

Highlands and Islands Enterprise Entrepreneurs Growth Programme (EGP)

Topic: Entrepreneurial Product Marketing and Sales

Date: Thurs 3rd – Fri 4th September 2009

Delivered by: Bill Aulet, Ken Morse and Laura Barker Morse

Location: The Drumossie Hotel, Inverness

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands.

Topics covered:

- Sales
- Why Sales is Important to Every Aspect and Employee of Your Business
- Role of Marketing
- The Importance of a Good Sales Pitch
- Refining your pitch

Topic: Designing, Leading & Building a World Class Management Team

Date: Mon 15th – Tues 16th February 2010

Delivered by: Ken Morse and Laura Barker Morse

Location: The Drumossie Hotel, Inverness

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands

Topics covered:

- Best Practices in HR Strategies & Tactics
- Recruiting a World Class Team
- Retaining and Motivating Employees
- What Investors Look for in Management Teams
- The Role of Leadership
- Employee Management

Topic: Competitive Advantage through Entrepreneurial Operational Excellence

Date: Thurs 17th – Fri 18th June 2010

Delivered by: Bill Aulet

Location: Drumossie Hotel, Inverness

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands

Topics covered:

- Business and Operations Management
- Identifying Areas within your Business where Cost Savings Can be Made and How To Do This
- Building a High Performance Organisation by Achieving Alignment from Values & Mission through to Execution
- Business Planning Process
- Financing and HR Strategies for Alignment
- Customer Satisfaction: Importance & Achieving Success
- HR Strategies for Alignment

Topic: Financing for Growth

Date: Tues 31st August – Wed 1st September 2010

Delivered by: Bill Aulet

Location: The Lovat Hotel, Fort Augustus

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands

Topics covered:

- Assessing the Financial Structure of your Business
- Fundamental Strategies & Tactics for Fundraising
- Overview & Analysis of Potential Sources
- Calculating the Value of Your Company
- What Makes a Great Investor Presentation
- Detailed Road Map for Fund Raising Process
- Conditions of Local Markets for Funding

Topic: Global Sales Strategies for Ambitious Entrepreneurs

Date: Tues 16th – Wed 17th November 2010

Delivered by: Ken Morse and Laura Barker Morse

Location: The Kingsmills Hotel, Inverness

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands

Topics covered:

- Sales
- Why Sales is Important to Every Aspect and Employee of Your Business
- The Importance of a Good Sales Pitch
- Refining your Sales Pitch

Topic: Entrepreneurial Product Marketing

Date: 23rd – 24th February 2011

Delivered by: Bill Aulet

Location: The Newton Hotel, Nairn

Cost: £395 per person for businesses and social enterprises based within the Highlands & Islands of Scotland. £495 per person for businesses based outwith the Highlands & Islands.

Topics covered:

- The Role & Importance of Entrepreneurial Product Marketing (EPM)
- Critical Success Factors & Framework for Execution
- Application of Framework in Multiple Case Studies
- Basic Concepts: Crossing the Chasm & Blue Ocean
- Principles of Pricing & Application in Real Examples
- Role of Marketing Communication & Examples
- How to Use Inbound Marketing as a Competitive Tool

MIT is one of the world's pre-eminent research and entrepreneurship universities, dedicated to advancing knowledge and educating students in science, technology, social sciences and management that will best serve the nation and the world in the 21st century. It has an open business model that welcomes partnerships and collaborations from businesses, organisations and governments around the world. HIE has a partnership relationship with MIT that benefits from the experience onsite at MIT, but also the MIT global community through their relationships with corporate sponsors and other regions and governments around the world. MIT and the MIT Entrepreneurship Center are renowned in their field for being entrepreneurial in culture, style and delivery. The Entrepreneurs Growth Programme series of workshops, tailored to the needs of H&I businesses, aims to teach core skills of entrepreneurship and global thinking to address skills exchange, mindset and significantly raise ambition within the business. Led by senior lecturers of the MIT Sloan School of Management's Entrepreneurship Center and members of the Global Entrepreneurship Team, the EGP workshops will encourage businesses to look inside their business, understand their business plan, define their market position, perfect their sales strategies and value proposition, and set more ambitious goals for their business to grow.

Who is running the course?

The series of workshops and surrounding events will be organised by Stephanie Anderson and Laura Dingwall of HIE's Innovation and Skills Team.

Who is the course aimed at?

The workshops are open to applications from companies and social enterprises throughout Scotland and internationally although are primarily focused on HIE Account Managed businesses. Participation is subject to a selection process using criteria based on business growth aspiration and global potential. The workshops are aimed at CEOs, directors, executives and other ambitious staff of companies with growth potential who fit the following criteria:

- committed to improving long term customer relationships by enhancing the value delivered by the business
- committed to enhancing the company's revenue and profit performance, and
- interested in building a company that can successfully compete on the global stage.

Application is via the website <http://www.hie.co.uk/egp> and applicant companies are asked to provide an electronic photo, full contact details and a summary of their motivation to attend the course.

Who will be teaching the course?

The MIT Sloan School of Management faculty and staff and the Global Entrepreneurship Team are experienced entrepreneurs who are highly credible in the international businesses world. They have the experience, knowledge and global connections that businesses value and consistently deliver on what they promise to H&I businesses. The "Global Entrepreneurship Team" who will be delivering the EGP workshops in the Highlands & Islands consists of:

- **Ken Morse** – Founding Managing Director of MIT Sloan School's Entrepreneurship Center, Visiting Professor ESADE Business School, Spain; Chair in Entrepreneurship, Innovation and Competitiveness, Delft University of Technology, The Netherlands. Ken is a serial entrepreneur and has been a high performance leader in global high tech sales and sales management for over 35 years. He has started six high tech companies.
- **Laura Barker Morse** - Managing Director, Entrepreneurship Ventures, Inc., and Former Human Capital Partner at Atlas Venture: London, Paris, Munich, and Boston. Laura Morse has deep experience in strategic human capital issues including recruitment, organizational development, and total reward and compensation systems.
- **Bill Aulet** – Senior Lecturer at MIT Sloan School and Managing Director of the MIT Entrepreneurship Center. Bill is a highly successful business leader with over 25 years of experience in all areas of high technology business operations and financing strategies, from start-ups to public companies. 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. Bill also serves on the Board of Directors or Advisors of a number of highly innovative companies. His particular areas of interests are entrepreneurship, innovation, energy, and superior performance through alignment. 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.

What format does the course take?

The Entrepreneurs Growth Programme will consist of a series of workshops which will be run in sequence once or twice over the course of the 3 year programme of planned activity with MIT (2009-2012). The workshops will be delivered in the Highlands & Islands region for up to 80 high growth businesses per workshop. The workshops are designed to encourage businesses to support one another and build networks with each other to provide ongoing peer-to-peer support beyond the workshop. Additional experts are brought in to the workshops to judge the businesses progress throughout the workshop e.g. judging elevator pitches to potential customers and investors. These experts come from the investment community, legal profession, experienced entrepreneurs, networking organisations, academia and government and their role is to advise, mentor and connect the businesses to other expertise amongst their extended networks.

The workshops will also be complemented by:

- A pre-workshop seminar series for HIE staff (account managers, sector staff and regional innovation contacts). These will reflect the subject areas of the MIT faculty and Global Entrepreneurship Team delivering EGP as listed above but will have a principal focus on “Building an Entrepreneurial Eco-System” and what this means for the region, HIE and its key stakeholders.
- A virtual conference via Learning Works with the MIT faculty member delivering a live key note speech to businesses across the region with the event being available to many other business people as a downloadable podcast after the event to extend the reach of the MIT faculty and Global Entrepreneurship Team knowledge to a wider group of businesses.

The course fee is £395 per person for businesses based in the Highlands & Islands and £495 per person for businesses based outside the Highlands & Islands. This fee includes the course book and all materials, lunch on both Days 1 and 2, drinks reception and dinner on Day 1 of the course. Accommodation costs at the venue are not covered in the course fee except for businesses travelling to attend from the islands in the HIE area.

Why is HIE supporting this?

This project fits well with the Government Economic Strategy and will impact on many of its strategic priorities. It specifically aims to address the strategic priority of creating a “Supportive Business Environment”, with particular emphasis on:

- Increasing productivity and competitiveness
- Stimulating economic participation
- Increasing GDP Growth
- Ensuring growth is shared and sustainable
- Responsive and focused enterprise support to increase the number of highly successful, competitive businesses
- A broader approach to business innovation in Scotland that moves beyond viewing innovation as the domain of science and technology alone
- Addressing gaps in access to capital that are constraining Scottish businesses to grow, while helping to build capacity in the investment community
- Targeted support to business in the pursuit of opportunities outside of Scotland and the development of internationally competitive firms

HIE's priority is now to support businesses of growth and those with growth potential and to develop the entrepreneurial ecosystem in the Highlands & Islands. This series of workshops fits that priority exactly and will also succeed in raising the ambition, confidence and skills of individuals and businesses in the Highlands & Islands.

What benefits to participating businesses are there?

Participating on these courses will enable businesses to:

- Develop key entrepreneurial and business skills
- engage in international business development to find more customers
- develop new or improved products, processes or services developed
- consider potential for creating a new business
- accelerate business and personal growth
- engage in knowledge transfer activities
- implement strategic change within the business
- access new networks locally, nationally and internationally
- access new partners, suppliers and customers
- benefit from peer to peer support
- access external investment channels

Ultimately HIE believe the partnership with MIT will make a significant impact on GVA, but also more widely. Signs of success will be a sense of building a true entrepreneurial eco-system in operation in the Highlands & Islands where businesses are:

- Operating on a global scale
- Larger in scale and size
- Pro-actively accessing and attracting investment in to the region
- Collaborating on a business to business international basis
- Increasingly involved in international programmes
- Engaging in new models for collaboration with academia
- Increasing the levels of research income in to the region
- Increasing the levels of commercialisation activity
- Increasing numbers of highly skilled migrants moving in to the region
- Relying less on public sector support
- Celebrating and promoting success stories widely

Outcomes from H&I companies previously participating on MIT courses include:

An evaluation was carried out on the MIT Programme reporting the following outputs and findings:

- ★ Over 85% of businesses participating consider the MIT project to have been very influential on their business performance.
- ★ These businesses reported the key impacts as being noticeable improvements in:

- Advanced business skills
- Clarity on strategic direction
- Confidence
- Sales in 3 years
- Attracting new customers
- Penetrating new markets

- ★ Businesses get access to specialists, material and experience which they feel is unique. They recognise that it is a very valuable learning experience and value it accordingly.
- ★ The businesses consider MIT to immerse them in a culture of 'can-do' activities. They report the key difference of this project from other business support programmes supported by HIE is the perspective of those leading the sessions, and the positive energy of the other participants as key areas of value.
- ★ Many businesses have suggested that HIE has created a cohort of unusual and special firms through the MIT partnership. They feel there is a positive feeling amongst these businesses to work together for the benefit of the Highlands & Islands.

Contact

For further information please contact **Stephanie Anderson** at Highlands & Islands Enterprise at stephanie.anderson@hient.co.uk or on 01463 244477. More information is available at www.hie.co.uk/entrepreneurship and www.lhie.co.uk/egp

Quotes from companies who participated previous EGP courses in the H&I

"The Global Sales Strategies workshop 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, DanMedical (Medical Device Manufacturing Company), Inverness**

"The MIT experience has increased my confidence; allowed me to learn and try out my new skills; provided tools to "sell" products e.g. elevator pitch, value propositions and in particular to be concise; know that my business planning is not far wrong in detail but too much info and not enough sizzle – but now know how to change it. It has provided me with the confidence to take the rest of the Board with me." **Donella Beaton, Canan (Creative Media and Language Solutions Company), Isle of Skye**

"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)**

"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**