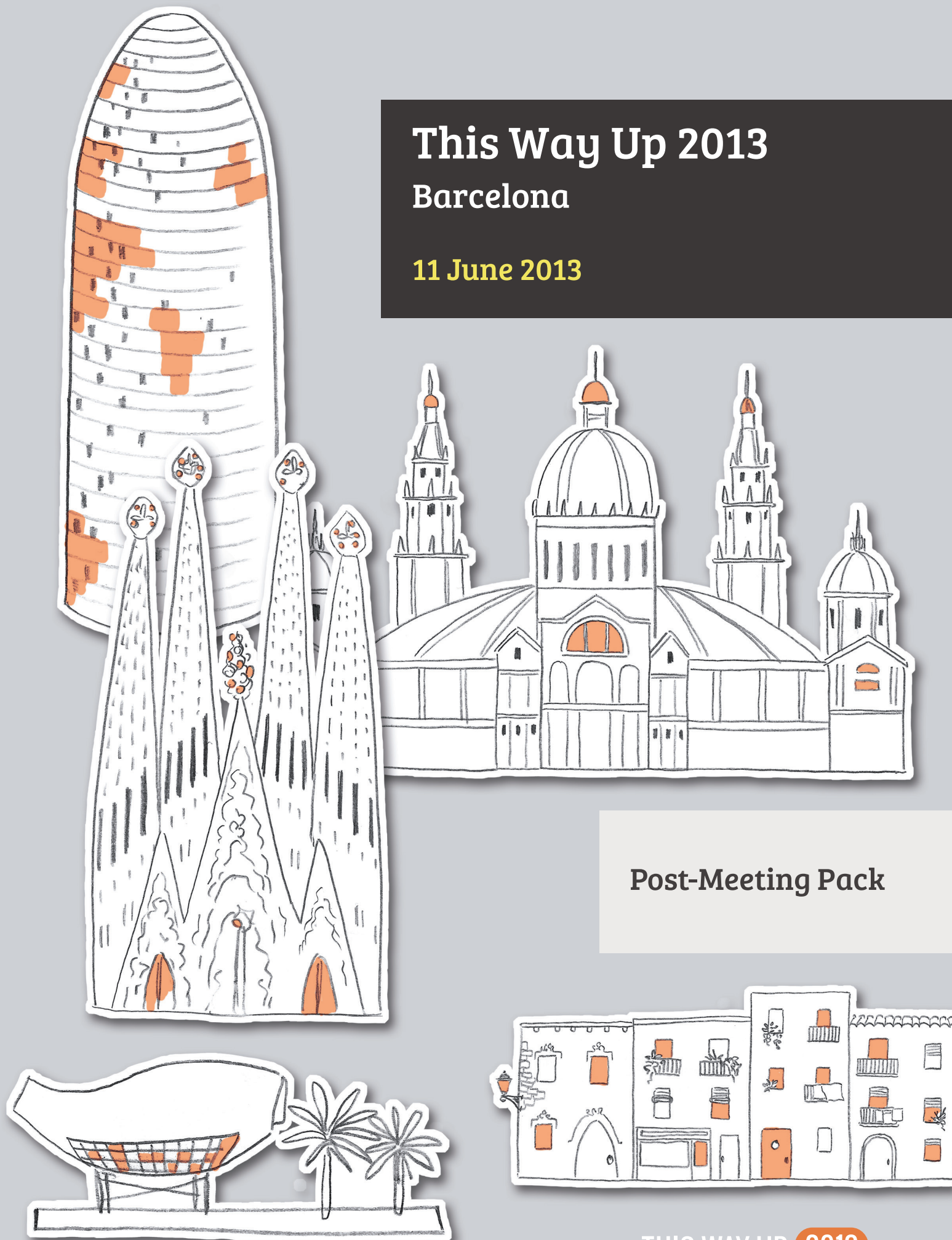


This Way Up 2013

Barcelona

11 June 2013



Post-Meeting Pack

THIS WAY UP 2013

CEO Collaborative Forum

Our Community

“

I see the group as a great environment in which to step back from day to day operations and get to grip with key issues that we as CEOs are faced with at various stages of growth.

”

James McDougall
Revolt Technology

“

The people had an ease of getting into high value discussion and the Member Challenges were powerful. I discovered I'm not alone with my business development issues.

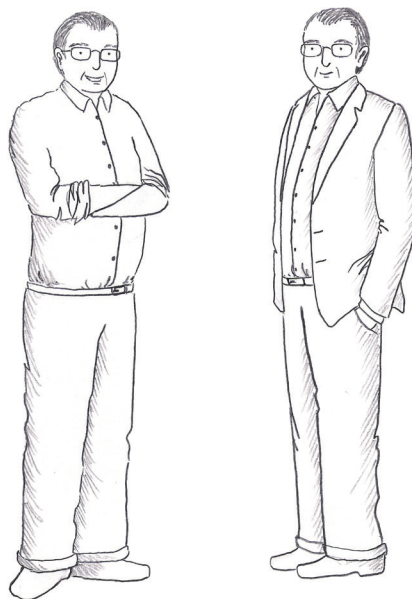
”

CEO Collaborative Forum (CEO-CF) brings together CEOs and business leaders from different European countries so they can help each other: through peer-to-peer collaboration.

With 200 members leading high-growth companies in a diverse range of industries, the forum is committed to improving the business ecosystem in Europe. Members collaborate to nurture a steep learning curve and accelerate growth through honest and direct feedback. The structured format is designed to elicit the strongest, most focused advice.

Three times a year we meet to explore practical solutions to critical problems such as finance, raising capital, shareholder issues, the role of the board, and other challenging real-life problems.

By sharing experiences, collaborating with like-minded peers and networking with other motivated business leaders, members multiply business opportunities and discover solutions to their challenges through engaged problem solving.



Upcoming events

2013

02 July	Open Day	Zurich	Open to all
05 September	Open Day	Stockholm	Open to all
15 October	Fall Meeting 2013	London	Open Program

2014

11 March	Spring Meeting 2014	TBC	Open Program
10 Jun	This Way Up 2014	TBC	Open to all

For more information...

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Get Involved

Being a business leader, you understand that for every opportunity, there are many more challenges. You can tackle opportunities and challenges alone; however you don't have to.

Share your toughest problems and interesting opportunities with a peer group committed to helping you reach your objectives. You will return to the office with new ideas, new energy and valuable relationships.

Member Highlights

March 2013

True Global Ventures celebrate planned joint venture of their portfolio company, SharesPost, with NASDAQ OMX.

NASDAQ OMX will launch an exchange for private companies in a joint venture with SharesPost, Inc., an online trading platform for closely-held shares. Nasdaq Private Market, as it will be known, is an effort to tap what Nasdaq believes is a growing market for shares in companies that aren't public but have early investors and employees looking to cash out.

Dusan Stojanovic, Founder (TrueGlobalVentures), Board Member & Advisor (Sharespost)

May 2013

Babbel accelerates international expansion with investment from Reed, Nokia, Kizoo & IBB.

Language learning startup Babbel have raised \$10 million capital raised in their second round of funding, which will help to drive global growth for the company. The news comes shortly after Babbel's acquisition of startup PlaySay, accelerate to further growth.

Key investor Reed Elsevier Ventures described Babbel as a "European digital media success story."

Markus Witte, CEO, Babbel

May 2013

Spineguard raised €8.1 million in successful IPO on NYSE Alternext for growth, expansion and development

Pierre Jerome, CEO with Spineguard, commented that the IPO "represents a major step for the company in establishing the PediGuard device as a standard of care". He confirmed that the funds raised will further "accelerate our commercial expansion and the development of our platform technology." Based on an initial stock price of €7.29 per share, the company now has a post-IPO market capitalization of €31.4 million (\$40.8 million).

Pierre Jerome, CEO, Spineguard

Photos from the event

Click here to see the photos online: <http://flickr.com/gp/52142979@N06/1822W5/>



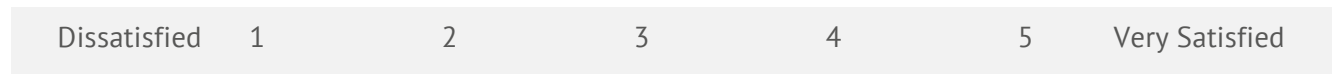
CEO-CF



This Way Up Participant Feedback

High level of satisfaction

Group average 4.38



What participants enjoyed the most...

- “ The high level of experience among the participants
- “ The power of the CEO Collaboration and networking
- “ The diversity of the opinions and experiences
- “ Hearing about some of the amazing products the attendees were working on
- “ Meeting a wide range of perspectives and knowledge
- “ Hearing expert's views was great!
- “ The questions asked at the meeting. There were some strong, insightful comments
- “ I'm not alone. Others have similar challenges and show they can be overcome
- “ The methodologies used to extract knowledge
- “ The feedback from experienced people
- “ The CEOs were very open when they presented their problems
- “ It's interesting to solve new problems! Great challenges
- “ Networking and different nationalities. This enriches the event.



CEO-CF

Key Discoveries & SMART Commitments

Key Discoveries - Early Stage Boot Camp Track

Arisla dos Santos, DXA Investments

1. The idea of testing the market was very interesting.
2. Not to do 20 things at the same time, but rather to focus on one thing.

Baybars Altuntas, Deulcom International

1. OECD's Financing High Growth Firms: The Role of Angel Investors. EBAN's Toolkit for Entrepreneurs – free.

Carmen Rios, Eat Love Retail

1. To keep asking myself how to disrupt the traditional model in my projects. I really like the 'on demand' system for Orange Juice. Perhaps something for me to acquire?
2. Keep validation in mind.

Elisabet Cuenca, OpenDomo Services

1. The way I communicate with my channel & my clients. You've shown me a better way to do it now. Carmen Rios can help me with this.
2. Be creative & have an open mind.
3. Think in innovative ways on evaluating new markets and expand fast into the US.

Farley Duvall, Whitebull

1. Focus is key. Passion is what creates commitment.
2. Not all companies need VC investment. People think that this is the be-all and end-all of building a company. This is *not* the case! If you don't need it, avoid it!
3. I need to take another look at Turkey.

Florian Haver, SOLESTAR

1. Interesting to see how stories can be so very different between companies, and yet problems are often very similar.
2. The discussion concerning simplicity is very applicable to me.

James Clifford, CEO-CF

1. Access is key. You can have the best product, but if you can't distribute it in an easy fashion, it doesn't matter. Without access, you have nothing.



Jim de Koning, ESADE

1. It's good to hear that what we're studying is something that is currently happening. My course has been validated!
2. The creative ways to test the market. Good to find new & innovative ways (with little investment) to test the market.
3. Have the complexity offline, but have the simplicity online. Have a very simple thing for end-users, even if it's very complicated internally.

Joan Tarraga, Algalif AS

1. The minimum viable product.
2. Easy access expands demand.
3. Simplicity + modularity = scalability.
4. An entrepreneuring team combines people with a passion that keeps resonating.
5. I like the debate of investor vs. self-funded. Control vs. speed... what do you want?

Marco Leal, imobilemagic

1. It's about the passion! I never lose focus, but I sometimes lose my passion. I need to find my passion again.
2. Fail quickly, fail cheaply.
3. Experimentation on business models. Don't be scared to try different models in different ways.

Maurizio Molina, Talaia Networks SL

1. You can be creative in validation & testing, even before you have the product. Especially useful if you don't have the money to validate your product.
2. There's a big difference between being good for the company & good for the owners/investors.

Menno Mariën, Crossmo

1. Make haste slowly.
2. It was nice to see the input that I got concerning whether or not to license my product.
3. A lot of the thoughts concerning my company are ones that we have been pondering recently – it's good to know that we're thinking about the right things.
4. My opinions concerning investors remain unchanged.

Michael McTernan

1. The importance of focus.
2. The importance of passion.
3. Great user experience rocks!

Morten Jacobsen, Sumanita

1. The minimum viable product – I hadn't thought about that. It was nice for it to be refreshed in my mind.
2. We don't have all the time in the world. If we don't do something, someone else will come in and do it instead.



Olivier Liotard, zeeyoo

1. Interesting: all the points concerning how to get access to clients: how to reach out, the importance of passion. This made it much clearer for me concerning what I need to focus on.
2. For me, partnering might be a good idea (esp. with some IT guys who might push my company forward). Menno's example.

Oriol Bes, MobilityBrain

1. Traditional markets are well preserved by traditional companies.
2. Simple = no complaint.
3. Validation is important.
4. The difference between knowing a methodology & applying it.

Paulo Rodrigues, Mint Labs

1. The importance of partnering. Like in Menno's case.
2. The importance of validation: of product, model, etc.

Pedro Gonçalves Pinto, ESADE

1. Course validation!
2. Problems are not restricted to the concept phase of a start-up.

Ricardo J. Rodriguez Pérez, ESADE

1. Focus. Test the market & execute your model accordingly.

Susan Aktemel, Homes for Good

1. The concept of your competitors being slow is interesting.
2. Innovation – combining e-commerce with the product and resulting in market-share!

Will Morgan, New Energy Ventures

1. I've been reminded about the 'link-style'.
2. Doing things in the right order is very important. You cannot make adjustments without first revelation!
3. A product can be made through a controversial partnership.
4. Expect & embrace the unexpected!

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