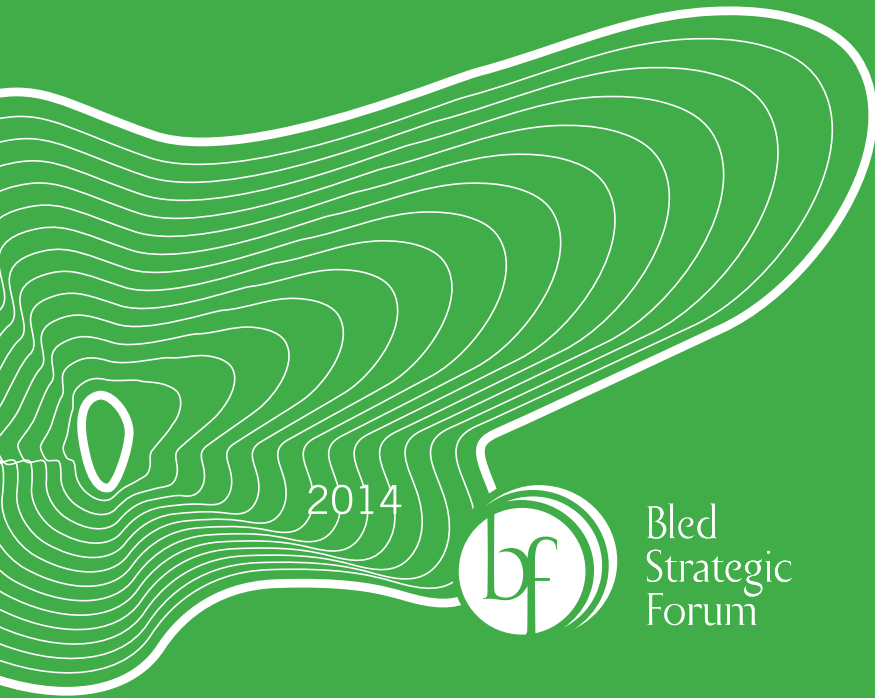


TRUSTORIES



2014



Bled
Strategic
Forum

Publishers:

Ministry of Foreign Affairs of the Republic of Slovenia,
Prešernova cesta 25, 1000 Ljubljana, Slovenia, and
Centre for European Perspective, Grajska cesta 1,
1234 Loka pri Mengšu, Slovenia

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DTP and prepress: Premedia, Andrej Juvan

Ljubljana, October 2014

Young BSF, an offshoot event of the Bled Strategic Forum, annually brings together aspiring young politicians, activists, diplomats and academics from Slovenia and abroad in search of answers to some of the most pressing questions of today. It is a platform for brainstorming on how to deal with the challenges and seize the opportunities the future holds for the younger generation. Presenting a series of solutions proposed by young leaders at the 2014 edition of Young BSF, Trustories showcases strategies for the Young BSF Business Case and solutions to bridging the trust gap in the modern society, a topic addressed by young leaders during this year's Young BSF Camp.



Business Case Competition 27–29 August

- 7 teams selected from top universities worldwide (21 competitors)
- **case with challenging issue to solve**
- best solution wins & presented at Business BSF on 2 Sep



Camp: The Potential of Trust 29 August – 1 September

- 46 participants (21 Case Competitors + 25 Young Leaders selected upon Ambassador's nominations)
- **creative workshop, idea generators, experience sessions, focused discussions**



Bled Strategic Forum 1–2 September

- Young BSF participants take part at the Bled Strategic Forum
- **1 Sep @ 18:00: Young BSF Special Session** (attended by BSF participants and 120 Slovenian Young Leaders)



Timotej Šooš, Young BSF Director



Mitja Mavsar and Tilen Travnik, facilitators of the Young BSF Camp



Dr. Peter Kraljič,
Director Emeritus at McKinsey & Co., Chairman of the Panel of Judges



Valerie von Eberhardt, Marketing Director EMEA
at Burson Marsteller



Young BSF business case competition

Seven teams of post-graduates and young entrepreneurs from top universities worldwide competed in a Young BSF Business Case Competition in search a strategy for a hypothetical new state-owned enterprise: Slovenia Forests Limited. Twenty-one students had forty hours to analyze the case, come up with new ideas, and put forward a strategy. Keep reading to learn how they did.

7 teams



1 case



40 hours



University of St. Gallen

China Europe International Business School

Copenhagen Business School

Indian School of Business

AmCham Slovenia

University of Tokyo

IEDC – Bled School of Management

Slovenia is one of the countries in Europe with the largest area of forests with more than 1.2 million hectares covering just shy of 60% of its territory. While forestry brings in a mere 2% of GDP, it is nonetheless considered a niche due to the country's long woodland-related tradition.

The main reason for growth in forestry is the increase in growing stock at an average of 1.5% annually. This ranks Slovenia fifth among the 28 EU countries in terms of growing stock per hectare. Despite the high rates, only an average of 50% of planned and sustainable harvest has been brought in over the past 14 years.



This is largely due to the fragmentation of private forest plots that account for three quarters of all Slovenian forests. With an average plot surface of only three hectares, high fixed operational costs discourage private owners from harvesting annually.

However, public forests are currently managed by thirteen private entities with concession rights expiring in 2015. The Slovenian Forestry Fund has been entrusted with the management of state-owned forests and is earning revenue through concession commissions that are set annually by the Fund and negotiated on with the concessioners. Nevertheless, the returns for the Fund are up to ten times smaller than in Austria, because concession firms claim high operational costs, thereby reducing the concession commission.

The system in place is not tapping into the potential of public or private forests, so the Government of the Republic of Slovenia is seeking a five-year business plan for a new state-owned company to manage public forests. The company should increase returns on assets, stabilize the timber market after natural disasters, support the private sector by providing a platform for scalability, and share its profits with forestry tourism and education.

HSG, the winning team from the University of St. Gallen, proposed a holistic strategy for Slovenian Forest Limited. Slovenian Forest Limited would take a holistic approach to forest management by setting up a reverse concessions model: the company would sign concessions with small forest owners and hire private companies to manage the estates. The company would increase the utilisation of land owned by small owners while boosting the return per hectare. In turn, the profits could be invested in Slovinicon Valley, a science and technology park.

PANEL OF JUDGES

Ms Maria Anselmi

General Manager for Southern Markets
at Bisnode

Mr Gergely Bacso

Associate Principal at McKinsey & Co.

Ms Nada Drobne Popovič

Senior Executive at Slovenian Sovereign
Holding

Mr Japec Jakopin

Board Member of the Slovenian Business
Club

Mr Jošt Jakša

Director General for Forestry, Hunting and
Fisheries, Ministry of Agriculture and the
Environment of the Republic of Slovenia

Dr Peter Kraljič

Director Emeritus at McKinsey & Co.
(Chairman of the Panel)

Mr Damjan Oražem

Acting Director of Slovenia Forest Service

Ms Tanja Rupnik

Investment Project Manager at Riko Group

More information about the case competition is
available at www.bledstrategicforum.org/case14



The Winning Solution

Holistic Strategy for Slovenian Forest Limited

Team HSG,
University of St. Gallen

I. Transforming the current concession model

Revenue per hectare of Slovenian public forests is below the European benchmarks largely due to corruption and the failure to establish adequate minimal fees for the concession plots.

To address the issue, costs can be either decreased or revenue increased. On the cost side, only the felling costs are excessive and may be cut by 20%. The team therefore decided to focus their attention on the revenue side, by increasing transparency and setting minimal fees that correspond better to the real value of the plots. A 3-step solution was proposed:

1. Redrafting the concession contracts, mainly by reclassifying forest areas into smaller and more homogeneous areas with a standardized calculation of minimal concession fees.
2. Awarding the concession by auction bidding following a marketing campaign.
3. Allocating funds for supervising and monitoring the concession plots.

These improvements could potentially deliver a net present value (NPV) of EUR 20 million over the next five years.

II. Increasing the utilization rate of private plots

Roughly 70% of Slovenian forest is owned by some 320,000 individuals, resulting in serious fragmentation. Many owners do not utilize their forest, but cling on to it over sentimental value; since they are reluctant to sell, a different approach had to be mapped out. A “Reverse Concessions” business model was proposed, according to which private forest owners give concession rights to the new government enterprise Slovenian Forests Limited, established with a merger of the Fund and the Slovenian Forest Service (SFS), in exchange for money. They keep their ownership, while being able to cover certain costs that come with owning a forest. It is a 3-step solution:

1. The Fund finances the SFS to cover the costs of additional staff who to promote the new “Reverse Concessions” programme.
2. The SFS tries to convince private owners to participate in the “Reverse Concessions” programme, or finds out why they are reluctant to do so.



3. The new concession model is applied on private sector forests: profit is increased and the forest industry is promoted.

We estimate that in 5 years more than 19,000 will agree to “Reverse Concessions”, resulting in roughly 55,000 additional hectares of land being utilized on top of current area: this plan has an NPV of EUR 1.2 million.

III. Reinvesting profits into SLOVINICONVALLEY, a science and technology park

SLOVINICONVALLEY will work to establish systematic innovation for Slovenian forests. Although the ROI of the project is not positive, the non-monetary benefits such as boosting the competitiveness of the wood-processing industry and bringing down unemployment are a substantial push for the economy.

It is a space that promotes collaboration between universities, the industry and the government with a view to attaining high-tech economic development and advancing knowledge. The goal is to foster entrepreneurship and incorporate more technological content and innovation in the Slovenian wood production processes, forest management and environmental protection.

On the Lookout for Solutions Slovenian Forestry Management

Kylin

China Europe International Business School

The newly-established Slovenian Forestry Limited would acquire the businesses of the existing concessionaires so as to reap the benefits of forest harvest and eliminate corruption risks, as well as allow optimal timing for timber sales. This would be conducted by negotiating concession companies to acquire their human capital and machinery, followed by operational consolidation and managerial decision-making.

Moreover, the company would introduce a collective ownership plan for small forest owners so as to improve forestry capacity and utilisation, and achieve synergy through a consolidation of operations, sales and branding. This would be

conducted by dividing the country into several forestry operation regions and setting up collective forestry ownership partnership in each. The company would then be committed to purchase back the timber from its partners when the market is down.

The firm should also boost vertical integration via a forestry fund tasked with buying stock in industry-related businesses such as a forest park, a high-tech forestry company, a furniture company and renewable energy. It should, furthermore, start a forestry development or public benefit fund to promote education, scientific research, and increase social benefits in cooperation with the government. The proposed solution would require EUR 70 million of debt financing.





Team Gelbo Copenhagen Business School

Slovenian Forests Limited would increase efficiency and productivity and tap into the demand for biomass. This state-owned stock company would manage state-owned forests and introduce a new system to scrap the existing concessions scheme for a boost in transparency. The company would outsource operations and retain the right to all profits from the sold timber. The team recommended hiring Austrian consultants and initiating cooperatives of small forest owners to address the issue of fragmentation. The proposed digitalization would help the company achieve efficiency gains of up to 8% using the established system of electronic delivery notes and supply chain management control.

The impact of the proposed solution would be an increase of ROA to 3.4% reaching peer group levels in Europe and an increase in revenue streams by EUR 26.8 million. After five years, Slovenian Forests Limited would increase the felling percentage and efficiency through co-operation. The company would secure a higher degree of stability in the market due to its size and market share.

The rising demand for renewable energy both in Slovenia and internationally is an opportunity to focus sales on the biomass industry. The proposed solution is the cheapest alternative and would require only EUR 500,000 in capital investments.

Excellence Warriors

Indian School of Business

The public entity Slovenian Forestry Limited would outsource its operations. A tender system would be in place to find top service providers. The business model would not require any large investments for machinery or human resources. The entity would also buy off small forests in order to consolidate operations and improve utilisation in both public and private forests. The capital for small forests acquisition would be used from profits of the Slovenian Forestry Limited.

The company would in turn improve export volume by leveraging the extensive rail and shipping systems, increasing capital by leveraging pension funds, and creating a stable consumer base.

The financial feasibility evaluation of the proposed alternatives has shown the highest present value of five-year cash flows to the governments for the solution presented above. By 2021, the Government of the Republic of Slovenia would have a present value of EUR 161 million (using the government discount rate – 20 year AAA euro area government bond plus 600bps: 7.8%). The proposed solution would only require EUR 5 million of upfront capital investments.





ULteam
AmCham Slovenia

The team proposed a holistic approach to forestry and the creation of a brand dubbed Slovenian Wood Valley. Slovenia must make wood its number one treasure. The brand would create 10,000 new jobs by 2020. The wood chain with a holistic cooperation approach would raise added value per employee by 50% by 2020 and the management should become fully digitalised by 2018.

Slovenian Forest Limited would be established with the merger of the Slovenian Forest Service, the Farmland and Forest Fund and the thirteen existing concessionaires, and be at the helm of

corporate and strategic management of forestry and wood-processing. Three subcontractors would be in charge of operational management and fieldwork. The company would lower corruption risks, encourage competition between operational entities and address the problem of forest fragmentation and high fixed costs for private owners.

This solution would more than double net profit per cubic meter from EUR 6 to EUR 13.2. Furthermore, the team proposed a new model for a compensation plan, based on the company's performance, the idea to establish a fund that would encourage start-ups and green jobs growth, and a quality certificate dubbed 'wood from Love, wood from Slovenia'.

Team Tsunami
University of Tokyo

The team has established that the Government of the Republic of Slovenia is not using its forestry assets efficiently due to the fragmented private ownership and that there is a surge in supply after ice storms, which was the case in the winter of 2014.

Slovenia Forestry Limited would introduce modern forestry, improve management quality and cluster small forests. The company would boost the profitability of public forests by increasing the efficiency of operational management, setting an example for small owners.

The company would also aim to acquire or manage small forests and develop a high value added brand that would appeal to consumers abroad, particularly in Asia. This would be done by implementing a strong sales and marketing force specialized in markets where the demand for timber and more value-added wooden products is the highest. The strategy would also include an up-scale and sustainability-oriented brand dubbed 'Lifestyle with Forests'. The team would not only create a brand for timber, but also an identity for Slovenia that would be recognized worldwide. The proposed solution would not require new human capital, only consultations and further training of the workforce.





Team IEDC IEDC Bled School of Management

The team analysed three different models, pointing out that option one – prolonging the existing concession contracts – would not be a step forward; that option two – Slovenian Forests Limited – is not a good idea due to a lack of experience and corruption risks; ultimately advising the state to go with option three – the award of concessions under new conditions. Awarding concessions to new concessionaires would bring new experience, increase efficiency and reduce the risk of corruption. The team would also reduce the number of concessionaires from the current thirteen to a maximum of three.

Establishing Slovenian Forests Limited would require a significant investment into the equipment (to the tune of some EUR 20 million), land and buildings (close to EUR 40 million), as well as working capital, which would lead to increased public debt.

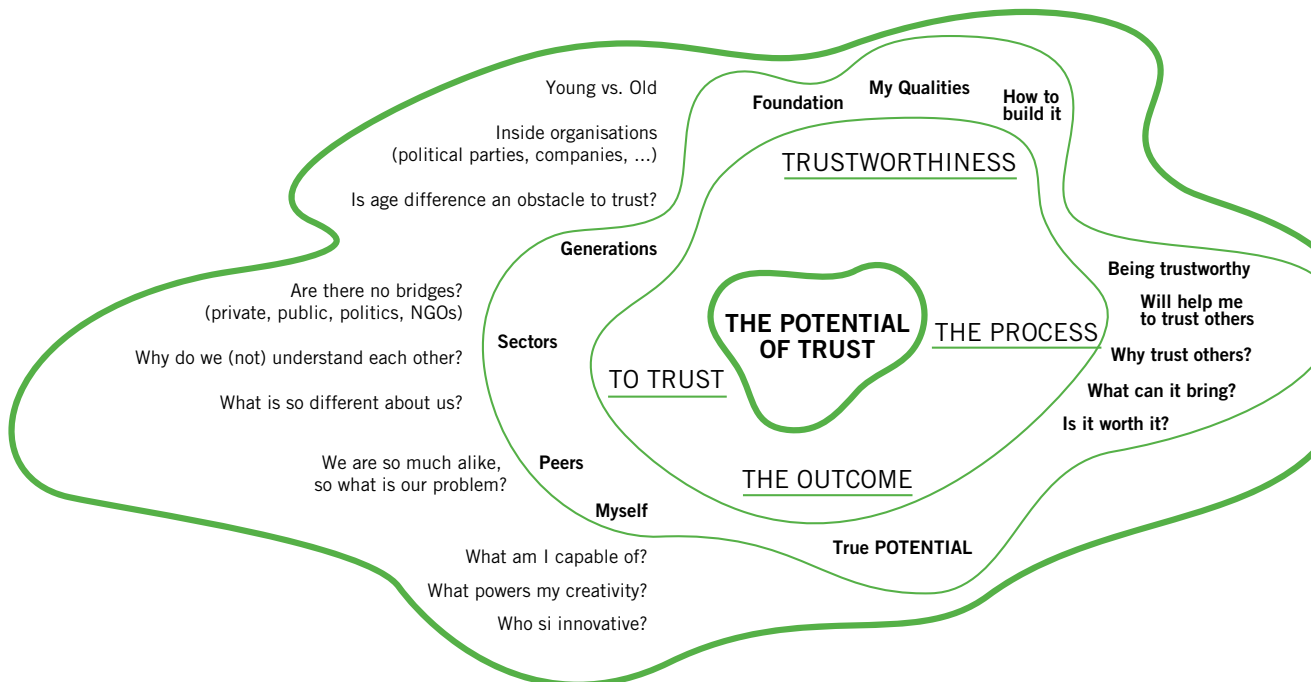
The solution proposed a new formula for setting the amount of the concession fee. Instead of net income, the concession fee would be the percentage of revenue and decrease the number of concession companies from thirteen to a maximum of three. The timeframe for concession agreements would remain 15–20 years. The proposed solution would not require any funding.



The Potential Of Trust

Faced with many problems, tackling challenges head on and living in an ever-changing world, young leaders are equipped with skills and the know-how to resolve trust issues. The Potential of Trust was a common thread in all three stages of Young BSF. What strategy should we trust to find new opportunities in Slovenian forestry management? How do we overcome trust issues across different social axes? What is the potential of trust and how much does the lack of trust affect the lives of youth?

If you trust on the right grounds, this makes you stronger and not more vulnerable.





A special panel under the title The Potential of Trust took place on Monday, 1 September. Five panellists from across the world and from different fields explored a number of trust issues; how to build trust in the corporate world, the banking sector, the society in general and in different generations. Their perspective was one of personal experience.

If you want to see change, you will have to be the change yourself.

They pointed out the importance of leading by example, which was underscored by Ms Bhalla. Once people see you strive for a good cause in a transparent way, they will follow. This applies not only to the non-governmental sector, but also to business. Ms Jost underlined that startups must make their processes transparent and show honesty to be considered trustworthy by the corporate world.

Mr Böszörményi-Nagy discussed the potential of the younger generation, generation Y, which started learning, and teaching the older generations for that matter, at a very young age. Generation Y has had access to new forms of

education and socialization and has great potential.

The speakers also touched upon the issues of trust in banking. Mr Medja pointed out that people in Slovenia still trust their personal bankers. Discussing his relatively young age for his position, Medja said that he was not aware of his age being used against him; he however admitted that it would have been better had he had ten more years of experience. The people that gave him the job obviously trusted him, he said, adding that he in turn also showed a certain level of trust by taking the job.

Ms Fotopoulou contradicted Mr Medja, saying that in Greece, people no longer trusted banks. The Greek do not trust their neighbours or immigrants of fear they might steal their jobs. There is no trust in the society and in the politicians. She added that she would never work with far-right or far-left politicians; extremism does not lead to improvement, she underlined.

Youth is a relative concept. People who think they are young, have an advantage – they own the future.



Ms Akriti Bhalla

MBA Candidate at the Indian School of Business, India

Mr Gergely Böszörményi-Nagy

Director-General at Design Terminal, Hungary

Ms Ioanna Efthymiou Fotopoulou

Founder and President of The Activests, Greece

Ms Sonja Jost

CEO at DexLeChem GmbH, Germany

Mr Janko Medja

President of the Management Board of NLB, Slovenia

Moderated by: **Ms Ajša Vodnik**

Executive Director, AmCham Slovenia

In the capitalist world, love has become an innovation. meraki (Greek) – (n.) The soul, creativity, or love put into something; the essence of yourself that is put into your work.

There is a difference between being naive and trusting someone.

During the last weekend of August, the Young BSF Camp addressed trust issues affecting our daily lives. Young leaders discussed the challenges of the lack of trust on different social axes. How can the broader society overcome trust issues?

Emile, senior manager

“I don’t trust younger employees in my company. They don’t know the company, have no experience and want to make too many changes.”

Meet Emile

Emile is a 58-year-old family man. Originally from a rural environment, he moved to a big city at the beginning of his career. He has worked hard all his life to provide for his wife and children. Thanks to careful career navigation, Emile has been promoted several times: starting as a manual worker in production, he is now the head of a manufacturing plant holding a middle management position.

Emile has witnessed several management board replacements and changes in working processes, and knows the company from top to bottom. Over the past few years, his team has changed. Many of his trusted long-term co-workers have retired to be replaced with younger employees fresh out of university with limited work experience, often from entirely different fields.



What’s his problem?

At the past few meetings, Emile was told that his plant must modernise its processes and incorporate new technologies. However, he thinks that his plant is working fine and is dubious about the ideas put forward by his younger colleagues. He is sure that his younger co-workers are trying to outdo him and are eager for him to retire.

What could raise Emile’s trust in young people?



SOLUTION

Pausa – We Build Trust

Pausa is a startup company for team-building services to establish or restore trust among co-workers. The Pausa team would help companies identify and resolve communication problems. It aims at overcoming communication, generation and gender gaps.

Although generation gaps can be hard to bridge, the sole process can be beneficial for the entire company, the community and the wider society. Every generation has a different set of skills to offer, as well as different sets of knowledge and methods of work. There is never a single way of resolving issues or finding solutions, but the aim should be to combine more methods in order to find the best possible option.

Pausa's goal is therefore to reach out and narrow the gaps that create obstacles in a company's

working processes. The problem is approached by talking to the management and the employees, and by analysing their behaviour. Employees then engage in different activities that help transfer knowledge, ideas and work dynamics. The final goal is to organize activities for the employees. The prototype is based on a specific case, but this model can be used for various issues in different cooperation cases and working environments.



Peter, architect

“I have real problems in life and just want to know what the implications of the law are in practice.”

Meet Peter

He’s an established architect with 20 years of professional experience. While teaching at the Faculty of Architecture, he’s been taking on small side projects for different clients. Viewing his work as his footprint in space, he is very meticulous in and devotes himself entirely to each project.

He decided to take on a large-scale private hospital design project together with an old friend. In an effort to simplify the administrative side of their activities, they set up a business. A doer, Peter was not interested in learning the business aspects of running a studio. His partner took care of that, while he focused on creative work and team coordination. These were exciting times: they were given a chance to build an important public space and open a studio, with prospect of good money.



What’s his problem?

The real-estate bubble burst, and money was no longer coming in. Money problems started chipping away at the friendship, and Peter felt like his partner was withholding information. The decision to close down their business was mutual.

By then, Peter and his friend were barely talking, so it was time to call in a lawyer. Peter thought the ordeal should be pretty straight forward; however, he found that what mattered in court had nothing to do with what he saw as important. He felt that the lawyer was unable to translate his real-life situation into a judicial framework.

How could you make the judicial process more humane?

We need a package of solutions because one solution doesn’t help



SOLUTION

Emergency Kit

The Emergency Kit is a trust-boosting tool for business partners and colleagues to establish trust and resolve disagreements at various levels. The kit provides everything from ways to resolve simple misunderstandings to a corporate break-up reference book. It is simple, cheap and efficient.

It includes four types of emergency essentials; proposals for activities within the company, contact information of possible mediators and experts, motivational equipment in the case of crisis or change of values (original letters of motivation) and finally, the break-up package to be used if the partnership comes to an end.

The second part of the emergency kit is the reconciliation and reorientation model, which should be filled out by both partners separately.

Partners should then together review their results and evaluate their differences and common points. The model provides feedback in an accessible and easy way. The four major questions are:

- Where is my company now?
- What was the intention/direction of the company when we started it?
- Where do I want to take the business?
- What is my greatest dream for the company?



Elizabeth, businesswoman

"I want to make the world a better place by donating, but I cannot trust NGOs to do their work."

Meet Elizabeth

She is a British businesswoman in her early 40s. A Cambridge graduate, she has worked in the City of London for almost twenty years and is an experienced CFO at the London branch of a multinational company. In her spare time, she is a passionate marathon runner and traveller.

During her travels, she came across many young people facing poverty, without access to education or decent work, which in comparison to her working environment gave her a perspective on unequal opportunities around the world. She wants to make the world a better place by offering possibilities for education and proper working conditions to younger generations.



What's her problem?

Elizabeth knows about many NGO cases when hopeful donors tried to help the less fortunate and were faced with corrupt NGO managers. Failing to properly analyse the environments in which their NGO was working, they did not achieve the expected results. She does not trust NGOs when it comes to their financing or their actual impact on individual lives.

How can she decide which NGO is trustworthy and worth donating to?



SOLUTION

UNGO - United NGOs

UNGO is an NGO certification system for restoring trust in NGOs. An app would provide financial data on individual NGOs, quality ratings, transparency information and testimonials.

UNGO would be designed as a mobile app, offering potential donors an insight into the NGOs listed by topic and location. After selecting an organization, the app would provide two types of rating:

1. rating according to UNGO
2. rating according to other donors

UNGO would also include audited and open data about the performance of the organisation and data about its transparency

Where does the money go?

What are the administrative costs?



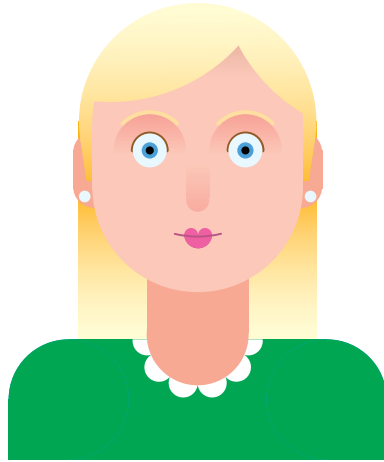
Nina, young mother

“I want to give my children healthy food, but I simply don’t know if I can trust anyone in the food chain anymore. Even our local farmer sells too-good-to-be-true tomatoes.”

Meet Nina

She is an employed Italian mother of two in her early 30s. Living on the outskirts of Milan and commuting to the city, she has become increasingly aware of the difference between the “big city” food and vegetables grown in her own garden.

She wants to buy food that she feels is safe for her family, but bombarded the media and environmental scandals, has a hard time trusting packaging labels.



What’s her problem?

She doesn’t understand or trust the information written on labels. What are all the E’s? Why can water be called Aqua? What’s the truth about superfoods? They are supposed to be healthy, but who can confirm that they really are? The local market sells products that often look anything but local.

How can she be sure that the food she is buying is safe?



SOLUTION

Foodle

Foodle is an app for information on food origin, quality and ingredients so as to ensure more clarity for consumers. It would also suggest healthy choices for app users.

Building trust in food and food products

Foodle pools consumers' and producers' responsibility for sharing information on food products.

It would apply a scanner of labels to provide detailed information about a certain product. The aim of the app is to minimize the gap of distrust for food labels and help consumers understand the labels, the ingredients and the origin of food better. A simple search tool for products by food category makes Foodle an easy-to-use and elegant product you can take anywhere.

Foodle it!



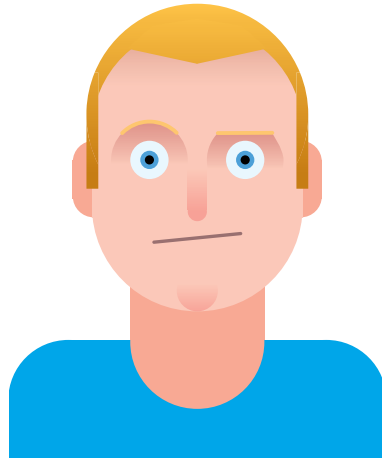
Marcos, investor

"I believe in the start-up revolution. But I have no idea which start-up to trust!"

Meet Marcos

He is an Austrian-born wunderkind. He started his first company at 15, created a real-estate business and earned his first million by 25. He then moved to San Francisco and built a billion-dollar construction business. He learned all about building seaside villas for young internet entrepreneurs.

Having had enough of the business rat race, in 2005, he moved back to Europe and started living a laid-back family life in the Vienna suburbs. All went well until 2008, when his industry was hit hard by the economic crisis. His business went bankrupt, and his partners betrayed him. Marcos is now 41. He has a house, a wife, two kids and two million dollars.



What's his problem?

In reality he has only one million. Since 2012, he has invested one million in five various early-stage start-ups that appeared promising, such as Facebook. He invested in biotechnology, wearable devices and social networks. But three out of the five businesses sank in a year and one is idling. He obviously bet on the wrong horses, but has no idea how this happened.

What service or product can help him and similar early-stage investors?



SOLUTION

Investor List – Where investors from 160 countries meet

A web app for startup investors to share experience and exchange information, as well as access relevant data about individual startups and industry fields.

The Investor List provides guidelines, insights and detailed information for investors and a platform for connecting among investors. Supported by accelerators, the web app would offer search according to the industry of interest to the investor.

The landing page would, aside from the search engine, provide other information, such as investors' testimonials and a newsletter. After choosing the industry, the search results will be a list of startups seeking capital. More information would be available for every search result, the user could chat about the topic with other investors and browse events connected with the startup of his interest.

As an investor you do not have the chance to connect with other investors. You can get the information about a startup but cannot share the community knowledge with investors.

Knowledge management is important and the Investor List would take into account the big-data problem. Furthermore, it would include investors' evaluations and gives them the opportunity to share their assessments on specific technology problems and certain industry areas.



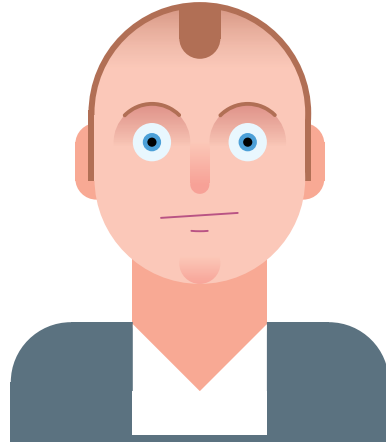
Alfréd, politician

“The hardest thing for a politician is to trust reporters to write the truth instead of a sensational story with distorted information.”

Meet Alfréd

At 33, Alfréd is among the youngest members of his national parliament. He launched his first company at the age of 22, and after three years already had five employees. He thought he could give back to his community by sharing his entrepreneurial spirit, so he decided to run for mayor.

During his campaign, a journalist published an article alleging that he was exploiting his employees and not paying their social insurance contributions. The article portrayed him in a negative light, despite the fact that his employees were a very satisfied and successful team of talented workers. Alfréd didn't know why the journalist would write such a false and negative story. Nonetheless, Alfréd, was elected mayor, and later his home town supported his bid



for the national parliament. He now sits in the parliament, and is featured in the media on a regular basis. However, he remains wary of every journalist that he meets.

What's his problem?

Alfréd doesn't trust journalists to report the truth. He thinks that journalism has become too sensationalist, with journalists using only information that will catch readers' attention. He would like to share his ideas through the media, but he fears that his words will be used against him.

Help Alfréd develop the right measure of trust in journalists.



SOLUTION

Remedia

A webpage aiming to restore trust between politicians and journalists.

Similar measures have already been introduced in certain countries, and Remedia would serve as a platform for submitting questions to government officials as well as giving feedback or

commenting on published press information. Journalists would post questions online and the government would be required to answer.

Politicians would have an outlet to clear their name.

Q&A feedback sources



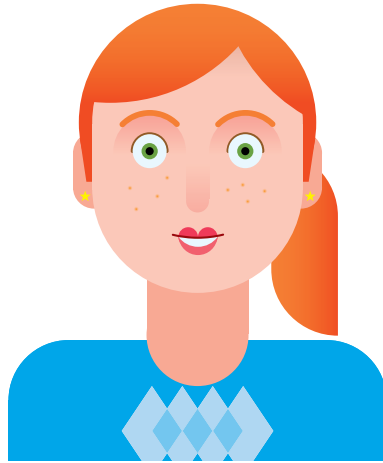
Alice, government employee

"I want to be really good at what I do, but often it's just impossible to cooperate with other government employees. They function like machines, not humans."

Meet Alice

Alice is a young diplomat who has just got a job at the Ministry of Foreign Affairs. A graduate of Kent University, she previously worked for a Norwegian humanitarian organisation in Afghanistan and a Canadian private company. Once hired by the Foreign Ministry, she decided to do her best to prove that public servants are not necessarily ineffective.

She has numerous ideas about projects that could bring together people from different departments and ministries. At the beginning, Alice didn't know these other people and believed that her only obstacle was a non-existent network. After finally getting them together, she realised that they were not prepared to go that extra mile and were not particularly interested in starting new projects or getting to know their colleagues.



What's her problem?

Alice wants to contribute to her country's policies and be actively involved in projects, but is concerned that other public servants are not to be trusted to ensure that tax payers' money is put to good use. In her opinion, public employees are too technocratic, and the rigid system of public governance does not provide for any network between ministries and departments. She would like to improve their communication and network in an effort to help them become more effective.

Help find Alice a way to improve internal communication and get trustworthy people for her projects.



SOLUTION

Cooperate or Crumble

Cooperate or Crumble is a team-building board game encouraging co-workers to resolve a number of job-related challenges as a team. The game promotes team spirit and pro-activeness in public administration.

The board game has three categories of fields:

- missions related to the work of the public sectors
- tasks and questions encouraging cooperation, such as “Why should you trust me?”
- joker/guess who – team building actions

Cooperate or Crumble is designed so that it gives team members the sense of cooperation and instills the need for communication. The model can be applied to different sectors and is an excellent team-building tool for less formal environments.



Alexis, scientist

"I know that what I do can help companies develop new products more efficiently. Every time I approach the industry, they say that they are not interested, when in reality they don't trust my scientific approach."

Meet Alexis

Alexis is a 43-year-old experienced scientist in mechanical engineering. He lives in France. As a researcher, he has worked on several industry-related projects, which he always found to be a waste of time, as they were industry-sponsored, with little interest in developing truly applicable solutions.

A year ago, he decided to quit his research job and start his own consultancy business, offering scientific expertise and knowledge. Although he knows the heads of R&D departments of many potential clients who plan to expand their re-

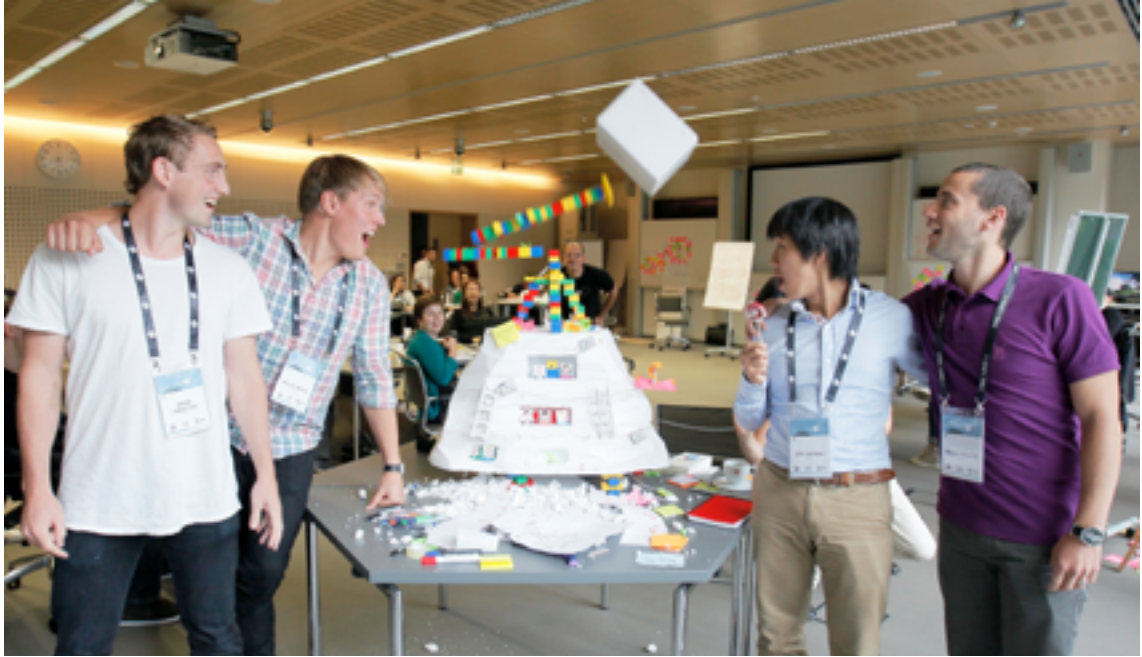


search and development activity, no-one wants to hire him. One potential client told him off the record that he would love to hire him, but his boss believes that scientists would take too long to come up with anything useful.

What's his problem?

Alexis has to convince his potential clients that he is quick and that they can trust his scientific methods and the results that they yield.

Help Alexis get more clients.



SOLUTION

Mt Triglav

Mount Triglav is a three-day programme helping scientists and business people understand each other better and work together more effectively. Scientists and execs would switch roles for a while to gain better understanding of each other's work and needs.

It aims at bridging the gap by switching roles and showing the participants different methodologies. Business people have to resolve a scientific problem and scientists have to tackle a business issue. As none of the participants have extensive knowledge on the issue, they would be guided

through the process and their final results would be combined. The programme would settle the problem through the cooperation of both teams, which would improve understanding.

Scientists and business people are two different species. They don't see the overall picture.



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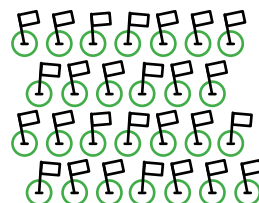
6 days



46 young leaders



27 countries



Young Leaders

Mr Dritan Abazović, Montenegro

Mr Jie Bao, China

Mr Idris Nechirvan Barzani, Kurdistan
Autonomous Region, Iraq

Ms Akriti Bhalla, India

Mr Aleksandar Bogdanović, Montenegro

Ms Iuliia Borysova, Ukraine

Mr Gergely Böszörményi-Nagy, Hungary

Mr Neophytos Charalambides, Cyprus

Mr Andrej Čop Prek, Slovenia

Mr Žan Dapčević, Slovenia

Mr Ádám Farkas, Hungary

Ms Ioanna Efthymiou Fotopoulou, Greece

Mr Geert Gladdines, Netherlands

Mr Ethan Grant, Ireland

Mr Nenad Gregec, Slovenia

Mr Rahul Gupta, India

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