

H. Rami: Competency-Competitivity Plan

Process or area of progress	Competitivity Target		New means	New Competencies		Training Paths		
	Actual	Future		New jobs	Evolution of internal competencies	Year n to n + 3	External or internal	Internal trainer
Marketing-Sales	Less than 5% of sales is export with only 1 international customer	New export markets with international customers in product lines Croisière and Boutique Target: 33% of export sales with at least 3 customers in 3 years in each product line			Multiskilled evolution of a woodworker(Ivan) into a export salesperson	Year n to n+3: English in business	external by phone	
						Year n: Skill sharing	internal	Hubert
	Our understanding of market needs, potential customers expectations, and competitors is not sufficient	Clarify order qualifiers and order winners of our products and services Target: Customer and potential market survey every year to update them	CRM software after 1 year of manual monitoring of new customers	Bilingual secretary (to back up Yasmina)	Coaching of new secretary	Year n+1: Export for sales manager in English	external	
						Year n: Skill-sharing	internal	Yasmina