

# Table of Contents

<b>Preface</b> , by <i>Beniamino Quintieri</i>	<b>IX</b>
<b>Foreword</b> , by <i>Dario Liguti</i>	<b>XIII</b>
<b>Introduction</b>	<b>1</b>
<b>1 The Export Manager in the Company</b>	<b>5</b>
1.1 Export Manager and their role in the company	5
1.2 Knowledge (hard skills)	7
1.3 Capabilities (soft skills)	12
1.4 Main tasks	14
<b>2 Company Assessment</b>	<b>17</b>
2.1 Strategic company approach	17
2.1.1 <i>Company vision and mission</i>	17
2.1.2 <i>Ownership and top management</i>	19
2.2 Business model	22
2.3 Assessing the company's ability to internationalize	27
2.4 Export Company Assessments	34
<b>3 Market Analysis</b>	<b>45</b>
3.1 Process and market research	45
3.1.1 <i>Types of demand</i>	46
3.1.2 <i>Types and research techniques</i>	48
3.1.3 <i>Definition of market attractiveness</i>	49
3.1.4 <i>Identification of target countries</i>	53

3.2	Analysis of the current market	55
3.2.1	<i>Evolution of the competitive context</i>	55
3.2.2	<i>Product positioning</i>	57
3.2.3	<i>Analysis of entry barriers</i>	58
3.2.4	<i>Analysis of sales channels</i>	60
3.3	Analysis of potential markets	61
3.4	SWOT analysis	64
<b>4</b>	<b>Definition of Entry Strategy</b>	<b>71</b>
4.1	Forms of internationalization	71
4.2	Definition of objectives	76
4.3	Product type and entry strategy	78
4.3.1	<i>Consumer goods</i>	79
4.3.2	<i>Capital goods</i>	84
4.4	Declination of objectives and methods of entering the target markets	88
<b>5</b>	<b>Foreign Business Model</b>	<b>93</b>
5.1	Adjustment of the business model	93
5.2	Offer system	97
5.2.1	<i>Product (or service)</i>	97
5.2.2	<i>Packaging (and labelling)</i>	100
5.2.3	<i>Pricing</i>	101
5.3	Definition of the communication and promotion strategy	104
5.3.1	<i>The brand</i>	104
5.3.2	<i>Communication</i>	105
5.3.3	<i>Promotion</i>	114
5.4	Commercial Plan	117
<b>6</b>	<b>Risk Assessment and Management</b>	<b>123</b>
6.1	Risks associated with corporate identity	124
6.1.1	<i>Patents</i>	124
6.1.2	<i>Brand</i>	125
6.2	Credit risk	127
6.2.1	<i>Short-term deferrals</i>	130
6.2.2	<i>Medium-long term deferrals</i>	133
6.2.3	<i>Debt collection</i>	137
6.3	Exchange rate risk	138
6.4	Shipping Risk	149
6.5	Political risk	140

<b>7</b>	<b>Export Business Plan</b>	<b>147</b>
7.1	Operational plan and investments	149
7.2	Human resources and organization	151
7.3	Economic-financial plan	152
7.3.1	<i>Income statement</i>	153
7.3.2	<i>Balance sheet</i>	154
7.3.3	<i>Cash flow statement</i>	156
7.4	Sustainability of the internationalization program	157
<b>8</b>	<b>Implementation of the Export Business Plan</b>	<b>165</b>
8.1	Organization and activities of the foreign office	165
8.2	Activities of corporate functions	169
8.2.1	<i>Primary activities</i>	170
8.2.2	<i>Support activities</i>	172
8.3	Definition of collaborative and coordination mechanisms	173
8.4	Starting the plan	175
<b>9</b>	<b>The Day by Day of the Export Manager</b>	<b>181</b>
9.1	Pre-sales	182
9.1.1	<i>Cross-cultural management</i>	182
9.1.2	<i>Bid process</i>	188
9.2	Sale	190
9.2.1	<i>Contracts</i>	190
9.2.2	<i>Payment</i>	197
9.2.3	<i>Shipping</i>	209
9.2.4	<i>Duties and customs</i>	220
9.3	After-sales	226
9.3.1	<i>Customer service</i>	226
9.3.2	<i>Customer satisfaction and retention</i>	229
9.4	B2B focus	234
9.4.1	<i>Delivery and assembly of industrial goods</i>	234
9.4.2	<i>Contractual guarantees</i>	235
<b>10</b>	<b>Monitoring and Fine Tuning of the Export Business Plan</b>	<b>243</b>
10.1	KPIs and balanced scorecards	243
10.2	Definition of the monitoring model	244
10.2.1	<i>Analysis of export trends</i>	245
10.2.2	<i>Evolution of the company's positioning</i>	247
10.2.3	<i>Performance indicators</i>	248

10.3	Analysis of results and competitive positioning	249
10.4	Definition of corrective actions and fine tuning of the Export Business Plan	252
	<b>Thanks</b>	<b>261</b>
	<b>Bibliography</b>	<b>253</b>