

H. Rami: Competency-Competitivity Plan Marketing Sales

Transverse Process	Competitivity Target		New investment	New Competencies		Training Paths		
	Actual	Futur		New jobs	Evolution of internal skills	Year n1 to n3	External or internal	Internal trainer
Marketing-Sales	Less than 5% of sales is export with only 1 international customer	New export markets in product lines Croisière and Boutique Target: 33% of export sales with at least 3 customers in 3 years in each product line			Multiskilled evolution of a woodworker (Ivan) into a export salesperson	Year n1 to n3: Business English	external by phone	
						Year n1: Apprenticing for Ivan	internal	Hubert
						Year n2: Export sales manager course	external	
	Our understanding of market needs, potential customers expectations, and competitors is not sufficient	Clarify order qualifiers and order winners of our products and services Target: Yearly focus customer and prospect group to update order qualifier and winner	CRM software after 1 year of manual monitoring	Bilingual secretary (to back up Yasmina)	Coaching of new secretary	Year n1: Apprenticing for new secretary	internal	Yasmina
Year n2: CRM software training for Yasmina and new secretary						external		