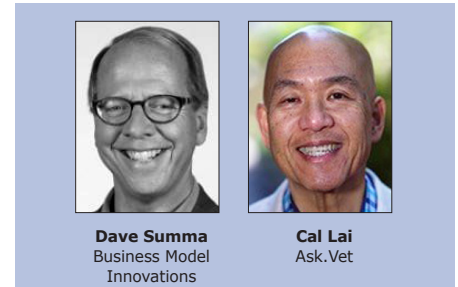
Heublein agreed to partner with Harding and become a co-founder of the company, as well as a major investor. She then spoke with another Alliance CEO with extensive experience in the beauty industry, who came on as an angel investor.

Heublein says she's typically careful about working with new partners, but trusts Alliance leaders to set up introductions when it's appropriate. "They have a good sense for who and what kind of CEOs are in the Alliance and what might be a good connection," she said.

"That's the great thing about the Alliance," Harding says. "The Alliance community includes CEOs in almost every industry sector and, as a result, we have the ability to connect to leaders who are willing to help us make relevant and powerful connections."

Occasionally, Alliance members collaborate on ideas that never get off the ground, even if they seem great at the time. That's what happened between **Dave Summa** and **Cal Lai**, both in Alliance Group 307, who together discovered a unique opportunity for car companies to get into the automobile insurance business.

It began three years ago, when Lai was working with Volkswagen to improve their track record of innovation. He teamed up with Summa to develop the idea of using computers in the vehicles to collect information on drivers and how they



Dave Summa
Business Model
Innovations

Cal Lai
Ask.Vet

behaved behind the wheel. The idea was to use the data to build actuarial tables for insurance purposes, which automakers could then use to sell car insurance at the point of sale.

"Car companies have something like a 90 percent close rate when offering a maintenance and service package at the point of sale. Imagine if you had a 90 percent closing rate on insurance," Summa explains. "In a couple of years, one car company could be the biggest auto insurer in the country."

"The car companies already have all this information," Lai added. "They know everything about how I drive. When you think about the car insurance companies that put a little device in your car that tracks your driving – why would you do that when cars already collect all this data?"

Lai and Summa took it to the management of Volkswagen, then to Mercedes and Ford. They all turned down the idea for the same reason, saying, "We don't do that." "It was the funniest thing," Summa said. "We mapped the whole thing out and the answer came back, 'we're not in that business. Our collaboration generated a really good insight, one that would be a great opportunity for a startup.'"

In spite of not finding success in this initiative, both members say the experience was a perfect example of how great ideas are created. "The kinds of relationships that develop in the Alliance are deep, trust-based relationships, where people are baring their souls without personal judgment," Lai said. "This type of collaboration comes because of the real transparency in which we operate, and our honesty and willingness to share ideas even if they're stupid."

"My colleagues in the Alliance are not afraid to put out ideas without fear of being judged, because they know that they are among equals," Lai said. "That kind of collaboration grows out of the transparency, trust, and willingness to share raw thinking."

Indeed, bringing together talented leaders with different backgrounds and perspectives can frequently lead to extraordinary ideas. The above stories are just a few examples of the many impactful connections made by our amazing members. Feel free to let us know of any connections which resulted from your participation in the Alliance.

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

Members In The News

Solar Tech Company Complete Solar Raises \$9 Million

September 23, 2019

CompleteSolar

Complete Solar, led by Alliance member Will Anderson (Group 321), announced it has raised \$9 million in equity funding led by Ecosystem Integrity Fund. Additional participating investment came from the Libra Foundation. This capital is supporting Complete Solar's market expansion, which includes enabling non-solar sales channels to expand their respective product offerings through Complete Solar's reseller program.

8 Alliance Members Make the INC 5000 Fastest Growing List

August 19, 2019

Congratulations to the following Alliance members whose companies were named to the 2019 *INC 5000* list of the fastest growing companies in America:

- Corefact, led by Founder & CEO Chris Burnley (Group 110)
- Impekable, led by CEO Pek Pongpaet (Group 388)
- Innwave Marketing Group, led by CEO Stu Birger (Group 305)
- Jade Global, led by CEO Karan Yaramada (Group 305)
- OnQ, led by Founder & CEO Paul Chapuis (Group 272)
- Peaxy, led by President & CEO Manuel Terranova (Group 307)
- Quid, led by CFO Sinohe Terrero (Group T250)
- The DeWinter Group, led by Partner Ryan Tweedy (Group T125)



BullGuard

BullGuard Wins 2019 Stevie International Business Award

August 15, 2019

Award-winning consumer cybersecurity company, BullGuard announced that BullGuard VPN was named the winner of a Bronze Stevie Award in the Consumer Products category in the 16th Annual Stevie International Business Awards. BullGuard is led by Alliance member Paul Lipman (Group 305).

Automation Anywhere Acquires Klevops

August 1, 2019

Automation Anywhere, a global leader in robotic process automation (RPA), announced that it has acquired Klevops, a privately-held company based in Paris. Alliance member Peter Meechan (Group T250) is the Chief Corporate Development Officer and Alliance member Edmundo Costa (Group T225) is the VP of Sales for Automation Anywhere.



Tivic Health Raises \$8 Million Series Seed Round

July 23, 2019

Tivic Health™ Systems, a bioelectronic medical device company that treats chronic conditions, announced an \$8 million Series Seed investment from Sand Hill Angels, Astia Angels, Golden Seeds, HBS Angels, Sierra Angels, Lateral Capital, Skylight Investments, a physician network and individual investors. The company has raised funds in a series of tranches. Alliance member Jennifer Ernst is the CEO and Co-Founder of Tivic Health (Group 388).

RTI Named a "Great Place to Work" by the GPTW Institute

July 17, 2019

Congratulations to Real-Time Innovations (RTI), which announced its certification as a "Great Place to Work" by the GPTW Institute. This prestigious certification involves the achievement of a world-class score in a global employee survey, comparisons against a long list of benchmark metrics, dozens of questions on benefits, policies, philosophy, and mission, followed by a detailed culture audit. RTI is led by Alliance member Stan Schneider (Group 309).



Tekedra Mawakana Named to Savoy Magazine's 2019 List of "Most Influential Women in Corporate America"

July 16, 2019

Congratulations to Alliance member Tekedra Mawakana (Group T225), Chief External Officer of Waymo, who was featured in *Savoy Magazine's* List of the 2019 "Most Influential Women in Corporate America." This prestigious list showcases a cross section of business leaders and executives who represent a diverse range of industries with national and global focus.

Enlighted Earns New Product Innovation Award for Its Building IoT Technology

July 10, 2019

Enlighted earned the Frost & Sullivan 2019 North American New Product Innovation Award for its building IoT technology that captures unparalleled building data used to transform the occupant experience, provide insights to optimize the use of real estate and resources, and lower energy and operating costs. Enlighted is led by Alliance member Stefan Schwab (Group 321).



RHUMBIX

Rhumbix Closes \$14.3M Series B Round

June 20, 2019

Rhumbix, a powerful mobile platform designed for smarter construction sites, closed a \$14.3 million Series B round of funding led by Blackhorn Ventures and Tenfore Holdings, with participation from Greylock Partners, S28 Capital, South Park Ventures, and Glynn Capital. The San Francisco-based construction tech company, launched by two U.S. Navy veterans in 2014, modernizes construction field operations, helping builders go paperless in the field and improve how they measure and manage labor productivity. Rhumbix is led by Alliance member Zach Scheel (Group 272).

Knee Replacement Patients Enjoy Life-Changing Surgical Outcomes with RSIP Vision's Revolutionary AI

May 29, 2019

RSIP Vision, a global leader in artificial intelligence (AI), computer vision, and image processing technology, announced the release of a new AI module that promises a life-changing impact on the millions of patients who undergo knee surgery every year. Alliance member Ron Soferman (Group 333) is the Founder and CEO of RSIP Vision.



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: 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.

SOFTWARE

Software Roundtable: Wednesday, October 16 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 LogiGear in San Mateo.

PROFESSIONAL SERVICES

Professional Services Roundtable: Thursday, October 17 in Fremont

The Alliance brings leaders of Professional Services companies together in our Alliance Professional Services Roundtable. Members in this sector are invited to discuss their challenges in high-level, direct, candid discussions in this invitation-only Roundtable. Event begins at 7:30 am at TELADATA in Fremont.



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.

BUSINESS WITH FAMILY

Business with Family Roundtable: Friday, October 25 in Hayward

The Alliance brings leaders who run companies which include more than one family member together in our Alliance Business with Family 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.



Keynote: Alden Mills, Founder, Perfect Fitness & Unstoppable Teams Author: Thursday, November 14 in Foster City

Alden Mills, author of *Unstoppable Teams*, will join us for this Regional Alliance meeting. As an Olympic rower, Alden went on to become a standout at the US Naval Academy, then a Navy SEAL platoon commander, then an entrepreneur. He founded and grew Perfect Fitness from zero to \$63M in sales, becoming the fastest growing consumer company in America. Event begins at 7:30 am at the Crowne Plaza in Foster City.



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.



Keynote: Eamonn Kelly, Chief Strategy Officer, Deloitte: Friday, February 14 in San Francisco

Eamonn Kelly, author of *Powerful Times* and Chief Strategy Officer of Deloitte, will join us for this Regional Alliance meeting. Eamonn advises senior leadership at leading corporations across multiple sectors, key global and national public agencies, as well as major philanthropic foundations. He also develops and delivers programs to help current and future leaders acquire the knowledge, judgment and skills required to succeed in a complex and unpredictable future. Prior to joining Deloitte, Eamonn served as CEO of Global Business Network (GBN), the pioneering scenario planning consultancy and futures think-tank where he led GBN's thought leadership about the future and the development of insights, tools and methodologies for mastering change and uncertainty. Event begins at 7:30 am at the Bently Reserve in San Francisco.



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