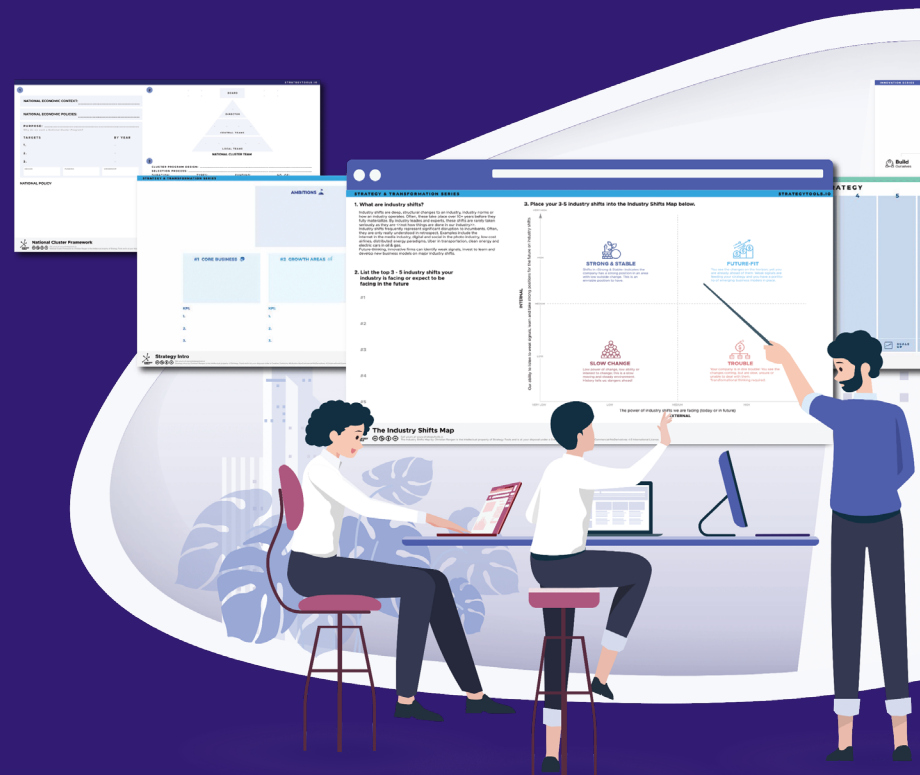




STRATEGY TOOLS MASTER TRAINER INSIGHTS



PROGRAM #1
STAVANGER, NORWAY
JAN 2020

www.strategytools.io

A faint, large lightbulb graphic is centered in the background, with the quote text overlaid on it.

**“I didn’t know
what to expect,
but I was blown
away.”**

Harvey Wade
Innovate21 Founder
UK



INTRODUCTION

In January 2020, we hosted our first ever Strategy Tools Master Trainer program, a 5-day deep-dive into Strategy Tools Solutions, Simulations and Business Development. We will take you behind the scenes, share our very latest insights and new tools. The program was limited to 12 strategy leaders from all over the world.

Here's what we have been up to...

“The Strategy Tools Master Trainer Program should be a *must* for any strategist.”

**“The Strategy Tools
Master Trainer Program
should be a *must* for
any strategist.”**

Roberto Chaverri
Engage // Innovate
Costa Rica

TABLE OF CONTENTS

1. INTRO
2. WHAT IS THE STMT?
3. EXPECTATIONS
4. PROGRAM
5. FEEDBACK
6. NEXT STEPS
7. UPCOMING PROGRAMS

Why would we want ecosystems?

We don't need ecosystems. We have moats.

Sometimes we go outside, to visit places like Silicon Valley and Tel Aviv. It can be very useful.

We understand ecosystems and engage with a handful of external partners, like accelerators and VC firms.

We map and build more than 20 ecosystems around our emerging market opportunities. We have deep personal ties in each of these ecosystems.

1

Our business is booming. Why would we want to change?

2

Our present core business is going to be the future of the company.

3

We see a growing market and

4

We have a good structure for dealing with Core-Growth - and we do it

5

We are masters of balancing Core-Growth-Explore, with focus, metrics and resource allocation processes.

1

We are structurally undervalued by the market.

came out

FACILITATOR WORKSHEET

INVESTOR WORKSHEET

TEAM WORKSHEET

WORKSHEET

SUMMARY SHEET
CAPITAL & FINANCE

YOUR LIQUIDITY

Keep track of your cash

Your biggest Scale-Up threat

Manage your cash here

ing cash balance

A large, faint, lightbulb-shaped graphic in the background, composed of concentric circles and a central bulb shape, with the word "INTRO" in white capital letters centered over it.

INTRO

THE MASTER TRAINERS



ANDREW GREEN
Software Go-To-Market
Lead, NTT
United Kingdom



CARLOS GALLEGOS
Consultant,
Engage // Innovate
Costa Rica



HARVEY WADE
Founder,
Innovate21
United Kingdom



HEGE LANGAAS
Founding Partner,
Mindboost
Norway



MIKKO MANNILA
Entrepreneur,
Stattys of Finnovations
Germany



MYKOLA TAKZEY
Founder,
Braituition
Ukraine



OLE SVERRE SPIGSETH
Owner & Consultant,
Spigseth AS
Norway



ROBERTO CHAVERRI
Partner,
Engage // Innovate
Costa Rica



TIAGO GRANDI
Strategy & Leadership
Consultant, Tiago Grandi
Brazil



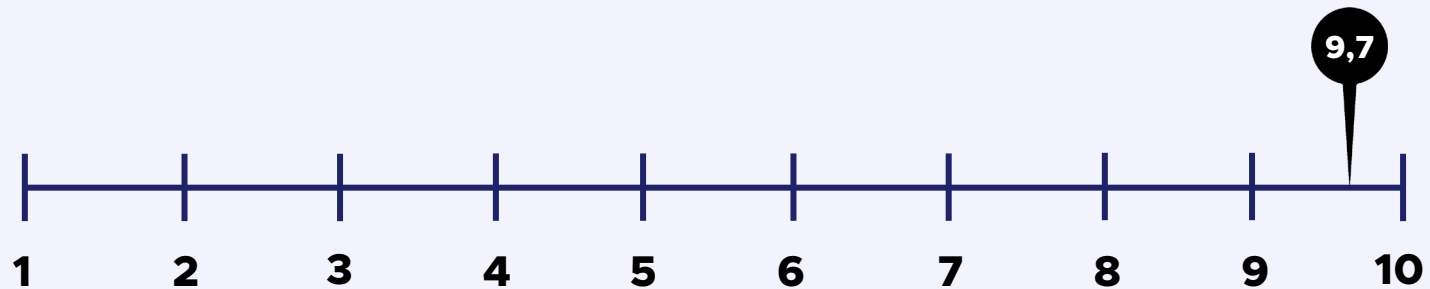
TORUNN STANGERVAG
Innovation Advisor,
Innovation Norway
Norway



VICTOR HAZE
Innovation Manager,
Health Valley
The Netherlands

WHAT PEOPLE SAID

HOW LIKELY ARE YOU TO RECOMMEND STMT TO OTHERS?



“It’s a whole different language we are learning. A new school of strategy.”

“The best use of your time for a whole exciting week.”

“Now I understand it’s not about the tools, but using the logic behind the tools to frame intelligent questions.”

“Strategy Tools is a powerful yet elegant methodology and mindset of value creations – for businesses, startups, communities, states and individuals.”

WHAT IS THE STMT?

SIX FACTS ABOUT THE PROGRAM

1. Five-day program
2. Advanced-level learning and development
3. Active facilitation and workshop training
4. Limited to maximum 12 participants
5. Extensive relevant experience required
6. Held twice yearly



A Conversation with Christian Rangen

Founder / CEO of Strategy Tools

Chris, what is Master Trainer?

Strategy Tools Master Trainer is a five-day hands-on training program. It is the most advanced program offered by Strategy Tools. It has been designed as our most advanced, challenging learning program.

It is, you may say, a true deep dive into the entire Strategy Tools methodology.

Who is it for?

The program is reserved for highly-experienced facilitators and strategists. You pretty much need to have years of relevant experience.

The people we designed this program for are people that run almost daily sessions, engagements, workshops or lead large-scale strategy and change management initiatives. They are consultants. In fact, the majority of people that have expressed interest in the program have been consultants. Maybe as much as 60%.

Many are also internal change agents, either in government, clusters or private companies. In our January 2020 batch, we had several people that were leading large internal change programs around transformation, economic development or ecosystem projects.

We do see that our applicants sharing three common traits:

Number one, they have extensive experience in facilitating group processes.

Second, they have experience with design thinking, design thinking programs and processes and lastly, they all want to gain a much deeper learning around new business tools.

Finally, of course, they are looking to grow their own business or company. That is naturally an important part of the long-term success of investing in a program like this.



What can you tell us about the design of the program?

The program is designed to be a very active, very hands-on working format. There is a significant amount of pre-work required and expected, allowing everyone to work from the same level from day one.

We combine a number of teaching / learning methodologies into five intense days. We use case studies, simulations, active group break-out and rapid feedback sessions. We are organized around four smaller learning teams. There is both a daytime program and an evening program. We have guest speakers. And of course, we work on a number of real-life cases that are directly applicable to the participants' own use cases.

I have run programs like this for over 20 years, and this is by far the most intense one.

What is the biggest outcome for the participants

The single biggest outcome is personal learning and development. We really take the participants deep, deep into the overall methodology and we go behind the scenes on many of the Strategy Tools. So there is definitely a strong 'learning Strategy Tools' outcome. This again, allows them to design and run entirely new projects and workshops both internally and with clients.

Beyond that, I would also like to say impact. That's really what I would like to help create. The program should have a deep, personal impact into how they think about their roles, their careers and the impact they can have with their own customers or users.

Finally, I would like to say that the biggest outcome should be a found in new business development, new customers and overall business growth. As this is a significant investment in both time, program fee and travel, I want people to see strong ROI's on this. The biggest goal of the STMT is to foster new business opportunities the participants did not have before.

While that might not be applicable for everyone, the majority, I hope, will find and deliver new business they would not have gotten if it wasn't for the Strategy Tools Master Trainer Program.

**“Just when you think you
have understood and got
the concepts ... *Boom!*
Another layer is revealed”**

Andy Green

NTT Data
United Kingdom

SCALE UP!
THE ENTREPRENEUR'S SIMULATOR

CAP TABLE MATH

How to get to pri
Price pr. share (P)
Company Valua
24,000,000
100,000
Total # shares

many new shares to issue:
y shares: ~~16,666~~ 11,666.66
stor offers to invest: ~~40,000,000~~ = 16,666 New

$$\frac{100,000,000}{100,000} = 1000\$$$

$$\frac{20,000,000}{1000} = 20,000\$$$

$$\frac{20,000}{120,000}$$

2000 share price = 20
2mio\$ = 10,000
120,000 shares

the framework for the next €0.5BN from the EU. Where are we now?

THE ROLE MODEL

Northvolt has raised NOK10BN in growth capital from Goldman Sachs, IKEA, VW, AMF and a loan of €3.5BN from EU's European Investment Bank.

Long-term capital requirement is NOK 100-250BN

Northvolt on a batter problem

Volkswagen chief Herbert Diess said that 'the time of classic car manufacturers is over' © Bloomberg

Joe Miller in Frankfurt AN HOUR AGO

Volkswagen chief executive Herbert Diess has warned that the world's largest carmaker will have to "slaughter some sacred cows" and transform itself into a technology company to survive the upheaval in the global auto industry.

Addressing 120 executives in Berlin, Mr Diess lambasted the lack of urgency within VW's ranks, cautioning that the shift to electric vehicles would require "a radical change of direction."

Earlier this week a government-sanctioned body found that more than 400,000 jobs would be at risk in Europe's largest economy, if the country's carmakers failed to maintain a competitive advantage.

In his annual speech to senior staff, Mr Diess also lamented the company's inability to woo investors as successfully as US rival Tesla, whose market capitalisation is closing in on VW.

"We are valued like an automobile company, while Tesla is valued like a tech company," said Diess, who emphasised that software expertise would determine VW's future success.

Last year, Tesla chief executive Elon Musk rattled the industry by announcing the company

ecosystems? ecosystems. We have moats. outside, to visit places like Silicon Valley and Tel Aviv. It can be very useful. entrepreneurs and engineers with a handful of existing partners, like accelerators and VC firms. No ecosystems, struggle for emerging markets. Opportunities, but have deep personal ties in each of these ecosystems.

- 1 Our business is booming. Why would we want to change?
- 2 Our present core business is going to be the future of our company.
- 3 We see a growing trend and
- 4 We have a good structure for dealing with Core-Growth - and we do it
- 5 We are masters of tolerating Core-Growth-Explore, with focus, flexibility and resource allocation processes.

1 We are structurally undervalued by the market.

came out

INVESTOR WORKSHEET

FACILITATOR WORKSHEET

TEAM WORKSHEET

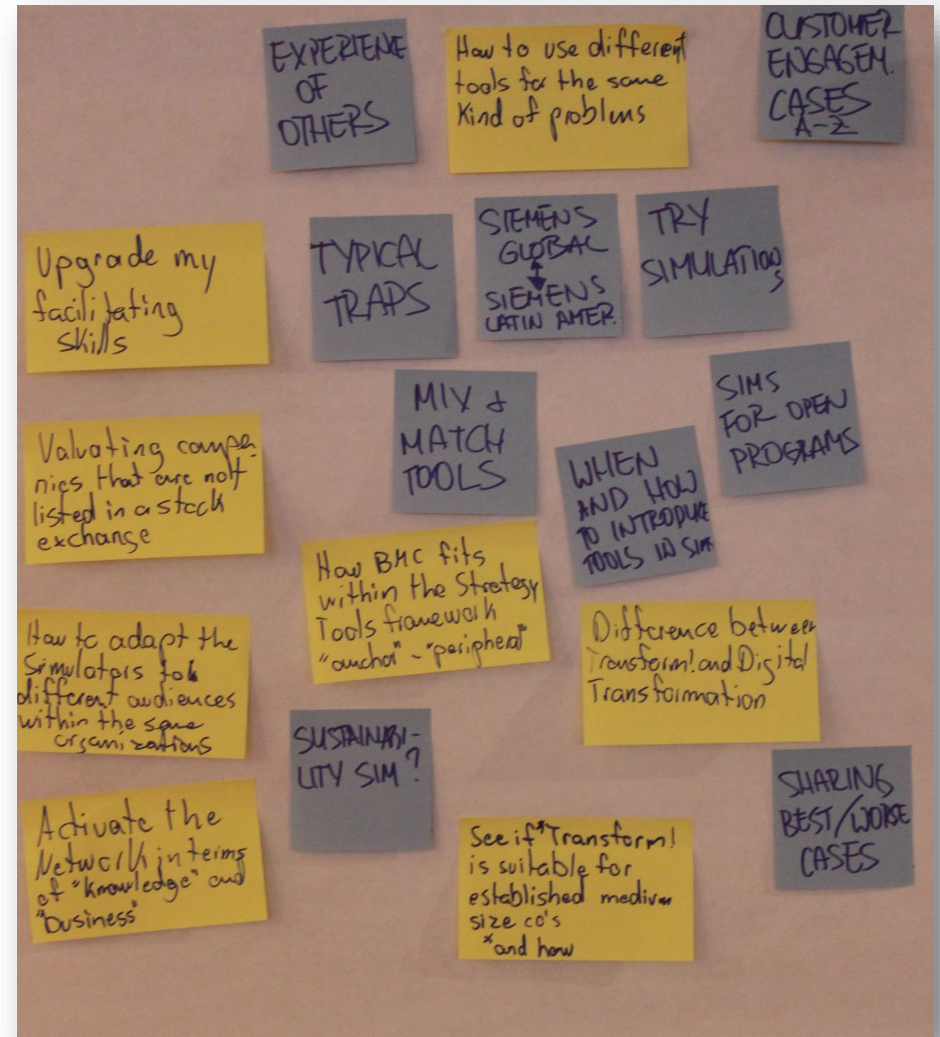
SUMMARY: CAPITAL & FINANCE

YOUR LIQUIDITY
Keep track of your
Your biggest Scale
Manage your cap

A large, faint, lightbulb-shaped graphic in the background, composed of concentric circles and a base, symbolizing an idea or expectation.

EXPECTATIONS

EXPECTATIONS



EXPECTATIONS

EXPECTATIONS & WHAT DO WE WANT TO GET OUT OF THE WEEK

- How to combine & use the different tools & canvases
- Understand the theory & meaning behind the tools.
- Understand the future developments/roadmap & how to integrate them
- Understand the case studies & use cases and how to make them relevant to our clients
 - ↳ learn how to use our own case studies & experiences
- how to share our own experiences & case studies amongst the master trainers/Partner Network
- How to adapt facilitation & tools to certain cultural nuances across countries, regions and continents
- How ~~to~~ assess the cultural nuances to
- * Get to know everyone *

**“STMT has surpassed
my expectations!”**

Roberto Chaverri

Engage // Innovate

Costa Rica

A large, faint, lightbulb-shaped graphic in the background, composed of concentric circles and a central bulb shape, all in a lighter shade of blue.

THE PROGRAM

THE SCHEDULE

SUNDAY

Social Dinner & drinks



MONDAY

Corporate focus



TUESDAY

Corporate focus



WEDNESDAY

Scale-ups
& off-site company visit



THURSDAY

Supercluster
& advanced facilitation



FRIDAY

My role &
my business
development



***“Such an impactful week
that went deep into many areas.
I feel equipped to brave the new
world, armed with tools and friends to
back me up.”***

	SUNDAY ARRIVAL	MONDAY CORPORATE	TUESDAY CORPORATE	WEDNESDAY SCALE UPS	THURSDAY SUPERCLUSTERS	FRIDAY YOUR ROLE	SATURDAY DEPARTURE
08:30		Official start ST HQ Group intro Strategy in action <i>Transform! Sim</i>	<i>Presentations</i> <i>Feedback</i> Exploring strategic dilemmas (I) Exploring strategic dilemmas (II)	From startups to scale ups – solving a global challenge with the Strategy Tools Platform <i>Scale Up! Sim</i>	<i>Presentations</i> <i>Feedback & deep dive</i> <i>Supercluster! Simulation</i>	Reflection My development: My roadmap Business Development Case: Working with accelerators Guest speaker: How a VC firm is using the Strategy Tools Platform	
12:00		Lunch	Lunch	Lunch	Lunch	Lunch	
12:45							
13:00		<i>Transform! Part II</i>	Building the Transformational Company	From simulation to impact: Tools, platform, app	Supercluster!	Open session	
14:00		<i>Transform! Part III</i> <i>Debrief & discussion</i>	<i>Teamwork: Building the Transformational Company</i>	Fieldtrip: Equinor Hq The strategy story behind Equinor's transformation With, kristian fjelde, CSO, Equinor	Case study: Strategy for clusters	Changing the practice of strategy: a global outlook Closing of Strategy Tools Master Trainer Program (14:30)	
16:30		<i>End of program</i> <i>Start of team project</i>	End of program day two	<i>Return to the city</i> <i>Start of team project</i>	<i>Teamwork</i>	Open	
17:00	Welcome drinks, informal reception Clarion hotel air	<i>Team project work</i>	Break until dinner	<i>Team project work</i>	Transportation to dinner location		
19:00	Social dinner Clarion hotel air	<i>Team project work</i>	Dinner w/ guests Start 20:00 Location: fisketorget, stavanger centre	<i>Team project work</i>	Dinner Start 19:00 Location: Sola strandhotell Sola beach. 10 min. Taxi.		

Mykola went hiking
to the Pulpit Rock.
Well done!

Program ended
14:30, for others
planning and project
work went on till
22:00

Working groups
well into 23:00....

A simple vote
had us stay and
work in the
Studio.

Evening session
On Scale Up!
Simulation #2

Outside dinner
replaced by another
late night
session

Great guests,
Great food,
Great wine...

A faint, light blue background graphic consisting of a calendar grid on the left and a clock face on the right, both rendered in a minimalist, outlined style.

DAY 1

CORPORATE

SCHEDULE

- 8:30** Official start ST HQ
Group intro: Strategy in action
Transform! Simulation Part I
- 12:00** Lunch
- 13:00** ***Transform! Simulation Part II***
- 14:00** ***Transform! Simulation Part III***
Debrief & discussion
- 16:30** End of program
Start of team project
- 17:00** Team project work

**“Now I
understand it’s
not about the
tools, but using
the logic
behind the
tools to frame
intelligent
questions.”**

ABOUT DAY 1

FACILITATOR COMMENT

Day 1, like all openings, really set the scene for the entire program. A lot of the social introductions and early team building got started Sunday night, with small group sessions, pre-dinner.

This allowed Day 1 to kick off with an active working format on introductions, expectations and a mini-case study.

An important message on the morning on Day 1 was that this was not an introduction program.

The participants are expected to have read significant material in advance, they are expected to have a good overview of the entire Strategy Tools Toolkit (a 200+ page guidebook was provided in advance) and they are expected to 'work' as facilitators during the entire program.

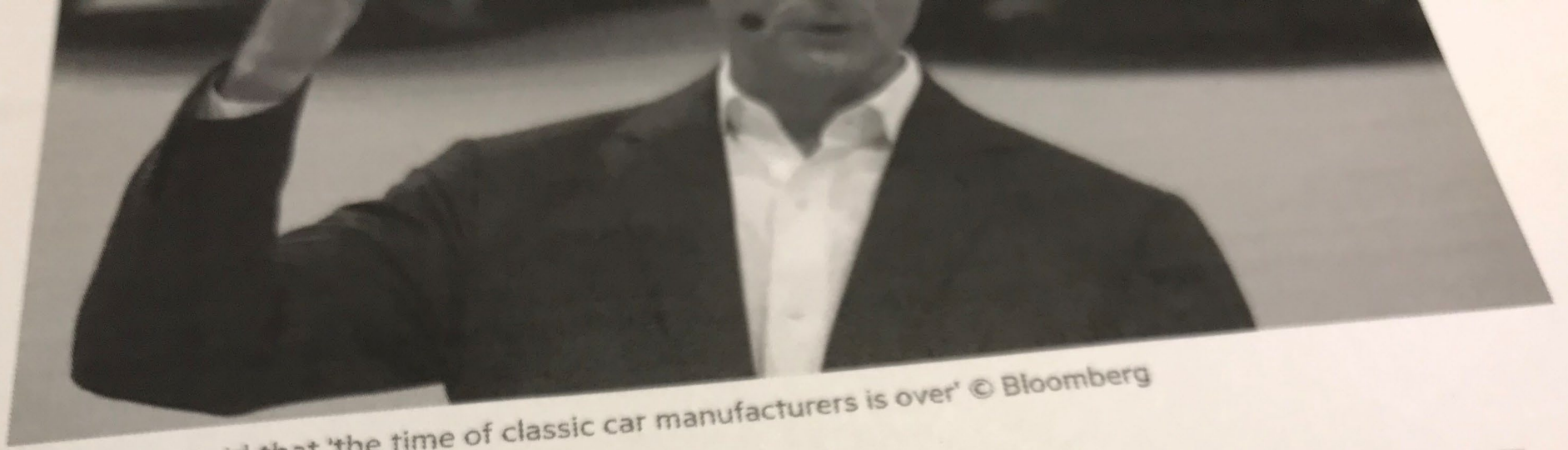
This led to several early interventions and feedback sessions on group dynamics, team leadership and team-based collaboration.

Another key aspect of day 1 was breaking the group into smaller learning teams. Each team would have a team leader, responsible for the team's mojo, energy and progress for the next 24 hours.



#STMT

www.strategytools.io



ef Herbert Diess said that 'the time of classic car manufacturers is over' © Bloomberg

AGO

Herbert Diess has warned that the world's largest carmaker will have to
'and transform itself into a technology company to survive the
industry.

Berlin, Mr Diess lambasted the lack of urgency within VW's ranks,
electric vehicles would require "a radical change of direction"
found that more than 400,000 jobs would be lost in a competitive

TRANSFORM!

The Strategy & Transformation Simulator

FACILITATOR COMMENT

The Transform! Simulation is always a powerful learning and 'a-ha' process. Equally so within an advanced STMT program.

We used a good 4-5 hours to complete and debrief the simulation.

By running this early on day one, it also become a good 'team building exercise' – but most importantly, it allowed us as facilitators to see how every person worked under various forms of pressure. We had designed the exercise with multiple meta-level framings, including space, seating, instructions and guidance.

It did not take long for these meta-level challenges to emerge and become quite obvious. During the first 30. minutes, the active table facilitator role was handed over to two of the participants to test how well they would adapt to the sudden change of role.





One of the things that often emerge from Transform! in high-performing teams and cultures is people find it incredibly frustrating not having complete mastery at the first attempt. Equally so here.

As the simulation progressed, and the corporate finance content was becoming more important, several teams struggled keeping up with the increasing complexity around debt financing, cash flow analysis, business model portfolio while also finding their role in the team dynamics.

This is always a crucial point, where frustration may set in – and remain there for some time. As the group got into the debrief, several vented their noticeable frustration in nothing ‘cracking it’ the first time. Going into the Five Levels of Learnings, several participants realized they were still steps away from really ‘getting it’.

This is a key point we would want to emphasize with all trainers, as we need to be humble of the participants’ learning ability when running real life sessions.



FACILITATOR COMMENT

The Five Levels of Learning for Transform! A core part of understanding the learning simulation and how to adapt your facilitator role to the level of each participant.

5 LEVELS OF LEARNING: TRANSFORM!

Winner: the team with the highest market cap



BASIC INTRODUCTION

Terms, boards, cards, mechanics
Learn:
Transform Triangle
Innovation strategy
Core-Growth-Explore

Clear understanding of the basic principles of strategy = choice (vs. analysis), Transform! Triangle and strategy intro.

BUSINESS MODEL PORTFOLIO

What is a business model

Basic business model design

From one to many:
Building a business model portfolio.

Clear understanding of the three types of business models and their implications.

BASIC CORPORATE FINANCE MASTERY

Cashflow, end of year accounting, market cap, ten year profit profile.

Able to connect business model portfolios to cash flow and value drivers.

Clear understanding of the basic financial mechanisms.

STRATEGIC PICTURE

Seeing the big, strategic picture. Understanding the key mechanics.
Understand debt, SDS.
Making conscious choices on strategy,

Clear understanding of the connection between strategy and finance. Able to connect the funding vs. risks vs. transformation capabilities.

CRACKING THE CODE

Understand external vs. internal orientation. Finding strategic opportunities in the other's assets and weaknesses.

Seeing the connection between different boards and cards.

Clear understanding of "how to win". Able to intellectually and mentally build a strategy & transformation roadmap and execute it.



#strategytools

MODELED AFTER REAL-LIFE CEOS



The fundamental principles of Transform! is built on real-world experiences and insights. The story and challenges, the emotions, confusion and strategic choices are all modeled after numerous real-life CEOs.

Christian Rangen has been coaching, guiding and advising CEOs, Executives and Board Members for nearly 20 years. The role(s) you take in the simulation are all built on and modeled after real life CEOs, as they struggle to transform their companies.

While Transform! is anchored in academic research and the latest management thinking, the real deep experiences are all taken from and modeled after the struggles, doubts, choices and actions of real-life CEOs.

If you find Transform! to be hard, to be difficult. Well, that is because it is. For real.

A key part to mastering Transform! is the ability to connect it back to the real world. The simulation is based on multiple real-life CEOs and their top strategy challenges

Case: Microsoft



HARVARD | BUSINESS | SCHOOL

9-218-048
OCTOBER 30, 2017

C. FRITZ FOLEY
E. SCOTT MAYFIELD
F. KATELYNN BOLAND

The Transformation of Microsoft

In early 2015, Microsoft's CFO Amy Hood and the rest of the senior leadership team were preparing for the Financial Analyst Meeting that was set to take place at the end of April. After more than a decade of price stagnation, shares of Microsoft had recently appreciated in value, but analysts remained mixed in their outlook. Hood wanted to use the upcoming event to articulate how and why Microsoft would be relevant in the future.

The firm had reached a critical point in its evolution. Windows 10, due to be released in a few months, was when users would Office were subscription offerings, a complement was poised adapting to had been in

There was it had been search, Bing a small share in strategic for the future first," then

Hood and tell investors get there? She related to a

Microsoft Corp ✓ Added

Microsoft's tussle for top spot highlights its transformation

It has drawn level with Apple thanks to cloud services but shadow of regulation looms



© FT montage; Bloomberg

E-mail

From: The office of CEO, Microsoft Corp.

To: Head of ST Team

Subject: Your presentation to Microsoft Management Team

Date: Dec 19th, 2015

Hello,

The Management Team at Microsoft would hereby like to confirm your appointment for January 2nd, 2016. You and your team are allocated 15 minutes to present your proposal to Microsoft Management. As discussed, you may present any proposal on how you may be able to help Microsoft. As shared with you in the pre-read materials, Microsoft is facing a number of strategic dilemmas and

Advertisement

Exclusive Technology Software

How Satya Nadella added \$850b to Microsoft

Tom Iqbal
Columnist

Nov 18, 2019 — 12:00am
Save Share

When Microsoft chief executive Satya Nadella visits Australia this week, he will be riding high after the company last month won a \$100 billion (\$14.6 billion) cloud computing contract with the United States Department of Defense.

This is arguably the most significant contract won by Microsoft since co-founders Paul Allen and Bill Gates agreed to supply MS-DOS software to IBM in 1980 for use in IBM PCs.

That decision almost 40 years ago started Microsoft along the pathway towards supplying operating software for more than 80 per cent of the world's desktop computers. It planted the seed for Microsoft to become the world's most valuable company by 2000.

The Joint Enterprise Defense Infrastructure contract awarded by the Pentagon sends a message to companies and governments around the world about the profound change in how all technology runs.





Case: Microsoft

During the first 24 hours, a significant chunk of time was allocated to small teams working together to 'solve' the Microsoft Case. Most teams enjoyed the evening working session from 18:00 to 23:00, working in the Studio or the nearby hotel over a working dinner.

The purpose of the case was to showcase how profound Microsoft's transformation has been, and how challenging it was for Microsoft's management to make the shift into the cloud. With a highly profitable core business around office and windows, it was not clear for Microsoft how and when to evolve their business models into the cloud.

The case highlights the difficult discussions and the sorely missing information a management team would like to have to make better strategic decisions on profound company issues.

On Day Two, the teams all made strong presentations on the case, solving it using a number of different Strategy Tools.

The key takeaways by the teams:

- The complex challenge of transforming a profitable core business
- Respect for the immense balancing act during transformations
- Framing the strategic challenges at a high enough level to being able to understand the true core issues facing the client



DAY 1

by Andy Green

Eager to start, but knowing it was going to be an intense week we all huddle into the Strategy Tools office, in what can only really be described as a cold, wet Norwegian morning.

My first impression was that we have just arrived at Christian and Elisabeth's house and not an office – the sleek finish to the office is really welcoming, the smell of freshly brewed coffee filling the air, the candles flickering across the room and the hum of activity as Adelina, Christian and Elisabeth prepared for the day ahead.

I grabbed my coffee and had a little nosey around my distinctly favorite area of anyone's house or, in this case, the office, the bookshelf! Seemingly overflowing and clearly straining under the weight of such heavy material, I found spotted some fantastic books and some I've actually read! You can tell a lot by someone's bookshelf, and this was no exception – the vast amount of strategic focus books, ranging from heavy academic textbooks, such as 'Economics of Strategy' to slightly more palpable reads such as 'Whatever you think, think the opposite'.

As we continued from the previous evening, we introduced the final attendees and started the session with an overview of the week breaking into groups, starting with a very straightforward exercise: "what do you want to get out of the week".

After 15 minutes, we returned to share the ideas – so, at 9:30am, I knew the program had now started – Christian let each team member present and then coached them on how to present their ideas in a timely, clear and precise manner – less words the better!

It felt like there was a shift at that point in the room, as if the attention levels rose by 70% and everyone was saddling up, ready for the next 5 days.

As the other teams presented, and the feedback was supplied, I gathered all the learnings from the previous teams – great thing about going last - and presented my team's output, far more confidently than I probably would have done 20 minutes earlier.

DAY 1

by Andy Green

We then progressed the session to the first case study – much to my relief as I had spent about 20 hours reading all the case studies and reviewing the Master Trainer Guide! The first case study was for CoolBurst, a successful, but stagnant juice company.

We had a meeting with the CEO, and we need to pitch to the client which two strategy tools we would use in our engagement – simple right!?

In my team we developed our approach, chose our tools, justified it to each other and created a plan and Carlos would be presenting. Each team did the pitch, and surprisingly, each team actually chose a different blend of tools and justified them well. So as we waited with bated breath who had ‘won’, we were promptly told by Christian that the Tools are irrelevant.

Christian then jumped into the Master Coach Role, and led us through a conversation, using the tools, but not explicitly saying he was using tools – this was for me, the first aha moment of the week and it was only 11:30am on the 1st day. As my synapses were firing making connections across my sales, coaching and strategy experience, the concept of the Master Trainer started making sense – ‘Coach, don’t tell’ and ‘ask questions and listen’.

We took a break before, quite frankly, one of my favorite parts of the Strategy Tools ‘toolkit’ – the Transform! Simulation. I find this is when people really get engaged with the concepts, and I find where strategy and innovation meets finance.

I am not going to give a blow by blow account of what happened, but needless to say there was initial trepidation as we worked out the ‘rules’ of the game and people starting to settle into the simulation – end of year 1, people were starting to get into it, there were some frustrations, there were bank loan discussions but the simulation was progressing well.

DAY 1

by Andy Green

Christian calls a CFO retreat into his office to provide some guidance on how the CFOs can use financing to develop and invest into new markets, to help accelerate achieving the \$50bn of required market cap to 'win' the simulation.

By the end of year 2, it was carnage; one team still had not completed 1 year due to repeating losing their board of directors twice and being sent back to the start, one company hit the jackpot with their Super CEO and were flying, and a deal being struck with the company not having any money. Christian calls the CEOs to retreat to try and restore some decorum to the proceedings – quite frankly, as the Chief Strategy Officer, I started thinking that I too needed a retreat – but luckily, once the CEOs were back, we broke for lunch.

When we returned, this is when things really changed – I had struck a good deal with one company to hire their Super CEO for 1 round, which enabled me to close off an explore business model which released \$170k, which enabled us to play a card to create a hostile takeover of one of our competitors – there were some emptions shared around the table at this point – Their CEO quit out of disgust, our CEO retired to drink margaritas on the beach (I know that CEO retreat was a bad idea), their CFO conducted some corporate espionage, their CSO was promoted as Group CSO, and I got promoted to CEO and now things got really interesting.

We played till the end of the financial year (one more go around the board) and we then did the debrief with the lessons learnt.

Christian wrapped up Day 1 with sharing the learning outcomes and journeys that people go through and how it is important for us as Master Trainers to understand the levels of domain and facilitation.

Day 1 ended with us reviewing and preparing for a board meeting with 2016 Microsoft the following day on how we, as strategy consultants are going to help them navigate their new world of 'cloud and mobile first' – simple right!?

A faint, light purple background graphic consisting of a calendar grid on the left and a circular clock face on the right, both rendered in a minimalist, outlined style.

DAY 2

CORPORATE

SCHEDULE

- 8:30** Presentations
Feedback
Exploring strategic dilemmas (I)
Exploring strategic dilemmas (II)
- 12:00** Building the Transformational Company
- 13:00** Lunch
- 14:00** Teamwork: Building the Transformational Company
- 16:30** End of program day two
- 17:00** Break until dinner
- 20:00** Dinner with guests

Ok, so this didn't happen. The teams were so engaged with their group work that the break got replaced by an extra working session



ABOUT DAY 2

FACILITATOR COMMENT

Day 2 kicked off with four back-to-back 'management presentations' on the Microsoft case the groups solved the evening before. Every presentation brought different and very valuable perspectives to the challenges of transformation in large organizations.

Following the Microsoft case, we dove into the heavy materials around 'Exploring Strategic Dilemmas'.

After a hearty lunch and a chance to reflect in the cold January air, we started what would become a very long 'afternoon session'.

Straight from the local printer, the participants were for the first time introduced to the brand new tools and concepts around Building the Transformational Company. A total of three new tools, all taken from the upcoming report, was introduced and walked through.

Combined, the three tools gave a robust solution for working on large-scale transformation cases. Combined with the Industry Map and Industry Shifts Map, the tools make for a great senior level strategy toolkit.

The afternoon drifted into evening and a late night working session with a guest.

ABOUT DAY 2

Exploring Strategic Dilemmas

A core part of the Strategy Tools Master Trainer Program is the ability to empathize, to understand and respect the client situation. To practice this skill, we run a specific exercise called 'Exploring Strategic Dilemmas'.

In this exercise, the participants are given a selection of articles, all providing different perspectives on a complex strategic challenge.

In our program, we selected Volkswagen and the German automotive industry. We have followed this industry for years, and our early warning signs are all blinking red. The teams were assigned several recent FT articles, all taking different views on the challenges and strategic choices made by VW management. The articles talked about the choice to cut back on investments in mobility solutions, trying to accelerate the internal development of electric vehicles while at the same time cutting costs to retain some room for financial flexibility.

Hovering in the background was the article that laid out the case of 400,000 German jobs being at risk should the German automotive industry fail to transform.

One of the revelations that hit home was the fact that even though the Germans may be successful in creating electric vehicles, the large majority of the supply chain and the profit pools in that supply chain is no longer found in Germany or Europe, it is increasingly found in Asia, notably China and Taiwan.

Combined, the exercise on exploring strategic dilemmas help people appreciate that most times, there are no 'quick and easy' answer to strategic challenges. Instead, we should actively seek out and strive to understand the deeper complexities and dilemmas embedded in any strategy challenge.

FINANCIAL TIMES

IS COMPANIES TECH MARKETS GRAPHICS OPINION WORK & CAREERS LIFE & ARTS HOW TO SPEND IT

German economy + Add to myFT

Germany's shift to electric cars puts 400,000 jobs at risk in next decade

Industry forum warns of danger of relying on imports for key technology



Volkswagen AG ✓ Added

Volkswagen chief warns 'sacred cows' need slaughtering

Herbert Diess tells top managers that radical change is needed to survive industry upheaval



Volkswagen chief Herbert Diess said that 'the time of classic car manufacturers is over' © Bloomberg

"No one will survive in the form they exist today," predicted Ralf Kalmbach at consultancy Bain & Co, who has spent 32 years advising German carmakers.

Automobiles ✓ Added

German car industry faces 'day of reckoning'

Tens of thousands of jobs cut as auto groups pump billions into electric technology



Audi concept car at the Auto Shanghai 2019 show © Qilai Shen/Bloomberg

by Peter Miller in Frankfurt and Peter Campbell in London DECEMBER 1 2019

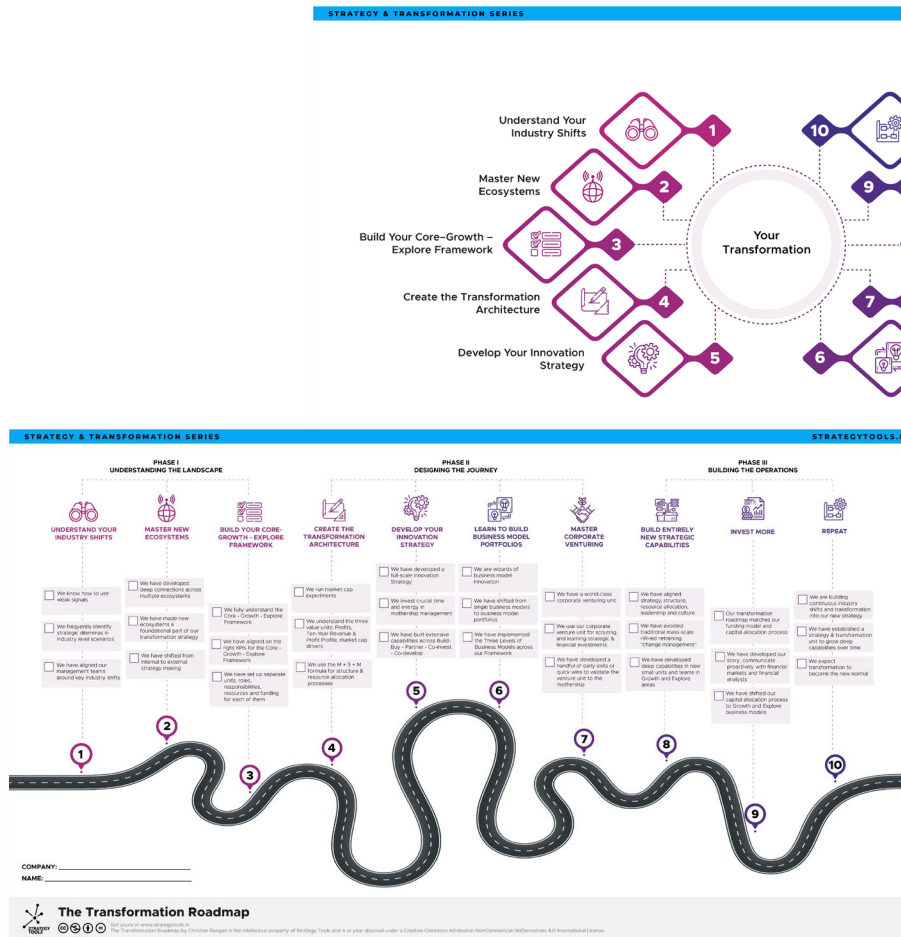
291

"The German auto industry needs to learn to adapt faster, to change faster," warned auto analyst Arndt Ellinghorst at Evercore ISI.

Hands-on with the very latest tools



For the first time ever, fresh from the printer, the Master Trainers were introduced to the core tools of the new report, Building the Transformational Company.



STRATEGY & TRANSFORMATION SERIES **STRATEGYTOOLS.IO**

COMPANY: _____ **DATE:** _____

1. Understand Your Industry Shifts

What shift? 1. I don't know this is very relevant to us. 2. We struggle with the concept, but we do make the world around us. 3. We are experts in dealing with industry shifts. 4. We are experts in dealing with industry shifts. 5. We are experts in dealing with industry shifts.

2. Master New Ecosystems

Why would we want ecosystems? 1. We don't need ecosystems. We have more. 2. We don't need ecosystems. We have more. 3. We don't need ecosystems. We have more. 4. We don't need ecosystems. We have more. 5. We don't need ecosystems. We have more.

3. Build Your Core-Growth - Explore Framework

Our business is booming. Why would we want to change? 1. Our business is booming. Why would we want to change? 2. Our business is booming. Why would we want to change? 3. Our business is booming. Why would we want to change? 4. Our business is booming. Why would we want to change? 5. Our business is booming. Why would we want to change?

4. Create the Transformation Architecture

We are structurally undervalued for the market. 1. We are structurally undervalued for the market. 2. We are structurally undervalued for the market. 3. We are structurally undervalued for the market. 4. We are structurally undervalued for the market. 5. We are structurally undervalued for the market.

5. Develop Your Innovation Strategy

Innovation is not very relevant to us. 1. Innovation is not very relevant to us. 2. Innovation is not very relevant to us. 3. Innovation is not very relevant to us. 4. Innovation is not very relevant to us. 5. Innovation is not very relevant to us.

6. Learn to Build Business Model Portfolios

What is a business model? 1. What is a business model? 2. What is a business model? 3. What is a business model? 4. What is a business model? 5. What is a business model?

7. Master Corporate Venturing

What is corporate venturing? 1. What is corporate venturing? 2. What is corporate venturing? 3. What is corporate venturing? 4. What is corporate venturing? 5. What is corporate venturing?

8. Build Entirely New Strategic Capabilities

We are actually just really busy. 1. We are actually just really busy. 2. We are actually just really busy. 3. We are actually just really busy. 4. We are actually just really busy. 5. We are actually just really busy.

9. Invest More

We really preserve our cash. 1. We really preserve our cash. 2. We really preserve our cash. 3. We really preserve our cash. 4. We really preserve our cash. 5. We really preserve our cash.

10. Repeat

Change is not relevant to us. 1. Change is not relevant to us. 2. Change is not relevant to us. 3. Change is not relevant to us. 4. Change is not relevant to us. 5. Change is not relevant to us.

TOTAL: _____

The Transformational Company Index

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business models and
take a portfolio-based
approach to
managing them.

have a robust business
model portfolio
framework in place.

4

5

We have a clear method
in place, led by the
CEO, to acquire
companies and
existing startups

Our corporate venture arm is
world-class. We are widely
recognized as a strategic
and capable investor. We
deliver significant growth
and strategic impact.

4

5

The Microsoft case:

Three teams made their presentations to the Microsoft management team 2016. The teams had chosen different angles and did a great job trying to convince Nadella/Rangen they had something to offer. Product approach, Culture approach, current status approach.

General tip: Do not assume that you understand the company, check out your facts with the team, make the CEO prioritize and agree on the starting point.

Prepare, but be ready to pick up on whatever appears in the conversation.

Spend time on the outside of the company (trends, shifts in the industry), bridge to the inside by asking how, in which ways, the company is prepared to meet the shifts foreseen.

A large, faint, light blue calendar icon is centered in the background. It shows a grid of days with some days highlighted in a darker blue. The text "DAY 3" is overlaid on the calendar.

DAY 3

SCALE-UPS

SCHEDULE

- 8:30** From start-ups to scale ups: solving a global challenge
with the Strategy Tools Platform
Scale Up! Sim
- 12:00** Lunch
- 13:00** From simulation to impact: Tools, platform, app
- 14:00** Fieldtrip Equinor HQ: The strategy story behind Equinor's transformation
- 16:30** Return to the city
Start of team project
- 17:00** Team project work

Following a brief discussion, the participants asked for more time on the Scale Up! Simulation, so evening went into a self-learning module where teams coached each other on using and facilitating the Scale Up! Simulation.

ABOUT DAY 3

FACILITATOR COMMENT

Day 3 was dedicated to the broad content around startups, scale ups and ecosystems. The day took the participants into the Startup Series, the Ecosystem Series and – notably – the Scale Up! Simulation.

Interestingly, the actual hands-on experience on working with and supporting startups was relatively limited. This became a point of great opportunity, as most of the Trainers were both interested in and available to work with startups as coaches, mentors, board members or even investors.

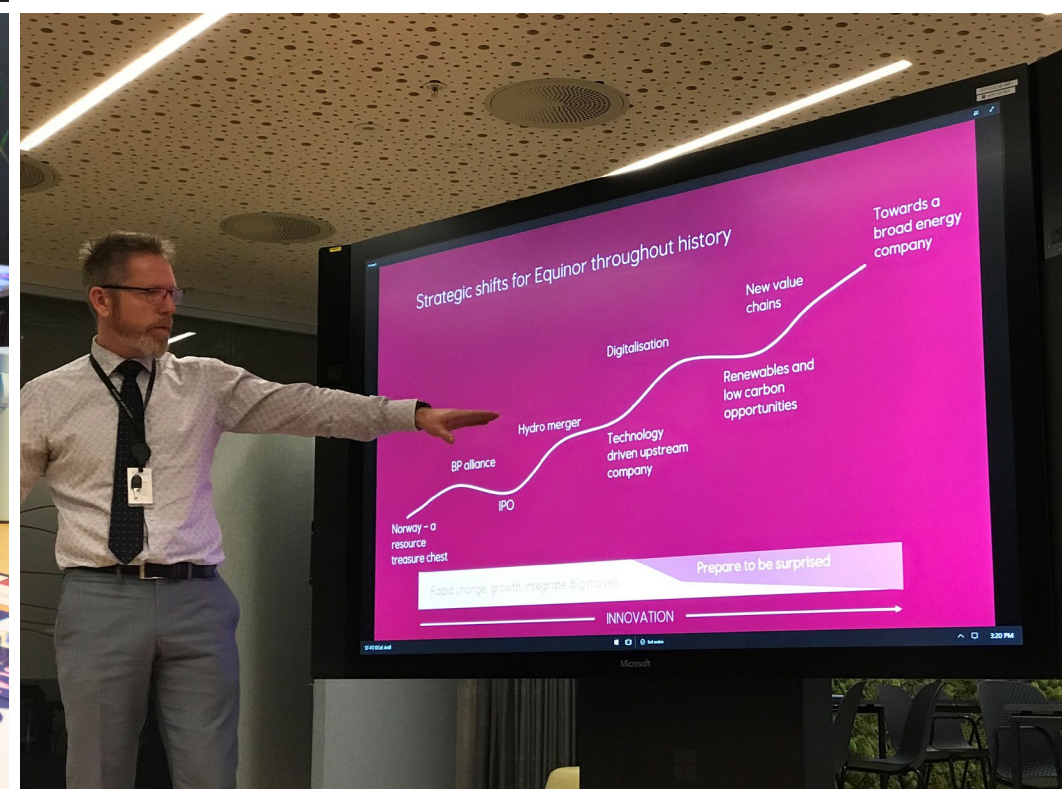
Starting the day running Scale Up! the entrepreneurship simulation, the two-person teams quickly got into the deep end of startup challenges. Low liquidity, limited teamwork, lack of business models, lack of scale up map and a lot of confusion around how to build strong investor syndicates made for a powerful learning session.

Later that evening, Strategy Tools VP Growth, Adelina Manolache gave an introduction level course to the digital apps on the Strategy Tools Platform and show how Scale Up! can easily be combined with the paper-based environment and the simulation.

The afternoon took us out of the building to visit Equinor's strategy team.

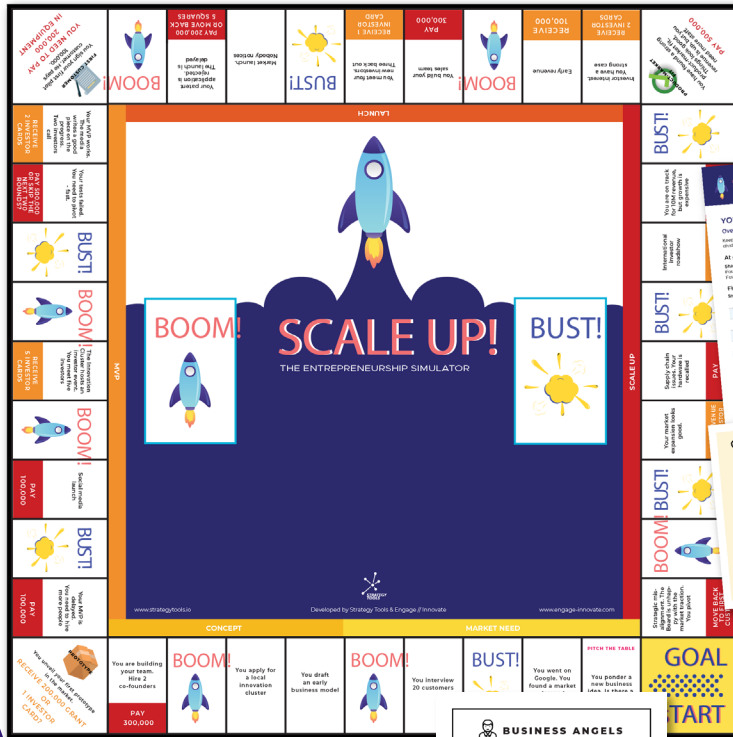
With an honest, in-depth look into Equinor's ongoing transformation process, the Master Trainers got a chance to learn from the people leading the charge in one of the world's largest energy transition cases.

Masterfully hosted and facilitated by Kristian Fjelde, Head of Corporate Strategy Development at Equinor, we got a chance to learn about context, mindset, narratives and newly developed strategy methodologies coming out of the work at Equinor.



SCALE UP!

The Entrepreneurship Simulator



The main board is a large grid with a central area labeled "SCALE UP! THE ENTREPRENEURSHIP SIMULATOR". The board is divided into several sections:

- Top Section:** Contains various icons and text boxes for game actions, including "BOOM!", "BUST!", and "SCALE UP!".
- Central Area:** A large blue area with a rocket icon and the text "SCALE UP! THE ENTREPRENEURSHIP SIMULATOR".
- Bottom Section:** Contains a "GOAL START" area and a "BUSINESS ANGELS" section with text boxes for player actions.



COMPANY CARD

SCALE UP!

YOUR COMPANY: OLOVOL

Olovol offers a digital platform for the purchase and installation of solar panels. The solution is targeted at both private and business customers.

Your Market

Olovol started in Ireland, but are scaling fast towards Spain, France, and the Netherlands. The potential is global.

Your Value Proposition

The Fastest Way to the Sun!

Your Business Model

You are a software company, with a strong scalable business model. You are building a platform with a high user growth, which pays a monthly fee for a duration of 8 to 30 years.

Financials

Two founders have injected equity of 250,000 each by selling off their scooters. The company has applied for grants but has never succeeded.



INVESTOR

SCALE UP!

SMALL VC FUNDS

Wingman Ventures Fund I takes an active interest. They want to accelerate you to European Unicorn Status.

SCALE UP!

STRATEGY

SCALE UP!

MARKET NEED

How can you quickly and cheaply test for real market need, i.e. actual willingness to buy?

SCALE UP!

PROBLEM STATEMENT

How might your understanding of the problem evolve as your startup matures into a scale-up?

SCALE UP!



YOUR CAP TABLE

Overview of shareholders and percent ownership
Keep this updated at all times during the simulation. The team starts with 100,000 shares, divided by two founders. Make sure to do your calculations, not just estimates.

At game start

Shareholder
Founder 1
Founder 2

shares
50,000
50,000

% ownership
50%
50%

Price per share
240.00

Cash in company
250,000
250,000

New cash in company

First investing round

Shareholders & new investors
Founder 1
Founder 2
Wenger

shares

50,000
50,000
166,666

% ownership
42.9%
42.9%
14.2%

Price per share
240.00

4,000,000

Post-money valuation: 28m

Second investing round

Shareholders & new investors
Founder 1
Founder 2
Wenger
Monica
C/C

shares: 116666

shares

50,000
50,000
166,666
26,032
26,92

% ownership
34.4%
34.4%
11.4%
17.9%
1.9%

Price per share

New cash in company

29m
3m

Post-money valuation: 32m

A faint, light blue background graphic of a calendar and a clock, with the text "DAY 4" and "SUPERCLUSTERS" overlaid in white.

DAY 4

SUPERCLUSTERS

SCHEDULE

- 8:30** Presentations
Feedback & deep dive
Supercluster! Simulation
- 12:00** Lunch
- 13:00** ***Supercluster! Simulation***
- 14:00** Case Study: Strategy for clusters
- 16:30** Teamwork
- 17:00** Dinner

Despite plans for a nice dinner at a famous beach side hotel (remember, January. In Norway), the Trainers all opted to stay in the Studio and work through the evening.

A rich menu of Indian food, ample supply of wine and beer, a brand new simulation, Disrupt, and a behind the scenes review of Strategy Tools' strategy and business model portfolio kept the group going well into the night of day number four.

ABOUT DAY 3

FACILITATOR COMMENT

Day 4 was dedicated to Innovation Superclusters. Little did we know that the day would take us well into 01:30 (am) before we wrapped up.

Innovation Clusters are an important user group for Strategy Tools. From online apps, online learning programs to development and training in new cluster tools, the Platform offers a broad range of solutions and services to clusters. With 7,000 clusters globally and almost 120 countries with a national cluster program, the cluster space is a very interesting space for innovation, growth and economic development.

Yet, most people have a poor understanding of what clusters are, how they work and why they are so important. Day 4 was all about diving into the cluster space, while also connecting the cluster tools to connecting tools in the Startup Series and Ecosystem Series .

After dinner, Day 4 took us into an extensive 'behind the scenes' presentation into Strategy Tools Case Studies, how they worked and what made them successful. Finishing off the evening, with a good selection of wines, the participants got hands-on with the unveiling of the brand new simulation, Disrupt!

Clearly, no one saw any reason to leave anytime soon...



**ENGAGE//
'NNOVATE**
Strategy & Innovation
Consulting Company

BUILDING INNOVATION SUPERCLUSTERS

Economic Development
Century





SUPERCLUSTER!

The Innovation Cluster Simulator

The purpose of the simulation is to build, scale and operate an Innovation Supercluster.

You will be working through the life stages of a cluster, and will have to make a number of strategic choices along the way.

You are the leadership team of a new, emerging Innovation Supercluster. Your job is to build the team, grow your industry network, develop key relationships, recruit members, secure funding and launch special projects.

Your most important job is securing first memberships and avoiding bankruptcy.

You are now in charge of building an Innovation Supercluster.

Good luck!



CLUSTER CASE STUDY

FACILITATOR COMMENT

A good chunk of the afternoon of Day 4 went into solving the Nordic Battery Innovation Cluster Case (optional).

This case study was originally written for training of Norwegian cluster experts a few weeks earlier but proved so interesting that it was adapted for use with this international group.

The case study highlights a lot of industrial challenges Europe has in competing in new high-tech fields to remain relevant in future supply chains (like battery, energy storage and electric vehicles).

Looking ahead, I expect us to be building out an extensive collection of case studies to allow participants to match case studies with hands-on work with selected cluster tools.

on the title Special Advisor, came the
ses and demanding issues. None of them had exper
rial ventures on the scale that Statoil's former chairman had

t EU level". We must do the same for Norway had Arvid talk
big industrial initiatives here, together with the EU".



s. "Yes, just a
y have now
hat for
hree v
tic

How can the government do 2 at supporting 100 market development in our 02

Superclust

02 01 03 04

INVESTMENT AREA

INVESTMENT AREA

INVESTMENT AREA

PURPOSE:

The purpose of our capital strategy is.....

OUR AMBITIONS:

TARGETS

1.

2.

3.

KPI

1.

2.

3.

	year 1	year 3	year 5	year 10

STRATEGYTOOLS.IT

FOCUS AREAS IN THE CAPITAL STRATEGY MAP

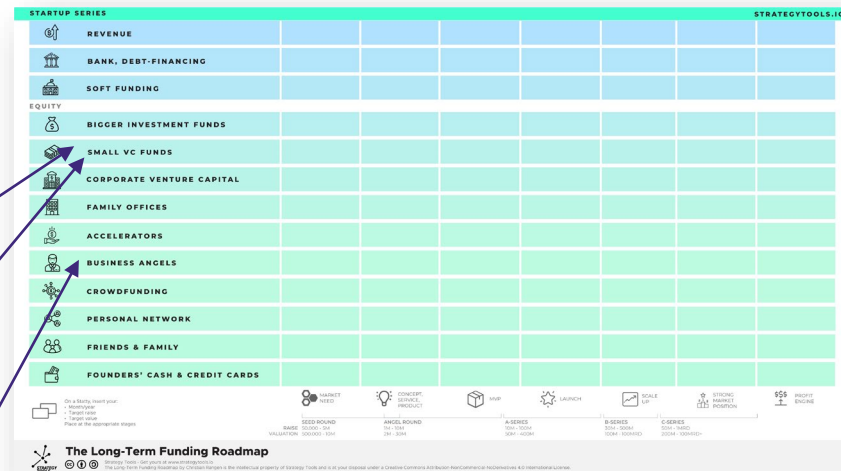
RESOURCES WE HAVE:

OUR STRENGTHS:

ACTION PLAN:

The Supercluster Series alone holds 37 unique Strategy Tools. Half of these are available on the platform. The other half is under development, testing and iterations.

During the program, the Master Trainers got a chance work hands-on with both the established and coming-soon tools in the toolkit.



This is a fairly new concept amongst the tools, but an increasingly important one.

#STMT

CLUSTER DEVELOPMENT TRAINING

FACILITATOR COMMENT

Day 4 was different than the previous three as we got into a field that was brand new to most participants. There was a lot of excitement, interest and genuine intellectual curiosity as people really focused on understanding this 'cluster thing'.

It was vital to the group's progress to have Dutch cluster innovation manager Victor Haze in the group. Victor brought extensive experience into the mix and could both share his own insights and validate the relevance and 'fit' of the tools for clusters.

Victor's experience, like many others', is a crucial element into a Master Trainer Program. Having people of the caliber and intrinsic motivation of Victor (the Netherlands), Andy (UK), Tiago (Brazil) and Hege (Norway) makes all the difference in running an intense five-day program like this.

As facilitators, we need only enable the group's work and development, not steer and push. This was one of the key learning points for us as well, that selecting the right people from the pool of applicants is crucial.

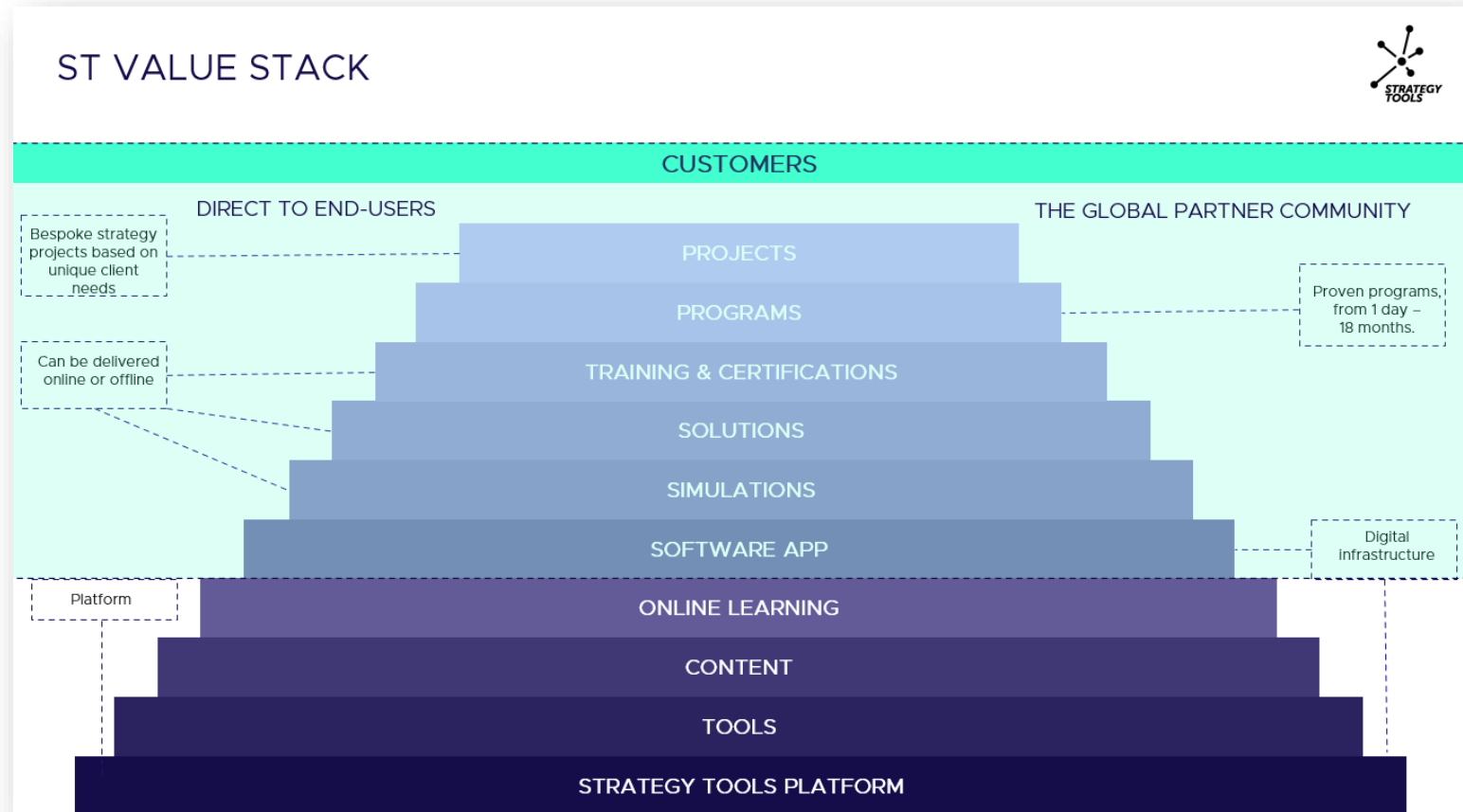


Victor Haze
Innovation Manager
Health Valley
The Netherlands



ST VALUE STACK

FACILITATOR COMMENT

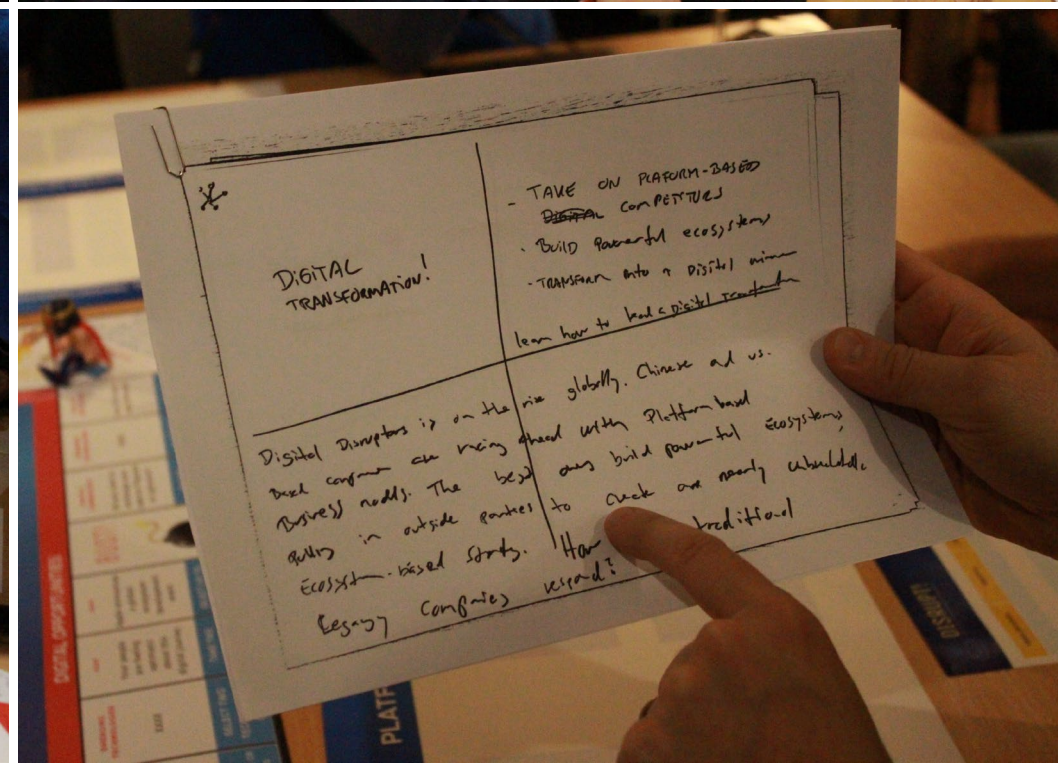


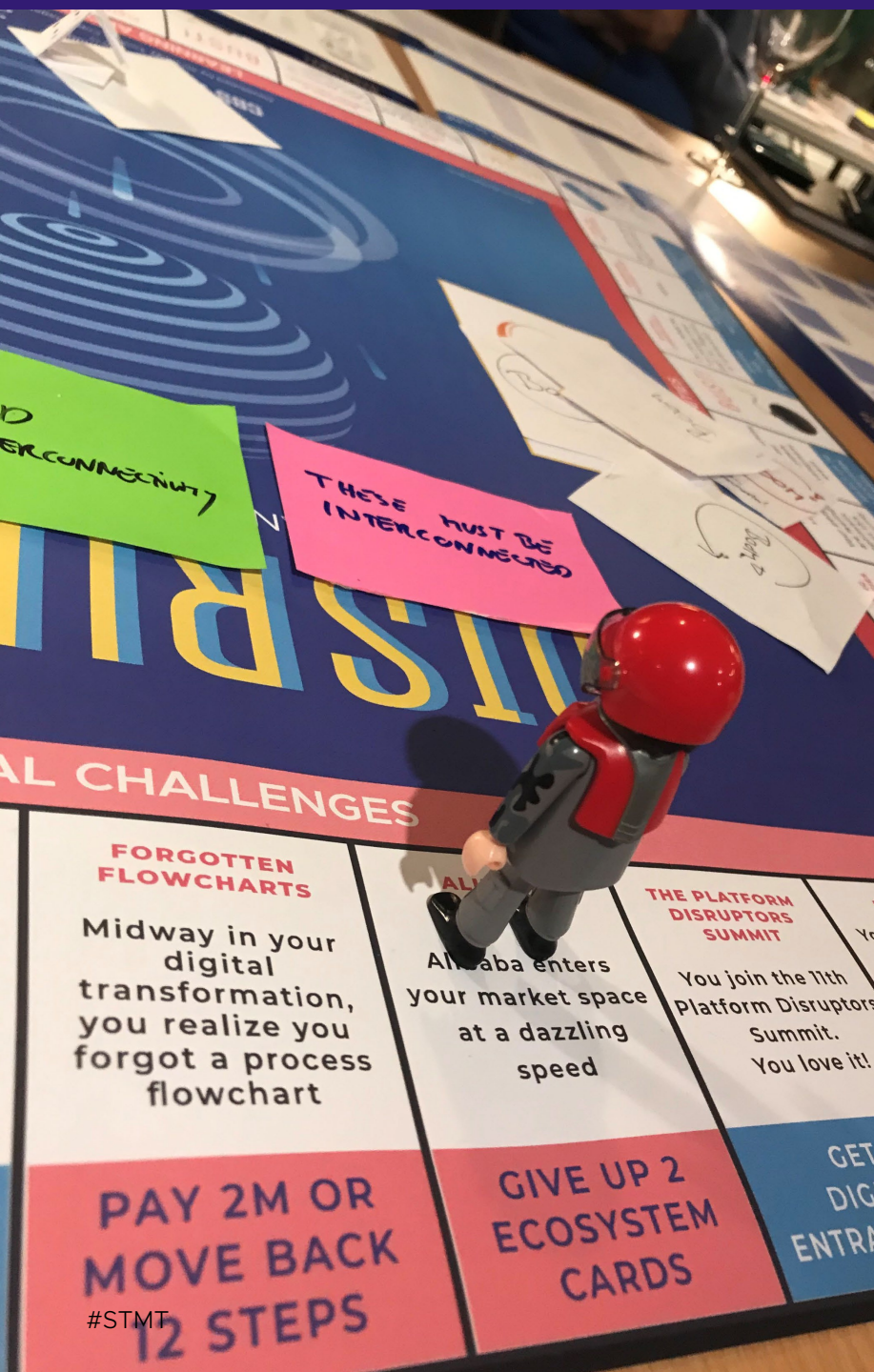
Late evening Day 4, based on popular request, was spent sharing the vision and the roadmap for the development of Strategy Tools. Christian Rangen shared the journey so far, the key items to solve in 2020 and the introduction of the ST Value Stack.

The ST Value Stack is Strategy Tools' evolving platform architecture and guiding vision of building the platform. Closely integrated with the global user and partner community, the Value Stack is both a vision and a roadmap currently being developed.

A large, faint, lightbulb-shaped graphic in the background, composed of concentric circles and a bulbous base, symbolizing an idea or innovation.

DISRUPT!





DISRUPT!

The Digital Transformation Simulator

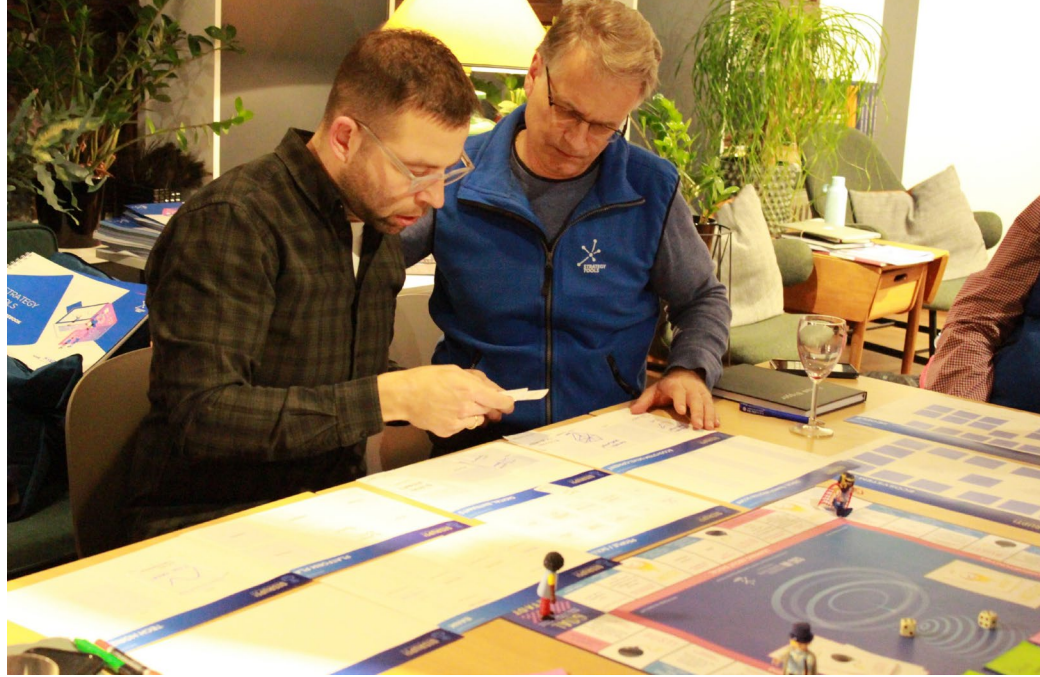
Disrupt! The Digital Transformation Simulator was unveiled for the first time during the late hours of Day 4. Developed based on early, explorative conversations with a handful of Professors at Copenhagen Business School, Disrupt! Is currently in its early concept and design stage.

The Master Trainers were introduced to the big idea, underlying concepts, foundational knowledge and overall purpose.

Most importantly, the participants, led by Hege Langaas, got a chance to join the first 'cuttings', as the early cards were still fresh from the printer. Clearly, the Disrupt! Session was very much work in progress, but also a great chance to share some of the coming work with the community.

Disrupt! is tentatively scheduled for release in Q3 2020. The development is currently undergoing significant research, design and early piloting. If you are eager to get your hands on an early version, let us know and we will try to accommodate.

#Disrupt



Our day began a little later, due to the night before, with the focus on Superclusters. With over 35 Supercluster tools, this area is highly developed in Strategy Tools due to Norway's cluster maturity and their involvement.

To many in the group, their knowledge of Superclusters was limited, so the group needed to understand the background and development of ecosystems and how clusters move into a cluster, including the definition of a cluster.

We got into the following Supercluster tools:

- Supercluster Strategy Map
- Supercluster Capital Strategy Map
- The Cluster Member Map
- The Cluster Accelerator Map
- The Cluster Starting Point Canvas
- Supercluster Pre-Assessment Card

With this background, the group then experienced the Superclusters! simulation. This was a very different experience than Transform! and Scale Up! To win, a cluster must collaborate and work with other groups to achieve their goals with their limited resources. There were four superclusters, Chinese AI, Swiss Drones, Norwegian Seafood and Costa Rica Tourism. The simulation was loud and fun, with eventually Costa Rica completing their nine special projects first.

DAY 4

by Harvey Wade

During the exercise, we “upped” the level to go deeper into the “real life” of a cluster. This links the learning from the simulation into the situation of a cluster. This demonstrated how well and how useful the simulation is for anyone working within a cluster. Victor, working as an Innovation Manager with a Dutch Cluster, it was super-relevant to his situation!

In review of the simulation, if we had to describe each with one word, the group agreed:

- Superclusters! = Collaboration
- Scale Up! = Partnership
- Transform! = Transactional

The afternoon moved into a deep dive into the Supercluster Pre-assessment Card, with three groups using the canvas for a specific area; Netherlands-based Healthcare cluster, Norwegian Energy Cluster and Costa Rica Country Cluster. This exercise showed the power of the tool, as it was hard to complete and involved a lot of discussion. It identified areas that needed to be considered further or gaps that need to be found.

Then a break? Kind of... For some, they explored the NorthVolt use case, looking at the strategy of how clusters can be developed. It is an exercise used by Innovation Norway with their cluster managers. For others, some “R&R”...

Break over, dinner on its way, we reviewed the NorthVolt use case, moving into deeper discussion. A very realistic exercise which got us thinking...

Indian food arrived – need I say more...yum!

Chris then shared some of the “Strategy Tools Mini Cases”, the stories, what has worked and why – very inspirational! The current thinking in ways of using ST was also shared – projects, programs and cases.

As it began to get later and the wine was taking effect, Disrupt! was rolled out - literally. Disrupt! is a new simulation based on discussions with Copenhagen Business School to align with their digital transformation syllabus at CBS. We got to see an early prototype, the design mechanics and the early content. Insightful feedback and comments, mixed with giggles and fun, made for a fantastic end to a great day!



DAY 5

YOUR ROLE

SCHEDULE

- 8:30** Reflection
My development: My roadmap
Business Development
Case: Working with accelerators
Guest speaker: How a VC firm is using the Strategy Tools Platform
- 12:00** Lunch
- 13:00** Open Session
- 14:00** Changing the practice of strategy: a global outlook
Closing of Strategy Tools Master Trainer Program

ABOUT DAY 5

FACILITATOR COMMENT

Day 5, the final day felt nothing like the end of a program.

Honestly, it felt much more like the beginning of something than the end of something. Working this closely with such a dedicated group of people for five days straight has an effect. Their energy rubs off and the synapses are firing with new ideas, insights and cases on how Strategy Tools can support a growing global community.

Day 5 was focused on 'My business development and my role'. The Master Trainer group got introduced to a brand new tool and concept, known as the Strategy Tools Business Development Sprint, or just BD Sprint.

The BD Sprint is a methodology developed by Strategy Tools to speed up business development and sales. The method takes parts from a regular Google Design Sprint, but has strong elements from our various concepts and 'accelerated working programs' developed over the years, like Bootcamp, Labs and Sprints. The BD Sprint is built around a brand new tool, the BD Sprint Canvas.

Following the BD Sprint work, we had the pleasure of another guest speaker, Elisabeth Øvstebø, Co-founder, Chairperson and Investment Manager at Link Venture Capital. Strategy Tools has recently delivered a digital platform solution to Link VC, and Elisabeth came by to share the work they do and how a modern venture capital firm uses the Strategy Tools Platform.

The final parts of the day was planned around a collective debrief, key learning points and – most importantly – what everyone would do 'back home on Monday'.



A large, faint, lightbulb-shaped graphic in the background, composed of concentric circles and a central bulb shape, all in a lighter shade of blue.

FEEDBACK

REFLECTION



“Now I understand it is not about the tools, but using the logic behind the tools to frame intelligent questions”

Mikko Mannila

Founder, CEO
Stattys.com
Germany

“Such an impactful week that went deep into many areas. I feel equipped to brave the new world, armed with tools and friends to back me up.”

Harvey Wade

Founder
Innovate21
UK

A large, faint, lightbulb-shaped graphic in the background, centered behind the text.

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