

ALLIANCE OF CHIEF EXECUTIVES

LEADERS COMING TOGETHER
EXCHANGING STRATEGIC INSIGHTS
TAPPING COLLECTIVE EXPERIENCE

Volume 12, Issue 1

Spring 2018

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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Alliance Voices Carry Message of Enormous Advancement

By Warren Lutz

From digital platforms and gene editing to the pace of technology and its future impact on society, our Alliance members are leading amazing advancements. Throughout 2017, our members delivered a wide variety of "Alliance Voices" presentations to our community of leaders, sharing their expertise, passions and prodigious contributions to today's leading breakthroughs and transformations. Here we share a glimpse of how our Alliance members are doubling down on massive innovation.



Chris Burnley
Corefact
"Direct Marketing in the Age of Social Media"

Few industries have been affected more deeply by the Internet than marketing. We've gone from the 1990s, when the Internet was clunky and poorly integrated with TV, print, radio or hardly anything else, to Google AdWords, YouTube, and more recently, content marketing via white papers, blogs, Pinterest, social media and more. Rarely do celebrities endorse products anymore, either. The predominant norm today is peer marketing via Yelp, Amazon and other feedback-driven platforms. During our November 17th

Regional meeting in San Ramon, Alliance member **Chris Burnley** (Group 110), Founder & CEO of **Corefact**, shared his thoughts on the impact of direct marketing in today's realm of social media, and explained how an integrated omni-channel marketing strategy can generate superior results.

With such a cluttered menu of marketing options, how do organizations reach their core audiences more effectively? By capitalizing on analytics and blending marketing platforms, that's how. We've all experienced what's called "tangible remarketing," and it looks like



Rachel Haurwitz
Caribou Biosciences
"CRISPR: Hacking the Genome"

this: One day, you're looking for a particular car online, and the next, you're receiving a flyer in the mail showcasing the car and the color you were looking at. Coincidental? No. Impactful? Yes. And it's happening now.

Editing human genes is incredibly precise, tough work. But it's gotten much easier thanks to the recent discovery of a new protein, which has led to a new DNA editing process called Clustered Regularly Interspaced Short Palindromic Repeats, or CRISPR. It's an apt

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Tom Siebel: CEOs Must Take the Tech Reins



Tom Siebel
Chairman & CEO
C3 IoT

When one of the most successful tech leaders of all time says CEOs should personally drive decisions about technology, it's probably a good idea to listen.

But there could be an even better reason. If you don't, your organization may not have long to live.

"Most CEOs have no idea how massively disruptive the coming digital transformation will be or how quickly it will happen," said Tom Siebel, a Silicon Valley legend and current Chairman & CEO of C3 IoT. "My message to them: whatever you think you're doing, it's not enough."

In an exclusive interview with the Alliance of Chief Executives, Siebel says a major "extinction event" is under way in the form of a multi-layered digital transformation that will crush organizations that aren't prepared to survive. The technologies driving this transformation include cloud computing, big data, social media, artificial intelligence (AI) and

the Internet of Things (IoT). And every CEO should understand them all.

That's because the coming digital transformation—being led by companies like Amazon, Uber and Facebook—could quickly kill off any company, even one as large as Wal-Mart. Amazon, for example, already owns 34% of the online U.S. retail market and is expected to own half by the year 2021. "There's some question whether IBM will survive," Siebel said. "They missed the cloud—and that's a pretty big miss if you're in the IT business, because that's where everything is going."

If anyone can see what technology has in store, it may be Siebel, who has been one of Silicon Valley's brightest and most successful entrepreneurs for more than four decades. Siebel was the co-founder and former CEO of Siebel Systems, which captured nearly half of the CRM software market before being acquired by Oracle for \$5.8 billion. In addition to his role at C3 IoT, Siebel is chairman of First Virtual Group, a diversified holding company with interests in investment management, commercial real estate, agribusiness and philanthropy.

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Building Community in the Age of Exponential Change



PAUL WITKAY
FOUNDER

When I founded the Alliance of Chief Executives in 1996, the Internet was just beginning, and Northern California was at the epicenter of creating technologies that would change the world forever. I've always believed in the power of bringing people with diverse experiences together to share ideas, and the Alliance helped CEOs better understand the breadth and depth of the changes and generate innovative new approaches.

In 2005, Thomas Friedman published *The World is Flat*, which helped us understand the forces driving change: the growth of the Internet, the fall of communism and, as a result, the opening of the global economy.

Friedman's latest book, *Thank You for Being Late: An Optimist's Guide to Thriving in the Age of Accelerations*, helps us understand how the world hit an inflection point in 2007, resulting in an accelerating pace of change that surpasses our human ability to adapt. In 2007, Steve Jobs introduced the iPhone and it is no coincidence that around the same time period:

- The Internet surpassed 1 billion users.
- Intel developed new technology (high-K/metal gates) enabling Moore's Law to continue.
- Storage capacity exploded with Hadoop making Big Data available to all.
- Google launched Android as an open platform to bring smartphones to more people.
- AT&T developed network technology enabling mobile traffic to grow 100,000% in the next 7 years!
- Companies such as Facebook, VMware, Twitter, Airbnb, and others were founded.

Friedman observed that "the exponential growth in micro-processing chips, storage chips, networking, software and sensors all hit tipping points together. When all those technologies merged, there was an energy release into the hands of humans and machines the likes we have never seen and are only beginning to understand."

John Kelly, SVP of Cognitive Solutions for IBM, said "we live as human beings in a linear world – where distance, time and velocity are linear. But the growth of technology today is on an exponential curve. The only exponential we ever experience is when something is accelerating, like a car, or decelerating really suddenly with a hard braking. And when that happens you feel very uncertain and uncomfortable for a short period of time."

To deal with extreme change, Dov Seidman, CEO of LRN, says we must pause and reflect rather than panic or withdraw. "You start to reflect, rethink your assumptions, and reimagine what is possible. Most importantly, you start to reconnect with your most deeply held beliefs. Once you've done that, you can begin to reimagine a better path."

Friedman has travelled the world and seen the rise of terrorism, poverty, climate change and social polarization resulting from the accelerating pace of change. It would be natural for Friedman to be pessimistic regarding our future. Instead, he shares his thoughts on the value of local communities to provide a solid foundation that helps people adapt to inevitable progress. As world problems become too complex for world leaders to "fix" with top-down approaches, Friedman advocates a local, bottoms-up, community-by-community approach.

Friedman believes that "the ideal adaptive political unit for producing resilience and propulsion in the age of accelerations is the healthy community. That's because it is much easier to generate trust at the community level, and trust enhances flexibility and experimentation." Healthy communities of the future will need to not only foster trust but also life-long learning, as well as be socially and economically inclusive.

Shortly after founding the Alliance, I met Cynthia Typaldos who built the first commercially successful web community, which she later sold to CBS. She was teaching "Developing Web Communities" at UC Berkeley, and as someone intrigued by the subject matter, I took her course. To my surprise, she did not teach us about web technology, but instead took an anthropological approach and asked, "what is a community?" I soon came to realize that the Alliance of CEOs was not a program, but a community of leaders who built trust and respect through open, candid and confidential discussions to help each member address challenges and create compelling visions for the future.

Exclusive 2018 Tasimba Safaris for Alliance Members



In November 2017, Alliance Founder & CEO, Paul Witkay, and his wife Cathy, enjoyed an amazing trip to South Africa, Botswana and Zimbabwe. The highlight of their trip was the week spent as guests of **Tasimba**, a unique leadership safari experience led by Alliance Director **Hugh Coppin** who grew up in Africa prior to his business career as a US and International CEO. Joining Paul and Cathy on their Tasimba safari were Alliance Director **Lori Bush** and her husband Steve, Alliance Member **Kirsten Bay** and four other great participants.

Tasimba is gearing up for their 2018 safaris, and we are now gauging interest for an exclusive **Alliance Members-Only trip** from **October 29th to November 5th**. It would be a great opportunity to experience the African wilderness while building deep life-long relationships with fellow Alliance members. Spouses are most welcome. **Tasimba differs from other safaris in several unique and special ways:**

- Sole, exclusive occupancy of the entire luxury safari camp;
- Immersion into a vast, wildlife-rich wilderness where other vehicles are rarely seen;
- Growing up in Zimbabwe allows Hugh Coppin to share deep insights and an unbridled passion for Africa;
- Enjoy daily 'Indabas,' a traditional meeting for sharing wisdom in the discussion of important topics with fellow leaders and local experts;
- Tasimba introduces daily activities that deepen the immersion into Africa's unique culture and way of life.

If you're interested in experiencing Tasimba this year or would like more information, contact Hugh Coppin, (415) 805-8611, hughcoppin@tasimba.com, or visit www.tasimba.com.

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.

Everett Harper: Exit Patterned Thinking



*Companies inevitably arrive at critical strategic crossroads as they strive to manifest themselves in the business world. Alliance member **Everett Harper of Truss**, elaborates on an inclusive, structured process to identify options and evaluate the optimal path forward.*

The case at hand was brought by a CEO who was in the enviable position of leading a disruptive, fast-growing company. However, finding himself at a point where there were dozens of potential strategic directions, he wondered aloud to his Alliance group how to choose the right path.

Everett Harper comments: If I were in your shoes, I would call a meeting that includes company leadership, employees with direct customer interaction, and potentially some folks from outside the company who are committed to your long-term success. First, frame the opportunity, and define the problem to solve (pro tip: this step is crucial, so focus here). After the team generates ideas, hypotheses to test, and a set of constraints, you can identify and overcome your blind spots and choose a sensible strategic direction.

I'm excited about the opportunities your company has at this moment and appreciate the opportunity to advance your thinking – even if just a little bit. On one hand, there is a risk of choosing the easiest and most familiar path, because you might only reach a local maxima, and miss the bigger prizes and opportunities just beyond. Worse though, many CEOs freeze and dither for a dangerously long time. If I were in your position, I would initiate a structured strategy session, engaging diverse participants from multiple parts of the organization, to generate possible directions, evaluate risks and benefits, narrow down results and then execute on a strategy with tangible milestones and metrics.

One practical note. While brainstorming is good for exercises like mind mapping,

doing it for strategic direction often simply reinforces status hierarchy and promotes groupthink precisely when you need to challenge your own viewpoints. Instead of an idea free-for-all, I would create a constrained problem exercise. I'd then ask a diverse group of colleagues to individually write ideas of strategic directions on sticky notes – one idea per note. Then I would arrange these ideas along a matrix that organizes by key concepts like "long term impact," "cost," "proof of concept," and "what regrets will we have if we go this way." What would emerge is a rich, nuanced picture – often with some surprises -- of the best options. After we decide – with me having the final signoff – I would then drive aggressively towards implementation. I'd schedule check-ins – preferably with demos on milestones – every two weeks to insure alignment on tactics. Finally, I'd have retrospective meetings every four to six weeks to learn from successes and failures, so we accelerate our ability to hit our new goals.

Katy Spink: Turn the Battleship by Planting Seeds



*Proposing a major alteration to strategy is tricky business. Alliance member **Katy Spink of Asterias Biotherapeutics** suggests a measured and gradual approach to changing minds.*



The case at hand was brought by an executive who was convinced that the company was headed in the wrong direction. However, many members of the team, including very senior members, had already bought into the current strategy and were fully committed in many ways.

Katy Spink comments: If I were in your position, I'd certainly advocate for what strategy I thought best. However, to avoid upsetting the apple cart, I would gradually

plant seeds among my colleagues rather than take the prevailing winds head on.

They say, "don't change horses midstream." And yet in today's hyper business world, following the wrong strategy for even a few months can be terminal. If I were in your shoes, I'd be tempted to loudly disagree with the current direction and aggressively push a competing vision. However, this tactic runs the risk of alienating colleagues who have heavily bought into the status

quo. A major strategy shift would have significant implications for them – and likely not all positive. Pushing too hard for change like this could even be career-limiting.

While the strategy shift may have merit, I would still want to be very thoughtful about the way I give that message to other members of the organization. I would plant seeds with colleagues who I considered most likely be open to the suggestion. Let's call it planting seeds in the most fertile ground. I had a lot of practice doing just that when I was a management consultant and needed to effect change in a group of people who were often skeptical of me. By allowing an idea to work its way through the organization over a period of time, we were able to accomplish broad and meaningful change.

Behnam Tabrizi Talks Rapid Transformation



*Behnam Tabrizi
Managing Partner
Rapid Transformation*

Management Is No Substitute For Leadership

By Brett Garling

The topic at hand on Friday, October 6th at the Santa Clara Convention Center was one near and dear to the attending Alliance CEOs: leadership. Stanford professor and Managing Partner of Rapid Transformation, [Behnam Tabrizi](#), shared an outlook gleaned from his decades advising CEOs and senior executives at Fortune 500 companies and even the White House. Tabrizi began his talk by underscoring that significant organizational change begins with transformation of the leader. In other words, if CEOs wish to change their organizations,

they should first take a hard look at themselves. This is what Tabrizi refers to as the “inside out effect.” Start within and then effect change in the world beyond.

Tabrizi, who has advised thousands of leaders in over 20 industries on their organizational transitions, went on to elucidate the characteristics that he has found are widely admired in effective leaders. A leader, he ventured, is someone who is honest, competent, forward-looking, inspiring, intelligent, fair, broad-minded, courageous, straightforward and imaginative. Easy, right? Not necessarily, Tabrizi sympathized, and went on to advise that when a leader can’t “walk the talk” and live up to

these ideals, it is best to keep it real. Honesty is number one; inspiring leaders are authentic people first and foremost.

A central tenant of Tabrizi’s approach to high impact leadership is the notion that management is not leadership. The world is full of managers who administer programs, maintain systems, ensure compliance and keep teams on-track for short-term success. But leadership – that is a different and much more rare skill. Leaders inspire people from a place of authenticity to do the right things for the organization. Tabrizi pointed out that leaders do this with a strong sense of positivity; in fact, he suggested that leaders hone a ratio of three positive thoughts for every one negative thought. Sure, leading a large organization is daunting, but it is critical to keep the mind full of hope and openness to opportunity. This attitude also spills over into how leaders treat their employees, with the best leaders inspiring with affirmation instead of ruling through fear.

Tabrizi closed his keynote session with a wise and humble observation. Most of us spend our time going between what we “know we know” and what we “know we don’t know.” The key to growth in leadership, he maintains, is to learn “what you don’t know, you don’t know.” Humility is sometimes thought as scarce among top corporate brass. Yet, given Tabrizi’s track record of success in coaching leadership, it appears a healthy dose of it is at the core of our best leaders.

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
Andres Angelani	Q200	Softvision	www.softvision.com	Digital Transformation Services
Chris Beall	375	ConnectAndSell	www.connectandsell.com	Sales Development Platform
Augusto Cavalcanti	110	Daitan Group	www.daitangroup.com	Software Development
Victor Chapela	309	Suggestic	www.suggestic.com	Precision Eating Mobile App
Bert Clement	375	Retail Solutions	www.retailsolutions.com	Retail Analytics
Jodi Ellington	T125	Athens Administrators	www.athensadmin.com	Third-Party Claims Administration
Rick Fair	272	Bellicum Pharmaceuticals	www.bellicum.com	Cellular Immunotherapies
Simon Ho	333	OnCare	oncarecloud.com	Child Care Center Software
Tolga Kurtoglu	375	PARC, a Xerox Company	www.parc.com	Commercial Innovation
Nick LeCuyer	T250	Oportun	www.oportun.com	Financial Services
Karl Mills	271	Jurika Mills & Keifer	www.jmkadvisors.com	Wealth Management
Shannon Nash	T225	InsideSource	www.insidesource.com	Office Space Design & Execution
Nersi Nazari	375	VitalConnect	www.vitalconnect.com	Wearable Biosensor Technology
Nate Offenber	120	Pacific Meridian Group	www.pacificfarms.com	Import/Export
Ryan O'Hara	Q400	Move	www.move.com	Online Real Estate Services
John Paul	375	VenueNext	www.venue.next.com	Connected Venue Technology
Jeff Raice	T225	DriveScale	www.drivescale.com	Data Center Solutions
Raj Raman	T250	SageLayer	sagelayer.com	Personalized Customer Experience Software
Mark Ruggles	202	G2 Insurance Services	g2insurance.com	Personalized Insurance Services
Richard Sexton	375	CloudPhysics	www.cloudphysics.com	Big Data Analytics
Jay Shukla	410	Nivagen Pharmaceuticals	www.nivagen.com	Generic Prescription Drugs
Mitch Tuchman	310	Rebalance IRA	www.rebalance-ira.com	Investment Management
Jens Vogel	T300	Boehringer Ingelheim Fremont	www.boehringer-ingelheim.us	Pharmaceutical Products & Services
Sandy Walker	305	YMCA of Silicon Valley	www.ymcasv.org	Non-Profit Community Services
Mohamad Zarringhalam	T300	Nikon Precision	www.nikonprecision.com	Photolithography Systems

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 Group 272 Reunion Dinner

In January, Alliance Group 272's current and alumni members representing five continents (North America, South America, Africa, Asia and Oceania) came together for a reunion dinner, sharing old stories and current endeavors. Thank you to Alliance Director Lori Bush for hosting a wonderful event at the Dirty Habit Restaurant in San Francisco. Back row, L-R: Jeff Smith of LUNAR, Chris Mittelstaedt of the FruitGuys, Paul Chapuis of OnQ Solutions, Everett Harper of Truss, Blair Kellison of Traditional Medicinals, Ted Elliott of Jobscience, Ken Lynch of Reciprocity, Jordan Kivelstadt of Free Flow Wines, Zach Scheel of Rhumbix, Vinny Lingham of Civic, Alliance Director Michael Burns, and Alliance Founder & CEO Paul Witkay; Middle row, L-R: Lilah Koski of Koski Research, and Ju-kay Kwek of Switchboard Software; Front row, L-R: Todd Defren of SHIFT Communications, Ian Cohen of Experian Consumer Services, Steve Brown of Ignite Channel, Rick Fair of Bellicum Pharmaceuticals, Agustina Fainguersch of Wolox, and Lori Bush.



Alliance Roundtable: Software

On January 23rd, Alliance member Brad Freitag hosted an Alliance Software Roundtable at his offices for FileMaker in Santa Clara. In addition to our private, confidential groups, our Alliance Software Roundtables are designed to enable our members to share their experiences and insights within their common industry, while leveraging the collective wisdom of our larger community. Pictured here: Kirsten Bay of Cyber adAPT, Vish Makhijani of Udacity, Hans Bukow of Provade, Alliance Founder & CEO Paul Witkay, Deven Garg of Wizcal, Mike Grove of CollabWorks, Himanshu Dwivedi of Data Theorem, Tunde Fafunwa of Kitskoo, Cal Lai of Ask.Vet, Adnan Lawai of Folio3, Jeff Abramowitz of PowerCloud Systems, Kevin Lalor of Explore Consulting, Yorgen Edholm, Gil Ben-Dov of Total Phase, Brad Freitag, and Skip Hilton of Jobvite.



Alliance Holiday Dinner

The Alliance hosts three "All-Alliance" Dinners each year to enable our members and their guests to meet other leaders within the larger Alliance community. Attendees from throughout the Bay Area gathered on December 7th to enjoy our 2017 Alliance Holiday Dinner at the Castlewood Country Club in Pleasanton. We were pleased to recognize many Alliance members who have been part of our community for more than 5 years, some of whom have been Alliance members for more than 20 years!



Alliance Group 375 at Levi's Stadium

In December, Alliance member John Paul of VenueNext hosted his group and treated members to an exclusive tour of Levi's Stadium following their private group meeting. VenueNext pioneered the first integrated stadium technology platform for the San Francisco 49ers at Levi's Stadium. L-R: John Paul, Phani Nagarjuna of Nuevora, Alliance Director Robert Sher, Chris Beall of ConnectAndSell, Bill Barhydt of ABRA, Raj Mamodia of Brillio, and Richard Sexton of CloudPhysics.

Alliance Voices Carry Message of Enormous Advancement

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name, too, because CRISPR is not only about to change everything we know about medicine, but food as well. During her November 17th "Voices" presentation, Alliance member **Rachel Haurwitz** (Group 110), CEO of **Caribou Biosciences**, walked us through how CRISPR is hacking the genome.

With CRISPR, scientists can eliminate, repair or reprogram DNA sequences in exact detail at the cellular level. This is leading to the development of more effective immunotherapy treatments and faster development of new food crops and may even help produce healthier pigs. While there are ethical considerations involved with editing human genes, progressive research on human DNA continues. But sooner or later, CRISPR promises to revolutionize medicine as we know it.



Neil Chaudhari
Propane Studio

"The Transformative Power of Platforms"

Digital platforms aren't just tools for doing business and exchanging information. By leveraging psychology and data, they can be used to create more authentic connections, rich storytelling and immersive digital experiences completely transforming the way consumers feel about a particular brand.

During our October 13th San Francisco Regional meeting, **Neil Chaudhari** (Group 275),

Partner and CXO of **Propane Studio**, discussed the transformative power of platforms while demonstrating how psychology, data, and digital platforms can elevate community engagement and benefit any brand, including one that Neil is particularly passionate about: motorcycles.

There are myriad examples of how pervasively powerful platform methodology can be, they exist across virtually every vertical. Mint in the financial sector, Steam within gaming, and Pinterest from online collaboration are just a few. Brands are only now beginning to realize how they can capitalize on platforms to recast users' perception of their product.

Another powerful story catalyzed by platforms is that of Sutter Health's Linkages. Older adults are able to connect with others outside their generation via a service bartering system. Platforms focusing on local communities like Next-door enable you to foster relationships with neighbors you never would have met in the first place. Businesses may transform the way they interact with their customers utilizing a platform approach, but the real opportunity for these companies is using their brand platforms to create a meaningful social impact for us all.



Jane Macfarlane
The Institute of Transportation Studies,
UC Berkeley

"Technology is Driving Industries Toward a Utopia or a Dystopia"

During her "Alliance Voices" talk on November 9th in Santa Clara, Alliance member **Jane Macfarlane** (Group T300), Director of Smart Cities and Sustainable Mobility at **The Institute of Transportation Studies, UC Berkeley**, explained that these changes will certainly impact our notion of privacy and our data ownership. Beyond privacy, policies are now being formed that will regulate how these technologies - such as automated vehicles and drones - will impact our day to day lives, urbanization and economic growth going forward. Meanwhile, Macfarlane leads an important initiative to determine the strategies and framework needed to ensure that

The pace of technology is forcing society to ask big questions, and few of these questions are bigger than what human transportation will look like in the future. The changes that are about to happen will be so profound we can hardly imagine them, since transportation is woven within our daily personal and professional lives. It's not just self-driving cars that will revolutionize transportation, but also the data that companies will be able to gather about where we live, work and hang out—even where we are at any given moment in a day.

societal impacts and quality of life improves as this pace of technological change accelerates.



Ben Davis
Phizzle

"Data and Social Change"

Every day, data and data analytics are being used by organizations in real time to make decisions more quickly and efficiently. But what would happen if we applied real time data analytics toward solving some of our largest social injustices? We may just be about to find out, explained **Ben Davis** (Group 275), CEO of **Phizzle**, during his "Alliance Voices" talk on October 13th in San Francisco.

Take our lopsided criminal justice system, for example. Since the early 1970s, the U.S. prison population has exploded by 800 percent, driven by the large incarceration rate of ethnic minorities. The reasons for this situation are as contentious as they are complicated. But what if we were able to apply real time data analytics to our criminal justice system? Imagine the enormous insights we'd be able to develop by tracking data about crimes, suspects and legal outcomes as they happen. Data may not be able to solve our societal inequities, but it could bring us closer to such goals.

The digital transformation that Tom Siebel discusses within this newsletter will have enormous impact on all of us. The Alliance of Chief Executives is fortunate to have many visionary leaders who are at the forefront of this transformation and are willing to share their expertise and insights with our larger community of leaders. To view our library of impressive Keynote and Alliance Voices presentations from 2017 and prior years, visit the [Keynote Speaker Archives](#) section of the Alliance website.

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

Tom Siebel: CEOs Must Take the Tech Reins

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In a recent [McKinsey Quarterly](#) article, Siebel compared the current digital transformation to the discovery of fire and the printing press. When innovations like these occur, societies are massively disrupted over a period before they reach a new normal.

Siebel says a mass extinction in the business world has already begun. He notes that since 2000, more than half of Fortune 500 companies have either been swallowed by other organizations or gone bankrupt, as a new "species" of businesses is taking their place. Today's digital transformation, he says, will affect every industry on a massive scale—even to the nation's power grid, which is quickly being connected and controlled remotely in real time with the aid of AI.

When Siebel first made his mark in the business world, CEOs could afford to rely on IT experts on the executive team to help them make decisions about technology. But those days are over.

But if today's CEOs must take the tech reins, where do they begin?

Siebel says cloud computing should be a CEO's top priority. "The cost of computing and data storage will keep falling because of massive providers like Microsoft and AWS that provide this capacity at almost no cost," he said. "A lot of small to medium sized companies are running IBM AS400s, with various software for accounting, ERP, shipping and manufacturing. All of that is obsolete because everything is now in the cloud."

Next, CEOs should "embrace new branding and customer acquisition technologies" such as search engine optimization, social media outlets like Instagram and Twitter and the blogosphere. "These trends are being led by an entirely different culture - Millennials - who think, behave and purchase things differently than previous generations because they are motivated by different things," he said.

Siebel said CEOs need to figure these technologies out and become personally familiar with them, not delegate them to a CTO or CIO. They need to comprehend and be able to make decisions about software as a service (SaaS), big data, artificial intelligence - which is about predictive analytics - and the Internet of Things. Siebel calls these technologies the "stack" that is currently replacing traditional forms of computing, even personal computers.

Lastly, Siebel says Bay Area companies shouldn't make the mistake of assuming they have a leg up in the digital race just because of their location.

"This is a global phenomenon being embraced hugely in China, Europe and across North America," he said. "You may know a lot of suppliers in the Bay Area, but that doesn't mean you have an edge when it comes to survival. But for those who figure out how to take advantage of digital transformation, there lies a huge opportunity."

Members In The News



Rachel Haurwitz Among the Nominees for Newsweek's "Women of the Future" Issue

January 18, 2018

Newsweek asked 20 prominent women to each nominate an up-and-comer they believe will be a trailblazer for the next generation. Congratulations to Alliance member Rachel Haurwitz (Group 110), CEO of Caribou Biosciences, who is among these twenty nominees.

Anomali Secures \$40 Million Series D

January 17, 2018

Anomali, a threat detection and mitigation company, announced a hefty \$40 million Series D investment led by Lumia Capital. Alliance member Hugh Njemanze (Group 321) is the CEO of Anomali.



CLEVER

CLEVER Named to List of the Best Entrepreneurial Companies in America

December 19, 2017

Congratulations to Alliance member Cat Lincoln (Group 275) and CLEVER on being named to the 2017 *Entrepreneur 360* list of the best entrepreneurial companies in America.

Virtual Incision Announces \$18 Million Series B Funding

December 12, 2017

Virtual Incision announced that the company has raised \$18 million in Series B funding for miniaturized surgical robots. Alliance member John Murphy (Group Q200) is the President & CEO of Virtual Incision.



Two Alliance Member Companies Selected as Glassdoor Employees' Choice Award Winners

December 6, 2017

Congratulations to Big Switch Networks, led by Alliance member Doug Murray (Group Q400), and Ellie Mae, led by Alliance member Jonathan Corr (Group Q200) for being named Glassdoor's 2017 Employees' Choice Award Winners. This program, now in its 10th year, relies solely on the input of employees, who elect to provide feedback on their jobs, work environments and companies via Glassdoor.

Health IQ Raises \$34.6 Million for Life Insurance for Healthy People

November 15, 2017

Health IQ, led by Alliance member Munjal Shah (Group 307), announced that the company has raised \$34.6 million for its Series C.



Alliance Member Companies named to the 2017 Deloitte Technology Fast 500 List

November 9, 2017

Congratulations to the following Alliance members whose companies were named to the 2017 Deloitte Technology Fast 500 List, which represents the leading technology awards program in North America.

- Big Switch Networks, led by CEO Doug Murray (Group Q400)
- CytomX Therapeutics, led by President & CEO Sean McCarthy (Group Q200)
- Ellie Mae, led by President & CEO Jonathan Corr (Group Q200)
- Opportun, led by SVP Retail/Marketing/Product Management Nick LeCuyer (Group T250)
- Palo Alto Networks, led by CFO Kathy Bonanno (Group T225)
- Quid, led by CFO & COO Sinohe Terrero (Group T250)

Abra Completes \$16 Million Series B

October 23, 2017

Bitcoin startup Abra, led by Alliance member Bill Barhydt (Group 375), has completed a \$16 million Series B led by manufacturing giant Foxconn.



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

October 17, 2017

Congratulations to the following Alliance members whose companies were named to the Bay Area's list of the Fastest-Growing Private Companies for 2017 by the *San Francisco Business Times* and the *Silicon Valley Business Journal*.

- ClickAway Corporation, led by Founder & CEO Rick Sutherland (Group 305)
- Cypress Private Security, led by CEO Kes Narbutas (Group 271)
- Jade Global, led by CEO Karan Yaramada (Group 305) and VP Business Development Harmeet Bhatia (Group T250)
- Opportun, led by SVP, Retail, Marketing & Product Management Nick LeCuyer (Group T250)
- SmartBiz Loans, led by CEO Evan Singer (Group 275)
- The Fruit Guys, led by Founder & CEO Chris Mittelstaedt (Group 272)



Jes Pedersen of Webcor and Erin Mendez of Patelco Credit Union Named Most Admired CEOs in Bay Area

October 5, 2017

Congratulations to Alliance members Jes Pedersen (Group Q200) of Webcor and Erin Mendez (Group Q400) of Patelco Credit Union who were named by the *San Francisco Business Times* as 2017 Most Admired CEOs.



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.

CYBERSECURITY ROUNDTABLE

Cybersecurity Roundtable: Thursday, February 22 in Redwood City

The world of Cybersecurity is becoming even more complex and vitally critical. We invite Alliance members in the Cybersecurity industry to come together for this Alliance Roundtable to discuss their specific challenges and opportunities in high-level, direct, candid discussions. Event begins at 7:30 am at Anomali in Redwood City.



Keynote: Tolga Kurtoglu, CEO of PARC, a Xerox company: Thursday, April 12 in San Mateo

We are pleased that Alliance member Tolga Kurtoglu, CEO of PARC, will join us for this Regional Alliance Top Team meeting. Tolga is passionate about leading cross-functional teams to apply science and technology to develop creative solutions to real-world problems. He oversees PARC's innovation portfolio in diverse areas such as human-centered innovation services, intelligent agents and systems, clean energy, smart packaging, machine learning and analytics, security, privacy, printed electronics and digital manufacturing. Event begins at 7:30 am at the Crowne Plaza in San Mateo.



Alliance Spring Dinner: Thursday, April 26 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.



Keynote: Pat Gelsinger, CEO, VMware: Friday, June 1 in Santa Clara

Pat Gelsinger, CEO of VMware, will join us for this Regional Alliance meeting. Pat brings more than 35 years of technology and leadership experience to VMware, and has nearly doubled the size of the company during his tenure, which began in 2012. Before joining VMware, he 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: Jes Pedersen, CEO, Webcor Builders: Friday, June 8 in San Francisco

We are pleased to have Alliance member Jes Pedersen, CEO of Webcor, join us for this Regional Alliance meeting. Jes joined Webcor in 2000 and was named CEO in 2012. While with Webcor, he has overseen the construction of the Foundry Square office buildings at First and Howard Streets, as well as one of the most complex projects ever built in San Francisco, the \$500 million California Academy of Sciences, a combination of an aquarium, research institute, planetarium and science museum. Jes was recently recognized as one of the Most Respected CEOs in the Bay Area by the *San Francisco Business Times*. Event begins at 7:30 am at the Bently Reserve in San Francisco.



Keynote: Erin Mendez, President/CEO, Patelco Credit Union: Friday, June 15 in San Ramon

We are honored to have Alliance member Erin Mendez, President/CEO of Patelco Credit Union, join us for this Regional Alliance meeting to discuss her lessons learned from a highly successful career in the financial services industry. Prior to joining Patelco, Erin served as executive vice president and chief operating officer at SchoolsFirst Federal Credit Union Santa Ana. Erin was recently recognized as one of the Most Respected CEOs in the Bay Area by the *San Francisco Business Times*. Event begins at 7:30 am at the Roundhouse Conference Center in San Ramon.



Keynote: Bracken Darrell, President & CEO, Logitech: Thursday, July 12 in Santa Clara

President and CEO of Logitech, Bracken Darrell, will join us for this Regional Alliance meeting. Bracken has more than twenty years of experience in business management and brand management in successful global consumer companies, including Whirlpool, Procter & Gamble and General Electric. His broad executive management experience has spanned manufacturing, supply chain, product innovation, consumer services and marketing – targeting customers in mature and emerging markets. He has led growth and reinvention for iconic brands such as Old Spice, Gillette, Braun, KitchenAid and Whirlpool. Event begins at 7:30 am. Stay tuned for specific location details.



Alliance Fall Dinner: Thursday, September 27 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: Benno Dorer, Chairman & CEO, The Clorox Company: Friday, October 12 in San Francisco

Benno Dorer, Chairman and CEO of The Clorox Company, will join us for this Regional Alliance meeting. Benno joined Clorox in 2005 as vice president and general manager, Glad® Products. Before joining Clorox, Benno worked for 14 years at Procter & Gamble in various marketing positions across a range of categories and countries, including laundry, home care, beauty care and paper products, in the United States and worldwide. Event begins at 7:30 am at the Bently Reserve in San Francisco.



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