

Leadership and High Performance Management Teams:

# Building Sustainable Growth

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

Led by:

**KENNETH P. MORSE**

Managing Director, MIT Entrepreneurship Center  
Cambridge, Massachusetts, USA

Wednesday & Thursday, 21 – 22 September 2005, Damascus - Syria

... “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



## Leadership and High Performance Management Teams: Building Sustainable Growth

Improving the effectiveness of the management processes and 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 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

- The course will assist CEOs and their experienced managers to sharpen their leadership and decision making skills and improve the focus 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.



# Entrepreneurship Europe network



## Kenneth P. Morse

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

### Track Record

Ken Morse leads the MIT effort to train 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 Entrepreneurs and to foster 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), and the Higher Colleges of Technology (HCT) in the United Arab Emirates, and other initiatives in Europe, Asia, and the Middle East. The student-run MIT \$50K Entrepreneurship Competition, as well as enrollment in New Enterprises and the Entrepreneurship Laboratory Courses, and the global sales strategies course are open to students from Engineering, Science, and Management, encouraging multidisciplinary teamwork. Selected members of the MIT Entrepreneurship 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 Tunisia, as well as at the First Annual 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 a 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 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 and 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®.

He currently serves on the Board of its parent, the MIT Enterprise Forum. Ken is a member of the Board of Advisors of five early-stage Venture Capital Firms: Capricorn Venture Partners (Belgium), Darby Technology Ventures Group LLC, PolyTechnos Venture-Partners (Munich), SINTEF A/S (Trondheim, Norway), and Tech Capital Partners (Waterloo, Canada). Ken is a member of the Board of Directors of NeuMath, Inc. 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.

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



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

1. Framework and Definition of Building High Performance Management Teams
  - Hire Hard, Manage Easy
  - What Investors Look For in a Management Team
2. How to write a Business Plan that Raises Money
  - Quantifying the Value Proposition and Preparing Your Elevator Pitch
  - 'Pitch' Exercise: Communicating Your Value Proposition in a Live Competitive Network
3. Critical Success Factors in Entrepreneurship and Intrapreneurship
4. Latest Trends in Corporate Venturing and Starting New Ventures
5. Leadership Case Examples
  - NFL-Brady
  - Dead Poets Society
  - Lawrence of Arabia
  - 12 Angry Men
6. Leadership and Decision Making
  - Improving Leadership and Decision Making in your Management Team
  - Case Study: Vodafone Spain
7. Creating a Sales and Customer Focused Culture in Your Company:
  - Alternative Compensation Models (equity, cash, other)
  - Setting High Expectations
  - Building Urgency, Passion, and Clock Speed
8. Group Exercises and Presentations

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

... "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

### DAY 1 - Wednesday, 21 September 2005

09:00 – 09:40	Welcome breakfast, registration, and networking
09:45 – 10:15	Address of Welcome
10:15 – 12:00	Customer Focus: Quantifying the Value Proposition
12:00 – 13:30	Lunch
13:30 – 15:00	What Investors Look for in a Management Team
15:00 – 15:30	Coffee Break
15:30 – 16:45	Success Factors in Entrepreneurship/Intrapreneurship
16:45 – 17:30	What Makes a Great Elevator Sales Pitch
18:00 – 19:00	Reception, with Elevator Pitches to Prospective Customers
19:00 – 21:00	Workshop Dinner: Tables “hosted” by Course Participants

### DAY 2 - Thursday, 22 September 2005

08:00 – 09:00	Networking Breakfast, with time to Practice Sales Pitch Presentations
09:00 – 11:00	Leadership, Team Building, and Rapid Decision Making
11:00 – 11:20	Coffee Break
11:20 – 12:20	New Venture Leadership Case Examples
12:20 – 13:30	Lunch, with coached Previews
13:30 – 15:50	Closing Session: Presentations, Conclusions and Pitches
16:00	Presentation of Certificates and Final Awards

... *“I learned that the outcome of the seminar can be directly applied to company profitably.”* \_\_\_  
- 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 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 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.

## Who is Eligible to Participate?

The CEO and senior executives of fast-growing companies

- who are committed to improving their performance, and
- who write a compelling application explaining why and how he/she wants to attend and how she/he 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.) to the Entrepreneurship Europe network, and
- who obtain a confirmation of registration, and have paid 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

- 47,700 Syrian Pounds  
(or 800 Euros)
- 45,800 Syrian Pounds (or 765 Euros) per person in case 2 people of the same company register
- 43,000 Syrian Pounds (or 715 Euros) in case 3 or more people of the same company register

## 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. Wednesday and Thursday Luncheon, plus continuous Beverages and Snacks

## Registration

You can register on line at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com), go to 'Events'  
You may also fax the attached Registration Form, completed to + 963 11 477 0320

Registration and Payment Deadline:

14 September, 2005

## Seminar Language

English

## Course Materials

- Leadership Film Clips
  - NFL - Brady
  - Dead Poets Society
  - Lawrence of Arabia
  - 12 Angry Men
- 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

The Noah Conference Hall of the Sheraton Ma'aret Sednaya Hotel - Sednya  
Tel: + 963-11-595 8000, Fax + 963-11-595 8022

... "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

... "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

## Hotel Reservation

The Sheraton Sednaya Hotel - special room rates : single 55 USD + Tax, double 60 USD + Tax. Please call Tel + 963-11-595 8000 or send a fax to + 963-11-595 8022 for availabilities.

... "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)





We kindly welcome you to register with 3 or more people from the same company, in which case you pay 43,000 Syrian Pounds instead of 47,700 Syrian Pounds per person

Registration and Payment Deadline: 14 September, 2005

## Payment Details

- I register with 2 people and pay 45,800 Syrian Pounds (or 765 Euros) per person
- I register with 3 people and pay 43,000 Syrian Pounds (or 715 Euros) per person

I enter here their names

- Payment on the following Bank Account Number:

Please mention your Name and Seminar September 2005 as a reference

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SWIFT: BBSFSYDA

- REGISTER on line at [www.entrepreneurshipeurope.com](http://www.entrepreneurshipeurope.com) or please fax the completed Registration Form and Payment Details to + 963 11 447 0320

ENTREPRENEURSHIP EUROPE network

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