

Global Sales Strategies:

A Workshop for Barcelona's Ambitious High-growth Entrepreneurs

A high quality workshop for CEOs and their top sales executives from young, fast-growing companies featuring case studies and lectures, interactive discussions, student presentations, "hands-on" exercises, and the opportunity to practice "elevator sales pitches" to potential customers.

Led by:

KENNETH P. MORSE

Managing Director, MIT Entrepreneurship Center
Cambridge, Massachusetts, USA

Monday / Tuesday, 02 – 03 October 2006, Barcelona - SPAIN

... "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." _

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



Effective Sales is Mission Critical

Improving the effectiveness of the sales force, the 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 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 GmbH

... "Everywhere in the world, the company with the best sales force usually wins, even if their competitors have better technology." ___
- Howard Anderson, Founding Partner and Sr. Managing Director, YankeeTek Ventures

... "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

This course is designed to enable CEOs and 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 CEOs and experienced business development managers to sharpen their skills and improve the customer focus culture of their organizations.

The course is highly interactive and features European case studies on 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 in global high tech sales and sales management for 25 years.

... "Why did I love the E-LAB course at MIT, taught by Profs. Preston and Morse? Quantifying the value proposition, practicing our elevator pitch, and making a difference to a real start-up company: the E-Lab course with John and Ken was one of my most demanding classes at MIT, but also one of my most valuable."

*- Markus P. Borchert,
Senior Vice President, Head of Global Customer Unit Vodafone,
Siemens Mobile Networks*

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

- Christian Dittrich, Step Ahead AG

Prior to joining the MIT Entrepreneurship Center in 1996, Ken 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) for Europe, Middle East, and Africa (EMEA), Ken's team achieved 18 consecutive quarters of on-target sales performance by building close strategic relationships with the leading chemical and pharma companies in 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 - with honors - from Harvard Business School. Upon graduation, he joined Schroders, the UK-based merchant bank, where he was personal assistant to Jim Wolfensohn, who later became 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, Hughes Aircraft; Mine Safety Appliances, Water 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 and the Cercle Royal Gaulois Artistique & Littéraire (Brussels). Ken is a member of the Board of Advisors of four early-stage Venture Capital Firms: China Capital Ventures LLC, Darby Technology Ventures Group LLC, PolyTechnos Venture-Partners (Munich), and SINTEF A/S (Trondheim, Norway). He is also member of the Board of Advisors of Lagan and Meridio Limited, both in Belfast, Northern Ireland as well as several MIT spin-offs. 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.



TOPICS, CASE STUDIES, EXERCISES, and STUDENT PRESENTATIONS

1. Framework and Definition of High Tech 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 a Swedish Software Start-up
3. Elevator Sales Pitch Exercise: Communicating Your Value Proposition in a Live Competitive Network
 - Top Sales Executives, VCs, and Alumni from other courses
4. Focusing on Customer Value
 - Quantifying the Benefits
 - Communicating Value
 - Listening
5. 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
6. Managing a Global Sales Organization in Tough Times
 - Critical Accounts
 - Compensation
 - Motivation
7. Group Exercises and Presentations of the Value Proposition

... "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 AVS, Denmark



AGENDA OF THE PROGRAM

DAY 1 - Monday, 02 October 2006

- 10:30 – 11:20 Welcome, registration, and networking
- 11:30 – 13:00 Framework and Definition of High Tech Sales, Sales Management and Building Predictable Strategic Customer Relationships
Case Example: Quantifying the Customer Value Proposition
Definition of an Effective Elevator Sales Pitch
- 13:00 – 14:00 Lunch. Discussion of Elevator Pitches
- 14:00 – 15:30 Creating a Sales and Customer focused Culture in Your Company and with Your Customers
- 15:30 – 17:00 Maintaining Customer Focus: Making the Numbers
- 17:00 – 17:45 Coffee Break
- 17:45 – 19:30 Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 19:30 – 21:00 Cocktail Party and Live Graded Networking Exercise with Top Executives and Potential “Customers”
- 21:00 – 23:00 Workshop Dinner: Tables “hosted” by Course Participants

DAY 2 - Tuesday, 03 October 2006

- 08:30 – 09:30 Networking Breakfast; with time to Practice Presentations
- 09:30 – 11:00 Discussion of the “Spotfire” Case from HBS: how a Swedish Software Company built their Global Sales Strategy: Lessons Learned
- 11:00 – 11:15 Coffee Break
- 11:15 – 12:45 Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
- 14:00 – 15:00 Lunch, with coached Previews
- 15:00 – 16:00 Closing Session: Presentations, Conclusions and Certificates

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



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 tech 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 CEO 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 Europe network, 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

- The Fee is 500,00 Euro per person for the two days

The Tuition Fee includes:

1. High Tech Networking Reception, Elegant Dinner, and Cocktail with special invited guests:
 - Successful “Alumni” from previous Sales Courses and/or the MIT Entrepreneurship Development Program
 - Leaders of the Barcelona VC Community
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Monday and Tuesday Luncheon, plus continuous Beverages and Snacks

Registration

On line at www.entrepreneurshipeurope.com, page ‘Events’.

Registration and Payment Deadline:
28 September, 2006

Seminar Language

English

Course Materials

- “Critical Success Factors in Entrepreneurship” by John Preston
- “Spotfire” Case from HBS and Discussion Papers
- Meridio Success Story
- Extensive Lecture Materials, including a European ROI Case
- Criteria for Evaluating Elevator Sales Pitches

... “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

The seminar venue for the two days is the offices of BARCELONA ACTIVA, Llacuna, 162-164 in 08018 Barcelona - Spain.



... "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

Contact Address

For general information and questions, please contact Cinta at cinta.arasa@barcelonactiva.es - Tel: +34 93 401 9674 or mail Anny at anny@entrepreneurshipeurope.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, Alternative Investor (Venture One)

