



## Solvay Business Games Competition

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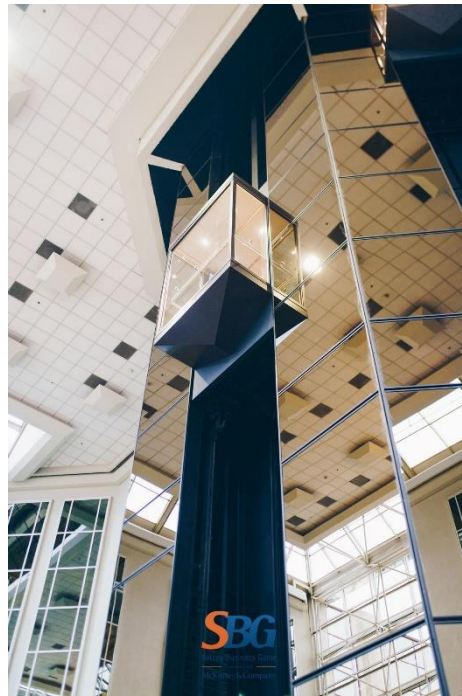
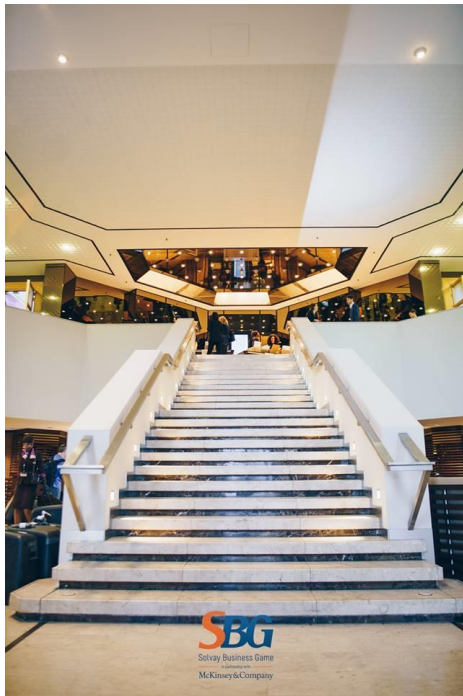
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## Introduction

The Monfort College of Business (MCB) at the University of Northern Colorado (UNC) sent a team of 6 senior undergraduate business students to the Solvay Business Games business competition held in Brussels, Belgium at the Brussels Airport Sheraton. The events took place from March 8-9, 2019 and covered a wide range of skills that the students have learned and developed during their time at MCB. The competition forced the students to work outside of their normal comfort zones in a global environment while interacting with other cultures and backgrounds from around the world. This competition promotes growth in both intellectual and social capacities. The knowledge that is gained from this experience is unlike anything that is commonly encountered during the college experience, leading the participants to have a unique advantage leading into their careers after graduation.





## Meet the 2019 Team



From Left to Right: **Cassidy Jones** (Management, UNC Team 1), **Christopher Ahrens** (Management and Economics, UNC Team 1), **Suraj Dhillon** (Marketing, UNC Team 2), **Brandon Ouellette** (Management, UNC Team 2), **Rochelle Smith** (Marketing, UNC Team 3), **Derek Downing** (Accounting, UNC Team 3)

## Pre-Event

### Initial Contact and Registration

We were all originally contacted by Professor Isaac Wanasika about the Solvay Business Games and asked to submit our resumes if we were interested in being a part of this opportunity. Those of us who were interested sent back our resumes and he evaluated them to determine who were the best potential candidates to send. He then contacted us with instructions to register for the event through the Solvay Business Games online portal. He also told us who our partners were going to be, these partners would be with us for the entirety of the experience.

### Placement Test

Once our teams were assigned and we had registered we were contacted to complete the placement test for the event. The test was administered online at two different times and you had to complete it within the time allotted. It was focused on strategic business decision making as well as logical and quantitative puzzles that required abstract thinking and math-based skills to compute the answer.

All three of our teams were selected to participate in the competition. Out of 1,032 applicants from 66 nationalities and 142 universities, our teams were in the top 400 that were selected.

### Online Challenge

The next step after we were selected to participate was the first challenge of the competition itself. The first challenge was presented in an online format that was conducted remotely with all of the teams around the world.

The challenge was presented by Ayming, a business performance consulting firm with a presence in 16 countries around the world. The challenge was centered on a firm that produced energy release cells, ultra-conductive batteries, and coating products. This firm had a large R&D department and was struggling with where to take their business next and how they could find funding to continue to increase their R&D activities.

In part 1, they gave us the challenge of identifying potential projects that each segment of their business could implement to improve their performance and asked us to show how these projects could potentially be funded. The recommendations needed to have a tie to R&D and needed to be possible for the business to implement. Everyone submitted this part was submitted and evaluated, the best were chosen to proceed to Part 2.

Two of our teams were selected to participate in Part 2. In the second part, we were asked to select one of our initial ideas from Part one and outline its implementation. We needed to show in much more detail about how these projects would benefit the business and how they could be rolled out within the company. This included calculating future profitability and expected costs of these projects. We were also asked to provide a more in-depth break down of how these projects would be funded.

Neither of the two teams that made it to Part 2 placed for the final presentation to the Ayming board members at the actual event. However, we don't know how well we did either. Only one winning team was actually announced at the event.



## Travel

The actual travel was the first daunting step to take in our journey to the in-person portion of the event in Brussels, Belgium. It's quite an undertaking to get on a 9-hour international plane ride with people that you don't know very well yet to travel across the world with them. The travel itself was actually a powerful initial bonding experience between all of us. We learned about each other's various character traits and got a good understanding of who we would be spending the trip with. We all bonded and got along with each other well from the beginning.

During these travels, we also lost our sense of what time it was. With Europe being ahead of us by 8-hours and traveling for what added up to about an entire day, we were quite out of sorts by the time we actually arrived in Belgium. This tiredness also carried on to our initial day at the competition itself. We all agreed that it would be highly beneficial for future teams to arrive at least a day early to have time to adjust to the time change and recover from the travel before going into the first day of the competition.

## Event Layout and Partnerships

The event itself was completely put together by students at the Solvay Business School in Brussels, Belgium. The event was very well put together and there were so many moving parts. It was an impressive undertaking by these students, and they did an amazing job. The event itself was contained to a large atrium where everyone initially met in the mornings for breakfast and for various refreshments and meals throughout the day. This atrium was lined with booths of event sponsors that you could interact with to learn more about the sponsor's companies.

They had a partnership with Coca-Cola that provided fridges filled with beverages and all-in-one coffee machines to serve the participants throughout the competition. They partnered with Duvel brewing to provide an open bar that served Duvel's signature brews throughout the competition. They also provided a "photobooth" machine for participants to use to print pictures or digital receive them to easily post online. They had booths from other companies such as Proctor and Gamble, Raidillon, Proximus, Ayming, Ormit, AG Real Estate, BDO, and McKinsey & Company. The full list of partners can be seen in the white wall background that can be seen in the collage below.

They also posted live update videos online to their Facebook page throughout the event from a stage that was set up in the atrium where they hosted interviews with representatives from the companies that put together the various challenges throughout the competition.

There was also the main event room that had tables to seat all 400 participants and a stage in the front and equipped with a large projection system and a PA system so that everyone could easily hear the speakers. This was the main room for actually working on the various challenges within our groups. This is also the room that the awards ceremony was hosted in after the events had all concluded.







## Challenges

### Pitch Challenge

This challenge was presented by American worldwide management consulting firm, McKinsey & Company, and was the opening challenge of the competition. In a world of ever-changing technology and the rise of autonomous transportation systems, an app had been developed that could help travelers to easily transverse a fully integrated city-wide transportation system. We were tasked with presenting this capability to a certain audience of our choice and explain the benefits of the system to entice our audience to invest in or support this system as it rolled out and became available.

Each team was paired with another team from the competition (4 person teams). We had 3 hours to come up with our pitch that would be presented on the second day of the competition. Our various team scores are shown below for this challenge:

UNC 1 (Cassidy and Christopher)	UNC 2 (Suraj and Brandon)	UNC 3 (Rochelle and Derek)
40 (out of 96)	41 (out of 96)	67 (out of 96)

### Strategy Challenge

The strategy challenge was created by Luminous, a power company that focuses on various aspects of energy production and conservation. The challenge posed consisted of various decisions that we had to make along the way to come up with ways to best lead Luminous into the future without making themselves obsolete in the process (if you give everyone the ability to generate their own power needs, then what purpose does the power company serve?). We were asked to identify if we wanted to focus on business to business strategy or business to consumer strategy. We were then asked to choose what area within this subset we wanted to focus our strategic approach on based off from the various capacities that they had as a company. We were then tasked with addressing the question of how Luminous should carry itself into the future while promoting sustainability as well as profitability.

Each of our teams was paired with two other teams from the rest of the competition (6 person teams). We were guided through the first steps to making the choice of what area of the business to focus on then we had around an hour and a half to fully construct our approach and put it into a presentation to present to the judging panels the following day. Our various team scores are shown below for this challenge:

UNC 1 (Cassidy and Christopher)	UNC 2 (Suraj and Brandon)	UNC 3 (Rochelle and Derek)
13 (out of 64)	54 (out of 64)	26 (out of 64)

### Negotiation Challenge

The strategy challenge was presented by BDO Belgium, a part of the overall international network of accounting services firms that make up BDO. The challenge began by first separating us into two groups, one group would be buying a development of land, and the other would be selling the development. Each side was given different information concerning the land. Some of it was the same across the board, while other pieces of information were specific to either just the buyer or seller. There were also various updates along the way that added to the situation, such as the update that the land was found to be contaminated and





more costs would be incurred to adequately clean the land. After a very short preparation session, we were then paired with an opposing buyer or seller and tasked with negotiating a deal that both sides could agree on given the various circumstances. We had a limited amount of time to either come to a deal or back out of the negotiations. This deliberately led to a high-stress situation, mimicking real-world mergers and acquisitions negotiations.

We were initially paired with one other team (4 person groups). These groups of 4 were then paired with a different group of 4 to negotiate against. We had 1.5 hours to prepare and 1.5 hours to negotiate. Our various team scores are shown below for this challenge:

UNC 1 (Cassidy and Christopher)	UNC 2 (Suraj and Brandon)	UNC 3 (Rochelle and Derek)
40 (out of 96)	14 (out of 96)	21 (out of 96)

### Marketing Challenge

The marketing challenge was presented by the European subsidiary of Coca-Cola, a globally recognized beverage distributor. They wanted us to develop a new way to blur industry lines to be able to grow sales for the company in a changing world. They wanted us to avoid marketing campaigns and focus instead on ways to sell more to networks that had already been developed while promoting growth into new areas. They wanted us to consider both the end consumers as well as their business partners in our recommendations. They quoted the changing ways that companies have come up with to deliver their existing products to consumers as well as ways that others have diversified into new areas to keep up with changing market conditions. They wanted to inspire us to come up with the same types of ideas. They also stated that, at the end of the day, our recommendations needed to drive sales and increase profits in the long run.

Each team was paired with one other team (4 person teams). We were given 3 hours to come up with a solution and prepare a presentation for the judging panel. Our various team scores are shown below for this challenge:

UNC 1 (Cassidy and Christopher)	UNC 2 (Suraj and Brandon)	UNC 3 (Rochelle and Derek)
54 (out of 64)	9 (out of 64)	25 (out of 64)

### Atmosphere Challenge

The atmosphere challenge was presented by Raidillon, a luxury watch brand that takes its inspiration from the Raidillon curve at the famous Spa-Francorchamps race track. All of their watches are designed in Belgium and produced by Swiss watchmakers. This challenge was different from the others. A Radillon watch is capable of recharging itself based off from movement (such as swinging on the wearer's arm). At the beginning of the competition, a watch was shaken for about 20-30 seconds in front of everyone and put into a bag. We were tasked with submitting guesses on when it would stop ticking. There were also follow up questions over the course of competition that pertained to Radillon and their company's "atmosphere" that we submitted through a web portal.

Two winners were chosen based off from their time guess and other supplementary answers. At the awards ceremony, each received a Raidillon watch valued at around €1,450.



## Team Performance

Our teams all responded and creatively to each of the challenges while trying to learn to work with the others around us that we had been paired with. This was a unique experience because we knew our teammate very well at this point, but we had to take that dynamic and make it mesh with new teammates that we had never met before. This was all of course on a time crunch, so we had to work through the stages of team formation quickly. This posed more of a challenge with some partners over others.

The main questions that they liked to ask that really drive the challenges were ones that didn't necessarily have a previously developed answer. They were unique situations that really only pertained to the specific company and situation that was described. This required us to think creatively to come up with not only new but practical and sustainable solutions.

One of the best examples of this was the marketing challenge posed by Coca-Cola. This is a brand that already has huge global recognition, even people that don't like Coke know about Coke. We were posed with the challenge of coming up with creative ways to integrate their products and drive sales in a changing world. They wanted us to blur industry lines to try to create a new way that Coke could be distributed and rolled out into the world. This solution needed to drive both sales to businesses and end consumers. The catch, it needed to be a strategic recommendation, not a high-level marketing campaign. They introduced how other companies had been blurring this line, like a popular convenience store selling BMW's to diversify themselves and blur their industry lines.

One of our teams recommended a strategic partnership with 4 major charities. The charity names would be printed onto the labels of popular coke products. When a consumer purchased a product with that specific charity on the side, part of the purchase would be donated to the listed charity. This puts the power of choosing which charity to support in the hands of the consumer rather than the general Coca-Cola charity fund that consumers have no control over. We also suggested that businesses could vote annually or quarterly to choose a charity that they would like their organization as a whole to support. For example, if a company had coke products in their vending machines, any purchase of these products would go to the companies elected charity for that period. This choice would also be implemented into Coca-Cola's touch screen self-service machines to allow customers to still have this choice in these situations as well. We believed that this would start to blur current lines and gain consumer interest because younger generations are continually looking for ways to give back to others and this is overall a low impact decision that can easily be implemented into their daily lives.

Another one of our teams answered the question differently. They decided to develop a marketing strategy based on setting up "Xperience Centers" within micro-cities all over Europe. The idea was to give Coke's customers a unique experience and provide a place to try new Coca-Cola products. It could be a new cocktail or a Coke float, consumers would be able to try new combinations of Coca-Cola products and pick their favorites ones to make at home. The consumers who would then use the Coca-Cola app to order those same ingredients they had tried at the "Xperience Center" and could pick them up from their local grocery store, making this a business-to-business and business-to-consumer marketing proposal. Along with this, we recommended that customers could have a chance to purchase a personalized Coca-Cola mug with a special QR code on the side, this would allow Coca-Cola to set up more Coke vending machines around the city's



main attractions and let customers come to the Coca-Cola kiosk and scan their QR code, allowing them to have their favorite Coca-Cola products ready to drink. The judges seemed to like this idea and said it was unique and feasible with today's technology. We placed in the top 10 for this specific challenge one of our teams was the 9th best team out of 64. This was a great experience, and we were very pleased with the finished marketing proposal because it was the culmination of a real team effort.

The strategy challenge forced us to consider the long-term sustainability of a plan. The technologies that Luminous was developing and the future that they hoped to create could easily work to drive them out of business by removing the need for a large-scale energy company. We needed to find a solution that protected their profitability and relevance into the future.

One of our teams made a recommendation to make smaller “power communities” that would share common resources to increase efficiency and use decentralized power production practices (solar panels, wind turbines, etc.) to create their own energy within these communities. These communities would be strategically paired together to put businesses that complimented each other in the same community. For example, pair an office building with a production facility. When the office building is empty at night, so the second shift at the production facility can use its battery banks and other resources to power their second shift operations throughout the night, even though the sun is no longer out. We also presented ideas such as common hot water lines and utilizing heat properly (taking the heat that is generated by a refrigerator's compressor and utilize it into a heating system). Luminous would work to set up these communities and would take on the initial costs of setting up these services and resources. The various businesses would then pay back the setup costs over time along with a service fee for Luminous providing this service that would also cover maintenance and updating of the equipment. These service fees would act to replace the revenue that was lost due to Luminous no longer providing the power that these businesses run off from. It also cements the need for their presence in the future. Luminous would also provide backup power in the case that the decentralized systems did not produce an adequate amount of power, at a premium rate of course. This meant that the businesses could rely on their power staying on even if there were issues with their specific systems, providing further security to their operations.

Another one of our teams had the idea to use the data that EDF Luminous was already receiving from their clientele base and recommend ways for the consumer to use less energy and tips on how to make their monthly cost less and save more energy in doing so. This strategic plan would allow EDF Luminous to save on their energy-based output and reach a greater level of sustainability. My team did not score as high as we liked in this challenge and the judges said we could have been more specific in exactly what and how we're going to source the needed data from EDF Luminous clients. However, this was a great learning experience and we made so many connections and lifelong friendships with the other members of our team who were from all over Europe and offered a unique perspective.

Another challenge that was posed to us was dealing with a stressful situation that involved a large amount of information in a controlled and tactful fashion. This was encountered in the negotiation challenge. We needed to come to a conclusion with an opposing party within a time constraint or forfeit our chance of making a deal. It was hard because the sellers needed to sell the property or face potentially becoming financially unstable, and the buyers needed to acquire the property, but they had a maximum that they were allowed to spend. New situations that were introduced along the way also added to this confusions and stress.





All of the participants noted that this was by far an extremely stressful challenge and the anxiety that it caused seemed to stay with everyone for a bit afterward.

One of our teams came to a conclusion that worked to make both sides happy. We (the sellers) allowed the other side to purchase the assets for the lower price that they were asking but we would retain a 12% interest in the assets and their future earnings potential. This allowed the other side to acquire the land that they needed while alleviating the potential financial issues that resulted for the sellers from us retaining the land. Our price cut would also be recovered almost immediately after the property was further developed and started generating a profit (they were building apartments on the land). It also provided long-term cash flow for our company and we would also recognize a gain if the other company ever decided to sell the property in the future.

Another one our teams were able to reach a negotiation in the final minutes of the challenge and avoided a zero-sum game scenario, ultimately making both sides happy with the final deal. This challenge was filled with surprises and the instructors would always give us deal changing and insightful information every 30 minutes, this would change our whole deal sometimes and force us to reevaluate the numbers and conditions of previously proposed contracts. Eventually, our team and the competing team were able to reach a settlement we were all pleased with. We had good reasons and evidence for why we reached the deal and the exact structure of the selling price of land and contractual obligations, which is why I believe the judges ranked us among the top. We were the 11th ranked team out of 96 overall when the negation challenge was all said and done, a great success for all of us attending from UNC.



## Social Aspects

This competition is unique from other common competition experiences that are provided in the United States because it allows the participants to interact with people from around the world in a country that is also removed from our own. We are put in the role of the foreigners. This is rare for Americans, especially college students that have not worked in a capacity that may have caused us to encounter this situation in our professions. There is also the added dynamic that some people are automatically turned off by Americans regardless of how we actually are and act. There are also others that are extremely interested in America and how things are different here compared to what they are used to. This led to some strange interactions with others in the competition.

One of our teams noticed this more obviously in one of the challenges. There was one individual in one of our assigned teams that was standoffish the entire time and kept sending strange looks in the direction of our team members. At first, we didn't think much of it, but as the challenge progressed, we realized that he would be speaking French to his counterpart when they were working on their sections of the project but when he started glaring at us for something they would switch to German. They did not know that one of our team members knew enough German to pick up that he was not saying the nicest things about us. We found this initially amusing when we talked about it in private after the event because we had been the ones to really move the presentation that we were preparing along, and we did a large part of the actual measurable work for this presentation. Looking back, maybe that's what his issue was. Maybe he didn't like being shown up or directed by us, but he also was not contributing much himself. We took it in stride and made sure to prepare ourselves for the interactions with him the next day. He seemed to act better the next day, still kind of standoffish, but he was a little bit more genuine and nicer overall. It was an experience that neither one of our team members had dealt with before. It didn't overall bother us, but it was a learning experience and made us stronger going forward.

We also encountered many people that were really interested in knowing more about the United States and how things differed from what they were used to. This led to some really interesting conversations that also allowed us to learn more about their backgrounds and how other countries differ from ours as well. This was a very valuable part of this experience because it is not an interaction that normally happens in day to day life and it is certainly not an experience that happens in a classroom. We all enjoyed learning about others and gaining a more global sense of the world. We realized that the world is much bigger than many of us have been exposed to. This led to a change in thinking and provided an opportunity for self-reflection and analysis as well.



## Team Member Takeaways

“Interacting with each set of partners for each challenge was unique in itself. With the first partners we were assigned to work with, Topher and I became friends with them. We worked together quite well, despite our cultural differences. I believe this to be due to it being our first event and we were caught up in the excitement and had lots of energy. By the time we got to the last challenge, I began to notice all of the cultural differences more. I caught myself saying American slang words they didn’t understand, or I would reference something American that they had to ask about. For example, I brought up my at-home Keurig machine to spark ideas for one of the challenges and the partners we were with had to stop me because they didn’t know what a Keurig was. While these communication issues were tough at times, it really put things into a new perspective for me. After returning home, I grew an appreciation for the entire experience. It was so cool to step out of my comfort zone and meet other people who are so different from me. Yet I also got to discover that there were a lot of similarities between us, even though we live thousands of miles apart. I would recommend an experience like that to any business student.”

- Cassidy Jones

“I was personally amazed at just the sheer level of talent, both in our own team and in the other teams that we encountered along the way. I feel like sometimes it is hard to find people that really hit the mark and truly perform, especially in high intensity and stressful situations like this competition. I like that this competition took the best of the best and put us together and pit us against each other in such a fun and rewarding way. I also think that Rochelle and I worked very well together and the bond that we developed from experiencing this together will last into our futures both professionally and personally, this is honestly true with everyone from our team. Working with such high caliber talent really puts your own skills in perspective, and I feel that being able to keep up and perform well in this situation really proves that we are all ready to take the skills that we have been cultivating into the real world and do some powerful things with them. Another part of this competition that I really enjoyed was the interactions with other cultures. I have always been fascinated with how culture can vary so much around the world. This competition gave us the opportunity to not only know but also work with such a wide range of people is truly something that you really don’t get anywhere else. There is something unique about this competition that I think adds incredible value to the experience and learning that goes on over its course. Meeting people from all around the world really adds to your perspective and appreciation for everything outside of your own frame of reference. This competition also showed me that my thought about wanting to move up to a position where I can work globally with people from all different places and backgrounds is completely possible and that I, in fact, am excited to pursue that way in the future. I am truly thankful that I was able to be a part of this experience and I will cherish it going forward.”

- Derek Downing





“The overall experience the six of us students, along with professor Wanasika, had was one for the books and truly made me appreciate the input of other students from around the world and what they had to offer when competing with one another to achieve a common goal. It was so great to learn and network with so many other like-minded individuals who all had the same fire and business savvy mindset needed to succeed. This competition was very eye-opening for me in the sense that we, as American students have not been in too many situations where the level of intensity is this high and you are only given a short amount of time to come up with a creative, and compelling proposal. It was exhilarating! Working with so many different people and learning from each one of them allowed me to reach new heights in business. Being the only group of students selected to compete in the business challenge from America, we were excited to make a name for ourselves and compete with some of the brightest young minds from around the world. We as a team from MCB performed exceptionally well in some of the challenges that we felt we had more knowledge or experience in, for example, my desire to be an attorney really allowed me to be a firm negotiator and ultimately place 9<sup>th</sup> out of 64 total teams in the negotiation business challenge. It was a great success! I made some lifelong friends over the duration of the Solvay Business Games and am utterly grateful to the Monfort College of Business for sending us all the way to Brussels, Belgium for this great life-changing experiences.”

- Suraj Dhillon

“This experience is one that I truly believe makes me more competitive in the labor market, especially abroad. Not only can I now say that I have qualified and competed at the Solvay Business Games, but I also have the confidence to say I can navigate a foreign country, I can communicate and work with cultures from around the world towards a common goal, and I am comfortable with traveling if need be. Globally I think that the US business students are regarded as talented but not culturally diverse. This experience challenges that stereotype and I am very thankful for the opportunity. In a short amount of time, I was able to network and engage in conversation with people from around the world. This is invaluable in the long run of my career. It is truly amazing what can be accomplished in a short amount of time with the talents that were put in that room. I highly recommend anyone who gets the opportunity to go to take that chance.”

- Topher Ahrens

“This was easily the most beneficial experience in my academic experience at UNC and the business school. There were so many valuable experiences as a result of this trip. I loved the cross-cultural experiences of working with incredible students from across the world. We also had a diverse experience in the kind of challenges we competed in, from pitches and marketing to negotiation. It was also the best team experience I have had, and the networking experience with my classmates was unparalleled. As I am graduating this May, this is the most valuable experience I have had at the Monfort College of Business, and I am so grateful for the opportunity.”

- Rochelle Smith



## Awards Ceremony

After the presentations were all complete and every main challenge had ended, we were welcomed back into the rearranged large conference room for the awards ceremony and the final challenge. The ceremony was highly energetic and did a good job of presenting the awards in an interesting way. The prizes were sponsored by the partners that had created the various challenges. They included things such as a ski trip, banzai trees with matching electric scooters, large bottles of Duvel's signature beer, and indoor skydiving passes. This is also when the Raidillon watches were awarded to the two winners.

We don't know the exact way that they decided on the final contestants, but 4 teams (8 people) were selected to compete in the final live competition, the eloquence challenge. This was a three-round live debate between the teams in a tournament-style setting. Two teams went head to head in round one and the winner (determined by a judging panel) moved on to the final round. This was done twice to get the final two teams. These top two were then pitted against each other in a final round to determine the winner. The topics that they were asked to debate were:

- History vs. coding classes, what should be taught?
- Should the concept of social score be implemented?
- Should genetic modification, especially of people, be allowed?

These concepts can stir up some easy disagreements, we wished at least one of our teams could have taken part in this challenge because we were having a great time arguing with what the speakers were presenting from our seats in the audience. It was enjoyable to be a part of and involved in even though we were not on the stage.

The awards ceremony came to a close and led into a celebratory Champaign bar and catered dinner. There was also live music provided by a jazz trio to set the atmosphere. Later in the evening, there was also an afterparty hosted by the organizers of the event at a popular night club in Brussels. Participants were offered free admission and a shuttle to get them from the hotel to the club if they wanted to partake in this experience.



## Conclusion

This experience has been a once in a lifetime experience for all of us. We are greatly thankful to everyone that made this possible and spent their time and resources in a way to better each of us. We have all grown and are better off than we were before being a part of this competition. We have all made new connections and changed in ways that we never would have otherwise. We have also found new friendships and created bonds and memories that we will cherish. The opportunity to apply everything that we have been dedicating years of our lives to learning built our confidence going into the future and will help to make use more confident in our future endeavors. This experience really showed us the real-world applications that these skills have and how we will be able to provide useful insight and knowledge in situations that we will encounter. None of us walked away from this experience the same as before. We have gained new perspectives on other cultures and a more global view of the larger business world and we understand better where we stand in the whole scheme. This has been by far the greatest opportunity that we have been able to participate in and we are deeply thankful again to everyone that allowed us to grow and experience this.

