



## VC Collaborative Forum



European Private Equity &  
Venture Capital  
Association

### **CEO-CF has teamed with EVCA to present VC COLLABORATIVE FORUM™ (VC-CF) A unique experience bringing together high-potential venture capitalists from across the European Union.**

#### **ABOUT VC-CF**

Integrating the proven benefits of peer-to-peer consultation, coaching, and executive education, VC Collaborative Forum is a pioneering tool created to support the EU's high-potential venture capitalists. VC-CF is structured to enhance their abilities as fund managers, reduce the risks of portfolio management, amplify the value of portfolio companies, and serve as an accelerator and catalyst to liquidity events.

*"Experience is learning from your own mistakes. Wisdom is learning from the mistakes of others."*

Dave Darsch, Founder, CEO Collaborative Forum™ (CEO-CF)

#### **MEMBER PROFILE**

VC-CF is designed for EVCA members with primary investments in early stage companies. All VC-CF participants have funds with predominantly European headquarters and portfolio companies with sales or distribution strategies outside their home countries. The majority is drawn from mid- to senior-level positions within their organizations.

*"I am very satisfied with the dynamics of the group—the opportunity to get to know each other and discuss deep and significant issues in such an open way without hidden agendas. A lot of personal learning has occurred that will impact my company greatly."*

CEO-CF Member Carlos Oliveira, CEO, MobiComp

#### **BENEFITS TO MEMBERS**

The strategically designed VC-CF format

- creates strategic bonds among the best minds in the industry
- ensures accountability with measurable payback
- immerses members in an intense, solutions-oriented environment
- organizes discussions between meetings among VC-CF leaders and peers
- promotes the highest ethical standards that support open, confidential exchange
- allows members to benchmark activities and procedures
- advances industry practices
- offers the opportunity to work with a world-class peer group

*"While being in the Forum may not help me predict the future, it allows me to be able to see it better and be more prepared for it."*

CEO-CF Member Marien van Ouwerkerk, CEO, mBalance

#### **PROGRAM ARCHITECTS**

VC-CF is the joint innovation of the Barcelona-based CEO Collaborative Forum (CEO-CF) and the European Private Equity and Venture Capital Association (EVCA), headquartered in Brussels. EVCA represents the European private equity sector and promotes the asset class worldwide. With VC-Collaborative Forum, these two organizations merge their wealth of experience as leaders of business development in the European Union.



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### HOW IT WORKS

VC-CF is an adaptation of the concept and structure that has proven so powerful for CEO-CF's forum for chief executive officers—the first and only pan-European forum designed specifically for CEOs of high-growth EU companies. Both CEO-CF and VC-CF are based on a tested international model with an impressive track record.

- More than 12,000 CEOs worldwide belong to CEO forums.
- They represent approximately 1.1 million employees.
- The combined annual revenue of their companies exceeds €250 billion.
- Their companies grow at a rate that is five times the average for small- to medium-sized businesses headed by non-forum CEOs.

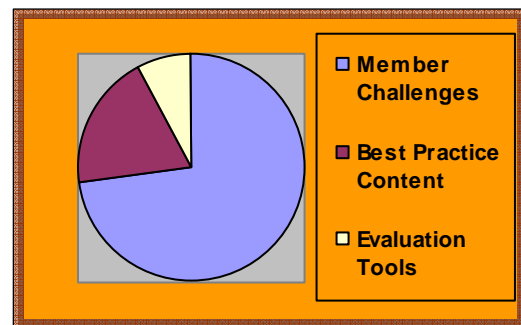
*“I have learned more in one hour of the Forum than in an entire day of offsite meetings.”*  
 CEO-CF Member Filipa Caldeira, CEO, FullSIX

VC-CF leaders work with members individually to identify the most significant issues they face as VCs. During this process, the member prepares a “member challenge”—a fund management issue, for example, or a portfolio company problem—for presentation at the upcoming forum. The VC-CF agenda is customized to address each individual’s member challenge and to generate smart, candid, collaborative discussion around that challenge.

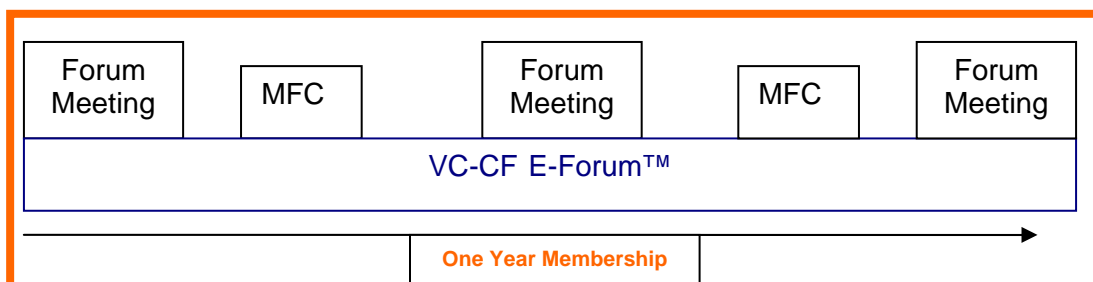
### THE FORUMS

In advance of or during each three-day meeting, members assess the performance of their companies, venture firms, management teams, and/or boards. VC-CF leaders analyze these findings, comparing the results of VC-CF peer group members. Because of the strict bounds of confidentiality, VC-CF members can discuss issues frankly and honestly.

VC-CF meeting agendas are focused predominantly on facilitating sessions where members present their challenges and contribute to the solutions of other members’ challenges. By working and learning together, VC-CF members develop best-practice blueprints for success, expand leadership skills, and accelerate the development of portfolio companies. Forum agendas also include structured workshops that complement the member challenges with materials from leading business schools or other instructional publications as needed.



The annual subscription includes three VC Collaborative Forum meetings and participation in both the VC Collaborative Mid-Forum Connect (MFC)™ and the VC Collaborative E-Forum™ for the period.





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### EXPERT TEAM

Ensuring the highest return on member investment with extensive preparation, expert facilitation, and continuous support and follow-up, the forum leaders:

- are serial entrepreneurs of both VC-backed and non-VC-backed firms
- have served as chairs or members of more than 30 different boards
- integrate deep expertise in entrepreneurship, M&A, fundraising, and exit activities
- research and write extensively on best practice topics related to high-growth entrepreneurship
- learn about and stay current with member issues and challenges
- design and facilitate highly interactive sessions tailored to each member's needs
- encourage breakthrough ideas by facilitating innovative thinking
- provide mechanisms for concise and timely updates between events
- initiate a powerful feedback loop among members and leaders.

### MEMBER COMMITMENT

VC-CF members pay dues of €15,000 in advance of their first meeting. This annual subscription includes three VC-CF meetings, each lasting three days, as well as participation in both the VC Collaborative Mid-Forum Connect™ and the VC Collaborative E-Forum™.

### WHO'S WHO

**Bjorn Skare** ■ A serial entrepreneur with extensive experience creating high-growth companies, Bjorn Skare has developed three small Norwegian technology firms into international enterprises headquartered in the US.

Under his leadership, Scali Inc., a leading Boston-based cluster software provider, signed distribution agreements with Hewlett Packard, IBM, Dell, Novell, and Silicon Graphics Inc. The company's lead investors are Intel Capital, Atlas Venture, and Verdane Capital.

Skare grew CAMO, a small Norwegian software company, from less than \$1M to more than \$10M in under 5 years, with annual profits the last year that exceeded the turnover of the company when Skare took the helm. He turned CAMO into a US-based firm with 90% of the corporate revenues in the US.

As head of the defibrillation business of Laerdal Medical, Skare saw to it that 7 out of 10 ambulances globally carried a Laerdal defibrillator. Laerdal was the first company to deploy defibrillators on commercial airplanes and entered into city-wide arrangements with major metropolitan markets like New York, San Francisco, Detroit, Chicago, Paris, Marseilles, and Tokyo during Skare's tenure as leader.

Skare served as CEO of the medical instruments firm Skatron Inc., the first company to provide automated HIV tests for large blood banks, and was Chairman of the Board of Traconi AS, with annual freight value exceeding \$300M.

At present, Skare is a partner in the capital advisory firm of Interforum Capital AS. The company provides funding and active ownership, helping outstanding Nordic technology firms rapidly expand their businesses.



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**Dave Darsch** ■ Founder of CEO Collaborative Forum (CEO-CF), Dave Darsch is a successful entrepreneur of high-growth companies in both Europe and the United States. He has more than 25 years of experience as an entrepreneur and managing executive of technology companies. With a strong trans-Atlantic and pan-European focus, Darsch has active clients in both the US and Europe. He mentors entrepreneurs and helps them develop business plans that accelerate revenue growth and/or external infusion of capital. Darsch has been engaged in more than ten transactions involving the purchase, sale, merger, or infusion of capital into companies. He has assisted in trans-Atlantic expansion initiatives, including legal and accounting logistics, sales and marketing plans, and funding.

In 1979, Darsch founded and served as CEO of a privately-held software development company in the Washington, D.C. area until the company was acquired by a systems integrator in 1996. During his tenure, the company was recognized as one of the Inc. 500 fastest growing US companies.

Darsch is a board member of Europe's 500, an organization that lists the top 500 fastest growing companies in Europe and advocates EU-wide policy transformation for the benefit of entrepreneurs. He also serves on the boards of SårkornInvest AS, a \$50.0M venture capital fund in Norway, and the Gazelle Growth program for the Research and Innovation Board of the Danish Technological Institute.

As a frequent guest lecturer at the MBA level, Darsch has provided instruction at many European universities, including INSEAD University in Fontainebleau, France, London School of Business in London, England, and IESE Business School, University of Chicago, and ESADE University in Barcelona, Spain. He has also presented at the Europe's 500 Conference and taught courses on entrepreneurship for the European Commission, BBVA, and Terra Lycos in Spain.

### Partners in support of venture capitalists

**EVCA** ■ The Brussels-based European Private Equity and Venture Capital Association (EVCA), established in 1983, represents the European private equity sector and promotes the asset class both within Europe and throughout the world. With approximately 1200 members in Europe, it develops professional standards and represents the interests of the industry to regulators and standards setters. EVCA provides industry research, organizes professional development opportunities and forums, and facilitates interaction between its members and key industry participants, including institutional investors, entrepreneurs, policymakers, and academics. EVCA's activities cover the whole range of private equity: venture capital (from seed and start-up to development capital), buyouts, and buyins. [www.evca.com](http://www.evca.com)

**CEO-CF** ■ CEO Collaborative Forum is the premier platform for high-growth CEO interaction. Based on a highly successful international model, CEO-CF provides expert support, peer group collaboration, and coaching for CEOs of European-based companies with pan-European, trans-Atlantic, and trans-Asian market strategies. CEO-CF gives these leaders, who are among the world's most dynamic and innovative chief executive officers, an intensive period away from office distractions to focus on vital goals, consult with trusted peers, and develop critical solutions for their companies in a "safe" and fully confidential environment. Current membership, which is by invitation only, comprises CEOs from more than a dozen nations. [www.ceo-cf.com](http://www.ceo-cf.com)