



Certificate of Attendance

Matthieu Manzoni

has completed

Building Invincible Companies Virtual Masterclass

on

March 23 - 25, 2021

 **Strategyzer**[®]

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Confirmation of Participation

Building Invincible Companies Virtual Masterclass

Trainer: Alex Osterwalder

Participant: Matthieu Manzoni

In this 3-day Virtual Masterclass, the participant learned how to:

- Apply visual language and practical tools to resolve business challenges,
- Compete on Business Models rather than products, services, and price only with the Business Model Canvas,
- Improve their business design with Business Model Patterns,
- Apply the Design & Test Double Loop,
- Create products and services customers want with the Value Proposition Canvas,
- Measure progress in de-risking new business ideas with Innovation Metrics,
- Manage a portfolio of new business ideas (Explore) in parallel to their portfolio of existing businesses (Exploit) with the Portfolio Map,
- Detect and prevent disruption risk of their existing business(es),
- Put in place the right organizational structure, and
- Design the right culture with the Culture Map.

Kind regards,



Alex Osterwalder

Co-founder Strategyzer AG

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