

konsultori

KONSULTORI WORKSHOPS & BLENDED LEARNING

2026



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www.konsultori.com



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Postgasse 8b, 1010

Vienna, Austria

TRAINING OPTIONS



LIVE GROUP WORKSHOPS

for accelerators and universities

expert trainers
dynamic teaching
excellent feedback

140+ accelerator
programs supported
7118+ entrepreneurs
trained



BLENDED LEARNING COURSES

to complete your
accelerator program

self-study with
expert feedback
peer community

9.2/10
recommendation rate
2,400+ startups
trained

KONSULTORI'S BLENDED LEARNING APPROACH FOR ENTREPRENEURSHIP TRAINING

Our innovative blended learning approach seamlessly integrates online knowledge transfer with personalized feedback, creating a comprehensive entrepreneurship training experience.

Online Knowledge Transfer

- Digitalized Workshops: Access our expertly crafted curriculum anytime, anywhere.
- Bite-sized Learning Modules: Tailored to address specific entrepreneurial questions and challenges.
- Practical Resources: Gain insights from real-world examples and downloadable templates.
- Interactive Elements: Engage with quizzes and assignments to reinforce learning.

Personalized Feedback and Execution

- Peer Review Sessions: Collaborate and learn from fellow entrepreneurs.
- Office Hours: Direct access to instructors for guidance and clarification.
- Coaching Sessions: Work through assignments with expert support to translate learning into action.

Our approach goes beyond mere knowledge acquisition, focusing on understanding and execution through iterative feedback loops. This ensures that participants not only learn but also apply their knowledge effectively in real-world entrepreneurial scenarios.

By combining the flexibility of online learning with the depth of personalized instruction, we create a dynamic environment that fosters entrepreneurial growth and success.



RECOGNIZED AND TRUSTED BY

**Austria's
TOP MANAGEMENT
CONSULTANTS 2024
& 2025 & 2026**

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**



**DeepTech Scaling
Readiness Run is listed on
the EIT DeepTech Talents
Initiative**

konsultori

FINANCE WORKSHOPS

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RAISING MONEY FROM INVESTORS

LIVE GROUP

BLENDED LEARNING

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

SCAN ME





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

**Andra Bagdonaitė
Startup Wise Guys**



#STARTUPS



NEGOTIATION SKILLS FOR BEGINNERS

LIVE GROUP

Conduct first business negotiations with suppliers and customers

Content outline

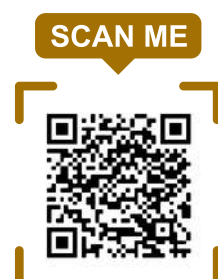
- Your own negotiation tactics with direct feedback
- Negotiation tactics with suppliers and customers and differences between customer and supplier negotiations
- How to prepare for a negotiation
- What is tactically important to achieve good results
- Specifics of an electronically conducted negotiation 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





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

Tanja Sternbauer
female factor

konsultori

#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

SCAN ME





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

SCAN ME





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

SCAN ME





"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

Trainers:

Dimitar Anadoliyski

Wolfgang Sieh





**"Thanks, Petra Wolkenstein for being part of
an amazing coaching team."**

**Cristobal Alonso
Startup Wise Guys**



#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

Trainers:

Franziska Kolk

Petra Wolkenstein

SCAN ME





"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

konsultori

#INCUBATORS



FINANCIAL PLAN WRITING FOR STARTUPS

LIVE GROUP

BLENDED LEARNING

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

SCAN ME





“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

konsultori

ORGANIZATION DESIGN WORKSHOPS

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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

SCAN ME





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

Gottfried Eisenberger
Art Entrepreneur



#ORGANIZATION



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

Christian Bacher
Science Park Graz



#LEADERSHIP



OKRS: OBJECTIVES & KEY RESULTS

LIVE GROUP

BLENDED LEARNING

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

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**

konsultori

#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

Trainers:

Michael Kubiena

Dimitar Anadoliyski

Wolfgang Sieh

SCAN ME





**“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

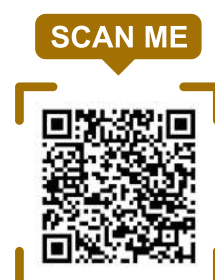
- Introduction to employee experience and employee journey and their various dimensions
- How to create an attractive, credible employer brand with limited resources: Finding your fit-for-purpose channels for talent acquisition
- Identifying and specifying an organization's resource & talent needs:
- 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





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

**Dudu Gencel
Vienna Business Agency**

konsultori

#ACCELERATORS



NAVIGATING CULTURE(S)

LIVE GROUP

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

Content Outline

- Role of culture in & of applying a cultural lense 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 lense
- 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

SCAN ME





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

Nikiara Purmambietova
itsBeat

konsultori

#EXPERTISE



EMPLOYEE VALUE PROPOSITION

LIVE GROUP

BLENDED LEARNING

Create a thriving culture with professional people practices for your organization

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

- If you want to pay more attention to your employees, their wellbeing and performance,
- You want to create a vibrant, thriving organizational culture
- You want to design professional people practices to attract, develop and retain the right people
- You need your company to distinguish itself on a demanding labor market

Trainer:

Michael Kubiena

SCAN ME



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GROWTH STRATEGY WORKSHOPS

2025

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B2B SALES & PRICING

LIVE GROUP

BLENDED LEARNING

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

SCAN ME





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



GO TO MARKET STRATEGY

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

SCAN ME





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

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



#BUSINESS



PARTNERING & MARKET ENTRY MODELS

LIVE GROUP

BLENDED LEARNING

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

SCAN ME





"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

konsultori

#EXPANSION



SCALING READINESS 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

Trainers:

Petra Wolkenstein

Michael Kubiena

SCAN ME





Thank you Konsultori, Michael Kubiena 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



SCALING READINESS RUN

BLENDED LEARNING

A 3-month blended learning program designed to empower startups to tackle scaling challenges.

Program Sprints

Online Assignments & Live Sessions

- Scaling Readiness Kick-off
- Strategy Operationalization
- Product-Market-Fit
- Sales
- Funding Sprint
- People & Culture
- Operations & Execution

You should attend if

- You're a startup owner ready to scale and refine your strategy, market fit, and funding
- You want to avoid costly mistakes due to premature scaling
- You want to build a strong company culture for sustainable growth
- You're committed to an advanced program that drives real results

What participants will get from the training

- Deep understanding of scaling dimensions
- 6 months milestone plan on their road to scaling readiness
- Deep-Dive in 6 Sprints to improve scaling readiness
- Trusted network of peer founders and experts to support their upscaling

Trainers:

Petra Wolkenstein

Michael Kubiena

Cornelia Müller



The Konsultori Scaling Readiness Run provided valuable insights, preparing us for a critical growth phase. We liked the direct exchange with our peer group and its honest discussions about each other's growth pains. The professional moderation of the Konsultori team during the office hours went through the provided content smoothly!

**Andrea Wyss
Thomas Gruber
ON ENERGY**



#FOUNDERS



DEEPTech SCALING READINESS RUN

For later-stage DeepTech founders, this program tackles complex scaling challenges with six sprints packed with expert input, tools, and feedback across 12 key areas. Proud partner of the EIT DeepTech Talents Initiative.

Program Sprints

Online Assignments & Live Sessions

- Scaling Readiness Kick-off
- Strategy Operationalization
- Product-Market-Fit
- Sales
- Funding Sprint
- People & Culture
- Operations & Execution

BLENDED LEARNING

You should attend if

- You're building complex innovations in AI, robotics, quantum computing, biotech, or clean energy.
- You're a later-stage DeepTech founder preparing to scale.
- You're looking for proven frameworks, expert input, and hands-on assignments.
- You need practical tools, templates, and feedback to accelerate scaling.

What participants will get from the training

- Structured support through six focused sprints.
- 6 months milestone plan on their road to scaling
- Coaching sessions on the topic they choose
- Trusted network of peer founders and experts to support their upscaling

Trainers:

Petra Wolkenstein

Michael Kubiena

Cornelia Müller



The best program any of us had attended. Its well-structured sequence of sprints is carefully designed and balanced. Actionable content is paired with practical frameworks, many of which we have started to integrate into our practice. As a result of Konsultori's Scaling Readiness Run we have already made significant progress across various scaling dimensions and will continue to do so.

Angelos Chronis
Infrared City



#BLENDEDLEARNING



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.





Cornelia Muller

Entrepreneur, angel investor and advisor

Cornelia has a deep understanding of the opportunities and challenges of product innovation, digital business models and market entry. She has worked in Europe, the Middle East, Asia and Africa and her expertise is leading product teams at the intersection of business and IT to ensure optimal delivery to the market's and customers' needs while building a successful business.





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.





Wolfgang Sieh

Partner at ATLAS Attorneys at Law

Wolfgang Sieh, partner at ATLAS Attorneys at Law, specializes in complex commercial disputes and corporate law. He studied law at the University of Vienna and has practiced with renowned international firms, including CMS Reich-Rohrwig Hainz, most recently as a partner. Wolfgang's international experience includes advising multinational corporations and working with the Austrian Consulate General in Toronto.





Dimitar Anadoliyski

Partner at ATLAS Attorneys at Law

Dimitar Anadoliyski advises Austrian and international companies on transactions, corporate, and real estate matters. He studied law at the University of Vienna and the University of Warsaw. He has worked for leading international law firms in Vienna.



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