



# Developing Skills for Employability with German Partners

8 Success Stories from Russia

**iMOVE<sup>®</sup>**

TRAINING – MADE IN GERMANY

AN INITIATIVE OF THE



Federal Ministry  
of Education  
and Research



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## **Imprint**

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## *Preface*

According to an up-to-date survey by the German-Russian Chamber of Commerce Abroad, German enterprises increasingly invest in regions in Russia. Many plan new projects also for the coming years, thus further highlighting the desirability of the Russian market. The decisive factors when choosing a location are economic potential, infrastructure and skilled labour. Since there is great demand in Russia in particular as regards specifically practice-oriented employee qualification, Russian vocational education institutions increasingly seek cooperation with German educational institutions and German enterprises.

The Russian government's current "Strategy 2020" also includes the field of education. According to experts, however, the part dealing with vocational education and training is in its present phase not yet suited to adequately meet the challenges of the employment market. Like many other European nations, Russia, too, needs to adapt to an increasingly ageing society. Increased endeavours for the further development of vocational training and continuing education with the aim of promoting the international competitiveness are considered the appropriate reaction to this demographic development.

"Training – Made in Germany" offers the necessary know-how to meet the challenge in the field of vocational education and training. Germany has a long-standing tradition in this field and enjoys a high reputation for the demand-driven and practical orientation of its qualification programmes. The integration of professional, social and methodical competencies characterises the kind of knowledge German partners can provide.

The initiative iMOVE was established by the Federal Ministry of Education and Research in 2001, in order to promote international business relations of German training providers with international public and private organisations. iMOVE services include a multilingual database which contains information about German training providers, seminars, trainings, and trade visits abroad.

This brochure presents eight success stories of skill development realised in a joint effort by partners from Germany and Russia. With its focus on employability, "Training – Made in Germany" provides interested Russian partners with access to dual system vocational education and training services and continuing education modules that are well-tested and implemented with a high degree of practice-orientation.

Markus Milwa  
Director, iMOVE



## Education and Technology Centre of the Leipzig Chamber of Crafts Practical continuing education for Russian construction professionals

In Russia, the development of economic clusters and the associated vocational education and training provision has never been of such relevance as it is now and in St Petersburg, in particular, the construction industry is regarded as one of the clusters with the highest priority. The Bildungs- und Technologiezentrum (BTZ – Education and Technology Centre) of the Leipzig Chamber of Crafts was one of the participants in the International Conference for Vocational Training in the Construction Industry, held now for the fifth time in the Russian metropolis. It will prepare its Russian partners for participation in the 2013 World Skills, the “Vocational Training World Championship”, hosted in Leipzig. Its main field of activity, however, is the training of Russian construction professionals in preparation for occupational practice.

Since its establishment in 1996, the BTZ provides cross-company training for apprentices and training courses in the field of vocational further training and continuing education. One of the most modern educational centres for the crafts in Germany, the BTZ maintains more than 70 modern workshops comprising a total of 54,000 square metres. Professionals from more than 30 occupations in the crafts are trained at more than 700 workshop workstations. 130 workstations are available for

practical training in the field of automotive-related professions alone. Trainers holding the qualification of master craftsman or engineer provide well-founded and practice-oriented training for all participants. In addition, the BTZ is particularly committed to providing occupational orientation for young people.

From the start, the BTZ also has organised education projects together with international partners, including Mongolia, Hungary and Norway. To support its strategy of internationalisation, the BTZ attended several iMOVE seminars and workshops. In 2008, the consulting company Dr Seise helped to establish first contacts to Russia. Since that time, the BTZ in Leipzig provides seminars for Russian construction industry professionals.

Structural engineering, interior work, rehabilitation, reconstruction, industrial construction, energy efficient building design, road, bridge and tunnel construction: These are only a few of the topics that are of great interest to the Russians. Mostly, they are interested in everyday practice. How do the German construction companies work, how are they organised, which role is attributed to quality and health and safety: All these are topics the craftsmen want to not only learn about in theory, but experience first-hand. This demand resulted in a first series

# *associations in the construction industry seek contact to German trainers.*



of usually five-day-long courses for construction engineering students and apprentices in the construction industry, including their teachers. For the most part, these courses focus on professional issues, however, they also include cultural activities to give the participants a first impression of the country and its people.

In addition, seminars provide information regarding the structure and organisation of the dual and threefold system of vocational education and training in Germany. This includes the role of the chambers of crafts as well as examination systems, educational programmes and curricula and occupational orientation. The target groups for these seminars are decision makers from the world of politics, the industry, directors of educational institutions, industry and union representatives as well as trainers.

So far, some 200 Russian construction industry professionals, including many and, for the most part, young craftsmen, have attended a seminar at the BTZ and completed the course with

a certificate issued by the Leipzig Chamber of Crafts. In the long term, the courses are to be extended to a duration of two to four weeks.

The BTZ's cooperation partners in Russia include numerous providers of education in St Petersburg, Archangelsk, Smolensk, Ufa and other cities as well as the Federation for Vocational Training in the Construction Industry, acting as a coordinator for many activities relating the spheres of education, industry and politics. Further agreements regarding vocational training and continuing education have been entered into with the Syndicate of Building Associations and Construction Industry Organisations in the St Petersburg and the Leningrad Oblast region as well as with the Construction Industry Committee. The plans include the joint development of occupational and vocational training standards for the construction industry in order to develop the vocational training provision for construction industry professionals in Russia itself and in emulation of the German vocational training system.





## Deutsche Management Akademie Niedersachsen gGmbH (DMAN) Practice-oriented continuing education management courses

The occupational academy Deutsche Management Akademie Niedersachsen (DMAN) qualifies skilled labour and executive management personnel and promotes business contacts between Germany, Central and Eastern Europe and Asia. DMAN provides German and foreign national enterprises with a comprehensive service proposition of qualification measures and support in accessing new markets. The academy was established in 1989 by the German Federal State of Lower Saxony and associates from the world of industry in Lower Saxony.

Each year, more than 1,000 executive managers from the CIS, Eastern Europe and China visit the German DMAN head office. They attend management seminars and complete visits to and do work shadowing at enterprises with the aim of gathering information as regards current economic developments in Germany.

As regards German-Russian educational cooperation, the academy has been making an active contribution for 23 years now. For Russia, Germany is an important economic and modernisation partner. So far, more than 18,000 Russian participants have visited the DMAN in Celle in Lower Saxony. Since 1998, the DMAN maintains its own and very

successful representation office in Moscow at the Haus der Deutschen Wirtschaft (House of German Industry), which is responsible for the Russian partners and alumni.

Primarily, the DMAN offers practice-oriented, short-term measures of usually one to two weeks duration, hosted in Germany. Over the course of the years, several successful formats have emerged from this practice, which always are tailored to meet the customers' individual requirements. These formats include seminars on general management topics, which are intended to augment MBA programmes, as well as expert seminars on topics such as energy efficiency, e-government and innovation management. In addition, the service proposal includes seminars focusing on industry sectors, administration, university education and trade fairs and – specifically for Russian executives – seminars in other Western European countries and in China.



# Germany is an economic and modernisation partner.



The DMAN's Russian customers and partners are universities, administration departments, private institutions providing continuing education, chambers, industry associations and enterprises. The partners assess their demand for continuing education and create groups to attend seminars or other educational measures, they coordinate the subject matter and framework conditions with the DMAN and also take over the financial settlement. The DMAN then is responsible for the entire implementation of educational measures in Germany, ranging from organising the programme to picking up participants at the airport, from providing the tutors and interpreters, over organising accommodation and board for the participants, to the reimbursement of taxes upon their departure.

When implementing these programmes, the DMAN cooperates with a broad range of competent and well-recognised experts, including consultants and trainers, who are active both on a national and an international level, executives from within enterprises and administration departments, association representatives as well as practice-oriented university teachers and academic educational institutions. All qualification measures are further augmented by extensive information visits to enterprises, administration departments, universities and other organisations, allowing for an intensive exchange of experience. The majority of

Russian partners consider the practical approach and orientation of the DMAN programmes to be a decisive factor in favour of cooperating with the academy. The seminars in Celle in Lower Saxony convey essential aspects of translating into practical application the theoretical basic knowledge, which the participants previously have acquired in Russia.

For several years now, DMAN has been active also within the iMOVE network. The DMAN employees continuously take part in events organised by iMOVE and, in some cases, also act as contributors and speakers with proven expertise.



Internet: [www.dman.de](http://www.dman.de)



## Volkswagen Group Rus

### Uniform occupational standards for specialised personnel

To ensure the worldwide application of its production standards, the German automobile manufacturer Volkswagen is dependent on employing highly qualified skilled personnel at all its production sites. The enterprise therefore places high emphasis and value on the vocational training and continuing education of its employees. To this end, in the Russian region of Kaluga, Volkswagen has even gained the support from the Minister of Education and Science.

In 2008, considerations and preparatory work marked the first step in establishing a dual vocational training course at Volkswagen Group Rus in cooperation with the Kaluga College for Information Technology and Administration (KKITiU). In 2010, the vocational training course was launched for two occupations: Mechatronics fitter and automotive mechatronics fitter. Two groups of 12 apprentices each were given apprenticeship contracts. These assure the budding professionals of free working clothes, lunch, transportation to and from the workplace as well as a monthly grant. The vocational training course runs for a period of one year and ten months.

In 2011, the range of courses on offer was extended by three more occupations: Construction mechanic, automotive painter and production mechanic. This is to provide support for the production fields body construction, paint finish system and assembly. The prospective production mechanics receive their qualification from the Kaluga Polytechnic College, with which Volkswagen likewise has entered into a cooperation agreement.

In 2012, the first 21 graduates of the joint dual vocational training course programme completed their apprenticeship. They each received a state diploma issued by the college, a certificate issued by the Volkswagen Group Rus and a certificate from the German-Russian Chamber of Commerce Abroad. Moreover, Volkswagen offered work contracts in their respective field of qualification to all graduates. In March 2012, the participants of a Russian-German vocational training conference in Kaluga, including iMOVE, visited the Volkswagen Group Rus vocational training centres and gained a first-hand impression of the modern vocational training facilities and conditions on site.

Also in 2012, the vocational training proposition was extended to include the occupation of warehouse logistics specialist. At present, 12 young women are apprenticed to qualify

**VOLKSWAGEN**  
GROUP RUS

Internet: [www.volkswagen-rus.ru](http://www.volkswagen-rus.ru)

# Ensuring the worldwide application of production standards



for this occupation. This results in a total number of currently 132 apprentices at Volkswagen in Kaluga.

In future, the qualification of the teachers and trainers will constitute an additional core area of application in the endeavours of Volkswagen and its partnering colleges. The trainers' know-how regarding modern automotive vehicles, contemporary technologies and efficient production organisation is to be extended and intensified. All efforts to improve the conditions for training future specialised personnel and for their continuing education can only be successful, if at the same time the teaching staff is enabled to handle the equipment in a competent manner and to convey to the students the knowledge and ability required in mastering this equipment.

Another important project that Volkswagen pursues in Russia is to devise a development programme for potential personnel in the automotive industry until 2020 and to draw up occupational standards. The Association of Automobile Manufacturers Russia

as well as the Russian Ministry of Industry and Commerce and Russian universities all intend to contribute towards this project. The aim is to determine uniform requirements as regards the competences of specialised personnel under due consideration of the specific specialised tasks. The competences acquired in various enterprises are to be rendered comparable. Moreover, uniform standards are to apply also to the equipment of teaching institutions and to the qualification of teachers. The ultimate aims in creating uniform occupational standards include increasing the quality of work and occupational health and safety, resulting in strengthened competitiveness both on part of individual employees and of enterprises as a whole.

In the context of the STiP project (Studium in Praxisverbund – Studying with Practical Experience), Volkswagen has developed another qualification measure in cooperation with the Baumann University (BU) and the KKITiU in Kaluga. It combines the study course of engineering with the vocational training for mechatronics fitters. At the beginning of this year, the first students have taken up their training in the context of this dual study course.





## University of Kassel East-West Science Centre Environmental qualification programme for Russian experts

Since 2003, the Ost-West-Wissenschaftszentrum (OWWZ – East-West Science Centre) at the University of Kassel, established in 1992 for the development of scientific infrastructures by way of projects in Eastern Europe, advises all universities and universities of applied sciences in the Federal State of Hesse. It develops initiatives for the Federal State of Hesse with the aim of promoting the international networking activity in the fields of science, development and technology transfer especially in Eastern Europe.

The OWWZ's scope of services includes the provision of information on a multilingual internet platform as regards research and education in Eastern Europe and Germany. It initiates cooperation projects in the field of research and education and provides advisory services as regards funding and intercultural management of East-West projects. Moreover, it organises scientific events and continuing education courses. In order to address an even broader audience and raise awareness for its service proposition, the OWWZ is represented also in iMOVE's provider database.

In 2011, the OWWZ launched a Russian-language qualification programme focusing on environmentally relevant topics, which is designed to run over a long term and is being

adapted and further extended to meet with the respective current demand. The OWWZ devised the programme in reaction to previous cooperation programmes identifying the demand for vocational and academic continuing education on part of the Eastern European partners. In particular as regards the new environmental technologies, the University of Kassel and the North-Hesse region constitute desirable partners for countries in Central and Eastern Europe.

The courses are designed for Russian experts from the world of politics, administration, research and education. In 2011, that is, the first year alone, five seminars with a total of 90 participants took place. So far, most of these come from universities, research institutions as well as from small and medium-sized enterprises. The tutors are scientists and practitioners with a management role in industry and administration.



# Professional excursions increase practical orientation.



The courses convey knowledge as regards the development and application of new technologies. The current subject matter includes energy efficiency in the construction industry and in production as well as municipal energy saving programmes and decentralised energy supply. The practice-oriented course programme comprises three-day expert seminars and one-day professional excursions. The excursions provide the opportunity of experiencing examples of application and models on site. Depending on the respective field of expertise, the excursions visit enterprises with a leading role as regards technology (e. g. Viessmann and SMA Solar Technology AG), municipal institutions (e. g. energy model regions in Hesse), research institutions (e. g. a model plant for energy efficiency in production at the University of Kassel) as well as young spin-off companies and service providers. In addition, the OWWZ offers advanced courses for more in-depth knowledge and in-house trainings.

One of the enterprises visited in the context of professional excursions is the “Sonnenei” organic chicken farm in Alheim in North Hesse with more than 40,000 hens. The farm derived its brand name, “Sun Egg”, from its cooperation with photovoltaics providers. The facility’s roofs and external surfaces were rented out to the Kirchner Solar Group enterprise. On these surfaces,

Kirchner creates solar facilities, which in turn investors can purchase by the square metre. The adjoining open-air ground, to which the animals have unlimited access, features 50 shelters with solar collectors in the shape of solar sails following the sun’s course during the day. The twofold utilisation of the available surface area contributes to the protection of the environment and the landscape.

The seminars are organised by the OWWZ and carried into execution in cooperation with partnering institutions from the specific sciences, the world of industry and consulting, depending on the individual subject matter of the programme provision. The partners supporting the programme by the granting of scholarships, expert advice, excursion offers and advertising activities include government institutions, enterprises, foundations, associations, the German House of Science and Innovation in Moscow as well as two Russian universities.



## **Bildungszentrum des Sächsischen Handels gGmbH**

### **Practical retail knowledge for the Russian market**

Fast-paced product cycles, a changing market environment and new customer behaviour trends characterise the world of commerce not only in Germany. These challenges demand from persons working in the retail market the willingness undergo continuing education measures.

The Bildungszentrum des Sächsischen Handels gGmbH (Saxon Commerce Educational Centre) was established in 1991 as a non-profit educational institution and as a service provider for the retail market and closely related enterprises. The lecturers, trainers and teachers help the enterprises to fulfil to an even better degree the growing demand on topicality, flexibility and individualisation as regards their human resource development. To facilitate the continuous acquisition of knowledge on part of entrepreneurs, managers and employees, the educational centre provides extra-occupational and integrated courses for the preparation for chamber of industry and commerce qualifications in the field of commerce and marketing.

As regards the internationalisation of its service proposition, the educational centre has been successfully using the iMOVE range of services for ten years now. The iMOVE range of services allowed for the establishing of cooperation ties with Thailand; another business contact was established in the context

of an iMOVE trade mission to India. The participation in several iMOVE seminars and workshops regarding the export of vocational training and continuing education to Russia provided the educational centre with important impulses for investigating this market and conveyed concentrated knowledge as regards potential new customers.

The successful development of retail enterprises in Russia is impeded in particular by the lack of young talent as regards skilled labour and executives as well as by a shortage of practice-oriented vocational training and continuing education courses. By contrast, the German market benefits from concepts such as the vocational training course for “Certified Retail Business Administrator/IHK” (a chamber of industry and commerce qualification), which were developed and tested over many years. This particular training course provides knowledge for the independent taking charge of tasks in the fields of planning, management, implementation and control within retail industry enterprises.

Based on this course, the Bildungszentrum des Sächsischen Handels has developed the “Practical Retail Market Knowledge” online continuing education course for the Russian market. The learning content focuses on retail marketing and distribution, human resource management, applied management accounting, business management, purchasing and logistics as well as



Internet: [www.obrazovanye24.ru](http://www.obrazovanye24.ru)

# *Educational concepts made in Germany, developed and tested over many years*



commercial logistics, in part with additional advanced level modules. The training course specifically aims at prospective professionals and executives and is offered as a blended learning measure combining phases of independent self-study, webinars in a virtual classroom and on-site classroom sessions.

The course runs over a period of ten months. The participants are independent of a particular site and time of learning. Therefore, compared to classroom courses, they are available for their employer almost for the entire period. Travel expenses and costs for food and accommodation, which can be considerable given the great distances in Russia, are not incurred. The participants communicate with the native speaker course tutors and expert lecturers as well as with each other via telephone, e-mail or, within the virtual classroom, also independently of the webinars.

For the Russian affiliate of the German retail group Globus, the educational centre developed a reference course based on the overall course, yet tailored to the retailer's specifications. The aim was to find out how the participants absorb the learning content with this form of blended learning and in how far they can efficiently translate it for the benefit of their employer.

This course, titled "Practical Retail Knowledge", comprises exclusively retail marketing and distribution as well as human resource management and was offered for the first time in spring 2012. Over the course of twelve weeks, the participants from all five Russian Globus retail markets spent about twelve hours of learning per week on the learning platform, which was accessible throughout the entire day. Each week, a webinar/virtual classroom session with a volume of three units of 45 minutes duration each took place. It provided the participants with exercises and

practice-oriented examples to help them deepen the knowledge acquired during the self-study phases. In addition, there were two classroom sessions in Moscow with a duration of two days each: One at the beginning of the training course by way of an introduction and one at the end with the purpose of exam preparation.

After a 30-minute oral final exam in the form of a webinar, the successful participants received a certificate from the educational centre as well as internationally recognised continuing education points issued by the USA-based International Association for Continuing Education and Training (IACET). The Globus affiliate was very satisfied with the examination results and successful learning outcome. A follow-up course with additional content is scheduled for February 2013.





## Knauf Group CIS

### Mostly practice-oriented training units

The German Knauf enterprise has its origins in the traditional plaster industry. Today, it produces construction materials for drywall construction, plasterboard, mineral fibre acoustic board, dry mortar with gypsum for internal plaster and cement-based external plaster and insulating materials on the basis of glass wool and mineral wool. Knauf identifies close customer relations by way of first class advice and appropriate expert service as one of its most important success factors. The high quality of the company's products is not only due to modern technical facilities but also due to well-trained employees.

Since 1993, Knauf is active on the markets of Russia and the CIS states, where today it is considered the leading manufacturer of

materials for interior construction work. The Knauf Group CIS incorporates enterprises active in the extraction of raw materials, production and marketing companies. Furthermore, it is active in the field of occupational education.

As early as in 1995, the first Russian Knauf training centre was established in Krasnogorsk (Moscow region, Russia). Since then, Knauf has established further company-owned training centres in St Petersburg, Krasnodar, Perm, Dzerzhinsk, Tscheljabinsk and Chabarowsk and in several CIS states.

At the Knauf training centres, construction workers, retailers in the construction industry, architects and DIY amateurs can pass two- to five-day training courses within a range of eight standardised continuing education programmes. After successful passing of the examination, the course participants are issued a certificate by the enterprise. So far, some 47,000 participants have been issued such a certificate in Russia alone.



# Well-trained professionals and craftsmen for high-quality products



At present, the training courses focus on the topics of drywall construction including the fitting of divider walls, ceilings, floors, uneven surfaces, exterior façades, frameless wall cladding and plasterwork. Moreover, special programmes taking into consideration regional characteristics and specific customer requirements are developed and implemented.

The training courses are characterised by the prevalence of practical training units, which constitute up to 70 per cent of the complete duration of the training course. This marked focus on practical application is the decisive element in enabling the participants to master the challenges imposed on them by their professional daily routine.

Interested persons can pass programmes providing training in the Knauf technologies either at Knauf advisory centres at building academies and institutions providing continuing education or at the Knauf resource centres. These latter centres are vocational colleges, which qualified for certification by Knauf in the fields of drywall construction and interior construction work on the basis of their technical equipment and qualification of their trainers. In addition to the Knauf certificate, course participants at these colleges can acquire certificates issued by the state, since these centres are accordingly licensed. Individual training courses can run over a period ranging from 72 hours to 6 months; courses culminating in vocational training

qualifications can run over a period ranging from 10 months to 3 years.

So far, advisory centres were maintained at four Russian building academies; in 2012, two more were established, in Moscow and in Vladivostok, respectively. To date, 22 resource centres have been established in the Russian Federation alone. Knauf is involved in equipping the workshops and the laboratories of the resource and advisory centres and in training the teaching staff.



Internet: [www.knauf.ru](http://www.knauf.ru)



## TÜV Rheinland / Kalibrix GmbH

### Vocational training curricula for the Russian market

The modernisation of the Russian economy attracts increasing numbers of international enterprises to settle in Russian industrial centres. The decision of the German automotive manufacturer Volkswagen to establish a branch in Kaluga has paved the way for further settlements by the French PSA Corporation (including, amongst others, Peugeot), Volvo and by key supply industry manufacturers. The development of further production clusters, for instance, in the pharmaceutical industry, brings with it a total of 15,000 additional jobs in the Kaluga region. In order to investigate the challenges and opportunities for both industry and society, Kaluga hosted a German-Russian vocational training conference in 2012. Following an initiative by iMOVE, the German provider of education Kalibrix attended this conference.

In a joint project, the TÜV Rheinland and Kalibrix have established a vocational training and continuing education centre for various technical occupations in Kaluga, in order to counteract the shortage of skilled labour in the region and to satisfy industry demand by way of providing a suitable system of training provision. The project “Russian Industrial Skill Training (RIST)” focused on the development of detailed vocational training curricula for adaptation in the Russian market. Based on the German

framework curricula for the individual vocational training and continuing education courses, the Russian courses concentrate on theoretical and practical professional knowledge and can be completed in a comparatively short period of time.

For example, industrial mechanics for production engineering are trained in 18 to 24 months instead of 36 months. This results in highly flexible vocational training curricula, with units that can be adapted to meet enterprise-specific continuing education concepts. Since, as yet, there is no governmental system for the equal funding of vocational training and education by both the employer and the state, the duration of the vocational training course and thus the cost for Russian enterprises needed to be limited to a feasible amount, however, without losses as regards the efficiency of the vocational training provision.

The intended vocational training and continuing education measures include training courses for quality management in production enterprises as well as vocational training programmes for machining mechanics in the field of turning/milling, industrial mechanics for production engineering and toolmakers. In the field of energy efficiency, vocational training and continuing education courses for various target groups are to be created on the basis of the Russian energy legislation. These target groups include decision makers in public administration authorities, technical experts, project managers and craftsmen.



Internet: [www.tuv.com/kaluga](http://www.tuv.com/kaluga), [www.kalibrix.de](http://www.kalibrix.de)

# *Appropriate training system can satisfy industry demand.*



At present, the pharmaceutical enterprise Berlin Chemie builds a plant for the production and packaging of tablets in Kaluga. Since, so far, no vocational training provision exists in Russia for production-related occupations as required by this kind of plant, Berlin Chemie will develop two to three corresponding dual vocational training curricula in cooperation with Kalibrix and TÜV Rheinland.

Because Berlin Chemie plans to start production in 2013, TÜV Rheinland inaugurated the vocational training and continuing education centre in February 2012 and already successfully completed a first training course with 25 participants which was designed to meet the enterprise's specific requirements. Considerable investments went into equipping the centre. The acquisitions include industry-specific testing and measuring devices for the inspection of pharmaceutical products as well as demonstration equipment for the simulation of production processes. The training course was topped off by visits to pharmaceutical companies; the participants received a TÜV certificate of completion. In future, the curricula for this training

course, developed in parallel, are to be officially authorised by the regional education ministry, so that, in addition, participants can obtain a Russian degree of qualification.

The RIST joint project was funded in the context of the "Berufsbildungsexport durch deutsche Anbieter" (vocational training export by German providers, [www.berufsbildungsexport.de](http://www.berufsbildungsexport.de), German only) funding instrument. With this instrument, the German Federal Ministry of Education and Research (BMBF) supports the development of innovative export pathways for demand-oriented service provisions in the field of vocational training and continuing education.





## BEITRAINING (BEIGROUP GmbH Business Education International) "One-stop-shop" strategic human resource development

In addition to professional knowledge, social competences are an important element in building a successful career. The BEITRAINING franchise company provides training as regards individual competences and capabilities (people skills) in the fields of management, sales, service and personality development. This includes presentation and leadership techniques, sales competences as well as self-organisation and competences when dealing with customers. In seminars on the topics of franchise development and the selling of franchise licences, BEITRAINING shares with its customers also its own business experiences.

The competences are taught in open, cross-industry trainings. As regards employee development, the long-term support of

customers is a central issue. The aim is to improve business results in a measurable and sustainable manner. Therefore, each new customer relationship always begins with a comprehensive, joint needs assessment.

Headquartered in Nuremberg, the enterprise currently maintains more than 20 regional branch offices. These include branches in Austria, Switzerland, the Netherlands, Greece, Turkey and, since 2009, also Russia, where BEITRAINING runs a training centre in Moscow. So far, some 150 participants have attended the Russian training courses.

No matter in which country, the general concept is structured to meet the requirements of small and medium-sized enterprises (SMEs) with up to 200 employees and is characterised by a high degree of practice orientation. The intention is to promote the development of entrepreneurial thinking and acting on all levels of the hierarchy. With its work, BEITRAINING directly supports



# Opportunity for cross-industry exchange of experience



the efforts of the Russian government on a federal level and also on the level of regional administrations to strengthen the existing SMEs and to further promote the emergence of new SMEs.

BEITRAINING is active in more than ten European countries and, for several years now also maintains an entry in the iMOVE Provider Database. With well over 30 training programmes, it provides a particularly broad range of seminars.

In contrast to some of its competitors, BEITRAINING guarantees training success and measurable results. Participants are given follow-up mentoring and are supported in implementing what they have learned. Training units can be repeated free of charge until the desired success is achieved. Moreover, the open trainings provide participants with an opportunity to exchange experiences across industries.

Effective training needs to be provided with the right timing. The individual training follows the current needs of the respective enterprise and its employees. Content is taught in smaller units. This gives participants the chance to translate the respective learning content into practical application without further delay and to share their experience within the following training unit. Also, this model ensures that employees are not absent for longer, continuous periods of time, which is an important issue for SMEs in particular.

The international orientation combined with an extensive network of regional training centres allows for local proximity to enterprises interested in continuing education and ensures the compliance with uniformly high quality standards independent of the actual location of the continuing education provision. With this structure, BEITRAINING is particularly well suited as a continuing education partner for those enterprises, which are organised as networks themselves or which maintain several national and European branch offices.



Internet: [www.bei-training.ru](http://www.bei-training.ru)





## iMOVE

iMOVE is an initiative of the Federal Ministry of Education and Research. Our mission is to promote international cooperation and business relations among German training providers and international public and private organisations.

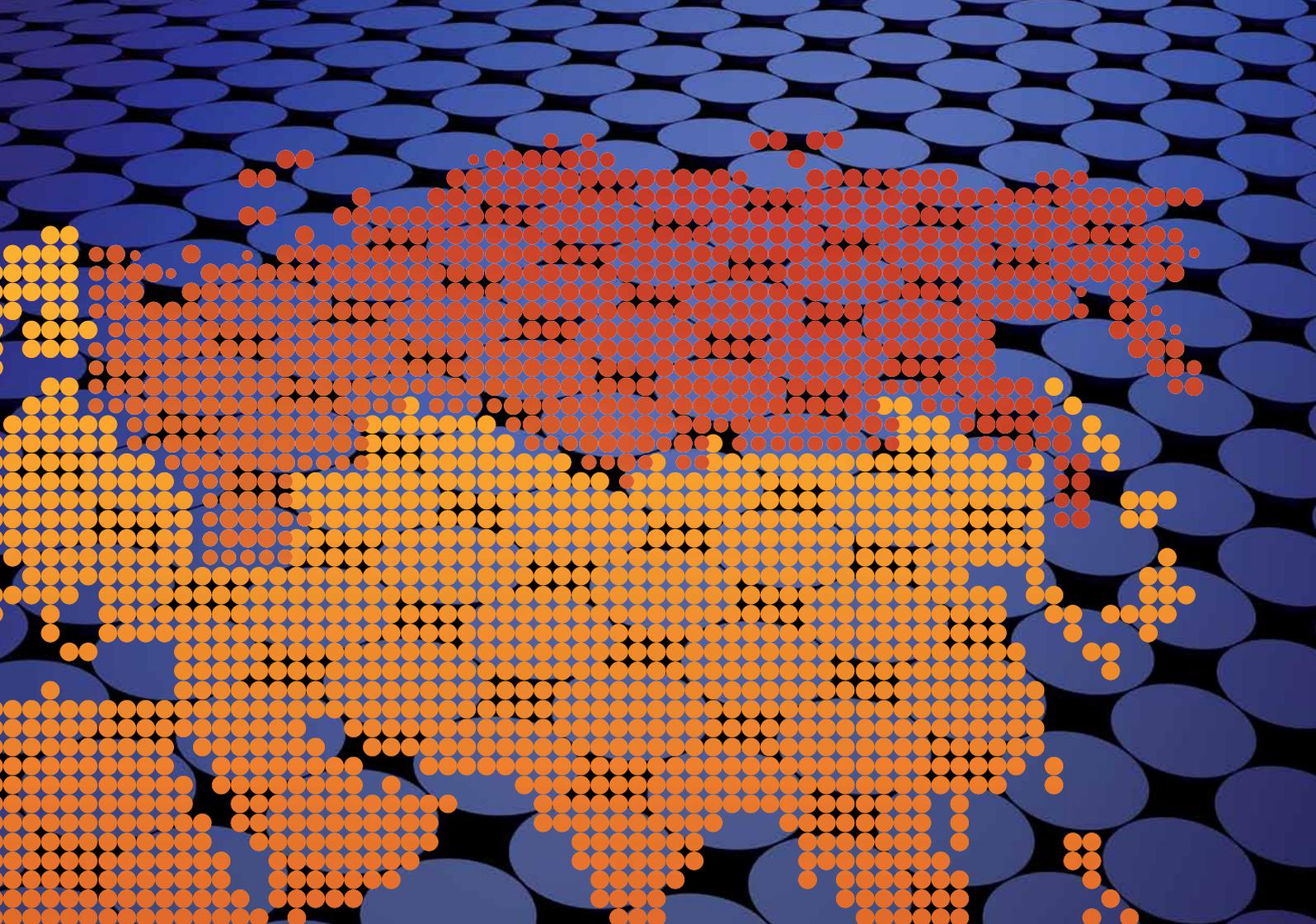
### Our services:

- Trade Missions
- Trade Fair Presentations, Vocational Education and Training Workshops and Business to Business Meetings
- Networking Events and Seminars Pertaining to Select Target Markets
- Workshops on Internationalisation and Education Marketing
- Conferences and Conventions
- 25 Country Market Studies
- A Study on the Economic Significance of German Education Exports
- Trendbarometer of the German Continuing Education Sector
- Handbooks, Best-Practice Brochures
- Internet Portal in seven Languages, iMOVE-Provider Database and an Interactive Cooperation Exchange
- Electronic Newsletter

[www.imove-germany.de](http://www.imove-germany.de)







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