

## High Value Sales Management

# Global Sales Strategies for Ambitious Scottish Entrepreneurs

A high quality seminar and workshop for Entrepreneurs, CEOs and their business executives from innovative, fast-growing companies, featuring case studies and lectures, interactive discussions, participants presentations, “hands-on” exercises, and the opportunity to practice “elevator sales pitches” to potential customers.

Led by:

**KENNETH P. MORSE**

Senior Lecturer & Managing Director,  
MIT Entrepreneurship Center, Cambridge, Massachusetts, USA  
&

Chair in Entrepreneurship, Innovation and Competitiveness,  
Delft Technical University, Delft, The Netherlands

and

**LAURA BARKER MORSE**

Human Capital Partner, Atlas Venture  
London, Paris, Munich and Boston, Massachusetts, USA

Friday & Saturday, 07 – 08 March 2008, FORT WILLIAM - SCOTLAND

... “Ken’s Class was very timely, focused and of great value for all of us at Traceall, as we develop our international sales strategy. A ‘must attend’ for all high growth technology-based companies looking to scale globally.”\_\_

- Scot McRae, Commercial Director, Traceall Ltd, Glasgow, UK



## Effective Sales is Mission Critical

Improving the effectiveness of sales management processes, and the overall speed of decision making in young Scottish companies, large and small, is consistently cited by business experts as one of the highest priorities, year after year. In the current tough climate, every purchase by any prospective customer must be triple-justified at all levels of management. Therefore, having the best ROI-based sales approach is essential to shortening the sales cycle and therefore to the survival of most young companies. Attending this course can help ensure that your company succeeds.

... "The Global Sales Strategies program for Ambitious Scottish Entrepreneurs was a turning point for me. It has helped me attain confidence in overcoming previously daunting challenges at a critical time for my business. I now have the tools in place to expand both locally and globally." \_\_\_  
- Ian Drysdale, Managing Director, DanMedical Ltd., Inverness, UK

... "Rather than the usual American IT industry jargon and hype, Ken gave us practical insights into how to focus the sales effort to deliver and capture customer value and grow start up companies quickly. From this short investment, I have several actions that I will immediately implement to further boost profitable growth" \_\_\_  
- Mark Templeton, VCU Technology, Auckland, New Zealand

... "Sales results are clear, digital and brutal. They are easy to measure; there are no shades of gray. Either the sale was made - and the customer paid - or not." \_\_\_  
- Kenneth P. Morse, Managing Director, MIT Entrepreneurship Center

... "Everywhere in the world, the company with the best sales force usually wins, even if their competitors have better technology." \_\_\_  
- Howard Anderson, Founder, Yankee Group

... "Everyone wants to eat meat, but there are very few consistently successful hunters." \_\_\_  
- Jim Brown, NFL Hall of Fame

This course is designed to enable entrepreneurs, CEOs and their business executives - - and the fast-growing companies from which they come - - to be more effective in establishing long term, dependable, predictable, profitable, referenceable and mutually beneficial, customer relationships.

The course will assist entrepreneurs, 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 "live" exercises with real time feedback.





## Kenneth P. Morse

- Managing Director,  
MIT Entrepreneurship Center
- Senior Lecturer,  
MIT Sloan School of Management
- Chair in Entrepreneurship, Innovation  
and Competitiveness,  
Delft Technical University, Delft,  
The Netherlands
- 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 30 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, Texas Instruments, USA

... "Ken Morse is a charismatic man. I learned a lot from him – also intuitively." —  
- Christian Dittrich, Step Ahead AG

### Track Record

Prior to joining the MIT Entrepreneurship Center 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 lived 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. Since Ken joined the MIT Entrepreneurship Center in 1996, the number of students taking Entrepreneurship Courses has increased from 220 to 1,500 per year while the number of professors and lecturers has grown from two to over thirty. Ken was named "Education All Star" by "Mass High Tech" magazine. Ken is a member of the Board of Associates of the Whitehead Institute for Biomedical Research. He is also a member of the Council on Foreign Relations (New York City) and the Cercle Royal Gaulois Artistique & Littéraire (Brussels). Ken is a member of the Board of Advisors of three early-stage Venture Capital Firms: PolyTechnos Venture-Partners (Munich), Rudyard Partners, LLC (Boston), and SINTEF A/S (Trondheim, Norway). Ken serves on the Board of Advisors of Ludesi AB in Sweden, iMotions Technologies in Denmark, and several MIT spin-offs, including 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.





## Laura Barker Morse

- Human Capital Partner, Atlas Venture London, Paris, Munich, and Boston, Massachusetts, USA
- Frequent Speaker on Team Building and Career Planning
- Elected to Mortar Board, University of Iowa
- Graduate, University of Iowa

Laura Barker Morse has a broad experience in strategic human capital issues including recruitment, development and reward systems.

... "Laura's understanding of what it takes to build a world class team is unique. I consistently relied on and valued her advice and counsel as we grew." [\\_\\_\\_](#)  
- Lisa Hayes, Founding Head of Human Resources, Helicos Biosciences

... "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 worked with. Laura is sharp, insightful, highly knowledgeable and able to balance multiple, competing interests and a true pleasure to work with." [\\_\\_\\_](#)  
- Jack Dolmat-Connell, CEO of DolmatConnell Partners, Boston, MA, USA

## Track Record

Laura Barker Morse joined Atlas Venture in 1999 as Human Capital Partner. She works closely with portfolio companies on strategic human capital issues including recruitment, development, and reward systems and acts as a firm liaison with consultants and preferred providers of recruitment, compensation, and human resources.

Prior to joining Atlas Venture, Laura worked in Brussels for SWIFT, the global financial telecommunications consortium, where she reported to the CEO during a strategic reorganization and led worldwide recruiting and expatriate services. 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 the Boston office in 1981. As Managing Director and global Practice Leader of the Venture Capital practice, she worked 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 team building and career planning at 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 a Trustee and Chair of the Overseers of the Museum of Science.

... "Laura Barker Morse is one of the true worldwide experts in the field of Human Capital. As Chairman and/or CEO of multiple Atlas Venture portfolio companies, I rely on Laura's expertise when it comes to the critical HR matters including the recruitment of executives and board directors, executive compensation analysis, and the creation and implementation of retention or bonus programs. With 30+ years of worldwide experience in the field, Laura's coaching gets directly to the matter at hand and consistently provides unique perspectives for a quick resolution." [\\_\\_\\_](#)  
- Gerald W. Wesel, Chairman & CEO, Ellacoya Networks, Merrimack, NH, USA

... "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 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
2. Quantifying the Value Proposition and Preparing Your Elevator Pitch
  - ROI-based Value Justification Model
  - Case examples: Global Strategy of Spotfire, a Swedish Start-up
  - Case Example: Meridio of Belfast goes Global
3. Elevator Sales Pitch Exercise: Communicating Your Value Proposition in a Live, Competitive Network
  - Entrepreneurs, Top Business Executives, VCs
4. Focusing on Customer Value
  - Quantifying the Benefits
  - Communicating Value
  - Listening
5. Managing a Global Sales Organization in Tough Times
  - Critical Accounts
  - Compensation
  - Motivation
6. 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
7. What International Investors Look for in a Management Team
8. Recruiting A-Players
9. Business Plans that Raise Money
10. Critical Success Factors in Entrepreneurship
11. Group Exercises and Presentations of the Value Proposition

... "There is no lack of literature about sales models. However, this seminar provided me with the opportunity to trial and error on a bunch of models, and focus in on the best." —  
- Guido Schenk, Alternative Investor (Venture One)

... "The seminar provided some high calibre tools for assisting our portfolio companies to properly structure their value propositions and present them in the right way to potential customers, as well as to investors. Strong and practical sales techniques were presented in an easily understandable way. You could walk right out from the seminar and use the tools immediately." —  
- Jacob Bratting Pedersen, Investment Director, Olicom A/S, Denmark




## AGENDA OF THE PROGRAMME

### DAY 1 - Friday, 07 March 2008

- 09:00 - 10:00 Welcome, registration, and networking. Address of Welcome
- 10:00 - 12:30 Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships  
Case Example: Quantifying the Customer Value Proposition  
Definition of an Effective Elevator Sales Pitch
- 12:30 - 14:00 Lunch. Discussion of Elevator Pitches
- 14:00 - 14:30 Creating a Sales and Customer focused Culture in Your Company and with Your Customers
- 14:30 - 15:15 Maintaining Customer Focus; Making the Numbers
- 15:15 - 16:15 Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
- 16:15 - 16:45 Coffee Break
- 16:45 - 17:15 Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 17:30 - 19:00 Networking Reception and Live Graded Elevator Pitch Exercise with Top Executives and Potential "Customers"
- 19:00 - 21:00 Networking Dinner: Tables "hosted" by Sponsors and Course Participants

### DAY 2 - Saturday, 08 March 2008

- 09:00 - 09:30 Networking Breakfast; with time to Practice Presentations
- 09:30 - 11:00 Discussion of the "Spotfire" Case from HBS: how a Start-up Company in a small City in Sweden built their Global Sales Strategy: Lessons Learned - Discussion of Meridio and other Cases
- 11:00 - 11:30 Coffee Break
- 11:30 - 12:45 What International Investors Look for in a Management Team
- 12:45 - 14:00 Lunch, with coached Previews
- 14:00 - 16:00 Closing Session: Presentations, Conclusions and Certificates

*... "I realized that the direction, tone and success of a Sales meeting can be set before the client even enters the room. Ken identified the dynamics at work and how to influence the Decision Maker in those vital minutes before a meeting starts,... insightful keys to success."* 

- Stephen Kearney - VP Business Development, Lagan Technologies, UK



## What are the Key Takeaways?

- In today's tough environment, your company must be excellent at sales and customer acquisition or else you will not survive.
- Effective high value sales techniques and customer relationship management can be both learned and promulgated throughout the organization.
- Setting higher expectations for your sales and customer support team can actually be very motivating and will likely increase both your customer and employee satisfaction and retention.
- Sincere commitment to solving customer problems is key. If your CEO is not passionately committed to delivering significant value to customers, then either he/she should leave the company, or else you should find another place to work, because the company will not succeed.
- Long term strategic customer relationships can provide a key, dependable source of sustainable competitive advantage for your company.

## Who is Eligible to Participate?

The CEOs and top sales executives of fast-growing companies

- who are committed to improving long term customer relationships by enhancing the value delivered, and
- who 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
- who fit the profile of participants, and
- who submit a complete registration form with electronic photo and full address details (work, home, mobile, etc.) to the Entrepreneurship Scotland Network, and
- who obtain a confirmation of registration, and pay the Fees.

... "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. Ken's 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 sales team and the company as a whole in the near future." \_

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



## Tuition Fee

- The Fee for the two workshop days is £1000 per person.
- \* The second, third and fourth executive from the same company pays **£500** instead of £1000

## The Tuition Fee includes:

1. Networking Reception, Elegant Dinner, and Cocktail with special invited guests:
  - Leaders of the Entrepreneurial and Business Community
  - Executives of the Highlands and Islands Enterprise (HIE) and the FUSION Network
  - Successful “Alumni” from previous Courses and/or the MIT EDP Program
  - Venture Capitalists and Business Angels
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch, Cocktail and Dinner on Friday, Breakfast and Lunch on Saturday, plus continuous Beverages and Snacks

## Registration

Go to [www.entrepreneurship-scotland.com](http://www.entrepreneurship-scotland.com) and complete the on line Registration Form

Registration and Payment Deadline:

03 March 2008

## Workshop Language

English

## Course Materials

- “Critical Success Factors in Entrepreneurship” by John Preston
- “Spotfire” Case from HBS with Discussion Papers
- Meridio Success Story
- Extensive Lecture Materials, including ROI Case Study
- Criteria for Evaluating Elevator Sales Pitches
- What International Investors Look for in a Management Team
- Business Plans that Raise Money
- Critical Success Factors in Entrepreneurship

... “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)



## Location

The workshop will be held in the Lochaber College, An Aird, Fort William, Inverness-Shire - Scotland PH33 6AN. Tel. +44 (0) 1397 874000

... *"At no time in my sales career have I been investing so much energy in formulating precisely my elevator pitch. The seminar showed the participants quite plainly the absolutely top importance of those 'unerring 55 seconds."* \_\_

- Stefan Schäfer, Lufthansa Systems Network GmbH

... *"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 things for new ventures."* \_\_

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

## General Info and Contact Address

For general information and questions, please e-mail Anny at [anny@entrepreneurship-scotland.com](mailto:anny@entrepreneurship-scotland.com), or contact John McLure at [john@fusionlinking.co.uk](mailto:john@fusionlinking.co.uk), Tel: +44 (0) 7912 389801

... *"If you ever want to improve your strategic sales skills, two days with Ken Morse will put you right on top. Ken's knowledge and experience make you exit with a great set of step-by-step tools, preparation guides and executions practices. Nordic Technology Forum's Sales and Strategic Relationship seminar was my best sales seminar ever."* \_\_

- Trond Sorensen, CEO, Net Trans Services, Norway

... *"Achieving consistent sales results, in this economy, or any economy, is the toughest challenge for any high tech company. It is much harder than developing new technologies, new inventions, or new products."* \_\_

- World famous CEO, major NASDAQ-listed Company

... *"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

