

Competence matrix for the area of foreign trade				
Competence area (core work processes)	Steps of competence development / competences for work tasks			
1. Organising and conducting the process of selling products and services	He/She <ul style="list-style-type: none"> can analyse customer needs by enquiries and deal with well-defined customer orders regarding established product portfolios (including explaining products, services and delivery process) can prepare corresponding quotations and provide the shipping process (e.g. clarify availability of products and shipping services, fill out forms like packing lists and certificates of origin) can provide prices and conditions in given frameworks to known customers Can answer customers' standard questions concerning the order, delivery and payment process 	He/She <ul style="list-style-type: none"> can initiate the customer's order through making offers based on his needs. He/She can analyse the specifications of the customer's enquiry and clarify all delivery conditions is able to negotiate prices, delivery conditions (time, type of shipping etc.) with the customer can prepare information (write reports, prepare presentations) about customer needs, product/service specifications, market situation and delivery conditions for the management and provide relevant contracts and agreements can arrange the delivery of goods and services as parts of the SOP can check the payment process and handle standardised payment procedures (e.g. L/C). is able to organise and provide information flow (e.g. by factory tours, producing reports, ...) required by customers and/or sales partners in order to present the company's production facilities Within this process he/she should be able to answer questions arising, preferably in several different languages 	He/She <ul style="list-style-type: none"> can advise customers, clarify ordering problems and socialise with persons in relevant institutions (e.g. distributor services, trade information centres, chambers of commerce, ...) to find possibilities for selling can compare offers from competitors and arrange suitable quotations together with other companies can arrange the process of negotiation taking into account all aspects (price, contract, delivery, insurance, legal regulations, preferential tariff rate, payment) 	He/she <ul style="list-style-type: none"> can find solutions for delivery problems, financing and contractual difficulties; especially cooperating with freight forwarders, joint venture partners can organise payment processes including handling of outstanding payments as well as clarifying contractual penalties can follow up the selling process, prepare statistics and design strategies to achieve customer satisfaction (reporting customers' reactions; handle claims arising taking into consideration a cost-effective solution) can organise and implement product training for sales partners and customers and can represent the company at trade fairs is able to arrange and undertake business trips, in order to find further sales potential, to reinforce customer relationships or to regulate claims
2. Ensuring the process of purchasing	He/She <ul style="list-style-type: none"> can order well defined lots and products (known products, supplier and delivery services) with the help of enterprise resource planning (ERP like SAP/Navision) systems can handle ordering documents and ensure information flow to different departments and companies 	He/She <ul style="list-style-type: none"> can observe purchasing processes and compare offers in terms of prices, quality and delivery conditions can analyse the distribution market and carry through regional market analysis for ensuring suitable purchasing processes (benchmarking, brands, product areas, different cargo enterprises) can negotiate prices and delivery conditions. Depending on the status of delivery he/she can ensure that the seller is provided with and uses the right forms while ensuring that all necessary documents are dispatched (e.g. waybills: CMR, airway bill, B/L, invoice, certificate of origin, export declaration, letter of instructions for the seller, packing list) 	He/She <ul style="list-style-type: none"> can analyse the purchasing process to decide suitable sellers, appropriate products in terms of material / services for production and the best transport company and transport process taking into account delivery conditions (time, price, transport conditions needed for different goods ...) is able to calculate transport costs and to solve problems with respect to obtaining missing information, correcting faulty documentation, completing the payment process and making suitable arrangements in the event of delivery failures (such as finding replacement for a transport company) 	

Competence area (core work processes)	Steps of competence development / competences for work tasks					
3. Organising the package, the storage of goods as well as transport processes (logistics)	He/She <ul style="list-style-type: none"> can organise the transport process by identifying stock location, assigning packing and delivery of goods to cargo companies taking into account weights, measures, transport conditions, customer wishes and needs for adaptation for the foreign market (e.g. (foreign language)-labelling) is able to coordinate different companies and departments for selling, purchasing, transport and installation abroad 		He/She <ul style="list-style-type: none"> can manage stock and logistic processes by using ERP software to ensure enough goods are in stock, cargo companies are available and shipping services are provided can organise the distribution process by commissioning production orders and organising the production process 		He/She <ul style="list-style-type: none"> can analyse types of packaging and choose most suitable packages and ways of transport for products (considering delivery destinations, delivery time, routes of transport) is able to issue export documents (e.g. export declaration, EUR.1, ...) taking shipping regulations and handling rules into account and ensuring compliance with environmental and safety standards can organise appropriate product and package labelling (country, weight, number, size, handling etc.) 	
4. Coordinating and conducting the flow of documents and financial transactions	He/She <ul style="list-style-type: none"> can document and archive all correspondence concerning market research, selling, purchasing, financial transactions, logistic processes and cooperation affairs For this purpose he/she is able to use suitable communication and conferencing systems as well as database driven archiving and distribution systems 		He/She <ul style="list-style-type: none"> can ensure bookkeeping of all processes (finance, assets, personnel, storage and logistics) taking into account the challenges of foreign markets can provide statistics for reports and relate transactions to cost units and cost centres 		He/She <ul style="list-style-type: none"> can observe the process of financial transactions and initiate necessary interventions such as reminders and dunning letters 	
5. Supporting of internal business processes for sales and purchasing including quality management	He/She <ul style="list-style-type: none"> can arrange the administration processes for financial transactions, delivery etc. and monitor procedures of coordination between different departments taking into account religious, cultural and language aspects 		He/She <ul style="list-style-type: none"> is able to carrying through typical quality management tasks to ensure correctness and integrity of documents for selling, storage, transport and purchasing of goods can ensure well-functioning business processes by providing all staff and departments with information about changes regarding selling, purchasing and transport conditions (e.g. port handling tariffs, taxes) and he/she is able to take action to safeguard processes (e.g. insurance, licence, ...) 		He/She <ul style="list-style-type: none"> is able to initiate projects concerning new business processes, exporting or importing new goods and developing concepts for widening and restructuring product portfolios and services is able to carrying through related risk analysis 	
6. Observing and analysing foreign markets and foreign contexts	He/She <ul style="list-style-type: none"> can collect information (company data such as market share, turnover or history, current buyers, suppliers) and produce statistics and figures as requested by the company 		He/She <ul style="list-style-type: none"> is able to identify specific strengths and measures required to determine the company's market position can use marketing tools for analysing markets (e.g. SWOT analysis, competitor analysis, ...) according to predefined information needs can obtain information about given market players and institutions in different foreign countries can prepare information about foreign markets, taking into account known indicators for market development (e.g. growth rate, productivity, ...) 		He/She <ul style="list-style-type: none"> is able to analyse the results of market surveys and find indicators not only for customer wishes and future developments but also for comparing the company with its competitors can identify the risks of different financial, delivery and import/export structures can estimate potentials and risks for selling and purchasing on the basis of different product portfolios 	He/She <ul style="list-style-type: none"> can undertake market research in new markets and countries and assess the implications of respective cultural, religious and legal aspects (esp. intellectual property rights, trademarks) and regulations can monitor market trends systematically. can identify strategic context factors and analyse them regarding their consequences for doing business in these markets is able to present results in team and strategic meetings

Competence area (core work processes)	Steps of competence development / competences for work tasks		
7. Establishing cooperation structures with international partners	He/She <ul style="list-style-type: none"> is able to contact agents, international partners and official institutions (e.g. customs authorities) for organising and coordinating standardised selling and purchasing processes (e.g. arrangement of dates, collection of information about persons, flows and status of delivery, shipping ...) 	He/She <ul style="list-style-type: none"> is able to find potential new partners and to provide and coordinate possible joint liaison and meetings with them 	He/She <ul style="list-style-type: none"> can arrange joint ventures and provide contractual details (e.g. technology licensing, patents, trademarks, intellectual property rights, conditions) can identify barriers, tax and financial conditions and other information for decision processes like establishing company-owned sales agencies, shops or the assigning of responsibilities between partners For these tasks he/she can cooperate with experts from different fields (lawyers, consultants) to obtain advice

Abbreviations:

BOL B/L	<i>Bill of lading</i>
CMR	<i>Convention relative au contrat de transport international de marchandises par route (Frachtbrief)</i>
ERP	<i>Enterprise Resource Planning</i>
L/C	<i>Letter of Credit</i>
SOP	<i>Sales Order Process</i>
SWOT	<i>Strengths, Weaknesses, Opportunities, Threats</i>
EUR 1	<i>EUR 1. movement certificate</i>

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.