

## High Tech Sales and Sales Force Management

# How to Build Long Lasting, Strategic Customer Relationships

A high quality seminar for top executives of 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*

*and*

**JACQUES TALBOT**

*International Management Consultant, Techmis  
Co-founder CIMTECH  
Waterloo, Belgium*

Friday / Saturday, 15 – 16 April 2005, Liège - Luik (Belgium)

... "I learned that the outcome of the seminar can be directly applied to company profitably." \_\_\_  
- Reinhard Dobelmann, Managing Director  
Central Europe, Babylon GmbH



## Tuition Fee

- 1.210,00 Euro (Euro 1.000,00 + 21% VAT)

‘Cheques Formations’: Euro 255,00 or 17 Cheques can be deducted from the Tuition Fee  
(for more details: [www.formabanque.be](http://www.formabanque.be))

The Tuition Fee includes:

1. High Tech Networking Reception and Workshop Dinner with special invited guests:

- Successful “Alumni” from previous Sales Courses
- Leaders of the VC Community
- Members of ‘Wallonie Entreprenre’

2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Friday and Saturday Luncheon, continuous Beverages and Snacks

## Registration

Online at <http://www.entrepreneurshipeurope.com>  
or at <http://www.seed-ulg.be>

Or you may fax the attached Registration Form, completed to +32 (0)4 366 45 74

Registration and Payment Deadline:

March 25, 2005

## Seminar Language

English

## Course Materials

- Critical Success Factors in Entrepreneurship, John Preston
- Spotfire Case and Discussion Papers
- Extensive Lecture Materials, including one Belgian Case Study
- Criteria for Evaluating Effective 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 Château de Colonster at the University of Liège

Allée des Erables  
B-4000 Liège - Luik (Belgium)



... "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

## For Hotel Reservation

Please call +32 (0) 4 366 29 45 for availabilities and conditions, and mention "Entrepreneurship Sales Seminar" as a reference.


... "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




## Effective Sales is Mission Critical


Improving the effectiveness of the sales force 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 top executives — and the fast-growing companies from which they come — to be more effective in establishing long term, dependable, predictable, referenceable, mutually beneficial, strategic customer relationships.


The course will assist experienced business development managers to sharpen their skills and improve the customer focus and 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.



## 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: Software Sales to a Belgo-French Company
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 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 AVS, Denmark





## 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 your 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

### Track Record

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 IPO's 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 established new customer listening posts, and recruited top-notch local language-speaking sales and service engineers in Germany, France, Belgium, Netherlands, Switzerland, UK, Italy, South Africa and the Middle East. He grew the AspenTech EMEA organization from 22 to 200+ employees with basically zero staff turnover, and expanded sales revenue six to ten times from essentially all key client relationships.

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 thirty-one. He has raised \$ 20+ million endowment for the E-Center. Ken was named "Education All Star" by "Mass High Tech" magazine. Ken serves as an advisor to Capricorn Venture Partners, Orchid Partners, PolyTechnos Venture-Partners, SINTEF, and Tech Capital Partners. He has been an instructor in sales at the Munich Entrepreneur Academy for several years. Ken, an American, is a member of the Council on Foreign Relations, the Cercle Royal Gaulois Artistique & Littéraire (Brussels), and the Quissett Yacht Club. He speaks fluent French and some Chinese. He is a Visiting Professor at the University of Ulster. When he is not helping young companies to succeed, Ken enjoys sailing his wooden boat with his family around Cape Cod.

... "Ken Morse is a charismatic man. I learned a lot from him – also intuitively." —  
- Christian Dittrich, Step Ahead AG





## Jacques Talbot

- International Management Consultant, Techmis
- Sales Director Broner Metals
- Co-founder CIMTECH
- Master in Applied Sciences (honours), University of Louvain, 1972
- Dipl. Ing., University of Louvain, 1969

Jacques is a seasoned software sales executive with expertise in supply chain and manufacturing execution software. He founded and helped build CIMTECH, a successful high tech software company.

### Track Record

Since selling CIMTECH, a software company he co-founded, Jacques has brought his tech sales expertise to a number of European start-ups. Today, as an international consultant, he works closely with start-up CEOs of several Industrial Software suppliers in developing their Sales and Marketing strategy and operations. A perpetual and passionate entrepreneur, Jacques often finds himself working with companies that do not yet have any sales organization.

CIMTECH, which Jacques co-founded with three partners, supplied advanced Software MES solutions to a number of industries. Based in Belgium and partially funded by IBM, CIMTECH grew from 4 to 50 employees, and expanded from Belgium to profitable operations world-wide in ten years. Jacques was instrumental in selling CIMTECH in 1998 to the US-based Aspen Technology, Inc. (AZPN). He went on to hold a number of senior sales management roles at AspenTech, including one to manage their strategy with companies such as Siemens and IBM, before launching his present international consultancy.

Early in his career, Jacques worked for several engineering companies in roles with a strong sales focus: electrical dispatching in Kinshasa and in the Emirates, and the first automation of a brewery in Belgium. Having worked on the patent for an integrated digital filter for telephone sets, Jacques' track record demonstrates that he has not only staying power, but also the coveted adaptability to keep ahead in this dynamic industry.

Past President of a Belgian division of ADIC, Association des Dirigeants et Cadres Chrétiens, Jacques loves to drive his 52 year old car with one or two of his grandchildren.

... "The first time I met Jacques I knew I wanted to team up with him to tackle an exciting (and competitive) new market. We did, we were successful, and we have been good friends ever since. There are not many superb serial entrepreneurs who are also first class sales executives. Jacques is a rare jewel, with a good sense of humor as well." —

- Kenneth P. Morse, MIT Entrepreneurship Center



## AGENDA OF THE PROGRAM

### DAY 1 - Friday, 15 April 2005

12:30	Welcome lunch, registration, and networking
14:00 – 14:15	Address of Welcome
14:15 – 16:00	Framework and Definition of High Tech Sales, Sales Management and Building Predictable Strategic Customer Relationships Case Example: Quantifying the Customer Value Proposition
16:00 – 16:15	Coffee Break
16:45 – 18:15	Communicate your Value Proposition to CEOs of Prospective Customers: Elevator Sales Pitch Practice
18:15 – 19:30	Reception and Live Graded Networking Exercise with Top Sales Executives and Potential “Customers”
19:30 – 21:30	Workshop Dinner: Tables “hosted” by Course Participants

### DAY 2 - Saturday, 16 April 2005

08:30 – 09:30	Networking Breakfast with time to practice Presentations
09:30 – 11:00	Discussion of the Spotfire Case: how a Swedish Software Company built their Global Sales Strategy
11:00 – 11:15	Coffee Break
11:15 – 12:45	Creating a Sales and Customer focused Culture in your Company and with your Customers: the Cimtech Case
12:45 – 14:00	Lunch, with coached Previews
14:00 – 16:30	Closing Session: Presentations and Conclusions
16:30	End

... *“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)



## 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 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 executive of fast-growing companies

- who is committed to improving long term customer relationships by enhancing the value delivered, and
- who writes 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 fits the profile of participants, and
- who has submitted a complete registration form with electronic photo and full address details (work, home, mobile, etc.) to Entrepreneurship Europe network,  
and
- who obtained a confirmation of registration, and has paid the Fees completely and in time.

... "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)

