



Certified International Trade
Professional (CITP® | FIBP®)

COMPETENCY PROFILE

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Forum for International Trade Training (FITT)

116 Lisgar Street, Suite 100

Ottawa, Ontario K2P 0C2

Canada

W: FITTforTrade.com

E: certification@fitt.ca

P: 800.561.3488 / 1.613.230.3553

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Introduction

The *CITP®|FIBP® Competency Profile* accurately reflects the current knowledge and skill requirements for the designation. If you are interested in CITP certification, please review the information in the [CITP Candidate Handbook](#) and in this Profile before applying.

This Profile is meant to be a living document and will therefore evolve and change as international business practices evolve and change.

Once you decide to seek certification, this *CITP Competency Profile* serves as the primary measure of what will qualify as acceptable under the work experience requirement for the designation. You should also use the Profile to understand the scope of competence required for the CITP Professional Exam.

If you are already CITP certified, this Profile serves as the source document to help determine appropriate professional development. You can also use the Profile to articulate the value of your skills and abilities to employers, clients and other stakeholders.

If you have questions after reviewing the *CITP Competency Profile*, please contact FITT at certification@fitt.ca.

The *CITP®|FIBP® Competency Profile* is organized in three main sections: Introduction, Profile Development and Adaptation and CITP Competencies.

About FITT

The Forum for International Trade Training (FITT) is committed to advancing the profession of international trade by providing training, certification, and resources for individuals and businesses seeking growth in global markets.

FITT is a not-for-profit organization dedicated to fostering a community of practice for international trade practitioners to support the growth of global economies. We offer the only international business training programs and related professional designation (CITP®|FIBP®) endorsed by the Canadian government. Our international business solutions, the FITTskills training program and the CITP designation, are a standard of excellence for individuals and organizations around the world.

CITP® | FIBP®

The appellation for the Certified International Trade Professional (CITP®) designation in the U.S. and the E.U. is the FIBP® (FITT International Business Professional) due to trade-mark issues. Regardless of location, certificants can choose to promote themselves as a CITP, FIBP or a CITP|FIBP. The designations are synonymous. The different titles and acronyms are a reflection of international trademark ownership availability.

Purpose

Fostering a community of trusted international trade practitioners to support the growth of global economies.

CITP Governance

The FITT Certification Council is the governing body responsible for the certification program. The Certification Council develops, maintains, and oversees the CITP in adherence with best practices and recognized standards for certification programs.

Development of the CITP Professional Exam is based on a job task analysis study designed to identify the knowledge, skills, and/or abilities essential to practice. The exam and eligibility requirements are designed to identify qualified practitioners. The Certification Council ensures that all application and eligibility requirements, exam development and administration, certification renewal requirements, and all certification program policies are directly related to the identified purpose and scope of the certification program.

About the CITP

Purpose

The Certified International Trade Professional (CITP) certification program aims to provide global assurance that certificants meet the CITP standards through initial assessment and periodic re-certification.

CITPs work in various career stages, including those who are: new to international business; already working in international business; experienced executives; and business owners working or expanding in international markets.

CITP certification is based on a competency standard that was first developed in 1998 and is revised periodically through a process of extensive industry engagement and validation. The *CITP Competency Profile* is derived from the *FITT International Trade Competency Framework* (Framework) which outlines the depth and breadth of the knowledge, skills, and abilities required of international trade practitioners in an international context. The competency framework also provides for a measure of job performance for individuals working at a fully proficient level which was benchmarked to be at three to five years' experience working in international trade.

The CITP certification program is developed and administered in accordance with generally accepted psychometric practices for the objective measurement of knowledge, skills, and abilities.

Profile Development and Application

Overview

The Competency Profile reflects what CITP certificants do today and the expectations for the profession over the next 5-7 years. It sets the bar for those aspiring to become CITP certificants in the future; as such, it is intended to lead the profession, not follow it.

The competencies were designed by business, for business, and therefore are focused on business priorities. They apply to any individual working in international trade, regardless of what country they live and work in, and they apply to all types of international trade practices taking into account import and export and the trade of products, raw materials and services.

These business-centric competencies are forward-looking and aim to prepare people for practice into the future. They are not simply a statement of current practice or the embodiment of how people function today, and they can be linked to industrial sectors, occupations and/or professions that serve international trade practices, e.g. customs brokers, supply chain managers, freight forwarders, etc.

Application

The *CITP Competency Profile* has the following direct applications for FITT:

- It identifies current knowledge and skill requirements for the CITP designation.
- It is the primary basis for determining the content and assessing the validity of the CITP Professional Examination.
- It is the primary basis for evaluating work experience presented by CITP applicants.
- It is the primary basis for assessing the validity of professional development requirements submitted by CITP certificants.
- It identifies current competencies that must be addressed in training required to achieve the FITT Diploma.
- It identifies current competencies that must be addressed in specialized educational credential programs and specialized certification programs to achieve program recognition by FITT.

Although other possible applications of the Competency Profile may be significant, these applications are most relevant to ongoing CITP certification program activities.

Other applications include:

- serving as a tool for anyone interested in developing or advancing their international trade knowledge, skills and abilities
- guiding employers in assessing the value of CITP designation holders and the gaps within their organization
- providing a benchmark for performance management and review

The *CITP Competency Profile* is not intended to:

- be inclusive of all competencies identified in the *FITT International Trade Competency Framework* and of any additional potential competencies required of international business practitioners not reflected in the Framework
- be permanent, but must be updated on a regular basis as requirements and global landscape change
- assume that all CITP certificants apply all performance and knowledge elements within one specific role
- specify the obligations and/or requirements for third party agencies and any other outside party

Job/Practice Analysis Study

The *CITP Competency Profile* is based on a comprehensive analysis of the international trade profession. Version 4.0 is founded on the previous version of the Competency Profile released by FITT in 2016 and considerable input from industry. Every 5-7 years, the Certification Council revalidates the Profile to ensure it continues to be relevant to the international business profession.

To complete Version 4.0, a job/practice analysis study was conducted to identify and validate the knowledge and skills which are measured by the CITP Professional Examination. A tailored methodology was designed to meet all of the job/practice analysis study requirements, including industry input from international trade professionals and a team of trained psychometricians, job analysts and facilitators.

The study included:

1. A gap analysis to identify how the industry has changed and evolved since the original iteration of the *International Trade Competency Framework* (published in 2015) and which new skills might be required from international trade professionals.
2. A review and update of all the current skills to reflect current practice along with the development of new skills as identified in the gap analysis, including validation of the full framework with industry experts.
3. The selection of the specific skills and competency elements that are applicable to CITP certificants. As CITPs are not required to have all the knowledge and skills identified in the complete Framework, the *CITP Competency Profile* is focused on identifying only the specific competencies applicable to CITP certificants.

The final, validated *International Trade Competency Framework* contains 18 competency categories, divided into 40 skill areas and 140 individual subskills, with each subskill containing performance, knowledge and variable statements and other contextual information.

The final, validated *CITP Competency Profile* contains 15 competency categories, divided into 26 skill areas and 78 individual subskills, with each subskill containing performance and knowledge statements. This updated Profile accurately reflects current and future international trade practices, and serves as the basis for the CITP Professional Exam.

Structure of the CITP Competency Profile

The Profile Categories

The competency framework itself is divided into three levels: **competency categories**, **skills areas** and **competency elements/subskills**.

The following 15 competency categories represent the framework used to group the skills and knowledge required for credential-worthy performance of international trade professionals certified by FITT:



Core Competencies/Skills Areas

The 15 competency categories are then divided into 26 CITP core skills. A skill area is a unique and concise title that clearly and accurately describes the task or skills element.

Competency Elements/Subskills

To provide additional details, the 26 core skills were further broken down into 78 specific competency elements/subskills.

Each subskill has a purpose statement that provides a rationale on the relevance of the competency element to international business practitioners. The statement defines the limited scope or special conditions which apply, when needed.

Performance (P)

For each competency element, an explicit list of tasks or skills that a competent practitioner must be able to perform is included. The statements are written in present tense, using active verbs and in simple form; this is to ensure that they can be measured.

The statements are also written in a form that supports 'transferability' or application across the different range of contexts intended, i.e. takes into account the different work contexts, to ensure they apply to the majority of companies providing products or services in international markets.

Knowledge (K)

For each competency element, an explicit list of the required knowledge is included: what a competent practitioner must know in order to perform consistently to the required standard.

Knowledge statements factor in context, such as the intended pace or conditions or variables that may apply. Knowledge may include different types: facts, concepts or theories, procedures, and meta cognition.

Statements are written in a form that can be measured, with a focus on the application of knowledge and understanding.

As mentioned on page 9, only 15 of the 18 categories, 26 of the 40 skill areas and 78 of the 140 subskills represented in the *FITT International Trade Competency Framework* have been identified as required in the *CITP Competency Profile*. Therefore, the numbers used to identify categories, skill areas, subskills, performance and knowledge pieces will not flow in a sequential order as this document only reflects the ones represented in the CITP Profile.

Competency Category 1: FEASIBILITY OF INTERNATIONAL TRADE

Overview of Competency Category 1: Feasibility of International Trade

The CITP®|FIBP® understands the importance of assessing potential gains against potential risk to establish market feasibility. The CITP®|FIBP® applies this knowledge to determine if a concept will improve the bottom line and fit with strategic direction which is essential to entering or expanding an international trade initiative.

Competency Category 1 Feasibility of International Trade	
Skill 1 - Conduct Situational Analysis	Subskill 1.1 - Assess organizational readiness
<p>PURPOSE</p> <p>Before an organization embarks on a new initiative in international trade, it is important to assess the organization's current conditions, attitudes and resources. This assessment needs to be made at all levels within the organization. This first step is critical in the decision-making process to determine whether the initiative is feasible and whether the potential gains and opportunities are worth the risk.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <ol style="list-style-type: none"> P1. Determine why the organization wants to explore international target markets, for example: <ul style="list-style-type: none"> • to meet strategic objectives • to generate new revenue streams • to enhance capacity • to replace a current diminishing market • to maintain existing business levels • to explore collaboration and expansion opportunities • to seek new customer segments P2. Determine commitment from relevant stakeholders of the organization, e.g. Board members, management, finance, operations, advisory board, mentors P3. Identify change readiness assessment tools that can be used to conduct the analysis, if applicable P4. Define the scope of the proposed international trade initiative P5. Determine whether the initiative will impact entire organization, specific departments or specific groups P6. Define impact of initiative on each level and/or function within the organization P7. Identify impact on clients, suppliers and partners P8. Assess current status of the organization, including: <ul style="list-style-type: none"> • current organizational capacity, e.g. time available, material resources, intellectual resources • current requirement for profitability • financial capacity, e.g. assets, liabilities, cash flow • organizational awareness of requirements for international trade, e.g. export controls, import restrictions, product adaptation for foreign markets • ability to access external resources, e.g. strategic alliances, trade commissioners P9. Identify human resource skill levels and production capacity, for example: <ul style="list-style-type: none"> • strength of learning culture in the workplace • current level of diversity in the workplace 	

<ul style="list-style-type: none"> • number of languages spoken in the workplace • current experience in international trade • digital skills within the workplace <p>P10. Determine whether required expertise exists in-house or third-party consultation is required:</p> <ul style="list-style-type: none"> • determine cost of outsourcing <p>P11. Inform all relevant organization stakeholders</p> <p>P12. Identify potential opportunities and risks associated with international expansion</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Global business environment, e.g. political, legal, financial</p> <p>K2. Change readiness assessment tools and processes</p> <p>K3. Key factors for assessing change readiness related to international trade</p> <p>K4. International trade agreements</p>	
<p>Skill 1 - Conduct Situational Analysis</p>	<p><i>Subskill 1.2 - Determine potential target markets</i></p>
<p>PURPOSE</p> <p>Reviewing data available for different international markets allows the organization to assess which markets realistically fit with the overall organizational strategic direction. This allows for selection of potential target markets where product and service alignment is evident and market entry is feasible.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Review industry-specific information on product or service exports to potential target markets</p> <p>P2. Collect specialized knowledge through consultations with experts, e.g. trade commissioners, distributors, Organisation for Economic Co-operation and Development (OECD)</p> <p>P3. Examine available data on current and long-term trends to determine:</p> <ul style="list-style-type: none"> • consistency of market growth on a year-to-year basis • conditions that may impact market growth, e.g. political changes, economic instability • import growth or decline during periods of economic recession and recovery • potential emerging markets <p>P4. Identify the fastest growing markets for product or service</p> <p>P5. Assess competitiveness of product or service in market, for example:</p> <ul style="list-style-type: none"> • identify businesses offering similar products or services • research purchasing practices and consumer preferences • identify distribution channels for product or service • review market-specific reports to identify purchasing trends, e.g. from trade commissioners within the target markets <p>P6. Compare the costs associated with entry to each potential market, for example:</p> <ul style="list-style-type: none"> • attending networking opportunities, e.g. international trade shows and conferences • cost of market research in target market, e.g. market research, competitive analysis • administration, e.g. sales and marketing, accounting, contract administration, bid and proposal preparation 	

<ul style="list-style-type: none"> • government requirements, e.g. taxes, insurance requirements, tariffs • supply chain logistics, e.g. personnel requirements • structure of establishing relationships at destination • trade logistics, e.g. Incoterms®, international treaties • destination landed costs and reverse logistics <p>P7. Evaluate regulatory and legal requirements in each potential target market, e.g. taxes, employment and labour laws</p> <p>P8. Evaluate voluntary requirements, e.g. ISO, organic</p> <p>P9. Review trade agreements of potential target markets</p> <p>P10. Select viable markets for product or service</p> <p>P11. Select target markets for further research</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Laws and regulations of target markets, e.g. employment laws, tariffs</p> <p>K2. Market-entry voluntary products and services requirements</p> <p>K3. Political and economic environment of target markets</p> <p>K4. Cost evaluation methods and processes</p> <p>K5. Sources of information for each potential target market</p> <p>K6. Sources of information for international trade, e.g. trade officers, annual business reports, company/regional diversity programs, industrial regional benefit programs</p> <p>K7. Research methods</p> <p>K8. Validity of information collected</p>	
<p>Skill 1 - Conduct Situational Analysis</p>	<p><i>Subskill 1.3 - Conduct market research</i></p>
<p>PURPOSE</p> <p>Market research is used to gain knowledge of appropriate markets and potential customers: who they are, what they need, what they value and what they are prepared to buy. Market research is critical for gaining a better understanding of the opportunities and risks associated with a target market. Market research allows an organization to determine its competitiveness and facilitates decision making.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Determine information required</p> <p>P2. Identify means of collecting information on target market, for example:</p> <ul style="list-style-type: none"> • primary research, e.g. customer surveys, focus groups • secondary research, e.g. published data <p>P3. Identify sources of information on target market, for example:</p> <ul style="list-style-type: none"> • bilateral business organizations and agencies, e.g. business councils • local banks with foreign experience • foreign banks • trade commissioners' offices • agencies, e.g. buyer offices, Japanese External Trade Organization (JETRO) 	

- chambers of commerce in target market
 - industry associations
- P4. Obtain services of translator or interpreter, as required
- P5. Collect information on specific product or service in potential target market
- P6. Identify customers and end-users
- P7. Identify domestic and foreign competitors in potential target market
- P8. Determine strength of each identified competitor:
- analyze market share
 - analyze ability to compete on price, quality and delivery
- P9. Analyze factors affecting marketing and use of product or service in target market, for example:
- end-user purchasing patterns
 - distribution channels
 - cultural idiosyncrasies, e.g. perception of international products and services
 - business practices
- P10. Examine trends that could influence demand for the product or service provided, for example:
- overall consumption of similar products and services
 - amount imported
 - needs and preferences of end-users
 - cultural norms
 - demographics, e.g. age, economic status
 - digital onboarding platforms
- P11. Determine state of general economy in target market, including whether the market is experiencing an increase or decrease in sales within the sector
- P12. Analyze target market for foreign and domestic barriers to exporting and importing, considering:
- economic statistics, e.g. trade statistics
 - trade agreements, tariffs and duties
 - social structures
 - geographic factors
 - requirements for product/service modifications
 - political environments
 - appeal of organizations and product/service offering in target market
 - modes of transport available to and from source and target market
 - personnel considerations, e.g. labour mobility, mutual recognition agreements, visa requirements
- P13. Determine target market's potential in relation to product/service, considering:
- growth trends
 - market size
 - import restrictions
 - domestic or foreign government incentives for exporting
 - cultural acceptance
 - sales projections
 - estimates of profit potential and pricing
- P14. Assess ease of market entry using information gathered

P15. Prioritize target markets, considering:

- organizational resources
- strengths and weaknesses
- alignment with strategic goals
- stakeholder support
- return on investment criteria

P16. Select target market to enter

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Sources of information on target market
- K2. Sources of primary and secondary data, e.g. surveys, online research, published data
- K3. Research techniques, e.g. qualitative, quantitative
- K4. Data collection techniques
- K5. Certifications that can enhance opportunities within a target market
- K6. Laws and regulations pertaining to products or services in potential markets, e.g. moving employees into the target market, anti-dumping, importing and exporting laws
- K7. Risk assessment processes

Skill 1 - Conduct Situational Analysis

Subskill 1.4 - Access programs and services

PURPOSE

Being aware of the support services and programs available allows organizations to make smarter business decisions and maximize their resources. Governments play a significant role in the promotion of international trade and offer a number of support services to business to facilitate expansion into markets, as do non-governmental organizations (NGOs) and industry associations. Consultants also provide international trade services that organizations can access.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Articulate results of organization's situational analysis and market research, including
 - objectives
 - strategies
 - financial requirements
- P2. Identify resources available through domestic and international government policies and programs:
 - consult government and industry websites
 - consult government and industry experts, e.g. trade commissioners, industry association representatives
- P3. Understand historical and current nature of relationship between source market and target market
- P4. Identify supports related to proposed trade initiatives, e.g. trade commissioners, local contacts
- P5. Identify services and programs offered by other organizations, e.g. non-governmental organizations (NGOs), chambers of commerce, industry associations
- P6. Identify consultation services that could facilitate market penetration
- P7. Apply for programs and services related to potential trade initiatives, for example:

<ul style="list-style-type: none"> • submit expression of interest • gather required information • complete application • provide clarification on application, as required 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Organization's international business development strategy, e.g. goals, financial requirements</p> <p>K2. Organizations that provide trade programs and services, including:</p> <ul style="list-style-type: none"> • intergovernmental organizations, e.g. World Trade Organization, Organisation for Economic Co-operation and Development, World Customs Organization • governments, domestic and foreign, at national, provincial/territorial and regional levels • non-governmental organizations (NGOs), e.g. International Chamber of Commerce • consultants and service providers, e.g. customs brokers, freight forwarders, counsellors <p>K3. Programs that affect trade, e.g. trade missions, financing/insurance for exports, credential recognition, government procurement</p> <p>K4. Policies that affect trade, e.g. customs administration, tariffs, quotas, sanctions, workforce development</p> <p>K5. Infrastructure that can affect trade, e.g. transportation network, communication network, education system</p>	
<p>Skill 1 - Conduct Situational Analysis</p>	<p><i>Subskill 1.5 - Determine product eligibility for import/export</i></p>
<p>PURPOSE Before an organization ventures into an importing/exporting initiative, it is important to determine whether the product(s) being considered can be imported/exported.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Determine trade barriers, e.g. inspection procedures, origin of product, tariff preferences</p> <ul style="list-style-type: none"> • review sources of information, e.g. quotas, Harmonized System (HS) codes, North American Industry Classification System (NAICS), certificate of origin • review applicable trade agreements • check with enquiry point • consult with service providers, e.g. customs brokers, freight forwarders <p>P2. Confirm if product is prohibited or restricted</p> <p>P3. Determine other safety and testing requirements:</p> <ul style="list-style-type: none"> • identify how to obtain applicable certifications, licences and permits, e.g. fumigation or inspection certificates • identify customs tariffs, value-added taxes (VAT) • identify correct Harmonized System (HS) code <ul style="list-style-type: none"> ○ receive country-specific ruling on HS code • identify international treaties <p>P4. Determine requirements to import/export product, e.g. banking, security, transactional costs</p>	

<ul style="list-style-type: none"> • identify certifying bodies • determine required inspection certificates, e.g. safety, labelling, licensing, language, translation, packaging, nutritional facts • determine whether adaptation of product is required <p>P5. Determine whether product needs to comply with non-preferential or preferential rules of origin:</p> <ul style="list-style-type: none"> • determine requirements of verification/proof of origin • review requirements for documentary evidence • meet requirements for certificate, if required • review specific import guidelines • review export regulations of target market, e.g. protection laws, norms and certification <p>P6. Determine applicable regulations and standards based on:</p> <ul style="list-style-type: none"> • Harmonized System (HS) code • type of product • country of origin and target market • trade agreements <p>P7. Identify documents required for product to cross borders</p> <p>P8. Identify costs associated with compliance, e.g. customs compliance personnel, testing, applications</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Meanings of Harmonized Sales (HS) codes</p> <p>K2. Applicable trade agreements between source market and target market countries</p> <p>K3. Common business practices in specific country</p> <p>K4. Restrictions and requirements of target market for type of product being shipped</p> <p>K5. Certificates of origin and non-preferential and preferential rules of origin</p> <p>K6. Roles of safety associations</p> <p>K7. Roles of competition bureaus in source and target markets</p> <p>K8. Labelling requirements in source and target markets</p> <p>K9. When to seek the guidance and expertise of legal counsel</p> <p>K10. Intellectual property regulations</p>	
<p>Skill 1 - Conduct Situational Analysis</p>	<p><i>Subskill 1.6 - Determine services eligibility for import/export</i></p>
<p>PURPOSE</p> <p>Before an organization ventures into an importing/exporting initiative, it is important to determine if the service being considered can be imported/exported.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Determine applicable regulations and standards based on type of service, e.g. mutual recognition of credentials, mobility of personnel, visa requirements and work regulations</p> <p>P2. Identify which of the four modes of delivery under the General Agreement on Trade in Services (GATS) apply:</p> <ul style="list-style-type: none"> • cross-border supply 	

<ul style="list-style-type: none"> • consumption abroad • commercial presence • movement of natural persons <p>P3. Review applicable trade agreements for opportunities or barriers</p> <p>P4. Confirm whether service is regulated</p> <p>P5. Identify documents required for service to be provided across borders or to cross borders</p> <p>P6. Calculate costs associated with compliance, e.g. applications</p> <p>P7. Determine if provision of service requires special treatment, e.g. translation, cultural adaptation, customization</p> <p>P8. Determine e-commerce costs and capabilities of target market</p> <p>P9. Determine potential costs of adjustments to infrastructure and operations</p> <p>P10. Determine procurement options, e.g. internal, outsourcing</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Applicable trade agreements between source market and target market</p> <p>K2. Legal restrictions</p> <p>K3. Operational risk, e.g. liability</p> <p>K4. Account receivables risks</p> <p>K5. Restrictions and requirements of target market for service being offered</p> <p>K6. Role of competition bureaus of source and target markets</p> <p>K7. Business customs related to services, e.g. payment for services</p> <p>K8. Insurance products</p> <p>K9. Remittance/repatriation laws</p> <p>K10. Intellectual property regulations</p>	
<p>Skill 2 - Conduct Cost Analysis</p>	<p><i>Subskill 2.1 - Conduct cost analysis for importing products</i></p>
<p>PURPOSE</p> <p>Before making an investment in international trade, an organization must conduct a cost-benefit analysis to determine if the importing venture will be viable and worth the investment.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Calculate cost of finding supplier, e.g. call for tender, due diligence, supplier selection</p> <p>P2. Calculate shipping preparation and total cost of ownership, including:</p> <ul style="list-style-type: none"> • identify Harmonized System (HS) Classification, confirm classification and tariff implications • calculate landed cost, product cost, insurance, freight • determine import documentation costs, e.g. document processing • determine applicable Incoterms® costs, e.g. goods custom value (ad valorem) • calculate duties and local taxes owing, e.g. value-added tax (VAT) • identify tax exemptions, e.g. tax refunds • determine costs of international financing, foreign exchange cost and profit margin 	

- P3. Identify potential hidden costs, e.g. full container load (FCL) or less container load (LCL), unpredictable multi-modal charges, unforeseen inspections, localization
- P4. Calculate marginal costs, e.g. optimal order volume
- P5. Calculate cost per unit, sales price and compare to marketplace costs for comparable items
- P6. Determine if procurement decision is financially viable

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Shipping options, e.g. air, ground, water, rail
- K2. Shipping requirements
- K3. Cost of product
- K4. Incoterms®
- K5. Valuation rules, e.g. Collective Investment Scheme (CIS)
- K6. Procurement rules of the importing company
- K7. Fees for services, e.g. banking, transportation, handling, landing
- K8. Legal and regulatory requirements, e.g. embargoes, certificates, permits, declarations, restricted and prohibited goods
- K9. Harmonized Commodity Description and Coding System (HS)
- K10. Foreign exchange rates
- K11. Retail price of comparable goods
- K12. Trade agreements
- K13. Customs broker options
- K14. Bilateral agreements, e.g. free trade agreements, most favoured nations (MFN)

Skill 2 - Conduct Cost Analysis

Subskill 2.2 - Conduct cost analysis for exporting products

PURPOSE

Before making an investment in international trade, an organization must conduct a cost-benefit analysis to determine if the exporting initiative will be viable and worth the investment.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Determine direct costs, e.g. cost of goods
- P2. Determine cost of adapting products, if applicable
- P3. Calculate indirect costs, e.g. cost of finding clients, marketing
- P4. Determine potential shipping options, e.g. loading and sharing multi-modal capacity, conventional, containerized
- P5. Calculate shipping preparation and export cost:
 - identify and confirm Harmonized System (HS) Classification
 - determine cost of transportation, e.g. freight
 - determine cost of insurance, if applicable, e.g. cargo insurance
 - determine export documentation costs, e.g. document processing, visa processing
 - determine applicable Incoterms® costs
- P6. Verify country of origin and applicable tariff treatment:

<ul style="list-style-type: none"> • calculate duties and local taxes owing, e.g. value-added tax (VAT) • identify tax exemptions • identify costs of international financing, foreign exchange cost and profit margin • determine costs of bank bonds <p>P7. Identify potential duty refunds on goods exported</p> <p>P8. Determine after-sales service requirements and associated costs</p> <p>P9. Determine if decision is viable for sales</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Harmonized System (HS) of classification and valuation of sale per rules</p> <p>K2. Shipping options, e.g. air, ground, water</p> <p>K3. Procurement process rules</p> <p>K4. Cost of product, e.g. marginal, fixed and variable</p> <p>K5. Financial considerations e.g. banking fees, letters of credit, foreign exchange rate</p> <p>K6. Financial protection options applicable to target market (e.g. methods of payments, insurance options and costs)</p> <p>K7. Fees for services, e.g. transportation, handling, landing, local delivery</p> <p>K8. Incoterms®</p> <p>K9. Legal and regulatory requirements, e.g. certificates, permits, declarations</p> <p>K10. Voluntary requirements</p> <p>K11. Price of comparable goods in target market</p> <p>K12. Government programs, e.g. subsidies</p> <p>K13. Customs broker options</p> <p>K14. Applicable trade agreements, e.g. free trade agreements, most favoured nations (MFN)</p>	
<p>Skill 2 - Conduct Cost Analysis</p>	<p><i>Subskill 2.3 - Conduct cost analysis for outsourcing services internationally</i></p>
<p>PURPOSE</p> <p>Before making an investment in international trade, an organization must conduct a cost-benefit analysis to determine if outsourcing services internationally will be viable and worth the investment.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Identify service to be purchased</p> <p>P2. Identify cost of finding a supplier of services, e.g. Request for Qualification (RFQ), Expression of Interest (EOI), Request for Proposals (RFP), Request for Information (RFI), tender, due diligence</p> <p>P3. Identify cost of the service being provided</p> <p>P4. Compare costs of outsourcing service to keeping service in house</p> <p>P5. Calculate costs for integration of infrastructure systems, e.g. IT, communications software with supplier of services</p> <p>P6. Calculate cost to comply with local laws and regulations</p> <p>P7. Determine costs to protect brand and other proprietary information</p> <p>P8. Determine additional business operations costs, e.g. travel, shipping material, communications</p>	

<p>P9. Identify cost exemptions</p> <p>P10. Calculate cost of quality assurance and monitoring</p> <p>P11. Calculate cost of after-service care</p> <p>P12. Assess impact on brand efficiency, image and reputation</p> <p>P13. Determine if outsourcing service is financially viable</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Financial implication of outsourcing service</p> <p>K2. General costs of services, e.g. average rates</p> <p>K3. Foreign exchange rates</p> <p>K4. IT system requirements</p> <p>K5. Quality assurance and monitoring requirements</p> <p>K6. Customer service standards and company policy</p>	
<p>Skill 2 - Conduct Cost Analysis</p>	<p><i>Subskill 2.4 - Conduct cost analysis for exporting services</i></p>
<p>PURPOSE Before making an investment in international trade, an organization must conduct a cost-benefit analysis to determine if exporting services will be viable and worth the investment.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Determine direct costs, e.g. cost of service</p> <p>P2. Calculate indirect costs, e.g. cost of finding clients, marketing</p> <p>P3. Calculate cost of altering service to meet customer needs in target market</p> <p>P4. Calculate costs to integrate infrastructure in target market, e.g. IT, communications, client software</p> <p>P5. Calculate personnel requirements to provide service, e.g. travel, expatriate living expenses, customs and immigration, in-market partners</p> <p>P6. Calculate cost of training personnel in target market</p> <p>P7. Calculate cost of meeting quality assurance and monitoring requirements, e.g. meeting ISO 9000 quality management standards</p> <p>P8. Determine additional business operation costs to provide service, e.g. data collection, after-sales services</p> <p>P9. Compare costs to current prices of comparable services or in-house costs of client</p> <p>P10. Determine if decision to export services is viable</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Cost of service</p> <p>K2. Financial risks of providing service abroad, e.g. foreign exchange rate, payment risk</p> <p>K3. IT system requirements</p> <p>K4. Quality assurance and monitoring requirements in target market</p> <p>K5. Fiscal regulations in target market</p>	

<p>K6. Credentials required in target market, e.g. Mutual Recognition Agreements (MRAs)</p> <p>K7. Bilateral agreements, e.g. free trade agreements, most favoured nations (MFN)</p>	
<p style="text-align: center;">Skill 3 - Analyze Risk</p>	<p style="text-align: center;"><i>Subskill 3.1 - Analyze commercial risk</i></p>
<p>PURPOSE</p> <p>When doing business, there is risk of financial loss due to default by one or both parties. Analyzing the current state of a foreign organization's operational and financial status allows an organization to guard against the commercial risks posed by the business relationship.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Identify potential local partners, e.g. agent, broker, strategic partner:</p> <ul style="list-style-type: none"> • identify ownership of potential local partners, e.g. private, public <p>P2. Identify sources of information on businesses in target market, for example:</p> <ul style="list-style-type: none"> • bilateral business organizations and agencies, e.g. Canada Business Council Abu Dhabi, Canada China Business Council • local banks with foreign experience • foreign banks • trade commissioners' offices • Export Development Canada (EDC) offices • agencies, e.g. buyer offices, Japanese External Trade Organization (JETRO) • chambers of commerce in target market • industry associations at home and in target market <p>P3. Review historic and current data related to potential business partners in target market, for example:</p> <ul style="list-style-type: none"> • review online sources, e.g. social media • read local newspapers and periodicals in print or online • watch news-related online videos or newscasts • attend international trade shows • seek references, e.g. existing clients, former clients, business partners • check credit ratings <p>P4. Validate integrity of sources of information</p> <p>P5. Determine standards and requirements for independent third-party audits of products</p> <p>P6. Analyze foreign organizations' financial strength, for example:</p> <ul style="list-style-type: none"> • review organizations' financial statements, if possible: <ul style="list-style-type: none"> ▪ look for signs of liquidity pressures ▪ be aware that statements may not be audited • send credit application form, if applicable • perform credit checks <p>P7. Determine government requirements for screening of potential business partners, e.g. denied party screening, quotas</p> <p>P8. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • assessment of current measures in place to address specific risk factors • impact assessment 	

<ul style="list-style-type: none"> • probability of occurrence 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Sources of information on commercial risk</p> <p>K2. Research techniques, e.g. qualitative, quantitative</p> <p>K3. Organization's internal risk tolerance</p> <p>K4. Methods of risk analysis</p>	
Skill 3 - Analyze Risk	<i>Subskill 3.2 - Analyze currency risk</i>
<p>PURPOSE Entering a new market entails the possibility of financial loss due to changes in the exchange rate between the currency in the source market and the currency in the target market. Identifying the potential for exchange rate risk can assist organizations to minimize the effect of exchange rate fluctuations on profit margins.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Review data related to foreign currencies involved in business initiatives, for example:</p> <ul style="list-style-type: none"> • volatility • strengths and weaknesses • historic trends • current government regulations for currency exchange, e.g. category of importer/exporter • currency forecast • digital currency, e.g. cryptocurrency <p>P2. Calculate organization's transaction exposure:</p> <ul style="list-style-type: none"> • calculate reference rate of exchange • identify time horizon of exposure, e.g. one year • determine organization's foreign exchange position • determine total financial exposure <p>P3. Determine potential for gains or losses due to currency fluctuations, i.e. translation exposure</p> <p>P4. Determine economic exposure, including:</p> <ul style="list-style-type: none"> • current risk from existing business • risk from acquiring foreign assets/liabilities in new business initiatives <p>P5. Evaluate available products for offsetting exchange rate risk, e.g. forward contracts, foreign exchange service specialists</p> <p>P6. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • assessment of current measures in place to address specific risk factors • impact assessment • probability of occurrence 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Sources of information on currency risk</p>	

- K2. Research techniques, e.g. qualitative, quantitative
- K3. Factors influencing currency risk, e.g. method of payment, currency choice, digital currency, political instability
- K4. Regulatory requirements in target market, e.g. provide minimum amount of share capital, set up bank account and deposit foreign funds, work in foreign currencies
- K5. Financial exposure of organization
- K6. Specific international business initiatives that are in the planning stages
- K7. Methods of risk analysis

Skill 3 - Analyze Risk

Subskill 3.3 - Analyze economic risk

PURPOSE

Economic risks are caused by fluctuations in a target market's economic, financial and political stability, and laws and taxation implemented by a target market's government. A careful analysis of these factors allows an organization to prepare for potential issues and protect its assets when starting a new business venture.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Review historic and current data related to economic risk in target market, for example:
 - access economic forecasts for target market
 - consult major accounting companies
 - contact government agencies responsible for foreign affairs
 - read up-to-date country risk assessment guides, e.g. from export credit agency, Dun & Bradstreet country risk reports
 - read newspapers and periodicals in print or online, e.g. Wall Street Journal, Financial Times, The Economist
- P2. Examine target market's economic and financial fundamentals, including:
 - gross domestic product (GDP)
 - credit rating
 - inflation
 - consumer price index (CPI)
 - structure of financial markets
 - recent performance of stock and bond markets
 - history of economic cycles
 - signs of current economic slow-downs
 - foreign currency reserves
 - protectionism, e.g. Buy America Act
 - non-tariff barriers
- P3. Analyze exchange controls in target market, for example:
 - variable exchange rates specific to transactions, e.g. essential versus luxury goods
 - ability for organization to repatriate profits, e.g. withholding tax regulations
- P4. Analyze laws, taxation and trade agreements, for example:
 - local content laws
 - duties and taxes on foreign goods

<ul style="list-style-type: none"> • income taxes • price ceilings • tax benefits <p>P5. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • assessment of current measures in place to address specific risk factors • impact assessment • probability of occurrence 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Free trade agreements, e.g. Canada-United States-Mexico Agreement (CUSMA), Comprehensive Economic and Trade Agreement</p> <p>K2. Tax agreements, e.g. double taxation agreement with the United States</p> <p>K3. Investment protection agreements, e.g. Committee on Foreign Investment in the United States (CFIUS), Foreign Investment Promotion and Protection Agreements (FIPAs)</p> <p>K4. Customs regulations, e.g. anti-dumping, Special Import Measures Act (SIMA)</p> <p>K5. Target market infrastructure, e.g. commercial, physical, communication, supply chain</p> <p>K6. Research techniques, e.g. qualitative, quantitative</p> <p>K7. Organization's internal risk tolerance</p> <p>K8. Specific international business and governance initiatives that are in the planning stages, e.g. Global Corporate Tax</p> <p>K9. Methods of risk analysis</p>	
<p>Skill 3 - Analyze Risk</p>	<p><i>Subskill 3.4 - Analyze foreign physical asset risk</i></p>
<p>PURPOSE</p> <p>Physical foreign assets, such as property and equipment, must be protected from theft and damage to guard against unwanted loss of profit.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Review historic and current data related to potential business partners in target market, for example:</p> <ul style="list-style-type: none"> • read local newspapers and periodicals in print or online • seek out references • consult local authorities, e.g. chambers of commerce, industry associations • query private security consultants • contact agencies for crime statistics, e.g. international financial institutions • contact insurance agencies <p>P2. Evaluate use of consultants, e.g. private security</p> <p>P3. Analyze potential for theft of movable physical assets</p> <ul style="list-style-type: none"> • gather information on theft in region, e.g. recorded cases of theft • identify current prevention measures in place, e.g. security patrols, screening <p>P4. Analyze potential for damage of property and equipment, e.g. natural disaster, extreme weather, social disturbance</p>	

- P5. Analyze ability of institutions in target market to react to threats, e.g. theft, violence, disasters
- P6. Develop scenario analysis, including:
- assessment of current measures in place to address specific risk factors
 - impact assessment
 - probability of occurrence

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Research techniques, e.g. qualitative, quantitative
- K2. Organization's internal risk tolerance
- K3. Indicators of security, e.g. incidences of violence, Global Peace Index
- K4. Institutions responsible for safety and security in target market
- K5. Specific international business initiatives that are in the planning stages
- K6. Natural disaster and extreme weather patterns in target market
- K7. Methods of risk analysis

Skill 3 - Analyze Risk

Subskill 3.5 - Analyze personnel risk

PURPOSE

Personnel risks are risks posed to those employed by an organization while working in a foreign country. Analyzing the health, safety and security risks of a particular initiative allows an organization to protect its employees and their families, as well as its operations.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Review historic and current data on risks to personnel and their families in target market, for example:
- contact local country experts
 - contact relocation specialists
 - read local newspapers and periodicals in print or online
 - contact travellers' health organizations, e.g. International SOS Foundation
 - access government information on traveller notifications or advisories
- P2. Assess risks associated with attracting and retaining top talent
- P3. Determine social norms in target market
- P4. Assess health risks to personnel and their families in the target market, including:
- disease outbreaks
 - environmental conditions
 - access to medical care
 - access to medication
 - availability of emergency evacuation
 - physical safety, e.g. injury
- P5. Assess safety and security risks to personnel and their families in the target market, including:
- theft
 - kidnapping
 - terrorism

<ul style="list-style-type: none"> • natural disasters • physical location of workplaces, residences and schools <p>P6. Assess potential income tax liability of employees</p> <p>P7. Assess potential variations in insurance coverage by locale and activity</p> <p>P8. Determine expatriate vulnerabilities in the target market, e.g. aggression towards foreigners, need for rapid repatriation</p> <p>P9. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • assessment of current control measures in place to address specific risk factors • impact assessment • probability of occurrence 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Research techniques, e.g. qualitative, quantitative</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Specific international business initiatives that are in the planning stages</p> <p>K4. Employment laws in target market</p> <p>K5. Health and safety laws and standards in target market</p> <p>K6. Sanitary and phytosanitary (SPS) measures</p> <p>K7. Common traveller health risks</p> <p>K8. Common traveller safety and security risks</p> <p>K9. Methods of risk analysis</p>	
Skill 3 - Analyze Risk	<i>Subskill 3.6 - Analyze political risk</i>
<p>PURPOSE</p> <p>Political upheaval is a major risk in international business initiatives. In unstable political situations, organizations can risk property seizure, loss of assets and investments or arbitrary detention. By reviewing political factors in the target market and the region, organizations can prepare themselves before moving forward with a business initiative.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Review historic and current data related to political risk in target market, for example:</p> <ul style="list-style-type: none"> • local experts in target market • country risk assessment guides, e.g. Economist Intelligence Unit (EIU) • travel advice and advisories from government • history of political change <p>P2. Evaluate political relations between target market and source market, including:</p> <ul style="list-style-type: none"> • attitudes towards foreign organizations <p>P3. Identify political relations of target market and other countries, e.g. alliances with other countries, conflicts with other countries</p> <p>P4. Analyze potential for:</p> <ul style="list-style-type: none"> • insurrection or civil unrest, e.g. insurgency, armed separatist, guerrilla or paramilitary groups 	

<ul style="list-style-type: none"> • political change, e.g. democracy or totalitarian regime, timing of elections, ethnic tensions, rise of nationalism, terrorism • labour issues, e.g. work stoppage, strike • labour requirements, e.g. requirement for percentage of local talent • technology requirements, e.g. requirement for percentage of technology to be localized • corruption, e.g. bribery, extortion, money laundering, pricing manipulation • property seizure, e.g. nationalization, expropriation, confiscation • infrastructure failures in target market, e.g. power, transportation • cultural misunderstanding during business dealings in target market • arbitrary detention <p>P5. Analyze protectionism evident in target market's tariff and non-tariff barriers</p> <p>P6. Analyze relevant laws, including:</p> <ul style="list-style-type: none"> • foreign corrupt practices legislation • discriminatory laws • local privacy laws <p>P7. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • controls assessment of current measures in place to address specific risk factors • consequence analysis outlining the nature and type of impact that could return, both positive and negative • probability of occurrence 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Research techniques, e.g. qualitative, quantitative</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Ideological differences</p> <p>K4. Lobbying laws and practices in target market, e.g. Organisation for Economic Co-operation and Development (OECD) anti-bribery convention, US Foreign Corrupt Practices Act, Canadian Corruption of Foreign Public Officials Act (CFPOA)</p> <p>K5. Historical context of target market and regions</p> <p>K6. Political context of target market and regions</p> <p>K7. Geopolitical position of target market</p> <p>K8. Differences in customs and practices of legal systems in target market and source market, e.g. how contracts are regulated, interpreted and applied</p> <p>K9. Organizational structure of government, key stakeholders and influencers</p> <p>K10. Specific international business initiatives that are in the planning stages</p> <p>K11. Methods of risk analysis</p>	
<p>Skill 3 - Analyze Risk</p>	<p><i>Subskill 3.7 - Analyze social risk</i></p>
<p>PURPOSE</p> <p>Increasingly, it is the expectation that organizations working internationally take responsibility for mitigating social risk where they operate. Social risks can be anything that negatively affects people's basic</p>	

livelihood, human rights, indigenous rights and the environment. Ignoring social risk factors can lead to significant negative consequences to an organization's reputation and operations.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Review historic and current data on potential for social risk in target markets, for example:
 - access local experts in target market
 - consult up-to-date country risk assessment guides, e.g. freedom ranking indexes
 - identify social dynamics
 - identify real or perceived risks to the community
 - determine history of damage to the environment and community response
 - identify level of biodiversity or species at risk
- P2. Identify stakeholders with interests in mitigating social risks, for example:
 - local governments
 - human rights organizations
 - non-governmental organizations (NGOs)
 - trade unions/labour groups
 - community members
 - aid agencies
- P3. Identify community dynamics, e.g. influencers, communication protocols, attitudes towards foreign investment
- P4. Identify current social issues, for example:
 - poverty and income disparity
 - drug trafficking
 - human trafficking
 - smuggling or other illicit activities
 - vandalism or protests against organizations
 - kidnappings
- P5. Analyze rule of law in target market, e.g. ability to enforce judiciary decisions
- P6. Determine commitment of governments in target market to support human rights, e.g. freedom of movement, freedom of speech
- P7. Analyze potential for:
 - human rights issues vulnerabilities and consequences, e.g. child labour, hours of work, working conditions, workers' mental health, potential for gender-based violence, potential for violence against LGBTQ+ individuals or groups, potential for violence against racialized individuals or groups
 - environmental issues, e.g. chemical spill, loss of biodiversity, waste production, genetic modification, water pollution, emissions
 - public health issues, e.g. risk of disease outbreak, local environmental risks, level of access to operating locations
 - encroaching on indigenous rights, e.g. land use
- P8. Develop scenario analysis, including:
 - assessment of current measures in place to address specific risk factors

<ul style="list-style-type: none"> • consequence analysis outlining the nature and type of impact that could return, both positive and negative • probability of occurrence 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Research techniques, e.g. qualitative, quantitative</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Specific international business initiatives that are in the planning stages</p> <p>K4. Methods of risk analysis</p> <p>K5. Human rights laws, regulations and conventions</p> <p>K6. Environmental laws, regulations and conventions</p> <p>K7. Environmental, social and governance (ESG) principles</p> <p>K8. United Nations Sustainable Development Goals</p>	
Skill 3 - Analyze Risk	<i>Subskill 3.8 - Analyze technology risk</i>
<p>PURPOSE Risk to an organization's technology can occur through the compromising of hardware, software and online applications due to cyber attack or equipment failure. Organizations can analyze potential risks in order to prepare as much as possible to protect data, operations and, by extension, the organization's brand and reputation.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Review historic and current data related to technology risk in potential target market, for example:</p> <ul style="list-style-type: none"> • read newspapers and periodicals in print or online, e.g. SC Magazine, Network World • access social media for up-to-date bulletins, e.g. newly discovered vulnerabilities • consult IT experts <p>P2. Identify countries, regions or industries being targeted</p> <p>P3. Analyze potential for:</p> <ul style="list-style-type: none"> • cyber-terrorism, e.g. state-sponsored online attacks • cyber-espionage, e.g. state-sponsored surveillance • cybercrime, e.g. data breaches, ransomware attacks • technology failure, e.g. network failure, hardware failure, software failure • unauthorized use of technology by employees, e.g. access and/or distribution of restricted information • human error, including security processes <p>P4. Identify lists of controlled technology, e.g. export control list, export commodity control list</p> <p>P5. Identify requirements and restrictions for controlled technology, e.g. export licences</p> <p>P6. Develop scenario analysis, including:</p> <ul style="list-style-type: none"> • assessment of current measures in place to address specific risk factors • impact assessment • probability of occurrence 	

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Research techniques
- K2. Legislation and regulations of target market related to data storage and transmission
- K3. Applicable international standards, e.g. ISO 27001 - Information Security Management
- K4. Restrictions to online information in target market
- K5. Export controls related to technology transfers
- K6. Communication network performance in target market, e.g. Internet upload speed, cellular coverage
- K7. Specific international business initiatives that are in the planning stages
- K8. Types of technology currently used by the organization
- K9. New types of technology that may be in the process of being acquired
- K10. Trends in current technology, including vulnerabilities
- K11. Methods of risk analysis

Skill 3 - Analyze Risk*Subskill 3.9 - Analyze intellectual property risk***PURPOSE**

Intellectual property (IP) is the one of the most important assets that an organization possesses. From patents and copyrights to industrial designs and trade secrets, IP can be the distinguishing factor and main driver of revenue for an organization. Analyzing IP risk and vulnerability is a first step to ensure the security of these assets.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Review historic and current data related to protection of intellectual property in target market, for example:
 - consult trade commissioners
 - consult industry associations
 - consult organizations with experience in target market, e.g. World Intellectual Property Organization (WIPO)
 - access country risk assessment guides
- P2. Assess the business and legal environment of target market for organization's intellectual property, for example:
 - protection infrastructure
 - enforceability of the law
 - reliability of joint ventures
 - past performance of potential partners, e.g. history of copying, patent infringement
 - quality control mechanisms or infrastructures
- P3. Assess value of organization's intellectual property, for example:
 - assess cost-based valuation
 - assess market-based valuation
 - assess income-based valuation
- P4. Determine benefits to be gained from theft of intellectual property
- P5. Identify who would benefit from taking intellectual property

- P6. Define risk to organization of unauthorized use, e.g. damage to future profits, reputation, quality, brand recognition
- P7. Consult experts, if applicable, e.g. patent agent, specialized legal advisor:
- determine what can be protected, e.g. a process, a product, a service
 - determine how IP protection process works in different jurisdictions
 - determine level of protection required
 - determine duration of protection provided
- P8. Determine cost of protecting intellectual property
- P9. Develop scenario analysis, including:
- assessment of current measures in place to address specific risk factors
 - impact assessment
 - probability of occurrence

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Research techniques, e.g. qualitative, quantitative
- K2. Laws and regulations on intellectual property in target market, e.g. patent protection, trademarks
- K3. Copyright processes of target market
- K4. Methods of risk analysis
- K5. Classes of protection available for trademarks, copyrights, patents, trade secrets
- K6. Duration of protection available
- K7. Sources of information on global intellectual property policies and regulations, e.g. World Intellectual Property Organization (WIPO)

Skill 3 - Analyze Risk

Subskill 3.10 - Analyze supply chain disruption risk

PURPOSE

Supply chain disruptions are increasing in frequency and severity due to events such as natural disasters, global health crises, terrorism and labour disruptions. To successfully navigate these situations, organizations need to analyze and prepare for demand drops, supply shortages, inventory and logistics challenges, and reduced productivity. Analyzing the supply chain disruption risk prepares an organization to survive and thrive during difficult circumstances and creates a competitive advantage over organizations that have failed to be proactive.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Review historic and current data related to supply chain disruption risk in relevant nations involved in trade activities, for example:
- read articles on historic events that have caused supply chain disruption, e.g. political change, climate events, labour unrest
 - read country risk assessment guides for countries involved in supply chain
- P2. Analyze inventory:
- identify stock/products that represent bulk of sales

- identify characteristics of stock/products, e.g. storage requirements, shelf life, technology required, environmental, social and governance (ESG) factors
 - identify need for phytosanitary procedures associated with stock/products
 - identify circular economy opportunities, e.g. waste to value, upcycling, recycling
- P3. Analyze type of potential disruption risk for own sector and type of business, including:
- need for foreign producer of intermediate input, e.g. potential to close production due to sickness or regulation, home country may redirect input, own supply chain may be compromised, increase in domestic demand may lead to restrictions on export
 - requirement for foreign borders to be open, e.g. potential for export restrictions, restrictions on movement of people, border crossings closed, possible number of borders goods and services must cross
 - number and types of transportation required, e.g. vulnerability if operations closed due to illness or regulation, one type of transportation (truck) may be reliant on goods arriving by another (airplane), port congestion and closures
 - limitation of own country's border, e.g. some border crossings closed, limited port capacity
- P4. Analyze supply vulnerability, including:
- reliance on intermediate inputs
 - reliance on imports of intermediate inputs
 - geographic concentration of imports
 - number of imported products that can be supplied by a limited number of countries
 - environmental, social and governance (ESG) requirements
- P5. Analyze demand vulnerability, including:
- reliance on exports
 - geographic concentration of exports
 - reliance on indirect exports (i.e. contributing value-add to products that another organization exports)
 - consumer preferences and market trends for sustainably sourced products, e.g. single-source, fair trade certified, organic
- P6. Analyze risks associated with relevant nations involved in trade activities, including:
- review international supply vulnerability index
 - consider health care system, e.g. availability, capacity
 - consider economic system, e.g. government assistance available to corporations and individuals in times of crisis
 - consider sanctions on source country/region or organization/individuals
- P7. Develop scenario analysis, including:
- assessment of current measures in place to address specific risk factors
 - impact assessment
 - probability of occurrence

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Research techniques, e.g. qualitative, quantitative
- K2. Organization's internal risk tolerance

- K3. Complete supply chain and actors within it, including subtiers
- K4. Transportation options for supply chain
- K5. Current events in countries involved in supply chain
- K6. Natural disaster and extreme weather patterns in countries involved in supply chain
- K7. Supply network diversification strategies, e.g. nearshoring, rightshoring
- K8. Circular economy features and benefits
- K9. Methods of risk analysis

Competency Category 2: Market Expansion Planning

Overview of Competency Category 2: Market Expansion Planning

The CITP®|FIBP® has the ability to develop an international business plan and assist in its implementation. The CITP®|FIBP® understands and develops the strategies to manage the identified risks defined in the international business plan.

Competency Category 2 Market Expansion Planning	
Skill 4 - Mitigate Risk	<i>Subskill 4.1 - Manage commercial risk</i>
<p>PURPOSE Commercial risks are those risks inherent within a business relationship with a specific foreign organization. Through implementation of strategies to address this risk, an organization can guard against some of the risks posed by the business relationship.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <p>P1. Negotiate contract details with foreign suppliers, intermediaries/channel partners and customers, including:</p> <ul style="list-style-type: none"> • warranty, if applicable • penalties for non-delivery and non-compliance • payment terms that help with organization's cash flow, e.g. ILC/ import-net 60 from BL date • inspection clauses • hedge for foreign exchange fluctuations • use of digital currency, e.g. fluctuations, relevant legislation and regulations, hedging, hacking clauses • responsibility for costs, e.g. shipping, customs duties (i.e. Incoterms®), inspections, liability • contract dissolution conditions and procedures <p>P2. Acquire accounts receivable insurance (ARI), when applicable, to protect against:</p> <ul style="list-style-type: none"> • customer's bankruptcy or default • customer's refusal to accept goods as contracted • wrongful cancellation • payment delays caused by blocked funds or transfer difficulties • cancellation or non-renewal of export or import permits • political risk • hostilities in customer's country <p>P3. Acquire contract frustration insurance (CFI), when applicable, to protect against:</p> <ul style="list-style-type: none"> • customer's bankruptcy or default • contract cancellation • payment delays caused by blocked funds or transfer difficulties • hostilities in a customer's country • cancellation of export or import permits • moratorium on debt • performance guarantees 	

<p>P4. Set up and use a supplier management process to qualify and manage ongoing relationships, including:</p> <ul style="list-style-type: none"> • audit suppliers, e.g. quality control, factory audit, quality assurance • maintain supplier scorecards • measure the cost of poor quality • develop cost recovery practices, such as collection back charges • integrate operations with those of suppliers to better share risk and data <p>P5. Communicate potential risks and their mitigation strategies to stakeholders, ensuring they:</p> <ul style="list-style-type: none"> • are aware of their accountability for individual risks • contribute to continuous improvement of the risk management process • understand that risk awareness and management are a key part of the organization's culture • report any signs of risk to senior management <p>P6. Take legal recourse when necessary, due to non-fulfillment of contractual obligations/non-payment</p> <p>P7. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results</p>	
<p>KNOWLEDGE <i>A CITP® FIBP® must know:</i></p> <p>K1. Sources of ARI and CFI insurance, e.g. Export Development Canada, Export-Import Bank of the United States, Euler Hermes</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Product and service quality measures and evaluation strategies</p> <p>K4. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer</p> <p>K5. Risks of digital currency</p> <p>K6. Incoterms®</p>	
Skill 4 - Mitigate Risk	<i>Subskill 4.2 - Manage currency risk</i>
<p>PURPOSE The volatility related to currency is perceived as the number one constraint to export growth. Taking a measured approach to manage these fluctuations can assist in minimizing the effect of exchange rate fluctuations on profit margins, facilitate the pricing of products sold on export markets and protect overall competitiveness.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <p>P1. Develop or implement a foreign exchange policy, including:</p> <ul style="list-style-type: none"> • hedging for foreign exchange • appropriate tools and instruments for specific circumstances • hedging action measurement process • regular reporting requirements, e.g. daily currency bulletins, summary of future contracts <p>P2. Develop or implement a digital currency policy, as required</p> <p>P3. Choose to use natural hedging, financial hedging or a combination of both</p> <p>P4. Execute natural hedging strategies, when appropriate, for example:</p>	

- purchase from foreign suppliers in their own currency
 - sell and collect in foreign currency
 - source and sell in same currency
 - build or buy production facility in foreign country, i.e. greenfield/brownfield investment
- P5. Establish forward contracts with banks or foreign exchange brokers, when appropriate:
- if bank or broker requires collateral, consider support services offered through agencies, e.g. export credit agency, Foreign Exchange Facility Guarantee (FXG) Program
- P6. Purchase currency options, when appropriate
- P7. Complete swaps, when appropriate
- P8. Communicate policies on managing currency risks to staff
- P9. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Amounts of domestic and foreign currencies projected to be involved in business transactions
- K2. Regulatory requirements in target market, e.g. provide minimum amount of share capital, set up bank account and deposit foreign funds, be required to work in foreign currencies
- K3. Types of foreign exchange hedging instruments available to organization
- K4. Cash flow planning with consideration of variable exchange rate
- K5. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer
- K6. Inherent transactional risks associated with natural hedging
- K7. Vehicle currency

Skill 4 - Mitigate Risk

Subskill 4.3 - Manage economic risk

PURPOSE

Economic risks are caused by fluctuations in a target country's economic, financial and political status, and laws and taxation implemented by the country's government. A strategy to mitigate these factors allows an organization to prepare for potential issues and protect its assets when starting a new business initiative.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Develop relationships with professional services in target market, when applicable, e.g. lawyers, accountants, financial partners
- P2. Develop strategic alliances with organizations in target market, when applicable, to share financial risk and local knowledge
- P3. Execute planned increase in local participation and control of company activities, when applicable
- P4. Communicate risk disclosure to stakeholders, e.g. senior management
- P5. Monitor and adjust risk management strategies on an ongoing basis based on results
- P6. Consider purchasing insurance, e.g. country risk policy

<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Sources of historical and current data related to target market</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Specific international business initiatives that are in the planning stages</p> <p>K4. Financial institutions in target market</p> <p>K5. Potential strategic partners in target market</p> <p>K6. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer</p>	
Skill 4 - Mitigate Risk	<i>Subskill 4.4 - Manage foreign physical asset risk</i>
<p>PURPOSE Aside from the economic and political risks, physical foreign assets must be protected to guard against unintended loss. Foreign property and equipment must be protected from theft and damage.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Consider alternatives to owning foreign assets, e.g. licensing agreements with partners, renting or leasing, strategic alliances</p> <p>P2. Develop and implement security measures to protect foreign assets, for example:</p> <ul style="list-style-type: none"> • use bonded employees or their equivalents in target market • implement multiple levels of security • use of satellite technology • monitor for potential expropriation <p>P3. Acquire property insurance against theft and damage</p> <p>P4. Communicate potential risks and their mitigation strategies to stakeholders, ensuring they:</p> <ul style="list-style-type: none"> • are aware of their accountability for individual risks • contribute to continuous improvement of the risk management process • understand that risk awareness and management are a key part of the organization's culture • report any signs of risk to senior management <p>P5. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Sources of historical and current data related to target country</p> <p>K2. Cultural variations with regards to theft, pilfering, vandalism</p> <p>K3. Organization's internal risk tolerance</p> <p>K4. Specific international business initiatives that are in the planning stages</p> <p>K5. Vendors of insurance</p> <p>K6. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer</p>	

Skill 4 - Mitigate Risk	<i>Subskill 4.6 - Manage political risk</i>
<p>PURPOSE Political risk is a major risk in international business initiatives. In extreme political situations, organizations can risk property seizure, loss of assets and investments or arbitrary detention. Being able to manage political risk protects the organization's assets in unpredictable contexts.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Evaluate the necessity of acquiring political risk insurance for target country and business initiative P2. Acquire political risk insurance, when available and appropriate, for one or more specific risks, including: <ul style="list-style-type: none"> • contract repudiation • creeping or outright property seizure • political violence • terrorism • non-payment by a government • war, civil unrest P3. Develop favourable relationships with local, regional and national governments and stakeholders in target market, as applicable P4. Adjust organization's operational and financial policies and procedures to comply with relevant local laws and legislation, for example: <ul style="list-style-type: none"> • ethics and integrity pacts, including bribery and inappropriate relationships • code of conduct • involvement of local stakeholders • planned divestiture and exit planning • change in benefit/cost ratio P5. Communicate potential risks and their mitigation strategies to stakeholders, ensuring they: <ul style="list-style-type: none"> • are aware of their accountability for individual risks • contribute to continuous improvement of the risk management process • understand that risk awareness and management are key parts of the organization's culture • report any signs of risk to senior management P6. Monitor gifts and entertainment to or from government officials, potential or current suppliers, customers and politicians to ensure compliance with regulations and legislation in target market P7. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results, including: <ul style="list-style-type: none"> • monitor conflicts of interest • maintain accurate records and internal controls • cooperate with collection of information by authorized government or regulatory bodies P8. Develop contingency plan to address each political risk identified in analysis, including: <ul style="list-style-type: none"> • insurrection or political unrest • political change • work stoppage or strike 	

<ul style="list-style-type: none"> • seizure of assets • infrastructure failure • arbitrary detention 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Sources of political risk insurance</p> <p>K2. Organization's internal risk tolerance</p> <p>K3. Specific international business initiatives that are in the planning stages</p> <p>K4. Continuous/ongoing business planning</p> <p>K5. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer</p>	
Skill 4 - Mitigate Risk	<i>Subskill 4.8 - Manage technology risk</i>
<p>PURPOSE Technology risk is posed through the compromising of hardware, software and online applications by external forces. From equipment failure to cyber attack, businesses need to analyze and mitigate known potential risks and prepare as much as possible for future risks in order to protect data, operations and the organization's brand and reputation.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Engage technology experts, as required:</p> <ul style="list-style-type: none"> • consider services that can be provided, e.g. advising on policies and procedures, monitoring phishing activity, monitoring threat levels, taking evasive action when organizations are attacked, negotiating ransoms <p>P2. Develop security access policies with levels of access based on user roles</p> <p>P3. Develop security and access policies for off-site use of technology, e.g. border crossings, travel, home</p> <p>P4. Develop policies and procedures for cyberattacks, including:</p> <ul style="list-style-type: none"> • data ransom policies, e.g. when to negotiate <p>P5. Develop risk management plan, including exit plan and alternatives</p> <p>P6. Invest in recovery initiatives, e.g. create secure back-up and recovery systems, maintain off-site storage</p> <p>P7. Introduce new security measures as they become practical</p> <p>P8. Conduct online penetration test, if applicable, i.e. hire hackers to test organization's security</p> <p>P9. Purchase insurance when available and necessary, e.g. data insurance, business insurance, cybercrime insurance, cyber liability insurance</p> <p>P10. Communicate potential risks and their mitigation strategies to stakeholders ensuring they:</p> <ul style="list-style-type: none"> • are aware of their accountability for individual risks • contribute to continuous improvement of the risk management process • understand that risk awareness and management are a key part of the organization's culture • report any signs of risk to senior management <p>P11. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results</p>	

KNOWLEDGE	
<i>A CITP® FIBP® must know:</i>	
<ul style="list-style-type: none"> K1. Legal standards or requirements for data handling in target and source markets K2. Types of technology vulnerabilities and their impacts, e.g. data ransom, security breach K3. Policies and procedures for data handling and management K4. Most secure methods of access to data, e.g. VPN sign-in, encryption K5. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer 	
Skill 4 - Mitigate Risk	<i>Subskill 4.9 - Manage intellectual property risk</i>
PURPOSE	
Intellectual property (IP) risk mitigation is important to ensure the organization fully realizes its IP-related risks and actively takes measures to act upon those risks. It is critical for organizations to recognize IP as a valuable corporate asset and to take the steps required to mitigate potential risks associated with IP infringement to ensure business viability within the source and target markets.	
PERFORMANCE	
<i>A CITP® FIBP® must be able to:</i>	
<ul style="list-style-type: none"> P1. Develop IP strategy aligned with business strategy, e.g. defensive, offensive, financial, licensing: <ul style="list-style-type: none"> • consider organization's capabilities and limitations P2. Conduct IP searches for all critical products and processes to prevent protection infringement: <ul style="list-style-type: none"> • verify copyright, trademarks/service marks, patents and industrial designs have not been claimed by other companies or individuals P3. Engage IP professionals, as required P4. Register to protect IP in target country, if applicable P5. Establish contractual security, for example: <ul style="list-style-type: none"> • develop contract clauses covering IP, e.g. clear ownership clause • develop non-disclosure agreements • develop consulting agreements P6. Develop physical security measures, for example: <ul style="list-style-type: none"> • restrict access to IP to essential parties, contractors or supply chain partners • prohibit unauthorized copies of IP, e.g. on USB devices, network shared drives • encrypt all digitally and electronically transmitted IP • lock rooms where IP is stored P7. Manage IP licences to third-party users, to assure validity, security and continued viability P8. Regularly audit and value the organization's inventory of IP and review products and processes for evidence of new IP requiring protection P9. Monitor for misuse of IP both internally and externally P10. Monitor and adjust risk management strategies on an ongoing basis, including measures adopted and results 	
KNOWLEDGE	
<i>A CITP® FIBP® must know:</i>	
<ul style="list-style-type: none"> K1. Legal system, including intellectual property laws, of target market 	

<p>K2. United Nations World Intellectual Property Organization (WIPO) policy and current information about IP</p> <p>K3. IP protection processes of target market</p> <p>K4. Contractual agreements and requirements</p> <p>K5. Organization's IP requiring protection</p> <p>K6. Classes of IP available within source and target markets, e.g. trademarks, patents, copyrights and trade secrets</p> <p>K7. Risk mitigation options, e.g. Monitor, Accept, Avoid, Limit, Transfer</p>	
<p>Skill 5 - Develop Plans</p>	<p><i>Subskill 5.1 - Consult with financial institutions and alternative fund providers about international opportunities and requirements</i></p>
<p>PURPOSE</p> <p>The relationship an organization has with financial institutions is an asset when examining the potential of international markets, sources of products or supplies and even entering a new market. Financial institutions can play a supportive role for organizations embarking upon international trade. Alternative fund providers include, for example, publicly and privately available microloans, grants, partnerships and capital.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Identify financial institutions and alternative fund providers that provide international trade activities, for example:</p> <ul style="list-style-type: none"> • offer international trade financing services • provide capacity for risk, e.g. emerging markets • work with international financing organizations, e.g. International Monetary Fund (IMF), export credit agencies • have branches or banking relationships in target market <p>P2. Consult the appropriate financial institutions and alternative fund providers and personnel:</p> <ul style="list-style-type: none"> • obtain information and advice about compliance with International Chamber of Commerce provisions • obtain referrals to institutions and personnel within financial institution's network <p>P3. Identify financial products and services needed, for example:</p> <ul style="list-style-type: none"> • research on procurement, markets and suppliers • identification of government incentives and requirements for exporting • provision of cultural information on conducting business in specific markets • cost analysis • credit insurance • credit guarantees • financing <p>P4. Assess whether financial institutions and alternative fund providers are capable of supporting market expansion in accordance with local, domestic and international regulations</p>	

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Types of financial institutions
- K2. Services provided by financial institutions, including export credit agencies (ECAs)
- K3. Key financial personnel
- K4. Incoterms®
- K5. International Chamber of Commerce (ICC) rules and applications for mechanisms of payment
International financial laws and regulations

Skill 5 - Develop Plans

Subskill 5.2 - Develop international business plan

PURPOSE

International business plans act as a framework that identifies goals and objectives, specific target markets and clients, resources required and strategies to be developed in pursuit of international business opportunities. The plan allows for monitoring of progress via metrics against which success and failure can be measured. The comprehensive international business plan will be comprised of integrated strategies related to various business functions, including communications, sales and marketing, finance, and production.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Define business strategy, including:
 - organization's current position, e.g. within business lifecycle, achievements to date
 - organization's current business model, e.g. values, vision and mission statements
 - current state/trend of sector, project life cycle
 - competitive advantage, e.g. strengths and weaknesses of competitors and their business models
 - organizational growth plan, e.g. growth timelines, milestones and goals, target markets, mode of entry
 - business analysis, e.g. value chain
- P2. Define marketing strategy, including:
 - product/service and how it meets the needs of target market or needs to be adapted
 - price point for product/service
 - where product/service will be sold/delivered
 - how organization will connect with customers within target market to create awareness and interest
- P3. Develop an operational plan outline (logistics and terms of payment), for example:
 - facility requirements, e.g. size and location, lease agreements, supplier quotations
 - management information systems, e.g. inventory, manage accounts, quality control, customer tracking
 - information technology (IT) requirements
 - commitment of company resources
 - seek and obtain executive support for business plan
- P4. Develop a human resources (HR) plan, including:
 - organizational chart of all personnel needed for market entry

- job descriptions for all personnel
 - critical skills requirements for each position
 - outline of training programs and requirements
 - short- and long-term recruitment and retention plans
- P5. Develop communications strategy, including:
- processes for internal interaction
 - processes for interactions with potential and existing customers
 - processes for interactions with organizational support services, e.g. agents, distributors, customs brokers, freight forwarders
 - marketing
- P6. Develop social responsibility strategy, including:
- environmental policies and initiatives
 - community contribution initiatives
 - relevant certifications, e.g. fair-trade, organic, Leadership in Energy and Environmental Design (LEED)
- P7. Develop e-business strategy, including:
- e-commerce activities, e.g. selling product or service online
 - website development
 - hardware and software requirements
 - search engine optimization (SEO)
 - security issues and solutions
- P8. Develop financial plans, forecasts and practices, including:
- cash flow statements
 - profit and loss forecasts
 - sales forecasts
 - required capital and external funding
 - repayment plans for borrowing
 - sources of revenue and income
 - cost of sales
 - foreign exchange forecast
- P9. Formulate a business exit strategy including:
- selected exit strategy, e.g. acquisition, sale, buy-out, reorganization, close operations
 - timing of the exit strategy implementation
 - succession plan, e.g. sell, close and liquidate assets
 - organizational valuation process
 - exit clauses

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Corporate history, brand, goals and objectives, including past financial history from audited financial analysis report
- K2. Characteristics, demographics and socio-economics of target market
- K3. Legal considerations and requirements unique to target market

<p>K4. Pricing and currency requirements for target market</p> <p>K5. Business plan development process and key considerations</p> <p>K6. Factors and considerations that make the international trade initiative unique to domestic operations</p>	
Skill 5 - Develop Plans	<i>Subskill 5.3 - Develop international sales and marketing plan</i>
<p>PURPOSE</p> <p>The development of a strategic international sales and marketing plan serves as the foundation of the organization's overall international commercial strategy and guides all sales and marketing activities. Specific countries and/or regions and/or international niche markets may have different requirements; therefore, a company may use different tactics depending on the specific market.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Develop an organizational profile, including:</p> <ul style="list-style-type: none"> • corporate history • name, address, contact information, and principal partners/owners • business vision and beliefs (in line with target market) • core organizational goals and values <p>P2. Define international marketing objectives within the parameters of the corporate strategic plan, e.g. market share versus profit</p> <p>P3. Describe product/service offerings, e.g. detail how the product/service is unique, meets a niche market and/or is superior to the competition, specify value of product/service to customers</p> <p>P4. Outline political, economic, cultural and social characteristics of target market, including:</p> <ul style="list-style-type: none"> • political and economic structures that govern target market • disposition of government to foreign business initiatives • stability of political, economic and social situations • economic development of the target market, e.g. literacy rates of audience, lifestyles, per-capita expenditures on marketing and advertising • political, economic, cultural or social policies and issues that could impact the market entry strategy • social and cultural considerations, e.g. underlying meanings of symbols and gestures within target market, language requirements, customs and social mores • technological capabilities and requirements • legal systems, jurisdictions and considerations, e.g. protection of intellectual property, resolving disputes <p>P5. Outline business environment for target market, considering:</p> <ul style="list-style-type: none"> • impact of tariffs, non-tariff barriers, surtaxes, customs procedures and taxes on the financial viability of the proposed initiative • stability and convertibility of currency • exchange regulations, if applicable • fiscal regulations • repatriation of profits • legal environment, e.g. judicial system, opportunities for resolving disputes 	

<ul style="list-style-type: none"> • regulatory environment in both target market and source market • health, safety, technical and environmental regulations • packaging and labelling regulations • physical infrastructure, e.g. communications, roads, ports and railways, warehousing and storing facilities, distribution channels and retail outlets • cultural factors and ways of doing business • local staffing <p>P6. Choose target market best suited to business goals, e.g., use decision-making matrix</p> <p>P7. Develop contingency plans for dealing with potential challenges related to:</p> <ul style="list-style-type: none"> • new regulations for packaging/labelling/claims • shifts in trends or buyers' preferences • environmental issues • marketing, advertising and sales regulations • changes in the economy • new competition • negative business image or perceptions • staffing issues <p>P8. Select sales procedures for cost effectiveness while complying with legal, regulatory and ethical compliance requirements of target market</p> <p>P9. Develop a sales activity plan for the target market, considering all legal, regulatory, ethical and cultural requirements unique to market/customer base</p> <p>P10. Set sales objectives for target market and individual products and services</p>	<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Cultural backgrounds, languages and preferences of customers and social value within target market</p> <p>K2. Types of distribution channels and trends, for example:</p> <ul style="list-style-type: none"> • selling through a retailer, wholesaler, sales agent • selling through kiosks • taking orders via catalogue or online • selling solely online via e-commerce <p>K3. Types of organizational sales structures, e.g. geographic, product-based, customer-based, brand-based</p>
<p>Skill 5 - Develop Plans</p>	<p><i>Subskill 5.4 - Develop strategic market entry plan</i></p>
<p>PURPOSE</p> <p>Market entry planning outlines the company's specific strategies for entering a new market, either directly or indirectly, through the establishment of strategic alliances or by participating in global supply chains and value chains. The plan enables the company to clarify the actions it must take, identify potential problems that might arise and determine the costs involved.</p>	

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Identify organizational factors relating to market entry, including:
 - organizational goals, e.g. enhanced capacity, increased market share, assessment of core strategy
 - available resources, e.g. human resources, finances, infrastructure
 - product/service offering
 - competition, e.g. direct, indirect, portion of market share
 - investment required, e.g. financial, human resources
 - time, e.g. the amount of time required to successfully enter target market
 - risk, e.g. organization's risk tolerance
 - the degree of internal experience with target market
 - internal commitment to expansion
- P2. Analyze and interpret market characteristics, including:
 - size of market that can be reached easily considering demographic, cultural, geographic or economic factors, e.g. market growth rate, customer preferences
 - political situation, e.g. risk associated with loss of goods or payment, competitive intensity
 - economic climate, e.g. consumer confidence, spending habits, degree of control
 - culture and lifestyle, e.g. suitability of product or service in target market, distribution channels
- P3. Consider potential issues for market entry, including:
 - threat of new entrants or barriers to entry of market
 - intensity of rivalry among existing competitors in target market
 - threat posed by substitute products, e.g. indirect competition
 - bargaining power of buyers
 - bargaining power of suppliers
 - degree of standardization in product or service
 - subsidiary issues/resistance
- P4. Research barriers to entry, including:
 - problems associated with distribution and transport of goods
 - political and regulatory barriers, e.g. export licences, trade sanctions
 - restrictions on movement of personnel, e.g. recognition of credentials, visa requirements
 - problems obtaining payments from target market
 - costs associated with customs tariffs and insurance and regulatory aspects
- P5. Analyze risks and benefits, considering:
 - likelihood of risks or benefits occurring
 - impact on organization
- P6. Assess the potential and suitability of various market entry strategies
- P7. Select appropriate market entry strategy for organization and target market

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Market research techniques
- K2. Risk analysis techniques
- K3. Needs assessment techniques

K4. Types of market entry strategies:

- direct exporting, e.g. business to business (B2B), business to consumer (B2C)
- indirect exporting, e.g. piggybacking, countertrade
- strategic alliances, e.g. joint venture, consortium
- direct investment, e.g. mergers and acquisitions, greenfield/brownfield investments

Competency Category 3: Market Entry Strategies

Overview of Competency Category 3: Market Entry Strategies

The CITP®|FIBP® understands the importance of researching market entry options, analyzing these options, and then select the best entry strategies and strategic partnerships for their needs. The CITP®|FIBP® applies this knowledge by conducting a comprehensive assessment of international market entry options for the export of products or services and recommends the optimal market entry strategy.

Competency Category 3 Market Entry Strategies	
Skill 6 - Manage Direct Exports	<i>Subskill 6.1 - Manage direct exports</i>
<p>PURPOSE</p> <p>Direct exports allow an organization to have direct control of the distribution of products and services produced in the organization's source market. Organizations retain control over their selection of target markets and representatives in the target markets, and potentially make greater profits due to the lack of intermediaries.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Execute go-to-market strategy, including:</p> <ul style="list-style-type: none"> • logistical framework, e.g. distribution channels, e-commerce, inventory management, delivery, pre-sale and after-sale support, Incoterms® • marketing activities <p>P2. Use strategies to secure partnerships, for example:</p> <ul style="list-style-type: none"> • identify business associates with expertise in target market • research existing free trade agreements (FTAs) in force and under negotiation • seek out government departments responsible for trade services • contact embassies and trade commissioners in target market • contact business associations within target market • access commercial databases of countries operating in target market • participate in international expos and trade shows to network <p>P3. Identify and develop working relationships with governments and regulatory bodies, e.g. for duties, taxes and customs, referrals, local information</p> <p>P4. Ensure product or service is compliant, e.g. certification requirements</p> <p>P5. Identify and build relationships with potential customers</p> <p>P6. Develop a financial model, e.g. banking, payments</p> <p>P7. Develop templates for contracts for target market</p>	
<p>KNOWLEDGE</p> <p>A CITP® FIBP® must know:</p> <p>K1. International business initiatives that organization is planning</p> <p>K2. Methods of financing</p> <p>K3. Regulatory environment in target market</p> <p>K4. Legal restrictions and government requirements</p> <p>K5. Cultural context of target market</p>	

K6. Economic and political status of target market	
K7. Ethical business practices	
Skill 7 - Manage Indirect Exports	<i>Subskill 7.1 - Manage indirect exports</i>
PURPOSE	
Indirect exporting is typically taken on by organizations that are not ready to go into a foreign market on their own. It involves selling to an intermediary in the target market, and may include piggybacking and countertrade. The intermediary advises the seller about target market requirements and makes use of ancillary support services. Indirect exporting allows primary entry into a foreign market, while mitigating the risk associated with such activities.	
PERFORMANCE	
<i>A CITP® FIBP® must be able to:</i>	
P1. Identify suitable intermediary	
P2. Determine selection criteria for potential partners	
P3. Use strategies to secure partnerships, for example: <ul style="list-style-type: none"> • identify business associates with expertise in target market • research existing free trade agreements (FTAs) in force and under negotiation • seek out government departments responsible for trade services • contact embassies and trade commissioners in target market • contact business associations within target market • access commercial databases of countries operating in target market • participate in international expos and trade shows to network 	
P4. Secure any financing required: <ul style="list-style-type: none"> • access source and target markets' financial institutions • access governmental and non-governmental programs 	
P5. Ensure adequate capacity to meet contractual commitments to intermediary	
P6. Ensure product or service is compliant, e.g. certification requirements	
P7. Provide required documentation	
KNOWLEDGE	
<i>A CITP® FIBP® must know:</i>	
K1. International business initiatives that organization is planning	
K2. Methods of financing	
K3. Legal restrictions and government requirements	
K4. Cultural context of target market	
K5. Ethical business practices	
Skill 8 - Develop Strategic Alliances	<i>Subskill 8.1 - Research strategic alliance opportunities</i>
PURPOSE	
A strategic alliance is an arrangement whereby one company cooperates, joins or works with another company. Local partners can provide valuable on-the-ground knowledge and contacts, and reduce the risk to the organization. The research stage involves the identification of the organization's market entry needs,	

followed by development strategies to identify prospective partners. Well-executed research ensures the right partner is found for a particular initiative.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Develop working relationships with local stakeholders and professionals, e.g. legal counsel
- P2. Analyze internal organizational gaps, in areas including:
 - service delivery
 - human resources
 - familiarity with market process and technology
 - financing
 - cultural and linguistic capabilities
- P3. Determine selection criteria for potential partners, for example:
 - identify due diligence requirements, e.g. credibility, potential sanctions, criminal activity
 - identify what type of alliances would be most beneficial
- P4. Use strategies to identify potential partnerships, for example:
 - identify businesses with expertise in target market and sector
 - identify businesses with existing strategic alliances
 - research existing free trade agreements (FTAs) in force and under negotiation
 - seek out government departments responsible for trade services
 - contact trade commissioners in source and target markets
 - contact business associations within target market
 - access commercial databases of companies operating in target market
 - attend networking opportunities, e.g. international expos, conferences, trade shows
- P5. Secure any financing required for the initiative:
 - research source and target markets' financial institutions
 - identify governmental and non-governmental programs

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Organization's international business plan
- K2. Sources of up-to-date information about target market
- K3. Target market's regulatory environment
- K4. Source and target markets' legal requirements
- K5. Cultural context of target market

Skill 8 - Develop Strategic Alliances

Subskill 8.2 - Evaluate potential partners

PURPOSE

A strategic alliance is an arrangement whereby one company cooperates, joins or works with another company. Local partners can provide valuable on-the-ground knowledge and contacts, and reduce the risk to the organization. Evaluation of potential partners is critical to the selection process to enhance the chances of a successful alliance.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Develop selection criteria based on desired characteristics, for example:
 - ability to meet needs
 - willingness to enter strategic alliances
 - compatibility
- P2. Investigate potential partner's:
 - creditworthiness
 - financial situation
 - quality of management
 - business history
 - reputation in local and international marketplace
 - ethical standards
- P3. Determine if potential partner's business initiatives could create conflicts of interest, e.g. other partnerships
- P4. Evaluate organization's goals against those of potential partner, i.e. ensure similar goals and values
- P5. Determine what type of alliance would be most beneficial, for example:
 - co-marketing and distribution
 - joint venture, production or manufacturing
 - joint research and development
 - virtual corporations and relationship enterprises
 - outsourced services
 - franchising, licensing

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. International business initiatives that organization is planning
- K2. Target market's regulatory environment
- K3. Target market stakeholders for the potential initiative
- K4. Target market's legal requirements for joint ventures with foreign enterprises
- K5. Cultural aspects of working with stakeholders in target market, e.g. appropriate communication and negotiation methods
- K6. Potential for corruption during investment process

Skill 8 - Develop Strategic Alliances*Subskill 8.3 - Negotiate contracts for strategic alliances***PURPOSE**

A strategic alliance is an arrangement whereby one company cooperates, joins or works with another company. Local partners can provide valuable on-the-ground knowledge and contacts, and reduce the risk to the organization. Negotiation establishes clear expectations of the working relationship and outlines the modus operandi of the alliance.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Access legal expertise familiar with international contract law and business laws of the market where strategic alliance will operate, if necessary
- P2. Include on negotiating team individuals familiar with target market's business, language and cultural customs
- P3. Develop trust with partnering organizations:
 - recognize attitudes and behaviours that may indicate risk
- P4. Determine form of agreement to be used, e.g. contract, memorandum of understanding (MOU)
- P5. Develop the work plan:
 - define goals, objectives, contributions and obligations of each organization
 - identify roles and responsibilities of each organization
 - develop reporting methods
 - identify milestones
- P6. Develop formal agreement, including:
 - work plan
 - duration of agreement
 - exclusivity, confidentiality and intellectual property clauses
 - terms and effects of termination
 - legal implications, e.g. indemnity, insurance
 - dispute resolution
 - governing jurisdiction law
 - payment terms
 - pricing structure
 - scope of sales territory
- P7. Obtain legal approval of contract, if necessary

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. International business initiatives that organization is planning
- K2. Target market's regulatory environment
- K3. Target market stakeholders for potential initiative
- K4. Legal restrictions and government requirements
- K5. Cultural context of the target market, e.g. preferred communication and negotiation methods
- K6. Potential for unethical business practices
- K7. Negotiation techniques
- K8. Business practices and ethics

Skill 8 - Develop Strategic Alliances*Subskill 8.4 - Manage existing strategic alliances***PURPOSE**

A strategic alliance is an arrangement whereby one company cooperates, joins or works with another company. Local partners can provide valuable on-the-ground knowledge and contacts, and reduce the risk

to the organization. Managing the alliance involves ongoing monitoring, evaluating and adjusting of the relationship to ensure desired long-term results for all parties involved.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Monitor compliance with contract terms and conditions
- P2. Cultivate ongoing relationship with partners, for example:
 - maintain ongoing dialogue
 - conduct periodic reviews
 - assess partners' satisfaction with alliance
- P3. Provide training, as necessary
- P4. Manage cross-cultural issues
- P5. Resolve disputes

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Sources of information about target market and its business environment
- K2. Target market's regulatory environment, e.g. expatriation of profits, taxation
- K3. Legal restrictions of applicable jurisdictions and government requirements, e.g. restrictions on franchising and licensing
- K4. Cultural context of the target market
- K5. Potential for corruption
- K6. Common business practices of target market

Competency Category 4: Finance

Overview of Competency Category 4: Finance

The CITP®|FIBP® understands the importance of adapting and managing finances in international markets. The CITP®|FIBP® applies this knowledge to mitigate financial risk by selecting appropriate transaction methods and tools for their international trade activities.

Competency Category 4 Finance	
Skill 11 - Conduct Trade Transaction	Subskill 11.1 - Negotiate payment options
<p>PURPOSE Negotiating payment options is a critical component of the sales/purchase agreement/contract negotiation process. The payment option and the payment arrangements reflect the levels of risk that the buyer, supplier and financing institutions are willing to take.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <p>P1. Conduct due diligence before entering into negotiations, for example:</p> <ul style="list-style-type: none"> • check client/buyer reputation • identify how long organization has been in business and scope of business activities • identify owner(s) and source of funding • ensure client/buyer can pay • ensure supplier can deliver product or service <p>P2. Determine level of trust between negotiating parties</p> <p>P3. Determine level of risk organization is willing to assume</p> <p>P4. Define terms used in contract</p> <p>P5. Agree on which country's laws will apply to contract</p> <p>P6. Negotiate payment options, for example:</p> <ul style="list-style-type: none"> • trust/open account, e.g. pre-payment, payment on delivery of goods, completion of service deliverables/milestones • letter of credit (L/C), also known as documentary credit (D/C) or documentary letter of credit (DLC) • documentary collection, e.g. documents on payment, documents on acceptance • stand-bys • retainer with invoices for progress payments <p>P7. Negotiate payment arrangements on selected payment option, for example:</p> <ul style="list-style-type: none"> • time frame of payment, e.g. net 30, 60, 90 days • advance payment amount, e.g. percentage of contract • Incoterms®, including reference date and location, where required • performance bond or guarantee requirements <p>P8. Negotiate conditions which would permit cancellation of contract, for example:</p> <ul style="list-style-type: none"> • delivery of substandard product or service • delivery of insufficient number of products or volume of service <p>P9. Determine costs and which party is responsible for various payment options</p>	

- P10. Agree on allocation of costs for payment option
 P11. Include force majeure clause
 P12. Provide/Obtain bank routing information for wire transfers of funds

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Scope of due diligence investigations
 K2. Types of payment options
 K3. Types of financial instruments for trade transactions
 K4. Types of payment arrangements
 K5. Types of financial risk
 K6. Currency of sale
 K7. Currency of costs (material-labour)
 K8. Currency exchange risk
 K9. Incoterms®, if applicable
 K10. Documentation required
 K11. Transfer of ownership options
 K12. Negotiation process and tactics
 K13. International Chamber of Commerce (ICC) trade finance rules, e.g. UCP 600
 K14. Types of guarantees
 K15. Types of bonds
 K16. Advantages and disadvantages of insurance, guarantees and bonds, e.g. extent of coverage, policy limits, deductibles, fees, claim waiting periods, requirements for filing a claim
 K17. Wire transfer information requirements

Skill 11 - Conduct Trade Transaction

Subskill 11.2 - Obtain international trade financing

PURPOSE

Suppliers and buyers may need to acquire funds to establish entry into international trade, to purchase supplies to make products or provide services, or to pay for products and services, and to continue or expand their international trade presence. Organizations typically select the least costly and least risky options to obtain funds for a trade transaction. Their relationships with their financial institutions and their financial management planning and practices are essential.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Develop plan for international market, including:
- purpose of funding
 - risk mitigation plans
 - analysis of uses and sources of funds, for example:
 - corporate financing, e.g. project-specific start-up funding, purchase of supplies
 - transaction financing, e.g. negotiated payment option and terms
 - market development financing to assist with payment for international trade shows and travel

<ul style="list-style-type: none"> ▪ financing for greenfield or brownfield market development • business plan and specific market plan for target market • cash flow forecast, incoming and outgoing • reporting system, e.g. triple bottom line • foreign exchange strategy for both revenue and expenses • cost analysis • risk versus reward rationalization • required non-financial resources, e.g. labour, infrastructure, professional services <p>P2. Review organization's financial plan</p> <p>P3. Review financing options based on risk and cost:</p> <ul style="list-style-type: none"> • apply to financial institution for required financing, e.g. direct loan • use existing financial arrangements, e.g. lines of credit, investors • arrange for note purchase agreements • discount letters of credit/invoices to obtain advanced funds on future payment opportunities, e.g. forfaiting, factoring <p>P4. Select funding option and obtain funds:</p> <ul style="list-style-type: none"> • comply with regulations governing financial transactions • provide required documentation to bank • provide required security <p>P5. Engage third-party legal advisor to review credit agreement</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Cost analysis results, e.g. margins</p> <p>K2. Types of payment methods</p> <p>K3. Types of financial instruments for trade transactions</p> <p>K4. Types of payment arrangements</p> <p>K5. Types of risk, e.g. geographic location, political, economic, social, legal, ecological, currency transfer</p> <p>K6. Incoterms®</p> <p>K7. Required documentation</p> <p>K8. Types of financing options</p> <p>K9. Client information, e.g. source of client's business funding</p>	
Skill 11 - Conduct Trade Transaction	<i>Subskill 11.3 - Procure credit insurance</i>
<p>PURPOSE</p> <p>Credit insurance is a means to mitigate transaction payment risk. Suppliers procure credit insurance to cover losses should their client (the buyer) default on its payment obligation.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Analyze credit risk associated with client</p> <p>P2. Determine if credit insurance is required</p> <p>P3. Procure insurance coverage for:</p>	

<ul style="list-style-type: none"> • each transaction with specific buyer • professional services <p>P4. Determine trade/credit insurance needs based on value of contract</p> <p>P5. Determine cost of coverage</p> <p>P6. Apply to insurance company for coverage:</p> <ul style="list-style-type: none"> • provide required documentation and information <p>P7. Obtain insurance policy documentation</p> <p>P8. Pay for insurance policy</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Types of risk, e.g. geographic location, political, economic, social, legal, ecological, currency transfer</p> <p>K2. Providers of insurance</p> <ul style="list-style-type: none"> • insurance products offered <p>K3. Types of insurance and when insurance is required</p> <p>K4. Policy details, including:</p> <ul style="list-style-type: none"> • extent of coverage, i.e. what is covered and not covered • buyer limits • policy limits • deductibles • claims waiting periods • dollar value of coverage available • coverage tenure, i.e. maximum allowable to be claimed within a set time frame <p>K5. Types of payment options</p> <p>K6. Insurance costs</p> <p>K7. Options for insurance, guarantees and bonds, for example:</p> <ul style="list-style-type: none"> • fees • claims waiting periods • requirements for filing a claim 	
Skill 11 - Conduct Trade Transaction	<i>Subskill 11.4 - Procure guarantees</i>
<p>PURPOSE</p> <p>Guarantees are a means to mitigate transaction risk. Buyers and suppliers can require guarantees to receive funds should the transaction not proceed as negotiated.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Determine type of guarantee required, for example:</p> <ul style="list-style-type: none"> • stand-by letter of credit • warranty and retention (holdback) guarantee • advance payment or progress payment guarantees <p>P2. Apply for guarantee, submitting information to guarantee provider on:</p> <ul style="list-style-type: none"> • contractual terms 	

<ul style="list-style-type: none"> • managerial, technical and financial capabilities of own organization • buyer profile <p>P3. Finalize guarantee arrangements</p> <p>P4. Provide required guarantee documents to beneficiary</p> <p>P5. Meet terms and conditions for guarantees</p> <p>P6. Set plan to mitigate a “wrongful call of a guarantee”, for example:</p> <ul style="list-style-type: none"> • purchase performance security insurance 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Types of payment options for trade transactions, e.g. standby letters of credit</p> <p>K2. Types of guarantees and when they are required</p> <p>K3. Providers of guarantees</p> <p>K4. Costs of guarantees</p> <p>K5. Terms of guarantees, for example:</p> <ul style="list-style-type: none"> • guarantee tenure • percentage of guarantee in relation to dollar value of contract • which country’s laws apply in the event of a dispute <p>K6. Options for insurance, guarantees and bonds, for example:</p> <ul style="list-style-type: none"> • extent of coverage • policy limits • deductibles • fees • claims waiting periods • requirements for filing a claim <p>K7. Guarantee providers acceptable to beneficiary</p> <p>K8. Contract specifications, e.g. document requirements</p> <p>K9. International Chamber of Commerce (ICC) Uniform Rules for Demand Guarantees</p>	
Skill 11 - Conduct Trade Transaction	<i>Subskill 11.5 - Procure bonds</i>
<p>PURPOSE</p> <p>International transactions often require suppliers to provide a bond to indicate their serious intentions when bidding on projects (bid bond) and for protection from project incompleteness (performance and warranty bonds). The bond issuer is obligated to ensure the transaction is completed as per the original terms and conditions of the contract.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Determine type of bond required, e.g. bid bond, performance bond</p> <p>P2. Determine specific financial requirements for bond, e.g. percentage of contract</p> <p>P3. Apply for guarantee financing with appropriate provider, e.g. banks, surety company</p> <ul style="list-style-type: none"> • provide required documents • provide information on terms of contract 	

<ul style="list-style-type: none"> • provide information on buyer <p>P4. Finalize bond arrangements, e.g. premium for bond, claim process</p> <p>P5. Pay for bond, e.g. premiums, fees, commissions</p> <p>P6. Provide documentation to beneficiary</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Types of bonds and their purposes</p> <p>K2. Bond providers, e.g. banks, surety companies</p> <p>K3. Costs of bonds</p> <p>K4. Negotiated financial contract specifications</p>	
<p>Skill 11 - Conduct Trade Transaction</p>	<p><i>Subskill 11.6 - Meet conditions of payment option</i></p>
<p>PURPOSE</p> <p>Provided the commercial aspects of the contract are completed as agreed upon, the supplier and buyer can conclude their financial transaction when the goods and the payment are received or when the service deliverables are completed and the payment is received.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Receive/send goods or service deliverables</p> <p>P2. Provide all required documents, as per contract, to facilitate payment</p> <p>P3. Present documents for transfer of funds based on:</p> <ul style="list-style-type: none"> • negotiated payment option, as per contract, including banks involved, responsibility for bank fees, etc. • completion of contract terms and conditions • acceptance of service deliverables <p>P4. Provide/Obtain bank information for transfer of funds</p> <p>P5. Make payment according to contract terms</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Types of payment options</p> <p>K2. Types of financial instruments for trade transactions</p> <p>K3. Types of risk, e.g. geographic location, political, economic, social, legal, ecological, currency transfer</p> <p>K4. Incoterms®, if applicable</p> <p>K5. Required documentation</p> <p>K6. Contingency plans and troubleshooting, the agreed-on dispute mechanism(s) in contract, e.g. use of mediator, withdrawal of services, third-party testing</p>	

Skill 13 – Manage Payment Defaults	<i>Subskill 13.2 - Pursue collection</i>
<p>PURPOSE If an organization does not have its own collections department, a third-party debt collection agency may be contracted to collect on an outstanding debt as a result of a failed trade transaction. If the transaction is covered by credit insurance, then a claim can be made.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ul style="list-style-type: none"> P1. Determine amount of funds outstanding P2. Determine whether transaction is covered by insurance policy: <ul style="list-style-type: none"> • contact insurance company for instructions on how to proceed before incurring unnecessary expenses or jeopardizing the claim P3. Determine potential costs of collection P4. Determine most prudent course of action for organization, for example: <ul style="list-style-type: none"> • write off loss • pursue collection P5. Hire collection agency: <ul style="list-style-type: none"> • determine fees and expenses • determine range of services P6. Hire lawyer, if required P7. Seek sources of assistance in target market, for example: <ul style="list-style-type: none"> • trade commissioner • chamber of commerce • broker used to facilitate initial sale 	
<p>KNOWLEDGE <i>A CITP® FIBP® must know:</i></p> <ul style="list-style-type: none"> K1. Payment options K2. Value of contract K3. Outstanding debt K4. Collection agencies and their areas of expertise 	

Competency Category 5: Business Disputes

Overview of Competency Category 5: Business Disputes

The CITP®|FIBP® demonstrates knowledge of resolution of disputes and applies this knowledge to resolve trade financial discrepancies in order to best serve the interests of both buyer and seller.

Competency Category 5 Business Disputes	
Skill 14 - Resolve Business Disputes	<i>Subskill 14.1 - Resolve trade discrepancies</i>
<p>PURPOSE To ensure that trade transactions proceed, it is important to resolve discrepancies to best serve the interests of both purchaser and supplier. This also helps to ensure the protection of the organization's investment in the transaction.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Ensure goods/payment are secure or services provision is put on hold, e.g. invoke a "care and custodial state" P2. Determine specific nature of issue, e.g. financial, legal, contractual, force majeure, incorrect bank or account information P3. Negotiate with buyer/seller for ways to resolve discrepancy, e.g. amend letter of credit, amend invoicing schedule P4. Ensure documents for goods are compliant and correct, for example: <ul style="list-style-type: none"> • check with freight forwarder • ask bank to examine documents before they are transmitted to issuing bank P5. Use retainer to cover costs and inform client of additional costs that may occur P6. Determine costs of resolution options 	
<p>KNOWLEDGE <i>A CITP® FIBP® must know:</i></p> <ol style="list-style-type: none"> K1. Conventions of wire transfers, transactions and company policies/protocols K2. Relationship between wire transfers, transactions and Incoterms® K3. Financial Analysis and Tracking Canada (FINTRAC) K4. Letters of credit and documentary collection processes and contents K5. Negotiated payment options K6. Resolution options K7. Costs of resolution options 	

Competency Category 6: Procurement

Overview of Competency Category 6: Procurement

The CITP®|FIBP® demonstrates knowledge required to procure goods and services from, and outsource production in, international markets in an effective, efficient and compliant manner.

Competency Category 6 Procurement	
Skill 15 - Purchase Goods	<i>Subskill 15.1 - Procure goods from foreign organizations</i>
<p>PURPOSE</p> <p>Once a business decision has been made to access international markets by purchasing goods from foreign organizations, it is important to thoroughly research suppliers, develop relationships, and carefully scrutinize potential suppliers. Procurement processes can apply to raw materials/components for manufacturing and to finished products.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Comply with legal requirements for entering into business agreements with commercial organizations in target market, e.g. financial trade agreements/rules P2. Develop relationships with potential suppliers, for example: <ul style="list-style-type: none"> • identify country of origin of all components • identify appropriate contacts within the supplier's organization, e.g. decision makers, signing authority • be aware of cultural/social customs and mores for conducting business • meet at industry events • visit offices and/or plants P3. Research potential supplier's business reputation, for example: <ul style="list-style-type: none"> • how long in business • who owner is • maximum throughput and current capacity • back-up/contingency plans for plant failure • third-party certification P4. Determine potential supplier's quality standards: <ul style="list-style-type: none"> • check samples or products made for other clients P5. Determine logistics to get goods from its location to own location: <ul style="list-style-type: none"> • prepare logistics plan for receiving, transporting, tracking, storing and distributing goods, e.g. speed of delivery • determine customs requirements, regulatory approvals and required licences • assess third parties involved in supply chain • review cost analysis, if applicable P6. Review current insurance policies and their coverage P7. Implement bidding process, for example: <ul style="list-style-type: none"> • ensure process conforms to legislation and regulations • ensure process is culturally appropriate 	

<ul style="list-style-type: none"> • choose bid type, e.g. tender, request for proposal (RFP), request for information (RFI) <p>P8. Invite potential suppliers to bid:</p> <ul style="list-style-type: none"> • inform potential suppliers of terms <p>P9. Review bids:</p> <ul style="list-style-type: none"> • minimize risk by considering more than one supplier <p>P10. Select winning bid</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Patent/intellectual property protection</p> <p>K2. Methods of procurement, e.g. tender, request for proposal, request for quotation</p> <p>K3. Distribution and evaluation processes for procurement methods</p> <p>K4. Commercial law in target market, e.g. legislation, regulations, permits, licences, declarations, certificates</p> <p>K5. Importing legislation and regulations, e.g. permits, licences, declarations, certificates, import quotas, tariffs, duties</p> <p>K6. Forces driving organization's pursuit of foreign suppliers, e.g. factor input or market access</p> <p>K7. Cultural differences and issues</p> <p>K8. Key performance indicators (KPIs), e.g. timely deliveries, rejects</p> <p>K9. International financial trade arrangements, e.g. letters of credit</p> <p>K10. Applicable financial trade agreements recognized by importing and exporting jurisdictions</p> <p>K11. Existing channels of corresponding banking relationships</p>	
<p style="text-align: center;">Skill 16 - Purchase Services</p>	<p style="text-align: center;"><i>Subskill 16.1 - Procure services from foreign organizations</i></p>
<p>PURPOSE</p> <p>Once a business decision has been made to procure services from abroad, it is important to carefully consider the nature of the relationship and how to manage opportunities and risks associated with procuring services from abroad.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Determine objectives and requirements for services:</p> <ul style="list-style-type: none"> • determine types of services required to fulfill need, e.g. business, professional, technical • determine nature of relationship, e.g. business process outsourcing (BPO), professional services, franchised, licensed, support services • determine appropriate delivery modes for service, e.g. World Trade Organization's four modes of delivery <p>P2. Conduct research:</p> <ul style="list-style-type: none"> • review World Trade Organization's General Agreement on Trade in Services • identify relevant, current bilateral service trade agreements, e.g. Canada-EU, Canada-United States-Mexico Agreement (CUSMA) • determine potential impact on consumers <p>P3. Review service need to identify risks, for example:</p>	

- data security
 - copyright and brand protection
 - liability
 - financial, e.g. non-payment, currency fluctuations
- P4. Review risk analyses, especially socio-political-economic risks
- P5. Prepare cost-benefit analysis comparing local procurement versus foreign procurement:
- identify any hidden costs
 - review costs and benefits of service level options
 - consider the duration, e.g. short term, long term
- P6. Determine financing requirements
- P7. Determine certification requirements, if applicable
- P8. Determine potential legal requirements for entering into business agreements with foreign organizations, e.g. recognized financial trade agreements/rules for own and provider's country
- P9. Identify potential foreign service providers:
- prepare list of pre-qualified service providers
- P10. Develop relationships with potential service providers, for example:
- identify appropriate contacts within providers' organizations, e.g. decision makers, signing authority
 - be aware of cultural/social customs and overall business environment
 - meet at industry events
 - visit offices and/or facilities
 - check references
- P11. Request proposals from providers:
- consider scope of services
 - cost
 - value added, e.g. innovation, efficiencies, turn-around time, quality controls, solutions
 - service level options
- P12. Qualify suppliers:
- evaluate proposals
 - plan resources
 - set up work plan and timelines
 - obtain and analyze detailed proposals
- P13. Select appropriate provider
- P14. Negotiate service-level agreement

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Aspects of organization that can be conducted by third party
- K2. Service delivery modes
- K3. Different levels of and types of risk for offshoring, e.g. quality, security
- K4. Own country's international legislation, regulations and restrictions regarding outsourcing and offshoring services
- K5. International and bilateral services trade agreements

- K6. Applicable financial trade for services agreements (World Trade Organization) recognized by importing and exporting jurisdictions
- K7. Forces driving organization's pursuit of foreign service providers, e.g. labour costs, professional expertise
- K8. Cultural differences and issues
- K9. Methods of procurement, e.g. tender, request for proposal, request for quotation
- K10. Distribution and evaluation processes for procurement methods
- K11. Service-level agreement components

Competency Category 7: Product/Service Production

Overview of Competency Category 7: Product/Service Production

The CITP®|FIBP® understands the importance of adapting products and services for an international market. The CITP®|FIBP® applies this knowledge to maintain a competitive edge when adapting or customizing products and services for an international target market.

Competency Category 7 Product/Service Production	
Skill 18 - Manufacture Product	<i>Subskill 18.1 - Conduct market research to inform manufacturing of product</i>
<p>PURPOSE</p> <p>When manufacturing products, it is important to ensure the products meet the needs and will be successfully received/perceived by the new target market. This is a cyclical process, and it is important to obtain market information to determine ideas for new products and revisions for existing products. Products must also comply with the importing country's labelling and health and safety regulations.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Evaluate existing design based on target market research, for example: <ul style="list-style-type: none"> • new markets for existing design • new market trends • user feedback • competitors' products • price point/competitiveness P2. Address cultural preferences of target market, consider for example: <ul style="list-style-type: none"> • packaging • colours • sizes • types of materials • shapes • branding P3. Comply with target market requirements for products, for example: <ul style="list-style-type: none"> • voltage • packaging and labelling • material restrictions, e.g. country of origin for components, lead • language • environmental considerations P4. Adapt design for: <ul style="list-style-type: none"> • transportation efficiencies, e.g. reduced weight, efficient packing • concurrent and parallel production processes, e.g. to minimize component inventory, reduce production time • standardization, e.g. to minimize the number of different components P5. Re-design product based on results of market research 	

<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Current market research for target market, trends in product and related product use K2. Consumer preferences of target market K3. Legal import and export requirements for source and target markets K4. Negotiated terms of sales agreement K5. Cultural norms of target market K6. Customizations based on client needs</p>	
Skill 18 - Manufacture Product	<i>Subskill 18.2 - Customize product for client</i>
<p>PURPOSE Clients may have specific needs that are not met by a current product on offer. The ability to customize a product to meet needs can ensure an organization's product is chosen over a competitor's.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Evaluate feasibility of customizing product P2. Re-design product based on recommendations of clients P3. Provide new/revised design to existing clients as a means to increase sales of product P4. Obtain approval of purchaser for product changes or suggestions, as required, for example: <ul style="list-style-type: none"> • produce prototypes • produce short runs </p> <p>P5. Comply with negotiated terms of sales agreement</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Legal import and export requirements for source and target markets K2. Negotiated terms of sales agreement K3. Cultural and regional norms of target market K4. Customizations based on client needs</p>	
Skill 18 - Manufacture Product	<i>Subskill 18.4 - Confirm product meets market requirements</i>
<p>PURPOSE When manufacturing products for foreign buyers, it is important to ensure the products meet the buyers' specifications and the regulations of the importing market. Products must undergo testing to ensure compliance and to obtain specific certifications that may be required.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Ensure test product meets design specification results from market research P2. Check applicable regulations governing, for example: <ul style="list-style-type: none"> • technical specifications </p>	

<ul style="list-style-type: none"> • safety features, e.g. grounding • functionality • material restrictions, e.g. lead, components from restricted countries • quality and durability • packaging and labelling • environmental regulations for packaging, packing materials <p>P3. Test product to meet, for example:</p> <ul style="list-style-type: none"> • market-specific conditions, e.g. temperature testing, voltage • regulatory requirements of target market, e.g. product safety testing, drug and chemical testing, restricted content • client requirements, e.g. life test, highly accelerated stress screening, usability testing <p>P4. Hire testing agencies, as required, e.g. lab</p> <p>P5. Ensure sequence of tests are conducted, as required, e.g. potash during transport</p> <p>P6. Comply with product tracking requirements, e.g. bar codes, lot numbering, radio-frequency identification (RFID)</p> <p>P7. Obtain required inspections and documentation for transport, e.g. health certificates</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Market-specific regulations for testing and approvals</p> <p>K2. Technical requirements specified in terms of sales agreement</p> <p>K3. Legal import and export requirements for source and destination markets</p> <p>K4. Types of testing and their purpose</p>	
<p>Skill 18 - Manufacture Product</p>	<p><i>Subskill 18.5 - Package and label product</i></p>
<p>PURPOSE</p> <p>It is important to ensure the packaging of products meets the needs of the buyer, is aligned with corporate sales and marketing strategies, and complies with the regulatory requirements of the target market.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Design packaging, if applicable:</p> <ul style="list-style-type: none"> • highlight product features • incorporate cultural norms, e.g. colour, visuals • obtain feedback from client • consider environmental impact of packaging • identify language/translations required <p>P2. Ensure packaging and labelling meet requirements of target market, for example:</p> <ul style="list-style-type: none"> • fill levels • standardized packaging • weights system • content labelling, e.g. wool blend or percentages of fabric content • types of labels, e.g. non-removable tags with country of origin 	

<ul style="list-style-type: none"> • health and safety warnings • childproof/tamper-proof seals • care of item to protect warranty <p>P3. Take video/photos of products being packaged</p> <p>P4. Repackage dangerous goods, as required</p> <p>P5. Obtain required inspections and documentation for transport, e.g. health certificates, Animal and Plant Health Inspection Service (APHIS) certification</p> <p>P6. Meet requirements of tender/contract</p> <p>P7. Meet target market requirements for packaging materials, e.g. ensure pallets are treated and stamped</p> <p>P8. Ensure description of product meets Harmonized Commodity Description and Coding System (HS) code on required documentation</p> <p>P9. Comply with product tracking requirements, e.g. bar codes, lot numbering, radio-frequency identification (RFID)</p> <p>P10. Monitor market performance, e.g. sales, complaints</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Packaging requirements of destination market, e.g. allowable sizes, packaging materials</p> <p>K2. Standards for shipping for protection of product, tolerances for moisture, temperature</p> <p>K3. Packing and labelling cost options</p> <p>K4. Specific content labelling requirements, e.g. label types, wording of descriptions</p> <p>K5. Traceability requirements of target market</p> <p>K6. Country of origin requirements</p> <p>K7. Country of origin of all product components</p> <p>K8. Harmonized Commodity Description and Coding System (HS) codes</p> <p>K9. Negotiated terms of sales agreement</p>	
Skill 19 - Develop Services	<i>Subskill 19.1 - Develop service offerings</i>
<p>PURPOSE</p> <p>When developing service offerings for foreign clients, it is important to ensure the service meets the needs and will be successfully received/perceived by the target market and the potential new client.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Define type and scope of service being offered, e.g. training, business and professional services, engineering</p> <p>P2. Determine which of the four modes of supply, or combination of the modes, will be used for service delivery, e.g. cross-border supply, commercial presence</p> <p>P3. Determine necessity and process of obtaining mutual recognition agreements/arrangements (MRAs) of professional credentials in target market, where applicable</p> <p>P4. Tailor service to requirements of target market, for example:</p> <ul style="list-style-type: none"> • regulations, e.g. labour laws, intellectual property protection, visas 	

- language
 - business and cultural norms
 - technological development
 - promote capacity to create customized, client-specific solutions
- P5. Customize service to client's requirements, for example:
- determine corporate needs
 - capacity of staff
 - IT systems' capacity and reliability
 - project end users/uses
 - formulate business continuity plan to include, for example:
 - remote delivery of services
 - outsource service delivery to local providers
 - proposed amendments to service-level agreement in event of disruptions
 - changes to delivery timing
- P6. Prepare service description, pricing guidelines
- P7. Respond to formal request for proposal (RFP)
- prepare response for competitive bid
- P8. Develop supporting materials, e.g. initiative portfolio, curriculum vitae, client testimonials, training guides, web-based information
- differentiate service offerings through uniqueness, innovation, value-add, credibility of service provider
- P9. Identify opportunities to improve services and their delivery
- P10. Look for strategic alliances in target market who provide complementary or turnkey service, if applicable
- P11. Ensure compliance with regulations of source and target markets, e.g. labour laws, intellectual property protection, mutual recognition agreements

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Capacity of services being offered
- K2. Market's need for service, general market knowledge
- K3. Service delivery strategies, mode of delivery or combinations of modes
- K4. Methods of identifying local delivery partners
- K5. Infrastructure required for service delivery, e.g. IT capacity
- K6. Legal import and export requirements for source and target markets
- K7. Language and cultural requirements of target market
- K8. United Nations Sustainable Development Goals (SDGs)

Competency Category 8: Inventory Management

Overview of Competency Category 8: Inventory Management

The CITP®|FIBP® demonstrates knowledge required to implement inventory management strategies that address the use of international suppliers and the needs of international buyers/ customers.

Competency Category 8 Inventory Management	
Skill 21 - Manage Inventory	<i>Subskill 21.1 - Establish inventory system</i>
<p>PURPOSE</p> <p>In order to track inventory of equipment, supplies and finished products, it is necessary to establish a system that is easy to use by employees to generate data on which to base ordering and anticipate sales. Inventory systems can also be used to track and monitor non-production assets, such as equipment, office supplies, etc.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Design inventory system to:</p> <ul style="list-style-type: none"> • maintain lowest possible cost implications and maximum flexibility for organization • maximize cash flow • minimize disruptions to production and distribution • transfer ownership • establish optimum inventory levels <p>P2. Assess variables to establish inventory storage locations:</p> <ul style="list-style-type: none"> • available space • size, shape, weight and storage requirements of goods to be stored • locate product close to point of use, e.g. most used manufacturing supply close to production line, most frequently shipped item close to loading dock • storage requirements, e.g. refrigeration, hazard analysis and critical control points (HACCP) considerations <p>P3. Establish zones or fixed storage locations:</p> <ul style="list-style-type: none"> • assign name or code zones or locations • label inventory zones or locations • determine most useful zone or location for goods <p>P4. Assign an inventory number to all goods, assets, etc.</p> <ul style="list-style-type: none"> • include storage zone, location name or code <p>P5. Implement appropriate warehouse control system</p> <p>P6. Describe inventory items</p> <p>P7. Assign a unit of measure to all goods, e.g. metric/imperial</p> <p>P8. Conduct an inventory count:</p> <ul style="list-style-type: none"> • designate date and time • allocate staff • record count • conduct inventory reconciliation, e.g. records versus actual 	

- P9. Create inventory analysis reports:
- calculate dates to order new supplies
 - forecast deliveries to warehouses
 - inform sales staff of available inventory
 - determine economic order quantity
- P10. Track inventory in and out of system using electronic data interchanges (EDI) to scan bar codes or radio-frequency identification (RFID)
- P11. Train employees on how to use EDI system:
- enter new supplies and products
 - track inventory through the entire process, from supplies through manufacturing to finished product to customers
- P12. Consider advantages and disadvantages of using a vendor-managed inventory system to allow for more efficient coordination of production to maintain inventory levels
- P13. Implement or integrate similar system for reverse supply chain goods, e.g. returns, product recalls, refurbished items

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Financing foreign inventory
- K2. Inventory management software, including vendor-managed systems
- K3. Types of supplies and finished products
- K4. Equipment and other non-production supplies
- K5. Storage space limitations
- K6. Points of use
- K7. Inventory management and control
- K8. Naming, coding and labelling systems
- K9. Organization's offshore suppliers' and manufacturers' inventory capabilities, where applicable

Skill 21 - Manage Inventory*Subskill 21.2 - Maintain inventory levels***PURPOSE**

It is important to maintain cost-effective levels of inventory that not only minimize excess inventory, but also provide a buffer in the event of a crisis that could negatively affect inventory levels.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Identify lead times of:
- supplies to production plant/delivery times to warehouse
 - production
 - product to customer
 - warehouse to customer
 - awareness of identification process of obsolete inventory value
- P2. Identify "ABC classification" supplies and products based on use/demand:

- estimate percentages of inventory based on high, medium and low demand supplies and products
- P3. Set service-level targets, for example:
- percentage of orders filled
 - amount of time it takes for customer to receive an order
 - number of sales lost when stock is not available
- P4. Determine minimum and buffer or safety stock levels based on tracking of inventory levels and risk of disruptions:
- consider perishability of supply, if applicable
- P5. Monitor inventory levels to maintain cost-effective levels of buffer stock:
- negotiate provision clauses to secure procurement needs, as required
 - avoid accumulation of excessive stock, especially of medium and low demand inventory
 - maintain optimum stock to prevent shortages that would interrupt production or sales
 - consider just-in-case inventory to hedge against supply disruption, e.g. safety stock
 - consider just-in-time inventory levels for low demand stock
 - comply with regulations for storing inventory, especially for perishable and hazardous goods
- P6. Track movement of inventory:
- inbound logistics—flow of raw materials or products shipped to business for manufacturing or distribution
 - internal logistics—the movement of raw materials and finished goods from one department to another
 - outbound logistics—the preparation for shipment and the transportation of finished products to the customer
- P7. Identify discrepancies between software system record and physical stock
- P8. Maintain accurate records:
- to analyze sales and inventory levels for sales forecasting
 - to provide accurate information for tax calculations

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Forecasting strategies for sales
- K2. Risk management strategies
- K3. Individuals responsible for risk at different points in the process
- K4. Supplies and products used/imported/manufactured by organization
- K5. Inventory management strategies, e.g. just-in-time, just-in-case
- K6. Analysis of inventory data for forecasting sales, order dates
- K7. Inventory tracking system and software
- K8. Cost of carrying inventory

Competency Category 9: Distribution

Overview of Competency Category 9: Distribution

The CITP®|FIBP® understands how to determine requirements and make arrangements for efficient and effective transportation of goods in a timely manner, ensuring preparation to follow customs protocols.

Competency Category 9 Distribution	
Skill 22 - Transport Goods	<i>Subskill 22.1 - Determine transportation requirements</i>
<p>PURPOSE When exporting or importing goods, it is necessary to arrange for transportation of those goods in a manner that minimizes costs, minimizes risks, does not compromise the condition of the goods and delivers the goods on time.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <p>P1. Review time frames for transporting goods, considering:</p> <ul style="list-style-type: none"> • transit time depending on mode • negotiated delivery date and place of delivery • production time, including meeting regulatory requirements • time required for border crossing, e.g. customs inspections • potential contingencies, e.g. weather delays, equipment shortages, labour issues <p>P2. Identify modes of transport required:</p> <ul style="list-style-type: none"> • types of modes required, e.g. trucking, ship, air • intermodal transport requirements, e.g. truck to and from port/airport, rail to and from port/airport <p>P3. Review characteristics of goods that affect types of carriers and required handling conditions, e.g. size, amount, temperature control, weight, security, contamination risks</p> <p>P4. Identify transportation requirements:</p> <ul style="list-style-type: none"> • documentation required • transport requirements for goods, e.g. temperature control, size of containers, specific types of covers • allowable types of blocking, bracing and packing materials for destination • eligibility of transport carrier to enter destination, e.g. specific flagged vessels • date of pick-up/departure • estimated date of arrival • ability to monitor movement of product, e.g. GPS • links for financing arrangements, e.g. what letter of will/will not support • in-transit testing requirements, e.g. temperature, shrinkage, quality • loading and unloading requirements, e.g. crane <p>P5. Select route for delivery, considering:</p> <ul style="list-style-type: none"> • time • distance • route costs 	

<ul style="list-style-type: none"> • requirement for intermodal transport • size of goods • potential for delays 	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Modes of transport available from origin to destination</p> <p>K2. Options for third-party assistance, e.g. freight forwarder, customs broker</p> <p>K3. Legal requirements for transporting goods from origin to destination</p> <p>K4. Product characteristics that impact transportation requirements</p> <p>K5. Modes of transport available between origin and destination</p> <p>K6. Incoterms® and Harmonized Sales (HS) codes</p>	
Skill 22 - Transport Goods	<i>Subskill 22.2 - Arrange for carrier(s)</i>
<p>PURPOSE When exporting or importing products, it is necessary to arrange for transportation of those products by a carrier in a manner that minimizes risks, does not compromise the product, delivers on time and minimizes cost. Third-party agents, i.e. freight forwarders, may carry out this task.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Compare rates and service offerings of different carriers based on requirements:</p> <ul style="list-style-type: none"> • provide carrier requirements to freight forwarder, if applicable <p>P2. Select carrier based on:</p> <ul style="list-style-type: none"> • reliability • price stability and market competitiveness • quality of service • accommodation of expedited orders • responsiveness to customer complaints or inquiries • positive response to claims • ability to offer solutions <p>P3. Negotiate terms of carrier contract, ensuring contract covers:</p> <ul style="list-style-type: none"> • performance standards • rates for given periods • origins and destinations to be served • goods to be transported • freight and other documents governing the movement and export of goods • liability coverage for loss or damage • indemnification for the shipper in the event that a third party sues the shipper for damages caused by the carrier • force majeure clause • minimum volume guarantees • penalty clauses 	

<ul style="list-style-type: none"> • confirmation of transport organization's status as independent • workers' compensation • schedule and terms of payment • guarantee of contract confidentiality • assignment of the contract (cannot be transferred to another party without consent) • termination clause • specifications for the measure of loss • modification of the agreement • specifications for carrier equipment and transport services • severability (if one clause held invalid, other terms remain in effect) • transport organization's transit, demurrage and terminal privileges • arbitration procedures in case of disputes, including location of arbitration • fuel charges, if applicable • use of subcontractors <p>P4. State conditions of delivery using Incoterms®</p> <p>P5. Book carrier(s):</p> <ul style="list-style-type: none"> • provide available pick-up date • provide required delivery date • obtain schedule • obtain routing information (i.e. shipping instructions) <p>P6. Provide transport information to purchaser</p> <p>P7. Arrange for disposal of packing materials, if required</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Modes of transport available between origin and destination</p> <p>K2. Options for third-party assistance, e.g. freight forwarder, customs broker</p> <p>K3. Insurance and liability</p> <p>K4. Legal requirements for transporting goods from origin to destination</p> <p>K5. Product characteristics that impact transportation requirements</p> <p>K6. Incoterms®</p>	
Skill 22 - Transport Goods	<i>Subskill 22.4 - Prepare goods for shipping</i>
<p>PURPOSE</p> <p>When exporting or importing goods, it is necessary to prepare the goods for shipping in a manner that minimizes risks, does not compromise the condition of the goods and complies with the shipping regulations of the suppliers and buyers. Third-party agents, i.e. customs brokers, may be engaged to take care of customs documentation.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Process order:</p> <ul style="list-style-type: none"> • determine availability of order items, e.g. check inventory system 	

- document unavailable items
- P2. Prepare order for shipping according to order instructions:
- ensure correct product for target location:
 - match code and product descriptions to inventory
 - collect items:
 - use appropriate equipment, e.g. electric pallet jack
 - enter codes and quantities into system to update inventory
 - package order in designated/suitable packing container for transportation
 - use packing materials to prevent damage and/or movement of items, e.g. Styrofoam chips, air bags, bubble wrap
 - mark/tag container with appropriate information
 - transfer to shipping area for containerization, if required
- P3. Provide required documentation, e.g. bill of lading, waybill, certification, packing list:
- check that Incoterms® are on bill of lading/commercial invoice
 - ensure correct Harmonized System (HS) code is applied to product

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Product requirements for target market
- K2. Packaging requirements of target market
- K3. Legal requirements for transporting goods between origin and destination
- K4. Inventory management system
- K5. Required shipping documents specific to product, target location and shipping method
- K6. Negotiated terms of sale
- K7. Incoterms®

Skill 22 - Transport Goods*Subskill 22.7 - Follow customs protocols***PURPOSE**

In order to bring goods across borders, transportation providers will interact with customs border agents and need to be aware of what must be done to expedite their processing time at the border.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Comply with Incoterms® of agreement
- P2. Interact with customs officials, e.g. brokers, customs agents
 - provide security trade program credentials if available, e.g. Partners in Protection (PIP), Free and Secure Trade Program (FAST), Authorized Economic Operator (AEO)
 - provide required shipment documentation, e.g. bill of lading, import/export declaration, any required certifications or permits
 - answer questions regarding shipment
 - behave in culturally appropriate manner
- P3. Open containers for inspection, if required:
 - document inspections by customs agents or government inspectors

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Goods being shipped
- K2. Incoterms® for shipment
- K3. Harmonized System (HS) codes
- K4. Restrictions and requirements of destination market for type of good being shipped
- K5. Documentation requirements for goods being shipped in source and target markets
- K6. Roles and responsibilities of customs border agents, transport carrier operators

Skill 23 - Deliver Services*Subskill 23.1 - Provide services***PURPOSE**

When delivering services for foreign buyers, it is important to ensure the services meet the needs of the client or project. Services must also comply with the importing market's requirements.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Comply with negotiated sales agreements or contracts, for example:
 - scope of service and terms of reference
 - qualifications of personnel
 - duration of project/service-level contract
 - implications of failure to provide service
 - quality assurance requirements
 - deliverables and timelines
- P2. Provide support service/materials, if required, for example:
 - connect to power source or communication network, e.g. satellite
 - integrate IT systems, e.g. communications network
 - provide training materials
 - provide summary report
- P3. Inform personnel of service-level agreement terms and client details
- P4. Make arrangements for travel, if applicable
 - comply with market's entry requirements, e.g. work visas
- P5. Establish strategic alliances or outsource local individuals, if necessary
- P6. Ensure personnel comply with service-level agreement terms
- P7. Arrange for secure payment, e.g. partial payment in advance, wire transfer

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Terms of negotiated service agreement
- K2. Qualifications of required personnel
- K3. Infrastructure requirements for service
- K4. Laws and regulations in target market, e.g. protection of intellectual property
- K5. Requirements for visas and other travel documents

Competency Category 11: Document Management

Overview of Competency Category 11: Document Management

The CITP®|FIBP® understands how to prepare and manage all necessary documentation for exporting and importing goods and services.

Competency Category 11 Document Management	
Skill 27 - Manage Control Documents	<i>Subskill 27.1 - Manage supply documents for exporting</i>
<p>PURPOSE</p> <p>To send product across borders, suppliers and purchasers need to prepare documents to ship product from origin to destination and to meet financial terms to receive payment from the purchaser. Third parties, such as customs brokers, may carry out some or all of these tasks. These documents ensure compliance with jurisdictional regulations.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Identify applicable regulating authorities in target market: <ul style="list-style-type: none"> • review product feasibility analysis P2. Obtain business number for export account P3. Classify products with appropriate export code, e.g. Harmonized System (HS) code P4. Prepare required documents: <ul style="list-style-type: none"> • consult export guides, e.g. Migra • submit applications to regulating authorities • obtain approval documentation • pay associated fees for documents • follow procedures to amend documents, if required P5. Ensure documents comply and align with international standards P6. Ensure all documents are clear, for example: <ul style="list-style-type: none"> • no ambiguities • legible • correct measurements in required measurement system P7. Ensure correct types and number of original hard copies of documents are submitted, as required, e.g. no faxed documents P8. File source market export declaration, if required P9. Provide certificate of origin to purchaser, if required P10. Provide copy of insurance document to purchaser, if required P11. Obtain inspections and certifications, e.g. inspection certificates, special treatment certificates P12. Obtain required customs and associated documents from purchaser P13. Comply with reporting requirements for target market: <ul style="list-style-type: none"> • contact supporting agencies • contact target market's embassy or consulate for information P14. Provide transportation documents required for financial transaction and Incoterms®, e.g. bill of lading, manifest to financial institution 	

- P15. Provide required documentation to carriers
- P16. Provide appropriate information to licensed custom broker or freight forwarder, if applicable
- P17. Maintain integrity of documents, e.g. comply with non-disclosure agreements
- P18. Keep up to date with changes to exporting processes, reporting requirements, penalties and incentives, for example:
- check information from industry organizations
 - develop networks with supporting agencies, e.g. economic development banks

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Different types of documents, for example:
- ATA carnet
 - Temporary admission document, e.g. E29B
 - fumigation certificates
 - customs and excise forms
 - certificate of origin, e.g. CUSMA/USMCA/T-MEC certificate of origin
 - commercial invoice
 - customs bond
 - embassy stamped documents
 - exchange control document
 - export licences or permits
 - industry-, product- and market-specific documents
 - notarized documents
 - packing list
 - quality certificates
 - safety certificates
 - bill of lading/waybills
- K2. Purpose of each document
- K3. Importance of documents
- K4. Conveyance of documents
- K5. Recipients of documents
- K6. Incoterms®
- K7. Trade agreements between importing and exporting markets, e.g. bilateral trade agreements
- K8. Restrictions and requirements of target market for type of product and packing materials
- K9. Export declarations
- K10. Required product specific inspection and certifications for target market
- K11. Dual-use controlled goods process

Skill 27 - Manage Control Documents	<i>Subskill 27.2 - Manage supply documents for importing</i>
<p>PURPOSE To bring products across borders, suppliers and purchasers need to prepare documentation required to cross borders into the target market and to meet financial terms to release payment to the supplier. These documents ensure compliance with jurisdictional regulations. Third parties, such as customs brokers, may carry out some or all of these tasks.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Ensure documents comply and align with international standards P2. Identify applicable regulating authorities P3. Obtain business number for import account P4. Determine the classification number for product being imported, e.g. Harmonization System (HS) code P5. Review cost analysis to determine valuation of product shipment and determine: <ul style="list-style-type: none"> • landed cost of imported product • taxes, tariffs, duties and exemptions P6. Prepare required documents: <ul style="list-style-type: none"> • submit applications to regulating authorities • obtain approval documentation • pay associated fees for documents P7. File completed import declaration, duty entry, required permits and associated documents P8. Pay taxes, duties and other associated costs as importer of record with customs P9. Ensure all documents are clear: <ul style="list-style-type: none"> • in required language • no ambiguities • legible • correct measurements in required measurement system P10. Ensure correct types of documents are submitted in required format, e.g. original hard copies, digital formats P11. Ensure supplier provides inspection and health certificates and certificate of origin, if required P12. Ensure supplier provides the correct documents to financial institution for trade transaction to take place in accordance with agreed upon Incoterms® P13. Ensure supplier has correct documentation that accompanies shipment of product P14. Provide appropriate information to licensed custom broker, freight forwarder, if applicable P15. Maintain integrity of documents, e.g. comply with non-disclosure agreements P16. Keep up to date with changes to importing processes, reporting requirements, penalties and incentives, for example: <ul style="list-style-type: none"> • check information from industry organizations • develop networks with importing regulators 	

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Different types of documents, for example:
 - invoice
 - bill of lading
 - packing list
 - certificate of origin
 - quality certificates
 - safety certificates
 - health certificates
- K2. Product being imported, including characteristics and components
- K3. Incoterms®
- K4. Trade agreements between importing and exporting markets, e.g. bilateral trade agreements
- K5. Restrictions and requirements for type of regulated products being imported, e.g. notifying regulating authorities, submissions for approvals from regulating authorities
- K6. Documentation requirements for product being imported
- K7. Documentation required to meet terms of financial transaction
- K8. Roles and responsibilities of border crossing authorities, e.g. customs agents, transport carrier operators

Competency Category 12: Sales and Marketing

Overview of Competency Category 12: Sales and Marketing

The CITP®|FIBP® understands that while marketing can create demand, an effective sales strategy is essential to profit from this demand. The CITP®|FIBP® applies this knowledge to ensure an organization's product or service is seen to fit the needs and interests of an international target market.

Competency Category 12 Sales and Marketing	
Skill 28 - Market Products and Services	Subskill 28.1 - Adapt products and services for the international market
<p>PURPOSE</p> <p>Once an organization decides to enter a new target market, it needs to have the right product or service for that market. A new market may require that products or services are adapted to meet laws and regulations, or adaptations may be desired to increase marketability.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Research strategies for adapting product or service to new target market, including:</p> <ul style="list-style-type: none"> • sell the product/service as is, e.g. no alterations, same promotional messages • modify the product/service for specific requirements, e.g. power requirements from 110 to 220 volts, health and safety regulations • design product/service for target market, considering: <ul style="list-style-type: none"> ▪ customer preferences, e.g. colours, styles, tastes, social customs ▪ operational requirements, e.g. hand vs. motor operated ▪ size or measurement requirements, e.g. metric or imperial ▪ cultural perceptions, e.g. fair price, importance of quality ▪ legal and regulatory restrictions on products, e.g. customs, excise, duties; product disposal/resale/refurbishment; consumer protection in target market ▪ product sales cycle ▪ integration compatibility, e.g. existing technology ▪ language requirements, e.g. translation of instructional material • adjust packaging for target market, e.g. packaging and labelling requirements, shipping requirements • create global product, e.g. incorporate all local differences into one design <p>P2. Determine cost of adapting product/service</p> <p>P3. Determine whether marketing material is appropriate for target market, e.g. brand, packaging, advertising:</p> <ul style="list-style-type: none"> • translate, as required <p>P4. Determine whether adapted product/service or characteristics of product/service require protection in a target market, e.g. patent, copyright, trademark:</p> <ul style="list-style-type: none"> • review online information sources, e.g. World Intellectual Property Organization (WIPO) • consult with an intellectual property (IP) lawyer or specialist <p>P5. Research adaptations for service delivery within target market:</p> <ul style="list-style-type: none"> • identify cultural norms and expectations for professional and other sales of services 	

- identify required certifications or recognition of professional credentials for service delivery
- assess training needs
- assess after-sales service and customer support needs, including language capacity
- identify factors requiring price adjustments, for example:
 - costs
 - competitive analysis
 - project-specific requirements
 - published rates by international financial institutions (IFIs)
- adapt pricing strategies for the delivery of service

P6. Adapt or customize product/service as required to meet the needs of the target market or client

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Reasons for product and service adaptation, for example:
- customer preferences and needs, e.g. language, colours, styles, tastes, social customs
 - operational requirements, e.g. hand versus motor operated
 - size or measurement requirements, e.g. metric or imperial
 - regulations, e.g. health and safety
 - packaging and crating requirements, e.g. shipping or trucks
 - certification requirements and recognition of credentials
- K2. Regulations within the target market that impact product or service importation, e.g. intellectual property registration, international or target market product standards
- K3. Norms and expectations for professional and other sales of services
- K4. Professional industry association and/or government certifications and standard levels for service delivery
- K5. Established rates for professional services
- K6. Regulatory framework for intellectual property (IP) registration and/or the recognition of international standards and other jurisdictions when considering entry into any specific market

Skill 28 - Market Products and Services

Subskill 28.2 - Develop an international brand

PURPOSE

When embarking upon an international trade initiative, a key marketing activity is to develop an international brand. An international brand establishes a recognized presence and communicates the organization's product or service within the target market. Organizations may adapt an existing brand or develop a new brand. An effective brand that appeals to the values and preferences of customers in the target market can be a key to success on an international stage.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Determine whether source market brand is appropriate for target market
- P2. Determine purpose for developing an international brand:
 - convene key stakeholders to develop rationale for an international brand
- P3. Identify target market for brand, e.g. countries, end users, distributors

- P4. Identify what brand adjustments are required, e.g. name, logo, colours:
- research customer perceptions of existing brand
- P5. Review any existing brands within target market to identify potential competitors
- P6. Develop a brand identity to:
- meet purpose and objectives of brand
 - meet needs of target market and audience for brand
 - define key brand characteristics to be communicated
 - highlight benefits of product/service associated with brand
- P7. Select name and design for brand, ensuring they:
- communicate desired characteristics
 - are appropriate for target market
 - align with objectives and purpose of brand
- P8. Obtain copyrights to protect brand:
- ensure name or design does not infringe on existing brands
- P9. Establish brand guidelines
- P10. Determine customer perceptions of brand, e.g. brand equity:
- research factors that affect customer perceptions within target market
 - obtain feedback from customers and stakeholders
- P11. Monitor promotion of brand image and adapt promotional activities, as required

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Branding strategies
- K2. Importance of brand identity to marketing products and services
- K3. Techniques to establish and maintain brand identity virtually
- K4. Processes for copyrighting and licensing a brand
- K5. Branding guidelines
- K6. Brand monitoring processes
- K7. Intellectual property laws in source and target markets
- K8. Cultural perceptions
- K9. Competing brands in target market

Skill 28 - Market Products and Services

Subskill 28.3 - Develop an international competitive strategy

PURPOSE

Working in a highly competitive and changing global marketplace, international practitioners are constantly on the lookout for competitive advantages that can result in commercial success. A competitive strategy outlines the ways that an organization or practitioner outperforms competitors and provides better value to its customers.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Identify any potential competitors in target market:

<ul style="list-style-type: none"> • direct competitors • indirect competitors <p>P2. Identify strengths that provide a competitive advantage in target market, for example:</p> <ul style="list-style-type: none"> • infrastructure • intellectual property • credentials • technology • brand • reputation • equipment • skilled employees • patents • wide selection of products/services <p>P3. Identify organizational capabilities that provide a competitive advantage within target market</p> <p>P4. Identify characteristics that customers within target market value most when making purchases, e.g. price, quality, service</p> <p>P5. Analyze benefits of offensive versus defensive competitive marketing strategies in relation to product/service offering and target market</p> <p>P6. Align competitive strategy with market entry strategy, e.g. direct export, indirect export, developing strategic alliances, establishing a commercial presence</p> <p>P7. Develop messaging to differentiate organization from competitors</p> <p>P8. Select appropriate competitive strategy for target market</p>	
<p>KNOWLEDGE A CITP® FIBP® must know:</p> <p>K1. Organization's strengths that can provide a competitive advantage, e.g. infrastructure, land, equipment, reputation, patents, trademarks, goods, services</p> <p>K2. Organization's capabilities that can provide a competitive advantage, e.g., wide selection of product, home-land advantage, innovative product design and features, customization of services</p>	
<p>Skill 28 - Market Products and Services</p>	<p><i>Subskill 28.4 - Promote products and services</i></p>
<p>PURPOSE A successful promotional strategy and campaign will create awareness of the organization's products or services in the target market and encourage customers to make purchases. Successfully promoting the products or services in the target market is essential to realizing profit.</p>	
<p>PERFORMANCE A CITP® FIBP® must be able to:</p> <p>P1. Determine promotional strategies, e.g. direct contact with client</p> <p>P2. Determine legal requirements of target market:</p> <ul style="list-style-type: none"> • research media content and other related regulations prior to launching any promotional campaign within target market <p>P3. Determine promotional tools available, for example:</p>	

- paid advertising, e.g. magazine advertisements, television advertisements
 - promotional items, e.g. branded giveaways
 - non-paid publicity, e.g. networking at events, trade associations, speaking at conferences
 - attend exhibitions, e.g. virtual and in-person trade fairs, country-sponsored pavilion
 - virtual representation through embassy or consulate
 - use social media, e.g. Twitter, LinkedIn, YouTube
- P4. Review research on characteristics of target market, e.g. economic, cultural, linguistic, social
- P5. Determine need for specific packaging and labelling in target market:
- ensure that advertising, logo and packaging are deemed appropriate and acceptable
- P6. Formulate promotional messaging:
- ensure messaging is concise, accurate and comprehensive
- P7. Translate promotional materials into other languages, if applicable
- P8. Ensure cultural appropriateness of all promotional materials
- P9. Collect client testimonials
- P10. Integrate online presence into promotional strategy using online and social media tools, e.g. webinars, professional networking sites, industry-specific platforms
- P11. Implement promotional activities, for example:
- attend virtual and in-person trade fairs
 - purchase advertising
 - conduct social media campaign
- P12. Evaluate results of promotional activities on a continuous basis:
- pre-test and post-test promotional campaigns for consumer recall and impact
 - conduct focus groups with target audience to assess consumer opinions regarding the promotional messages
 - compare cost of promotional activities with return in sales

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Nuances of target market language and culture, e.g. meanings of symbols and gestures
- K2. Media regulations in target market
- K3. Types of promotional tools, for example:
- print-based advertising
 - web-based advertising and promotion
 - point-of-sale displays and promotion
 - trade fairs, exhibitions and conferences
 - direct mail
 - promotional kits, brochures and videos
 - newsletters
 - trade and organizational directories
 - support services
 - promotional events

Skill 29 - Sell Products and Services	<i>Subskill 29.1 - Establish sales channels</i>
<p>PURPOSE</p> <p>All organizations, small and large, that embark upon international trade initiatives require pathways to get their products or services to their customers. The sales channels (also known as distribution channels) that an organization chooses to reach its customers is a key aspect of the competitive advantage in that it ensures that customers within the target market have access to the brand and can buy the product or service offering.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Determine methods of selling and distributing products/services within target market: <ul style="list-style-type: none"> • identify potential partners to engage in service delivery P2. Assess potential barriers to market entry and access P3. Determine ways to address potential barriers P4. Research considerations for distribution and delivery, for example: <ul style="list-style-type: none"> • product/service characteristics, e.g. size, weight, special shipping and handling requirements of product • market location, e.g. geographic location and distance, modes of transport available • available distribution channels in target market, e.g. retailers, wholesalers • competition, e.g. similar products and services already offered • local business practices • regulations, e.g. required work visas, customs requirements P5. Determine potential sales channels based on product/service offering and target market P6. Assess potential sales channels considering: <ul style="list-style-type: none"> • extent of market coverage • customer reach, e.g. wholesale network versus retail sale • customer support services • cost, e.g. cost-benefit analysis of one approach over another • prequalification required • compatibility • capacity • physical facilities/infrastructure required to deliver product/service P7. Select best sales channel P8. Evaluate sales channels regularly, e.g. assess key performance indicators (KPIs), review sales numbers, review consumer feedback: <ul style="list-style-type: none"> • renew or cancel agreements, as required 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <ol style="list-style-type: none"> K1. Potential barriers to delivery and distribution of products/services within the target market <ul style="list-style-type: none"> • natural barriers, e.g. distance from supplier, geography (access routes, terrain), climate • cultural barriers, e.g. cultural norms, language, religion 	

<ul style="list-style-type: none"> • political and economic barriers, e.g. quotas and tariffs, state-supported monopolies, market size, economic stability, business infrastructure, distribution network, health considerations/barriers <p>K2. Potential ways to overcome barriers to delivery and distribution of products/services:</p> <ul style="list-style-type: none"> • natural barriers, e.g. utilizing advanced transportation systems, climate-controlled transportation and warehousing • cultural barriers, e.g. extensive training of staff assigned to initiative using local agents and representatives • political and economic barriers, e.g. lobbying against tariffs or regulations <p>K3. Potential sales channel options, for example:</p> <ul style="list-style-type: none"> • direct sales • e-commerce • agents • distributors • retailers • load sharing partnerships • marketing partnerships with companies that market complementary products, such as package or cross-marketing promotions • strategic alliances with complementary service providers who can provide a local presence and an established network of contacts <p>K4. Consumer feedback</p>	
Skill 29 - Sell Products and Services	<i>Subskill 29.2 - Develop a pricing strategy</i>
<p>PURPOSE</p> <p>Pricing is an essential component of the marketing plan and can be used as a tool within an organization's international marketing strategy. Pricing affects profitability but immediate profitability may purposefully be reduced in order to further long-term initiatives such as penetrating a market, creating market share or positioning a product within the target market.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Identify competitor pricing for similar products/services in target market</p> <p>P2. Calculate all costs that will impact pricing of product, including:</p> <ul style="list-style-type: none"> • costs associated with securing initial supplier sale, e.g. travel abroad, marketing and promotional materials • production costs, e.g. product adaptation, factory overhead, export overhead • shipping costs, e.g. packing and crating, transportation, shipping insurance, export documentation, freight forwarding • product landing costs, e.g. landing charges, import duties, retail mark-up, in-country transportation • exporting costs, e.g. export credit insurance, currency conversion, exchange rate fluctuations • financing cost, e.g. interest on loans <p>P3. Identify cultural factors associated with product preference and purchase, including:</p>	

- delivery of product
 - after-sales service and availability
 - personal relationships
 - support to product and updates
- P4. Identify international pricing constraints within the target market for example:
- anti-dumping legislation
 - resale-price maintenance legislation
 - price ceilings and price level reviews
 - tariff and non-tariff barriers
- P5. Identify pricing strategy, e.g. penetration pricing, market maintenance, price skimming, behavioural pricing, preferential pricing:
- identify terms of payment for service export, e.g. lump sum, daily/monthly payments
- P6. Set target prices for products and services ensuring:
- target price is sufficient to cover the costs incurred under pricing strategy
 - pricing generates acceptable profit margin
- P7. Determine currency for pricing strategy, e.g. source market or target market currency

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Pricing strategies, for example:
- flexible pricing
 - penetration pricing
 - value-based pricing
 - market maintenance pricing
 - price skimming
 - bulk pricing
 - customer-oriented pricing
- K2. Organization's objectives for entering target market that will impact pricing decisions, for example:
- attract new customers' attention and gain acceptance
 - position the product/service
 - maximize the market opportunity by addressing all portions of available market
 - minimize the administrative and operational costs of selling
 - recoup investments within a narrow window
- K3. Competing products/services in target market
- K4. Organization's fixed and variable costs
- K5. Pricing constraints in target market
- K6. Values of customers within target market, e.g. lowest price, product support
- K7. Currency policies, e.g. exchange controls

Skill 29 - Sell Products and Services	<i>Subskill 29.3 - Sell products and services</i>
<p>PURPOSE For an international trade initiative to be successful, an organization has to effectively sell its products and services to customers within its target markets. Sales take the customer from awareness of a product or service to the next level, making a purchase.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ul style="list-style-type: none"> P1. Research sales strategies used by competitors within target market, if applicable P2. Establish relationship with government trade representatives in target market to provide information regarding market and potential buyers: <ul style="list-style-type: none"> • determine services available from government trade representatives P3. Determine benefits of utilizing supports within target market to manage sales of products/services, e.g. agents, distributors, trading houses, strategic alliances P4. Validate clients' needs and/or sales opportunities P5. Prepare tools and templates, including proposals, to facilitate selling process: <ul style="list-style-type: none"> • for products exports, e.g. standard quotations, proforma invoices • for services exports, e.g. customized proposals, customized professional profiles, testimonials, project portfolios P6. Conduct sales presentations: <ul style="list-style-type: none"> • prequalify potential buyers in target market • engage an interpreter to ensure effective communication, as required • adjust to cultural differences, preferences and expectations of target market • build trust and credibility • help potential buyers understand product/service P7. Process customer orders and payments: <ul style="list-style-type: none"> • ensure that customers receive service and assistance in their language of choice • ensure documentation for delivery and receipt is complete and accurate • secure the transaction P8. Monitor delivery of products/services to customers within target market regularly, e.g. weekly, monthly, yearly P9. Offer post-sales support, e.g. warranties, quality assurance program, refresher training 	
<p>KNOWLEDGE <i>A CITP® FIBP® must know:</i></p> <ul style="list-style-type: none"> K1. Client needs K2. Nuances of foreign language and culture when developing sales strategies K3. Sales tools and strategies K4. Laws regarding sales of products/services within target market 	

Skill 29 - Sell Products and Services	<i>Subskill 29.4 - Negotiate terms of sales agreement for goods</i>
<p>PURPOSE Once a business decision has been made to access international markets by selling raw materials or products to foreign organizations, it is important to have a rigorous negotiation process in place. Everything must be stipulated to prevent problems resulting from ambiguous terms.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <ol style="list-style-type: none"> P1. Conduct due diligence before entering into negotiations: <ul style="list-style-type: none"> • prequalify buyer, as required P2. Define terms used in contract P3. Identify market's laws that apply to contract P4. Negotiate terms: <ul style="list-style-type: none"> • gauge counterpart's bargaining power and negotiation style • ensure interaction is culturally sensitive and appropriate, e.g. display tact, do not gloat • clearly establish parameters • use concessions to leverage for reciprocity P5. Negotiate all specifications regarding: <ul style="list-style-type: none"> • Incoterms® • price • specifications of goods • copyright, brand protection • terms of sale, e.g. minimum and maximum order quantities, delivery dates, traceability requirements, origin of all inputs • terms of payment, method of payment, e.g. open account, documentary collections/letter of credit • financing, if applicable • performance bond, if applicable • product support, if applicable, e.g. installation • customer service, e.g. warranty policy, after-sales service • penalty clauses, e.g. late delivery • confidentiality, e.g. non-disclosure agreements • transportation, e.g. logistics, insurance • termination clause, e.g. default, early ending of contract • penalties for non-performance • reverse supply chain arrangements, e.g. costs P6. Agree on incentive and bonus clauses, if applicable P7. Include force majeure clause, e.g. natural disaster P8. Negotiate responsibilities for regulatory compliance, e.g. customs, regulations, labelling, certificates P9. Define mutually agreeable dispute resolution methods, e.g. liability and arbitration processes, legal mediation P10. Access legal expertise to review contract, as required 	

P11. Keep detailed records	
KNOWLEDGE	
<i>A CITP® FIBP® must know:</i>	
K1. Types of payment options	
K2. Types of payment arrangements	
K3. Types of financial risk	
K4. Incoterms®	
K5. Documentation required	
K6. Negotiation process	
K7. Patent/Intellectual property protection available, e.g. trade law	
K8. Commercial law in target market, e.g. legislation, regulations, permits, licences, declarations, certificates	
K9. Source market's international regulations, e.g. legislation, permits, licences, declarations, certificates, import quotas, tariffs, duties	
K10. Forces driving organization's international initiatives, e.g. factor input or market access	
K11. Key performance indicators (KPIs), e.g. timely deliveries, rejects	
K12. International financial trade arrangements, instruments and institutions	
K13. Applicable financial trade agreements recognized by source and target markets	
Skill 29 - Sell Products and Services	<i>Subskill 29.6 - Conduct sales follow-up</i>
PURPOSE	
Once the sales or service agreement has been signed, it is still important for sales and marketing to maintain contact with customers to track satisfaction and the impact on the target market. This ensures customer satisfaction, and the information can be used to improve products/services, marketability and market share.	
PERFORMANCE	
<i>A CITP® FIBP® must be able to:</i>	
P1. Process customer orders and payments	
P2. Ensure customer and sales information is stored securely	
P3. Monitor delivery of products/services to customers within target market	
<ul style="list-style-type: none"> • confirm required documentation is received 	
P4. Identify product activity in target market:	
<ul style="list-style-type: none"> • monitor end users for market segmentation information • track sales to determine product viability in target market 	
P5. Measure customer feedback:	
<ul style="list-style-type: none"> • use surveys and other data collection methods • monitor social media activity 	
P6. Analyze customer feedback based on tracking of sales and customer response	
<ul style="list-style-type: none"> • confirm satisfaction with product/service • identify reason for any customer dissatisfaction 	
P7. Provide analysis of customer information to other departments for alterations or enhancements of product/service, e.g. production, research development	

P8. Follow up on opportunities for further sales

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Lifecycle of product/service
- K2. Terms of sales/service agreements
- K3. Data collected by other departments, e.g. shipping
- K4. Customer feedback collection and analysis methods
- K5. Market segmentation
- K6. Roles and responsibilities of other departments within organization

Competency Category 14: Intercultural Competence

Overview of Competency Category 14: Intercultural Competence

The CITP®|FIBP® understands intercultural differences and how they impact international business. The CITP®|FIBP® adapts business practices to demonstrate intercultural competence.

Competency Category 14 Intercultural Competence	
Skill 32 - Build Relationship with Other Cultures	<i>Subskill 32.1 - Research other cultures</i>
<p>PURPOSE</p> <p>International trade practitioners need to behave in respectful and appropriate ways when working with individuals from other cultures. Researching the target market's culture is critical to developing and maintaining successful business relationships. International trade practitioners will be far more successful if they can recognize, appreciate and adapt to the norms of doing business with a variety of cultures.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Research other culture's social norms, for example:</p> <ul style="list-style-type: none"> • accepted topics of conversation • acceptance of technology • freedom of speech/liberties • food and drink consumption practices • gender roles • holidays • nonverbal behaviours, e.g. gestures, tone of voice, touching, facial expressions, personal space • tendency to be direct versus indirect, verbose versus laconic, assertive versus polite • timeliness • use of humour • religious practices • women in the workplace <p>P2. Research other culture's business protocols, for example:</p> <ul style="list-style-type: none"> • appropriate time for and amount of socializing • exchanging business cards • gift-giving • greetings and good-byes • introductions • level of formality • norms regarding written communication • pace of communication • role of political stakeholders in business interactions • recognition of rank • saving face • seating arrangements • turn-taking 	

<ul style="list-style-type: none"> • ethical standards and degree of corruption • recognition of authority, e.g. influencers, decision makers, champions • language of business <p>P3. Identify differences and similarities between own and other culture</p> <p>P4. Research history of relationship between own and other culture</p> <p>P5. Keep up to date regarding current affairs and trends in target market</p> <p>P6. Seek guidance from members of other culture (inside and outside of organization) and trade specialists who have worked with members of other culture or in target market</p> <p>P7. Document findings:</p> <ul style="list-style-type: none"> • communicate information within organization, e.g. discuss with team members; share notes, reports, lessons learned and best practices 	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Sources of cultural information, for example:</p> <ul style="list-style-type: none"> • government departments • embassies • industry trade groups • market-specific business associations • other businesses from source market operating in target market • online sources, e.g. AtoZ World Business, Central Intelligence Agency's (CIA) The World Factbook, Organisation for Economic Co-operation and Development's (OECD) Better Life Index <p>K2. Progressive and ongoing nature of intercultural competence, which is achieved over time through knowledge of and interactions with other cultures</p>	
<p>Skill 32 - Build Relationship with Other Cultures</p>	<p><i>Subskill 32.2 - Develop cross-cultural relationships</i></p>
<p>PURPOSE</p> <p>International trade practitioners use their knowledge of other cultures to build and maintain successful business relationships. In addition to managing language issues, practitioners strive to interact with people of other cultures in a way that earns their respect and trust.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Consult with associates from other culture to develop communication and language protocols, if necessary:</p> <ul style="list-style-type: none"> • language to be used for contracts • use interpreters/translators/agents, as necessary <p>P2. Behave in accordance with essential dos and don'ts of other culture:</p> <ul style="list-style-type: none"> • demonstrate courtesy while keeping relationship professional • be aware of cultural generalizations without assuming that all individuals are the same • respect other culture's approach to addressing others, organizational hierarchy, and decision making <p>P3. Use simple and clear vocabulary, e.g. avoid using jargon and slang</p>	

- P4. Choose technology to improve effectiveness of communication, e.g. webinars, collaboration tools, social media, translation applications:
- use mode of communication that best suits purpose, e.g. use email so individuals can refer back to messages to confirm understanding
- P5. Schedule communications to accommodate for different time zones
- P6. Manage own reactions to uncomfortable behaviours and uncertainty:
- remain patient and calm
 - listen and observe rather than react
 - address own discomfort when necessary, e.g. talk about reactions, ask questions to seek clarity
- P7. Prepare for negotiations with other culture:
- research other culture's approach to negotiation strategies, for example:
 - is the focus on technical issues or relationship building?
 - are decisions made as a team or are they deferred to the leader?
 - arrange meeting logistics (e.g. seating, location) that show respect for other party but do not put own party at a disadvantage
- P8. Mitigate cultural misunderstandings or conflict using strategies, for example:
- recognize when behaviour or misunderstanding might have occurred due to cultural differences
 - use cultural knowledge to interpret possible causes
 - provide information about own culture's practices
 - if there are indications that offense may have occurred, develop a recovery plan to correct situation

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Similarities and differences between own culture and other culture
- K2. Commonly held stereotypes about own culture and other culture
- K3. How role of interpreter/agent is perceived in other culture
- K4. Technology communication options and costs
- K5. Time zones

Competency Category 15: Law & Ethics

Overview of Competency Category 15: Law and Ethics

The CITP®|FIBP® understands the basic legal principles of carrying on international business and complies with domestic and foreign legal requirements that govern international trade activities. The CITP®|FIBP® adheres to the “Standards of Ethical Conduct for a CITP”, and makes ethical decisions and recommendations to support professionalism and organizational decision-making in international trade activities.

Competency Category 15 Law & Ethics	
Skill 35 - Comply with Legal Requirements	<i>Subskill 35.2 - Follow policies and procedures to meet legal requirements</i>
<p>PURPOSE</p> <p>International trade practitioners must comply with the domestic and foreign legal requirements governing all activities related to the organization. Following practices accurately and completely is critical to the organization’s financial success. Failure to do so may have serious consequences, including fines, audits, seizures, inspections, investigations, loss of market access and imprisonment.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Identify legal requirements that govern organization’s international initiatives, for example:</p> <ul style="list-style-type: none"> • read internal documentation that relates to legal requirements, e.g. policies, standard operating procedures • communicate with team members • identify applicable issues and procedures <p>P2. Seek professional assistance when needed, e.g. customs brokers</p> <p>P3. Follow policies and procedures that meet legal requirements of initiatives, for example:</p> <ul style="list-style-type: none"> • acquire permits and licences • obtain customs releases for imported goods • perform post-entry audits of import/export transactions • file export declarations • arrange for financial services • negotiate contracts <p>P4. Identify any practices that may deviate from legal requirements</p> <p>P5. Communicate with internal team members to rectify issues, e.g. supervisors, managers</p>	
<p>KNOWLEDGE</p> <p><i>A CITP® FIBP® must know:</i></p> <p>K1. Agencies and resources available</p> <p>K2. Applicable international trade agreements and rules</p> <p>K3. Applicable taxes for imports and exports</p> <p>K4. Applicable contract laws</p> <p>K5. Regulatory requirements, for example:</p> <ul style="list-style-type: none"> • import/export documentation requirements • foreign competition/protectionism 	

<ul style="list-style-type: none"> • financial crime, e.g. corruption, money laundering • legal process for resolving business disputes 	
Skill 36 - Exhibit Business Ethics	<i>Subskill 36.1 - Establish code of ethics/conduct</i>
<p>PURPOSE</p> <p>A code of ethics/conduct is a vital document for any organization, as breaches of ethics can cause negative consequences with consumers, other organizations or government authorities. Establishing a code of ethics makes decision making easier at all levels of an organization by reducing ambiguity.</p>	
<p>PERFORMANCE</p> <p>A CITP® FIBP® must be able to:</p> <p>P1. Compare standards of target market with source market standards, for example:</p> <ul style="list-style-type: none"> • labour standards • wages • working conditions • child welfare • criminal activity • protection of intellectual property • cash management <p>P2. Review own compliance program and code of ethics/conduct:</p> <ul style="list-style-type: none"> • refer to guidelines communicated through compliance program and code of ethics/conduct, if available • assess whether current program and code of ethics/conduct are sufficient for initiatives in target market <p>P3. Create a balance between source market standards and target market's accepted practices, for example:</p> <ul style="list-style-type: none"> • fair treatment of suppliers' employees • sustainable sources of supplies • ethical transaction policies and procedures <p>P4. Document code of ethics/conduct, including any adjustments:</p> <ul style="list-style-type: none"> • ensure it meets or exceeds legal requirements, industry standards and organization's own ethical standards in relevant areas, for example: <ul style="list-style-type: none"> ▪ sources of products and services ▪ gift giving and receiving ▪ conflict of interest ▪ price fixing ▪ anti-corruption ▪ anti-discrimination ▪ protection for whistle-blowers ▪ procedures for responding to ethical dilemmas <p>P5. Collect input on draft code of ethics/conduct from stakeholders and/or legal professionals</p> <p>P6. Distribute code of ethics/conduct to employees</p>	

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Aspects of international trade activities that create ethical dilemmas:
 - labour practices, e.g. equal pay, working conditions, minimum age
 - environmental practices, e.g. management of waste, water and energy
 - product standards, e.g. quality and source of ingredients
 - purchasing policies
 - social responsibility
 - transparency
 - minimizing costs
- K2. Trade-related laws of applicable jurisdictions, for example:
 - corrupt practices laws of source and target markets
 - charges that can result from not complying with corruption laws, e.g. bribery, conflict of interest, corruption
- K3. Business ethics of target market
- K4. Industry standards
- K5. Principles promoted by United Nations Sustainable Development Goals, including human rights, labour, the environment and anti-corruption
- K6. Where to obtain information on global business ethics, e.g. Export Development Canada, Transparency International

Skill 36 - Exhibit Business Ethics*Subskill 36.2 - Implement code of ethics/conduct***PURPOSE**

Operating in compliance with a code of ethics/conduct helps to build the organization's reputation, and puts the organization on a path to sustainable growth. Consistent monitoring of compliance ensures that an organization is working as a team towards its business goals.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Communicate code of ethics/conduct to employees, including consequences of non-compliance
- P2. Ensure code of conduct has been agreed to/signed by personnel
- P3. Establish culture of organization to reflect code of ethics/conduct, for example:
 - integrate into recruitment and hiring practices
 - train employees, subsidiaries, suppliers, distributors, agents and contractors
 - integrate ethical practices into business decisions and practices, e.g. include in criteria for supplier selection, identify problems in existing supply chain, establish a whistle-blowing policy
 - keep accurate records of activities, e.g. procurement, sales, audits
- P4. Monitor compliance with code of conduct, e.g. assign internal or external auditors
- P5. Identify any practices that may deviate from code of ethics/conduct
- P6. Communicate with stakeholders to rectify issues
- P7. Conduct an investigation process into deviations, as required
- P8. Document any issues and actions taken

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Aspects of international trade activities that create ethical dilemmas:
 - labour practices, e.g. pay, working conditions, minimum age, hours of work, overtime
 - environmental practices, e.g. management of waste, water and energy
 - product standards, e.g. quality and source of ingredients
 - purchasing policies
 - social responsibility
 - transparency
 - minimizing costs
- K2. Trade-related laws of applicable jurisdictions, for example:
 - corrupt practices laws of source and target markets
 - charges that can result from not complying with corruption laws, e.g. bribery, conflict of interest, corruption
- K3. Business ethics of target market
- K4. Industry standards
- K5. Principles promoted by United Nations Sustainable Development Goals including human rights, labour, the environment and anti-corruption

Skill 36 - Exhibit Business Ethics*Subskill 36.3 - Follow code of ethics/conduct***PURPOSE**

In order to protect the organization's assets, and to avoid negative consequences such as poor public perception and legal challenges, all employees must act in accordance with ethical standards.

PERFORMANCE

A CITP®|FIBP® must be able to:

- P1. Identify situations that may create ethical dilemmas, for example:
 - supplier in target market involved in criminal activity
 - owner of organization in target market owns several businesses with different practices/focuses, and one or more is involved in questionable practices
 - fellow employee involved in unethical practices
- P2. Respond to ethical dilemmas according to code of ethics/conduct:
 - consult with others, if appropriate, e.g. other team members, supervisor, legal professional, government department
 - choose most prudent course of action, e.g. decide not to pursue business relationship with other party, flag questionable actions
 - explain decision to other party

KNOWLEDGE

A CITP®|FIBP® must know:

- K1. Impact of target market's culture on business ethics, e.g. actions that are practiced in one culture may be considered unethical or be illegal in another
- K2. Aspects of international trade activities that create ethical dilemmas:

- labour practices, e.g. equal pay, working conditions, minimum age
- environmental practices, e.g. management of waste, water and energy
- product standards and safety, e.g. quality and source of ingredients
- purchasing policies
- social responsibility
- transparency
- minimizing costs

K3. How different cultures view contracts and legal system

K4. Potential impact on business due to public perception of unethical behaviour

Competency Category 16: Resiliency

Overview of Competency Category 16: Resiliency

The CITP®|FIBP® understands the need for organizations to prioritize risk management and build resilience in their operations by developing and nurturing strategic relationships.

Competency Category 16 Resiliency	
Skill 37 - Develop Organizational Resiliency	<i>Subskill 37.6 - Develop strategic relationships</i>
<p>PURPOSE</p> <p>Developing strategic relationships provides international trade practitioners with individuals they can call on for assistance to reduce the impact of disruptions and take advantage of opportunities. Strategic relationships contribute to an organization's resilience by providing information and support that help with anticipating, preparing for, responding and adapting to incremental change and sudden disruptions. Practitioners use these relationships to help meet commitments to customers.</p>	
<p>PERFORMANCE</p> <p><i>A CITP® FIBP® must be able to:</i></p> <p>P1. Identify individuals currently in strategic relationships who provide assistance relevant to areas of responsibility, e.g. product and service design, development/production, delivery, sales and marketing, management:</p> <ul style="list-style-type: none"> • identify their organization and market <p>P2. Identify relationship gaps:</p> <ul style="list-style-type: none"> • identify domestic and international target markets and target organizations • review gaps on regular basis to identify new areas where relationships are vital to areas of responsibility and future of business <p>P3. Initiate relationships to fill gaps, for example:</p> <ul style="list-style-type: none"> • identify key individuals at all levels within target organizations and local communities, e.g. suppliers, customers, industry associations, representatives of domestic and foreign government offices, lobby groups • network at virtual and in-person events that support organizational, department or business unit goals, e.g. make presentations, volunteer for committee work, use professional social media networks <p>P4. Nurture relationships:</p> <ul style="list-style-type: none"> • connect with contacts on ongoing basis: <ul style="list-style-type: none"> ▪ follow up with new contacts in timely manner, e.g. contact through social media, telephone or email ▪ stay in touch with contacts as necessary, e.g. to provide updated business information • build trust and respect with contacts, for example: <ul style="list-style-type: none"> ▪ behave ethically, e.g. maintain confidentiality, communicate with honesty ▪ assist contacts and their stakeholders ▪ present professional image appropriate to situation and local culture ▪ maintain positive attitude • promote organization's purpose, vision and image 	

- share information about needs of organizations, departments or business units
- identify areas of mutual interest to achieve win-win outcomes
- seek opportunities to cooperate or collaborate:
 - consider options beyond current activities and organizational boundaries, e.g. traditional way of doing business is no longer available so need to explore new options; new forms of collaboration and cooperation for funding opportunities and gaining entry into new markets

P5. Manage time spent on relationships, i.e. allocate most time to most beneficial relationships

P6. Introduce new elements into network to generate new perspectives and experiences, e.g. attend conference outside of industry

P7. Review relationships regularly:

- identify gaps in contacts to stay current with needs of position and organization, department or business unit
- identify positions that are no longer filled by individuals in strategic relationship

KNOWLEDGE

A CITP®|FIBP® must know:

K1. Changes happening in organization's internal and external environments

K2. Organization's, department's or business unit's products and services, design, development/production phases and delivery processes as they exist and potential innovations

K3. Networking best practices and channels

K4. Importance of being sincere, trustworthy, helpful and relevant in strategic relationships

K5. Importance of being adaptable and open-minded to new approaches

K6. Importance of relationships with stakeholders to determine effective solutions to disruptions, fluctuating demand and lack of capacity

Competency Category 18: Communication

Overview of Competency Category 18: Communication

The CITP®|FIBP® understands how to adapt business practices to effectively maintain and manage geographically distant business relationships.

Competency Category 18 Communication	
Skill 40 - Communicate Effectively	<i>Subskill 40.1 - Maintain geographically distant business relationships</i>
<p>PURPOSE Building and nurturing trusting and effective connections and associations with all stakeholders can facilitate strategic relationships and increase potential clients. In geographically distanced situations, strong stakeholder relationships are critical to organizations and need special attention.</p>	
<p>PERFORMANCE <i>A CITP® FIBP® must be able to:</i></p> <p>P1. Consider stakeholders' time zones, holidays and religious observances</p> <p>P2. Consider partners' accessibility, e.g. stable Internet connection</p> <p>P3. Select best strategy to approach stakeholders, e.g. through a third party, via official tender response platform</p> <p>P4. Select most appropriate communication method based on situation, for example:</p> <ul style="list-style-type: none"> • telephone • email • videoconference • in-person visit • social media <p>P5. Meet distant stakeholders through efficient and effective video communication tools:</p> <ul style="list-style-type: none"> • ensure equipment works, those running meeting know how to work tools and technical support is readily available • ensure professional practices are upheld, e.g. active listening • limit distractions, e.g. ask audience to mute selves during presentation • ensure interactivity for comments and questions <p>P6. Communicate regularly with stakeholders, for example:</p> <ul style="list-style-type: none"> • provide periodic updates, e.g. weekly • follow-up on incoming communications promptly <p>P7. Strengthen distant relationships with face-to-face contact:</p> <ul style="list-style-type: none"> • some cultures/relationships may require initial meetings, or periodic meetings, to be in person • lengthen trips to expand network when travelling, e.g. see more stakeholders • take advantage of networking opportunities, e.g. conferences, trade shows 	
<p>KNOWLEDGE <i>A CITP® FIBP® must know:</i></p> <p>K1. Ability to use technology, e.g. for virtual meetings and conference calls</p>	

- K2. Language, ethics and cultural dynamics of stakeholders, e.g. differences in management styles, differences in verbal and nonverbal communication styles
- K3. Organization's resiliency strategy
- K4. Relevant policies and procedures
- K5. Technological communication options and costs
- K6. Time zones, regional holidays and religious observances for locales of distant stakeholders