

# High Value Innovation

## Turning Bright Ideas into a Commercial Success

A high quality seminar and workshop for Entrepreneurs, CEOs and senior sales executives from incubators and innovative, technology-based 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**

Serial Entrepreneur

Chair in Entrepreneurship, Innovation and Competitiveness,  
Delft University of Technology

Visiting Professor,  
ESADE Business School

Founding Managing Director, MIT Entrepreneurship Center

**ZÜRICH, Tuesday – Wednesday, 1 & 2 November 2011**

*... "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 of turning technology into business." —*

*- Pau Soler, Marketing Manager, Hewlett-Packard Spain*

## Effective Innovation is Mission Critical

Improving the effectiveness of commercialization and sales management processes, and the overall speed of decision making in new ventures, 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 new venture succeeds.

*... “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 miserably when they try to sell them. Ken pinpoints exactly the essential key factors that are needed to have people want to buy your solution.”* \_\_\_

- Joeri Post, Managing Director, DeltaTech Pty Ltd, Rotterdam, The Netherlands

*... “I realized that the direction, tone and success of a Sales meeting can be set even before the client 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, Northern Ireland, 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 tech 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 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

- Serial Entrepreneur
- Visiting Professor, ESADE Business School
- Chair in Entrepreneurship, Innovation and Competitiveness, Delft University of Technology
- Founding Managing Director, MIT Entrepreneurship Center
- Chairman, Entrepreneurship Ventures, Inc.
- Member of the National Advisory Council on Innovation and Entrepreneurship (USA)
- Commercialization Advisor, Dynasil
- Bachelor of Science, MIT
- MBA, HBS

**Ken has been a high performance leader in technology innovation, global high tech sales, and sales management for over 35 years.**

... "Ken has spent a lot of years doing the exact same thing we're all trying to do – taking companies international. A lot of brochures make the content sound good but fail to deliver - Ken delivers!"

- Mike Dennehy, CEO, Vision Software, Mount Maunganui, New Zealand

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

- Christian Dittrich, Step Ahead AG

## Track Record

**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.

In the thirteen years that Ken served as Founding Managing Director of the [MIT Entrepreneurship Center](#) (1996 - 2009), 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. He conceived and led the weeklong MIT Entrepreneurship Development Program, which over the past ten years trained more than 1,000 global entrepreneurs in an intensive on campus executive education program. Ken was named "Education All Star" by "Mass High Tech" magazine, and is a member of the MIT Enterprise Forum Global Board.

Currently, Ken is Visiting Professor at the [ESADE Business School](#) in Barcelona and holds a Chair in Entrepreneurship, Innovation and Competitiveness at the [Delft University of Technology](#) in The Netherlands. Ken also serves on the [National Advisory Council on Innovation and Entrepreneurship](#) chaired by Secretary Locke for President Obama (Washington) which recently launched "Startup America" among other initiatives. He is also a member of the Council on Foreign Relations (New York City).

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 worked directly for 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. Since returning to the US in 1980 when he joined in founding 3Com Corporation, he has focused on building global technology-based businesses

Eight years ago he formed Entrepreneurship Ventures, convening an experienced team of practitioners to deliver Entrepreneurial Skills Development workshops in Québec and across Europe (Spain, Scotland, Ireland, Romania, Norway, among other locations) as well as conducting programs in Lebanon, Saudi Arabia, Syria, UAE, Pakistan and New Zealand.

In the US, Ken is a Commercialization Advisor to Dynasil Corporation, serves on Citibank's SFS Advisory Board and is on the Board of Advisors of [MassChallenge](#). He also advises several MIT Spin-offs including Cogito, FloDesign Sonics Inc., [HubSpot Internet Marketing](#), Cambrian Innovation, PeerTansfer, Terrafugia, and UkuMi.

Elsewhere, Ken is a member of Telefónica Disruptive Council, [Barcelona HiT](#): Hothouse of Innovation & Technology, and the New Zealand GNS Science External Expert Panel. He is also a Commercialisation Advisor to Scottish Enterprise, and serves on the Board of Advisors of several ambitious global start-ups, including Denkwert GmbH in Germany; Zylinc A/S in Denmark; The Little Engineer in Lebanon; Izon Science Ltd in New Zealand; Naseeb Networks and Sofizar in Pakistan, and Fiabee, Indisys and Invenio in Spain.

Ken speaks fluent French and some Chinese. He is a member of the Cercle Royal Gaulois Artistique & Littéraire in Brussels. When he is not helping young companies to succeed, Ken enjoys sailing his 50-year old wooden boat with his family around Cape Cod.

# TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANTS PRESENTATIONS

## 1. The Innovation Imperative

2. Framework and Definition of High Value Sales, Sales Management, and Building Predictable, High Performance, Strategic Customer Relationships

## 3. 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

## 4. Elevator Sales Pitch Exercise: Communicating Your Value Proposition in a Live, Competitive Network

- Entrepreneurs, Top Business Executives, Angel Investors, VCs

## 5. Focusing on Customer Value

- Quantifying the Benefits
- Communicating Value
- Listening

... "The workshop far surpassed my expectations and I gained much from attending; I am certain the outputs will be implemented at ATEEDA (and elsewhere). Ken's experience is real world and it is an inspiration to us all." \_\_

- Bill Buckie, Finance Director, Cascade Technologies Ltd, Stirling & ATEEDA Ltd, Edinburgh, UK

## 6. Managing a Global Sales Organization in Tough Times

- Critical Accounts
- Motivation

## 7. Creating a Sales and Customer focused Culture in Your Company, and With Your Customers

- Setting High Expectations throughout the Organization
- Building Passion, Clock Speed, Urgency and Work Methods
- Maximizing Results in the Last Month of the Quarter

## 8. Recruiting, Motivating, and Building a World Class Sales Team

- Analyzing Alternative Compensation Models (equity, cash, other)
- Keeping the Bar High
- Interviewing & Reference Checking

## 9. 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

# AGENDA OF THE PROGRAMME

## DAY 1 - Tuesday, 1 November 2011

<b>09:00</b> - 09:30	<i>Welcome, Registration, and Networking.</i>
09:30 - 09:35	Address of Welcome
09:35 - 09:50	The Innovation Imperative
09:50 - 11:00	Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships Case
11:00 - 11:15	<i>Coffee Break</i>
11:15 - 12:30	Example: Quantifying the Customer Value Proposition Definition of an Effective Elevator Sales Pitch
12:30 - 13:30	<i>Luncheon</i>
13:40 - 13:50	<i>Selected Participants Practice Their Elevator Pitch</i>
13:50 - 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
15:45 - 16:30	Managing a Global Sales Organization in Tough Times: Critical Accounts, Motivation, Q-to-Q Performance
16:30 - 16:45	<i>Coffee Break</i>
16:45 - 17:00	Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
17:30 - 19:15	Networking Reception and Live Graded Elevator Pitch Exercise with Top Executives and Potential Customers.
19:30 onwards	<i>Small Networking Groups have Dinner in Local Restaurants</i>

## DAY 2 - Wednesday, 2 November 2011

<b>09:00</b> - 09:30	<i>Welcome Coffee &amp; Networking</i>
09:30 - 11:00	<ul style="list-style-type: none"> <li>▪ Examples of Winning Pitches</li> <li>▪ 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.</li> <li>▪ Quick Discussion of the Meridio Case Study</li> </ul>
10:45 - 11:00	<i>Coffee Break</i>
11:00 - 12:45	Recruiting, Building, and Motivating a World Class Sales Team
12:45 - 14:00	<i>Luncheon</i>
14:00 - 15:45	The Close: Completing the Sale
15:45 - <b>16:00</b>	Wrap Up, Conclusions, and Presentation of Certificates

## What are the Key Takeaways?

- In today's tough environment, in order to commercialize new technologies, 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, top sales executives, and project team leaders of high potential, high growth, technology-based companies and projects:

- 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 on line registration form with electronic photo, full company and contact details, and motivation to attend to the **Entrepreneurship Europe Network**, and
- who obtain a confirmation of registration, and pay the Fees prior to the workshop.

*... " I recently spent two insightful days on Ken's Global Sales workshop in London and he was on excellent form as he shared his knowledge and expertise in this field. His ability and determination to continually challenge your ideas inspires you to sharpen your focus on some of the key strategies to adopt as you approach and execute in sales. In particular, the art of knowing your customers, becoming the 'pig', promising and delivering on commitments and how to shape a deal that both fits for your customers and delivers on the deal for you. If you've attended any of Ken's courses, you will know what I mean about the 'pig'! If you haven't and you are an entrepreneur focussed on total global domination within your chosen market, then find the next available course and register!"* \_\_\_

- Jackie Smith, ICEflo Client Services Director, Agenor Technology Ltd, Melrose, UK

## Tuition Fee


■ The Fee for the two-day workshop is **€225** per person and **€195** per person when registering with 2 or more executives from the same company

\* **EARLY BIRD**

Register **before 31 July** and pay **€195** per person

### The Tuition Fee includes:

1. Networking Cocktail & Reception, with special invited guests:
  - Leaders of the Entrepreneurial and Business Community
  - Executives of the local Innovation Ecosystem
  - Successful “Alumni” from previous Workshop and Programs
  - Mentors, Business Angels and Venture Capitalists
3. Course Book with all Case Studies and Presentations
4. Photo Book of Attendees, with contact info for future networking
5. Lunch and Cocktail on Tuesday, Lunch on Wednesday, plus continuous Beverages and Snacks.

... “The workshop was full of impressive thoughts and lessons for two full days. Thank you Ken for your first class teaching to make us better entrepreneurs in running our businesses. I will retain it forever!” 

- Ignasi Lamarca, Founder & CEO, Focus On Emotions, Barcelona, Spain

## Registration

Registration is online and at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com), page **EVENTS**

\* Confirmation of a place is subject to terms, conditions and cancelation policy, found on the previous page, and in the online registration form.

Registration & Payment Deadline:

Friday, 28 October 2011

## 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
- Recruiting, Building and Motivating a World Class Sales Team
- The Innovation Imperative

## Workshop Location

The workshop will be held in **ZÜRICH**. The exact location will be communicated after registration.

*... “The Global Sales Strategies” workshop by Ken was the most fabulous course for international commercialisation I have ever attended since we commercialised our business with parallel grants and support from Scottish Enterprise and Innovation Norway. It is also the most engaging and inspiring, and so very well organised.”* \_\_

- Hans Myrhaug, Director, AmbieSense Ltd, Aberdeen, UK

*... “I can frankly say the Ken Morse Global Sales Strategy Workshop that I attended at the beginning of the year has had a measurable impact on our sales revenue and pipeline. Ken Morse is a ‘real world’ practitioner of what he teaches and his stories and anecdotes are priceless. Our company has adopted his ideas and we regularly review the workbook provided at the workshop. I would add that the collaboration and networking with other Queensland ICT firms who also attended the workshop was invaluable to discuss sales experiences generally.”* \_\_

- Brian Clark, CEO & Principal Consultant, WebRaven Pty Ltd, Queensland, Australia

## General Info and Contact Address

For general information and questions, you may e-mail **Anny Roelandts** at [anny@entrepreneurshipeurope.com](mailto:anny@entrepreneurshipeurope.com).

*... “The workshop was immaculately prepared. I found it highly informative and focused and enjoyed the lively, relaxed atmosphere created by Ken Morse’s dynamic but easy manner. Ken shared tips concerning strategy, the day to day running of a business, technology, statistics, general know-how and other interesting tit-bits with us. I highly recommend anyone in sales management to participate.”* \_\_

- Rabia Ahmed, CEO and Director Business Development, VoiZar, Mississauga, ON, Canada

*... “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