STM Trends 2027: Level Up!

Master the new complexities, go for the top.

23rd Fiesole Collection Development Retreat

2 May 2023, Basel, Switzerland

Caroline, CEO







LEVEL UP!

Master the new complexities. Go for the top.

This year's edition of the STM Trends is symbolized by the board game Snakes & Ladders, a children's game originally from India and more than 2000 years old. It expresses how life is a combination of upward potential (climbing ladders) and downward risks (sliding down snakes). This duality exists in everything. Play the game to sharpen your thinking about the new complexities in Scholarly Communications, your journey amidst those complexities, and the role you can play in shaping its future.

This STM Trends edition identifies six key areas in which new levels of complexity are expected in the next four to five years. Climb its ladders to learn how the future of Scholarly Communications is full of potential for all its stakeholders. Avoid the snakes and be mindful of new risks, while you create your path towards a common goal of Advancing Trusted Research.

Reach for the top as you explore these six impactful areas for the next few years:

Advancing **Trusted Research**







COLLABORATION









PLAYER PAWNS

has many different types of players. Try to include them all in the game, Work together. Cross-stakeholder collaboration is an essent element in our activities

Key areas



How to detect what comes from a machin or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.



identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



" (" RESPONSIBILITY

and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change. promoting equality and health, and pledging more Diversity, Equity and Inclusion.



Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other Will platform plurality and content syndication make sharing the VoR easy... or unwieldy?



stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the global collaboration will help to develop more robust and efficient solutions.

RESPONSIE



RESEARCH

Science is under attack by take papers from paper mills and perverse pressures from legacy reward systems. At in the hands of bad actors and fake digital identities on the web place trus and integrity in leopardy. Publishers, together







SCIENCE CLASS



-2

23





NISO

SCHOLI38



doi



Q D



CHERUS

+3

ORCID

























London, 5 Dec 2022, back together after 2 years of lockdowns!



At The Stables at Springer Nature, with 27 peers



Brainstorm using the Delphi method

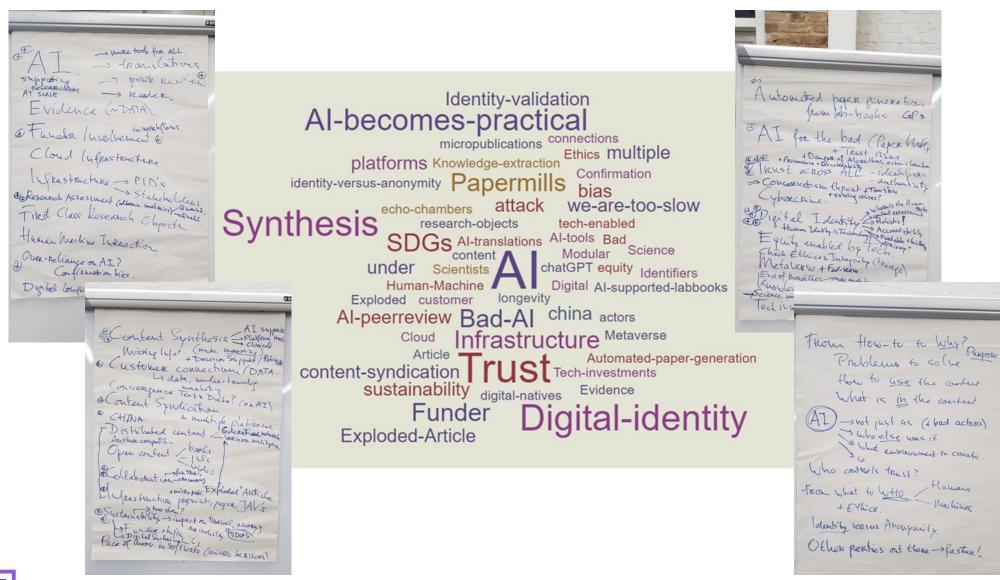


- December 2022: STM Future Lab Brainstorm Meeting
- Using the Delphi Method for Technology Forecasting
- This year: 27 participants from STM member organisations

SPRINGER NATURE

- Members from STM's STEC and FutureLab committees
- Mostly senior staff in: Innovations, Technology,
 Strategy, Business development, Platforms, IT

Key elements in the discussion







LEVEL UP!

Master the new complexities. Go for the top.

This year's edition of the STM Trends is symbolized by the board game Snakes & Ladders, a children's game originally from India and more than 2000 years old. It expresses how life is a combination of upward potential (climbing ladders) and downward risks (sliding down snakes). This duality exists in everything. Play the game to sharpen your thinking about the new complexities in Scholarly Communications, your journey amidst those complexities, and the role you can play in shaping its future.

This STM Trends edition identifies six key areas in which new levels of complexity are expected in the next four to five years. Climb its ladders to learn how the future of Scholarly Communications is full of potential for all its stakeholders. Avoid the snakes and be mindful of new risks, while you create your path towards a common goal of Advancing Trusted Research.

Reach for the top as you explore these six impactful areas for the next few years:

Advancing **Trusted Research**







COLLABORATION









PLAYER PAWNS

has many different types of players. Try to include them all in the game, Work together. Cross-stakeholder collaboration is an essent element in our activities

Key areas



How to detect what comes from a machin or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.



identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



" (" RESPONSIBILITY

and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change. promoting equality and health, and pledging more Diversity, Equity and Inclusion.



Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other Will platform plurality and content syndication make sharing the VoR easy... or unwieldy?



stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the global collaboration will help to develop more robust and efficient solutions.

RESPONSIE



RESEARCH

Science is under attack by take papers from paper mills and perverse pressures from legacy reward systems. At in the hands of bad actors and fake digital identities on the web place trus and integrity in leopardy. Publishers, together







SCIENCE CLASS



-2

23





NISO

SCHOLI38



doi



Q D



CHERUS

+3

ORCID



















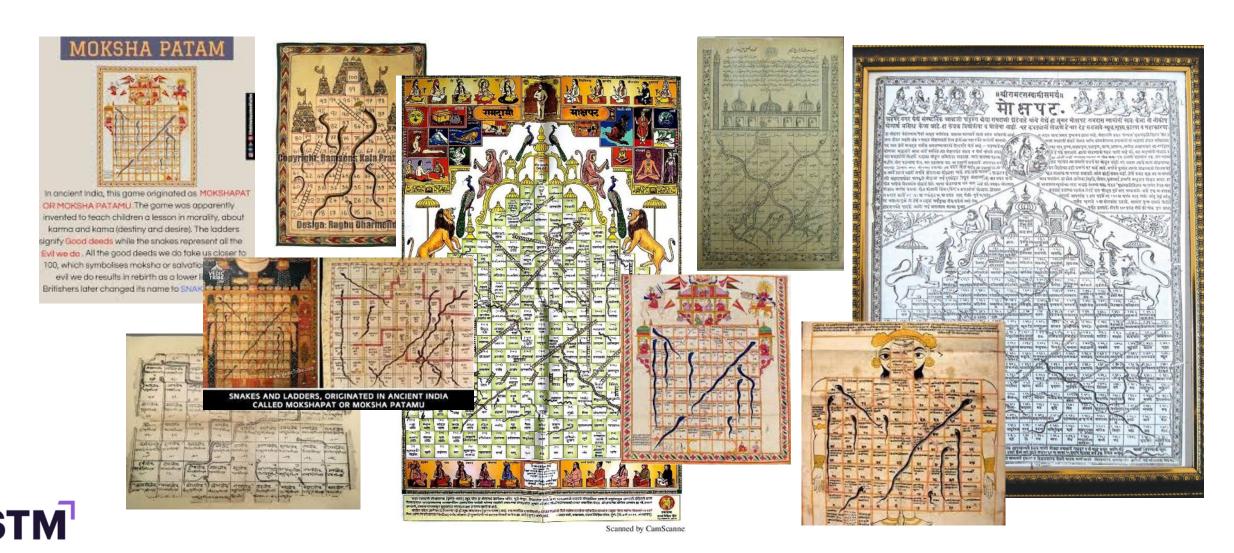




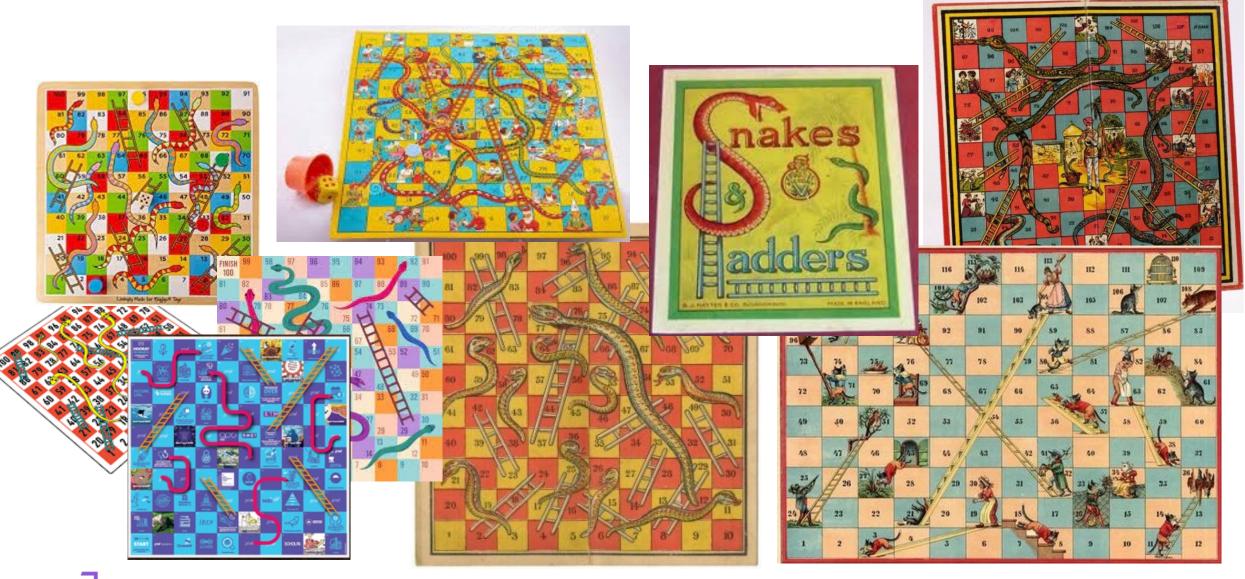


About the boardgame 'Snakes & Ladders'

Snakes and Ladders is an ancient game from India, more than 2000 years old, invented to teach children about virtues and vices, destiny and desire, good and bad karma. All the good deeds we do, take us closer to the top (ladders), whereas evil makes us slip downwards (snakes, leading us to lower levels for rebirth). Original name: Moksha Patam.



Since the mid-19th century, a popular children's game around the world









How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



COLLA

COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.











How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.











How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs. with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth, Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.











How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



co

COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





SOCIAL RESPONSIBILITY

Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.



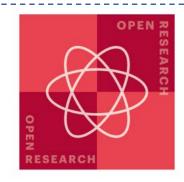








How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.











How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.





COLLABORATION

Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.











How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.





Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment. Will platform plurality and content syndication make sharing the VoR easy ... or unwieldy?





On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.





Scholarly Communications has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth. Cross-stakeholder global collaboration will help to develop more robust and efficient solutions.





Clear communication of trusted knowledge and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change, promoting equality and health, and pledging more Diversity, Equity and Inclusion.







LEVEL UP!

Master the new complexities. Go for the top.

This year's edition of the STM Trends is symbolized by the board game Snakes & Ladders, a children's game originally from India and more than 2000 years old. It expresses how life is a combination of upward potential (climbing ladders) and downward risks (sliding down snakes). This duality exists in everything. Play the game to sharpen your thinking about the new complexities in Scholarly Communications, your journey amidst those complexities, and the role you can play in shaping its future.

This STM Trends edition identifies six key areas in which new levels of complexity are expected in the next four to five years. Climb its ladders to learn how the future of Scholarly Communications is full of potential for all its stakeholders. Avoid the snakes and be mindful of new risks, while you create your path towards a common goal of Advancing Trusted Research.

Reach for the top as you explore these six impactful areas for the next few years:

Advancing **Trusted Research**





DataCite

COS

SCHOOL CLOSE



SCHOLIS:





PLAYER PAWNS

has many different types of players. Try to include them all in the game. Work together

Key areas



How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments carry out research and even write papers and



DIGITAL

On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



SOCIAL RESPONSIBILITY

Clear communication of trusted knowledge well-being. The UN SDGs declare our shared promoting equality and health, and pledging more Diversity, Equity and Inclusion.



OPEN

Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment make sharing the VoR easy... or unwieldy?



COLLABORATION

stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth, Cross-stakehok global collaboration will help to develop more robust and efficient solutions.



RESEARCH

Science is under attack by fake papers from paper mills and perverse pressures from legacy reward systems. At in the hands of bad actors and fake digital identities on the web place trust and integrity in jeopardy. Publishers, together with other stakeholders, have a key role to Advance Trusted Research.



RESPONSIBILITY

START











-2 FORTS



NISO





doi





CHERUS

+3















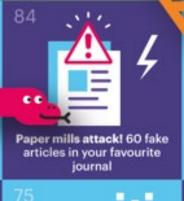












was written by ChatGPT

SCHOLI88

faster peer review

Artifical Intelligence is the most central area on the board

How to detect what comes from a machine or from a genuine human hand and mind? Practical AI may turn scholarly comms on its head.

Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers.

High quality, machine-readable content feeds AI tools that aim for better, unbiased results



manipulation

driven by Al

These data were

fabricated by an AI

Directly related: Digital Identity

On the web everything is trackable and traceable. Identity, authenticity and provenance need to be checked for trust; usage data facilitates personalized efficiency.

Persistent identifiers are essential, for people, organisations, and all (new) types of research output.

We also need data privacy and security, as people may value anonymity when they carry out research.















research4life 🚱

Hooray, you joined

Research 4 Life















The game starts at **Social Responsibility**

Science and research bring progress in society.

Clear and effective communication of trusted knowledge and new insights contributes to the world's well-being.

The United Nations' Sustainable Development Goals declare our shared responsibility for mitigating climate change, promoting equality, health and pledging more Diversity, Equity and Inclusion.

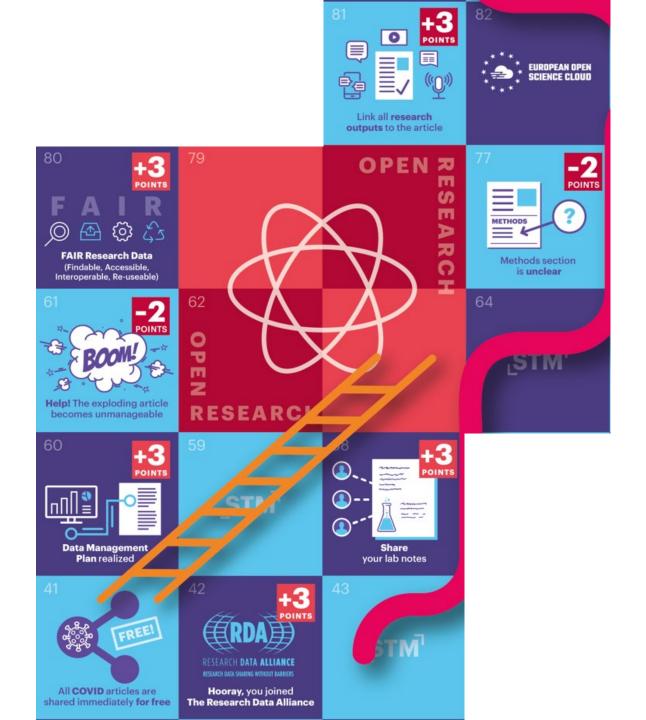
The importance of **Open Research**

Trusted Research is transparent and open research, reproducible and replicable.

Share, link and cite Research Data and all other outputs, with richer metrics and improved reproducibility for more equitable assessment.

Will platform plurality and content syndication make sharing the VoR easy... or unwieldy?

Who stewards the version of record and how to manage its corrections, additions and/or retractions?

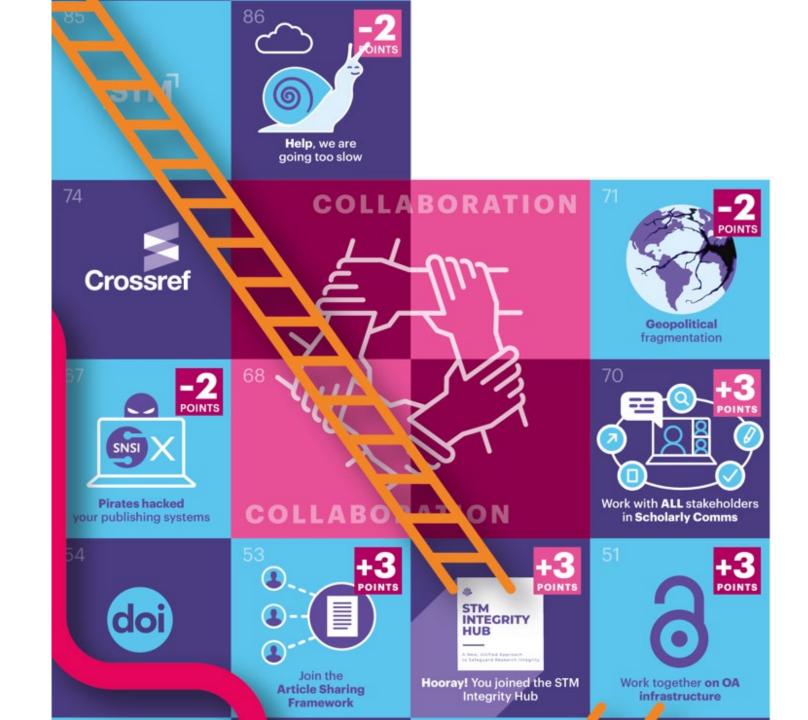


We need to Collaborate!

Scholarly Comms has many different stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries, and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth.

Cross stakeholder global collaboration, will help to develop more robust and efficient solutions.

Publishers can work together on better solutions and common infrastructure.

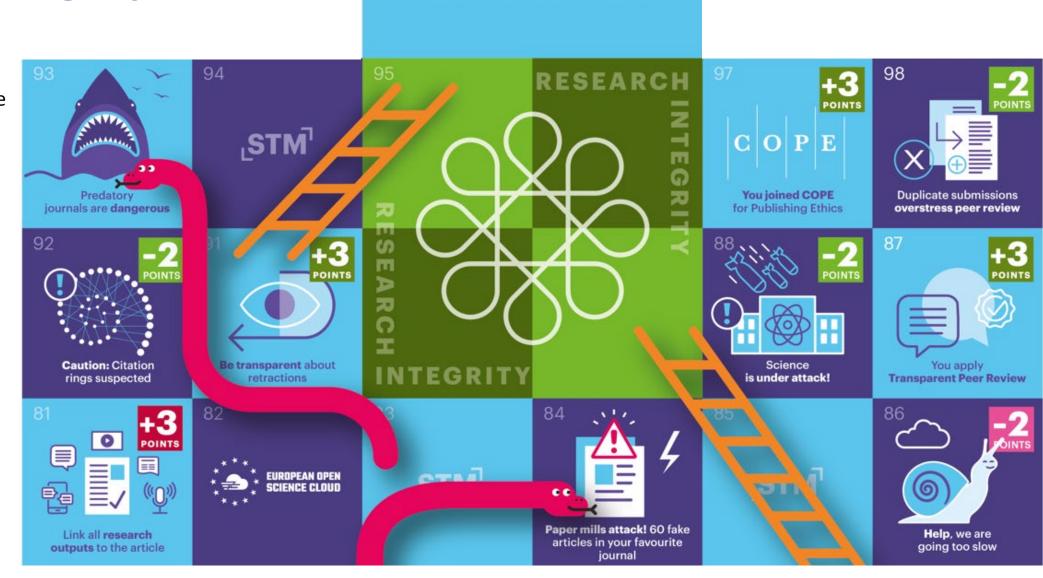


Our ultimate aim is **Research Integrity**

Science is under attack; via fake papers from Paper Mills and perverse pressure from legacy reward systems. Al in the hands of bad actors and fake digital identities on the web place trust and integrity in jeopardy.

Publishers have a key role in securing Trust and Integrity in research.

Collaborative action throughout the scholarly communication chain is essential to Advance Trusted Research.



Advancing

Trusted Research

Look how past Trends Editions carried these 6 themes



LEVEL UP!

Master the new complexities. Go for the top.

This year's edition of the STM Trends is symbolized by the board game Snakes & Ladders, a children's game originally from India and more than 2000 years old. It expresses how life is a combination of upward potential (climbing ladders) and downward risks (sliding down snakes). This duality exists in everything. Play the game to sharpen your thinking about the new complexities in Scholarly Communications, your journey amidst those complexities, and the role you can play in shaping its future.

This STM Trends edition identifies six key areas in which new levels of complexity are expected in the next four to five years. Climb its ladders to learn how the future of Scholarly Communications is full of potential for all its stakeholders. Avoid the snakes and be mindful of new risks, while you create your path towards a common goal of Advancing Trusted Research.

Reach for the top as you explore these six impactful areas for the next few years:

Advancing **Trusted Research**





DataCite

COS

SCHOOL CLOSE



SCHOLIS:





PLAYER PAWNS

COLLABORATION

The playing field of Scholarly Communicat has many different types of players. Try to include them all in the game. Work together Cross-stakeholder collaboration is an essential element in our activities.

Key areas



How to detect what comes from a machine or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments carry out research and even write papers and



DIGITAL

On the web anything is trackable and traceable. Identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



SOCIAL RESPONSIBILITY

Clear communication of trusted knowledge well-being. The UN SDGs declare our shared promoting equality and health, and pledging more Diversity, Equity and Inclusion.



OPEN

Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other outputs, with richer metrics for improved reproducibility and more equitable assessment make sharing the VoR easy... or unwieldy?



COLLABORATION

stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the outcomes: practitioners, doctors, engineers, teachers, citizens and so forth, Cross-stakehok global collaboration will help to develop more robust and efficient solutions.



RESEARCH

Science is under attack by fake papers from paper mills and perverse pressures from legacy reward systems. At in the hands of bad actors and fake digital identities on the web place trust and integrity in jeopardy. Publishers, together with other stakeholders, have a key role to Advance Trusted Research.



RESPONSIBILITY

START











-2 FORTS



NISO





doi



















0







RULES OF THE GAME

STM

- 1/ Each player chooses which pawns to play with. A player may have no more than 3 pawns.
- 2/ All pawns are placed on the starting square at the beginning of the game. Pawns travel across the board following the sequence of numbered squares.
- 3/ Each player throws the dice in turn, and moves forward with one of their pawns by the number of squares shown on the dice.
- 4/ If a pawn arrives at the bottom of a ladder on the last square of its move, it may climb the ladder to its top.
- 5/ If a pawn lands on the head of a snake, the pawn must slide down to the base of the snake, and remain in that position until the next turn.
- 6/ If a pawn arrives at a square with bonus points, these should be added to the player's score.
- 7/ If a pawn arrives at a square with penalty points, these should be deducted from the player's score.
- 8/ A pawn must arrive exactly on square 100 to finish. If the dice indicates a higher number, the pawn must retrace it steps using the remaining moves.

- 9/ A player collects their bonus points when their pawn lands correctly on the final square 100.
 - a. The very first pawn to arrive collects 3 extra points for every pawn from fellow players still out on the board.
 - b. The second pawn to arrive collects 2 extra points for every other pawn from fellow players still out on the board.
 - c. Thereafter every pawn to arrive collects 1 extra point for every other pawn from fellow players still out on the board.
 - d. The very last pawn arriving collects no extra points.
 - 10/ The game is finished when the last pawn on the board lands on square 100.
 - 11/The winner of the game is the player who has the highest number of points on their score card.
 - 12/ Optional extra: when a pawn arrives on any of the 4 coloured squares of the 6 key areas, take 5 minutes for a group discussion: Discuss with your fellow players new initiatives for this particular area.

The Game Play

Each player can play with more than one pawn and can choose which one to move forward, after throwing the dice, in order to benefit best from ladders and to avoid snakes as much as possible.

We want everyone to reach the top and arrive at the finish. Some go faster than others and win bonus points for that.

Others may go slower in the field; everyone can gather bonus points during their journey. Or lose points by landing on squares with penalty points.

The game is intended to be a conversation starter; if a player lands on the core of one of the 6 key areas, take some time to start a discussion with fellow players about that topic.

It is a multi-stakeholder playing field, where collaboration counts!

A multi-stakeholder playing field

The playing field of Scholarly Communications has many different types of players. Try to include them all in the game. Work together. Cross-stakeholder collaboration is an essential element in our activities.





LEVEL UP!

Master the new complexities. Go for the top.

This year's edition of the STM Trends is symbolized by the board game Snakes & Ladders, a children's game originally from India and more than 2000 years old. It expresses how life is a combination of upward potential (climbing ladders) and downward risks (sliding down snakes). This duality exists in everything. Play the game to sharpen your thinking about the new complexities in Scholarly Communications, your journey amidst those complexities, and the role you can play in shaping its future.

This STM Trends edition identifies six key areas in which new levels of complexity are expected in the next four to five years. Climb its ladders to learn how the future of Scholarly Communications is full of potential for all its stakeholders. Avoid the snakes and be mindful of new risks, while you create your path towards a common goal of Advancing Trusted Research.

Reach for the top as you explore these six impactful areas for the next few years:

Advancing **Trusted Research**







COLLABORATION









PLAYER PAWNS

has many different types of players. Try to include them all in the game, Work together. Cross-stakeholder collaboration is an essent element in our activities

Key areas



How to detect what comes from a machin or from a genuine human hand and mind? Machines can develop hypotheses from lab notebooks, unearth new medical treatments, carry out research and even write papers and peer review reports.



identity, authenticity, and provenance need to be checked for trust; usage data can translate into a more personalized experience and higher efficiency. We also need data privacy and security, as researchers may want to search and read without being tracked.



" (" RESPONSIBILITY

and new insights contributes to the world's well-being. The UN SDGs declare our shared responsibility for mitigating climate change. promoting equality and health, and pledging more Diversity, Equity and Inclusion.



Trusted Research is transparent and open research, reproducible and replicable. Share, link and cite Research Data and all other Will platform plurality and content syndication make sharing the VoR easy... or unwieldy?



stakeholders, from funders, researchers, their institutes, to publishers, readers, libraries and repositories. And all who work with the global collaboration will help to develop more robust and efficient solutions.

RESPONSIE



RESEARCH

Science is under attack by take papers from paper mills and perverse pressures from legacy reward systems. At in the hands of bad actors and fake digital identities on the web place trus and integrity in leopardy. Publishers, together







SCIENCE CLASS



-2

23





NISO

SCHOLI38



doi



Q D



CHERUS

+3























Enter the playing field yourself!



- **STM Trends 2027 poster** is available on the STM website: https://www.stm-assoc.org/trends2027
- For downloading and printing (best on A2)
- You can also download the board game and the player pawns and sample scorecards for printing
- Start playing with your colleagues: Go for the top!
- Video recordings of previous presentations are available on the STM website

Also available (book now): In-house presentations, either by Zoom or in-person























