

Journal

Fit for Partnership with Germany

ISSUE 11
ENGLISH

MANAGER TRAINING PROGRAMME OF THE GERMAN FEDERAL MINISTRY FOR ECONOMIC AFFAIRS AND ENERGY

In Focus: Food and Agricultural Industry



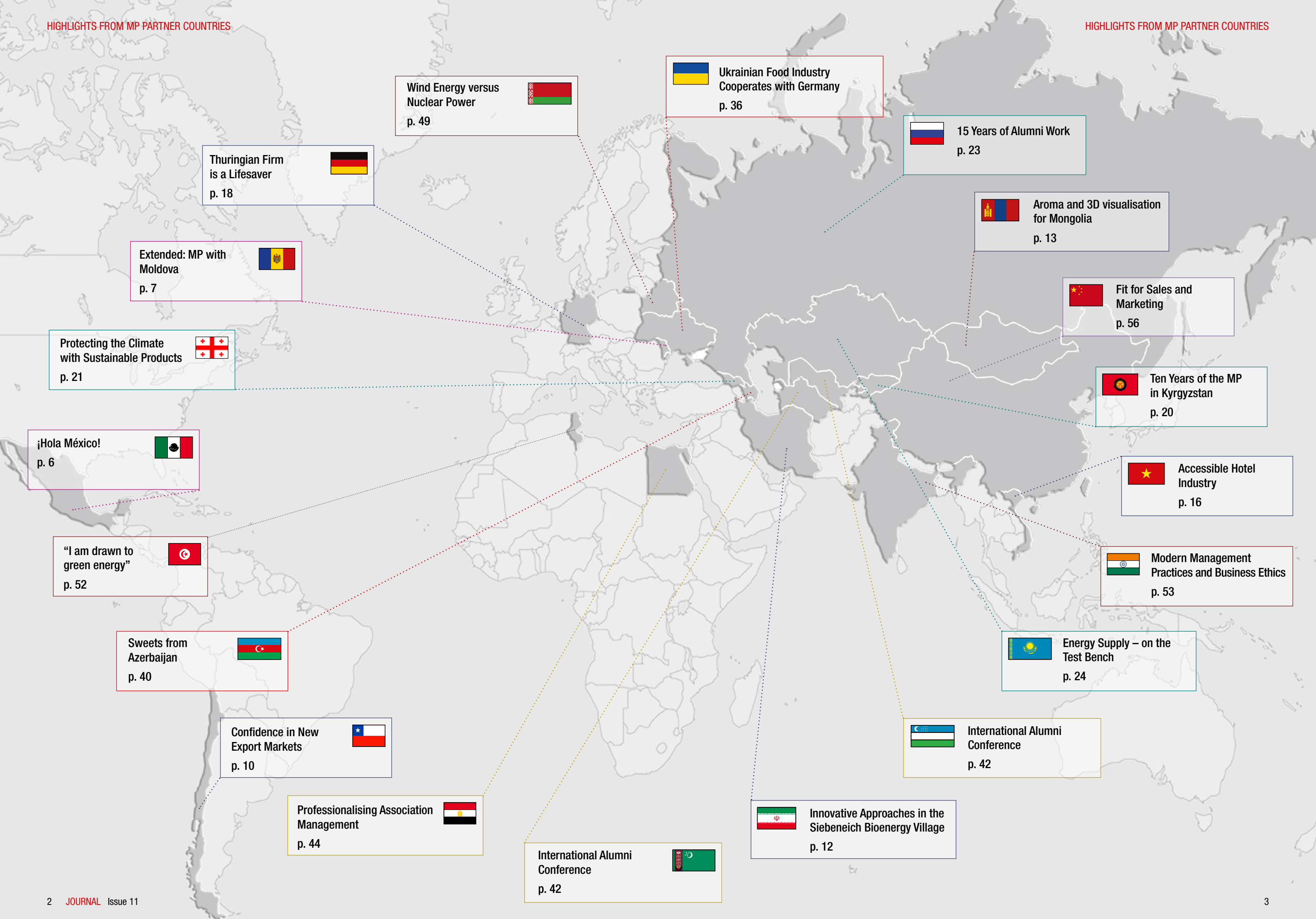
¡Hola México!

The Programme “Fit for Business with Mexico” for German entrepreneurs has started
Page 6



Pilot group from Chile in Germany

Export, distribution and the German Mittelstand: Chilean manager successful in Germany
Page 10



IN FOCUS: FOOD AND AGRICULTURAL INDUSTRY

PAGE 26



EDITORIAL 5

NEWS 6-8



Manager Training Programme with Ukraine Continues	6
¡Hola México!	6
Extended: MP with Moldova	7
The Next Round for Kyrgyzstan	7
20 Years of Training Russian Executives	8
Azerbaijan: Maximising Potential	8

GERMANY 9-19

Carl Duisberg Centren: "Education Without Borders"	9
Chile: Confidence in New Export Markets	10
Innovative Approaches in the Siebeneich Bioenergy Village	12
Aroma and 3D Visualisation for Mongolia	13

Ten Years' Commitment in Business with Russia	14
Rhineland's Innovative Spirit	15
Accessible Hotel Industry	16
"Welcoming the world to one's home"	17
Thuringian Firm is a Lifesaver	18

PARTNER COUNTRIES 20-25

Kyrgyzstan: Taking Stock and Looking Ahead	20
Protecting the Climate with Sustainable Products from Georgia	21
Russia: Ensuring Sustainability	23



Expo 2017 in Kazakhstan	24
Follow-up Seminar in Moscow	25

IN FOCUS 26-41

In Focus: Food and Agricultural Industry	26
The German Food Industry	27

German Food Industry Promises Variety	28
---------------------------------------	----



Agricultural Technology Shapes the Future	32
Successful Alumni in the Food and Agricultural Industry	34
Ukraine: Bakery, Packaging and Grain Silos	36
Russia: Between Data Management and New Business	38
Labour of Love	39
Sweets from Azerbaijan	40
Sinalco: A German Cult Brand Refreshes the World	41

ALUMNI 42-46

International Alumni Conference in Berlin	42
Egyptian Alumni Association EGAA is Establishing Itself	44

Mexico: Building Bridges in Weimar	45
India: The Dos and Don'ts of Joint Ventures	46



SUCCESSFUL PARTICIPANTS 47-53

China: Good Business Opportunities for German High-Tech Firms	47
Moldova: MP Driving Innovation and Growth	48



Belarus: Wind Energy versus Nuclear Power	49
Ukraine: Modernisation in the Agriculture, MP Style	50
Russia: Countering the Threat to Global Nutrition	51
Tunisia: "I am drawn to green energy"	52
India: Modern Management Practices and Business Ethics	53

SPECIALISED TOPICS 54-59

Change Management Prepared Properly	54
Successful Business with China	56
Learning from Young Leaders	58

IMPRINT	25
GIZ CONTACT INFORMATION	60

Dear Friends of the Manager Training Programme,

"We are what we eat" – the wisdom of German philosopher Ludwig Feuerbach still stands, after nearly two centuries. Healthy is the buzzword these days, and in many countries there is a noticeable shift towards environmental choices and related purchasing behaviour on the part of consumers. Quality is playing an ever greater role, as is awareness of organic products. Although regionalism is motivating people's choices lately, local farmers cannot always meet demand. Since food production in Germany is mainly in the hands of SMEs, there is plenty of room for entrepreneurs from the MP partner countries to set up shop. The German food industry, after all, is still booming. Creativity and innovation are as much in demand as digitisation, precision and automation are, the latter being a trademark of German machinery engineering firms, and highly sought after in global markets. A good number of MP participants, too, are keen on the sophisticated technology in the food and agricultural sector and report many successful cooperative endeavours with their German partners.



The year 2017 was another year of anniversaries. While Kyrgyzstan celebrated its ten-year mark with the Programme, Russian graduates took pride in their 15 years of full-on alumni work. This year, they are getting ready for the MP's 20th anniversary in Russia. The German MP alumni association DRMN also celebrated its tenth anniversary, and under new leadership is aiming to redouble its efforts to step up German-Russian dialogue.

Consolidating the international network of MP alumni is something that is on the drawing board; joint commitment will be required, however, to forge this cross-border cooperation and tailor it to future needs. With the Programme's international potential in their sights, alumni from all the partner countries assembled in Berlin for the first time in September 2017 for the International MP Alumni Conference. The national associations are already an important on-site tool for local alumni. This was demonstrated by the many offers of the alumni associations and examples of cooperation with German embassies, German chambers of commerce abroad and many German organisations and companies. However, cross-border networking holds even more promise. Conference attendees agreed, and took the first step of signing a Memorandum of Understanding to integrate the MP alumni associations.

Our partners in bilateral cooperation take along with them the Manager Training Programme's fundamental visions of the future and innovative approaches. This is also reflected in our journal.

Have an interesting read!

Best regards,

Reimut Düring

Manager Training Programme with Ukraine Continues



Uwe Beckmeyer (BMW) and Dr. Andriy Melnyk (Ukrainian Ambassador to Germany) sign the extension of the MP

Berlin. Germany and Ukraine will be continuing their joint project of training Ukrainian executives through to 2019. The declaration to this effect was signed on 20 July 2017 in Berlin by the Parliamentary State Secretary to the Federal Minister of Economics and Energy, Uwe Beckmeyer, and Ukraine's Ambassador in the Federal Republic of Germany, Dr Andriy Melnyk. "We are confident that our collaboration in the training of managers will help Ukrainian business-

es deepen their cooperative ties with Europe and bolster their international competitiveness", said Beckmeyer. "By extending this mutual effort, the Federal Government is also conveying the important message that it will support the necessary reform efforts in Ukraine". The MP is yet another important chapter in the development of the economic reform policy in Ukraine. The programme has already produced noticeable results in bilateral economic and trade relations,

strengthened personal networking, and deepened the mutual understanding between the two countries.

Ukraine has been an MP partner country since 2001. So far, 1,265 Ukrainian executives and entrepreneurs have taken part in the Programme. Many of them have gone on to set up sustainable and profitable business relationships with German firms, in the form of distributor opportunities, importing German equipment and export contracts. Meanwhile, the graduates are modernising the management structures in their own businesses, making them competitive and fit for the international market.

In Ukraine, the MP is not just a programme which fosters bilateral economic cooperation with Germany; it's also perceived as an instrument for promoting socioeconomic development in the Ukrainian regions. It draws on a broad network of regional volunteers, including its numerous alumni. ■

¡Hola México!

San Luis Potosí. For the very first time, executives from ten German medium-sized enterprises embarked on a two-week training course in Mexico in late November 2017. In the central Mexican cities of San Luis Potosí, León and Guadalajara, numerous visits to Mexican and German businesses and partnership events with Mexican enterprises awaited the representatives from the automotive, food, water and waste management and service industries. Building on the preparatory course at the GIZ in Germany, the managers expanded their knowledge of the economic system in Mexico and familiarised themselves with the idiosyncrasies of Mexican fiscal matters and investment opportunities in this Latin American country. The Mexican MP implementation partner INADEM commissioned the alumni association EMAAC with the preparation of the training content – and the MP alumni showed a high degree of commitment and professionalism. The



German executives traveled to Mexico for the first time as part of the MP

comprehensive programme held at three locations left no needs unmet.

The pilot group enjoyed much attention from the political elite of both countries. In July 2017, it was very important to the Mexican ambassador in Berlin, Rogelio Granguillhome Morfin, to welcome the participants who had arrived for the preparatory course to his embassy. In Mexico, Gustavo Puente Orozco, the Minister for Economic Development in San Luis Potosí, wished the German executives every success. Dr Alejandro

González Hernández from INADEM and Wolfgang Hombrecher from BMWi signalled to the Programme participants how important the new Programme "Fit for Business with Mexico" is for bilateral economic relationships. About one hundred business representatives from San Luis Potosí gathered for the opening of the Programme to kick off the initial talks. All of the participants had concrete cooperation projects that they intended to pursue in Mexico and then follow up on back home. We are looking forward to the first successful outcomes! ■

Extended: MP with Moldova



Participants in the Alumni Forum "Agro-Export Bridges Germania - Moldova"

Chisinau. After almost ten years, Moldova and the Manager Training Programme are commencing another round, with the signing of the 4th Memorandum of Understanding on 19 October 2017 in Chisinau. The MP, which now has over 260 Moldovan graduates, will be continued until the end of 2020. Consequently, many more Moldovan executives will be given the opportunity to develop themselves for doing business with German businesses.

The extension of the Programme is an acknowledgement by both partners, the Federal Ministry for Economic Affairs and Energy and the Ministry of Economy and Infrastructure of the Republic of

Moldova, of the success of the MP. Vitalie Iurcu, Moldovan Vice-Minister of Economic Affairs, said: "We want to expand the Programme and train not only top-level executives, but also Moldovan mid-level professionals, directly with German businesses". The German Ambassador to Moldova, Julia Monar, has stressed the importance of the MP to bilateral economic relations. Sergiu Harea, President of the Chamber of Commerce and Industry and Implementing Partner of the MP in Moldova, considers the extension of the Programme to be an important step in developing the domestic economy: "Germany ranks third among Moldova's EU economic partners, so the MP plays an important role here – 60 per cent of all

Moldovan MP participants have signed contracts with German businesses".

The signing of the MoU was the highlight of the alumni forum "Agro-Export Bridges Germania – Moldova", which was devoted to innovations in agriculture and other economic sectors. Joachim Oldenburg, Eastern Europe regional representative for the Harsewinkel-based German agricultural equipment manufacturer CLAAS GmbH, introduced the alumni to new IT technologies for the management of arable land. As the company would like to invest in Moldova, Oldenburg has established contacts with MP graduates there. The participants have also benefited from the knowledge and experience of other alumni. Tried-and-tested strategies for accessing distributors and new sales channels when tapping into difficult markets were presented by the MP participant Valentina Uzun from Azamet. The wine producer, Ilie Gogu, described how professional marketing services helped him develop new sales avenues. The quality of his wines was demonstrated by the company director at the evening reception. The event was organised by the INVENT Moldova alumni association and the Moldovan Chamber of Commerce and Industry. ■

The Next Round for Kyrgyzstan

Bishkek. Over 200 participants and numerous cooperation agreements – that's the outcome of ten years of the Manager Training Programme with Kyrgyzstan. Now another round of the Programme has been announced. On 22 November 2017, the deputy economic minister of Kyrgyzstan, Almaz Sazbakov, and Yildiz Götze, the director of the department of the Federal Ministry for Business and Energy responsible for the MP, signed a new Memorandum of Understanding in Bishkek. Until 2019, businesses from Kyrgyzstan will be able to strengthen their leadership and management competencies in Germany and establish bilateral cooperation with German firms.



Yildiz Götze (BMW) and Kyrgyz Minister of Economic Affairs Almaz Sazbakov sign the MoU

The signing of the Memorandum of Understanding made up the grand conclusion of the celebrations held in honour of the ten-year anniversary of the MP with Kyrgyzstan (see p. 20). The president of the Kyrgyzstan's Chamber of Industry and Commerce, Marat Sharshkeyev, noted in this context the significance of the Programme for the development of small

and medium-sized enterprises in Kyrgyzstan. For Monika Iwersen, the German ambassador in Bishkek, participation in the celebrations was one of her first official acts. She also emphasised that she had also heard a lot of positive things about the Programme even before she took office and is looking forward to continued bilateral cooperation. ■

20 Years of Training Russian Executives



Bonn. The BMWi Manager Training Programme will celebrate its 20-year anniversary in 2018. The Russian Presidential Programme, where it all began, kicked things off in the summer of 2017 by celebrating its 20-year success story with various events in Russian regions and in the capital (see p. 23).

The success story is unprecedented: In the summer of 1997 the Russian government decided that modern management expertise and methods would be needed to realise the economic reforms that had been initiated. Boris Yeltsin, the president at that time, asked the G7 states for their support – the Presidential Programme was therefore born – a large-scale training programme for executives from trade and commerce. Since then, 90,000 Russian executives have completed the six to nine-month training programme at Russian

universities. 15,500 managers extended the Presidential Programme by doing further training in one of the 13 countries which was a partner country at one time or another, including in Japan, countries in Western Europe and other countries outside of Russia. Germany has always been very active in supporting the Presidential Programme and provides most of the places on the foreign training courses. Business internships in Russian businesses which are based in other regions of Russia are also hugely popular.

The graduates of the Presidential Programme have achieved major economic and personal successes following their training. The signing of investment agreements, the purchasing of new technologies and equipment, joint production projects with foreign partners, the creation of new jobs, company restructuring, the in-

roduction of new management methods and increased production efficiency are just some examples of how comprehensively the newly acquired knowledge is put to use and leads to economic growth. In addition to these economic successes, comes also the personal success in terms of the development of each individual participant having the courage to found their own business, to implement new ideas and proposals and to take on responsibilities in government agencies and ministries. In doing so, the Presidential Programme has created a brand for its graduates in Russia that unites mutual understanding, harmonised thinking and the willingness to explore new horizons. The 70 alumni associations are an expression of this feeling of solidarity. We wish them continued success in the future! ■

Maximising Potential



Nakhichevan. In autumn 2017, GIZ representatives toured the Nakhichevan Autonomous Republic to learn more about its economic potential first hand. A landlocked Azerbaijani exclave, the Republic is home to almost 400,000 people. The name translates as “the place of descent” and alludes to the landing of Noah's Ark on Mount Ararat. The exclave borders Armenia, Iran and Turkey and has its own constitution and parliament. Since it has few links to the rest of Azerbaijan, Nakhichevan's economy is closely interwoven

with that of neighbouring Turkey. Agriculture and ore mining are the primary fields of activity, and the Republic has enjoyed economic growth since the 1990s. Nakhichevan's President Vasif Talibov has closed down ailing businesses and modernised others with the help of foreign investment. New businesses are on the rise, and agriculture has experienced a similar increase. This is in line with the Azerbaijani government's official economic policy objectives, which include increased development of the agricultural sector.

A small number of executives from the exclave have always attended the BMWi Manager Training Programme. During the promotional tour, which was organised by the partner organisation the Baku Business Training Centre, GIZ representatives met local entrepreneurs and became more familiar with their wide range of products and services. One such example was a visit to an export-oriented granite processing firm, most of the products of which are exported to Georgia, Iran and Turkey. The tour group was particularly impressed by the Duzdag salt cave which shows potential as a destination for medical tourism – a great example of an alternative use for a former salt mining shaft. The majority of customers come from Iran, Kazakhstan and Russia.

The MP trains skilled experts and executives from middle and upper management from the private sector and introduces them to modern management methods. For this reason, the MP partners in Azerbaijan hope to attract more applicants from Nakhichevan in future and as such contribute to the region's economic development. ■

Carl Duisberg Centren



“Education Without Borders”

Carl Duisberg Centren (CDC) is a leading, not-for-profit service provider in the area of international training and qualifications. High-quality programmes teach intercultural competence, foreign language skills and impart practical, international know-how, and offer experience abroad.

Cologne. CDC has been a GIZ implementing partner for the Manager Training Programme for many years. Their practical management training courses enhance participants' professional, personal and social skills. CDC seminars offer enterprises and organisations support in actively pursuing change processes and confronting new challenges in a timely manner.

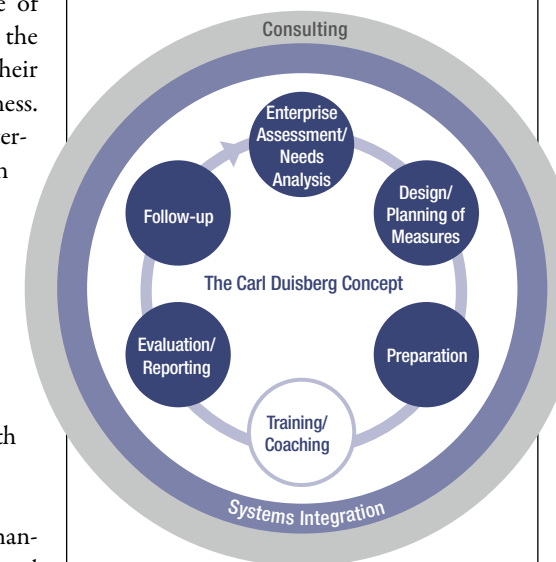
After completing the MP in Germany, CDC provides alumni with a range of training opportunities to strengthen the intercultural competence within their enterprises and boost competitiveness. These include country-specific intercultural training seminars, training in cultural awareness and coaching for managers (also online). Firms can only master the challenges of multinational cooperation if they succeed in developing joint plans of action based on the specific mindset and behaviour of a respective country – and this includes joint ventures with German partners.

To survive in global business today, managers need a high degree of intercultural competence. They need to be willing to adapt, and take a thoughtful, sensitive approach to their international business partners. As MP alumni, our clients want to evaluate, optimise and develop the skills they gained in Germany to have a lasting impact on both their enterprises and their careers – and the CDC supports them in this.

Efficient Concepts for Multinational Activities and Joint Ventures

Our alumni cite a number of important factors that impact their firms' success on the international market. Intercultural

negotiation skills often top the list, and we design courses tailored to hone these abilities. The needs of alumni and their employees are always at the heart of our programmes. Many alumni live in countries with few or no resources for developing sustainable concepts. We conduct a comprehensive needs analysis and develop an individual concept with targeted training strategies, provide the necessary personnel, and offer change management support.



In addition to a needs analysis, every cooperation starts with a personal consultation to assess the strengths and weaknesses of an enterprise, service provider or institution. The focus is placed on the needs of our clients, especially those related to their main international activities. Following the needs analysis for that enterprise, the next issue is to identify where and how intercultural competence should be improved to make further inroads into international markets and ensure joint ventures are more successful. Our learning concepts are developed in keeping with the latest standards and methods.



Then we plan the coaching sessions in detail. These are flexible and precisely tailored to the enterprises' needs and can be adapted as a firm's international focus develops and grows. We plan sessions for entire firms, individual executives, and international teams. Our training seminars provide alumni and selected employees with tools for optimising their intercultural negotiation strategies quickly and consistently. Supported by our international experience, we work with clients to design advanced training programme packages that integrate the participants' ideas and suggestions.

The CDC team helps alumni and employees achieve their goals with needs-oriented and practical coaching. Our trainers are experienced, qualified teachers with intercultural competence. CDC backstopping-teams keep participants up to date with feedback on the curriculum and their personal progress. We then evaluate the measures and redevelop them to provide cost-effective and efficient training for local employees. Furthermore, an online test, as a needs analysis tool, and a range of train-the-trainer options also play important roles in this process. This enables us to empower as many employees as possible. ■

Pilot Group from Chile in Germany

Confidence in New Export Markets



Be it software to ensure the safety of mine workers or hand-made design products: if Chilean enterprises wish to export their products and services to Germany, they need to know all about the opportunities and risks in the German market. In October 2017, 20 entrepreneurs from Chile travelled to Germany, for the first time, for training to ensure that this venture is successful.



All in all, within the scope of their training in Germany, the Chilean pilot group visited 50 cities, participated in 75 meetings and travelled about 37,000 kilometres

Cologne / Berlin. It all began in July 2017. When the first Chilean participants arrived in Santiago de Chile to participate in the introductory seminar, they were amazed. The then Chilean Minister of Economy, Luis Céspedes, took the time to welcome the pilot group of the MP with Chile personally. This was a great honour for everyone – and a clear signal in favour of the Programme as the minister's visit illustrated the importance that the Chilean government places on the MP.

The MP participants' expectations were correspondingly high when they arrived in Germany – and they were not disappointed. “For me a dream has come true”, summarises Germán Briones at the end of the training programme. His firm Rupestre sells sustainable, high-quality hand-crafted products made by small local businesses and craftspeople throughout Chile, e.g. lambskin slippers, leather aprons and belts, wooden boards and children's toys made from organic materials. Briones has found distribution partners in Germany, and in future customers in Europe will be

able to order his products on the internet. During the training, he got to know the idiosyncrasies of German business culture and this helps him in general in conducting business and negotiations.

The entrepreneur Rodrigo Calle is also satisfied with the training. Calle grew up in the mining town of Chuquicamata in the Atacama Desert. The safety of the miners underground is his concern; hence, he founded a mining tech start-up, which develops software for improving occupational safety in mines. Through the MP, Calle came into contact with the Institute for Advanced Mining Technologies (AMT) in Aachen, a department of the RWTH Aachen University. A perfect match for the Chilean start-up entrepreneur: he is now jointly developing the software with the institute, thus combining Chilean experience and German know-how.

Trade Fairs and the SME Sector

Thorough preparation and “dry runs” were essential – ahead of the visits to en-

terprises, the Chilean managers expanded their skills in intercultural management or learnt German presentation and negotiation techniques. Then important trade fairs such as ANUGA, the world's largest trade fair for the food industry, and A+A, the largest international specialist forum for occupational safety, were on the itinerary. During visits to small and medium-sized enterprises in North Rhine-Westphalia and Berlin, the MP participants became acquainted with the “German Mittelstand” (SMEs in Germany) and in particular with the organisation, training and technology in German enterprises.

One example was a young start-up firm in Berlin, BigRep GmbH. The company has been trading for three years now. The firm develops and produces industrial 3D printers, enabling its customers to produce large 3D objects at reasonable prices. The interdisciplinary, multinational team believes that “it is time for change in the way we produce things. We want to make the future of production more individual, more creative and less expensive”. That is why they are working on the future



Christian Yáñez is in charge of Energy Efficiency and Sustainable Building at CDT, an enterprise of the Chilean builders' association. CDT already offers the association's members a wide range of services in the area of technical innovations in the building sector. Yáñez had meetings with a number of innovative German firms for the purpose of adding additional know-how to this portfolio in the areas of electro-mobility, solar, ventilation and temperature control in buildings, smart grids and the Internet of Things. The association's extensive network enables him to provide his German partners with detailed information and comprehensive access to the Chilean market. He would also like to make further use of this function of the network for another project: in 2018, Yáñez is planning a trip to Germany for high-ranking delegates from the Chilean building industry, to provide selected representatives with an opportunity to see German products and methods on-site at his new partners' premises.

of “additive manufacturing”, a method for the quick and inexpensive production of all kinds of items.

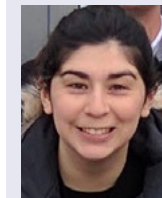
The guests from Chile are certainly not the firm's first visitors. Ingolf Nachtigall, Head of Sales for Europe and Latin America, is very familiar with the MP. “As an open and innovative enterprise, BigRep is pleased to welcome participants in the Manager Training Programme”, he says. And not only the foreign executives benefit from these meetings. “We are keen to share our experience with other businesses and to learn what they have to say about potential uses for 3D printing”. A genuine win-win situation – and this open attitude pays off: Nachtigall describes how a Mexican entrepreneur spontaneously bought a 3D printer during a previous visit. The buyer is now able to develop and print prototypes much more quickly. The Chileans didn't buy any 3D printers on the spot, but Marianna Palomo took the opportunity to ask questions regarding the correct use of the printers. Her enterprise, Ecoenergias SpA, already has a small 3D printer and she benefited from the German know-how.

Bringing Partners Together

Innovation management was at the heart of a visit to the firm J.W. Ostendorf in Coesfeld – which rang true to the enterprise's philosophy of “developing brands for the trading sector and providing them innovatively together with the trading sector”. The medium-sized enterprise produces environmentally acceptable, high-quality,



The doors are always open to MP participants at the BigRep startup in Berlin



Camila del Carpio is the daughter of the founder of Del Carpio Analisis Y Asesorias Ltda. and the firm's COO. The firm employs 26 people and supplies laboratories with modern measuring technology and laboratory equipment. The enterprise already represents the German firms Restek GmbH (based in Bad Homburg) and C. Gerhardt GmbH & Co. KG (based in Königswinter) in the Chilean market. Through her participation in the MP, del Carpio was able to attract the interest of further potential German firms for the Chilean market. Negotiations are currently taking place with the German enterprises Eltra GmbH (based in Haan), centec GmbH (based in Maintal) and Belec Spektrometrie Opto-Elektronik GmbH (near Osnabrück). Del Carpio would like to represent these firms in Chilean and other Latin American countries' markets. The talks have shown initial signs of success: the Chilean MP participant went home with an almost completed contract.

ity, user-friendly paints and varnishes. Ostendorf also welcomes visits from MP participants. The family-run business is convinced that it can only survive in the market and its competitive environment if it strengthens its partnerships and addresses its weaknesses. “We are already successfully doing so in cooperation with other specialists in industry and research in the international sphere”, adds Dr Joachim Weintz, Director of Corporate Technology Development at J.W. Ostendorf. Weintz considers openness, interest and curiosity regarding other cultures and enterprises to be the basis for utilising “coincidences”, which meetings within the MP virtually provoke. He does not consider his business to only be about the manufacturing of products but instead puts the customers at the fore – a precondition for the openness it takes to initiate collaborative efforts or to venture into new markets. He regards finding suitable partners and bringing them together as a core element of the MP and an important alternative for German firms to taking first steps themselves and investing in an unfamiliar new market. “During the Chilean executives' visit, we established initial contacts which will lead to further thoughts and information being shared”, Weintz emphasised. He is optimistic that such contacts will result in a technology

transfer and cooperation relationships. “Business is done between people – and it is therefore important that the MP brings them together!”

Establishing and Strengthening Business Contacts

Bringing business partners together is something the MP has been doing for almost twenty years now. The range is broad: foreign managers from almost all economic sectors and industries come to Germany for training, and their goals and cooperation expectations are just as diverse. The Chilean participants were mainly from various segments of the service sector such as IT, media, legal consultancy in the fields of environment, recycling and mining as well as medical technology, solar energy, trade, agriculture and food production. Diego Torres, Director of ProChile in Germany, followed the implementation of the training programme and was impressed by the MP. “There were programme components and appointments for every participant, tailored exactly to their corporate profile”. He added that important aspects such as vocational training, labour law, advanced training for employees, work-life balance and the decentral organisation in Germany were interesting and exemplary for many MP alumni. And the quintessence was that Chile and Germany were not so far apart regarding many topics.

And the entrepreneurs themselves take care of that: some managers stayed in Germany after their training in order to go to further appointments and follow up on the initial business contacts. As one thing they learnt in their four weeks in Germany was that building trust in the medium and long term and establishing sustainable networks are important for successful bilateral cooperation. ■



Dipl.-Volkswirt Jörg Kalmbach is project leader, trainer and educational consultant at Carl Duisberg Centres, where he is responsible for international projects in the areas of management training and advanced vocational training.

Innovative Approaches in the Siebeneich Bioenergy Village



In 2017, it was Iran's turn: the Energy Export Initiative of the Federal Ministry for Economic Affairs and Energy (BMWi) invited 21 Iranian executives to take part in the Manager Training Programme (MP), with a focus on renewable energy and energy efficiency, in Germany. During the MP, they visited, among other places, the family run firm Weibler, which is located on the western edge of the Hohenlohe district. Here they learnt more about the first bioenergy village in northern Baden-Württemberg and the sustainable manner in which it is run.



Iranian executives learn more about the district heating network



Guided tour of the Weibler Winery



Visiting the Siebeneich Bioenergy Village

Bretzfeld-Siebeneich. The first known record of Siebeneich dates back as far as 1335 and in the summer of 2011 it was awarded the title “Gläsernes Bioenergie-dorf” (Transparent Bioenergy Village) by Alexander Bonde, the Minister of Agriculture of Baden-Württemberg at that time. The prerequisite for a village earning this qualification is that 100% of its electrical power has to be obtained from biomass. Photovoltaic or wind turbine systems do not count. Another prerequisite for a bioenergy village is that over half of the heat supplied for residential purposes must come from renewable energy sources. In Siebeneich, they achieve this through recovering waste heat from a biogas plant and by using wood, pellets, woodchips and Miscanthus, a grass with a high energy yield.

The Siebeneich biogas plant lies at the heart of the project. It belongs to the Weibler Winery and is situated directly next to a bull stable. The plant generates 380 kW of power output around the clock, which is fed directly into the public grid. Along with liquid manure and dung from the bull stable, corn silage is also fermented into biogas, a gas mixture with more than 50 per cent methane content. The methane then drives two cogeneration plants that produce electricity. The use of corn silage – some of which is home-grown and some of which is purchased – along with the use of fermentation residues from the fields and vineyards, makes for a sustainable process.

The Weibler brothers' family-business attaches great importance to sustainable

corporate management. So the next generation, the three sons, are already farmers themselves and have taken on various responsibilities. Lorenz Weibler, one of the plant managers and son of the founder Rolf Weibler, led the Iranian executives through the plant, letting them see not only the biogas plant, but also the local heating network and the photovoltaic system. The biogas plant's two cogeneration units produce a great deal of waste heat. Weibler has set up a local district heating network which efficiently harnesses this wasted heat to heat the buildings. This system supplies residential heat to around 35 private households, including all the family-business' industrial buildings. Seven of the plant's roofs are also equipped with photovoltaic systems which will generate electricity when it is sunny, with a peak output of over 700 kW. Between those and the biogas plant, five times as much electricity is produced as the locality can use. During the guided tour, Lorenz Weibler described in detail the beginnings of the project, the sustainable implementation of the energy-efficient application, the financing, the development of what is today a “Gläsernes Bioenergie-dorf” (Transparent Bioenergy Village) – and its significance for the community. For the Iranian participants, this concept was an eye-opener. In particular, the fact that the sustainable, organised, continuous processing of the waste heat, fermentation residues and bull dung used in the bioenergy village's system is something that could be implemented in Iran as well. Some MP participants are now going to try and apply this concept in rural areas, based on the German model and with the assistance of the public sector in Iran.

In conclusion, the bioenergy village project demonstrated a modern approach to the planning, use and control of renewable energy resources. The Iranian visitors departed in the knowledge that energy efficiency, quality management, renewable energy opportunities, and family succession in corporate management were topics of importance for their future too. ■



Franziska Wegerich joined AHP International in the autumn of 2015 as a specialist tutor for the MP. She is also responsible for the organisation and implementation of individual BMWi market development programmes and helps American firms establish business relationships with Europe.

Aroma and 3D Visualisation for Mongolia



The search for business partners and management expertise led the 22 Mongolian managers to Saxony in the Autumn of 2017. From drinks-producers to multimedia-designers, they used the wide-ranging spectrum of businesses, found in this particular business location in the east of Germany, to explore new technologies and to initiate some business deals.

Dresden. Natural ingredients from the Saxon company OlbrichtArom GmbH & Co. KG in Leisnig are to give the flavour of the dairy and yoghurt products produced by the Mongolian manufacturer APU AG a boost in the future. This is the agreement that MP participant Zoljargal Tumurbat, Senior Quality Manager at the firm based in Ulanbaatar signed during her four-week stay at GICON®-InTraBiD GmbH in Dresden. Further results of her participation in the MP include successful negotiations with Hydrosol GmbH & Co. KG in Ahrensburg and Lactoland Trockenmilchwerk GmbH in Dülmen regarding the procurement of stabilisers for dairy products.

In doing so, Zoljargal Tumurbat, like most of her 22 fellow participants, made “optimal use of the opportunities provided by the Programme”, she concluded in Dresden, as she was able to “establish valuable contacts to German enterprises right at

the start of her stay at the trade fair drinktec, which takes place every four years”.

Like the other executives from Mongolia, she also gained practical experience and knowledge for her day-to-day work during the visits to Saxon enterprises. At the State Winery Schloss Wackerbarth, for instance, the visitor programme included the topic of marketing. There the pressing and sale of wine and sparkling wine is not their only line of business. They also hold cultural and culinary events such as concerts, specialised tastings and themed weeks about wine and the cultivated landscapes of the vineyard hills. The visit to the bakery and mill, Bärenhecke e.G., was dedicated to elements of quality assurance. Here, the goods are baked according to traditional methods, primarily with ingredients from local distributors.

During their training, the participants worked on project and business blueprints



Mongolian executives at their training session in Saxony

for their planned cooperation with the German partners. “There we laid the foundation for the successful realisation of the cooperation”, emphasised Bayarsaikhan Maamkhu, who intends on cooperating with German engineering and consulting firms in mining projects back in his homeland.

Gantuya Ganburged, who will soon be drawing on Saxon know-how in animated films for her firm Mongol Content, can agree wholeheartedly. After a visit to the Dresden firm, she also had her eye on the innovative 3D Interaction Technologies GmbH. The firm, which is run by an IT specialist and an economics journalist, does not produce animated films. Instead it develops interactive 3D visualisations for businesses from different hi-tech industries. “Together with our customers, we develop tailored, customised, innovative visualisation solutions, 3D configurators and 3D planning tools that can be used just as well in sales and marketing as they can be in product planning or after sales”, explains Dr Stephen Rahn, Head of marketing and sales at the young firm. The more complex and complicated a product or technology is, the harder it is to get other people excited about it.

Therefore, the goal is to explain cutting edge technologies and other complex technical processes in a way that makes them easy to understand, entertaining and memorable. Then manufacturers can show potential customers the inner workings of a pump or the way a loader works in real time. Or they can visualise the interior design of a yacht or tour a production plant before they have even commenced construction. So it is no surprise that the list of references for 3DIT includes First Sensor Microelectronic Packaging GmbH from Dresden, which is represented in 33 countries, and the Fraunhofer Institute, as well as Sachsenmilch Leppersdorf GmbH and Pfeiffer Vacuum AG from Asslar. And perhaps Mongolia's leading producer of multimedia content – Mongol Content, with Gantuya Ganburged – will soon be joining them. ■



The university-educated journalist Peter Rösler has been a self-employed consultant and trainer since 1992. In 2002 he started working as a project manager and project leader in various MP training centres. Since then he has headed groups from 13 of the 19 countries participating in the Programme from Eastern Europe, Asia, Central Asia and Latin America.

German-Russian Management Network (DRMN) Ten Years' Commitment in Business with Russia



Discussing experiences, networking and lectures formed key parts of the German-Russian Management Network's Autumn Meeting on 4 November 2017 in Berlin. The German alumni association of the MP celebrated its tenth anniversary in 2017 and redistributed the many different tasks and responsibilities across new shoulders.

Berlin. "We were able to expand our business in Russia," "My business was directly affected by the sanctions and the financial crisis," "I have been working exclusively and successfully in Russia for five years now". The intensive discussions revealed a broad range of experience in German-Russian business in light of the ongoing sanctions and the financial crisis since 2014. The mood of the event was cordial and friendly, as many attendees had known one another for years, worked on joint projects together, or lent their support to other members in the form of expertise.

The annual Autumn Meeting is organised by members for members, and is a recurring appointment in the diary in early November every year. This 2017 event was however special, not only because it marked an anniversary, but also because well-known experts had been invited to give talks on changes in the Russian higher education system and the ramifications for society and businesses. Dr Gregor Berghorn, Consultant for Science Issues at the German-Russian Forum in Berlin, discussed the current restructuring in the Academy of Sciences

and the higher education sector. Dr Kerstin Seise from the Leipzig endeavor "New Markets – Mediation & Coordination" enthusiastically shared numerous examples and her personal experience with the successes and challenges of establishing vocational schools. Christian Tegethoff, Managing Director of CT Executive Search LLC in Moscow, compared and contrasted the personnel and training needs of businesses that work with Russian partners to set up production sites in different industrial sectors across Russia. And Dr Andreas Knaul, from the Moscow management consultancy Rödl and Partners, made it clear that the economic environment in Russia is recovering, and that there are promising opportunities for German investors seeking to grow local content. During the anniversary celebration, Isolde Heinz highlighted the role of GIZ as management training organiser for Russian executives in Germany and German executives in Russia, as well as the extensive efforts of the alumni associations.

New Board

The year 2017 was marked by changes – the Association's Board of Directors

passed the baton on last June. The members of DRMN used the opportunity of this handover to take a realistic look at the existing activities and incorporate some new ideas in the association's work. Many members have indicated they would like to be kept informed about events in the field of German-Russian economic cooperation. Job postings in this highly specialised area are also a major motivation for membership and active participation in the association. The association will be redistributing tasks among a greater number of members in order to foster engagement and add value. This means DRMN will also be working more closely with friendly associations in the German-Russian business area and lending one another support at events.

At the meeting, we spoke with Nils Knigge, DRMN founder and honorary chairman, and Georg Breydy, new CEO, about the association's history and future plans.

Mr. Knigge, the DRMN association has about 100 members now. How has it developed over the years?

We members of the MP pilot group "Fit for Business with Russia" started out in 2007, with the aim of keeping in touch with one another after the three eventful weeks in St. Petersburg. At that time, we were very focused on our own experiences, so a logical step would be to share them so that the others would benefit too. Following on from the success of the MP, we built up our membership base and a rightful reputation as an important voice in German-Russian business. As time went on, we forged close ties with a number of organisations in Germany and Russia. These included the German-Russian Forum, dialog e.V., the

German-Russian Business Alliance, the German-Russian Business Association, the German-Russian Lawyers Association, the Russian Chamber of Commerce and Industry, and our Russian MP alumni partner organisations. I have always been warmly welcomed on my extensive travels in Russia, and I'm excited about working with the DRMN members.

Herr Breydy, you became DRMN head in July 2017. What goals did you set?

Our association is run by a team of executives with extensive experience of doing business in Russia, from a wide variety of backgrounds, but each and every one has actively contributed to our success. In 2018, we are aiming to gain more MP recruits from German enterprises who are interested in the two-week training and business exploration trips across different regions of Russia. We will attend a lot of events in person and actively promote the Programme among many German regional business associations and the

The DRMN is the German alumni association of the "Fit for Business with Russia" programme. It was founded in 2007 with the support of GIZ. Members profit from expert exchanges and trade events. Roughly a quarter of the Programme graduates have already joined. DRMN welcomes all new associates, whether from recent or much older graduate groups. You can find further information about DRMN at www.drmn.org or by sending an e-mail to: info@drm.org

regional divisions of the Chamber of Industry and Commerce. For businesses with a stake in Russia, this is surely the most efficient way for their top level executives and the heads of their sales teams to gather a lot of first-hand information in such a short space of time and to identify the right local contact people.

Russia-oriented associations are highly fragmented in Germany. Many of them sprung up on the wave of economic

growth in the 90s, but have remained rather small and with a limited field of operation ever since. We in DRMN are looking for more exchange and mutual support through exchanging expertise, contacts and the joint events. Our association has even expanded into international networking: there are now MP alumni groups in a number of other countries, which we learned more about in September 2017 at the Programme's international alumni conference (see p. 42). Now we can offer our members a friendly initial point of contact in multiple countries on the developmental fast track. ■



Kathrin Kehrer-Billhard is a business consultant in the field of energy management, and has been a member since 2009 and deputy board member of DRMN since July 2017.

Rhineland's Innovative Spirit



At Detecon, every work process is carried out in its own dedicated room

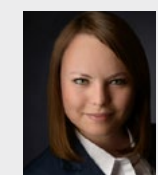
Cologne. Hot desking and innovative workspaces: For Belarusian and Moldovan MP participants the tour of Detecon consulting was about more than learning about the digital revolution; it also provided insight into the leading, international service provider's corporate culture. Workspace design and organisation has helped shape this culture, and is based on the idea that varying workspace layouts can promote "out-of-the-box" thinking. Initially built with a traditional floorplan, featuring separate offices, the building was redesigned by artists into a flexible space. Employees can now reserve a work area that best suits their current needs. There are workshop rooms with sliding walls and whiteboards for brainstorming.

Smaller, quieter rooms are available for longer meetings of two to three people, and their unusual design fosters problem-solving. The MP participants were very impressed by the concept of hot desking. Since they are usually

on the road, meeting with clients during the week, the firm's consultants store their documents and other office supplies in special filing-cabinets on casters. On the days which they plan to work in the open-plan office, they use the internal software system to book a desk where they can access any supplies or equipment they need. The staff kitchen is a large, open-plan room complete with a table-tennis table and punching bag. These last two items elicited a grin from the Eastern European guests, though they also acknowledged the value of physical activity for relaxing and recharging.

On a tour of the STARTPLATZ start-up hub, home to around 80 start-ups,

the Eastern European executives came in contact with another new business concept. The young Mak3it start-up initiated and hosted the meeting. Its business model aims to help organisations innovate quickly. Mak3it starts by working with customers to identify innovation potential in their enterprises. The next step is to use start-up thinking and methods to develop business models in days instead of months, a process that emphasises the individual strengths of the respective organisations. MP participants were introduced to the "innovation kickbox", which has its roots in the Silicon Valley. When customers opt to jump start innovation in their firms, the kickbox guides them through the process from the initial idea development stage to the final pitch to decision-makers. The toolkit consists of a box of tools for developing and presenting business ideas, such as a canvas board and templates for design thinking, and an online course. ■



Rimma Kadyrbayeva is a project tutor at TÜV Rheinland Akademie responsible for assisting MP participants. With her international focus and experience of different industries, she supports participants in the realisation of their cooperation projects in Germany.



Participants and speakers at the 2017 autumn meeting



Accessible Hotel Industry



With its vigorous growth, low wages and liberal economic policies, Vietnam is an attractive market for German businesses. In September 2017, mid-level and senior executives from all over Vietnam visited the Munich and Upper Bavaria IHK Academy, under the auspices of the Management Training Programme. A special highlight during their training was the visit to the Hotel Competence Centre in Oberschleissheim near Munich.

Westerham. It was a unique experience – an entire hotel floor along with a large gastronomical and hotel exhibition area, covering 5,500 square metres. Founded in 2011 by Christian Peter, this Hotel Competence Centre now attracts some 5,000 guests annually, and not only hoteliers, but also architects, planners and investors.

The Vietnamese executives were welcomed by Peter Nistelberger, division head. The idea to open such a centre came about because experience had shown that when constructing or converting their hotels, hoteliers lacked the possibility to test how their different systems, for example the telephone or security systems and other hotel management software, would interact with each other. The firm offers visitors the opportunity to view fully operational hotel rooms and facilities, while allowing manufacturers to display their high-end products for four- to five-star hotels.

In the meantime, the Hotel Competence Centre has developed into a comprehensive information and event platform for anyone involved in hotel and gastronomy development, modernisation and remodeling of hotels and restaurants. Their concept of hosting a permanent display of fully functional products and hotel show-

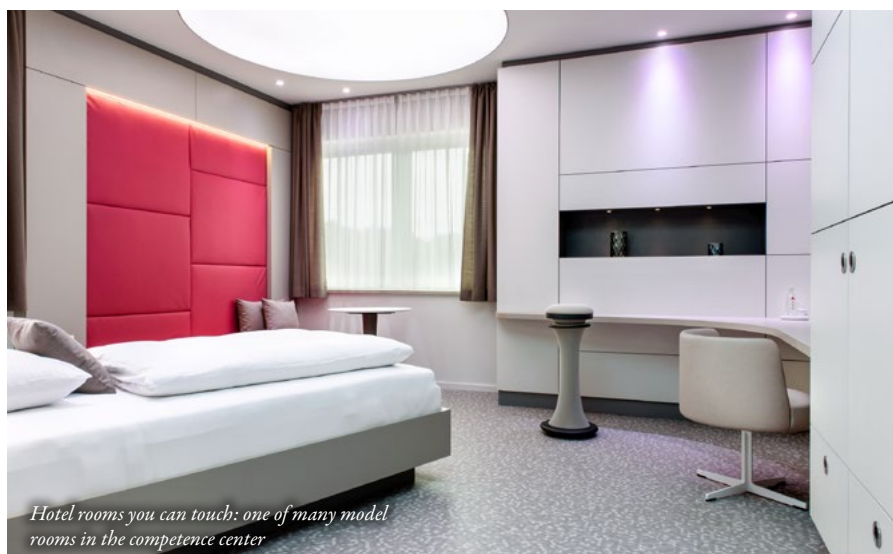
rooms for businesses and hotel operators is the only one of its kind in the world and was met with great interest by the Vietnamese visitors.

Today, everyone is talking about mobility. In a world of increasing globalisation and internationalisation, people's horizons are expanding. And accelerating innovations in travel are shrinking geographic distances. However, travellers who are disabled or require care have limited options. They often face barriers that make getting around difficult. In order to meet these

people's needs, the Hotel Competence Centre in Oberschleissheim is introducing "Hotel & Care" rooms. The two model rooms are stylish and comfortable, can be functionally rearranged and even allow for wellness and rehabilitation therapies to be administered in them. Most importantly however, the "Hotel & Care" rooms are targeted at those who need care and those who do not, alike. The model rooms were designed and built by 29 Hotel Competence Centre partner firms. "With Hotel & Care, we are filling a gap in the market", explained Christian Peter, Managing Director of the Hotel Competence Centre. The Vietnamese executives felt that these unique conceptual spaces were a highlight of their visit, showing themselves to be very impressed by the concept that a hotel room can fulfil the needs of those with and without care needs. ■



Bianca Lorenz is a project manager at the Chamber of Commerce and Industry for Munich and Upper Bavaria. She is in charge of international training, including the organisation and implementation of the Manager Training Programme.

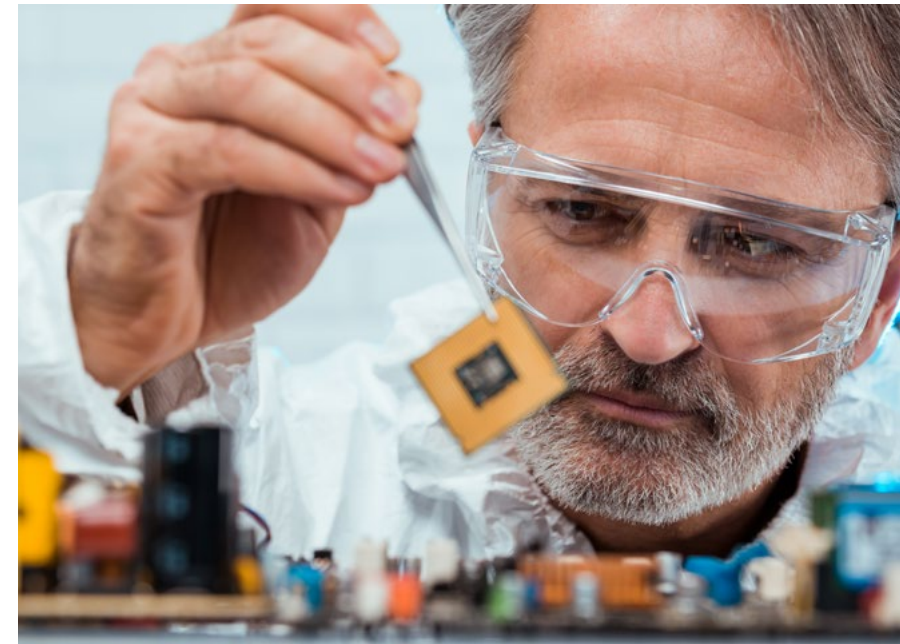


Hotel rooms you can touch: one of many model rooms in the competence center

"Welcoming the world to one's home"



Stephanie Spinner-König is the second generation to direct the Spinner Group, a Munich electrical technology manufacturer. She also heads the training committee of the Chamber of Commerce for Munich and Upper Bavaria and has supported the MP for five years by receiving visitors from partner countries and presenting her business to them. For SMEs, she says, there's no down side.



GIZ: *Frau Spinner-König, as part of the MP, you are always inviting groups of foreign managers to see your enterprise. Why is that?*

Stephanie Spinner-König: I think it's really important, and also very interesting, to get a personal look at a country where I'd like to be active with my firm. It's exciting to see how people work there, the conditions they work in. In the process, you learn to rethink your own opinions and ideas. That's why I really like supporting the Manager Training Programme.

How did you hear about the Programme? In the context of your involvement with the Chamber of Commerce and Industry?

Indirectly, yes. A few years ago, someone from the Chamber approached me and told me about the Programme, and that they're always looking for businesses from our region who are willing to host groups. So I got in contact immediately. Since then, we've had several groups, for

example from Eastern Europe, Russia and China.

What happens during the visits?

There are between 15 and 20 foreign executives, accompanied by Chamber of Commerce and GIZ representatives. I give a



Stephanie Spinner-König

short talk describing the firm, then show the visitors our operation. After that, they can ask me questions.

What kinds of questions do they ask?

They often want to know how we keep up with training in Germany. They ask how German firms manage to finance themselves and how we enforce the high quality standards. In other countries, business people often have the idea that firms in Germany are very high tech. And they are cheered to see we actually are as clean and organised as we are reputed to be.

What do medium-sized businesses get out of participating in the MP and receiving groups? Doesn't it just take up time?

Not at all. First off, I am always reminded during these visits of the problems entrepreneurs in other countries have to face, and how good we have it here in so many ways. And the visits always lead to new orders. My firm finds potential sales outlets in this way, too.

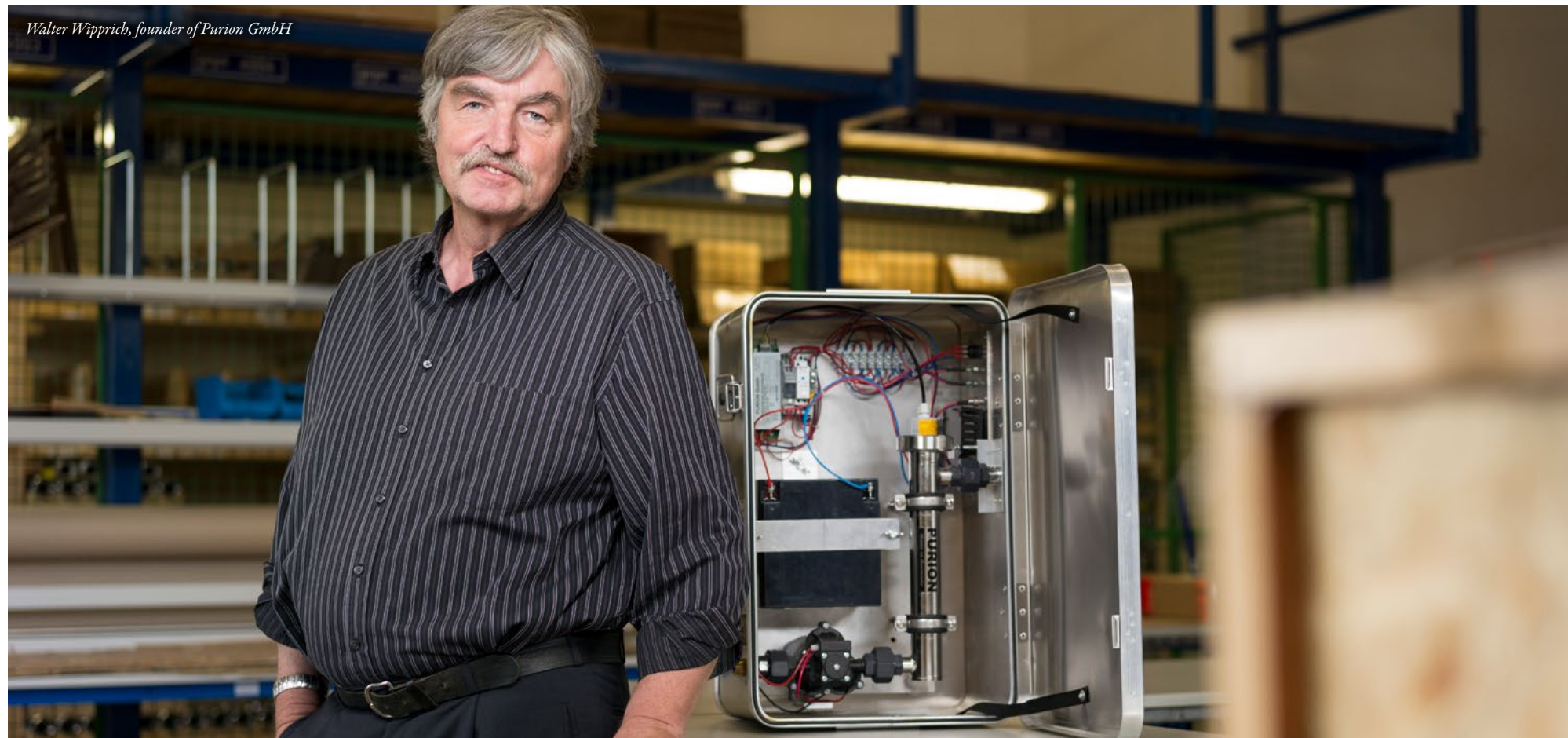
Spinner GmbH, Munich

It all started in 1946 with a small engineering office, and now the Spinner Group is a global company with 1,100 employees and annual turnover of around 90 million euros, half of which are from non-domestic sales. The Munich firm specialises in RF technology products and supplies connectors and components, mainly for radar, television and radio stations as well as for mobile phone transmission masts. Spinner focuses on exports, manufactures its products in Hungary and China, and has sales offices in most major industrial nations, in addition to local distributors and freelance agents.

Have you ever received an order this way?

It seems hard to believe, but there are always visitors who are specifically interested in our range. One of the visitors was a lady from China, for example, who asked very detailed questions about certain products. I passed on the contact details to the Chinese sales department. This is how sales are generated. ■

Walter Wipprich, founder of Purion GmbH



UV systems for water treatment



Thuringian Firm is a Lifesaver



The Thuringian enterprise PURION manufactures UV water disinfection systems. PURION is growing by leaps and bounds, especially abroad, but it is hard for medium-sized firms to find suitable distribution partners. This medium-sized enterprise, however, has found its Chinese partner thanks to the Manager Training Programme.

Zella-Mehlis. Engineers Carola and Walter Wipprich had a ground-breaking idea: to develop a disinfection device that would sterilise water with UV light rather than with chemicals. It would also have to be affordable, solar-powered and robust enough to withstand extreme weather. In 2006, the Wipprichs decided to put the idea into practice, and to that end founded the PURION firm, based in Zella-Mehlis, in the middle of the Thuringian forest.

The two inventors have a calling: to protect people in developing nations from

diseases such as cholera that are caused by water-borne pathogens. “Friends from South Africa had given us the idea”, says Walter Wipprich, who runs the firm together with his wife Carola. Because even in that relatively wealthy country on the Cape, they still have infectious agents in their drinking water – a situation which is even worse in less developed nations.

Eleven years down the road, and PURION is already shipping its UV devices to over 60 countries worldwide in close partnership with the humanitarian aid agency Welthungerhilfe. So far,

PURION plants have been placed in five dozen indigenous villages in the Brazilian jungle, where they clean the population’s drinking water fully automatically. “Not a single villager has contracted cholera for the last three years”, Wipprich says proudly. The engineers even sent equipment to Haiti after the devastating 2012 earthquake, grappling day in and day out with the country’s stringent import regulations. They persevered, however, because the contaminated drinking water was creating conditions favourable to epidemic outbreaks.

How UV light sterilisation works:

Unlike chemicals such as chlorine, disinfection with ultraviolet light is a natural process, one which has existed in nature for millions of years; UV radiation kills bacteria, mould and other types of germs. Wipprich uses efficient UV lamps with a service life of 15,000 hours. Pumps move the water past the lamps in the devices, and the UV radiation cleans it. After treatment, the water is 99.99 per cent germ-free.

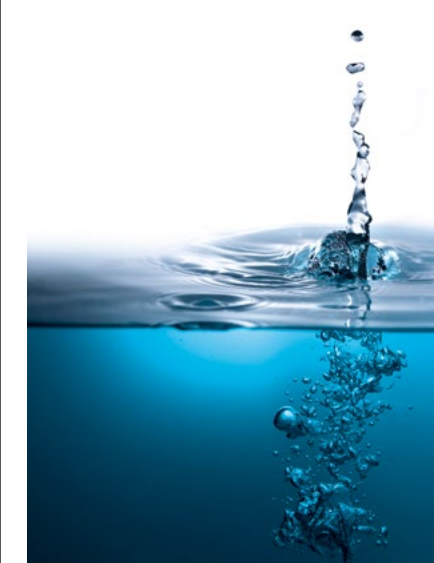
PURION systems aren’t just for making Third World drinking water potable. They have many other uses, like keeping pools, fountains and koi ponds germ-free. “Those expensive fish are very sensitive to chemicals”, says Wipprich. But the animals are not affected by the UV light. Swimming pool owners can also use the systems to sanitise their pool water, and thus dispense with chlorine, a suspected carcinogen. Enterprises from the food industry are also buying PURION systems to disinfect conveyor belts, production lines or pizza boxes.

The product, which generates an annual turnover of half a million euros, is in demand worldwide, and the Wipprichs would like to expand the business further. “We receive inquiries from all over the world every week”, says Wipprich. “Within 24 hours, we let them know whether we can do the job, and what it will cost”. But they cannot always accept orders. Sometimes they have to turn down new customers, because they haven’t found appropriate sales partners abroad. In order to be able to deliver to a foreign country, Wipprich needs a trustworthy local partner with enough know-how to perform service and maintenance work on the UV systems.

They had been attempting since the mid-2000s to find contacts in the Far East, but without luck, as deals would fall apart right before the contract was to be signed, often after spending a number of months going back and forth on e-mail. In 2008, however, another request came from China. Zhou Congzhang, managing director of the ASTK trading firm, wrote to Wipprich that he would be attending the BMWi Manager Training Programme in Cologne in the coming weeks, and that he would be interested

in learning more about Wipprich’s firm while he was there. “After all the failed attempts, I thought it was great that the Federal Ministry had stepped in”, recalls Wipprich. “A serious attempt was being made”.

Wipprich went to Cologne, met Congzhang and entered into discussions with the Chinese. The MP provided an interpreter who was very much of help, according to Wipprich. The negotiations were successful, and Wipprich travelled twice to Beijing the following year. On the first visit, he signed a partnership agreement with Congzhang. The second time he went, the first UV systems were already in his luggage. Since then, the solar-powered plants have been purifying water for farmers there who produce herbs for use in Chinese medicine. In a dried form, these medicinal plants cost up to 7,000 US dollars a kilo, says Wipprich. “They lose big if the plants die. So sterile water is particularly important for them”. Wipprich plans to send additional equipment to the Far East soon. ■





Ten Years of the Manager Training Programme in Kyrgyzstan

Taking Stock and Looking Ahead



At the end of November 2017, a further partner country celebrated the 10th anniversary of the implementation of the MP: Kyrgyzstan. About 65 participants and a dozen political representatives accepted the invitation from the GIZ and the Chamber of Commerce and Industry of Kyrgyzstan to reflect on the achievements so far and take a look at the future.

Bishkek. The Manager Training Programme of the Federal Ministry for Economic Affairs and Energy (BMWi) in Kyrgyzstan is very popular and has already become a tradition. MP alumni from the early days of the Programme also attended the anniversary event and brought the next generation and younger siblings with them to the selection of the participants for training in 2018, which took place directly afterwards. This is the second generation of entrepreneurs wanting to expand their leadership and management skills in Germany within the framework of the MP.

More than 200 specialists and executives have successfully done so in the past ten years. These alumni are now important disseminators for the Programme – they not only form networks among themselves, but make use of their experience and resources at local events, acting as acknowledged contacts for future MP participants and German firms.

Natalia Chaykina, head of production at the industrial bakery Kulikovskiy, for instance, is an alumna who is glad to share her experience from Germany with others. She described how the successful cooperation with German enterprises has changed and improved processes in her firm. Chaykina bought ovens in Germany, which are now in operation in three branches in Bishkek, producing fresh baked goods for cake shops and bakeries. She improved

the taste and quality of the bread dough with a new dough mixer. Now a large variety of breads are available in the shops. The guests were able to taste the quality of the baked goods for themselves as Chaykina brought biscuits with her that were produced specially for the 10th anniversary celebration – decorated with the GIZ logo.

During the conference, Mirzohid Sabatova also described the results of her manager training in Germany. She runs a private eye clinic near Bishkek with her father. During the MP, the eye specialist bought a microscope for eye operations and special equipment for the exact diagnosis of certain eye diseases. The German technology makes her work easier, and



Full house at the anniversary event in Bishkek

Sabatova has also been able to expand the range of operations carried out at her clinic. Not only the doctors, but also the patients benefit from the new equipment, which had a long journey before being used for special examinations.

The Kyrgyz MP alumni association is currently also reorganising itself – both at a regional and national level – to increase the impact of the Programme in the Central Asian country even further. This was partly a result of the impetus provided by the ideas the association members gained during the International Alumni Conference in Berlin (see p. 42).

Foresight for Kyrgyzstan

After taking stock, it was important to dedicate time during the festivities to looking to the future. Yildiz Götze, the Head of Division at the BMWi responsible for the MP, took the German “Mittelstand” with its innovative potential and its function as the driving force of the German economy to illustrate that one can never be too prepared for the future. The big changes in the world of work as a result of industry 4.0 provided a vivid example.

Not only German ministers and research institutions apply the strategic instrument of “Foresight” to enable them to foresee

societal challenges and technological developments. Foresight, which was developed by the Federal Ministry of Education and Research, is a strategic process that provides a basis for decision-making on current research and innovation policy. It is based on the assumption that two mechanisms play a major role in innovation: technological possibilities and societal demand. Accordingly, the Foresight analysis is used to explore selected areas of societal change and develop diverse future scenarios. Societies with different degrees of organisation, for instance the German and Kyrgyz societies, present a particular challenge.

In Kyrgyzstan too, change is taking place at a rapidly increasing pace as information and communication technology is having an ever-stronger influence on the way people live and work. Therefore, the participants developed different future visions in workshops on communication, mobility and lifelong learning. Using brainstorming, mind maps and “Six Thinking Hats”, they developed likely and less likely scenarios and asked themselves whether urban development will differ completely between Europe and Kyrgyzstan.

Thanks to Foresight, the alumni developed diverse approaches for future scenar-



ios in just a short time. “Thinking about the future in this way was new to me”, said MP alumnus Aybek Kanimetov. “I found it very exciting and will certainly explore the topic in more detail. To begin with, I will think about how we can adapt our activities today to future requirements”.

The visions of the future and the structured “look into the crystal ball” did not, however, prevent the alumni from dealing with current managerial challenges. Interactive training in project management and work in project teams, HR development as a driver of economic success and the interactive business game “Dilemma” with an emphasis on compliance management rounded off the content of the event. Thus, the results of the past ten MP years, the Foresight future and the here and now of day-to-day management in the individual enterprises combined to provide a balanced picture of the cooperation between the two MP partner countries. ■

First Follow-up in Tbilisi

Protecting the Climate with Sustainable Products from Georgia



Sunny Georgia not only scores with traditional agricultural products such as wine, nuts and dried fruits; representatives of innovative industrial products also find cooperation partners in Germany. At the follow-up in Tbilisi, two executives from the basalt industry describe the results they have achieved.

Tbilisi. Akaki Chkhaidze and Giorgi Gogoladze are from the basalt industry in Georgia. While Chkhaidze and his firm supply basalt fibres as a substitute for steel for concrete reinforcement in the building industry, Gogoladze, as the technical head of Basalt Fibers LLC,

wanted to explore the market for basalt fibres as a raw material for manufacturing brake pads. Usually other raw materials such as steel or copper are used for brake pads; hence, basalt as a raw material has to undergo numerous test runs to prove its suitability.

Within the scope of the follow-up seminar at the end of October 2017, the Georgian entrepreneurs visited the production site of Rebas in Rustavi. On-site, Chkhaidze described the further steps he completed with the German firm DUCON after returning from Germany. As the products are important for safety, these tests are mainly material tests which will probably take several years. DUCON (DUctile CONcrete) produces micro-reinforced high performance concrete in Mörfelden in Hessen, which consists of a micro space



Basalt for brake pads? Giorgi Gogoladze leads guests through his company, Basalt Fibers LLC.

reinforcement and ultra-high-strength concrete. The special composition enables extremely thin structures with a high load bearing capacity and protection against dynamic forces such as explosions and earthquakes. Building materials manufactured using basalt fibres are much lighter, reduce transport costs and, as a natural product, can be used again later on, as Chkhaidze explained. A patent application has already been submitted, so German climate protection can soon benefit from sustainable Georgian insulation materials. Even the car industry could increase its recycling rate through the use of bio-degradable components in brake pads. The safety of brake pads containing basalt fibre has already been subjected to testing for some time now, but here too the participants expect several more years of tests.

The other on-site visit to Nikoloz Gabalaia's Georgian firm Crossroads, which produces traffic signs, soon made it clear how important the MP is as a facilitator for gaining access to the European Union. Gabalaia plans to export traffic signs to Romania as a first step. The businessman wants to look for potential customers in

Germany as soon as this order has been completed and can be used as a reference.

Approaching Cooperation the Right Way

The alumni from 2016 and 2017 are still facing the task of converting business contacts gained in Germany into lasting business relationships. As most of the alumni have set themselves the goal of gaining German enterprises as customers, it is often up to them to intensify the established contacts and to provide offers, samples and proof of quality. Most of the Georgian executives have a sound academic background and a good understanding of international cooperation. The focus of the specialist training was therefore mainly on contract formulation, the certification of products and services and on financing.

In the workshop on "shaping, implementing and maintaining German-Georgian trade relations", trainer Inga Markwart, former project leader at the MP training centre DMAN in Celle and now employed by CIS Trade & Consulting in Yerevan, provided practical information on the various cooperation phases. Georgian alumni generally consider Germany to be a suitable target market. Most of them assess the contacts established in Germany to interested German enterprises as viable for the future. Only two alumni said that they wanted to resume their search for German business partners. The others are all in different phases of cooperation – ranging from the post-processing of established contacts, the preparation of quotations including financing and certification, the drafting of contracts or customer management.

The first step is always the hardest – be it in the transport or hotel sector, the food or textile industry, basalt processing or consulting – and several obstacles have to be overcome. Many managers find decision-making in German firms too slow during the development stage of partnerships. They say repeated enquiries and patience are needed in order to convince German enterprises about the benefits of cooperation. Mikheil Chkuaseli, Director of Geoplant, a tea producer, describes the long road to marketing Gurli tea at Galeria Kaufhof GmbH and the Monolith group. A number of investments in marketing and certifications were necessary before the tea was available in German stores. Altogether it was difficult for Georgian producers to grant price reductions as there is not yet a market for large production volumes, the entrepreneurs said. They are jointly working on pragmatic solutions including a possible alliance of Georgian firms for joint marketing and logistics. ■



Mareike Dröge is a project leader and trainer at the Carl Duisberg Centren in Cologne. The emphasis of her work is on the development of economic cooperation programmes for Eastern Europe, Asia and the MENA countries as well as training in the areas of change management and leadership skills.



Tbilisi

15 Years of Alumni Work in Russia



Ensuring Sustainability

15 years of alumni work in Russia – this milestone was just as worthy of celebration as the twentieth anniversary of the Russian President's Programme. GIZ was involved right from the start, providing advice and support for the alumni associations in their first steps. Representatives of alumni associations from 23 regions of the country participating in the President's Programme gathered for a conference in Moscow at the end of November 2017 to pay tribute to the alumni work of the past 15 years and discuss proposals for further cooperation.



MP graduates have been involved in the Russian Presidential Programme's many alumni associations for 15 years

Moscow. The Manager Training Programme is about sustainability. "The Programme's long-term approach ensures stable economic results", said Yildiz Götze, Head of Division at the Federal Ministry for Economic Affairs and Energy (BMWi). "We have achieved these goals with the help of the alumni work". The chairpersons of several alumni associations – Julia Tomilko from Krasnodar, Anna Tschagina from Omsk, Tatjana Ulanowa from Pensa and Sergei Tschesnokow from Novosibirsk – acknowledged the German partners for their commitment and inspiration regarding alumni work in Russia. This included attendance at seminars on establishing institutions and participation in consultancy projects and cooperation exchanges. With emotion and gratitude, the alumni looked back on their first steps during the setting up of their associations and the active support they received from GIZ during the process. They were proud to report on the results and successes of their work.

In the meantime, the regional alumni associations have become valued partners

for GIZ. Within the framework of the MP "Fit for Business with Russia" programme, they are actively involved in shaping the Programme and taking care of the German executives in the Russian regions. The alumni from Krasnodar implemented the "Innovative Region of Kuban" project, the results of which have been included in the development strategy of the Krasnodar region. The association is already an innovation partner for the regional administration. The alumni associations in the Pensa area hold a forum every year on the topic of business development. They invite German experts, carry out joint seminars and training programmes and hold video conferences with German enterprises. The Programme alumni in Siberia are particularly active. In 2017 alone, the alumni association in Omsk organised 23 events with over 1200 participants. Its members participated in eleven national and three international conferences. The alumni association from the Novosibirsk area is not only a partner for GIZ, but also for further institutions from Germany and other countries. The alumni are active at an international level: They held the 1st Eur-

asian Forum for Business Communities, the international German-Russian youth exchange on environmental issues, events to promote foreign trade activities in the Novosibirsk area and the "Our Roots: Made in Siberia" folklore festival. Moreover, all of the alumni associations work on a voluntary basis and are active in the social field. In Tomsk, for example, they have been supporting the Morjakowskij children's home for many years now.

Alexei Sernow and Antonina Mitina reported on the International MP Alumni Conference, which took place in Berlin in September 2017, and presented the decisions adopted there: the creation of preconditions for the associations' sustainable work, the setting up of national structures in the participants' countries and an international federation of alumni associations. The guests in Moscow were enthusiastic about the new ideas but also drew attention to potential difficulties. It is beyond doubt that a national organisation of alumni associations in Russia is needed. The goals are clear, and so is the question of the required resources. There are also sufficient players willing to establish this structure. However, it is essential to first at least reach an agreement on the three points mentioned above before establishing an international federation.

All conference participants agreed that alumni work is worthwhile and important and that it must by all means be continued. Alexei Bunkin, Director of the Federal Resource Centre, confirmed that the alumni work will continue in the regions. Reimut Düring, Programme Director for the MP at GIZ, offered the alumni associations possible support in the form of joint events with the AHK, GTAI and the representatives of German enterprises as well as opportunities for participating in important regional conferences and meetings with other alumni associations. Interesting and diverse work which carries a lot of responsibility awaits the Programme alumni in 2018, too. ■



Tatiana Andreyeva is a consultant, trainer and coach. Since 1994, she has offered seminars on intercultural communication and management, workshops for strategy development and instructor training sessions on interactive seminar design.



Tair Muraliev (r.) shows Uwe Beckmeyer (BMW) his enterprise Sapu Su

Expo 2017 in Kazakhstan

Energy Supply – on the Test Bench



“Energy of the Future: Solutions for Global Sustainability” was the slogan of Expo 2017 in Astana, the capital of Kazakhstan. Representatives from around 110 nations, organisations and businesses travelled to the world exhibition, which was held in Central Asia for the very first time, to establish an exchange forum for commerce, science, technology and culture. Three MP participants from Kazakhstan, who had been involved in the construction of the exhibition grounds were there, among others, to help make sure the forum ran smoothly.

Astana. Energy supply is taking centre stage all around the world. Developments in renewable energy, energy efficiency, decentralised energy supply, and the expansion of the power grid are boosting economic growth in this industry, to the special benefit of innovative SMEs. Convening to address this important issue for the future is not just an excuse to bring the international community together. For Germany and Kazakhstan, in particular, dialogue on energy is hugely important. During his visit to the Expo, the BMWi Secretary of State Uwe Beckmeyer stressed the potential for an even stronger bilateral cooperation concerning the sustainable development of an energy system. Beckmeyer was leading a high-level business delegation that had travelled to Astana for political talks.

During their stay, the delegation visited Sapa Su, a business headed by MP graduate Tair Muraliev. The firm manufactures pre-cast concrete parts for various applications,

with the help of German equipment, and is a prime example of a successful German-Kazakh economic endeavour. While at the MP in Germany, Muraliev visited a number of plant manufacturers such as Liebherr, Teka/Elba, Weiler, Prinzing-Pfeiffer and apilion. He also visited concrete plants where the manufacturers’ machinery was actually being used. After completing his training, he selected the best suppliers, built his factory, bought the equipment



The futuristic-looking World Expo site in Kazakhstan

and launched production. The new plant’s first order was for the delivery of reinforced concrete pipes for the water supply to the Expo 2017 exhibition centre in Astana.

MP alumna Oksana Ushkevich, Director of Astron Group, was responsible for the fire protection and alarm systems for the Expo site. Her firm offers full fire protection services and was in fact the one that installed the fire detection and alarm systems in most of the Expo pavilions.

That the future would be all about renewable energy was at the forefront of Ivan Kuzmin’s mind when deciding to participate in the MP. In 2013, the director of Solar Green Energy completed the manager training which focused on “Renewable Energies”. Solar Green Energy develops uninterruptible power supply (UPS) systems and sells equipment from top international manufacturers. Today, Ivan’s firm ranks among the market leaders in sales and construction of complex generator systems, lighting systems and solar power in the country. Clearly therefore, nothing would keep Kuzmin away from the Expo 2017. His firm supplied and installed much of the outdoor lighting at the exhibition site – naturally with green technology.

Germany’s Federal President Frank-Walter Steinmeier highly commended the “glimpse into the future of energy” offered at the Expo. In his German Day opening speech in Astana, he praised the commitment of German firms and highlighted bilateral joint projects, for example the construction of the Yereymentau wind farm. But the future of energy generation is not just an Expo fantasy. The vision is already manifesting itself in German-Kazakh climate projects – and in the intense cooperation between MP graduates and German firms. ■

Follow-up Seminar in Moscow

Risk Minimisation



Every cooperation project holds enormous potential but also poses a certain degree of risk. The latter should be kept as low as possible. This was the conclusion the MP alumni reached at the follow-up in Moscow at the beginning of October 2017.

Moscow. Cooperation projects are a core element of the Manager Training Programme. The executives already commence work on their project during their preparation for the MP. In Germany they create the basis for its implementation – through theoretical knowledge, on-site visits and actual contacts. Once back in their home country, the entrepreneurs realise their project as quickly and efficiently as possible. That is the theory. But what happens if problems arise?

This question was at the heart of the discussion during the follow-up seminar in Moscow. The Russian executives identified possible risks that cooperation projects might pose and looked for suitable solutions.

The participants all agreed that the management of the respective firm could reject even a well prepared project. Sergey Chernakov, Sales Manager at Chebarkulskaya Pritsa poultry farm, presented his projects. Together with Marina Eggert from Wirtschaftsakademie Schleswig-Holstein (WAK), he presented diverse tools with which a project presentation can become more persuasive. The so-called force field should be analysed during the preparatory stage. As part of the process, driving factors and limiting factors for the acceptance of the project are identified and pro and contra arguments collected for each factor. The participants also found the suggestion of carrying out project branding very interesting. This gives the project more weight when presented to the firm’s management and, at the same time, creates interest on the part of organisations to promote foreign trade contacts. A project which is presented like an interesting brand has better chances of being promoted by these organisations without extra cost.

The second risk area has to do with necessary changes to the enterprise’s organi-

sational structure as a prerequisite for the implementation of the project and the employees’ resistance to these changes. Nikita Yaroshchuk, director of the firm 4 kolesa, and Oxana Gusarova from Akademie International in Hamburg spoke about this risk. Various models for communication with employees regarding changes within the enterprise were presented using Jaroshchuk’s firm as an example. In his experience, an open dialogue with employees concerning pending changes and their effects on the enterprise offers several advantages. However, this dialogue should not take place with the entire staff at one time, but in smaller groups which share the same interests. The type of communication is also important: for some, a newsletter containing the most important information is sufficient; for others, who are emotionally more strongly affected by the pending changes, face-to-face talks are necessary.

The third risk group is related to the possible loss of partners, if agreed projects are delayed. Elvira Ganieva’s projects, which she had prepared for the forestry holding of the Republic of Bashkortostan, were presented here as examples. Ganieva believes that long-term relationships can only develop on the basis of trust between the partners, which is created through openness, timely notification of changes to plans and consideration of their respective interests. Harald Becker, Director of German Management Academy of Lower Saxony (DMAN), confirmed this. He pointed out that content is decisive for successful communication with German partners. ■



Dr Anna Suchkova is an economics lecturer at Lomonosov Moscow State University. She has advised on and helped to shape the implementation of the MP in Russia since 1998.

IMPRINT

Journal
‘Fit for Partnership with Germany’
Manager Training Programme of the
German Federal Ministry for Economic Affairs
and Energy (BMWi)

Issue 11

Publisher:
Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ) GmbH
Manager Training Programme of the BMWi
Reimut Düring, Head of the Manager Training
Programme of the BMWi
Email: mp-pr@giz.de
Internet: www.managerprogramme.com

Responsible party:
Anne Jach-Kemps

Editorial team:
Natalia Astrin (responsible party), Anke Flören,
Jan Löcher, Dr Gerd Schimansky-Geier

Layout:
Diamond media GmbH, Miria de Vogt

Contributors:
Irina Alexiadis, Verena Freynik, Isolde Heinz,
Ani Helweg, Tobias Knubben, Yelena Kuleshova,
Dr Angela Leeke, Lyudmila Metzendorf, Adriana
Nunes-Haenel, Julian Teetzen, Katrin Trushkevskyy,
Karin Weber, Journalistenbüro Wortwert

Photo credits:
AGCO Fendt GmbH (p.32); AHP (p.12); BMWi
(p.6t.); Claas KGaA mbH (p.33); Dreamstime
(p.19b.); DRMN (p.14); EGAA (p.44); EMAAC
(p.45); ©Expo 2017 Astana (p.24b.); GICON
(p.13); GIZ/Verena Freynik (p.46b.); GIZ/David
Fuchs (p.22t.); GIZ/Yelena Kuleshova (p.24t.); GIZ/
Jan Löcher (p.5,42-43); GIZ/Lyudmila Metzendorf
(p.8b.,40); GIZ/Tatyana Pivovarov (p.23); GIZ
Ukraine (p.37); Herzapfelhof Lühs (p.39); Hotel-
kompetenzzentrum GmbH (p.16b.); IHK München
(p.16t.); INADEM/EMAAC (small cover photo l.,
p.6b.); iStock (p.17/26/36/47/48/51/53/56); Jung
& Co. Gerätebau GmbH (p.38); Harald Kahn (small
cover photo r., p.10,11); Julia Moritz (p.21); Purion
GmbH (p.18,19t.); Shams Energy Access (p.52);
Vishal Sharma (p.54); Shutterstock (p.22/27/28/30/
40/41/46/50/56/57/58/59); Denis Scarlat (p.7t.);
Stephanie Spinner-König (p.17b.); trAIDE GmbH
(p.41); TÜV (p.15); Alimzhan Zhorobaev (p.7b.,20)

Translators (English version):
Joanne Chapman-Rose, Norah Schmidt, Sarah
Smithson-Compton, Thomas Swinehart, Tomarenko
Fachübersetzungen

Translators (Russian version):
Juri Alekseyev, Vera Garmasch, Runa Hammerschmitt,
Natalya Safronova, Tomarenko Fachübersetzungen

Publication frequency:
Twice a year

Date of publication of the current issue:
December 2017

Editorial deadline for the next issue:
31 May 2018

All rights reserved. Reprints – also of extracts – only
with express permission in advance. While every care
has been taken, no liability is assumed for the con-
tent. The cartographic presentations do not imply any
recognition of international boundaries or regions.

**Funded by the German Federal Ministry for
Economic Affairs and Energy (BMWi).**

ISSN 2195-8718



In Focus: Food and Agricultural Industry

Our daily bread: Few business sectors can boast the stable growth rates and level of innovation found in the food industry. This is no surprise, either, because we're talking about edibles – one of the most basic human needs. Food should be healthy, but not too expensive, fresh, varied and adaptable to all sorts of lifestyles. And there has to be enough of it for the 7.5 billion mouths around the world. As we know, a world without hunger is one of the key UN Sustainable Development Goals. An awareness of dwindling resources is sparking huge innovation in this branch. And not just in the degree to which systems are becoming digitised and automated, a phenomenon that has reached new heights in the area of

food processing. Industry 4.0 is also making major inroads into, and lighting a fire under, the notoriously traditional agricultural sector. German machinery manufacturers are keeping themselves abreast of changes and intervening to shape industry development. Our agricultural technology manufacturers are export champions, with a presence in over 130 markets worldwide.

This momentum also benefits the MP participants who come to further their training in Germany. MP partners, with few exceptions, enthuse over gaining contacts in the German food industry. Whether importing agricultural machinery, manufacturing equipment for bakery and confectionery

factories, or bottling plants for the beverage industry, acquiring new management methods and knowledge of the German food market or dealing with digital applications – the spectrum of their learning experiences in Germany mirrors the diversity of the sector itself. Meanwhile, farmers and food manufacturers are setting their sights ever higher, with the aim of exporting their own products. In Germany, there is growing demand in particular for organically certified foods. It is tedious and time-consuming to transition to organic farming and obtain that certification, but it pays off for everyone involved – and for the environment.

The German Food Industry



The food industry is one of the most important industrial sectors in Germany. It is characterised by mainly small and medium-sized enterprises. Germany is the third largest food exporter in the world; with an export rate of 33 per cent, foreign trade ensures the industry's growth.

Berlin. The German food industry employs more than 580,000 people in a total of 5,940 businesses; with a turnover of over 171 billion euros in 2016, it is the third largest branch of industry in Germany and leading in Europe. German food products are renowned for their high quality and safety, competitive prices and unequalled diversity. The German food industry supplies more than 170,000 products just for the daily needs of the country's 81 million customers.

Due to these attributes, demand abroad for food products "Made in Germany" is stronger than ever before. In the EU, particularly the good taste, origin and prices are seen as the strengths of German food products. In countries outside the EU, "origin" is the selling point with which the German food industry has established itself in the respective markets. Furthermore, the industry is acknowledged in international trade for its reliability and customer orientation.

The German food market is not only the largest in Europe, but also one of the most demanding food markets in the world. This is due to strong competitive pressure, stringent legal regulations and highest safety standards, but also to the steadily increasing expectations of German consumers with regard to foodstuffs.

Exporting has become an important sales strategy for enterprises in the German food industry as a result of the difficult business environment in the domestic market – characterised by increasing production costs, strong competitive pres-

sure and a high degree of concentration in the retail food industry. While domestic turnover is only growing through increases in prices, foreign markets also offer food producers growth in volume. Exports ensure long-term survival, especially for SMEs, and guarantee prosperity and employment; today the industry earns every third euro abroad. In 2016, the German food industry exported foodstuffs worth 56.7 billion euros, thus achieving a new record high. This is an increase of 3.6 per cent in comparison to the previous year. The meat, dairy and confectionery industries are the strongest segments of the food industry with regard to exports. The export share of these three industries is almost 50 per cent. In addition, alcoholic beverages and ready-to-serve meals are gaining in significance in German export business.

Challenges of Global Competition

The largest proportion (78 per cent) of German food exports is still sold in the EU due to the advantages of the Single Market, short transport distances and similar consumer preferences; however, increasingly keen competition and saturated markets prevent further growth in this region.

Manufacturers are forced more and more to tap into markets with strong purchasing power and strong demand outside the EU – for example, in Asia and America. Many firms have already recognised this potential. The good export figures in 2016 are partly the result of expanded export trade, particularly with the Asian

market, through which losses in business with Russia, among others, could be compensated. Food products with a total value of 12.3 billion euros were sold outside the EU in 2016.

But here growth was hampered by uncertainties with regard to exchange rates and trade partners. Especially small and medium-sized enterprises often do not have the time and means for the sometimes complex handling of export transactions with countries outside the EU.

In order to maintain its global competitiveness and expand its market share, the industry needs not only reliable and stable regulations on trade policy but also targeted and tailored export promotion in the form of technical and financial support. In this respect, the food industry is in active dialogue with political representatives and takes a strong stand on liberalised trade policy. ■

Federation of German Food and Drink Industries



Attractive Market for Investors / Extremely Competitive Retail Market

German Food Industry Promises Variety



Producers and retailers in the German food industry have had a swing in their step lately. Despite fierce competition, the sector just will not seem to stop growing. Consumers are open to innovations and the demand is high for healthy lifestyle products. These conditions have created excellent foreign investment opportunities for producers and distributors of food and non-alcoholic beverages.

Berlin. According to the Federation of German Food and Drink Industries (BVE), the food industry is now the third largest sector in Germany. In Europe it is the market leader. Ninety per cent of all the enterprises are SMEs, and products from almost every product segment are produced domestically.

The potential of the German consumer goods market is enticing both manufacturers and operators of trade and service firms. Germany has 81 million consumers, many more than in any other European

country. And every day, they make purchasing decisions determined by a number of demographic and behavioural criteria. Their most important criteria with regard to food are: quality of the products, price, and personal preferences. For the overwhelming majority of buyers, though, price is still king; it has always been that way in Germany, and is unlikely to change.

Growth in a Competitive Market

According to Germany's Federal Statistics Office, food producers had a turn-

over of about 171.3 billion euros in 2016, 114.6 billion euros of which were domestic sales. The German market for food products has been very stable for years now. However, some individual areas have undergone rapid growth and dynamic changes. The promising overall development trend in the country has brought with it a steady increase in private consumption, more so in recent years. This has benefited producers and distributors, who have enjoyed consistently high revenue despite fierce competition and moderate rates of growth.

Retail is the most important sales outlet. In 2016, retail turnover reached 195.5 billion euros. The industry is marked by high concentration, with 72 per cent of the market share being locked up by only five major companies (Edeka, REWE, Schwarz, Aldi and Metro). But on the manufacturing end of the supply chain, small and medium-sized enterprises rule the roost. Germany has almost 6,000 food producers.

These figures clearly illustrate the contrast between trade – dominated by a handful of retail chains – and industry, with its proliferation of fragmented, relatively small organisations. For many years, large trading organisations have been reducing their margins, which ultimately exacerbated price competition. The domestic market is the first to feel the price pressure, but eventually it hits exporters as well.

Favourable macroeconomic factors have fuelled a generally positive consumer climate in recent years. In 2016, 10.5 per cent of consumers' disposable income was spent on food and non-alcoholic beverages. This is significantly lower than

the amount spent by the average European Union resident. The main reason for this, though, is that German salaries are higher on average than those in other EU countries.

Expenditure on food and non-alcoholic beverages increased by 1.6 per cent in 2016 compared to the previous year. For 2017, the BVE expected that the average German citizens had around 22,240 million euros per person for consumption and living available.

Location, Location: Sitting at the Crossroads of Europe

Germany's perfect geographic position has been instrumental in this boom of entrepreneurial activity in the food sector. Production is not the only area affected. Purchasing, distribution and R&D investment in the food industry are also abounding with opportunity. To remain competitive, German enterprises are going international with their value food chains.

Daniel Lindel, Senior Manager in the Service Industries department at Germany Trade and Invest in Berlin, emphasises the logistical conditions to be a prime advantage for choosing Germany as a business location. Potential investors look with favour on this logistical advantage. "Germany's location at the heart of Europe makes it ideal for distribution, both on the domestic market – which is the largest in Europe – and on the markets of neighbouring countries". German consumers also enjoy trying new things. Higher-income consumers generally have more of a taste for foreign imports.

Demand for Organic Products Still Growing

"The increase in sales of organic products has invigorated trade dynamics", Lindel says. "Healthy food is increasingly regarded as important and holds growth opportunities for domestic and foreign companies in the German market". (For more information please contact: Daniel.Lindel@gtai.com).

A consumer survey conducted by the PricewaterhouseCoopers' (PwC) research department in January 2017 showed

About **40,000** new products are introduced to the market every year.

that 21 per cent of German consumers buy no organic products at all. However, in that same survey, 14 per cent of respondents reported that organic products featured prominently on their shopping lists. According to the German statistics portal Statista (2017), annual revenue from sales of organic products in retail trade climbed steeply between 2011 and 2015, growing from 2.39 billion euros to 4.65 billion euros.



Demand for "fair trade" is also swelling in Germany, driven at least in part by a desire for quality and environmentally friendly products.

Annual turnover from "fair trade" product sales doubled in this period, reaching 978 million in 2015. Eighty per cent of the revenue in this market segment was generated by organic products. Nevertheless, compared to the rest of Europe, German consumers still spend relatively little on "fair trade" goods, so there is significant growth potential here.

The Food Industry is an Innovative Sector

Diversity is important in the food sector. Manufacturers are focusing more on environmental friendliness and sustainable development, and are featuring these concepts in the advertising or on packaging. However, the German food industry has more than just diversity going for it. Another of its assets is innovation. Many of these new ranges are the fruits of creative minds. Enterprises use the quality-for-price ratio as a measuring stick in the product development phase. The extensive product ranges are becoming more specialised, embellished by innovations. According to BVE information, about 40,000 new products are introduced to the market every year. The consumer also has local and regional product ranges to choose from, and "buy local" is starting to play an increasingly important role in marketing.

Food Trends as Marketing Launch Pads

"Food itself has become a fashion trend", the BVE concluded in its 2017 report.

Structure of German Food Industry Sales, 2016

Branch	Industry Percentage Share
Meat and Meat Products	24.3
Milk and Dairy Products	13.2
Bakery Products	9.8
Confectionery, Biscuits, Ice Cream	8.3
Alcoholic Drinks	7.6
Fruit and Vegetable Based Products	6.1
Convenience Foods and Other Foods	5.5
Non-Alcoholic Beverages and Mineral Water	4.6
Oils and Fats	3.6
Flours and Starch	3.4
Coffee and Tea	2.5
Seasonings and Sauces	2.5
Sugar	1.5
Fish and Seafood Products	1.2
Pasta	0.3
...	...

Source: Federal Statistics Office of Germany, BVE, 2017



Attitudes towards nutrition and purchasing decisions depend largely on the consumer's values, individual preferences, and life circumstances. These days, people are choosing goods more for their quality, but competitive pricing is also crucial for successful marketing of high-quality products.

One out of two Germans put mostly "traditional products" in their consumer baskets. But with the influx of people from other nations and cultures, "ethnic" products are starting to pop up on the shelves. Suppliers are rushing to cater to the latest trends in demand. Novelties such as superfoods, vegetarian and vegan products, local fresh vegetables and fruits, gluten-free and lactose-free products are riding a wave of popularity now. The nutrition-conscious also go for lower-calorie and convenience meals.

There is a broad spectrum of needs to be met. On the one hand there are professionals who are mobile, flexible, internationally active and tight for time. On the other, there are local consumption patterns such as "meals on wheels", pre-prepared foods, and the restaurant trade, not to mention student and factory cafeterias.

Better Communication is the Key to Success

Nutritional awareness is a slowly but steadily growing phenomenon in Germany. Food is not just a vital necessity – it is increasingly part of a "conscious lifes-

style". People who live this way are quality-focused, but also like to feel a sense of pleasure and indulgence. Therefore, the marketing, advertising and consumer communication has to be perfectly tailored, at all levels, from the producer on down to the local merchant, in the restaurant business, to name an example. The food sector understands that sound public relations are critical. Consumers expect to be provided with information. For that reason, recent years have seen public communications picking up between producers, trade organisations and consumers. Buyers want to see truthful information on the things they are purchasing, and more and more frequently they are using recipes offered in trade food magazines. Another trend is that people want to see the regional origin listed along with other information regarding quality and ingredients.

Critical-minded, engaged consumers consider that packaging and labelling regulations relating to product origin and composition should be more complete, detailed, accurate and transparent. Opinion polls conducted by BVE have shown that 90 per cent of food sector firms are fielding more calls and questions from consumers. Topics related to nutrition spread virally through the internet and relevant social networks.

Prosperity and Stable Supply

With their industrialised food supply, well-nourished Germans want for little.

Product pyramids are forged from the tugs of war between price vs quality and taste vs health benefits. The contradictions in demand are not unresolvable, though, because the market is so diverse that it can accommodate almost any taste or preference.

Recent years have witnessed a considerable diversification in consumer behaviour, an explosion in highly individual standards and requirements. Demand has become very segmented in general, which carries through into the supermarket product presentations, discount store displays, and gourmet shop specialties. There are so many ranges on the market, in fact, that customers do not always get around to eating what they buy. So it is no coincidence that one of the pressing issues in the nutrition debate is how to set the 'best-before' date.

Germany – Continuously Appealing to Investors

An investor in German food and beverage production should follow two rules of thumb: one is entrepreneurial freedom, and the other is social responsibility. Producers are much more concerned now with environmental protection: energy conservation, efficient use of resources, sustainable development and environmental friendliness. In this sense, the food industry has even become something of a pioneer; for example, the BVE was active in preparing a Code of Practice for Environmental Sustainability for its manufacturers, along with a new law on packaging.

Those with an eye to investing in the production and distribution of consumer goods are advised to choose regional centres and large cities. The 25 largest cities and regions in Germany, taken together, pack a 25 per cent wallop of the country's purchasing power, and let's not forget either that Germany's average purchasing power per capita is already higher than in other European countries.

The *fdi-Markets* data show that from 2012 to 2016, foreign investors launched a total of 128 new projects in the field of food and beverages in Germany. The most active countries in this regard are Switzerland (37), Netherlands (15) and the USA (10).

Consumer sovereignty is the basic principle of the market economy here. For the industry, an environment designed to encourage entrepreneurial initiative is also important. State intervention in the economy and excessive regulation by the European Commission where there is no need to venture are unwanted, and attract heavy criticism from both producers and trade organisations, and sometimes even consumers themselves.

As BVE's 2017 annual report points out, "the production and marketing of food products is already strictly regulated". It does not, according to the BVE, serve the interests of SMEs – the backbone of the German economy – to over control and overregulate. Policy objectives in the food sector should be to foster competitiveness. The principle of shared responsibility plays an important role here. Producers must ensure that their products are of good quality, safe, and fit for sale. Consumers have a much greater stake in obtaining relevant information and reducing the burden on the environment through their buying choices.

Growing Need for Investment in Innovative Packaging Technologies

Germany is getting ready to adopt a new packaging law. Recycling and reuse of packaging materials is becoming an expansive industry in and of itself, with a growing need for investment. "Germany is a promising destination for foreign firms that have innovative technologies for the recycling of packaging materials. There are new business opportunities here", says Annika Förster, Investor Consultant of the department Energy,

Construction and Environmental technologies at Germany Trade and Invest (GTAI) in Berlin. (For investment consulting please contact: Annika.Foerster@gtai.de)

Manufacturers investing in the production or marketing of food products in Germany should be aware that the new Law on Packaging (Verpackungsgesetz), which comes into force on 1 January 2019, will gradually require higher recycling quotas for important recyclables by 2022. The legislation's objectives are to promote recycling, but also to reduce packaging waste. As demanded by the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), "dual systems financed by industry and trade will in future have to

meet significantly higher reusability targets for their licensed and registered packaging materials". For instance, the recycling target required for plastic packaging, which is 36 per cent today, will increase to 63 per cent by 2022. Even higher recycling quotas of 90 per cent are being imposed for materials such as ferrous metals, aluminium, glass, paper, cardboard and cardboard packaging for beverages.

International Horizons: Foreign Trade

Businesses in Germany's food industry have long been aware of how important it is to react quickly to challenges posed by the globalisation of trade. Food exports from Germany are mushrooming. According to experts, the growth trend will continue in 2018.

German enterprises are entering new wealthy markets in Asia where consumers have high purchasing power. "Made in Germany" export products convey positive associations of quality, both within Europe and beyond its borders.

Worthwhile Events for Foreign Trade Specialists

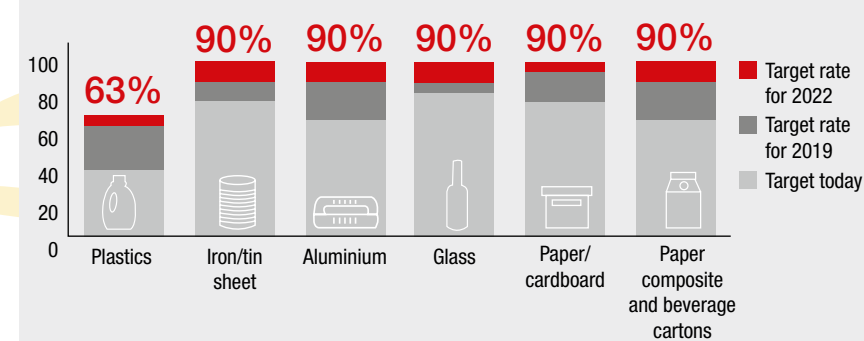
Major food sector industry events which would be of particular interest to foreign business guests would include the annual "International Green Week" (IGW) in Berlin, and the specialised international nutrition consumer goods fair Anuga, which is held every two years in Cologne. In 2017, "International Green Week"

pulled in over 400,000 visitors, including 80,000 trade professionals, and was attended by 1,650 exhibitors from 66 countries, figures which speak for its reputation as the largest consumer fair for food, agricul-

ture and gardening. Ministers of Agriculture from 80 countries came to Berlin to participate in the Global Forum on Food and Agriculture, which was staged during the IGW. The next "International Green Week" will be held in that same city in January 2018.

The 34th Anuga 2017 in Cologne proved to be popular too: 7,400 exhibitors from 107 countries. The five-day fair set a new record for the number of firms participating. The next Anuga exhibition will open its doors to visitors on 5 October 2019, once again in Cologne. ■

Higher Target Recycling Rates for Reusable Materials!



Source: Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB)



Günter Maier is a member of GTAI's staff abroad and has worked for many years as an economics correspondent in the USA, Western Europe and Southeast Asia. He has been working in the Investor Support Services division at GTAI in Berlin since 2015.

How the Digital Transformation is Advancing Agribusiness



Agricultural Technology Shapes the Future

“A lot helps a lot” is something of the past. Today digital precision and transparency play the leading role where harsh force and estimating “by sight” used to apply, in both barns and the fields. Agriculture is in the middle of a transformation process, which some call disruptive and others epoch-making. This is definitely noticeable because one thing is certain: the agricultural machinery industry is needed in the front line when it comes to mastering the challenges which agribusiness will face in the coming years.

Agriculture based on algorithms is founded on the know-how of resourceful engineers and creative software developers. As innovators strong in research, manufacturers of agricultural machinery and tractors, from north to south, are setting standards for improved productivity and efficiency in arable farming and dairy farming. With a turnover of 7.6 billion euros and an export rate of 75 per cent, the agricultural machinery manufacturers with production facilities in Germany are global export leaders and present in more than 130 markets throughout the world.

Pioneers of Digitalisation

The global supply of foodstuffs and feed that are valuable in terms of energy is,

however, not exclusively the result of innovative ideas in agricultural technology. After all, strategies regarding agricultural and social policies play a major role when decisions on agribusiness are taken in the individual markets. Nevertheless, the role that agricultural machinery, tractors and software systems play when it comes to making global primary production in fields and barns fit for the future should not be underestimated.

Hence, the agricultural machinery industry is entering into the digital offensive with well-founded optimism. This industry has been regarded as a pioneer in mechanical engineering and plant construction for some time now. It is also no secret in Berlin and Brussels that digitalisation

certainly has a pro-agriculture and green side to it. Of course, this is nothing new for agrarians. The industry created an electronic interface, the ISOBUS Standard, 30 years ago, which enables tractors and mounted implements to communicate with each other with utmost precision. The agricultural machinery industry provides hardware and software solutions which are widely used in farming, while other industries are still building prototypes.

Precision Matters

Digital solutions are the perfect answer to the almost endless diversity in agribusiness. “Precision matters” is the motto, and farms of all sizes can benefit from it – whether they have 50, 500 or 5,000 hectares. This is also reflected in investment behaviour in agribusiness. For instance, according to a recent survey conducted by the German Engineering Federation VDMA, roughly two thirds of the arable farmers in Germany are planning substantial investments in digital agricultural technology in the coming year. For digital technologies provide the right tools for successful and responsible agriculture, and intelligent farm management systems have

a key function. They are the “hub”, where everything comes together. If the network idea is taken seriously, all steps in on-farm and off-farm processes are linked to each other – from soil cultivation to sowing, fertilising and plant protection on to harvesting and transport logistics.

Application techniques for spreading seed, fertilisers and pesticides precisely according to the respective needs, automatic yield mapping, robotics, sensor systems and linked database systems are already a reality in fields and barns.

Radar Technology instead of Blanket Spreading

High precision sensors assess soil nutrient levels – exactly according to the coordinates and long before there is a lack of nutrients in the plants. Fertilisers and pesticides are no longer spread according to gut feeling or estimated by rule of thumb; thanks to minimally invasive injection methods, nutrients and sprays unfold their effects exactly where they are needed. Blanket spreading has become obsolete; efficient sensors and intelligent algorithms have replaced it.

Modern plant protection does not involve the dense spray that used to pour onto entire fields and meadows. Instead, precision and soil protection are now at the fore, and the aim is to only apply energy intensive agricultural inputs where they can really provide a benefit. After all, the

amount of petroleum needed to produce fertilisers and pesticides is considerable; the production of just one kilogram of nitrogenous fertiliser requires about the same amount of petroleum.

“Section Control”

is an effective technical agricultural solution for improving efficiency. Effective task controllers process the site-specific tasks. Ultimately, valuable nutrients are only added in parts where the soil is fertile. The spread pattern, i.e. the underlying pattern for applying substrate, can be adjusted precisely to the different fertility levels in the respective sections of the field with the aid of customised software. State-of-the-art radar technology optimises the spreading of fertiliser across the fields. On the basis of radar waves reflected from the fertiliser grains, the computer calculates the direction in which each grain must be discharged. This guarantees the highest precision as it takes place in real time. The energy required for spreading fertiliser can be reduced by up to 20 per cent if this method is used.

Microchips for Animal Welfare

Things are equally innovative in the cowshed because the highest possible standards are essential here, where everything begins for cheese, yoghurt, curd and butter. Hardly any other foodstuff is

so easily spoilt and requires such strict hygiene and documentation regulations; hardly any other producer is exposed to such critical questions as livestock farmers are. The social relevance of animal welfare and food safety has increased enormously.

And this is just

where innovative digitalisation solutions come into play in dairy farming. The distinctiveness of modern

livestock farming, i.e. the shift in focus from uniform cohorts to individual animals, each of them with their own needs, is an ideal basis for digitalisation. Microchips implanted under the animals’ skin make it possible to monitor blood counts, movement patterns and eating behaviour of the cows in real time. The significant expenditure involved is well worth it, considering the value of each animal.

Optimising the Input-Output Ratio

Thus, farmers increasingly face the challenge of “thinking beyond field boundaries”. The expectations of the public are high too. Further optimisation of the input-output ratio is therefore right at the top of performance specifications for the designers of agricultural machinery – not only for economic reasons.

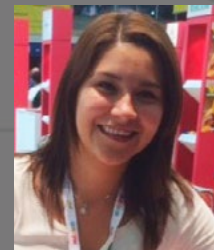
Environmentally sound and socially compatible processes are an integral part of the idea of digital networks in farming. In agribusiness, the digital future is well underway, but radical change still lies ahead. Approaching it with curiosity, commitment and an innovative spirit is a chance for agricultural engineering, but also for agribusiness as a whole. When it comes to creativity and imaginativeness, “a lot helps a lot” does apply – as an exception to the rule. ■



Christoph Götz is responsible for press and public relations at the VDMA Agricultural Machinery Industry Association, which represents about 170 innovative firms in the German and European Agricultural Machinery Industry. Intelligent network ideas are currently the main driver of technological development.

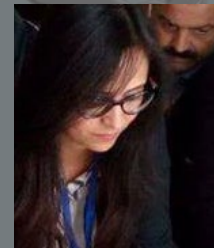
Successful Alumni in the Food and Agricultural Industry

Nadia Stephanie Martinez Sanchez, BQ Fruits, Mexico



The firm BQ Fruits is a producer and exporter of Mexican fruits. "At the MP, we made arrangements to deliver mangoes to the Don Limón firm in Hamburg in July and August", Sanchez says. It will be a long-term cooperation. Don Limón is a distributor for major retailers in Germany, such as Edeka and Rewe. "We also found another forwarding supplier headquartered in Germany. After personally ensuring that the storage conditions for perishable foods and fresh fruits were satisfactory, we are now working together to supply the European markets: BQ Fruits delivers fruits to Frankfurt Airport and our partner then distributes the products to the European end customers".

Rabeb Fersi, Royal Green Technologies, Tunisia



Smartphones for pest control? Tunisian entrepreneur Rabeb Fersi and Hanover-based software firm PEAT have teamed up to give small, Tunisian farmers the ability to use their smartphones to easily identify crop pests using the Plantix app, which recognises plant diseases based on photos, and suggests countermeasures. PEAT's software was translated into Arabic by Royal Green Technologies and data on typical Tunisian crop diseases were fed into the system. This combination of know-how was then leveraged into a public-private partnership between PEAT, Royal Green Technologies and GIZ, which has already trained 50 young Tunisian women to become "plant doctors". They will be showing farmers how to use the app and helping them diagnose and treat particularly stubborn infestations.

Andrey Marakhovsky, TAVI, Ukraine



During the February 2017 MP, the managing director of the TAVI agricultural firm in Sumy, eastern Ukraine, entered into negotiations with 12 equipment manufacturers and potential importers of his region's products. "I found a supplier for wild fruit processing equipment and for seed oil production, and a certified customer for Ukrainian edible oils", says Marakhovsky. He met some members of Bioland – the largest organic farming association in Germany – at one of their events, and learned about organic certification requirements. Upon his return to Sumy, he took over the chairmanship of the regional agricultural trade association. "We have increased the number of certified organic farms in Sumy from one to nine", Marakhovsky reports proudly. His own firm is also becoming certified. "Attending the MP was a critical step in my career. Now I have clarity for my future, and my tactical and strategic goals", he says. His MP networking fostered the sustainable development of both his own business and those of other association members.

Mohamed El Sayed, Export Department Manager, Gelcy Agro Organic, Egypt



For over 20 years, Gelcy Agro Organic have operated primarily in the areas of production, marketing, sales and export of organic and non-organic agricultural products from Egypt. The firm, which is a member of IFOAM, has been granted the Bio Suisse GAP (Good Agricultural Practice) certification for its safe and sustainable agricultural production. "We had an agreement with VDG (Verpackungstechnik und Dienstleistung Geil GmbH) to deliver 40 loads of spring onions this season (200,000 boxes)", stated El Sayed. "We discussed and agreed on the quality requirements together". The goods are shipped DDP through Italy so they are as fresh as possible when they reach the customer. In the winter, the firm plans to air freight smaller quantities of beans and peas to Germany.

John Kvinikadze, Georgian Fruits and Vegetables, Georgia



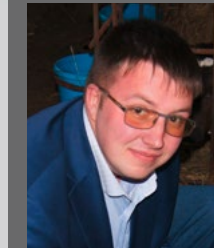
Founder of the Georgian Fruits and Vegetables agricultural firm in the Shida Kartli region, John Kvinikadze completed the MP in spring 2017 in Cologne, with a focus on the food industry. "I have been networking with some German importers, wholesalers and sales representatives I met during the MP", says the farmer. "These contacts help us with our vegetable and fruit exports". Kvinikadze agreed to supply a well-known German producer of nuts and dried fruits with five tonnes of dried apricots. "Due to the poor harvest in 2017, however", said the entrepreneur regretfully, "we have not yet managed to meet product demand". However, he hopes this year he'll be able to cater for his German partner.

Klara Sheyshekeyeva, Sparcletts Ltd, Kyrgyzstan



Klara Sheyshekeyeva is an entrepreneur and consultant. Her company, Sparcletts Ltd from the Issyk-Kul region, processes fresh fruit into juices. The quality of the products and the packaging satisfy the most stringent of requirements: The juices contain no additives and are bottled directly at the site in glass bottles with European snap-on caps. Her professionally created business plan – a competence acquired in Germany – gained her a loan from a Swiss bank. Most of her output is to be exported to Russia. After graduating from the MP, Sheyshekeyeva earned the international CMC certificate for management consultants, and has successfully helped over 20 firms to restructure and reshape their production.

Alexander Baranov, Baranov Farm, Russia



I completed the MP in 2012, with a focus on agriculture, and learned efficient new management techniques. The German manufacturers bowled me over with the quality of their products, so now, 35 per cent of all our farm's machinery and equipment comes from Germany. These include combines, seed drills and feed systems. During my initial stay in Germany, I visited one of the biggest agricultural fairs in Hanover. We went back to this same fair in 2017, but this time we brought a large delegation with us. In 2015, our firm won the "Manager of the Year" competition which was organised by alumni associations of the Russian President's Programme. This award was for our new lower-calorie cheeses project, based on technology we developed in cooperation with the Kemerovo Agricultural and Nutrition Sciences Institute.

Altangerel Bat-Erdene, Monfresh Milk Co Ltd, Mongolia



From the very start, MP participant Altangerel focused on importing equipment from Germany for bottling his firm's dairy products and producing his cheese. During the MP, Altangerel, who owns and manages Monfresh Milk Co Ltd, which produces milk, yoghurt, quark and cheese, met with Sigab GmbH in Magdeburg, which sells new and used machinery and spare parts for the food industry. He also contacted ALPMA Alpenland Maschinenbau GmbH, a cheese and food industry equipment manufacturer in Rott am Inn. As a result of two meetings, Altangerel managed to convince his business partners to take him on as a customer.

Vineet Jain, RM Phosphates & Chemical PVT Ltd, India



Vineet Jain owns a fertiliser production plant in the state of Maharashtra, India, and is all too familiar with the challenges that Indian farmers face. To date, he has sold his superphosphates and compounds only on the Indian market. Now Jain wants to import German equipment, mainly for laboratories and analysis systems for fertiliser production. This, not only for his own firm, but also as a distributor. In the future, fertilisers will be customised for various soil conditions, as they are in Germany, to improve efficiency and avoid over-fertilisation. To further support the livelihoods of Indian farmers, they are planning to set up a biogas plant in his region with a German partner. Then the farmers could use their field waste as a raw material in the biogas plants, yielding extra revenue as well as clean organic fertiliser. Currently, MoUs are being drawn up with two German enterprises.

Ukrainian Food Industry Cooperates with Germany

Backery, Packaging and Grain Silos



One year ago, Ukrainian executives gathered at the Carl Duisberg Centren (CDC) in Cologne to gain the skills they need for joint-projects with German partners in the food industry. What was special at this meeting was the fact that this was a pilot project for Ukraine. In the late autumn of 2017, the MP participants met at a follow-up – and proudly presented their results.

Puschtscha Wodiza. Anastassia Tkachuk has achieved it all – and surpassed the goals set out in her training. The head of the foreign trade department at the baked goods manufacturer ChlebProm in Lviv has both improved her cooperation with the firm's German partners – thereby increasing sales – and dared to take the first steps into new markets: “The Programme helped me to communicate more professionally with our German business partners”, she sums up. “We were able to discuss various options and conditions right there on location”. After Tkachuk returned, ChlebProm revamped the design of its exported pastry swirls and dried baked goods for its German customers, and sales rose by ten per cent. For another German customer

the firm from Ukraine developed a new product – healthy biscuits – that the German partner now sells under its own brand. But there was more. “My experience at the MP was so motivating that I took aim at new markets as well. They now include Estonia, Israel, Kazakhstan and Canada”. And the firm needed an additional position in the foreign trade department to handle all of the new projects.

Tkachuk is one of the 18 participants in the Ukrainian pilot group from the food industry whose Manager Training Programme led to Cologne and Berlin in autumn of 2016. The Ukrainian executives visited many German food producers, including the sugar plant Pfeiffer &

Langen GmbH & Co. KG in Euskirchen, the leading European supplier of jams and marzipan specialties, Zentis GmbH & Co. KG in Aachen, and one of the oldest traditional confectioneries, Moll Marzipan GmbH in Berlin, which was founded in 1860. There the managers closely studied the idiosyncrasies of the German food market to be better prepared to enter the market. The focus of their attention included the certification of Ukrainian products for export to the EU and the current trends in the German and European food industries. André Pilling, the managing director of ECOVIVA, a consultancy for sustainable consumer goods, expressed a strong interest in Germany for Ukrainian foods. The demand is primarily for organic and niche products. And production should be focused on smaller packages. But the most important thing is to contact German partners on time and to reply quickly, noted Pilling. Because time is money.

New Impulses and Self-Confidence

However, the executives did have enough time to process their experiences from Germany and to develop their projects. Exactly one year later, it was time. In Puschtscha Wodiza in Kiev they reconvened for a follow-up seminar. “I can recommend the MP Programme unreservedly”, raves Ivan Dushkevich from



the Ukrainian Ecological Group in Browary. “It provides many new insights and competencies in the area of foreign trade that are absolutely essential for working in international markets”: The Ukrainian entrepreneur had gained important experience and established business relationships to German firms, closing a delivery agreement with a leading German producer of organic juices. He now exports sterilised packaging from Ukraine to Germany. The benefits are not purely of material nature, however. “The Programme creates an atmosphere of creativity for breaking out of routines and thinking outside the box. That's how you can discover new unusual aspects and learn to develop alternative scenarios”.



“The MP was invaluable to me; it inspired me and opened new horizons. After the training we expanded our portfolio, entered new market niches, tripled our sales and created a new position. Now we are aiming for German partners”.

Olena Chervinska, proprietor and director of EKOPRO, Import and Sales of Packaging Materials and Beverages

a small online flower shop”. But that still was not enough for the fledgling business woman. She founded a marketing agency, which was a novelty in her region. She created new jobs, won a British deal, and used the money to buy office furnishings.

tual projects. Some entrepreneurs have entered international markets or founded their own enterprises. And many have increased their sales and developed new products.

The agricultural members of the pilot group were also well served. Andrey Talama from the Lviv agriculture firm Galichina-Zahid visited the German firm Riela and then signed a sales contract during the Programme. Riela supplies a grain silo with an annual capacity of 30,000 tonnes. The silo is now being assembled in the Lviv region. We will be saving a lot of money in grain storage, and we can also monitor the grain quality better”, said the deputy director of the Galichina-Zahid.

Thanks to the MP, Talama has also found another German business partner. The deal concerns the purchase of new slaughtering technology, and is soon to be signed. “We want to develop our own slaughterhouse capabilities and then immediately freeze the fresh meat. We expect further drops in price as a result”, says the farmer.

The results speak for themselves: Ukrainian foods have good prospects in Germany. So this is a good reason to keep inviting programme participants from this industry to Germany for manager training and the establishment of business contacts. ■



Dushkevich is not alone in his reaction. The MP has become a source of inspiration for many of his co-participants. The executives reported new impulses for their own professional and personal development and new ideas for their enterprises. During the training programme in Germany, the Ukrainian managers established contacts in the German economy, and developed more confidence in themselves, their enterprise and their products.

Ekaterina Malaya from Cherson returned to Ukraine with six-figure business agreements. “Then I realised that my employer was not willing to change because of restructuring at the firm”, reports Malaya, who had been quite reserved and shy in Germany. But the training had had an effect: “My decision was final: become an entrepreneur. So the first step was to open

She is currently expanding her business contacts to Germany and Canada. “All of this is the result of my participation in the MP”, says the young entrepreneur, whose new found self-confidence owes much to the Programme.

Strong Figures for Bilateral Food Projects

The Ukrainian managers not only feel psychologically emboldened with a firm grasp of their new management methods from the training in Germany. The Programme is also producing impressive results in quantitative terms. The export and import projects have added up to several million euros. The MP participants from the crisis-stricken country succeeded in establishing long-term, sustainable relationships to their German partners, importing systems and technologies from Germany, and realising mu-

Food Industry 4.0

Between Data Management and New Business



The medium-sized German enterprise Jung & Co., a hidden champion and family-run business in the second generation, can fall back on over 40 years' experience in the field of stainless steel processing. At the invitation of the Jung group, 20 Russian executives from the food industry discovered more about the diverse stainless steel products, which can easily be integrated into production plants in numerous industries.

Kiel. Hidden Champions or unknown market leaders characterise the German SME sector. Some of them look back on a corporate history spanning more than a hundred years, while others were only established a few decades ago. The latter applies to Jung & Co. Gerätebau GmbH in Kummerfeld, which was founded by Hans Jung in 1972 and has gained a leading position in international markets since then. The Russian managers were also familiar with this top enterprise in Schleswig-Holstein. Ahead of their training, they had already expressed a strong interest in visiting the hidden champion in the northern German stainless steel processing industry.

The executives arrived in Germany with a multitude of questions. "Especially the automation of production and the application of additive technologies, created by theTechNET initiative in Russia in order to drive the factory of the future forward, are very interesting for us", said Alexandr Juzhanin, Nikolaj Borisow, Darja Kudischina and Zifa Orlowa. That is something Jung & Co. Gerätebau GmbH can offer. The firm has recently expanded its manufacturing

methods with additive manufacturing – also known as 3D printing – in stainless steel, titanium, aluminium and steel because Food Industry 4.0 involves a complex interplay, from the production with state-of-the-art information and communication technology through to the finished product.

"Really everyone has probably come into contact with products that have passed through a machine manufactured by Jung & Co. because our family business develops pumps for high-viscosity materials", explains Managing Director Thomas Lehmann. A screw-spindle pump is a positive displacement pump with a displacer that has a shape similar to that of a spindle screw. For some years now, these pumps have also been used for generating vacuums. They are particularly common in the food industry, e.g. in the production of pizza dough, jams, yoghurt and soft drinks. But the pumps can also press glue, paint and toothpaste into their packaging. The highlight of the Jung units is that they not only pump but also have a self-cleaning and sterilising function. Their great advantage is that they can be successively used for different

products, e.g. for mayonnaise, mustard and ketchup. "Our screw-spindle pumps know no boundaries; we export to China, Mexico, India, Europe, Australia and the USA", says Lehmann. "Russia is a new, interesting market for us".

Finally, the visitors were taken to the 1200-square-metre extension, where only pumps are produced. Here the Russian managers experienced 3D printing in action, crowding in around the Multi-laser M2 machines. The precision and speed of the machines fascinated the visitors – particularly the fact that such large quantities can be produced at the same time. The innovative laser sintering used by Jung & Co. Gerätebau GmbH enables a complex production of very accurate contours and shapes as well as all kinds of free-formed surfaces. Today, additive manufacturing offers much more freedom in design for the construction of components and devices. At Jung & Co., laser sintering goes far beyond single unit production because small series or medium-sized batches of parts can be produced very economically.

The two-hour discussion provided a forum for both the Russian executives and the entire management team of Jung & Co. to discuss topics such as the cost of laser systems, competitiveness, delivery times, order volumes, employee numbers, annual turnover and opportunities for initial and advanced vocational training. ■



Marlies Riemer-Lange is a project manager at WAK SH GmbH where she is responsible for international projects. She holds a degree in commerce (Dipl.-Kauffrau) and manages and is responsible for hosting the MP at WAK.



Managing Director
Thomas Lehmann



Hidden Champion: Jung & Co leads the market in stainless steel processing



Hearty sales: the Herzapfelhof puts individualised logos on its apples

Labour of Love



Fruit farmer Hein Lühs is a lateral thinker. While many other farmers sell their products through trade and producer groups, Lühs relies on direct sales from the farm and the internet, where he also sells his trademark invention: heart apples. His heart apple success story is no secret. Neither is his marketing and sales knowledge that Lühs was happy to share with MP participants.

Jork. While he was at school in the 1970s, Hein Lühs learned about a custom: Asian people would decorate apples with symbols of good fortune and sell them to tourists. Lühs' father actually ran his own fruit farm in Jork, Altes Land, just outside Hamburg, so his son was able to test out the Asian tradition right there. He went to the craft shop, bought a heart-shaped stencil, and glued it to an apple on its way to mature. After the fall harvest, he removed the stencil, leaving a heart-shaped imprint – and thus the heart apple was born.

The stencil has now been replaced by state-of-the-art laser technology, which uses UV radiation to bleach out the colour pigments of the apple peel. Lühs and his 13 employees decorate around 600,000 apples a year. "Working around the clock, we can produce as many as 100,000 a week", says the fruit grower proudly. Lühs sells his heart apples in the farm shop, but also online. In addition to the heart embellishment, enterprises can also personalise apples with their own logo.

Several times a year, the fruit grower receives executives from Eastern Europe who are participants in the Federal Ministry for Economic Affairs and Energy Manager Training Programme. Only a minority of those are from the agricultural or food industry, but Lühs' innovative marketing and sales approach is of interest to other industries as well. Lühs animatedly explains to visitors how he has managed to overcome challenges in the industry: when he took over the enterprise from his father in 1977, the business model was not looking ahead to changes that were happening in the industry. Customers were buying fewer and fewer fresh apples and more finished

products like applesauce and jam in the supermarket. So Lühs invented a unique product with the heart apple and opened up a distribution channel that allowed him to become largely independent from the difficult mass market.

The sale of plain apples is nothing more than a side-line for the farm. The big sellers are the heart apples: both private and corporate customers love them. "There is a story behind our products. We take responsibility for what we do and are always personally available to our customers – that's what people appreciate", says Lühs. Since 2012, he has been selling only organic apples. This is important not only to the end customer, but also to many corporate customers. "Sustainability, local action and quality are becoming increasingly important", says Lühs. "We would lose a lot of orders if our apples weren't organic".

In addition to fruit growing and sales, Lühs derives income from tourism. The fame of the heart apple farm with its unmistakable product has spread beyond the bounds of his region, so tourists and locals now regularly come for guided tours – Lühs now offers around 600 tours per year. The highlight is the heart apple garden, which has around 250 different apple tree species arranged in an apple-shaped formation, with a heart in the middle. "Customers can pick their apples there directly from the tree", says Lühs.

Hein Lühs has been running the heart apple farm for 40 years now. A few years ago, his son joined the firm as co-CEO and now his daughter also wants a stake in its future. Business is going splendidly: "We are bursting at the seams and urgently need more space", says Lühs. For that reason, the fruit grower is currently investing five million euros in new buildings. These will also include an event room for corporate clients – yet another future-oriented endeavour. ■



L to R: Meike, Beate, Rolf and Hein Lühs, partners in the family business

Sweets from Azerbaijan



It feels like déjà-vu: a bus trip, a visit to a business, a presentation, the sampling of the product, business talks. But all of this is not happening in Germany during the MP – it is occurring one year later at a follow-up in Azerbaijan. And the tour of the firm was not led by German managers, but by MP alumni. A visit to the Ulduz Chocolate & Candy Factory.

Baku. The journey doesn't take that long, and then the bus stops in front of a very modern production plant. A group of Azerbaijani managers gets out and stand observing it with admiration. They actually came to Baku in late September 2017 to discuss the outcomes of their training in Germany at a follow-up seminar. But now an on-site visit is on their schedule too – a first as part of the Azerbaijani follow-up seminars, arranged by several MP graduates who work for the firm Ulduz.

Ulduz Chocolate & Candy Factory is Azerbaijan's largest privately-owned business specialising in the productions of sweets. It has supplied the domestic market with a number of different sweets and candies since 2001. Chocolates with different fillings – anything from nut to fruit flavours, they make everything the heart desires – and sweets in many flavours are Ulduz's dedicated specialties. Over the years, the firm has entered other markets as well. It currently does business in 20 countries, including Russia, Georgia, Israel, the Baltic states and Central Asia.

When Quality Becomes the Top Principle

Azerbaijani managers didn't have much time to stand there in amazement, though. Several Ulduz employees rushed over to greet them. But the guests didn't make it very far. Right at the entrance the

alumni realise how seriously the firm takes hygiene at the production plant. Each of them is given special clothing and then all of the visitors have to pass through three gates, where they wash and disinfect their hands. The greatest hazard – the shoes – are covered with protective foil. Only then are the visitors allowed to enter the hallowed halls of the sweet production area – and take the first step in the quality management chain.

Quality is one of the top principles for Ulduz. In order to stay at the cutting edge, the business executives visited renowned chocolate producers in Germany, Belgium and Italy, studied their production processes and bought new production systems. For example, following the MP training that Ramazan Nabiyev and Khazar Bayramov attended. After their return, Ulduz signed an agreement with a German firm to purchase a new production line. The fully automated systems ensure higher production levels. Over 3,200 kg of sweets currently exit the production line per hour. International standards and certifications are also necessary to stay competitive, so the business is certified in accordance with several ISO standards.

The guests saw how meticulously quality management is lived and realised at Ulduz at every turn. They took a look at the entire production process. "This scanner



is very important for the production", explains the quality manager. "That way, we can quickly determine whether for example metal particles are present in the products". The MP alumni are even allowed a peek inside the holiest part of the Azerbaijani chocolatier: into the lab, where new recipes are developed, continuously checked for quality, and improved upon.

The Necessity of Human Resource Development

But quality cannot be assured through technology alone. Human resource management needs to be operating correctly to maintain motivation and avoid brain drain resulting from fluctuation. 600 employees work for the firm. One of the declared goals of Ulduz's human resources policy is to create comfortable working conditions for them. That includes warm meals and tea during working hours, provision of vehicles for commuting to work and work clothes. Regular health check-ups are also required.

The firm offers in-house and external training and seminars for professional development. This includes the MP, too. At his manager training course in Germany, the production engineer Nabiyev was able to improve his project management competencies, so the management at Ulduz entrusted him with a strategically important project. The MP graduate is now responsible for the water processing in a closed system and energy production from waste heat. To do this, he also applies elements of innovation management such as expert talks and design thinking.

Another MP graduate came to greet the visitors. Elnur Allahverdiyev participated in a training course in 2011 as an export manager. Today he greets his guests in the role of assistant director. Allahverdiyev has to get to his next appointment right away – negotiations with a German firm are about to start. He can't reveal too much about the firm's future plans, but he will say this: Ulduz wants to invest in the construction of more buildings and production lines – and will be signing deals with German enterprises to do so. ■



During the tour of the Ulduz confectionery factory

Sinalco: A German Cult Brand Refreshes the World



Sinalco, a brand like no other, stands for soft drinks "Made in Germany" and is the oldest soft drink brand on the European continent. In 2007, Sinalco was included in "Deutsche Standards – Marken des Jahrhunderts" for the first time, a book which presents the leading German brands of the century. Accompanied by trAIDe GmbH from Cologne, 20 Egyptian managers visited Sinalco's international headquarters and production site in Duisburg in September 2017 within the framework of the MP.



German soft drinks manufacturer Sinalco shows off its corporate color: bright yellow

Duisburg. The dice were cast in 1905: the beverage firm founded three years previously in Detmold was to be named "alcohol-free" or "sine alcohol" – according to the result of a competition. The name speaks for itself: an important criterion of all Sinalco products was and still is that they do not contain alcohol; this also explains why the soft drink is so popular in Arab countries. The Sinalco brand has belonged to the family-owned Hövelmann beverage group since 1997.

The Egyptian executives first visited the Sinalco museum, in which the firm's more than one-hundred-year history is illustrated with modern advertising and old production lines. They were very surprised when the Managing Director, Mongi Goundi, dis-

cussed the business model, future direction and strategic decisions with them in fluent Arabic. Then, Mario Mais, Sinalco's



Marketing Manager, provided the guests with further details on the global marketing strategy and the corporate business model. Sinalco is currently active in more than 50 countries, and the MP partner countries Kazakhstan, Tunisia and Turkmenistan have recently been added to the countries in which Sinalco soft drinks are sold. The Sinalco business is based on a franchise model: local manufacturers produce and sell the soft drinks exclusively in their country under the Sinalco brand.

The headquarters provide the partners with the necessary recipes and concentrates. The franchisees' thorough knowledge of the local market enables the best possible adaptation to domestic

preferences; the final decision on which of the approx. 300 flavours are offered in the respective country lies with the local franchisee.



A company visit by the Egyptian leaders

Sinalco supports the local partners both in the production of the beverages and in their worldwide marketing campaigns, which are easily adapted to new countries. The focus of the campaigns is usually on "German soft drinks", which stands for quality all over the world. Sinalco also supports the franchisees in developing their own marketing campaigns. For example, basketball courts were renovated in Serbia so that youngsters can use them again. The highlight of the project was the successful advertising campaign: the local basketball legend Igor Rakocevic acted as brand ambassador and made Sinalco one of the most popular soft drinks in Serbia.

A tour of the filling lines, where 250,000 bottles are filled every hour on a total of eight production lines, was an absolute must. Production is fully automatic, from the cleaning of the deposit bottles through to the relabelling, filling and sealing of the bottles. With that, the factory is one of the most modern and largest in Germany. Sinalco is always interested in finding partners in new target countries, and trAIDe GmbH is glad to establish contact for interested parties. ■



Jens Naussed has been project manager for international projects at trAIDe GmbH in Cologne since 2014, and specialises in setting up international business contacts. Naussed supervises the MP and other projects for the trAIDe and RWTH International Academy, with a special focus on the training and coaching of international executives and international business networking.

International Alumni Conference in Berlin



At the end of September 2017, 40 active alumni from 18 partner countries met for the first time in Berlin at the International Alumni Conference of the MP. International networking, cooperation with the German business sector and beneficial association work were just some of the current affairs discussed during the two days of the conference by the alumni, among themselves, and together with German experts. They proved that they certainly have team spirit and the willingness to jointly tackle diverse challenges.

Berlin. In most of the MP partner countries, alumni associations or individual committed alumni have been active in many areas for some years now. They stay in contact with others from their groups following their training in Germany and promote networking with alumni from other groups and years. Alumni play an important role in promoting the MP in their enterprises and in the broader business environment – word-of-mouth recommendations have proved to be very effective for canvassing candidates. Tips provided by the alumni and their experience are a valuable source for new MP participants during their preparation; alumni associations in some partner countries are therefore firmly integrated into the preparation stage. Alumni associations and their alumni, with the skills they acquired in Germany, are also very competent contacts for the German business sector in their countries and for individual German firms that are still new to the respective markets abroad.

Cooperating with German Organisations Promoting German Businesses

One of the focal points of the conference was the dialogue between the MP alumni

and a number of German organisations for business promotion. Among these organisations were the Federal Ministry for Economic Affairs and Energy (BMWi) but also the Association of German Chambers of Industry and Commerce (DIHK), the Federation of German Industries (BDI), Germany Trade and Invest (GTAI) and others. The diverse activities, opportunities for promotion and starting points for cooperating with the alumni associations were discussed in an open and very constructive atmosphere. The services provided by GTAI to support German and foreign enterprises in doing business abroad or in establishing branches in Germany were definitely of particular interest to the alumni. GTAI has offices in more than 50 locations all over the world and therefore also in some MP partner countries – which is ideal for cooperation with the alumni associations and networks.

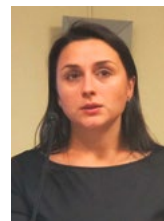
The alumni know how important sound and up-to-date specialist knowledge is, especially when it comes to establishing business contacts or looking for promotional facilities. IXPOS, a foreign trade portal, provides access to relevant information sources – readily available online. Thus, alumni can ensure that they are better informed than their competitors and impress potential German partner enterprises with their knowledge, e.g. on Euler-Hermes export credit insurance. Minimising economic and political risks is a compelling argument in cross-border business transactions.

Networking with Each Other

Another important topic at the alumni conference concerned the setting up of international networks among alumni associations. Here organisations with international activities, e.g. the German association of female entrepreneurs (VdU), the German federal association

of small and medium-sized businesses (BVMW) and Alumniportal Deutschland shared experiences from their work. A number of factors are decisive for successful international networking among organisations: a certain amount of “ideal-

ism” on the part of everyone, charismatic leaders, the right communication channels, lean organisational structures and – last but not least – the necessary trust among the members. Organisations with international networks must, however, always bear in mind that people and cultures are different. “Everywhere, national cuisine includes vegetable soup, but it is cooked differently in different countries”, says Claudia Große-Leege from VdU.



“The most important outcome of the conference is the team spirit that was created there and spread among all of the participants, as it holds enormous potential”.

Antonina Mitina, Penssa, Russia



MP alumni, representatives of the BMWi and GIZ get together at the International Alumni Conference



40 MP alumni from 18 partner countries in Berlin

How can alumni associations be promoted at a national level? Involving various stakeholders and organisations (both governmental and private ones) is likely to be the key to success at this level. Networking is difficult, if not impossible, without making use of social media based on an up-to-date database which includes all alumni. This also applies to the development of regional forms of cooperation across borders. However, the alumni were able to develop plans for actual cross-border cooperation during the conference: an international union of the MP alumni associations, which was confirmed with the signing of a Memorandum of Understanding (MoU) by almost all alumni associations.

Becoming Actively Involved in the MP Countries

Several alumni associations can now look back on a great deal of active association work in their home countries, with a large number of social and business projects already implemented. The presentations by three alumni associations from Mexico, Russia and Vietnam at the start of the conference were good examples of a broad range of alumni activities. EMAAC, the Mexican alumni association, for example, offers its members access to important business networks and organises appearances at trade fairs in Mexico and Germany for this purpose. The Vietnamese alumni association also regards networking with other economic players as an important activity. Alumni work in Russia is different: Russian MP alumni are members in more than 50

alumni associations from the President's Programme, which was founded in 1997 by the president at that time, Boris Jelzin (see p. 23). The alumni associations provide a broad range of continued and advanced training and support networking and cooperation between their members and German businesses. In addition, the Russian alumni associations are strongly committed to social and charitable projects in their regions.

Things are also going well in other MP countries. Some alumni associations are already working very actively with the German embassies, German Chambers of Commerce Abroad and other German organisations for business promotion. Cooperation with the Senior Export Service (SES) is very popular; several alumni associations already facilitate contacts between their members or domestic enterprises and SES in Bonn, thus making an important contribution to the assignment of SES experts in their countries.

Furthermore, German business organisations with a regional focus also cooperate with the MP alumni. They include the German-Mongolian Business Association, the German-Belarusian Business Club or the Business Association for Latin America (LAV). The alumni and the German organisations have implemented several joint projects in recent years – from round tables on current economic topics to delegation trips and joint trade fair appearances. At the firmly established German Business Day in the various countries, MP alumni associa-

tions are now not only guests but are sought after as input providers.

In almost all partner countries, the alumni also have ample opportunity to enjoy their social life. They keep in touch via various social media communication platforms, arrange spontaneous meetings, provide information on regular pub meetings or organise annual holiday trips for their members, as is the case in Belarus. One unifying element among all alumni is experiencing German culture abroad; for example, the Indian alumni association regularly takes part in the German Oktoberfest in India.

Ingredients of Success

This snapshot of alumni activities illustrates their broad diversity, the interest in joint commitment and the MP alumni's sense of belonging to a social unit. These are all decisive factors for the success of alumni associations, but there are still others. Reference was often made to the mutual mission of an alumni association as the basis for a community of active alumni. The added value an alumni association offers its member was also considered to be an important factor for success. If this added value is visible and utilisable, the association can expect long-term, sustainable commitment from its members. The alumni believe that even non-profit organisations can be attractive for their members if the alumni association's activities are embedded in a professional marketing and PR strategy.

The signing of a Memorandum of Understanding by almost all of the alumni associations present is a result for everyone involved to be proud of and paves the way to an international network for all MP alumni. The creation of a future global business platform for all MP alumni associations is an ambitious objective included in the MoU. In the meantime, further alumni conferences will follow at the unanimous request of all participants – not necessarily in Berlin but perhaps also in other MP partner countries. ■

Egyptian Alumni Association EGAA is Establishing Itself



Professionalising Association Management



Egyptian MP graduates listen to explanations about the association's work

At a two-day workshop in September 2017, to which the association's management members including chairwoman Rania Oraby and other committed members of the EGAA – Egyptian Alumni Association of the MP – met with the German expert Karen Konopka from 2K-verbandsberatung, the focus was on central questions regarding association management.

Cairo. The path to establishing the Egyptian MP alumni association EGAA remains difficult. Currently, the association is still unofficial as state registration has been applied for but has not yet taken place. Nevertheless, the alumni association is already carrying out its activities as far as possible. Hence, the management committee has set itself the goal of giving the EGAA's activities a strategic orientation as well as identifying and tackling core topics. In an analysis of the current state of the association's development and the mutual commitment, the Egyptian executives defined five fields for action: activities, recruitment of new members, services, financing and organisational structure.

Activities and Recruitment of New Members

The activities concerned aspects which the EGAA urgently needs to tackle in order to become functional. The recruitment of members was also a central issue for the Egyptian MP alumni as associations define themselves through their members. Who is eligible for member-

ship? The workshop participants had a lively discussion on the possible rights and obligations of the respective member groups and the corresponding membership fees. It was clear to everyone that the definition of a member group also means making a decision on self-image, the culture of the association and on financing. The EGAA must be supported by a broad membership base in order to fulfil its intended role within the MP and become a competent contact point on the Egyptian side for GIZ, Egyptian governmental bodies, the German business sector and also participants.

Right from the start, public relations have also been important for the Egyptian alumni association in order to become better known and expand networks with other stakeholders and institutes. Moreover, active PR work will make potential members more aware of the association's presence and activities and ensure continued interest in an alumni association.

The EGAA cannot define itself solely through the provision of services, although this does play a large role in as-

sociations' work. Then there are social and economic aspects as defined by the participants. Imparting skills in business administration to a larger target group within the Egyptian economy and promoting the German-Egyptian dialogue as a whole are central objectives of the EGAA, which go beyond the individual benefit for each Programme alumnus.

The EGAA will give further thought to these association activities, define them and develop measures for putting them into practice. Members and interested parties will be closely involved in this process to ensure a broad consensus.

Services

With regard to services, the EGAA members discussed the question of whether to concentrate on core competencies and only offer services relating to the MP or expand the portfolio to neighbouring topics and offer complementary services for firms, managers and institutions. Besides the consideration of the association's own self-image, the question arose as to whether the identified services could be provided in an adequate quantity and with a high standard of quality. Here the following applies: especially in the initial stage, associations should focus on providing a few selected, excellent services for which there is strong demand so that they do not take on too much in their first vigour and then fail in the long term. A demand analysis among

(potential) members of the EGAA will form the basis for all services.

Financing

The question of financing is a difficult one for most alumni associations. The Egyptian executives analysed various financing possibilities in detail and realised that the association's basic needs cannot be covered through membership fees alone. Thus, the alumni association will have to find other additional sources of financing, e.g. sponsoring and the sale of services. Here too the following generally applies: do not be overly optimistic and count on unrealistically high earnings as many financing instruments have to establish themselves before becoming effective.

Organisational Structure

With regard to the organisational structure, the EGAA members mainly dealt with the advantages and disadvantages of various organisational structures. It

was not just a question of which committees should be established, but was also about filling these committees. Here it is important to create lean and flat hierarchical structures. Committees should not be too large as this makes targeted discussions and decision-making difficult. Reliable and binding communication structures must be established for committees, and competencies, rights and obligations must be determined to ensure the flow of information and smooth work processes without losses at interfaces. The EGAA faces the problem of activating volunteers, just as most other associations all over the world do. Making tasks attractive can help here. For example, instead of electing someone into a committee for a long period of time, which entails an unforeseeable volume of work, tasks should be split up into small units and then grouped to projects. This means that voluntary workers are able to estimate for themselves how much time they will need. Furthermore, tasks can be better matched to individual interests.

Finally, it is irrelevant which topic an association chooses as the starting point for its activities. It is more important not just to have discussions but to start clarifying questions and communicating this to members and other possible partners. The workshop was the first step on the path to developing an awareness for the most important issues and showing possible prospects. The alumni jointly defined some central aspects and discussed approaches to shaping them. Now it is up to them to continue this process together with the member base. ■



Karen Konopka is a partner at 2K-verbandsberatung in Hamburg and has been providing consultation services for associations in Germany and abroad for 17 years on the topics of organisational and strategy development, communication and member relationship management as well as financial management and association law. She graduated in political science and administrative science, has managed a variety of business associations and professional associations and published several publications on association management. She also carries out workshops for MP participants.

Building Bridges in Weimar



Weimar. The objective of the Mexican alumni's annual study trip is to deepen the knowledge they gained in the MP and strengthen business contacts. In 2017 their trip took them to the old German cultural city of Weimar. MP alumni as well as representatives from government and business met in October 2017 for "Weimar Week: All in the Same Boat". As they must all pull together to strengthen economic relations between the two countries, understand the spec-

ificity of Mexican and German industry and form networks with economic development organisations, enterprises and international NGOs.

Carine Cornez-Fliege from the State Development Corporation of Thuringia illustrated the specific business opportunities Thuringia offers. The potential is enormous: the federal state is responsible for more than 1,400 ongoing projects, employs over 66,000 people and its investments amount to 10.1 billion euros. Lars Kossack, Managing Director of Thüringen Recycling, and Peter Payer of IBAT Payer – both of them entrepreneurs in the recycling industry – confirmed the business impressions. Important framework con-

ditions such as Mexican fiscal policy or innovation in a competitive environment were also discussed. The dynamic development surrounding start-ups in Germany provides diverse business opportunities for German and Mexican enterprises.

The event was organised by EMAAC, the Mexican MP alumni association, in cooperation with the Federal Ministry for Economic Affairs and Energy, INADEM, the Thuringian Ministry for Economic Affairs, Science and Digital Society, and Prodecom. Hugo René González, Director of the Mexican firm Tangible Nous, is already looking forward to the next annual meeting and to "bringing the partner countries Germany and Mexico closer together and developing new business opportunities on the basis of trust and friendly relations". ■



Mexican and German entrepreneurs discover economic potential in Thuringia



Luis Pedraza is founding partner and President of EMAAC. As a qualified attorney and a transactional and finance advisor, he is an active multiplier, consistent in the formation of business ecosystems amongst groups of companies, investment funds and international projects. A solid angel investment and Latin-American funding platform was co-founded by him, aiming to provide funding to SMEs, thereby supporting their internationalisation endeavors.

Mumbai: Gate to India



The Dos and Don'ts of Joint Ventures



Many Indian entrepreneurs who take part in the Manager Training Programme are interested in founding a joint venture with a German partner. India expert Ralph Tobergte, who works at the Wamser + Batra consulting firm in India on crisis management projects as an interim manager and/or temporary managing director, explains the ins and outs of joint ventures.

Mumbai. Ralph Tobergte can name quite a few good reasons for setting up a joint venture in India. A dynamic Indian partner provides their German counterpart with know-how and market access, and, perhaps even more importantly, also brings customers, local infrastructure such as a sales network, human resources and, last but not least, capital to the joint venture. Nevertheless, about 50 per cent of all German-Indian business partnerships fail within the first three years. Even fewer survive over the long term: 80 per cent of all joint ventures fold within the first five years.

So it is no surprise that a workshop to address these issues at the follow-up and alumni conference in Mumbai in Sep-

tember 2017 was well received by Indian MP alumni. Why do so many joint ventures fail? "The real reason is almost always due to the soft factors that affect intercultural cooperation", Tobergte explains. The following aspects are particularly likely to lead to conflict:

1. Communication problems: Partners often fail to communicate their real goals clearly and transparently and some even pursue their own "hidden agendas".
2. Different management styles, especially with regard to human resource policies.
3. Different handling of group standards and legal regulations.

4. Unrealistic plans and expectations: The German partner may feel an Indian managing director is not concrete enough, while German managing directors tend to expect too much from cooperation.

Tobergte therefore recommends a slow, conservative approach. Since a joint venture requires enormous effort, financial commitment and cultural empathy, partners should ask themselves whether there is another alternative, such as setting up a wholly-owned subsidiary in India or licensing a product. They should also reflect thoroughly on how well they fit together, what each of them wants to bring to the partnership and what the long-term vision of the joint venture is to be.

The More Concrete the Better

A detailed business plan that describes mutual goals and expectations and sets out the distribution of tasks and necessary investments for the coming years is absolutely essential. The services to be provided by both sides must be defined and evaluated in a concrete and unambiguous manner. Additionally, both partners should enter into binding agreements on subsequent reporting and controlling mechanisms. Because German managers expect regular and transparent reports, reporting standards and content should be clearly defined.

An atmosphere of trust and transparency also plays a decisive role. Partners need to talk openly about successes, but also about mistakes. Identifying prejudices held by both sides is part of this process, as is the honest attempt to correct them. Partners should always be open and respectful towards each other.

It is also important to conclude binding agreements in advance for how to proceed if the joint venture is ultimately dissolved. Many business people are concerned that addressing the idea of an "exit strategy" at the beginning of the cooperation might annoy or scare off a potential partner. But the consequences of such negligence are long-standing disputes over who is allowed to sell their share to whom – and at what price. To prevent such scenarios, Tobergte recommends that the joint exit should be regulated unambiguously and unchangeably using the future calculation method for the price of the shares. ■



At the follow-up in Mumbai

Good Business Opportunities for German High-tech Firms

Will China Become the Land of High Technologies?

China wants to develop from being the "workshop of the world" to one of the leading nations for the production of high technologies. The interest in partnerships and know-how in the high-tech sector is strong and German firms are very welcome. Thomas Nolting, who with his business consultancy acts as a service provider for German and Chinese firms and public contracting entities, describes the situation. He participated in the "Fit for Business with China" programme in 2016 and sees it as a key experience for his business.

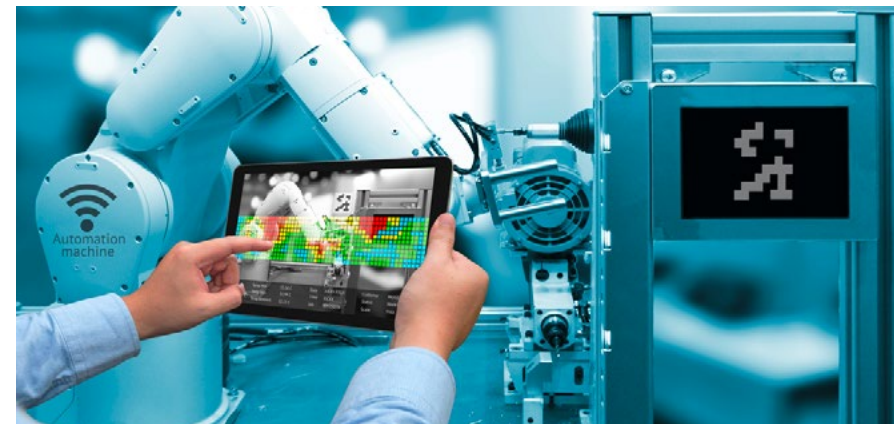


Hannover. Nolting is an old hand in business dealings with China. He worked there for Thyssenkrupp AG for three years, where he was responsible for setting up the localisation unit for a product range at the company's production site in Shanghai. For him, participating in the MP provided the key to the Chinese market, although he was already familiar with the country and the people. "The Programme was enlightening and now I understand the overall system of doing business in China: nothing works without connections to the government", says the business consultant. The best example is a cooperation for a technology park in Huai'an, for which a smart factory pilot plant made in Germany is to be transported to China at the end of 2017. Government officials as well as enterprises and institutes came together under Nolting's direction.

"Projects in the context of Industry 4.0 – intelligent production – are currently particularly in demand in China", Nolt-

ing says. A 4.0 demonstrator was created together with the Business Unit for Industrial Automation at the Fraunhofer Institute of Optronics, System Technologies and Image Exploitation and Hochschule Ostwestfalen-Lippe University of Applied Sciences in Lemgo within the scope of the mentioned technology transfer in Huai'an. Typical function modules for a digital network for enterprises are installed on-site using Lego model cars. The model contains an RFID-enabled control concept, robotic applications, a connection to mobile terminals and solutions for intelligent quality control.

The first project, which Nolting implemented after the MP, was a conference for a vocational qualification in mechatronics in cooperation with the German Chamber of Commerce in China (AHK Shanghai). It involved the implementation of the German vocational training system in Chinese vocational schools and technical colleges of higher education. Furthermore, he provided the idea for



Thomas Nolting

and developed the concept of "a special way of networking". With support from German and Chinese enterprises, several summer schools for children and students took place in China in the summer of 2017, which improved the quality of education for the participants regarding content and were more closely aligned to the working world of the future.

"Primary and advanced vocational training plays an important role for sustainable technology transfer", says Nolting. Nevertheless, he has reduced his efforts in the education sector. "I want to concentrate on my core competency, i.e. setting up and developing economic cooperation", he explains. The entrepreneur, who has been active in the field of Sino-German business consultancy since 2013, says that he has established a unique position in the market with regard to knowledge and contacts. He founded his current firm IAIT (Institut für Automation und Industrie Technologie GmbH) in 2015 and expanded it into a joint venture with Chinese partners in 2016 with offices in Shanghai, Beijing, Huai'an, and, since October 2017, in the Robotation Academy in Foshan, a cooperation project between Hannover Messe AG and the city of Foshan.

On the occasion of Hannover Messe 2017, Nolting organised a network meeting for representatives of politics and business to discuss current trend topics in industry. The meaning of Industry 4.0 in production and the prerequisites for a smart factory were cornerstones of the event promoted by GIZ. "China is very keen to learn from German technologies and innovations", says Nolting. "Like Germany, the country has a national high-tech strategy: 'Made in China 2025'. Both sides want to provide political support for bilateral corporate cooperation projects. "The countries are both facing the challenge of driving digitalisation forward. We can all work together in the process", says Nolting. ■

Chisinau Bakery Imports Know-How and Machinery

MP Driving Innovation and Growth



The Moldavian Panilino enterprise has been making biscuits, pastries, waffles, cakes and other baked goods since 2003. Around 250 people work at their plant, which supplies customers like the wholesaler METRO Cash & Carry Moldova, a subsidiary of the German METRO AG. Nicolae Cotelea joined the Panilino team in 2015. He completed the MP in 2016 and took away a lot of ideas for expanding the firm. The 28-year-old also reports that the Programme gave him a better chance of promotion.

Chisinau. The production lines in the new Panilino S.R.L. factory in Chisinau have been up and running since May 2017. Every day, up to twelve tonnes of cakes and cookies emerge from the around 5,000 square-metre space. Expanding production took around two-and-a-half years and cost roughly two million euros. The modern plant was financed in part by ProCredit Bank and Moldovan Mobiasbanca, which brokered a 170,000 euro loan from the European Bank for Reconstruction and Development, part of which was a subsidy. “We got it because we went with energy-efficient options for the windows, lighting and heating system”, Cotelea reports. Parts of the older, smaller, 1,400 square-metre plant were also renovated and modernised.

So far, the lion’s share of Panilino’s tasty treats have been sold domestically. The firm only exports around 15 per cent to the Czech Republic, Romania, Italy

and the Baltic states. But that will soon change. Along with its new production facilities, Panilino is laying the groundwork to start exporting to other EU countries, such as Germany. German importers often work with large supply chains and are interested in ordering larger quantities than Panilino could produce in the old factory. “The new works will allow us to really ramp up production”, Cotelea says. The new facility was important for his plans to expand exports by 50 per cent over the next five years. One German customer – Süßwaren-Votapek – is already on board and just waiting until the export papers and new packaging is ready. Panilino’s Managing Director Sergiu Guzun initiated contact with the B2B distributor from just outside Berlin while he and Cotelea were in Germany. “We divided up the workload in Germany. My boss took care of the business contacts, and I focused on the know-how and researched the market for new facilities”, Cotelea says. The firm



Nicolae Cotelea

had only been able to send their biscuits, not their cakes, further afield as it did not have a freezer or sufficient cold storage for cakes. So for 34,000 euros, Panilino decided to purchase a refrigerating plant from Güntner GmbH & Co. KG in Bavaria.

Entering new markets presents real challenges for the medium-sized enterprise’s production and logistics departments. So Cotelea called on the Senior Expert Service (SES) for assistance. The SES is a German private-sector foundation that puts retired experts in touch with businesses. In January 2018, a SES representative will visit Panilino to assess and assist the two departments.

“Germany’s vocational education system really inspired me. During the MP, when I learned that the GIZ was working with our Ministry of Education on a pilot project in Moldova, I applied straight away”, Cotelea says. Panilino just signed a contract for a joint venture with a vocational school where, every two years, 25 student bakers will complete their practical training with the pastry chefs.

Cotelea was just 27 years old when he completed the MP. The Programme gave him a chance to develop his skills and his boss has already rewarded his commitment to self-improvement. Cotelea, who worked at a bank for three years, is now in charge of optimising finances and acquisitions, and works closely with the marketing, acquisition and export departments. ■



Wind Energy versus Nuclear Power



A young start-up enterprise in Belarus establishes a wind farm – in the same region in which the country’s first nuclear power plant is currently being built. This sounds like a battle of David against Goliath, but it is a modern alliance between the Belarusian government and the private sector with the objective of diversifying the energy market. The country wants to become less dependent on natural gas from Russia, which currently covers about 90 per cent of domestic electricity demand.



Grodno. Vladimir Harbuz, a lawyer and entrepreneur, founded Zilant GmbH together with four other founding members. The start-up intends to utilise wind energy. The young entrepreneurs, who originally worked in the building industry, are setting up a wind farm near the small town of Zelva.

The Energy Centre in Minsk determined the northern and north-western regions of Belarus as the most favourable for wind energy. Thus, the businessmen decided on the administrative district of Grodno for their wind farm. As a result, two completely contrasting energy plants are being built in the same region. The country’s first nuclear power plant, Ostrovets, is being built close to the border with Lithuania, just 230 km away from the wind farm. Its first block is intended to be connected to the grid in 2018. Both projects are meant to contribute to the diversification of the electricity market.

Harbuz’s wind farm comprises six wind power plants manufactured by Vestas Wind Systems A/S, which he bought in Germany. “Most of the wind power plants operated in Belarus are from Germany”, the

41-year-old businessman says. The “Made in Germany” brand is acknowledged and also ensures exemption from import tariffs as Belarus does not levy customs duty on equipment imported for the generation, conversion and distribution of electricity from renewable energy sources. The wind farm should be completed by the end of 2017. Then the wind turbines will turn for the first time, generating “clean” energy. By then Harbuz and his associates will have invested roughly four million euros in the wind farm. They financed 85 per cent of the sum through a European loan, and the rest with their own capital. The start-up estimates an annual turnover of one million euros, which would mean that the investment would pay off within a few years.



Vladimir Harbuz

There is no need for the founders to worry about the marketing of wind energy. The state has committed to purchasing the electricity generated and it will be fed into the grid of the public energy provider Belenergo. The income Harbuz receives for his electricity from wind energy is attractive and is regulated through the reimbursement system for electricity from renewable energy which is based on the Belarusian Law on Renewable Energy Sources.

Harbuz participated in the MP focusing on renewable energy in 2016 as he was a newcomer to the green electricity market. He was particularly interested in the topics “the management of wind energy plants” and “electricity storage” which were dealt with during training. “The storage of excess electricity is still the bottleneck of renewable energies”, he says. Even though this will not affect him in the coming years due to the government’s purchase guarantee, it raises fundamental questions for electricity producers in the long term. “In Germany, both centralised and decentralised electricity generation are discussed and put into practice. Wind power plants with a kind of XXL accumulator for storing electricity already exist”, he explains. In addition, conventional pumped storage systems are also used in Germany and there are research concepts by the Federal Government for compressed-air and hydrogen storage in salt caverns as well as concrete spheres in Lake Constance. Harbuz will be closely following the progress of these projects.

Solar energy is a further promising field for the producers of green electricity. The construction of 22 solar power plants in Belarus between 2016 and 2018 is planned. The young enterprise is currently preparing the documentation for a public tender for the construction of a solar park. ■



Modernisation in the Agriculture, MP Style



The Vinnytsia Agroproyektbud farm in the Vinnytsia region of Ukraine mainly grows maize, winter wheat, winter rapeseed, soy and sunflowers. In 2016, the firm sent its top-level executive to the Manager Training Programme in Germany. Vasyl Matienko was looking for technologies to modernise production. He brought home not only contacts and equipment, but also a new crop – raspberries.



GIZ: *You were looking for new partners in Germany. So did you find them?*

Vasyl Matienko: Yes, the MP has helped us a lot in positioning ourselves in the market and making an informed choice. At an MP event, we were introduced to the Amazonen-Werke H. Dreyer GmbH & Co. KG. We very much liked their agricultural machines and, as a result, we purchased a seeder and a tiller. These new technologies allowed us to speed through the spring fieldwork – and increase the yield as well.

How did you finance your investment? International donors are behind the financing of many Ukrainian projects – the European Investment Bank alone supplies three billion euros in financial aid.

Since we have a very good credit rating and reputation, we can easily find banks

to finance our projects and acquisitions. So it was no problem to find a Ukrainian bank that would lend to us. We also funded half of the 340,000-euro investment out of our own pockets. During the MP, I learned about many financing options for purchasing German technologies which I will keep in mind for future investments.

What are your other plans?

We want to further modernise the cultivation and processing of our agricultural



products, and automate the processes as much as possible, so we can save on expensive labour and complete all the cultivation-related processes within the optimal timeframe. This will enable us to increase profits over the longer term.

That sounds like you're going to start downsizing in the near future. Are you?

No, in fact we have hired additional staff. On the one hand, we are expanding the area we have under cultivation, and on the other hand, we are looking for new crops. We have also started working with crop plants that require more manual labor.

What are you growing on your new farmland?

Mainly our traditional crops. But we are also trying something new in that respect. In 2016, we purchased 2,100 seedlings of seven varieties of raspberries from a distributor in Germany. They fruit from June to October. We want to trial them as crops, to see if we can nail down the specifics of their cultivation. Then we'll decide if we can grow them industrially.

How did you settle on raspberries?

We were looking for another crop to grow, but one with a larger profit per hectare. And then we stumbled on raspberries (laughs). If we decide to grow them on an industrial scale, we will need more special technologies. We want to use high-quality machines, like the ones made in Germany. We need harvesters, freezers and maybe berry processing equipment.

Do you also export your goods, or do you only produce for the domestic market?

We operate in the B2B sector and sell to distributors. Then they sell most of it outside the country, with only a small percentage of it being sold domestically. So our products, including raspberries, might just make their way over to Germany!

Mr. Matienko, thank you for the interview and we wish you every success with the raspberries! ■

Countering the Threat to Global Nutrition



The problem of meeting the global nutrition needs is number four on the list of the most significant global risks facing us in the decades to come. This is a conclusion of the "Global Risk Report 2017" issued by the World Economic Forum, which produces an annual analysis of the top global developments and assesses their political and economic significance. Two MP graduates have now teamed up to develop a project that will help fight this problem.



Novosibirsk. Pyotr Kutsenogy and Vyacheslav Zykov met at a Manager Training Programme alumni gathering in Russia. The resourceful entrepreneur Zykov quickly discovered a worthy counterpart in Kutsenogy, an experienced and successful biotechnologist. Together they developed the idea for an innovative, pioneering product: to produce high-quality animal feed for livestock farming made of waste products from the food industry and factory farming.

Factory farming now faces a challenge. Increasing numbers of people want to eat more and more meat, and are also becoming more able to afford it. According to estimates of the United Nations' population division, the global population will reach about 9.7 billion by the



year 2050. By way of comparison, the figure was only about 2.5 billion people in 1950. Demand for meat is expected to increase by 60 per cent by the same year, according to the global risk report. However, agricultural land suitable for planting feed crops are limited and competes with other types of land use.

Yet at the same time – and especially in Russia – there is a lot of potential in the reprocessing of waste products. "I was impressed by the waste separation and the implementation of the EU's Zero Waste strategy in Germany", says Zykov. It was during his Manager Training Programme in Berlin that the reuse of waste substances first became part of his personal agenda. That was in 2012. At that time, Zykov was active in municipal waste disposal with his enterprise Chistyj Gorod ("Clean City"). After the MP he became increasingly involved in waste separation and founded a subsidiary for reprocessing raw materials found in waste. Having this enterprise and his wide-ranging skills and contacts at his disposal, he met Pyotr Kutsenogy in 2013, who had many years of experience in research in Germany and Russia, and had already completed his

doctorate in science at the age of 25 in Mainz.

Kutsenogy has this to say about his participation in the MP in 2005: "In Germany I realised that what I was trying to achieve – implementing innovative research technologies in the real world – would take too much time if I stayed in research. It was then that I switched over to commerce. I have been working in different enterprises over the past ten years and am very pleased with the decision I made", says the 48-year-old, who has been managing the affairs of Sibbiofarm, a biotech firm from Novosibirsk, for the past two years.

He and Zykov launched the project "Agricultural Zero-Waste Production" together. With the help of a biotech method developed by Kutsenogy, Zykov's business processes livestock farming waste to produce high-quality animal feed. The feed is produced without chemical additives and offers higher productivity than standard animal feed – milk production can be increased by 20 per cent, for instance. "The first production sold out very quickly", Zykov reports. The business partners recently won second place with their plan in the Russian 2016 "Manager of the Year" competition.

With their project, the two committed entrepreneurs are helping to expand Russian meat production. It is currently not sufficient to meet the country's own needs: one-third of the meat needed for about 144 million inhabitants has to be imported. But in the future this innovation will not only benefit Russia. In addition to selling the animal feed, the two are planning to sell licenses. They are now having the technology patented. "In many poorer countries the people could then produce low-cost feed on their own", says Kutsenogy. The two MP graduates are therefore contributing to the fight against a global threat. ■

“I am drawn to green energy”



Germany has played a key role in Sofiane Kallel's career. After completing secondary school, the Tunisian studied computer science in Karlsruhe and, at the age of 29, successfully challenged himself to founding his own business. After returning to Tunisia, his first start-up was a subsidiary of a German IT firm. A few years later, he founded an automotive-parts supplier. In 2011, he turned to renewable energies, networking at trade fairs in Germany and Europe to prepare the ground for this new venture. In an interview, the 46-year-old managing director of Shams Energy Access talks about positive developments in renewable energies in Tunisia and how the MP helped him establish his firm.

GIZ: Mr Kallel, in June 2014, you came to Germany to take part in the MP. What motivated you to do so? It seems you were already quite familiar with the German market?

Sofiane Kallel: I took part in a specialised “renewable energies” MP. At the time, a business partner and I had just founded a business to sell and install photovoltaic systems. I had some start-up experience, and was really drawn to “green energy”. The Programme fit perfectly with our plans to expand into manufacturing. While in Germany, I contacted component suppliers and machine builders. But the specialised knowledge we gained in the field of renewable energies was also invaluable. As a newcomer to the industry, I am always grateful for expert know-how. And as a pioneer in expanding renewable energies, Germany is an excellent source of inspiration.

Did the Programme help you develop new business contacts?

At Intersolar, the world's leading solar industry trade fair in Munich, I looked at a lot of firms and I established a lot of contacts as part of the MP. Not every

contact yields results, of course, because the fit is not always right. I had sounded the market out before founding my firm. In the process of doing so, I came across Wemhöner Surface Technologies GmbH & Co. KG, a mechanical engineering company, from which we sourced a machine in order to establish our factory. That was a system for laminating photovoltaic modules which we invested 300,000 euros in. Through the MP, I then got to know Krannich Solar GmbH und Co. KG, a solar module wholesaler. We signed a contract with them for the supply of inverters worth around 200,000 euros. Production has been up and running for over a year now and my business partner manages the enterprise we founded, called Shams Technology.

How is the renewable energies market developing in Tunisia?

It is very promising right now. A new feed-in law has just come into force that regulates the framework conditions for feeding energy into grid belonging to the state-owned energy provider known as Steg. This has opened the market up to independent suppliers, which in turn offers

us great opportunities as a solar-energy systems manufacturer and installer. In the past, solar energy was limited to personal use. Incidentally, I was one of the first in Tunisia to install a photovoltaic system on my roof in 2010. According to the national plan, the share of renewable energies involved in generating electricity is to rise to 30 per cent by 2030. An ambitious plan, especially considering that more than 90 per cent of our electricity came from natural gas in 2013. You can see the huge potential here.

How do you expect your business will develop?

We anticipate 200 installations with a turnover of one million euros for 2017. This represents a sales increase of 100 per cent compared to last year. We only installed 25 systems when we started out in 2014 – the year I took part in the MP. This year, we expect sales of the photovoltaic modules we produce to generate half a million euros. We sell most of the modules, though we also install around 15 per cent ourselves for our customers.

Who are your customers?

To date we have only installed systems for private individuals because of the legal framework. In the future, the market will expand to include independent energy suppliers and corporate customers. We also want to export our modules, starting with Egypt. The MP was incredibly helpful in preparing for this next step and in setting up production. ■

Thank you so much for talking to us, Mr Kallel!



Sofiane Kallel (r.) and his business partner Medji Kilani, in the new solar module production facility in Kairouan

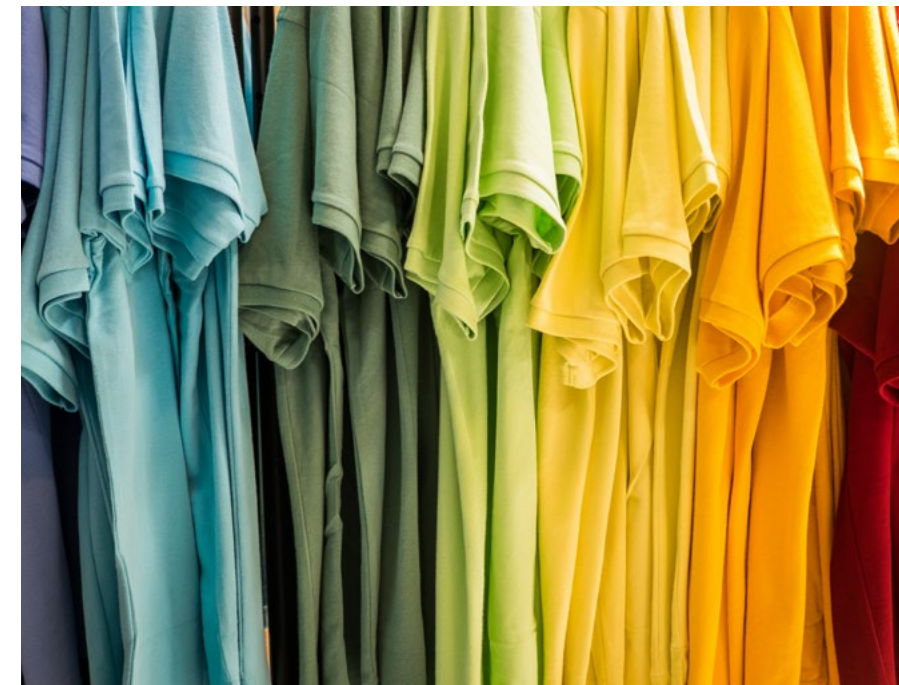


Shams Energy Access is banking on Tunisia's great solar energy potential. The Tunisian government plans for 30 per cent of the country's energy to be generated from renewable resources by the year 2030.

Modern Management Practices and Business Ethics



Indian textile manufacturer Chockalingam Seshagiri participated in the Manager Training Programme in Germany in March 2016. The visit was very important to him, as it enabled him to secure the future of his business. After losing a German client and another key account, he urgently needed new major customers. For him, though, the real benefit of the Programme was actually the new ideas he gained for restructuring his firm.



Tiruppur. Having produced textiles for export for ten years now, Chockalingam is an old hand in the textile industry. His speciality? Sweatshirts, T-shirts and polo shirts. “I loved wearing T-shirts as a child”, the clothing expert recalls. The 46-year-old started his own business 17 years ago. He initially worked as a corporate reseller before moving into outerwear production several years later.



In his search for new customers, Chockalingam participated in the MP in Germany in 2016. The German market was by no means new territory for him – he had already produced clothing for two major textile retail chains. However, he increasingly found himself under price pressure

from the Hamburg-based firm which he was contracted to supply. Chockalingam was no longer able to deliver products in line with his principles of high quality and ethical production that he had set for his enterprise, The Ainnurruvar.

During a business meeting in Germany, the committed textile manufacturer introduced himself to Carson Company GmbH, a B2B company for workwear clothing. “They weren’t actually looking for new producers. But then they were so impressed with my quality and references that they did contact me after all”,

Chockalingam says proudly. He has since delivered three orders with a total of 17,000 T-shirts and polo shirts. Business is going well. This time, the chemistry is right: the German partner shares his ethical values.

Reforms in Management Practices

The Ainnurruvar’s employees will soon be able to enjoy more free time: Chockalingam recently introduced a weekly review system to boost his employees’ productivity. “I told them that they can do more work in less time, and enjoy more free time thanks to more flexible working hours”, Chockalingam explains. Productivity is considerably lower in India than it is in Germany. In 2016, the per capita GDP lay at 1.723 US\$ in India compared to 41.902 US\$ in Germany.

The new review system was developed during a “Holiday Meeting” that Chockalingam held with his staff immediately after the MP to share what he had learned during his training. They talked together in relaxed surroundings and discussed new methods and ideas for the firm. Beside the review system, the switch to a process-oriented work model focusing on the procedures rather than assigning responsibility was introduced. The meeting also marked the start of the development of work regulations. These have since evolved into comprehensive guidelines clarifying responsibilities, measures and actions in the event of incidents. “In the past, employees rushed to my office completely beside themselves when problems arose. They didn’t know what to do and wanted me to sort everything out for them. These days, they come to me entirely composed, and report what has happened and what they intend to do. I then simply need to nod”, Chockalingam explains. This also reduces the pressure on him, leaving him to devote the time gained to developing the business further – his vision of setting up a green production joint venture, for example. ■

We are interested in your opinion!

Please give us your feedback about this journal at <http://feedback.managerprogramm.de>





Follow-up participants in New Delhi learned that they should be careful when introducing changes

Change Management Prepared Properly

During their stay in Germany, most MP participants generate numerous new ideas for positioning their enterprises more effectively in the domestic market and preparing them for international business. However, it is not always easy to communicate to management and employees, who have not participated in this experience in Germany, the necessity of change. At a workshop in New Delhi, Indian MP alumni learnt how to master this challenge and successfully implement change.

New-Delhi. “We have always done things this way and been successful!” or “What good will that do? It won’t work anyway!” are common reactions to announced changes. Poor preparation of the change process and particularly of an appropriate communication strategy are often the reason for this resistance. A major part of the workshop was therefore dedicated to the correct preparation of change projects, using the Indian managers’ example cases as the basis.

A thorough stakeholder analysis and a well thought out communication plan for the various stakeholders can facilitate the start of the change project. Which stakeholders are particularly affected by the planned changes and, at the same time, have a strong

influence on decision-making within the organisation? Special attention should be paid to these individuals so that they support the project and enter into a so-called leadership coalition. Developing a change story makes sense in order to gain this support – not only from decision-makers but also from employees. Some follow-up participants dealt with the following questions on the basis of an example case:

How do I create urgency for the project? How can we benefit from the changes and what would happen without them? What is the vision behind the change? The Indian managers then developed a communication plan to fit to this change story and defined what was to be communicated to which group and when. The case specifically dealt with the installation of a technical director to be entrusted with the optimisation of production processes at four factories of a components supplier for household appliances and with the coordination of the planned automation process. This reorganisation had some potential for conflict as it was intended that one of the four factory managers would receive the position and thus have the authority to issue directives to the other three factory managers. Nevertheless, it was necessary in order to better react to technical developments and ensure a consistent quality standard. Without these changes, the enterprise would be disadvantaged in international competition. The MP alumni drew up a communication plan which emphasised this necessity and the advantages the changes offered and was intended to convince the management and employees of these.

Gergs’ 8 Principles of Continuous Self-Renewal for Organisations

- | | |
|---|---|
| 1. Encourage self-reflection | 6. Experiment |
| 2. Intensify communication and networking | 7. Establish a culture of mistakes and feedback |
| 3. Allow diversity and maintain paradoxes | 8. Perseverance and cyclic thinking |
| 4. Doubt and forget | |
| 5. Explore | |

Other working groups dealt with change management in general. What steps are necessary for completing change successfully within the enterprise? Two models were available to the Indian managers in finding answers to this question. On the one hand, they worked with the 8 Step Model created by John P. Kotter, which provides a good guide for classical change projects. It is a further development of Kurt Lewin’s 3 Stage Model, which mainly focuses on the preparation of the change process, i.e. the “unfreezing stage”. Four of the eight steps of Kotter’s model deal specifically with this stage. However, in the end, the whole process from the preparation to the implementation and anchoring of changes in the enterprise’s everyday business activities must naturally be supported by the managers.

The second model introduced during the workshop is also based on eight principles for continuous self-renewal: it is a new concept by Hans-Joachim Gergs aimed at the development towards agile organisations. The more agile an enterprise, the greater its flexibility can be in reacting to the requirements of a rapidly changing environment. In an environment that can be best described using the acronym VUCA (Volatile, Uncertain, Complex, Ambiguous), the ability to change continuously can be decisive in the success or failure of an enterprise. It is not so much a matter of successfully implementing individual changes, but more about organising the enterprise in a way that enables change to become the rule and part of the employees’ everyday working life. In agile organisations, employees have more responsibility and scope for development. This leads to network structures with organisational boundaries that are newly defined according to projects and requirements. Agile methods such as Scrum or Design Thinking (see issue 10) shorten product development cycles and establish a culture of continuous trial and improvement.

On the basis of both models, two groups discussed which aspects in Indian change projects offer the most potential and how this can be best used. During group work based on Kotter’s model, the Indian entrepreneurs identified some aspects that should receive more attention in future change projects in their enterprises than

Kotter’s 8 Step Change Management Model

8. Anchor change in the corporate culture
7. Consolidate success and derive further changes
6. Generate short-term wins
5. Enable action by removing barriers
4. Enlist a volunteer army
3. Form a strategic vision and initiatives
2. Build a guiding coalition
1. Create a sense of urgency

has been the case so far. These included more transparent decision making and increasing the involvement of management in the decision making process. A clear communication strategy is necessary in order to demonstrate the necessity of change to management and employees right from the start and to create transparency for the individual steps of the change process. Splitting larger change projects into several smaller ones or staggering various measures can help the employees and management in that the successful implementation of a change creates more motivation to accept further changes.

In the Gergs’ change model working group, the MP alumni discussed how they could better prepare their enterprises for the volatile business world and move towards becoming agile organisations. Here too, the participants first defined for themselves the greatest differences between their actual and ideal situation and then jointly worked on development potential and corresponding suggestions for improvements. Special attention was to be given to the following points:

- An on-boarding programme should convey the corporate values to all new employees.
- Internal communication should be organised in such a way that employees’ ideas can be taken on board and put into practice.
- Clear task descriptions should make employees aware of their own significance in the overall success of the enterprise.

- Successes and achievements should be recorded and regularly communicated to the employees.
- Successes should be given more recognition and serve as good examples for other employees and departments.
- KPIs and Critical Success Factors (CSFs) should be clearly defined so that bonus models can be better aligned to results and corporate development.
- Internal processes should be simplified and standardised to make them as non-bureaucratic as possible.

Consequently, the participants left the workshop with numerous new ideas and approaches under their belt, enabling them to implement planned changes more efficiently after this follow-up meeting. ■



Timo Tekhaus, as project manager with the Akademie International in Hamburg, is responsible for organising and implementing the MP. He graduated from his trainer programme in early 2017, and since then has led several workshops and training sessions for MP participants.

Shanghai



China – Fit for Sales and Marketing

Successful Business with China

China is the world's largest market for many industries and economic sectors, such as the automotive, construction, foundry and steel industries, mechanical engineering, shipbuilding, railway technology, electronics, wind power, plastics and injection moulding, chemicals, solar technology and consumer goods. In some areas, China's global market share is already between 40 to 60 per cent, and by 2017 China will account for more than a quarter of the global automotive market. Some premium models of Western car manufacturers already generate more than half their sales in China alone.

China's government has set new targets to counteract its image as the "workbench of the world". Ambitious and promising, the plan is to upgrade all technological, qualitative and forward-looking industries by 2035/2045 to make China the global technology leader by 2045 at the latest. The government has earmarked enormous resources for design and research institutes. The drive is on to ratchet up in-house development activities in both firms and at design and research institutes. At the same time, China has significantly tightened environmental regulations and other sector-specific conditions, resulting in consolidations and business closures in some industries. As a result, qualified market participants are increasingly gaining larger market shares, opening up potential business opportunities for firms selling among others high-quality equipment and process know-how.

In China, the trend is moving away from product piracy towards in-house product development. China already leads the world market in terms of quality in some



sectors, such as e-mobility batteries, certain new materials and electronic products. The number of patents also speaks for itself, and China was the global leader in patent applications in both 2016 and 2017.

Marketing

Successful marketing should look at key aspects specific to China. As a rule, you cannot simply translate your communication and marketing strategy into Chinese. It is important to take intercultural differences (symbols, numbers, language, desires, different value scales) and culturally informed forms of perception in account as well. The Chinese, for example, associate the numbers 3 and 8 with happiness, while the number 4 stands for misfortune and death. Humour is also often fundamentally different and should only be used with great sensitivity and care in marketing and advertising.

In China, brand awareness and popularity has a disproportionate impact on

the success of marketing and consumers' buying decision process. Conferences and presentations for the target group, and the targeted use of print and digital media can improve brand awareness. It can also be very effective to work with well-known network partners or a famous name in China.

Xinhua News is the state news agency that controls and monitors all publications and areas of the media. Good relations with Xinhua can therefore help to improve public awareness and perception through positive reports and associations.

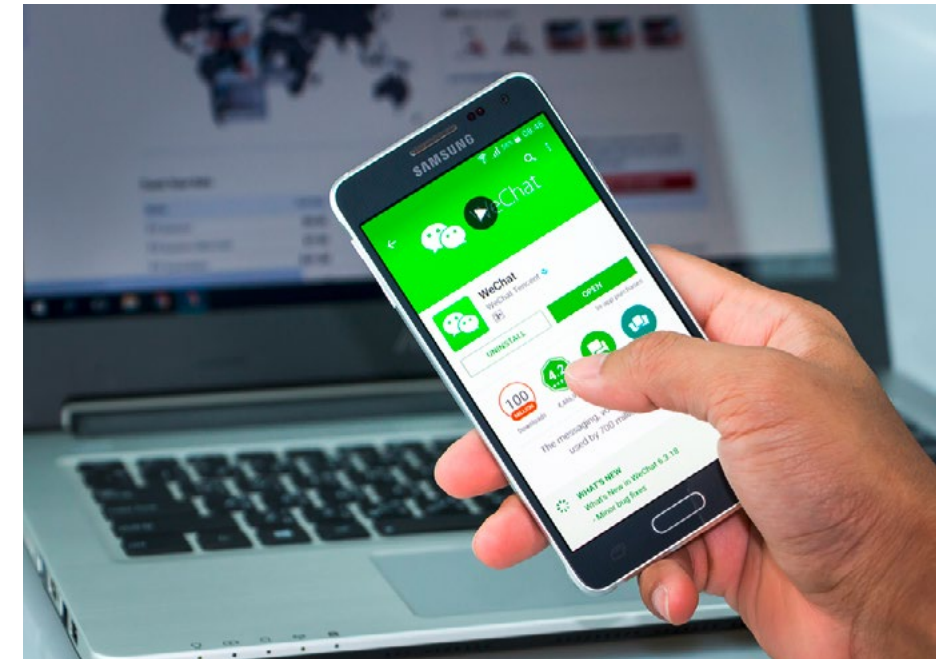
E-Commerce and WeChat

The e-commerce sector (B2B, B2C, O2O) is growing disproportionately fast in China. While there are many platforms, Alibaba is the only one generally known in Europe. Chinese consumers are very open to digital marketplaces and distribution channels. Before setting up an e-commerce platform or webshop, it is important to look at the legal guidelines, such as restrictive foreign trade structures. Firms often engage sales and distribution service providers for foreign trade and for business sectors that require special permits and licenses.

Along with e-commerce platforms, the WeChat messaging app is becoming an important advertising platform. Similar to the WhatsApp social network, WeChat has considerably more business and marketing options. It is incredibly popular in China where people are increasingly using WeChat features to book hotels and aeroplane or train tickets, order a taxi, or purchase consumer goods and services. Since WeChat is more than just a means of communication, it is important to remember it is not a very secure channel and should not be used to pass on sensitive information.

China's Unique Marketing Features

Even in a market this size, firms should take some of the unique characteristics of marketing and sales in China into account. These include trade restrictions, as only a limited number of enterprises are permitted to engage in foreign trade. A currency that cannot be converted is unique, along with a whole host of licens-



ing requirements for operating in China and industry-specific authorisations. Foreign investors cannot invest in every business sector and activity. Governmental sponsorships and subsidies are often non-transparent. To be approved for sale in China, some products will have to pass quality testing, such as the China Compulsory Certificate (CCC) or the China Food and Drug Administration's (CFDA) industry-specific approval process for medical technology, for instance. Clarify ahead of time whether potential business partners are compliant with all the applicable guidelines and have any necessary licenses.

Traits of the Chinese Supply Chain

Foreign market players often underestimate how influential Chinese-specific supply chain design can be, and the cost-saving opportunities it represents. Many supply chain factors can be optimised to generate economic and monetary benefits – sometimes even in the double-digit percentage range. Western countries have very transparent markets, so businesses tend to establish the shortest possible supply and value chains for both sales and procurement. In China, private firms, collective enterprises, and state-owned enterprises receive different credit terms, which can result in substantial differences in cost when financing projects or individual orders. Involving a third party that pays less interest on loans as an intermediary is a fairly common practice. Payment terms and conditions can also vary depending on a firm's status. Subsidi-

es are not particularly transparent and market participants with access to subsidies are often integrated into the value chain because they can make the project "cheaper" or increase participants' margins or competitiveness. Consequently, it can make economic sense in China to artificially extend supply and value chains. Firms should consistently monitor the market and set transaction structures on an individual basis based on supply chain opportunities. Many Asian firms have their own supply chain departments that focus solely on analysing these particulars and savings options.

There is good sales potential in technologically driven sectors, such as industry 4.0, automation technology, the environment, energy, efficiency optimisation and, more recently, increasingly in consumer goods. Purchasing power is steadily increasing and the growing upper class with more than 150 million potential buyers of luxury goods places great value on well-known and prestigious products. Here too, it is important to establish a positive corporate image in China. ■



Birger Vinck is the managing director of Vinck's Agency for Consulting and Trading (VACT) in Germany and China. With more than 700 successful projects, VACT is the market leader for sales and procurement services in China. Furthermore, Vinck has served as project manager for the largest joint venture in the Jiangsu Province. He is a court expert on trade and business with China, the author of numerous publications and is often asked to speak at European and Chinese events.

Learning from Young Leaders

Millennials, young executives and start-up founders are driving the economy at a breath-taking pace. Traditional firms can learn a lot from them and succeed with their help.

With digital core competencies, an incredibly high pace and a nose for innovation, millennials – the generation born between 1985 and 2000 – are driving new business, sales, marketing, organisational, financing, communication and purchasing models forward. They live differently, work differently and learn differently. And in doing so, they have long since created a parallel world completely unmoored from traditional methods that, if at all, is only partly connected to the old economy. This younger generation is increasingly defining our future – as well as the scope of influence that traditional businesses will have in it. Whoever wants to succeed in the future needs to be ready for and appealing to this generation's world, because it's their world that we will be fitting into. So instead of complaining about young people

being submissive and conjuring up generational conflict, the economy should seize the opportunity. The process of digitalisation is shifting to turbo. How will businesses handle this change? By using the talents of the same people who own the future: the millennials, digital natives born into the internet age.

20% Digital – 80% Transformation

It is already abundantly apparent that changes are necessary in this new, cast-changing business world. Yet unfortunately, the omnipresent discussions about the digital world tend to overlook one thing: every transformational process also represents a challenge for corporate culture. The technologies themselves will not be the solution. Anyone who does not manage to take the people along is doom-

ed to failure. The digital element makes up about 20 per cent, while the remaining 80 per cent is pure transformation. This pressure to transform necessarily affects the organisational structures and leadership processes as well. This is where the millennial generation enters the plan. It is the best-educated and most creative generation ever. They do not want to control, but to shape. The change that they have already technologically and culturally set in motion will be recognised as the greatest of all time. They will be setting the frontiers of the future and turning science fiction into reality before our very eyes.

Foundation for Viability in the Future

As a generation of people who are digitally savvy, interested in many different things and marked by globalisation, millennials can recognise potentials at lightning speed, identify market differences and put together solutions in completely novel ways. They are already skilled in dealing with constant change, and have already mastered complexity. They have acute emotional intelligence – and are always ready with plan B in the jungle of various options. They are team players, ready for dialogue and perfectly networked. In a nutshell, they are the foundation for an enterprise's viability in the future. Millennials do not



The Culture of Innovative Start-Ups

The culture of innovative start-ups is based on continuous development and customer focus. One of the basic start-up principles is "Delivery is better than perfection". The executives often exhibit humility and willpower. They know that poor leadership is one of the main reasons that high potentials drop out. They also create a learning environment that supports mentoring, constructive feedback and a culture accepting of mistakes. Trial and error leads to continuous improvement. Adjustments are made very quickly when needed. Innovative start-ups have self-reflective teams. They practice continuous benchmarking in order to keep on improving and to never miss the boat. The latter can happen very easily in our digital world. Adaptability, customer focus and the utilisation of employee potential are now essential for market survival. The first step is to take an outside perspective. The emphasis here is on customer needs, employee expectations and the competitors. Adaptability means being able to respond rapidly to changes within these groups. Studies have shown a direct correlation between high performing firms – the so-called "digital winners" – and their ability to react in real time to changes. This is part of start-up DNA. This is why, together with digital competency, they are pretty much the perfect companion on the path to the future. Here is what classical businesses in particular can learn from the lean start-up approach:

PIVOTING: Originally planned procedures are discarded immediately if they do not prove to be viable on the market. Fast changes in course are taken if the winds turn suddenly.



In traditional firms, ongoing projects or annual planning are still followed even if their non-viability has become apparent. There, cautious waiting and sticking to protocols is standard practice.

AVOIDING WASTE: This is the basic principle in start-ups because resources in the form of time, money and staff, are always scarce. Arduous reporting, unnecessary meetings and the entire self-busying bureaucracy of traditional businesses are therefore taboo.

VALIDATED LEARNING: The business idea per se as well as all of the development steps are optimised iteratively using customer opinions. The best ideas frequently come from outside the business. Continuous feedback loops of testing – learning – improving – testing – learning – improving make it possible to

correct the course rapidly. For this, usable, minimum viable products (MVPs), are launched quickly and then successively tested by users in their real environment. This enables ongoing improvement, and superfluous elements are eliminated immediately.

TAKING THE CUSTOMER'S PERSPECTIVE: Taking to the street, observing users in action and speaking with (potential) customers is a basic technique in the lean start-up system. In traditional businesses, on the other hand, what engineers and developers consider to be the ideal solution is thrown onto the market and then validated retrospectively based on extensive customer satisfaction surveys using predetermined questionnaires. Representativeness is important though? Nonsense! 20 out of 20 testers saying that a product feature is terrible is a lot to go on.

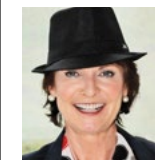
rebel against the old ways of doing things – and that makes up the biggest difference between them and the change generation of the late 60s. They simply and casually go about the business of remaking things. Digital transformation? They simply rub their eyes in surprise. What do they need to transform? They have long since been living in a digitally transformed universe. And when they create work environments, they are already adapted. Domains which traditional firms have had to arduously think their way into are already familiar territory to them. Their basic needs are food, drink and Wi-Fi. And they are in constant motion in hives that are at home in the vast regions of the web. Using that for your own ends and finding inspiration from new thoughts and fresh ideas is pre-

cisely what separates future business high-fliers from the rest of the pack.

The Best of Both Worlds

Of course, the experience of the older generation is still valuable. And doubtless, younger people can benefit greatly from the knowledge of their seniors. But from now on, a traditional firm can only really succeed if it first learns from the approach of young entrepreneurs and start-ups, the drivers of economic change, and then also actively involves their young employees in leadership roles. More than ever before, young people can help established market players to prepare for the increasingly rapid business cycles of the future, that is to become more agile, think more digitally, collaborate more and risk dis-

ruptive processes. These are precisely the parameters of success in the next economy. ■



Anne M. Schüller is a management thinker, keynote speaker, award-winning bestselling author and business coach. The graduate in business administration is considered Europe's leading expert on touchpoint management and customer-focused business transformation. Her client roll includes the elite of the German economy. Together with Alex T. Steffen, she has recently published the new book "Fit for the Next Economy". Contact her through her website at: www.anneschueller.de



Alex T. Steffen is a management consultant focusing on innovation and digital transformation. Previously, he worked for analog companies and digital start-ups. So in terms of the respective working environments, he is familiar with both sides of the fence. He has a Bachelor of Science degree in International Business. His keynote presentations and workshops are aimed at helping firms become more flexible and robust when the winds change. Contact him through his website at: www.alexsteffen.com

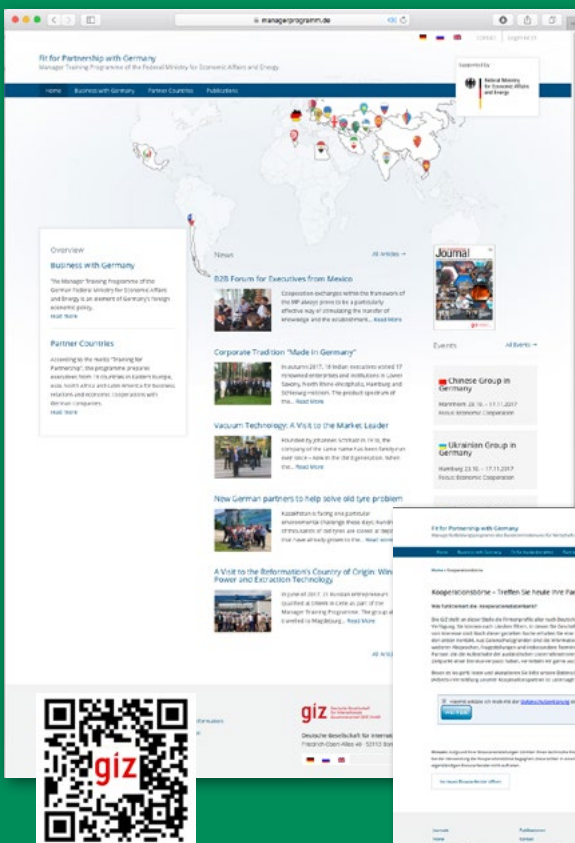
The Manager Training Programme of the German Federal Ministry for Economic Affairs and Energy on the Internet:

Lots of information at a glance for participants or anyone interested in the Programme!

www.managerprogramme.com

The Manager Training Programme:
Now on Facebook!

www.facebook.com/managerprogramme



Meet your partners of tomorrow today!

Come and find potential business partners
in our Cooperation Forum at
<http://www.managerprogramm.de/kooperationsboerse>

We are interested in your opinion!

Please give us your feedback about this Journal at
<http://feedback.managerprogramm.de>.



Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ) GmbH
Friedrich-Ebert-Allee 40
53113 Bonn
T +49 228 4460-1227
F +49 228 4460-1333
E mp-pr@giz.de
www.managerprogramme.com

Manager Training Programme

Supported by:



Federal Ministry
for Economic Affairs
and Energy