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# Managerial Excellence Series: Creating Shareholder Value Through Entrepreneurial Operational Excellence

This workshop for managers of companies of all sizes uses case studies, lectures, interactive discussions, and participant presentations to educate attendees on how to more effectively create shareholder value in their organization through operational excellence. The instructor leverages the lessons learned in his own personal experiences in running companies coupled with MIT's extensive knowledge gained through the study of hundreds of MIT spinoff companies. At the end of the workshop, each attendee will better understand the theory, the best practices and, most importantly, the practical application of new techniques to significantly improve his or her organization's operations.

Led by:

**WILLIAM K. AULET**

Senior Lecturer, MIT Sloan School of Management, and  
Entrepreneur in Residence, MIT Entrepreneurship Center  
Cambridge, Massachusetts, USA

**Monday/Tuesday, 05 - 06 November 2007, KARACHI - Pakistan**

*... "This workshop was an excellent and effective vehicle for changing the clock speed of collaboration among our senior management team. It was instrumental in building the awareness that together we can be a potent force in our drive towards service excellence and market share." —*

*Kokab Mirza, CEO Automotive Division, Abdullatif Alissa Group, Saudi Arabia*



The Organizers



# Operational Excellence Creates Sustainable Competitive Advantage

The ability of your organization to deliver sustainable value to your stakeholders will be determined by the quality and effectiveness of your operations.

Great technologies and/or strategies will quickly be rendered irrelevant if your company is not able to achieve consistent alignment and excellence in execution. Studies have shown that high performing companies have a relentless focus on the quality of their operations.

■ Attending this workshop will help you learn the latest best practices to create optimal shareholder value for your situation and help you gain a sustainable competitive advantage in the marketplace.

*... "I came to see in my time at IBM that culture isn't just one aspect of the game - it is **the game**. In the end, an organization is nothing more than the collective capacity of its people to create value."* —

*Louis V. Gerstner, Former Chairman IBM*

*... "I was truly impressed with the material provided and even more by the many relevant examples shared with the group."* —

*Laurent Simoneau, CEO, Coveo Solutions, Inc.*

■ This workshop is designed specifically for CEOs and their senior management team of ambitious and rapidly growing companies. The workshop has proven extremely valuable for the management of large, established companies who are seeking ways to improve their operations as well.

■ Attendees must be open to new ideas and have a passion for improving their operations.

The instructor uses his first hand experience and studies of the vibrant entrepreneurial companies that come out of MIT, to convey state of the art practices in business planning, investment planning, pricing, customer loyalty, human resources, promoting innovation, corporate governance and control systems, and then show how they can be most effectively deployed.

■ Attendees will learn concrete actions to take, that will help them return to their organization and increase shareholder value and gain sustainable competitive advantage.





## William K. (Bill) Aulet

- Senior Lecturer, MIT Sloan School of Management, and Entrepreneur in Residence, MIT Entrepreneurship Center
- Serial Entrepreneur and successful Business Executive
- Master in Management Sciences, MIT, 1994
- Bachelor of Engineering (honors), Harvard University, 1980

Bill Aulet is a highly accomplished business leader with a track record of success of over 25 years. He has raised over \$100 million in funding for his companies and directly created hundreds of millions of dollars of market value.

Bill started his career at IBM culminating with being named a prestigious MIT Sloan Fellow in 1993. Upon graduation in 1994, Bill became a serial entrepreneur running two MIT spinouts as the President/CEO, of both Cambridge Decision Dynamics, and then SensAble Technologies. The latter became a 2 time *Inc. Magazine* 500 Fastest Growing Private Company. With a presence in over twenty countries, SensAble also won over two dozen awards and was featured in *Fortune Magazine*, *BusinessWeek*, *the Wall Street Journal* and many other publications for its innovative products and strong business foundation.

In 2003, Bill was recruited to help turn around publicly traded Viisage Technology, a security technology company as the Chief Financial Officer.

At the time of his arrival, Viisage was losing \$2.4M per quarter and had a market value of approximately \$50M. Working quickly to develop both a new strategy and a culture of innovation and strong execution, the Company achieved a dramatic transformation in his two and a half year tenure. Viisage made three major acquisitions and executed two major fundraising rounds totaling over \$55 million including a highly successful public offering led by J.P. Morgan and UBS. During this timeframe, the market value for Viisage increased from approximately \$50 million to over \$500 million.

In 2005, Bill became a full time Entrepreneur in Residence at the MIT Entrepreneurship Center and was appointed Senior Lecturer at the MIT Sloan School of Management. In this capacity, Bill has been able to positively apply his knowledge and experience to assist students, new ventures and established firms of all sizes to become more successful. At MIT, he has taught and worked with hundreds of entrepreneurs and executives. Bill has also been engaged around the world to do onsite in depth work with a full spectrum of companies ranging from a single entrepreneur trying to launch a new venture to large corporations such as Hewlett-Packard, Microsoft, Mobilink and Saudi Aramco to help them more effectively achieve their goals.

Bill also serves on the board of a number of highly innovative companies including TechnoSciences Inc., TeraXion, LxSix Photonics Inc., and Xconomy Inc. His particular areas of interests are entrepreneurship, technology innovation, and superior performance through alignment. In the past two years, Bill has also taken a special interest in improving the entrepreneurial ecosystems and advising firms in the Middle East and South Asia, making regular visits.

Bill Aulet graduated in 1980 from Harvard University with honors in engineering. In 1994, Bill earned an MMS degree in business management from MIT's Sloan School of Management as a Sloan Fellow. Bill is a former professional basketball player who is a regular featured speaker at management leadership programs in the United States and around the world.

... "Bill Aulet's ability to thoughtfully mix the theory with his tremendous experience made this workshop extraordinary valuable to me in understanding how to apply to the challenges I face." \_\_\_

*Isabelle Bettez, CEO, 8D Technologies*



## What Makes this Workshop Unique?

By working on a daily basis with the most cutting edge entrepreneurial ventures, the instructor has visibility and direct experience with the best new business practices. From this vantage point, the instructor knows what works and what does not work, based on his experience and what is learned in MIT's real world class "laboratory" for new ideas and best practices. Specifically:

- A Bank Boston study of entrepreneurship at MIT in 1997 found that the over 4,000 companies (well over 5000 today) started by MIT alumni have created over 1.1 million jobs and approximately \$232 billion in annual revenues. If this were at standalone economy, it would have been the 24th largest in the world following South Africa. In the past ten years since the study, the pace of innovation and new venture creation has further accelerated in and around MIT.
- The instructor has run three MIT spinout companies himself. In his role as Entrepreneur in Residence at the MIT Entrepreneurship Center, he has advised or studied hundreds of others. His knowledge of the latest successful best practices helped formulate the basic concepts for this workshop. His experiences also provide the wealth of practical examples which make the workshop so useful to participants.

## Who Should Attend?

This workshop is extremely valuable for two groups:

1. The CEOs and the top management team of ambitious, rapidly growing companies.
  2. Innovative executive managers of established companies who are seeking new ways to improve their operations and gain competitive advantage
- Applicants must write 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
  - be willing to nominate a team of 8-12 participants for the program. Individual applications will not be considered; however, in special cases, OPEN and the Entrepreneurship Pakistan Network may consider a smaller team of nominees, led by their CEO.
  - submit a complete registration form with electronic photo and full address details (work, home & mobile telephone number, etc.) to the Entrepreneurship Pakistan Network, and
  - pay the Fees in advance, and obtain a confirmation of registration

## AGENDA OF THE PROGRAMME

### DAY 1 - Monday, 05 November 2007

- 09:00 – 09:20 Registration, Address of Welcome, and Networking
- 09:20 – 09:30 Introduction and Overview (Desired Outcomes of this Programme)  
■ The introduction and overview of the objectives of the workshop
- 09:30 – 10:00 Situational Analysis  
■ Strengths, Weaknesses, Opportunities and Threats  
■ Assessment of Attendees' Operations
- 10:00 – 10:30 Entrepreneurial Marketing as the Guiding Light for Alignment and High Performance
- 10:30 – 12:00 Business Planning that Generates Success
- 12:00 – 13:30 Lunch and Team Formation
- 13:30 – 14:45 The Life Cycle of Innovation and New Organizations
- 14:45 – 15:30 Important Consideration for Investment Planning
- 15:30 – 16:00 Pricing and Creative Thinking About Business Models
- 16:00 – 16:15 Coffee Break
- 16:15 – 17:00 Appropriate Level of Controls (ATH Technologies Case Study)  
■ Measuring Progress  
■ Creating Positive Incentives  
■ Maintaining Quality
- 17:00 – 18:30 Teams Work on Assigned Operational Excellence Projects
- 18:30 – 19:30 Networking Reception with Guest Speaker

## AGENDA OF THE PROGRAMME

### DAY 2 - Tuesday, 06 November 2007

- 09:00 – 09:30      The Tremendous Leverage of Customer Loyalty and Client Retention
- 09:30 – 10:15      It is All About the People – Part I
- 10:15 – 11:15      It is All About the People – Part II
- 11:15 – 11:30      Coffee Break
- 11:30 – 12:30      Fostering an Environment that Promotes Innovation
- 12:30 – 13:30      Lunch and Discussion on Effective Corporate Governance
- 13:30 – 14:30      Case Study in Operational Excellence: Google, Inc.
- 14:30 – 15:30      Teams Work on Operational Excellence Projects
- 15:30 – 16:15      Team Presentations of Plans to Improve Operations with Real Time Feedback
- 16:15 – 16:30      Closing Session
- Summary of Lessons Learned
  - Presentation of Certificates

*... "This workshop was a smash hit with our CEOs and CFOs. It was universally rated as being of extremely high value to all participants. The importance of business basics became very clear and a practical road map on how to improve our operations in the key areas was laid out by Bill in the workshop. I dare say, he even made it interesting and inspiring for our business leaders." —*

*Mario Girard, Former CEO of Nstein Technologies and Manager for the Québec Program 10 x 20, Canada*



## Participation Fee

The Fee for the two day workshop is US\$ 15,000 for a team of up to 12 participants from the same company

### The Fee includes:

1. Networking Reception and Cocktail with guest speaker and special invited guests:
  - Leaders of the Entrepreneurial and Business Community
2. Course Book with all Case Studies and Presentations
3. Photo Book of Attendees (for future networking)
4. Lunch and Cocktail on Monday, Lunch on Tuesday, plus continuous Beverages and Snacks

## Registration

Please go to [www.entrepreneurship-pakistan.com](http://www.entrepreneurship-pakistan.com) and complete the online Registration Form.

Registration and Payment Deadline:  
**22 October 2007**

## Workshop Language

English

## Course Materials

- Case Study in Operational Excellence: Google, Inc.
- Case Study in Appropriate Level of Controls: ATH Technologies, Inc.
- Extensive Lecture Materials, including all case studies and presentations

*... "This workshop made very clear how fundamental Human Resource management is to my success and then gave me concrete steps on how to make it a competitive advantage for my organization." —*

*Bernard Drouin, CEO, Pultrall Inc.*



## Workshop Location

The workshop will be held in Karachi. The exact location will be communicated by e-mail after registration.

*... "Genius is 1% inspiration and 99% perspiration. Accordingly, a genius is often merely a talented person who has done all of his or her homework." —*

*Thomas Edinson*

## Contact Addresses

For general information and questions, please contact:

- Asad Zaidi from MDi, Management Development Institute, at [mdi@thamesportal.com](mailto:mdi@thamesportal.com), T +92 300 8540422
- Syed A. Azhar Rizvi from OPEN, The Organization of Pakistani Entrepreneurs, at [azhar.rizvi@thks.com.pk](mailto:azhar.rizvi@thks.com.pk), T +92 300 8282649
- John Robinson from the MIT Entrepreneurship Center, at [johnrob@MIT.edu](mailto:johnrob@MIT.edu)
- Anny Roelandts from the Entrepreneurship Pakistan Network, at [anny@entrepreneurship-pakistan.com](mailto:anny@entrepreneurship-pakistan.com)

