



# THE EXECUTIVE TRAINING PROGRAMME IN JAPAN AND KOREA

## 2009 - 2010





**Mrs Benita Ferrero-Waldner**  
*Commissioner for External Relations*

# FOREWORD

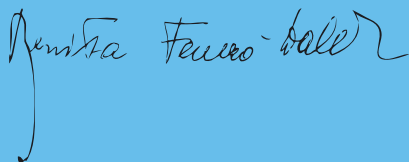
The Executive Training Programme (ETP) has been one of the most successful EU programmes in Japan for more than a quarter of a century. Under the ETP, European business men and women have undergone intensive language and on the job training to familiarise themselves with Japanese business culture.

Encouraged by the success of the programme in Japan, the European Commission expanded the ETP to also cover Korea from 2002. To date, around 1,000 European managers have graduated from the ETP programmes combined. The ETP alumni represent a vital resource for European business in both Japan and Korea.

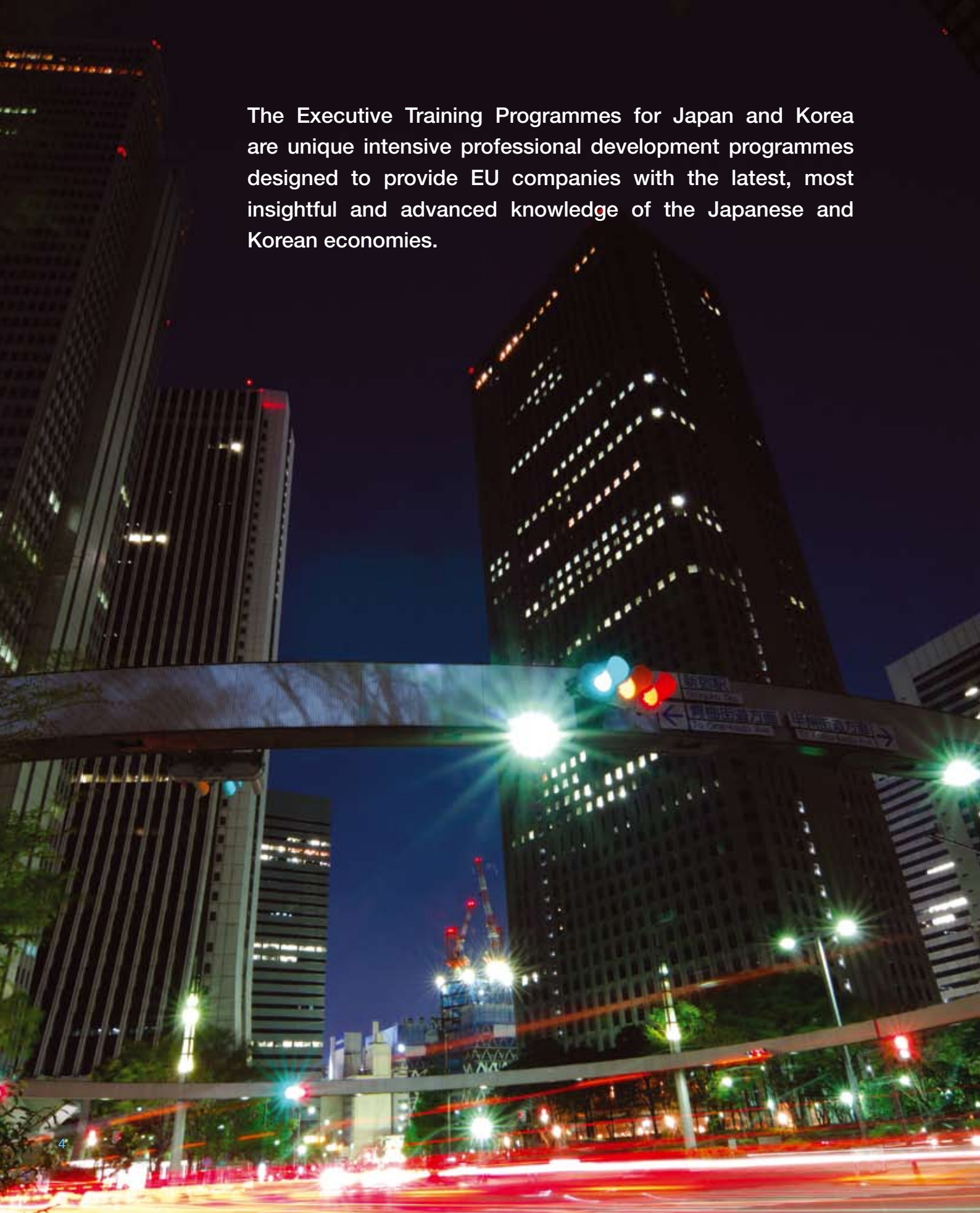
In order to maintain and build on the very positive results of the ETP, the European Commission has reformed the programme in 2006 to respond better to the rapidly changing demands in today's business world. The language programme is now more compact, an EU training component has been added, and internationally recognised universities in the EU, Japan and Korea have been chosen to deliver high-quality training to the participants.

I am confident that the ETP is a key instrument for European business to take advantage of the continuing trade and investment opportunities offered in Japan and Korea in the years to come.

I invite European companies to use the Executive Training programme to strengthen their business presence in the East Asian region by sending their executives to participate in the training offered by ETP.

A handwritten signature in black ink, reading "Benita Ferrero-Waldner". The signature is written in a cursive style with a long vertical line extending downwards from the first letter.

The Executive Training Programmes for Japan and Korea are unique intensive professional development programmes designed to provide EU companies with the latest, most insightful and advanced knowledge of the Japanese and Korean economies.





## Why develop your business in Japan or Korea?

Japan and Korea are two of the largest economies in the world and offer a wealth of **opportunities** for European businesses. As East Asia continues to grow, their **importance** for companies wishing to **trade in this part of the world** is beyond doubt.

**Japan**, the **second biggest** economy in the world, has a stable and highly sophisticated society with 127 million inhabitants. It is the fifth largest trade partner of the European Union. This **highly attractive market** that ranks near the top of developed nations, boasts a huge number of consumers with **considerable purchasing power** and so offers tremendous **business opportunities** for European companies.

**Korea** is one of the **most dynamic and open economies** in the world and its **growth** over the past 30 years has been spectacular. It is now the eleventh largest economy in the world and the EU has become the largest source of foreign direct investment in Korea. For EU companies Korea is a top priority market, which is stable with a very **high per capita income**. Therefore, for European business, **developing your business** in Korea offers vast opportunities.



“The programme provides you with in-depth knowledge of both the Japanese language and culture which is very important. If you intend to stay in Japan or do business with Japan, the programme is fundamental.”

**Paolo Mattioli**  
*ETP Japan (cycle 21)*  
*Marposs Measuring Devices*  
*Italy*



# Vision and Goals of the Programme

Adapting to local business practice is never easy, no matter where you are. However, Japan and Korea have especially complex and idiosyncratic cultures, and so are even more of a challenge for European businesses.

For this reason, the European Commission launched the **Executive Training Programme** (ETP), a unique intensive **professional development** programme designed to provide EU companies with the latest, most insightful and detailed knowledge of the Japanese and Korean economy, language and business culture.

The ETP targets companies who want the **next generation of EU business leaders** to be part of their team: executives working for **dynamic EU corporations** who wish to broaden their horizons and enhance their firm's prospects in the Japanese and Korean markets.

The programme is challenging, rewarding and stimulating in equal measure, regardless of the sector a company operates in or the professional background of its executives. It will have a lasting impact on the way you **do business in East Asia** and provide you with pertinent knowledge of two of the world's most important economies.

## Results

The successful and varied career paths of the ETP alumni are a testament to the value of this **unparalleled educational and business experience**:

- To date, around **1,000 European executives** have taken part in ETP, among them executives of **15 of the top 20 European companies**
- Companies from over **20 different sectors**, ranging from automotive to financial services, have sent their executives to participate in the programme
- Sponsoring companies indicate that participation of their staff in the ETP has
  - **increased their understanding** of that market
  - **improved their access** to the market
  - had an impact on their **presence in that market**
- On average, companies **doubled their turnover** with Japan within ten years of following the ETP
- In 2006, **60%** of participants were **25-35 years** of age, while **30%** were aged **35-45 years**



"I no longer have difficulty communicating with members of the Japanese team or the German team. This is a competitive advantage and therefore a great benefit for the company. Because communication is a lot easier and faster, doing business is simpler and more rewarding."

**Markus Stock**  
*ETP Japan (cycle 23)*  
*Daimler Trucks*  
*Germany*

# ETP in a nutshell

## The ETP offers:

- **3 months of intensive training** (lectures, seminars) during the Inception Module:
  - Japanese or Korean **business culture**
  - **Cross cultural communication**
  - Japanese or Korean **language**
  - **Business plan** methodology

This part of the training is conducted in **Paris, Milan and London** and is complemented by distance learning.

- **6 months** of full-time advanced **language and business culture** training in **Japan** (ETP Japan) or **Korea** (ETP Korea) during the Immersion Module
- **3 months** of **internship** in Japan- or Korea-based companies
- **Guidance and mentoring** for the further development of your **business plan** for Japan or Korea

The curriculum for the ETP Japan and Korea is developed and operated by a **consortium of internationally recognised universities** led by

- Sciences Po (Paris)

in association with

- The SDA Bocconi School of Management (Milan)
- SOAS, the School of Oriental and African Studies of the University of London (London)
- Waseda University (Tokyo)
- Yonsei University (Seoul)



# The European Inception Module

2 March 2009 - 30 May 2009

The European Inception Module will **fully prepare** the participant for the training in Japan/Korea.

For both ETP Japan and ETP Korea, programme courses are given **in English** by leading European universities (Sciences Po in Paris, the SDA Bocconi in Milan, SOAS in London) in the form of **regular and intensive seminars**, complemented by the use of **distance learning and computerised tools**.

This European Inception Module should be considered a transitional stage before a participant's full immersion in Japan/Korea. The combination of seminars and distance learning is equivalent to about two-thirds of a full-time job.

**Key features of the European based inception module are:**

- Introduction to Japanese or Korean language
- Familiarisation with Japanese or Korean business culture
- Simulations of practical situations that participants face while doing business with Japanese or Korean executives
- Cross cultural communication
- Business plan methodology



ETP participants will benefit from **three different European academic approaches, with tools and networks** supplied by each partner university:

Date	Place	ETP Japan	ETP Korea
2-11 March 2009	Sciences Po (Paris)	<b>Socio-cultural component</b>	
		ETP starts – General introduction Japan: <ul style="list-style-type: none"> <li>• Cross Cultural Communication</li> <li>• Global policy issues</li> <li>• Japanese history, culture, politics and society</li> </ul>	ETP starts – General introduction Korea: <ul style="list-style-type: none"> <li>• Cross Cultural Communication</li> <li>• Global policy issues</li> <li>• Korean history, culture, politics and society</li> </ul>
23-31 March 2009	SDA Bocconi School of Management (Milan)	<b>Business &amp; management component</b>	
		<ul style="list-style-type: none"> <li>• Japanese business management</li> <li>• Finance</li> <li>• Negotiation</li> <li>• Marketing</li> <li>• Business plan methodology</li> </ul>	<ul style="list-style-type: none"> <li>• Korean business management</li> <li>• Finance</li> <li>• Negotiation</li> <li>• Marketing</li> <li>• Business plan methodology</li> </ul>
20 April- 2 May 2009 18-30 May 2009	SOAS (London)	<b>Language component</b> ETP participants will acquire basic linguistic skills*	
		<ul style="list-style-type: none"> <li>• Japanese language</li> </ul>	<ul style="list-style-type: none"> <li>• Korean language</li> </ul>

\*Japanese language: equivalent to level 4 of the Japanese Language Proficiency Test

Korean language: equivalent to level 1 of the Korean Language Proficiency Test



## The Immersion Module

end June 2009 - early March 2010

Having successfully completed the first module in Europe, ETP Japan and ETP Korea participants will continue their training **full-time in English and Japanese or Korean** at either Waseda University (ETP Japan) or Yonsei University (ETP Korea) which are among the most prestigious academic institutions in their respective countries.

ETP participants will acquire intermediate-level **language proficiency\*** (conversation, reading and writing in business situations) and understand the specific nature and systems of **Japanese or Korean management, economy and business cultures**.

Furthermore, they will receive guidance in **preparing and finalising their company's business plan** and will prepare a sales presentation in Japanese or Korean.

Participants will also benefit from taking part in business gatherings, cultural events and other activities organised by the European Union Delegations to Japan and Korea.



ETP participants will have the opportunity to follow a **diverse programme**:

Date	ETP Japan	ETP Korea
Mid June 2009	<ul style="list-style-type: none"> <li>• Arrival in Japan</li> <li>• Practical arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Arrival in Korea</li> <li>• Practical arrangements</li> </ul>
Mid June – End November 2009	<p>Waseda University:</p> <ul style="list-style-type: none"> <li>• Intensive language training</li> </ul> <p>Business courses on:</p> <ul style="list-style-type: none"> <li>• management</li> <li>• economy</li> <li>• business culture and communication</li> <li>• preparation of business plan</li> <li>• Business fora to meet local entrepreneurs</li> <li>• Two regional study trips</li> </ul>	<p>Yonsei University:</p> <ul style="list-style-type: none"> <li>• Intensive language training</li> </ul> <p>Business courses on:</p> <ul style="list-style-type: none"> <li>• management</li> <li>• economy</li> <li>• business culture and communication</li> <li>• preparation of business plan</li> <li>• Company visits</li> <li>• Two regional study trips</li> </ul>
End November 2009 – February 2010	<ul style="list-style-type: none"> <li>• Internship at a Japanese company</li> <li>• Finalisation and monitoring of business plan</li> </ul>	<ul style="list-style-type: none"> <li>• Internship at a Korean company</li> <li>• Finalisation and monitoring of business plan</li> </ul>
March 2010	<ul style="list-style-type: none"> <li>• Final tests, sales presentation in Japanese and presentation of the business plan in English</li> <li>• Graduation ceremony attended by European Commission representatives, local authorities and Japanese business leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Final tests, sales presentation in Korean and presentation of the business plan in English</li> <li>• Graduation ceremony attended by European Commission representatives, local authorities and Korean business leaders</li> </ul>

\*Japanese language: equivalent to level 3 of the Japanese Language Proficiency Test

Korean language: equivalent to level 4 of the Korean Language Proficiency Test



## Core courses

Once in Japan or Korea, all participants will attend the following compulsory core courses.\*

### **Core courses for ETP Japan programme participants:**

- Japanese style of management and business cultures
- Consumer behaviour and marketing in Japan
- Japan's economy and governmental policies
- Foreign firm's Japanese market entry strategies

### **Core courses for ETP Korea programme participants:**

- Legal environment & business negotiation
- Human resource management in Korea
- Entry strategies into the Korean market
- Financial management in Korea
- Marketing B2B in Korea



## Elective courses

As part of the course programme in Japan and Korea, participants will be able to choose a number of **elective courses**\* too:

### **Elective courses for ETP Japan programme participants:**

- Organisational structures and operation processes in Japanese companies
- Advertising strategies of Japanese companies
- Production system of Japanese companies
- Human resources management and personnel policy in Japan
- Distribution system in Japan
- Financial system in Japan
- Financial accounting system in Japan
- Corporate law and contractual practices in Japan

### **Elective courses for ETP Korea programme participants:**

- Strategic management in Korea
- Marketing B2C in Korea
- Korean economy
- Manufacturing and operations management & distribution strategy of Korean firms
- Business culture and behaviour of Korean companies
- Practical management in Korea

\* subject to change



“I spent my internship in a big local company where I had the opportunity to work in three different departments and gain many insights into the industry, to which my company is relatively new. Only then did I fully understand the Korean way of doing business. By spending my days surrounded by local employees, I further understood their culture.”

**Mr. Sergio Mello**  
*ETP Korea (cycle 4)*  
*WeBrainstorm S.r.l*  
*Italy*

## Internship

ETP Japan and ETP Korea also offer managers a **three-month internship** with a **Japan- or Korea-based company**.

This internship provides participants with first-hand experience of Japanese or Korean decision-making processes and business practices. It also promotes and strengthens contacts with the local business community developed during the course of the programme.

This **first-hand expertise**, coupled with a **network of business contacts**, is indispensable for companies seeking to successfully conduct business in these markets.

Prominent and reputable Japanese and Korean companies from all sectors have welcomed ETP participants for their internship in the past.

## Examples of hosting companies

### Japan

- All Nippon Airways
- Canon
- Fujitsu
- Honda Motor
- Sapporo Breweries
- Kishino Trading
- Japan Telecom
- Sony
- Shiseido
- Shiraimatsu Pharmaceutical
- Nomura
- Shinsei Bank

### Korea

- Glaxo Smith Kline
- LG Electronics
- Samsung Economic Research Institute
- DMSgood
- Kumho Asiana Airlines
- BMW Korea
- Arthur D. Little Korea
- Media Corp
- Ernst & Young



“It was a great pleasure and an interesting and valuable experience for us to share and discuss new ideas on airline business with a European trainee, who has a different background and knowledge. ETP has helped to bridge the gap between our two cultures and has brought our two companies closer together. I’m sure we’ll meet again in the future.”

**Mr. Jeong Seok Hong**  
*Kumho Asiana Airlines*  
*South Korea*



“The skills I learned through the ETP undoubtedly helped me guide my company towards success in Japan. The programme gave me the tools to do it.”

**Richard Thornley**  
*ETP Japan (cycle 16)*  
*Rolls Royce International*  
*UK*



## Benefits of the programme for the company

The **benefits** of the ETP for your **company** are considerable:

- **In-house expertise** on Japanese or Korean business, language and culture
- In-depth knowledge of Japanese or Korean society and consumer behaviour
- Extensive **network** of business contacts
- Thorough understanding of your sector and product in Japan or Korea
- **Language skills** for conversing and dealing with business affairs and meetings
- Support in the development of your **business plan** for Japan or Korea

## Benefits of the programme for the participant

For the **participant** the programme offers numerous **advantages** too:

- Knowledge of the **language, society** and **business culture**
- **Thorough knowledge** of a distinctive and specialised market
- Full cultural immersion into one of the most important Asian economies
- Extensive **network** of business contacts
- Boost to your **international career**
- **Unique experience** for your personal development



“Executives who come to Japan to participate in the ETP have a serious advantage over people who do not. You are out of your company for one year, it is a big commitment on the part of your company and a big commitment personally. But at the end of that year, you are left with a deeper understanding of the country and its culture, not only in terms of language, but also business. You are given the tools to operate successfully and competently in that market.”

**Paul Atkinson**  
ETP Japan (cycle 11)  
Cornes & Co. Automotive Trading  
UK



## European Commission Support

All the training courses are **fully financed** by the European Commission. In addition, ETP participants will receive a European Commission **scholarship of €24,000** for the duration of the whole programme. This scholarship will be paid in quarterly instalments.

The European sponsoring company is requested to make an additional **contribution** to the living expenses of its candidate.

## How to apply

The ETP is targeting the **next generation of business leaders!**

European companies who wish to propose candidates should demonstrate that **Japan or Korea are key markets within their export or investment strategies**, and that their candidates play an integral role in the company's programme of internationalisation with respect to these countries. Regarding the candidates themselves, the ETP welcomes natural team players who are adaptable, proactive and eager to immerse themselves in a new and exciting foreign culture.

ETP candidates cannot apply independently. They must **apply jointly with the company** they are working for.

**The deadline for applications is 30 September 2008!**

**Apply online at [www.etp.org](http://www.etp.org)**

Candidates are strongly encouraged to seek assistance in completing the application form from their local InfoPoint.

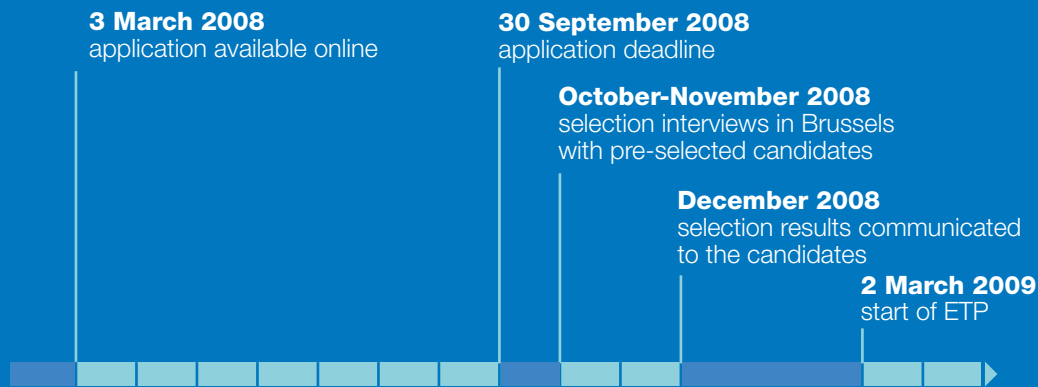


## Selection process

ETP 2009-2010 can accommodate up to **45 participants in Japan** and **15 in Korea**.

The European Commission will first check to see if the applications meet the **minimum requirements** for the candidate and for the sponsoring companies. The eligible applications will then be ranked on the basis of the **award criteria**. The most promising candidates will be invited for interviews and tests in Brussels.

The selected participants will sign a **grant agreement** with the European Commission for the whole duration of the Executive Training Programme.



**Please note that there are only 45 places available for ETP Japan and 15 for ETP Korea!**



## Minimum requirements:

### *... a sponsoring company must:*

- Have exports or investments in Japan or Korea respectively; or have plans to **develop exports or investment in these countries**
- Be **EU-based/owned**, with global headquarters in the EU, European identity, and producing goods or services of EU origin
- Employ a minimum of **5 people** or: have an annual turnover of € 1 million or more
- Be committed to **contributing towards the living expenses** of the participant during the entire programme
- Be committed to **maintaining an employment link** with the participant for the duration of the programme

### *... the candidate must:*

- Be a national of one of the **European Union Member States**
- Be **employed** by the sponsoring company
- Have a **University degree of B.A. level + 3 years of professional experience** as an executive or **2 years of higher education + 5 years of professional experience** as an executive
- Demonstrate an excellent command of **English**
- Have **not previously participated** in ETP

## The award criteria are:

- The quality of the sponsoring company's **business plans** in relation to Japan or Korea
- The **support provided** to the company's candidate during ETP training
- The **quality** of the candidate's academic qualifications, professional experience and international exposure
- The candidate's **future role** in the company after the ETP
- The **compatibility** of the candidate's personality with the requirements of the programme

The items listed above represent a summary of application conditions and eligibility criteria. Please consult the full and binding details on the ETP website [www.etp.org](http://www.etp.org)



## ETP INFORMATION POINTS

For detailed information and assistance on ETP Japan and Korea, please refer to your closest **ETP Info Point** listed here.

A **network of dedicated Chambers of Commerce and Industry** is at your disposal throughout all 27 EU Member States, Japan and Korea.

You can also send your request through the ETP website: [www.etp.org](http://www.etp.org)

### AUSTRIA

Austrian Federal Chamber of Commerce-WKO  
Michael Berger, michael.berger@wko.at  
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+43 5 90 900 4352

### BELGIUM

Federation of Belgian Chambers of Commerce  
Veerle Geeraerts, vgeeraerts@cci.be  
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### BULGARIA

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### CYPRUS

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### CZECH REPUBLIC

Economic Chamber of the Czech Republic  
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#### **KOREA**

French-Korean and EU Bilateral Chambers  
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# PROGRAMME PARTNERS

The Executive Training Programme is an initiative financed and managed by the European Commission (Directorate-General for External Relations), which is in charge of the overall coordination of all ETP activities.

The programme curricula are provided by a consortium of internationally recognised universities, appointed by the European Commission. This consortium is led by Sciences Po (Paris), in association with The SDA Bocconi (Milan), SOAS, the School of Oriental and African Studies (London), Waseda (Tokyo) and Yonsei (Seoul). Their combined international expertise makes the ETP an outstanding training programme, giving European managers a deeper and more thorough understanding of the Japanese or Korean markets.



**Sciences Po (Paris)** As one of Europe's most distinguished universities, Sciences Po is an adaptable and creative institution where innovation in teaching and scholarship is an everyday practice and a continual obligation. Sciences Po prepares its graduates to hold positions of responsibility in private companies, the media, public administration and non-governmental organisations.

The **SDA Bocconi School of Management (Milan)** is the leading Business School in Italy and today enjoys international recognition (it is ranked by the Financial Times and the Wall Street Journal). Its mission is to educate men and women ready to act anywhere in the world, using their knowledge and imagination. It contributes to the growth of managerial culture and entrepreneurial spirit.

**SOAS, the School of Oriental and African Studies (London)** was founded in 1916 and is an independent college of the University of London. SOAS is the only Higher Education institution in the world

specialising exclusively in the study and research of Asia, Africa and the Middle East. This academic focus on the languages, cultures and societies of these regions makes SOAS a guardian of specialist knowledge and an indispensable interpreter in a complex world.

**Waseda University (Tokyo)** is one of Japan's top prestigious private universities providing all-round educational opportunities in numerous fields and pioneering outstanding breakthroughs in research. Many of Japan's prominent political and corporate leaders have graduated from the university and continue to pave the way in making innovative contributions to society.

**Yonsei University (Seoul)** As one of Korea's most outstanding teaching and research establishments, Yonsei University remains firmly committed to retaining its leading role as the most comprehensive and forward-looking university in Korea.

For further information on the ETP partners, visit the Programme Partners section of the ETP website:

[www.etp.org](http://www.etp.org)

EUROCHAMBRES, the Association of European Chambers of Commerce and Industry, has been chosen to fully engage in the promotion of the ETP in partnership with the communications consultancy Morris & Chapman in Brussels. To increase public awareness of the programme, a dedicated network of more than 40 Chambers of Commerce and Industry throughout all EU countries, Japan and Korea actively promotes the programme.





[www.etp.org](http://www.etp.org)

**Delegation of the European  
Commission to Japan**

Europa House, 9-15 Sanban-cho,  
Chiyoda-ku,  
Tokyo 102-0075, Japan

**European Commission  
Directorate-General External  
Relations  
Unit for Relations with Japan,  
Korea, Australia and New Zealand**

Office CHAR 14/158,  
B-1049 Brussels – Belgium

**Delegation of the European  
Commission to the Republic  
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