

REPERTORY OF VOCATIONAL QUALIFICATIONS

INTERNATIONAL MARKETING MANAGER	
EQF Level	6
Short description of the qualification and the activities	<p>The International Marketing Manager is an expert in SME internationalization processes, with particular reference to the agro-food sector, that analytically coordinates processes and projects to support the international projection of the agribusiness, overseeing:</p> <ul style="list-style-type: none"> • analysis and study of the potential of foreign markets by implementing <i>desk</i> and <i>field</i> market research; • the selection of foreign markets and targets towards which to direct the company commercial strategies and policies; • control of the main problems related to the management of organizational, technological and financial dynamics, with a view to business internationalization; • strategic planning, with particular emphasis on technical and commercial aspects, innovation of processes and products and positioning in international markets; • the preparation of the international marketing plan, also defining appropriate operational strategies on policies of product, pricing, communication and distribution best suited to support the desired strategic positioning and consistent with the company's resources to facilitate the achievement of the objectives set; • organization and management of strategic communication at international level, including participation in trade fairs and missions of the chamber system and/or trade associations, preparation of price lists, use of direct marketing, publication in various languages of the website and promotional-communication material - (brochures, flyers, narrative videos and/or viral videos, commercials, etc.), constant updating of social media; • management of relationships with authorities (customs and tax structures, consulates and local authorities), the educational/universities/vocational training system, credit and financial institutions in general, local and international partners (customers, suppliers, insurance and transport companies), also planning the timing and use of means of transport to optimize logistics; • control of marketing activities, monitoring both qualitative objectives (customer satisfaction) and quantitative ones (sales, market share, contribution margins, etc.).

STANDARD OF TECHNICAL-PROFESSIONAL COMPETENCES THAT CHARACTERISE THE QUALIFICATION

COMPETENCE N. 1 – Title	
Strategic analysis of the potential of the agri-food sector in internationalisation process	
Result expected	
Sector analysis undertaken with evidence of strategic priorities of internationalisation strategies to pursue	
Ability	Knowledge
<ul style="list-style-type: none"> • segment the reference sector on the basis of geographical, demographic and social-economic variables • decode the feedback of the reference sector in evolutionary terms: product trends, logics of change, risk and development factors, etc. • define the level of attractiveness of the sector • identify the positioning of the agri-food product that one wants to promote in the reference market • consult sources, repertories and databanks on the reference market potential • identify the supply system of competitors (both in qualitative and quantitative terms) assuming the strengths with actions and benchmarking strategies • select the different options to be abroad: from indirect export to production supply chains • map the different international business development opportunities with alliances/agreements between companies: acquisitions, joint-ventures, etc • coordinate the drawing up of research reports • apply strategic planning techniques • plan an effective internationalisation strategy 	<ul style="list-style-type: none"> • economic and organisational aspects as regards the agro-food sector • evaluation methods and criteria of the attractiveness of the agri-food sector in terms of: <ul style="list-style-type: none"> a) structure (fragmented, emerging, mature, in decline); b) purchasing behaviour of consumers • basic elements of the regional, national and international sector norm • main techniques of: <ul style="list-style-type: none"> a) market analysis and research: scenario survey, research on purchasing behaviour, etc. b) market segmentation c) positioning of agri-food product d) organisation and management of the sales network on the basis of distribution choices e) definition of strategies to work in the market f) search, selection and creation of international alliances/partnerships g) integrated evaluation of the pricing in light of internationalisation • international and tax contracts of the reference market • marketing models, techniques and tools

Indications to evaluate competences

Title of competence and Result expected	Object of observation	Indicators
<p>Strategic analysis of potential of the agri-food sector in internationalisation processes</p> <p>Sectoral analysis developed with evidence of strategic internationalization priorities to pursue</p>	<p>Tasks of sectoral analysis and definition of strategic internationalisation priorities</p>	<ul style="list-style-type: none"> - critical reading and interpretation of the structure of the agri-food sector and the purchasing behaviour of consumers - comparative analysis of the agri-food sector system of supply/demand - map of the positioning of the agri-food product - forecast estimate of the impacts related to the different strategies and methods of operation in foreign market and correlated distribution choices - map of the different international business development opportunities with alliances/agreements between companies - estimate of the impact of pricing choices in light of internationalisation - identification of the constraints and opportunities of the law in force of the reference sector

COMPETENCE N. 2 – Title	
Analysis of potential of the country	
Result expected	
Target country suitably analysed from a social-cultural, economic-financial, technological and environmental profile	
Ability	Knowledge
<ul style="list-style-type: none"> • actively interpret future opportunities in the target country • identify new geographical areas in which to carry out actions to acquire new market share through a benchmarking analysis of environmental variables • conduct benchmarking analysis of environmental variables • decode the feedback of the reference country in evolutionary terms: product trends, logics of change, risk and development factors, etc. • analyse the strengths/weaknesses of the target country, with respect to any barriers to internationalization • classify countries and target markets in terms of attractiveness • coordinate the preparation of research reports • apply strategic planning techniques • draw up for ownership and/or top management a detailed report on the prospective evolutions of the context and target markets • apply techniques to organize and classify environmental and market factors in a matrix • oversee the use of models and synthesis tools for multi-country reporting of profiles of different market contexts (main geographical - economic blocks) 	<ul style="list-style-type: none"> • techniques and methods to analyse aspects, data and qualitative/quantitative information on the potential of the country, concerning the: <ul style="list-style-type: none"> a) physical- climatic environment; b) rate of population growth; c) GDP and income per capita; d) consumer tastes and spending; e) level of technological development; f) level of education/vocational training; g) priority given to the sector; h) investment plans in the sector i) risks related to exchange rate trends, the social, political, economic and financial systems j) qualification and certification process k) social media • Methods, techniques and tools of PEST and SWOT analysis to identify data and information concerning: <ul style="list-style-type: none"> a) access to information; b) financial resources and investments; c) range of products and services offered; d) linguistic and cultural differences; e) degree of competition of local SMEs; f) institutional support; g) government incentives; h) protection of trademarks and/or patents • Matrix with organization and classification of environmental and market factors • Models and tools to define multi-country reports containing profiles of different market environments (main geographical - economic blocks)

Indications to evaluate competences

Title of competence and Result expected	Object of observation	Indicators
<p>Analysis of the target country potential</p> <p>Target country analysed with evidence of demographic dynamics and trends, social policies, economic policies, financial policies, technological policies, environmental and cultural policies</p>	<p>Activity of analysis, evaluation and preparation of detailed reports on the prospective evolutions of the contexts and target markets</p>	<ul style="list-style-type: none"> - structuring and application of a logical and methodological table to analyse countries - critical reading and interpretation of demographic dynamics and trends, political policies, social policies, economic policies, technological policies, environmental and cultural policies, - adoption of a multi country/multi-business selective approach (by business sector and geographic-economic blocks) to assess and classify market opportunities in terms of attractiveness - motivated choice of the target country in a coherent, relevant way that responds to the internationalization strategies of the company

COMPETENCE N. 3 - Title	
Management of organizational, commercial, technological, economic and financial dynamics in light of business internationalization	
Result expected	
Action plan of the internationalisation process prepared and compiled	
Ability	Knowledge
<ul style="list-style-type: none"> • identify and define trade and business marketing policies • analyse the different factors that can influence buying behaviour of potential consumers of the food product (environment, motivation, information, decision making processes, etc.) • develop a forecast estimate of the foreign target market demand • identify economic/financial dynamics and assess investments required for the internationalization process to forecast short/medium/long term funding requirements • plan, direct and control organizational improvement processes in line with internationalization strategies • apply budgeting techniques to manage organizational, commercial and technological dynamics of the internationalization process • use Project Management techniques • apply decision making techniques • draw up an action plan of the internationalization process 	<ul style="list-style-type: none"> • analysis of trade and marketing policies • techniques and tools to analyse new trends in food-consumption and buying behaviour of consumers • methods, techniques and tools to read financial statements • economic - financial assets of agro-food SMEs • methods to evaluate investments for internationalization in light of short/medium/long term financial needs estimates • elements of extraordinary finance and subsidized financing, even using Community programs • models and techniques for: <ol style="list-style-type: none"> a) organizational analysis (structure, organizational roles, processes, networks, etc.). b) planning and control c) technological innovation d) formulation of a value judgement of the different distribution channels activated e) pricing, correlating them to different sales conditions in an international perspective f) Storytelling g) technological innovation • budgeting techniques and tools • Break Even Point and Key Performance Indicators • Project management tools and models • Business process management models

Indications to evaluate competences

Title of competence and Result expected	Object of observation	Indicators
<p>Management of organizational, technological and company financial dynamics, in light of business internationalization</p> <p>Internationalization Action Plan prepared and compiled</p>	<p>Planning, direction, management and control activities of organizational, technological and financial business dynamics, in light of business internationalization</p>	<ul style="list-style-type: none"> • reading and interpretation of buying behaviour and the reference sector • definition of the organizational and technological structure for company internationalization • definition of company commercial and marketing policies • analysis of the economic-financial assets in light of investment • calculation of Break Even Point • identification of Key Performance Indicators

COMPETENCE N. 4 – Title	
Definition of the variables of the marketing mix and drawing up of the International Marketing Plan	
Result expected	
International Marketing Plan defined and drawn up	
Ability	Knowledge
<ul style="list-style-type: none"> • Identify the characteristics of the target group country/market and consumers, explaining methods and aims of satisfaction of relative needs • Evaluate the performance of products supplied in relation to the quality expected and level of preference agreed • Define the key factors of sale of product/service (key selling factors) • Apply a sustainable pricing policy • Assess the type of distribution channel, organizational and geographic diversification of the sales network, taking into account the structure and terms of supply and new technologies • Apply the 4C methodology to define customer models, prices functional to the purchasing power of the consumer, customer oriented communication techniques and convenience based distribution • Apply tools and techniques: <ul style="list-style-type: none"> a) to survey customer satisfaction, Customer Relationship Management and Customer Experience b) of Total Quality Management c) of Sale • Apply PDCA techniques • Define the founding aspects of an International Marketing plan in terms of: <ul style="list-style-type: none"> a) objectives to pursue per country area and target consumers b) characteristics of the product system and related services c) potential demand to be met d) positioning of the offer in relation to the foreign country e) choice of a coherent combination of marketing mix f) definition of times for action, the responsibility and economic-financial aspects to oversee at multi-country and multi-business level 	<ul style="list-style-type: none"> • Operational Marketing: mechanisms and strategies of: <ul style="list-style-type: none"> - product - price - promotion - distribution • The 4Ps in 4C: <ul style="list-style-type: none"> a) product in Consumer or Consumer models (focus on customer satisfaction or on the client model to satisfy) b) Price in Cost (costs incurred by the purchaser to take advantage of the new product) c) Promotion in Communication (public relations, viral advertising and any type of relationship between the business and consumers) d) Distribution in Convenience (easy to buy the product, find it or obtain information about it) • The founding pillars of marketing: <ul style="list-style-type: none"> a) Concentration and focus on the market b) Client orientation c) Coordinated Marketing Manoeuvres d) Customer Satisfaction e) Customer Relationship Management f) Customer Experience • Total Quality Management • The PDCA cycle: <ul style="list-style-type: none"> a) The Plan phase b) The Do phase c) The Check phase d) The Act phase (Monitoring) • Models and Techniques to draw up a Marketing Plan: <ul style="list-style-type: none"> a) identification of needs for the Marketing Plan (product, service, activity, interest of the company). b) set of business objectives that motivate the marketing action to be translated into measurable, reliable and significant indicators c) description of the product system as a set of activities and services that relate to the needs identified d) analysis of qualitative and quantitative potential demand e) definition of target segments and positioning of the offer f) marketing mix policies: product/service, price,

	external communication, communication, distribution	internal
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<ul style="list-style-type: none"> • Coordinate and validate drawing up of the Marketing Plan, from the scenario analysis to the implementation of the most efficacious operational actions to generate competitive advantage expected by the company in the international market • Apply budgeting techniques • Apply activity planning and decision making techniques 	<ul style="list-style-type: none"> g) operational action plan: times of action, responsibility and <i>economics</i> • the International Marketing Plan: <ul style="list-style-type: none"> a) projection of the corporate competitive profile in foreign markets and strategic implications b) evaluation and selection of entry and presence strategies, with reference to opportunities of adaptation and integration of range of supply c) analysis of laws d) development of pricing strategies that are consistent with the competitive profile and objectives of presence in foreign markets e) evaluation and choice of most appropriate distribution strategies based on strategies of presence and the sales organization to support distribution strategies f) on and off-line communication strategies for foreign markets g) multi-country and multi-business strategic, economic and financial control • Sales techniques • Negotiation tools
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Indications to evaluate competences

Title of competence and Result expected	Object of observation	Indicators
<p>Definition of marketing mix variables and drafting of an International Marketing Plan International Marketing Plan defined and drawn up</p>	<p>activities of design, planning, direction and strategic and operational control of the international marketing plan</p>	<ul style="list-style-type: none"> • estimate of the company's competitive edge in foreign markets and assessment of strategic implications • definition of strategies for: <ol style="list-style-type: none"> a) entry and presence, with reference to the opportunities map and the correlated range of offer b) pricing, consistent with the competitive profile and objectives of presence in foreign markets c) distribution appropriate to entry and presence strategies and sales organization • definition, direction and control of the international marketing plan with focus on the 4C levers in light of 4P and evidence of actions, costs, timing and short/medium term objectives • supervise the systematic adoption of Customer Satisfaction, Customer Relationship Management, Customer Experience and Total Quality Management techniques • adoption of multi-country and multi-business strategic, economic and financial control systemic methods

COMPETENCE N. 5 - Title	
Implement the communication plan to support the international development of the business	
Result expected	
International communication and promotion plan designed and implemented	
Ability	Knowledge
<ul style="list-style-type: none"> • Define the communication strategy of the company in a manner that is consistent with: <ol style="list-style-type: none"> a) planned international development objectives b) the target groups c) the competition d) the constraints e) the creative strategy; f) the Budget: • Use the most appropriate communication media to implement the communication plan • Adopt the most suitable methods and digital supports to reach the target groups identified • Identify structures, technologies, networks of actors to involve on the basis of the communication strategy to follow • Evaluate times and financial resources needed to implement the communication plan • Design and manage branding, corporate communications, product and trade marketing strategies • Preside over the adoption of models and techniques to prepare the Integrated Communication Plan to support international business development • Manage the methods, techniques and tools to strengthen the identity, image and reputation of the corporate brand • Preside over the proper use of web communication, digital communication and direct marketing tools • Manage print campaigns • Maximize the effectiveness of participation in events (fairs, conventions, meetings, etc.) • Develop tales, stories to narrate the brand and company life in an attractive and engaging way • Apply techniques to plan activities • Apply win-win negotiation techniques 	<ul style="list-style-type: none"> • Integrated communication strategy planning models • Guiding principles of branding, corporate/product communication and trade marketing strategies • Methods, techniques and tools to reinforce identity, image and reputation of the corporate brand • Web communication techniques and tools (website, social networks, blogs, etc.) • Digital communication methods, techniques and tools (web radio, web TV., streaming, Mobile, etc.). • Methods, techniques and tools to reinforce web reputation • Techniques and tools to build and use paper based communication means (press releases, press, etc.) • Direct marketing techniques and tools (mail, phone, etc.) • Models and techniques to prepare the Communication Plan: <ol style="list-style-type: none"> a) Visioning, in terms of setting goals b) Stakeholders, in terms of identifying influencers c) The aim pursued (organizational resources used for its achievement) d) Social, political, economic and technological variables that may affect reaching set objectives. e) Influencers or people able to influence the work of the organization. f) Key messages to change the opinions and behaviour of recipients. g) Pre-tests, to simulate the impact of the key messages on a sample of influencers. h) Operational Strategy, to define the resources available (human and financial), the methods, media, times and tools needed to transfer key messages • Methods and tools to create events (fairs, conventions, meetings, etc.) • Corporate storytelling methods and techniques • Main legal and regulatory references on privacy and data protection

Indications to evaluate competences

Title of competence and Result expected	Object of observation	Indicators
<p>Implement the communication plan to support international business development</p> <p>International communication and promotion plan designed and implemented</p>	<p>activities of design, planning, direction and strategic and operational control of the communication plan to support international business development</p>	<ul style="list-style-type: none"> • Definition of the communication strategy consistent with the international development objectives planned by the company, containing: <ol style="list-style-type: none"> a) Objectives to be reached by communication actions. b) Recipients of communication (their description, their segmentation, the weight of the different segments, etc.). c) Competitors d) Constraints: external (e.g. regulations that constrain certain media) and internal, related to the company general policy, the shareholders, the technical and financial resources available e) Creative strategy (claim, supporting reason, communication tone) f) Media strategy (choice of media mix and plan for advertisements) g) Advertising budget investment (division of investment between media and means). • Development of the Communication Plan to support international business development • Creation of stories, narrative stories to promote the brand