

Operationalization of TRIFT matrix for the area of foreign trade (24. Feb. 2013)

1. Competence area/ core working processes: Organising and conducting the process of selling products and services:

Step 1:

HE / SHE can analyse customer needs by enquiries and deal with well-defined customer orders regarding established product portfolios (including explaining products, services and delivery process).

HE / SHE 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).

HE / SHE can provide prices and conditions in given frameworks to known customers.

HE / SHE can answer customers' standard questions concerning the order, delivery and payment process.

Further operationalization:

- HE / SHE can capture and document the needs of costumers in phone-calls and personal communication.
- HE / SHE can gather the necessary information from written standard customer enquiries in foreign language.
- HE / SHE can obtain the necessary data for a typical offer within the company.
- HE / SHE can initiate the processes necessary for standard orders within the company and prepare the corresponding documents.
- HE / SHE can compile an offer based on the information present about customers and products/ services in a defined framework.
- HE / SHE can answer standardised customer questions regarding orders.

Step 2:

HE / SHE 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.

HE / SHE is able to negotiate prices, delivery conditions (time, type of shipping etc.) with the customer.

HE / SHE 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.

HE / SHE can arrange the delivery of goods and services as parts of the SOP.

HE / SHE can check the payment process and handle standardised payment procedures (e.g. L/C).

HE / SHE 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.

Further operationalization:

- HE / SHE can analyse an incoming customer's enquiry and create an offer subsequently.
- HE / SHE can negotiate prices and conditions with the customer in a given framework.
- HE / SHE can collect relevant market, customer and company data and compile this information to a report for supporting decisions.
- HE / SHE can organise the physical delivery.
- HE / SHE can monitor the relevant data for the payment process and issue the necessary documents and initiate the necessary processes.
- HE / SHE can direct the information flow between companies and customers, in a foreign language.

Step 3:

HE / SHE can advise customers, clarify ordering problems and socialize with persons in relevant institutions (e.g. distributor services, trade information centres, chambers of commerce, ...) to find possibilities for selling.

HE / SHE can compare offers from competitors and arrange suitable quotations together with other companies.

HE / SHE can arrange the process of negotiation taking into account all aspects (price, contract, delivery, insurance, legal regulations, preferential tariff rate, payment).

Further operationalization:

- HE / SHE can analyse problems related to customer orders and identify their origin.
- HE / SHE can communicate with various stakeholders mainly in the trade language to find possibilities to solve order problems.
- HE / SHE can advise customers comprehensively during the order process.
- HE / SHE can compare offers from the own company with offers from competitors and derive company strategies from this comparison.
- HE / SHE can develop offers in cooperation with other companies.
- HE / SHE can negotiate all aspect of an order with the customer.

Step 4:

HE / SHE can find solutions for delivery problems, financing and contractual difficulties; especially cooperating with freight forwarders, joint venture partners.

HE / SHE can organise payment processes including handling of outstanding payments as well as clarifying contractual penalties.

HE / SHE 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).

HE / SHE can organise and implement product training for sales partners and customers and can represent the company at trade fairs.

HE / SHE is able to arrange and undertake business trips, in order to find further sales potential, to reinforce customer relationships or to regulate claims.

Further operationalization:

- HE / SHE can solve complex problems in the processes of selling and service.
- HE / SHE can solve complex problems in cooperation with other companies.
- HE / SHE can monitor the payment process, identify problems and intervene with remedial actions.
- HE / SHE can develop an overall selling strategy and derive campaigns from it.
- HE / SHE can train co-workers and other people in using the products or services.
- HE / SHE can analyse and evaluate sales potentials.

2. Competence Area / Core work processes: Ensuring the process of purchasing

Step 1

HE / SHE 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.

HE / SHE can handle ordering documents and ensure information flow to different departments and companies.

Further operationalization:

- HE / SHE can use the company's database to find standard information about current orders.
- HE / SHE can find necessary information about known suppliers in the company's database.
- HE / SHE can compile information for an order from a known supplier, with given products, terms and conditions.
- HE / SHE can fill out standard forms and purchasing paperwork of the company.
- HE / SHE can provide information regarding an order to colleagues.
- HE / SHE can provide necessary and correct information to the supplier in foreign language.

Step 2

HE / SHE can observe purchasing processes and compare offers in terms of prices, quality and delivery conditions.

HE / SHE can analyse the distribution market and carry through regional market analysis for ensuring suitable purchasing processes (benchmarking, brands, product areas, different cargo enterprises).

HE / SHE 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).

Further operationalization:

- HE / SHE can carry out a regional market analysis to find new suppliers for a given demand.
- HE / SHE can request quotations from sellers in a foreign language.
- HE / SHE can compare offers regarding price, product quality and distribution conditions.
- HE / SHE can negotiate conditions in a restricted framework.
- HE / SHE can compile the information necessary for the supplier as well as company in a foreign language and inform comprehensively.
- HE / SHE can monitor an ongoing purchasing process with the help of the company's ERP system.

Step 3

HE / SHE 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 ...).

HE / SHE 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).

Further operationalization:

- HE / SHE can analyse and optimize the purchasing process.
- HE / SHE can develop a well-founded purchasing strategy for the company.
- HE / SHE can derive a purchasing campaign from the purchasing strategy.
- HE / SHE can monitor the costs of the overall purchasing process.
- HE / SHE can analyse problems and problem causes in the purchasing process.
- HE / SHE can solve complex problems in the purchasing process with time restrictions.

3. Competence Area / Core work processes: Organising the package, the storage of goods as well as transport processes (logistics)

Step 1

HE / SHE 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).

HE / SHE is able to coordinate different companies and departments for selling, purchasing, transport and installation abroad.

Further operationalization:

- HE / SHE can gather relevant information regarding the logistics in an enquiry from the company's database.
- HE / SHE can organize a typical logistic process for the company.
- HE / SHE can identify necessary modifications / adaptations of the standard process in a logistical transaction (e.g. package, product declaration).
- HE / SHE can organize the adaptations / modifications.
- HE / SHE can identify the responsible authorities inside as well as outside the company to ensure a frictionless logistic process.
- HE / SHE can ensure the flow of documents and coordinate the involved internal and external authorities in a foreign language.

Step 2

HE / SHE 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.

HE / SHE can organise the distribution process by commissioning production orders and organising the production process.

Further operationalization:

- HE / SHE can research alternative options for the logistic process within the company's ERP-system.
- HE / SHE can retrieve stock data within the company's ERP-system and carry out standard routines.
- HE / SHE can analyse the fit between goods / services and adequate logistics with the help of the ERP-system.
- HE / SHE can organize the distribution of goods in stock comprehensively.
- HE / SHE can recognize production needs and provide a production release.
- HE / SHE can define a production release comprehensively and communicate this release to production.

Step 3

HE / SHE can analyse types of packaging and choose most suitable packages and ways of transport for products (considering delivery destinations, delivery time, routes of transport).

HE / SHE 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.

HE / SHE can organise appropriate product and package labelling (country, weight, number, size, handling etc.).

Further operationalization:

- HE / SHE can optimize packaging for a specific product in different dimensions (e.g. ecological, economical).
- HE / SHE can optimize the transportation.
- HE / SHE can provide the necessary formal documentation in a comprehensive way.
- HE / SHE can analyse the consequences of international / national regulations for the company (e.g. safety, disposal).
- HE / SHE can analyse the ecological impact of a logistical process and derive compensating measures.
- HE / SHE can identify the necessary modifications regarding logistical aspects of the products / services in the target market and implement the modifications (e.g. labelling).

4. Competence Area / Core work processes: Coordinating and conducting the flow of documents and financial transactions

Step 1:

HE / SHE can document and archive all correspondence concerning market research, selling, purchasing, financial transactions, logistic processes and cooperation affairs.

HE / SHE is able to use suitable communication and conferencing systems as well as database driven archiving and distribution systems.

Further operationalization:

- HE / SHE can document information relevant for the company in a foreign language.
- HE / SHE can use standardized forms for the documentation.
- HE / SHE can archive the documentation systematically.
- HE / SHE can use up to date communication systems.
- HE / SHE can use conference technology.
- HE / SHE can use the company's database for documentation and archiving.

Step 2

HE / SHE can ensure bookkeeping of all processes (finance, assets, personnel, storage and logistics) taking into account the challenges of foreign markets.

HE / SHE can provide statistics for reports and relate transactions to cost units and cost centres.

Further operationalization:

- HE / SHE can carry out internal and external accounting for business transactions.
- HE / SHE can specify the impacts of cross-border business transactions on internal and external accounting.
- HE / SHE can implement the specifications and regulations regarding the accounting of international business transactions.
- HE / SHE can analyse and document the company's internal processes systematically.
- HE / SHE can develop reports based on the analysis and documentation company's internal processes.
- HE / SHE can report on the company's costs and transactions based on a systematic data analysis.

Step 3

HE / SHE can observe the process of financial transactions and initiate necessary interventions such as reminders and dunning letters.

Further operationalization:

- HE / SHE can identify the information relevant for the financial management of the company.
- HE / SHE can analyse and compile the data for the financial management comprehensively.
- HE / SHE can monitor all financial transactions.
- HE / SHE can define financial objectives.
- HE / SHE can monitor the financial objectives.
- HE / SHE can intervene when deviations from the objectives occur.

5. Competence Area / Core work processes: Supporting internal business processes for sales and purchasing including quality management

Step 1

HE / SHE 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.

Further operationalization:

- HE / SHE can communicate (oral, written) within the company.
- HE / SHE can compile documents for the internal company communication.
- HE / SHE can obtain relevant information from the documents (in foreign language) used within the company.
- HE / SHE can identify information need from different departments within the company.
- HE / SHE can document relevant information systematically for different stakeholders within the company in foreign language.
- HE / SHE can communicate with co-workers from different backgrounds.
- HE / SHE can analyse the quality of internal communication and take measures to enhance the quality.

Step 2

HE / SHE is able to carrying through typical quality management tasks to ensure correctness and integrity of documents for selling, storage, transport and purchasing of goods.

HE / SHE 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, ...).

Further operationalization:

- HE / SHE can define quality aims und assess the level of achievement.
- HE / SHE can analyse the quality of documents and correct mistakes.
- HE / SHE can analyse the fit in between quality measures and quality objectives.
- HE / SHE can optimize the quality of business transactions.
- HE / SHE can enhance the quality of business transactions.
- HE / SHE can ensure the defined quality of business transactions and take adequate measures.

Step 3

HE / SHE 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.

HE / SHE is able to carrying through related risk analysis.

Further operationalization:

- HE / SHE can asses the current state of the company in comparison to strategic objectives and recognize potentials.
- HE / SHE can invent new projects for the company and estimate their potential.
- HE / SHE can derive concepts and measures from ideas.
- HE / SHE can assess risks for the company.
- HE / SHE can analyse different influences on the risks of the company.
- HE / SHE can conduct a systematic risk assessment for the company.

6. Competence Area / Core work processes: Observing and analysing foreign markets and foreign contexts

Step 1

HE / SHE can collect information (company data such as market share, turnover or history, current buyers, suppliers).

HE / SHE can produce statistics and figures as requested by the company.

Further operationalization:

- HE / SHE can collect data within the company about its current market position.
- HE / SHE can identify indicators for the development of the company in company data or through comparison with other companies.
- HE / SHE can collect key data of the company's sellers / buyers.
- HE / SHE can use research tools to retrieve necessary information.
- HE /SHE can use software to prepare data and information for presentation.
- HE /SHE can compile a report / presentation about market players, market structure and development from the perspective of the company.

Step 2

HE / SHE is able to identify specific strengths and measures required to determine the company's market position.

HE / SHE can use marketing tools for analysing markets (e.g. SWOT analysis, competitor analysis, ...) according to predefined information needs.

HE / SHE can obtain information about given market players and institutions in different foreign countries.

HE / SHE can prepare information about foreign markets, taking into account known indicators for market development (e.g. growth rate, productivity, ...).

Further operationalization:

- HE / SHE can collect key data regarding the market structure in foreign markets.
- HE /SHE can conduct an external market analysis (e.g. benchmark, competitor analysis).
- HE /SHE can identify trends and developments in foreign markets.
- HE /SHE can link company internal data with external market data.
- HE /SHE can conduct a SWOT-analysis.
- HE /SHE can plan measures to sustain and advance the market position of the company.

Step 3

HE / SHE 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.

HE / SHE can identify the risks of different financial, delivery and import/export structures.

HE / SHE can estimate potentials and risks for selling and purchasing on the basis of different product portfolios.

Further operationalization:

- HE / SHE can interpret results of market research.
- HE / SHE can identify relevant indicators for present and future market developments and customer needs.
- HE /SHE can evaluate the indicators based on data about the company, competitors and the market.
- HE / SHE can identify risk in the markets and analyse the factors of influence.
- HE / SHE can conduct a risk analysis based on the present product / service portfolio.
- HE / SHE can develop further the product / service portfolio of the company and evaluate the risks of it.

Step 4

HE / SHE 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.

HE / SHE can monitor market trends systematically.

HE / SHE can identify strategic context factors and analyse them regarding their consequences for doing business in these markets.

HE / SHE is able to present results in team and strategic meetings.

Further operationalization:

- HE / SHE can analyse new markets and potential markets in new countries.
- HE / SHE can identify the influence of socio-cultural factors (e.g. culture, legal system, religion) on markets and assess their potentials and restrictions.
- HE / SHE can analyse trends systematically in relevant markets.
- HE / SHE can identify strategic socio-economic factors and their consequences for the company.
- HE / SHE can analyse the relevant context and derive conclusions for business transactions.
- HE / SHE can present the company's strategy well founded and adequate for different target groups.

7. Competence Area / Core work processes: Establishing cooperation structures with international partners

Step 1

HE / SHE 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 ...).

Further operationalization:

- HE / SHE can identify relevant stakeholders and research ways to contact them.
- HE / SHE can get in contact to relevant stakeholders in foreign language.
- HE / SHE can fulfil information need regarding standard transactions of the company.
- HE / SHE can inform external partners about the standard transactions of the company in a foreign language.
- HE /SHE can sustain continuous communication with relevant companies / institutions.
- HE /SHE can contribute to systematic cooperate with other companies.

Step 2

HE / SHE is able to find potential new partners and to provide and coordinate possible joint liaison and meetings with them.

Further operationalization:

- HE / SHE can retrieve information about new companies / institutions for cooperation.
- HE / SHE can evaluate the potential of new partners.
- HE / SHE can establish a first contact to new partners.
- HE / SHE can prepare meetings with potential new partners.
- HE / SHE can organize the meetings in between the company and its partners.
- HE / SHE can support continuous exchange between the company and its partners.

Step 3

HE / SHE can arrange joint ventures and provide contractual details (e.g. technology licensing, patents, trademarks, intellectual property rights, conditions).

HE / SHE 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.

HE / SHE can cooperate with experts from different fields (lawyers, consultants) to obtain advice.

Further operationalization:

- HE / SHE can prepare information for establishing new co-operation contracts.
- HE / SHE can identify relevant information for the distribution strategy.
- HE / SHE can evaluate the consequences of changes in distribution strategy regarding taxation and financial transactions.
- HE / SHE can enquire relevant experts and define the need for consultancy.
- HE / SHE can communicate with experts and evaluate the information gained from the experts.
- HE / SHE can negotiate with co-operating companies in a foreign language.

Abbreviations:

BOL B/L Bill of lading

CMR Convention relative au contrat de transport international de marchandises par route
(Frachtbrief)

ERP Enterprise Resource Planning

L/C Letter of Credit

SOP Sales Order Process

SWOT Strengths, Weaknesses, Opportunities, Threats

EUR 1 EUR 1. movement certificate