

# German Expert Forum

Management Training in China by Top Trainers from Germany

Seminar Program  
11 January – 31 March 2011



Presented by

  
Asia-Pacific Management Consulting GmbH

[www.German-Expert-Forum.com](http://www.German-Expert-Forum.com)

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Ladies and Gentlemen,

We are delighted to invite you to the 3rd **German Expert Forum** from 11 January to 31 March 2011 in China. The outstanding response and feedback from last year confirmed the quality of the program as well as the demand in China for training and coaching conducted according to a high international standard.

The concept of the **German Expert Forum** is based on a simple aim: to create an opportunity for leaders and managers of international companies located in China to receive first-class training, to further develop their personal careers and to exchange ideas and experiences.

This year, we are proud to be able to convince eight well-known and highly qualified experts and trainers in Germany to come to China to conduct a wide range of training sessions. To ensure the quality of the training, we have decided to limit the number of participants of each seminar to a **maximum of 12 persons**. So if you are interested in a certain seminar, please make your booking before the opportunity is gone.

In addition to the **open seminars in Shanghai** at the Hotel Westin (Bund Center), you will also have the possibility to attend the **seminar in Suzhou Industrial Park (SIP)** as well as to book an **in-house seminar**. Due to the time limitation, every trainer can only conduct ONE SINGLE in-house seminar during this trip. So if your company is interested in an in-house seminar, please book the seminar as soon as possible.

Please have a look at the seminar program, and choose the seminars which suit your personal requirements and your career development goals. Registering is easy: simply fill out the form on the last page of this brochure and send it back to us via post, fax or thru our website: [www.German-Expert-Forum.com](http://www.German-Expert-Forum.com).

We look forward to a successful year of your personal development and a lively exchange of ideas with all participants!

Faithfully yours



Dr. rer. pol. Kuang-Hua Lin

## Overview

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**Dr. Kuang-Hua Lin**

**Your seminar**

- Open seminar *Shanghai*: two-day-training **on January 11-12, 2011**
  - Open seminar *Suzhou SIP*: two-day-training **on January 13-14, 2011**
  - In-House seminar: one or two-day training session in your company.
- Program can be adapted to your company's requirements and can be conducted in CHINESE if wished. The open seminar will be conducted in ENGLISH.

- Program Overview
- Management Development Training

**Note: This is a two-day-seminar!**

**Management Development Training**

• Goal

Goal of the seminar is to provide young or future managers with all the hard and soft skills they need to master in order to be a successful manager in an international company in China.

• Target Audience

Young managers at an international company in China as well as high-potentials who should be systematically trained and coached to be future managers

**Program for Day 1**

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:30 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• The importance of this training</li> <li>• Most common misunderstanding about career development, man agement and managers</li> </ul>
9:30 – 10:45	Business Essentials: What a Manager Must Know about	<ul style="list-style-type: none"> <li>• Accounting, finance, budget, controlling, credit risk management and financial analysis</li> <li>• Portfolio analysis, product life cycle, marketing strategies, market segmentation and distribution channels</li> </ul>
10:45 – 11:00	Coffee	
11:00 – 12:00 noon	Business Essentials: What a Manager Must Know about	<ul style="list-style-type: none"> <li>• Business development, marketing and sales: Advertisement and media planning, trade fairs and e-marketing, PR and event marketing, key account and complaint management</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:15	Business Essentials: What a Manager Must Know about	<ul style="list-style-type: none"> <li>• Statistics and how to understand/present data</li> <li>• Market research: Market, competition and customer information</li> <li>• Conducting representative industrial market research and/or customer surveys</li> </ul>
3:15 – 3:30	Coffee	
3:30 – 5:00	Marketing and Sales	<ul style="list-style-type: none"> <li>• Direct sales vs. Distributors</li> <li>• Centralized vs. Decentralized sales structures</li> <li>• ABC-Analysis and customer segmentation</li> <li>• Channels and respective marketing planning</li> <li>• Sales Planning: Top-Down vs. Bottom-Up approach</li> </ul>

3:30 – 5:00	Marketing and Sales	<ul style="list-style-type: none"> <li>• Learning from the Best: Best Practices Example in growing sales and profitability in China</li> <li>• From market information to a marketing and sales strategy for China – Step-by-step instructions</li> <li>• Developing an implementation plan for the strategy</li> </ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>

## Program for Day 2

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 11:00	Efficiency Skills	<ul style="list-style-type: none"> <li>• Efficiency vs Effectiveness</li> <li>• Time management and prioritization, ABC analysis and 80-20 rules</li> <li>• How and when to delegate</li> <li>• Exercise and discussion: Mail processing</li> <li>• Work planning, project management and resource planning</li> <li>• Example: Work planning/project management using CPM</li> <li>• Effective communication: From phone to formal report; from body language to active hearing</li> <li>• Effective persuasion and argumentation</li> <li>• Effective decision makings</li> <li>• Report and Presentation writing</li> </ul>
11:00 – 11:15	Coffee	
11:15 – 1:00 p.m.	Interpersonal Skills	<ul style="list-style-type: none"> <li>• Negotiation skills</li> <li>• How to criticize</li> <li>• Management styles and leadership</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:30	Interpersonal Skills	<ul style="list-style-type: none"> <li>• Motivation skills</li> <li>• Anonymous survey: The most important incentives/motivations for the participants</li> <li>• How to hire the best talent and keep them</li> <li>• How to evaluate staff and give feedback</li> <li>• Example: A KPI based performance evaluation and bonus calculation system</li> </ul>
3:30 – 3:45	Coffee	
3:45 – 5:00	Examples, Exercises and Discussions	<ul style="list-style-type: none"> <li>• Exercise: Analyze a balance sheet</li> <li>• Discussion: How to evaluate profit center managers?</li> <li>• Brain storming: cost effective marketing and promotion for my company</li> <li>• Exercise: Can statistics lie? Present and read statistics correctly</li> <li>• Exercise: Work planning and project management using CPM</li> </ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>



**Dr. Alain Belcredi**

**Your seminar**

- Open seminar *Shanghai*: two-day-training **on February 15-16, 2011**
- Open seminar *Suzhou SIP*: two-day-training **on February 17-18, 2011**
- In-House seminar: one-day-training in your company **on February 14, 2011**  
The seminar program may be adapted to your company's requirements.

- Program Overview  
International Sales and Marketing – Business Planning and Organization

**Note: This is a two-day-seminar!**

**International Sales and Marketing – Business Planning and Organization**

• Goal

The participants will be made familiar with today's state-of-the-art international sales and marketing set-ups as well as the use of tools to understand their own business environment. Through interactive presentations and workshops, they will be able to challenge their own current organization.

• Target group

- CEOs, senior management (international) in sales and marketing, companies that are presently analyzing their international set-up
- Sales and/or marketing representatives starting an (international) career, and seeking to learn from the speaker and the team

**Program for Day 1**

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 10:30 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Introduction of participants and speaker</li> <li>• Overview of the seminar program; priorities for participants</li> </ul>
10:00 – 11:00	Inside/Out	<ul style="list-style-type: none"> <li>• Data Collection and Analysis</li> <li>• The Own Company and its Product Portfolio</li> </ul>
11:00 – 11:20	Coffee	
11:20 – 12:30 p.m.	Outside/In	<ul style="list-style-type: none"> <li>• Market and Customer Analysis</li> <li>• Competitor Analysis (I)</li> </ul>
12:30 – 1:30	Lunch	
1:30 – 3:00	Outside/In	<ul style="list-style-type: none"> <li>• Competitor Analysis (II)</li> <li>• The Business Environment</li> <li>• Market Entry and Timing</li> </ul>
3:00 – 3:15	Coffee	
3:15 – 5:15	Market Return Potential	<ul style="list-style-type: none"> <li>• Workshop and Business Case: Market Return Potential as the Basis of the Business Plan</li> </ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>

## Program for Day 2

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 10:30 a.m	Market Return Potential	<ul style="list-style-type: none"><li>• Presentation and discussion of yesterday's business case results</li></ul>
10:30 – 10:45	Coffee	
10:45 – 12:15 p.m.	Sales Structure	<ul style="list-style-type: none"><li>• Sales Organization (I)</li></ul>
12:15 – 1:30	Lunch	
1:30 – 3:00	Sales Structure and Management	<ul style="list-style-type: none"><li>• Sales Organization (II)</li><li>• Intercultural Competence</li></ul>
3:00 – 3:15	Coffee	
3:15 – 5:00	Sales management	<ul style="list-style-type: none"><li>• The Key Factor: Having the Right People</li><li>• Targets and Controlling</li></ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"><li>• Questions and answers</li><li>• Feedback</li></ul>



## Joachim Armbruster

### Your seminar

- Open seminar *Shanghai*: two-day-training **on February 22-23, 2011**
- Open seminar *Suzhou SIP*: two-day-training **on February 24-25, 2011**
- In-House seminar: one-day-training in your company **on February 14, 2011**  
The seminar program may be adapted to your company's requirements.

### • Program Overview

Day 1: Developing First Leadership Skills

Day 2: Management Skills for Teamwork

## Developing First Leadership Skills

### • Goal

A powerful introduction that focuses on developing skill sets that help executives to become stronger, more confident leaders. Skills focused on in this program include:

- definition of leadership (difference to management)
- leadership styles and their influence on the organization/team
- leadership skills in communication, conflict resolution, co-worker coaching
- leadership questionnaire to reflect on different issues.

### • Target Audience

Managers, executives, managing directors, company owners and team leaders

### Program for Day 1

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"><li>• Presentation of the speaker</li><li>• Goals and program of the seminar</li></ul>
9:15 – 10:30	Definition of leadership	<ul style="list-style-type: none"><li>• How leadership has changed</li><li>• Tasks and roles of leaders</li></ul>
10:30 – 10:45	Coffee	
10:45 – 1:00 p.m.	Leadership styles	<ul style="list-style-type: none"><li>• Overview: The most common leadership styles and their influence on organizations and teams</li><li>• Cooperative or directive leadership (+/-)</li><li>• Resonant leadership includes different styles</li><li>• Different management methods/techniques</li></ul>
1:00 – 2:00	Lunch	
2:00 – 3:30	Leadership skills	<ul style="list-style-type: none"><li>• Management by objectives</li><li>• Management by delegation</li><li>• Effective communication</li><li>• Motivation, controlling, assessment</li><li>• Conflict resolution</li></ul>
3:30 – 3:45	Coffee	
3:45 – 5:00	Leadership by coaching – Tools and interactive exercises	<ul style="list-style-type: none"><li>• Co-worker coaching</li><li>• Using the coaching process</li><li>• Working with goal setting tools</li><li>• Setting of action steps</li></ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"><li>• Questions and answers</li><li>• Feedback</li></ul>

**Note: We recommend that the two seminars be combined.**

## Management Skills for Teamwork

- Goal

The primary aim of the first seminar part is to develop a differentiated diagnosis of the performance capability of your team. The second part is dedicated to the question: What makes the difference in team leadership? This part shows you

- which value concepts facilitate successful team leadership,
- how work preferences influence the team leader's work in relation to their personality,
- how processes of change can be directed and resolved,
- how team culture can be diagnosed and integrated into leadership strategy.

- Target Audience

Managers, executives, managing directors, company owners and team leaders

### Program for Day 2

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"><li>• Presentation of the speaker</li><li>• Goals and program of the seminar</li></ul>
9:15 – 10:45	Team performance	<ul style="list-style-type: none"><li>• Qualification profiles</li><li>• Relationship network</li><li>• Balance in the team triangle</li><li>• Factors of effective meetings</li><li>• Phases of team development</li></ul>
10:45 – 11:00	Coffee	
11:00 – 1:00 p.m.	Team leadership topics	<ul style="list-style-type: none"><li>• Overview: Varied repertoire of skills</li><li>• Management competence</li><li>• Communication competence</li><li>• Conflict management</li><li>• Cultural sensitiveness</li></ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Team leadership specials	<ul style="list-style-type: none"><li>• First months as a team leader</li><li>• Guiding process of change</li><li>• Working with expert teams</li></ul>
3:00 – 3:15	Coffee	
3:15 – 4:00	Team conflict	<ul style="list-style-type: none"><li>• Examine your conflict style</li><li>• Solution-oriented conflict strategies</li><li>• Working with escalation</li></ul>
4:00 – 5:00	Case work	<ul style="list-style-type: none"><li>• Practical experienced team work</li></ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"><li>• Questions and answers</li><li>• Feedback</li></ul>



## Hans W. Jablonski

### Your seminar

- Open seminar *Shanghai*: one-day-training **on March 3, 2011**
- Open seminar *Suzhou SIP*: one-day-training **on March 4, 2011**
- In-House seminar: one-day-training in your company **on March 5, 2011**  
The seminar program may be adapted to your company's requirements.

- Program Overview  
Change Management

## Change Management

### • Goal

After attending this interactive seminar workshop, you will:

- have obtained a profound understanding of change and change processes,
- be familiar with how change management can be implemented and used,
- be knowledgeable about change management tools and how to use them effectively,
- understand how change affects people and organizations,
- understand how to deal with resistance and how to motivate people to fully contribute.

You will have the opportunity to work on case studies, but you can also work on your own change case, which you may currently be facing.

### • Target Audience

Senior management executives, HR managers, managers who have to deal with change.

## Program

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 10:00	Introducing Change	<ul style="list-style-type: none"> <li>• The business case for change in companies</li> <li>• Risk &amp; challenges of change</li> <li>• The risk of not managing change</li> </ul>
10:00 – 10:30	Change Models	<ul style="list-style-type: none"> <li>• Introducing a useful change model: Understanding complex interdependencies and a structured approach</li> </ul>
10:30 – 10:45	Coffee	
10:45 – 12:45	Change Processes	<ul style="list-style-type: none"> <li>• The need for change: what are change drivers?</li> <li>• Success factors for change</li> <li>• Phases and dimensions of change</li> </ul>
1:00 – 2:00 p.m.	Lunch	
2:00 – 3:00	Identifying Changes	<ul style="list-style-type: none"> <li>• Stakeholders: roles &amp; responsibilities</li> <li>• Identification of critical factors for change</li> <li>• Implementation of change &amp; measurement of success</li> </ul>
3:00 – 4:00	Key Roles	<ul style="list-style-type: none"> <li>• The role of leadership in change processes</li> <li>• Promoters of change (ambassador model)</li> <li>• Psychological aspects of change</li> </ul>
4:00 – 4:15	Coffee	
4:15 – 5:00	Planning, Implementing and Monitoring Change	<ul style="list-style-type: none"> <li>• Model: “change agents” facilitating change</li> <li>• Dealing with and overcoming resistance</li> <li>• Handling conflicts during phases of change</li> </ul>
5:00 – 5:30	Application and final discussion	<ul style="list-style-type: none"> <li>• Questions and answers – sharing experiences</li> <li>• Feedback</li> </ul>



## Jan Scholl

### Your seminar

- Open seminar **Shanghai**: one-day-training **on March 29, 2011**
- Open seminar **Suzhou SIP**: one-day-training **on March 30, 2011**
- In-House seminar: one-day-training in your company **on March 31, 2011**  
The seminar program may be adapted to your company's requirements.

### • Program Overview

International Supply Management – Strategies, Organization, Tools, Best Practices

## International Supply Management – Strategies, Organization, Tools, Best Practices

### • Goal

The participants will be made familiar with the typical motivations behind global sourcing, best practice methods and tools. Opportunities and threads shall be discussed. The requirements of a global sourcing organization will be defined based on the Harberger Model®. Special emphasis shall be placed on material group management, supplier management and cost engineering.

### • Target Audience

Senior management such as chief operating officers; management representatives for procurement, supply management, supply chain management; process managers

### • Target Specialty Areas

Mechanical and plant engineering, automotive industry, agricultural and construction engineering, electrical and medical technologies

## Program

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 10:45	Challenges in supply management	<ul style="list-style-type: none"> <li>• Organizational requirements according to the Harberger Model®</li> <li>• Internationalization, cost management, skills</li> <li>• Best practices</li> </ul>
10:45 – 11:00	Coffee	
11:00 – 1:00 p.m.	Cost engineering	<ul style="list-style-type: none"> <li>• Cost analysis – Cost structure analyses are the basis of individual sourcing strategies</li> <li>• Value analysis – tools, targets, teams</li> <li>• Design to cost</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Material group management	<ul style="list-style-type: none"> <li>• Material group strategy</li> <li>• Supplier portfolio management</li> <li>• Up-and-coming material segments</li> </ul>
3:00 – 3:15	Coffee	
3:15 – 4:30	Supplier management	<ul style="list-style-type: none"> <li>• Supplier Integration</li> <li>• Supply-chain risk management</li> <li>• Quality management</li> </ul>
4:30 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>



**Petra Mehl-Lammens**

**Your seminar**

- Open seminar *Shanghai*: two-day-training **on March 8-9, 2011**
- Open seminar *Suzhou SIP*: two-day-training **on March 10-11, 2011**
- In-House seminar: one-day-training in your company **on March 7, 2011**  
The seminar program may be adapted to your company's requirements.

• Program Overview

Self-Management for Managers – Time and Life:

Success-Oriented Personal Work Methods and Strategies

**Note: This is a two-day-seminar!**

**Self-management for Managers – Time and Life:  
Success-oriented Personal Work Methods and Strategies**

• Goal

This is an intensive seminar in which the participants are made familiar with methods and instruments to use their time more efficiently. They will analyze their own working style and find solutions to develop and optimize that style. The seminar will aim to answer to the question: "How can I become more efficient by working on myself and influencing my environment as an executive?"

• Target Audience

Managers, managing directors, company owners and specialists

**Program for Day 1**

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 11:00	Introduction of participants	<ul style="list-style-type: none"> <li>• What are the questions that am I looking for answer to?</li> <li>• How can we influence our work-life balance by setting perfect goals? (exercise)</li> </ul>
11:00 – 11:15	Coffee	
11:15 – 1:00 p.m.	Things that typically block my efficiency	<ul style="list-style-type: none"> <li>• Why don't we have time for the important things? What is important to me in life? (exercise)</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 2:30		<ul style="list-style-type: none"> <li>• Analyzing my planning system in order to become more efficient (exercise)</li> </ul>
2:30 – 3:30		<ul style="list-style-type: none"> <li>• How can we include our staff in the system?</li> <li>• How to delegate and control properly? (exercise)</li> </ul>
3:30 – 3:45	Coffee	
3:45 – 5:45		<ul style="list-style-type: none"> <li>• How to cope with pressure and stress?</li> <li>• Filling out of the "driver test" for the next day</li> </ul>
5:45 – 6:00	Closure	

## Program for Day 2

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 10:00 a.m. 10:00 – 11:00	The information overkill	<ul style="list-style-type: none"><li>• How to cope with it</li><li>• How to make meetings much more efficient and create results</li></ul>
11:00 – 11:15 11:15 – 12:30 p.m.	Coffee	<ul style="list-style-type: none"><li>• How to train our environment for greater efficiency</li><li>• How to deal with disturbance</li><li>• How do we and other people disturb us?</li></ul>
12:30 – 1:30 1:30 – 2:30	Lunch	<ul style="list-style-type: none"><li>• How to adapt our environment for greater efficiency: colleagues, managers, staff</li><li>• How to organize our filing systems (paper and electronic), our desk and our data</li><li>• Workplace organization</li></ul>
2:30 – 3:00 3:00 – 3:15 3:15 – 4:15	Coffee What drives me? (Using the “driver test” discussed on Day 1)	<ul style="list-style-type: none"><li>• Why is it difficult to say no, and what influences my efficiency?</li><li>• What are the strengths of each driver?</li><li>• How can the different drivers influence each other?</li></ul>
4:15 – 4:30 4:30 – 5:45 5:45 – 6:00	Any questions? Transfer Closure	<ul style="list-style-type: none"><li>• Questions and answers</li><li>• What do we put into practice in daily life?</li><li>• Feedback</li></ul>



## Peter Stark

### Your seminar

- Open seminar *Shanghai*: two-day-training **on March 15-16, 2011**
- Open seminar *Suzhou SIP*: two-day-training **on March 17-18, 2011**
- In-House seminar: one-day-training in your company **on March 14, 2011**  
The seminar program may be adapted to your company's requirements.

### • Program Overview

Day 1: Planning and Budgeting

Day 2: New Methods and Trends in the Field of Budgeting –  
How to Implement a Standardized Budgeting System

## Planning and Budgeting

### • Goal

The participants will be given an extensive overview of the aims of planning and budgeting. They will focus on several key concepts in order to gain an overall understanding. Furthermore, they can match their actual planning rhythm with different processes and methods.

### • Target Audience

First- and second-tier managers (e.g. CFOs, directors, controlling managers), as well as consultants in the fields of corporate finance, restructuring and reorganization.

### Program for Day 1

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 10:45	Conceptual delimitation	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Mission and strategic planning</li> <li>• Plan</li> <li>• Budget</li> <li>• Budget/actual comparison</li> <li>• Forecast</li> <li>• Business plan</li> </ul>
10:45 – 11:00	Coffee	
11:00 – 1:00 p.m.	Budgeting process	<ul style="list-style-type: none"> <li>• Budgeting as part of the controlling process</li> <li>• Explaining the budgeting process</li> <li>• Process framework</li> <li>• Contents</li> <li>• Deadlines &amp; duration</li> <li>• Persons involved</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Budgeting systems	<ul style="list-style-type: none"> <li>• Basel II</li> <li>• Budgeting methods</li> <li>• Structure of budget planning – considerations</li> <li>• Profit planning using target budgeting</li> <li>• Overhead costs planning using zero-based budgeting</li> <li>• Process costs planning using activity-based planning</li> </ul>
3:00 – 3:15	Coffee	
3:15 – 4:30	Conventional budgeting	<ul style="list-style-type: none"> <li>• Profit center consideration</li> <li>• Allocations and breakdowns</li> <li>• Planning cost rates</li> <li>• Value-based management</li> <li>• Better budgeting</li> <li>• Beyond budgeting</li> </ul>
4:30 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>

**Note: We recommend that the two seminars be combined.**

## **New Methods and Trends in the Field of Budgeting – How to Implement a Standardized Budgeting System**

- **Goal**

The participants will be made familiar with classical budgeting systems and use their knowledge of these to identify new trends in this field. Ultimately, they will be able to apply this knowledge to their own companies, with the aim of implementing structures and processes related to a standardized budgeting system.

- **Target Audience**

First- and second-tier managers (e.g. CFOs, directors, controlling managers), as well as consultants in the fields of corporate finance, restructuring and reorganization.

### **Program for Day 2**

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"><li>• Presentation of the speaker</li><li>• Goals and program of the seminar</li></ul>
9:15 – 10:45	Integrated planning	<ul style="list-style-type: none"><li>• Profit and loss</li><li>• Liquidity</li><li>• Balance sheet</li><li>• The magic triangle</li></ul>
10:45 – 11:00	Coffee	
11:00 – 1:00 p.m.	Budgeting software – different systems	<ul style="list-style-type: none"><li>• BI – business intelligence</li><li>• ERP systems</li><li>• MS Excel and other calculation systems</li><li>• OLAP</li><li>• CPM – Corporate performance management</li></ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Project examples	<ul style="list-style-type: none"><li>• What to consider when implementing a system</li><li>• Project description and goals</li><li>• Clear goals, time table and investment</li></ul>
3:00 – 3:15	Coffee	
3:15 – 4:30	Different Systems – live!	<ul style="list-style-type: none"><li>• Comparison of different standardized controlling systems</li><li>• Workshop</li></ul>
4:30 – 5:30	Final discussion	<ul style="list-style-type: none"><li>• Questions and answers</li><li>• Feedback</li></ul>



**Dr. phil. Guido Wolf**

**Your seminar**

- Open seminar *Shanghai*: two-day-training **on March 22-23, 2011**
- Open seminar *Suzhou SIP*: two-day-training **on March 24-25, 2011**
- In-House seminar: one-day-training in your company **on March 21, 2011**  
The seminar program may be adapted to your company's requirements.

• Program Overview

Day 1: Concept Development and Implementation of Certified Management Systems

Day 2: Implementing an Audit System

**Concept Development and Implementation of Certified Management Systems**

• Goal

The participants will be made familiar with requirements of international standards on quality, environmental and occupational health management. This is a basic requirement for the transfer of this knowledge to their own companies, with the aim of successfully obtaining certification based on ISO 9001, ISO 14001 or OHSAS 18001.

• Target Audience

Senior management such as chief executive officers, management representatives for quality management, environmental management or occupational health management; process managers.

**Program for Day 1**

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 10:45	Principles and objectives of management systems	<ul style="list-style-type: none"> <li>• Basic terms related to quality, environmental and occupational health management</li> <li>• Strategic relevance of certified management systems</li> <li>• Common construction principles</li> </ul>
10:45 – 11:00	Coffee	
11:00 – 1:00 p.m.	Norms and standards	<ul style="list-style-type: none"> <li>• Overview: The most important norms and standards on quality, environmental and occupational health management</li> <li>• Additional notes to selected standards relating to specific trade sectors</li> <li>• Many questions, one answer: integrated management system</li> <li>• Certifiers and the certification process</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Construction of an integrated management system	<ul style="list-style-type: none"> <li>• Basis: your process landscape</li> <li>• Structure and orientation of the project</li> </ul>
3:00 – 3:15	Coffee	
3:15 – 4:30	Key aspects and tools	<ul style="list-style-type: none"> <li>• Quality policy and quality objectives</li> <li>• Organizational structure and responsibilities</li> <li>• Identification and documentation of processes</li> <li>• Construction of the management system</li> <li>• Compliance: A special challenge</li> <li>• Qualification, training and communication</li> <li>• Audits and reviews</li> </ul>
4:30 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>

**Note: Both seminars are recommended to be combined with each other.**

## Implementing an Audit System

- Goal

The participants will be made familiar with the objectives and methods of internal and external audits. This is a basic requirement for the transfer of this knowledge to their own companies, with the aim of implementing structures and processes related to audits in the context of management systems.

- Target Audience

Senior management such as chief executive officers, management representatives for quality management, environmental management or occupational health management; process managers; supply-chain managers.

### Program for Day 2

<i>Time</i>	<i>Title</i>	<i>Content</i>
9:00 – 9:15 a.m.	Welcome and introduction	<ul style="list-style-type: none"> <li>• Presentation of the speaker</li> <li>• Goals and program of the seminar</li> </ul>
9:15 – 10:45	Principles and objectives of audits	<ul style="list-style-type: none"> <li>• Basic terms related to international standards</li> <li>• The strategic relevance of audits</li> <li>• Audits and management reviews</li> </ul>
10:45 – 11:00	Coffee	
11:00 – 11:30	Norms and standards	<ul style="list-style-type: none"> <li>• Audits as a requirement of international standards</li> <li>• ISO 19011: guideline for quality and/or environmental management systems auditing</li> <li>• Additional notes on selected standards relating to specific trade sectors</li> </ul>
11:30 – 1:00 p.m.	Managing an audit program	<ul style="list-style-type: none"> <li>• Preparing the audit</li> <li>• Conducting the audit</li> <li>• Audit conclusions, reporting and managing improvement</li> </ul>
1:00 – 2:00	Lunch	
2:00 – 3:00	Internal audits: mandatory requirements	<ul style="list-style-type: none"> <li>• Selection and training of auditors</li> <li>• Designing your audit process</li> <li>• Structure and orientation of the project</li> </ul>
3:00 – 3:15	Coffee	
3:15 – 4:00	Auditing your suppliers	<ul style="list-style-type: none"> <li>• Auditing supplier management systems</li> <li>• Premises and basic conditions</li> <li>• Providing a supplier audit</li> </ul>
4:00 – 5:00	Selected tools	<ul style="list-style-type: none"> <li>• Examples and experiences</li> </ul>
5:00 – 5:30	Final discussion	<ul style="list-style-type: none"> <li>• Questions and answers</li> <li>• Feedback</li> </ul>



### **Joachim Armbruster**

Joachim Armbruster was born in 1958 and holds a master's degree of business administration VWA (Dipl. Betriebswirt). Furthermore, he is an accredited psychotherapist (HP Psych.) at the Public Health Department in Munich.

For more than 12 years he worked as a designer and marketing manager in his own agency, before starting his career as a consultant, trainer and coach. He is the founder and managing director of *Life Works* (consulting, coaching, training) and *Life Events* (communication, events, new media).

Since 2002, Mr. Armbruster has been engaged as a certified instructor and trainer for personnel development by various companies and organizations, offering the following core competencies: communication skills, conflict solution and crisis management, coaching skills and team building, resonant leadership and change processes. He is also experienced in the field of systemic constellation work. This is a method which supports managers and their teams in different kinds of processes. In 2008, he expanded his working environment and began to offer his training and coaching services in Asia, mainly in Singapore and Shanghai.

Mr. Armbruster provides quality training in communication and leadership skills for corporate organizations in various countries. His seminars and customized in-house-training sessions are tailored to help professionals develop new workplace skills or enhance existing skills. His customers include BMW, Siemens Communication, Esprit, HypoVereinsbank, Mercer Consulting, Electrolux, IG Metall and Wieland Metall Singapore/Shanghai.



### **Dr. Alain Belcredi**

Dr. Belcredi was born in 1957 and is one of the founders of *Belcredi & Partner Corporate Finance Consulting*. In this role, he has managed private equity funds and their portfolio companies since 2006 in order to optimize the companies' return on investment. To achieve this, he has developed and implemented a segmented shareholding-controlling system in close cooperation with his clients.

Furthermore, his work focuses on the development and implementation of international structures, especially regarding sales, marketing, local producing and key account management. For this, his extensive experience as an employee in the industrial sector has been extremely valuable.

Before founding his consulting company, Dr. Belcredi worked for a Siemens subsidiary, then as VP for Siemens itself and for Corning, which acquired the telecom cable & hardware division. During these 12 years, he held various positions, including director of export sales, with worldwide P&L responsibility.

By this time, he had already gained extensive experience in the consultancy field. After being awarded with a Doctorate in Biochemistry and Zoology, he was employed by various consulting firms, starting his consultancy career at the Boston Consulting Group and later with the Monitor Company. His clients value his pragmatism and goal-orientated mentoring.

Dr. Belcredi has a strong international and intercultural background. In addition to his studies in Vienna in Austria and at the London Business School, he has worked in various European countries, the United States, Australia, Israel, Singapore and Thailand.



### **Hans W. Jablonski**

Mr. Jablonski is senior consultant and owner of *JBD – Jablonski Business Diversity*. He has gained more than 16 years practical experience in people-oriented and organizational development in various sectors, and is currently based in Cologne, Germany.

In the course of his career, Hans Jablonski has worked with companies in a variety of fields (including the automotive industry, the chemical industry, and finance). He is well versed in the management practices of companies operating at international level.

He is an acknowledged expert in his specialty areas. Three years ago Hans Jablonski founded his company, jbd. Since then he has advised companies on introducing and conducting change and diversity management. He is an experienced adviser and moderator on various topics for a wide range of target groups. He is also a much-in-demand keynote speaker on his areas of expertise. Hans Jablonski regularly publishes articles in books and journals. He holds a master's degree in economics and is a certified "change master" and coach. His consulting credentials are further enhanced by his Six Sigma Green Belt certification.



### **Dr. Kuang-Hua Lin**

Kuang-Hua Lin was born in 1963 and obtained a bachelor's degree in electrical engineering before coming to Germany. In Freiburg, Germany, he studied business administration and economics and received his master's degree (Diplom) with the highest grades and honors and was consequently awarded the Friedrich von Hayek Prize by Deutsche Bank. After obtaining his doctorate in economics (Dr. rer. pol.), he joined The Boston Consulting Group (BCG) in Düsseldorf, Germany, where he became a leading management consultant.

He was responsible for numerous strategic and implementation projects for renowned European companies both in Europe and in Asia.

In January 1997, he resigned from BCG and founded the company *Asia-Pacific Management Consulting GmbH (APMC)*, which develops and implements business strategies for German and European firms in Asia. His company has also supported over 300 European companies in their business and expansion activities in Asia, particularly in China, with great success.

Dr. Lin's expertise focuses on management and HR consulting in an international and intercultural context. He is a well-known expert on Asia/China and highly in demand as a speaker at conferences and seminars, e.g. *Management Circle* and *EuroForum* in Germany. He has also written numerous articles for professional journals and other media.



### **Petra Mehl-Lammens**

Mrs. Mehl-Lammens was born in 1957 and holds a degree in business economics and intercultural studies (M.A.). She started her career at a famous German Bank in Munich and Nuremberg. Since 1996, she has been working as an independent HR development consultant in the field of organization and personnel development, as an executive coach and as a cross-culture-trainer for India and Germany.

From 1988 to 1996, she worked as an in-house HRD consultant and management trainer at a major bank. In that function, she was responsible for the change management department, the assessment center processes and team development. She is a member of ASTD (American Society for Training & Development), SIETAR (Society for Intercultural Education, Training and Research) and IMCI (Institute of Management Consultants of India).

Mrs. Mehl-Lammens has extensive experience in working in an international context, moderating workshops, and consulting. The focus of her work is problem solving, team building, change processes and cross-cultural topics at an executive level. Mrs. Mehl-Lammens clients include Volkswagen, Audi, MAN, Siemens Business Services, Crédit Suisse and O2.



### **Jan Scholl**

Mr. Scholl was born in 1971 and holds a master's degree in business administration. He has more than 10 years of consulting experience. Since starting his career in 1998 at the *Pleyma GmbH*, he has remained loyal to the company. He now holds the position of managing partner.

He is a lecturer of procurement and supply chain management for enterprises workshops. Mr. Scholl has also written numerous articles and studies on these two topics.

He has gained extensive experience in the transport, engineering, agricultural machinery and automotive industries, with particular specialization in the following key issues: the development and implementation of process concepts (in SCM), organizational development in supply organizations, potential analyses (regarding purchasing, relocation options, etc.), and the development of manufacturing concepts (including the scheduling of expenses for manufacturing processes and tooling).



### **Peter Stark**

Mr. Stark was born in 1967 and earned a CEMS master's degree (Master of International Management) from Copenhagen Business School, after having graduated from the Vienna University of Economics and Business.

He started his career in the field of controlling in an international paper company, and also gained experience in analyzing and creating business plans for a venture capital company in the United States.

After that, he worked in the finance, controlling and marketing department of an Austrian paper mill, analyzing and preparing its market entry in the Czech Republic and Slovakia.

Ten years ago, he started working as a senior partner for Winterheller Software, a company renowned for the support it gives its managers. There, Mr. Stark has successfully implemented company controlling systems in small- and medium-sized companies, as well as in multinationals. He was subsequently promoted to a management position. Now in charge of establishing new branch offices, he is mainly occupied with planning, budgeting and ongoing reporting.

In addition, he lectures at universities in the German-speaking world and is a sought-after speaker at conferences. Mr. Stark is the author of the book *Das 1x1 des Budgetierens* ("The Basics of Budgeting"), which was published by Wiley at the beginning of 2006. In the same year, it was listed among the 10 most important business books by the Financial Times Germany.



### **Dr. Guido Wolf**

Dr. Wolf was born in 1959 and holds a master's degree in communication science. He was a senior partner at a consulting company in 1990 and also worked as a marketing manager for a well-known German chemicals firm. After working for eight years as a professional consultant, Dr. Wolf founded the *conex. Institute for Consulting, Training, Management Support* and has been the director ever since.

He is a certified member of DQS Germany, a renowned German association for certifying management systems. As a consultant and certified auditor for quality management, Dr. Wolf is in demand as a speaker at conferences and has written many articles on management systems, process management and management of internal communication.

In addition, he lectures at German and Dutch universities, and has an international background.

He is experienced in the design and implementation of companies' policies, objectives and strategies, as well as in the implementation of the balanced scorecard method. Dr. Wolf has also focused on conceptual design and implementation of integrated management systems (related to quality-, environmental- and occupational health and safety management). Furthermore he is experienced in the design and implementation of process management systems and the implementation and improvement of audit systems. He has also run communication training sessions for quality and environmental management in various industries and service sectors.

## Venue, seminar fee and payment terms

The open seminars in Shanghai will be held in **The Westin Hotel (Bund Center) Shanghai**.

The seminar fee includes lunch (self-service buffet) and two coffee breaks per day. The participants will also receive a copy of the seminar documents for her/his personal use.

After registration, the participant will receive confirmation and an invoice. The seminar fee plus services tax in China needs to be paid at least **two weeks** prior to beginning of the listed seminar. If not paid in time, APMC has the right to withdraw and resell the booked seat.

### **The Westin Bund Center Shanghai**

88 Henan Central Road, Shanghai 200002, China

phone +86 21 6335 1888

fax +86 21 6103 5184

## Policies for change and cancellation

The participant of a seminar can be replaced without any cost. So before you have to cancel a booking, please check the possibility to send another person to represent you.

If a booking is cancelled more than two weeks before the seminar begins, a handling fee of 1,000 RMB per seminar will be charged. If canceled within two weeks of the seminar beginning, or in case of absence, the attendance fee will be charged in full.

APMC reserves the right to cancel seminars at their discretion. In this case, APMC will refund the seminar fee immediately. There are no further obligations of APMC.

## Discounts

If paid at least four weeks in advance, the seminar price will be reduced by 10%. Members of DUSA (European Association Suzhou, [www.dusa.cn](http://www.dusa.cn)) are entitled to a special discount of 10% for the seminar due to a cooperation agreement between DUSA and APMC. Together with the above-mentioned discount, a total of 20% discount could be achieved by DUSA members.

If you are currently receiving a personal coaching or career development training at any of the offices of APMC in China, please contact your trainer or coach to integrate the seminars you are interested in as part of your personal coaching/training program.

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**German Expert Forum - Registration**

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I wish to register for the following seminars in 2011:

	<i>Title</i>	<i>Open Seminar Shanghai</i>	<i>Open Seminar Suzhou</i>	<i>In-House Seminar*</i>
Dr. Lin	Management Development	<input type="checkbox"/> 11-12 Jan.	<input type="checkbox"/> 13-14 Jan.	<input type="checkbox"/> On demand
Dr. Belcredi	International Sales and Marketing – Business Planning and Organization	<input type="checkbox"/> 15-16 Feb.	<input type="checkbox"/> 17-18 Feb.	<input type="checkbox"/> 14 Feb.
Mr. Armbruster	Developing First Leadership Skills	<input type="checkbox"/> 22 Feb.	<input type="checkbox"/> 24 Feb.	<input type="checkbox"/> 21 Feb.
	Management Skills for Teamwork	<input type="checkbox"/> 23 Feb.	<input type="checkbox"/> 25 Feb.	
Mr. Jablonski	Change Management	<input type="checkbox"/> 03 March	<input type="checkbox"/> 04 March	<input type="checkbox"/> 05 March
Mrs. Mehl-Lammens	Self-management for Managers – Time and Life: Success-oriented Personal Work Methods & Strategies	<input type="checkbox"/> 08-09 March	<input type="checkbox"/> 10-11 March	<input type="checkbox"/> 07 March
Mr. Stark	Planning and Budgeting	<input type="checkbox"/> 15 March	<input type="checkbox"/> 17 March	<input type="checkbox"/> 14 March
	New Methods and Trends in the Field of Budgeting – How to Implement a Standardized Budgeting System	<input type="checkbox"/> 16 March	<input type="checkbox"/> 18 March	
Dr. Wolf	Concept Development and Implementation of Certified Management Systems	<input type="checkbox"/> 22 March	<input type="checkbox"/> 24 March	<input type="checkbox"/> 21 March
	Implementing an Audit System	<input type="checkbox"/> 23 March	<input type="checkbox"/> 25 March	
Mr. Scholl	International Supply Management – Strategies, Organization, Tools, Best Practices	<input type="checkbox"/> 29 March	<input type="checkbox"/> 30 March	<input type="checkbox"/> 31 March

*\*All In-House Seminars are one-day training sessions in your company. The seminar programs may be adapted to your company's requirements. The fee is 25,000 RMB plus travel expenses (from Shanghai).*

*Seminar Fee: 7,000 RMB for 1-day-seminars; 12,000 RMB for 2-day-seminars or 2 seminars which are combinable. After your registration, you will receive our invoice and a confirmation with further details and a location plan.*

**My contact details:**

Name: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Company: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Telephone: \_\_\_\_\_  
 Fax.: \_\_\_\_\_  
 Email: \_\_\_\_\_  
 Website: \_\_\_\_\_  
 No. of part.: \_\_\_\_\_

Place

Date

Signature



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