

Translation of Slovenian ITM brochure as a reference to VITTI partners

International Vocational Education Programme

International Trade Management (ITM)

Equip yourself with knowledge and skills necessary to get a foothold in international markets or increase your international presence

How to become a successful exporter?

- Are you ready to expand your operations beyond your home turf and become an exporter?
- Have you identified your target international markets?
- Have you selected the products and/or services you intend to offer at international markets?
- Have you identified potential buyers for your products or clients for your services?
- Have you worked out your strategy for entering international markets?
- Do you have human and financial resources that you can commit to entering your chosen international market?

The correct market entry strategy is critical to your long-term success and there are a number of options for you to examine before making an entry into international markets. **The International Trade Management programme** built on a “step-by-step” approach will give you the answers to the questions most managers have already asked or are going to ask themselves, as well as cast light on other “make-or-break” issues when it comes to making a successful entry into international markets or expanding the existing operations in international markets. The participants in the ITM programme will get a “**toolkit**” - **practical guidance and a host of skills** that come in handy when it comes to international trade.

The international programme that provides training and coaching for international trade - International Trade Management (ITM) has earned the reputation of **one of the most efficient international trade management training programmes in the area of international operations** in the European Union. Since 2006, SPIRIT Slovenia has been actively involved not only in the implementation of the training programme, but has been also co-creating the ITM programme in collaboration with the Swedish partners - ITM Worldwide Foundation - the founder and the leading organisation for the implementation of the training programme, and the Swedish Trade Council, which has been participating in the training programme by providing professional consultants as coaches in the area of company internationalisation.

At SPIRIT Slovenia, we have designed the training for the area of international trade as a combination of a hands-on and an academic training course since we are fully aware that only a company well-prepared to deal with the challenges of selling abroad will be able to turn these challenges into opportunities to tap into lucrative international markets.

What is the profile of a participant in the training course?

The candidates for the ITM Programme will be **younger staff employed in export departments** of small and medium-sized companies.

What benefits of the training course will the participants get?

Within the framework of the ITM training programme, the participants:

- Prepare a detailed **export business plan**, which serves as a platform for building a systematic and efficient entry of the company into international markets,
- Gain additional **knowledge and skills in the area of international operations** that will serve them well when it comes to implementing their export business plan,
- Get an opportunity to consult with **international consultants** and share experience with **acclaimed professionals**, as well as to discuss solutions to the problems associated with international operations,
- Get a chance for **networking with all participants in the programme through the common ITM internet platform**,
- Make many **international contacts and build business relationships**, and
- Get the **internationally recognised diploma**.

How is the training course organised?

The participants in the training programme pursue a pro-active stance and combine the tasks and duties they discharge in their company with the time they spend learning to sharpen their competitive edge for international trade. Their learning time is organised as follows:

- **Four two-day workshops »Eight Steps to the Export Plan«**, and
- **Five international seminars conducted by renowned foreign lecturers/coaches**.

The ITM Programme runs throughout the year and its total duration is between **15 and 20 working days**. The participants are absent from their company for up to two days in a month, except when they attend international seminars held abroad that last one week.

Drafting an export business plan

Within the framework of the **workshop »Eight Steps to the Export Plan«**, the participants assisted by foreign consultants make a cross-section of the strategy their companies have in place, analyse the motives for selling abroad, define products and/or services their company would sell in international markets, identify potential buyers/clients, short-list their target international markets, specify the scope and form of their market entry

strategy, list the necessary human resources, activities and financial resources. By taking into account all these elements, the participants draft a **detailed business plan of the international activities to be pursued by the respective company over the following two-year period.**

International lectures and workshops

By attending the **international seminars**, the participants gain additional knowledge in the area of international trade with the focus on **export strategies, cross-cultural diversity, change management** in a company, as well as other skills they will need for **negotiations** of the terms and conditions of contracts with business partners in other countries and **international market research**. These international seminars are conducted by internationally renowned experts in the areas of international trade addressed during the training course.

➤ International Change Management

When it comes to introducing changes in a company, the positive effects of the changes are not achieved in more than 80 per cent of cases and this generally happens due to the resistance of the organisation and the employees. In the workshop titled “International Change Management”, Albert A. Anghern, Professor of Information Technology at INSEAD Business School and the Director of the Centre for Advanced Learning Technologies in France, presents the impact of the information and communication technologies on learning processes, on co-operation and on the **implementation of changes into enterprises**. The course participants attend a workshop where by using electronic simulation they find out which change implementation strategy would be most suitable for their respective company, which employees should be paid particular attention and which activities should be carried out in order to motivate the employees of the company to accept the changes.

➤ International Trade Marketing Strategies

Professor Jenster has a doctoral degree in strategic management and information systems and is working in the area of Strategic Management and Marketing at the China Europe International Business School, Shanghai China, at the Copenhagen Business School and at the IMD, Lausanne, Switzerland. He lectures on the importance of putting in place a **strategy for successful international operations of the company**. By putting in place a sound strategy we can make a projection of the future, make the right decisions and eventually deliver above average results. It determines how a competition race is run in a particular industry, the possibility for differentiation and exploiting market niches. The course participants learn about the tools to be used for the analysis and fine-tuning of the international market entry strategy in place in their companies.

➤ Managing Across Cultures

Fons Trompenaars, Ph.D., has built his international reputation as one of the world’s most influential living management thinkers of our time in the area of improving international business of a company by working as a motivational speaker and by publishing of a number of books on business and cross-cultural diversity. At the seminar, he shows how **cross-cultural differences may affect international operations** of an aspiring exporter, give

advice to help export managers to learn about the specifics of a particular culture and respect the fact that cultures do differ. In addition, the course participants get tips how to play the card of these cross-cultural differences and work out a win-win solution for the parties concerned, and exert a positive influence also on creativity and innovation. The course participants are given a chance to test their own abilities.

➤ **International Market Research**

Jean Sutton, an economist who has worked for more than 20 years in market research for smaller Irish and foreign enterprises in the area of finance, information sector, media and production, public sector and multinational companies such as Microsoft, 3M, Coca Cola, GSK and Renault Nissan, has a lot to offer to the course participants. The course participants benefit from her practical approach to making them understand the **market research process**: how to identify the needs potential clients have, how to recognise target groups, how to undertake the first market research project, what has not be done in order to provide the right information to the would-be exporter. By attending her seminar, the course participants gain systematic and practical guidance for initial market evaluations before they go to a particular foreign country on a fact-finding mission.

➤ **International Sales Training**

Göran Parszyk has more than 30 years of international business and consulting experience gained by working for the leading engineering and food companies in Scandinavia, he has been a consultant working within the framework of the Swedish Trade Council and Chairman of ScandEnergy and NetPartner Scandinavia. Together with Markus Johnsson, President and Founder of the consulting company MacCan AB, which specialises in consulting activities in international markets, Mr. Parszyk guides the course participants through the workshop titled “International Sales Training”. The two focal points of the workshop refer to the “make-or-break” elements of becoming a successful export sales manager: **understanding customer psychology and negotiation skills**. By attending the seminar, the course participants use the simulation tools to prepare and carry out a business visit to an international customer, they test their negotiation skills and how they handle critical situations that arise on a daily basis in the international business environment. At the end of the exercises, the course participants assess together with their coaches how successful they have been in coping with the challenges of paying a business visit to a potential customer in a foreign country.

At the end of the ITM Programme, the participants prepare a **presentation of their export business plans** and are awarded the **international diploma** recognised by the International Association of Trade Training Organisations (IATTO).

The working language of the ITM Programme is English.

Looking up to role models

It is our pleasure and privilege to present some of the alumni of the International Trade Management (ITM) training programme. They are our role models since they have turned knowledge and experience acquired at the ITM programme into action to improve the way in which their companies did business and together with their co-workers achieved remarkable business results in international markets.



Brigita Tomažič
ATECH ELEKTRONIKA d. o. o.



➤ Atech elektronika d. o. o. is a company with over 20 years of corporate history in the **electronics industry**. Atech offers its business partners smart solutions in the area of development and manufacturing of components for the electronics industry (B2B). The result of the company's long track record in development and manufacturing is also the Fumis brand, which includes control devices for heating system using biomass built on the concept that puts user-friendly use and the end buyer at the centre, while addressing the environmental issues and efficiency.

What the company did in the past was to work on winning new contracts without focusing on a set goal. We used to sell our technical knowledge and not the benefits our customers were getting by purchasing our sophisticated products. Moreover, our stance was far from pro-active when we tried to win customers and enter international markets. In 2011, all of us at the company agreed to set a goal and mainstream our efforts on achieving that goal: to pursue a pro-active stance when entering new markets and to win new business partners by following a roadmap.

The ITM Programme has given me a new perspective on entering international markets and, above all, the lectures, experience and hands-on knowledge the lecturers and coaches have demonstrated is what has helped me learn **how to plan the company's international market entry in a well-organised, systematic way**. The ITM Programme is just like a manual that gives you the foundations on which you can build your own efficient process for winning international markets and it enables the participants to assess the situation in the company and to make improvements to the business processes. At the same time, it is also a training programme that helps your career and your personal growth.

At Atech, we have reinvented our sales process: we have shifted our focus to the end users/consumers and to the benefits our buyers get by purchasing our products. With the aim to be in a position to manage better the increasing number of new business opportunities, we are now using a CRM tool. The issue of increasing our sales in

international markets was addressed by following a plan. In line with the marketing activities specified under the new sales process, we also redefined the marketing tools. The blueprint with the newly defined activities specifies the sales process from the moment when a new contact is established until a business deal is concluded.

The result of the hard work and the changes we - the people of Atech - have implemented by sparing no effort and stopping at nothing, is made tangible in the sales results we have achieved in this year. **The sales made under the contracts signed with new buyers in 2012 have doubled** in comparison with the sales figures achieved in 2011 and the lion's share of this growth is attributable to the sales of the Fumis line in international markets.

I use this occasion to thank the whole team of ITM Worldwide for the smooth organisation of the seminars and the positive approach that instilled confidence and gave us energy to reach new heights by acquiring knowledge and skills necessary to achieve ever better results.



Miha Novak
NOVAK M d. o. o.



➤ The beginnings of the family company Novak M d. o. o. date back to 1979. It was not long before the company that specialises in **developing and manufacturing of a wide range of medical equipment** was well known in the Slovenian market. The company also exported its products to the markets of former Yugoslavia. The share of exports in the company's overall sales was five per cent until 2005. The company modernised its production during that period and invested in the development of new, competitive hospital beds/cots. The company started to look for new buyers from Western Europe by attending international trade fairs in 2005. Back then, there was no export strategy in place.

In 2006, the company Novak M had its representative in the ITM Programme organised by JAPTI (now SPIRIT Slovenia). Today, **we look at the ITM Programme as the most important milestone in the company's export operations** since we drafted our first export business plan. That plan comprised also the answers to the important questions such as: which products the company makes would be interesting for international markets, which could be our target markets and how many markets could be processed at the same time; how to get translation services, what form of entry into the market should we adopt (using a distributor, an agent or exporting directly without intermediaries); how to find the right distributor and how to establish a long-term business relationship with him, etc.

Today the company sells its products abroad through its own network of distributors in five markets in Western Europe. Exports account for approximately 80 per cent of our sales. The company has increased its total sales since 2005 by three times.



Gregor Rebolj
KLIKA d. o. o.



➤ The private limited company Klika d. o. o. was established in 2003 by five computer enthusiasts who wanted to set up a modern innovation centre for the development of computer software. Today Klika d.o.o. is a leading Slovenian company for the **development of internet and mobile applications** paying most attention to being highly professional and friendly to its users. The Klika team is developing projects in a number of different industries such as banking, insurance, tourism, telecommunications, publishing and location services.

Thanks to the combination of hands-on knowledge and skills obtained by attending the ITM Programme, we were able to embark on the project for **entering international markets in a more structured way**. Knowledge and experience the lecturers and coaches shared with is within the framework of the ITM programme served us well when we started to work on the procedures that would help us find clients abroad, lead negotiations and collaborate with foreign business partners. What we learned at the training course is highly valuable for us even today. We belong to an international group now - a Swiss company Sportradar AG.

When we approached a foreign client -Sportradar AG -Klika d.o.o. caught the eye of the owners of the Swiss company and in January 2012, it joined the group. The owners of Klika d.o.o. became shareholders of the company Sportradar AG and they also sit on the board of directors of the Swiss company.

The company Sportradar AG incorporated in Switzerland is one of the leading international providers of data and statistics connected to sports and of advanced technical solutions. It is an expert in the field of storing archives and analysing sports results and it provides its services to betting shops, lotteries and media. The company is a global player: it operates an international network of branches and agents in several countries.

The fact that Klika d.o.o. joined Sportadar AG means that our company has the **opportunity to cope with many more challenges** in the area of development. **Klika is now a production and innovation centre, which means that the company has a global reach**. In addition, Klika keeps developing its own products and projects for other clients in Slovenia and abroad. At present, the company has 60 programmers and the team continues to grow.



Tina Vidjen
XLAB d. o. o.



➤ XLAB d. o. o. is an R&D company with a strong research background in the fields of **distributed systems, GRID computing and peer-to-peer networks**. One of the company's three departments is the product line named ISL Online placed at the very top of the online collaboration solutions. ISL Online had the centre stage role also during the ITM programme, since it is export-oriented. ISL Online is a set of communication tools designed to facilitate online collaboration when offering technical assistance, chatting or providing remote access. These solutions have been translated into 25 languages and the number of users is over 120,000 in 150 countries. The company has a strong partner network of distributors in 25 countries and a branch in Great Britain.

By taking part in the ITM training course we have acquired a **systematic methodology for analysing and improving the company's performance**. The methodology covers all phases - from strategic decision making to concrete operating tasks. What matters most of all is that it was not only theory that the lecturers taught us but the approach used during the course »forced« us to apply the methodology to the daily business of the company. High quality and critical lecturers who took time to study the specific features of our business were also professional consultants. Based on the ITM programme we have also made improvements to the business processes in our company - we greatly improved our analytical methodology used to measure our own efficiency and the efficiency of our partners across the distribution network.

Our operating results are quite good despite recession. **The sales of ISL Online solutions in international markets increased last year and this increase was by as much as 10 per cent**. How successful the company is can be confirmed by the fact that we have won many awards over the last few years. one of the most prestigious awards is certain the so-called Silver Gazelle awarded by the daily paper *Dnevnik* to the fastest growing companies in Slovenia, and the award of the Chamber of Commerce and Industry of Slovenia for exceptional economic achievements.

In addition to knowledge I have acquired by attending the ITM Programme, I can say that I enjoyed every session we had. There was a great bunch of merry but committed people. During the past two years I contacted other course participants (my schoolmates) on several occasions. Sometimes I needed their opinion or business advice or I simply wanted to talk to them since many of us have become real friends. And friendships do count.

How much does it cost?

Most costs and expenses for a course participant (approximately 8,000 Euros per participant) will be covered by SPIRIT Slovenia.

The company has to pay the air fare, accommodation and per diems for the participation in the five-day international seminars held abroad. The company also has to make making a payment of the mandatory deposit in the amount of 960 Euros to confirm that the participant is not going withdraw from the ITM programme once it is running *.

* The deposit shall be paid by the company after signing the contract to join the training programme. The payment of the deposit is a guarantee that the course participant will attend the course on a regular basis and that when he or she completes the training course with success, he or she will return to the company.

What are the conditions for participation?

The ITM international training programme can accommodate 15 Slovenian companies every year. The applicants are selected on the basis of the applications received in response to the invitation to companies to apply published on the SPIRIT Slovenia internet portal for Slovenian exporters: www.izvoznookno.si. The candidates wishing to join the ITM Programme have to meet the following **conditions**:

- To be employed for a determined or undetermined period of time in a small or medium-sized company with an interest in exporting its products and/or services or a company expanding its export activity,
- Completed higher or university education,
- Good command of the English language,
- The age of the participant between 25 and 40.

Do you want to get more information?

For more information regarding the ITM programme please visit the internet portal for Slovenian exporters: www.izvoznookno.si. Should you need specific information, please send us an electronic mail to: itm@japti.si or give us a call by dialling **01 5891 870**.

If we have managed to attract your attention and you are ready to consider joining the ITM Programme, please fill in a **preliminary application form** and we will enter your particulars in the list of potential applicants and send to your electronic mail an invitation to apply when we start gathering final applications.

For more information about the international reach of the ITM Programme, please go to the website: www.itmworldwide.org.

You will remember the old saying: "Give a man a fish, and you feed him for a day; show him how to catch fish, and you feed him for a lifetime." This is exactly what we are proposing to you: learn to adapt efficiently to on-going changes and find the right way to operate successfully in the international business environment. You are very **welcome** to sign up to the Training for international operations - International Trade Management

(ITM), the programme that has helped many Slovenian companies take the fast track to international success.

Preliminary application form

International Trade Management (ITM)

1. GENERAL COMPANY INFORMATION

Registered company name:

Business address of the company:

Contact person:

Phone number:

E-mail address:

Number of full-time employees:

2. GENERAL INFORMATION ABOUT THE CANDIDATE FOR TRAINING (if the employee to be enrolled in the training is already known):

First name and surname:

E-mail address:

Tasks and duties the candidate for the course is discharging in the company:

The data and information provided by filing the preliminary application form will be entered in the list of the potential applicants for the participation in the ITM Programme.

The official invitation and the application form for the participation in the ITM Programme will be sent to the electronic mail address of your contact person and to the electronic mail address of the potential applicant in the last quarter of the calendar year.

Please fill in the application form and send it to:

Javna agencija Republike Slovenije za spodbujanje podjetništva,
inovativnosti, razvoja, investicij in turizma

Verovškova 60

1000 Ljubljana

or to e-mail address: itm@japti.si