

Valencian Global Growth Program 3: Workshop 1

Global Sales Strategies for Ambitious Spanish Entrepreneurs

A high quality seminar and workshop for Entrepreneurs, CEOs and senior sales executives from innovative, fast-growing Spanish companies, featuring case studies and lectures, short movies, 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, Angel Investor & Global Sales Veteran

Visiting Professor, ESADE Business School

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

Founding Managing Director (1996 – 2009), MIT Entrepreneurship Center



LAURA BARKER MORSE

Recruiting & Team Building Expert

Managing Director, Entrepreneurship Ventures Inc.

Human Capital Partner (1999 – 2008), Atlas Venture London, Paris, Munich, and Boston

VALENCIA

Tuesday-Wednesday, 30 September & 1 October 2014

...“Participating in the Valencian Global Growth Program has been a really positive, eye-opening, and valuable experience. Many of the things said were known and others were just plain common sense. However, they were situated in a new perspective, allowing the participants to consider issues from different angles and creating a framework for the whole business and development process. Moreover, attending the EDP at MIT is awesome, great, exhausting and amazing. In a nutshell: world class training and coaching from top-notch instructors & serial entrepreneurs.” —

-Daniel Vicente, Managing Director, Tecatel, Valencia

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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 ‘Valencia Global Growth Program’ has been a milestone in the history of TSB. Being part of this program has allowed me & my team to learn, think and intensively execute by giving a new approach to the global vision of our business model. This momentum was driven by a great team of instructors & coaches, who have given us the best training, and access to a wide network of contacts. Highlight of the training program was the Entrepreneurship Development Program (EDP) at MIT. One week long, 150 entrepreneurs from all over the world get together and work in teams to create a start up just from the initial idea. This process is so intense than at the end of the week you feel like you have been working with this people for months. Thanks to Laura, Ken and the Business Innovation team for this enriching experience!!”

-David Dominguez, Business Development Manager, TSB, Valencia

...“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 we fail desperately when they try to sell them in the global market. Ken exactly pinpoints 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

... “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, VGGP leading Instructor

... “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 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 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.

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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, Germany

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 Ozonqo in Spain, and DataSpell in Turkey.

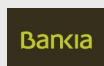
During 2013, two young companies in Spain advised by Ken achieved important milestones: one was sold to Intel and the other received a major infusion of foreign capital, creating more high value jobs in Andalusia and Valencia.

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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Laura Barker Morse

- Managing Director, Entrepreneurship Ventures Inc., Boston, MA, USA
- 2009 Co-instructor with Prof. Diane Burton at MIT Sloan School: “Designing & Leading the Entrepreneurial Organization”
- Former Human Capital Partner, Atlas Venture London, Paris, Munich, and Boston
- Former Senior executive with S.W.I.F.T. sc, Belgium
- Prior twenty years as a Partner with Leading Global Executive Search Consultancies: Russell Reynolds Associates and Heidrick & Struggles in Chicago, Boston, and Brussels
- B.A. and graduate work, University of Iowa, Elected to Mortar Board

Laura Morse has deep experience in strategic human capital issues including recruitment, organizational development, and total reward and compensation systems.

... “I have worked with Laura for years on numerous engagements for Atlas Venture’s portfolio companies and she is the best advisor to entrepreneurial firms and their management teams in the HR arena that I have ever worked with. Laura is sharp, insightful, highly knowledgeable and able to balance multiple, competing interests. She is also a true pleasure to work with” —

- Jack Connell, CEO, DolmatConnell & Partners, Boston, MA, USA

Laura Barker Morse started Entrepreneurship Ventures Inc., a consulting and coaching practice, in 2008 in response to requests from startups in Scotland, Spain, Québec, and the Boston area.

From 1999 - 2008, Laura was Human Capital Partner at Atlas Venture, the largest transatlantic early stage technology venture capital firm. She worked closely with Atlas portfolio companies in Europe and the US on strategic human capital issues including recruitment, development, and reward systems. She acted as her firm’s senior human resource professional and as liaison with consultants and preferred providers of recruitment, compensation, and human resources.

Prior to joining Atlas Venture, Laura worked in Brussels for S.W.I.F.T. sc, the global financial telecommunications consortium, where she reported to the CEO during a strategic reorganization and led management planning, worldwide recruiting and expatriate services. Laura recruited over 250 European and Asian executives.

Before that, Laura spent twenty years in technology executive search with Russell Reynolds and Heidrick & Struggles. She joined Russell Reynolds in 1977 in Chicago and helped open their Boston office in 1981. As Managing Director and global Practice Leader of the Venture Capital practice, she worked worldwide with venture firms and their portfolio companies. In 1991, she joined Heidrick & Struggles as a Partner in their Technology practice, relocating to their Brussels office in 1992.

Laura is a graduate of the University of Iowa where she was elected to Mortar Board. She is a frequent speaker on recruiting, team building, and career planning at workshops around Europe, and also leading business schools including Solvay (Belgium), Harvard Business School, and MIT/Sloan.

Laura served for ten years as a Trustee of The Computer Museum, and is currently a Trustee of the Museum of Science (Boston), and a Trustee of the Mass General Hospital Physicians Organization. She is a member of Hestia, a charitable giving circle and the Steering Committee of the Women’s Cancers Program Executive Council of the Dana Farber Cancer Institute. Laura currently serves on the Board of Advisors of Aura Biosciences, a nanotechnology biotech start up, and Fiabee, a Barcelona-based software startup, and also advises other tech start-ups in Barcelona, Scotland and Boston.

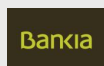
... “Laura Barker Morse is one of the true worldwide experts in the field of Human Capital. As Chairman and/or CEO of multiple Atlas Venture portfolio companies, I rely on Laura’s expertise when it comes to the critical HR matters including the recruitment of executives and board directors, executive compensation analysis, and the creation and implementation of retention or bonus programs. With 30+ years of worldwide experience in the field, Laura’s coaching gets directly to the matter at hand and consistently provides unique perspectives for a quick resolution.”

- Gerald W. Wesel, Former Chairman, ORTHEGON Networks, Bath, UK and Ellacoya Networks Inc., Merrimack, NH, USA

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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

...“I attended the global sales workshop with a colleague and we both frequently refer back to the course notes. The program helped Commtest crystallize our sales strategy for our upcoming financial year. We came away thoroughly invigorated and better informed than we expected.”__

- John Cochrane, General Manager, Commtest Instruments Ltd, New Zealand

5. Managing a Global Sales Organization in Tough Times

- Critical Accounts
- Compensation
- Motivation

6. 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

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

8. Business Plans that Raise Money

9. Critical Success Factors in Entrepreneurship

10. Group Exercises and Presentations of the Value Proposition

...“The Global Sales Strategies for Ambitious Entrepreneurs” workshop 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

...“Ken & Laura are a great mix of thinkers, practitioners, story tellers and charismatic presenters. They also have a nice sense of humor. This allows them to be very effective with entrepreneurs who have a similar construct. Their instruction has been fun to participate in and very helpful to our growth, strategy, and bottom line results.”__

- Helmut Kirchner, CEO, Cybertec, Trieste, Italy

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AGENDA DAY 1 – Tuesday, 30 September 2014

- 09:00 - 09:30** *Registration, Networking, and Welcome Address*
- 09:30 - 10:45** Framework and Definition of High Value Sales, Sales Management, and Building Predictable Strategic Customer Relationships
- 10:45 - 11:00** *Break*
- 11:00 - 12:15** Case Example: Quantifying the Customer Value Proposition
Definition of an Effective Elevator Sales Pitch
- 12:15 - 12:30** Selected Participants Practice Their Elevator Pitch
- 12:30 - 14:00** *Lunch & Networking with the Coaches*
- 14:00 - 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
- 15:15 - 15:30** *Break*
- 15:30 - 16:30** Managing a Global Sales Organization in Tough Times: Critical Accounts, Compensation, Motivation, Q-to-Q Performance
- 16:30 - 17:30** Communicate your Value Proposition to CEOs of Prospective Customers: Practice your Elevator Sales Pitch
- 17:30 - 18:00** Participants Fine Tune & Practice their Elevator Sales Pitch
- 18:00 – 19:30** Live Graded Elevator Pitching Exercise with Top Executives and Potential Customers
- 20:00 – 22:00** *VGGP3 Company CEOs and Coaches: Dinner + Goal Sharing.*

AGENDA DAY 2 - Wednesday, 01 October 2014

- 09:00 - 09:15** *Welcome Coffee & Networking*
- 09:15 - 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.
- 11:00 - 11:15** *Break*
- 11:15 - 12:45** Recruiting, Building, and Motivating a World Class Sales Team
- 12:45 - 14:00** *Lunch & Networking with the Coaches*
- 14:00 - 15:30** The Close: Completing the Sale
- 15:30 - 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, Valencia B2B companies with a turnover of €1 million in the past 12 months

- 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 venture, and
- who submit a complete profile with full company & contact details, background info and a photo to include in the NETWORKING BOOK, and
- who obtain a confirmation of participation, and pay the Fees..

... "I 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, 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 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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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 ws1:
24 September 2014

The Workshop offers:

1. Networking Reception with special 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, with future networking
4. Lunch, Cocktail & Dinner on Tuesday, Lunch on Wednesday, plus continuous Beverages and Snacks.

...“Ken’s ‘Global Sales Strategies’ 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, Strategic Marketing Manager, HP Spain

Networking

To allow follow ups during & after 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

- “Global Ambition, Global Sales” White Paper by Ken Morse
- “Critical Success Factors in Entrepreneurship” by John Preston
- “Spotfire” Case from HBS with Discussion Papers
- Extensive Lecture Materials, including ROI Case Study
- Criteria for Grading and Evaluating Elevator Sales Pitches
- Building a World Class Sales Team
- Fast Company Article on HP

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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>.

...“At no time in my sales career have I been investing so much energy in formulating precisely my elevator pitch. The Global Sales workshop showed the participants quite plainly the absolutely top importance of those ‘unerring’ 55 seconds.” __

- Stefan Schäfer, Lufthansa Systems Network GmbH, Germany

Meet with all the Partners & Sponsors of VGPP 3



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