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.

Technology's Fast-Forward Future

Alliance members ponder the accelerating pace of technological change and its future impact on their industries, organizations, and leadership

*Eamonn Kelly
Powerful Times
Author*

By Warren Lutz

Addressing CEOs at a recent Regional Alliance meeting, **Eamonn Kelly**, author of *Powerful Times: Rising to the Challenge of Our Uncertain World*, encouraged Alliance members to begin adapting new business models for the future. "It's not like everything's going away," he said. "But the configuration of how we think about making money today is being undermined and eroded by the speed of technological change."

As we examined in our recent [Spring 2016 Alliance newsletter](#), Bay Area leaders have largely been responsible for creating the technologies that drive today's global economy. As the Alliance celebrates its 20th anniversary this year, we're proud that many of these leaders have been members of the Alliance. Moving forward, rapid acceleration of technological breakthroughs poses tough questions for leaders. How will their industries evolve over the next 20 years? What will their workplaces look like? And how will they, as leaders, lead?

For example, while technology has already transformed routine manual and cognitive labor, it's now doing much more, Kelly said. Robotics has begun to take over non-routine manual jobs, and artificial intelligence is replacing non-routine cognitive work. For example, news stories about sporting events and stock quotes are now being written by computers.

According to Kelly, artificial intelligence is one of three major technological changes shaping the future. The other two are the virtualization of talent pools, through outsourcing, and virtual reality, through advancements in telecommuting and teleconferencing. "Technology can now make teleconferencing very close to a physical experience, as if you're in the same room having a live conversation and reading each other's body language," Kelly said. "It's going to come very fast, and I think it will be quite spectacular."

*Stan Schneider
Real-Time
Innovations (RTI)*

Stan Schneider (Group 309) is CEO of Real-Time Innovations (RTI), a leading company developing the Industrial Internet of Things. Schneider believes that smart machines—the term used for artificial intelligence applied to electromechanical systems—"are the most disruptive force in history."

Cross-Functional Collaboration is Critical

James White: Build Diversity in Every Dimension

*James White
Former CEO
Jamba Juice*

By Brett Garling

It was a telling moment. Before James White, the recently retired Chairman & CEO of Jamba Juice, launched into his fireside talk at the Alliance Regional Meeting on March 10th in Santa Clara, he gave a simple piece of advice: prioritize your personal life, and then let your work flow around that. This recommendation underscored James' key message that success comes when we approach challenges from myriad perspectives and dimensions. He was reminding the gathered Alliance members that to succeed in the challenge of life, the personal dimension must never be neglected.

In the office, James had impressive success at senior executive roles with iconic companies such as Safeway, Gillette, Nestle Purina and Coca-Cola, prior to joining Jamba Juice. When he accepted the CEO position in 2008, Jamba Juice was reeling from a post-IPO downturn and was nearly out of cash. He brought on new investors, sold the company-owned stores to franchisees and changed menus and in-store operations. And critically, he leveraged the power of cross-functional teams by doubling

Curiosity: The Key to Creativity & Understanding

**PAUL WITKAY
FOUNDER**

All my life, I have been very curious, but I've never wanted to know everything about one single topic. I've always viewed the world as one immense jigsaw puzzle in which no one has all of the pieces. However, I believe that the more pieces I can observe, the higher the likelihood I can begin to see the bigger picture and how everything connects.

Fortunately, I found a way to feed my insatiable curiosity. Founding the Alliance of Chief Executives in 1996 gave me a reason to meet a wide variety of unique people who lead companies in the San Francisco Bay Area: a place where people actually believe they can play a part in building a better future. Over the past twenty years, I have met roughly 5,000 CEOs and senior executives who lead companies in virtually every industry and are reinventing how the world works. From healthcare and transportation (think driverless cars and space travel) to mobile computing and education, there isn't a sector of the economy untouched by the imagination of Alliance members.

Not everyone has the opportunity to meet so many intelligent and passionate leaders in their normal course of business. If you want to understand how rewarding this opportunity is, I highly recommend reading *A Curious Mind: The Secret to a Bigger Life* by Brian Grazer, the Academy Award-winning producer of such great movies as *A Beautiful Mind, Apollo 13*, and the TV series *Arrested Development*.

Early in his career, Grazer made it a goal to have a "curiosity conversation" with at least one person per month. He tells the story of how he started his career at Warner Brothers as a lowly courier, delivering documents to Hollywood writers, directors, producers and stars. He decided to take advantage of his meager role by telling receptionists that he was instructed to only deliver the documents directly to the recipient. He quickly learned that he could not only meet these important people, but also have conversations with them. Grazer never asked these important people for anything. He simply asked questions, and through this exercise, he learned how they thought and lived.

Grazer, who was personally fascinated by the concept of mastery, decided to continue these curiosity conversations for his entire life and made a list of people he most wanted to meet. He sought out interesting people in all walks of life, from Nobel laureates and artists to politicians, astronauts and CEOs like Steve Jobs and Jeff Bezos. Grazer wanted to understand what success looked like and felt like to those who have reached the pinnacles of their fields of endeavor.

As Grazer writes, "we are all trapped in our own way of thinking. We get so used to seeing the world our way that we come to think that the world is the way we see it." Grazer uses curiosity conversations to see the world through other people's eyes. However, he has a critical rule: never have a curiosity conversation with the intent to find an idea for a new movie or any other personal gain. He meets with people simply to get to know them, and in doing so, he gains a deep reservoir of experiences and wide-ranging points of view.

I believe Grazer's philosophy translates directly to successful business leaders. Great CEOs are able to imagine themselves in their customers' shoes because, instead of simply hoping that the customers will want to buy their products or services, they use curiosity to connect with their customers' reality.

I felt connected with Grazer when he talked about how his conversations forced him to expose his lack of knowledge. Every day I speak with CEOs who are far more intelligent and accomplished than I. Many are experts in highly technical industries that I will never truly understand. Like Brian Grazer, I am willing to ask questions that confirm my ignorance. And, like Grazer, I found that successful people are very willing to share their knowledge with those who ask good questions with sincere interest in learning.

Grazer writes, "human connection is the most important part of being alive. It's the key to sustained happiness and to a sense of satisfaction with how you're living. And, curiosity is the key to connecting and staying connected." I could not agree more. Whether it's our families, employees, customers or friends, let's all develop our curiosity to learn more about those who matter to us.

Introduce the Alliance to your Bay Area Leadership Connections

Did you know you can extend your own Alliance membership by connecting us to great Bay Area leaders who join our community?

You know what characteristics make for a great Alliance member. We'd love for you to connect us to leaders who you believe could be great new members. As a "Thank You" for helping build the Alliance community, we'll offer you **12 months of additional Alliance membership** for every **2 new members** you introduce to us. Simply submit their information, we'll meet and interview them, and, as appropriate, extend an invitation to join a private Alliance Group that fits best. We'll add 12 months to your membership upon receipt of their initial membership dues. New candidates might include:

- Additional top executives from your own company; or
- CEOs and top executives from other companies who you would like to recommend

www.allianceofceos.com/referral

If you'd like to introduce a colleague for membership in the Alliance, visit www.allianceofceos.com/referral, or contact Jeanne Wallenstein, Director of Alliance Communications, at (925) 942-2400 ext. 222 or jwallenstein@allianceofceos.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.

Anne Bisagno: *Make Sure Your Customer is Winning, Too*

"As much as you want the transition, if it doesn't present a significant win for your customers, you are going to lose those who pay your bills."

Anne Bisagno, President, Xantrion

The case at hand was brought by the CEO of a service business who wished to switch from an "hourly billable" to a "fixed monthly price" model. However, he had reservations as to the feasibility of such a transition, both for his customers and employees.

If I were captaining your ship, I'd ensure that a fixed monthly price model offers a significant win for the customer. If not, you're just dreaming.

The appeal of getting your customers to pay a flat monthly fee is certainly alluring. Your business would be easier to sell and staff, with greater visibility into future revenue. However, if I could offer a word of caution as someone who recently saw my own company through this transition: talk to your customers and inquire whether a fixed model would bring enhanced value. If their response is anything but a resounding "yes," then stop there. As much as you want the transition, if it

doesn't present a significant win for your customers, you are going to lose those who pay your bills. If you get the green light, then determine whether there is a viable body of work to be completed and define it to the nth degree so the scope is crystal clear to both your customers and employees.

Remember, it takes years to transition from one model to the other. Your first guesses at scope and pricing will almost surely be adjusted as you continually evaluate the profitability of your fixed-fee contracts. Internally, you can expect pushback from employees who currently earn large paychecks by billing mountains of hours. Don't flinch, though, and make sure you change your employees' pay structure to competitive, fixed rates. You may lose some of your people, but the attractiveness of stable pay and predicable work-life balance will bring in more than enough talent as replacement.

David Matheson: *Is Change Always a Bottom Up Revolution?*

"Remember that a positive user experience doesn't necessarily drive adoption. There are powerful forces at play in the national and international markets, and some are profiting massively from the status quo."

David Matheson, Co-Founder/President/CEO, SmartOrg

The case at hand was brought by the CEO of a mobile app company that was seeking to give users more transparency in billing and better tracking of their spending. He was at the outset of designing the user experience and interface.

If I were in your position, I'd table the design and user experience discussion around your app. Instead, focus on what the big players in the market want – and why.

I can sense your passion for disrupting the market to make it more transparent. And let

me tell you: I'm onboard. Issues with billing, payment and transparency are big enough to fly a 747 through it. Still, I would take a step back and reconsider your approach. Firstly, make sure you aren't designing a solution for the sliver of the market that is app-savvy. Those in the broader market are different than we are in Silicon Valley. Think of the parts of the country that are less technology-centric. Would they gravitate towards this solution? Examine your assumptions.

Secondly, remember that a positive user experience doesn't necessarily drive

adoption. There are powerful forces at play in the national and international markets, and some are profiting massively from the status quo. Is transparency in their interest? You may want to actively engage the major institutional players in your market to understand what they want – and why. Understand how your software could facilitate better engagement with their customers, a need they have been striving at for years. Position your software as the key to unlocking value for these institutional players. Is UX design really the first step?

How Do We Win in the Era of Disruption?

*Eamonn Kelly
Chief Strategy Officer
Deloitte*

***Eamonn Kelly:
The Art of Mastering
Change and
Uncertainty***

By Brett Garling

Some look to the ever-changing future with trepidation. Not Eamonn Kelly. Over the course of his enthralling keynote discussion on February 12th to Alliance members gathered at the San Francisco Bently Reserve, it was clear that Eamonn looks at the future and sees beautiful, sometimes scary, awe-inspiring and ultimately beneficial comings. He aptly quoted Bill Gates's wisdom: "We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten." Consider, he urges, that fifty years ago 50% of the human population could not read or write. Today, over 90% can. Or think that a half century ago, the first microprocessor was invented. Now they carpet the planet with billions of devices.

Eamonn Kelly is the author of *Powerful Times: Rising to the Challenge of Our Uncertain World* and the Chief Strategy Officer for Deloitte. He advises senior leadership at leading corporations across multiple sectors, public agencies, as well as philanthropic foundations. His specialty is helping current and future leaders acquire the knowledge, judgment and skills needed to win a complex and unpredictable future. In his talk, Eamonn reiterated the power of shifting demographics in defining the contours of the future. Consider, for instance, the older generations that passively receive data, services and experiences from technology. Then, consider the digital native, who actively creates entire worlds in a social and networked environment. This shift alone is having profound impacts on businesses and their go-to-future strategies.

So knowing that the world does change remarkably in one's lifetime, how do we position ourselves for success? According to Eamonn, a key component in winning in the era of disruption is the creation and ownership of data. In fact, Eamonn likened data to "the new oil – but better." By 2020, humanity will have produced 44 zetabytes of data, the equivalent of 1.5 billion years of HD video. Beyond controlling data, future winners will create and capture value by owning the customers, like Google's Gmail, and also controlling the platform, like Twitter. Companies that own all three of these assets – customers, data and the platform – will be in the best position for success.

James White
Continued from page 1

down on building the most diverse teams possible, while promoting transparency and accountability with public performance reviews.

Diversity, he stressed at the Alliance meeting, is critical. Effective managers create cross-functional teams with a host of abilities and perspectives to solve problems from multiple vantage points. Diversity in every dimension does not solely pertain to race or gender. A diverse team also encompasses individuals of different industries, skill sets, age, and interests. James conceded that starting a diverse team is messy because everyone is coming from different places. Yet, once the machine is humming, James contended that cross-functional, diverse teams always outperform more homogenous teams. Beyond operational team building, James also advocated that corporate boards should reflect the roots of its customer base. For example, a company that sells to mostly women, needs women well represented at the board level.

Did this strategic emphasis on diversity and cross-functional teams work? With Jamba Juice's current stock value nearly six times what it was during the crisis James was brought in to manage, it's hard to argue to the contrary.

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
James Becker	153	Fusion Real Estate Network	www.fusionrealestatenetwork.com	Real Estate Network
Nathan Collins	T225	SRI International	www.sri.com	Pharmaceutical & Chemical Technologies
Rod Diplock	120	CONTROLTEK	www.controltekusa.com	Asset Protection Solutions
Howard Doherty	T225	DriveScale	www.drivescale.com	Big Data Infrastructure
Shelley Doran	T300	Webcor Construction	www.webcor.com	Construction
Bill Fairey	321	Actelion Pharmaceuticals US	www1.actelion.us	Biopharmaceuticals
Wei Huang	T225	Anomali	www.anomali.com	Cybersecurity
Zheng Yu Huang	309	Viewfind	www.viewfind.com	Visual Storytelling Platform
Gregory Malin	271	Troon Pacific	www.troonpacific.com	Real Estate Development
Matt Miller	T300	Big Heart Pet Brands	www.bigheartpet.com	Pet Food
Ravi Narula	T225	Ooma	www.ooma.com	Telecommunications
Brian NeSmith	307	Arctic Wolf Networks	http://arcticwolf.com	Cybersecurity
Nick Nicholas	153	Nicholas Pension Consultants	www.nicholaspension.com	Pension Plan Administration
Jonathan Rigby	321	SteadyMed Therapeutics	www.steadymed.com	Specialty Pharmaceuticals
Tim Robertson	307	Mousera	www.mousera.com	Living Systems Research
Kevin Scherer	120	Three Way Logistics	www.threeway.com	Specialized Logistics Solutions
Sinohe Terrero	T225	Quid	www.quid.com	Search Technology Platform
Jonathan Weiner	T225	Big Heart Pet Brands	www.bigheartpet.com	Pet Food

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

Alliance Community Activities

Alliance Spring Dinner

The Alliance hosts three All-Alliance Dinners each year to enable all members and their guests to meet others within the Alliance community. Attendees from the greater Bay Area gathered on April 21st to enjoy our 2016 Alliance Spring Dinner at the Silicon Valley Capital Club in San Jose. The evening celebrated our members, and included a fun wine reception, dinner and lively conversations.
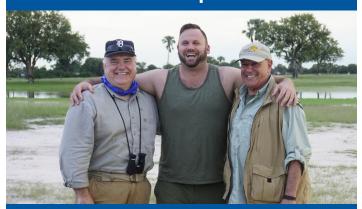

Alliance Roundtable: How VCs Think

On March 16th, the Alliance hosted an interactive Alliance Roundtable at Levi's Stadium, with featured panelist, Alliance member Doug Dooley. Doug, a security and cloud-centric technology investor at VC firm Venrock, discussed how VCs look for opportunities to disrupt sleepy industries. Those in attendance learned of plentiful examples of how Venrock has found big opportunities, often where the incumbents least expected it.

Tasimba Leadership Safari

In March, Alliance Group Director, Hugh Coppen, lead an African safari leadership experience. Joined by a group of executives, including Alliance Group 108 Member, Jeremy Tibbets (pictured center above), President of A Plus Tree, and Neville Isdell, former Chairman of Coca-Cola and current Chairman of World Wildlife Fund, US, the event was truly a once-in-a-lifetime experience.

Alliance Roundtable: Software

On March 22nd, Alliance member, Stan Schneider, hosted a Software Roundtable at his offices for Real-Time Innovations (RTI) in Sunnyvale. 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. Alliance members in attendance included Andy Barrons of Navis, Kirsten Bay of Cyber adAPT, Joe Budelli and Arthur Whipple of ABBYY, John Davies of Rockliffe Systems, Craig Hinkley of WhiteHat Security, Adnan Lawai of Folio3, Art Paradis of Dynamic Graphics, Geoff Rego of Hushly, and Stan Schneider of Real-Time Innovations (RTI).

Alliance Roundtable: Life Sciences

On April 27th, Alliance member, Dale Schenk, hosted a Life Sciences Roundtable at his offices for Prothena Biosciences in South San Francisco. Alliance members have found it extremely valuable to discuss their specific situations with other leaders who face some of the same challenges. Our Alliance Life Sciences Roundtable enables our members to get to know and connect with other executives in their industry and leverage the collective wisdom of the Alliance community. Those in attendance included (from left-to-right, around the table): Mich Levinson of Cerebrotech, Dale Schenk of Prothena Biosciences, Paul Witkay of the Alliance of Chief Executives, Friedhelm Blobel of SciClone Pharmaceuticals, and Martin McGlynn of StemCells.

Technology's Fast-Forward Future

For instance, self-driving vehicles will soon change the way the world works. "When the car came along, you could suddenly travel safely 20 miles every day," said Schneider, whose company serves the driverless car market. "That changed work, leisure, real estate, and more. The coming self-driving vehicles will again extend our range and do it much more safely. Autonomy will fundamentally change work, real estate, and leisure. And, it will probably end industries like roadside hotels and auto insurance as we know them."

Schneider believes autonomous cars are only one of the huge changes happening. Smart power, medicine, factories, and cities will soon rewrite the very infrastructure of society. Bay Area companies are leading a bold new world.

With shifts happening so quickly, **Patrick O'Malley** (Group T300), EVP of Seagate Technology, believes that leaders need to change the way they think about education. "The idea that one's formal education ends at twenty-two is archaic thinking," he said. "When we see a new grad come in, we say, 'We're glad we hired someone like him—he knows the technology.' But today's workers will need a life-long continuing education."

Patrick O'Malley
Seagate
Technology

Leaders must constantly learn, too, O'Malley said, although he admits that "I catch myself on the back of the 8-ball sometimes." Yet O'Malley makes a point of frequently attending business forums to learn and get ideas and opinions from others. "You need to challenge yourself to do it, because there's always something that's going to keep you in the office. It's really a commitment to go outside the company. The Alliance is part of that."

O'Malley also believes that new technologies will bring along more regulation over the next decade because of concerns over displacing skilled and unskilled workers. "Around the world, governments are taking a much heavier hand to business," he said. "The vast majority of businesses bring good to the community, but they also need to be aligned with political leaders and show they do good by communities."

The need for certain leadership skills will remain the same, says **Dave Summa** (Group 307), Managing Director of Business Model Innovations, a professional services firm that helps large organizations validate new business models. In particular, Summa sees recruiting, putting together a great management team, and building a strong financial foundation for organizations as skills that won't go away.

Dave Summa
Business Model
Innovations

On the other hand, Summa predicts outsourcing will increase substantially throughout Silicon Valley over the next 20 years. "It used to be that companies outsourced only one or two things and

kept the rest of their expertise in house," he said. "People are now able to create very flat organizations and access expertise as needed, and that will continue."

Huge changes are in store for some of the world's largest industries, he said, although it's unlikely these industries will go away. As an example, Summa mentioned the impact of new automotive sensors and big data on the insurance industry. He said car companies will be able to risk rate drivers better than insurance companies' actuarial tables. Data could be gathered directly on each driver for example by voice recognition, allowing companies to assign risk on an individual level. "The business model will evolve because the foundation of the entire insurance industry is actuary tables," Summa said. "But the insurance industry is not going away. It's just being disrupted."

It's more likely that smaller companies will drive these changes, as big companies are not known to be innovators, Summa said. Regardless of size, however, CEOs need to pay attention to their business models. "If you are selling incumbent technology, you better watch what's coming because the foundation of your business model will be attacked, often from places where today, you do not see a competitor."

Gene Banman (Group 305), CEO of DriveScale, an architect of Big Data environments, believes Silicon Valley's predominant business will continue to be software development. But instead of developing software and selling it, entrepreneurs will do all the work themselves—a trend that's already happening. "Uber developed the software but didn't sell it – they took the product to market," Banman said.

Gene Banman
DriveScale

Computing will continue to get faster and smaller, he added. "The thin client that is our cell phone is going to get thinner and thinner, and networking is going to continue its performance improvement curve," he said. "Right now, you can maybe get 15 mbs of Internet service to your house, but that's going to improve dramatically. I see a lot more geographical dispersion of employees, as cloud computing allows more workers to access all the things they need to do their jobs from anywhere, on any device."

Banman believes these trends will ultimately reshape communities, as workers desire to live closer to work. He expects "little villages" will spread throughout Silicon Valley, similar to what is already happening in Sunnyvale and Mountain View, where mixed-use neighborhoods are gaining popularity. "The suburbs are not going to be attractive for the next generation of workers. People want to live and work in the same place. They don't want to commute," he said.

Kelley Steven-Waiss (Group T225), a thought leader in the future of work and Chief Human Resources Officer (CHRO) for HERE, sees a tremendous disruption in the Bay Area workforce by 2025, when about 75% of the workforce will be Millennials. "Because Millennials have a very different

Kelley Steven-Waiss
HERE

perspective on how and where they will do their work, it's highly likely that many of them will become 'free agents,'" Steven-Waiss said. "How we attract them to our organizations, what roles they will choose to play, and how we compensate and reward them is going to be completely disrupted."

Steven-Waiss also envisions Silicon Valley moving toward a more "project-based" work environment in which leaders will hire based on someone's capabilities, not to fill specific job descriptions. She said most jobs only utilize about 60 percent of a worker's actual capabilities, leaving 40 percent on the table. "As we move to a project-based work environment, we have an opportunity to leverage more of each individual worker's capabilities. In doing so, we can break down work into tasks and more fully utilize their talents. This will not only create higher levels of engagement in the worker, but high productivity gains for the employer. Thus, a win-win for both."

A move toward more project-based work that is deconstructed into disparate tasks could create issues with respect to our current compensation philosophy and practices, Steven-Waiss said. Today the infrastructure that companies are built on is around hierarchies, job families and specific jobs. However, new technology platforms that leverage external and internal talent to fulfill more temporary assignments or tasks could be deployed to alleviate this issue. "Right now, we are hiring for specific jobs with very specific compensation guidelines, but in the future we are going to break that work down into actual tasks and match those tasks to specific capabilities or skills. We may need those skills for years or months," she said. "In the next five years, there will be incredible momentum towards leveraging free agents, or what we call the 'human cloud.' This new workforce will demand a new way for us to source and deploy talent. It's a huge opportunity for CHROs to put talent at the center of a CEO's agenda by making the workforce a company's true competitive advantage."

Eamonn Kelly says that in the end, future technological change should be about creating "a much more accurate delivery of the outcomes people want, instead of the inputs that helps us get there."

"If we get it right, it will be good for us all," Kelly said. "Believe me, there are scenarios that terrify me. But I also believe there is incredible promise ahead. If more of us can believe in that promise and set our goals to achieving it, the more likely it is to happen."

Most technology leaders would probably agree. For the past 20 years, the Alliance of Chief Executives has helped create the kind of strategic conversations that make achieving the promise of technology possible.

Will we "get it right" 20 years from now? Only time will tell. But our members seem to be on the right track.

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

Members In The News

Anomali Raises $30 M in Series C Round
April 21, 2016
Anomali, the provider of the market-leading ThreatStream threat intelligence and Anomali Enterprise platforms, announced it has raised $30 million in series C funding. Anomali is led by Alliance members Hugh Njemanze (Group 321), CEO, and Wei Huang (Group T225), VP of Engineering.

Patelco Celebrates 80 Years of Service
April 21, 2016
Congratulations to Alliance member Erin Mendez (Group Q400) and Patelco Credit Union as they celebrate 80 years of service to Bay Area communities.
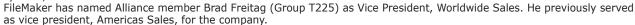
Second Genome Raises $42.6 M Series B Round
April 20, 2016
Second Genome, a privately-held biopharmaceutical company developing novel medicines through innovative microbiome science, announced that Peter DiLaura (Group 202) closed an oversubscribed Series B investment round with $42.6 million in financing.

Brad Freitag Promoted to Vice President, Worldwide Sales for FileMaker
April 19, 2016
FileMaker has named Alliance member Brad Freitag (Group T225) as Vice President, Worldwide Sales. He previously served as vice president, Americas Sales, for the company.

John De Santis and Gary Gysin Participate in Atlantic Council's Captains of Industry Series
April 19, 2016
Alliance Group 307 members John De Santis, CEO of HyTrust, and Gary Gysin, CEO of Liquid Robotics, recently participated in an Atlantic Council panel discussion regarding what the Pentagon could do to interest Silicon Valley startups in work with a military purpose.

Big Switch Networks Recognized on CRN's Virtualization 50 List
April 14, 2016
Congratulations to Alliance member Doug Murray (Group Q400) and Big Switch Networks on being named to CRN's 2016 "Virtualization 50" list. This annual list recognizes channel-friendly companies that provide some of the most innovative virtualization technology available.

VeloCloud Among "Cool Vendors in Enterprise Networking, 2016"
April 13, 2016
Congratulations to Sanjay Uppal (Group 321) and VeloCloud Networks on being named a "Cool Vendor" in the "Cool Vendors in Enterprise Networking, 2016" report by Gartner, Inc.

Phani Nagarjuna of Nuevora Featured in *Smart Business* Magazine
April 6, 2016
Alliance member Phani Nagarjuna (Group 110), Founder & CEO of Nuevora, was featured in a recent article of *Smart Business Northern California*. While Phani understands the approach that most business leaders take when they need to fill a position in their business, he explains how the rules differ when you're an entrepreneur building a business from the ground up.

Chris Rivielle of Plant Construction Company Featured as the Cover Story for *Smart Business* magazine
April 6, 2016
Alliance member, Chris Rivielle (Group Q400), President & CEO of Plant Construction Company, was profiled in a recent issue of *Smart Business Northern California*. The article discusses Chris' successful leadership approach to employee development at Plant Construction.

Franz Inc. Named to KMWorld Magazine's 2016 "100 Companies that Matter in Knowledge Management"
March 29, 2016
Franz Inc., an early innovator in Artificial Intelligence and leading supplier of Semantic Graph Database technology, announced that is has been named to KMWorld's 2016 list of the "100 Companies That Matter in Knowledge Management." Alliance member Jans Aasman (Group 153) is the CEO of Franz Inc.

8 Alliance Members on the List of the Best Places to Work
March 11, 2016
Congratulations to the following Alliance members whose companies were named to this year's list of the "Best Places to Work in the Bay Area!"
- Burr Pilger Mayer - Curtis Burr, Founder (Group 271)
- Ellie Mae - Jonathan Corr, President & CEO (Group Q200)
- Genesys - Merijn te Booij, EVP Product & Solution Strategy (Group T225)
- Hanson Bridgett - Andrew Giacomini, Managing Partner (Group 202)
- Rocket Fuel - Randy Wootton, CEO (Group Q400) and Richard Frankel, President & Founder (Group T225)
- Sprig Electric - Clint Ramsey, CFO (Group 120)
- Syserco - Derek Eggers, CEO (Group 120)

Upcoming Alliance Events

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: Russ Harrison, Founding Principal, The Leadership Group: Thursday, June 9 in Santa Clara
Russ Harrison, Founding Principal of the Leadership Group, will join us for this Regional Alliance meeting. During his 40+ year career, Russ has led both Fortune 100 and entrepreneurial organizations. Russ was one of the early employees at EDS with Ross Perot, the first CIO at McKesson, developed Bank of America's international banking systems, and was the founding President of American Airlines' Information business. Event begins at 7:30 am at the Hyatt Regency in Santa Clara.

CEO-CF Summer Community Meeting & This Way Up: June 9-10 in Barcelona, Spain
Our partner, the CEO Collaborative Forum (CEO-CF), an organization for European CEOs, is again offering the opportunity for Alliance members to connect and collaborate while experiencing world-class content and unique networking opportunities at their CEO-CF Summer Community Meeting and This Way Up event in Barcelona, Spain. Visit www.ceo-cf.com for additional details.

Alliance Roundtable: How to Compete with Big Companies: Wednesday, July 27 in San Jose
Small and midsized companies must face their dragons—much larger companies with a dominant brand and market share—if they are to grow and thrive. Many companies get burned, squashed, wounded or stunted in the process. This roundtable is about increasing your odds of surviving or defeating your dragon, or even taking his place. Alliance member Christine Heckart of Brocade Communications, will lead off this roundtable speaking about her experience battling much larger competitors during her tenure as CMO at Brocade, and other notable companies. Event begins at 7:30 am at Brocade Communications Systems in San Jose.

Software Roundtable: Thursday, August 25 in Santa Clara
Software companies are undergoing rapid and radical change. This invitation-only Roundtable will allow software leaders to discuss their experiences and challenges in high-level, candid "Alliance-style" roundtable discussions. Event begins at 7:30 am at WhiteHat Security in Santa Clara.

Keynote: John Chambers, Executive Chairman, Cisco: Thursday, September 8 in Santa Clara
Executive Chairman and former CEO of Cisco, John Chambers, will join us for this Regional Alliance meeting. 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. We look forward to having a conversation with John, not only about his brilliant career and lessons learned at Cisco, but his vision for the exciting future ahead. Event begins at 7:30 am at the Hyatt Regency Santa Clara.

Alliance Fall Dinner: Thursday, September 22 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. Reserve your space early. This is always a popular event.

Family Business Roundtable: Thursday, September 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, candid discussions. Event begins at 7:30 am at R. F. MacDonald Company in Hayward.

Keynote: Curt Carlson, Founder, The Practice of Innovation: Friday, November 11 in San Francisco
Curt Carlson, Founder of the Practice of Innovation, will join us for this Regional Alliance meeting. Prior to the Practice of Innovation, Curt was President and CEO of SRI International, in which its revenue more than tripled and SRI became a global model for the systematic creation of high-value innovations. His book, written with William Wilmot, called *Innovation: The Five Disciplines for Creating What Customers Want* was selected by BusinessWeek as one of the top 10 business books for 2006. He is finishing a new book of "next-generation" innovation best practices, called *Creating Abundance: Prosperity and Meaningful Employment Through Innovation Across Society*. Event begins at 7:30 am at the Bentley Reserve in San Francisco.

Tasimba: Join a Unique Leadership Safari: November 14-21 in Victoria Falls, Africa
Alliance Group Director, Hugh Coppen, invites Alliance members to join Tasimba, a once-in-a-lifetime leadership and personal growth experience. Set in a safari camp in the heart of Africa, Tasimba will immerse you and a peer group of up to 8 leaders in an amazing week in which you will gain a whole new awareness of leadership values and behaviors. Contact Hugh Coppen at HughCoppen@Tasimba.com or visit www.tasimba.com for more information.

Keynote: Bill Coleman, CEO, Veritas: Thursday, December 8 in Santa Clara
Bill Coleman, CEO of Veritas, will join us for this Regional Alliance meeting. Bill is a software industry veteran who has spent 25 years running prominent Silicon Valley companies. He 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. Stay tuned for specific location details.