

## High Tech Sales and Sales Force Management

# Global Sales Strategies for Ambitious Dutch Entrepreneurs

A high quality seminar and 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**

Senior Lecturer & Managing Director,  
MIT Entrepreneurship Center  
Cambridge, Massachusetts, USA

Friday / Saturday, 19 – 20 October 2007, DELFT - THE NETHERLANDS

*... “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



## Effective Sales is Mission Critical

Improving the effectiveness of the sales force, 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, while your competitors suffer.

*... "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

*... "Rather than the usual American IT industry jargon and hype, Ken gave us practical insights into how to focus the sales effort to deliver and capture customer value and grow start up companies quickly. From this half day investment I have several actions that I will immediately implement to further boost profitable growth" \_\_\_*  
- Mark Templeton, VCU Technology, Auckland, New Zealand

*... "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

*... "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 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 case studies on fast growing software and other companies as well as "live" exercises with real time feedback.





## Kenneth P. Morse

- Managing Director,  
MIT Entrepreneurship Center
- Senior Lecturer,  
MIT Sloan School of Management
- Chair in Entrepreneurship, Innovation  
and Competitiveness,  
Technical University Delft
- Serial Entrepreneur
- Bachelor of Science, MIT, 1968
- MBA, Harvard Business  
School, 1972

Ken has been a high performance leader in global high tech sales and sales management for over 30 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 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) 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 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 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, Hughes Aircraft, Mine Safety Appliances, Waters 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 two early-stage Venture Capital Firms: PolyTechnos Venture-Partners (Munich), and SINTEF A/S (Trondheim, Norway). Ken serves on the Board of Advisors of Lagan and Meridio Limited, both in Belfast, Northern Ireland and of iMotions A/S and Medianet Innovations A/S in Denmark 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 examples: Global Strategy of two European Software Start-ups
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. What 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

... "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)

... "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



## AGENDA OF THE PROGRAMME

### DAY 1 - Friday, 19 October 2007

- 10:00 – 10:40 Welcome, registration, and networking
- 10:45 – 11:15 Address of Welcome. Thanks to the Sponsors
- 11:15 – 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 – 14:30 Lunch. Discussion of Elevator Pitches
- 14:30 – 16:00 Creating a Sales and Customer focused Culture in Your Company and with Your Customers
- 16:00 – 16:30 Coffee Break
- 16:30 – 17:45 Maintaining Customer Focus; Making the Numbers
- 17:45 – 18:00 Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 18:00 – 19:45 Networking Reception and Live Graded Elevator Pitch Exercise with Top Executives and Potential “Customers”
- 19:45 – 21:45 Networking Dinner: Tables “hosted” by Sponsors and Course Participants

### DAY 2 - Saturday, 20 October 2007

- 08:30 – 09:00 Networking Breakfast; with time to Practice Presentations
- 09:00 – 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  
Discussion of the other Cases
- 11:00 – 11:20 Coffee Break
- 11:20 – 12:20 Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
- 12:20 – 13:30 Lunch, with coached Previews
- 13:30 – 15:50 Closing Session: Presentations, Conclusions and Certificates
- 16:00 End

*... “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*



## 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 CEOs 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 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



## Tuition Fee

- The Tuition Fee for the two workshop days is Euro 950,00 per person.

## The Tuition Fee includes:

1. Networking Reception, Elegant Cocktail and Dinner with special invited guests:
  - Successful “Alumni” from previous Courses and/or the MIT EDP Program
  - Leaders of the Entrepreneurial and Business Community
  - Venture Capitalists, Business Angels
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for networking)
4. Lunch, Cocktail and Dinner on Friday, Breakfast and Lunch on Saturday, plus continuous Beverages and Snacks

## Registration

Go to [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com) and complete the on line Registration Form on the EVENTS page

Registration and Payment Deadline:  
12 October 2007

## Seminar 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 Evaluating Elevator Sales Pitches
- What 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 at the Campus of the Technical University (TU) Delft, Mekelweg 2, 2628 CN Delft - The Netherlands.

... *"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

... *"The course made me more confident raising money and clarified our customer value proposition. Our sales pipeline has never been healthier" —*  
- Melissa Clark-Reynolds, CEO, Pay Global

## General Info and Contact Address

For general information and questions, please mail Anny at [anny@entrepreneurshipeurope.com](mailto: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

