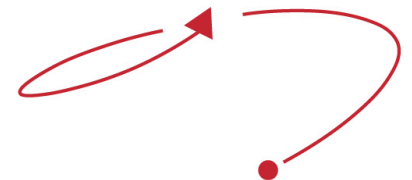


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***Peer Groups Help CEOs Succeed
In Today's High Risk/High Reward
Environment***



CATLIN & COOKMAN GROUP

Mastering the Art of Corporate Growth

CEOs exist in a pressure cooker world where they must respond to the conflicting demands of customers, investors, employees, partners, and board members for bigger, better, faster results. To help these leaders learn to deal effectively with an environment in which they have to continuously make "make-or-break" type decisions, Katherine Catlin and Bouzha Cookman of the Catlin & Cookman Group run the High Growth CEO Forum. In quarterly meetings lasting a day and a half to two days, the CEOs come together to, as one member says, "go up to 60,000 feet to think about your business in a big picture way."

The High-Growth CEO Forum provides a place for CEOs to find help with tough issues from other leaders who are speeding along the same path -- and it has an impact on the bottom line.

Business today is undergoing a revolution—as all the fundamentals of how companies start and grow are dramatically changing. Moving at lightning speed in a fiercely competitive environment, companies must meet the conflicting demands of customers, investors, employees, partners, and board members for bigger, better, faster results. This pressure from all sides falls squarely on the shoulders of the CEO, whose job has never been tougher. Difficult decisions must be made quickly and thoughtfully -- and they have to be the right decisions in this high-risk world that has little tolerance for mistakes.

Throw into this boiling pot the fact that the technology arena has more first-time CEOs than ever before. Even if these first-timers have been senior managers at larger organizations, leading a company presents myriad new, and often unexpected, challenges.

In response to this pressure-cooker environment, more and more high-tech CEOs are banding together in peer groups to compare experiences and ideas. "These groups provide a place for CEOs to meet regularly to talk about the critical decisions, challenging issues, thorny problems, and sometimes deeply personal worries that they are unable to discuss with anyone else, including their management teams and board

members," said Katherine Catlin of the Catlin & Cookman Group, a consulting firm in Hingham, MA that specializes in working with CEOs and executives teams to plan and manage rapid growth. "By talking openly with others who truly understand the pressures of the leadership role, member CEOs can challenge each other's assumptions, compare what has worked and what hasn't, and come away with ideas and insights they wouldn't have thought of on their own. They also test and get confirmation on their own thinking that gives them the confidence to move forward."

Dan Schimmel, CEO of OneSource Information Systems in Concord, MA, is a participant in the High Growth CEO Forum directed by Catlin. According to Schimmel, the group serves as an objective sounding board that has helped him face some tough decisions.

"The CEO Forum fills a unique slot in a CEO's advisory requirements," says Schimmel. "You have your executive staff, but those people report to you, and you have your board of directors, which has its own set of dynamics. In contrast, the CEO Forum is a place where you can be completely open and direct and brainstorm about anything. The group really shares deep problems, concerns, fears, challenges, and hopes. If you participate in trying to help other people and letting them help you, you can get something from this group that you can't get anywhere else."

Hal Charnley, CEO of Artel Video Systems in Marlborough, MA, also participates in the High Growth CEO Forum, and values the bond of confidentiality that allows members to talk about a wide range of sensitive issues. "In this group, you have people who are feeling the same pressures and dealing with the same issues, challenges and opportunities that you are," says Charnley. "We have a bond of confidentiality that has endured and allows us to talk openly about things related to the business and some that are personal, such as the work-family balance issues. We get into the touchy issues that you can't talk about with many other people."

According to Catlin & Cookman Partner, Bouzha Cookman, a wide range of



issues can be covered in a CEO peer group. At the High Growth CEO Forum, for instance, the topics discussed have included:

- Sale vs. IPO; pros/cons, how to get everyone on board
- Critical success factors for raising new rounds of funding
- Balancing goals of all constituencies: customers, employees, investors
- Managing the Board
- How to exploit current market conditions
- Post-IPO: what are the issues now
- Growth strategies, including partnerships and mergers and acquisitions
- Recruiting and keeping great people
- Executive team challenges
- Strategic market positioning
- Reorganizing for growth
- Jumping to the next growth curve; the innovative new business vs. the core business

How (and Why) To Take the Time

The biggest problem for CEOs who are not in a group yet is finding the time to participate. Since they're busy juggling so many priorities, it can seem impossible to take time "away" from the business. Yet CEOs have discovered that the opposite is true, since the time is actually spent focusing "on" the business in a totally new -- and often more intense -- way than if they didn't participate.

"I walk out of CEO Forum meetings energized and with ideas and viewpoints that I didn't have when I went in about how to help move my business forward," says Phillip Green, CEO of Inmagic, Inc., in Woburn, MA. "Devoting two days a quarter to going up to 60,000 feet to think about your business in a big picture way is unbelievably valuable. You get far more out of the time you spend than you could get from doing anything else with that time, much more, for instance, than if you spent the time fighting all the usual fires."

Bottom-line Impact

CEO groups not only provide a place for CEOs to find help with tough issues from peers; they also have an impact on the bottom line. "I can point to specific actions that I've taken as a result of participating in the CEO Forum that have had a dramatic impact on the growth of my company," says Jeffrey Beir, CEO of Instinctive Technologies, of Cambridge, MA. "These were not easy decisions, but they were made easier by having a group of people that could help me think an idea through in advance."

Beir believes having a group where the companies are in similar, yet non-competing situations is extremely useful. "We are all in similar situations -- venture-backed, high-growth companies in the marketplace at the same point in time -- and I think that similarity is very important," he says. "But at the same time, we're in very different businesses, and that actually makes the group more valuable, because sometimes you can get an idea from a different market segment that you never would have thought of."

With the High Growth CEO Forum and other CEO peer groups, CEOs are finding real value in resolving the unique challenges of leadership, developing their own "best practices," increasing performance and achieving bottom-line results. "These groups can go a long way toward creating more winners in today's revolutionary business environment" concludes Catlin.



Catlin & Cookman Group: Corporate Profile

Building a Community of CEOs Who Are Growing Great Companies

In today's fast-paced world, CEOs have the toughest job of all. While it's both exciting and rewarding, it can also be extraordinarily challenging. Where do CEOs turn for guidance? Since 1989, CEOs of emerging-growth companies have come to the Catlin & Cookman Group for our unique expertise and resources – proven methods and frameworks to plan for and manage growth and change. Our sole focus on the CEO experience sets us apart, and the highly targeted resources we offer – CEO forums, consulting processes and practical tools – are developed exclusively for CEOs who are committed to growing great companies.

High-Growth CEO Forums™

More than ever, CEOs need a group of peer advisors to help grapple with issues they can't discuss with their teams or Boards. Our unique Forums are tightly-knit groups of CEOs from similar stage companies who meet quarterly to discuss their business challenges, advise each other about critical decisions, and develop best practices for managing growth. Our focus on customizing agendas to address members' real-time, bottom-line issues keeps the group accountable and the payback measurable. And, through our licensed partners, we are growing the number of High-Growth CEO Forums worldwide, creating a powerful, wide-reaching community of over 70 venture-backed CEOs.

High-Growth Consulting

To succeed, CEOs must create a shared vision and strategy with the executive team – and then execute ... flawlessly. We work closely with CEOs to define their strategic vision and annual plans, build and align executive teams, and create the organizational design, operating system and culture for impeccable execution. Our systematic, proven frameworks for growth deliver measurable results.

***Building the Profit Spiral®** Our foundation framework. Uncovers impediments to growth and helps CEOs and their executive teams create and implement strategic plans that include market focus, mission, values, vision, strategies, structure and culture — and an operating system to make sure the plan works. The result is the path to extraordinary growth.*

***Building the Executive Team as Leaders of Growth®** Defines the key responsibilities of the executives beyond their functional roles and develops a highly-focused and exceptionally strong team capable of leading the company to successful growth, breakthrough innovation and maximized profits.*

***Building the Awesome Organization.** Drives the strategic plan down into the organization – ensures that the critical metrics, operating processes, culture and activity alignment exist to execute the plan.*

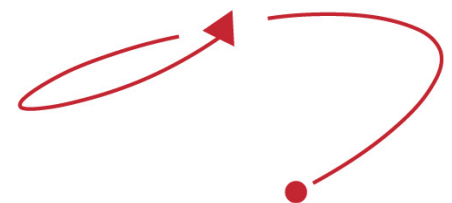
Thought Leadership

Our deep understanding of the high-growth CEO experience is reflected in our books, articles and seminars – and on our website, www.ceoexchange.com.

***Books:** **Leading at the Speed of Growth: Journey from Entrepreneur to CEO** (Wiley, 2001) and **Building the Awesome Organization** (Wiley, 2002) by Founder Katherine Catlin and Jana Matthews.*

***Seminars and Speaking Engagements:** “Growing Your Company: The CEO's Challenge,” a two-year, 7-part series for the Massachusetts Software Council, “The New Breed of Leader” at the Future Forward Conference, “Planning Bootcamp,” and many other engagements.*

Clients Include: Anaqua, Antenna Software, aPriori, Authentica, Authoria, Avotus, Bluespec, Circles, Concord Communications, Constant Contact, e-Dialog, Empirix, eRoom Technology, Experience, I-Logix, Inmagic, iRobot, LiveVault, PeopleCube, Monster.com, mValent, OneSource Information Services, PanGo Networks, Pantero, Soundbite, Steelpoint Technologies, The MathWorks, VFA, Sevin Rosen Funds, Polaris Venture Partners, and North Bridge Venture Partners



The Bottom-Line Impact Experienced by our Clients

High-Growth CEO Forums™

“The job of the CEO is inherently and unapologetically isolating. The High-Growth CEO Forum offers a refreshingly honest and sincere source of support and advice from peers who live on similar quarterdecks. Its format and strong facilitation differentiate it from other groups I have seen. The Forum is one of the most effective feedback and personal development mechanisms available to a CEO. It has made me a more effective leader and a happier, more balanced human being.”

Colin Angle, CEO of iRobot which had a successful IPO in November 2005 establishing a market cap over \$700 million. He was also E&Y Entrepreneur of the Year winner in 2003.

"I am a strong advocate for the CEO Forum. I grew and sold my last company for 5X more than it was worth when I started as CEO. There is no way I could have done that without the Forum. The quality of the people and input I got from them along the way was invaluable. We are all dealing with the same issues, just different context and timeframes. As you know, a CEO's biggest challenge is prioritizing – especially his/her time. The fact that most of this team never misses a meeting speaks volumes about the value proposition! As an aside, my current company is less than a year old and our last round post money was already 5X the first!"

Paul DiGiammarino, President & CEO of Anaqua. After a successful exit, Paul is again a Forum member.

“The Catlin & Cookman Group community was my most valued sounding board when I was CEO of eRoom – no other constituency could offer the direct, trusted and knowledgeable feedback a CEO needs when in the line of fire. Not the board, not my management team and certainly not my spouse. The CEO Forum provided me the opportunity to step back from the trees, reassess my long-term vision and strategy and gain clarity on often difficult and complex issues – and over time I built some fabulous friendships.”

Jeffrey Beir, former CEO eRoom Technology, and currently General Partner, North Bridge Venture Partners. Jeffrey was an E&Y Entrepreneur of the Year winner in 2003

“The Catlin & Cookman Group’s High-Growth CEO Forum was a major contributor to giving me the ideas and inspiration as an entrepreneurial CEO that led to winning the Entrepreneur of the Year Award.”

Dan Schimmel, former CEO of OneSource Information Services and an E&Y Entrepreneur of the Year winner in 2001.

“Given my scars and collective experiences, I would have thought that by now there would be nothing I could learn from a group such as this, but I am amazed at the insights I get from experienced and even newly appointed CEO's... I don't recall ever making a similar endorsement.”

Gene Robinson, CEO of I-Logix, Inc

High-Growth Consulting

“I’ve always been an entrepreneur, and one of the things I learned early on was that I couldn’t get any synergy in my business until I had a group of people working as entrepreneurs together. We have that now at Monster.com as a result of our work with the Catlin & Cookman Group, and we also have a plan in place that will guide our future growth while helping us preserve our unique culture even as we add more and more employees here and around the world.”

Jeff Taylor, Founder and Chief Monster, Monster.com

"The Catlin & Cookman Group has been an invaluable partner for Authoria - amazing people and processes for providing insight and peer-review, and for driving powerful ideas into action."

Tod Loofbourrow, CEO of Authoria Inc.

“When facing a difficult issue on my management team, or for the company as a whole, a quick call to my Catlin & Cookman Group consultant always provides an enlightened and unbiased point of view that helps bring clarity to the decision that must be made. I consider the Catlin & Cookman Group to be a vital member of my team.”

John Rizzi, CEO of e-Dialog

