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High Value Sales Management Global Sales Strategies for Ambitious Spanish Entrepreneurs

A high quality seminar and workshop for Entrepreneurs, CEOs and senior sales executives from innovative, fast-growing technology-based SMEs, 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

&

Visiting Professor, ESADE Business School, Barcelona, Spain

&

Founding Managing Director, MIT Entrepreneurship Center, Cambridge, MA, USA

DATES: Wednesday & Thursday, 13 – 14 April 2011

LOCATION: Nodo Sallons, Hotel Jaume I Castellón

... "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." __

- Pau Soler, Marketing Manager, Hewlett-Packard Spain

In partnership with



este evento cuenta con financiación
del Ministerio de Ciencia e Innovación

Effective Sales is Mission Critical

Improving the effectiveness of 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 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, DelltaTech 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 experienced sales 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**
- **Global Board, MIT Enterprise Forum**
- **Chairman, Entrepreneurship Ventures, Inc.**
- **National Advisory Council on Innovation & Entrepreneurship (USA)**
- **MassChallenge, Board of Advisors**
- **Member, Barcelona HiT: The Hothouse of Innovation & Technology**
- **Member, Telefónica Disruptive Council**
- **Member, Citi SFS Advisory Board**
- **Commercialisation Advisor, Scottish Enterprise**
- **External Expert Panel, New Zealand GNS Science**
- **Commercialization Advisor, Dynasil Corporation**
- **Bachelor of Science, MIT**
- **MBA, Harvard Business School**

Ken has been a high performance leader in 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 global. A lot of brochures make the content sound good but fail to deliver - Ken delivers!" ___

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

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.

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. In 1980, Morse relocated to Silicon Valley as a founding member of 3Com Corporation.

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. Ken was named "Education All Star" by "Mass High Tech" magazine, and is a member of the MIT Enterprise Forum Global Board.

Ken was appointed to the recently-created National Advisory Council on Innovation & Entrepreneurship by Secretary Locke and President Obama (Washington), and is a member of the Council on Foreign Relations (New York City).

Ken is a member of the Telefónica Disruptive Council, Citi SFS Advisory Board, Barcelona HiT: Hothouse of Innovation & Technology, and the New Zealand GNS Science External Expert Panel. He is also a Commercialisation Advisor to Scottish Enterprise.

Ken serves on the Board of Advisors of MassChallenge and several ambitious start-ups, including Denkwerk GmbH in Germany; Zylinc A/S in Denmark; The Little Engineer in Lebanon; Indisys and Invenio in Spain; Izon Science Ltd in New Zealand; Naseeb Networks and Sofizar in Pakistan; Dynasil Corporation, and several MIT spin-offs in the US, including Cogito, peerTransfer, HubSpot Internet Marketing, FloDesign Sonics, Cambrian Innovation, Terrafugia, and UkuMi.

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. He has been teaching the Entrepreneurial Skills Development workshops in Europe, Lebanon, Saudi Arabia, Pakistan, New Zealand, Québec, and the US for more than 9 years.

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.

He is in the early stages of writing a book about global entrepreneurs who built great companies far from Silicon Valley and Route 128. The working title is "Making it Happen Globally".

TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANTS PRESENTATIONS

1. Framework and Definition of High Value 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 Spotfire, a Swedish Start-up
- Case Example: Meridio of Belfast goes Global

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

- Entrepreneurs, Top Business Executives, Angel Investors, VCs

4. 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

5. Managing a Global Sales Organization in Tough Times

- Critical Accounts
- Motivation

6. 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

7. Recruiting, Motivating, and Building a World Class Sales Team

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

8. 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

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de la Universitat Jaume I de Castelló

AGENDA OF THE PROGRAMME

DAY 1 - Wednesday, 13 APRIL 2011

- 09:00 - 09:40** *Welcome, Registration, and Networking.*
- 09:40 - 09:50 Address of Welcome by Paco Negre, CEO of espaitec
- 09:50 - 11:00 Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships Case
- 11:00 - 11:15 *Coffee Break*
- 11:15 - 12:30 Example: Quantifying the Customer Value Proposition
Definition of an Effective Elevator Sales Pitch
- 12:30 - 12:45 Selected Participants Practice Their Elevator Pitch
- 12:45 - 13:45 *Luncheon*
- 13:45 - 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 *Coffee Break*
- 16:45 - 17:00 Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 17:30 - 19:00 Networking Reception and Live Graded Elevator Pitch Exercise with Top Executives and Potential Customers.
- 19:30 - **21:30** *Small Networking Groups have Dinner in Local Restaurants*

DAY 2 – Thursday 14 APRIL 2011

- 09:00 - 09:30** *Welcome Coffee & Networking*
- 09:30 - 11:00 Examples of Winning Pitches
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.
Quick Discussion of the Meridio Case Study
- 10:45 - 11:00 *Coffee Break*
- 11:00 - 13:00 Recruiting, Building, and Motivating a World Class Sales Team
- 13:00 - 14:30 *Luncheon*
- 14:30 - 15:45 The Close: Completing the Sale
- 15:45 - **16:00** Wrap Up, Conclusions, and Presentation of Certificates
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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 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 and top sales executives of high potential, high growth, technology-based with advanced services SMEs:

- 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 Spain 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
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Tuition Fee

■ The Fee for the two-day workshop is €300 excl VAT per person (+ 35 € excl VAT for Wednesday Dinner)

* Companies installed in the **APTE (Spanish Science and Technology Parks Association)** pay **€150** excl VAT per person (+ 35€ excl VAT for the Wednesday Dinner)

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
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees, with contact info for future networking
4. Lunch and Cocktail on Wednesday, Lunch on Thursday, 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 and “Welcome to Barcelona!”—
- Ignasi Lamarca, Founder & CEO, Focus On Emotions, Barcelona, Spain

Registration

Registration is online and at www.entrepreneurship-spain.com

* 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:

8 April 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
- Building a World Class Sales Team
- Business Plans that Raise Money
- Critical Success Factors in Entrepreneurship

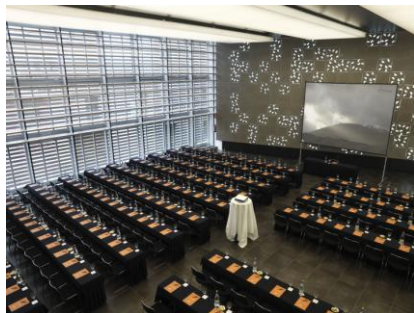
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Workshop Location

The workshop will be held in the [Nodo Saloons, Jaume I Hotel](#), Castellón, Ronda Mijares 67, 12002 Castellón, Spain. Tel: (+34) 964 250 300. Click [here](#) for the city plan & road map.



... “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

... ” 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 attend the workshop was invaluable to discuss sales experiences generally.” —

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

Hotel Accommodation & Airport/Railway Station Transfer

We can recommend The [Hotel Jaime I Castellón](#) *** Ronda Mijares 67, Castellón, E-mail: reservas@hoteljaimei.com, Web: www.civishoteles.com, Tel: (+34) 964 250 300, Single room or double room for single use, breakfast included: 53€ + VAT, [Road map](#), and [Hotel Castellón Center](#) **** Ronda Mijares 86, E-mail: reservas@hotelcastelloncenter.com, Web: www.civishoteles.com, Tel: (+34) 964 342 777, Single room or double room for single use, breakfast included: 63€ + VAT, [Road map](#).

Please contact the hotel directly to book your room. To benefit from the above mentioned special room rates, mention that you are attending the ‘Kenneth Morse Workshop’.

There is **free bus service** organized from Valencia airport and railway station. More details will be provided after registration.

General Info and Contact Address

For general information and questions, you may contact **Paco Negro** of espaitec at espaitec@espaitec.uji.es, Tel: +34 636 212 705 // +34 964 387 390, or you may e-mail Anny Roelandts at anny@entrepreneurship-spain.com.
