

The Power of Thought Leadership Media Kit

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Surveys, Research Studies, White Papers, and Executive Briefs are powerful business development tools. Offer individuals the chance to participate in a survey and study about a compelling and newsworthy topic – something that impacts them or their business - and they will likely engage because 1) People like giving their opinion – it makes them feel that their ideas matter, and 2) They want to know what their peers and market leaders are thinking and doing.

This Thought Leadership (a.k.a. Intellectual Capital) Media Kit describes the strategy and tactics and includes components that illustrate the "what" and "how" for [“Tier One Talent: Investment Strategies for Human Capital.”](#) This was one of several industry Thought Leadership Surveys and Studies led by Patricia Block, Business Development, Marketing & PR Consultant, and conducted for the Venture Capital (VC) Specialty Practice Group, one of many specialty practice groups in Spencer Stuart’s Technology, Communications & Media Practice.

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THE POWER OF THOUGHT LEADERSHIP

Surveys, Research Studies, White Papers, Executive Briefs

Thought Leadership (a.k.a. Intellectual Capital / Intellectual Property) Has Amazing Impact

- Surveys, research studies and white papers are **powerful business development tools**.
- The end product – survey results or white paper – is important. But **the real payoff comes** when engaging clients and prospects in the data collection process **through live interviews and mailed surveys**.
- **Create a list of companies and executives that you want to work with** and reach out to them, asking for participation in your market survey and study.
- Make the topic newsworthy and compelling – i.e., about something that impacts them or their business – and **they will respond. Why?**
 - **People like giving their opinion** because it makes them feel that their ideas matter, and
 - **They want to learn** what their peers and market leaders are thinking
- **Thought Leadership Content:**
 - Positions company as **innovative thought leader**.
 - **Illustrates access** to industry and market leaders.
 - Serves as basis for **high-level discussions** with target companies and individuals.
 - Provides **instant credibility** and true competitive differentiation.
 - **Transcends “transaction only”** nature of some client relationships.
 - **Provides comfort level** that client/prospect is dealing with forward-thinking industry expert.
 - **Helps position company** for media mentions,

EXAMPLE: “Tier One Talent: Investment Strategies for Human Capital”



Patty Block served as project director for Spencer Stuart’s Venture Capital (VC) Specialty Practice Group market survey and study:

- Secured alliance with the National Venture Capital Association (NVCA).
- Conducted over 80 face-to-face and telephone interviews.
- Electronically surveyed 2,400 members of NVCA.
- Presented survey top line findings to standing room only crowd at NVCA Annual Meeting.
- Survey/Study:
 - Enhanced firm visibility.
 - Established relationships with hundreds of VCs and portfolio company CEOs.
 - Resulted in \$1-2 million new search work.

Thought Leadership Development Process

- Brainstorm an appropriate subject, and **make the title (headline) relevant, ear catching and newsworthy**.
- **Develop a plan** for data collection and writing survey results.
- **Build high-level outline** of assumptions, findings and conclusions.
- **Important:** Find appropriate Strategic Partner, Industry Association or Publication to partner with. This **adds greatly to study cachet and helps broaden market reach**.
- Reach out to clients and prospects and invite their participation in the survey – **these data collection interviews open doors, establish and build relationships, and plant seeds that lead to add-on or new work.**
- **Draft survey results** – be sure to edit for voice, clarity, consistency, conciseness and catchiness.
- Add direct comments from interviews. **Powerful quotes are important** – they are what people read first in newspapers, reports, white papers, etc.
- **Obtain feedback** on draft from colleagues, clients, friends, PR firm, editors.
- **Edit then publish** final results.

Leveraging Thought Leadership

- **Email** to prospects before meeting and **snail-mail** to dormant clients to re-establish contact.
- **Distribute** at networking events, industry forums, conferences and speaking engagements.
- **Media Relationships and Coverage**
 - Survey results are a great way to **help get “foot in the door”** and establish relationship with premiere business publications and local, regional and national media.
 - **Content may be excerpted and repurposed** in newspaper articles, features and newsletters.
 - **Survey results serve as basis** for future magazine article or book.

Spencer Stuart
Technology, Communications & Media Practice

VENTURE-BACKED LEADERSHIP SURVEY AND STUDY

Tier One Talent: Mastering the Investment in Human Capital

CREATIVE BRIEF

Specialty Practice Group: Venture Capital

Program: Market research survey, study and white paper on venture-backed leadership that identifies chief executive qualities and characteristics that correlate with success. The study will also evaluate related implications for VC funding and senior executive recruitment issues.

Sponsors: Rick Smith, Jonathan Visbal

Target Audiences	The Venture Capital (VC) investment community, as well as venture-backed companies.
Value Proposition	This paper will provide critical insights into the complex issue of venture-backed leadership – i.e., what are the best skills, aptitudes, competencies and characteristics that will drive successful leadership in a VC-backed company? The analysis, survey results, and paper will position Spencer Stuart as a real thought leader and expert in the field of human capital assessment and recruitment.
Business Goals	<ul style="list-style-type: none"> • Raise awareness of Spencer Stuart in minds of VC executives (potential clients) • Position firm as thought leader & reinforce credentials as industry thought leader • Establish and build relationships with current and potential clients • Increase VC specialty practice sales & revenue
Marketing Objectives	<ul style="list-style-type: none"> • Generate compelling piece of intellectual capital (IC) • Increase market visibility in various distribution channels • Grow relationships with VC clients and prospects • Increase leads and generate PNB
Major Contributors	Rick Smith, Jonathan Visbal, Patty Block, Marija Popovic
Components and Process	<p>Work already completed:</p> <ul style="list-style-type: none"> • Developed hypothesis outline for study • Created first draft of VC Survey • Created first draft of CEO Survey • Created data plan for internal research (spec and cover documents) • Commenced data collection of target CEO assignments • Wrote first draft (6 pages) of summary article outline (summarizes hypothesis and findings format) <p>Next Steps:</p> <ul style="list-style-type: none"> • Finalize survey content • Email survey #1 to ___ # VC clients • Email survey #2 to 100 (?) VC-backed CEOs that we placed (and otherwise?)

	<ul style="list-style-type: none"> • Hold discussion interviews with VCs and very visible CEOs, as well as key members of the CEO's management team • Investigate joint sponsorship with Red Herring (PB) • Define & extract mailing list for target audiences (PB, MP) • Do competitive analysis & determine what other materials exist on this subject (MP) • Work with Ogilvy PR to develop PR/Media plan (PB) • Compile survey results (PB, MP) • Distribute top-line findings to VC & CEO survey participants • Synthesize statistics and findings and develop final article (RS, external writer?)
PR/Media plan & distribution	<ul style="list-style-type: none"> • Generate broad media and market awareness through news mentions, excerpts, and placement in targeted publications • Use piece in direct mail campaign targeting VCs and VC portfolio companies
Collateral	<p>Phase one data collection requires two surveys</p> <ul style="list-style-type: none"> • Targeting VCs • Targeting CEOs <p>Phase two deliverables</p> <ul style="list-style-type: none"> • Top line research results • Survey results • Final white paper
Success metrics	<ul style="list-style-type: none"> • Number of placements in targeted media • Number of press releases or news mentions • Number of inquiries • Number of leads generated
Budget	<ul style="list-style-type: none"> • Verify print costs • Verify mailing costs • Develop preliminary budget

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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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<u>Person Name</u>	<u>Company Name - Current Job</u>	<u>Position - Current Job</u>	<u>Email Address 1</u>
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
<u>Person Name</u>	<u>Company Name - Current Job</u>	<u>Position - Current Job</u>	<u>Email Address 1</u>
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Tier One Talent Survey-Study - VC Email Addresses			
<u>Person Name</u>	<u>Company Name - Current Job</u>	<u>Position - Current Job</u>	<u>Email Address 1</u>
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - VC Email Addresses			
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Tier One Talent Survey-Study - CEO Email Addresses					
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Bell Sports Corporation (Chief Executive Officer) 14126-003	Holewski, Tikie	Bell Sports Corporation	tholewski@bellsports.com	Fry, William N.	frylas@aol.com
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Tier One Talent Survey-Study - CEO Email Addresses					
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FreeDrive.com (CEO) 16010-001	Sandner, John F	Chicago Mercantile Exchange		Rittmanic, Mark B.	mrirtmanic@me diaone.net
Frictionless Commerce, Inc. (Chief Executive Officer) 18850-001	Hirshland, Michael	Polaris Venture Partners	mhirshland@pol arisventures.co m	Godfrey, Kent B.	kgodfrey@frictio nless.com
GetPlastic.com (Chief Executive Officer) 14091-001	Thaller, Mark	Zero Stage Capital Co.	mthaller@zeros tage.com	Kennedy, Robert E.	
Hayes Lemmerz International, Inc. (President/Chief Executive Officer) 16125-002	Cucuz, Ranko	Hayes Lemmerz International, Inc.	rcucuz@hayes- lemmerz.com	Clawson, Curtis Jay	cjclawson1@aol. com
Integral Access (Chief Executive Officer) 16042-001	Wake, Jeffrey J.	Integral Access	fwake@integral access.com	Cicon, John P.	jcicon@integrala ccess.com
Interactive Papyrus, Inc. (Chief Executive Officer) 16012-001	Durham, David	Interactive Papyrus, Inc.	ddurham@ciber .com	Gionfriddo, James G.	jamesggio@msn .com
Interlink Group, Inc. (Chief Executive Officer) 50106-001	Link, Mary Pat	Interlink Group, Inc.	mp.link@ilg.co m	Carrington, Christopher M.	chris.carrington @ilg.com
InterPro Business Solutions, Inc. (Chief Executive Officer) 50005-001	Sinton, Thomas H	ProBusiness Services, Inc.	tsinton@probusi ness.com	Heydler, Thomas	theydler@interpr o.com
Inventa Corporation (Chief Executive Officer) 13927-001	Santhanam, Ashok	Inventa Corporation	asanthanam@ mac.com	Lavanty, David A.	dlavanty@aol.co m
Justballs! (Chief Executive Officer) 18826-001	Medalia, James	Justballs!	jim@justballs.c om	Klein, James J.	jklein@justballs. com

Tier One Talent Survey-Study - CEO Email Addresses					
Assignment Name	Client Contact Name	Client Contact - Current Company	Client Contact - Email Address 1	Placement Name	Plcmt Person - Email Address 1
Keymage (Chief Executive Officer) 50084-001	Turner, John G	Vision Capital	jturner@visioncap.com	Sakakihara, Philip M	phils@keymage.com
Kinko's, Inc. (Chief Executive Officer) 18256-005	Tamke, George W.	Clayton, Dubilier & Rice, Inc.	gtamke@cdr-inc.com	Kusin, Gary M.	garyk@kinkos.com
LightSand Communications (Chief Executive Officer) 50216-001	White, Paul A.	Fremont Ventures	pwhite@fremongroup.com	Black, Philip	philipblack@infusion.net
MediaQ, Inc. (Chief Executive Officer) 10993-001	Velamuri, Sunder	MediaQ, Inc.	sunder@mediaq.com	Antoun, Elias	elie@lsil.com
medsn (Chief Executive Officer) 60114-001	Jenkins, George M.	Patricof & Company Ventures, Inc.	jenkins@patricof.com	Bonilla, Dennis	dennis.bonilla@medsn.com
Midstream Technologies, Inc. (Chief Executive Officer) 50182-001	Grier, Debra	Midstream Technologies, Inc.	deb@midstream.com	Huguez, Edward L	ed@midstream.com
Motor Coach Industries International, Inc. (President/Chief Executive Officer) 13512-003	Lightcap, Jeffrey C.	Joseph Littlejohn & Levy	j.lightcap@jllfund.com	Cordaro, C. Roberto	acordaro@aol.com
MuseumShop.com, Inc. (Chief Executive Officer) 18853-001	Moore, Rebecca Reynolds	MuseumShop.com, Inc.	rmoore@museumshop.com	Massey, Mitchell V	
New World Pasta Company (Chairman/CEO) 15947-001	Ying, David Y.	Joseph Littlejohn & Levy	d.ying@jllfund.com	Denton, John E	
Nextera Enterprises, Inc. (Chief Executive Officer) 50131-001	Fink, Steven B.	Knowledge Universe	sfink@knowledgeu.com	Schneider, David	
NonStopNet (Chief Executive Officer) 50091-001	Simons, Jesse	NonStopNet	jesse@nonstopnet.net	Selvin, Neil	neil@selvin.com
Novopoint.com (Chief Executive Officer) 16046-001	Sayre, James D.	Cargill, Inc.	james_sayre@cargill.com	Schult, Robert W	rschult@novopoint.com
Optical Solutions, Inc. (Chief Executive Officer) 15998-001	Gorman, Michael	St. Paul Venture Capital	mgorman@stpaulvc.com	Ponder, Darryl E.	dponder@opticalsolutions.com
Pacer Global Logistics (President/CEO) 12466-001	Orris, Donald C.	Pacer International		Kooyoomjian, Carl	ckooyoomjian@railvan.com
Pennant Foods (President/CEO) 15976-001	Metropoulos, Evan D	C. Dean Metropoulos & Company	visell@ihfp.com (lori's)	Nemetz, Kevin	kevin.nemetz@provisionx.com
PeopleSupport.com (Chief Executive Officer) 16036-001	Rosenzweig, Lance	PeopleSupport.com	lance@peoplesupport.com	Callahan, Charles V.	ccallahan@peoplesupport.com
PHT Corporation (Chief Executive Officer) 12388-001	Becker, James R.	PHT Corporation	jbecker@phtcorp.com	Utterback, James D	utterbackj@aol.com
Pivia (Chief Executive Officer) 50205-001	Sands, Greg	Sutter Hill Ventures	greg@shv.com	Selvin, Neil	neil@selvin.com
Pradium, Inc. (Chief Executive Officer) 16087-001	Sayre, James D.	Cargill, Inc.	james_sayre@cargill.com	Wooten, Marvin Rhem	rhem.wooten@pradium.com
Quality Distribution, Inc. (Chief Executive Officer) 12354-001	Harris, Joshua J.	Apollo Advisors, L.P.	harris@nyc.apollo.com	Finkbinder, Thomas L.	tfinkbin@mtlinc.com
Quidnunc (Chief Executive Officer) 18828-002	Oliver, Cho	Quidnunc	kathy.kay@quidnunc.com	Burke, Robert D.	bob.burke@epresence.com
Schwinn Bicycle Division (President/CEO) 18847-001	Alix, Jay	Jay Alix & Associates	jalix@jayalix.com	Sinclair, Jeffrey I.	
Shoppers Drug Mart (Chief Executive Officer) 19770-002	Raether, Paul E.	Kohlberg Kravis Roberts & Company	smits@kkr.com	Murphy, Glenn	gandsmurphy@home.com

Tier One Talent Survey-Study - CEO Email Addresses					
Assignment Name	Client Contact Name	Client Contact Current Company	Client Contact - Email Address 1	Placement Name	Plcmt Person - Email Address 1
Sierra Atlantic (Chief Executive Officer) 14064-002	Reddy, Raju	Sierra Atlantic	Raju@Sierraatl.com	Gallo, Marc A.	kandrews@sierraatlantic.com
Strategic Management Group, Inc. (Chief Executive Officer) 18983-001	Spero, Leslie L.	Strategic Management Group, Inc.	les.spero@smginc.com	Christino, James	james.christino@smginc.com
Tonos.com (CEO/COO) 50000-001	Bayer, Carole	Tonos.com		Hansen, Stephen L.	sstiles@avamar.com
Uniscape, Inc. (Chief Executive Officer) 50149-001	Pressman, Alex	Uniscape, Inc.	apressman@uniscape.com	Adams, Steve L.	slajladams@aol.com
United Messaging, Inc. (Chairman/Chief Executive Officer) 60100-002	Rodgers, Ron	United Messaging, Inc.	ron.rodgers@unitedmessaging.com	Trowbridge, Benjamin	ben.trowbridge@unitedmessaging.com
Vcommerce Corporation (Chief Executive Officer) 50237-001	Cowan, Tom	Vcommerce Corporation	tcowan@vcommerce.com	Jensen, Mark	mjensen@vcommerce.com
Veritas Medicine, Inc. (President/Chief Executive Officer) 60005-001	Knight, Stephen C.	Epix Medical, Inc.	scknight@epixmed.com	Avellone, Joseph C.	avellone@veritasmedicine.com
Via Net.Works (Netherlands) (Managing Director-Netherlands) 30760-003	Vink, W.	Via Net.Works (Netherlands)	wvink@vianetworks.com	ten Houten, E.A.	eduard.ten.houten@12move.nl
Via Net.Works Argentina S.A. (Managing Director-Argentina) 12462001	Simmons, Michael J.	Via Net.Works, Inc.	msimmons@vianetworks.com	Martin, Adrián	kennymartin@ciudad.com.ar
Via Net.Works Italia SpA (Managing Director-Italy) 12461-001	Simmons, Michael J.	Via Net.Works, Inc.	msimmons@vianetworks.com	Arculeo, Francesco	francesco_arculeo@eur.3com.com
Visual Networks, Inc. (President/Chief Executive Officer) 12468-001	Stouffer, Scott E	Visual Networks, Inc.	sstouffer@visualnetworks.com	King, Elton R	erking46@hotmail.com
WebSwap, Inc. (Chief Executive Officer) 50033-001	Christensen, Jens	WebSwap, Inc.	jens@webswap.com	Gullett, Jan L	JanGullett@worldnet.att.net
Weight Watchers International, Inc. (Chief Executive Officer) 18811-001	Amouyal, Philippe	INVUS Group Ltd.	pa@invus.com	Fordham, Sharon A.	sfordham@weightwatchers.com
XUMA, Inc. (Chief Executive Officer) 50171-001	Cha, Joseph	XUMA, Inc.	jcha@xuma.com	Ortega, Charles Michael	mortega@xuma.com
Xyan, Inc. (Chief Executive Officer) 18382-001	Foster, John H.	NovaCare Rehabilitation	jfoster1@HQ.NovaCare.com	McGrew, David L	DAVIDLMC@MSN.COM
Zeborg, Inc. (President/Chief Executive Officer) 14155-003	Gupta, Arnab K.	Zeborg, Inc.	arnab.gupta@zeborg.com	Tognoni, Jeffrey R.	jeff.tognoni@zeborg.com
Zilliant, Inc. (CEO) 14117-001	Thornton, John D.	Austin Ventures L.P.	JOHNT@AUSVEN.COM	Newell, Marvin	mnewell@baan.com

New relationship: _____ Previous relationship: _____ Number of referrals: _____

Issues/any obstacles scheduling interview? (include both + and -) _____

Resulting/potential PNB: _____

Spencer Stuart
VENTURE-BACKED LEADERSHIP STUDY
Qualitative and Quantitative Analysis Outline

Venture Capitalist Interview

Ideally, these interviews will be conducted in person, and last approximately 20 minutes. Although the discussion should be somewhat open ended, noting any specifics to each question will also help us to collect results and identify trends among VCs interviewed. Please forward all interview data to Patty Block, Marketing Consultant, pblock@spencerstuart.com, or mail to Patty's attention, San Mateo office.

Interview

1. How is business going....? (This intro. question works well as ice-breaker, and starts discussion flowing)

2. How important is your assessment of the management team in a funding decision? How do you evaluate management teams?

3. Do you think the strength of the management team will become more important in the future?

4. Consider a generic company in your portfolio which needs a new CEO. Top of mind, what skills, experiences or characteristics do you feel are most valuable for the new CEO to have? Any you seek to avoid? Have those characteristics changed from 2-3 years ago? Also, what stage was/is the company in?

5. Clearly there has been a migration from corporate America. How successful have these executives been in working with venture backed companies? To what do you attribute their success or failure to do so effectively?

6. Consider two pre-IPO companies, one which is venture-backed and one not. Would the requirements for the CEO be any different?

7. How important are strong ethics as a character trait in the CEO of your portfolio companies?

Reminder: Ask for referral at end of interview!

Search Questions

Maybe pose first question only, since asking more can be seen as hard-sell tactic.

1. What has your experience been using search?
2. Do you recommend/use retained search for your portfolio companies? What aspect of their service do you value the most (speed, access, council)? Would the response be the same from the company's perspective? If not, why not?
3. Where have the search firms failed you/your companies in the past? What can retained search firms do to better serve your needs?
4. Are you more or less likely to use/recommend retained search with your portfolio companies? For which positions? Why?
5. What criteria will you use to select a retained search company in the future?

New relationship: _____ Previous relationship: _____ Number of referrals: _____

Issues/any obstacles scheduling interview? (include both + and -) _____

Resulting/potential PNB: _____

Spencer Stuart
VENTURE-BACKED LEADERSHIP STUDY
Qualitative and Quantitative Analysis Outline

CEO Interview

Ideally, these interviews will be conducted in person, and last approximately 20 minutes. Although the discussion should be somewhat open ended, noting any specifics to each question will also help us to collect results and identify trends among CEOs interviewed. Please forward all interview data to Patty Block, Marketing Consultant, pblock@spencerstuart.com, or mail to Patty's attention, San Mateo office.

Interview

1. How is business going....? (This intro. question works well as ice-breaker, and starts discussion flowing)

2. Regarding your company's performance to date, do you consider the company to have been successful?

3. Compared to your peers, how do you rate your performance as CEO? (Please rate on a 1-10 scale, with 1 being performed poorly, unsuccessful versus peers, and 10 being excellent, very successful vs. peers).

4. What kind of impact did you have on the success or failure of the business? (Please rate on a scale of 1-10, with 1 having only a minor impact, and 10 being very dominant impact.)

5. Considering the following three abilities, please rank them in the order that you consider your strongest attributes (rank either 1, 2 or 3, with 1 being the attribute you feel is your strongest, and 3 being the one you feel is your weakest on a relative basis).

_____ Intelligence (raw brainpower, education, product domain expertise)

_____ Previous Experience (management, industry, functional)

_____ Emotional Intelligence (adaptability, ability to understand and react to changing situations)

6. Which of the following three abilities do you feel the hiring executive viewed as most critical when selecting you as the CEO placement. Please rank them in the order that you consider most influential in your selection (rank either 1, 2 or 3, with 1 being the attribute the client felt was most important, and 3 being the one the client felt was least important on a relative basis).

- _____ Intelligence (raw brainpower, education, product domain expertise)
- _____ Previous Experience (management, industry, functional)
- _____ Emotional Intelligence (adaptability, ability to understand and react to changing situations)

7. Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity?

- _____ Perceived risk of opportunity (1-10, 1 being low, 10 being high)?
- _____ Perceived reward of opportunity (1-10, 1 being low, 10 being high)?

8. If the exact same opportunity were offered to you today, how would you perceive the Risk and Reward?

- _____ Perceived risk of opportunity (1-10, 1 being low, 10 being high)?
- _____ Perceived reward of opportunity (1-10, 1 being low, 10 being high)?

9. Regarding your relationship with the Founder (if applicable),

- _____ Would you consider your relationship to be highly interactive? (1-10)
- _____ Would you consider your relationship to be positive? (1-10)

10. Regarding your relationship with the Board,

- _____ Would you consider your relationship to be highly interactive? (1-10)
- _____ Would you consider your relationship to be positive? (1-10)

11. What do you consider most influential on the company's success or failure?

Rank 1-4, with 1 being most influential, and 4 being least influential

- _____ Executive team
- _____ Industry
- _____ Market conditions
- _____ Level of funding
- _____ Operational execution
- _____ Other (please identify)

12. Do you consider yourself most likely to...

- _____ Retain an entrepreneurial bug, continuing to seek high risk/reward companies
- _____ Consider other pre-IPO companies, but avoid if the risks are perceived as too high
- _____ Migrate eventually to larger, more established companies, leveraging what you have learned

Venture Capital Backed CEO Placement Study

Thank you for taking time out of your busy schedule to participate in this study. Be assured that all names will be removed from the results and your responses will be held in strict confidence. Only cumulative results from the total sample will be analyzed. We will not be reporting on comparisons among individual respondents or companies.

Identification#. Please add below the number provided in this email. It is critically important this number be included, otherwise the survey will not be tabulated correctly.

ID #

1. Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?

	Unsuccessful	Partially Successful	Successful	Very Successful
Its Peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market Share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand/Reputation Built	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Return on Investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Metric	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1a. Other Metric

1b. If you selected either "Market Share" or "Return on Investment", please fill in target numbers below.

Target Market Share

Target ROI

2. The portfolio company has the following status: (choose all that apply)

- Still in Existence
- Acquired/Merged
- Went Through an IPO
- No Longer in Existence

3. In absolute terms, how do you rate the performance of the CEO? Please assign a rating on a scale from 1 to 5, where 1 represents "Unsuccessful" and 5 represents "Very Successful".

	1	2	3	4	5
Performance of CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3a. Compared to his/her peers, how do you rate the performance of the CEO?

Please assign a rating on a scale from 1 to 5, where 1 represents "Unsuccessful vs. Peers " and 5 represents "Very Successful vs. Peers".

	1	2	3	4	5
Performance of CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. How would you rate the relative impact that the CEO had on the performance of the company?

Please assign a rating on a scale from 1 to 5, where 1 represents "Minor Impact" and 5 represents "Very Significant Impact".

	1	2	3	4	5
Impact of CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Regarding the Board's relationship with the Founder (if applicable), please rate the following.

Please assign a rating on a scale from 1 to 5, where 1 represents "Strong No" and 5 represents "Strong Yes".

	1	2	3	4	5
The relationship is positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Regarding the CEO's relationship with the Board, please rate the following.

Please assign a rating on a scale from 1 to 5, where 1 represents "Strong No" and 5 represents "Strong Yes".

	1	2	3	4	5
The relationship is highly interactive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The relationship is positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The relationship is value-adding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. What were the CEO's strongest three characteristics? Weakest three?

	Strongest Three Characteristics	Weakest Three
Leadership Skills	<input type="radio"/>	<input type="radio"/>
Industry Knowledge	<input type="radio"/>	<input type="radio"/>
Industry Contacts	<input type="radio"/>	<input type="radio"/>
Entrepreneurial Skills	<input type="radio"/>	<input type="radio"/>
Traditional 'Corporate' Skills	<input type="radio"/>	<input type="radio"/>

Management Skills	<input type="radio"/>	<input type="radio"/>
Top Education	<input type="radio"/>	<input type="radio"/>
Ethics/Integrity	<input type="radio"/>	<input type="radio"/>
Charisma	<input type="radio"/>	<input type="radio"/>
Visioning Skills	<input type="radio"/>	<input type="radio"/>
Analytical Skills	<input type="radio"/>	<input type="radio"/>
Individual Social and Business Interaction	<input type="radio"/>	<input type="radio"/>
Execution/Operational Ability	<input type="radio"/>	<input type="radio"/>
Ability to Attract Top Client	<input type="radio"/>	<input type="radio"/>
Fund-raising Capabilities	<input type="radio"/>	<input type="radio"/>

8. What were the CEO's strongest attributes (select two out of three):

- Intelligence (IQ)
- Emotional Intelligence (Adaptability/Street smarts)
- Experience

9. Regarding the CEO in question, would you hire that individual again to run another venture-backed company?

Please assign a rating on a scale from 1 to 5, where 1 represents "Would NOT Hire Again" and 5 represents "Would Hire Again".

	1	2	3	4	5
CEO Hiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Regarding the CEO in question, which best describes their ethics? (Again, no responses will be attributed to any individual.)

- Willing to forego any short or long term advantage to do what is right.
- Willing to act on certain "gray areas" to his/his company's advantage.
- Play within the defined rules, but aggressively pursue "gray area" advantages.
- Will do whatever it takes to succeed, based on assumption that all actions taken will be kept confidential.

11. All participants will receive survey topline results prior to dissemination to anyone else, including the media. Please enter your name, address and email address so we may forward that to you. Your name, address, and all responses will be held in strict confidence.

Name

Firm Name

Address

(Optional) Email Address

Thank you for participating in this important study!

Venture Capital Backed CEO Survey

Thank you for taking time out of your busy schedule to participate in this study. Be assured that all names will be removed from the results and your responses will be held in strict confidence. Only cumulative results from the total sample will be analyzed. We will not be reporting on comparisons among individual respondents or companies.

Identification#. Please insert the number identified in this email. It is critically important this number be included, otherwise the survey will not be tabulated correctly.

Identification number

1. Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?

	Unsuccessful	Partially Successful	Successful	Very Successful
Its Peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market Share	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand/Reputation Built	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Return on Investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1a. Other

2. Compared to your peers, how do you rate your performance as CEO?

Please assign a rating on a scale from 1 to 5, where 1 represents "Performed Poorly, Unsuccessful vs. Peers" and 5 represents "Excellent, Very Successful".

	1	2	3	4	5
Performance as CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. What kind of impact have you had as CEO on the performance of the business?

Please assign a rating on a scale from 1 to 5, where 1 represents "Minor Impact" and 5 represents "Very Significant Impact".

	1	2	3	4	5
Impact of CEO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To which do you attribute the success you did have? (Pick 2 of the 3).

- Previous, relevant experience
- Previously acquired knowledge
- Ability to learn

5. Considering the following three attributes, please rank them in the order that you consider your strongest (rank either 1, 2 or 3, with 1 being the attribute you feel is your strongest, and 3 being the one you feel is your weakest on a relative basis).

Intelligence (raw brain-power, education, intellect)

Previous Experience (management, industry)

Emotional Intelligence (adaptability, ability to perceive and react to changing situations)

6. Which of the following three professional attributes do you feel the Board viewed as most critical when selecting YOU as the CEO placement. Please rank them in the order that you consider most influential in your selection (rank either 1, 2 or 3, with 1 being the attribute the client felt was most important, and 3 being the one the client felt was least important on a relative basis).

Intelligence (raw brain-power, education, intellect)

Previous Experience (management, industry)

Emotional Intelligence (adaptability, ability to perceive and react to changing situations)

7. Prior to your role as CEO of this company, did you have previous experience working in a large, corporate environment (defined as \$500M +)?

- Yes
- No

7b. If yes, how many years experience did you have in this environment?

- 1-5
- 6-10
- 10-20
- 20+

8. Prior to your role as CEO of this company, did you have previous experience working in an entrepreneurial environment (less than \$50M)?

- Yes
- No

8b. If yes, how many years experience did you have in this environment?

- 1-5
- 6-10

- 10-20
- 20+

9a. Prior to your role as CEO of this company, how many total years work experience did you have?

Number of years

9b. Prior to your role as CEO of this company, how many different companies had you worked for?

Number of companies

9c. Prior to your role as CEO of this company, your most recent role was:

- CEO
- President/COO
- Division General Manager
- Functional leader (CFO, EVP Sales, etc.)
- Other

10a. Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity? Please assign a rating on a scale from 1 to 5, where 1 represents "Low" and 5 represents "High".

	1	2	3	4	5
Perceived Personal Risk of Opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perceived Personal Reward of Opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10b. If the exact same opportunity was offered to you **today**, how would you perceive the Risk and Reward? Please assign a rating on a scale from 1 to 5, where 1 represents "Low" and 5 represents "High".

	1	2	3	4	5
Perceived Personal Risk of Opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perceived Personal Reward of Opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. At the time you accepted the offer to become CEO of this company, were you:

- Employed within the organization in another role.
- Employed full time with another organization.
- Self-employed, doing independent consulting.
- Unemployed, actively looking for a new role.
- Unemployed, but not actively looking.

12. Regarding your relationship with the **Founder** (if applicable), please assign a rating on a scale from 1 to 5, where 1 represents "Strongly Agree" and 5 represents "Strongly Disagree".

<input type="text"/>	1	2	3	4	5
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I consider our relationship to be highly interactive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider our relationship to be positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Regarding your relationship with the **Board**, please assign a rating on a scale from 1 to 5, where 1 represents "Strongly Agree" and 5 represents "Strongly Disagree".

	1	2	3	4	5
I consider our relationship to be highly interactive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider our relationship to be positive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. What factor do you consider most influential on the company's performance? Rank 1-4, with 1 being most influential, and 4 being least influential.

Executive Team	<input type="text"/>
Industry Condition	<input type="text"/>
General Market Conditions	<input type="text"/>
Level of Funding	<input type="text"/>
Operational Execution	<input type="text"/>
Other (please identify)	<input type="text"/>

14a. Other Factor

<input type="text"/>	Ranking	<input type="text"/>
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15. Do you now consider yourself most likely to...

- Continue to seek high risk/reward companies
- Consider other pre-IPO companies, but avoid if risks are perceived as too high
- Migrate eventually to larger, more established company, leveraging what you have learned

16. Which best describes your ethics? (Again, no responses will be attributed to any individual).

- Willing to forego any short or long term advantage to do what is right.
- Willing to act on certain "gray areas" to my/my company's advantage.
- Play within defined rules, but aggressively pursue "gray area" advantages.
- Will do whatever it takes to succeed, based on assumption that all actions will be kept confidential.

17. If you were in a prospective client's office who had left the room to take a call, and you noticed your top competitor's proposal lying face down on the desk, would you look at it?

- Yes
- No

TopLine Findings. All participants will receive survey topline results prior to dissemination to anyone else, including the media. Please enter your name, address and email address so we may forward that to you. Your

name, address, and all responses will be held in strict confidence.

Name	<input type="text"/>
Firm Name	<input type="text"/>
Address	<input type="text"/>
(Optional) Email Address	<input type="text"/>

Thank you for participating in this important study!

[This questionnaire was created using Perseus SurveySolutions.](#)

VC Analysis

Question Categories	TOTAL	Percent
	67	
Importance of the Management Team		
specified as the "Most Important"	30	50
Very important	19	32
Very important but other factors mentioned	6	10
Other factors more important	3	5
Implied importance	2	3
No Comment	7	
	0	
Accept gaps in Mgmt. Team	10	15
Evaluation of Mgmt Team		
Thorough evaluation	10	71
Some evaluation	0	
Admitted not enough	4	29
No comment	53	
Aware of not enough evaluation	7	50
References	24	36
Blind References	8	12
Interviews (formal and informal)	11	16
Behavioral interviews	7	10
Performance/Success	8	12
gut ONLY	5	7
some gut	6	9
working sessions	2	3
More Important in the Future?		
Yes	6	29
Is more important now than during boom	5	24
Same	10	48
No comment	46	
Ideal CEO		
No Comment	6	
attract and retain good people	24	39
mentor/coach/encourage people	30	49
lead by example	0	0
desire to learn	4	7
can take advice/listens well	12	20
good communication skills	6	10
intelligent	7	11
Not TOO intelligent	1	2
customer serving	8	13
domain expertise	15	25
industry experience	14	23
negotiation skills	1	2
driver	9	15
persistent/overcome any obstacle	11	18

VC Analysis

Question Categories	TOTAL	Percent
Hands on	13	21
Knows distribution channels	1	2
knows target customers	4	7
risk taker	5	8
decision making	9	15
exp. With failure	8	13
experience in poor economy	8	13
FUNCTIONAL PREFERNCES	0	
None		
Mixed functional background	4	31
Marketing/Sales background	9	69
Finance background	0	
Operations background	0	
Gap filler	3	5
successful	7	11
successful CEO	2	3
successful CEO at VC backed company	10	16
ability to work with founder	3	5
P&L experience	7	11
able to sell the business - investors etc.	11	18
ability to generate revenue	2	3
strong business development	2	3
recognize weaknesses	13	21
high emotional intelligence	5	8
check ego at the door	3	5
from non-profitable to profitable	1	2
startup experience	8	13
older/middle aged/experienced	11	18
consistency	0	0
incredible work ethic	6	10
vision	10	16
execution	7	11
strategy	12	20
communicate the strategy internally	3	5
compensation	4	7
exp in different sized cos	5	8
scale the business	10	16
Migration from Corporate America		
Successful	2	5
Not successful	27	61
Mixed bag	15	34
No comment	23	
Fail because of....		
delegator/lack of infrastructure	23	52
small scale (financial)	6	14
politics	3	7
greed	5	11
not a risk taker	1	2

VC Analysis

Question Categories	TOTAL	Percent
lack the work ethic	1	2
other	3	7
can't ID actual skills		unknown
VC backed vs Private Co CEO		
No difference	4	22
No comment	49	
Difference	14	78
communicating with investors differently	8	44
ability to raise money	1	6
timeframe is different	4	22
Ethics		
Most important	4	7
Very important	55	93
Mentions founders		
Mentioned board		
Mentioned investors		
Mentions communication		
NO COMMENT	9	
success	24	41
reputation of individuals	4	7
reputation of VC firm	5	9
ethical reasons - sleep at night	3	5

TIER ONE TALENT VC BACKED LEADERSHIP SURVEY-STUDY

VC Responses to Targeted Survey on CEO Placements

- Analyzing 17 responses

Q. Identification#-1

ID #

R.#244

S.201

T.204

U.210

V.213

W. 221

X.225

Y.232

Z.233

AA. 234

AB. 237

AC. 240

AD. 241

AE. 242

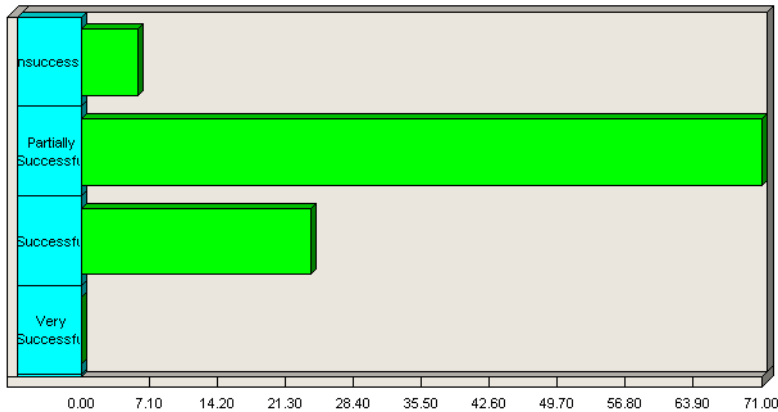
AF. 247

AG. 250

AH. 269

Sample Answering: 17 responses

General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?

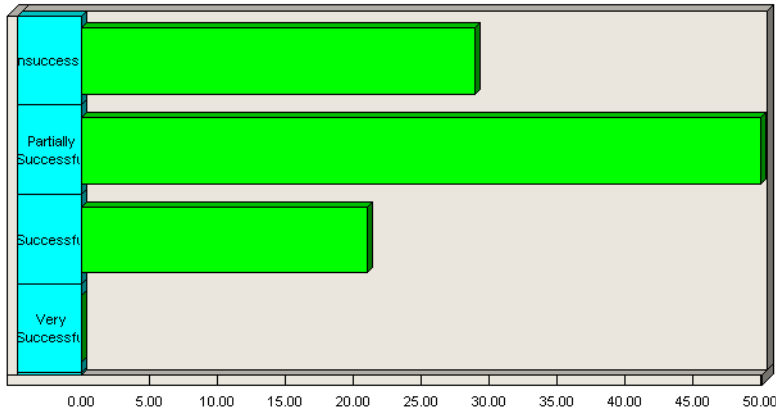


Q.1-1 Its Peers [General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	1	5.9%

Partially Successful	12	70.6%
Successful	4	23.5%
Very Successful	0	0.0%

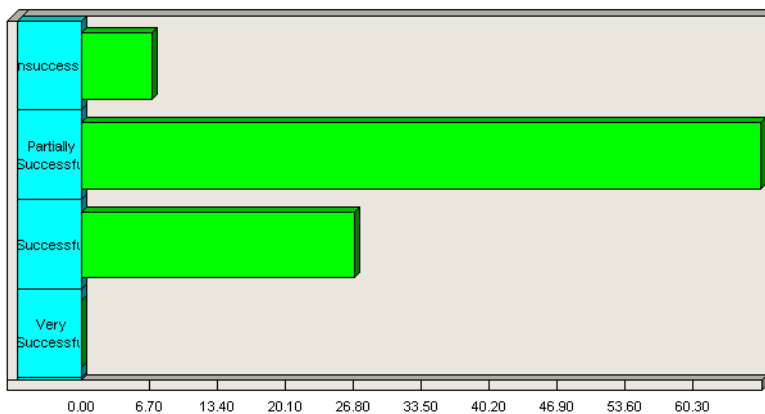
General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?



Q.1-2 Market Share [General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	4	28.6%
Partially Successful	7	50.0%
Successful	3	21.4%
Very Successful	0	0.0%

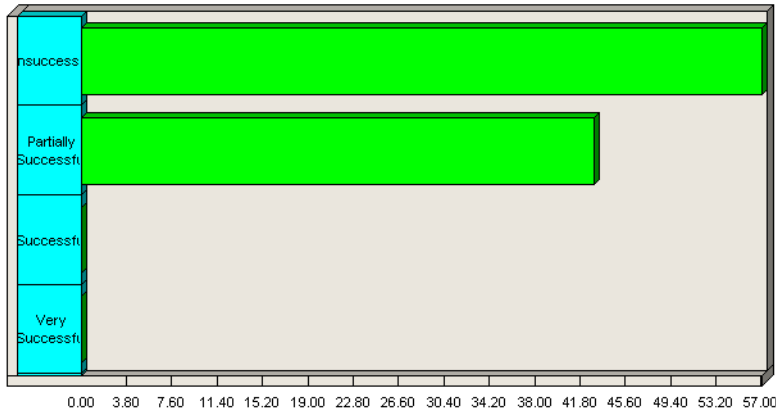
General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?



Q.1-3 Brand/Reputation Built [General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	1	6.7%
Partially Successful	10	66.7%
Successful	4	26.7%
Very Successful	0	0.0%

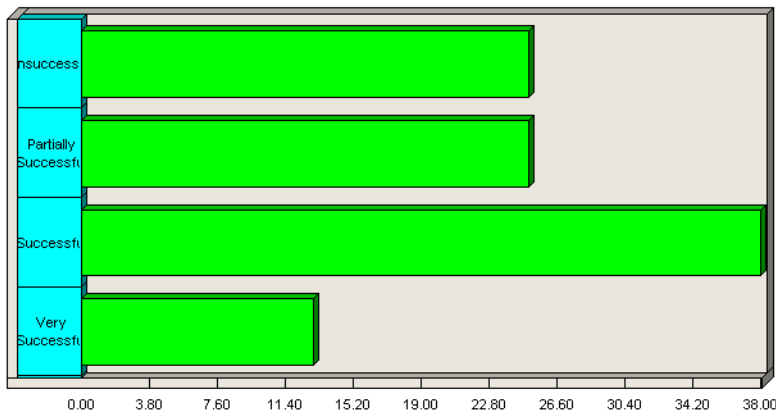
[General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of th



Q.1-4 Return on Investment [General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	8	57.1%
Partially Successful	6	42.9%
Successful	0	0.0%
Very Successful	0	0.0%

neral Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the fo



Q.1-5 Other Metric [General Question: Regarding the portfolio company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	2	25.0%
Partially Successful	2	25.0%
Successful	3	37.5%
Very Successful	1	12.5%

Q.1a Other Metric

- CEO started work 6 weeks ago. Too early to assess his level of success or failure
- Deals initiated by the CEO network and closed
- Developing product and raising equity capital are the two measurable metrics now, since the company is pre-revenue. The new CEO has greatly improved both areas for us.
- Establishing relationships with ancillary/auxiliary technology vendors
- management culture/ team building
- Our company is still in development and our product is not available to the market yet, it is not possible for us to talk about our performance until we've taken the product to market.
- recovery from financial distress
- The CEO has only been in the job for 6 weeks, so it is too early to comment on his performance. Early indications are all positive
- This market has been hit by terrible economic conditions, and the named CEO though not growing the business has steered it well through very rough waters
- Time to market

Sample Answering: 10 responses

Q.1b-1 Target Market Share

Item	Frequency	Percent
(Not Answered)	7	41.2%
(Unique responses)	10	58.8%
(Total)	17	100.0%

Sample Answering: 10 responses

Q.1b-1 Target Market Share

- 1%
- 20%
- 30%
- 33%
- 35%
- 4%
- 5%
- not yet measurable
- Quarterly revenue objective not met
- still losing share

Sample Answering: 10 responses

Q.1b-2 Target ROI

Item	Frequency	Percent
(Not Answered)	8	47.1%
25%	2	11.8%
(Unique responses)	7	41.2%
(Total)	17	100.0%

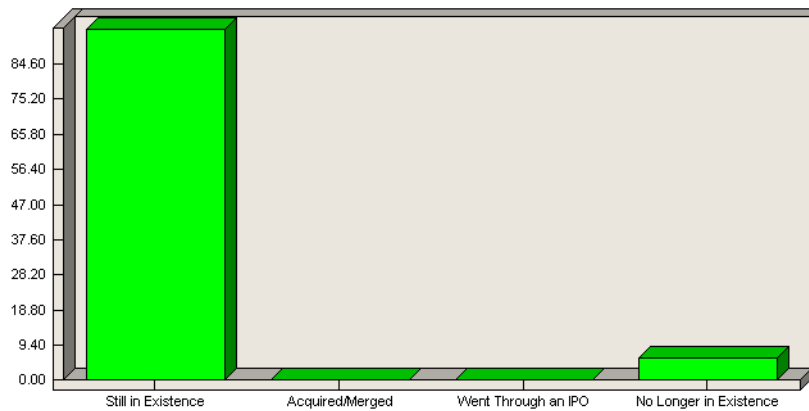
Sample Answering: 9 responses

Q.1b-2 Target ROI

- 20% pre tax
- 25%
- 25%
- 30+%
- 35%
- 50%
- 5x
- Expected Revenue compared with the CEO personal expenditures
- NA

Sample Answering: 9 responses

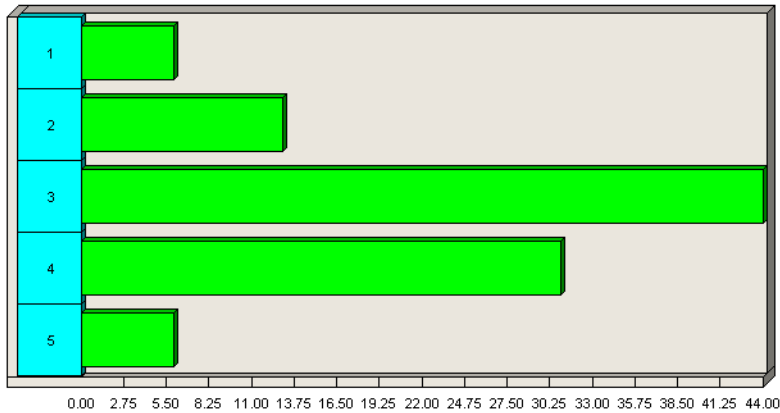
The portfolio company has the following status: (choose all that apply)



Q.2 The portfolio company has the following status: (choose all that apply)

Choice	Count	Percentage Answered
Still in Existence	16	94.1%
Acquired/Merged	0	0.0%
Went Through an IPO	0	0.0%
No Longer in Existence	1	5.9%

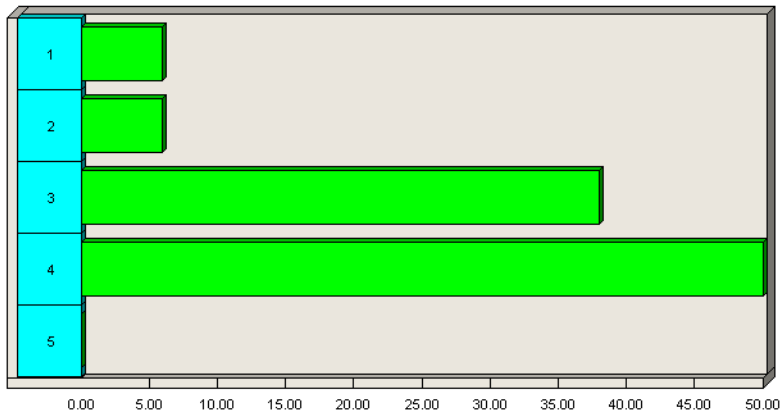
In absolute terms, how do you rate the performance of the CEO? Please assign a rating on a scale from 1 to 5, where 1 represents 'Unsuccessful'



Q.3-1 Performance of CEO [General Question: In absolute terms, how do you rate the performance of the CEO? Please assign a rating on a scale from 1 to 5, where 1 represents 'Unsuccessful' and 5 represents 'Very Successful'.]

Question	Count	Percentage Answered
1	1	6.3%
2	2	12.5%
3	7	43.8%
4	5	31.3%
5	1	6.3%

Performance of CEO [General Question: Compared to his/her peers, how do you rate the performance of the CEO?]



Q.3a-1 Performance of CEO [General Question: Compared to his/her peers, how do you rate the performance of the CEO?]

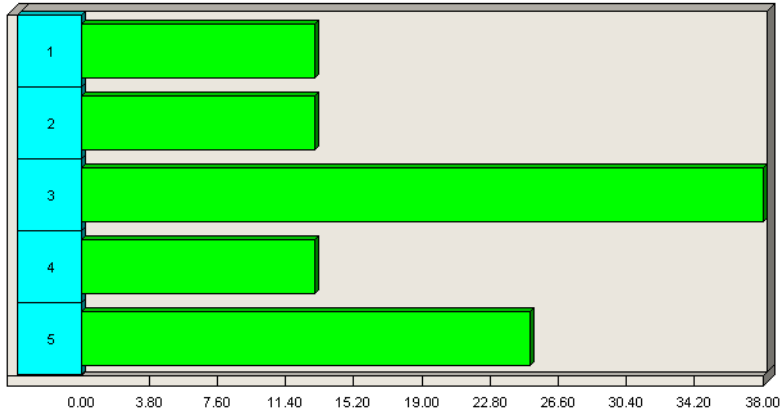
Question	Count	Percentage Answered
1	1	6.3%
2	1	6.3%
3	6	37.5%
4	8	50.0%

5

0

0.0%

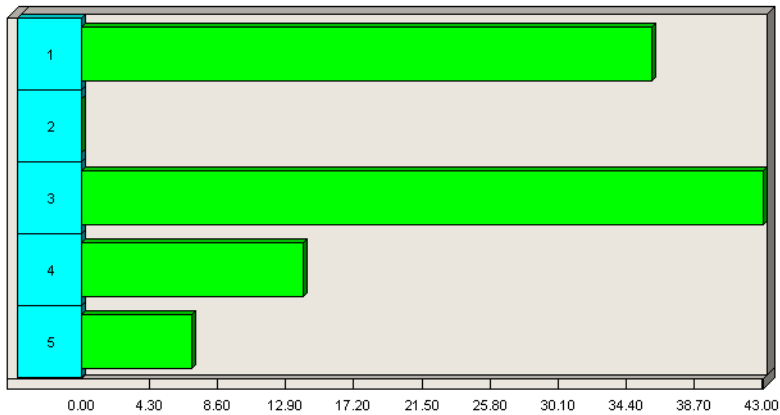
Impact of CEO [General Question: How would you rate the relative impact that the CEO had on the performance of the company?]



Q.4-1 Impact of CEO [General Question: How would you rate the relative impact that the CEO had on the performance of the company?]

Question	Count	Percentage Answered
1	2	12.5%
2	2	12.5%
3	6	37.5%
4	2	12.5%
5	4	25.0%

The relationship is positive. [General Question: Regarding the Board's relationship with the Founder (if applicable), please rate the following.]

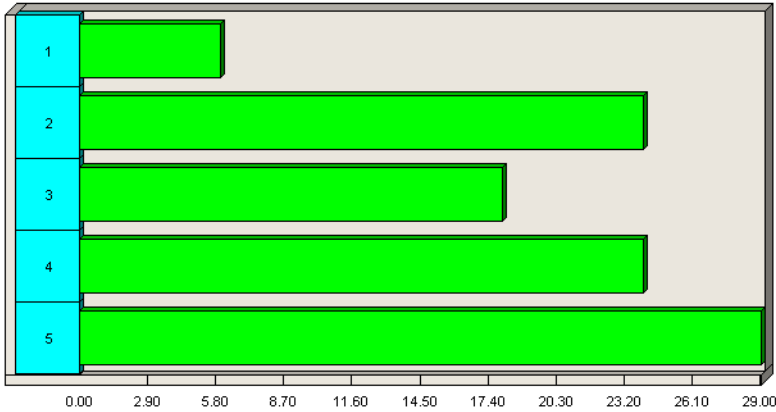


Q.5-1 The relationship is positive. [General Question: Regarding the Board's relationship with the Founder (if applicable), please rate the following.]

Question	Count	Percentage Answered
1	5	35.7%
2	0	0.0%

3	6	42.9%
4	2	14.3%
5	1	7.1%

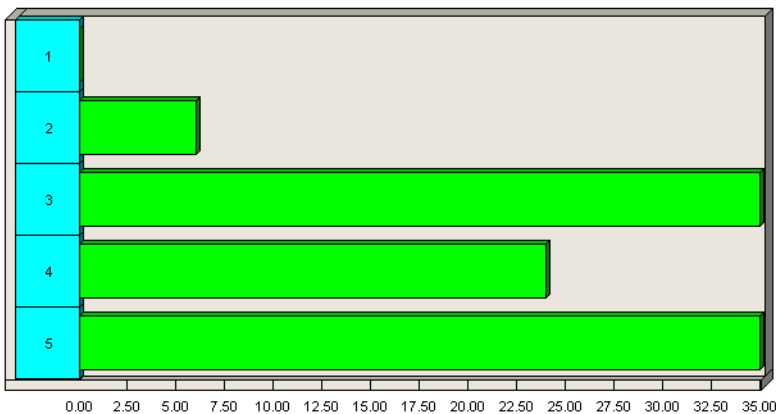
The relationship is highly interactive. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]



Q.6-1 The relationship is highly interactive. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]

Question	Count	Percentage Answered
1	1	5.9%
2	4	23.5%
3	3	17.6%
4	4	23.5%
5	5	29.4%

The relationship is positive. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]

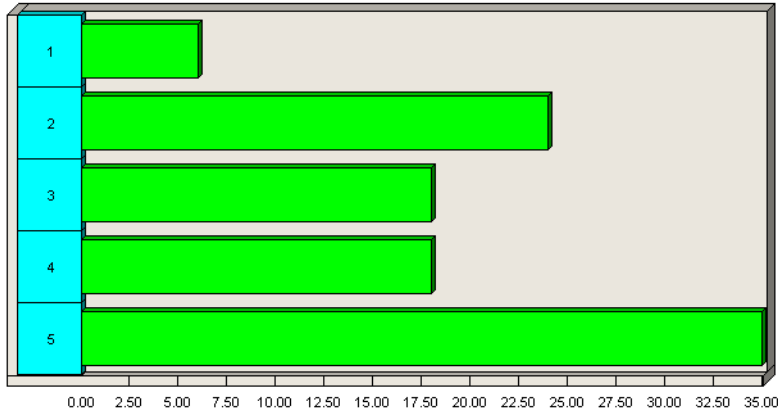


Q.6-2 The relationship is positive. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]

Question	Count	Percentage Answered
----------	-------	---------------------

1	0	0.0%
2	1	5.9%
3	6	35.3%
4	4	23.5%
5	6	35.3%

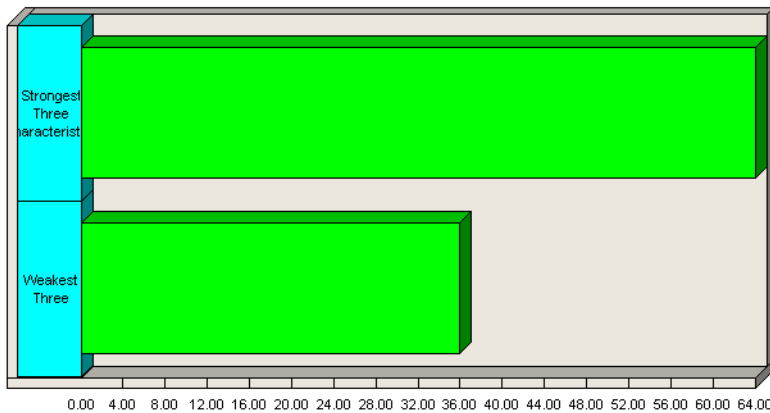
The relationship is value-adding. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]



Q.6-3 The relationship is value-adding. [General Question: Regarding the CEO's relationship with the Board, please rate the following.]

Question	Count	Percentage Answered
1	1	5.9%
2	4	23.5%
3	3	17.6%
4	3	17.6%
5	6	35.3%

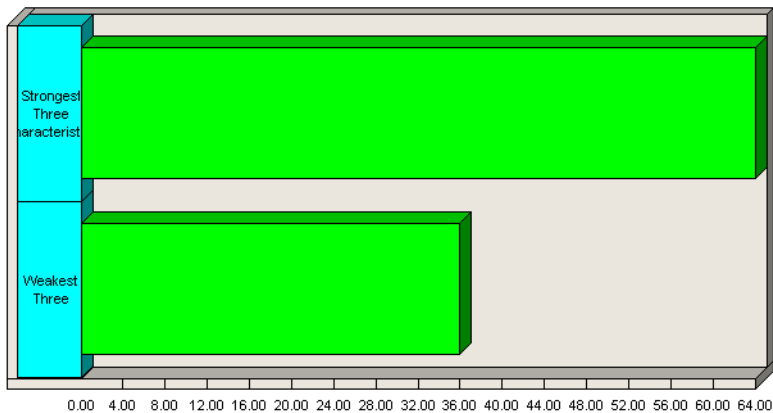
Leadership Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-1 Leadership Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	7	63.6%
Weakest Three	4	36.4%

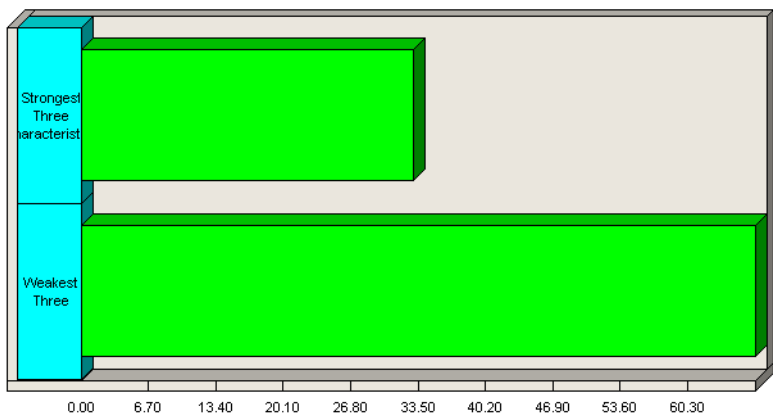
Industry Knowledge [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-2 Industry Knowledge [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	7	63.6%
Weakest Three	4	36.4%

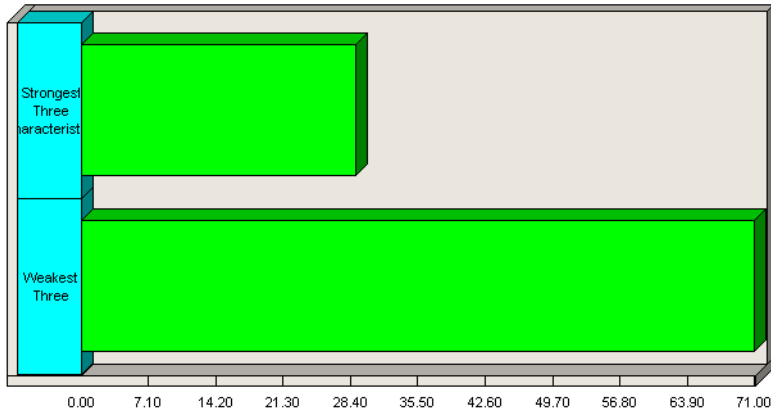
Industry Contacts [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-3 Industry Contacts [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	2	33.3%
Weakest Three	4	66.7%

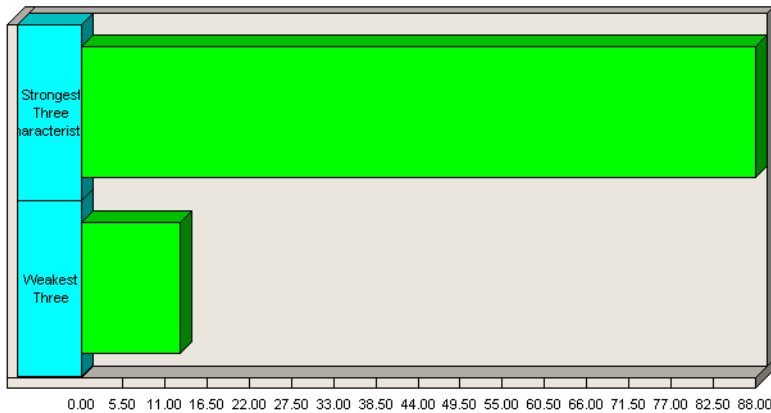
Entrepreneurial Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-4 Entrepreneurial Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	2	28.6%
Weakest Three	5	71.4%

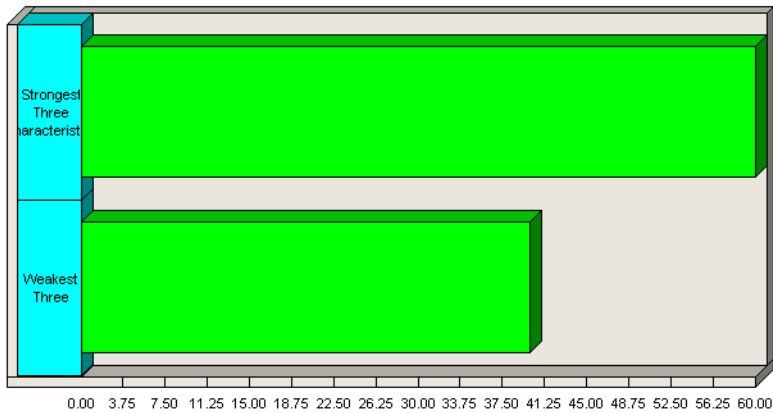
Traditional 'Corporate' Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-5 Traditional 'Corporate' Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	7	87.5%
Weakest Three	1	12.5%

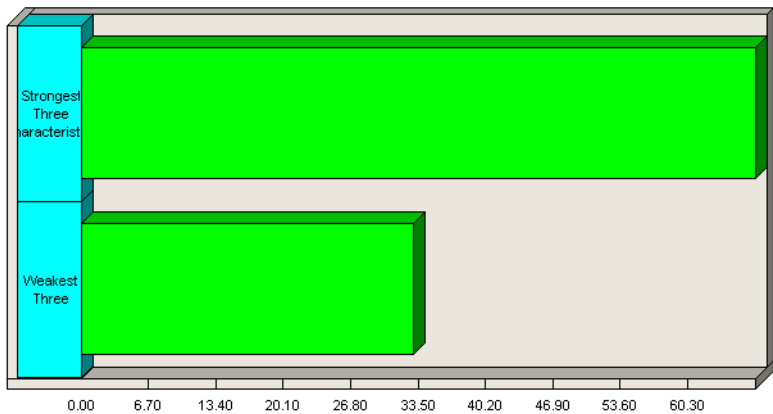
Management Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-6 Management Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	6	60.0%
Weakest Three	4	40.0%

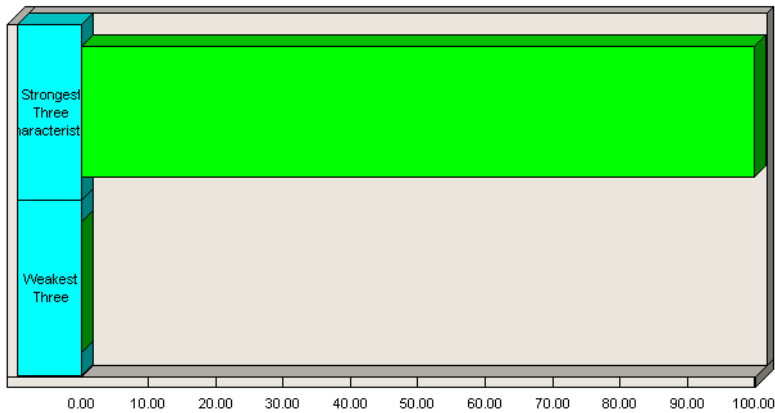
Top Education [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-7 Top Education [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	2	66.7%
Weakest Three	1	33.3%

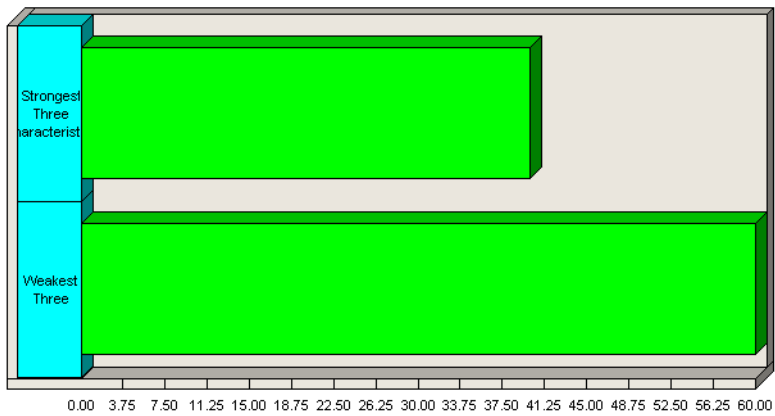
Ethics/Integrity [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-8 Ethics/Integrity [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	5	100.0%
Weakest Three	0	0.0%

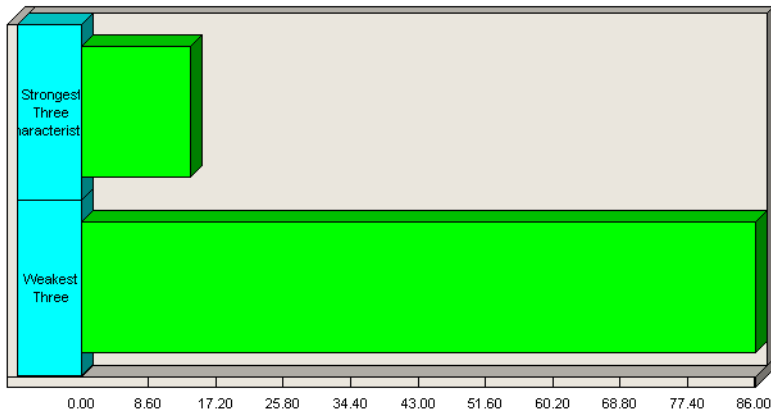
Charisma [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-9 Charisma [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	2	40.0%
Weakest Three	3	60.0%

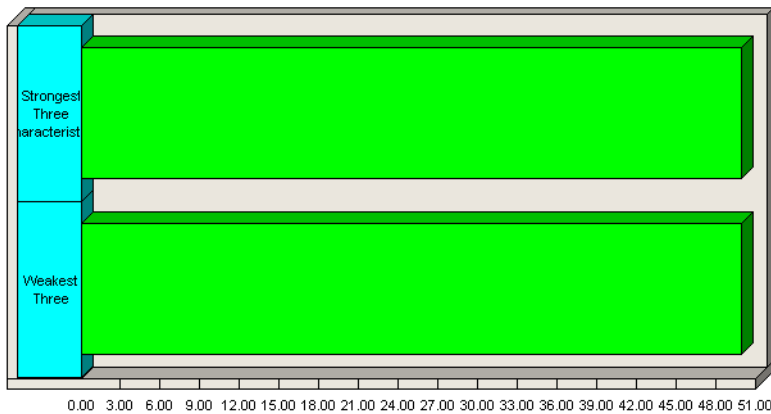
Visioning Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-10 Visioning Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	1	14.3%
Weakest Three	6	85.7%

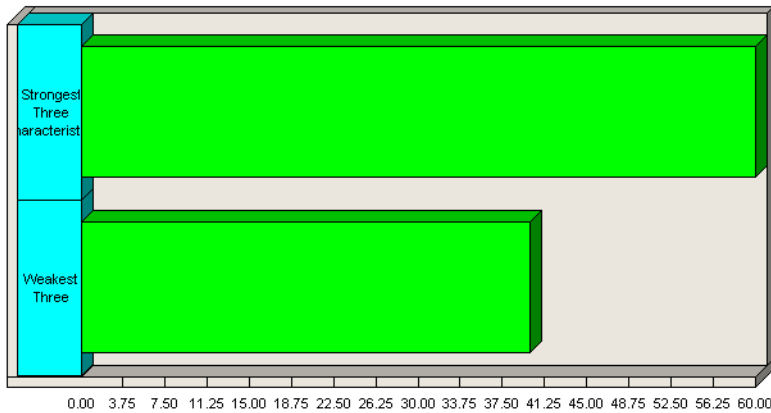
Analytical Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-11 Analytical Skills [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	2	50.0%
Weakest Three	2	50.0%

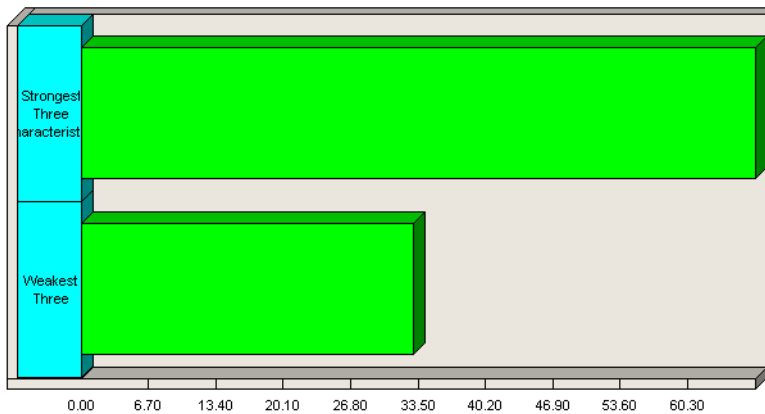
Individual Social and Business Interaction [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-12 Individual Social and Business Interaction [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	3	60.0%
Weakest Three	2	40.0%

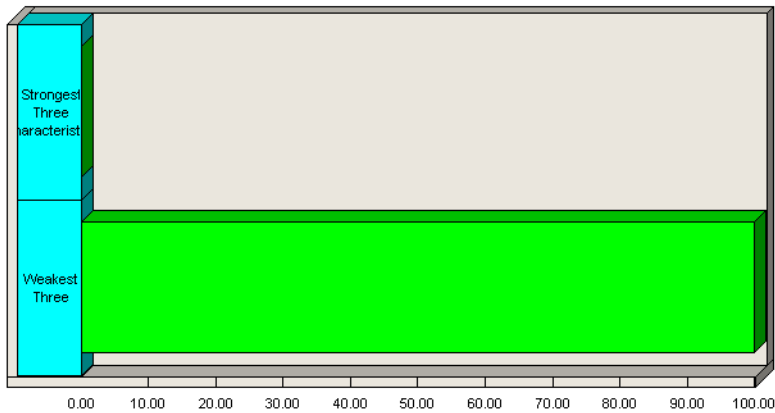
Execution/Operational Ability [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-13 Execution/Operational Ability [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	4	66.7%
Weakest Three	2	33.3%

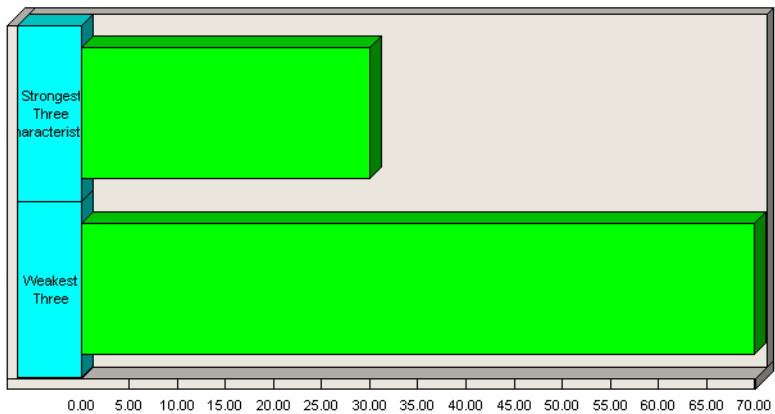
Ability to Attract Top Client [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-14 Ability to Attract Top Client [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	0	0.0%
Weakest Three	5	100.0%

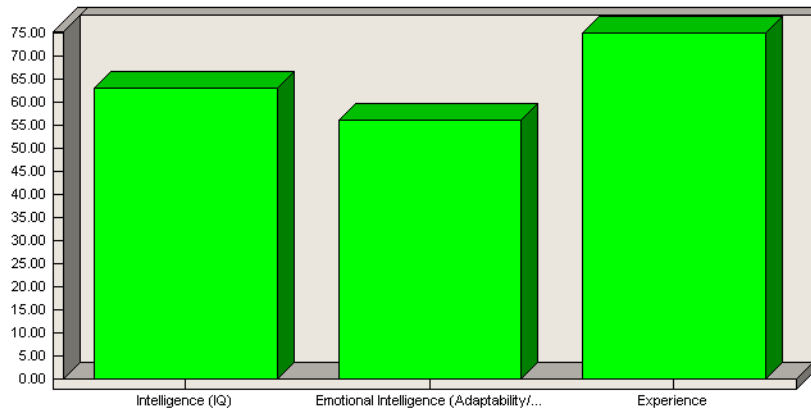
Fund-raising Capabilities [General Question: What were the CEO's strongest three characteristics? Weakest three?]



Q.7-15 Fund-raising Capabilities [General Question: What were the CEO's strongest three characteristics? Weakest three?]

Question	Count	Percentage Answered
Strongest Three Characteristics	3	30.0%
Weakest Three	7	70.0%

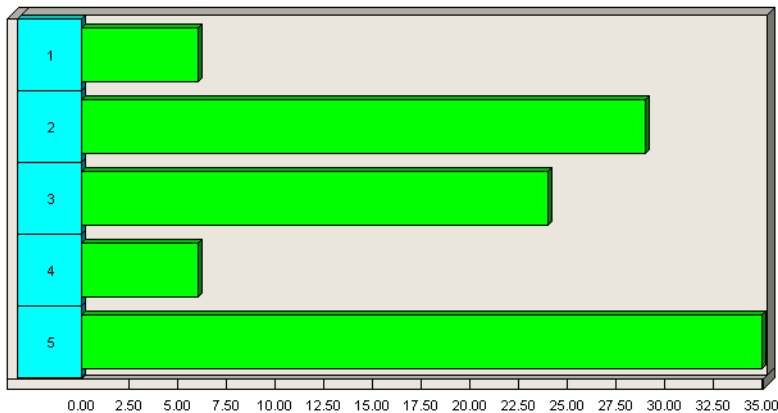
What were the CEO's strongest attributes (select two out of three):



Q.8 What were the CEO's strongest attributes (select two out of three):

Choice	Count	Percentage Answered
Intelligence (IQ)	10	62.5%
Emotional Intelligence (Adaptability/Street smarts)	9	56.3%
Experience	12	75.0%

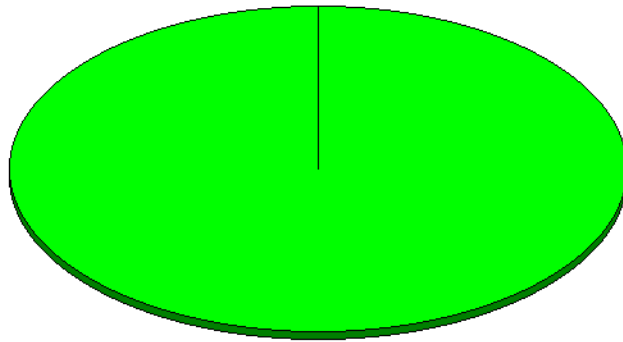
CEO Hiring [General Question: Regarding the CEO in question, would you hire that individual again to run another venture-backed company?]



Q.9-1 CEO Hiring [General Question: Regarding the CEO in question, would you hire that individual again to run another venture-backed company?]

Question	Count	Percentage Answered
1	1	5.9%
2	5	29.4%
3	4	23.5%
4	1	5.9%
5	6	35.3%

Regarding the CEO in question, which best describes their ethics? (Again, no responses will be attributed to any individual.)



- Willing to forego any short or long term advantage to do what is right.
- Willing to act on certain "gray areas" to his/his company's advantage.
- Play within the defined rules, but aggressively pursue "gray area" advantages.
- Will do whatever it takes to succeed, based on assumption that all actions taken will be kept confidential.

Q.10 Regarding the CEO in question, which best describes their ethics? (Again, no responses will be attributed to any individual.)

Choice	Count	Percent
Willing to forego any short or long term advantage to do what is right.	6	40.0%
Willing to act on certain "gray areas" to his/his company's advantage.	0	0.0%
Play within the defined rules, but aggressively pursue "gray area" advantages.	0	0.0%
Will do whatever it takes to succeed, based on assumption that all actions taken will be kept confidential.	0	0.0%

Q.11-1 Name

- Ashok Santhanam
- Ben James
- David G. Durham
- David Graham
- David Ying
- David Ying
- Deb Grier
- George W. Tamke
- Jeff Wake
- jim
- Mike Simmons
- Paul White
- Robert Bonanno
- Sunder Velamuri

Sample Answering: 14 responses

Q.11-2 Firm Name

- buypproduce
- CIBER, Inc.
- Clayton, Dubilier & Rice
- Fremont Ventures
- Integral Access
- Inventa
- JLL
- Joseph Littlejohn Levy
- MediaQ
- MidStream Technologies
- North Castle Partners
- sayre
- Summit Capital Group
- VIA NET.WORKS

Sample Answering: 14 responses

Q.11-3 Address

Item	Frequency	Percent
(Not Answered)	4	23.5%
450 Lexington Ave	2	11.8%
(Unique responses)	11	64.7%
(Total)	17	100.0%

Sample Answering: 13 responses

Q.11-3 Address

- 1055 Cascade Drive, Menlo Park, CA 94025
- 12100 Sunset Hills Road Suite 110, Reston, VA 20190
- 15837 Del Cerro Ct. Los Gatos, CA 95032
- 183 E. putnam, greenwich Ct 06830
- 199 Fremont Street, 19th Floor, San Francisco, CA 94550
- 29 A Technology
- 375 Park Avenue; NY, NY 10152
- 450 Lexington Ave
- 450 Lexington Ave
- 5251 DTC Pkwy., Ste. 1400, Greenwood Village, CO 80111
- 600 Travis, Suite 6110
- 777 108th Ave NE, Ste 1700, Bellevue, WA 98004
- Boston

Sample Answering: 13 responses

Q.11-4 (Optional) Email Address

Item	Frequency	Percent
(Not Answered)	5	29.4%

d.ying@jllfund.com	2	11.8%
(Unique responses)	10	58.8%
(Total)	17	100.0%

Sample Answering: 12 responses

Q.11-4 (Optional) Email Address

- asanthanam@mac.com
- bob@buyproduce.com
- d.ying@jllfund.com
- d.ying@jllfund.com
- ddurham@ciber.com
- deb@midstream.com
- dgraham@summit-cap.com
- gtamke@cdr-inc.com
- james_sayre@cargill.com
- pwhite@fremontgroup.com
- sunderrao@home.com
- thewakes@mediaone.net

Sample Answering: 12 responses

TIER ONE TALENT VC BACKED LEADERSHIP SURVEY-STUDY

CEO Responses to Targeted Survey

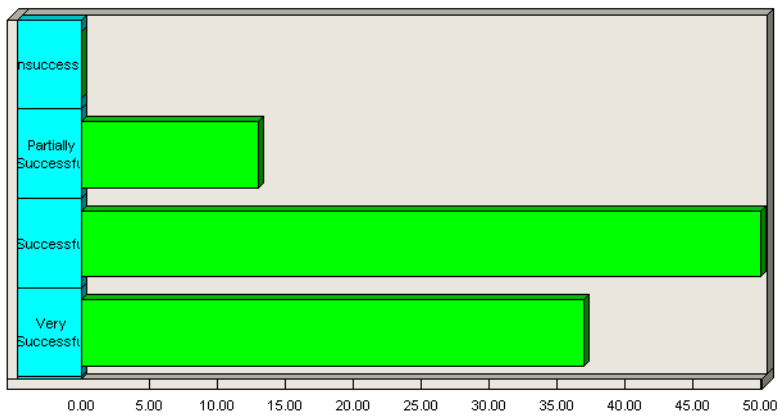
- Analyzing 30 responses

**Q. Identification#-1
ID#**

- R.101
- S.104
- T.109
- U.110
- V.112
- W. 116
- X.117
- Y.122
- Z.124
- AA. 125
- AB. 130
- AC. 132
- AD. 138
- AE. 140
- AF. 142
- AG. 144
- AH. 145
- AI. 148
- AJ. 151
- AK. 154
- AL. 163
- AM. 164
- AN. 165
- AO. 166
- AP. 167
- AQ. 169
- AR. 170
- AS. 171
- AT. 174
- AU. 175

Sample Answering: 30 responses

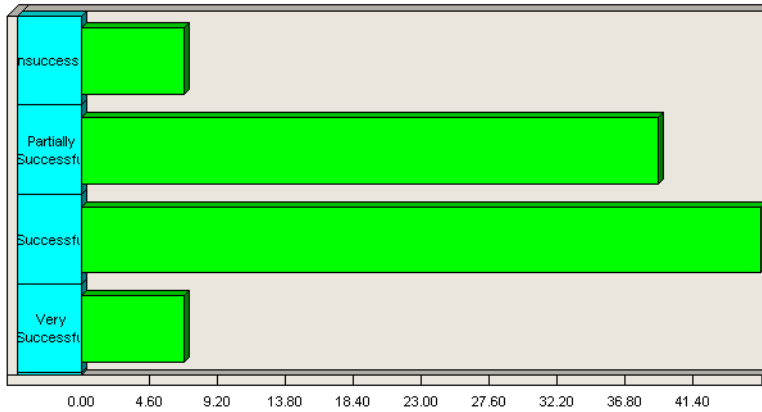
General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the followin



Q.1-1 Its Peers [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	0	0.0%
Partially Successful	4	13.3%
Successful	15	50.0%
Very Successful	11	36.7%

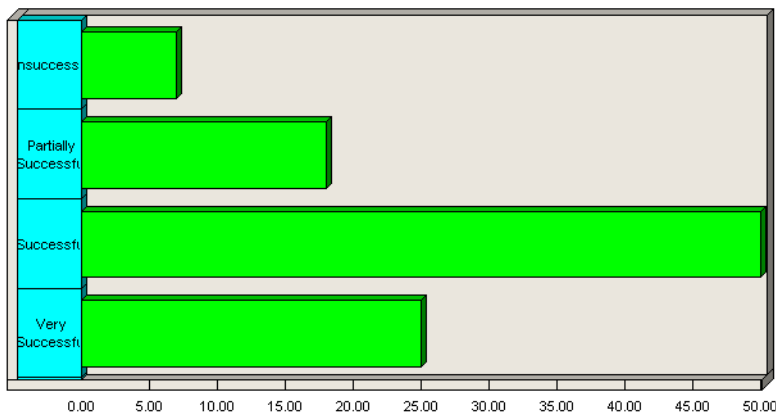
: [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the follow



Q.1-2 Market Share [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	2	7.1%
Partially Successful	11	39.3%
Successful	13	46.4%
Very Successful	2	7.1%

Built [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the f

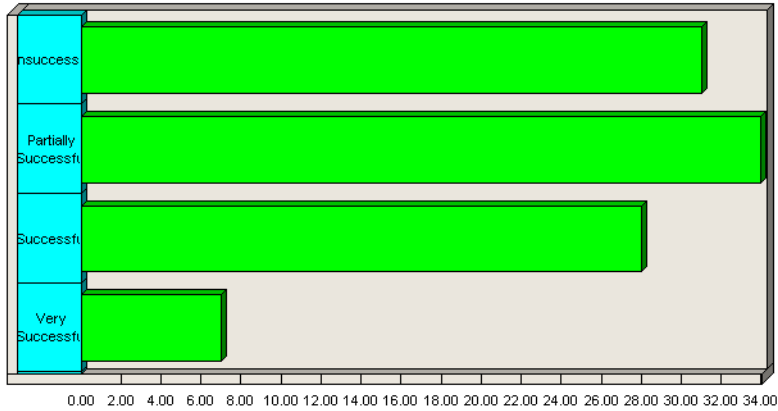


Q.1-3 Brand/Reputation Built [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	2	7.1%

Partially Successful	5	17.9%
Successful	14	50.0%
Very Successful	7	25.0%

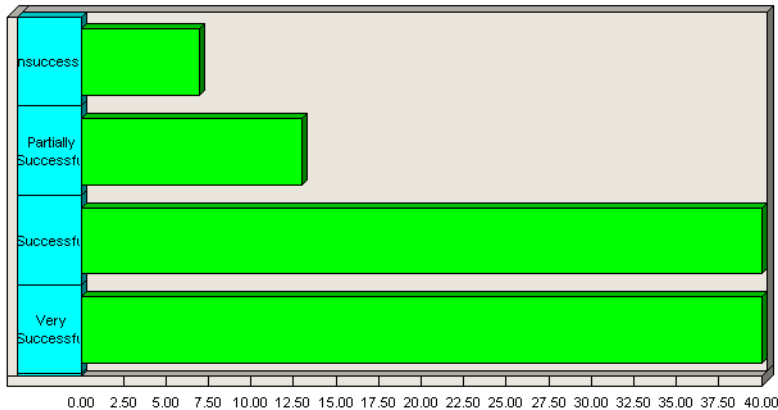
ment [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the fr



Q.1-4 Return on Investment [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

Question	Count	Percentage Answered
Unsuccessful	9	31.0%
Partially Successful	10	34.5%
Successful	8	27.6%
Very Successful	2	6.9%

neral Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following



Q.1-5 Other [General Question: Regarding your company's performance to date, do you consider the company to have been successful in terms of the following metrics?]

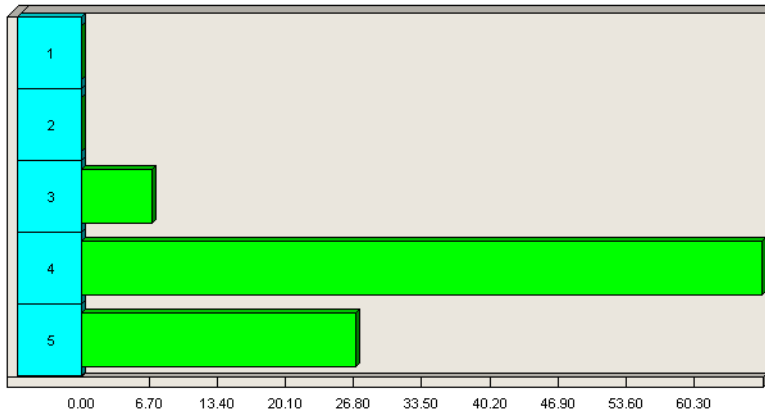
Question	Count	Percentage Answered
Unsuccessful	1	6.7%
Partially Successful	2	13.3%
Successful	6	40.0%
Very Successful	6	40.0%

Q.1a Other

- Acquiring terrific companies with high potential
- Creating shareholder value focus, performance ethic, strategic business mix restructuring, management team, technology/infrastructure reengineering, return to profitability, strengthening capital structure and new business model vision and execution in response to sector shift.
- Evaluating optimum strategy for investors to protect investment.
- Have sustained a start-up venture in unusually difficult equity markets. Grown revenues, maintained key employees and confidence of lenders, shareholders and Board of Directors.
- Marketplace & slowness of adoption within target market
- Morphing/refocusing to reflect dramatically changing market conditions
- Quality of offering/product Initial business success (we're a start-up growing companies to more established competitive companies)
- Relative to Board expectations
- Starting fund raising process. Note: Company is not yet marketing its products, so most questions above are not applicable
- team Built
- This turned out to be a very deep turn around with founders & branch in paris, which had no shipping product. The company needed a new target market & product focus, with little funding to support it's growth.
- We have been very successful in matching our resources deployed given the stage company that we are and avoiding the mistake of getting ahead of ourselves like a number of our competitors.
- We have built a technology infrastructure for our service which is very well received and scalable. It will allow us to realize our business goals
- WE have not made a big enough impact on the market, given the resources invested to date. There were a number of wrong turns or lack of action over the past 18 mos.

Sample Answering: 14 responses

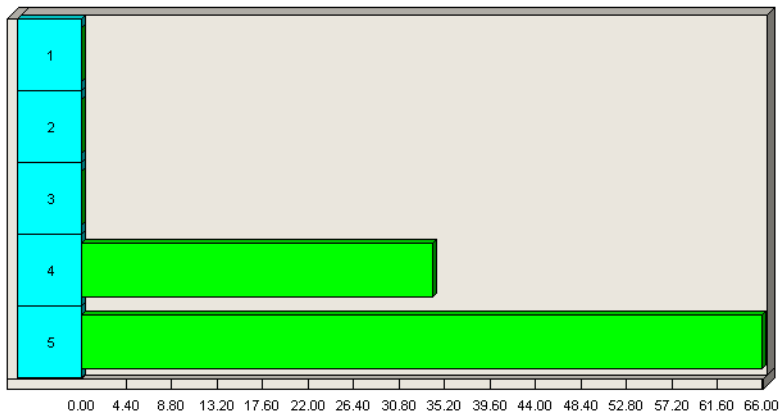
Performance as CEO [General Question: Compared to your peers, how do you rate your performance as CEO?]



Q.2-1 Performance as CEO [General Question: Compared to your peers, how do you rate your performance as CEO?]

Question	Count	Percentage Answered
1	0	0.0%
2	0	0.0%
3	2	6.7%
4	20	66.7%
5	8	26.7%

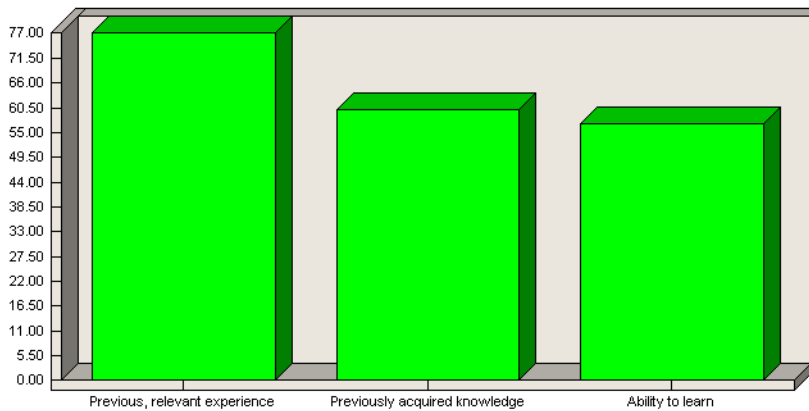
Impact of CEO [General Question: What kind of impact have you had as CEO on the performance of the business?]



Q.3-1 Impact of CEO [General Question: What kind of impact have you had as CEO on the performance of the business?]

Question	Count	Percentage Answered
1	0	0.0%
2	0	0.0%
3	0	0.0%
4	10	34.5%
5	19	65.5%

To which do you attribute the success you did have? (Pick 2 of the 3).



Q.4 To which do you attribute the success you did have? (Pick 2 of the 3).

Choice	Count	Percentage Answered
Previous, relevant experience	23	76.7%
Previously acquired knowledge	18	60.0%
Ability to learn	17	56.7%

Q.5-1 Intelligence (raw brain-power, education, intellect)

Item	Frequency	Percent
2	7	23.3%
1	11	36.7%
3	12	40.0%
(Total)	30	100.0%

Q.5-2 Previous Experience (management, industry)

Item	Frequency	Percent
1	8	26.7%
3	8	26.7%
2	14	46.7%
(Total)	30	100.0%

Sample Answering: 30 responses

Q.5-3 Emotional Intelligence (adaptability, ability to perceive and react to changing situations)

Item	Frequency	Percent
3	7	23.3%
2	9	30.0%
1	14	46.7%
(Total)	30	100.0%

Sample Answering: 30 responses

Q.6-1 Intelligence (raw brain-power, education, intellect)

Item	Frequency	Percent
2	17	56.7%
3	10	33.3%
1	3	10.0%
(Total)	30	100.0%

Sample Answering: 30 responses

Q.6-2 Previous Experience (management, industry)

Item	Frequency	Percent
1	21	70.0%
2	5	16.7%
3	4	13.3%
(Total)	30	100.0%

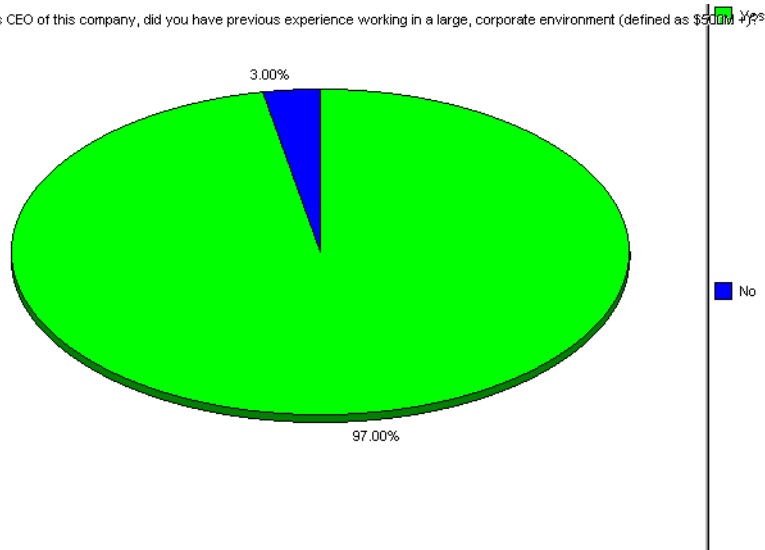
Sample Answering: 30 responses

Q.6-3 Emotional Intelligence (adaptability, ability to perceive and react to changing situations)

Item	Frequency	Percent
3	13	43.3%
2	9	30.0%
1	8	26.7%
(Total)	30	100.0%

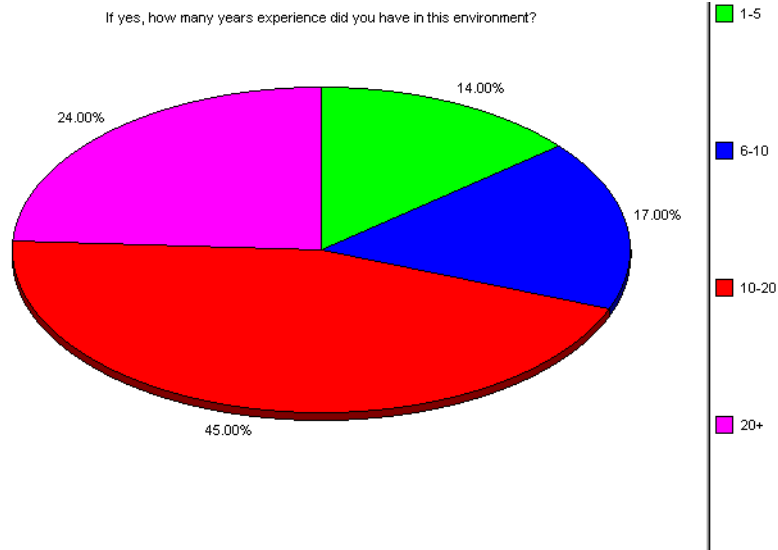
Sample Answering: 30 responses

As CEO of this company, did you have previous experience working in a large, corporate environment (defined as \$50m+)?



Q.7 Prior to your role as CEO of this company, did you have previous experience working in a large, corporate environment (defined as \$500M +)?

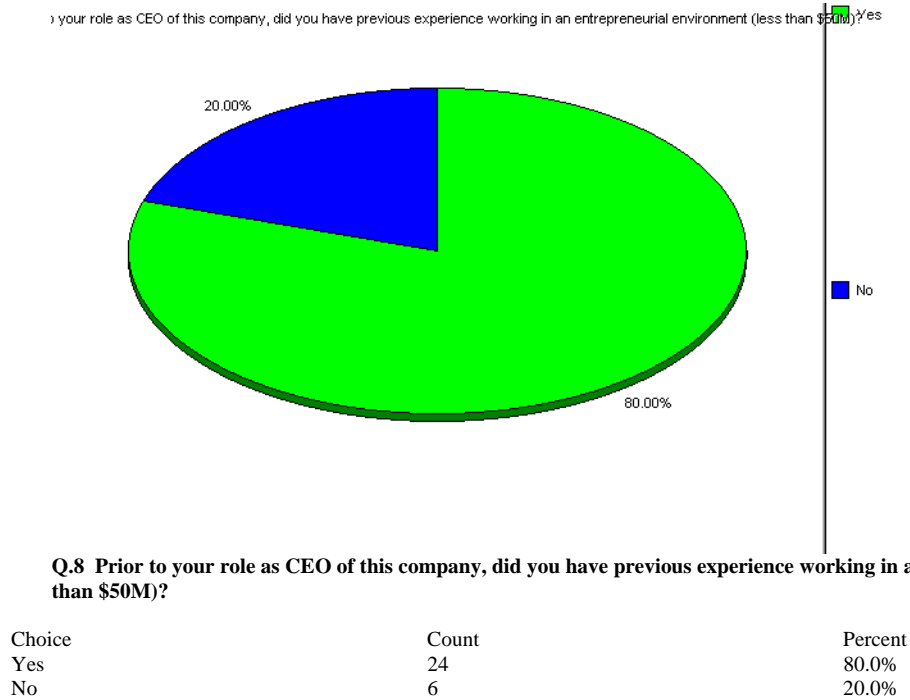
Choice	Count	Percent
Yes	29	96.7%
No	1	3.3%



Q.7b If yes, how many years experience did you have in this environment?

Choice	Count	Percent
1-5	4	13.8%
6-10	5	17.2%
10-20	13	44.8%
20+	7	24.1%

Q.8 Prior to your role as CEO of this company, did you have previous experience working in an entrepreneurial environment (less than \$50M)?



Q.8 Prior to your role as CEO of this company, did you have previous experience working in an entrepreneurial environment (less than \$50M)?

Choice	Count	Percent
Yes	24	80.0%
No	6	20.0%



Q.8b If yes, how many years experience did you have in this environment?

Choice	Count	Percent
1-5	14	58.3%
6-10	7	29.2%
10-20	2	8.3%
20+	1	4.2%

Q.9a-1 Number of years

Item	Frequency	Percent
20	7	23.3%
15	3	10.0%
27	2	6.7%
22	2	6.7%
25	2	6.7%
23	2	6.7%
(Unique responses)	12	40.0%
(Total)	30	100.0%

Sample Answering: 30 responses

MINIMUM = 14
MAXIMUM = 35
AVERAGE = 22.5

Q.9a-1 Number of years

- 14
- 15
- 15
- 15
- 17
- 18
- 19
- 20
- 20
- 20
- 20
- 20
- 20
- 20
- 20
- 20
- 21
- 22
- 22
- 23
- 23
- 24
- 25

- 25
- 26
- 27
- 27
- 28
- 30
- 32
- 33
- 35

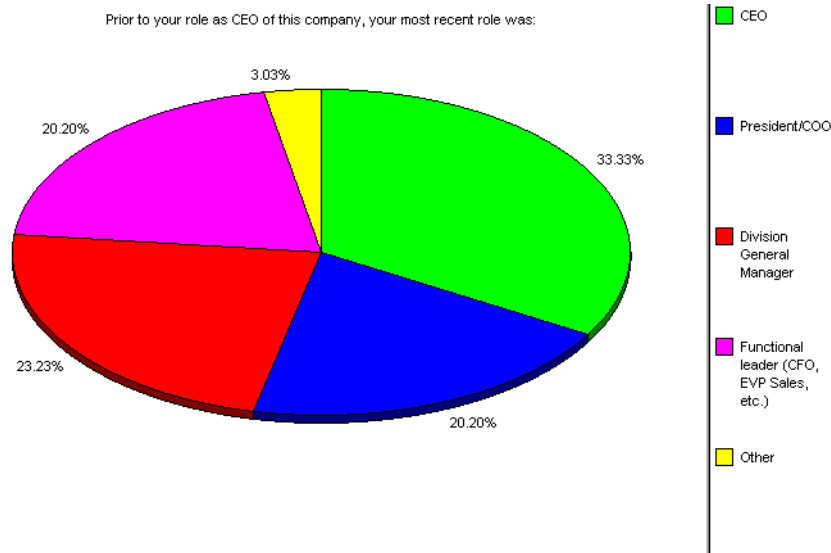
Sample Answering: 30 responses

Q.9b-1 Number of companies

Item	Frequency	Percent
4	7	23.3%
3	4	13.3%
5	7	23.3%
6	4	13.3%
2	3	10.0%
8	2	6.7%
7	2	6.7%
(Unique responses - 1)	1	3.3%
(Total)	30	100.0%

Sample Answering: 30 responses

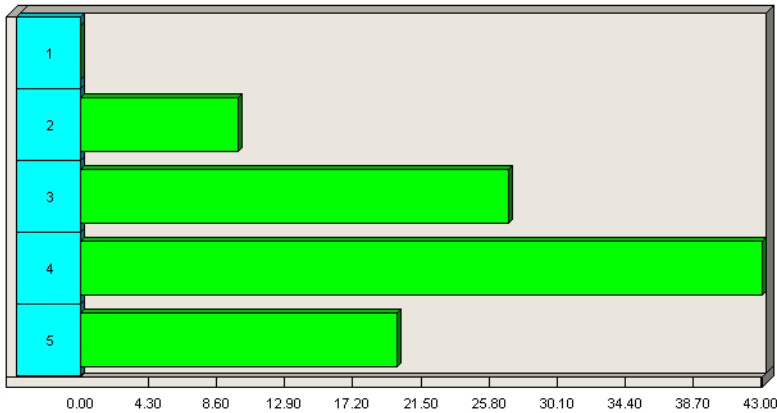
MINIMUM = 1
MAXIMUM = 8
AVERAGE = 4.5



Q.9c Prior to your role as CEO of this company, your most recent role was:

Choice	Count	Percent
CEO	10	33.3%
President/COO	6	20.0%
Division General Manager	7	23.3%
Functional leader (CFO, EVP Sales, etc.)	6	20.0%
Other	1	3.3%

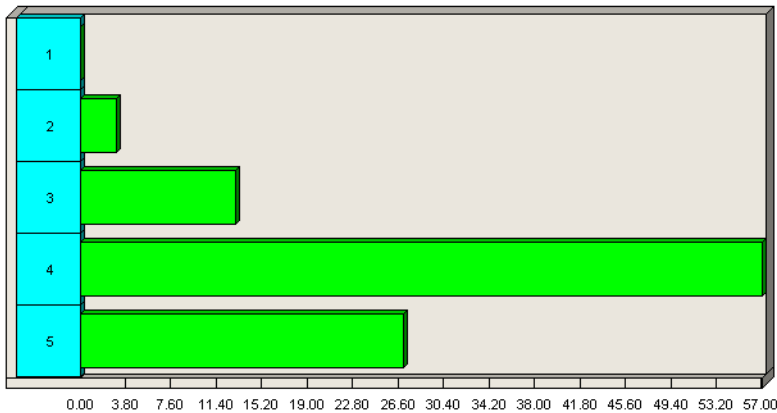
Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.



Q.10a-1 Perceived Personal Risk of Opportunity [General Question: Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.]

Question	Count	Percentage Answered
1	0	0.0%
2	3	10.0%
3	8	26.7%
4	13	43.3%
5	6	20.0%

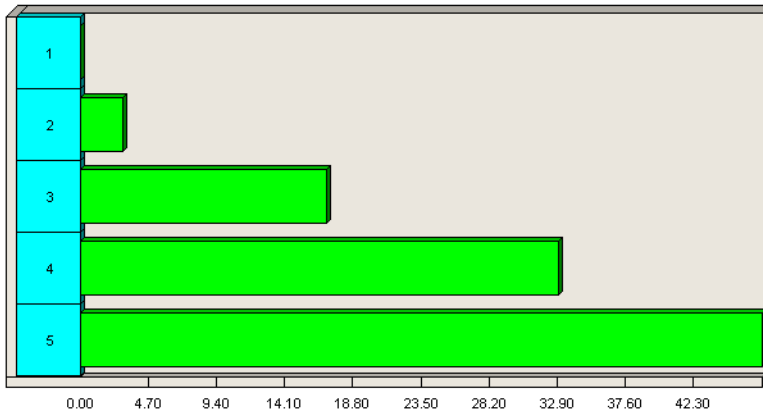
Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.



Q.10a-2 Perceived Personal Reward of Opportunity [General Question: Looking back to the point in time when you accepted the position, how did you perceive the Risk and Reward of the opportunity? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.]

Question	Count	Percentage Answered
1	0	0.0%
2	1	3.3%
3	4	13.3%
4	17	56.7%
5	8	26.7%

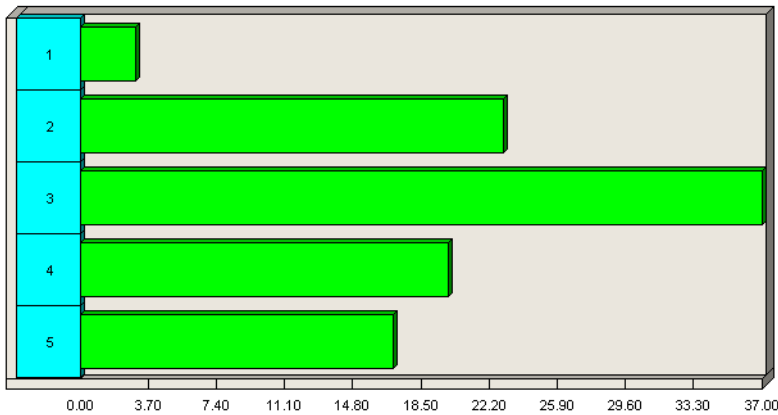
: If the exact same opportunity was offered to you today, how would you perceive the Risk and Reward? Please assign a rating on a scale from



Q.10b-1 Perceived Personal Risk of Opportunity [General Question: If the exact same opportunity was offered to you today, how would you perceive the Risk and Reward? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.]

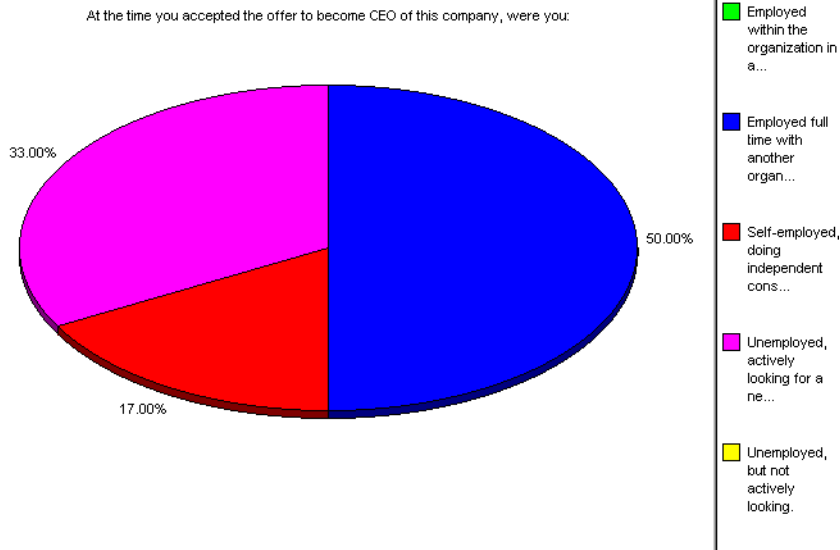
Question	Count	Percentage Answered
1	0	0.0%
2	1	3.3%
3	5	16.7%
4	10	33.3%
5	14	46.7%

in: If the exact same opportunity was offered to you today, how would you perceive the Risk and Reward? Please assign a rating on a scale fro



Q.10b-2 Perceived Personal Reward of Opportunity [General Question: If the exact same opportunity was offered to you today, how would you perceive the Risk and Reward? Please assign a rating on a scale from 1 to 5, where 1 represents 'Low' and 5 represents 'High'.]

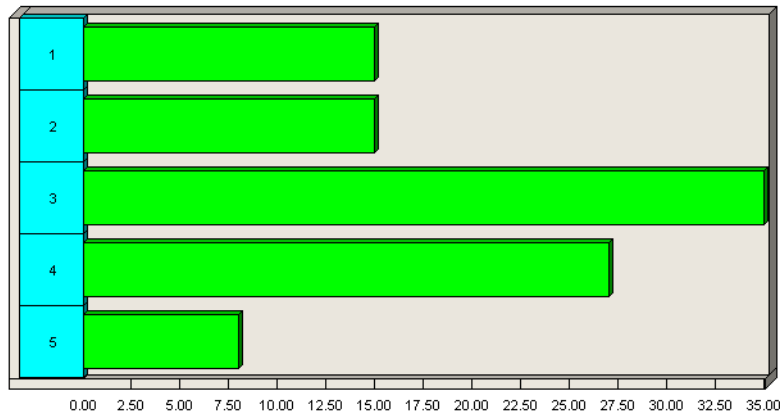
Question	Count	Percentage Answered
1	1	3.3%
2	7	23.3%
3	11	36.7%
4	6	20.0%
5	5	16.7%



Q.11 At the time you accepted the offer to become CEO of this company, were you:

Choice	Count	Percent
Employed within the organization in another role.	0	0.0%
Employed full time with another organization.	15	50.0%
Self-employed, doing independent consulting.	5	16.7%
Unemployed, actively looking for a new role.	10	33.3%
Unemployed, but not actively looking.	0	0.0%

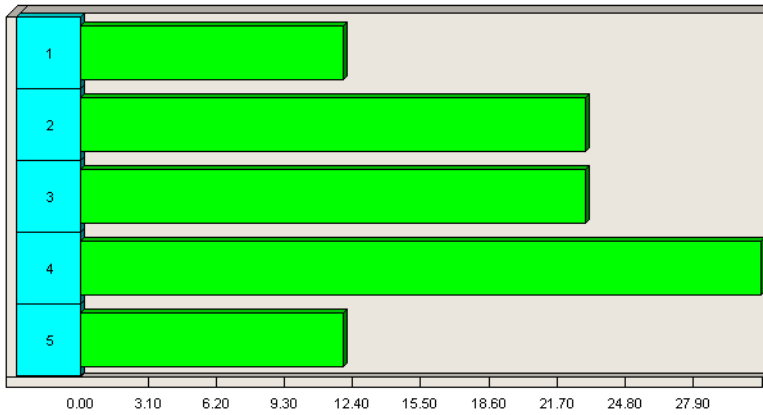
General Question: Regarding your relationship with the Founder (if applicable), please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.



Q.12-1 I consider our relationship to be highly interactive. [General Question: Regarding your relationship with the Founder (if applicable), please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.]

Question	Count	Percentage Answered
1	4	15.4%
2	4	15.4%
3	9	34.6%
4	7	26.9%
5	2	7.7%

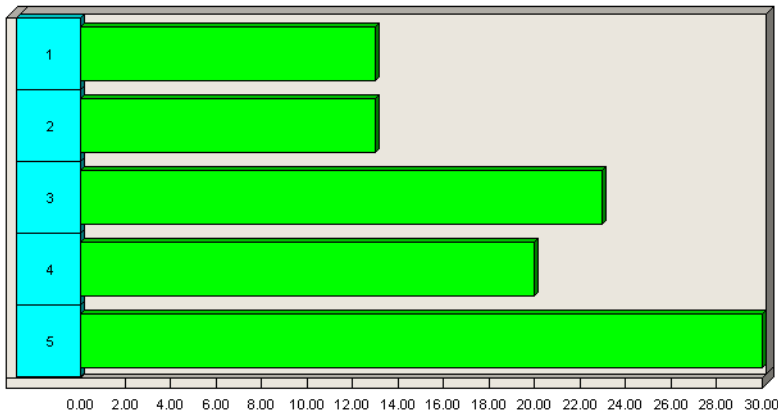
al Question: Regarding your relationship with the Founder (if applicable), please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.



Q.12-2 I consider our relationship to be positive. [General Question: Regarding your relationship with the Founder (if applicable), please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.]

Question	Count	Percentage Answered
1	3	11.5%
2	6	23.1%
3	6	23.1%
4	8	30.8%
5	3	11.5%

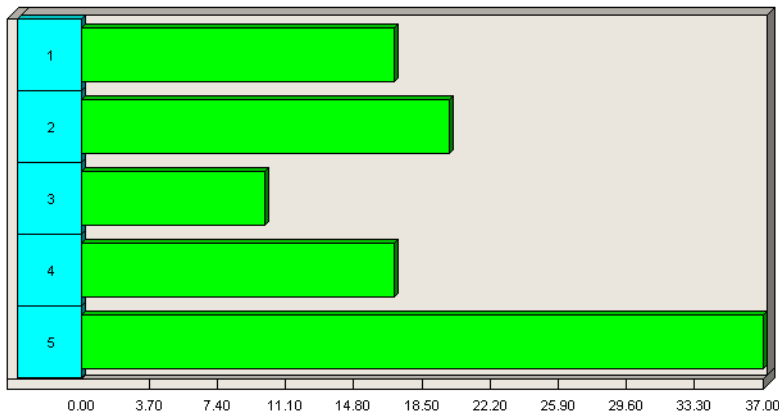
ctive. [General Question: Regarding your relationship with the Board, please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.



Q.13-1 I consider our relationship to be highly interactive. [General Question: Regarding your relationship with the Board, please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.]

Question	Count	Percentage Answered
1	4	13.3%
2	4	13.3%
3	7	23.3%
4	6	20.0%
5	9	30.0%

[General Question: Regarding your relationship with the Board, please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree'



Q.13-2 I consider our relationship to be positive. [General Question: Regarding your relationship with the Board, please assign a rating on a scale from 1 to 5, where 1 represents 'Strongly Agree' and 5 represents 'Strongly Disagree'.]

Question	Count	Percentage Answered
1	5	16.7%
2	6	20.0%
3	3	10.0%
4	5	16.7%
5	11	36.7%

Q.14-1 Executive Team

Item	Frequency	Percent
2	7	23.3%
3	4	13.3%
1	15	50.0%
4	4	13.3%
(Total)	30	100.0%

Sample Answering: 30 responses

Q.14-2 Industry Condition

Item	Frequency	Percent
5	2	6.7%
4	8	26.7%
1	5	16.7%
3	6	20.0%
2	8	26.7%
(Not Answered)	1	3.3%
(Total)	30	100.0%

Sample Answering: 29 responses

Q.14-3 General Market Conditions

Item	Frequency	Percent
4	8	26.7%
(Not Answered)	6	20.0%
3	4	13.3%
2	5	16.7%
5	3	10.0%
1	4	13.3%
(Total)	30	100.0%

Sample Answering: 24 responses

Q.14-4 Level of Funding

Item	Frequency	Percent
3	6	20.0%
2	11	36.7%
(Not Answered)	3	10.0%
4	3	10.0%
1	5	16.7%
5	2	6.7%
(Total)	30	100.0%

Sample Answering: 27 responses

Q.14-5 Operational Execution

Item	Frequency	Percent
1	12	40.0%
2	9	30.0%
3	5	16.7%
(Not Answered)	3	10.0%
(Unique responses)	1	3.3%
(Total)	30	100.0%

Sample Answering: 27 responses

Q.14-6 Other (please identify)

Item	Frequency	Percent
(Not Answered)	27	90.0%
1	3	10.0%
(Total)	30	100.0%

Sample Answering: 3 responses

Q.14a-1

Item	Frequency	Percent
(Not Answered)	25	83.3%
(Unique responses)	5	16.7%
(Total)	30	100.0%

Sample Answering: 5 responses

Q.14a-1

- Board level of awareness of company value
- Lead VC
- Product/Market Strategy
- Quality of the value statement (how much value add your solution represents to customers)
- Transition from olw school style of doing business to information based new business paradime.

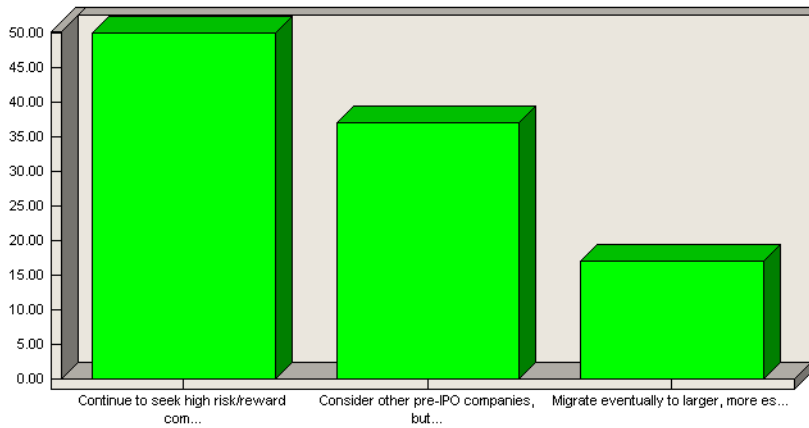
Sample Answering: 5 responses

Q.14a-2 Ranking

Item	Frequency	Percent
(Not Answered)	25	83.3%
1	4	13.3%
(Unique responses - 2)	1	3.3%
(Total)	30	100.0%

Sample Answering: 5 responses

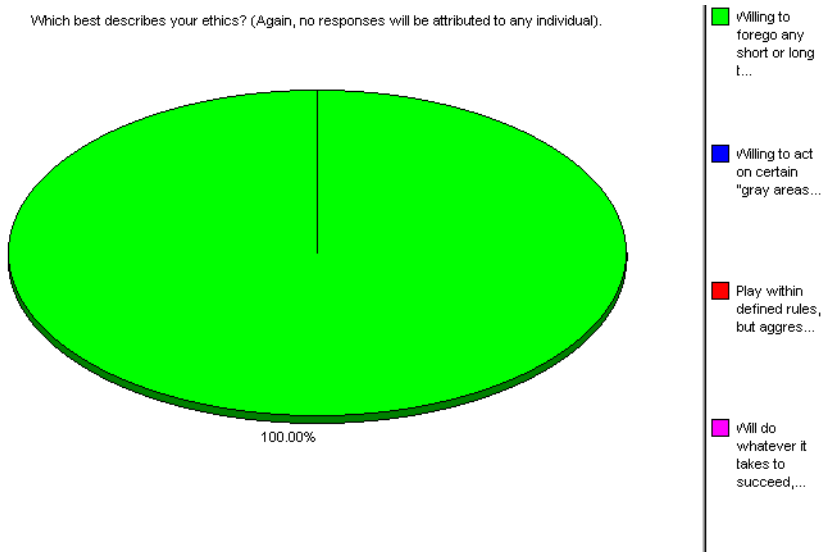
Do you now consider yourself most likely to...



Q.15 Do you now consider yourself most likely to...

Choice	Count	Percentage Answered
Continue to seek high risk/reward companies	15	50.0%
Consider other pre-IPO companies, but avoid if risks are perceived as too high	11	36.7%
Migrate eventually to larger, more established company, leveraging what you have learned	5	16.7%

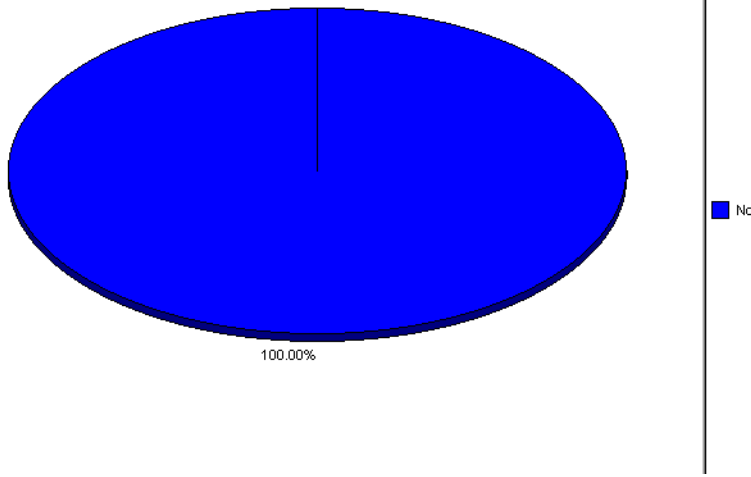
Which best describes your ethics? (Again, no responses will be attributed to any individual).



Q.16 Which best describes your ethics? (Again, no responses will be attributed to any individual).

Choice	Count	Percent
Willing to forego any short or long term advantage to do what is right.	18	60.0%
Willing to act on certain "gray areas" to my/my company's advantage.	0	0.0%
Play within defined rules, but aggressively pursue "gray area" advantages.	0	0.0%
Will do whatever it takes to succeed, based on assumption that all actions will be kept confidential.	0	0.0%

re client's office who had left the room to take a call, and you noticed your top competitor's proposal lying face down on the desk, would you look



Q.17 If you were in a prospective client's office who had left the room to take a call, and you noticed your top competitor's proposal lying face down on the desk, would you look at it?

Choice	Count	Percent
Yes	0	0.0%
No	30	100.0%

Q.TopLineFindings-1 Name

- Adrian Martin
- Ben Trowbridge
- David Lavanty
- Dennis F. Bonilla
- E. R. King
- E.A.ten Houten
- edward huguez
- George V. Head
- Howard Handler
- James
- Jan Gullett
- Jay Meyerson
- Jeff Tognoni
- Joe Avellone, MD
- Ken Lally
- Kent Godfrey
- Kevin Nemetz
- Kirk
- Mark Jensen
- Marvin Newell
- Neil Selvin
- Nick Bayne
- Phil Sakakihara
- Philip Black
- Richard Goldman
- Robert Schult
- S. Fordham
- Shaun Holliday
- Steven H Pruett
- Stuart Bagshaw

Sample Answering: 30 responses

Q.TopLineFindings-2 Firm Name

Item	Frequency	Percent
(Not Answered)	1	3.3%
(Unique responses)	29	96.7%

(Total) 30 100.0%

Sample Answering: 29 responses

Q.TopLineFindings-2 Firm Name

- bullant
- Burly Bear Network
- buyproduce
- Claypool
- Covigo Inc.
- D S Brown
- EESIS
- eMac Digital
- EnLink Geenergy
- First Permian LLC
- Frictionless Commerce
- Inventa
- Jay
- Keymage Inc
- LightSand
- medsn
- midstream technologies
- Novopoint
- Pivia
- Pivia
- Provision X
- United Messaging
- Vcommerce Corp.
- Veritas Medicine
- VIA NET.WORKS ARGENTINA
- ViaNetworks
- Visual Networks
- Weight Watchers.com, Inc.
- Zeborg
- Zilliant, Inc.

Sample Answering: 29 responses

Q.TopLineFindings-3 Address

Item	Frequency	Percent
(Not Answered)	1	3.3%
(Unique responses)	29	96.7%
(Total)	30	100.0%

Sample Answering: 29 responses

Q.TopLineFindings-3 Address

- 100 James Drew Ct, Charlotte, NC 28270
- 10062 Miller Ave, Suite 200, Cupertino, CA 95014
- 10062 Miller Ave, Suite 200, Cupertino, CA 95014
- 111 N. Market St, San Jose CA 95070
- 1161 McDermott Dr. West Chester, PA 19380
- 12251 Stonebrook Drive, Los Altos Hills, CA 94022
- 130 S. Jefferson
- 1718 Midwick Place, Santa Barbara CA 93108
- 18 W Butterfield Road, 15th floor, Oakbrook Terrace, IL 60681
- 2350 Mission College Blvd; Ste. 490; Santa Clara, CA 95054
- 238 Main Street, Cambridge, MA 02142
- 254 W 54th Street NYC 10019
- 29A Technology Dr. Irvine
- 3 Steeple Court, Andover, MA 01810
- 350 South Grand Ave Los Angeles CA 90071
- 4 Acacia Dr. Tiburon, CA 94920-1101
- 400 Technology Square, Cambridge, MA 02137
- 4301-B Westbank, Austin, TX 78746

- 440 west Ontario, Chicago, IL 60610
- 515 N Sam Houston Pkwy East, Houston, TX 77060
- 6263 N. Scottsdale Road; Suite 110; Scottsdale, AZ 85250
- 6479 Paderborne Circle, Hudson, OH 44236
- 777 108th ave. n.e., Bellevue, WA 98004
- 8520 National Blvd Culver City, CA 90232
- 888 7th Ave., New York, NY 10106
- Houston, TX
- Leliestraat 15 2282PJ Rijswijk The Netherlands.
- North Baltimore, Oh.
- PO Box 2455 Midland, TX 79702
- Roque Saenz Peña 971 P5 (1035) Buenos Aires Argentina

Sample Answering: 29 responses

Q.TopLineFindings-4 (Optional) Email Address

- amartin@vianetworks.com.ar
- avellone@veritasmedicine.com
- bagshaw@covigo.com
- BenTrowbridge@aol.com
- dennis.bonilla@medsn.com
- dlavanty@inventa.com
- ed@midstream.com
- eduard.ten.houten@12move.nl
- erking@visualnetworks.com
- ghead@enlinkgeo.com
- howard@burlybear.com
- jangullett@att.net
- jeff.tognoni@zeborg.com
- jmeyerson@aamescorp.com
- kevin.nemetz@provisionx.com
- kfeuerbach@dsbrown.com
- kgodfrey@frictionless.com
- Klally@buyproduce.com
- mjensen@vcommerce.com
- mnewell@zilliant.com
- nbayne@carolina.rr.com
- neil@selvin.com
- phils@keymage.com
- rgoldman@eesis.com
- rschult@novopoint.com
- shaun.holliday@emacdigital.com
- spruett@firstpermian.com

Sample Answering: 27 responses

*VENTURE
BACKED
LEADERSHIP*

Mastering
Investment in
Human Capital



EXECUTIVE SUMMARY



Summary of Findings

■ Individual VC Opinions Differ Dramatically

⇒ But perceptions of the group are highly accurate - there is great value in collaboration of knowledge!

■ Success Requires Assessment

⇒ The highest performing firms are more diligent, thorough and consistent in their management assessment process

■ To Maximize Returns, Invest in Talent

⇒ There is a direct correlation between the quality of the CEO and Return on Investment

The Study

The most comprehensive analysis of venture backed leadership ever conducted

Qualitative Interviews

80 Firms, 100+ Hours

100 Case Studies

Broad VC Survey

240 NVCA member respondents

What CEO attributes correlate to success or failure, as seen through eyes of the Board?

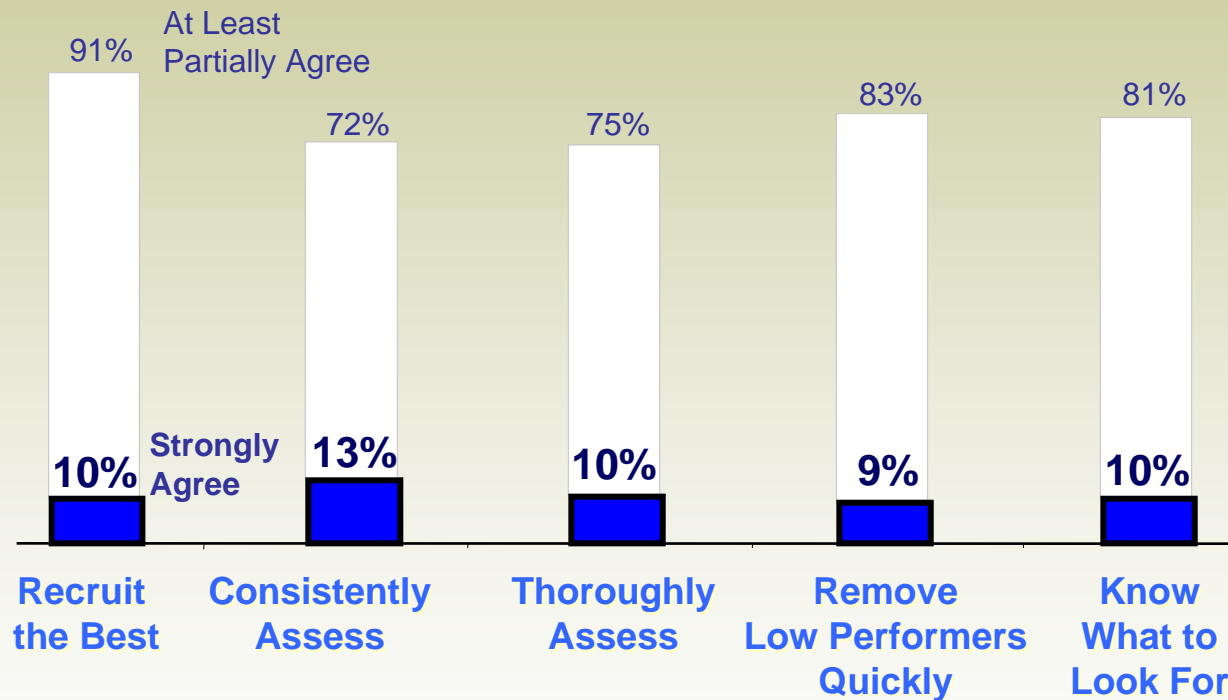
What are the processes, perceptions, and behaviors of the top performing firms?

Current State

Investing professionals' realize there is great opportunity for improvement

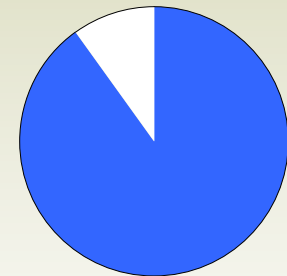
Related to Portfolio CEOs

Percentages of respondents who agree



Only a handful of VCs are highly confident in their process and perceptions

“CEO is a primary contributor to the success or failure of the company”



90.0%

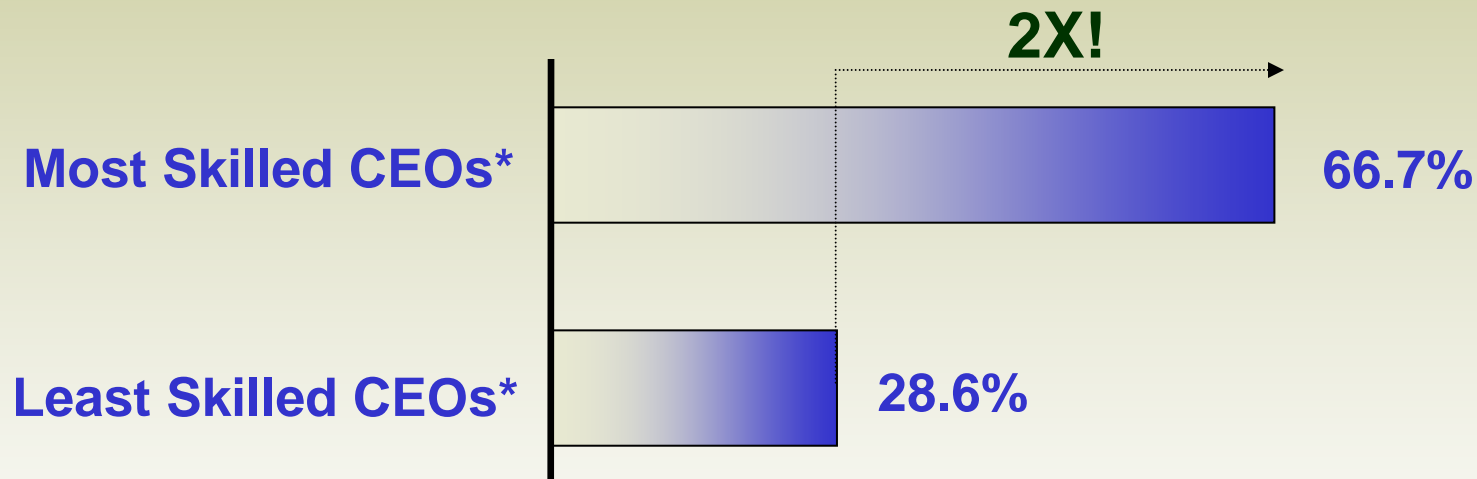
...yet the majority know that finding the right CEO is critical!

Source: NVCA member survey respondents, Spencer Stuart/NVCA VC-backed Leadership survey

Invest In Talent

The best talent wins...BIG!!!!

Percentage of Companies Analyzed that Met or Exceeded Investor Financial Objectives



A portfolio stewarded by only the most talented CEOs may be more than twice as likely to meet financial performance goals!!

* As evaluated by board director(s) of venture-backed company

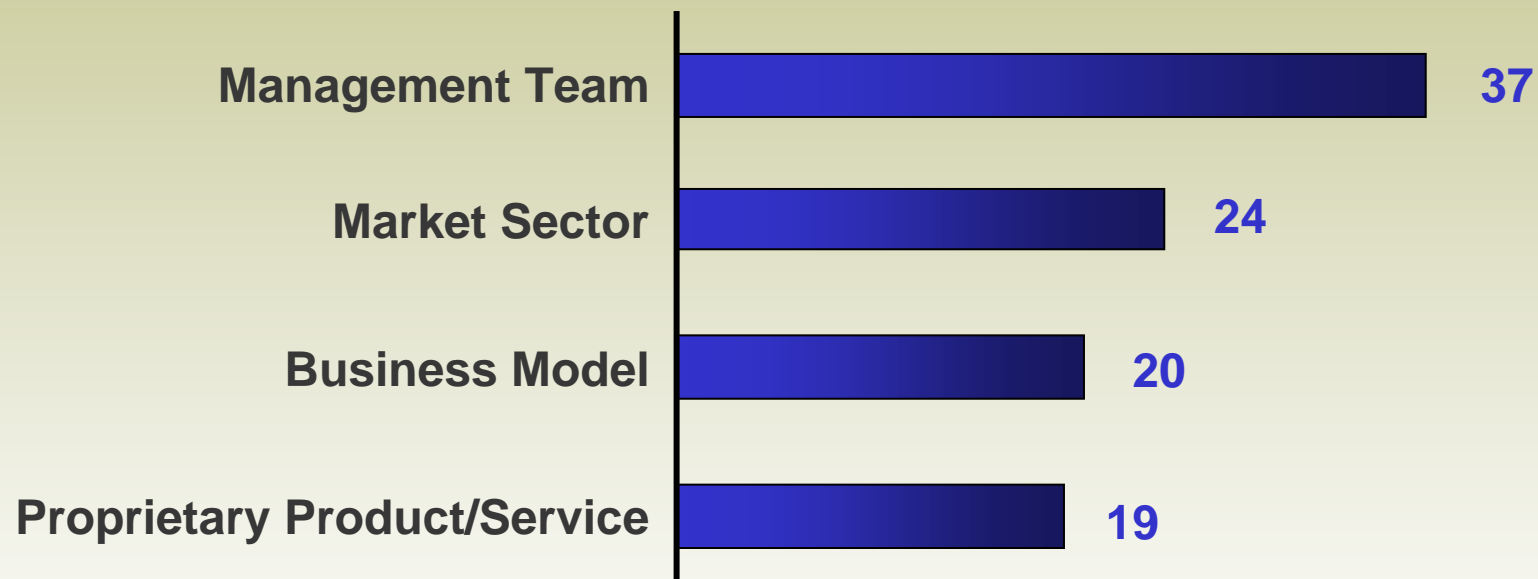
Source: Spencer Stuart investor client/placement survey respondents, historical analysis

Invest In Talent

Talent is clearly viewed as the most significant factor in a funding decision

Factors considered most important by investment professionals

Weighted importance out of 100*



Percentages of respondents that agree*

“My firm is able to recruit the most talented CEOs for our portfolio companies.”

Top Quartile Firms

60.9%

Other Firms

41.9%

Source: NVCA member survey respondents, Spencer Stuart/NVCA VC-backed Leadership survey
Spencer Stuart venture capital/private equity firm interviews

Know Who You Are Looking For

Analyses of specific skills support the need for stewardship, speed and not a lot of fluff

Ideal CEO

- ⇒ Certain skills and attributes are highly correlated with CEO success. Some, such as charisma, have a surprising negative correlation
- ⇒ Successful CEOs tend to be more seasoned, loyal and humble
- ⇒ Entrepreneurial and fund raising skills are prerequisites, leadership and management are differentiators
- ⇒ The best CEOs excel at a particular stage of a company's lifecycle, but are also cognizant of future stages of company growth

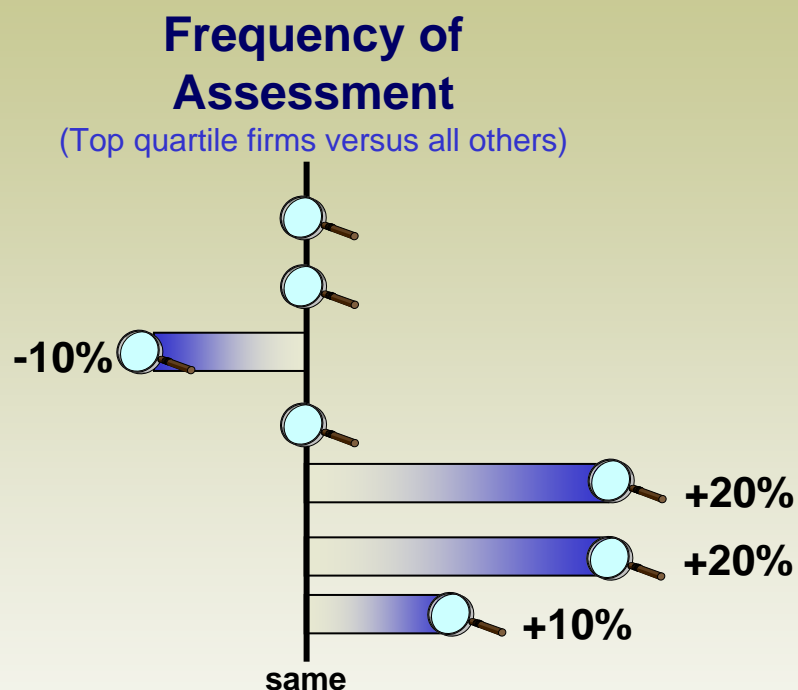
Strong industry collective thinking exists, thus emphasizing the need for collaboration both within and across firms.

Do Diligence

The top performing firms are more diligent, consistent and thorough in their assessment of talent

Assess CEO/Exec Team based on:

- Presentation of Business Plan
- Resume Review
- Informal Discussions/Interviews
- Gut Feeling
- Formal, Behavior Based Interviews
- Check References Provided
- Check Independent References



	Top Quartile Firms	Other Firms
My firm has a consistent process of CEO assessment	43%	30%
My firm has a thorough process of CEO assessment	32%	21%

Source: NVCA member survey respondents, Spencer Stuart/NVCA VC-backed Leadership survey
Spencer Stuart investor client/placement survey respondents, historical analysis

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Summary Findings

Our Recommended Best Practices Approach and Related Findings

Invest in Talent

- ⇒ Top firms are using creative ways to build “talent deal-flow,” retain star performers in portfolio and improve firm’s human capital skills

Know Who You Are Looking For

- ⇒ Corporate experience, coupled with entrepreneurial skills is valuable
- ⇒ Speed is king; lack of knowledge/experience of the industry or the CEO role can be a significant disadvantage

Do Diligence

- ⇒ What VCs consider “basic assessment” is not adequate to determine the most critical skills and competencies
- ⇒ Top firms use best practices to improve assessment process and results

Master the Art of Human Capital Acquisition

- ⇒ Success requires strong adherence to best practices, with diligent follow through, and effectively working with executive recruiters when necessary

About the Study's Author



RICHARD A. SMITH

As co-managing director of Spencer Stuart's Venture Capital/Private Equity Practice, and a core member of the firm's Technology, Communications & Media Practice, Rick Smith specializes in recruiting general management, board directors and other senior executives for companies at all stages of maturity.

Prior to entering the search profession, Rick was a Senior Principal with Diamond Technology Partners, Inc., providing leadership when the firm experienced tremendous growth and was taken public (Nasdaq: DTPI). Rick began his career in international marketing and business development with Electronic Data Systems, where he held senior positions throughout North America and in Europe.

Rick holds a Master of Management in Entrepreneurship from the J.L. Kellogg Graduate School of Management at Northwestern University and a Bachelor of Science, with honors, from the University of Florida. He is currently a faculty member for the Venture Capital Institute, the first and only search professional ever appointed. He has written numerous articles about the impact of leadership on global competitive strategy, and authors a bi-annual feature article for the Venture Capital Review. In addition, Rick is a certified Management Accountant and moonlights as a semi-professional singer/songwriter.

Richard A. Smith, Co-Managing Director, Venture Capital & Private Equity Specialty Practice, Spencer Stuart
Phone: (404) 504-4421 e-mail: rasmith@spencerstuart.com

About the Study's Partners

NVCA

- **The National Venture Capital Association (NVCA)** represents over 440 venture capital and private equity organizations. NVCA's mission is to:
 - Foster the understanding of the importance of venture capital to the vitality of the U.S. and global economies
 - Stimulate the flow of equity capital to emerging growth companies by representing the public policy interests of the venture capital and private equity communities at all levels of government
 - Maintain high professional standards
 - Facilitate networking opportunities
 - Provide research data and professional development for its members

Spencer Stuart

- **Spencer Stuart**, founded in 1956, is the leading, privately held, international consulting firm specializing in senior-level executive search and board director appointments
- With 51 offices in 24 countries, the firm is staffed by more than 300 consultants worldwide and is organized in industry practices that specialize in meeting clients' recruitment needs in different business sector
- Spencer Stuart consultants conduct more than 4,500 senior-level searches annually for clients ranging from Fortune 500 leaders to smaller and emerging companies with excellent growth potential

*For more information regarding this study or a copy of the white paper, contact:
Patty Block, Marketing Consultant, Technology, Communications, and Media Practice, Spencer Stuart
Phone: (650) 356-5525 e-mail: pblock@spencerstuart.com*



For Immediate Release

The National Venture Capital Association and Spencer Stuart Collaborate on Study of CEO and Management Leadership

Silicon Valley, Calif. and Arlington, Va. (Monday, Oct. 1) — Spencer Stuart, one of the leading global executive search consulting firms specializing in chief executive and board assignments, and the National Venture Capital Association (NVCA), the national trade association representing venture firms in the United States, announced today that they will collaborate in an effort to better understand how the leadership styles and management traits of a CEO and the management team impact the success of an entrepreneurial enterprise.

Seeking to provide value-added information regarding a critically important area of venture creation, the relationship will include co-sponsored studies and analysis of leadership trends at venture-backed companies. Results from the first phase of the study will be available in the fourth quarter of 2001.

“In talking with the team at NVCA, we quickly determined that leadership trends and issues at venture-backed companies are of great interest to venture capitalists and the investment community at large,” said Rick Smith, Co-Managing Director, Venture Capital & Private Equity Practice, with Spencer Stuart. “We will work closely with the NVCA to identify and benchmark the drivers that cultivate the best management teams at emerging organizations.”

“The quality of a company’s management team may be one of the most important elements of building a successful venture-backed organization,” said Mark Heesen, President of the National Venture Capital Association. “By working with Spencer Stuart to analyze and share trends with the venture capital community, we will give venture capitalists the valuable information they need to define management requirements for their portfolio companies and help these companies recruit senior leadership.”

About Spencer Stuart

Founded in 1956, Spencer Stuart is the leading privately-held, global executive search firm offering a range of human capital solutions including: senior-level executive search, board director appointments, strategic leadership assessment and, through its web-based recruiting division, Spencer Stuart Talent Network (SSTN), mid-level executive recruitment. With 51 offices in 24 countries, over 300 consultants and 1,200 staff globally, Spencer Stuart conducts more than 4,500 searches annually through a global network of industry and functional practices. Clients range from Fortune 500 companies to smaller, emerging companies.

About the National Venture Capital Association

The National Venture Capital Association (NVCA) represents approximately 400 venture capital and private equity firms. NVCA's mission is to foster the understanding of the importance of venture capital to the vitality of the U.S. and global economies, to stimulate the flow of equity capital to emerging growth companies by representing the public policy interests of the venture capital and private equity communities at all levels of government, to maintain high professional standards, facilitate networking opportunities and to provide research data and professional development for its members. NVCA's affiliate, the American Entrepreneurs for Economic Growth (AEEG), represents the public policy interests of over 14,000 emerging growth companies.

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