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Topic	Information
Facilitator	Bob Lerner, MBA, CEO (Ret.) Mark Kozak-Holland PhD, PMP, IPMA-D, Cert. APM
Series	 <p data-bbox="812 300 1531 522"><i>This series uses relevant case studies to examine how historical projects and emerging technologies of the past solved complex problems. It then harvests the lessons learned on these past projects and applies them to today's projects.</i></p>
Workshop Title	Entrepreneurial Thinking Applied to Projects
Summary Description of Workshop	<p data-bbox="423 564 1531 762">Entrepreneurial Thinking is normally associated with product creation and product innovation but this course looks to assist the workshop attendee in the application of entrepreneurial thinking to the discipline of Client Management. Client Management, <i>for the purpose of this daylong workshop</i>, is the comprehensive set of strategies, processes and techniques used to manage and improve all elements of the client relationship and includes:</p> <ul data-bbox="472 766 1482 940" style="list-style-type: none"> • The quality of the service or product delivered • Maintaining and enhancing the project's, service's or product's ongoing visibility with the client • Ensuring the strength of the relationship with the client • The integrity of ongoing communication with the client <p data-bbox="423 974 1531 1241">This interactive full-day session is centered around four case studies drawn from ancient Roman entrepreneurs that focus on the benefits that can accrue from entrepreneurial thinking when applied to the management of the client relationship. Additionally one case study that examines the cost of failing to focus on the client relationship is used to show the negative ramifications of ignoring the importance of client management when pursuing one's objectives. It is the ancient case studies and their application to the modern business world that that makes this workshop unique. The Five Ancient Roman Case Studies include:</p> <ol data-bbox="423 1274 1531 1873" style="list-style-type: none"> 1. Eurysaces is thought to have operated his bread making business in the last few decades before the birth of Christ. Eurysaces' tomb, which still stands in Rome today, will be studied to demonstrate the importance of effective communications and ongoing visibility to the client management process. 2. Eumachia, a wealthy widow thought to have conducted her business very late in the last century before the birth of Christ, possessed significant business interests in sheep herding and the woolen trade. Eumachia, who demonstrated what we would now call innovative stakeholder management techniques in support of her business interests, constructed a huge edifice in the center of ancient Pompeii. From the remains of her building still to be found in the ruins of Pompeii and its surviving inscriptions, the importance of relationship management for the modern client will be studied. 3. Scaurus operated a fish sauce production and distribution business in the city of Pompeii, and is thought to have been alive when Mt. Vesuvius erupted in 79 AD. Scaurus controlled nearly 30% of the local market for his sauce (called garum). This case study will explore Scaurus' innovative methods of communicating the quality of

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	<p>his products to his ancient and often illiterate customers.</p> <p>4. Pliny the Younger was a wealthy Roman Senator as well as an imperial advisor, lawyer, financial administrator, author and Tuscan vineyard owner. Among Pliny’s surviving letters is one describing his actions during a grape price collapse that affected his vineyards in 107 AD. Pliny’s grape buyers, who purchased his grapes on “spec” while still growing on the vine, potentially faced financial ruin. Pliny resolved to implement an innovative rebate program that offered financial benefit to his grape buyers and financial stability for his vineyard. As a result Pliny showed the benefits of placing a greater emphasis on long-term relationships rather than short-term profits.</p> <p>5. Marcus Crassus was the wealthiest Senator in the Roman Republic with assets estimated today at \$11 billion dollars and helped to finance a young Julius Caesar's political career. Crassus is also known to history as one of the greediest men of all time, capitalizing on the misfortunes of others to accumulate his great wealth and for the attendees of this workshop, will be shown to represent the worst of client management.</p>
<p>Learning Objectives Purpose/Benefits</p>	<p>In this workshop you will learn what Entrepreneurial thinking is and how it is critical to success in the business world – both modern and ancient. Typically thinking entrepreneurially when focusing on the client requires the following six attributes in a project manager, process manager, business manager or any other individual striving to achieve his or her objectives: vision, flexibility, confidence, tenacity, opportunism and passion. These six attributes will be used in a detailed <i>presentation driven</i> analysis of the ancient entrepreneurs’ efforts at client management.</p> <p>The workshop also provides a series of insights to be gained from the five ancient entrepreneurs and their actions, providing a unique perspective on client management. A few examples of the many insights that emerge from these fascinating entrepreneurs include:</p> <ul style="list-style-type: none"> • <i>Effective client communication must consistently stay on message.</i> • <i>When it comes to satisfying the client there is no substitute for passion.</i> • <i>Stakeholders require attention in direct proportion to their importance to your success.</i> • <i>Know your audience and communicate clearly.</i> • <i>When it comes to the facts, you cannot over communicate with a client.</i> • <i>Client Management is more a marathon than a sprint.</i> • <i>A predatory reputation is nearly impossible to reverse.</i> • <i>Exploiting innovation is not synonymous with exploitation.</i> <p>Finally it is important to note that these ancient entrepreneurs conducted their complex businesses without the benefit of the information and communication technologies that we have become so dependent upon in our daily lives today. Despite this limitation (and many others as well) each entrepreneur still managed to create a successful enterprise, some of rather significant size. It is this success, unbundled from the technological tools of today that makes the workshop’s case studies so powerful.</p>
<p>Presenter Biography</p>	<p>Following a brief stint at Xerox early in his career, Bob spent more than 20 years working at Wang Laboratories rising to President of Wang’s North American Field Service operation with responsibility for over 4,000 employees and revenues of more than half a billion dollars. In 2000 Bob led a management buyout of a division of the</p>

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	<p>company and was appointed President and CEO of QualxServ, the newly formed enterprise. Under Bob's leadership QualxServ (now Worldwide TechServices) grew into a global computer services provider employing over 3,000 computer service professionals worldwide. Bob retired in 2009 but remains a consultant to WWTS and serves as an Advisor to Work Market, a company that provides an on-line platform and marketplace for businesses to manage free-lancers, contractors and consultants.</p>
<p>Presenter's Authorship</p> 	<p>Bob Lerner is the author of two books that have been published by Lessons-From-History. The books all center on business lessons to be learned from ancient Roman entrepreneurs. These books are titled <i>Entrepreneurship and Ethics, the Management Lessons of Pliny the Younger</i> and <i>Career Turbulence, Ancient Lessons for Survival in the Modern Workplace</i>. A third book, also to be published by Lessons-From History, entitled <i>Customer Acquisition, Lessons From Ancient Rome's Greatest Entrepreneurs</i> is expected to hit bookstores in early 2016.</p>
<p>Presenter's Educational Background</p>	<p>Bachelor of Science Degree in Physics from Worcester Polytechnic Institute and an MBA from the University of Rochester's Simon School of Business.</p>