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# Developing Skills for Employability with German Partners

8 Success Stories from India



TRAINING – MADE IN GERMANY

AN INITIATIVE OF THE



Federal Ministry  
of Education  
and Research



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## **Imprint**

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## *Preface*

A skilled workforce is absolutely essential to become and remain a global competitor in a rapidly changing world. Demand has never been higher. India and Germany are experienced and successful partners in several strategic collaborations, such as energy, environmental, world trade and education. Joint Indo-German activities can also make a major contribution towards the advancement of skill development in India. It is projected that 500 million people will require training for India's workforce by 2022. The Indian Government made it clear that a revolution in vocational training is needed to ensure that this huge number of workers receives adequate qualification.

“Training – Made in Germany” offers the necessary know-how to meet this challenge. Germany has a long-standing tradition in vocational education and training 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 missions abroad.

This brochure presents eight success stories of skill development realised in a joint effort by Indian and German partners. German training services range from consulting services and standard education courses to tailor-made in-house training sessions. With its wide range of training offers and strong emphasis on employability, “Training – Made in Germany“ has the potential to successfully support and promote the ongoing transformation process of the Indian training system.

Markus Milwa  
Acting Director, iMOVE



## **Festo Didactic –** **Industry-owned turnkey solutions for learning systems**

Festo is a leading supplier of automation technology. It has 59 independent foreign subsidiaries and approximately 14,600 employees worldwide. In order to ensure optimum utilisation and installation of these developed technologies, Festo created training offers so that the demand for automation solutions could be optimised. To that end, in 1965, Festo founded the business unit Didactic.

To begin with, vocational training schools in Germany were provided with learning systems for technical qualification. In the meantime, with approximately 450 employees, Festo Didactic has become the market leader for learning systems in Germany and around the world. Each year more than 40,000 individuals attend seminars conducted in over 30 languages, in order to take advantage of the practice-oriented training and continuing education opportunities with experienced instructors.

India was the first country outside of Europe, in which Festo founded a subsidiary; this was in 1963. Festo Didactic has been providing training courses to companies and vocational training institutes in India for decades. Recently, more and more companies and entire sectors are planning to develop their own training centres on the sub-continent. As a result, they are seeking support from training experts. Currently, public and private vocational education and training institutes cannot meet the demand for qualified staff in these companies. Consequently, the industry is leaning more and more toward meeting these demands on its own, as quickly as possible.

The Shalimar Group, an Indian conglomerate, has turned to the iMOVE-initiative of the Federal Ministry of Education and Research for help in providing an expert in the field of technical vocational training and continuing education. iMOVE had previously presented its services to promote educational export to the Punjab Haryana Delhi Chamber of Commerce. As a manufacturer, Shalimar is involved in many industry sectors. These include metal wire, paper and health care. Once Shalimar examined all of the offers, it chose to partner with Festo Didactic.



# FESTO

Internet: [www.festo-didactic.com](http://www.festo-didactic.com)

# *tification guarantees training quality in accordance with international standards.*



Festo Didactic is one of the few providers that can offer a complete package of technical vocational education and training with turnkey solutions. Other success factors include extensive international experience as well as close ties to the parent company Festo and thus to the industry.

Shalimar founded the training centre SNK Institute for Industrial Maintenance and Mechantronics in Manesar near New Delhi. It will be used primarily by industrial customers focusing on maintenance and automation. Festo Didactic supports SNK as a technical cooperation partner. Initially, a sector survey was conducted in order to analyse outcome expectations of the training courses. The acute demand for trained personnel was also assessed.

Based on this information, Festo develops courses and seminars. It also determines the technical layout of various laboratories and training rooms. The laboratory proposal currently includes metal technology, automation technology, process automation, machine technology, mechanics and welding technology. The Institute receives "FACT" (Festo Authorised and Certified

Training Center) certification. It guarantees that the quality of the training, the trainers and course content has been audited in accordance with international standards.

Several SNK Institutes in various regions of India are being planned for the future. In so doing, the training of skilled labour will be expanded and geared more specifically toward the acute needs of companies in the respective regions.





## Chamber of Skilled Crafts Rhein-Main – Modernisation projects for India's vocational education and training system

The Chamber of Skilled Crafts Rhein-Main acts as a service provider for over 30,000 German businesses in and around Frankfurt. These are primarily medium-sized businesses with approximately 11,000 apprentices. The Chamber advises these companies on their activities abroad, on environmental issues and on vocational training. The Chamber also runs two vocational training and technology centres, where trainees from various companies can complete their training programmes. The Chamber generates annual sales of about 13 billion euros.

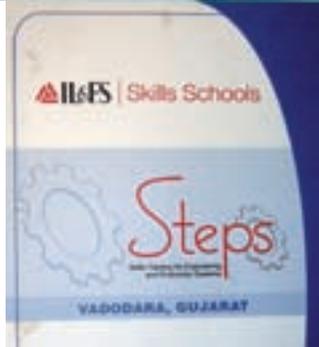
The Chamber of Skilled Crafts Rhein-Main has been working with international partners for 25 years. It has provided consulting services with respect to the design and layout of vocational training centres and train-the-trainer programmes in many European countries, as well as in Morocco, Ethiopia, Vietnam and Laos. This, in turn, has resulted in new cooperations between German company members of the Chamber and international partners.

Since August 2010, iMOVE has been supporting the Chamber of Skilled Crafts Rhein-Main in its initiation of, and partnership development with, potential interested parties in Asia, notably with private enterprise organisations in India. Since then, the Chamber has maintained regular contact with experts from iMOVE. The iMOVE-newsletter alerted the Chamber to the many successful projects and cooperations in vocational education and training already realised between German and Indian partners. As a result of India's rapid economic growth and the tremendous involvement on the part of the Indian government to qualify millions of young people, the number of German-Indian success stories surrounding vocational education and training cooperations, has also increased rapidly. This news was well-received by the Chamber. Growing awareness of a re-orientation toward the promising Indian education market was palpable at every organisational level.

On India Day, which was hosted by iMOVE in the Fall of 2010, Chamber representatives met face-to-face with interested parties from India. This gave them the opportunity to determine the extent of intervention required and that the organisation could meet these needs competently. The core task of the Chambers of Skilled Crafts in Germany is commercial and technical training. Thus, the



# *New schools will be adapted to regional economic and core sector activities.*



Chamber is the ideal partner when it comes to renewing vocational education and training concepts and structures.

Meanwhile, the first exchange resulted in planning a long-term general agreement with the Indian company IL&FS. The Indian government has commissioned IL&FS to implement modernisation projects for India's vocational education and training system. As a result, the programme "Skills Training in Engineering & Production Systems" (STEPS) was developed; the Chamber of Skilled Crafts Rhein-Main is involved in this project. The Chamber was able to resort to iMOVE's consulting when it came to business development and finalising contractual agreements.

During the first phase of the cooperation, three staff members of the German Chamber travel to India several times over a period of three years, in order to conduct audits of six different metalworking and building trades. The Indian government has developed short-term training programmes for young people from rural areas. Within the framework of an infrastructural plan for basic vocational competencies, qualifications should be awarded within 30 days in the following areas: basic welding, CNC operator, fitter, masonry, carpentry and bar bending. Employees of the German Chamber

test and certify training concepts and the implementation thereof, in order to guarantee that procedures meet international standards. Teaching units are observed, the proportion of theoretical and practical training is measured, teaching materials and tools employed are monitored, as is trainer fitness. Opportunities for the youth target group to access the qualification programme is also assessed.

In a second phase, the demands on the Chamber will be even stronger, conceptually: the government contract calls for 100 multi-skill schools to be set up in an infrastructural belt between New Delhi and Mumbai. The goal is to train approximately two million individuals in this region during the next ten years. Each of these schools is to cover several trades, thus meeting the needs of the main regional economic and core sector areas. A preliminary timeframe of four to six years has been established for this specific task; the Chamber of Skilled Crafts Rhein-Main is also to be involved in this project with several work packages.



**Handwerkskammer  
Rhein-Main**

Internet: [www.hwk-rhein-main.de](http://www.hwk-rhein-main.de)



## Volkswagen Academy – Implementation of transnational standards

The German automotive manufacturer Volkswagen is strengthening its commitment in India. On October 2, 2010, the Volkswagen Group India opened its training academy in Pune. The academy provides training for apprentices, employees and dealers of Volkswagen Group brands and production plants in India. The Academy's target group, however, also includes employees from other companies such as those of local suppliers.

The inauguration was attended by Lower Saxony's Minister President David McAllister, who visited the new Volkswagen plant in Pune accompanied by a 50-member delegation. The Chairman of the Board of Management of Volkswagen AG, Prof. Dr. Martin Winterkorn, also welcomed Mukesh Malhotra, President of the regional Chamber of Commerce, to the inauguration.

The Academy is located at the Pune plant which was opened in March 2009 to build Volkswagen Group brand vehicles for the Indian

market. The plant is one of Volkswagen's most modern factories and currently has a workforce of about 4,300. Stable growth of the Indian automotive market is projected.

The Volkswagen Group is seeking to become a top employer at all of its sites worldwide. As top products can only be manufactured by top teams, Volkswagen is bringing first-class vocational training and professional development to its sites. The Volkswagen India Academy, which has 1,500 square meters of space, is furnished with seminar rooms and provides practical training in advanced vehicle and production technologies.

Apart from the professional development of employees, the Academy is also the base for Volkswagen vocational training for customer service personnel of more than 160 Volkswagen Group dealerships in India. The group has developed transnational standards for vocational development in recent years that are in line with the internationally recognised and highly reputed dual vocational training system of Germany. The greatest strengths of these training courses are the ongoing references to demands and processes which course participants encounter during their daily practical work and ongoing guidance toward independent problem solving.



Volkswagen. Das Auto.

Internet: [www.volkswagen.co.in](http://www.volkswagen.co.in)

# *Top products can only be manufactured by a top team.*



The Academy was set up in cooperation with Volkswagen Coaching in Wolfsburg. The Indian trainers were educated and qualified at Volkswagen head offices in Germany. To begin with, all new employees undergo basic qualifications at the Academy; ongoing training and specialisation is provided in a second step. For trainees wanting to specialise in a particular field, application-specific training in various technical areas and in IT is carried out. Above and beyond this, the Academy runs additional seminars on topics like soft skills and intercultural training. Managers and management trainees are trained specifically in management development programmes.

important cooperation partner is the National Skill Development Corporation (NSDC) and its Automotive Sector Skill Development Council (ASDC). Deeper cooperation with the partners and ongoing joint development of the training programmes is planned.

The first point of contact in India for commercial vocational education and training programme providers such as the Volkswagen Academy, is the Ministry of Labour and Employment and the governmental offices responsible for vocational training, namely the Regional Directorate of Vocational Education & Training (DVE&T), the Directorate General of Employment & Training (DGE&T) and the National Council for Vocational Training (NCVT), and their local representatives. Since September 2010, the Volkswagen Academy has already accepted 114 trainees from nine different trades for their one-year practical apprenticeship training programme as a result of this cooperation. Another





## GL Academy – Advanced training in the maritime industry

India is an emerging shipbuilding nation and has expanded its yards capabilities. India's share of the global shipbuilding market is expected to increase to five per cent by 2020 from the current one per cent. Traditionally, Indian yards focused on the small and medium segments but the current orders are dominated by bulk carriers and offshore supply of boats. Indeed, Indian shipbuilding firms are expanding capacities to exploit the offshore oil exploration segment as record oil prices create huge potential for deep-sea drilling, pushing demand for rigs and service platforms. With most of the oil production in the next five years likely to come from offshore oilfields, exploration firms are scouting for oil-drilling rigs like shallow-water jack ups and deep water semi-submersibles, which are in tight supply.

Given these aspirations, advanced training is a prerequisite for quality, safety and efficiency. Indian clients have recognised that advanced training is the key to personal, professional and corporate success. The growing demand has led GL Group, based in Germany, to set up a new branch of its advanced training institute "GL Academy" in Mumbai. The GL Academy, representing a global network of 19 training institutes is known for good knowledge transfer, focus on key topics, high relevance for daily work and high trainer competence.

More than 23,000 participants in over 1,500 seminars worldwide have made GL Academy since 1995 into a well-established training provider within the maritime industry which offers

more than 80 different seminar topics. GL Academy has one of the broadest and most comprehensive portfolios in the industry. GL Academies in India, Greece, Cyprus, Italy, United Arab Emirates, Turkey, USA, Brazil, Peru, Mexico, China, Korea, Singapore, and Japan conducted more than 600 courses in 2010 for clients.

GL Academy India was initiated in 2009. Due to the personal network of the training coordinator, GL Academy was invited to forge cooperation agreements with various maritime and academic organisations. This approach opened the door to shipping companies in India, Sri Lanka and Bangladesh. Customized training programmes, GL-approved local trainers and up-to-date seminars combining maritime as well as offshore topics are in demand. There is a vast training potential in the oil & gas and renewable sectors. The GL Academy is well suited to cover these requirements since it can rely on the technical expertise of a classification society as well as on the expertise of an international technical assurance and consulting company for oil and gas as well as renewables.

As part of the GL Group (GL) the GL Academy is able to recruit experts from the classification and certification branch or from technical assurance and consulting. GL headquartered in Hamburg, Germany, employs more than 6,100 engineers, sur-



# Quality trainings will continue to be in high demand.



veyors, experts and administrative staff in 80 countries. GL is dedicated to ensuring the safety of life and property at sea, and the prevention of pollution of the marine environment.

As an independent third party, GL experts develop state of the art rules, procedures and guidance for ship owner, ship yards and the maritime supply industry in order to offer relevant answers in times of economic challenges and tight regulatory regimes. For the worldwide energy industries GL provides assurance, inspection, and consulting as well as project management in particular in the offshore area. Within its business segment renewables, GL provides technical expertise to all stakeholders in the expanding renewable energy markets, especially wind, around the world including certification, measurements and consulting.

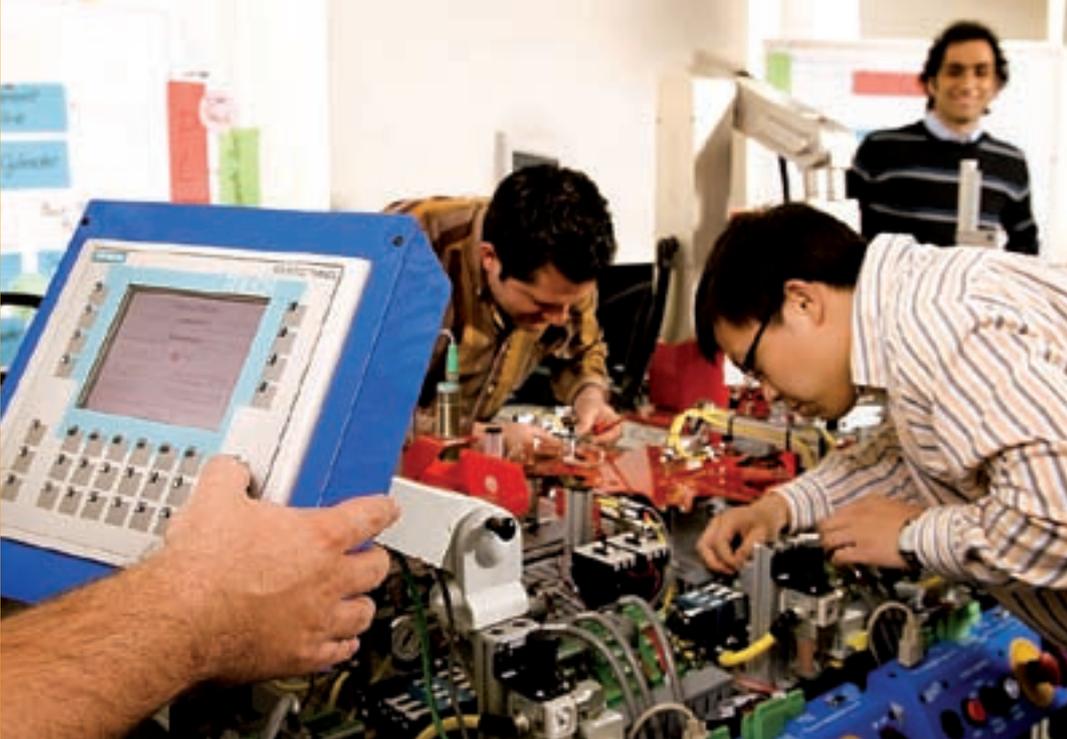
Due to the time constraints of participants, GL Academy offers a modular system of seminars which is tailored to the gaps which conventional educational institutes cannot cover. The seminar topics deal with maritime regulations and environmental protection, maritime security, marine safety management systems, ship technology, risk management and quality and environmental management systems. They arise from daily demand, following latest developments. Interactive case studies and a practical approach are an integral part of all courses. The participants often receive tools and checklists which can simplify the daily business activities.

In February 2011, GL Academy conducted an advanced seminar on “Port State Control Inspections – Best Industry Practices” in Mumbai. It was just the beginning of a series of seminars which is jointly organised by GL Academy India and the ISF Maritime and Offshore Institute as well as Mumbai and Marex Media Pvt. Ltd. The goal of the cooperation is to provide a wider platform in order to focus on issues that will keep the maritime society abreast of the latest developments as well as enhance the knowledge of seafarers onboard ships.

More than 500 participants have so far attended training seminars in Mumbai and other places. There will be more to follow due to the major changes in the country’s shipping sector. Companies which were not in shipping are now entering the business of operating ships and these include both private and public sector players while traditional shipping companies, both in the private and public sector, are moving into non-shipping activities such as shipbuilding, terminal operations, and dredging. Quality trainings will continue to be in high demand.



Internet: [www.gl-group.com](http://www.gl-group.com)



## Siemens Technik Akademie (STA) Berlin – Skills certification with partner schools

India Day, organised by iMOVE in the Fall of 2010, was devoted to India's vocational education and training in all its many facets. On this day, 21 representatives of German vocational education and training institutes met with 13 visitors from Indian vocational training institutes, who were travelling throughout Germany for one week with a delegation from the Federation of Indian Chambers of Commerce and Industry (FICCI).

Representatives of Siemens Technik Akademie (STA) Berlin were among the attendees. It is the officially recognised private technical college of the world-renowned technology conglomerate with an international focus. India has been an important emerging market for Siemens for years. The opening of several new Siemens plants in India is imminent. These plants will focus on automation technology in the energy sector and in medical technology.

STA Berlin was founded in 1998 as part of Siemens Professional Education, in order to meet the demand of Siemens and other com-

panies for qualified associate engineers. As of October 2010, this two-year training programme has been expanded by another two-year advanced programme, which will qualify participants with a Bachelor of Engineering in Electronic Systems. An important objective of integrated training concepts and courses is to train individuals in decision-making, responsibility and occupational competency in all departments having to do with development and production.

STA Berlin offers a series of international qualifying programmes, which are also taught in English. This includes the International Employee Development Programme (IEDP) and the Siemens Mechatronic Systems Certification Programme (SMSCP).

The IEDP is an internal Siemens company programme for employees around the world, who are in middle-management at the beginning of their careers and have a Bachelor degree. They spend three to six months at STA Berlin and in a Siemens plant in Germany.

The SMSCP is "the international industry standard comprehensive skills certification in mechatronic systems", which is offered around the globe with about 20 selected partner schools. The automobile industry and its educational institutes, in par-



# SIEMENS

Internet: <http://www.technik-akademie.de/content/0/18951/19470/19471/>

# *important objective is to train individuals in decision-making and responsibility.*



ticular, benefit from this programme. Since 2005, more than 175 trainees and 120 teachers worldwide were certified in this programme.

To begin with, partner schools send their teachers, lecturers and trainers to STA Berlin in Germany to prepare to carry out the programme in their home country. Once teachers return to their respective home countries, the schools offer the programme as an independent vocational training programme, as continuing education or as additional training while working full time. The partner school is responsible for the execution of the programme, but Siemens conducts the final exams online and issues the certificates.

The programme focuses on preparing young people for everyday professional life, in which they will be working in companies using mechatronic systems. The integrated learning concept is not restricted to teaching technical skills. It also includes an overview of internal work and information flow, so that future qualified employees can react independently, flexibly and appropriately to the challenges in their professional surroundings.

Since February 2011, the local Siemens Training Department, SITRAIN India, is an official partner of SMSCP. SITRAIN conducts training programmes in automation technology worldwide,

specifically for Siemens products in order to upgrade the qualifications of engineers and technicians and, to familiarise them with Siemens equipment and appliances. SITRAIN has been an established entity in many countries all over the world for years and functions as a local partner on-site and as a direct contact for the respective partner school.

STA Berlin is working very closely with Siemens SITRAIN India so that it will be able to offer its first training courses in the summer of 2011 and furthermore, in order to initiate cooperations with technical colleges in India. Currently, intensive discussions are being held with the Kohinoor Technical Institute in Mumbai, with the hopes of establishing a cooperation in the very near future. A search for other partner schools is currently being conducted in Goa, where new Siemens plants have been set up as well.



## Berufsförderungswerk (BFW) Bau Sachsen e. V. – Industry-oriented training of vocational school teachers

For about two decades now, the Indian government has worked continuously to open up and liberalise its economy. Modernising vocational education and training to meet international standards is part of this development. Vocational education and training in India is a key element for future economic development and the emerging position of the country in the world economy. As a result, the Indian government is strongly focused on gearing its training programmes toward meeting economic demands and on developing “industrial standards” – something India is familiar with based on German vocational education and training.

To that end, the Indian Ministry of Human Resource Development created the Technical Education Quality Improvement Programme (TEQIP). The primary purpose of the programme, estimated to cost 15.5 billion rupies (approximately 285 million euros), was to train managers for the roughly 130 vocational schools, which fall under this Ministry, in two to three-week management seminars with primarily international partners and educational institutions. The main topics to be covered in these seminars

were Institution Management, Capacity Building, and Project Management in Vocational Education and Training. A search for suitable educational institutions and partners in Germany and other parts of Europe to lead these seminars was conducted. Other key points were modernising technical equipment in vocational schools, updating the curriculum, and continuing to develop co-operation with industry. The best institutions were quickly to be developed into Centres of Excellence.

Another component of the TEQIP-Programme, which was supported by the World Bank, was the industry-oriented training of vocational school teachers. Middle management was to be trained in the content and methodology of vocational education and training in areas such as automotive engineering, construction, CNC technology and electronics. It was of utmost importance to help Indian trainees overcome their inhibitions with regard to practical training.

The Indian embassy contacted iMOVE, who coordinated the three-month long courses with German continuing education providers. 39 Indian vocational school teachers from eight union states in India participated. Apart from the Berufsbildungszentrum Fulda and the Bildungszentrum Kassel, the Berufsförderungswerk (BFW) Bau Sachsen in Leipzig received their Indian guests after a preparation phase that lasted almost one year.



# quality standards of vocational training from Germany are sought after in India.



Upon the request of the trainees, the programme was expanded to include field trips and excursions, during which they received first-hand knowledge about Germany's education system – from Kindergarten to formal schooling to vocational education and training. The main focus, however, remained the correlation of theoretical and practical training in the construction industry. During their theoretical instruction, trainees were introduced to technology used in civil engineering in the German building industry, as well as to software developed specifically for this industry. Topics included soundproofing, thermal insulation, fire protection, building materials and drafting. Practical training included wood construction, masonry construction, surveying and canal construction. Visits to manufacturing suppliers for the construction industry offered a peek "behind the scenes". Large-scale apartment building, bridge and underground garage construction site visits complemented the knowledge conveyed about building technologies and project sequencing.

Since 1991, BFW has taken over personnel training in the construction industry; it has become the market leader in Saxony. Bauakademie Sachsen, a 100% subsidiary of BFW, trains construction management personnel in the following areas: law, technology and business administration. According to Jens-Uwe Strehle, General Manager, the demand for continuing education for those employees in the construction industry including HR consulting and accompanying skilled labour has quadrupled in the last 10

years. As a result, purely employer-related and industry-oriented continuing education is becoming more and more valuable. This is reflected in BFW's service offers, professional competence and expertise.

BFW Bau Sachsen has been working with international partners since the beginning of the 90's. Since then, it has been able to steadily increase its foreign sales share. This development has ensured that when hiring new employees, greater importance and value is placed on skills which qualify for international activities, such as language competency. Consequently, it was easy for BFW to provide its entire course material for the TEQIP curriculum in English. When making arrangements for accommodation, German partners were careful to take different cultural conditions into consideration. Care was taken, for example, that the guests from India could prepare their own meals according to their customs.

Following in the footsteps of TEQIP, new programmes and cooperations were developed between India and Germany in vocational training. The precisely defined, comprehensible quality standards of vocational education and training from Germany are highly regarded and sought after in India. Even if the majority of the training takes place in India, a practicum in Germany is an indispensable part of practice-oriented training for virtually every project.





## **MACHWÜRTH TEAM INTERNATIONAL (MTI) – Customised development and implementation of training and consulting**

The Indian market is undergoing dynamic development, not only in size, but also in quality. In the process, India is focusing more than ever on improving its work and production processes, as well as the vocational skills, competencies and qualifications of its people.

MACHWÜRTH TEAM INTERNATIONAL (MTI) was founded in 1989 as a consulting firm for HR development. It has been active internationally since 2001. 43 per cent of its revenue is currently generated through its international activities; this figure is steadily increasing. MTI's core competency is a customer and implementation-oriented analysis of the customer's business strategy, followed by customised development and implementation of training courses.

The main area of consulting and training is HR development. Topics include change management, team-building, leadership, sales and business process optimisation. All MTI offers are customised solutions, developed together

with its clients and tailor-made to meet their needs. In each case, the specific corporate culture is taken into consideration, which leads to individual concepts. Only that which an organisation really needs, is carried out.

Due to its high quality standards, MTI has set up its own international distribution structure and now has cooperations with local partners in 80 countries. MTI follows German companies to India, so that it can offer its proven and reliable service not only in Germany, but also in India. In order to strengthen its relationships in the Indian market, MTI works with Atyaasaa Consulting, a consulting firm in India. Atyaasaa carries out the training in India, ensuring that the learning environment is culturally appropriate. In so doing, MTI combines its global expertise with the local competency of the Indian company.

MTI's decision to become involved in India was the result of its own market surveys, which underscored the growing attraction of the sub-continent to German consulting and training offers. MTI's clients in India include Tata Motors, the largest automotive manufacturer in India, as well as many German companies such as GEA Westfalia Separator (technology leader in centrifugal separation technology), Carl Zeiss (international



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

*All offers are customised solutions,  
developed together with the client.*



conglomerate in the optical goods industry) and DMG – Deckel Maho Gildemeister (technology leader in turning/milling machines).

DMG machines produce mouldings for ski bindings, they machine transmission parts for the aviation industry, produce artificial hip joints for medical technology with top precision, and laser microcavities for the electronics industry. DMG has the densest sales, distribution and service network in its sector. More than 6,000 employees in 73 of their own national and international sales and service centres in 35 countries all over the world, are at the disposal of DMG's customers.

In 2008, DMG had to establish and implement uniform standards of competency in the continuing education and training of its sales and service personnel throughout Asia. The objective was to find a suitable point of departure for needs-oriented training courses, to develop stronger employee motivation and to increase sales and distribution success.

To that end, DMG cooperated successfully with MTI. In the first phase, sales training for service personnel, technicians and management took place in India, China, Korea, Japan and Taiwan.

To begin with, MTI assessed the respective needs of the organisational units in various countries. Based on the results, customised training programmes were designed and implemented. Using these programmes, training courses were developed for other countries and adapted to local conditions, taking language and markets into consideration.

The successful cooperation to date has prompted DMG to plan the implementation of other training courses with MTI. DMG has been particularly impressed with MTI's flexibility, speed and client-orientation.





## **Indo-German Chamber of Commerce (IGCC) – Practice-oriented management programme as win-win platform for industry and students**

German companies have been considered industrial leaders, admired globally for their technical expertise, precision and perfection in planning and execution. One of the undisputed factors credited for the success of the German industry has been the world-renowned German Dual Training System, wherein theoretical classes are organized by the Chambers of Commerce and Crafts, and the practical training is imparted by companies. The certification of the programme is executed by the German Chambers.

In India, there is a dire need for practical training and skills development. To meet the demand, the Indo-German Chamber of Commerce (IGCC) and German companies have established the Indo-German Training Centre (IGTC) in Mumbai, and subsequently in Chennai, Bangalore and Kolkata to introduce the unparalleled German Dual System to India, specifically in the field of business and commercial training. They effectively adapted it to Indian academic and corporate reality to create a strong industry-focussed business administration programme. It is designed to be a win-win platform for both the industry and the students, and in turn, to provide a boost to India's vast growth potential.

All the IGTCs conduct a flagship 18-month, full-time Post Graduate Programme in Business Administration. One year of general management theory at the IGTC is integrated with six months of practical training at a German company such

as Audi, BASF, Bayer, Bosch, Deutsche Bank, Merck, Siemens and Volkswagen. The German companies are involved throughout the programme – right from the selection of the management trainees prior to admission, practical training and mentoring during the course, and final recruitment at the end of the programme – thereby giving students sound and long-term career opportunities. Every year, 140 trainees are accommodated across the four IGTCs and are made readily employable for the industry.

The holistic general management curriculum is delivered by experts from industry and academia. In synergy with the theory, students learn to work responsibly on live projects assigned by their training companies and gain guidance from industry mentors. Great emphasis and continual attention is given by the IGTC Administration on areas such as enhancing communication and presentation skills, encouraging initiative and expression of creative ideas, maintaining a healthy positive attitude, accepting responsibility and leadership roles. The German language is taught as a part of the curriculum.



*programme sculpts leaders for the future  
through its approach of theory and practice.*



As a result of the joint effort, the programme holds a 100% placement record and boasts of more than 700 successful alumni. IGTC graduates work across a wide spectrum of roles, responsibilities, and organisations including consulting, financial services and venture capital, high technology, manufacturing, retail, and consumer products.

On successful completion of the programme, the IGTC students obtain two certifications: the Post Graduate Programme in Business Administration certified by the IGCC and the Industriekaufmann / Industriekauffrau (industrial manager), jointly awarded by the German Chambers of Commerce and Industry (DIHK) and the IGCC, which is recognised all over the world.

Industriekaufmann / Industriekauffrau is one of the most sought-after vocational certifications in Germany. It confers the title of an industrial manager to a student who has taken courses in production planning, marketing, accounting procedures and controlling, procurement and stocking, transport logistics, HR and staffing, trade laws among various other subjects. The designated duration for this certificate is 24 to 36 months, but has been shortened especially for the IGTC programme, as all students already hold a Bachelor's degree.

The IGTC model has met with unanimous success among German and Indian companies. It effectively sculpts leaders for the future through its unique approach of theory and practice. By collating business fundamentals with corporate synergies, it provides a comprehensive perspective vital for business success and equips young professionals with the complete arsenal to face the challenges of the corporate world.

Beyond the flagship programme, the IGTCs conduct a One-Year Executive Management Programme (on weekends) and Open Training Programmes for further learning and development of employees of the IGCC member companies. IGTCs also liaison closely with member companies to assess their training needs and provide training solutions through Customized Management Development Programmes.

Established in 1956, the IGCC is a non-profit organisation. It is the largest German Bi-National Chamber (AHK) abroad as well as the largest Chamber of Commerce in India with over 6,700 member companies across diverse sectors. It is a part of the Association of German Chambers of Commerce and Industry (DIHK) located in Berlin, Germany and the worldwide network of 120 Chamber offices in 80 countries. The IGCC serves as a significant catalyst for the promotion of trade and industrial relations between India and Germany.





## 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
- 24 Country Market Studies
- A Study on the Economic Significance of German Education Exports
- Trendbarometer of the German Continuing Education Sector
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