

Highlands and Islands Enterprise Entrepreneurs Growth Programme (EGP)

# Entrepreneurial Sales and Product Marketing: Focusing on, and Listening to the Needs of the Customer

A high quality workshop for CEOs and their executive management teams from innovative, fast-growing companies with global ambitions, featuring case studies and lectures, interactive discussions, participants presentations, “hands-on” exercises, enabling the participants to be more effective in establishing long term, dependable, predictable and mutually beneficial customer relationships.

Led by:

## WILLIAM K. AULET

Acting Managing Director and Entrepreneur-in-Residence, MIT Entrepreneurship Center  
&  
Senior Lecturer, MIT Sloan School of Management,  
Cambridge, MA, USA

and

## KENNETH P. MORSE

Chairman, Entrepreneurship Ventures; Inc., Boston, MA, USA  
&  
Founding Managing Director,  
MIT Entrepreneurship Center, Cambridge, MA, USA

&

Chair in Entrepreneurship, Innovation and Competitiveness,  
Delft University of Technology, Delft, The Netherlands

and

## LAURA BARKER MORSE

Managing Director,  
Entrepreneurship Ventures; Inc., Boston, MA, USA

&

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


**INVERNESS, Thursday & Friday, 03 - 04 September 2009**

*... “Through a methodical process and with great real world stories, Laura, Bill and Ken are able to get to the core of developing a winning business strategy in a remarkably short period of time. They bring a tremendous base of valuable experience and an interactive teaching style that shows us how to quickly and effectively apply this to our companies.”* \_\_\_


*- Mario Girard, Managing Director, Fondation de l'entrepreneurship, Québec, Canada*

## Effective Sales and Product Marketing Leadership is the Foundation for Sustained Success

The ability for companies to clearly articulate who are their target customers, and to develop and apply a plan to align their organization's resources to create and deliver extraordinary value, is what distinguishes great companies from mediocre firms. Developing a plan that leverages the company's assets to develop offerings -- be they products or services -- is the road map for the company's success. In this workshop, you will learn proven techniques to develop and apply such a plan that will produce exponential revenue and profit growth. Through lectures, case examples, and hands on exercises, you will build the capabilities to appropriately adjust your strategy and plan so that it becomes a process which will create sustained growth and competitive advantage for your company as you seek to compete successfully on the global stage.

... "The powerful and practical workshops by Laura, Bill and Ken have had a game changing impact on our company's performance. They have been there and done it well many times; they know how to explain key strategic problems for busy entrepreneurs. Their advice is good for both tomorrow's tactics and sustained strategic success. Their wisdom has helped accelerate the exponential growth of 8D Technologies. Attending their workshops will likely pay your company important dividends for years to come." 


- Isabelle Bettez, President & CEO, 8D Technologies Inc. Montréal, Québec, Canada

... "This course is the Master Class on how to effectively and concisely deliver the value proposition to customers, managers, and large organizations. Definitely, it has represented a turning point in my career." 

- Pau Soler, Marketing Manager, Hewlett-Packard, Spain

... "We always look forward to Ken, Bill and Laura coming to Scotland with their workshops as they never fail to light the entrepreneurial fuses of our local business leaders and create a real lasting buzz in the region. Their workshops bring a whole new dimension of entrepreneurial skills development to our companies with the team's impressive combined global expertise."

- Stephanie Anderson, Development Manager, Highlands & Islands Enterprise, Business Growth & Research Group, Inverness, UK

... "Laura, Bill and Ken are a great mix of thinkers, practitioners, story tellers and charismatic presenters. They also have a nice sense of humor. This allows them to be very effective with entrepreneurs who have a similar construct. Their instruction has been fun to participate in and very helpful to our growth and bottom line results." 

- Helmut Kirchner, CEO, Cybertec, Trieste, Italy

This course is designed to teach entrepreneurs, CEOs and their executive management teams to become much more effective in creating an outward oriented company that focuses on understanding and continually meeting the needs of its customers in a mutually beneficial and sustainable manner.

The course will assist CEOs and experienced business development managers to sharpen their skills and improve the customer focused culture of their organizations.

The course is highly interactive and features case studies of fast growing companies as well as many first hand examples of young, ambitious companies similar to those attending the workshop. There will also be "live" exercises, applying the concepts presented to the participant's business with real time feedback.



## William K. Aulet

- Acting Managing Director,  
MIT Entrepreneurship Center
- Entrepreneur-in-Residence,  
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 and financing strategies, from startups to public companies.

*... "As a technologist at heart, at first I found the emphasis on product marketing to be outside my comfort zone. However, the more I listened to Bill, the more I saw the logical and undeniable value. It certainly has changed the way we do business since then, much for the better." —*

*- Zafar Khan, Founder & CEO, Sofizar, Lahore, Pakistan*

### 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.

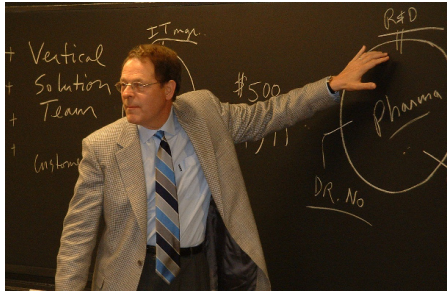
In 2003, Bill was recruited as the Chief Financial Officer to help turn around Viisage Technology, a security technology company. At the time of his arrival, Viisage was losing \$2.4M per quarter. Working quickly to develop a new strategy, as well as a culture of innovation and strong execution, Bill 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. 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](http://www.xconomy.com).



## Kenneth P. Morse

- Chairman,  
Entrepreneurship Ventures, Inc.
- Founding Managing Director,  
MIT Entrepreneurship Center
- Chair in Entrepreneurship, Innovation  
and Competitiveness,  
Delft University of Technology,  
Delft, The Netherlands
- President & CEO,  
Global Entrepreneurship Team
- Serial Entrepreneur
- Bachelor of Science, MIT, 1968
- MBA, Harvard Business  
School, 1972

Ken has been a high performance leader in global high tech sales and sales management for over 35 years.

... "Ken's vast, real world experience and effective, inspirational teaching style brought to life executive-level relationship planning, value added elevator speeches, and other topics that are of tremendous value to any sales professional." —

- Mark Denissen, Vice President of Strategic Worldwide Marketing Texas Instruments - USA

... "Ken Morse is a charismatic man. I learned a lot from him – also intuitively. " —

- Christian Dittrich, Step Ahead AG - Germany

## Track Record

Prior to joining the MIT Entrepreneurship Center as Founding Managing Director in 1996, Ken Morse was a co-founder of six high-tech companies, together with MIT friends and classmates. Five of these ventures had successful IPOs or mergers; one was a disaster. They included 3Com Corporation, Aspen Technology, Inc., a China Trade Company, a biotech venture, and an expert systems company. Ken was either the CEO or responsible for part or all of the Sales organization in each of these new enterprises. During his 4+ years as Managing Director of AspenTech (AZPN) Europe SA/NV, Ken's team achieved 18 consecutive quarters of on-target sales performance by building close strategic relationships with the leading chemical and pharma companies throughout the region. He grew the AspenTech EMEA organization from 22 to 200+ employees with basically zero staff turnover, and expanded sales revenue 600 - 900% with key client relationships.

Ken's interest in international high tech ventures began at MIT, where he graduated with a BS in Political Science in 1968 followed in 1972 with an MBA from Harvard Business School. Upon graduation, he joined Schrodgers, the UK-based merchant bank, where he was personal assistant to Jim Wolfensohn, former President of the World Bank.

In 1975 Ken formed a trading advisory company under the aegis of Chase Manhattan Bank to assist U.S. technology-based companies such as IBM, General Motors, Gillette, Hughes Aircraft, Mine Safety Appliances, Waters Associates, and others to enter the China market. Ken was based in Beijing for five years during the latter half of the Cultural Revolution.

In 1980, Morse relocated to Silicon Valley as a founding member of 3Com Corporation. In the thirteen years that Ken served as Founding Managing Director of the MIT Entrepreneurship Center, the number of students taking Entrepreneurship Courses increased from 220 to 1,600 per year while the number of professors grew from 3 to over 36. Ken was named "Education All Star" by *Mass High Tech* magazine.

Ken is a member of the Council on Foreign Relations (New York City) and the Cercle Royal Gaulois Artistique & Littéraire (Brussels). Ken is on the Board of Advisors of three early-stage Venture Capital Firms: PolyTechnos Venture-Partners (Munich), Rudyard Partners LLC (Boston), and The Entrepreneurs Fund III (Silicon Valley). Ken serves on the Board of Advisors of Denkwerk GmbH in Germany, iMotions - Emotion Technology A/S and Zylinc ApS in Denmark, Naseeb Networks and Sofizar in Pakistan, and several MIT spin-offs, including Dynasil, Inc. and Terrafugia, Inc.

Ken speaks fluent French and some Chinese. When he is not helping young companies to succeed, Ken enjoys sailing his wooden boat with his family around Cape Cod. He is writing a book about entrepreneurs who built great companies far from Silicon Valley and Route 128. The working title is, "Making it Happen Globally".



## Laura Barker Morse

- Managing Director, Entrepreneurship Ventures Boston, Inc. MA, USA
- Visiting Lecturer, MIT Sloan School of Management
- Former Human Capital Partner, Atlas Venture London, Paris, Munich, and Boston
- Former Senior executive with S.W.I.F.T. sc, Belgium
- Prior twenty years as a Partner with Leading Global Executive Search Consultancies, Russell Reynolds Associates and Heidrick & Struggles in Chicago, Boston, and Brussels
- B.A. and graduate work, University of Iowa, Elected to Mortar Board

Laura Morse has deep experience in strategic human capital issues including recruitment, organizational development and total reward and compensation systems.

... "I have worked with Laura for years on numerous engagements for Atlas Venture's portfolio companies and she is the best advisor to entrepreneurial firms and their management teams in the HR arena that I have ever worked with. Laura is sharp, insightful, highly knowledgeable and able to balance multiple, competing interests, and she is a true pleasure to work with." \_\_\_

- Jack Dolmat-Connell, CEO of DolmatConnell Partners, Boston, MA - USA

## Track Record

Laura Barker Morse started Entrepreneurship Ventures, a consulting and coaching practice, in 2008, in response to requests for start ups in Scotland, Spain, Québec, and the Boston area. From 1999 till 2008, Laura was Human Capital Partner at Atlas Venture, the largest transatlantic early stage technology venture capital firm. She worked closely with Atlas portfolio companies on strategic human capital issues including recruitment, development, and reward systems. She acted as her firm's senior human resource professional and as liaison with consultants and preferred providers of recruitment, compensation, and human resources.

Prior to joining Atlas Venture, Laura worked in Brussels for S.W.I.F.T. sc, the global financial telecommunications consortium, where she reported to the CEO during a strategic reorganization and led management planning, worldwide recruiting and expatriate services. Laura recruited over 250 European and Asian executives.

Before that, Laura spent twenty years in technology executive search with Russell Reynolds and Heidrick & Struggles. She joined Russell Reynolds in 1977 in Chicago and helped open their Boston office in 1981. As Managing Director and global Practice Leader of the Venture Capital practice, she worked worldwide with venture firms and their portfolio companies. In 1991, she joined Heidrick & Struggles as a Partner in their Technology practice, relocating to their Brussels office in 1992.

Laura is a graduate of the University of Iowa where she was elected to Mortar Board. She is a frequent speaker on recruiting, team building and career planning at workshop around Europe, and also leading business schools including Solvay (Belgium), Harvard Business School, and MIT/Sloan. Laura served for ten years as a Trustee of The Computer Museum, and is currently both a Trustee and Chair of the Overseers Nominating Committee of the Museum of Science (Boston). She is a member of Hestia, a charitable giving circle. Laura currently serves on the Board of Advisors of Aura Biosciences, a Madrid-based oncology start up.

... "Too often investors think the venture industry thrives on technology but in fact it thrives on entrepreneurial talent who then drive that technology. There is no one better than Laura Morse to help you find and then hire that talent. She never just recommends a candidate, she defines the needs and convinces the right person they want to work for you. And don't forget the planned and unplanned "exits" of talent: Laura will help you safely navigate those tricky waters as well." \_\_\_

- Diana Frazier, Founding Partner, FLAG Capital Management, LLC, Boston, MA - USA

# TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANTS PRESENTATIONS

1. Framework and Definition of High Value Sales, Sales Management, and Building Predictable, High Performance, Strategic Customer Relationships
  - Case Studies
  - Quantifying the Value Proposition
  - Definition of an Effective Elevator Pitch
2. Creating a Sales and Customer focused Culture in Your Company, and With Your Customers
  - Analyzing Alternative Compensation Models (equity, cash, other)
  - Setting High Expectations throughout the Organization
  - Building Passion, Clock Speed, Urgency and Work Methods
  - Maximizing Results in the Last Month of the Quarter
3. Selecting High Value Vertical Markets
  - The Spotfire Case Study
4. Elevator Sales Pitch Exercise: Communicating Your Value Proposition in a Live, Competitive Network
5. Recruiting and Building a World Class Sales Team
6. Critical Success Factors in Entrepreneurial Marketing
  - The Framework Process
  - The Definition of ‘Technology Push’ vs. ‘Market Pull’
  - Potential Options to Competing and Choosing the Appropriate One
7. SensAble Technologies and Brontes Technologies Case Studies
  - The “Crossing the Chasm” challenge in high Technology
  - Examples of how to Successfully build Customer Focused Companies
  - The Importance of Stages of Growth and how Marketing Relates to Exit Strategies
8. Viisage Case Study
9. Perspectives on Pricing: Lessons Learned
  - The Importance of Pricing and the Exposure
  - Considerations in Developing Company Pricing Strategy
  - Competitive Tactics
10. Marketing Communications
  - The Right Time for ‘MarCom’
  - What MarCom Is and What it Is Not
  - Lessons Learned from Real World Experiences
11. “Blue Ocean Strategy” Marketing

## AGENDA OF THE PROGRAMME

Thursday, 03 September 2009 - Entrepreneurial Marketing and Its Role

- 09:00 - 09:15 Introduction, Overview and Goals of the 'Entrepreneurs Growth Programme' and the 'Entrepreneurial Sales & Product Marketing' workshop
- 09:15 - 10:00 Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships - PART 1
- Quantifying the Value Proposition
  - Definition of an effective elevator sales pitch
- 10:00 - 10:15 *Break*
- 10:15 - 11:15 Critical Success Factors in Entrepreneurial Marketing
- Entrepreneurial Marketing Framework Process
  - Technology push vs. market pull
  - Choosing how to compete
  - Overview of Marketing Plan
- 11:15 - 12:30 SensAble Technologies and Brontes Technologies Case Studies
- The "Crossing the Chasm" challenge in high technology
  - Examples of how to successfully build customer focused companies from a technology base
  - The importance of stages of growth for a new venture and how marketing relates to exit strategies
- 12:30 - 14:00 *Lunch*. Discussion of Elevator Pitches and Practice
- 14:00 - 14:45 Viisage Case Study
- How to turnaround a company with its existing course and speed
  - The importance of hearing what the customer is really saying and not what you want to hear
- 14:45 - 15:30 Perspectives on Pricing: Lessons Learned
- The importance of pricing and the exposure
  - Considerations in developing company pricing strategy
  - Competitive tactics
- 15:30 - 15:45 *Break*
- 15:45 - 16:45 Marketing Communications
- How to know when the timing is right for "MarCom"
  - What MarCom is and what it is not
  - Lessons learned from real world experiences
- 16:45 - 17:30 Overview of "Blue Ocean Strategy" Marketing
- How to change the rules of the game to produce new profitable market opportunities
  - Avoiding the mistakes of traditional "red ocean" marketing
- 17:30 - 18:30 Participants Practice their Sales Elevator Pitch & Coaching by the Instructors
- 18:30 - 19:30 Reception and Live Graded Elevator Pitch Exercise with Special Invited Guests
- 19:30 - 21:30 *Networking Dinner, hosted by the Participants and the Organizers*

## AGENDA OF THE PROGRAMME

Friday, 04 September 2009 - The Mission Critical Nature of Sales

- 09:30 - 09:30    Networking Breakfast
- 09:30 - 11:00    Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships - PART 2
- Case Studies discussion
- 09:30 - 11:00    Creating a Sales & Customer Focused Culture in Your Company, and with Your Customers
- Analyzing Alternative Compensation Models (equity, cash, other)
  - Setting High Expectations throughout the Organization
  - Building Passion, Clock Speed, Urgency and Work Methods
  - Maximizing Results in the Last Month of the Quarter
- 11:00 - 11:15    *Break*
- 11:15 - 12:30    Selecting High Value Vertical Markets:
- The Spotfire Case Study
- 12:30 - 14:00    *Lunch, with Coached Previews*
- 14:00 - 15:30    Recruiting and Building a World Class Sales Team
- 15:30 - 16:00    Wrap Up and Presentation of Certificates

*...“The reason to attend this seminar is quite simple: they effectively explain how to make money with your product. For lots of us engineers it is easy to create the most beautiful technologies, but they fail desperately when they try to sell them. Laura, Ken, and Bill exactly pinpoints the essential key factors that are needed to have people want to buy your solution.”* \_\_\_

*- Joeri Post, Managing Director, DeltaTech Pty Ltd, The Netherlands*

*... “At no time in my sales career have I been investing so much energy in fine tuning the precision of my elevator pitch. The workshop showed the participants quite plainly the absolute supreme importance of those ‘unerring 55 seconds’.”* \_\_\_

*- Stefan Schäfer, Lufthansa Systems Network GmbH, Germany*

## What are the Key Takeaways?

- In today's tough environment, your company must be excellent at sales and marketing or else you will not survive.
- Strategic, high performance sales and customer relationships can provide a key, dependable source of sustainable global competitive advantage for your company.
- To achieve rapid, profitable and sustainable growth, a company needs a world class sales organization and strong Entrepreneurial Product Marketing (EPM). It is the first job of a CEO and the executive management team to build a sales team and market plan that clearly identifies who are the company's target customers, what the company's offering will be, what value this offering delivers to the customers, how it will be profitable for the company as well, how the company will retain a sustainable competitive advantage in delivering this value, and what resources are needed to allow the company to fulfill those plans. The ultimate responsibility for these plans rests with the CEO: it cannot be outsourced or delegated.
- While a team and a plan must be developed, it is equally important to developing a sales and marketing culture and capability because ongoing adjustments and changes will certainly be required and the company has to be able to adapt successfully to new market information.

## Who is Eligible to Participate?

The workshop is open to applications from companies throughout Scotland.

Participation is subject to a selection process against criteria based on business growth aspiration and global potential.

The workshop is aimed at CEOs, and top sales and marketing executives of fast-growing companies and new ventures, who

- are committed to improving long term customer relationships by enhancing the value delivered, and
- are committed to enhancing the company's revenue and profit performance, and
- are interested in building a company that can successfully compete on the global stage, and
- write a compelling application explaining why he/she wants to attend and how he/she will apply the lessons learned in their job or new venture, and
- **apply** via the website [www.entrepreneurship-scotland.com](http://www.entrepreneurship-scotland.com) and provide an electronic photo, full contact details and motivation to attend **by Friday 21 August**, and receive a confirmation of participation.

*... "I really appreciate Laura, Bill and Ken's teaching style. They are great original thinkers but then they systematically explain how to put into practice the ideas and show how they succeed in the real world. Our entrepreneurs love them." —*

*- Lise Lemay, Project Manager, Fondation de l'entrepreneurship, Québec, 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

## Participation includes:

1. Networking Reception 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 and Dinner on Thursday, Lunch on Friday, plus continuous Beverages and Snacks throughout the days
5. Overnight Accommodation on Thursday night is included for those who are traveling in from islands in the H&I area.

... *“The ability to quantify the customer’s needs, and to hit the key points with very few terms and sentences, is the most important competence for anyone and everyone who is responsible for marketing and the acquisition of customers. From our start-up stage, this important competence enabled us to become more profitable in the long run and to grow continuously. Now we have achieved cash flow breakeven and are growing well, thanks to these good lessons. \_\_\_*

- Axel Schmiegelow, CEO Denkwerk Neue Medien Holding GmbH;  
Vice President German Multimedia Association (dmmv) - Germany

## Application

Apply via the website [www.entrepreneurship-scotland.com](http://www.entrepreneurship-scotland.com), and provide an electronic photo, company details and motivation to attend by **Friday 21 August 2009**.

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

## Workshop Language

English

## Course Materials

- “Spotfire” Case from HBS with questions
- Sales and Sales Management
- The Importance of an Effective Elevator Pitch
- How to Recruit Top Executives
- Critical Success Factors in Entrepreneurial Marketing
- *Wall Street Journal* Article about SensAble Technologies
- Brontes Technologies Case Study, by William K. Aulet
- Overview of “Blue Ocean Strategy” by Chan Kim & Renee Mauborgne
- Overview of “Crossing the Chasm” by Geoffrey Moore in Wikipedia


## 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](http://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.

... "This seminar was extremely useful for me in the current phase of my company. I was able to go right back to work and implement lessons from the seminar that improved our performance. Now, two years later, after rigorously following what we learned, we have secured several world class reference sites. We became cash flow positive thanks to this course, and our global prospects are better than ever. In fact, the teachings of the course, and the relations we built there, were instrumental in our raising another round of funding from top tier VCs, at an attractive stepped-up valuation." 


- Ola Forsstrom-Olsson, CEO Ludesi AB - Sweden

... "Most CEOs of ambitious, young companies face a particularly difficult time meeting the challenge of achieving sustainable global growth. We are excellent engineers and scientists but not particularly experienced at selling, especially in the key markets such as the US, China, and Japan. Good selling needs to be more part of our culture! Ken's sales career has been mainly here in Europe. He understands us, he knows his stuff, and German CEOs who have taken his course testify that they increased revenues, gained market share, shortened their sales cycle, and became cash-flow positive. These are key things for all new ventures." 

- Markus Hofelich, Project Manager Special Issues, GoingPublic & VentureCapital Magazin, GoingPublic Media AG,

## General Info and Contact Address

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

... "I would say this course is a must for every ambitious entrepreneur wanting to grow globally. The really made me think about the way forward for my business and Ken's wisdoms are still going through my head..... Thanks Bill, Ken and Laura for the inspiring and highly motivational lessons you taught me." 

- Rene Looper, Director, Tuminds.com, Inverness, UK

... "As an experienced sales person and sales manager, I had already attended a number of what I initially thought would be 'similar' courses - I was wrong! The seminar content was thought provoking and challenged most aspects of what I perceived to be true. The time spent on sales meeting preparation, knowing the key decision maker(s) and those strategic peer-to-peer brief conversations was insightful. The presenters' delivery, for me, made the 2 days interesting, lively, interactive and well worth attending. I am confident that the knowledge gained from the seminar will be invaluable to both me, my team and the company as a whole in the near future." 

- Mark Pettinger, Head of Sales, Total Repair Solutions Ltd, Renfrewshire, UK