

*konsultori*

# KONSULTORI WORKSHOPS

2024



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**[www.konsultori.com](http://www.konsultori.com)**



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**Währingerstraße 3/10**

**1090 Vienna, Austria**

## TRAINING OPTIONS

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Academy

### LIVE GROUP Workshops

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universities

expert trainers  
flexible delivery  
dynamic teaching  
excellent feedback

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**AWARDED BY**

**Austria's  
TOP MANAGEMENT  
CONSULTANTS 2024**

by IMWF Austria's ranking  
in Kurier



**Ecosystem Hero of  
the Year 2023 at the  
Global Startup  
Awards**



**Ecosystem Hero of the  
Year 2022 at the  
Central European  
Startup Awards**

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# **FINANCE WORKSHOPS**

**2024**

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# RAISING MONEY FROM INVESTORS

**Get prepared to professionally approach investors to accelerate fund raising**

## **Content outline**

- How and when to start fundraising
- Overview of the investor landscape: Which investors to approach and how to rank them
- Fundraising process from your and the investor's view
- How investors think and decide
- Which documents to prepare and when to share
- How to calculate and challenge your company valuation
- Due diligence elements
- often combined with a coaching contingent per startup for individual feedback.

## **You should attend if**

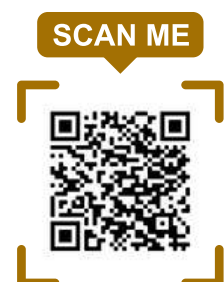
- You are looking for investor financing to scale your company or startup
- Your startup has already achieved initial sales with your product or service
- You want to be optimally prepared for the investment process and meetings

### **Trainer:**

Petra Wolkenstein



**LIVE group Workshop  
with Self-paced training option**





“Always a pleasure to have you coaching our teams, Petra! Your knowledge and expertise are invaluable!”

**Andra Bagdonaitė**  
**Startup Wise Guys**

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**#STARTUPS**



# NEGOTIATION SKILLS FOR BEGINNERS

## Conduct first business negotiations with suppliers and customers

### Content outline

- Your own negotiation tactics with direct feedback
- Negotiation tactics with suppliers and customers and differences between customer and supplier negotiations
- How to prepare for a negotiation
- What is tactically important to achieve good results
- Specifics of an electronically conducted negotiation via email or chat
- To conduct successfully live contract negotiations, both face-to-face as well as electronically
- To de-brief with style to improve tactics in future negotiations

### You should attend if

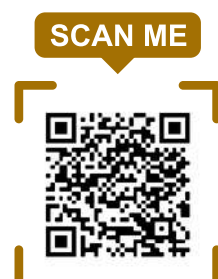
- You are conducting negotiations with suppliers and customers
- You want to learn how to prepare effectively for these negotiations
- Your objective is to understand the dynamics in negotiations and to know critical points
- You want to test your skills in accompanied dry runs

### Trainer:

Petra Wolkenstein



**Book a LIVE group Workshop**





"Thanks for having us! Petra, kudos again, I loved the structure, your input and the speed of it."

**Tanja Sternbauer**  
**female factor**

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**#ENTREPRENEURSHIP**





# NEGOTIATION SKILLS FOR EXPERTS

**Take your negotiation tactics to the next level: Collaborations, sales and investors**

## **Content Outline**

- Your own negotiation tactics with direct feedback
- Negotiation tactics with suppliers and customers and investors
- How to get more out of negotiations
- How to deal with challenging settings and set your focus
- Strategic steps and systematic preparations before starting negotiations
- Special features of sales, partner and investor negotiations
- Live negotiation followed by analysis and debriefing
- How to best respond in difficult moments and dirty tricks

## **You should attend if**

- You have already some negotiation knowledge and expertise
- You want to get to the next level of negotiations
- Your objective is to handle difficult negotiations and learn about dirty tricks
- You want to learn how to conduct negotiations with best-prepared experts

## **Trainer:**

Petra Wolkenstein



**Book a LIVE group Workshop**

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Petra used her wealth of B2B negotiating experience to help our lab companies find ways to grow and share the pie with Arsenal. Based on the relationships they'd developed with the business owners, and the quality of their offers, half the companies reached agreements to enter commercial pilots. That speaks volumes for Petra's value.

**Calum Cameron**  
**Arsenal Innovation Lab**  
**powered by Yolo**



**#INVESTORS**



# TERM SHEET NEGOTIATIONS

**Live negotiation practice for a negotiation between an investor and a startup on its term sheet.**

## **Content Outline**

- Next-level negotiation tactics intro
- Negotiation Role play between an investor and a startup
- Joint debrief on tactics
- Pitfalls and difficult moments
- Q&A on negotiations

## **You should attend if**

- you are scaling your startup and preparing yourself for the funding process with investors
- you will negotiate with several investors in parallel your 2nd or 3rd fundraising round
- terms are getting more complex and term sheets longer
- you need to take the next step in understanding the dynamics and pitfalls of a multi-issue negotiation

## **Trainer:**

Petra Wolkenstein



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Thanks for your great support!!

**Gabriele Tatzberger**  
**Vienna Business Agency**



**#ACCELERATION**



# STARTUP VALUATION

## How to calculate your startup value: evaluation methods and practical calculation examples

### Content Outline

- Different valuation methods for startups
- Risk Factor Summation (RFS) and Venture Capital Valuation Method (VCM)
- Score Card Valuation Method (SCM), Discounted Cash Flow Method (DCF) and company valuation based on Multiples
- How to use valuation methods to prepare for investor meetings
- Where to get benchmark data from
- How to prepare your argumentation and how to defend the value of your startup
- often combined with a coaching contingent per startup for individual feedback.

### You should attend if

- You want to raise funds from investors
- You want to be prepared for investors meetings
- Your startup has already generated first revenues

### Trainer:

Petra Wolkenstein



**Book a LIVE group Workshop**





"Nice session, Petra!! Thanks for sharing  
your wisdom and experience."

**Sarah Iranpour**  
**Founder at PerSoN Clinic LLC.**



**#VALUATION**



# LEGAL TERMS & FRAMEWORKS

**Get familiar with key legal terms and framework. Learn legal strategies to efficiently negotiate and successfully complete your M&A process.**

## Content Outline

- Key legal terms when talking to investors
- About legal documents during the investor process and best practice strategies
- Main rules in Term Sheets and other transaction agreements
- What typically goes wrong and how to avoid that
- Managing an efficient M&A process
- Insight into the M&A complexity

## You should attend if

- You are aware that understanding of Legal Terms and Framework can be a game-changer in M&A projects
- You want to understand Legal Terms and make sure you are aligned with investors
- You want to negotiate Legal Documents and Agreements to your advantage
- You want to avoid future misunderstandings and be at least at investors level regarding legal terms and documents
- You want to not only understand, but also efficiently plan your M&A process

## Trainer:

Irina Tot



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“Thanks, Petra Wolkenstein for being part of  
an amazing coaching team.”

**Cristobal Alonso**  
**Startup Wise Guys**

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**#COACHING**





# STARTUP FINANCING

**Finance the growth of your startup according to financial needs. Financing plan, options and path**

## **Content Outline**

- About typical funding options for startups
- How to define your financing needs
- How to create realistic financial plans
- Your individual financing option(s)
- How to develop an appropriate financing path
- often combined with a coaching contingent per startup for individual feedback.

## **You should attend if**

- Your startup is short of cash
- You agree that growth needs financing
- Your plan is to specify financing needs and requirements
- You are looking for financing options to grow your business

## **Trainer:**

Franziska Kolk

Petra Wolkenstein



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"Thank you for all the great insights on the topic, looking forward to the next ones!"

**Dijana Janevska**  
**ESA BIC Austria at**  
**Science Park Graz**

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**#INCUBATORS**



# FINANCIAL PLAN WRITING FOR STARTUPS

**We give an overview of the specifics of elaborating a financial plan.**

## **Content Outline**

- Why we need a financial plan
- Translation of a business model into a financial plan
- Driver Structure
- Structure of a sound financial plan
- Cheat sheets for elements of financial planning
- Tips on planning
- Understanding the profit and loss statement and the cash flow statement
- Special topic: Cash conversion cycle effects and working capital
- Downloadable templates pack included for producing, service and software companies
- The workshop comes in combination with 1:1 Coaching per startup for providing feedback on their financial plans

## **You should attend if**

- you need to prepare a financial plan for fundraising from grants or investors
- you need to understand your business model in numbers and whether your assumptions will lead to a profitable business
- you need an instrument to make business decisions
- you need to understand your fundraising needs for the next 2 years

## **Trainer:**

Petra Wolkenstein



**Book a LIVE group Workshop**





“I was able to enjoy another great workshop at i2c last week. Petra Wolkenstein shared her knowledge on B2B negotiations with us. My personal highlight was a role-play we did. We formed teams of two-each person representing one of two parties- with the task to negotiate a deal. ”

**Benjamin Mörzinger**  
**Campfire Solutions**



**#WORKSHOP**

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# **ORGANIZATION DESIGN WORKSHOPS**

**2024**

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# ORGANIZATION DESIGN

## A holistic understanding of organizations & its key concepts

### Content Outline

- Introduction to images, models & types of organizations
- Cornerstones & variables of organization design
- Interconnections & dependencies
- Context & stakeholder analysis
- Your organizational challenges and possible responses
- The role of leadership
- Fostering collaboration
- Organizational capabilities & learning
- Feedback & reflection

### You should attend if

- Your organization is growing (shrinking) significantly
- Your organization is facing external pressures (competitive, regulatory,...) and/or increasing complexity
- Your organization is tapping into new, international markets
- You feel the need to professionalize your organization
- Lack of cohesion and/or collaboration between different elements of the organization leads to silo-thinking
- Your organization's leadership is changing or you are facing other disruptions

### Trainer:

Michael Kubiena



**Book a LIVE group Workshop**

SCAN ME





“Thanks for the great workshop! Super interesting and lots of learnings :-)”

**Gottfried Eisenberger**  
**Art Entrepreneur**



**#ORGANIZATION**



# THE HR TOOLBOX

## The impact of a fit-for-purpose HR role & respective HR practices

### Content Outline

- The role of HR and its interfaces
- Key HR-instruments & -processes and the employee experience
- Recruiting & onboarding
- Talent management & development
- Job categorization & evaluation, career management
- Compensation & performance management
- Where & how to start and what to prioritize?
- What does HR currently do and what should it do in the future?
- Devising an HR roadmap
- Feedback & reflection

### You should attend if

- You sense that a dedicated HR function might facilitate the growth of your company
- You want to pay more attention to your employees, their engagement & satisfaction
- Managers & leaders need the tools & support to effectively manage their people
- Employee retention has become an issue
- You have doubts that your company can attract the right talent
- Standards for managing people are absent or lacking in your organization
- You have a newly appointed HR Manager who needs support & guidance

### Trainer:

Michael Kubiena



**Book a LIVE group Workshop**

SCAN ME







"The workshop Organization Design and Essential HR Practices brought tremendous value to our startups. Huge thanks, Michael Kubiena."

**Christian Bacher**  
**Science Park Graz**

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**#LEADERSHIP**



# OKRS: OBJECTIVES & KEY RESULTS

## Translating strategy into action

### Content Outline

- The role and purpose of OKRs, concerning strategy implementation & communication, performance management, OKR as an instrument of participatory leadership
- How to align team & individual performance with corporate performance and strategy
- Re-thinking performance management: How do OKRs differ from other, more traditional performance management approaches?
- Key concepts: Which are they? How are they related? Objectives, Key results, Key performance indicators, targets
- Integration of OKRs with other essential people practices
- Process & tools; Dos & Don'ts
- Practical examples and how to get started?

### You should attend if

- You want to align strategy, people & their performance
- You want to establish a clear line of sight between a corporate, team and individual performance
- You are looking for ways to promote accountability and ownership
- You want your employees to take charge of their own and the company's performance
- You want your people to grasp how they can shape & influence corporate performance
- You want a powerful participatory leadership instrument
- You aim to avoid silo-thinking and promote shared responsibility from the very start

### Trainer:

Michael Kubiena



**Book a LIVE group Workshop**

SCAN ME





"The OKR Essentials video by Michael Kubiena was quite helpful for our workshop participants to understand the difference between OKRs and KPIs. Those who don't work with OKRs said they are excited to try it out"

**Elisabeth van Holthe tot Echten  
Female Founders**



**#OKR**



# DESIGNING EMPLOYEE PARTICIPATION PROGRAMS

## An allround perspective on employee participation

### Content Outline

- Purpose, goals and non-goals of employee participation
- Defining limits and target audiences of employee participation programs
- Participating in what: financial and other forms of participation
- Design elements, legal framework and foundations
- Integrating employee participation with other HR instruments
- Advantages and disadvantages of different formats of employee participation
- The new company format in Austria: introducing the FlexCo

### You should attend if

- You are a mid-stage startups or an SME based in Austria
- You want to look at employee retention from a strategic point of view and understand both, the employee and employer perspectives
- You want to explore and evaluate employee participation options and their design parameters

### Trainer:

Michael Kubiena

Irina Tot



**Book a LIVE group Workshop**





“Michael Kubiena, thank you!  
Eye-opening workshop with great  
insights for our Fybra venture in  
Austria”

**Nicolas Borrero**  
**Fybra**



**#HR**



# TALENT ACQUISITION

## From effective Employer Branding via accurate Recruiting & Selection to efficient Onboarding

### Content Outline

- Introduction to employee experience and employee journey and their various dimensions
- How to create an attractive, credible employer brand with limited resources: Finding your fit-for-purpose channels for talent acquisition
- Identifying and specifying an organization's resource & talent needs:
- by designing and writing job descriptions and job ads (as the groundwork of professional recruiting)
- Designing an effective and accurate recruiting & selection process: creating a memorable candidate experience by involving your team into the process;
- critical elements of the interviewing & selection stage
- Drawing up and communicating a comprehensive, transparent employee proposition
- Ensuring successful and efficient onboarding process for new hires

### You should attend if

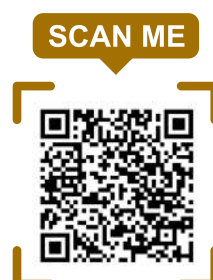
- Your organization is growing or is planning to grow
- Talent shortages are affecting your recruiting pipelines
- The specific needs of startups (i.e. not having a dedicated HR role (yet), limited resources) will be given particular attention

### Trainer:

Michael Kubiena



**Book a LIVE group Workshop**





**“Competence. Experience. Excellence.  
Full Commitment! Thank you for all  
the great workshops and the  
coaching.”**

**Dudu Gencel  
Vienna Business Agency**



**#ACCELERATORS**



# NAVIGATING CULTURE(S)

## Making sense of inter-cultural differences in a global business context

### Content Outline

- Role of culture in & of applying a cultural lens to the business context
- Understand concepts & layers of culture
- Mapping culture(s) and cultural differences
- Understanding communication styles, negotiation tactics, relationship-building approaches and leadership practices through a cultural lens
- Understanding why culture and cultural differences matter.
- Develop a structured understanding of cultural differences and how to successfully engage with them
- Understand why and how diversity matters
- Reflect on own cultural background and how it influences business encounters

### You should attend if

- You are an international startup (planning) to do business in Austria
- You are an Austrian startup planning to go international
- You have a highly diverse team and want to improve your understanding of intercultural differences and cooperation

### Trainer:

Michael Kubiena



**Book a LIVE group Workshop**







"Thank you very much for your time and  
valuable insights."

**Nikiara Purmambietova**  
**itsBeat**

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**#EXPERTISE**

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# **GROWTH STRATEGY WORKSHOPS**

**2024**

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# ONLINE MARKETING FOR GROWTH

**Increase your growth through efficient online marketing  
Identify optimal channels and grow with reasonable costs**

## Content Outline

- To sharpen your positioning and stand out from the competition
- To identify your ideal customers
- Which online acquisition channels exist for your area
- How to prioritise acquisition channels and activities
- How to reactivate existing customers
- When to open additional new online channels
- Illustrative examples and success stories for each customer acquisition channel

## You should attend if

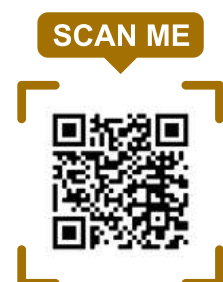
- You have already achieved initial sales with your startup
- Your plan is to expand sales
- You want to grow through online marketing
- You want to create brand awareness at reasonable costs

## Trainer:

Petra Wolkenstein



**Book a LIVE group Workshop**





"I enjoyed the workshop on customer acquisition measures for civil engineers so much that we are now going to get the whole office on board to implement the measures. The practical examples are motivating and show how customer acquisition can be strengthened on several channels - and that acquisition is something that can be learnt! Highly recommended."

**Arch. DI Martin Kircher**  
**Imgang Architekten**



**#GROWTH**



# B2B SALES & PRICING

**The importance of understanding sales processes and developing a common sales language for the whole company**

## **Content Outline**

- B2B sales
- Channel sales
- B2C sales
- Outreach, acquisition, cold calling and social selling
- Pricing strategies

## **You should attend if**

- “Sales” as a topic has not been given the attention that it needs
- There are different opinions within your teams as to “how to sell”
- You want answers to “How much time do I need to invest” and “Do I have the right resources”

## **Trainer:**

Tim Birdsall



**Book a LIVE group Workshop**





The founders, regardless of their industry, benefit enormously from the Konsultori trainers input on the topics of business modelling, finance, negotiating and investments. Konsultori's wealth of experience, expertise and approachability is a great asset to the startup ecosystem. for the startup ecosystem in Vienna.

**Marlene Welzl**  
**Vienna Business Agency**



**#EXPERIENCE**



# GROWTH HACKING TACTICS

**Learn how to conduct experiments to increase your conversion rate**

## **Content Outline**

- What growth hacking is and how to improve your customer journey with growth hacking tactics
- When it is the right time to start growth hacking
- How your target clients can contribute to an appropriate growth hacking strategy
- Best practices and an overview of all growth hacking tactics from acquisition to conversion to user retention
- How to decide which first growth hacking measure to take

## **You should attend if**

- You want to improve your customer journey
- Your resources are limited, hence you want to know which concrete actions and measures succeed highest conversion rates
- You want to find out what really matters for your end clients

## **Trainer:**

Petra Wolkenstein



**Book a LIVE group Workshop**





“Petra Wolkenstein is THE expert  
when it comes to growth hacking  
strategies.

**DI DI Dr. Andreas S. Rath**  
**ONDEWO GmbH**



**#BUSINESS**





# REVISE YOUR STRATEGY

**Revise your strategy in changing times. Look back, analyze your strengths and trends, develop options, and make new decisions**

## Content Outline

- To review your strategy in times of great change
- To look back at what is already in place, generate options, make new decisions, consider implications and come up with a new implementation plan
- How to build an inventory of your current customer groups, their use cases and your products and services
- To identify your core competencies and key assets
- About the impact on your business from current trends
- How to revise and redefine new target groups and new products and services
- To prioritise your long list according to Impact, Confidence and Ease (ICE Scoring Model)
- To elaborate your market potential and business case per product

## You should attend if

- You are a startup or innovative SME
- Your company is experiencing strong growth and you need focus or your company is stagnant and you need new opportunities
- You have the overall view of your company and can decide strategically
- You would like to have an external perspective and exchange with other entrepreneurs

## Trainer:

Petra Wolkenstein

SCAN ME



**Book a LIVE group Workshop**



I really enjoyed the workshop with you and many of my TU  
Wien Innovation Incubation Center pals the other day!  
Honestly one of the best workshops I have ever attended  
and probably with much more interaction from all sides  
compared to some offline workshops.”

**Dajana Doskoc  
Snipedy**



**#STRATEGY**



# BUILD COOPERATIONS

**Increase your growth through cooperations with the right choice of partners for a long-term partnership**

## **Content Outline**

- How to increase your growth through cooperations
- In which areas of your company you would like to enter into cooperations
- How to identify good partners
- What you need to decide in advance and do during a cooperation to increase your probability of success
- To compare cooperation models and selection criteria
- How to monitor and maintain successful cooperation
- How to achieve the transition from a single cooperation to building your network

## **You should attend if**

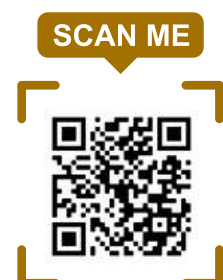
- You want to grow through cooperations
- You want to cooperate with the best partners
- Your objective is to increase your network

## **Trainer:**

Petra Wolkenstein



**Book a LIVE group Workshop**





"Thank you, Petra for the great insights and helpful advice. Our Start-Ups gave great feedback and had a successful virtual conference!"

**Philip Morger**  
**Switzerland**  
**Global Enterprise**



**#COOPERATION**



# PARTNERING & MARKET ENTRY MODELS

**How to sell abroad: Calculate your global market potential and learn how to sell internationally**

## Content Outline

- About international market entry
- How to calculate your market potential both in your home market as well as abroad
- Meaning of TAM-SAM-SOM
- Which markets to enter first: how to sell internationally
- Several partnership models for international sales and its advantages and drawbacks
- How to create your own go-to-market-plan
- How to define your own internationalisation strategy

## You should attend if

- You have generated first revenues in your home country
- Your plan is to expand internationally and to sell abroad: you are planning your international market entry
- Therefore you want to know which is the optimal way to sell internationally

## Trainer:

Petra Wolkenstein



**LIVE group Workshop  
with Self-paced training option**





"Petra is the best business coach I've ever met. She always tries to dig into your situation, not just giving common advices. She has clear and very fast mind, so it's very easy to follow her suggestions."

**Aleksandr Bogachev**  
**CEO, DataStoryTellers**



**#EXPANSION**



# SCALING LAB

**Assess your scaling readiness and develop your scaling strategy with clear next steps**

## Content Outline

- Self-assessment of my startup's scaling readiness across several categories
- Major challenges on the road to scaleup
- Value proposition & product-market fit
- Value delivery & Sales/Marketing
- Operations
- Organization design, people & culture
- Financial, legal & governance considerations
- Outlining my startup's roadmap towards scaling

## You should attend if

- You have achieved considerable product market fit
- Your revenues are growing strongly
- Your team is expanding
- You need to focus on the most important strategic building blocks to master the scaling phase

## Trainer:

Petra Wolkenstein

Michael Kubiena



**Book a LIVE group Workshop**





Thank you Konsultori, Michael Kubienna and Petra Wolkenstein for a very insightful and engaging Scaling Readiness Lab session. The framework and tools you shared were very relevant for any startup who is on a scaling journey.

**Gaurav Gandhi**  
**Xcelore**



**#SCALING**





# Petra Wolkenstein

**Growth and Negotiation Expert, 2024 winner of the Global Ecosystem Hero award**

Business development is Petra Wolkenstein's passion. She guides startups and innovative SMEs in growth issues, be it in international market entry, lead generation, new business fields, the development of cooperations, the acquisition of investors or in the accompaniment of company acquisitions and sales.





# Michael Kubiena

## **Organizations- and HR-Expert**

Michael has over 20 years of international experience as a head of HR departments, both in startups and large companies, especially in the ICT and services industries. He is therefore very familiar with topics such as strategic HR, compensation and performance management, talent management and HR systems.





# Franziska Kolk

**Venture Capital investor, coach**

Business Developer. Early-stage investor in Africa. Executive and Startup Advisor. Specialities: Business development, funding and business operations. Franziska Kolk is the General Partner of Startup Wise Guys and CEO of 3EG Technologies. As an early-stage investor, she works with startups in Africa and Europe, where she acts as a startup advisor. She specialises in business development, financing and business operations.





# Tim Birdsall

## **Sales trainer and consultant**

Tim Birdsall, based in Vienna, is a bi-national from England and Switzerland. Driven by pragmatic training designs, he uses blended learning methods, webinars, coaching, and technology. Tim works mainly in Europe, with a global network of trainers.

He specializes in sales training for IT, FMCG, and Pharma industries, focusing on sales processes, solution sales, distributor or channel sales, sales leadership, CRM usage, account planning, lead generation, and social selling.





## **Irina Tot**

**Partner / Attorney at Law at Lumsden & Partner**

More than 20 years experience in legal advisory, specialised in Mergers and Acquisitions / Corporate Law, Contract Law, Employment Law and CEE.

Irina studied Law at the University of Vienna and advised several years Telekom Austria in Business Development / International M&A. In the past over 15 years Irina has not only worked with one of Austria's leading law firms, but was also employed in business consulting with focus on privatisation in Southeast-Europe.



konsultori

# WE ARE WORKING WITH



# GET IN CONTACT

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