

Valencian Global Growth Program 3: Workshop 2

Entrepreneurial Product Marketing: Listening to the Voice of the Customer

This internationally acclaimed course is designed for ambitious Entrepreneurs, CEOs and their executive management teams from innovative, fast-growing companies. The workshop features lectures, case studies, interactive discussion, “hands-on” exercises, and the opportunity to build the foundation for a significantly enhanced marketing plan and ongoing capability.

Led by:

WILLIAM K. AULET

Senior Lecturer, MIT Sloan School of Management

Managing Director, Martin Trust Center for Entrepreneurship

Chairman, MIT Clean Energy Prize



KENNETH P. MORSE

Serial Entrepreneur, Angel Investor & Global Sales Veteran

Visiting Professor, ESADE Business School

Member, National Advisory Council on Innovation & Entrepreneurship (NACIE), Washington

Founding Managing Director (1996 – 2009),

VALENCIA, Monday-Tuesday, 20 & 21 October 2014

... “Through a methodical process and with great real world stories, Bill and Ken are able to get to the core of developing a winning business strategy in a remarkably short period of time. They bring a tremendous base of valuable real world experience and a teaching style that shows us how to apply this to the highly ambitious companies in our Global Growth Program.” —

- Mario Girard, Managing Director, Fondation de l'entrepreneurship, Québec, Canada

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Effective Product Marketing Leadership Is the Foundation for Sustained Success

The ability for companies to clearly articulate who their target customers are, and to develop a plan to align their organization's resources to create extraordinary value, is what distinguishes great companies from mediocre firms.

Developing a plan that leverages the company's assets to develop offerings -- be their products or services -- is the road map for the company's success.

In this workshop, you will learn proven techniques to develop such a plan that will produce exponential growth in revenues and profits.

Through lectures, case examples, and hands on exercises, you will build the capabilities to appropriately adjust this plan so that it becomes a process which will create sustained growth and competitive advantage for your company as it seeks to compete successfully on the global stage.

... *"The powerful and practical workshops such as this one on Entrepreneurial Marketing, have had a game changing impact on our company's performance. The instructors have been there and done it well many times; they know how to explain key strategic problems for busy entrepreneurs. Their advice is good for both tomorrow's tactics and sustained strategic success. Their wisdom has helped accelerate the exponential growth of 8D Technologies. Attending this workshop will likely pay your company important dividends for years to come."*__

- Isabelle Bettez, President & CEO,
8D Technologies Inc. Montréal, Québec, Canada

...*"The quality of the material, the dynamic and engaging style of delivery and the practical real-world examples made the workshop by Bill & Ken unlike any other I have attended. Expect to come back from the two days with a completely different perspective on how to successfully accelerate the growth of your company."*__

- Jim Black, Marketing and Business Development Manager,
Bloxx Ltd, Livingston, UK

... *"Bill's and Ken's frameworks and approaches have changed the way I run my business. When I think about marketing and sales questions, I hear their questions in my head. Who exactly is the customer? The jury? Who did I de-select? What is the value proposition? Are we keeping the main thing the main thing? Does this help or hurt alignment in my company? How am I choosing to compete with this decision? While at first it made my life harder, over time it has clarified things and the results have been outstanding."*__

- Alain-Jacques Simard, Co-founder & COO, TeraXion,
Québec, Canada

This workshop is designed to teach ambitious entrepreneurs, CEOs and their executive management teams to become much more effective in creating an outward oriented company that focuses on understanding and continually meeting the needs of its customers in a mutually beneficial and sustainable manner.

The workshop will assist new and experienced entrepreneurs and their management teams to think about their businesses differently and enhance their company's plans, capabilities and culture by challenging them in ways they may not have been doing in the past.

The workshop is highly interactive and features case studies of fast growing companies as well as many firsthand examples of young, ambitious companies similar to those attending the workshop. There will also be "live" exercises, applying the concepts presented to the participant's business with real time feedback.

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William K. Aulet

- Senior Lecturer,
MIT Sloan School of Management
- Managing Director,
Martin Trust Center for Entrepreneurship
(Formerly the MIT Entrepreneurship Center)
- Author, “Disciplined Entrepreneurship”,
Wiley 2013
- Chairman,
MIT Clean Energy Prize
- Master in Management Sciences, MIT
- Bachelor of Engineering,
Harvard University

Bill Aulet is a highly successful business leader with over 25 years of experience in all areas of high technology business operations, product marketing, and financing strategies, from startups to public companies.

... “As a technologist at heart, at first I found Bill’s emphasis on product marketing to be outside my comfort zone. However, the more I listened to him, the more I saw the logic and undeniable value. It certainly has changed the way we do business for the better. We have grown over 500% in sales and profits since the course!” —
- Zafar Khan, Founder & CEO, Sofizar, Pakistan

... “I had the very good fortune to see Bill put his entrepreneurial marketing skills to work first hand, and he is a master at it. Hard to imagine anyone doing it better – and making it fun at the same time.” —
- Thomas Massie, Founder, SensAble Devices, Vanceburg, KY, USA

Bill Aulet is the Managing Director of the [Martin Trust Center for MIT Entrepreneurship](#). He is also a senior lecturer at the [MIT Sloan School of Management](#). The center is responsible for entrepreneurship across all five schools at MIT starting with education but also extending well outside the class room with student clubs, conferences, competitions, networking events, awards, hackathons, student trips and most recently accelerators. He teaches at least three different classes per year in addition to his responsibilities of running the center. His work has won numerous awards and most recently, in April 2013, Bill was awarded the Adolf F. Monosson Prize for Entrepreneurial Mentoring at MIT. During his three year tenure as the head of the Trust Center, he has conceived, designed and overseen the implementation of many new innovative programs.

Prior to joining MIT, Bill had a 25 year track record of success in business himself. He has directly raised more than \$100 million in funding for his companies and more importantly has led to the creation of hundreds of millions of dollars in market value in those companies. He started his career at IBM getting training and experience in technical, marketing, sales, financial and international business operations and management. After 11 years, he was named a MIT Sloan Fellow which resulted in him attending MIT for a one year degree program.

Upon graduation, he resigned from IBM and became a serial entrepreneur running two MIT spinouts as the president/chief executive officer (Cambridge Decision Dynamics and then [SensAble Technologies](#)). The latter became a two-time Inc. Magazine 500 Fastest-Growing Private Company. With a presence in over 20 countries, SensAble also won more than 24 awards and was featured in Fortune Magazine, Business Week, The Wall Street Journal, and many other publications for its innovative products and strong business foundation.

In 2003, he was recruited as chief financial officer to co-lead a turnaround of Viisage Technology, a security technology company with a dual focus in the areas of drivers’ licenses and facial recognition. During his tenure of two and a half years, Viisage developed a new strategy, overhauled its operations, made three major acquisitions, executed two major fundraising rounds and as a result, its market value increased from \$50 million to over \$500 million.

Today, in addition to his work at MIT, Bill works individuals and companies to become more successful through innovation-driven entrepreneurship. From single entrepreneurs trying to launch new ventures all the way up to large multi-billion dollar corporations seeking to achieve their goals through entrepreneurship, intrapreneurship, and innovation, the same fundamentals have been successfully applied.

He also serves on the board of directors or advisors for a number of companies. He is a regularly featured speaker at management leadership programs on topics such as entrepreneurship, intrapreneurship, entrepreneurial marketing, technology innovation, creating sustainable and rapid profitable growth, financing strategies, and operational excellence.

Bill has been a co-instructor to the Entrepreneurship Ventures (K. Morse) workshops and programs for more than 8 years.

He writes as much as possible in places such as Xconomy.com, Sloan Experts, The Boston Global, the MIT Entrepreneurship Review among others.

He is the author of the book “Disciplined Entrepreneurship: 24 Steps to a Successful Start-up”, published by Wiley in August 2013.

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Kenneth P. Morse

- Serial Entrepreneur, Business Angel & Global Sales Veteran
- Chairman & CEO, Entrepreneurship Ventures Inc
- Member, National Advisory Council on Innovation & Entrepreneurship (NACIE), Washington
- Member, Telefónica Disruptive Council
- Visiting Professor, ESADE Business School
- Founding Managing Director, (1996 – 2009) MIT Entrepreneurship Center
- Board of Advisors, several ambitious startups
- Bachelor of Science, MIT Sloan School of Management
- MBA, Harvard Business School

Ken has been a high performance leader in global high tech sales and sales management for 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

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

- Christian Dittrich, Step Ahead AG

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 pharmaceutical companies throughout Europe and the Middle East. He grew the Aspen Tech EMEA organization from 22 to 200+ employees with basically zero staff turnover, and expanded sales revenue 600% - 900% with key client relationships.

In the 13 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 12 years trained more than 1,500 global entrepreneurs in an intensive on campus executive education program. Ken was named “Education All Star” by “Mass High Tech” magazine.

Since 2009 Ken is Visiting Professor at the ESADE Business School. Ken serves on the National Advisory Council on Innovation and Entrepreneurship (NACIE) of President Obama (Washington) which launched “Startup America”, the “JOBS Act”, and other initiatives. He is also a member of the Council on Foreign Relations (NYC).

Ken’s interest in innovation and launching global sales for 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 European and 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 1980 when he co-founded 3Com Corporation, he has focused on building global technology-based businesses.

A dozen years ago he formed Entrepreneurship Ventures Inc., convening an experienced team of practitioners and serial entrepreneurs to deliver Entrepreneurial Skills Development workshops and programs in Colombia, Canada, Europe (Norway, Romania, Scotland, Spain, The Netherlands), in Turkey, the Middle East (Lebanon, Jordan, Saudi Arabia, Syria, UAE), in Pakistan and New Zealand.

In the U.S., Ken serves on the Board of Advisors of several MIT spin-offs including [Cambrian Innovation Inc.](#), [Cogito Corporation](#), [Concentric Power Inc.](#), [Connectcloud Inc.](#), [FloDesign Sonics](#), [HubSpot Internet Marketing](#), and [Terrafugia](#).

Elsewhere, Ken serves on the Board of Advisors of several ambitious global startups, including [Denkwerk GmbH](#) in Germany; [Zylinc Ltd](#) in Denmark; [Izon Science Ltd](#) in New Zealand; [Naseeb Networks Inc.](#) and [Sofizar Ltd](#) in Pakistan, [NewTrax Technologies Inc.](#) and [ESKI Inc.](#) in Québec, [Invenio learn.by.doing](#) and [Ozongq](#) in Spain, and [DataSpell](#) in Turkey.

During 2013, two young companies in Spain advised by Ken achieved important milestones: one was sold to Intel and the other received a major infusion of foreign capital, creating more high value jobs in Andalusia and Valencia.

Ken speaks fluent French and some Chinese. When he is not helping young companies to succeed, Ken enjoys sailing his 50-year old wooden boat with his family around Cape Cod.

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TOPICS, CASE STUDIES, EXERCISES, and PARTICIPANTS PRESENTATIONS

1. **Definition of Entrepreneurial Product Marketing: What it is, and what it is not; and why it matters**
2. **The Role of Entrepreneurial Product Marketing in Well Run Entrepreneurial Ventures**
3. **The Implementation Framework for Entrepreneurial Marketing**
 - The often overlooked starting point
 - The definition of ‘technology push’ vs. ‘market pull’ and the significance of each
 - Potential options to competing, and how to chose the appropriate option
 - The elements of the Marketing Plan

...“Bill really helped us get started on determining how to commercialize some raw technology into a viable and potentially explosive business. In a relatively nice way, he asked tough questions that made us uncomfortable and ultimately drew out of us what were the right answers. We learned a lot and I doubt we could have done it on our own.”—

- Georg Nissen, Development Manager, Science, Danfoss Universe and Former Director, Danfoss Ventures, Nordborg, Denmark

4. **The Importance of Business Models and Examples of Different Varieties**
 - The Power of Vertical Marketing
 - Inbound Marketing
5. **The Appropriate Role of Marketing Communications**
6. **Multiple Case Studies to Demonstrate the Application of the Implementation Framework and the Art of Making Adjustments**
7. **Key Concepts for Entrepreneurial Marketers**
 - The important principals of “Crossing the Chasm” and how to apply them
 - The relevant lessons of “Blue Ocean Strategy” and how to integrate them into your planning
 - Pricing models and guidelines
8. **Interactive Construction and Application of the Elements of the Entrepreneurial Product Marketing Plan**
9. **Presentation of Outline for Marketing Plan**
10. **Personnel Requirements for Successful Deployment of an Ongoing Entrepreneurial Product Marketing Operation**

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AGENDA OF THE PROGRAM

DAY 1 - Monday, 20 October 2014: The Basics and Examples in the Real World

- 09:30 - 10:00** *Welcome, Registration & Networking*
- 10:15 - 10:30 Intro & Desired Outcomes of the 'Entrepreneurial Product Marketing' Workshop
- 10:30 - 11:00 Introduction of Selected Companies
- A few selected companies will give a brief overview of their business
 - Focus will be on CEO's biggest headache or constraint to growth
- 11:00 - 11:15** *Break*
- 11:15 - 12:00 Critical Success Factors in Entrepreneurial Product Marketing
- Entrepreneurial Marketing Framework and Process
 - "Technology Push" vs. "Market Pull"
 - Choosing How to Compete
- 12:00 - 13:15 SensAble Technologies and Brontes Technologies Case Studies
- The "Crossing the Chasm" challenge in high technology, and how to make it positive for you
 - Examples of how to successfully build customer focused companies from a technology base
 - Utilizing the latest internet tools to do "Inbound Marketing" and dramatically improve your marketing while simultaneously reducing costs
- 13:15 - 15:00** *Lunch* & The Importance of, and How to Give a Great Elevator Pitch
- Teams are formed around projects which will be the focus of applying the principals learned
 - Each participant prepares and practices an elevator pitch for the evening
- 15:00 - 15:30 Viisage Case Study
- How to turn around a company given its existing course and speed
 - The importance of hearing what the customer is really saying, and not what you want to hear
- 15:30 - 16:15 Entrepreneurial Marketing Communications
- How to know when the timing is right for "MarCom"
 - What MarCom is, and *what* it is not
 - Inbound Marketing applied
- 16:15 - 16:30** *Break*
- 16:30 - 17:00 Perspectives on Pricing: Lessons Learned
- The importance of pricing and the exposure
 - Considerations in developing company pricing strategy
 - Competitive tactics
- 17:00 - 18:15 Inbound Marketing Principles
- How to complement, integrate with, and potentially displace traditional "MarCom"
 - What Inbound Marketing is most effective for and what it is not
 - Inbound Marketing applied in real cases
- 18:15 - 18:30 Logistics for Elevator Pitch
- 18:30 - 18:45 What is Your Elevator Pitch? Participants Develop & Refine Pitches
- 18:45 - 20:00 Cocktail & Elevator Pitch Exercise – Chance to Test Your Skills & Get Feedback
- 20:00 onwards** *Networking Supper with the Judges, Coaches, Instructors & Organizer.*
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AGENDA OF THE PROGRAM

DAY 2 - Tuesday, 21 October 2014: Specifics, Execution & Customization

08:45 - 09:00 *Welcome Coffee & Networking*

09:00 - 09:30 Q & A for Day #1 Topics + Awards and Best Pitches

09:30 - 10:30 The Power of Vertical Marketing - Spotfire Part II

- The need to visualize global markets, and bridge to where these markets are
- Successfully cross-selling and working across borders

10:30 – 11:00 Discussion of Business Models to Optimize Success and Gain Competitive Advantage

- A discussion of various business models to optimize monetization of value created
- How to choose the business model most appropriate for your venture

11:00 - 11:15 *Break*

11:15 - 12:15 Overview of “Blue Ocean Strategy” Marketing

- How to change the rules of the game to produce new profitable markets
- Avoiding the mistakes of traditional ‘red ocean’ marketing

12:15 - 13:00 Selected Marketing Plan Presentations with Real Time Feedback

- See your Course Manual for outline of the suggested structure of marketing plan presentation

13:00 - 14:30 *Lunch & Applying Lessons of the Workshop to Build Personal Marketing Plans*

- Real time feedback at the lunch tables by instructors

14:30 - 15:00 Review of Participant Kit, Follow up Responsibility, and Time Tables

15:00 - **15:30** Wrap Up, Conclusions & Presentation of Certificates.

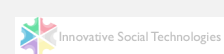
...”This workshop was outstanding. The material was very valuable and presented in an engaging and practical manner. Ken & Bill know their material from real world experience and were able to make it applicable to our situation. The interactivity was great. I look forward to the next workshop.” __

- Javier Darriba, Founder & CEO, Xperience Consulting, Barcelona, Spain

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What are the Key Takeaways?

- **To achieve rapid, profitable and sustainable growth**, a company needs a strong marketing plan which results from Entrepreneurial Product Marketing (EPM). It is the first job of a CEO and the executive management team to build a market plan that clearly identifies who the company's target customers are, what the company's offering will be, what value this offering will deliver to the customers, how it will be profitable for the company, how the company will retain a competitive advantage in delivering this value, and what the resources are needed to enable the company to fulfill this plan? The ultimate responsibility for this plan rests with the CEO: it cannot be outsourced or delegated.
- **While a plan must be developed, equally important is developing a culture and capability** for entrepreneurial marketing because ongoing adjustments and changes will certainly be required, and the company must be able to adapt successfully to new market information.
- **EPM is not marketing communications.** EPM is about determining the right product-market map for your company and then deciding how to deliver against it. Brochures, web sites, public relations and logos come after this work is done well. For marketing communications to be done effectively, EPM needs to be done first.
- **The number one reason why small companies fail is a lack of focus.** Everyone likes to select markets but only the professional and disciplined product marketer understands that to be effective you must also aggressively *deselect* markets.
- **EPM is your company's North Star that** provides the guiding light for the rest of the company. If it is not clear and correct, the rest of the company will be sub-optimized.

Who is Eligible to Participate?

The CEOs, managers and top marketing executives of high potential, high growth B2B companies, including Technology and Product Development Executives, who

- are committed to improving the company's revenue and profit performance, and
- are willing to think differently about their business, and
- are interested in having more motivated and satisfied employees and customers, and
- are willing to make hard decisions to make their business stronger, and
- are interested in developing a company that can successfully compete on the global stage, and
- prepare and send in the company presentation in due time, and
- submit a complete 'Profile' to include in the NETWORKING BOOK, with electronic photo, full company & contact details, background info and motivation to attend, and
- receive a confirmation of participation, and pay the Fees.

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Participation

Participation in this workshop, and in the VGGP3 is upon application only.

Please contact **Elena Besalduch** from Business Innovation at [<ebesalduch@ib-businessinnovation.com>](mailto:ebesalduch@ib-businessinnovation.com) for the participation terms and conditions.

Application Deadline ws2:

14 October 2014

The Workshop offers:

1. Networking Cocktail and Tapas with invited guests:
 - Leaders of the Entrepreneurial and Business Community
 - Executives of the local Innovation Ecosystem
 - Successful “Alumni” from previous Courses and Programs
 - Mentors, Business Angels and Venture Capitalists
2. Course Book with all Case Studies and Presentations
3. Networking Book of Attendees (for future networking)
4. Lunch, Cocktail & Tapas on Monday, Lunch on Tuesday, plus continuous Beverages and Snacks throughout the two Days

Networking

To allow follow ups during & after the workshop and/or the Program, and to optimize the networking among the participants, instructors, coaches and mentors, we are producing a **NETWORKING BOOK**

After your participation is confirmed, we will e-mail you a ‘Profile’ for you to FULLY complete in ENGLISH and return to us to include your professional profile & contact details in the NETWORKING BOOK.

Workshop Language

English

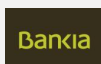
Course Materials

- Critical Success Factors in Entrepreneurial Marketing
- Criteria for Evaluating an Entrepreneurial Marketing Plan
- Overview of “Crossing the Chasm” by Geoffrey Moore in Wikipedia
- “The Power of Vertical Marketing” by Ken Morse
- Overview of “Blue Ocean Strategy” by Chan Kim & Renee Mauborgne in Wikipedia
- “The Advantages of Closing a Few Doors,” Article, *New York Times*
- Wall Street Journal Article about “SensAble Technologies”
- “Spotfire” Case Study, from HBS
- ”Disciplined Entrepreneurship,” Book by Bill Aulet, Wiley, August 2013

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Workshop Location and Hotel Accommodation

The workshop will be held at the conveniently located [SH VALENCIA PALACE HOTEL](#), Paseo Alameda 32, 46023 Valencia. Tel (+34) 96 3375037, E-mail: valencia.palace@sh-hoteles.com.

If you need a hotel room, please call [SH VALENCIA PALACE HOTEL](#) and mention 'Business Innovation' to benefit from special room rates.

General Info and Contact Address

For general information about this workshop and/or the full program, check out <http://www.valencianglobal.com>. For any further info or questions, and to apply, your contact persons are [Elena Besalduch](#), (+34) 6767 40073, ebesalduch@ib-businessinnovation.com, and [Cristina Andrés](#), (+34) 6150 78488, candres@ib-businessinnovation.com. You may also e-mail [Anny Roelandts](#) from Entrepreneurship Ventures at anny@entven.com.

... "The great thing about Bill's entrepreneurial marketing framework is that it was clear thinking that was actionable, and was presented in an inspiring way. It certainly helped our business get off the ground in a successful manner."__

- Jon Mapel, Founder & CEO, Covalent Solar, Cambridge, MA, USA, and winner of the MIT Student Clean Energy Prize 2008

Meet with all the Partners & Sponsors of VGGP 3

