



## **SHANGHAI INNOVA MANAGEMENT INSTITUTE**

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# **CORPORATE TRAINING PROGRAM**

**PROGRAM OVERVIEW**

**PROGRAM EXCERPTS:**

**DEVELOPING LEADERS FOR THE CHINA-ORGANIZATION**

**POST-MERGER INTEGRATION**

**HIGH PERFORMANCE SALES**

**PROFESSIONAL PURCHASING SKILLS**

**GENERAL PLANT AND OPERATIONAL SAFETY**

**CLIENT LIST**

**CONTACT DETAILS**

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## PROGRAM OVERVIEW

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### LEADERSHIP & MANAGEMENT DEVELOPING PROGRAMS

- Developing Leaders for the China Organization (English, 10 days)
- Customized Programs incl. Workshops, Trainings, Coaching (Chinese, ca. 30 days)
- Post-Merger-Integration / JV-Integration Program

### LEADERSHIP & TEAM ASSESSMENTS WITH COACHING

- Intercultural Competencies
- Building Trust Systematically within Teams
- Management Competencies
- The MBTI Personality Type Indicator: A Leadership Assessment

### LEADERSHIP & MANAGEMENT COURSES

(English Language)

#### LEADERSHIP

- Leadership for Expats: How to lead local Personnel
- Forming the Management Team
- Fundamentals of Leadership: An intensive Training for future Leaders
- Team Development, Delegation and Empowerment
- Working with different Types of Personalities
- Emotional Intelligence

#### TEAM DEVELOPMENT

- Working in Multicultural Teams: Intercultural Competencies and Team Development
- Working with Foreigners
- Conflict Management & Mediation

#### CHINESE LAW

- China's New Labour Contract Law: Handling the practical Implications
- China's Contract Law – A practical Workshop for Managers from FIEs
- Duties, Rights and Legal Risks of Directors and non-Resident Board Members of FIEs
- Restructuring Foreign-Chinese EJV's

#### FINANCE

- Finance for Non-Finance Managers (Business Simulation)
- Optimizing Working Capital (Business Simulation)

#### PLANT MANAGEMENT IN CHINA

- Towards Operational Excellence (Business Simulation)
- Optimizing Inventory Management (In-House Workshop)
- Facility Construction in China (In-House Workshop)
- Factory Planning and Optimization of Material Flow (In-House Workshop)

## **LEADERSHIP & MANAGEMENT COURSES**

(Chinese Language)

- Management Development Program (Chinese, 4 days)
- Effective Team Leadership
- Situational Leadership
- The Leader as Coach
- Management by Objectives
- Finance for Non-Finance Managers
- Effective Budget Management and Control
- Critical Thinking
- Decision-Making
- Planning and Goal-Setting
- Presentation Skills
- Time Management for Supervisors and Managers
- Effective Problem-Solving Techniques

## **SALES TRAINING PROGRAM**

(Chinese Language)

- Sales Training Program for Solution Providers (Chinese, 16 days)

## **SALES & MARKETING TRAINING COURSES**

(Chinese Language)

- Effective Communication Skills
- Professional Selling Skills for Solution Providers
- Presentation Skills for Sales Professionals
- Overcoming Objections
- Effective Negotiations Skills for Sales Professionals
- Achieving Service Excellence and high Customer Retention
- Techniques for Increasing Sales Revenue per Customer
- Building High-Performance Sales Teams
- Effective Sales Management
- Key Account Management: How to win Big Orders
- Contract Management: Basic Legal Knowledge for Sales Professionals
- Train-the-Train-Program for Sales Trainers
- Professional Coaching Techniques
- Development and Rollout of Marketing Plans

## **PRODUCTION & LOGISTICS**

(Chinese Language)

- Effective Inventory and Warehouse Management
- Lean Manufacturing
- Production Planning and Material Control
- Total Productive Maintenance
- Quality Management (ISO, TQM, SPC)
- Logistics Management
- Supervisory Skills for Production Supervisors
- General Plant and Operational Safety

## **PURCHASING**

(Chinese Language)

- Supplier Evaluation and Selection
- Supplier Management and Strategic Partner Development
- Improving Purchasing Skills
- Cost Reduction in Purchasing
- Strategic Sourcing in Difficult Times
- Purchasing Risk Analysis and Management
- Contract Management in Purchasing
- Integration of Purchasing, Sales and Production

## **PROJECT MANAGEMENT**

(English and/or Chinese Language)

- Basic and Advanced Project Management
- Project Planning, Scheduling and Cost Control
- Project Tendering and Contract Management
- Project Procurement and Supplier Management
- Project Quality Management
- Project Portfolio Management
- Project Leadership and Communication
- Project Requirement Analysis
- Project Management in Engineering and R&D
- Project Management in marketing and Product Development
- Project Workflow Analysis Workshop
- Project Impact Evaluation Workshop
- Project Simulation
- PMI Certification

## PROGRAM EXCERPTS

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### LEADERSHIP & MANAGEMENT DEVELOPING PROGRAMS

- Developing Leaders for the China Organization (English, 10 days)
- Customized Programs incl. Workshops, Trainings, Coaching (Chinese, ca. 30 days)
- Post-Merger-Integration / JV-Workshop Program

#### Sample:

#### **Developing Leaders for the China Organization 10 days, English language**

This leadership training is inspirational, interactive and instructive – and application-oriented. It is designed for leaders of organizations in China and its ambition is to blend western and Chinese leadership approaches.

The program introduces basic management theories in simple language and includes tools, exercises, teamwork, case studies and group discussions and puts emphasis on the exchange of experiences and ideas.

The training is held in English language – the global business language – and is designed for delegates from global organizations and for managers with a significant need for cross-border coordination or intercultural cooperation.

Target audience of this training program are department heads, leaders of business units, and key management talents who have not received systematic leadership training before. As a thumb rule participants should have three to five years of management experience.

This training program is an ideal platform for small management teams consisting of managers from different departments and one or two senior managers to develop higher cohesion and a stronger basis for future corporate development.

The program consists of five different modules:

- **Fundamentals of Leadership**
- **Leadership, Team Development and Delegation**
- **Leadership in Cross-Cultural Perspective**
- **Developing a Range of Leadership Styles**
- **Leadership and the Art of Influencing**

Facilitator: Dr. Laurenz Awater, General Manager, Shanghai INNOVA Management Institute

## PROGRAM EXCERPTS

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### LEADERSHIP & MANAGEMENT DEVELOPING PROGRAMS

- Developing Leaders for the China Organization (English, 10 days)
- Customized Programs incl. Workshops, Trainings, Coaching (Chinese or English)
- Post-Merger-Integration / JV-Workshop Program (English)

#### Sample:

#### **Post-Merger Integration Assessment-based Workshop, English language**

Without a fast and successful post-merger integration the failure of an acquisition is looming – possibly resulting in tremendous losses. Key tasks to avoid this include:

- **Retention of key management staff**
- **Fast establishment of a new (foreign-Chinese) leadership team**
- **Building effective communication channels towards old staff**
- **Enabling quick changes**
- **Developing a new corporate culture.**

Trust – means success, mistrust – means failure. It is predictable that without fast and successful establishment of a foreign-Chinese leadership team all the other goals cannot be accomplished in time.

Trust – is a sensitive area. And seldom can trust be established in the short run. But how to build bridges that can be maintained under pressure and how to develop a better understanding and reach a higher trust level quickly?

With different cultures trust has slightly different meanings, there are however trust criteria which are universally applicable.

We are using an assessment tool enabling us to identify trust needs and trust gaps within teams. This tool is often used for different teams in parallel (foreign JV partner vs. Chinese JV partner / old vs. new staff etc.). The assessment comes with an interpretative report and requires professional facilitation by a licensed consultant (workshop).

Facilitator: Dr. Laurenz Awater, General Manager, Shanghai INNOVA Management Institute

## **PROGRAM EXCERPTS**

### **HIGH PERFORMANCE SALES**

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Our sales training program 'High Performance Sales' consists of 14 different parts ranging from communication and professional selling skills to sales management and coaching.

The program is designed for sales professionals working for MNCs from manufacturing. It can be customized to suit the needs of different target groups as junior sales professionals or experienced sales managers. The program includes trainings for future in-house sales trainers and coaches to achieve a high degree of sustainability in training effectiveness.

At the core of the program stands the notion that for achieving profitable and stable growth sales professionals have to understand themselves and act as solution providers to their clients and that service excellence is key to customer loyalty.

#### ◆ **Professional Selling Skills**

Part One: Effective Communication Skills (incl. Email- and Telephone-Contact)

Part Two: Professional Selling Skills for Solution Providers/Consultative Selling

Part Three: SPIN Selling Techniques

Part Four: Presentation Skills for Sales Professionals

Part Five: How to overcome Objections

Part Six: Win-Win Negotiations Skills

#### ◆ **Retaining Customers through Service Excellence**

#### ◆ **Techniques for Increasing Sales Revenue per Customer**

#### ◆ **Sales Team Building and Sales Management**

Part One: Building High-Performance Sales Teams

Part Two: Setting SMART Goals and giving effective Follow-up Support: The Importance of Sales Management

Part Three: Key Account Management: How to win Big Orders

Part Four: Contract Management: Basic Legal Knowledge for Sales Professionals

#### ◆ **Train-the-Train-Program for Sales Coaches**

Part One: Train-the-Train-Program for Sales Trainers

Part Two: Professional Coaching Techniques

## **PROGRAM EXCERPTS**

### **PROFESSIONAL PURCHASING SKILLS - ENSURING QUALITY WHILE REDUCING COSTS**

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Given the current economic conditions many manufacturing enterprises are under high pressure to cut costs. Under these circumstances the purchasing function is becoming even more important. This two-day intensive training introduces methods and techniques for cost reduction in purchasing and will deal with following topics:

1. The concept of comprehensive purchase costs and the shifting from purchase price reduction to lowering purchase costs
2. Supplier cost analysis and price comparison
3. Integrating external resources to reduce purchase costs
4. Value-related analysis of projects and prices.

The training combines lecture with numerous case studies, practical exercises and discussions. It is designed for purchasing professionals but also suitable for personnel from other departments which are involved in purchasing and product engineering.

#### **《 TRAINING CONTENTS 》**

**Part I: Challenges and Risks faced by Manufacturers in Purchasing**

**Part II: Reducing Purchase Cost from the Design Stage**

**Part III: Cost Analysis and Price Comparison**

**Part IV: Strategic Purchasing and Cost Reduction**

**Part V: How to Integrate External Resources to Reduce Purchase Costs**

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#### **The Course Faculty**

The facilitator is a professional trainer and management consultant. For many years he worked as logistics director for a major enterprise group in China and as chief trainer for logistics and SCM at various training centers (SGS, SAIC etc.). During the last ten years he has conducted trainings for several hundreds of MNCs including many Fortune 500-companies. To his clients belong enterprises as Alcatel-Bell, Atlas Copco, BASF, Belling, Behr, Budweiser, Carrier, Daimler, Emerson, Faist, Gates, GE Healthcare, Geberit, Hoerbiger, Kalmar, Maersk, Lenze, Marquardt, Motorola, NEC, Nike, Philips, PWO, Roche, Rotork, Schuler, Shanghai Volkswagen, Siemens, Tecnotion, TPO, Van Oord and many others.

## **PROGRAM EXCERPTS**

### **GENERAL PLANT AND OPERATIONAL SAFETY**

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In this two-day intensive training all major aspects of safety management and EHS in manufacturing enterprises are covered including prevention measures, emergency plans and root cause analysis. In order to achieve a high degree of on-the-job skills transfer to the daily operations, numerous case studies will be presented and discussed and an on-site inspection is included.

Participants learn to understand the basics of safe production, how to run daily operations based upon safe production principles, how to understand modern measures of safety management, how to set up a safe production culture to prevent accidents from occurring, and how to respond in case of emergency.

#### **>COURSE CONTENT<**

**Part One: One Potential Accident Means No Safety**

**Part Two: Improving the Safety Education, Enhancing Quality awareness**

**Part Three: Safety is Everybody's Responsibility**

**Part Four: Risk Analysis and Prevention**

**Part Five: Establishing Rules and Regulations, Enhancing Safety Controls**

**Part Six: Developing a Safety Culture, Publicizing Safety Knowledge**

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#### **The Course Faculty**

Before becoming independent consultant and trainer, the facilitator worked as production manager and training manager at McDonald's, Siemens, Druk, Wanjie Corp. and Sanli Corp.. He is a certified trainer certified by CPI.

To his client base belong companies and organizations as ABB, Aramark, AREVA, Astron, BAYER Healthcare, BAYER Materials, Beiersdorf, BOEING, Borgwarner, Bosch, Chargeurs-Protective, Continental, Doceram, Durex, Elekrisola, HBM, Healthoo, Heidelberg Cement, Hilti, Hoerbiger, Hoermann, Hunterdouglas, Kern-Liebers, Kostal, Leuco, Lucky Film, Mahle, M-Flex, Molex, Motorola, Pactl (Lufthansa), Samsung, Schott, SECCO, SKF, Tredegar and Vacuumschmelze.

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## CLIENT LIST

### INNOVA CLIENTS IN P.R. CHINA

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ABB, AB Mauri, Adidas, Agfa, Airbus, Air Liquide, AL-KO, Anji TNT, ANL, Aker Kvaerner, Akzo Nobel, Alcatel, Alcoa, Alfmeier, Alliance Metal, Altendorf, Ameco (Lufthansa), Amphenol, ARC, Ardex, AREVA, Arkema, Avery Dennison, Ascendas, Astra Zeneca, AT&S, Autoliv, AVL, Axon

Bacou-Dalloz, BASF, BAYER, Becker, Becker Industrial Coatings, Behr, Beiersdorf, Bekaert, BHS, Bitzer, Bizerba, Boehler Thyssen, Boehringer Ingelheim, Bomag, BorgWarner, BOSCH, Braun Medical, BSHG, Bucher-Guyer, Buchi, B&Q

Carbone Lorraine, Carl Zeiss, CASCO, Celanese, Chemtura, Ciba, Coats, Cockson, Cognis, Comau Pico, Compass, Continental, Cummins

D.A. Stuart, Daimler, Danfoss, Danisco, Demag, Diehl, DNV, Doceram, Dogi, Dorma, DuPont, Dumex, Duravit, Dynapac

Eaton, Ebner, Edscha, EHC, Einhell, Elektrisola, Electroskandia, EM Group, Emerson, Epcos, Ericsson, Ethypharm, Etola Logistics

Fairchild, Faist, Ferdinand Bilstein, Fermax, Fiat, Foseco, Fresenius, Freudenberg, Fuchs, Fujitsu-Siemens

Gambro, Gamesa, Gate Gourmet, GEA, General Electric, General Signal, Gillette, GKN Drive Shaft, Greenheck, Grunenthal

Haendler & Natermann, Hansgrohe, Haworth, HBM, Heidelberg Cement, Hella, Heraeus, Hershley, Hettich, Hilti, Hirschvogel, Hoerbiger, Hoermann, Homag, Hoyer, HP Pelzer, Huawei Technologies, Huber, Huntsman, Husky

IAV Automotive, IEE, IKEA, Imaje, Ingersoll-Rand, Ipsen, IVECO,

John Zink (Koch Group), Johnson Controls, JOST

Kaercher, Kalmar, Karl Mayer Textile Machinery, Karl Storz Endoscopy, Keiper, Kendrion, Kern-Liebers, Kichler Lightning, Kirin, Klueber, Knauf, Kolbenschmidt-Pierburg, Kone, Kostal, Krohne, Kühne & Nagel, KSR-Kuebler

Laerdal, Lanxess, Leica, Lenze, Lenzing, Leoni, Lettra, Leuco, Limagrain, Linde Gas, Lisega, Lux

M+W Zander, Mahle, Malvern, Maped, Marquardt, Maxon, Merak, Merck, Messer Gas, Metrologic, Metso, Moeller, Motor Power Group, M-Real, MTU, Mubea, Murrelektronik



Ningbo Bird, Norwex, Novacel, Novo Nordisk

ODU, Oerlikon, Oldenburger, Omicron Nano Technology, Omni Gear, Organon, Otto Group

PACTL, Parker, Philips, Picanol, Polymax, Prettl, Putzmeister, PWO

Radiance, Reichle + De-Massari, Reis Robotics, Reuters, Rhodia, Richter EP, Rieter, RITZ HV Transformers, Roquette, Rose Plastics

SAB, Sachs, Saint Gobain, Sanden, Sanofi Pasteur, Santander, SAPA, Saurer, Schering, Schindler, Schlafhorst, Schneider Electric, Schott, Schottel, Schuetz Container, S&B Industrial Minerals, Seagate, Sibelco, SGL Carbon, SIEMENS, Sigmakalon, SKF, Smith Nephew, Solvay, Spectris, SPX, STATChipPac, Stockvis Tapes, Sulzer

Tessengerlo Group, Teradyne, Testo, Toku, Thermowatt, Thyssen-Krupp, Trayton, Trimble, TRW, Turck, Tyco

UAES, UCT, Umicore, UPM

Valeo, Vallourec & Mannesmann, Van Hessen, Van Oord, Venture, Vestas, Vitalo, Voith, Volkswagen, Volvo, Vorwerk

Wabco, Wärtsilä, Weidmueller, Wieland, Wolverine, Wyeth, and

ZF.

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