



# Fit for Partnership with Germany

Manager Training Programme of the  
Federal Ministry for Economic Affairs and Energy

Information for applicants and participants

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What is the Manager Training Programme (MP)?

- Do you need to improve your international cooperation skills?
- Would you like to cooperate with German companies?
- Would you like to improve your management skills and strengthen your company?

If you said 'yes' to at least one of the above questions, please read on.

The Manager Training Programme of the Federal Ministry of Economic Affairs and Energy is a programme based on bilateral agreements between Germany and partner countries. The programme is financed by the Federal Ministry of Economic Affairs and Energy, who commissioned the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) to act as general programme manager at the German end of the programme.

The Manager Training Programme is an instrument to promote foreign trade and is being implemented to strengthen economic relations between Germany and partner countries. It is designed to promote small and medium-sized enterprises (SME) in particular.

Under the slogan 'Fit for Partnership with Germany', it prepares executives from Eastern Europe, Asia, Northern Africa and Mexico to initiate business and economic partnerships with German firms – successfully for both sides. To date, a total of over 11,000 executives from firms with foreign trade potential have completed the Manager Training Programme. On average, each group of 20 participants establishes contact with a total of 60 mostly medium-sized German firms.

The success of the programme is due to just the right balance between developing new skills and business practice. In interactive and practice-oriented training, you learn about the specificities of German business culture and improve your business conduct and negotiating techniques. Visits to firms from a

variety of branches provide illustrative examples of German business practice. You gain first-hand, practical knowledge of German companies and have the opportunity to become familiar with modern technology and equipment. You also establish direct contact with potential business partners. The programme offers all participating firms access to business opportunities in their partner country's market – a win-win situation.

The MP has shown impressive results, clearly demonstrating its economic utility both for participating German firms and the companies involved from our 19 partner countries.

The Manager Training Programme generates lasting contacts and encourages the business elite of tomorrow to cooperate. After returning from Germany, many participants successfully implement restructuring and optimisation in their home companies: diversification of production and services, better use of resources, purchasing and international qualifications are all examples of how business efficiency has increased in many companies, as well as creating new jobs.

The programme's partnership approach has made it particularly popular in partner countries. Currently the programme is offered based on a bilateral Memorandum of Understanding with 19 countries and is likely to be expanded to include more nations.

The Federal Ministry of Economic Affairs and Energy has authorised the GIZ as general manager in charge of coordinating the programme. Training is decentralised, taking place throughout Germany and run by 13 educational consortia with close ties to business, all of whom successfully qualified in a tendering procedure. Currently around 900 foreign executives/companies participate in the programme each year. A few thousand firms are also involved at the German end.



**Who is the target group of the Manager Training Programme?**

Target Group	
Companies	SMEs with foreign trade potential from diverse economic sectors (authorities and administration are not eligible for the MP)
Position in the company	Decision-makers: middle or top management level
Work experience	Minimum 2 years in management position Minimum 5 years of work experience
Education	University degree in Economics, Trade, Technology, Management or similar
Language skills	Good command of English
Training goals	Acquiring management competencies and skills for international cooperation. Acquiring skills for business initiation at international level. Establishing contacts with German business partners.

**What kind of training do we offer?**

Our tailored training is entitled 'Fit for Partnership with Germany' and aims to prepare you for cooperation with German companies.

We offer a diverse range of training formats. Our four-week training aims to foster economic cooperation between Germany and the partner country. Most of our training is in English. However, other languages are available in some partner countries in exception circumstances.

For more detailed information about working languages and groups with a focus on a particular economic sector available to your country, please contact your coordinators.

**What can you expect from the training in Germany?**

The Manager Training Programme enables you to learn about the German market. It initiates business relationships with German companies and builds up long-term partnerships. Tailored training seminars enhance individual management skills, and company visits provide good examples of German business practice. In addition, direct business contacts provide access to the German market.

The Manager Training Programme is based on a Competence System which was jointly developed by our partners and GIZ.

The Competence System consists of the following tools:

1. self-check tests during the preparation phase,
2. an elaborated cooperation project,
3. a multiple choice test at the end of the programme in Germany, and
4. a presentation of your cooperation results at the final day of your stay in Germany.

The cooperation project is the core of the Competence System. The focus lies on how to establish business relations with German companies. A brief outline of the cooperation project/idea is part of the application procedure. The goals of the project will be addressed and documented in the selection interview. During the preparatory process your project ideas will be elaborated in more detail. You receive guidance by the German training centre in terms of the feasibility of the project. During the training in Germany you will work regularly on your individual cooperation project.



**Training**

You receive tailored training in management competencies, which are necessary for successful cooperation in the international context, especially for collaboration with German companies.

**Management Competencies:**

General Management, Human Resource Management, Quality Management, Marketing and Logistics, Innovation and Change Management, Project Management, Global Business Management

**Cooperation Skills:**

Intercultural Skills, Presentation Skills, Research skills for potential business partners, Negotiation skills with foreign partners, Skills for making a business inquiry, Skills for making a business proposal, basic knowledge of German and EU economies.

**Business Networking**

- Establish contacts with your potential business partners in Germany. You have a unique chance to meet them personally during individual visits to German companies, during visits to fairs and exhibitions or during Business-to-Business and cooperation matchmaking events.
- Become a part of our Business Network with more than 11,000 Alumni from 19 countries.
- Enjoy an opportunity to examine yourself and your company through the lens of international experience.
- Acquire a set of cultural communication norms (verbal and non-verbal) for communication with German partners and gain skills for effective communication across cultural boundaries.

**Long-term Partnership**

The end of your stay in Germany is only the start of our long-term partnership and collaboration. We offer you a whole range of post-programme activities:

- Follow up: your chance to analyse the results of your training in Germany.
- Continual development and improvement with GIZ training, seminars and conferences.
- Benchmarking your own success in the future.
- Networking with Alumni from 19 countries.

**How to apply?**

The application process consists of three steps:

1. Filling in the application form.
2. All application forms go through a paper screening. During this process all applications will be reviewed by the members of the selection committee from the GIZ and Partner organisation. The selection committee assesses whether the applicants fulfil all the required formal qualifications for participation in the programme.
3. Once the requirements are evaluated, the selected applicants are invited to the interview.

**What happens during and after an interview?**

The interview is a discussion on an equal basis. It is not an exam and we do not assess your professional qualifications. During the interview you have a chance to put together a 'marketing campaign' for your company and yourself and to present your goals for the participation (cooperation project) in the Programme to the selection committee.

We have listed some frequently asked questions on the following page. We hope you will find them helpful.





Frequently Asked Questions

Q: How long does the interview take?

A: The interview takes about 20 minutes.

Q: In which language does the interview take place?

A: The interview will be conducted in the same language as the language of the training .

Q: What should I bring to the interview?

A: You need to bring your printed and signed application form, a printed organisational chart of your company in which your position can be identified, a short description of your training goals (cooperation project) which you would like to work on during your training in Germany and a copy of the first page of your travel document (international passport). We would also encourage you to bring flyers or printed material about your company and a list with results of your search for cooperation with German companies. In case you have already arranged your company visits, please bring the invitation from a German company. You are welcome to present your company products to the selection committee.

Q: What kind of questions will I be asked?

A: You will have time to present yourself and your company. Tell us about your goals for the training in Germany. What would you like to achieve? We would like to get to know you and your company better. Tell us about the current situation in your company, where have you been successful, what kind of challenges do you face? What kind of cooperation with German companies are you looking for? The more precise and detailed information you provide, the better the selection committee can assess your application. An interview is a dialogue between you and the selection committee and you are also encouraged to ask questions.

Q: Can I show the committee a film or make a power-point presentation?

A: There are no hard and fast rules. Please contact your coordinators in order to find out whether presentations may be shown in your country during the interview.

Q: How do I get the results of the interview?

A: We and /or our partner organisation inform you about the results of your interview. Each person who takes part in the interview will receive one of three possible responses:

- 'accepted for the Programme'
- 'rejected' (usually this means your goals cannot be reached within the framework of MP)
- 'can apply again' (this usually means that you must either clarify your goals or improve your foreign language skills)

Q: How and when are the groups formed?

A: All selected participants take their training in groups. Each group is formed according to the language and the scope of the training and consists of up to 25 participants. Because of the complexity, the group forming process can take some time and we kindly ask you for your patience and understanding. Once your group is formed you will receive an e-mail from your country coordinator with details of the next steps.

Q: And what happens next?

A: After the groups are formed your application form will be sent to the Training Centre, which will be responsible for your stay in Germany.

Q: When does the Training Centre contact me?

A: The Training Centre will contact you by phone and/or e-mail some weeks before the start of your training.



Where will your training take place?

Within the framework of the Manager Training Programme, GIZ cooperates with Training Centres, which are located in different parts of Germany.

The Training Centres collaborate closely with a diverse range of economic structures. Your training will take place at one training centre, which will be assigned to your group by the GIZ. The Training Centre is responsible for the organisation of your training and company visits as well as all practical matters during your stay.

The following Training Centres cooperate with the GIZ:

- ARGE Konsortium NBL, Dresden
- Zentrum für europäische Wirtschaftsforschung (ZEW) GmbH, Mannheim
- CONOSCOPE GmbH, Leipzig
- Carl Duisberg Centren, Cologne
- Akademie International, Hamburg
- Deutsche Management Akademie Niedersachsen, Celle
- Export-Akademie Baden-Württemberg, Konsortium Integrated Manager, Tübingen
- IHK für München und Oberbayern, IHK-Akademie München Westerham, Munich
- TÜV Rheinland Akademie, Cologne
- Wirtschaftsakademie Schleswig-Holstein, Kiel
- AHP International, Berlin
- Arge trAIDe/ RWTH International Academy, Cologne
- GICON International Training and Business Development, Dresden



How is the training in Germany structured?

The programme takes approximately 18 working days and consists of management skills training and visits to German companies. The number of days dedicated to each block can vary slightly, depending on the training format. Parallel to your group programme you will have the opportunity to establish individual contacts with German entrepreneurs.

It is important that you establish contacts with German companies interested in your cooperation project, well in advance. Although the training centre will support you, your own proactive approach is the key to your success. On page 9 you will find some useful information in your search for business partners in Germany.

Your programme in Germany will begin with an introductory seminar on the first day of your training and will end with a presentation of your results on the last day of your stay in Germany.



## During the Introductory Seminar you will:

- Get to know the representatives of the Training Centre.
- Get to know your fellow participants better (if you are a participant in the international training group, you will meet participants from other countries).
- Have a chance to present your company, your products or services and your training goals.
- Clarify all kinds of questions regarding the organisation of your stay in Germany.

## Management training:

- You gain management and cooperation competencies, which are useful for working with German companies.
- All training is generally interactive and practice-oriented.
- The training usually takes place in the seminar rooms and involves the participation of the entire group.

## Visiting Companies

- You will visit German companies, fairs and B2B cooperation events. Usually such visits are conducted in an entire group or a small group (according to the cluster or branch of your business, your cooperation interests or specific issues which are important to you).
- Every company visit will be dedicated to a specific topic.
- You will gain management and cooperation competencies and learn about new technologies and equipment.
- You will have a chance to share experiences with your German colleagues and to establish business contacts with them.
- A company visit usually takes from half a day to one full day.

## Visiting Fairs

- You will have a chance to visit a fair or an exhibition for your industry, in case such an event takes place during your stay in Germany. It is important that your goals for a visit are clearly stated and communicated to your tutors from the Training Centre before your travel to Germany.

- You will get support from your tutors for the preparation of your visits and will gain some valuable advice for the preparation of the presentation materials. They will also advise you on how to establish and nurture contacts and turn them into long-term cooperation. Afterwards you will have a possibility for a discussion and evaluation of your visits with your tutors. Apart from visiting fairs, you will take part in **B2B events**, where you will have a chance to meet potential business partners.

## Individual Company Visits

- The representatives of the Training Centre will assist you in establishing new business contacts and strengthening your existing contacts with German companies.
- Individual visits usually last one day. During this time you will have a chance to meet decision-makers from German companies.
- Your individual meetings will take place parallel to the general programme, i.e. on the day when you have an individual meeting scheduled, you cannot attend a group programme.

## Presentation of your results and evaluation of the programme

- You will have a chance to look back and to evaluate the programme.
- You will begin to prepare for the implementation of your projects in your home country.
- You will have a chance to present the results of your work on cooperation project in form of a presentation.
- You will receive a certificate of your training in Germany.
- You will learn about the follow up seminar in your country and the Alumni networks available in your country and/or region.



## How to prepare yourself for the programme in Germany?

Our partner organisation in your country is responsible for organising a preparatory training course for you. The length and the contents of the course vary from country to country.

## The following questions can help you to prepare for your training:

- Which plans does your company have in terms of international cooperation?
- With which companies would you like to cooperate in Germany?
- Which business case would you like to solve?
- Which competencies do you need in order to achieve your goals?

## Global Campus 21 (GC21)

Since September 2004 all participants of the Manager Training Programme have joined the international online Global Campus 21 platform. It offers a space for information exchange, dialogue, e-learning and preparation for the training with your Training Centre. Some pages of the GC21 are open to everyone, others require a login and password. Each group in the Manager Training Programme enjoys its own closed space.

## Through GC21 you will:

- Get to know your tutors and your Training Centre before your arrival in Germany
- Receive a detailed programme of your stay
- Learn about the German economy
- Learn about the fairs taking place during your stay
- Find some useful links about the city/town and Federal land, where you will stay
- Learn about local culture and free-time activities

You will receive a login and password as well as schedules for the e-activities (e.g. chats, etc.), which will take place before your arrival in Germany. All activities in GC21 are coordinated by your Training Centre.

## How to find German business partners?

Intercultural tip! Start searching for your potential business partners in Germany well in advance. German companies operate based on long-term plans modus and will not be able to fit an appointment into their tight schedule at short notice.

The following organisations can help you to search for your business partners in Germany.

- **'Wer liefert was'** (translation: 'Who delivers what') is a website for the business sector searching for service providers and product suppliers. It is the largest business search engine in Germany.
- On the website of the official **'German Export Database'** you can search for products and services 'Made in Germany'. This search engine also allows you to look for companies.
- Export Community on **'iXPOS'** website offers you the opportunity to establish new business contacts and gain useful information from the experts on the topic of 'Entering the German Market'.
- On **'SEiBT'**, a database for special branches and products of German companies, you can find producers, suppliers and diverse services from the most important economic sectors. The entire database has detailed information on more than 60.000 companies and 120.000 products.
- **'Kompass'** is an international B2B-Database with more than 4.2 million companies, which brings together buyers and suppliers. Present your company at Kompass and gain visibility for your products and services in Germany.
- Visit the **'AUMA'** website, where you can find out which fairs will take place during your training. This database contains all the German



exhibitions and fairs for several years ahead.

- On 'EUROPAGES' you can find and get in touch with your potential business partners.
- The 'BGA', the Federation of German Wholesale, Foreign Trade and Services, is the leading organisation for the wholesale, foreign trade and service sector in the Federal Republic of Germany.

**Would you like to know more about Germany?**

- 'Germany Trade & Invest' is an economic development agency of the Federal Republic of Germany. The organisation promotes Germany as a business and technology location and supports companies based in Germany with global market information.
- Up-to-date information and statistics concerning the German economy are available at the website of 'World Bank Group'.
- 'Tatsachen über Deutschland' (translation: 'Facts about Germany') is a reference e-book offering all sorts of up-to-date and reliable information about all aspects of modern life in Germany, be it business, culture, or politics. It contains facts, figures, and interesting time lines.
- Discover Germany at 'deutschland.de' and in the magazine 'DE Magazin Deutschland' and gain a comprehensive and topical picture of modern Germany. Here you can read about politics, economy, culture, environment, life and other topics that play an important role in Germany.



**Additional information you need to know!**

<b>Federal Ministry of Economics Affairs and Energy is financing:</b>	<b>You finance:</b>
Your visa for Germany for the period of your stay (Important! You will not have to pay the visa fee).	Preparatory course in your home country
Transfers from and to an airport in Germany (all participants arrive and leave in one group)	Flight tickets (home country - Germany - home country)
Your training and seminars in Germany	Cultural programmes/ activities at the weekends
Accommodation in Germany	Telephone costs in hotels, from the mobiles
Half-board, i.e. breakfast and lunch or breakfast and dinner	Internet
Transfers to company visits (in group and individual)	Taxi
Your health, accident and indemnity insurance for the period of your stay in Germany. (Important! The insurance only covers treatment of diseases which might occur during your stay in Germany. It does not cover treatment of chronic or already existing illnesses and pregnancy consulting).	Personal expenses

**What do you need to bring?**

This short list consists of tips from our alumni. We hope that you will find them useful!

- Laptop, Netbook, iPad or similar mobile device
- Plenty of business cards
- Information about your company (flyers, pamphlets, leaflets, pricelists, etc.)
- Presentation of your company
- Contact data and copy of existing correspondence with German companies
- Information about important dates in Germany (fairs, etc.)
- Business-dress: dark suit with a tie for men; dark suit (jacket + skirt or jacket + trousers) for women. You will need this for every official meeting!
- Comfortable shoes. You will have to walk a lot and use public transportation. Also for weekends you will need something practical'.
- An umbrella or a rain coat. It rains a lot in Germany!

**Quotes**

 'If Business doesn't really go well, you don't necessarily have to close it. There are ways to make a turnaround and become competitive again. This is one of the major take-aways from my training in Germany.'  
*Ulan Mukhammad, Director at EcoLights Trading, Kyrgyzstan*

 ' Being an engineer I always felt the need for formal business management training. This programme fulfilled that. It was like a mini MBA. It increased my knowledge and gave me a confidence boost. I now feel confident on visiting Germany for business again.'  
*Rajat Bajaj, Partner at 'Jamuna Udyog', India*



 'I am sure we will be more effective in communication with German companies and have better results. I learned that it is very important to do everything in time. If you promise something you should keep your word. I also learned that German people are more straightforward than Belarusians.'  
*Alena Pekarskaya, Marketing Manager at 'Chisty Svet', Belarus*

 'The programme is perfect. As a founder and leader of my company, I actually needed a global idea of how to organise the company and clarify the direction of my business. By visiting different companies and talking with people here I learned a lot.'  
*Weili Li, CEO at Mecechem Co Ltd, Wuxi, China*

 '[...] The Programme is your chance to establish real business contacts. Look carefully at the programme of your stay, take a look at the websites of the companies you would like to visit and get as much information about them as possible. It is advisable to establish contacts with your potential partners in advance, before you come to Germany. Take enough business cards with you and the most important be ready to make decisions and you will be successful!'  
*Shokhrat Abayev, Head of department at the State Bank of Turkmenistan*

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