



## ETP case study:

Products: **shoes**

Headquarters: **Denmark**

Number of employees: **20.000**

Years involved with ETP: **Initially 1980 and again from 2004**

How many employees have participated in ETP to date: **3**

Where did they perform their internships: **Shin-ei Corporate, Tomoe Trading, Achilles Corporation**

***ECCO continues to sponsor the ETP because of the obvious benefits the programme delivers in terms of cultural understanding and language knowledge.***



To date, 52 Danish participants have successfully graduated from ETP, sponsored by companies from various sectors ranging from healthcare and food to banking services.

ECCO has been represented in the Japanese market since 1982 with a Japanese partner who had the distribution and license production rights for the Japanese market. The Japanese market has for many years been one of the biggest markets within the ECCO Group but it has been difficult to implement global strategic initiatives and align it with the ECCO Group's overall strategy due to the partnership with the Japanese distributor being handled initially from the global headquarters and then from the regional headquarters in Hong Kong. The major challenges in this respect included language and cultural misunderstandings which were difficult to counter from a distance.

ECCO was introduced to the ETP programme back in the 1980's when the first ECCO employee participated yet many years passed without further involvement. In connection with the establishment of Asia Pacific regional headquarters for ECCO in Hong Kong in 2002 it was decided to actively engage in the ETP programme again in order to strengthen the partnership with the Japanese distributor. The objective for using the ETP programme was to gain a better understanding of the Japanese market and to strengthen the Japanese market's understanding of the ECCO Group – bottom-line to considerably strengthen communication with the Japanese market.

ECCO's experience with the ETP programme has been very positive during the transition phase over the past years where the company has moved from a distributor to a subsidiary based business model in the Japanese market. Indeed, ECCO's ETP participants from the 2004 and 2005 cycles have been a driving force in the implementation of this transition phase which would not have been possible without the language skills and cultural knowledge they gained during the ETP programme.

The most tangible benefit from the ETP programme was therefore the establishment of a Joint Venture with ECCO's Japanese partner which later resulted in the current ECCO subsidiary.

More generally, Japan is and will remain one of the largest economies in the world for years to come, with a very advanced consumer environment which will continue to present major opportunities for EU companies. ECCO is convinced that ETP will continue to deliver benefits in this context in terms of cultural understanding and language knowledge for EU businesses.

