



*"We participated with 3 teams in the BTS Tournament from different locations and nationalities. The main benefit for our team was to increase the team spirit inside our company. The competition against close colleagues inside the organization was an extra source of motivation. Now our team has a better overall overview of the different aspects of a company. We recommend creating a multidisciplinary team in order to improve knowledge sharing. Good experience!"*

**Emilio Camblor**  
**Operations Manager**  
**BP Solar, Europe**



*"Our participation in the BTS Tournament was beneficial for more reasons. First of all it gave us a perspective about a company as a whole, looking beyond our specific working areas. Also our teamwork abilities have improved: how to split the work in the team, how to communicate effectively and how to aggregate the results. We should not forget about the fun elements: it was always exciting to see what the other teams did and wait for the outcomes of the rounds."*

**Erika Szuks**  
**Learning Manager**  
**Shell Hungary**



*"We decided to take part in the BTS Tournament as we saw it as an innovative exercise of "learning by doing". We gathered a team of five young potentials from different business functions. The learning experience was a success in terms of motivation, group dynamics and business skill development in general. It was also fun to do this in interaction with other international companies participating in the same tournament division as our competitors. The main benefit for us was improved business understanding and seeing the big picture of business more clearly. The people in the team are now better prepared for making a contribution to our organization. We really enjoyed the experience, and we are going to participate again. We also warmly recommend this for others as well!"*

**Diana Cotonat & Claudio Carrillo**  
**Training and Development Manager & HR Director**  
**Pan American Energy**



*"We had a team of young potentials that shared a competitive attitude join the Championship. They were from different areas of the organization so that there were different views represented in the team. We wanted to introduce them to working together under pressure as a team and face similar challenges that they will be facing in their day-to-day business. For us, it is important that the different parts of the organization are working for a common goal, and can depend and learn from each other. The BTS Tournament proved to be excellent in developing these relationships with colleagues and getting a feel of the real challenges of our business. In addition, our team had so much fun and was hungry to aim for even better results that we put a new team together for the next available competition. We are happy to give them the opportunity to develop themselves especially when the result is a group of people that work very effectively together for the common goal of our organization!"*

**Thor Haakon Helgesen**  
**Senior Vice President**  
**Statoil Exploration & Production Norway**



*"We had lots of fun while participating with the simulation. Sharing information and listening to the opinions and perspectives of others was one of the best aspects of the exercise. After the experience, we better understand different areas of business and how they interact with each other. An excellent tool for team building, and a good training program in a broader sense as well!"*

**Joaquín Ancín**  
**Managing Director**  
**Renewable Fuels**  
**Acciona Energía**



*"The BTS Tournament gave us the opportunity to practice our business skills as the management board of an imaginary multinational company. The case used in the BTS Tournament was extremely interesting, well formulated and challenging. For our team from Czech Republic, the tournament turned out to be an effective tool for improving strategic thinking as well as budgetary planning. We built our strategy based on our analysis of competitors and assessment of future prospects for business development. It was fun, it was exciting, and it was great for team building. A good experience of learning by doing. We recommend this for others in our organization."*

**Jiri Zazvorka**  
**Sales Director**  
**Soluziona - Unión**  
**Fenosa Professional**  
**Services**  
**Czech Republic**



*"After participating in the BTS Tournament training event we as a team now have a clear understanding of the parameters that guarantee shareholders' VALUE and PEACE OF MIND and how it is sometimes/somewhat irrespective of the profit you are making. We also developed a better understanding of the problems raised as a result of investments which do not take EVA into account, but rather focus on NIBIT and/or ROCE. As a team we are better able to control the various elements which affect the outcome of the business simultaneously, and the relationships that exist among these elements. Finally, the enhanced business planning and forecasting skills we developed will definitely aid us to a better future in our careers".*

**Hassein Asgari**  
**Consumer Sales**  
**Manager**  
**Shell Iran**



*"As in any organization unification is quintessential to success. I saw the BTS Tournament as the perfect tool for the unification of key people in Nordic Lubricants Oy. I have to say the concept and business case model have all the elements in place to develop better business understanding and bring people from different areas together in team sense. But like everything in life, what you put in is what you get out. It comes recommended to organizations with similar objectives."*

**Tuomas Pääkkönen**  
**Country Manager**  
**Commercial**  
**Nordics BP/Castrol**



*"In my opinion, what is most important about an exercise like this Tournament is that we develop and apply skills in a systematic way, and transfer the many lessons learned from the BTS Tournament to our jobs. We have learned to trust each other's judgement and decision making abilities, and a strong team spirit was developed. Our enthusiasm remained high, and we were really looking forward to the final!"*

**Geir Bjornstad**  
**Vice President Finance**  
**and Administration,**  
**Statoil Marketing &**  
**Trading (US)**



*"After a tough competition we ended up being the winners of our tournament division, and so, we were glad to proceed to the semi-finals! Behind our success there were hours of competitor analysis, ponderings over various strategic options, and sharing of different angles and ideas among the people in the team. The more time you put in, the better are the results, and the more you learn. The BTS Tournament helps to improve analytical skills, deepens business understanding, and works as a team-building exercise as well. Special thanks to the BTS Tournament Training Support team, who helped us whenever help was needed! A good and worthwhile business training exercise!"*

**Valerio Ferro**  
**Marketing Manager**  
**BP Solar, Europe**



*"We participated in the BTS Tournament training with a team that was comprised of managers and other employees from different parts of Vattenfall Västnät. The educational experience was rewarding, offering us an opportunity to analyze market reports, competitors and the results of our company. The tournament gave us an opportunity to interact as a team and gain understanding of the importance of having a helicopter perspective when managing the affairs of a company. Apart from being a fun challenge and learning experience, this was good as a team building exercise. The team met for a couple of hours every other week to make decisions for 'our' company, and waiting for the results was equally exciting round after round! It was a good and fun tournament, with a flexible approach."*

**Magnus Adolphsson**  
**Marketing Director**  
**Vattenfall Västnät**



*"ConocoPhillips entered a five person team with a mixture of skill sets, exploration geoscience, business development, finance, in the BTS Tournament in October-November 2004. The experience was very positive, we found the tournament well organized with rapid feedback between rounds. The tournament lasted 10 weeks. We found the tournament a good test of broad based business skills ranging from strategy definition, price setting, market and financial analysis. One of the interesting aspects of the tournament for us in a commodity business, where the price of our product is outside our control, was the challenge of setting product prices in a competitive market. As a group we enjoyed the experience and would recommend others to try their hand."*

**Richard Lunam**  
**Director**  
**Exploration Portfolio**  
**ConocoPhillips, USA**



*"The training was totally on target, helping us analyze a company's strengths and weaknesses, create a strategy, translate it in to decisions, and then analyze the results. All this was made possible by a well designed simulation with all the changes, ambiguities and challenges that came close to real-life difficulties. Our team enjoyed the training sessions round after round. We were able to plan our own time schedule and have sessions in a known and relaxed atmosphere. The fact that we had no financial person in the team made our achievements in the competition even more motivating. It was an experience we can recommend."*

**Filip Thierie**  
**Production Manager**  
**Fortum Oil Belgium**  
**Later Neste Oil**



*"Our team dynamics worked very well in the BTS Tournament. The team was a combination of old-timers and people who had recently started at the company. It was exciting to see how, despite everybody having their own ways of thinking, we always easily came up with a common understanding. In our opinion, the Tournament provided by BTS is an excellent enhancer of teamwork skills. During the training, we also became acquainted with financial terminology, and gained a helicopter perspective view of the things happening in a company. Our team decided to participate as we were offered the opportunity, and no doubt we would be willing to do the same again in the future. Should somebody approach us and ask if the training was able to meet our expectations and if we were willing to recommend this to others, the answer would be a definitive YESS!!"*

**Tiina Mäkitalo**  
**Training engineer**  
**TVO**



*"The training is a real managerial adventure that generates commitment to the results and focus efforts not only on the internal processes, but also on the market. This is very recommendable training for other people in our organization who need to get the big picture of business. I really enjoyed the training."*

**Anders Maxe**  
**Area Manager**  
**Kemira Kemwater**  
**Sweden**



*"We decided to take part in the training in order to give the team members an opportunity to improve their management skills. One thing we found valuable in this respect was the teamwork aspect. Among the other benefits were things such as understanding finance, seeing how investing in the future of a company pays off, and experiencing markets evolve. Basically what we were looking for was learning to understand how to successfully manage a business. We are happy with the results, and the members of the team would like to participate again."*

**Risto Takkala**  
**Former Vice President**  
**Fortum Oil Refining**  
**Later Interim CFO**  
**Neste Oil**



*"The main benefit for us was to understand the company as a whole. As a finance manager I felt very comfortable making financial decisions, however it was in the other areas that I felt a little bit uncertain. It was at this point that teamwork and knowledge transfer began and the whole learning process happened. We all contributed with opinions on the different business functions and issues, and in a democratic manner we made our business decisions. We learnt from our successes and our mistakes, making it a very good learning experience that I can recommend to others!"*

**Manuel Fernández Durán**  
**Finance Manager**  
**Grupo Red Eléctrica de España**  
**Red Eléctrica Internacional**



*“Everybody in the team greatly enjoyed participating in the BTS Tournament. The training was outstanding! The simulation provided a lot of excitement and delight with competition being one of the most important components of the tournament, enhancing team engagement and enthusiasm. Overall we found this to be a great experience and would happily recommend the BTS Tournament to others, especially to those in leadership positions!”*

**Kenneth Block**  
CFO  
Vattenfall Forsmark  
Sweden



*“SN Power Invest participated with a team bringing in representatives from different functional areas to mirror the way we would work with many of our daily corporate tasks. The competition gave individual team members a good insight into how a company functions as a whole, and proved to be a good way to develop the key business skills of market analysis, strategy formulation, pricing, production planning and financial analysis. The competition proved to be a very good way to mimic the market dynamics, where tough competitive strategies have a direct effect on the market and ultimately on the fate of a company and its profitability. The BTS Tournament proved to be a good learning experience as well as a tool for letting colleagues from various areas of our company get to know and learn from each other in an informal and fun way. A very good experience on the whole.”*

**Jan-Erik Felle**  
SN Power Invest  
Norway



*“The BTS Tournament provides experience in decision making for various kinds of markets (increase/decrease of marketing budget, price changes, production decisions, etc). Finding our own way of doing things and learning from our own mistakes is a life-long lesson that is better than anything else with one of the great benefits of the Tournament being the ability to listen and discuss various viewpoints. The BTS Tournament has made us a better team in our everyday activities. Furthermore, we found the BTS Tournament to be a good balance of great fun and hard work, very professional, congratulations!”*

**Monika Veres &  
Pan van Geffen**  
Shell International  
Exploration and  
Production