

Fit for partnership with Germany

Manager Training Programme of the Federal Ministry of Economics and Technology with Belarus and Moldova

Economic Cooperation

25th February 2013 – 23rd March 2013
in the Federal Republic of Germany

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**Dear Ladies and Gentlemen,
dear participants:**

The Manager Training Programme brings German and Belorussian/ Moldovan Managers together – for the benefit of all involved parties. Designed to promote small and medium-sized enterprises (SME) in particular it is an important instrument to promote economic relations and international cooperation and to intensify economic relations between the countries.

The following 4-week practice related training programme is mainly oriented on specific features of small and medium sized enterprises, general management and on contacts to branch related German enterprises. It's main objectives are to strengthen management know-how and competencies, to establish business contacts with German companies as well as to offer the possibility to collect new practical (business) experiences in an international context.

For this purpose, topic oriented training courses will be completed by practical oriented group units in German companies and by individual prearranged company contacts according to your company branches or to your specific business focus. Therefore it is required that you start your own research at time and get in contact with us in an early time of preparation. Success and your personal output of the manager training programme essentially depends on your own preparation.

All trainers have a profound professional experience in companies or as entrepreneurs. Beyond that the majority has several years of experience in Eastern Europe and the CIS countries.

All company visits will be introduced by your tutors. Support or individual assistance will be provided if required. You will have to write short reports about your company and fair trade visits which will help you to remember and to structure main impressions and information of the visits.

Besides trainings and business contacts you are requested to work out a term paper and final presentations related to the following selected topics:

Human Resource Management and Promotion of Employees (Topic 1),

Requests on Marketing and Customer Service in an international context (Topic 2);

International business cooperation for SME (perspectives, problems + lessons learned) (Topic 3).

For these final presentations you will have to select one of the groups, each working on 1 of these 3 topics. You should focus on main experiences made during the internship as well as on obstacles and problems that might arise when implementing new structures in your home companies.

The various training modules take place in **Stuttgart, Dresden and Berlin**. This provides a unique possibility to realize structural differences between several leading economic regions in Germany as well as special qualities of East and Western German companies and institutions.

During the evaluation workshop, which takes place at the end of the stay, individual interviews as well as participants' group presentations concerning the 3 above mentioned topics will give a profound summary of the main results of the 4-week programme and a base for critical reflection and discussion on practical applications in Belarus/ Moldova as well as obstacles that might arise.

The Manager Training Programme is financed with funds of the **Federal Ministry of Economics and Technology (BMWi)**. The BMWi commissioned GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) to act as general programme manager on the German side of the programme.

Baden-Württemberg International has the lead of the consortium which is in charge of the organisation and implementation of the programme for your group. Our partners are the **Management Akademie Saxony** in Dresden and **bbw - Bildungswerk der Wirtschaft in Berlin and Brandenburg e.V.**, located in Berlin.

We are looking forward to meeting you in February!

Your team of Baden-Württemberg International and partners

The Specialised Programme

Programme Structure

Date	Information	Management Skills	Business in Practice
26.02.2013	Introductory Seminar		
27.02.2013		Business Communication with reference to cross-cultural aspects	
28.02.2013			Leadership, Corporate Culture and Business Organisation
01.03.2013		Doing business in Germany – Searching for partners and establishing long lasting business contacts	
04.03.2013			Production Management & Logistics
05.03.2013		Presenting successfully Product presentation and Self marketing	
06.03.2013			1. Marketing Concepts for Commercial customers and Customer Orientation 2. Supply chain management in an international business environment
07.03.2013			Promotion of Innovations and Green Technology concepts
Afterwards	Transfer Stuttgart – Dresden		
08.03.2013	Short Introduction to MAS		1. Claims and Risk Management at Creditreform Dresden 2. Export finance and customized financial solutions
11.03.2013		Successful Project Management with international focus	
12.03.2013			1. Motivation of employees and motivation systems

			2. International business relations and cooperation
13.03.2013			1. Marketing and International Management 2. Customer Relationship Management in the consumer market
14.03.2013		Creativity Techniques and Decision making management	
Afterwards	Transfer Dresden - Berlin		
15.03.2013	Introduction to bbw	Quality Management	
18.03.2013			1. Waste and Recycling Management 2. Transport Logistics at Behala
19.03.2013			1. Business Development in the Berlin area 2. Implementation of intern. projects and contract negotiation
20.03.2013		Change Management and Restructuring of companies	
21.03.2013	Preparation of the Final Evaluation	Business Plan Development	
22.03.2013	Final Evaluation		

Detailed Programme Description

Monday, 25.02.2013

During the day	Arrival in Germany
	<ul style="list-style-type: none"> • Pick-up and transfer to Stuttgart, hotel
afterwards	<ul style="list-style-type: none"> • Accommodation
Appr. 8:00 pm	Welcome dinner
Tutors:	<i>Ms. Christina Pfannkuchen, bw-i</i>

Tuesday, 26.02.2013

8:20 am	Pickup at the hotel <ul style="list-style-type: none"> • transfer to training centre "Haus der Wirtschaft" by metro <i>bw-i</i>
9:00am- 12:30pm	Opening Seminar and Self Presentation - Introduction and elaboration of the expectations of the Programme
9:00am	<ul style="list-style-type: none"> • Welcome by Baden-Württemberg International and short overview about its activities
	Lecturer: <i>bw-i</i>
9:30am	Content: <ul style="list-style-type: none"> • Administrative handling • Introduction into the 1st programme part in Baden-Württemberg • Introduction to the objectives of the programme and expectations of the participants • Global Campus and its importance during the stay in Germany
11:30am– 12:30pm	Content: <ul style="list-style-type: none"> • Presentation of Programme expectations by Participants • Clarification of profiles and objectives of the programme • Intermediate results of individual contact arrangements
	Lecturer: <i>Ms. Christina Pfannkuchen, bw-i</i>
12:30pm– 1:30pm	Lunch
1:30pm – 5:00pm	Content: <ul style="list-style-type: none"> • Continuation of Presentation of Programme expectations by Participants and Clarification of profiles and objectives of the programme
	Goals: <ul style="list-style-type: none"> • Participants get an overview about the programme • Clarification of profiles, personal data and objectives • Knowledge of GC features
	Methods: <ul style="list-style-type: none"> • Metaplan techniques/ Flipchart • Moderated Discussion • Self presentation of participants
	Lecturers: <i>Ms. Christina Pfannkuchen, bw-i</i>
afterwards	Guided walking tour through Stuttgart city centre

Wednesday, 27.02.2013**9:00am - 5:00pm****Business Communication with reference to cross-cultural aspects****Content:**

- German economy and the Federal States system
- Business goals and expectations of German enterprises
- Starting business contacts in Germany – specifics and items that have to be taken into account
- Business culture, Hierarchical structure in German companies
- Introduction into different schemes of intercultural communication and its practical approaches
- Cross-cultural Management in business relations
- Do's and Don'ts in a business context
- Culture as source for problem solving strategies
- Simulation of business situations and negotiations

Goals:

- Establish basic knowledge about Germany and successful international Cooperation
- Competencies in finding information and contacting foreign companies
- Increasing negotiation competencies
- Participants get known to typical situations in an international business environment

Methods:

- Flipchart/ Metaplan Techniques
- Discussion/ exchange of experiences
- Case studies
- Group work/ Role-plays

Lecturer:*Katerina Ruhnke, trainer***Tutor:***Ms. Christina Pfannkuchen, bw-i***Afterwards****Short Briefing for next day's company visits****Thursday, 28.02.2013****8:00 am****Departure to company Mann & Hummel, Ludwigsburg****10:00am– 2:00pm****tbc****Leadership, Corporate Culture and Business organisation at Mann & Hummel, a leading company in Filtration****Content:**

- Competitive business environment and its challengers for Management and employees
- Instruments and methods to organize processes and to involve employees
- Leadership by Communication and information
- Direct leadership and Delegation
- Participants know and analyse organisational challenges
- Different approaches are known

Goals:Parallel:
Individual Business contacts**Methods:**

- Introductory presentation followed by discussion
- Talk to and discussion with German Managers
- Company tour
- Participants write report about the visit

Lecturer:*NN., company***Tutor:***Ms. Christina Pfannkuchen, bw-i***In the evening****Working in groups**

Friday, 01.03.2012**9:00am - 5:00pm**

- Content:**
- German Industry and Industry spots
 - Leading Exhibitions and Trade fairs in Germany
 - Requirements for modern Sales and Distribution regarding changes in consumer behaviour
 - Market research - different instruments and methods
 - Strategic decisions when planning partnership and negotiations
 - Business Networks
 - Preparation and first steps before realising a business meeting
 - Preconditions for long-lasting and sustainable contacts
- Goals:**
- Establish knowledge about German industries
 - Participants get acquainted with main instruments in the sales and distribution sector
 - Participants know where to find information about German companies and how to explore the market
- Methods:**
- Introductory speech and presentation
 - Flipchart/ Metaplan Techniques
 - Moderated Discussion/ exchange of experiences
 - Group work/ Case studies
- Lecturer:** *Thomas Starke, trainer*
- Tutor:** *Ms. Christina Pfannkuchen, bw-i*

Saturday, 02.03.2012**Cultural Programme (optional)**

- Time for your own disposal

Tutor: *Ms. Christina Pfannkuchen, bw-i*

Sunday, 03.03.2012**10:00am–5:00 pm****Cultural Programme (optional)**

- Mercedes Benz Museum Stuttgart or
- Baroque Castle Ludwigsburg

Tutor: *Ms. Christina Pfannkuchen, bw-i*

Monday, 04.03.2012**8:00 am****Departure to company Alfred Kärcher GmbH, Obersontheim,****10:00 am –
2:00 pm**

- Content:**
- Production and Logistics Management at Alfred Kärcher - a leading manufacturer of cleaning machines and appliances**
- Insight into an international working, family owned company and its distribution chains and logistical centre
 - requirements on organisation, technical equipment, management and employees
 - Applied customer service, warehouse management and just in time delivery, taking company's spare part supply chain as example.
 - Methods and activities to enhance public perception of the company and its products
 - Best practice and question period

	Goals:	<ul style="list-style-type: none"> • Participants get a better comprehension for complex business processes and SME specifics • Insight into a modern company and its distribution chain • Sensitizing for instruments of customer attraction
	Methods:	<ul style="list-style-type: none"> • Presentation followed by guided company tour • Discussion with and talk to German managers • Participants write report about the visit
	Lecturer:	<ul style="list-style-type: none"> • <i>Ms. Alexandra Kuchenbrod, Alfred Kaercher GmbH, Public Relations/Logistics</i>
appr. 2:30 pm		Return to Stuttgart by bus
in the evening		Short Wrap - up unit - Review of the company visit
	Tutor:	Working in Groups <i>Ms. Christina Pfannkuchen, bw-i</i>

Tuesday, 05.03.2012

9:00am- 5:00pm		Presenting successfully – How to present myself and my product/company to a German entrepreneur
<u>Parallel:</u> Individual Business contacts	Content:	<ul style="list-style-type: none"> • Short Introduction into modern presentation methods and techniques • Applied Training of business presentations and convincing self-marketing strategies • Guidelines for presenting successfully with focus on German entrepreneurs • Applied self presentations and video recording • Analysis of participants' presentation and discussion
	Goals:	<ul style="list-style-type: none"> • Participants improve their self presentation skills and are prepared for meetings with German managers • Participants are aware of convincing presentation techniques and methods to gain customer loyalty
	Methods:	<ul style="list-style-type: none"> • Self presentation • Exercises • video recording and analysis of participants' presentations • Discussion
	Lecturer:	<i>Christina Schneider-Siemon, trainer</i>
5:00 pm		Short introduction into next day's company visits
	Tutor:	<i>Ms. Christina Pfannkuchen, bw-i</i>
in the evening		Working in Groups

Wednesday, 06.03.2012

8:30 am		Departure to Metro Cash & Carry, Korntal
10:00 am– 12:00		Marketing Concepts for Commercial customers and Customer Orientation
<u>Parallel:</u> Individual Business contacts	Content:	<ul style="list-style-type: none"> • Introduction to special structure and organisation of an internationally working trading company • Insight into a specialized marketing concept for commercial customers • International strategy, expansion and best practice examples of Metro in the CIS markets
Visit of CEBIT	Goals:	<ul style="list-style-type: none"> • Participants get a better comprehension for successful trading concepts • Insight into a customer oriented trading company • Discussion and exchange of experience

		<ul style="list-style-type: none"> • Promotion of business contacts
	Lecturer:/	<ul style="list-style-type: none"> • power point presentation/ graphics
	Tutor:	<ul style="list-style-type: none"> • moderated discussion • company tour • Participants write reports about the visit
	Lecturer:	<i>Carsten Hebold, Head of Metro Korntal</i>
	Tutor:	<i>Ms. Christina Pfannkuchen, bw-i</i>
2:00- 5:00 pm	tbc	Supply chain management in an international business environment
	Content:	<ul style="list-style-type: none"> • Supply Chain management (planning, arrangement, implementation duties) from company's view • Integration process of main business activities from raw material procurement to final user sales • Quality assurance • Visualisation of operational structures as a starting point for process optimisation • Competence Center for Modern Production Systems • Successful measurement of key indicators.
	Goals:	<ul style="list-style-type: none"> • P. are sensitized for the meaning of process optimisation • Understanding for effective methods of costs optimisation is created
	Methods:	<ul style="list-style-type: none"> • Presentation followed by a company tour • Best practice examples in company • Discussion with and talk to German managers • Participants write reports about the visit
	Lecturer:	<i>NN, company</i>
	Tutor:	<i>Ms. Christina Pfannkuchen, bw-i</i>
in the evening		Wrap - up unit - Working in Groups

Thursday, 07.03.2012

7:15 am	Check out at Hotel in Stuttgart
7:30	Departure to company Leoni Cable GmbH, Roth
9:30am– 2:00pm	Promotion of Innovations and Green Technology Concepts
	Content: <ul style="list-style-type: none"> • Welcome at the company • Overview about the company and its products • promotion of research and development of innovative products at Leoni • economically successful implementation of innovations • Insight into complex network structures • GreenTech philosophy, it's practical realisation and public appreciation
	Goals: <ul style="list-style-type: none"> • Participants learn about company specifics, demands on its management and its GreenTech activities • Gaining comprehension for innovation strategies and for methods to encourage innovative ideas
	Methods: <ul style="list-style-type: none"> • Input, Presentation followed by discussion • Insight to company structure and organisation • Discussion with and talk to German managers • Company Tour • Participants write reports about the visit

Lecturer: *NN, Leoni Cable GmbH, Roth*
Tutor: *Ms. Christina Pfannkuchen, bw-i*

Afterwards**Transfer to Dresden****In the evening****Arrival in Dresden**

- Accommodation at Kim Hotel
- Address of welcome
- Dinner

Tutor: *Ms. Irina Einert bsw gGmbH*

Friday, 08.03.2012**9:00 - 10:00 am****Short Introduction into the programme in Saxony**

Content:

- Address of welcome in Saxony
- Introduction into the programme and the activities/services of Management Academy Saxony
- Administrative handling

Goals:

- Participants get an overview of the following training week
- Clarification of administrative handling

Methods

- Power point presentation

Tutor: *Ms Irina Einert bsw gGmbH*

10:00am-12:00**Claims and Risk management – Business fields and services of Credit reform Dresden**

Content:

- Creditreform – a partner for effective and integrated credit and risk management solutions
- Main activities of Creditreform and practical suggestions
- Market opportunities for companies from Eastern Europe in Saxony
- Consulting services and claims management
- Risk management and transport insurances
- Overview about EU customs regulations

Goals:

- Comprehension for main financial challenges concerning international business activities
- Knowledge about main EU customs regulations
- Comprehension for risk management solutions

Methods:

- power point presentation
- Question period/ discussion
- Participants write report about the visit

Lecture: *Mr Schulz, ppa*
Mr Witzgahl ppa

Tutor: *Ms Irina Einert bsw gGmbH*

2:00 - 5:00pm**Financing and customized financial solutions regarding the portfolio of Sachsen Bank (LBBW group)**

Content:

- Business Development programmes and schemes for SME – presentation of main tasks and co-operations
- Long and short term financial facilities for expanding import businesses
- Business plan – an essential condition for financial support and bank rating
- Bank of Saxony as a reliable financial partner

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|-----------------|---|
| Goals: | <ul style="list-style-type: none"> • Comprehension for requirement of business plan and strategies linked to support programmes • Financial prospects for companies |
| Methods: | <ul style="list-style-type: none"> • Company Presentation • Best Practice followed by moderated discussion • Participants write report about the visit |
| Lecture | <i>Mr Ildar Kamachev, Bank of Saxony in Leipzig</i> |
| Tutor: | <i>Ms Irina Einert bsw gGmbH</i> |

Saturday, 09.03.2012

10:30am–3:00pm

Cultural Programme

Walking tour through Old Town of Dresden

Tutor: *Ms Irina Einert bsw gGmbH*

Sunday, 10.03.2012

9:00am– 5:00pm

Cultural Programme

Tutor: *Ms Irina Einert bsw gGmbH*

Monday, 11.03.2012

9:00am – 12:00

Successful project management – specifics and methods

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|------------------|---|
| Content: | <ul style="list-style-type: none"> • Brief introduction into main definitions of project management and examples of projects in an international context • Guidelines • Project planning, initiating and financing • Economic feasibility study for projects • Main Success factors and threats • Developing evaluation methods for innovative projects |
| Goals: | <ul style="list-style-type: none"> • Familiarization with main requirements and tools of PM • Defining and structuring projects • Enhancement of project planning skills • The participants learn how to moderate and control projects and stakeholders |
| Methods: | <ul style="list-style-type: none"> • Metaplan techniques • Group work and Business role-play according to a given task • Analysis and evaluation of the results |
| Lecturer: | <i>Mr Heinz Fabrinsky, trainer</i> |
| Tutor: | <i>Ms Irina Einert bsw gGmbH</i> |

Tuesday, 12.03.2012

9:00am – 12:00

Motivation of employees and motivation instruments in German companies. Practice related seminar at VBG in co-operation with the company Enhanced quota (EQ)

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|-----------------|--|
| Content: | <ul style="list-style-type: none"> • Motivation of employees and motivation instruments • Rewards and recognition • Job involvement + employee's integration into internal networks • New forms of work: flexible time, Job-Sharing, home-office • a motivated workforce represents both: a competitive advantage and a critical strategic • Employees with children – Mention work-family balance |
|-----------------|--|

2:00pm - 5:00pm	Goal:	<ul style="list-style-type: none"> • Participants are getting sensitized for possible incentives and ideas how to motivate employees • Getting overview of new forms of work in Germany
	Methods:	<ul style="list-style-type: none"> • Company presentation with various practical examples • moderated discussion • Participants write report about the visit
	Lecturer:	<i>Ms Constanze Elgleb, EQ, Project Manager</i> <i>Mr Hagdorn, VBG, head of the department in Dresden</i>
	Tutor:	<i>Ms Irina Einert bsw gGmbH</i>
	tbc	International business relations and cooperation
	Content:	<ul style="list-style-type: none"> • Introduction to the company with special focus on structure, organization and business culture of an internationally working company and its innovations • Expansion in the global market • Competition and maintaining market position • Corporate Philosophy of the company • Best practices on cooperation with Russia, Belarus and other CIS-States • After Sales services
	Goals:	<ul style="list-style-type: none"> • Participants get a better comprehension for complex business processes • Insight into a modern company • Getting known to best practices of cooperation with focus on CIS-States
	Methods:	<ul style="list-style-type: none"> • Presentation of Success Stories • Best practice and discussion/ question period • Participants write report about the visit
	Lecturer:	<i>NN, company</i>
	Tutor:	<i>Ms Irina Einert bsw gGmbH</i>

Wednesday, 13.03.2012

9:00am - 12:00

Management in an International Business Environment - company visit to Siemens AG

Content:	<ul style="list-style-type: none"> • Introduction to the company, its management, marketing strategy and products • innovative processes within the company • Management and development in international markets • Requests on customer service • Best practice examples
Goal:	<ul style="list-style-type: none"> • Participants get better comprehension for complex business processes • Insight into a modern company
Methods:	<ul style="list-style-type: none"> • Power point presentation • Discussion/ exchange of experience • company tour
Lecturer	<i>Ms. Viola Schleicher, Siemens AG</i>
Tutor	<i>Ms Irina Einert bsw gGmbH</i>

2:00pm – 5:00 pm

Customer Relationship Management in consumer market - company visit to Einsiedler Brauhaus GmbH (Brewery)

Content:	<ul style="list-style-type: none"> • Introduction to the company, its management and marketing strategy and its products • innovative processes within the company • CRM and development on international markets • Customer service: improvement of customer satisfaction and how to provide the high level of customer service
Goals:	<ul style="list-style-type: none"> • Participants get better comprehension for complex business processes • Insight into a modern company in the food industry
Methods:	<ul style="list-style-type: none"> • Power point presentation • Best practices examples • Discussion/ exchange of experience • company tour
Lecturer:	<i>Mr Markus Grüsser, Marketing Department</i>
Tutor:	<i>Ms Irina Einert bsw gGmbH</i>

Thursday, 14.03.2012

8:30 am

Check out at the Kim Hotel

9:00 am– 5:00 pm

Creativity techniques and Decision making management

Content:	<ul style="list-style-type: none"> • Creativity and innovation as a management tool • Definition, rules and sequences of creativity methods • Conditions and phases of brainstorming • Types and methods of decision making • Phases, requirements and conditions for decision making processes
Goal:	<ul style="list-style-type: none"> • Participants get acquainted with techniques for creativity and decision making processes and broaden their scope of action and interaction • Learning about convincing strategies in an international business environment
Methods:	<ul style="list-style-type: none"> • power point presentation • Practical examples, exercises and Group work • Presentation of results and discussion
Lecturer:	<i>Ms Sandra Wolf, Trainer</i>
Tutor:	<i>Ms Irina Einert bsw gGmbH</i>

5:00pm-6:00pm

Evaluation and summary of program results in Saxony

Tutor:	<i>Ms Irina Einert bsw gGmbH</i>
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Afterwards

Transfer to Berlin

appr. 8:00pm

Arrival in Berlin

Tutor:	<ul style="list-style-type: none"> • Accommodation at the hotel in Berlin, Motel One Bellevue • short administrative introduction <i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
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Friday, 15.03.2012**9:00am - 09:30am****Welcome at bbw Bildungswerk der Wirtschaft in Berlin und Brandenburg e.V.**

- short overview about bbw group
- introduction of the program in Berlin

Lecturer:

Mr. Alfred Wollenhaupt, Head of International Projects department
Mr. Henning Tag, Head of Private and Business Clients department

9:30am- 5:00pm**(tbc)****Quality Management****Content:**

- Quality and environmental management, energy management and process management
- Overview about innovative ideas, responsiveness to clients and the solid development of skills and abilities
- Discussion about high expectations of business partners and the challenges of ever faster markets applied by means of best practice Examples

Goals:

- Comprehension for quality and environmental management in SME and demands on its management and employees

Methods:

- Discussion/ exchange of experience
- power point presentation
- question period / discussion

Lecturer:

NN,

Tutors:

Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw

Saturday, 16.03.2012**9:00am - 5:00pm****Cultural program: Sightseeing in Berlin**

- Visit of the Bundestag cupola
- Unter den Linden, Gendarmenmarkt, Nikolai Center, a. o.
- Lunch at a restaurant in Berlin city West or city East

Tutors:

Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw

Sunday, 17.03.2012**10:00am - 5:00pm****Cultural program: Excursion to Potsdam**

- Nikolai Church, Dutch Quarter, Russian Colony Alexandrowka, Brandenburger Straße, Brandenburg Gate
- Park Sanssouci
- Lunch at a restaurant in Potsdam

Tutors:

Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw

Monday, 18.03.2012**9:00am - 12:30pm****(tbc)****Waste and recycling management at REMONDIS AG & Co. KG****Content**

- Insight into Remondis – a leading international water and environmental service company

Goals

- Challenges of waste and recycling management
- Insight into German SME- promotion and its instruments
- Participants are aware of international activities and instruments

Methods

- Presentation and discussion
- Company tour
- Exchange of experience and discussion

2:00pm - 5:00pm	Lecturer:	<i>Mr. René Liese</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
		Logistics at Behala – Berliner Hafen- und Lagerhausgesellschaft mbH
	Content:	<ul style="list-style-type: none"> • Visit to Berlin's most important centre of logistics • Logistic as part of the supply chain • the efficient, effective forward and reverse flow and storage of goods, services and related information • legal requirements (Customs regulations)
	Goals:	<ul style="list-style-type: none"> • Participants learn about how to meet customer and legal requirements • Participants learn about organization of an important logistic center with harbour, container and rail-logistic projects
	Methods:	<ul style="list-style-type: none"> • power point presentation • question period / discussion • tour through the area of the logistic centre • Participants write report about the visit
In the evening	Lectures:	<i>Mr. Reimann, Head of Sales department, Behala – Berliner Hafen- und Lagerhausgesellschaft mbH</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
		Working in groups

Tuesday, 19.03.2012

9:00am - 12:30pm		Business Development in the area of Berlin at Berlin Partner GmbH
	Content:	<ul style="list-style-type: none"> • Overview about the activities of Berlin Partner - the business promotion company for Berlin Brandenburg • economical facts and figures • Business development in the area of Berlin • Foreign trade activities of the State Berlin and Brandenburg
	Goals:	<ul style="list-style-type: none"> • Participants are aware of major aspects and reasons for the current economic development • deepen knowledge about opportunities for foreign companies and their products in Germany
	Methods:	<ul style="list-style-type: none"> • power point presentation • question period / discussion
	Lecturer:	<i>Mr. Christian Treichel, Strategic Advisor Foreign Trade, Berlin Partner</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
2:00pm - 5:00pm		Implementation of international projects and specifics of contract negotiations at International Innovation Centre Berlin Adlershof (OWZ)
	Content:	<ul style="list-style-type: none"> • goals and mission of OWZ as an International start-up centre for small and medium-sized enterprises • implementation of international projects • specifics of contract negotiations • practical suggestions
	Goals:	<ul style="list-style-type: none"> • question period, discussion and exchange of experiences • participants get known to the philosophy of a start-up centre • learn about possibilities for companies from Eastern Europe and CIS-countries • basic knowledge about regulations and contract • relationship in Germany

In the evening	Methods:	<ul style="list-style-type: none"> • power point presentation • short film about the Innovation Centre • question period / discussion • tour through the Innovation Centre • opportunity for individual business contacts
	Lecturer:	<i>Mr. Lars Hansen, Head of international business cooperations, OWZ</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
		Working in groups

Wednesday, 20.03.2012

9:00am - 5:00pm

Change Management and Restructuring of companies

In the evening	Content:	<ul style="list-style-type: none"> • Change Management in SME with regard on global business conditions • Preconditions and main goals of changing processes • Instruments and efficient use of competencies and resources • Involvement of all stakeholders into the change process • Crisis Management-methods and instruments
	Goal:	<ul style="list-style-type: none"> • Sensitize participants for key factors and challenges of CM-processes
	Methods:	<ul style="list-style-type: none"> • Presentation and moderation • Practical examples, best practice and checklists • Group work, Presentation and discussion of results
	Lecturer:	<i>Prof. Dr. Newiak, trainer</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
		Working in groups

Thursday, 21.03.2012

9:00am- 4:30pm

Business Plan Development

5:00pm	Content	<ul style="list-style-type: none"> • Business Plan Development - A Step by Step Progress with focus on Key Objectives, Target Audience and Environment Questions • Detailed business plan in an international context • Main requirements to and structure of a business plan • Project Planning concerning Financials and Risks, using the SWOT Analysis • Elaboration of financial concepts which expect German entrepreneurs
	Goals	<ul style="list-style-type: none"> • Participants are aware of major aspects and reasons for business plans based on international cooperation from a German point of view
	Methods	<ul style="list-style-type: none"> • Presentation and moderation • Practical examples, best practice and checklists • Group work • Presentation and discussion of results
	Lecturer:	<i>Mr. Ian Towers, trainer</i>
	Tutors:	<i>Mr. Henning Tag, bbw</i> <i>Mr. Vadim Ermakov, bbw</i>
		Transfer to Seminar Hotel Hubertusstock/ Joachimsthal

6:30pm**Preparation of the final evaluation**

- Content:**
- short introduction to the evaluation schedule
 - completion of evaluation forms
- Methods:**
- evaluation forms
 - moderation
- Tutors:** *Mr. Tobias Meyer, bw-i*
Mr. Gunnar Adams, bw-i
Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw
Ms. Irina Einert, MAS / bsw gGmbH

Friday, 22.03.2012**Final Evaluation****9:00 am -12:30pm**

- Content:**
- Evaluation and summary of programme results in Germany
 - Individual evaluation and consultation
 - Market place – Presentation of results and opportunities
- Mr. Tobias Meyer, bw-i*
Mr. Gunnar Adams, bw-i
Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw
Ms. Irina Einert, MAS / bsw gGmbH

1:00pm - 2:00pm**Lunch****2:30pm - 4:30pm**

- Content:**
- Presentation of final results and of presentations according to the working groups
 - Discussion and question period
 - Summary

- Methods:**
- Presentation of main results and objectives
 - Metaplan-Techniques

4:30pm - 5:00pm

- Content:**
- Information about further working steps and benefit of Global campus for the follow up period
 - Aims and contents of the follow-up
 - Handing out of certificates
- Methods:**
- Presentation of main results and objectives
 - Group presentation and discussion
 - Final reflection of the programme and discussion

- Tutors:** *Eugenia Strube, GLZ (tbc)*
Mr. Tobias Meyer, bw-i
Mr. Gunnar Adams, bw-i
Mr. Henning Tag, bbw
Mr. Vadim Ermakov, bbw
Ms. Irina Einert, MAS / bsw gGmbH

7:00pm**Closing ceremony and joint dinner****Saturday, 23.03.2012****Departure Day****0:00 am**


- Check out at the hotel


0:00 am


- Transfer to Berlin (airport, train station)

- Tutors:** *Mr. Henning Tag, bbw*
Mr. Vadim Ermakov, bbw

Contacts and Addresses

bw-i - Baden-Württemberg International 
Agency for International Economic and Scientific Cooperation
 Christina Pfannkuchen
 Willi-Bleicher-Straße 19
 70174 Stuttgart
 www.bw-i.de
 FON: 0711/2 27 87-57
 FAX: 0711/2 27 87-50
Christina.pfannkuchen@bw-i.de


**Management Akademie Sachsen/
 Bildungswerk der Sächsischen Wirtschaft gGmbH**
 Irina Einert
 Rudolf-Walther-Str. 4
 01156 Dresden
 www.bsw-ggmbh.de
 FON: 0351/42502-61
 FAX: 0351/42502-51
Irina.Einert@bsw-mail.de

bbw - Bildungswerk der Wirtschaft in Berlin und Brandenburg e.V. 
 Henning Tag
 Am Schillertheater 2
 10625 Berlin
 www.bbw-gruppe.de
 FON: 030/343-58-874
 FAX: 030/343-58-889
Henning.tag@bbw-akademie.de

In case of emergency (free of charge):

Fire and ambulance emergencies	112
Police	110

Hotel-List

Ibis Hotel Stuttgart City Nord

25.02.- 7.03.2013

Siemensstraße 28

701469 Stuttgart

Fon: +49-(0)711 -882007- 20

<http://www.ibis.com>**KIM HOTEL Dresden**

7.03. – 14.03.2013

Gompitzer Höhe 2

01156 Dresden

Telefon: (+49 351) 410 20

Fax: (+49 351) 410 21 60

<http://www.kim-hotel.de>**Motel One Berlin – Bellevue**

14.03.- 21.03.2013

Paulstraße 21

10557 Berlin

Fon: 030 / 3 90 63 34 0

Fax: 030 /3 90 63 34-10

www.motel-one.com**Ringhotel Schorfheide -
Tagungszentrum der Wirtschaft**

21.03.- 23.03.2013

Hubertusstock 2

16247 Joachimsthal

Tel.: +49/ 3 33 63- 50 - 5

Fax: +49/ 3 33 63- 50 - 999

info@tagungs-zentrum.de<http://www.bbw-kommunikationszentrum.de>

GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH

Friedrich-Ebert-Allee 40

53113 Bonn, Deutschland

Fon +49 228 44601227

Fax +49 228 44601333

www.giz.de

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