



Chief "X" Officer (CXO) Modules Wrap-up

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Last Semesters Wrap-up Material



CXO Modules Wrap-up

Conducted By
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CEO networking



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Module at a Glance

Section 1: CXO Matrix by Size

Section 2: CXO Summary Slides

- ⇒ Chief Executive Officer (CEO)
- ⇒ Chief Strategy Officer (CSO)
- ⇒ Chief Marketing Officer (CMO)
- ⇒ Chief Revenue Officer (CRO)
- ⇒ Chief Technology Officer (CTO)
- ⇒ Chief People Officer (CPO)
- ⇒ Chief Finance Officer (CFO)
- ⇒ Chief Operating Officer (COO)

Section 3: Wrap-up

- ⇒ Ongoing Learning

Section 1: Corporate Matrix by Size

⇒ Let's discuss, comment on and modify this slide (if appropriate)

CXO Matrix by Corporate Size

	<u>Startup</u>	→ <u>Small-Mid-Size</u>	→ <u>Large (public)</u>	→ <u>Global (public)</u>
CEO	CEO (also the VP Sales, Mktg or Technology)	CEO (also the VP Sales, Mktg or Technology)	CEO	CEO
CSO	No stand-alone CSO, doubled as the CEO, CMO or CTO	No stand-alone CSO, doubled as the CEO, CMO or CTO	Maybe stand-alone	CSO (although not in all companies)
CTO	CTO (could be the corporate driver)	CTO (also the mgr of or the CIO)	CTO (mge: VP, Eng)	CTO (mge: VP, Eng)
CMO	VP (or Director) Marketing	VP Marketing	CMO (mge: VPs of Mktg, BusDev, Alliances)	CMO (mge: VPs of Mktg, BusDev, Alliances)
CRO	Director, Sales	VP, Sales	VP, Sales	CRO (mge: VP's Sales and BizDev)
CFO	CFO for Hire: primarily expense control, so Super Controller will work	CFO for hire: Some finance activities, strategic business partner to CEO	CFO True Finance function, strategic business partner for CEO	CFO True Finance function, strategic business partner for CEO
CPO	HR for hire	Dir, HR → VP, HR	VP, CPO	CPO (mge: VP HR)
COO	Not stand-alone, could be the Pres or VP Ops	Not stand-alone, could be the Pres or VP Ops	COO	COO
CA	Director, Cust Supt	VP, Cust Supt	Cust Advocate	Cust Advocate
CIO	Admin or CIO for hire	Dir, IT → VP, IT	CIO	CIO
CC	Law-firm for hire	Law-firm for hire	VP, Legal	Chief Council

Source: CEOnetworking

Silicon Valley Executive Business Program

Section 2: CXO Summary Slides

- ⇒ Chief Executive Officer (CEO)
- ⇒ Chief Strategy Officer (CSO)
- ⇒ Chief Marketing Officer (CMO)
- ⇒ Chief Revenue Officer (CRO)
- ⇒ Chief Technology Officer (CTO)
- ⇒ Chief People Officer (CPO)
- ⇒ Chief Finance Officer (CFO)

CEO Objectives & Tools

⇒ Objectives include:

- ⇒ Essential elements to run and grow a great business:
- ⇒ Establishing and enhancing the people, organization, and values
- ⇒ Developing the strategy by understanding the market opportunity, technical capabilities, and capital costs
- ⇒ Driving action with clear objectives and a management system to deliver feedback
- ⇒ The role of the CEO and unique challenges of the position

⇒ Tools include:

- ⇒ Heart = People: Recruiting, Organization & Values
- ⇒ Head = Strategy: Market, Technology, & Finance
- ⇒ Feet = Action: Objectives & Management System

CSO Objectives & Tools

⇒ Objectives include:

- ⇒ Understand the role of a CSO within a company at a macro and micro level
- ⇒ Walk away with an understanding of a couple tools the CSO utilizes to analyze and run the business
- ⇒ Understand that strategy is not a singular one-time event but a process that is continually deployed, managed and evolved
- ⇒ Get a good understanding of the Value Framework™ and how to use it at a corporate or business unit level
- ⇒ Explore the combination of business processes, transaction types, participants and internal and external influences that create the business models for an entity

⇒ Tools include:

- ⇒ 30-second pitch
- ⇒ Corporate Strategy Setting Process
- ⇒ VC Pitch
- ⇒ Analyzing the business:
 - ⇒ Customer Stratification, Competitive Matrix, 2x2 Matrix (many variants)
- ⇒ Running the business:
 - ⇒ Corporate Alignment, Culture Management, Value Framework®, AOP

CMO Objectives & Tools

⇒ Objectives include:

- ⇒ Understand key marketing principles and core competencies
 - ⇒ Branding & positioning
 - ⇒ The marketing plan
 - ⇒ Global marketing
- ⇒ Branding and positioning insight
- ⇒ Understand the role and function of marketing
 - ⇒ Relationship of sales/engineering/marketing
 - ⇒ Role on exec team
 - ⇒ Budget and legal
- ⇒ Learn about tools available and marketing mix
- ⇒ Determine how to measure ROI
- ⇒ Discuss and learn best practices
 - ⇒ Discover best practices through Apple and Starbucks case studies

⇒ Tools include:

- ⇒ Market Segmentation
- ⇒ The 6 P's (Product, Price, Place, Promotion, Positioning, Pleasure)
- ⇒ Pricing Strategies
- ⇒ Competitive analysis and marketing research
- ⇒ Product planning and development
- ⇒ The Marketing Mix
- ⇒ Sales and other promotions
- ⇒ Channel marketing
- ⇒ Partnership marketing
- ⇒ The product launch process
- ⇒ ROI

CRO Objectives & Tools

⇒ Objectives include:

- ⇒ Gain an understanding of the role of the CRO
- ⇒ Understand what it takes to be an effective CRO
- ⇒ Learn to identify and prioritize revenue growth opportunities
- ⇒ Defining the buying and selling process
- ⇒ Learn how to formulate and articulate value propositions
- ⇒ Developing appropriate alliances and joint ventures
- ⇒ Insuring customer support and retention

⇒ Tools include:

- ⇒ Priorities: The Matrix^{Tool}, The 360 Account Plan
- ⇒ Regimens: Activity Matrix^{Tool}
- ⇒ Operations: Funnel-Pipeline-Forecast, 90-day Pipeline-Forecast
- ⇒ Communications: Elevator Speech+, The 20 and 40 Second Pitch^{Tool}, Testimonial Story^{Tool}, Executive Talk+^{Tool}, Value Profiler^{Tool}
- ⇒ Execution: MXL 15^{Tool}
- ⇒ Sales Cycle
- ⇒ Strategy

CTO/CIO/VP Eng Objectives & Tools

⇒ Objectives include:

- ⇒ Gain an understanding of the CTO position and how this role interacts with other executive management team members
- ⇒ Help identify the key tasks for the typical CTO
- ⇒ Learn key tools and industry trends
- ⇒ Understand a robust methodology for delivering long-term complex projects
- ⇒ Learn how the size of the company and the abilities of the executive team impacts that role

⇒ Tools include:

- ⇒ Watching and analyzing technology change
- ⇒ Invention
- ⇒ “Productive” Innovation
- ⇒ Motivation
- ⇒ Teamwork
- ⇒ Outsourcing
- ⇒ Offshoring
- ⇒ Product life cycle management
- ⇒ The Tech Museum Project management methodology
- ⇒ Communication

CPO Objectives & Tools

⇒ Objectives include:

- ⇒ Gain a better understanding of the HR organization, structure, and charter
- ⇒ Identify the core competencies required to be effective in the role
- ⇒ Learn about the key issues and challenges that face executives in the role
- ⇒ Gain a better understanding as to why the role is key in any organization

⇒ Tools include:

- ⇒ Compensation
- ⇒ Benefits
- ⇒ Staffing & Retention
- ⇒ Employee Relations
- ⇒ HRIS (HR technologies)
- ⇒ Legal Compliance
- ⇒ HRD (Human Resources Development) tools such as:
 - ⇒ Assessments
 - ⇒ Inventories
 - ⇒ 360 degree feedback instruments
- ⇒ Performance mgt tools such as:
 - ⇒ Climate surveys
 - ⇒ Competency models
 - ⇒ Performance appraisal systems
 - ⇒ Talent review systems/tools
- ⇒ Change Management

CFO Objectives & Tools

⇒ Objectives include:

- ⇒ The CFO's unique role and responsibility:
 - ⇒ as business partner to the CEO
 - ⇒ in relation to other C"X"O's
 - ⇒ as business process consultant
 - ⇒ as strategic business planner and visionary
 - ⇒ as sales person
 - ⇒ as corporate liaison and relationship builder
 - ⇒ as investment banker for the entity
 - ⇒ as Chief Cop for S-Ox (Sarbanes-Oxley)

⇒ Tools include:

- ⇒ Accounting Systems
 - ⇒ Spreadsheets
 - ⇒ Early Stage, Emerging Growth, and Large and Public Company Business Processes
- ⇒ Financial Statements
 - ⇒ Statement of Operations
 - ⇒ Balance Sheet
 - ⇒ Statement of Cash Flows
- ⇒ AOP/Business Plan
- ⇒ Internal & External Reporting
- ⇒ Capitalization Planning
- ⇒ The VC Pitch
- ⇒ Liquidity Events
- ⇒ Succession Planning

COO Objectives & Tools

- ⇒ Gain an understanding of the operational aspects of a business often entrusted to the COO
 - ⇒ Help identify the positives and pitfalls of Outsourcing
 - ⇒ Understand the impact of IT on an organization's productivity
 - ⇒ Explore the dynamics of an Executive Team
 - ⇒ Understand supply chain management
 - ⇒ The basic types of implementations
 - ⇒ The most common implementation pitfalls
 - ⇒ Understanding the connection between execution and goal setting and alignment
- ⇒ Tools include:
 - ⇒ Determining core vs. non-core
 - ⇒ ROI and a series of key metrics
 - ⇒ Hiring, training and deploying
 - ⇒ Supply Chain Planning software (SCP)
 - ⇒ Supply Chain Execution software (SCE)
 - ⇒ ERP software and SCM software
 - ⇒ Supply chain collaboration
 - ⇒ Goal Setting
 - ⇒ Managing the Board
 - ⇒ Build vs. Buy Analysis
 - ⇒ Removing Roadblocks

Section 3: Wrap-up

- ⇒ Ongoing Learning
- ⇒ Books
- ⇒ Networking Opportunities

Ongoing Learning

- ⇒ As we continue to deliver the Silicon Valley Executive Business Program, we encourage our alumni to look at the modules given and come in to audit (at no cost) those modules that you either missed during the term or would like to get a refresher
- ⇒ Please contact us if you'd like to attend a module
- ⇒ In addition, please read the books we've listed and continue to network at the networking organizations listed on the next two pages

Required & Recommended Reading

- ⇒ All required and recommended books from the Silicon Valley Executive Business Program are available from Amazon.com and linked from this location: <http://SiliconValleyPACE.com/books.html>

Networking

Associations

- We'd like to see you attending at least 3 networking events per month. Please go to this url for a list of of 50 Bay Area user groups relevant for networking:
<http://ecnow.com/resources.htm#networking>

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