



# KINO BIOTECH

## 康樂生技

### **Export Manual**

(Updated 18 December 2015)

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## Preface

### **I. About the Kinohimitsu Export Manual**

The distribution network of Kinohimitsu's products is critical to the growth of **KINO BIOTECH PTE LTD**. The availability of our products in different localities correlates to the customers' shopping experience abroad.

Operationally, this Manual will cover in detail about how to research for trends in specific markets, engage potential distributors and key considerations in developing export sales markets.

### **II. Usage of the Manual**

This Manual constitutes extensions to the operational guidelines and obligations to adhere to when identifying distributors to work with. Staff are expected to be familiar with the instructions and requirements set forth in this manual and ensure that they apply likewise.

### **III. Confidentiality**

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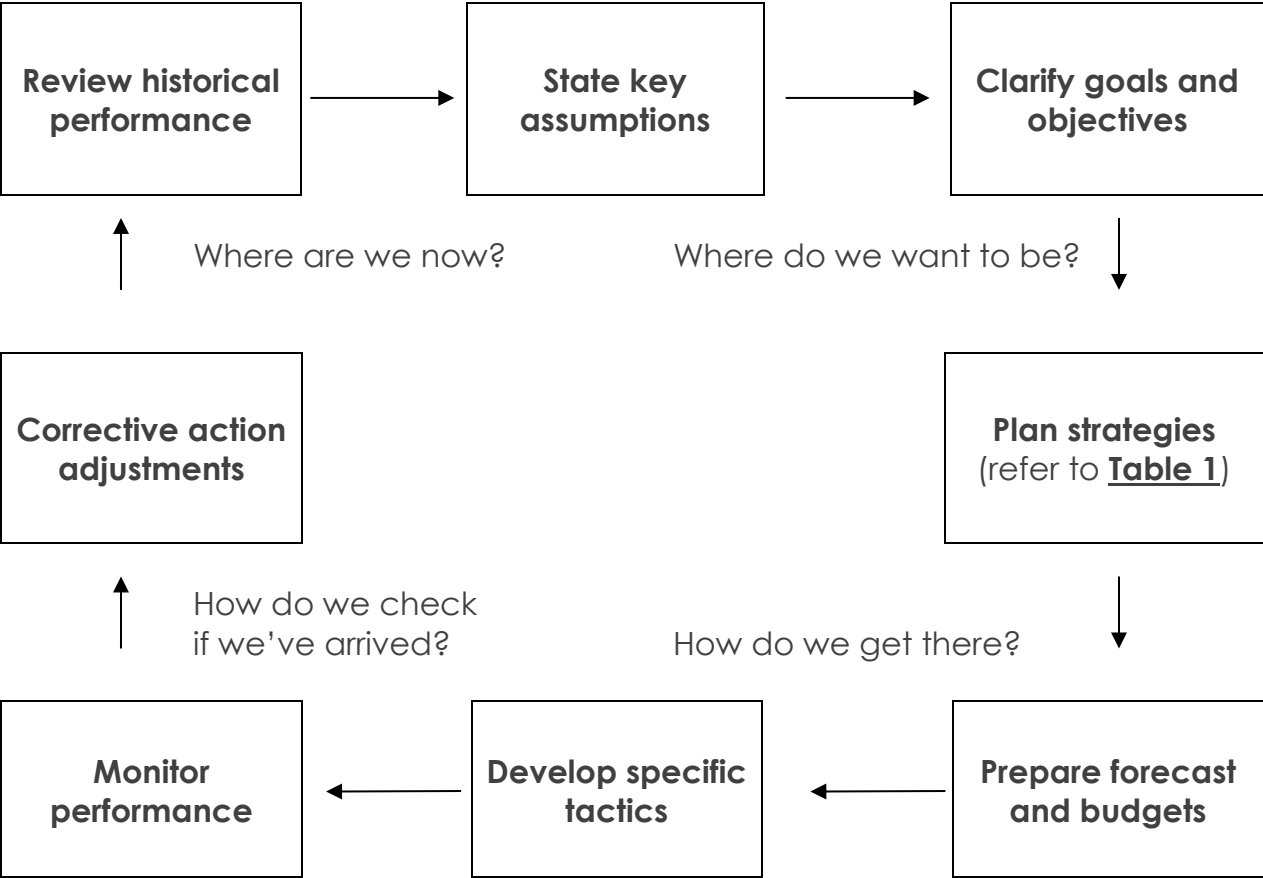
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### **IV. Amendments / Updates to the Manual**

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# 1. Planning Roadmap

In planning the strategic business growth direction, Kino Biotech’s management adopts the following planning roadmap to set objectives, devise strategies and allocate resources (refer to **Annex A-1 and Annex A-2** for organisation structure).



**Table 1: Typical Focus of Strategies**

Types	Pointers
<b>Maintenance Strategies</b>	1. Competitive pricing to broaden trial and penetration and block competitive activity 2. Expanding distribution of existing products 3. Higher levels of advertising and promotional products 4. Efforts to extend product life cycles and to proliferate or expand variations on a product theme or to a market sector

<b>Product Development Strategies</b>	<ol style="list-style-type: none"> <li>1. Innovation of new products either for existing markets or for new markets</li> <li>2. Replacing obsolete products (or marketing concepts, for example, in retailing) with new ones aimed at the same market sectors.</li> <li>3. Trading up strategies to increase prices and profitability</li> <li>4. Attacking competitors through innovation which makes their products undesirable through technological (or design or concept) obsolescence</li> </ol>
<b>Defensive Strategies</b>	<ol style="list-style-type: none"> <li>1. Making it more expensive for competitors to penetrate or enter your markets</li> <li>2. Concentrating your activities and effort in those markets or sectors where you have most at risk to lose</li> <li>3. Recognizing your areas of weakness and taking countering action to avoid exposing yourself to competitive exploitation of them (e.g tighten up on quality / service aspects to avoid user dissatisfaction)</li> </ol>

## **2. Key Considerations in developing Export Sales Strategies**

These are the key decision areas in export sales strategy development (refer to **Annex B** for considerations checklist).

### **a) Product range**

1. What market segments to target product at (price, quality, use etc.)
2. Branded products versus private label products
3. What product range to offer (taking account of trends, preferences, traditional, fashions, technical innovations, product life cycle)
4. How to differentiate company products from competitors

### **b) Markets**

1. Customer mix, target customers or market segments
2. Relative importance of domestic market versus exports
3. Geographical spread of markets
4. Cultural/linguistic factors in marketing the products

### **c) Distribution Channels**

1. Security of access to markets
2. Distributor networks covering market segments
3. Direct end user sales (by company or an agent)
4. Retail / trade outlets
5. After sales service support needs of products and customers

### **d) Pricing Parameters**

1. Price positioning (in relation to competition and other products in the company product portfolio)
2. Trade terms of sales and customary trade margins in the markets
3. Discount / performances rebates
4. Export distribution costs, sales taxes and import duties

### **e) Marketing Support**

1. Marketing budgets
2. Advertising media and materials (suitability of company material or need to develop locally in any market)
3. Promotional activity supporting the products and distributors
4. Promotional literature
5. Means of promoting user/consumer trial and loyalty

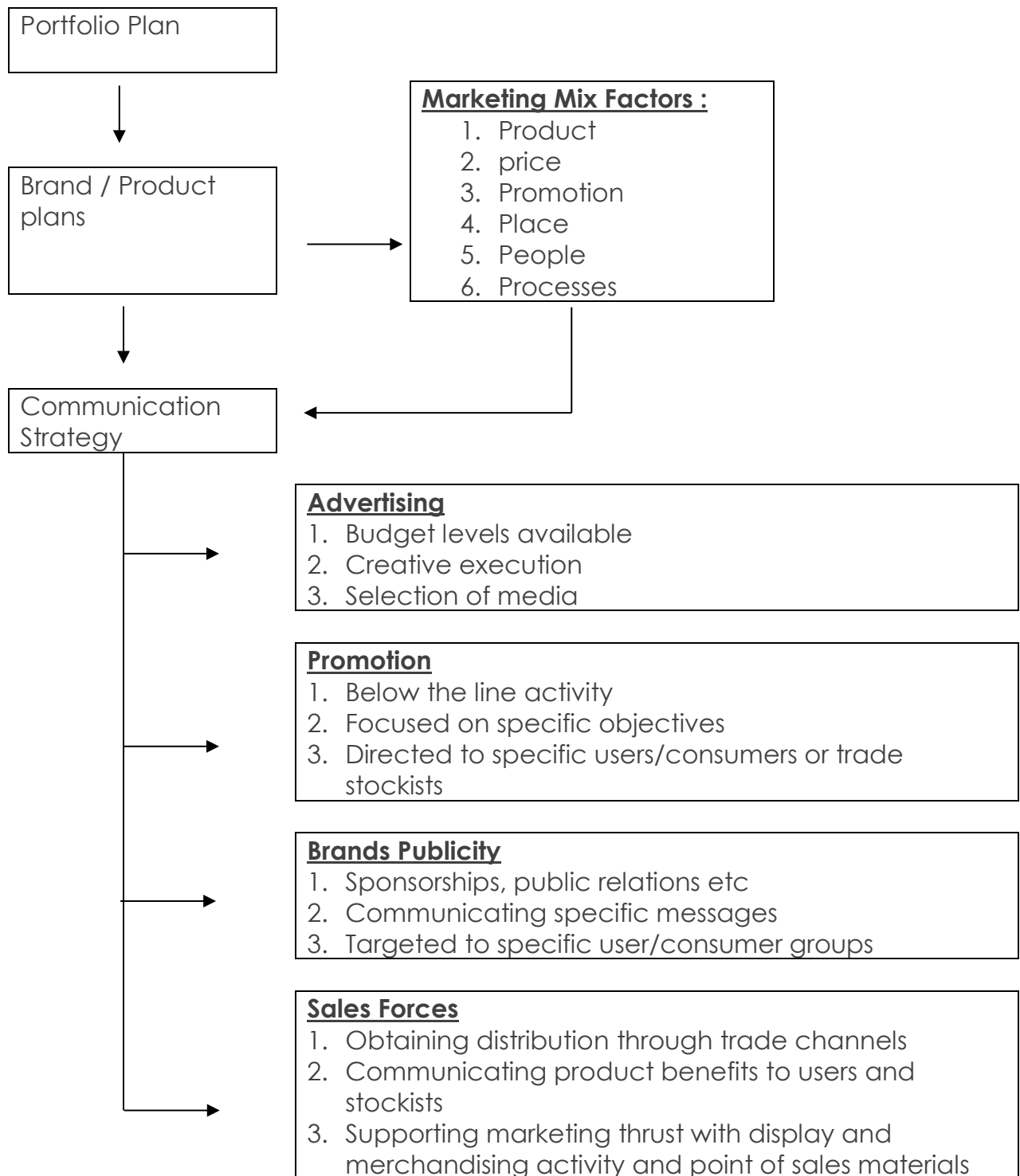
### **f) Export Sales Resources**

1. Size of direct export sales force



2. Geographical spread of market
3. Distributor or agent networks
4. Financial resources of the export company
5. Financial resources of distributors
6. Advertising and promotional budgets
7. Training resources
8. Rewards and incentives within distribution channels motivating achievement of sales and marketing objectives

### 3. Marketing Strategy Planning Framework



## **4. Desktop Research**

Planning for export development for the business requires a thorough understanding of the market(s) that we are going into. We usually start by doing extensive research on the export and import regulations for various destination markets.

Research should include the following areas (refer to **Annex C** for checklist):

### **1. Export Statistics:**

- a. Identify customs tariff headings for products
- b. Obtain relevant export statistics from customs and excise
- c. Analyse historical exports by :
  - i. Destination markets
  - ii. Volume/value
  - iii. Seasonal trends
- d. Identify competitive exporters, their importers, products and prices (from export FOB values)
- e. Obtain comparative export data for other sources countries competing with similar substitute products
- f. Analyse available relevant data by
  - i. Destination
  - ii. Volume/value
  - iii. Seasonal supply trends

### **2. Import statistics**

- a. Supplement data in the above section by obtaining import statistics for markets significantly of interest
- b. Analyse the data obtained above by :
  - i. Source
  - ii. Volume/value
  - iii. Seasonal supply trends

### **3. Importers**

- a. Obtain lists of potential agents/distributors/importers or end users. Potential sources include:
  - i. BOTB/US Department of Commerce
  - ii. Chambers of commerce
  - iii. Banks and export finance bodies
  - iv. Telephone directories
  - v. Shipping lines
  - vi. Trade directories

- vii. Credit agencies
- viii. Trade associations
- ix. Advertising agencies
- x. Market research agencies
- xi. International auditors

#### **4. Further desk research**

- a. Obtain data on following subjects from sources as listed above :
  - Health and Ingredient laws
    - i. Labelling and packaging
    - ii. Import licenses and procedures
    - iii. Import quotas
    - iv. Export licenses and quotas
    - v. Exchange control restrictions
    - vi. Product registration/approval
    - vii. Import/duties/tariffs/taxes
    - viii. Import/export documentation

#### **5. Supplementary checklist**

- a. Prepare a supplementary checklist of information requirements and sources relevant to your own products.

## 5. Export Market Strategy

Once information is gathered, we start to formulate an export market strategy by applying marketing principals (refer to **Annex D** for checklist).

### Step 1:

Choose between two export market strategies: **Sales Approach** and **Marketing Approach**.

<u>Sales Approach</u>	<u>Marketing Approach</u>
<ul style="list-style-type: none"> <li>a) Markets select company</li> <li>b) Opportunistic response</li> <li>c) Agents / distributors appointed with little research</li> <li>d) Poor agreements</li> <li>e) Limited training of export marketers</li> <li>f) Hand off market management</li> <li>g) Sales target oriented</li> <li>h) Marketers control too many markets</li> <li>i) Export prices based on a factory cost format</li> <li>j) Always price in sterling</li> <li>k) Export planning focused on sales targets</li> <li>l) Only sells domestic products</li> <li>m) Little trade channel knowledge</li> <li>n) Limited monitoring of export performance</li> <li>o) Marketing communication budgets fixed as percentage of sales</li> </ul>	<ul style="list-style-type: none"> <li>a) Markets identified through research</li> <li>b) Focused effort</li> <li>c) Agents/distributors appointed after thorough research</li> <li>d) Comprehensive agreements</li> <li>e) Focused training of export marketers</li> <li>f) Hands on market management</li> <li>g) Market penetration oriented</li> <li>h) Smaller portfolio of markets</li> <li>i) Export pricing based on strategic market positioning</li> <li>j) Prices in currency to suit customers</li> <li>k) Export planning based on strategic approach to priority market</li> <li>l) Modifies products to suit market needs</li> <li>m) Good trade channel knowledge</li> <li>n) Close monitoring of export performance with benchmarking</li> <li>o) Marketing</li> </ul>

**Step 2:**

Develop a global marketing strategy that encompasses the 6 P's of the marketing mix (refer to **Annex E** for marketing mix).

**Step 3**

Prepare SWOT analysis (refer to **Annex F** for SWOT analysis)

**SWOT Analysis**

By using the SWOT analysis, a thorough understanding of the company's **strength** and **weakness** (historical internal factor) and **opportunity** and **threat** (current and future external factors) can be achieved.

**Historical internal factors** include:

1. Technology
2. Finance
3. Distribution network
4. Sales Resources
5. Reputation
6. Marketing Expertise
7. Market share
8. Innovation
9. Compatible products
10. Production capabilities
11. Trade relations
12. Cost structure

**Current and future external factors** include:

1. Economic and political environment
2. New market sectors
3. New product developments
4. Trade channel dynamics and buying power
5. Competitor activity and technology
6. Legislation
7. Take-overs
8. Import/export controls
9. Import/export trade

**Step 4:**

Identify your market segment (refer to **Annex G** for market segmentation).

**Step 5:**

Consider product life cycle factors (refer to **Annex H** for product life cycle)

**Step 6:**

Identify all potential consumer/user needs in each destination market.

**Step 7:**

Identify all the points of product differentiation (refer to **Annex I** for product differentiation features & benefits)

\*Take into account these considerations in developing an appropriate local marketing strategy

**Step 8:**

Review all available market research that will help the export marketing and planning processes

## **6. Initial Market Visit**

Before the first market visit to potential importers and/or representatives, there are preparations to be done before and after the trip (refer to **Annex J** for checklist)

### **1. Pre-visit preparation**

- a. Introductory letter to potential importers and/or representatives, include
  - i. Company brochures
  - ii. Proposed visit dates
  - iii. Request :
    - Expression of interest
    - Company description including size, turnover, facilities, financial data, products represented
    - Trade and bank references
    - Information on competitive environment
- b. Introductory letter to the commercial officer at your embassy advising:
  - i. Proposed visit dates
  - ii. Information requirements
  - iii. Assistance required (contacts/appointment)
- c. Prepare agency questionnaire to give a structure to interviews (and possibly post ahead)

### **2. Market Visit**

- a. Make travel arrangements and confirm all appointments
- b. Prepare market visit kit include your :
  - i. Samples
  - ii. Brochures/company accounts
  - iii. Promotional materials
  - iv. Product specifications
  - v. Product costing
  - vi. Freight rates
  - vii. Production/shipping lead times
  - viii. Summary of collected market data
    - Home export statistics
    - Market import statistics
    - Market production/usage data
    - Labelling regulations
    - Imports controls
    - Product registration requirements

- Import duties and taxes
- Exchange controls
- Design, safety, use regulations
- Local laws on agency/distributor agreements
- ix. Contact lists (with itinerary/appointment schedule)
- x. Draft agency/distributor agreements
- c. Conduct in market surveys on:
  - i. Outlets types
  - ii. Competitive distribution/pricing
  - iii. Local trade price and margin structures
  - iv. Achievements of potential agents/distributors in distributing and marketing their current product ranges
  - v. Credibility/acceptance of potential agents/distributors  
(Refer to **Annex K, L & M** for detailed survey forms)
- d. Prepare contact reports on:
  - i. Additional market data gathered during the market visit
  - ii. Relevant discussions and meetings
  - iii. Observations, conclusions and points of agreement
  - iv. Action plans and marketing programmes
  - v. Other relevant information  
(Refer to **Annex N, O & P** for details on contact reporting;  
Refer to **Annex Q & R** for export distributor audit forms)

### 3. Post Visit

- a. Prepare and circulate a contact report, Initial Survey include:
  - i. Objective of the trip
  - ii. Import statistics and data relevant to the product
  - iii. Any relevant product data, such as local production statistics
  - iv. Import, health, ingredient, labelling, packaging, currency, and any other relevant regulations
  - v. Competitive activity
  - vi. Store check notes (for retail products)
  - vii. Notes on visits to parties providing general assistance, such as embassies, government agencies, chamber of commerce, etc.
  - viii. Notes on visits to buyers or end users
  - ix. Notes on visits to all potential representatives contacted
  - x. Conclusions, agreements and action plans
- b. Follow up as required in contact report, Repeat visit include:
  - i. Any changes in market regulations
  - ii. Market sales achievements, inventory and forward order positions of importers



- iii. Pricing negotiations and agreements (including market pricing where goods are to be resold by a distributor)
- iv. Competitive activity
- v. Sales, marketing, advertising and promotional strategies, plans and programmes (generally prepared in outline for 12 months and updated on each interim visit)
- vi. Financial, payment and credit matters
- vii. Distribution checks (where goods are offered for sales through retailers or sub distributors)
- viii. Staff training in product knowledge and servicing where necessary, management system and sales related matters
- ix. Other matters concerning the distributor operation, such as organizational changes, changes in facilities, etc

## **7. Discussion Pointers to manage Distributor**

The objective of meetings with potential distributors / importers is to clarify and assess their capabilities (refer to **Annex N** for checklist of discussion pointers).

### **1. Distributor's current management organization / structure to cope with the business and development plans :**

- a. Current organization structure
- b. Developing organization structure
- c. Key personnel :
  - i. Qualifications / experience
  - ii. Management development
- d. Staffing levels
- e. Efficiency / performance

### **2. Distributor's System and controls :**

- a. Inventory controls
- b. Sales information
  - i. By product
  - ii. Totals
  - iii. Sub-distributor/dealer
- c. Accounting / financial records
  - i. Debtors/creditor control
  - ii. Profit and loss accounts
  - iii. Balance sheets
  - iv. Costs of operations
  - v. Marketing
  - vi. Warehousing
  - vii. Distribution
  - viii. Administration

### **3. Distributor's ordering systems and distribution facilities :**

- a. Optimum location
- b. Handling, storage, stock rotation
- c. Picking/packing systems
- d. Ordering procedures
- e. System of distribution planning
- f. Capacity for growth
- g. General efficiency

### **4. Competitive activity**

- a. Names
- b. Locations

- c. Ownership
  - d. Resources
  - e. Pricing policy/structures
  - f. Total market size
  - g. Company/distributor share
- 5. Distributor long range (5 year) plans:**
- a. Assumptions/parameters
  - b. Timetable of implementation
  - c. Relationship to company plan
  - d. Resource requirement to achieve plan
    - i. Financial
    - ii. Physical
    - iii. Management / staffing
- 6. Financial performance of distributor:**
- a. Copies of audited accounts
  - b. Sources of expansionary funds
  - c. Cash flow projections
  - d. Monthly sales figures
- 7. Current and future ability to train local sub distributors/dealers**
- a. Training facilities
  - b. Training programmes
  - c. Technical training
  - d. Management development
- 8. Local identification of sub distributors/dealers**
- a. Quality control over selection
  - b. Locations
  - c. Identification and evaluation
- 9. Local pricing structures**
- a. Pricing policies
  - b. Distributor margins/costs
  - c. Sub distributor and dealer margin/costs
  - d. Competitive pricing
  - e. Import duties, local sales taxes etc
- 10. Marketing / advertising activity programmes**
- a. Agencies
  - b. Budgets
  - c. Annual plans

- d. Support needs
  - i. Materials
  - ii. Information
  - iii. Company visits

**11. Company information reporting requirements from distributors**

- a. Accounts
- b. Sales performance (monthly)
- c. Stock levels (monthly)
- d. Forward ordering
- e. Annual plans

**12. Support provided by the company**

- a. Training
- b. Technical assistance
- c. Market visit support
- d. Promotional literature
- e. Preparing marketing plans

## 8. Distributor Training Programme

Upon the appointment of the distributor, the next step would be to commence training to equip him with the relevant skills required on the job (refer to **Annex S** for distributor training programme checklist).

### 1. Training Areas :

- a. Product knowledge
- b. Company and market knowledge
- c. Basic selling skills
- d. Designing and implementing promotional programmes
- e. Sales planning and forecasting
- f. Territory organization and management
- g. Design and use of effective information systems
- h. Conducting sales meetings
- i. Effective participation in exhibitions
- j. People management skills

### 2. Develop a sales training programmes covering :

- a. Basic training
  - i. Company Knowledge
    1. History
    2. Organization
    3. Objectives
    4. Management philosophies and style
  - ii. Product Knowledge
    1. Historical development
    2. Production
    3. Product range features and benefits
    4. Competitors' products
    5. Marketing programmes
  - iii. Developing a sales sequence
  - iv. Professional selling skills
  - v. Use of sales aids
  - vi. Communicating effectively
  - vii. Sales administration
  - viii. Journey planning
- b. Field training
  - i. Set objectives
    1. Imparting product knowledge
    2. Improving personal selling skills
    3. Improving understanding of buyers motivations

4. Increasing adaptability
  5. Developing administration and organization skills
- ii. Training stages
    1. Discussion
    2. Demonstration
    3. Explanation
    4. Practice
    5. Consolidation
  - iii. Assess training needs – address training to any of the key result areas of :
    1. Functional activities
    2. Sales techniques
    3. Organization
    4. Attitudes

## **9. Export Functional Responsibilities**

### **A. Management (Day to Day Operational Activities) – Now**

#### **1. Export Sales & Marketing Function**

##### **a) Brand / Product Management (including profitability)**

- Profitability by product/sector/market
- Portfolio management
- Market positioning (price points, selective distribution, etc.)

##### **b) In-market distribution**

- Outlet target, monitoring distribution against objectives by outlet and sector type
- Physical distribution checks: Field checks

##### **c) Market Research**

- Consumer / User taste / Preferences
- Demographics
- Product impact
- Advertising impact and recall, perceptions
- Consumption or use patterns/volume
- Consumption or use locale
- Labelling and design factors, etc.

##### **d) Advertising & promotion**

- Design / Agreeing A&P plans
- Setting specific promotion objectives
- Monitoring performance against objectives
- Controlling to plans and budgets
- Assisting in training to implement promotion programs
- Field training, etc.

##### **e) Public Relations**

- Preparing an annual plan by :
  - Journal / media
  - Product / Product group
  - Trade sector / consumer type

##### **f) Sales Volume (Target/budget) achievement**

- Monitoring performance against shipment targets / forecasts

- Monitoring performance against local outlet – type/sector/account targets/forecasts
- Breaking down macro level targets to micro (account/sector/sales person) targets
- Receiving/monitoring local market stock returns and sales patterns

**g) Assisting in account development**

- Assisting in making key account visit / presentations
- Setting up controls to monitor performance of key accounts against locally agreed objectives
- Planning key account promotional activity

**h) Product Display / Merchandising**

- Training in aspects of product display and merchandising
- Setting display / merchandising standards
- Field monitoring of display/merchandising
- Designing / establishing space management programmes at retail outlets

**i) Market outlet coverage**

- Developing a database of market outlets (or product users), by sector, with distributors to ensure maximum coverage of worthwhile outlets (users)
- Working with distributors and field sales management to establish outlets (user) coverage policies and programmes
- Training in and designing, journey planning systems
- Establishing controls to ensure scheduled journey / outlet coverage is met

**j) Distributor management against agreed plans and objectives**

- Formulating detailed plans, at the macro (country) level and at the micro level of each distributor, trade sector or product
- Monitoring the performance of distributor against all key result areas
- Setting standard of performance
- Training in all relevant skills to ensure the accomplishment of plan and objectives

**k) Distributor periodic evaluation against agreed criteria (audit)**

- Conducting periodic audits of the performance of distributors against plans, and assessing their skills, abilities, resources and their compliance with programmes and procedures
- Audits could include distributor SWOT analysis (Strengths, weaknesses, opportunities and threats)



**l) Distributor Sales / Product Knowledge Training**

- Providing detailed product knowledge training
- Providing sales management training in “best practices”
- Providing a source of sales skill training and field sales training to managers and sales persons
- Designing sales management systems and controls to monitor sales team performance against key result areas and standard of performance
- Generally working to improve the standard of professionalism towards a common international company standard

**m) Management of distributor relations**

- Developing good working relations with distributors
- Ensuring the balance between good relationships and the inability to manage through over closeness
- Visiting markets regularly to promote relations, make plans, monitor performance and develop corrective action plans
- Ensuring market visits are only made against pre set objectives
- Providing detailed contact reports on all aspects of in market activity and distributor performance

**n) Motivation of distributor organizations**

- Through relationship development
- Through training
- Through profit and performance enhancement, e.g. planning control against plans
- Through feedback on personal and inter market performance

**o) Provision of feedback to distributors:**

- Bulletins
- Conferences
- Personal Contact
- Performance feedback

**p) Export & market trade terms:**

- Setting and agreeing distributor margins and trade margins
- Discounts & Allowances
- Local A&P reserves and their use in promotional activities
- Credit controls
- Payment periods and discounts
- Key account performance terms within local trade discount structures (part of key account management package)

- Product Warranties and sales conditions
- Minimum Order size and delivery frequencies

**q) Monitoring foreign market regulations**

- Obtaining all relevant data on import licensing, quotas, foreign exchange controls, ingredients/formulations labeling, packaging, advertising etc
- Ensuring compliance

**r) Monitoring and controlling parallel trading**

- Monitoring the placement of orders which might produce parallel trade
- Developing parallel trade where that is the best in the company interest
- Countering parallel trade through specific marketing activities where it disrupts company strategies

**s) Monitoring competitive activity**

- Specifically reporting on activity and developments
- Pricing policies
- Promotional activities
- Advertising
- Marketing strategic issues
- Product range
- Imports / sales performance
- Market share

## **2. Shipping Function**

- a) Shipping staff recruitment
- b) Shipping staff training
- c) Selecting forwarding agents
- d) Negotiating freight rates
- e) Optimum use of data base system
- f) Liaising with custom & excise
- g) Liaising with shipping lines, etc

- h) Liaising with production departments
  - Ensuring availability of goods to meet orders
  - Monitoring dispatches to agreed timings
  - Monitoring shipment quantities against local stocks / depletions
  
- i) Liaising with marketing departments
  - Ensuring consistency of brand strategy between markets
  - Cooperating on preparing marketing strategies by markets
  - Providing a local knowledge for planning and market positioning discussions (e.g. Price, competitive activity, etc.)

## **B. Administration (Dealing with previous transactions or currently being processed) - Past**

### **1. Export product administration**

#### **a) Product performance and market share analysis**

- Export statistics (actual data and market share)
- Foreign market import statistics (actual data and market share)
- Foreign market sales achievements
- Performance against plans and objectives
- Others as required by the company

#### **b) Regulatory compliance of product and packaging**

- See above

#### **c) Monitoring distributors' stock and order to optimum levels**

- Receiving / monitoring local stock/sales records
- Relating market actual sales to market sales targets objectives by product/brand/size and key account, and trade sector

#### **d) Inter departmental liaison**

- Liaising with all other internal departments/functions involved in the marketing, production, design or engineering and research, and shipment of goods and with the provision of support services, including sales division

#### **e) Credit control**

- Monitoring against agreed terms

#### **f) Collection and presentation of export statistics**

- Updating country files as appropriate
- Economic data monitoring
- Performance monitoring against plans and objectives

#### **g) Problem resolution**

- Handling distributor queries

### **2. Shipping Function**

a) Order processing (shipping):

b) Shipping space

- c) Product availability
- d) Production schedule
- e) Letters of Credit etc.
- f) Regulatory compliance of product and packaging
- g) Packaging supplies (ordering)
- h) Credit control
- i) Collection of payments
- j) Customer Services
- k) Collection, collation and presentation of export department statistics

## **C. Planning (Dealing functions with building the business into future) - Future**

### **1. Marketing Function**

#### **a) Marketing planning in conjunction with agents/distributors**

- Developing macro and micro marketing and sales strategies
- Developing specific agreed tactics for strategy/plan implementation at macro (country) level and micro (distribution/trade sector/ account) level
- Developing training programmes to ensure plan implementation and achievement
- Developing organization and resource studies to ensure resources available for plan implementation

#### **b) Agents/Distributor recruitment and establishing market distribution infrastructure**

- Selection of agents/distributors against pre agreed criteria
- Agent/distributor agreements
- Monitoring compliance with agreements
- Periodic performance audits

#### **c) Sales forecasting - inputs to forecasting process**

- Marco level forecasting/targeting
- Developing with distributor micro level forecasts/targets for each trade sector, account type, sales person, etc
- Establishing performance monitoring controls within the distributor organization (continuous and warning)
- Establishing a field management system to ensure field implementation and adherence to plans

#### **d) Marketing and sales promotion planning, including monitoring performance against objectives/budgets**

- See above

#### **e) Product design (Physical attributes, size, shape, packaging)**

#### **f) Pricing policies and profit enhancement planning**

- Market pricing studies to ensure correct positioning
- Monitoring competitive pricing and price promotional activity
- Agreeing pricing policies/points at each level of the distribution chain
- Ensuring fair (but not excessive) distributor margins

- Maximizing return to the company consistent with pursuing agreed marketing strategies

**g) New product development**

- New products specific to market tastes / preferences / pricing requirements (regional or market specific)
- Local market production (under license, through subsidiaries, etc)
- Re branding of established products to suit local marketing opportunities

**h) New business opportunities**

- Company to set guidelines and objectives to encourage a proactive approach e.g...
  - a. Licensed manufacture
  - b. Distributor acquisition
  - c. Local products

**i) Distributor management training**

- Marketing and sales management skills
- Field selling skills
- Management systems and controls (including financial and IT)
- Human resource planning and management

**j) Monitoring the political, economic and social climates in markets**

- Providing periodic reports
- Keeping abreast of current affairs and any aspect that can affect the interest of company

## **2. Shipping Function**

1. Optimum shipping routes and modes of transport
2. Inputs to forecasting process
3. Forward scheduling of production to meet orders and sales forecasts

## D. Skills & Qualities of International Manager

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Finance and accounting</li><li>• Marketing and marketing research</li><li>• Sales management and personal selling</li><li>• Management and sales training</li><li>• Forecasting and planning</li><li>• Foreign legislation applicable to agency and distributor relationships and sales of goods in foreign markets</li><li>• Shipping practice and regulation</li><li>• Business systems, performance measurement and management controls</li><li>• Human resource management</li></ul> | <ul style="list-style-type: none"><li>• Prefer to be linguistic</li><li>• Highly numerate</li><li>• Good organizer</li><li>• Good communicator with internal and external contacts</li><li>• Being demonstrably decisive whilst visiting foreign markets, inspiring agents and distributors with a sense of direction and confidence</li><li>• Good judgment in decision taken and the evaluation of information available for decision making</li><li>• High level of initiative to identify, create and take advantage of opportunities in a diverse group of foreign markets with different needs and cultures</li><li>• High level of personal stature and authority to represent the company in major negotiations and contacts with senior foreign entrepreneurs</li><li>• Adaptable to change and cultural variations in life style and business practices</li><li>• Good level of intelligence to assimilate / digest wide range knowledge of skills concerned with export marketing and management</li><li>• High level of integrity in business dealing</li><li>• Reliability to internal and external parties</li><li>• High level of independence and maturity to cope with stress and strains of operating in multi-cultural environment during long periods away from home and family</li></ul> |
|--|---|



## E. Analysis of Company, Distributor, Customer & Product Sales Activity Needs

<b>Company</b>	<b>Distributor</b>
<ol style="list-style-type: none"> <li>1. Utilization of spare production plant capacity</li> <li>2. Maintained or expanded levels of employment, labour utilization and skill</li> <li>3. Increase in global market share</li> <li>4. Increased international brand awareness</li> <li>5. International distribution networks</li> <li>6. Export orders</li> <li>7. Export distribution capability</li> <li>8. Product innovation</li> <li>9. Secured payment terms</li> <li>10. Profit</li> </ol>	<ol style="list-style-type: none"> <li>1. Diverse product range</li> <li>2. Representation of major product lines</li> <li>3. Assured product quality</li> <li>4. Reliable deliveries and supply continuity</li> <li>5. Assistance with organizing export shipment and insurance</li> <li>6. Technical support relating to usage / functionality / maintenance</li> <li>7. Product knowledge</li> <li>8. Management and sales training</li> <li>9. Sales and marketing promotional support</li> <li>10. Compliance with local market regulations</li> <li>11. Product modifications to suit local use / needs</li> <li>12. Special packaging to suit local market regulations or preferences</li> <li>13. Assured supply continuity to meet growing market demand</li> <li>14. Security in agency or distributor agreement</li> <li>15. Extended credit</li> <li>16. Profit</li> </ol>
<b>Customer</b>	<b>Product</b>
<ol style="list-style-type: none"> <li>1. Product presentations</li> <li>2. Surveys of needs</li> <li>3. Product modifications</li> <li>4. Special packaging (including own brand labels with some consumer goods)</li> <li>5. Special unit or pack sizes</li> <li>6. Promotional support</li> <li>7. Competitive prices</li> <li>8. Quality assurance and guarantees</li> </ol>	<ol style="list-style-type: none"> <li>1. Product sampling</li> <li>2. Product demonstrations</li> <li>3. Point of sale merchandising</li> <li>4. Advertising and promotional support to create awareness / demand</li> <li>5. Special handling, storage or delivery requirements (eg protective packaging, refrigerated storage)</li> <li>6. Special packaging and/or usage</li> </ol>

<ul style="list-style-type: none"><li>9. Delivery to point of use or local distribution centres</li><li>10. (long term) supply contracts</li><li>11. technical support relating to usage / functionality / maintenance</li><li>12. guaranteed (local supply continuity of replacement products or parts)</li><li>13. extended credit</li></ul>	<ul style="list-style-type: none"><li>instructions</li><li>7. After sales service and maintenance support</li></ul>
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## **F. Measuring the Export Marketer's Performance**

### **1. Quantitative performance measures include:**

- a) Gross Profit by Market
- b) Profit by brand or product
- c) Increase in profit over base/target
- d) Distributor's profit derived from company products and activities
- e) Control of expenditure within budgets
- f) Budgets as a percentage of turnover/profit by market/brand
- g) Achievement of sales value/volume export dispatch targets
- h) Achievement of market sales targets (depletion from a local distributor's stocks, where a distributor holds stocks)
- i) Growth/decline in market sales volumes : by export dispatches or depletions from distributor stocks
- j) Changes in market share:
  - a. In total
  - b. By brand/product
  - c. By trade sector
- k) Changes in recorded brand distribution or usage
- l) Managing debtors within agreed credit limits and time spans
- m) Effectiveness of promotional activity : measurable impact on sales/market shares
- n) Measures of parallel trade shipments (where parallel trade – imports into the market by routes nor part of the formal distribution system – is a factor in the product category or market distribution)

### **2. Qualitative performance measures include:**

- a) Preparation of strategic marketing plans:
- b) Macro level / micro level
- c) Preparation of detailed sales, tactical plans by market/distribution/agent
- d) Preparation of detailed advertising and promotion plans and budgets
- e) Accuracy / quality of information files for each market
- f) Distributor or agent relationships
- g) Distributor's effective implementation of, or adherence to, marketing and sales plans
- h) Distributor management skills, systems and controls
- i) Distributor sales force skills, system and controls
- j) Distributor sales force effectiveness
- k) Distributor compliance with company reporting requirements

## 10. Brand Profit Management

Finally, proper brand management is necessary for the success of exported products for our company. The brand profit management framework encapsulates 5 aspects of brand management.

### BRAND PROFIT MANAGEMENT

**1. Launch Brand**  
New Product requiring up-front funds to establish itself as either a niche or future mainstream brand. There may be a negative marketing yield during post launch years whilst the brand is establishing its place

**2. Seed Brand**  
A brand with future potential where the immediate aim is to establish a low level of distribution in selected outlets. Future investment may increase if the brand exhibits further potential.

**3. Investment Brand**  
A brand with potential but at an early stage of its growth cycle, warranting investment through up-front funds to achieve the rapid rate of growth and resultant volume required for long term profitability

**4. Maintenance Brand**  
A brand that has reached its likely limit of market share, and without further evident growth potential. It may need a certain level of spend to maintain market share and market (not necessarily leadership)

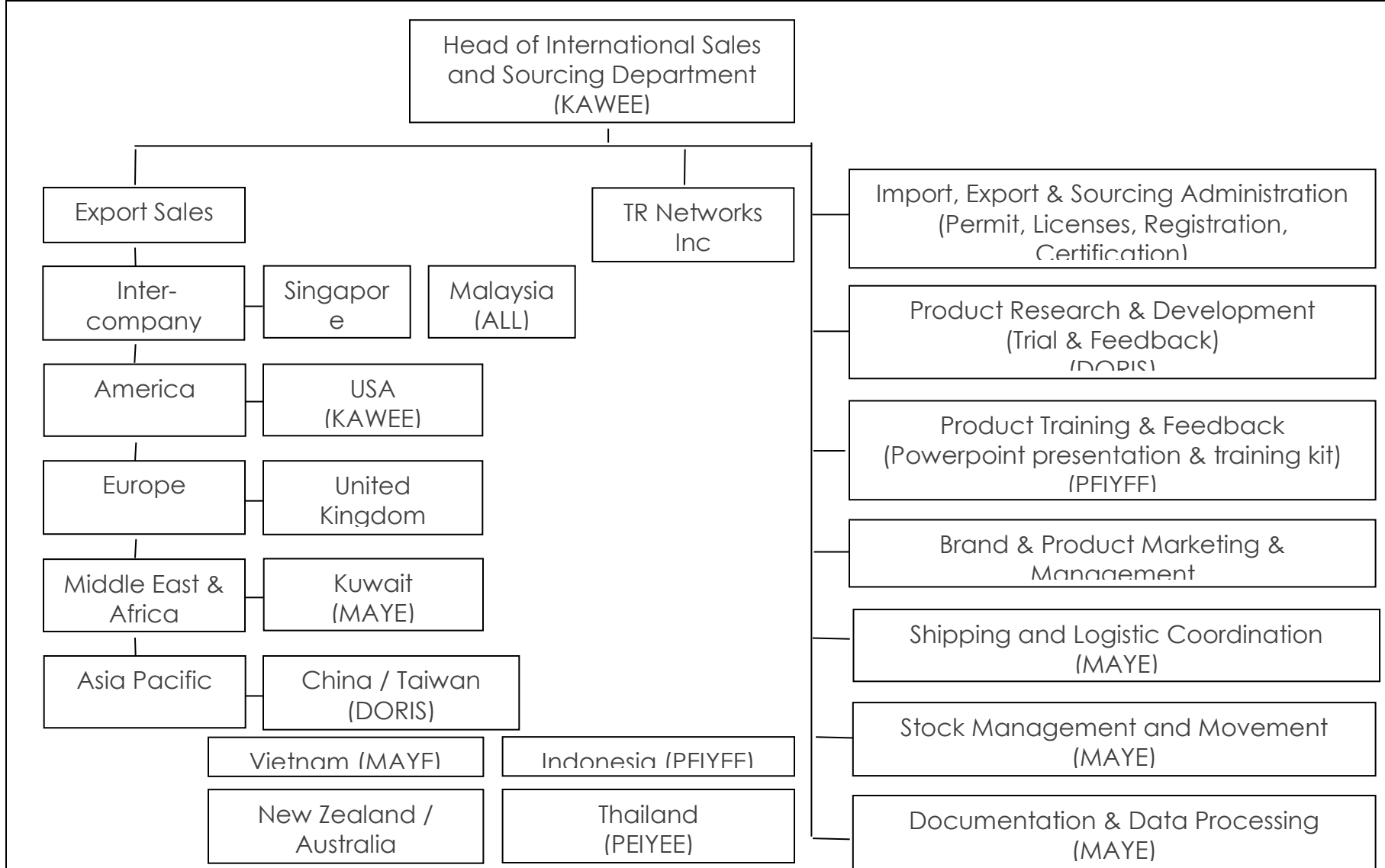
**5. Harvest Brand**  
A brand that has reached its full potential and limited market franchise. The aim is to maximize the profit from the remaining years of the brand's life cycle and to minimize spend consistent with not accelerating its decline unintentionally

**Key Brand**  
A brand that requires a certain level of investment to maintain or further strengthen its segment leadership in a market

Refer to **Annex I** for the job descriptions of brand development managers and executives.

# ANNEXES

## Annex A-1: Organisation Structure by Function / Person



## Annex A-2: Organisation Structure by People



## Annex B: Checklist of Key Considerations in Developing Export Sales Strategies

	Decision Area in Strategy Development	Action Points
<b>KEY DECISION AREAS</b>	<b><u>Product range</u></b> 5. What market segments to target product at (price, quality, use etc) 6. Branded products versus private label products 7. What product range to offer (taking account of trends, preferences, traditional, fashions, technical innovations, product life cycle) 8. How to differentiate company products from competitors	
	<b><u>Markets</u></b> 1. Customer mix, target customers or market segments 2. Relative importance of domestic market versus exports 3. Geographical spread of markets 4. Cultural/linguistic factors in marketing the products	
	<b><u>Distribution channels</u></b> 1. Security of access to markets 2. Distributor networks covering market segments 3. Direct end user sales (by company or an agent) 4. Retail / trade outlets 5. After sales service support needs of products and customers	
	<b><u>Pricing parameters</u></b> 5. Price positioning (in relation to competition and other products in the company product portfolio) 6. Trade terms of sales and customary trade margins in the markets 7. Discount / performances rebates 8. Export distribution costs, sales taxes and import duties	
	<b><u>Marketing Support</u></b> 6. Marketing budgets 7. Advertising media and materials (suitability of company material or need to develop locally in any market) 8. Promotional activity supporting the products and distributors 9. Promotional literature 10. Means of promoting user/consumer trial and loyalty	
	<b><u>Export Sales Resources</u></b> 1. Size of direct export sales force 2. Geographical spread of market 3. Distributor or agent networks 4. Financial resources of the export company 5. Financial resources of distributors 6. Advertising and promotional budgets 7. Training resources 8. Rewards and incentives within distribution channels motivating achievement of sales and marketing objectives	



## Annex C: Desk Research Checklist

Check lists	Action Points
<p><b>1. Export Statistics:</b></p> <ul style="list-style-type: none"> <li>a. Identify customs tariff headings for products</li> <li>b. Obtain relevant export statistics from customs and excise</li> <li>c. Analyse historical exports by :               <ul style="list-style-type: none"> <li>i. Destination markets</li> <li>ii. Volume/value</li> <li>iii. Seasonal trends</li> </ul> </li> <li>d. Identify competitive exporters, their importers, products and prices (from export FOB values)</li> <li>e. Obtain comparative export data for other sources countries competing with similar substitute products</li> <li>f. Analyse available relevant data by               <ul style="list-style-type: none"> <li>i. Destination</li> <li>ii. Volume/value</li> <li>iii. Seasonal supply trends</li> </ul> </li> </ul> <p><b>2. Import statistics</b></p> <ul style="list-style-type: none"> <li>a. Supplement data in the above section by obtaining import statistics for markets significantly of interest</li> <li>b. Analyse the data obtained above by :               <ul style="list-style-type: none"> <li>i. Source</li> <li>ii. Volume/value</li> <li>iii. Seasonal supply trends</li> </ul> </li> </ul> <p><b>3. Importers</b></p> <ul style="list-style-type: none"> <li>a. Obtain lists of potential agents/distributors/importers or end users. Potential sources include:               <ul style="list-style-type: none"> <li>i. BOTB/US Department of Commerce</li> <li>ii. Chambers of commerce</li> <li>iii. Banks and export finance bodies</li> <li>iv. Telephone directories</li> <li>v. Shipping lines</li> <li>vi. Trade directories</li> <li>vii. Credit agencies</li> <li>viii. Trade associations</li> <li>ix. Advertising agencies</li> <li>x. Market research agencies</li> </ul> </li> </ul>	

xi. International auditors

**4. Further desk research**

- a. Obtain data on following subjects from sources as listed above : Health and Ingredient laws
  - i. Labeling and packaging
  - ii. Import licenses and procedures
  - iii. Import quotas
  - iv. Export licenses and quotas
  - v. Exchange control restrictions
  - vi. Product registration/approval
  - vii. Import/duties/tariffs/taxes
  - viii. Import/export documentation

**5. Supplementary checklist**

- a. Prepare a supplementary checklist of information requirements and sources relevant to your own products.

## Annex D: Applying Marketing Principal to Export Market Checklist

CHECKLISTS	ACTION POINT				
<p>1. Do you have a <b>sales</b> approach or a <b>marketing</b> approach to export market development?</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left; border-right: 1px solid black;"><u>Sales Approach</u></th> <th style="width: 50%; text-align: left;"><u>Marketing Approach</u></th> </tr> </thead> <tbody> <tr> <td style="border-right: 1px solid black; vertical-align: top;"> <ul style="list-style-type: none"> <li>a) Markets select company</li> <li>b) Opportunistic response</li> <li>c) Agents / distributors appointed with little research</li> <li>d) Poor agreements</li> <li>e) Limited training of export marketers</li> <li>f) Hand off market management</li> <li>g) Sales target oriented</li> <li>h) Marketers control too many markets</li> <li>i) Export prices based on a factory cost format</li> <li>j) Always price in sterling</li> <li>k) Export planning focused on sales targets</li> <li>l) Only sells domestic products</li> <li>m) Little trade channel knowledge</li> <li>n) Limited monitoring of export performance</li> <li>o) Marketing communication budgets fixed as percentage of sales</li> </ul> </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>a) Markets identified through research</li> <li>b) Focused effort</li> <li>c) Agents/distributors appointed after thorough research</li> <li>d) Comprehensive agreements</li> <li>e) Focused training of export marketers</li> <li>f) Hands on market management</li> <li>g) Market penetration oriented</li> <li>h) Smaller portfolio of markets</li> <li>i) Export pricing based on strategic market positioning</li> <li>j) Prices in currency to suit customers</li> <li>k) Export planning based on strategic approach to priority market</li> <li>l) Modifies products to suit market needs</li> <li>m) Good trade channel knowledge</li> <li>n) Close monitoring of export performance with benchmarking</li> <li>o) Marketing</li> </ul> </td> </tr> </tbody> </table>	<u>Sales Approach</u>	<u>Marketing Approach</u>	<ul style="list-style-type: none"> <li>a) Markets select company</li> <li>b) Opportunistic response</li> <li>c) Agents / distributors appointed with little research</li> <li>d) Poor agreements</li> <li>e) Limited training of export marketers</li> <li>f) Hand off market management</li> <li>g) Sales target oriented</li> <li>h) Marketers control too many markets</li> <li>i) Export prices based on a factory cost format</li> <li>j) Always price in sterling</li> <li>k) Export planning focused on sales targets</li> <li>l) Only sells domestic products</li> <li>m) Little trade channel knowledge</li> <li>n) Limited monitoring of export performance</li> <li>o) Marketing communication budgets fixed as percentage of sales</li> </ul>	<ul style="list-style-type: none"> <li>a) Markets identified through research</li> <li>b) Focused effort</li> <li>c) Agents/distributors appointed after thorough research</li> <li>d) Comprehensive agreements</li> <li>e) Focused training of export marketers</li> <li>f) Hands on market management</li> <li>g) Market penetration oriented</li> <li>h) Smaller portfolio of markets</li> <li>i) Export pricing based on strategic market positioning</li> <li>j) Prices in currency to suit customers</li> <li>k) Export planning based on strategic approach to priority market</li> <li>l) Modifies products to suit market needs</li> <li>m) Good trade channel knowledge</li> <li>n) Close monitoring of export performance with benchmarking</li> <li>o) Marketing</li> </ul>	
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- |  |  |
|--|--|
| <ol style="list-style-type: none"><li>2. Have you developed a global marketing strategy that encompasses the 6 P's of the marketing mix: Product? Pricing? Promotion? Placing? People? Processes?</li><li>3. Have you prepared a SWOT analysis?</li><li>4. Are you clear on the market segments you are targeting?</li><li>5. Have you considered product life cycle factors?</li><li>6. Does your export marketing strategy identify all of the potential consumer/user needs your products can address in each destination market?</li><li>7. Have you identified all the points of product differentiation of your products versus competitive products available in each destination market, and taken account of these in developing an appropriate local marketing strategy?</li><li>8. Have you undertaken a thorough review of all the available market research that will help the export marketing and planning processes?</li></ol> |  |
|--|--|

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## Annex E: The Marketing Mix

PRODUCT	PRICE	PROMOTION	PLACE	PEOPLE	PROCESSES
<ol style="list-style-type: none"> <li>1. Range</li> <li>2. Portfolio Mix</li> <li>3. Packaging</li> <li>4. Design Features</li> <li>5. Size Variants</li> <li>6. Product Variants eg. Taste/colour etc</li> <li>7. Image</li> <li>8. Branding</li> <li>9. Quality</li> <li>10. Warranties</li> <li>11. Product support (after-sales service)</li> <li>12. Customer service</li> <li>13. Availability</li> <li>14. Use occasion</li> </ol>	<ol style="list-style-type: none"> <li>1. Positioning in relation to comparative or alternative products</li> <li>2. List price</li> <li>3. Discounts and allowances</li> <li>4. Credit terms and payment periods</li> <li>5. Trader margins</li> <li>6. Value added elements – user benefits</li> </ol>	<ol style="list-style-type: none"> <li>1. Marketing communications (eg. Above the line)</li> <li>2. Personal promotion (selling, demonstrating, merchandising)</li> <li>3. Sales promotion (below the line, short term tactical tools)</li> <li>4. Public relations and brands publicity</li> <li>5. Direct marketing</li> </ol>	<ol style="list-style-type: none"> <li>1. Trade Channels</li> <li>2. Outlet coverage by sales team</li> <li>3. Sales support</li> <li>4. Distribution infrastructure</li> <li>5. Costs of distribution</li> <li>6. Product differentiation through segmented distribution</li> <li>7. Market dynamics</li> <li>8. Changing distribution patterns</li> <li>9. Trade channel inventories</li> </ol>	<ol style="list-style-type: none"> <li>1. Impact of individuals on the marketing activities</li> <li>2. Relationship of individual to customers: level of customer contacts</li> <li>3. Recruiting of suitable staff</li> <li>4. Corporate culture and image</li> <li>5. Training and skills : customer care, technical know-how, selling etc.</li> <li>6. Remuneration and motivation</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensuring all processes are geared to maximum customer satisfaction</li> <li>2. Strategic planning</li> <li>3. Business process re-engineering</li> <li>4. Product and information technology</li> <li>5. Research and Development</li> <li>6. Distribution logistics</li> <li>7. Paperwork processing</li> <li>8. Category management</li> </ol>

## Annex F: Factors to consider in a SWOT analysis

<b>SWOT ANALYSIS</b>		
<b><u>Historical Internal Factors:</u></b>	<b><u>Strength</u></b>	<b><u>Weakness</u></b>
<ul style="list-style-type: none"> <li>13. Technology</li> <li>14. Finance</li> <li>15. Distribution network</li> <li>16. Sales Resources</li> <li>17. Reputation</li> <li>18. Marketing Expertise</li> <li>19. Market share</li> <li>20. Innovation</li> <li>21. Compatible products</li> <li>22. Production capabilities</li> <li>23. Trade relations</li> <li>24. Cost structure</li> </ul>		
<b><u>Current and Future External Factors :</u></b>	<b><u>Opportunity</u></b>	<b><u>Threats</u></b>
<ul style="list-style-type: none"> <li>1. Economic and political environment</li> <li>2. New market sectors</li> <li>3. New product developments</li> <li>4. Trade channel dynamics and buying power</li> <li>5. Competitor activity and technology</li> <li>6. Legislation</li> <li>7. Take-overs</li> <li>8. Import/export controls</li> <li>9. Import/export trade</li> </ul>		

## Annex G: Market Segmentation

	<b>Criteria for Segmenting Market</b>	<ol style="list-style-type: none"> <li>1. <b>Relevancy</b> (Must relate to purchase and use of product, eg for consumer goods, demographic criteria or for industrial products, industrial process used)</li> <li>2. <b>Accessibility</b> (Existing trade channels must exist to enable goods to be distributed to the target segments or developing new trade channels must be feasible and cost effective)</li> <li>3. <b>Measurability</b> (Targeted segments must be capable of being measured and monitored for planning and performance monitoring against objectives, such as sales, distribution, market share, profitability)</li> <li>4. <b>Potential</b> ( Must be sufficiently large to be cost effectively services and capable of producing a net profit after all cost specific to marketing and distributing product targeted to the segment, including special A&amp;P costs and launch investment)</li> </ol>
<b>Segmenting Markets</b>	<b>Segmentation Factors</b>	<ol style="list-style-type: none"> <li>1. <b>Life style Factors</b>(Grouping consumers by shared values)             <ol style="list-style-type: none"> <li>a. Attitudes – socio psychological dimensions eg. Peer groups, culture, aspirations</li> <li>b. Existing lifestyle – reality</li> <li>c. Aspirations – dream and ambitions</li> </ol> </li> <li>2. <b>Product benefit factors</b> (Grouping consumers by a common set of needs or product benefits)             <ol style="list-style-type: none"> <li>a. Differential benefits eg. The edge over competitors :taste, packaging, image, positioning, etc</li> <li>b. Company benefits, eg relationships, security, reputation, history</li> <li>c. Standard benefits in all similar products, eg strength color, taste in a beverage</li> </ol> </li> </ol>



	<p style="text-align: center;"><b>Consumer /user Characteristics</b></p>	<p><b>1. Consumer Products</b></p> <ul style="list-style-type: none"> <li>a. Socio-economic <ul style="list-style-type: none"> <li>i. Class</li> <li>ii. Income</li> <li>iii. Jobs</li> <li>iv. Type of residence</li> </ul> </li> <li>b. Psychographic <ul style="list-style-type: none"> <li>i. Attitudes</li> <li>ii. Personality</li> <li>iii. Motives</li> </ul> </li> <li>c. Demographic <ul style="list-style-type: none"> <li>i. Age</li> <li>ii. Education</li> <li>iii. Sex</li> <li>iv. Family</li> </ul> </li> <li>d. Geographic <ul style="list-style-type: none"> <li>i. Location</li> <li>ii. Urban/rural</li> <li>iii. Culture</li> </ul> </li> </ul> <p><b>2. Industrial Products</b></p> <ul style="list-style-type: none"> <li>a. Company size <ul style="list-style-type: none"> <li>i. Number of employees</li> <li>ii. Turnover</li> <li>iii. Sales volume potential</li> </ul> </li> <li>b. Technology <ul style="list-style-type: none"> <li>i. Sophistication (hi-tech/low tech)</li> <li>ii. Research programmes</li> </ul> </li> <li>c. Product Service needs <ul style="list-style-type: none"> <li>i. Self sufficient</li> <li>ii. Periodic maintenance</li> <li>iii. Installation</li> <li>iv. Custom design</li> </ul> </li> <li>d. Industry Type <ul style="list-style-type: none"> <li>i. Manufacturing/service</li> <li>ii. Production processes</li> <li>iii. Customer base</li> </ul> </li> </ul>
	<p style="text-align: center;"><b>Market Segment Analysis</b></p>	<p><b>1. What is bought</b> (company and company products)</p> <ul style="list-style-type: none"> <li>a. Product characteristic <ul style="list-style-type: none"> <li>i. Real/physical</li> <li>ii. Perceived</li> </ul> </li> <li>b. Price considerations</li> </ul>

		<p><b>2. Who buys</b></p> <ul style="list-style-type: none"> <li>a. Demographics factors</li> <li>b. Socio economic factors</li> <li>c. Geographic factors</li> <li>d. Psychographic factors</li> </ul> <p><b>3. Where is it being bought</b></p> <ul style="list-style-type: none"> <li>a. Type of trade channel</li> <li>b. Locations of outlets</li> <li><b>c. Perceptions of outlets</b></li> </ul> <p><b>4. Why is it purchased</b></p> <ul style="list-style-type: none"> <li>a. Product benefits <ul style="list-style-type: none"> <li>i. Real/physical</li> <li>ii. Perceived</li> </ul> </li> <li>b. Buyer personality</li> <li>c. Psychographic factors</li> <li>d. Life style factors <ul style="list-style-type: none"> <li>i. Current life style</li> <li>ii. Aspirations</li> <li>iii. Attitudes</li> </ul> </li> </ul>
	<p><b>Other issues in Segmentation</b></p>	<ul style="list-style-type: none"> <li>1. Distribution</li> <li>2. Share/volume</li> <li>3. Trade Channel responses</li> <li>4. Consumer responses</li> </ul>

## Annex H: Product Life Cycle – Stages and Strategy

### CHARACTERISTICS

<p><b><u>INTRODUCTION</u></b></p> <ol style="list-style-type: none"> <li>1. Innovative products</li> <li>2. High failure rate</li> <li>3. Little competition</li> <li>4. Limited distribution</li> <li>5. Frequent product improvement</li> <li>6. Losses result from unrecovered launch and development cost</li> </ol>
<p><b><u>GROWTH</u></b></p> <ol style="list-style-type: none"> <li>1. Product category sales grow rapidly</li> <li>2. Profits improve – initial cost recovered</li> <li>3. Competitors enter market</li> <li>4. Product loses some distinctiveness</li> <li>5. Market split through introduction of alternatives (copy cat)</li> <li>6. Larger companies attempt to acquire growth companies or products</li> </ol>
<p><b><u>MATURITY</u></b></p> <ol style="list-style-type: none"> <li>1. Sales grow but at slower rate</li> <li>2. Price competition forces price down</li> <li>3. Margins decline through competitive situation</li> <li>4. Attempts to differentiate products, create niche market sectors, etc</li> <li>5. Trade stockists attempt to rationalize the category and reduce lines stocked</li> <li>6. Marginal producers may quit market and new entrants tend to be low cost imitations or innovative varieties</li> </ol>

### COMMON STRATEGY

<p><b><u>LAUNCH</u></b></p> <ol style="list-style-type: none"> <li>1. Create product awareness &amp; trial</li> </ol>
<p><b><u>SEED</u></b></p> <ol style="list-style-type: none"> <li>1. Test response in selected outlets, with limited advertising and promotion spend, and expand advertising and promotion spend as demand grows.</li> <li>2. Advertising and promotion budget is often more than gross contribution</li> </ol>
<p><b><u>INVEST</u></b></p> <ol style="list-style-type: none"> <li>1. Increase advertising and promotion spend in line with sales and expect a growing profit contribution</li> <li>2. Develop and secure product distribution.</li> </ol>
<p><b><u>MAINTAIN</u></b></p> <ol style="list-style-type: none"> <li>1. Reinforce the product/brand messages through marketing communications.</li> <li>2. Build on product loyalty.</li> <li>3. Work to maintain distribution and build trade channel loyalty.</li> </ol>

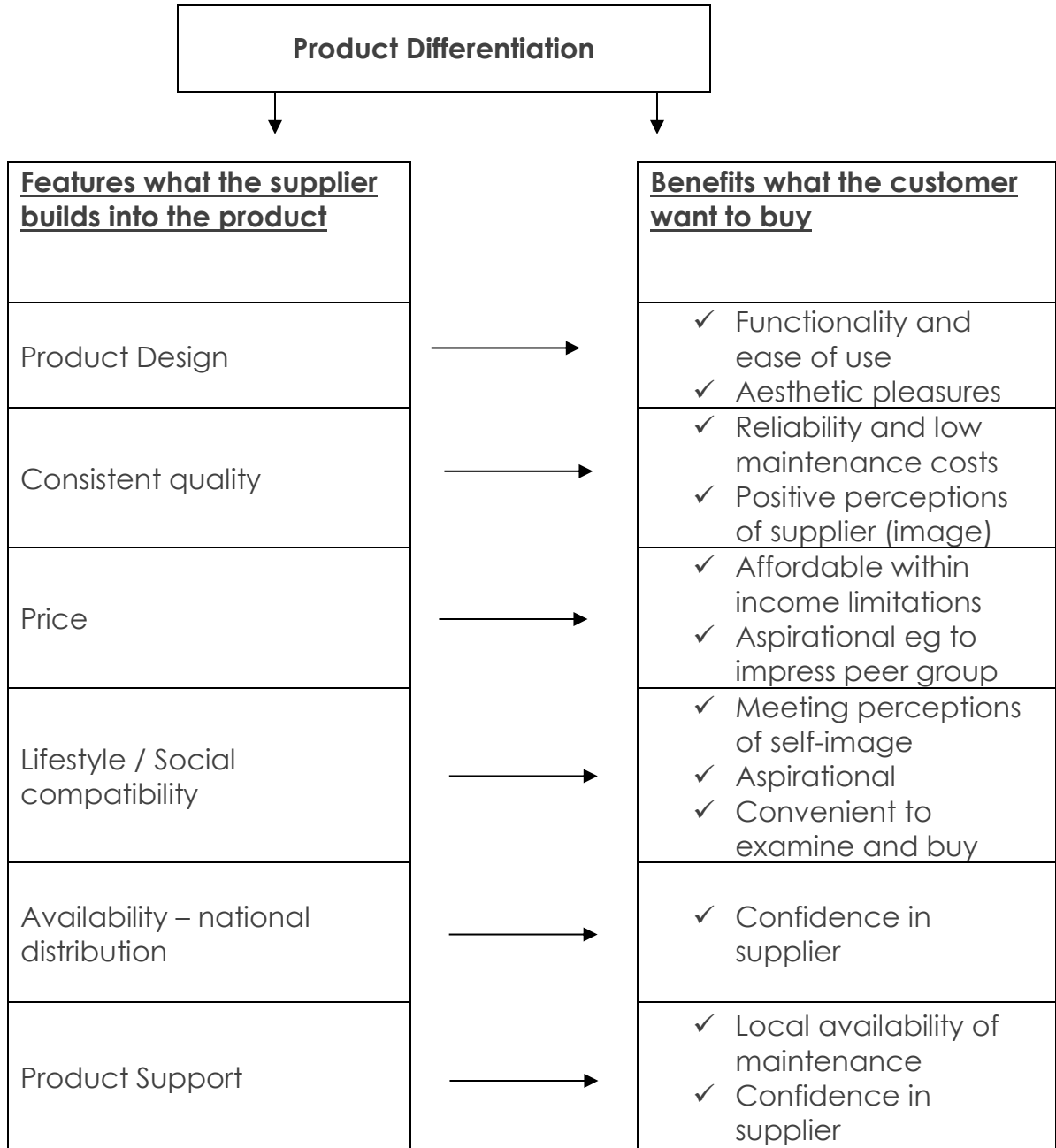
### **DECLINE**

1. Falling sales for product category / industry
2. Declining prices through competitive activity and falling demand
3. Declining margins
4. Producers with higher costs quit market
5. some producers try to re-vitalize products
6. New innovative products are sought to provide new investment opportunity

### **HARVEST**

1. Cut advertising and promotion spend and take profit while they remain
2. Consider abandoning the product, or look for innovative alternatives or major improvements to re-launch (if not technically obsolete)

## Annex I: Product Differentiation Features vs Benefits



## Annex J: Initial Market Visit Checklist

Check lists	Action Points
<p><b>1. Pre-visit preparation</b></p> <ul style="list-style-type: none"> <li>a. Introductory letter to potential importers and/or representatives, include               <ul style="list-style-type: none"> <li>i. Company brochures</li> <li>ii. Proposed visit dates</li> <li>iii. Request :                   <ul style="list-style-type: none"> <li>• Expression of interest</li> <li>• Company description including size, turnover, facilities, financial data, products represented</li> <li>• Trade and bank references</li> <li>• Information on competitive environment</li> </ul> </li> </ul> </li> <li>b. Introductory letter to the commercial officer at your embassy advising:               <ul style="list-style-type: none"> <li>i. Proposed visit dates</li> <li>ii. Information requirements</li> <li>iii. Assistance required (contacts/appointment)</li> </ul> </li> <li>c. Prepare agency questionnaire to give a structure to interviews (and possibly post ahead)</li> </ul> <p><b>2. Market Visit</b></p> <ul style="list-style-type: none"> <li>a. Make travel arrangements and confirm all appointments</li> <li>b. Prepare market visit kit include your :               <ul style="list-style-type: none"> <li>i. Samples</li> <li>ii. Brochures/company accounts</li> <li>iii. Promotional materials</li> <li>iv. Product specifications</li> <li>v. Product costings</li> <li>vi. Freight rates</li> <li>vii. Production/shipping lead times</li> <li>viii. Summary of collected market data                   <ul style="list-style-type: none"> <li>• Home export statistics</li> <li>• Market import statistics</li> <li>• Market production/usage data</li> <li>• Labeling regulations</li> <li>• Imports controls</li> <li>• Product registration requirements</li> </ul> </li> </ul> </li> </ul>	

- Import duties and taxes
- Exchange controls
- Design, safety, use regulations
- Local laws on agency/distributor agreements
- ix. Contact lists (with itinerary/appointment schedule)
- x. Draft agency/distributor agreements
- c. Conduct in market surveys on:
  - i. Outlets types
  - ii. Competitive distribution/pricing
  - iii. Local trade price and margin structures
  - iv. Achievements of potential agents/distributors in distributing and marketing their current product ranges
  - v. Credibility/acceptance of potential agents/distributors
 (Refer to **Annex K, L & M** for detailed survey forms)
- d. Prepare contact reports on:
  - x. Additional market data gathered during the market visit
  - xi. Relevant discussions and meetings
  - xii. Observations, conclusions and points of agreement
  - xiii. Action plans and marketing programmes
  - xiv. Other relevant information
 (Refer to **Annex N, O & P** for details on contact reporting; Refer to **Annex Q & R** for export distributor audit forms)

### **3. Post Visit**

- a. Prepare and circulate a contact report, Initial Survey include:
  - i. Objective of the trip
  - ii. Import statistics and data relevant to the product
  - iii. Any relevant product data, such as local production statistics
  - iv. Import, health, ingredient, labelling, packaging, currency, and any other relevant regulations
  - v. Competitive activity

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>vi. Store check notes (for retail products)</li> <li>vii. Notes on visits to parties providing general assistance, such as embassies, government agencies, chamber of commerce, etc.</li> <li>viii. Notes on visits to buyers or end users</li> <li>ix. Notes on visits to all potential representatives contacted</li> <li>x. Conclusions, agreements and action plans</li> </ul> <p>b. Follow up as required in contact report, Repeat visit include:</p> <ul style="list-style-type: none"> <li>i. Any changes in market regulations</li> <li>ii. Market sales achievements, inventory and forward order positions of importers</li> <li>iii. Pricing negotiations and agreements (including market pricing where goods are to be resold by a distributor)</li> <li>iv. Competitive activity</li> <li>v. Sales, marketing, advertising and promotional strategies, plans and programmes (generally prepared in outline for 12 months and updated on each interim visit)</li> <li>vi. Financial, payment and credit matters</li> <li>vii. Distribution checks (where goods are offered for sales through retailers or sub distributors)</li> <li>viii. Staff training in product knowledge and servicing where necessary, management system and sales related matters</li> <li>ix. Other matters concerning the distributor operation, such as organizational changes, changes in facilities, etc</li> </ul> |  |
|---|--|



### Annex K: Sample Field Survey Form for Consumer Goods

Market Field Survey Product : Slimming Gel					Market : Malaysia				Date : 27/6/05				
Outlet	In Distribution				Display Facings				Pricing				Notes
	A	B	C	D	A	B	C	D	A	B	C	D	
Guardian	Y	Y	Y	Y	3	2	4	2	40	30	80	60	More organized
Watsons	Y	Y	Y	N	2	3	1	-	35	32	79	-	Lowest price guaranteed
Jusco	Y	N	Y	N	3	-	3	-	40	-	75	-	Prefer Distributor A on servicing
SaSa	Y	N	N	Y	2	-	-	4	38	-	-	65	Commission driven for salesperson with good product knowledge
<p><b>In Distribution</b> : Product Available for sale in the outlet</p> <p><b>Display Facings</b> : Number of product display facings on shelf fixtures</p> <p><b>Pricing</b> : Current displayed price of the product</p>					<p><b>Product A :</b></p> <p><b>Product B :</b></p> <p><b>Product C :</b></p> <p><b>Product D :</b></p> <p>Note : Monitor by product name and pack size</p>								

### Annex L: Field Audit Form for Retail Products

Field Audit	Market :					Date :			Locality :						
Outlet (Name & Address)	Coverage		Product Distribution			Product Display			Point of sale material			Product Pricing			Notes
	Company	Competitor	Pdt X	Pdt Y	Pdt Z										

### Annex M: Distributors or Agents Questionnaire

Company Name :

1) Registered office address : \_\_\_\_\_

2) Branch office locations : \_\_\_\_\_

3) Warehouse/other facilities locations : \_\_\_\_\_

4) Total Employees : \_\_\_\_\_

5) Employees at main office : \_\_\_\_\_

6) Employees at branch office : \_\_\_\_\_

7) Employees at each location : \_\_\_\_\_

8) Paid up capital : \_\_\_\_\_

9) Net asset value : \_\_\_\_\_

10) Ownership structure : \_\_\_\_\_

11) Date of company registration : \_\_\_\_\_

12) Turnover for last 3 years : \_\_\_\_\_

13) Bankers : \_\_\_\_\_

Summary details of companies and products represented exclusively :

14) Company : \_\_\_\_\_

15) Products : \_\_\_\_\_

16) Represented since : \_\_\_\_\_

17) Comments on handling, storage and distribution facilities :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18) Comments on sales, marketing organization, including staffing levels :

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Annex N: Discussions Pointers to manage Distributor Checklist

Studies / Discussions in the Market	Action points
<p><b>1. Distributor's current management organization / structure to cope with the business and development plans :</b></p> <ul style="list-style-type: none"> <li>a. Current organization structure</li> <li>b. Developing organization structure</li> <li>c. Key personnel :               <ul style="list-style-type: none"> <li>i. Qualifications / experience</li> <li>ii. Management development</li> </ul> </li> <li>d. Staffing levels</li> <li>e. Efficiency / performance</li> </ul> <p><b>2. Distributor's System and controls :</b></p> <ul style="list-style-type: none"> <li>a. Inventory controls</li> <li>b. Sales information               <ul style="list-style-type: none"> <li>i. By product</li> <li>ii. Totals</li> <li>iii. Sub-distributor/dealer</li> </ul> </li> <li>c. Accounting / financial records               <ul style="list-style-type: none"> <li>i. Debtors/creditor control</li> <li>ii. Profit and loss accounts</li> <li>iii. Balance sheets</li> <li>iv. Costs of operations</li> <li>v. Marketing</li> <li>vi. Warehousing</li> <li>vii. Distribution</li> <li>viii. Administration</li> </ul> </li> </ul> <p><b>3. Distributor's ordering systems and distribution facilities :</b></p> <ul style="list-style-type: none"> <li>a. Optimum location</li> <li>b. Handling, storage, stock rotation</li> <li>c. Picking/packing systems</li> <li>d. Ordering procedures</li> <li>e. System of distribution planning</li> <li>f. Capacity for growth</li> <li>g. General efficiency</li> </ul> <p><b>4. Competitive activity</b></p> <ul style="list-style-type: none"> <li>a. Names</li> </ul>	

- b. Locations
- c. Ownership
- d. Resources
- e. Pricing policy/structures
- f. Total market size
- g. Company/distributor share

**5. Distributor long range (5 year) plans:**

- a. Assumptions/parameters
- b. Timetable of implementation
- c. Relationship to company plan
- d. Resource requirement to achieve plan
  - i. Financial
  - ii. Physical
  - iii. Management / staffing

**6. Financial performance of distributor:**

- a. Copies of audited accounts
- b. Sources of expansionary funds
- c. Cash flow projections
- d. Monthly sales figures

**7. Current and future ability to train local sub distributors/dealers**

- a. Training facilities
- b. Training programmes
- c. Technical training
- d. Management development

**8. Local identification of sub distributors/dealers**

- a. Quality control over selection
- b. Locations
- c. Identification and evaluation

**9. Local pricing structures**

- a. Pricing policies
- b. Distributor margins/costs
- c. Sub distributor and dealer margin/costs
- d. Competitive pricing
- e. Import duties, local sales taxes etc

**10. Marketing / advertising activity programmes**

- a. Agencies

- b. Budgets
- c. Annual plans
- d. Support needs
  - i. Materials
  - ii. Information
  - iii. Company visits

**11. Company information reporting requirements from distributors**

- a. Accounts
- b. Sales performance (monthly)
- c. Stock levels (monthly)
- d. Forward ordering
- e. Annual plans

**12. Support provided by the company**

- a. Training
- b. Technical assistance
- c. Market visit support
- d. Promotional literature
- e. Preparing marketing plans

**Annex O: Export Contact Report**

<b>Contact Report</b>	
To :	From :
CC :	Date :
	Visit to :
	From when to when :
<p>Visit Objective:</p>          <p>Conclusion / Agreements:</p>          <p>Market Development :</p>          <p>Distributor meetings:</p>          <p>Other contacts made :</p>          	

## Annex P: Typical contact report coverage

Checklists	Action points
<p><b>Overall summary of visit objectives and agreements reached</b></p> <p><b>1. Market development</b></p> <ul style="list-style-type: none"> <li>a. Changes in regulations concerning products</li> <li>b. New product opportunities</li> </ul> <p><b>2. The distributor</b></p> <ul style="list-style-type: none"> <li>a. Organization and structure</li> <li>b. Management strengths and development needs</li> <li>c. Administrative systems and controls</li> <li>d. Order systems, stock control and levels</li> <li>e. Distribution system (efficiency, suitability for needs)</li> <li>f. Financial and sales performance</li> <li>g. Financial resources for current and future needs</li> <li>h. Training of sub distributors/dealers and field support</li> <li>i. Selection and evaluation of sub distributors</li> <li>j. Local pricing and margins</li> <li>k. Advertising / public relations activity</li> <li>l. Information systems</li> <li>m. Ability to meet growth needs and handle local production</li> </ul> <p><b>3. The sub distributors</b></p> <ul style="list-style-type: none"> <li>a. Locations and new location needs</li> <li>b. Individual site/sub sub distributor performance</li> <li>c. Quality</li> <li>d. Commitment of personal resources and personal effort</li> </ul> <p><b>4. Planning</b></p>	



- a. Review of performance against longer term plan
- b. Overall objectives
- c. Resources capabilities
- d. Performance forecast (sales, profit etc)
- e. (the detailed plan would comprise a separate document)

**5. Competitive activity**

- a. Updating on their plan, products, activities etc.

**6. Other contacts made :**

- a. Purpose of meeting
- b. Conclusions and agreements
- c. Further action needed

**7. Other market information :**

## Annex Q: Export and Exhibition Customer Form

### I. Customers Profile

Name:

Gender:

Age:

Tel:

Mobile Contact:

Email:

Address:

Company Name:

Country/territory:

**Coverage of distributorship:**  National  Area  District

**No of Doors Reach :**  Below 20  20 -100  100-500

500-1000  above 1000

**Annual Average sale:**  Below USD1 million  USD1million to 10 million

USD10million to USD50million  USD50million to USD100million

Above USD100million

**No of Staff :**  Below 10  10 to 50  50 to 100  100 to 500  500  
and above

**Warehouse Availability:**  Yes Square Feet: Warehouse

Address:

No

**Current Brand(s) Distributed:**

**Type of Products :**  Cosmetics  Skin care  Food  Drinks  others:

## Annex R-1: Export Distributor Audit Form (Quantitative Measures)

Distributor Audit	Market : Distributor : Date :				
<b>Quantitative Measures</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Rating</b>	<b>Comment</b>
1. Distributor's Turnover 2. Company budget 3. Company actual turnover 4. Company percentage of budget 5. Company share of distributor's turnover					
Distributor's share of market (or share of category imports)					
<b><u>Product Performance :</u></b> Product 1 • Budget • Actual turnover • % budget Product 2 • Budget • Actual turnover • % budget Product 3 • Budget • Actual turnover • % budget Product 4 • Budget • Actual turnover • % budget Product 5 • Budget • Actual turnover • % budget					

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## Annex R-2: Export Distributor Audit Form (Product)

Distributor Audit	Market : Distributor : Date :				
<b>Quantitative Measures</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Rating</b>	<b>Comment</b>
<p><b><u>Product Distribution :</u></b></p> <p>Trade channel 1</p> <ul style="list-style-type: none"> <li>• Product 1</li> <li>• Product 2</li> <li>• Product 3</li> <li>• Product 4</li> </ul> <p>Trade channel 2</p> <ul style="list-style-type: none"> <li>• Product 1</li> <li>• Product 2</li> <li>• Product 3</li> <li>• Product 4</li> </ul> <p>Trade channel 3</p> <ul style="list-style-type: none"> <li>• Product 1</li> <li>• Product 2</li> <li>• Product 3</li> <li>• Product 4</li> </ul>					
<p><b><u>Key account share of product category trade</u></b></p> <ul style="list-style-type: none"> <li>• Account 1</li> <li>• Account 2</li> <li>• Account 3</li> <li>• Account 4</li> <li>• Account 5</li> </ul>					
<p><b><u>Outlet coverage</u></b></p> <p>Estimated total customer base</p> <p>Overall % coverage</p> <ul style="list-style-type: none"> <li>• % Trade channel 1</li> <li>• % Trade channel 2</li> <li>• % Trade channel 3</li> <li>• % Trade channel 4</li> </ul>					

<b>Stock management</b>					
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### Annex R-3: Export Distributor Audit Form (Qualitative Measures)

Distributor Audit	Market : Distributor : Date :	
<b>QUALITATIVE MEASURES</b>		
Strength	Weakness	
	Rating	Comments
<p><b><u>Human Resource Factors</u></b></p> <ol style="list-style-type: none"> <li>1. Management style</li> <li>2. Management and staff attitudes (to distributor, and each other)</li> <li>3. Management and staff receptivity and response to training and counseling</li> <li>4. Current management quality and skill levels in relation to the positions they fill, the local market levels and international levels</li> <li>5. Management and sales training, quality and quantity</li> <li>6. Succession planning</li> <li>7. Organization structure, its function and adaptability in relation to the needs of products, trade channels</li> </ol>		
<p><b><u>Trade Relations</u></b></p> <ol style="list-style-type: none"> <li>1. Negotiating</li> </ol>		

<ol style="list-style-type: none"> <li>2. Key account relations</li> <li>3. support to trade (eg wholesalers)</li> <li>4. Management control to trade credit terms</li> <li>5. Relations with competitors</li> </ol>		
<p><b><u>Marketing and Sales Planning</u></b></p> <ol style="list-style-type: none"> <li>1. Sales planning and forecasting</li> <li>2. Controlling to plans</li> <li>3. Implementing plans</li> <li>4. Advertising and promotion planning</li> <li>5. PR and sponsorship development</li> <li>6. Use of information technology in performance monitoring and planning</li> <li>7. Sales records and database</li> </ol>		
<p><b><u>Sales Activity</u></b></p> <ol style="list-style-type: none"> <li>1. Key account management</li> <li>2. Outlet stock control</li> <li>3. Outlet coverage : <ol style="list-style-type: none"> <li>a. Quality</li> <li>b. Frequency in relation to turnover</li> </ol> </li> <li>4. Sales development</li> <li>5. Product merchandising</li> <li>6. Use of point of sales material</li> <li>7. Record keeping</li> <li>8. Use of data in planning</li> <li>9. Call management to objectives</li> </ol>		
<p><b><u>Communications</u></b></p> <ol style="list-style-type: none"> <li>1. Distributor internal communications: <ol style="list-style-type: none"> <li>a. Formal</li> <li>b. Informal</li> <li>c. Written</li> <li>d. meetings</li> </ol> </li> <li>2. Reports to company: <ol style="list-style-type: none"> <li>a. Quality/accuracy</li> <li>b. Timeliness in submission</li> </ol> </li> <li>3. Trade communications</li> </ol>		



<p><b>Facilities</b></p> <ol style="list-style-type: none"><li>1. Office premises</li><li>2. Distribution premises and transport<ol style="list-style-type: none"><li>a. Main warehouse</li><li>b. Branch warehouses</li></ol></li><li>3. Suitability and efficiency of systems</li></ol>		
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## Annex S: Distributor Training Programme

Checklists	Action points
<p><b>1. Training Areas :</b></p> <ul style="list-style-type: none"> <li>a. Product knowledge</li> <li>b. Company and market knowledge</li> <li>c. Basic selling skills</li> <li>d. Designing and implementing promotional programmes</li> <li>e. Sales planning and forecasting</li> <li>f. Territory organization and management</li> <li>g. Design and use of effective information systems</li> <li>h. Conducting sales meetings</li> <li>i. Effective participation in exhibitions</li> <li>j. People management skills</li> </ul> <p><b>2. Develop a sales training programmes covering :</b></p> <ul style="list-style-type: none"> <li>a. Basic training               <ul style="list-style-type: none"> <li>i. Company Knowledge                   <ul style="list-style-type: none"> <li>• History</li> <li>• Organization</li> <li>• Objectives</li> <li>• Management philosophies and style</li> </ul> </li> <li>ii. Product Knowledge                   <ul style="list-style-type: none"> <li>• Historical development</li> <li>• Production</li> <li>• Product range features and benefits</li> <li>• Competitors' products</li> <li>• Marketing programmes</li> </ul> </li> <li>iii. Developing a sales sequence</li> <li>iv. Professional selling skills</li> <li>v. Use of sales aids</li> <li>vi. Communicating effectively</li> <li>vii. Sales administration</li> <li>viii. Journey planning</li> </ul> </li> <li>b. Field training               <ul style="list-style-type: none"> <li>i. Set objectives                   <ul style="list-style-type: none"> <li>• Imparting product knowledge</li> <li>• Improving personal selling skills</li> </ul> </li> </ul> </li> </ul>	

<ul style="list-style-type: none"><li>• Improving understanding of buyers motivations</li><li>• Increasing adaptability</li><li>• Developing administration and organization skills</li></ul> <p>ii. Training stages</p> <ul style="list-style-type: none"><li>• Discussion</li><li>• Demonstration</li><li>• Explanation</li><li>• Practice</li><li>• Consolidation</li></ul> <p>iii. Assess training needs – address training to any of the key result areas of :</p> <ul style="list-style-type: none"><li>• Functional activities</li><li>• Sales techniques</li><li>• Organization</li><li>• Attitudes</li></ul>	
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## Annex T: Job Descriptions

Frances Loh Siew Lin  
Position: Assistant Manager  
Department: Brand Development

### **Job Responsibilities**

1. Stand-in manager when Department Manager is not in office.
2. Responsible in ensuring Department Role and Functions are well defined and thus fulfilled.
3. CORE brands development namely; **Haven Dew, Insight, Kinohimitsu.**
  1. Actively looking for new, reliable suppliers; local and overseas.
  2. Negotiation with suppliers in all aspects of order; price, quantity, quality and lead-time discussion.
  3. Keeping track of delivery status for own product responsible; ensuring goods ordered are delivered as per schedule.  
(AND any other brands portfolio when assign by company)
4. Support Marketing department by transferring essential product knowledge.
5. To create and maintain healthy and pleasant working relations with the suppliers, exercising with the highest integrity and professionalism. Results; a “win-win” situation for both parties.
6. Directs, control and regulates the movement of inventory by exercising broad latitude for independent judgment.
7. Develop and manage the company's portfolio of products in the most cost effective and profitable manner.
  - Overstock or under stock will result in losing potential sales.
  - Overstock means spending financial resources buying the wrong merchandise
  - Under stock means not utilizing the given financial resources optimally.
8. Responsible for building and maintaining the **consistency in our brands image**
9. To be team player. Cultivate team spirit yet each individual is independently reliable in decision-making within their designated role, responsibilities.
10. Portfolio includes; initial budget, product development (ingredients, packaging and image), pricing, profit margin up to product infomercial production.
11. Present latest updated information on market trend, new product development by actively engaging in market research.
12. Full understanding of Shipping matters, Documentation Procedure, Inter-department relations and functions.

13. Liaising with relevant government bodies;
  - SIRIM – importation permit for electrical products
  - Ministry Of Health – products classification, registration, approval, obtaining KP & KKLIU number.
  - Federation of Malaysian Manufacturer (FMM) – Barcode Application(AND any other bodies which required during course of product development)
14. Ensure proper filling system within department.
15. Required to mend exhibition or fair booth, if any.
16. Minimal traveling within Malaysia and Overseas is expected.
17. Fully in-charge of developing complete product manual for EXPORT MARKET.
18. Performs any other functions that may be added in line with the Company's expansion programme in the future.

Liew Pei Yee  
Position: Senior Executive  
Department: Brand Development

### **Job Responsibilities**

1. Core product development namely; **Activa and Sogno**.
  - Actively looking for new, reliable suppliers; local and overseas.
  - Negotiation with suppliers in all aspects of order; price, quantity, quality and lead-time discussion.
  - Keeping track of delivery status for own product responsible; ensuring goods ordered are delivered as per schedule.(AND any other brands portfolio when assign by company)
2. Support Marketing department by transferring essential product knowledge.
3. To create and maintain healthy and pleasant working relations with the suppliers, exercising with the highest integrity and professionalism. Results; a "win-win" situation for both parties.
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  - Overstock or under stock will result in losing potential sales.
  - Overstock means spending financial resources buying the wrong merchandise
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7. To be team player. Cultivate team spirit yet each individual is independently reliable in decision-making within their designated role, responsibilities.
8. Portfolio includes; initial budget, product development (ingredients, packing, image), pricing, profit margin up to product infomercial production.
9. Present latest updated information on market trend, new product development by actively engaging in market research.
10. Full understanding of Shipping matters, Documentation Procedure, Inter-department relations and functions.
11. Liaising with relevant government bodies;
  - SIRIM – importation permit for electrical products
  - Ministry Of Health – products classification, registration, approval, obtaining KP & KKKLIU number.

- Federation of Malaysian Manufacturer (FMM) – Barcode Application  
*(AND any other bodies which required during course of product development)*
12. Ensure proper filling system within core brands.
  13. Required to mend exhibition or fair booth, if any.
  14. Minimal traveling within Malaysia and overseas is expected.
  15. Fully in-charge of developing complete product manual for responsible core brands. (EXPORT MARKET)
  16. Performs any other functions that may be added in line with the Company's expansion programme in the future.



Alusiana Fung @ Alusiana Fong  
Position: Executive  
Department: Brand Development

### **Job Responsibilities**

1. Responsible for **assisting** follow-up of ; -
  - Point Of Sales (POS) Materials development
  - **SUB-brands** product development including premium, trading, and adoc-products both from local and overseas.  
(CORE brands namely; Aactiva, Sogno, Kinohimitsu)
  - Packaging accessories both local and overseas
  - Actively looking for new, reliable suppliers; local and overseas.
  - Negotiation with suppliers in all aspects of order; price, quantity, quality and lead-time discussion.
  - Keeping track of delivery status for own products responsible; ensuring goods ordered are delivered as per schedule.
2. Assists in gathering trend, new product, and potential supplier, competitors' information by actively researching into catalogues, directories and internet sites.
3. Assists in revaluation of product potential, effectiveness by conducting users' trial thus gathering valuable response, feedback.
4. Keep track of product purchases, sales performances, customer feedback.
5. Liaise closely with all key departments on stocks order, stocks delivery, stocks balance, payment etc.
6. Handles all shipping matters with the acknowledgement of Department VP, Managers and executives. Includes quotation, import, export, trading, customs clearance etc.
7. Gather reports to Department VP on time the following reports;
  - a. Purchases and Delivery status for all purchases.
  - b. Quarterly, Yearly purchases breakdown by brands, product category, individual product in both quantity (pcs) and volume (\$).
  - c. Aids in overall Purchases and Sales Performances analysis.
  - d. Stock take Report
  - e. AND any other reports as required by department.
8. Handles all exhibitions development for both local & overseas
9. Liaising with relevant exhibition organizer including government bodies such as Matrade, MECC etc.
10. Required to mend exhibition or fair booth, if any.
11. Compiled list of products costing, measurement (cbm), weight for both website and export purposes.

12. Ensure proper filing system within competitors' analysis (product and supplier information)
13. Assists in developing complete product manual.
14. Assistant to Department VP and Manager.
15. Performs any other functions that may be added in line with the Company's expansion programme in the future.

Maye Lim  
Position: Assistant Executive  
Department: Brand Development

### **Job Responsibilities**

1. Responsible for **assisting** follow-up of ; -
  - **SUB-brands** product development including premium, trading, and adoc-products both from local and overseas.  
(CORE brands namely; Aactiva, Sogno, Kinohimitsu, Haven Dew, Insight)
  - Packaging accessories both local and overseas
  - Actively looking for new, reliable suppliers; local and overseas.
  - Negotiation with suppliers in all aspects of order; price, quantity, quality and lead-time discussion.
  - Keeping track of delivery status for own products responsible; ensuring goods ordered are delivered as per schedule.
2. Assists in gathering trend, new product, and potential supplier, competitors' information by actively researching into catalogues, directories and internet sites.
3. Assists in revaluation of product potential, effectiveness by conducting users' trial thus gathering valuable response, feedback.
4. Keep track of product purchases, sales performances, customer feedback.
5. Liaise closely with all key departments on stocks order, stocks delivery, stocks balance, payment etc.
6. Handles all shipping matters with the acknowledgement of Department Manager and executives. Includes quotation, import, export, trading, customs clearance etc.
7. Gather reports to Department Manager on time the following reports;
  - a. Purchases and Delivery status for all purchases.
  - b. Quarterly, Yearly purchases breakdown by brands, product category, individual product in both quantity (pcs) and volume (\$).
  - c. Aids in overall Purchases and Sales Performances analysis.
  - d. Stock take Report
  - e. AND any other reports as required by department.
8. Handles all exhibitions development for both local & overseas
9. Liaising with relevant exhibition organizer including government bodies such as Matrade, MECC etc.
10. Required to mend exhibition or fair booth, if any.
11. Complied list of products costing, measurement (cbm), weight for both website and export purposes.
12. Ensure proper filing system within competitors' analysis (product and supplier information)

13. Assists in developing complete product manual.
14. Assistant to Department Director and Manager.
15. Performs any other functions that may be added in line with the Company's expansion programme in the future.

Position: Brand Development (BD) Assistant  
Department: Brand Development

### **Job Responsibilities**

1. Performing all administrative duties and supporting role for BD department.
2. **Assisting** Assistant Manager in following-up of ; -
  - product development including premium, trading, and adoc-products both from local and overseas.
  - Packaging accessories both local and overseas
  - Keeping track of delivery status
3. Assists in compiling product feedback, supplier/buyer/competitors information
4. Keep track of product purchases, sales performances, customer feedback.
5. Liaise closely with all key departments on stocks order, stocks delivery, stocks balance, payment etc.
6. Handles all shipping matters with the acknowledgement of Department Manager and executives. Includes quotation, import, export, trading, customs clearance etc.
7. Gather reports to Department Manager on time the following reports;
  - Purchases and Delivery status for all purchases.
  - Quarterly, Yearly purchases breakdown by brands, product category, individual product in both quantity (pcs) and volume (\$).
  - Aids in overall Purchases and Sales Performances analysis.
  - Stock take Report
  - AND any other reports as required by department.
8. Handles all exhibitions requirements (eg. samples, courier) for both local & overseas
9. Compiled list of products costing, measurement (cbm), weight for both website and export purposes.
10. Ensure proper filing system within competitors' analysis (product and supplier information)
11. Assistant to Department Vice President and Manager.
12. Performs any other functions that may be added in line with the Company's expansion programme in the future.

### **Daily Duties**

1. Issuing Purchase Order.
2. Issuing Bundling Sheet (batch & expiry number)
3. Issuing Sales Order
4. Creation of Product Code, Accessories Code, Barcode (item/tag master).

5. In-charge of Initial Product Costing calculation.
6. In-charge of Final Product Costing calculation.
7. In-charge of verification of Damaged Stocks
8. Verification of supplier delivery order (D/O) and invoices.
9. Stationery, Materials Requisition
10. Support any queries on stocks status, stock adjustment, reports.
11. Communicate to various department as follows;
  - a. Marketing Department on new product order, repeat order (on actual product, accessories, A&P materials such as brochures, posters etc), product information.
  - b. Accounts Department on payment to supplier (example; B/A, L/C, T/T to overseas suppliers etc)
  - c. Logistics Department on stocks arrival, accessories delivery & collection by suppliers, promotion pack, free gift etc. Work closely to ensure stock balance thus track re-order level. Also to track damaged stock level.
  - d. MIS Department for finished product, accessories stock maintenance status.
12. Coordination of collection/delivery of product accessories with relevant parties; suppliers, factory, freight forwarder, logistic department (example; Activa range; ordering of glass bottle separately from actual ingredients, packaging box, leaflet etc.)
13. Upkeeping proper files of product information including ingredients, packaging, competitors' activities etc.
14. Updating master file for packaging accessories. To ensure proper in-stock, out-stock of accessories.