

PROJECT WORK

International Marketing

In

Stallion Group

Name: ***

Enroll No.: ***

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CERTIFICATE

This is to certify that Mr. *** has planned and conducted the project entitled **International Marketing in Stallion Group**. Under my guidance and supervision and the report submitted therewith was the result of the bonafide work done by him / her.

Place:

Date: ***

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ACKNOWLEDGEMENTS

In pursuing and completion of my MBA and other commitments, I undertook the task of completing my Project on “**International Marketing in Stallion Group**”. To this and I would like to thank and convey my gratitude to the Top Management who allowed me to conduct my Project and gave me their whole-hearted support.

I am fortunate in having sought and secured valuable guidance, continuous encouragement and strong support at every stage of my guide and supervisor *** and I am deeply grateful to him.

Finally, I also acknowledge with deep gratitude, the immense support I received from my family members who have always encouraged me and have been a source of inspiration and help in continuing my effort.

Last but not the least my special thanks go to all those who have given all the secretarial support – despite all other commitments.

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CHAPTER 1

INTRODUCTION

COMPANY OVERVIEW:

From the very beginning, Stallion's approach to business was highly consumer oriented - delivering the best quality product at the most economic pricing.

Sensing the growing demand for quality products, Stallion invested heavily in infrastructure comprising warehousing, cold storages, factories, office buildings, showrooms, workshops, logistics equipment, transportation etc.

Stallion established a stable infrastructure that supported optimal distribution of products at the most economic terms to its customers.

“Stallion also employed several thousand local staff and invested in their development through education, training and experience across industries.”

Today Stallion is one of the best managed conglomerates in West Africa handling key products like rice, fertilizers, edible oil, sugar, building materials and others.

The group also manages an exclusive brand portfolio of automobiles including Honda, Hyundai, Porsche, Volkswagen, Audi, Skoda, Mahindra and Ashok Leyland.

On the industrial front, Stallion has stabilized operations in rice milling, plastics, packaging, steel, vehicle assembly and other products.

Stallion's service sector covers shipping, vehicle leasing, home automation, office technologies, transportation and sustainability.

Our Vision

To be Africa's leading company through pioneering global best practices and playing an integral role in achieving Africa's unlimited potential

Our Values

Stallion has adopted and implemented certain values across its organization that is followed steadfastly:

Be customer centric

Strictly adhere to ethical and moral values

Be proactive to business needs

Nurture a spirit of dynamism across the organization

Stallion has adopted a code of ethics for all of its executives and employees, which is aimed at promoting honest and ethical behavior and ensures compliance with laws and regulations.

Stallion has stringent internal practices in place to ensure that the group's various companies operate as good corporate citizens in the respective jurisdictions.

Services

Stallion's scale of business operations have also resulted in identification and development of opportunities in the services sector, often the internal volumes being the catalyst.

Stallion has forayed into home/office automation, telecom solutions, insurance, shipping, vehicle leasing and banking over the years being sectors that are increasingly being streamlined and organized to complement the economic growth in the country.

The group also holds an attractive portfolio of investments into local financial institutions- its fully owned commercial bank, the Reliance Bank was merged with a few other banks in 2005 pursuant to the consolidation of the banking industry in Nigeria. The group is a key shareholder in the new merged full service bank now called Skye Bank.

PROBLEM STATEMENT:

Globalization has changed the globe into a smaller place. It's brought decreasing national borders and conjointly the fusing of individual national markets. The autumn of exponent barriers has stirred free movement of capital and made-up the style for corporations to line up several bases around the world. International selling has intense and is clear in nearly all aspects of method of life. whereas appreciating the challenges of the new world market place, that success in international market depends on being globally literate – sound judgment, tolerance of cultural variations, information of culture, history, world market potential, and world economic, social, and political trends.

Company should be at the same time aware of native and world market conditions, among the context of being adjuvant of the company's own overall ways “To raise the bar demands that constant efforts are created to realize and maintain ever higher levels of fitness in international trade. However, fitness alone isn't enough. To be actually victorious, to be an Olympian competition, this fitness should be controlled to associate dominant want to enhance each facet of the way to reach associate progressively refined and cutthroat business atmosphere. He went any to mention, here, I'm wondering developing the talents and experience, the knowledge domain and so the crafty needed to win on the globe stage”.

International selling skills are necessary ingredients for each company; thus, it's important to spot that skills are required. Once looking the literature, there appeared to be scanty studies concerning identification of the particular skills required to be effective in international selling.

The study completed by Busche and Bergerud found that just about 77 % of the respondents supported a desire for international coaching. Selling was space known by nearly 64 % as a possible drawback area. Respondents showed an interest in international selling with an extremely perceived would like for coaching in six topics:

- (1) Analysis on foreign markets
- (2) Operating through agents and distributors
- (3) Export selling ability
- (4) The way to notice international opportunities
- (5) Developing a world business set up
- (6) Cultural aspects of sales to foreign customers

These studies gave priority to the necessity for international selling coaching. Analysis into the group action of business curricula generally is, however, a comparatively wide researched topic providing academicians with varied studies from that to realize insight into programme style. Sadly, not all studies are glowing in their findings concerning the present state of worldwide business education. once reviewing nearly dozens of studies within the space of grad school group action, notice that a lot of international education inconsistencies exist; still, some major, generalizable conclusions are derived: (1) an oversized type of approaches are getting used to internationalize each curricula and faculty; and (2) group action efforts have magnified over time in terms of breadth and depth, however efforts still come short of fulfilling business' would like for personnel World Health Organization will assume and act in a very world context.

The conclusion of those studies is that analysis ought to pursue an exploratory approach to assembling information in international selling. Analysis distinctive the talents required to be effective in international selling could, in fact, produce the progressive portfolio of skills required to chop across context-specific information and themes effectively. International selling skills would enable staff to accumulate

skills that facilitate them "adapt to technological and market changes, to enhance their prospects or to explore their potential".

Conclusions from the studies cited higher than clearly purpose toward the need to spot that skills are required to be effective in international selling. However, this study indicates that there's abundant distinction of opinion concerning that international selling skills are most significant. Mistreatment each applied and theoretical experience, that's a mix of accomplished international marketers, and educational international selling specialists may give a sound assessment of the relative importance of international marketing skills.

WHY THIS PROJECT HAS BEEN CHOSEN?

The purpose of this report is to (1) Identify the skills needed to be effective in international marketing; (2) identify the level of importance of each of these skills; (3) describe the gap between the skills these employees have and the skills they need.

What contribution would the project make and to whom?

An effective market strategy is the major key to win in the competition. In general, it signifies a very important function in the business, it lessens disagreement, keeping the company's line on the track, having a systematic management for all of its jurisdictions and improving its performance resulting to increase in market share.

For this reason, completion of my study and analysis would contribute a fruitful admonition to the management of Stalin Group and also to the other companies who are experiencing the same adversity.

CHAPTER 2

OBJECTIVES AND SCOPE

Objective:

The objective of the project is “to identify and examine scope of --- Winning in a global market: The significance of training for skills required to be effective in international marketing.”

Scope:

International marketing has intensified and is evident in nearly all aspects of daily life. Local regions or national boundaries no longer restrict competitive forces. To be successful in today's global economy, Company must be simultaneously responsive to local and global market conditions. Hence, international marketing skills are an important ingredient for every MNC.

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CHAPTER 3

THEORETICAL PERSPECTIVE

There is not a doubt that we tend to board a world of transformations, touching nearly each side of what we tend to do. We've been propelled into a worldwide order that nobody absolutely understands for higher or worse, however that is creating its effects felt upon all people. Thomas economic expert expressed that globalisation, is "the inexorable integration of markets, nation-states and technologies to a degree ne'er witnessed before - during a means that's sanctionative people, companies and nation-states to succeed in round the world quicker, deeper and cheaper than ever before". After all its created potential "defining technologies," the net specially. The world marketplace, is way additional developed than even 2 or 3 decades earlier, and is indifferent to national borders. Neither the old-line international specialist nor the more modern world Renaissance man will address the complexities of world methods. so the dynamism of today's marketplace necessitate managers with numerous skills.

Internationalization has become a company necessity as a result of these days businesses "are starting to understand that the firm that isn't thinking in terms of international trade ought to begin brooding about going out of business". From a selling context, the challenge has been one in every of "restructuring domestic selling operations to contend internationally in larger, additional disparate markets". Applicable coaching programs are needed to satisfy the talent wants inside a globally competitive environment; several organizations have prioritized employee-training efforts and have "placed talent and labour wants aboard product and repair development". Any company concerned in cross-border trade must keep its workers regularly updated, each in terms of the talents required to try and do their jobs and to more their careers. Caution should be taken to confirm that coaching remains applicable, as a result of "training for training's sake" offers very little potential, and so as for coaching "to be effective, it should be focused". the aim of this study is to: (1) determine the talents required to be effective in international marketing; (2) determine the amount of importance of every of those skills; (3) determine the degree

to that these skills are present in staff of commercialism companies; and (4) describe the gap between the talents these staff have and therefore the skills they need.

The Context for International marketing

The first fortunate group action of American business occurred in 1868, once Singer sewing machine engineered a manufacturing plant in European nation. Several corporations since then, like Ford, General electrical and IBM, have had international business operations since their corporations began. "Although group action of business isn't a replacement development the urgency and intensity within the determination to internationalize is comparatively new".

Monye more states, "One necessary feature of companies within the 1980s and 1990s is that the increasing target scope in their structure and operation".

Many authors additionally contend that there's increasing range of corporations, since the 1980s, which are rising as world marketers.

According to Cateora, changes in domestic market conditions have pushed several companies into the international arena, "Companies with solely domestic markets have found it more and more troublesome to sustain customary rates of growth and plenty of are seeking foreign markets to soak up surplus productive capacity".

International marketing activities have intense in recent years, and galore literature exists relative to the character of this evolving field.

The Field of International marketing

In its broadest terms, "international marketing could be a set of international business that is outlined because the performance of all business functions across national boundaries". Cateora concurs that international marketing is that the "performance of business activities that direct the flow of a company's merchandise and services to shoppers or users in additional than one nation for a profit". This time of read was additionally expressed by Taoka and Beeman, that international promoting is over

simply a global version of the selling task. It "includes the determination of worldwide likewise as country-specific strategies" that embrace however "global management and coordination are maintained".

On the opposite hand, many authors have aligned the sphere of international selling with the final idea of promoting. In line with Albaum, the sole differentiation between the definition of international selling and therefore the general definition of promoting is that "goods and services are marketed across political boundaries". they're going on to mention that this distinction, but minor it's going to appear, needs a distinct approach to selling management, finding selling issues, developing selling policies, and implementing selling programs.

There is a considerable distinction between domestic and international selling, in line with Monye, that is perceived to not be with totally different ideas of promoting, most like the atmosphere inside that selling should be enforced. He concedes that not all scholars settle for that international selling is sufficiently totally different than basic selling. He more states "There could be a growing realization that in contrast to domestic selling, international selling management is that the method of anticipating, characteristic, designing and therefore the management of resources in such how that maximizes client satisfaction in international, school of thought and multi-linguistic environments for profit and growth".

Albaum and Peterson have expressed that the "investigation of international selling phenomena has lagged significantly behind that of domestic selling phenomena". Progress, however, has plain been created during this direction as a result of "the capability to supply education within the international dimensions of specific useful fields has been increased dramatically". Voght and Schaub suggests "Most yankee professionals, whether or not in business, government, medicine, law, or alternative fields, lack the essential skills required to cultivate operating relationships with colleagues in foreign countries and don't have quick access to new concepts and developments from abroad".

This appears to support the requirement for hyperbolic stress on education and coaching inside the particular field of international selling. This would like for coaching is significant as a result of "a command of the weather of international selling are essential within the decades to come".

ENTRY STRATEGIES

Methods of entry:

As we know that products just don't emerge in foreign markets overnight. Company has to build up a market over period time. Several strategies, which differ in aggressiveness, risk, and the amount of control that the firm is able to maintain, are available:

- **Exporting** is a relatively low risk strategy in which few investments are made in the new country. Main drawback is that; because the firm makes few if any marketing investments in the new country, market share may be below potential. Further, the firm, by not operating in the country, learns less about the market. Which kinds of advertising campaigns are most successful? What are the most effective methods of distribution?) If an importer is willing to do a good job of marketing, this arrangement may represent a "win-win" situation, but it may be more difficult for the firm to enter on its own later if it decides that larger profits can be made within the country.
- **Contract manufacturing** involves having someone else manufacture products while you take on some of the marketing efforts yourself. This saves investment, but again you may be training a competitor.
- **Direct entry strategies**, where the firm either acquires a firm or builds operations "from scratch" involve the highest exposure, but also the greatest opportunities for profits. The firm gains more knowledge about the local market and maintains greater control, but now has a huge investment. In some countries, the government may expropriate assets without compensation, so direct investment entails an additional risk. A variation involves a joint

venture, where a local firm puts up some of the money and knowledge about the local market.

The Need for Training in International Marketing Skills

After looking the literature and at intervals the scope of my skills, there looked as if it would be a scarceness of studies concerning identification of the particular skills required to be effective in international selling. The literature did contain 3 studies that determined perceptions concerning the necessity for specific kinds of international trade coaching. Every of those studies over that international selling was a priority space of would like for international business coaching.

Busche and Bergerud received responses from 700 hundred American state businesses, and located that 539 respondents (77 percent) indicated a requirement for hiring folks with international trade coaching. Respondents indicated a powerful preference for international selling coaching topics: negotiating with foreign business folks (85.1 percent); international relations (76.7 percent); analysis on foreign markets (68.1 percent); operating through agents and distributors (62.9 percent); a way to realize and analyze knowledge on foreign markets (62.9 percent); and export selling power (61.9 percent). These topics were mixtures of each ability sets and areas for information acquisition, nonetheless clearly known the overall space of international selling as a priority coaching concern.

Scott concurred with the identification of international selling as a subject worthy coaching priority, when having polled 238 southern American state businesses. A complete of 199 respondents (84 percent) expressed a requirement for enlarged worker information and skills associated with international business. The junior college course elect by 133 respondents (55.9 percent), and hierarchic prime on the list as being most helpful to workers, was international selling.

Moyne polled a sample of four hundred postgraduate students, employers, and skilled bodies. a complete of "75 percent of the sample felt there was would like for specialist information of international selling management for firms to reach the international operation". This study additionally unconcealed that everyone the respondents

expected to visualize augmented demand for specialist education and experience within the space of international selling. The foremost conclusion that emerged from this survey was: "The recognition of the necessity for experience in international selling management by each students who get new career development opportunities, and employers who are anxious to develop experience in response to business realities of the 1990s and on the far side."

There was additionally the apparent have to be compelled to offer courses that develop specific international selling experience that companies demand, supported the idea of usable instead of duplicate information.

Tobin received responses from cardinal personnel administrators, or 91 percent of the companies situated in Lackawanna County, Pennsylvania, concerning their perceptions on the adequacy of promoting education. Twenty-two administrators (40.7 percent) suggested that the colleges review their syllabus "to keep step with the business world". Tobin advocated that syllabus planners ought to embody courses encompassing "skills and competencies perceived [by industry] as essential or as necessary content for college-level selling programs". This study coated the broad field of promoting, nonetheless attributable to globalisation and an apace ever-changing selling atmosphere; it suggested future analysis that may involve a comparison of the perceptions of educators and trade practitioners on "the price of elect tasks, skills, and competencies in specific areas of marketing".

Perceptions concerning, that international skills an individual ought to possess upon completion of an expert, graduate business program, with a world stress was conducted. Though an occasional response rate (6.25 percent) was achieved, 250 out of 4,000 questionnaires were came back. Twenty-five skills were enclosed on the form, that were developed from content analysis of skilled and educational journals, a review of the topic matter offered at domestic and international business programs throughout the globe, and a series of focus cluster interviews with international business executives. The form asked respondents to rate the importance of the information and also the business, cultural, and language skills that an individual ought to possess to be a fortunate international selling manager. This study measured

levels of importance on a five-point Likert scale (very necessary = 5 . . . 1 = not important).

The results showed that selling practitioners believe students "should possess the information and ability areas that pertain to the international selling generalist". Eight skills were rated on top of 4.0 on the five-point rating scale: (1) general selling competency (4.672); (2) human relations/people skills (4.512); (3) assessing country/market potentials (4.164); (4) international selling skills (4.096); (5) general world business information (4.088); (6) general understanding of cultural variations (4.084); (7) analytic/quantitative skills (4.036); and (8) language fluency in voice communication (4.036). These skills looked as if it would represent a mix of general selling and international selling skills; but, five of the eight highest rated skills were associated with the sector of international selling. The study appeared problematic in this there have been apparently no choice criteria to qualify participants as international selling consultants, apart from their inclusion as "professional members of the American marketing Association (AMA) who had elect international selling as their major areas of interest or expertise".

The conclusion that "students, should, therefore, possess the tools required for selling on a world level", and also the conclusion that "competencies in specific areas of marketing", looked as if it would collaboratively indicate the sturdy continued have to be compelled to establish the particular skills required to be effective in international selling.

The literature, however, failed to appear to supply any framework centered notably on skills. This study used the normal four annotation of promoting, and supplementary coming up with, as ability categories: (1) coming up with and operational skills; (2) valuation skills; (3) product skills; (4) distribution skills (place), and (5) promotion skills.

Consensual validation is employed as a tool to develop an inventory of skills required for effective international selling. This method concerned distinguishing freelance variables based mostly upon the regularity with that they appeared within the critical

literatures. The results of the accordant validation were an inventory of 24 skills that were valid across cardinal authors. Every of the talents was extracted from the offered critical literature and was valid across multiple sources. The ability classes and the skills known at intervals them are presented in table 1.

Table 1: Category of Skills Required for Effective International Marketing, and the Respective Skills Identified from the Literature

Skill Category	Skill - The ability to: _____
Planning and Operational Skills	<ol style="list-style-type: none"> 1. Write an international marketing plan 2. Conduct a global competitive analysis 3. Design a management information system 4. Develop insights concerning foreign individual and group buying behaviors 5. Assess international marketing training needs 6. Adapt to foreign business practices and protocol 7. Communicate clearly with others when English is not their first language 8. Speak a foreign language 9. Analyze foreign market shares 10. Assess foreign market legal environment implications 11. Analyze import/export government regulations (cost/risks) 12. Ability to analyze human resource tasks and design appropriate organizational structure 13. Segment international markets 14. Evaluate the effectiveness of your international marketing activities
Pricing Skills	<ol style="list-style-type: none"> 15. Set overall pricing for international markets 16. Forecast profits and revenue related to international markets

	17. Use appropriate trade financing programs
Product Skills	18. Assess suitability of your products to foreign markets 19. Devise international branding strategies
Distribution Skills	20. Use appropriate foreign market entry alternatives 21. Select, recruit, compensate, and manage an international sales force 22. Balance between distribution efficiency and distribution effectiveness
Promotion Skills	23. Select appropriate promotional mix 24. Select appropriate international advertising agency

Planning and Operational Skills

Skill 2: Ability to Conduct a Global Competitive Analysis

Dizzying advances in technology and intense competition create rapid changes in competitive offerings, which result in the critical need for a rapid response. This may only be made possible when rapid competitive scanning abilities are developed within the firm. Truly, the ability to conduct a global competitive analysis should be considered an essential skill.

Skill 3: Ability to Design a Management Information System

"Firms that are capable of learning and disseminating knowledge faster than their competitors will achieve superior performance". The ability to analyze information systems and intelligence needs has strategic relevance.

Skill 4: Ability to Develop Insights Concerning Foreign Individual and Group Buying Behaviors

According to Borden, a skillful marketer has keen insight into individual and group behavior, can foresee changes in behavior, which develop in a dynamic world, and has the capacity to visualize the probable response of consumers, trade, and competitors to marketing activities. "The great quest of marketing management is to understand the behavior of humans in response to the stimuli to which they are subjected". This early vision of marketing management's role continues into the

twenty-first century, when we will see "marketing approaches that focus more on people and their concerns". The multicultural behavioral impacts on business strategy are immense.

Skill 5: Ability to Assess International Marketing Training Needs

In a period with rapid technological and market changes, "employees must be more highly skilled than the factory worker of a generation ago", this will require emphasis on the ability to assess current and future training needs. An important continuing function, especially in a rapidly changing dynamic global environment, is the assessment of "skills that will be required and implementing training programs to achieve them".

Training needs must be assessed at all global locations. "In order to effectively deal abroad, expatriates have to understand business and cultural practices", which underscores the importance of the ability to assess international marketing training and support needs.

Skill 6: Ability to Adapt to Foreign Business Practices and Protocol

Broadbent agrees that as the demand increases for quality work around the globe, cultural fluency skills will play a vital role in the administrative capacity to work anywhere to meet those demands. We no longer have to convince anyone with any global experience that CULTURE COUNTS and when organizations and political organizations ignore, dismiss, or minimize culture, the costs are often significant.

Skill 7: Ability to Communicate Clearly with Others When English is Not Their First Language

Successful firms in the global arena will be companies whose employees "have the ability to communicate effectively with international counterparts". However, "most marketing executives who act in the global marketplace tend to spend little time in any one market," which "invariably causes them to use English as the key language in international business".

Skill 8: Ability to Speak a Foreign Language

The ability to speak the language of the foreign market or learn conversational language can be extremely valuable to a firm because "language skills may have a major effect on the atmosphere which characterizes the relationship and the success with which social distance is reduced and trust established". Marketers involved in the international arena "should have sufficient language aptitude to carry on a conversation in a foreign language after one hundred hours of training". Language skills for the countries where business will be conducted "provides insight into the social organization and values of those who speak it".

Skill 9: Ability to Analyze Foreign Market Shares

As the globalization of markets becomes a fundamental part of most business organizations, the "marketing/finance interface will take on increasing importance as marketing success becomes intertwined with developments in international finance". The ability to analyze existing foreign market financial and share position with future expectations is an essential skill in international marketing because it "is used to help determine whether the firm should expand, contract, or eliminate operations in a particular country".

Skill 10: Ability to Assess Foreign Market Legal Environment Implications

It is vital to develop the ability to analyze foreign market legal environments because "there are as many different legal environments as there are countries," but there are, however, "legal problems common to most international marketing transactions that must be given special attention".

Skill 11: Ability to Analyze Import/Export Government Regulations (Costs/Risks)

Government regulations can quickly change, according to MacCormack, Newman, and Rosenfield, which requires that firms develop the continuous ability to assess implications, because strategies based on import government regulation advantages "may eventually be rendered obsolete by the very factors that first created advantage".

Skill 12: Ability to Analyze Human Resource Tasks and Design Appropriate Organizational Structure

Because the global marketing environment is very dynamic and complex, an international marketer needs to develop skills in looking at strengths and weaknesses. The ability to learn rapidly about company policies, strengths, and weaknesses is a vital ingredient to "manage effectively the impact of the terrific pace [rapidity] of future market changes".

Skill 13: Ability to Segment International Markets

Companies are restructuring and continue to search for the best ways to operate multi-nationally and, "as a result, niche marketing opportunities and new ways of segmenting consumers are being looked at more and more". Market fragmentation requires that much more effort needs to be dedicated to locating consumers and defining their needs, which makes niche marketing a reality even for fairly large brands and services.

Skill 14: Ability to Evaluate the Effectiveness of Your International Marketing Activities

There was substantial literature, which supported the need for skills in how to evaluate the effectiveness of marketing activities, for global and domestic operations. The use of a marketing audit gives the firm "valuable suggestions for increasing its marketing effectiveness and efficiency", which Cram concurs will lead to higher performance.

Pricing Skills

Skill 15: Ability to Set Overall Pricing for International Markets

The ability to develop effective pricing programs for product-line portfolios is essential to superior performance because "pricing policy is an important strategic and tactical competitive weapon that, in contrast with the other elements of the international marketing mix, is highly controllable and inexpensive to change and implement".

Skill 16: Ability to Forecast Profits and Revenue Related to International Markets

An important skill is to plan sales revenue around profits, with the objective being "to plan product mixes, customer mixes, and marketing mixes to achieve profitable volume and market shares at levels of risk that are acceptable".

Skill 17: Ability to Use Appropriate Trade Financing Programs

According to Lazer, the emerging competitive global environment requires that attention be given to minimizing marketing costs. Tremendous cost savings opportunities exist by way of resources readily available from sources external to the firm. For example, trade financing programs "help make U.S. exports more competitive internationally by decreasing the total price and improving the terms of sale".

Product Skills

Skill 18: Ability to Assess Suitability of Your Products to Foreign Markets

The ability to analyze product and service alternatives is a vital skill according to a 1992 survey of fifty Fortune 500 companies by International Orientation Resources, because "ninety percent of the time, businesses select employees for overseas assignments not for their cross-cultural fluency, but for their technical expertise". The "future consumers will be the best informed consumers to date" which will require "that during the time that companies are enjoying the benefits of an innovation [product], when the innovation (product) is still deemed successful and profitable, preparations must be made to move on to improved products and processes".

Skill 19: Ability to Devise International Branding Strategies

International branding strategies involve decisions regarding whether or not a product brand name or logo will be uniform across more than one market or country, according to Jeannet and Hennessey. While complexity is growing, and change breeds unpredictability, an optimal branding strategy is unrealistic; competitive advantage will come from the ability to smoothly evolve branding strategies over time.

Distribution Skills

Skill 20: Ability to Use Appropriate Foreign Market Entry Alternatives

The international marketing arena is characterized by several distinctive entry modes, each offering different benefits and costs to the firm. The high degree of global competition has increased the complexity of decision making since "worldwide markets can be served in many ways; for example, by export, local assembly, or fully integrated production". However, Ball and McCulloch simplify the process into two means for supplying a foreign market; exporting to it or manufacturing in it.

Skill 21: Ability to Select, Recruit, Compensate, and Manage an International Sales Force

Due to intensifying international competition and other factors, restructuring is required which "imposes two major demands on corporations: accountability for performance in order to survive and organizational flexibility to adapt to chaotic change". As competition continues to globalize, sales recruiters in foreign markets must be more sensitive to ethnic segments, recognize the prominence of religion as an indicator of worth to society, and be prepared for a tough battle to recruit highly educated salespeople.

Skill 22: Ability to Balance between Distribution Efficiency and Distribution Effectiveness

With the emergence of just-in-time marketing (JITM), great emphasis is placed on the ability to gear marketing operations to the time requirements of just-in-time production standards of the customer, and "encourage continuous flow rather than stockpiling of inventories".

Promotion Skills

Skill 23: Select Appropriate Promotional Mix

The question of designing an optimal promotional mix requires that "the export/international marketer needs to have guidelines for selecting which activities to use and in which combinations". The promotional mix can be considered as "communication tools," according to Toyne and Walters, and, in most countries, the

marketing of consumer goods relies mostly upon advertising and sales promotions. The ability to develop an effective international promotional mix has become a necessity.

Skill 24: Ability to Select Appropriate International Advertising Agency

The organization of a company's international advertising effort is "a major concern for international marketing executives". The trend is for companies to "designate global [advertising] agencies for product accounts in order to support the integration of the marketing and advertising functions". A number of alternatives are available, such as using a local domestic agency, a company-owned agency, a multinational agency with local branches, or individual agencies in each country; therefore the "task of selecting and maintaining international advertising agencies is not easy".

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CHAPTER - 4

METHODOLOGY

The purpose of this study was to: (1) identify the skills needed to be effective in international marketing; (2) identify the level of importance of each of these skills; (3) identify the degree to which these skills are present in employees of exporting companies; and (4) describe the gap between the skills these employees have and the skills they need.

Kind of Design

This study used the descriptive design, as it was not intended to develop or defend any particular hypothesis. Descriptive research involves describing "systematically the facts and characteristics of an area of interest, factually and accurately". To accomplish this purpose, assessments of expert and practitioner opinions and perceptions were utilized to describe systematically: (1) what skills are needed to be effective in international marketing; (2) what level of importance is attached to these skills; (3) the degree to which these skills are present in employees of exporting companies; and (4) the gap between the skills these employees have and the skills they need.

The conventional Delphi process was utilized as the method for data collection to answer research questions one and two. Delphi may be defined as a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem. To accomplish this "structured communication" there is provided: some feedback of individual contributions of information and knowledge; some assessment of the group judgment or' view; some opportunity for individuals to revise views; and some degree of anonymity for the individual responses.

The Delphi was considered appropriate because the problem could benefit from subjective judgments on a collective basis from an expert participant sample, and the participant members represented diverse backgrounds with respect to expertise.

This descriptive study also utilized a structured telephone questionnaire. Rationale for use of the telephone survey was to increase the response rate. Questionnaires mailed to the business community are commonly plagued by small response rates, especially when responses may involve what may be considered to be proprietary company knowledge.

Population and Sample

The present research work is important for planning and development of international marketing, for effective research purpose, 30 sample are selected. They are of different age groups and they are engaged directly or indirectly in the field.

AGE GROUP

18 - 25	04
26 - 35	10
36 - 45	12
46 - 55	03
56 - 65	01
Total	30

The size of the sample was thirty, which consisted of a minimum of ten practitioners and ten academicians. The stringent screening criteria for sample ensured that they were a proper representation of experts-this controlled for external validity. The international marketing practitioner sample was made up of a non-probability purposive, stratified group, equal-size population. The rationale for using a purposive sample was that, in order to measure the degree to which skills needed for effective international marketing were present in employees of companies, it was necessary to choose from a sampling of companies which were involved in exporting activities. This ensured that the sample was involved in international marketing activities. The

rationale for using a stratified group, equal-size population was that sample firms represented an array of sizes, in terms of annual export sales volume.

Instrumentation

This study required the use of Delphi Instruments, through three rounds. The first was designed to identify what skills were required to be effective in international marketing (appendix A). The writer of this study began content validity for this instrument through the use of an extensive review of the literature. The literature review produced a list of twenty-four skills needed to be effective in international marketing. The round one Delphi Instrument contained this list.

Delphi sample participants were encouraged to add their own skills to the original twenty-four as presented on the Delphi Instrument. The potential for significant study bias was low, because the participants received clarification about any unclear terms and were encouraged to recommend new skills for inclusion.

The round two Delphi Instrument measured participant perceptions regarding the degree of importance for each skill (appendix B). Ratings were based on an eight-point Likert scale, whereby a rating of one represented "unimportant," and a rating of eight represented "very important."

The third round Delphi Instrument (appendix C), revealed for each of the skills: (1) the average rating from all participants; (2) each participant's individual rating; and (3) the inner-quartile range. The third round Delphi Instrument was pre-tested to complete the process of establishing content validity-make sure that that the instrument measured what it purported to measure, in a clear and concise way.

The Practitioner Questionnaire collected data from the practitioner sample (appendix D). This survey measured the degree to which employees possessed each of the identified skills. Ratings were based on an eight-point Likert scale, where a rating of one represented "Do not possess" and a rating of eight represented "strongly possess."

Directions for the Practitioner Questionnaire were worded in such a way as to avoid questions in which the respondent indicts himself/herself with a negative response. The directions included the statement:

Multiple skills are involved in the international marketing process. Employees within your firm probably possess some but not all of these skills. Please indicate to what degree employees within your firm personally possess these skills. (See appendix D, Directions)

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CHAPTER 5

DATA COLLECTION

The sample participants completed three rounds of Delphi Instruments. The Delphi procedure focused on the tasks of: (1) identifying what skills are needed to be effective in international marketing, and (2) attaching a level of importance to each of these skills. An extensive review of the literature produced an initial list of skills needed to be effective in international marketing. These skills were organized into five categories, which constituted skill clusters, to simplify the task of Delphi response. The first Delphi round was designed to obtain participants additions to the skill list. The second Delphi round survey asked; participants to attach a rating of importance to each skill. The third Delphi round gave participants feedback on other participants' ratings, and was designed to give them the opportunity to modify their ratings.

The Delphi process was administered personally, by electronic mail and by mail. The first round of the Delphi process asked participants to recommend skills in inclusion on the Delphi Instrument. A cover letter with specific instructions explained the following: (1) purpose of the research; (2) data collection process; (3) use of the Likert scale; (4) confidentiality of response; and (5) thanking them for their time, and offering to share study findings with them. Each participant indicated whether he or she preferred to correspond via email or via mail for Delphi rounds two and three.

The second Delphi round was administered three weeks after round one. This gave the writer of this study sufficient time to edit and collapse, when necessary, the additional skills supplied by the participants and incorporate them into the round to Delphi Instrument. This round of the Delphi procedure was administered via electronic mail or mail, according to participant preference. Round two Delphi Instrument instructions explained how to use the Likert scale and assured participants of confidentiality.

The third Delphi round was administered two weeks after round two. This gave the writer of this study sufficient time to collect and assimilate responses and administer

the next round-the third Delphi round survey which provided feedback to each participant. Instructions explained that, for each skill, this Delphi Instrument provided: (1) the mean rating from all participants; (2) each participant's individual rating; and (3) the inner-quartile range. Instrument instructions further explained that these data were provided in an effort to seek consensus ratings, and asked participants if they wanted to change any of their ratings based on this knowledge.

A structured telephone questionnaire, void of judgment during collection procedures, was used for the practitioner sample. This questionnaire measured the degree to which employees of the practitioner sample were perceived to possess the identified skills.

Potential participants from the practitioner sample, having met the first three selection criteria, were telephoned to determine their willingness to participate in this study. Those who expressed interest were sent a copy of the Practitioner Questionnaire. The writer of this study administered the telephone questionnaires over a period of three weeks, between the hours of 8:00 A.M. and 5:00 P.M. This timeframe allowed for scheduling difficulties, which were due to high levels of international travel-common to international marketing practitioners. The telephone questionnaire procedure required a minimum response rate of 60 percent.

Statistical Analysis

Data were gathered from sample participants to identify which skills are needed for effective international marketing. The initial list of skills, developed through a review of the literature, was appended with skills recommended by the participants; therefore, no statistical analysis was required. The refined list of skills answered research question number one.

Additional data were collected from the sample participants, during Delphi round two, regarding the level of importance attached to each of the skills. Ratings were collected across an eight-point Likert scale. During Delphi round three, feedback was provided to participants regarding mean ratings and the inner quartile range for each skill; participants then had the opportunity to modify their original ratings. A description of these data answered research question number two.

Data were collected from international marketing practitioners regarding the degree that employees possessed the identified skills. Ratings were collected across an eight-point Likert scale and answered research question number three.

Data collected from the sample participants, who attached levels of importance to each skill, were compared across data collected from practitioners, which assessed the degree to which employees possessed these skills. The priority matrix-structuring device, most logically displayed these data in a way that allowed the writer of this study to prioritize topical areas for training programs. The priority matrix is illustrated in figure 1.

		Degree of Possession		
		Low	Medium	High
Degree of Importance	High	1 Areas of High Training Need	2	4
	Medium	3	5	7
	Low	6	8	9

Figure 1: Priority Matrix Displaying Degree of Possession Across Degree of Importance to Reveal Areas of High Training Need (cell: 1,2, &3).

The priority matrix arranged the skills according to perceived levels of importance, and compared them to perceived levels of possession. Skills were prioritized for training programs based on matrix results. Top training priority was placed on skills, which were low possession and high importance, medium possession and high importance, and low possession and medium importance.

CHAPTER 6

DATA ANALYSIS

The purpose of this study was to: (1) identify the skills needed to be effective in international marketing; (2) identify the level of importance of each of these skills; (3) identify the degree to which these skills are present in employees of exporting companies; and (4) describe the gap between the skills these employees have and the skills they need.

Data were gathered from sample participants to identify which skills are needed for effective international marketing. The initial list of skills, developed through a review of the literature, was appended with skills recommended by the participants. Additional data were collected from the sample participants regarding the degree of importance attached to each of the skills. Ratings were collected across an eight-point Likert scale.

Data were collected from active international marketing practitioners regarding the degree to which employees possessed the identified skills, across an eight-point Likert scale. Data relative to degrees of possession were compared across data relative to degrees of importance through the use of a priority matrix.

Data Analysis

Required Skills

The first research question of this study related to the identification of the skills required to be effective in international marketing. An extensive review of the literature produced an initial list of twenty-four skills. These skills were placed into one of five skill categories: (1) planning and operational skills; (2) pricing skills; (3) product skills; (4) distribution skills; (5) promotion skills. The first round of the participants sample Delphi survey was designed to clarify each of the skills on the original list, as well as obtain additions to the skill list. The skills that were added to the list are bolded in table 2.

The survey resulted in a total of sixty skills having been identified as necessary for effective international marketing. Planning and operational skills were expanded in number from the original fourteen to eighteen, while the list of pricing skills was expanded from three skills to ten. The number of product skills increased from two to nine, distribution skills went from three to eleven, and promotion skills went from two to twelve.

Importance of Skills

The second research question of this study related to the identification of the level of importance of each of the skills. A participant sample, through three rounds of Delphi surveys, attached importance ratings for each of the skills.

List of Necessary International Marketing Skills

Planning and Operational Skills

1. Evaluate the effectiveness and efficiency of your international marketing activities
2. Write and implement an international marketing plan
3. Assess foreign market size and potential
4. Conduct a global competitive analysis
5. Utilize electronic/library information sources and computer applications
6. Develop insights concerning foreign customer buying/technical decision-making behaviors
7. Assess international marketing training needs
8. Adapt to foreign business practices, cultural differences, and protocol
9. Communicate clearly with others when English is not their first language
10. Speak a foreign language
11. Analyze market share within specific foreign territories
12. Assess foreign market legal environment implications
13. Analyze import/export government regulations (costs/risks)
14. Segment international markets
15. Plan overseas market visits/tours/itineraries

16. Analyze key facts regarding political/economic/historic/cultural trends of a country
17. Develop profit repatriation plans
18. Analyze human resources tasks and design appropriate organizational structure

Pricing Skills

19. Evaluate and select international pricing strategies
20. Forecast profit contributions and revenue related to international markets
21. Evaluate and select appropriate international payment methods (L/C, D/A, D/P, Open Account, Counter trade, Off-set)
22. Evaluate and select appropriate trade financing programs (i.e., credit insurance)
23. Develop international quotations using a variety of INCOTERMS and foreign currencies
24. Utilize the most effective transfer pricing practices
25. Negotiate effectively in a multicultural setting
26. Determine costs associated with overseas customs duties and regulations
27. Assess Canadian and foreign tax incentives (e.g., foreign sales corporations)
28. Identify and adjust for customer service costs

Product Skills

29. Assess suitability of your products to foreign markets
30. Determine appropriateness of product adaptation versus standardization (e.g., use local language on product packaging)
31. Analyze local brands and devise international branding strategies
32. Review various numbering classification, packaging, packing, labeling & marking requirements
33. Secure foreign country/government approvals (product, safety, environmental, and quality standards)
34. Protect intellectual property rights
35. Develop foreign repair and service system (warranty, repair, and spare parts policies)
36. Evaluate and select product sourcing strategies
37. Determine product life cycle strategy of the product in each market

Distribution Skills

38. Evaluate and select appropriate foreign market entry alternatives
39. Assess and select appropriate international transportation alternatives (especially where there are no existing routes)
40. Evaluate and select a freight forwarder
41. Develop just-in-time inventory systems
42. Evaluate environmental factors/geography affecting physical distribution
43. Deal with foreign customs brokers/clearing agents
44. Effectively obtain export licenses
45. Assess appropriateness of joint ventures and strategic alliances
46. Identify, evaluate, qualify and select foreign distributors/agents/ETC
47. Select, recruit, compensate, train and manage an international sales force
48. Balance between distribution efficiency and distribution effectiveness

Promotion Skills

49. Evaluate and select appropriate promotional mix
50. Evaluate and select appropriate international advertising agency
51. Evaluate and select appropriate telemarketing organization
52. Evaluate and select appropriate public/governmental relations specialists
53. Evaluate and select appropriate Internet marketing service providers
54. Identify and abide by legal issues relative to foreign promotion
55. Evaluate and select appropriate communication channels (internationally)
56. Develop promotional/presentation materials/product literature
57. Appropriately utilize Canadian Provincial and Federal export promotion programs
58. Use trade shows (domestic and international) to promote international trade
59. Explore other promotional alternatives that may be characteristic of given country
60. Evaluate and select appropriate direct mail company

Table 2: Comparisons of Delphi Round Two and Round Three Innerquartile Range Differences

Innerquartile Range Differences	Round 2		Round 3		Differences between Round 2 and round 3 (N)	Percentage Point Change
	N	%	N	%		
Zero	3	5	6	10	+3	+5
One	41	68	45	75	+4	+7
Two	15	25	9	15	-6	-10
Three	1	2	0	0	-1	-2
Total	60	100	60	100		

Inner quartile range differences relate to the degree of consensus, and measure central tendencies of importance ratings for each individual skill. Round two of the Delphi survey resulted in having forty-four skills or 73 percent with narrow innerquartile ranges of zero or one, whereas round three resulted in a much higher fifty-one skills or 85 percent. Narrow innerquartile ranges or central tendencies indicating high degrees of consensus were increased by 12 percentage points from round two to round three.

Round two of the Delphi survey resulted in sixteen skills or 27 percent with wider innerquartile ranges of two or three, whereas round three resulted in nine skills or 15 percent. Wide innerquartile ranges or central tendencies indicating lower degrees of consensus were cut in almost half from round two to round three. A higher degree of consensus for importance ratings was achieved during round three of the Delphi survey when compared to round two of the Delphi survey.

CHAPTER 7

FINDINGS

This study identified the necessary skills for effective international marketing, attached degrees of importance to each of these skills, determined the degrees to which employees of small and medium-sized actively exporting companies possessed these skills, and prioritized international marketing training needs based on the findings. There are three major managerial implications based on the findings. The first two presented for academicians and corporate training personnel to consider as they develop international marketing training programs. The third presented for corporate managers to utilize as an assessment tool when gauging readiness to conduct international marketing activities.

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CHAPTER 8

RECOMMENDATIONS

The results of this study provided a foundation that could be used to initiate several additional studies: (a) using the skills identified for effective international marketing as the foundation for designing skill standards for effective international marketing practice; (b) using the general international marketing training priorities to establish industry-specific international marketing training modules; (c) validate the international marketing skill assessment instrument and develop additional international marketing audit tools, methods and instruments; and (d) using the skills identified for effective international marketing as the foundation for addressing the merits of outsourcing options.

For that reason, the recommendations made for further research focus on additional studies that might refine the results of this study.

1. A study should be conducted to determine which tasks are required to effectively perform the top training priorities as concluded from this study. Tasks should be delineated in the form of skill standards, with simplified checklists to determine training content, and level of competency.
2. A study should be conducted to determine the content for specific international marketing training modules as they relate to specific standard industrial classification (SIC) codes. Study results should produce training modules with additional refinements and specific skills relative to the specific training needs for each industry sector.
3. A study should be conducted to determine the degree to which actively exporting companies have the ability to correctly assess the extent their employees possess various international marketing skills, using the proposed assessment instrument. Emphasis should be placed upon the extension of the proposed assessment instrument and its validation as an accurate, yet practical,

assessment tool and method that could easily be self-administered by most firms.

4. A study should be conducted to determine the extent that outsourcing options exist relative to each of the skills identified for effective international marketing. Outsourcing options extend the international marketing skill base of the company, by way of retaining, hiring, or partnering with other entities to perform the tasks associated with those skills. Emphasis should be placed on the identification of the most common sources for outsourcing, and on the description of how to utilize these sources for effective implementation of specific tasks associated with these skills.

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CHAPTER 9

CONCLUSION

Companies should use the assessment instrument, such as the example shown below to survey employees for their perceived level of possession for each of the skills, as well as for examples of specific competencies they possess that relate to each of the skills. In order to get the most unbiased response, the company should set the stage for the assessment by explaining to employees that low possession ratings may simply be due to the fact that the skill may not be entirely applicable to their job, or perhaps that it may be an area in which the company needs to provide additional training emphasis.

INTERNATIONAL MARKETING SKILL ASSESSMENT INSTRUMENT

If Applicable – Degree

You Possess

1=Do Not Possess

Applicable 8=Strongly Possess

(N) (Y) 1 2 3 4 5 6 7 8

The instrument should direct employees to augment each skill with employee-specific competencies they feel they possess, whether or not the area is applicable to their present job duties. They should also indicate whether or not they feel that each of the skills is applicable to their particular job duties, and if applicable, they should indicate their perception about the degree that they possess each of the skills, on a scale of one to eight, where one equals "do not possess" and eight equals "strongly possess."

After all appropriate employees in a company complete this assessment, those skills, which receive low possession ratings, should be examined to determine the degree to which they are currently outsourced (provided by others), and are applicable to the business. Employee training programs should be developed, based on these findings, in an effort to build skills in appropriate areas of international marketing where insufficient skill levels exist and no outside sources are available or utilized.

The assessment instrument will provide companies with information about which employees possess competencies related to different aspects of international marketing. This is meaningful in that it provides information about which employees within a company might perform various tasks related to international marketing, whether or not those areas are part of actual job descriptions. This type of assessment would go a long way to assist firms in identifying competencies of employees, many of which may have been "hidden" or underutilized within the firm.

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APPENDICES

INTERNATIONAL MARKETING STUDY

Purpose

The purpose of this survey is to:

- 1] Determine which skills are needed for effective international marketing
- 2] Attach a level of importance to each of the identified skills

Data Collection

This survey will be **circulated three times**, each for a unique purpose:

Round 1 - Gets your recommendations for additional skills

Round 2 - Gets your response concerning the degree of importance for each skill
You are encouraged to be candid in your responses.

Round 3 - Shows you the average rating of all participants' members, your individual rating, and the innerquartile range (the middle 50 percent - central tendency of all participants). It then asks you if you want to change any of your responses.

This research will assist the international trade community to develop new training programs. To get full benefit from this process, it is **vital that all three rounds are completed by all participants**. Each round should take around **twenty minutes**.

The Scaling Device

You will be asked to rate the degree of importance for each skill. A scale from 1 (Unimportant) through to 8 (Very Important) will be used.

Confidentiality

Your responses will remain strictly confidential. We encourage you to be candid in your responses.

Study Findings

The findings of this study will be shared with participant members. We believe that this survey will provide information which will assist us to enhance international marketing training in the Stallion Group.

CONFIDENTIAL - CONFIDENTIAL - CONFIDENTIAL – CONFIDENTIAL

CONTACT INFORMATION

The following identification data are for statistical and contact purposes only.

Name: _____

**Place of
Employment:** _____

Age: _____

Address: _____

City: _____ **Postal Code:** _____

Preferred Survey Method: Fax Mail

To assist us in identifying characteristics of the study participants, please check as many aspects of the following criteria that apply to you:

- I have ten years experience in one of the following:
- International marketing business
- Teaching international marketing at post-secondary level
- Consulting in international marketing
- International marketing (as a combination of business, teaching or consulting)

CONTACT INFORMATION

The following identification data are for statistical and contact purposes only.

Name: _____

**Place of
Employment:** _____

Age: _____

Address: _____

City: _____ **Postal Code:** _____

Preferred Survey Method: Fax e-mail Mail

To assist us in identifying characteristics of the study participants, please check as many aspects of the following criteria that apply to you:

- I have ten years experience teaching international marketing at the post-secondary level
- I am committed to complete all three rounds of this study (fifteen minutes each round)
- I have published in scholarly literature at least one article on a topic in the field of international marketing

DELPHI INSTRUMENT ROUND ONE

INSTRUCTIONS

1] **READ** the entire **LIST OF SKILLS** to gain a general sense of the material.

2] Based on your expertise, please **RECOMMEND SKILLS** that you feel need to be added to this list, and indicate whether any of these skills are unclearly stated.

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Planning and Operational Skills

Ability to:

- Write an international marketing plan
- Conduct a global competitive analysis
- Design a management information system
- Develop insights concerning foreign individual and group buying behaviors
- Assess international marketing training needs
- Adapt to foreign business practices and protocol
- Communicate clearly with others when English is not their first language
- Speak a foreign language
- Analyze foreign market shares
- Assess foreign market legal environment implications
- Analyze import/export government regulations (cost/risks)
- Analyze human resource tasks and design appropriate organizational structure
- Segment international markets
- Evaluate the effectiveness of your international marketing activities

Additional Skills You Feel Should Be Included

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Pricing Skills

Ability to:

- Set overall pricing for international markets
- Forecast profits and revenue related to international markets
- Use appropriate trade financing programs

Additional Skills You Feel Should Be Included

Product Skills

Ability to:

- Assess suitability of your products to foreign markets

- Devise international branding strategies

Additional Skills You Feel Should Be Included

Distribution Skills

Ability to:

- Use appropriate foreign market entry alternatives
- Select, recruit, compensate, and manage an international sales force
- Balance between distribution efficiency and distribution effectiveness

Additional Skills You Feel Should Be Included

Promotion Skills

Ability to:

- Select appropriate promotional mix
- Select appropriate international advertising agency

Additional Skills You Feel Should Be Included

Appendix B

DELPHI INSTRUMENT ROUND TWO

INSTRUCTIONS

- 1] **READ** the entire **LIST OF SKILLS** to gain a general sense of the material.
- 2] Based on your expertise, please **RATE EACH SKILL** by circling the number that best reflects your perception concerning the **DEGREE OF IMPORTANCE** for employees of exporting companies to possess these skills. (1 “Not Important” through 8 “Very Important”).

SKILLS REQUIRED FOR EFFECTIVE INTERNATIONAL MARKETING IN SME EXPORTING COMPANIES

Please rate each skill by assigning the number that best reflects your perception concerning degree of importance:

1 “Unimportant” through 8 “Very Important”

RATING 1 - 8	PRODUCT SKILLS
	Evaluate the effectiveness and efficiency of your international marketing activities
	Write and implement an international marketing plan
	Assess foreign market size and potential
	Conduct a global competitive analysis
	Utilize electronic/library information sources and computer applications
	Develop insights concerning foreign customer buying/technical decision-making behaviors
	Assess international marketing training needs
	Adapt to foreign business practices, cultural differences, and protocol
	Communicate clearly with others when English is not their first language

	Speak a foreign language
	Analyze market share within specific foreign territories
	Assess foreign market legal environment implications
	Analyze import/export government regulations (costs/risks)
	Segment international markets
	Plan overseas market visits/tours/itineraries
	Analyze key facts regarding political/economic/historic/cultural trends of a country
	Develop profit repatriation plans
	Analyze human resources tasks and design appropriate organizational
RATING 1 - 8	PRICING SKILLS
	Evaluate and select international pricing strategies
	Forecast profit contributions and revenue related to international markets
	Evaluate and select appropriate international payment methods (TT, L/C, D/A, D/P, Open Account, Countertrade, Off-set)
	Evaluate and select appropriate trade financing programs (EXIM,SBA, CEFO, credit insurance)
	Develop international quotations using a variety of INCOTERMS and foreign currencies
	Utilize the most effective transfer pricing practices
	Negotiate effectively in a multicultural setting
	Determine costs associated with overseas customs duties and regulations
	Assess Canadian and foreign tax incentives (e.g., foreign sales corporations)
	Identify and adjust for customer service costs
RATING 1 - 8	PRODUCT SKILLS
	Assess suitability of your products to foreign markets
	Determine appropriateness of product adaptation versus standardization (e.g., use local language on product packaging)
	Analyze local brands and devise international branding strategies
	Review various numbering classification, packaging, packing, labeling & marking requirements
	Secure foreign country/government approvals (product, safety, environmental, and quality standards)
	Protect intellectual property rights
	Develop foreign repair and service system (warranty, repair, spare parts policies)
	Evaluate and select product sourcing strategies
	Determine product life cycle strategy of the product in each market
RATING 1 - 8	DISTRIBUTION SKILLS
	Evaluate and select appropriate foreign market entry alternatives

	Assess and select appropriate international transportation alternatives
	Evaluate and select a freight forwarder
	Develop just-in-time inventory systems
	Evaluate environmental factors/geography affecting physical distribution
	Deal with foreign customs brokers/clearing agents
	Effectively obtain export licenses
	Assess appropriateness of joint ventures and strategic alliances
	Identify, evaluate, qualify and select foreign distributors/agents/ETC
	Select, recruit, compensate, train and manage an international sales force
	Balance between distribution efficiency and distribution effectiveness
RATING 1 - 8	PROMOTION SKILLS
	Evaluate and select appropriate promotional mix
	Evaluate and select appropriate international advertising agency
	Evaluate and select appropriate telemarketing organization
	Evaluate and select appropriate public/governmental relations specialists
	Evaluate and select appropriate internet marketing service providers
	Identify and abide by legal issues relative to foreign promotion
	Evaluate and select appropriate communication channels (internationally)
	Develop promotional/presentation materials/product literature
	Appropriately utilize Canadian Provincial and Federal export promotion programs
	Use trade shows (domestic and international) to promote international trade
	Explore other promotional alternatives that may be characteristic of given country
	Evaluate and select appropriate direct mail company

Appendix C

DELPHI INSTRUMENT

ROUND THREE

INSTRUCTIONS

1. The objective of this Delphi study is to try to reach consensus among members regarding the importance of various international marketing skills.
2. RERATE EACH SKILL by circling the appropriate number. You should feel free to keep your rating as previously recorded or to change it. Please remember that we are trying to reach consensus among participant sample members as you rate these items.

(1 “Unimportant” through 8 “Very Important”)

X = Your Previous Rating

M = Mean rating of all participants

IMPORTANCE RATING	PRODUCT SKILLS
1, 2, 3, 4, 5, 6, 7, 8	Evaluate the effectiveness and efficiency of your international marketing activities
1, 2, 3, 4, 5, 6, 7, 8	Write and implement an international marketing plan
1, 2, 3, 4, 5, 6, 7, 8	Assess foreign market size and potential
1, 2, 3, 4, 5, 6, 7, 8	Conduct a global competitive analysis
1, 2, 3, 4, 5, 6, 7, 8	Utilize electronic/library information sources and computer applications
1, 2, 3, 4, 5, 6, 7, 8	Develop insights concerning foreign customer buying/technical decision-making behaviors
1, 2, 3, 4, 5, 6, 7, 8	Assess international marketing training needs
1, 2, 3, 4, 5, 6, 7, 8	Adapt to foreign business practices, cultural differences, and protocol
1, 2, 3, 4, 5, 6, 7, 8	Communicate clearly with others when English is not their first language
1, 2, 3, 4, 5, 6, 7, 8	Speak a foreign language

1, 2, 3, 4, 5, 6, 7, 8	Analyze market share within specific foreign territories
1, 2, 3, 4, 5, 6, 7, 8	Assess foreign market legal environment implications
1, 2, 3, 4, 5, 6, 7, 8	Analyze import/export government regulations (costs/risks)
1, 2, 3, 4, 5, 6, 7, 8	Segment international markets
1, 2, 3, 4, 5, 6, 7, 8	Plan overseas market visits/tours/itineraries
1, 2, 3, 4, 5, 6, 7, 8	Analyze key facts regarding political/economic/historic/cultural trends of a country
1, 2, 3, 4, 5, 6, 7, 8	Develop profit repatriation plans
1, 2, 3, 4, 5, 6, 7, 8	Analyze human resources tasks and design appropriate organizational
IMPORTANCE RATING	PRICING SKILLS
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select international pricing strategies
1, 2, 3, 4, 5, 6, 7, 8	Forecast profit contributions and revenue related to international markets
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate international payment methods (TT, L/C, D/A, D/P, Open Account, Countertrade, Off-set)
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate trade financing programs (EXIM,SBA, CEFO, credit insurance)
1, 2, 3, 4, 5, 6, 7, 8	Develop international quotations using a variety of INCOTERMS and foreigncurrencies
1, 2, 3, 4, 5, 6, 7, 8	Utilize the most effective transfer pricing practices
1, 2, 3, 4, 5, 6, 7, 8	Negotiate effectively in a multicultural setting
1, 2, 3, 4, 5, 6, 7, 8	Determine costs associated with overseas customs duties and regulations
1, 2, 3, 4, 5, 6, 7, 8	Assess Canadian and foreign tax incentives (e.g., foreign sales corporations)
1, 2, 3, 4, 5, 6, 7, 8	Identify and adjust for customer service costs
IMPORTANCE RATING	PRODUCT SKILLS
1, 2, 3, 4, 5, 6, 7, 8	Assess suitability of your products to foreign markets
1, 2, 3, 4, 5, 6, 7, 8	Determine appropriateness of product adaptation versus standardization (e.g., use local language on product packaging)
1, 2, 3, 4, 5, 6, 7, 8	Analyze local brands and devise international branding strategies
1, 2, 3, 4, 5, 6, 7, 8	Review various numbering classification, packaging, packing, labeling & marking requirements
1, 2, 3, 4, 5, 6, 7, 8	Secure foreign country/government approvals (product, safety, environmental, and quality standards)
1, 2, 3, 4, 5, 6, 7, 8	Protect intellectual property rights
1, 2, 3, 4, 5, 6, 7, 8	Develop foreign repair and service system (warranty, repair, spare parts policies)
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select product sourcing strategies
1, 2, 3, 4, 5, 6, 7, 8	Determine product life cycle strategy of the product in each market
IMPORTANCE RATING	DISTRIBUTION SKILLS
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate foreign market entry alternatives
1, 2, 3, 4, 5, 6, 7, 8	Assess and select appropriate international transportation alternatives

1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select a freight forwarder
1, 2, 3, 4, 5, 6, 7, 8	Develop just-in-time inventory systems
1, 2, 3, 4, 5, 6, 7, 8	Evaluate environmental factors/geography affecting physical distribution
1, 2, 3, 4, 5, 6, 7, 8	Deal with foreign customs brokers/clearing agents
1, 2, 3, 4, 5, 6, 7, 8	Effectively obtain export licenses
1, 2, 3, 4, 5, 6, 7, 8	Assess appropriateness of joint ventures and strategic alliances
1, 2, 3, 4, 5, 6, 7, 8	Identify, evaluate, qualify and select foreign distributors/agents/ETC
1, 2, 3, 4, 5, 6, 7, 8	Select, recruit, compensate, train and manage an international sales force
1, 2, 3, 4, 5, 6, 7, 8	Balance between distribution efficiency and distribution effectiveness
IMPORTANCE RATING	PROMOTION SKILLS
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate promotional mix
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate international advertising agency
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate telemarketing organization
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate public/governmental relations specialists
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate internet marketing service providers
1, 2, 3, 4, 5, 6, 7, 8	Identify and abide by legal issues relative to foreign promotion
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate communication channels (internationally)
1, 2, 3, 4, 5, 6, 7, 8	Develop promotional/presentation materials/product literature
1, 2, 3, 4, 5, 6, 7, 8	Appropriately utilize Canadian Provincial and Federal export promotion programs
1, 2, 3, 4, 5, 6, 7, 8	Use trade shows (domestic and international) to promote international trade
1, 2, 3, 4, 5, 6, 7, 8	Explore other promotional alternatives that may be characteristic of given country
1, 2, 3, 4, 5, 6, 7, 8	Evaluate and select appropriate direct mail company

Appendix D

SKILLS REQUIRED FOR EFFECTIVE INTERNATIONAL MARKETING

DIRECTIONS: Multiple skills are involved in the international marketing process. Employees within your firm probably possess some but not all of these skills. Please indicate to what degree employees within your firm personally possess these skills.

Please circle the appropriate number 1 . . . 8

[“Do Not Possess” = 1]

[8 = “Strongly Possess”]

Don’t Know

Not Applicable

Note: To avoid duplication, these choices were made by practitioner participants on the same skill list as appear in appendix C above.

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