

Highlands & Islands Enterprise Entrepreneurs Growth Programme (EGP)

Competitive Advantage Through Entrepreneurial Operational Excellence

This workshop for ambitious entrepreneurs uses case studies, lectures, interactive discussions, and participant presentations to educate attendees on how to more effectively create shareholder value in their organizations through operational excellence. The instructor leverages the lessons learned in his personal experience in building high tech companies, coupled with MIT's extensive knowledge gained through the study of hundreds of MIT spinoff companies. At the end of the workshop, each attendee will better understand the theory, the best practices and, most importantly, the practical application of new techniques to significantly improve their organization's operations, and to gain competitive advantage.

Led by:

WILLIAM K. AULET

Acting Managing Director, MIT Entrepreneurship Center
and

Senior Lecturer, MIT Sloan School of Management, Cambridge, MA, USA

Thursday/Friday, 17 - 18 June 2010, INVERNESS

... "The lessons we have learned from Bill Aulet are extremely valuable. The members of our team have applied specific techniques and programs, making more than 30 improvements to the organization as well as the closure of three major projects, adding more than \$9 million of contracted revenues. In addition, we have more focused and motivated employees. His practical experience was invaluable." —

*- Jason Neale, Founder and CEO, OmniGlobe Networks, Montréal, Québec, Canada
Deloitte Company-to-Watch, and Red Herring Canada Top 50 Award Winner*



Operational Excellence Creates Sustainable Competitive Advantage

The ability of your organization to deliver sustainable value to your stakeholders will be determined by the quality and effectiveness of your operations.

Great technologies and strategies will be quickly rendered irrelevant if your company is not able to achieve consistent alignment and excellence in execution. Studies have shown that high performing companies have a relentless focus on the quality of their operations.

■ Attending this workshop will help you learn the latest best practices to create optimal shareholder value for your situation and help you gain a sustainable competitive advantage in the marketplace.

... "The Entrepreneurial Operational Excellence was an outstanding seminar in its own right but I found it even more valuable building off the foundation of the Entrepreneurial Marketing and Sales workshops. I feel like I am halfway to my Entrepreneurial MBA!" —

- Miguel Teixidor, Founder & CEO, Genaker Esi Mobile Solutions, Barcelona, Spain

... "I was truly impressed with the material provided and even more by the many relevant examples shared with the group." —

- Laurent Simoneau, CEO, Coveo Solutions, Inc.

■ This workshop is designed specifically for CEOs and their senior management team of ambitious and rapidly growing innovation-based companies. The workshop has also proven valuable for the management of larger, established companies who are seeking ways to improve their operations.

■ Attendees must be open to new ideas and have a passion for improving their operations.

The instructor uses his first hand experience and studies of the vibrant entrepreneurial companies that come out of MIT to convey state-of-the-art practices in business planning, investment planning, pricing, customer loyalty, human resources, promoting innovation, corporate governance and control systems. Then he shows how best practices can be most effectively implemented.

■ Attendees will learn concrete actions to take that will help them increase shareholder value and gain sustainable competitive advantage.





William K. (Bill) Aulet

- Acting Managing Director,
MIT Entrepreneurship Center
- Senior Lecturer,
MIT Sloan School of Management
- Managing Director,
Entrepreneurship Ventures, Inc.
- Managing Member,
Global Entrepreneurship Team
- Master in Management Sciences,
MIT, 1994
- Bachelor of Engineering
Harvard University, 1980

Bill Aulet is a highly successful business leader with over 25 years of experience in all areas of high technology business operations, product marketing, and financing strategies, from startups to public companies.

... "Bill Aulet's ability to thoughtfully mix the latest theories with his tremendous base of experience made this workshop extraordinarily valuable to me in understanding how to address the challenges I face." _

- Isabelle Bettez, CEO, 8D Technologies

Track Record

Bill Aulet has raised over \$100 million in funding for his companies and directly created hundreds of millions of dollars of market value. He started his career with eleven years at IBM, then the top training ground for high technology executives. This culminated with Bill being named a prestigious MIT Sloan Fellow in 1993.

Upon graduation from MIT in 1994, Bill became a serial entrepreneur, founding and running two MIT spinouts as the President/CEO of Cambridge Decision Dynamics and then SensAble Technologies. The latter was twice named one of Inc. Magazine's 500 Fastest Growing Private Companies. With a presence in over twenty countries, SensAble also won over two dozen awards and was featured in *Fortune Magazine*, *Business Week*, *the Wall Street Journal*, and many other publications for its innovative products and strong business foundation.

In 2003, Bill was recruited as the Chief Financial Officer to help turn around Viisage Technology, a security technology company. At the time of his arrival, Viisage was losing \$2.4M per quarter. Working quickly to develop a new strategy, as well as a culture of innovation and strong execution, Bill helped lead the Company to achieve a dramatic transformation in his 2.5 year tenure. During this timeframe, the market value for Viisage increased from approximately \$50 million to over \$500 million.

In 2005, Bill became the Entrepreneur-in-Residence at the MIT Entrepreneurship Center and was appointed Senior Lecturer at the MIT Sloan School of Management. Recently, Bill became Acting Managing Director of the MIT Entrepreneurship Center. He has taught and worked with hundreds of entrepreneurs and executives at MIT and beyond. Bill has been engaged around the world with numerous companies ranging from inspired individual entrepreneurs to large firms such as Danfoss, Hewlett-Packard, Microsoft, Mobilink, and Saudi Aramco, all striving to be more innovative and fast moving.

Bill also serves on the Board of Directors or Advisors of a number of highly innovative companies in the US, Canada, Europe and Asia. His particular interests are entrepreneurship, technology, innovation, superior performance through alignment, and the energy sector. He serves as the Chairman of the \$200K MIT Clean Energy Prize. Bill has served on the US Department of Energy Review Board for Entrepreneurship grants.

In addition to his experience with his own companies, Bill has mentored and advised numerous other companies on their fundraising process and is frequently consulted by Venture Capitalists and Business Angels.

Bill is a regular featured speaker at management leadership programs around the world and is also a contributor as an Xconomist on www.xconomy.com.



What Makes this Workshop Unique?


By working on a daily basis with the most cutting edge entrepreneurial ventures, the instructor has visibility and direct experience with the best new business practices. From this vantage point, he knows what works and what does not. His experience is constantly benchmarked in MIT's real world "laboratory" for new ideas and best practices. Specifically:

- A Boston Bank study of entrepreneurship at MIT in 1997 found that the over 4,000 companies (well over 5000 today) started by MIT alumni have created over 1.1 million jobs and approximately \$232 billion in annual revenues. If this were a standalone economy, it would be the 24th largest in the world, comparable to South Africa or Thailand. In the past ten years since the study, the pace of innovation and new venture creation has further accelerated in and around MIT.
- The instructor has co-founded a dozen MIT spinout companies. In his role at the MIT Entrepreneurship Center, he has advised or studied hundreds of others. His knowledge of the latest successful best practices helped formulate the basic concepts for this workshop. His experience also provides the wealth of practical examples which make the workshop so vibrant and useful to participants.

Who Should Attend?

This workshop is valuable for:

- CEOs and the top management teams of ambitious, rapidly growing companies,
- Top managers of established firms seeking to become more innovative, and
- who write a compelling explanation why he/she wants to attend, and how he/she will apply the lessons learned in their new venture, and
- **who apply** via the website www.entrepreneurship-scotland.com and provide an electronic photo, full contact details, motivation to attend, etc. **by Friday 04 June**, and receive a confirmation of participation.

... "This workshop was outstanding. The material was very valuable and presented in an engaging and practical manner. The instructor really knows his material from real world experience and is able to make it applicable to our situation. The interactivity was great. I look forward to the next workshop." 

- Javier Darriba, Founder & CEO, Xperience Consulting, Barcelona, Spain

AGENDA OF THE PROGRAMME

DAY 1 - Thursday, 17 June - Business Planning and Basics

- 09:30 – 09:55 Introduction and Overview (Desired Outcomes of this Programme)
- The introduction and overview of the objectives of this workshop
 - Review of previous workshops
 - Putting this workshop in context of the Entrepreneurs Growth Programme
- 09:55 – 11:00 Situational Analysis I (Brainstorming)
- Interactive exercise with regard to attendees' business operations
 - Results will influence priorities and focus of the programme
- 11:00 – 11:15 Break
- 11:15 – 12:00 Entrepreneurial Marketing to a High Performance Company:
Commerce Bank Case Study
- 12:00 – 13:15 Lunch
- 13:15 – 14:45 Business Plans that Generates Success
- The different objectives of a business plan and how to know which is right for you
 - The key elements of a business plan and what is most important
 - How much time and effort to allocate to business planning and writing a business plan
- 14:45 – 15:15 Individuals Work on Business Plan Elements of Most Relevance to Their Companies
- Putting to use the materials of the morning
 - Instructor will be walking around, helping to guide teams and providing feedback
- 15:15 – 15:45 Break
- 15:45 – 16:45 Intelligently Raising Money for Your Venture
- Good reasons and bad reasons to raise money
 - Matching your needs to the right source of funding
 - How to optimally execute a fundraising process
- 16:45 – 17:30 Discussion of Corporate Governance
- Legal requirements
 - Appropriate and inappropriate roles for Board of Directors & Advisors
 - What you need to know about equity structure and control
- 17:30 – 18:15 The Leverage of Customer Satisfaction and Client Retention
- What is and how to measure customer satisfaction
 - The often overlooked power of customer satisfaction and client retention
 - How to exploit this for competitive advantage and financial gain
- 18:15 – 18:30 Break
- 18:30 – 21:00 Reception and Dinner

AGENDA OF THE PROGRAMME

DAY 2 - Friday, 18 June - Innovation, People and Application

- 09:00 – 09:45 Team and individual work on projects with coaching from instructor
- Applying learning to their specific context
- 09:45 – 10:45 Promoting an Environment of Innovation
- What is innovation and why is it so important
 - What are current best practices
 - How to create a positive environment where innovation flourishes
- 10:45 – 12:00 It is All About the People
- The critical nature of rigorous recruiting and so Department Managers to “own” these processes
 - Incorporating long term company values into the performance appraisal process
- 12:00 – 13:45 Lunch and Work on Projects and Final Presentation with Coaching
- 13:45 – 15:45 Presentations on Plans to Improve Operations
Selected Attendees present to class relevant opportunities where operational challenges exist today and how they plan to address them based on a project plan with measurable milestones
- 15:45 – 16:30 Wrap Up, Lessons Learned, and Presentation of Certificates

... “This workshop was a smash hit with our CEOs and CFOs. It was universally rated as being of extremely high value. The importance of business basics became very clear and a practical road map on how to improve our operations in the key areas was laid out by Bill. I say, he even made it interesting and inspiring for our business leaders.” —

- Mario Girard, Former CEO of Nstein Technologies and Manager for the Québec Program 10 x 20, Canada

Tuition Fee

■ Fee for the two-day workshop is £495 per person

* For businesses based in the Highlands & Islands, the Fee is **£395** per person.

Participation is upon application and after a selection process.

The Tuition Fee includes:

1. Networking Reception and Elegant Dinner, with special invited guests:
 - Leaders of the Entrepreneurial and Business Community
 - Successful “Alumni” from previous Courses and/or the MIT EDP Program
 - Business Angels and Venture Capitalist
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch, Cocktail and Dinner on Thursday; Lunch on Friday, plus continuous Beverages and Snacks
5. Overnight Accommodation on Thursday night is included for those who are traveling in from the Islands in the H&I area.

Registration

Apply via the website www.entrepreneurship-scotland.com, and provide an electronic photo, company details and motivation to attend by **Friday, 04 June 2010**.

After a selection process, confirmation of participation will be sent.

Application Deadline:

04 June 2010

Workshop Language

English

Course Materials

- Case Study in Operational Excellence: The Commerce Bank Case Study
- Business Plans that Generate Success
- Intelligently Raising Money for Your New Venture
- Extensive Lecture Materials, including MIT and Harvard Business School case studies and presentations

... “I used to think concepts were ‘nice to have’.

Now I’ve learned they are an essential ‘must have’. The knowledge, skills, passion and commitment of Bill infuse you and drive you to start the quest of mastering those “must have” concepts and skills.” 

- François Guérard, CEO, Dynagram, Québec City, Québec and Member of the Québec 10X20 Program



Workshop Location & Hotel Accommodation

The workshop will be held in **The Drumossie Hotel**, Old Perth Road, Inverness IV2 5BE, www.macdonaldhotels.co.uk/new-drumossie/index.htm

If you need a hotel, please contact the Drumossie Hotel reception directly at +44 (0)1463 236451, and mention 'HIE booking' to benefit from the special workshop conditions or £75 per night B&B instead of £180. Twenty rooms have been reserved at this special rate.

... "One of the most relevant and fundamentally important 2 Days that any company with global ambition could commit to. The wealth of written value was illuminated by the presenter's laser guide focus, delivery style and personality." _

- Andy Travers, Head of Business Development, KeyPoint Technologies Ltd, Glasgow, Scotland

... "Bill was extremely helpful in quickly assessing our situation and then getting to the core elements where we could effect change. We have been implementing his recommendations and they have been spot on and are making a difference. His experience is invaluable but when coupled with his ability to rapidly analyze and determine the appropriate action and finally his ability to communicate in a highly effective manner is what makes him special." _

- Gerald Nelson, Director, Thad Cochran Endowment for Entrepreneurship, Mississippi State University

... "This workshop was an excellent and effective vehicle for changing the clock speed of collaboration among our senior management team. It was instrumental in building the awareness that together we can be a potent force in our drive towards service excellence and market share." _

- Kokab Mirza, CEO Automotive Division, Abdullatif Alissa Group, Saudi Arabia

General Info and Contact Address

For general information and questions, please contact **Stephanie Anderson** of Highlands and Islands Enterprise at <stephanie.anderson@hient.co.uk>, Tel: +44 (0) 1463 244477, Mob: +44 (0) 7717 428081, or e-mail Anny at <anny@entrepreneurship-scotland.com>.

... "As a first time entrepreneur, I was able to understand and put to use a lot of Bill's material with success. Being an engineer, there were parts that I was skeptical about, and they seemed a bit counterintuitive, but after getting more experience, I truly see the wisdom in what Bill teaches." _

- Ryan Tseng, Founder and CEO, Powerpad Inc., Altamonte Springs, FL, USA

... "Bill is a great mix of a thinker, a practitioner, a story teller, and a charismatic presenter. He also has a nice sense of humor. This allows him to be very effective with entrepreneurs who have a similar construct. His instruction has been fun to participate in and very helpful to our growth and bottom line." _

- Helmut Kirchner, CEO, Cybertec, Trieste, Italy

