Project Report

Organizing CxO Roundtables

Acquiring New High-level Relationships for Our Clients

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Content

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Executive Summary

The 2010 DACH Roundtables were a collaboration project between a client and CEO Positions. The objective of the project was to introduce the client's respective topic to the top IT decision makers of Germany, Switzerland, and Austria. The DACH Roundtable concept included a comprehensive promotion campaign for Roundtable events across different cities in the DACH region.

To acquire these 'hard to reach' decision makers CEO Positions deployed a two-pronged approach: 'Relationship Building' in the promotion process leading to a rich high-value Roundtable event.

The objective of the relationship building approach was to generate interest in the topic of the Roundtable events, cultivate a relationship with the customer that could be passed to our client later on in the process, and collect useful information on these potential clients for future use.

The objective of creating a rich high-value Roundtable event was to draw the time-constrained target group and provide them with an open discussion on the respective topic. The Roundtable format allowed the client to generate more organic discussion and avoid the pitfall of a '2 hour sales pitch.'

From 790 usable contacts provided by the client, CEO Positions was able to acquire 56 top-level contacts. The contacts are ready for the next step in the sales process.

In addition CEO Positions created a comprehensive directory of IT decision makers on the respective topic within Germany, Switzerland and Austria. Since finding the right point of contact within any organization is the biggest challenge this list might provide a great benefit for future marketing or promotional activities.

Each of the Roundtable events took place in exclusive hotels or at the customer site and was mostly followed by a networking meal. The format of the event was very well received by the attending clients and served an ideal environment for the first discussions on the respective topic.

Over the course of the project CEO positions observed that personal relationships are key decision driver whereas price is less likely to sway the customers' decision. These decision-makers are overall hard to reach and more than one person within large organizations influences the final decision. It is our opinion that these clients are not created equal and that our client engages a differentiated strategy to address the diversity in their client base

It is our conclusion that our client needs to continuously pursue these relationships, with varying approaches, to crack these organizations and win mindshare. It is our understanding that building long-term relationships with respective decision makers is the way forward.

In the immediate future we would strongly recommend that our client or one of his partners to take ownership of our 56 acquisitions and continue the conversation. The opportunity to build strong relationships now will reap immediate and long-term benefits.

1 Project description

1.1 Project Background

Our order was to acquire executives of large client companies and organize CIO roundtables in the DACH region on relevant IT topics. To meet this challenge several factors had to be observed. The activities on this project will be described generally in the following report.

The overall goal of the DACH Roundtable project was to identify new customer companies and to build longer-term relationships with senior management. To reach this goal, the project's immediate objective was to approach high-level contacts directly and invite them to CIO Roundtable with respective topics.

Image 1: Signature image for all events

CEO Positions has been chosen because the company has access to a number of direct high-level contacts into potential customers.

1.2 Project Purpose

The purpose of the project described was to determine if direct and 'unmasked' contact with potential customers would speed up and increase relationship building leading to sales opportunities our client.

The target customers were to get the latest information regarding client's strategy and his various portfolio. Especially customers of competitors were to learn about new options e.g. to save costs immediately. They were to get first-hand information. Speakers from the client were to give short presentations, most likely over lunch time (especially in Switzerland and Austria), and in Germany in the late afternoon in a selected location.

We were provided with a number of usable contacts by the client and pre-qualified these regarding the topic of the Roundtable.

1.3 Project Setup and Process
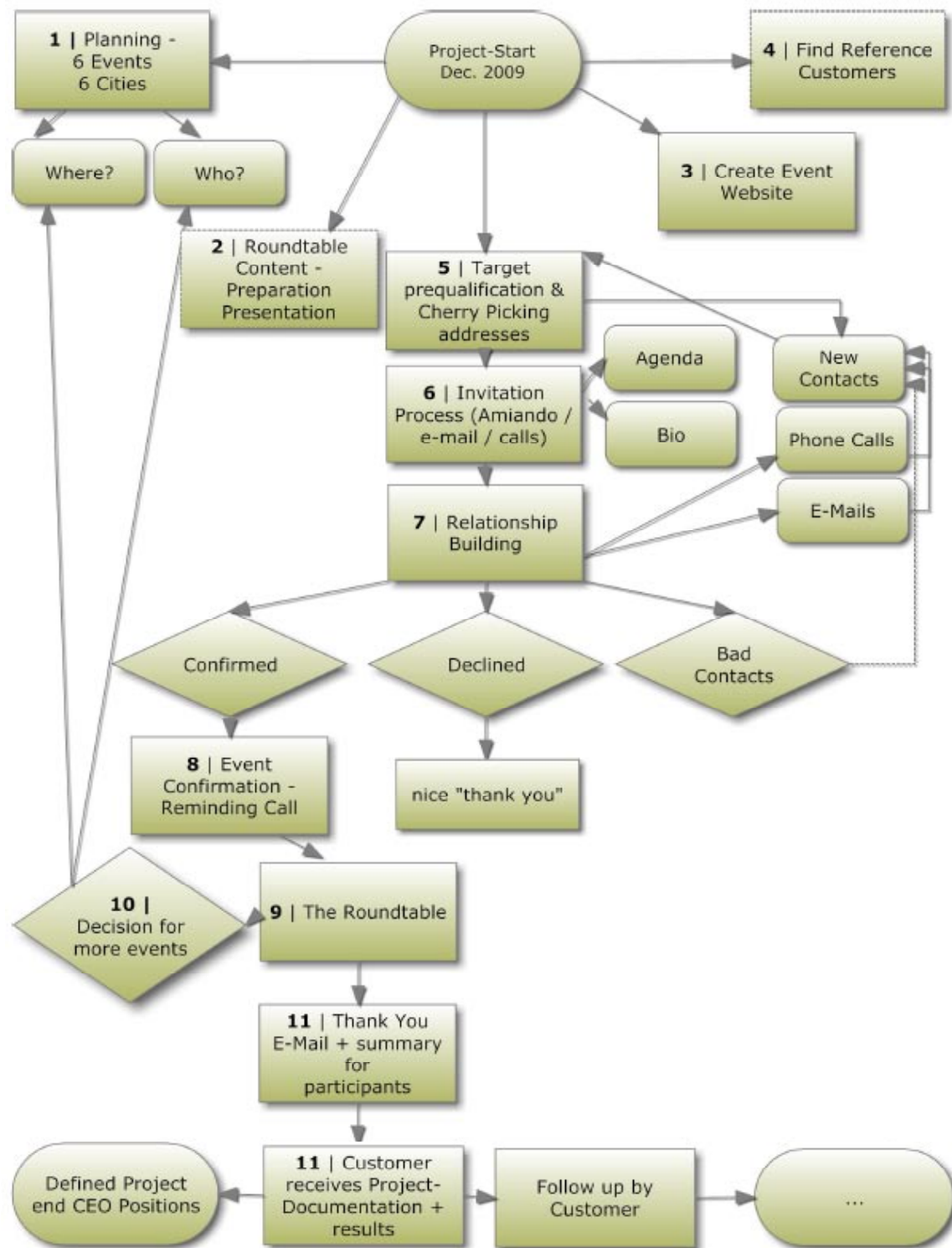
The DACH Roundtable series followed the process below to fulfill the project requirements (See flow chart on page 5):

Step 1: Planning
All project participants discussed the goals and objectives of the DACH project. A total number of six events were planned in six cities across Germany, Austria and Switzerland: Zurich, Basel, Vienna, Cologne, Munich, and Frankfurt. The venue, date, speakers, and logistics were planned for each location.

Image 2: Participant Material

Step 2: Roundtable Content
The team reviewed the content and structure of the Roundtable events. The presentation was finalized to contain 3 distinct sections not to overload the presentation. The presentation format was made flexible enough for the participation of a reference customer or for the use of a customer promotional video.

Step 3: Event Website
Starting in early 2010 an event website was created for the project. The website was stored in a « neutral » location and included branding for the customer and CEO Positions. All project participants reviewed the content of the site.

Step 4: Reference Customers
The customer identified reference customers who could speak on behalf of the respective agenda topics at the Roundtable in order to bring practical experience on the topic and credibility to the content. CEO Positions then secured these customers.

Step 5: Target prequalification
The client provided purchased contact lists to CEO Positions that were prequalified to meet the project requirements. One has to assume that prequalified data contains at least of 25% unusable contacts (wrong, outdated etc.)

Step 6: Invitation Process
The invitation process included an invitation generated through the event website, personal phone calls, and further personalized follow-up emails. Due to the high caliber of the acquisition targets many calls to assistants and staff members were necessary. On average 4.4 points of contact were necessary to get a « yes » or « no ».

Step 7: Relationship Building
CEO Positions further prequalified the target contacts in order to maximize their time on the highest value customers. In addition CEO Positions added a portion of their own database of contacts to the purchased lists. This group was used in the relationship building process where each target customer received a high level of attention and service.

Step 8: Event Confirmation
A few days before the event, all parties were called again as a reminder and asked for reconfirmation.
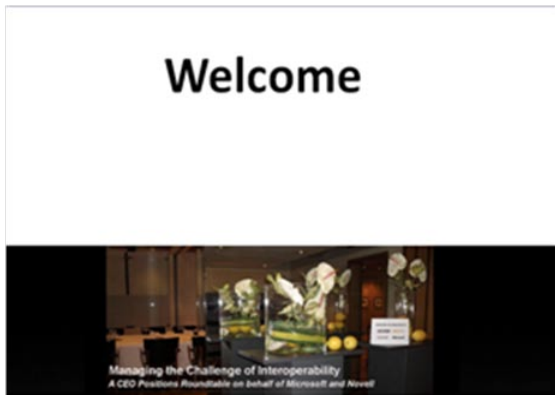

Image 3: Roundtable Welcome

Step 9: The Roundtable
The Roundtable was held in a small conference room at high quality locations. Each room was equipped with a projector and additional marketing material and give-aways were on hand. Each event was followed by a meal and networking session.

Image 4: Roundtable at customer site

Step 10: Introducing Flexibility
In order to meet the scheduling needs of these executive clients, CEO Positions introduced more Roundtable sessions. The project team was able to coordinate smaller and more personalized functions in further locations.

Step 11: Roundtable Follow-up
a) After each Roundtable each participant received a thank-you email and a summary of the important topics.
b) Our client received the address material obtained and the results of a questionnaire that asked potential customers questions about their server infrastructure.

Image 5: Roundtable in preparation

1.4 Target Group

To actively pursue the best opportunities selection criteria were defined together with the client. Almost all criteria were fulfilled in the delivered contacts

1. A potential new customer
2. Required size/amount of IT equipment
3. Not outsourced
4. Top 1000 company (GER, the equivalent in CH and A)
5. Head of IT or higher to be invited.

Within each target company the objective was to find the point of contact that is responsible for the IT topic of the agenda. This contact point varied within the target companies:
• In approx 2/3 of the cases this decision was made by the CIO or CTO.
• In 12% of the cases, due to the long lifecycle of these decisions, the Head of Infrastructure was the decision maker.
• In 20% of the cases the decision was pushed down to the operating level. Since these mid-level managers were responsible for the daily operations of the respective IT elements they were more in-tune to the pros and cons of each operating system.
• Finally, in 5% of the cases the overall decision-making process was outsourced to an external vendor. In these cases the CIO was responsive to

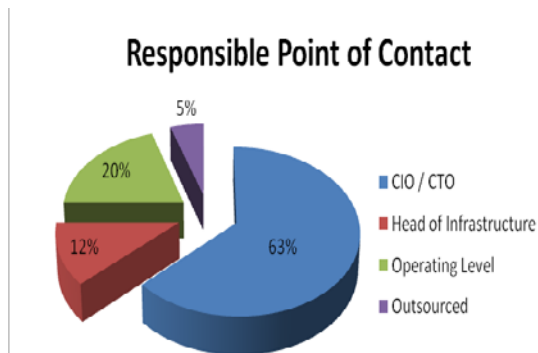the topic message but did not interfere with the outsourcer's decisions.

Image 6: Responsible Point of Contact

The result of varying scenarios of decision-making was that the team rarely found 'first-try' success. In almost every scenario a majority of the work was dedicated to reaching the « right » point of contact.

1.5 Contact Base

The contacts for the project originate from different sources:

1) The client purchased address material from several sources and matched it against relevant previous customer information. The material contained roughly 300 addresses for each country: Germany, Austria and Switzerland.

3) CEO Positions provided 157.
The purchased lists from the client were immediately "scrubbed" for usability. Contacts were deemed "unusable" if: the person did not exist, the company did not fit in the projects, or had no contact details. Ultimately the client provided 790 usable contacts.
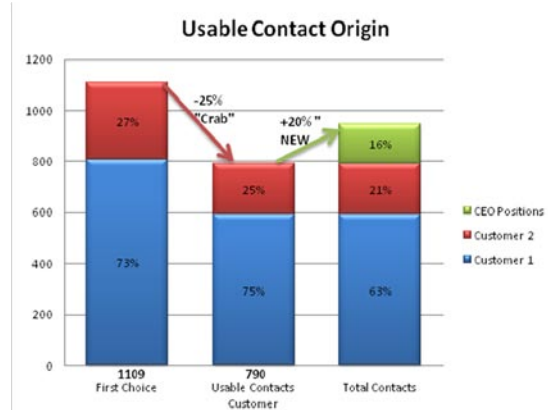

Image 7: Usable Contact Origin

With any purchased lists there will be out of date or incorrect information – in the case of the DACH Roundtable project there was an unprecedented bad contact rate of over 21%. Records were classified as "bad contacts" if they were too low level, in a different department, or had extremely outdated contact details.

Despite this challenge the customer assisted in identifying the most important contacts. With a CRM approach CEO Positions was able to negate the effect of the bad contact rate by finding the right point of contact or establishing their full contact information. Through their extra effort and their own database CEO Positions was able to add an additional 20% (or 157 contacts) of good contacts to the target list.

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1.6 Project Team

The project team was an international multi-party team that was assembled to meet the requirements of the project. Although the team was dispersed there was a high level of commitment and cooperation from all members. Also project management and a single point of entry by the client's team was an integral step in the overall success of the project.

Our client

The country responsible of Switzerland, Germany and Austria represented the respective organization at the roundtables and sent speakers to all events.

An external event agency

Two colleagues at an external event agency organized the venues and collateral for each event. They also collected all resulting contact data for the project from CEO Positions AG.

CEO Positions

Susanne Mueller-Zantop, Susanne Spiegl, Marlen Thoma and Moritz Kettler represented CEO Positions in Zurich. CEO Positions executed the project plan as described in this document.

Mueller-Zantop, Susanne | Founder and CEO | Project Leader
Spiegl, Susanne | Business Partner | Project Co-Leader
Thoma, Marlen | Consultant | Research, Contact Management, Analysis
Kettler, Moritz | Consultant | Research, Contact Management, Analysis

1.7 Deliverables

The DACH Roundtables were scheduled for Germany, Switzerland, and Austria. Initially a total number of 6 events were scheduled, starting in late February 2010. Provisions for additional events were discussed if the need and possibility was there. The final contact acquisition count was set at 55.

The deliverables by CEO Positions included:
- Address details and information about the respective IT landscape of the attendees of the Roundtables .
- Address details and basic information about respective IT landscapes of senior decision makers who were unable to attend, but were very interested in the topic. These contacts are expecting to receive more information on the respective Roundtables topic.
- An IT directory for German speaking Europe with detailed information on IT environment. This directory includes the contact details[1] of major policy makers who are in charge of IT decisions. They are currently not interested in the presented topic but represent a considerable opportunity for future acquisition activities.
- Logistics, troubleshooting and moderation at each event (total of 12 events)
- Documentation of participants' issues, i.e. writing and distributing a protocol of each Roundtable for each participant
- Analysis, feedback and lessons learned as compiled in this document

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[1] Contact details include email, direct dial, mobile phone, and assistant contact info where available

2 The Outcome

Over the course of a 4 months collaboration with our client an acquisition list of top-level CIO's/Head of Infrastructure and a comprehensive IT directory for German speaking Europe was created. Twenty-nine top level IT decision makers attended 12 events and face to face meetings in 10 different cities across Germany, Austria, and Switzerland.

Cologne | Zurich 2x | Basel | Olten | Dusseldorf | Vienna | Hamburg | Karlsruhe | Munich | Hannover 2x

A high level of interest in the roundtable's topic was also cultivated in twenty-seven additional companies who want to engage into a discussion with our client regarding the subject. These customers have already been prepared on the topic and are expecting a follow-up.

These results[2] were made possible through three major factors:

1. **Seamless integration** and collaboration between all parties involved in all countries.
2. **Trust and open feedback.** Full support for a change in strategy leading to more Roundtables with a smaller number of attendees. This translated into more time and effort to approach customers. However, the move was positive for customers who appreciated the flexibility on their behalf.
3. **Immediate response** and frequent conference calls to discuss the project. All individuals felt responsible for the success of the project.

Image 8: Roundtable in Switzerland

In more detail, our client contributed the following to the project:
- Full collaboration on approach, content and execution
- Personal commitment of the Roundtable presenters (travelling 900km for a single customer for example)
- Work with an external event agency allowed CEO Positions to secure the best locations for the best price and organize seamless events
- High flexibility on approach and Roundtable scheduling
- Honest and constructive status calls
- High level buy-in and commitment to the project – contacts from our client were always available, including regular conference calls and face to face meetings
- Providing CEO Positions with a best practice reference customer for the Roundtable and a reference video for other locations.

The CEO Positions approach was a contributing factor to the results of the project. Our experience with predominantly dealing with top-level decision makers changed the conversation on the respective topic; changing the game from an event marketing campaign to a long term conversation about the topic. Our team-members were trained to carry a conversation on mixed-server environments, to gauge interest in the subject from each contact, and provide them with all the necessary details for each event.

There were four notable outcomes of this approach:

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[2] See section 2.1 for facts & figures

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1. The conversation on the topic started with CEO Positions – we considered each conversation with potential attendees as the **initial sales pitch** for the topic's value proposition.
2. The contacts who attended the events enjoyed the atmosphere and received **immediate value** through the discussion with their peers about topics related to the focus of the CIO roundtable
3. Those who couldn't attend now have a **lasting awareness** of the respective topic and want to join the conversation
4. CEO Positions managed to do the **heavy lifting** in identifying the right points of contact and therefore improved the quality of the address lists – a value add for future marketing activities.

"Thank you very much for your friendly invitation und our very interesting conversation. The composition of the event had a very personal feel that facilitated open and intensive discussion. Simply fantastic!" (CIO Informa AG)

2.1 Facts and Figures

In the course of the project a total of 947 contacts were approached through a multi channel relationship program.

After a verification of the address material by telephone a total of 607 contacts received email invitations through the event management tool.

Along with subsequent follow up emails these 607 individuals received follow-up individual invitations in a mix of telephone and email conversational threads. The length of a conversational thread was between 2 and 8 contacts. The average number of 'touches' [3] was 4.4 times. Throughout the project CEO Positions executed an estimated 2'670 unique touches to high level IT contacts.[4]

2.2 Success Rate

For the DACH region a total of 29 attendees and 27 highly interested "ready for follow-up" clients were acquired. A further 300 top contacts were identified who match the client's target criteria (see section 1.4 for the criteria). All of these individuals build a base for immediate and/or future sales initiatives the client.

That is, from 790 addresses provided, a total of 56 are 'activated' now and ready for follow-up.

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[3] Invitation, phone call, or follow up email
[4] Calculated though a factor of 8 touches per contact for Category 1 & 2 and a factor of 4 touches per contact for Category 3

2.3 Telemarketing vs. Relationship Building

Image 9: Morning spent with phone calls

790 contacts were received from the client for Roundtable acquisitions.

The industry standard for telemarketing is a 4% success rate. This would equate to 32 interested potential customers for the client if a telemarketing approach would be used.

From that same list CEO Positions achieved a 7.09% success rate. This represents 56, or a 77% increase in interested potential customers for our client by using a relationship building approach.
CEO Positions was able to achieve these results by contributing their own high level contacts to the project and leveraging their connections to find the right points of contact in the acquisition targets.

21 of the 56 delivered contacts, or 38%, came from the CEO Positions extra step. The success rate on the CEO Positions contacts was 13.38%.
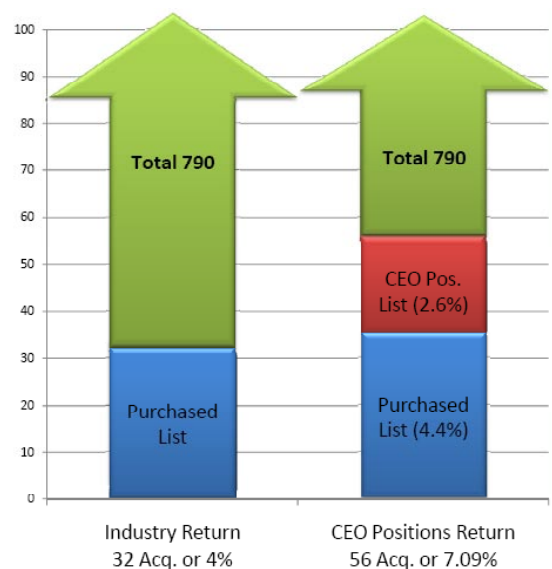

Image 10: Telemarketing vs. Relationship Building

2.4 Roundtable Results

2.4.1 Organizational

Almost all of the confirmed participants showed up, regrettably we had only a few very last minute cancellations.

We were positively surprised that the attendees spent much more than the 1.5 hours we had asked for. Attendees liked the setup of the events and left after 2 to 3 hours. Furthermore, the one-on-one sessions generated more open discussion; participants provided insight into their organizational structure and decision-making process. Overall the one-on-one environment was more conducive to facilitating certificate sales.

We felt that our role as a "neutralizer", as a facilitator between seller and potential customer was appreciated and eased the conversation.

Image 11: Lunch after a roundtable in Switzerland

2.4.2 Content

The presentation was well prepared and positively received by all attendees. The professionalism and seriousness of the speakers was much appreciated and is extremely important in such setups. The presence of a reference customer was very helpful to the project team and brought real value to the participants. The reference customer brought credibility to the topic and allowed the clients to share practical experience.

It is also important to reserve some time and thoroughly follow up on attendees special questions, needs and requirements

2.4.3 Achievements

- We received positive feedback from every participant who joined.
- There was a significant increase in the amount of interest in the respective topic after the events. Customers cited intent to follow up our client.
- Discussions were content-rich with much client feedback and interaction.
- At least every participant gave an insight in IT organization at their company and details about existing IT environments.
- Additional sales potential was identified for follow-up.
- The "entrée" we provided is basis for further discussions and networking – they now know the client's topics and management.

2.5 Reasons for Accepting

After the initial invitation a total of 1% accepted the invitation immediately. 30% of individuals accepted the invitation after 2-4 contacts and 69% accepted the invitation after 5 or more contacts.

Success Rate

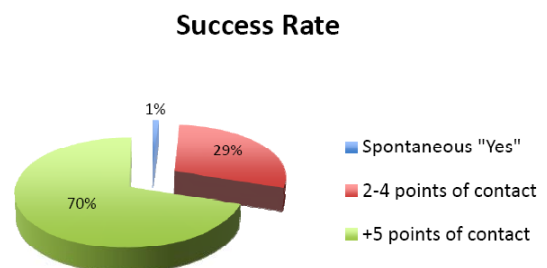|	
■	Spontaneous "Yes"
■	2-4 points of contact
■	+5 points of contact

Image 12: Success Rate

People who accepted the invitation named the following reasons:
- The subject is on the agenda, they need to make decisions now
- The topic in focus causes some headaches but has been looked at as inevitable

- The peer exchange was interesting to some, but not to all
- The fact that the client was exclusively presenting was attractive

Finding interest in the topic was a challenge. In most instances CEO Positions cultivated the interest through a "conversation" approach to the follow-up calls. The length of the conversation threads with potential participants was remarkable and although there was ultimately success it was a very time consuming process.

2.6 Reasons for Declining

There are many challenges in attracting high level IT decision makers. Of the 607 leads that were contacted, over 194, or 32%, verbally declined the event (see diagram for breakdown). "No time" and "no interest" represent over 75% of the reasons for declining. We conclude that 75% of infrastructure decisions makers are currently not interested enough in the respective topic to invest their time.
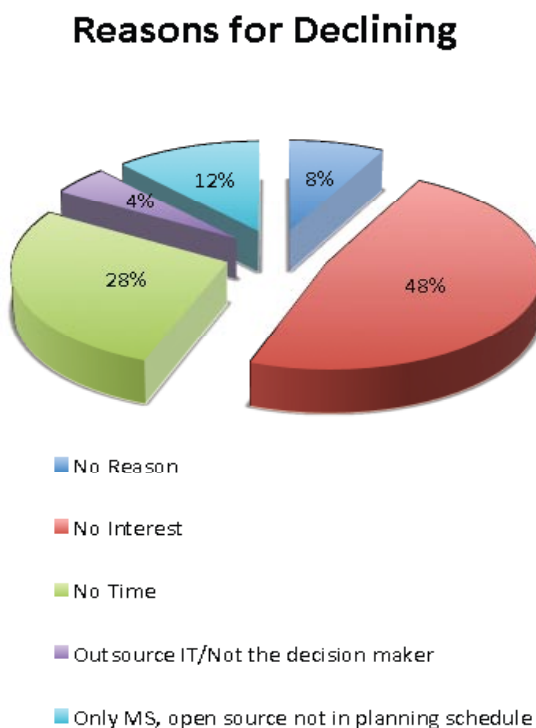
We were surprised - in this context – that around 70% of all contacts were not aware of the client's topic.

Image 13: Reasons for Declining

3 Our observations

The following are CEO Positions' observations on the challenges in the project and how they were met:

- IT Managers shy away from switching operating systems just for pricing reasons in a productive working environment. They already have too many projects that need their attention.
  Reaction: Offer feedback from other clients who have made the switch successfully

- Personal relationships do outweigh the price factor if the competing products measure up in quality. The price advantage didn't play the role we hoped it would. Price was just one element of a long list of factors in a pro or contra decision.
  Reaction: Build relationships

- There was no negative feedback on the performance of the client's competitor.
  Reaction: to be defined

- If the customer was a 'hard-core' 100% competitor's customer it was unclear how to proceed, how to 'crack the code'.
  Reaction: to be defined

- Political factors influence decision-making like never before. Many more parties are involved in strategic decisions.
  Reaction: Tackle more than one person per company

- The reaction of CIOs with outsourced operations was interesting. The CIO does not influence the outsourcer. We have learned the CIO delegates strategic decisions.
  Reaction: to be defined

- Top IT managers have VERY little time and need to plan 3-4 months in advance. Their staff has been reduced to the minimum, especially in systems administration. Short notice cancellation is still likely.
  Reaction: Meet clients in their office

- Event Managers have extreme difficulties to get IT managers out of their offices, even a great location does not attract them as it has in the past. There are too many events fighting for too few people.
  Reaction: Invite high-level speakers

Combined it is our understanding that building long-term relationships with IT decision makers is the way forward. Our customer needs to take the time to cultivate these relationships and remain on top of the customers mind. Furthermore, a differentiated strategy for customer's of the competitor and IT Outsourcers will address the diversity in the client base.

4 Looking Forward

There are valuable lessons to be learned from the DACH Roundtable project. The following are our ideas and thoughts for the future synthesized over the course of our work:

There are 56 + 300 contacts of the top German-speaking companies who are warmed up to the respective – what now?
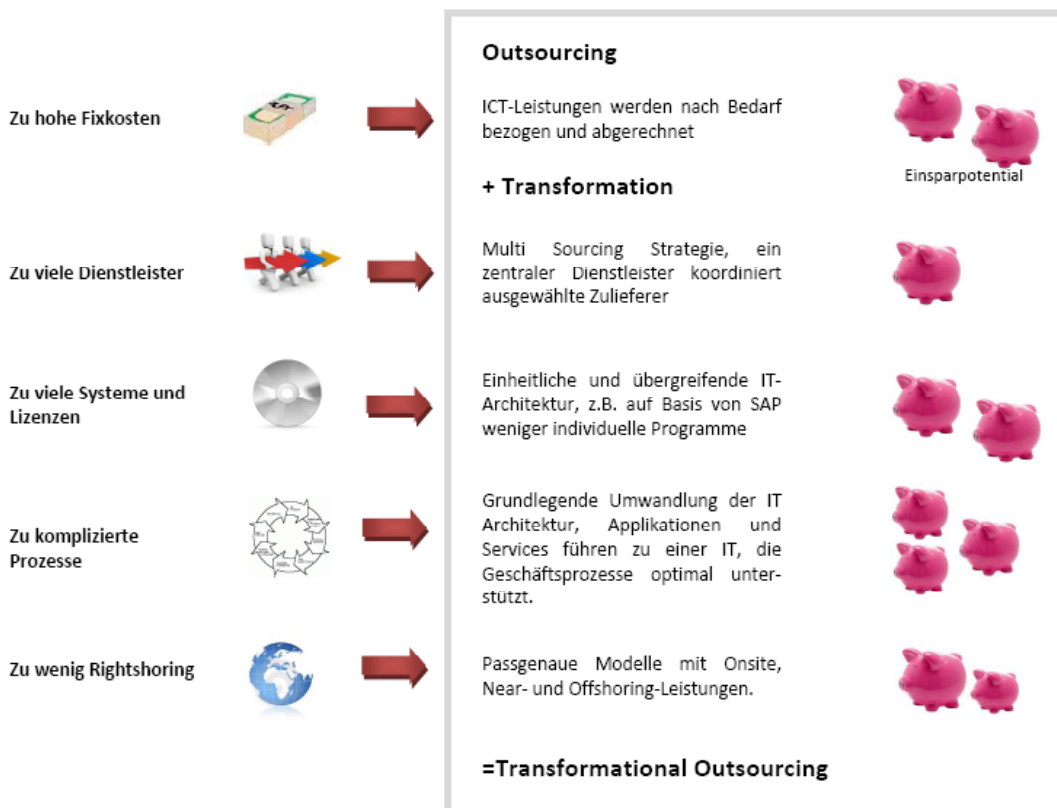
We learned that relationship beats price. We also understand that this is a long-term decision for customers and for this type of decision they need long-term partners. **It's all about trust.**

How can our client continue to build trust in this potential customer base? Here are some ideas:

1. Start a knowledge initiative (internal/external): Those who participated really appreciated the information provided and realized the benefit of it. Many emails of appreciation reached us.

Provide information about 'how' things work: the migration process; the service-level-agreements; more reference customers; migration project resources (people, budget, time); newer market data; quotes, findings, data, reasons why, etc.

Pain Points der CIOs …und was dagegen hilft

	Outsourcing
Zu hohe Fixkosten	ICT-Leistungen werden nach Bedarf bezogen und abgerechnet
	+ Transformation
Zu viele Dienstleister	Multi Sourcing Strategie, ein zentraler Dienstleister koordiniert ausgewählte Zulieferer
Zu viele Systeme und Lizenzen	Einheitliche und übergreifende IT-Architektur, z.B. auf Basis von SAP weniger individuelle Programme
Zu komplizierte Prozesse	Grundlegende Umwandlung der IT Architektur, Applikationen und Services führen zu einer IT, die Geschäftsprozesse optimal unterstützt.
Zu wenig Rightshoring	Passgenaue Modelle mit Onsite, Near- und Offshoring-Leistungen.
	=Transformational Outsourcing

Quelle: T-Systems

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CEO POSITIONS AG

Tools:

1. Another key presentation for all sales. The entry presentation usually focusses on the 'why' and the next presentation might focus on 'how' to implement. Follow-up with further customer reference video clips on the practical experience again practical questions e.g. regarding migration.
2. Write a case study and/or while filming: a written case study can be produced at the same time.
3. Develop and offer benchmarking as sales tool: As we all know, benchmarks are a sellable product that triggers change in IT environments. A free Linux support benchmark might be a possibility to generate sales.
4. Provide all information as text, presentation and Online Audio/Video

2. Continuous relationship management:
After the first step it is important, to keep in touch with those who have attended. Due to conflicting schedules not every potential customer could participate on the events despite their keenness. They should be the next priority. Waiting will only increase the likelihood of the customer being distracted by other issues.

Meet and greet decision makers at conferences, industry events, trade shows, and online. Plan more events after some time. Embed your customers into the client's offer in the format of field trips, etc. Many participants openly expressed their dislike of videoconferencing due to overexposure.

Tools:

1. Webinars for your existing customer base, open for potential customers to join in.
2. 2nd generation videoconferencing only, if a reference customer speaker could provide a real life case study
3. Appointments, appointments, appointments
4. Create a blog and promote it with Twitter

5. Engage the individuals we have met in a field trip to your lab if available

3. Develop a unique approach for special-interest groups:

Tools:

1. Clients that outsource their IT need a differentiated marketing strategy
2. Addressing « hard core » competitor's customers needs to be dedicated
3. Secure a super high-level executive from the European or Worldwire operation to the DACH region and invite outsourcers exclusively
4. Engage outsourcers in a one day workshop where they learn how to minimize their cost and efforts.

5 CEO Positions Guidebook

On the phone

1. You're not selling an event - you should be having a 'conversation' on the clients landscape and problems. Start with their needs and then present the event as an opportunity IT managers can't miss out on – a forum for discussion and the chance to learn something new.

> CEO Pos. said: "As an alternative can I offer you the 1st of July session in Zurich?"
> He said: "You are being followed by bad luck, that day doesn't work for me either"
> CEO Pos. said: "No, you are being followed by bad luck since that day works for me"
> He said: "Well then I will have to move my meeting"

2. The respective topic is a challenging topic to get interest in. You need to generate that interest over the phone.

> CEO Pos. email: "I already know your assistant very well. Unfortunately I haven't been able to speak with you personally. I am hoping I will finally reach you through this medium…
> Customer response: "Thank you very much for your email. I have gone ahead and registered myself"

3. Having a database of good contacts is paramount to finding the right point of contact.

> CEO Pos. said: "Our client is hosting a Roundtable session for top IT decision makers…"
> Customer: "But I am not a decision maker"

4. A 'no' still represents a valuable opportunity – having a database of correct contacts is useful to future initiatives or other relevant topics.

5. When you have someone on the phone it's at least a step in the door. Even if there is no interest in event you can promote the client's topic.

At location

1. Know the clients who are attending the events. Gather online information that will facilitate building a firm relationship

2. An introduction round including all attendees and the event team is integral to setting the tone of relationship building and open dialogue.

3. Give attendees room to network and talk to each other with no moderation over lunch/dinner.

4. Ask for "pain points", document them at a flipchart – double check at the end if "pain points" have been tackled.

Follow –up

1. Send meeting minutes immediately after the Roundtable and ask participants for feedback
2. Document customer information and forward it to the speakers

Lessons learned

1. We underestimated the time constraints of CIOs/Heads of Infrastructure.
2. We had assumed that the topic of the Roundtable is widely known
3. We had expected that large cities would draw more attendees
4. We had assumed that the value proposition of our client's offering is extremely attractive
5. We decided to go without an international VIP speaker
6. The online invitations were not as well perceived as we had expected

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FOUNDER AND GM CEO POSITIONS AG

Susanne Mueller-Zantop (German) is the founder and chairwoman of Zurich-based, CEO Positions AG. Between 1984 and 2004, Susanne worked as a member of the global management teams at Gartner Inc., Siemens AG and Adecco S.A. She has also launched four technology and communications startups; has a M.A. in economics and linguistics University of Regensburg/GER; an Executive MBA University of St.Gallen and work experience in the UK, the U.S. and Germany.

SUSANNE SPIEGL
MD, PARTNER CEO POSITIONS AG

Susanne Spiegl (German) has more than 15 years international experience in IT- and Telecommunications industries. In her latest position at Siemens AG Munich she was responsible for Strategy-, Merger & Acquisitions projects: broad experience in strategic projects, marketing as well as evaluation, negotiation, closing and post-merger integration of global business alliances. She ran projects in Germany, Japan, US, China and Western European countries.

MORITZ KETTLER
CONSULTANT, CEO POSITIONS AG

Moritz Kettler (German/Canadian) is a marketing and strategy specialist. He has 3 years experience in telecommunications consumer marketing at Canada's largest Telco, Bell Canada. He has worked with renowned best selling business author and strategist Don Tapscott at Toronto based strategy think tank New Paradigm. Most recently he worked with Mr. Tapscott as a research associate and contributor to his follow up book to *Wikinomics*. He graduated from the Richard Ivey School of Business with an Honors in Business Administration (HBA).

MARLEN THOMA
CONSULTANT, CEO POSITIONS AG

Marlen Thoma (Swiss) graduated in science and business administration with honors in marketing and entrepreneurship in 2008. She has 6 years sales experience in the manufacturing sector and was responsible for projects in product development and product management.

Why CEO Positions?

Identification of the right targets
We bring our own industry contacts to the table.
We know how to talk to C-level managers and will make targeted calls.

Organization of the Roundtables
We are very experienced in organizing high-level Roundtables (see p.7)
We pay a lot of attention to detail and to individual's well-being.

Content and presentation
We act as your sparring partner to make the agenda interesting for your audience and help you prepare for the stage, including dry runs and presentation rehearsals.

SUSANNE MÜLLER-ZANTOP
CEO POSITIONS AG