

# Entrepreneurship Leadership Seminar: Global Sales Strategies for Building Sustainable Growth

A high quality seminar for CEOs and their top executives from young, fast-growing companies featuring lectures and case studies, highly interactive discussions, “hands-on” exercises, and the opportunity to practice your “elevator pitches” with potential customers.

Led by:

**KENNETH P. MORSE**

Managing Director, MIT Entrepreneurship Center  
Cambridge, Massachusetts, USA

Sunday & Monday, 15 – 16 January 2006, Bahrain

Tuesday & Wednesday, 18 – 19 January 2006, Jeddah, Saudi Arabia

*... “This seminar was extremely useful for me in the current phase of my company.  
I was able to go right home and practice what I learnt to improve my performance.”*

*- Ola Forsstrom-Olsson, CEO  
Ludesi AB - Sweden*



*Kanz*



## Effective Sales is Mission Critical

Improving the effectiveness of the sales force, the sales management processes and overall speed of decision making in companies, large and small, is consistently cited by business experts as one of the highest priorities, year after year. Having the best management team, with strong sales focus, is essential to the survival of most companies. Attending this course can help ensure that your company lives, while your competitors die.

*... "In this seminar I learned that successful sales is neither innate nor coincidence. It is rather an outcome of knowledge and discipline that everybody can learn." \_\_\_*

*- Guido Schenk, VC on Target*

*... "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*

*... "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*

*... "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, MIT Entrepreneurship Center*

*... "Everyone wants to eat meat, but there are very few consistently successful hunters." \_\_\_*

*- Jim Brown, NFL Hall of Fame*

- The course will assist entrepreneurs to sharpen their global leadership skills and improve the sales focus and effectiveness of their organizations.
- The course is highly interactive and features European case studies of fast-growing software and other companies as well as “live” exercises with real time feedback.



# Entrepreneurship Europe network



## Kenneth P. Morse

- Managing Director, MIT Entrepreneurship Center
- Serial Entrepreneur
- Bachelor of Science, MIT 1968
- MBA (honours), Harvard Business School, 1972

Ken has been a high performance leader of global management teams for 25 years.

### Track Record

Ken Morse leads the MIT effort to develop leaders to bring innovative concepts and technologies to market and build successful high tech startup businesses. Based at the MIT Sloan School of Management, the MIT Entrepreneurship Center has the mandate to educate students and alumni, and to foster Entrepreneurship research and collaboration, Institute-wide. The MIT Entrepreneurship Center has helped to create the Global Venture Creation Network, which includes significant collaborations with Cambridge Enterprise, part of the University of Cambridge (UK), the Higher Colleges of Technology (HCT) in the United Arab Emirates (UAE) and other initiatives in Europe, Asia, and the Middle East. The student-run MIT \$50K Entrepreneurship Competition, as well as enrollment in New Enterprises, the Entrepreneurship Laboratory Course, and the Global Sales Strategies course are open to students from Engineering, Science, and Management, encouraging multidisciplinary teamwork. Selected members of the MIT Entrepreneurship Center faculty and staff have been actively engaged with MIT alumni and friends in the Middle East for many years.

Ken has been a speaker at all five annual conferences of the MIT Arab Alumni Association (MIT AAA) in Cairo, Amman, Beirut, Dubai and Tunis, as well as at the HCT-MIT Entrepreneurship 2010 Conference in Dubai. Ken has helped establish entrepreneurship centers and/or business plan competitions in Jordan, Lebanon, Syria, and the UAE. Ken serves on the Board of Advisors of the PSUT 10K Entrepreneurship Competition, in Amman.

Morse joined MIT in 1996 after 25 years as a serial entrepreneur in which he helped launch six high-tech ventures.

His batting average is 83%: of these six companies, 5 did well, while one was a total disaster.

In 1982 Morse co-founded Aspen Technology, Inc., which commercialized process modeling software originally developed at MIT. He initially crafted the company's global strategy and secured early customers in the Middle East, Europe and Asia. As a member of AspenTech's Board of Directors he focused on AspenTech's entry into new global markets. As AspenTech's Managing Director for Europe, Middle East and Africa (EMEA), he built AspenTech's business throughout the Gulf region, with strong customer relationships in Kuwait, Saudi Arabia, and the Emirates. He also increased AspenTech's EMEA business by ten fold. After a highly successful initial public offering (IPO) in October 1994, AspenTech quickly grew to 1600+ employees worldwide, with revenues exceeding \$150 million.

Ken then moved to MIT to "give back" to the next generation of entrepreneurs. 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 - with honours - 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 Morse formed a trading advisory company under the aegis of Chase Manhattan Bank to assist U.S. technology-based companies such as IBM, General Motors, Hughes Aircraft and others to enter emerging Asian markets, particularly China. He 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.

After a successful launch he returned to the Boston area where he was a co-founder of several other MIT-related startup ventures.

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, the Cercle Royal Gaulois Artistique & Littéraire (Brussels), and the Quissett Yacht Club.

Prior to moving to Brussels, Ken was a member of the Board of the MIT Enterprise Forum of Cambridge@.

Ken is a member of the Board of Advisors of three early-stage Venture Capital Firms: Darby Technology Ventures Group LLC, PolyTechnos Venture-Partners (Munich), and SINTEF A/S (Trondheim, Norway). Ken is a member of the Board of Directors of NeuMath, Inc. (Boston) and is on the Board of Advisors of Lagan and Meridio Limited, both in Belfast, Northern Ireland.

When time permits, Ken and his family enjoy tennis and sailing their wooden boat around Cap Cod.

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

- Christian Dittrich, Step Ahead AG



Kanz



## LECTURE TOPICS, CASE STUDIES, and 'PITCH' PRESENTATIONS

1. Framework and Definition of Building High Performance Management Teams
  - What Investors Look for in a Management Team
  - Hire Hard, Manage Easy
2. Preparing Business Plans that Raise Money
3. Critical Success Factors in Entrepreneurship and Intrapreneurship
4. Quantifying the Value Proposition and Preparing your Elevator Pitch
  - 'Pitch' Exercise: Communicating your Value Proposition in a live Competitive Network to Top Sales Executives, VCs, and Alumni from other courses
5. Focusing on Customer Value
  - Quantifying the Benefits
  - Communicating Value
  - Listening
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. Managing a Global Sales Organization in Tough Times
  - Critical Accounts
  - Compensation
  - Motivation
8. Leadership and Decision Making
  - Improving Leadership and Decision Making in your Management Team
9. Group Exercises and Presentations

... "The seminar provided some high calibre tools for assisting our portfolio companies in structuring their value propositions and presenting them the right way to potential customers as well as 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 PROGRAM for BAHRAIN

### DAY 1 - Sunday, 15 January 2006

08:00 – 08:30	Welcome breakfast, registration, and networking
08:30 – 08:40	Address of Welcome, and Thanks to our sponsors
08:45 – 10:00	Framework and Definition of High Tech Sales, Sales Management and Building Predictable Strategic Customer Relationships Case Example: Quantifying the Customer Value Proposition
10:00 – 10:15	Coffee Break
10:15 – 11:50	Business Plans that Raise Money What Investors look for in a Management Team Discussion of the Preston Article
11:50 – 13:10	Lunch Break
13:10 – 15:00	Communicating your Value Proposition to CEOs of Prospective Customers: What Makes a Great Elevator Pitch
15:00 – 15:30	Coffee Break and Preparation for the Evening
15:30 – 16:30	Selling to Multiple Decision Makers
17:00 – 18:00	Reception and Graded Exercise with Elevator Pitches to Prospective Customers
18:00 – 19:30	Workshop Dinner: Tables “hosted” by Course Participants Address: “Critical Success Factors in Entrepreneurship & “Intrapreneurship”

### DAY 2 - Monday, 16 January 2006

08:00 – 08:30	Networking Breakfast, with time to Practice Sales Pitch Presentations
08:30 – 10:00	Discussion of the HBS “Spotfire” Case: How a Swedish Software Company built their Global Sales Strategy; Lessons Learned. Discussion of the MIT “Meridio” Case: From Belfast to the World...
10:00 – 10:20	Coffee Break
10:20 – 11:50	Using Compensation to Create a Sales and Customer Focused Culture in Your Company and with your Customers
12:00 – 13:30	Lunch, with coached Previews
13:30 – 14:45	Closing Session: Presentations, Conclusions and Pitches
15:30 – 16:00	Wrap-up, Summary, and Presentation of Certificates and Final Awards

... “I learned that the outcome of the seminar can be directly applied to company profitability.”  
- Reinhard Dobelmann, Managing Director  
Central Europe, Babylon GmbH



## AGENDA OF THE PROGRAM for JEDDAH

### DAY 1 - Tuesday, 18 January 2006

08:00 – 08:30	Welcome breakfast, registration, and networking
08:30 – 08:40	Address of Welcome, and Thanks to our sponsors
08:45 – 10:00	Framework and Definition of High Tech Sales, Sales Management and Building Predictable Strategic Customer Relationships Case Example: Quantifying the Customer Value Proposition
10:00 – 10:15	Coffee Break
10:15 – 11:50	Business Plans that Raise Money What Investors look for in a Management Team Discussion of the Preston Article
11:50 – 13:10	Lunch Break
13:10 – 15:00	Communicating your Value Proposition to CEOs of Prospective Customers: What Makes a Great Elevator Pitch
15:00 – 15:30	Coffee Break and Preparation for the Evening
15:30 – 16:30	Selling to Multiple Decision Makers
17:00 – 18:00	Reception and Graded Exercise with Elevator Pitches to Prospective Customers
18:00 – 19:30	Workshop Dinner: Tables “hosted” by Course Participants Address: “Critical Success Factors in Entrepreneurship & “Intrapreneurship”

### DAY 2 - Wednesday, 19 January 2006

08:00 – 08:30	Networking Breakfast, with time to Practice Sales Pitch Presentations
08:30 – 10:00	Discussion of the HBS “Spotfire” Case: How a Swedish Software Company built their Global Sales Strategy; Lessons Learned. Discussion of the MIT “Meridio” Case: From Belfast to the World...
10:00 – 10:20	Coffee Break
10:20 – 11:50	Using Compensation to Create a Sales and Customer Focused Culture in Your Company and with your Customers
12:00 – 13:30	Lunch, with coached Previews
13:30 – 14:45	Closing Session: Presentations, Conclusions and Pitches
15:30 – 16:00	Wrap-up, Summary, and Presentation of Certificates and Final Awards

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- Reinhard Dobelmann, Managing Director  
Central Europe, Babylon GmbH



## What are the Key Takeaways?

- In today's tough environment and oncoming global competition, your management team's global sales and sales management performance must be excellent or else you will not survive.
- Effective leadership techniques and high speed decision making can be both learned and promulgated throughout the organization.
- Setting higher expectations for your next generation of managers 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 you are not passionately committed to delivering significant value to customers, then you should leave the company, or you should find another place to work because the company will not succeed.

## Who is Eligible to Participate?

The entrepreneurs and senior executives of fast-growing companies

- who are committed to improving their performance, and
- who write a compelling application explaining why and how they want to attend and how they will apply the lessons learned, 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.), and
- who obtain a confirmation of registration, and pay the Fees.

... "This seminar is a must for everybody who wants to be challenged beyond what conventional seminars offer. It is one of the few that is clearly focused on top sales performance, and is therefore undervalued."

- Axel Schmiegelow,

CEO Denkwerk Neue Medien Holding GmbH;  
Vice President German Multimedia Association (dmmv)



## Tuition Fee

- \$ 600,00 per person  
for the two Seminar Days,  
for either the Bahrain OR  
the Jeddah Seminar

## The Tuition Fee includes:

1. Networking Reception and Elegant Dinner with Special Invited Guests
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Day 1 and Day 2 Luncheon, plus continuous Beverages and Snacks

## Registration

You can register **online** at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com), go to 'Events', or at [www.kanz.com.sa](http://www.kanz.com.sa)  
You may also **fax** the completed Registration Form to + 966 3 805 5566  
Registration and Payment Deadline:

01 January, 2006 for the Seminar in Bahrain  
07 January, 2006 for the Seminar in Jeddah

## Seminar Language

English

## Course Materials

- Leadership Film Clips
- Harvard Business School Case Study: Spotfire
- MIT Entrepreneurship Center Case Study: Meridio
- Extensive Lecture Materials from the MIT Entrepreneurship Center

... "The ability to quantify the customer's need, 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 for the Seminar in BAHRAIN

### The Gulf Hotel Bahrain

The Gulf Hotel is situated in the commercial district (Adliya) in Manama. It is only 15 minutes away from Bahrain International Airport and 5 minutes from the City Centre. The Gulf Hotel overlooks the mystic Quadabiya Bay and the enchanting Guest Palace and has therefore been a home for many people from all walks of life.

The Address: P.O. Box 580, Manama, T + 973 1 771 3000 - [www.gulfhotelbahrain.com](http://www.gulfhotelbahrain.com)



## Hotel Reservation

Please call the Gulf Hotel in Manama, Bahrain at T + 973 1 771 3000 or send a fax to + 973 1 771 5373 for availabilities and conditions - [www.gulfhotelbahrain.com](http://www.gulfhotelbahrain.com).

... "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

... "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, VC on Target



## Location for the Seminar in JEDDAH

### The Jeddah Hilton

The Jeddah Hilton is a dramatic edifice and the newest deluxe property in an incomparable location on the fashionable North Corniche, overlooking the majestic Red Sea with dramatic views of Jeddah and the mountains. Entering the main entrance of the Jeddah Hilton the triangular atrium is awe-inspiring rising more than 50 metres. This immense area conceived as an oasis has palm trees, rock walls and bubbling brooks with arched bridges and waterfalls cascading against rock faces dropping 5 metres through Lush plants set alongside two unique curved escalators. The Address: North Corniche Road, Jeddah, Saudi Arabia 21362, T + 966 2 659 0000, F + 966 2 659 1111.



## Hotel Reservation

Please call the Jeddah Hilton at T + 966 2 659 0000, or send a fax to + 966 2 659 1111 for availabilities and conditions, or just email [reservations.jeddah@hilton.com](mailto:reservations.jeddah@hilton.com).

*... "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*

*... "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*



# ENTREPRENEURSHIP LEADERSHIP SEMINAR

BAHRAIN  
15 - 16 JANUARY 2006

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## Registration Fax Form

FAX: + 966 3 805 5566, or + 32 70 403 966

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### Personal Details (1 form per participant)

■ Title (Dr., Mr., Mrs., Ms,...)	<input type="text"/>
■ First and Middle Name	<input type="text"/>
■ Family Name (in caps)	<input type="text"/>
■ Job Title	<input type="text"/>
■ Company name	<input type="text"/>
■ Department	<input type="text"/>
■ Address Street and Number	<input type="text"/>
■ City	<input type="text"/>
■ Postcode	<input type="text"/>
■ Country	<input type="text"/>
■ E-mail address	<input type="text"/>
■ Office Phone	<input type="text"/>
■ Mobile Phone	<input type="text"/>
■ Home Phone	<input type="text"/>
■ Booking contact: name and email	<input type="text"/>
■ Why do you want to take this course? How do you think it will make you more successful?	<input type="text"/>



The Tuition Fee for the two days is  
USD 600,00 per person

Registration and Payment Deadline for Bahrain: 01 January 2006

## Payment Details

- Payment on the following Bank Account Number:

Please mention your Name and Seminar Bahrain, January 2006 as a reference

352 034 128 001  
The Saudi British Bank  
Dammam Cornish Branch  
Corniche Street, Al Shati District,  
P. O. Box 1618, Dammam 31441  
T + 966 3 830 1000

- REGISTER online at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com), go to Events, or at [www.kanz.com.sa](http://www.kanz.com.sa). You may also fax the completed Registration Form and Payment Details to + 966 3 805 5566, or to + 32 70 403 966

ENTREPRENEURSHIP EUROPE network

[www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com)  
[www.kanz.com.sa](http://www.kanz.com.sa)

[events@entrepreneurshipeurope.com](mailto:events@entrepreneurshipeurope.com)  
[kanz@kanz.com.sa](mailto:kanz@kanz.com.sa)



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## ENTREPRENEURSHIP LEADERSHIP SEMINAR

JEDDAH - Saudi Arabia  
18 - 19 JANUARY 2006

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### Registration Fax Form

FAX: + 966 3 805 5566, or + 32 70 403 966

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#### Personal Details (1 form per participant)

■ Title (Dr., Mr., Mrs., Ms,...)	<input type="text"/>
■ First and Middle Name	<input type="text"/>
■ Family Name (in caps)	<input type="text"/>
■ Job Title	<input type="text"/>
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■ Address Street and Number	<input type="text"/>
■ City	<input type="text"/>
■ Postcode	<input type="text"/>
■ Country	<input type="text"/>
■ E-mail address	<input type="text"/>
■ Office Phone	<input type="text"/>
■ Mobile Phone	<input type="text"/>
■ Home Phone	<input type="text"/>
■ Booking contact: name and email	<input type="text"/>
■ Why do you want to take this course? How do you think it will make you more successful?	<input type="text"/>



The Tuition Fee for the two days is  
USD 600,00 per person

Registration and Payment Deadline for Jeddah: 07 January 2006

## Payment Details

- Payment on the following Bank Account Number:

Please mention your Name and Seminar Jeddah, January 2006 as a reference

352 034 128 001  
The Saudi British Bank  
Dammam Cornish Branch  
Corniche Street, Al Shati District,  
P. O. Box 1618, Dammam 31441  
T + 966 3 830 1000

- REGISTER online at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com) or at [www.kanz.com.sa](http://www.kanz.com.sa)  
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