



C³ Training Unit – Activities in 2007

With its in-house Training Unit “C³ - Creation of Competence for Competition” and its team of trainers, GFA possesses of a powerful and highly adaptable tool. This adult learning training methodology can be deployed in different contexts of private and also public sector development.

Action learning, customized course design, extensive field work (work-place-related activities), a systemic approach and comprehensive instructions for facilitators are the five unique features. These features differentiate the concept of C³ from the vast number of approaches currently being used elsewhere.

Presently, C³ offers standard courses on the following subjects:

C³ START - Business Planning for Start-Ups and MSMEs

C³ GROWTH - Consulting SMEs

C³ CREDIT - Credit Appraisal and Monitoring

C³ CRISIS - Turn-Around Management

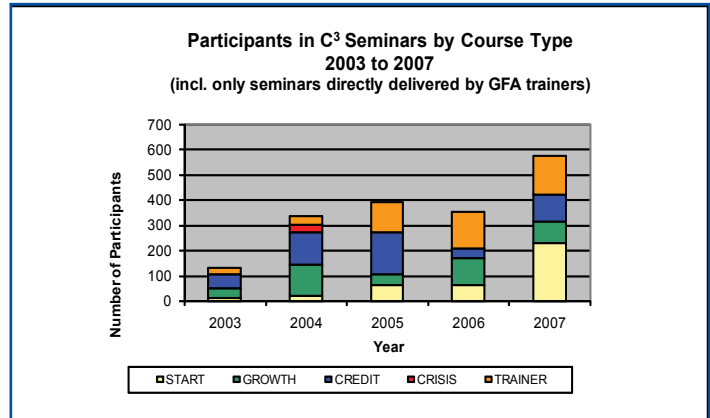
C³ TRAINER - Training and Moderation Techniques

Since launching the brand five years ago, C³ has proven to be internationally successful as shown by its performance indicators from 2003 to 2007:

- 1,788 participants directly trained or coached by GFA trainers in 21 different countries throughout Europe, Asia, Africa and Latin America;
- 102 standard training seminars delivered;
- 41 international and 55 local C³ trainers qualified and selected for the C³ network.

Activities in 2007

2007 marked another excellent year for C³. In 2007, GFA implemented 30 C³ training courses all over the world. This corresponds to 270 days of training with a total of 576 participants as



compared to 2006 with 354 participants.

Training courses were held in Afghanistan, Angola, Bangladesh, Ecuador, Germany, Indonesia, the Philippines and Vietnam. Local partners were diverse, ranging from commercial banks to business incubators (IT/food processing), export promotion agencies and universities.

Other achievements included the further standardisation of manuals and the development of new topics for standard manuals, such as social standards for the GROWTH package and rural marketing in the START manual/concept.

Selected Country Report: Ecuador

One of our success stories in the past few years has been the case of Ecuador, where C³ was introduced in September 2005. The C³ activities in this Latin American country are part of the European Commission funded EXPOECUADOR programme, aiming at strengthening the export capacity of Ecuadorian SMEs. The programme is carried out by CORPEI, the Ecuadorian Export and Investment Promotion Agency, which bought the C³ license for both GROWTH and START.

Training activities were realized in two full training cycles, each comprising both GROWTH and START courses, with the first cycle focussing on major

cities and the second on several regions. To allow for sustainability of the activities in Ecuador, additional partner organizations were selected for both training modules: on the one hand, FEDEXPOR (the Federation of Ecuadorian Exporters) for GROWTH and, on the other hand, the universities associated with SEAFE (the System to Support Entrepreneurship Training in Ecuador) for START courses.

These partner organizations were responsible for marketing, organization and logistics of the courses. Both FEDEXPOR and SEAFE had own staff trained as C³ trainers to guarantee in-house knowledge about the courses.



C³ START Trainers (from left): Rodrigo Briones, Alberto Lara Flores, Nayeth Solorzano, Jaqueline Mejia Luna, Lothar Maria Willms (GFA C³ master trainer), Geovanna Lara Burbano and Juan Carlos Mancheno Ricaurte

Similar to C³ programs in other countries, each training cycle started with two TRAINER seminars for START and GROWTH trainers respectively, resulting in the selection of the national trainers – six for each module. In a second step, the full START and GROWTH courses were implemented by international GFA trainers, assisted by the six Ecuadorian co-trainers. As a third step, the national trainers took over the lead facilitator role and were only coached by one international GFA trainer.

After having successfully completed the full training cycle, all Ecuadorian trainers received their certificates and permission to carry out further C³ courses under the conditions of the license bought by CORPEI (which means, among others, information about every course implemented to get an overview of C³ activities nationwide).

The C³ package in Ecuador comprised the following activities:

- Four C³ TRAINER courses (two for C³ START, two for C³ GROWTH trainers);
- four C³ START courses implemented at universities for last-year-students;
- four C³ GROWTH courses sold in the open market to business consultants and other interested persons.

This led to these direct results:

- 22 business plans elaborated and

- 18 strategic consulting reports delivered to SMEs.

At the end of the second training cycle in September 2007, 23 national trainers were officially accredited (12 for START, 12 for GROWTH, with one of them covering both courses). They come from six different provinces. All START trainers are university lecturers. GROWTH trainers work for different entities: consulting firms, SME support organizations and also as lecturers for universities. The C³ methodology does not only aim to build capacity among national trainers and training course participants, but also offers direct consultancy to existing SMEs. As mentioned above, 18 Ecuadorian SMEs received consultancy services as part of the GROWTH courses implemented. Our partner FEDEXPOR selected these firms via advertisements in national media, focusing on export-oriented companies. The SMEs had to make time available for interviews and analy-



GFA employee Katharina Graf together with C³ START trainers in July 2006 (from left): Jackson Torres, Marcela Chávez, Cecilia Paredes, Katharina Graf, Mónica Larrea and Gabriel Larrea

sis of the trainees but did not have to pay for the consulting report. All companies stated to have benefited from the results and several firms sent their own staff to participate in the following GROWTH courses. Similarly, the START courses intend to support real business projects (no case studies). The C³ partner universities selected training participants based on their project ideas presented prior to the course. All projects should envisage future export possibilities. The final business plans were presented to a committee comprising of – whenever possible – experts of the export promotion agency CORPEI, which meant real business contacts for the young will-be-entrepreneurs.

Apart from the official GFA C³ package in Ecuador and due to the strong demand of the Ecuadorian market for more capacity building, the national trainers on their own have carried out several training courses since the end of the “official” C³ training package. As in many other countries of the world, the methodology is widely perceived as positive by the course participants, both university students and business consultants. We hope to see a long-lasting continuation of C³ courses in Ecuador and wish our Ecuadorian colleagues all the best for their future C³ activities!



Skilled Ecuadorian C³ GROWTH trainers (from left to right, portrayed by Giovanni): Gabriela Urresta, Catalina Castellanos, Alfredo Pera, Lyssi Velez, Giovanni Gando and Ana Jaramillo

Trainer of the Year award 2007



Left: The C³ trophy - engraved with the name of each Trainer of the Year since 2005

Right: Christine Fröhlich handed over the C³ trophy to Lothar Willms at the GFA Christmas party. It was filled with goodies - unfortunately not with gold

Introduced in 2005, the trophy for the C³ Trainer of the Year was again strongly competed for in 2007.

With training courses held in Indonesia, Ecuador and the Philippines, Mr. Lothar Maria Willms implemented 138 training days and with this he won the first prize.

He was closely followed by Ms. Iris Kubina who came second with 131 training days, followed by Ms. Marret Schadwinkel who was placed third. Congratulations!



A new standard course: C³ TRAINER – Training and Moderation Techniques

The C³ TRAINER course on training and moderation techniques was introduced as a standard course in 2006. It aims at improving participants' capacity to effectively work as trainers and/or moderators. Based on the methodological principle of learning through action and experience, the C³ TRAINER course establishes the theoretical elements with regards to adult learn-

ing as well as communication and visualisation in training situations.

It also introduces participants to the C³ exercise structure and training programme designs.

The C³ TRAINER course is meant to be a bridge seminar, focussing on soft skills required for successfully running C³ training

courses, while the other C³ packages mainly deal with knowledge transfer. It is therefore part of all regular C³ Training of Trainers (ToT) programmes. In addition, every year GFA offers C³ TRAINER courses at its GFA head office in Hamburg. In the past, all courses were well attended and proved to be successfully working towards:

- Further capacity building of staff members and GFA retainers;
- trainer networking;



Young professionals worked in groups - they participated in the C³ TRAINER inhouse seminar at GFA headquarters

- discussion platform for innovations;
- internal and external marketing.

Two C³ TRAINER inhouse seminars at GFA headquarters took place in September 2008 with altogether 26 participants. Should you be interested in attending the next seminar (estimated in January 2009), kindly contact Christine Froehlich: christine.froehlich@gfa-group.de



Participants of the C³ TRAINER seminar busy with a communication exercise in September 2008

Outlook 2008 – 2009

For 2008, training seminars are being implemented in the following countries: Afghanistan, Angola, Germany, South Africa, Algeria, Bangladesh, the Philippines and Vietnam.

Another major activity in 2008 and 2009 will be the standardization and packaging of five new C³ manuals in the context of private and public sector development. Designed and applied in different project settings, these now call for a structured approach to capacity development. Two manuals were launched by June 2008: C³ ASSOCIATE and C³ COMPLIANCE.



C³ ASSOCIATE: *Getting professional as an association – strategic and financial planning (for associations, NGOs, etc.).* C³ ASSOCIATE transfers knowhow on the most im-

portant aspects of associative culture and functions and helps associations to improve their internal management and elaborate their strategic and financial planning. Thus, ASSOCIATE enables associations to become more efficient in fulfilling their roles.



C³ COMPLIANCE: *Social and environmental compliance for mid-level managers and consultants.*

C³ COMPLIANCE seeks to pass on established experience and to disseminate essential information on social and environmental standards. The course enables SME top and mid-level management as well as external SME consultants to detect non-conformities, to implement good environmental and social management, to monitor and verify adherence to social

standards and codes of conducts and therewith, to remain competitive.

Please refer to the respective new brochures available in October 2008.



Market stand in Angola - C³ Associate was applied in a pilot course to capacitate an Angolan agricultural association

The people – C³ Training Unit

Induced by high demand and in order to raise its visibility, GFA decided to set up a dedicated C³ Training Unit in 2006. Currently, the C³ Training Unit comprises the following team members:

Ms. Christine Fröhlich, Head of the C³ Training Unit: responsible for the strategic development of the C³ product, coordination of training activities, quality control, networking and trainer development.



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Ms. Mareike Stein, Consultant: joined the C³ Training Unit in 2007. Ms. Stein is responsible for the coordination and implementation of training activities and manual development.



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Ms. Natascha Malik, Communication Officer: provides general support to the C³ Training Unit, organises in-house courses, prepares the seminars, travels, manuals etc.



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Contact

For more detailed information on our C³ training package, please visit the GFA Consulting Group core competences website at www.gfa-group.de (go to "Tools").

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