

# High Value Sales Management

## Global Sales Strategies for Ambitious Dutch Entrepreneurs

A high quality seminar and workshop 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**

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

Friday & Saturday, 09 – 10 October 2009, DELFT - The Netherlands

*... “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, DelltaTech Pty Ltd, Rotterdam, The Netherlands*

## Effective Sales is Mission Critical

Improving the effectiveness of sales management processes, and the overall speed of decision making in young Dutch 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

... *"Excellent, thought-provoking, and insightful content. An incredibly passionate, knowledgeable and indeed inspiring entrepreneur and educator. Ken delivered what I classify as one of the best courses I have ever attended. I have started to apply some of the learning on my first day back at the office, and I was astounded when I observed a series of people-driven events unfolding exactly how Ken told us during the course! THANK YOU!"* \_\_\_  
- Marco Busi, CEO and Head of Research, carisma rct Ltd, Dingwall, 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

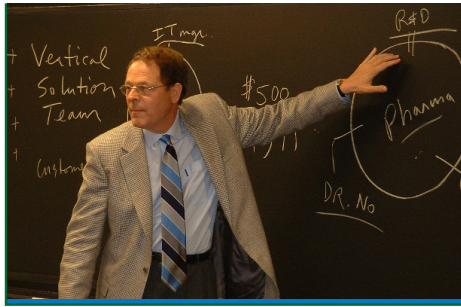
... *"Everywhere in the world, the company with the best sales force usually wins, even if their competitors have better technology."* \_\_\_  
- Howard Anderson, Founder, Yankee Group

... *"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

- Chairman,  
Entrepreneurship Ventures, Inc.
- Founding Managing Director,  
MIT Entrepreneurship Center
- Chair in Entrepreneurship, Innovation  
and Competitiveness,  
Delft University of Technology
- President and CEO,  
Global Entrepreneurship Team
- Serial Entrepreneur
- Bachelor of Science, MIT, 1968

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, 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 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 a member of 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 Denkwirk GmbH in Germany, iMotions - Emotion Technology A/S and Zylinc ApS in Denmark, Naseeb Networks and Sofizar in Pakistan, as well as Dynasil 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.

He is currently writing a book about entrepreneurs who built great companies far from Silicon Valley and Route 128. The working title is "Making it Happen Globally".

# 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, 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. Business Plans that Raise Money
9. Critical Success Factors in Entrepreneurship
10. Group Exercises and Presentations of the Value Proposition

... "Ken is a great mix of a thinker, practitioner, story teller and charismatic presenter. He also has a nice sense of humor. This allows him to be very effective with entrepreneurs who have a similar construct. His instruction has been fun to participate in and very helpful to our growth and bottom line results." —  
- Helmut Kirchner, CEO, Cybertec, Trieste, Italy

... "I would say this course is a must for every ambitious entrepreneur wanting to grow globally. The Global Sales Strategies programme really made me think about the way forward for my business and Ken's wisdoms are still going through my head.... Thanks Ken for the inspiring and highly motivational lessons you taught me." —  
- Rene Looper, Director, Tuminds.com, Inverness, UK

## AGENDA OF THE PROGRAMME

### DAY 1 - Friday, 09 October 2009

- 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 - 13:30 Lunch. Discussion of Elevator Pitches
- 13:30 - 14:00 Practice Your Elevator Pitch
- 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 - 15:45 Coffee Break
- 15:45 - 16:30 Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
- 16:30 - 17:30 Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 17:30 - 21:30 Networking Reception and Live Graded Elevator Pitch Exercise with Top Executives and Potential Customers. "Hosted" by Organizers and Course Participants.

### DAY 2 - Saturday, 10 October 2009

- 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.  
The Meridio Case Study
- 11:00 - 11:15 Coffee Break
- 11:30 - 13:00 What International Investors Look for in a Management Team
- 13:00 - 14:30 Lunch, with coached Previews
- 14:30 - 16:00 Closing Session: Presentations, Conclusions and Certificates

... "Ken's 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

## 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 ambitious CEOs and top sales executives of high potential, high growth, technology-based B2B 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 registration form with electronic photo and full address details (work, home, mobile telephone, etc.) to the Entrepreneurship Europe Network, and
- who obtain a confirmation of registration, and pay the Fees in advance.

... "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

## Tuition Fee

■ The Fee for the two days is **Euro 595** per person.

\* Register with 3 or more executives from the same company and pay **Euro 520 per person** instead of Euro 595.

## The Tuition Fee includes:

1. Networking Reception, Elegant Dinner, + Cocktail with special invited guests:
  - Leaders of the Entrepreneurial and Business Community
  - Executives of the local Innovation Ecosystem
  - Successful “Alumni” from previous Courses and/or the MIT EDP Program
  - 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, Cocktail and Dinner on Friday, Breakfast and Lunch on Saturday, plus continuous Beverages and Snacks

## Registration

Registration is online. Please go to **[www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com)**, EVENTS page, and complete the Registration Form

Registration Deadline:

06 October 2009

## 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
- 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 **Delft**. The exact location will be communicated after registration.

... "Ken made a compelling case for some non-intuitive insights supported through valuable anecdotes." 

- Janek Mann, Researcher, Speckled Computing, Edinburgh, UK

... "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

... "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, please e-mail Anny at [anny@entrepreneurshipeurope.com](mailto:anny@entrepreneurshipeurope.com).

... "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, UK

... "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

... "I consider the Global Sales Workshop to be one of the most relevant and laser-focused company advancement programs I have ever attended. One of the most relevant and fundamentally important two days that any company with global ambition could commit to. The wealth of written value was illuminated by Ken's laser guide focus, delivery style and personality." 

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