

Highlands & Islands Enterprise Entrepreneurs Growth Programme (EGP)

High Value Sales Management Global Sales Strategies for Ambitious Entrepreneurs

This high quality seminar and workshop 5 of the **HIE Entrepreneurs Growth Programme (EGP)** is designed for Entrepreneurs, CEOs and senior sales 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

Visiting Professor,
ESADE Business School, Barcelona, Spain
&
Chair in Entrepreneurship, Innovation and Competitiveness,
Delft University of Technology
&
Founding Managing Director,
MIT Entrepreneurship Center, Cambridge, MA, USA

and

LAURA BARKER MORSE

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

DATES: Tuesday & Wednesday, 16 – 17 November 2010

LOCATION: INVERNESS, Highlands and Islands

... “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 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 reason to attend a Ken Morse seminar is quite simple: he effectively explains 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. Ken exactly pinpoints the essential key factors that are needed to have people want to buy your solution.”* _____

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

... *“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, Northern Ireland, UK

... *“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, Founding 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 top sales 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

- **Serial Entrepreneur**
- **Visiting Professor, ESADE Business School**
- **Chair in Entrepreneurship, Innovation and Competitiveness, Delft University of Technology**
- **Founding Managing Director, MIT Entrepreneurship Center**
- **MIT Enterprise Forum Global Board,**
- **Chairman, Entrepreneurship Ventures, Inc.**
- **National Advisory Council on Innovation & Entrepreneurship (USA)**
- **Member, Telefónica Disruptive Council**
- **Member, Citi SFS Advisory Board**
- **Commercialisation Advisor, Scottish Enterprise**
- **New Zealand GNS Science, External Expert Panel,**
- **Commercialization Advisor, Dynasil Corporation**
- **Member, Barcelona HiT: The Hothouse of Innovation & Technology**
- **Bachelor of Science, MIT**
- **MBA, Harvard Business School**

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

... "Ken has spent a lot of years doing the exact same thing we're all trying to do - taking companies global. A lot of brochures make the content sound good but fail to deliver - Ken delivers!" —

- Mike Dennehy, CEO, Vision Software, Mount Maunganui, New Zealand

Track Record

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 Schroders, the UK-based merchant bank, where he worked directly for 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 (1996 - 2009), 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, and is a member of the MIT Enterprise Forum Global Board.

Ken was appointed to the recently-created National Advisory Council on Innovation & Entrepreneurship by Secretary Locke and President Obama (Washington), and is a member of the Council on Foreign Relations (New York City).

Ken is a member of the Telefónica Disruptive Council, Citi SFS Advisory Board, Barcelona HiT: Hothouse of Innovation & Technology, and the New Zealand GNS Science External Expert Panel. He is also a Commercialisation Advisor to Scottish Enterprise.

Ken serves on the Board of Advisors of several ambitious start-ups, including Denkwirk GmbH in Germany; iMotions - Emotion Technology ApS and Zylic A/S in Denmark; The Little Engineer in Lebanon; Aifos Solutions SL, Indisys and Invenio in Spain; Izon Science Ltd in New Zealand; Naseeb Networks and Sofizar in Pakistan; Dynasil Corporation, and several MIT spin-offs in the US, including Cogito, FloDesign Sonics, Inc., Terrafugia, and UkuMi.

Ken is Visiting Professor at the ESADE Business School in Barcelona and holds a Chair in Entrepreneurship, Innovation and Competitiveness at the Delft University of Technology in The Netherlands.

He has been teaching the Entrepreneurial Skills Development workshops in Europe, Lebanon, Saudi Arabia, Pakistan, New Zealand, Québec, and the US for more than 8 years.

Ken speaks fluent French and some Chinese. He is a member of the Cercle Royal Gaulois Artistique & Littéraire in Brussels. When he is not helping young companies to succeed, Ken enjoys sailing his 50-year old wooden boat with his family around Cape Cod.

He is in the early stages of writing a book about global entrepreneurs who built great companies far from Silicon Valley and Route 128. The working title is "Making it Happen Globally".



Laura B. Morse

- Managing Director, Entrepreneurship Ventures, Inc., Boston, MA, USA
- 2009 Co-instructor with Professor Diane Burton, MIT Sloan School: “Designing & Leading the Entrepreneurial Organization”
- 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.

... “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 recruit that talent. She never just recommends a candidate; she also 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, New York, USA

Track Record

Laura Barker Morse started Entrepreneurship Ventures, Inc., a consulting and coaching practice, in 2008, in response to requests from startups in Scotland, Spain, Québec, and the Boston area.

From 1999 - 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 in Europe and the US 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 workshops 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 and the Steering Committee of the Women’s Cancers Program Executive Council of the Dana Farber Cancer Institute.

Laura currently serves on the Board of Advisors of Aura Biosciences, a Madrid-based oncology start up, and advises other tech start-ups in Barcelona and Boston.

... “Laura’s expertise in Recruiting was extremely valuable to us. Her very specific knowledge, advice and framework is something we put to use right away.”

- Osvald Martret, Co-Founder and CEO, RouteBox, Barcelona, Spain

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 example: 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, Angel Investors, VCs

4. Focusing on Customer Value

- Quantifying the Benefits
- Communicating Value
- Listening

... "The workshop was full of impressive thoughts and lessons for two full days. Thank you for your first class teaching to make us better entrepreneurs in running our businesses. I will retain it forever." —

- Ignasi Lamarca, Founder & CEO, Focus On Emotions, Barcelona, Spain

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. Recruiting, Motivating, and Building a World Class Sales Team

8. Business Plans that Raise Money

9. Critical Success Factors in Entrepreneurship

10. Group Exercises and Presentations of the Value Proposition

... "Laura & 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

AGENDA OF THE PROGRAMME

DAY 1 - Tuesday, 16 November 2010

<i>09:00 - 09:30</i>	<i>Registration & Networking</i>
09:30 - 10:45	Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships
<i>10:45 - 11:00</i>	<i>Break</i>
11:00 - 12:30	Case Example: Quantifying the Customer Value Proposition Definition of an Effective Elevator Sales Pitch
12:30 - 12:45	Selected Participants Practice Their Elevator Pitch
<i>12:45 - 14:00</i>	<i>Lunch</i>
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
<i>15:15 - 15:45</i>	<i>Break</i>
15:45 - 16:30	Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
16:30 - 17:00	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.
<i>19:00 - 21:00</i>	<i>Networking Dinner for Participants and Invited Guests.</i>

DAY 2 - Wednesday, 17 November 2010

<i>09:00 - 09:15</i>	<i>Registration and Networking</i>
09:15 - 09:40	Examples of Winning Pitches
09:40 - 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. Quick Discussion of the Meridio Case Study
<i>11:00 - 11:15</i>	<i>Break</i>
11:15 - 13:00	Recruiting, Building, and Motivating a World Class Sales Team
<i>13:00 - 14:30</i>	<i>Lunch</i>
14:30 - 15:45	The Close: Completing the Sale
<i>15:45 - 16:00</i>	<i>Wrap Up: Conclusions, and Presentation of Certificates</i>

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, managers and ambitious executives of high potential, high growth companies

- who are committed to improving long term customer relationships by enhancing the value delivered, and
- who write a compelling application explaining why they want to attend, and how they will apply the lessons learned in their job or new venture, and
- who submit a complete on line application form with electronic photo, full contact & company info, and motivation to attend, and
- who obtain a confirmation of registration, and pay the Fees the in advance.

... "I recently spent two insightful days on Ken's Global Sales workshop in London and he was on excellent form as he shared his knowledge and expertise in this field. His ability and determination to continually challenge your ideas inspires you to sharpen your focus on some of the key strategies to adopt as you approach and execute in sales. In particular, the art of knowing your customers, becoming the „pig“, promising and delivering on commitments and how to shape a deal that both fits for your customers and delivers on the deal for you. If you've attended any of Ken's courses, you will know what I mean about the „pig“! If you haven't and you are an entrepreneur focussed on total global domination within your chosen market, then find the next available course and register!"

- Jackie Smith, ICEflo Client Services Director, Agenor Technology Ltd, Melrose, UK

Tuition Fee

■ The 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 Dinner with invited guests:
 - Leaders of the Entrepreneurial and Business Community
 - Successful “Alumni” from previous Courses and the MIT EDP Program
 - Mentors, Business Angels and Venture Capitalists
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees, with contact info for future networking
4. Lunch on Tuesday and Wednesday, plus continuous Beverages and Snacks throughout the Days

NB. Overnight Accommodation **IS NOT INCLUDED** in the Fee. However, for participants from the H&I area travelling in from the islands and who incur a flight cost to attend the workshop, accommodation costs can be covered by HIE if agreed in advance. Please contact **Fernanda Galvao** at HIE on +44 (0) 1463 244477 for more information.

Application

Apply on line at

<http://www.hie.co.uk/egg>

and provide a photo, contact & company details, and motivation to attend by **Friday 05 November 2010**.

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

Application Deadline:

05 November 2010

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 Grading and Evaluating Elevator Sales Pitches
- Building a World Class Sales Team
- Business Plans that Raise Money
- Critical Success Factors in Entrepreneurship

... “The event surpassed my expectations and I gained much from attending; I am certain the outputs will be implemented at ATEEDA (and elsewhere). Ken’s and Laura’s experience is real world and they are an inspiration to us all.”

- Bill Buckie, Finance Director, Cascade Technologies Ltd, Stirling & ATEEDA Ltd, Edinburgh, UK

Workshop Location

The workshop will be held in the **Kingsmills Hotel**, Culcabock Road, IV2 3LP Inverness, Tel: +44 (0) 1463 237 166. For directions, please see <http://www.kingsmillshotel.com/information/location>



... ” I can frankly say the Ken Morse Global Sales Strategies Workshop that I attended at the beginning of the year has had a measurable impact on our sales revenue and pipeline. Ken Morse is a „real world“ practitioner of what he teaches and his stories and anecdotes are priceless. Our company has adopted his ideas and we regularly review the workbook provided at the workshop. I would add that the collaboration and networking with other Queensland ICT firms was invaluable to discuss sales experiences generally.” ___

-Brian Clark, CEO & Principal Consultant, WebRaven Pty Ltd, Queensland, Australia

... “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

General Info and Contact Address

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

...“The Global Sales Strategies for Ambitions Entrepreneurs” workshop was the most fabulous course for international commercialisation I have ever attended since we commercialised our business with parallel grants and support from Scottish Enterprise and Innovation Norway. It is also the most engaging and inspiring, and so very well organised.” ___

- Hans Myrhaug, Director, AmbieSense Ltd, Aberdeen, UK

... “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, Germany

... “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, Malmö, Sweden