

European Skills for International Trade & Logistics

Skills repertory

International Trade Operational Manager

<i>Project output</i>	<i>IO 3</i>
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Links between activities and skills units

ACTIVITIES	SKILLS UNITS
Activity 1: Business monitoring	Unit 1: To monitor market information for international trading
Activity 2: Export selling	Unit 2: To prospect
	Unit 3: To sell abroad
	Unit 4: To ensure follow up sales
Activity 3: Import buying	Unit 5: To import
Activity 4: Coordinating processes for successful import buying and export selling	Unit 6: To coordinate services
Activity 5: Managing relations in different cultures	Unit 7: To communicate and to manage relationships in intercultural contexts

Transversal competences, autonomy and, responsibility

To succeed in his/her job, the international trade operational manager is required to have a range of transversal competences. He/she demonstrates flexibility, reactivity, creativity, rigor, organisation, and respect of professional ethics, especially when he/she operates in an international context. He/she is used to work in a team, to be an active contributor in the frame of a project, and to volunteer proposals as a matter of course.

Working abroad, he/she respects the different professional habits and cultural specificities. Courtesy and respect in the relations with various contact persons are requested, as well as postponing judgement and being sensitive to cultural differences in a working situation. He/she must be always aware of international rules about protection of populations and environment. He/she stays aware of the geopolitical situation and the international economic trends. He/she must also show a genuine interest on the new selling processes using digitalization as well as new selling methods.

International trade operational managers must be autonomous in their daily work and will be held accountable for it. Their level of autonomy will depend on the company's size and structure, the complexity of the activities and sales processes they work on and their work experience; it will ultimately be determined by the manager to whom they report. Their autonomous actions and decisions will impact the development of a more sustainable and greener economy.

The international trade operational manager works under the regular validation process of his/her hierarchical responsible.

Unit n° 1: To monitor market information for international trading

Skills	Knowledge
<p>U1S1 – TO FIND INFORMATION FOR INTERNATIONAL TRADING</p> <p>U1S1.1 – To design, plan and budget the information process</p> <p>U1S1.2 – To select commercial information and regulation constraints about foreign markets.</p> <p>U1S1.3 – To formulate technical requirements for market studies</p>	<p>U1K1 - Market studies</p> <p>U1K2 - Trends of world exchanges</p> <p>U1K3 – Country risks and rating</p> <p>U1K4 – Sectorial studies</p> <p>U1K5 - International legal environment and regulations fields</p> <p>U1K6 - Ethical and environmental rules</p> <p>U1K7 - Statistical analysis methods</p> <p>U1K8 - Data and information</p> <p>U1K9 - Business information system and business intelligence tools</p> <p>U1K10 – Data security and cybersecurity</p>
<p>U1S2 – TO PREPARE DECISION</p> <p>U1S2.1 – To monitor critical marketing information.</p> <p>U1S2.2- To prepare reports to facilitate decision-making.</p>	
<p><u>Performance indicators</u></p> <p>The information process, according to the budget, is coherent and documented.</p> <p>The selected information is relevant.</p> <p>The critical marketing information is updated.</p> <p>The reports are structured, relevant and useful for the decision-making process.</p>	

Unit n°2: To prospect

Skills	Knowledge
<p>U2S1 – TO PREPARE PROSPECTION U2S1.1 – To allocate tasks among staff according to the resources and objectives U2S1.2 – To select subcontractors</p>	<p>U2K1 – Prospection function U2K2 – Prospection plan and budget U2K3 – Available support to develop exports for domestic firms (i.e.: chambers of commerce) U2K4 – Segmentation criteria</p>
<p>U2S2 – TO IDENTIFY POTENTIAL CLIENTS U2S2.1 – To profile potential clients U2S2.2 – To create business contacts U2S2.3 – To respect commercial rules and business ethics</p>	<p>U2K5 – International prospection tools U2K6 – International fairs and events U2K7 – International communication and promotion techniques U2K8 – Digital tools for interaction with clients and international client relationship personalization</p>
<p>U2S3 – TO ASSESS PROSPECTION U2S3.1 – To report prospection results U2S3.2 – To evaluate the prospection compared to commercial objectives U2S3.3 – To suggest adaptation of the procedures</p>	<p>U2K9 – International prospection follow-up and assessment U2K10 – Ethics and legislation in the prospecting function</p>
<p><u>Performance indicators</u> The prospection plan is appropriate The selection of subcontractors meets the needs The potential clients are selected accordingly to commercial objectives, respecting the rules and the business ethics The business contacts are updated The prospection report is structured, relevant and useful for decision-making. The evaluation of the prospection campaign and the improvement suggestions are relevant and useful for decision-making</p>	

Unit n° 3: To sell abroad

Skills	Knowledge
<p>U3S1 – To PREPARE THE INTERNATIONAL SALES CONTRACTS</p> <p>U3S1.1 – To identify the rules and custom for international agreements or sales contracts.</p> <p>U3S1.2 - To select the appropriate contract types and relevant contractual partners</p> <p>U3S1.3 – To qualify the client’s sales strategy</p> <p>U3S1.4 – To prepare the key contents of an international sales contract</p>	<p>U3K1- National, European and international contracts</p> <p>U3K2- Incoterms</p> <p>U3K3- Financing methods for international contracts</p> <p>U3K4- International means of payment</p> <p>U3K5- KPI (Key Performance Indicators)</p> <p>U3K6- Administrative, insurance and financing tools</p> <p>U3K7- Documents for international sale</p> <p>U3K8- Negotiation strategies and tactics</p>
<p>U3S2 –To SECURE THE INTERNATIONAL SALES CONTRACT</p> <p>U3S2.1 – To verify the client’s financing aspects</p> <p>U3S2.2 - To verify the internal liquidity planning</p> <p>U3S2.3- To select administrative and financial trade tools to secure the international sales contract</p> <p>U3S2.4- To anticipate problems related to the application of the contract and prepare solutions</p>	
<p>U3S3- To PARTICIPATE IN NEGOTIATION OF CONTRACTS</p> <p>U3S3.1- To apply the techniques of negotiation for direct selling</p> <p>U3S3.2-To apply the techniques of negotiation for indirect distribution</p> <p>U3S3.3-To apply the techniques of negotiation for e-commerce</p>	
<p><u>Performance indicators</u></p> <p>The demands of the client are respected</p> <p>The key contents of the contracts are aligned with the client’s requisites and in accordance with the law</p> <p>The client solvability is checked</p> <p>Problems are identified and solutions anticipated</p> <p>The techniques of negotiation are efficient</p>	

Unit n° 4: To ensure follow up sales

Skills	Knowledge
<p>U4S1 – To PREPARE THE FOLLOWING UP SALES U4S1.1 – To implement an international registry and client follow-up U4S1.2 – To select the commercial indicators U4S1.3 – To report the following up sales U4S1.4 – To update the international clients contact system</p>	<p>U4K1 – Commercial indicators U4K2 – Commercial information system U4K3 – Clients contact techniques U4K4 – Artificial intelligence to monitor relations with international clients U4K5 – Client relations personalization U4K6 – Sustainable client relation U4K7 – Up-selling and cross-selling</p>
<p>US4S2 – To ENRICH THE INTERACTION WITH THE CLIENTS U4S2.1 – To assist international clients U4S2.2 – To customise the commercial service U4S2.3 – To follow up international clients’ comments and reactions on social networks U4S2.4 – To promote sustainable relations with the international clients U4S2.5 – To extend the commercial relations to up-selling and cross-selling</p>	
<p><u>Performance indicators</u> The sales are registered and updated. The commercial indicators are relevant for decision-making. The commercial service is tailor-made. The clients’ comments and reactions are processed The reports are structured, relevant and useful for decision-making. The relationship created with the client is sustainable and consolidated.</p>	

Unit n°5: To import

Skills	Knowledge
<p>U5S1 – To SELECT SUPPLIERS U5S1.1 - To identify the potential suppliers U5S1.2 – To prepare requests on an offer U5S1.3 – To analyse the offers and prepare the choice of suppliers</p>	<p>U5K1 - Specifications of buying offer U5K2 - Sourcing and procurement U5K3 - Financial evaluation of supplier U5K4 - Market place, buying platform, auctions online, e-sourcing U5K5 - International trade agreements and multilateral environmental agreements U5K6 - Purchase contracts U5K7 - Use of purchasing management instruments U5K8 - Evaluation of the suppliers’ performance U5K9 - Supplier’s information system</p>
<p>U5S2 – To SUPPORT THE BUYING NEGOTIATION U5S2.1 - To design strategies and techniques applied to the purchase negotiation process U5S2.2 - To organise the negotiation with a foreign supplier</p>	
<p>U5S3 – To FOLLOW UP THE IMPORT ACTIVITIES U5S3.1 - To monitor and control the adherence to contracts U5S3.2 - To apply protocols to solve the conflict situations</p>	
<p><u>Performance indicators</u> The information regarding suppliers and service providers is reliable. The selection of database is relevant and updated. The monitoring of the purchasing process is effective and efficient. The analysis of supply proposals is structured for the decision-making. The management of conflicts and complaints is adequate.</p>	

Unit n° 6: To coordinate services

Skills	Knowledge
<p>U6S1 – TO MANAGE THE INTERNATIONAL OPERATIONS</p> <p>U6S1.1 – To select service providers</p> <p>U6S1-2 – To coordinate and follow up purchase and sales processes</p> <p>U6S1-3 – To assure service relationship management with different partners</p>	<p>U6K1 - Sustainable development goals / CSR (Corporate Social Responsibility) and ESG (Environmental Social Governance) criteria</p> <p>U6K2 - Means of transportation, international transport conventions, quotation rules</p> <p>U6K3 - Incoterms</p> <p>U6K4 - Means and techniques of payment</p> <p>U6K5 – Customs and customs documents</p> <p>U6K6 - Community VAT mechanism</p> <p>U6K7 – Risk management</p> <p>U6K8 – Typology of complaints and disputes</p> <p>U6K9 - Solutions for complaints and disputes</p> <p>U6K10 - Tools and methods for assessing and comparing offers</p>
<p>U6S2 – TO HANDLE COMPLAINTS AND DISPUTES</p> <p>U6S2.1 – To document complaints and disputes</p> <p>U6S2.2 – To bring forward to the qualified persons</p> <p>U6S2.3 – To report to the clients</p>	
<p><u>Performance indicators</u></p> <p>The selection of suppliers is relevant</p> <p>All processes are carried out according to professional standards</p> <p>The partnerships agreements are correctly conducted</p> <p>The complaints and disputes are handled</p> <p>The reports to the client are structured and relevant</p>	

Unit n° 7: To communicate and to manage relationships in intercultural contexts

Skills	Knowledge
<p>U7S1 – TO COMMUNICATE IN ENGLISH AND IN ANOTHER FOREIGN LANGUAGE INTEGRATING SOCIOCULTURAL ELEMENTS</p> <p>U7S1.1 - To select information related to business, social, and cultural practices</p> <p>U7S1.2 - To integrate cultural differences</p> <p>U7S1.3 – To produce professional oral messages aimed to interact with contacts from other cultures</p> <p>U7S1.4 – To produce professional written documents aimed to interact with contacts from other cultures</p>	<p>U7K1 - Oral and written professional communication in the language used in the working environment</p> <p>U7K2 - Oral and written professional communication in English, at level B2 of the common European framework of reference for languages</p> <p>U7K3 – Oral and written professional communication in another foreign language, at level B2 of the common European framework of reference for languages</p> <p>U7K4 – Communication techniques and models in a multicultural context</p> <p>U7K5 – Nonverbal communication types and styles</p> <p>U7K6 - Cultural codes and practices (customs/ habits/rituals)</p>
<p>U7S2 – TO IMPLEMENT, MANAGE AND ANIMATE A NETWORK OF INTERNATIONAL CONTACTS</p> <p>U7S2.1 – To constitute a multicultural database and network of contacts</p> <p>U7S2.2 – To maintain a multicultural database and network of contacts</p> <p>U7S3.3 – To animate a network of professional contacts in a multicultural context</p>	<p>U7K7 - Intercultural relations management</p> <p>U7K8 - Business (n)etiquette and protocol</p> <p>U7K9 - Legal framework for labour individual and group relationships in the target countries</p> <p>U7K10 – Information system management</p>
<p><u>Performance indicators</u></p> <p>The oral and written communication is efficient and respects the cultural differences of the target groups</p> <p>The database of international contacts is structured, updated and relevant</p> <p>The network of professional contacts is active and updated</p> <p>The network of professional contacts contributes positively to the international business activity</p>	