



# Six Qualities We Value Most

global business  
**know | edge**

**Forum for International Trade Training**







LEADERSHIP



CHANGE



INTELLIGENCE



PRACTICALITY



PROFESSIONALISM



PARTNERSHIP

# The best at what we do

## A MESSAGE FROM OUR PRESIDENT

Business owners and operators make the decision to become global business professionals because they're ambitious entrepreneurs who are determined to reach the highest level of commercial success. At the Forum for International Trade Training, we share the ambition to become the best at what we do.

And we've succeeded. We're a recognized leader in developing international business curricula, setting international-trade competency standards and devising certification and accreditation programs to enable thousands of global business students and practitioners to gain the knowledge, skills and abilities they need to be high performers and thrive in global markets.

Our track record of success doesn't mean we're content to rest on our laurels though. In fact, our greatest challenges—and, we believe, achievements—lie ahead. Why such confidence? We've taken—and will continue to take—bold steps to make ourselves into the most industry-driven, technologically savvy, not-for-profit organization of our kind.

The results of our ambitious actions have emerged quickly:

- **We're strengthening our ties to small and medium-sized businesses** so that we can clearly identify and then rigorously meet the precise yet evolving needs of our customers.
- **We're updating our courses and programs** to ensure that global business professionals and students of international trade learn from the most current and accurate knowledge.
- **We're taking advantage of innovations in technology** to deliver international-trade information and resources to more people in ways that suit their preferred learning styles.
- **We're uncovering the obstacles** that prevent Canada's international-trade workforce from reaching its true potential and carrying out a plan of action to enable Canadian businesses, governments and educators to overcome these hurdles.

That's just a sample of the positive consequences of our confidence, expertise and ambition. And it's only the beginning of what we intend to achieve in the years to come.

The following pages use the six qualities we value most to describe in detail our current activities, priorities and challenges. I urge you to read on and, by discovering the principles that fuel us at FITT, understand exactly what we're doing and why we're doing it.

**Caroline Tompkins**, CAE, CITP

President

FORUM FOR INTERNATIONAL TRADE TRAINING

# A breed apart

**Are you a global business professional—an exporter, importer, customs broker, compliance specialist, logistics expert or government trade official? If you are, you belong to a special class of business professionals.**

Global business practitioners have a ravenous appetite for specialized market knowledge that must be relentlessly current and rigorously accurate. They know that the increasing prosperity of business operations depends on continually exposing workers to opportunities to learn, train and gain new experiences. And they grasp the inescapable fact that an enterprise's survival rests on their ability to cultivate new and mutually beneficial partnerships that enable companies to build more valuable products and services and reach an ever-expanding number of consumers in new markets.

We should know. At the Forum for International Trade Training, we value the same qualities all successful global business professionals do—leadership, change, intelligence, practicality, professionalism and partnership. These deeply held standards of thinking and behaviour inspire our activities. They guide the direction of our organization. And they galvanize us to create products and services that make it possible for businesses and business professionals to become experts in global commerce smoothly and swiftly.

This booklet illustrates the six principal characteristics that animate the people of FITT, encapsulate the spirit of our organization and bond us with global business professionals in all industries and all regions of Canada and beyond.

So read on and discover the qualities we value most, the qualities that make FITT—like global business practitioners—a breed apart.



The six qualities we value most inspire our activities, guide the direction of our organization and galvanize us to create products and services that enable professionals to become global business experts.

# 1 Leadership

We at the Forum for International Trade Training appreciate the value of leadership to the success of global business. Our expressions of leadership enable global business practitioners to become leaders in their own right, showing Canadian businesspeople of all stripes a clear path toward new markets, increasing revenues and greater prosperity.

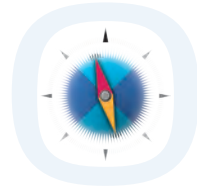
We express our leadership in three key ways:

**We establish rigorous, industry-validated criteria and related course materials for a wide variety of international-trade credentials.** This action gives global business practitioners and students opportunities to gain skills, enhance their knowledge and earn respected credentials in global business. Our leadership has generated impressive results: Some 4,600 business professionals have earned the FITT Certificate of International Trade; and nearly 3,000 have earned the FITT Diploma of International Trade. And, the Certified International Trade Professional (CITP) designation brings a new level of accountability and increased recognition to the skills and knowledge required for success in international trade.

**We set industry-validated and recognized competency standards for performance in global business.** These standards reveal for global business practitioners the specific gaps in their knowledge, skills and abilities. The standards also enable owners of global businesses to take clear and meaningful actions to make sure their workforces have the competencies needed for high performance in global business.

**We carry out groundbreaking research to ensure decisions in our industry are based on the most current and accurate information available.** The need for current, accurate information and expert analysis is especially crucial now. The nature of international trade changes quickly, putting at risk the validity of much time-honoured information and longstanding knowledge that international-trade professionals, business owners, students and educators have relied on.





To resolve this dilemma, we stepped up and took decisive action, doing something that had never been done before anywhere in the world. We delved deeply into the state of our country's international-trade workforce to answer several pressing questions: What knowledge, skills and abilities must international-trade practitioners now have to be high performers in global business? Are current global business specialists equipped with this combination of knowledge, skills and abilities? Are sufficient numbers of new workers—armed with the right stuff—emerging to take the place of retiring workers in our sector?

Our *International Trade Workforce Strategy* is the result of our diligent research and analysis. This comprehensive report reveals five breakthrough findings:

- 1.** Ninety-five occupational categories are core to international trade. These are job categories, not specific jobs.
- 2.** Integrative trade is radically reshaping how small and medium-sized enterprises must prepare their employees to conduct international trade.
- 3.** Many businesses that trade internationally have created new occupations internally by carving out specializations from traditional occupations. These ten new occupations are businesses' way of responding to the evolution of our country's international-trade experience.
- 4.** Insufficient numbers of people emerging from schools, or early in their careers, have the cluster of knowledge, skills and abilities required for high performance in trade-related occupations.
- 5.** Small and medium-sized enterprises struggle on their own to find and develop the skilled workforces they need to take full advantage of the relationships and global value chains that these businesses have created to spur and expand their trade internationally.



# **INTERNATIONAL TRADE WORKFORCE STRATEGY**

Report of the FITT Human Resources  
International Trade Sector Study

**Forum For International Trade Training**  
2013



We didn't stop there. We used the report to propose several hard-hitting actions that businesses, governments and the educational community must take—alone and in concert—to equip Canadian trade professionals with the knowledge, skills and abilities they need now, and to generate immediate and rapid growth in the number of global business specialists in Canada.

While we at FITT led the charge to carry out this critical research and analysis, we couldn't have succeeded without the full support of the federal government, the close collaboration of businesspeople from many industries and from all regions of the country and educators from across Canada. No surprise. Like us, they understand the vital need for leadership that results in impeccable information, genuine knowledge and forceful, confident action.

Our International Trade Workforce Strategy proposes several hard-hitting actions that businesses, governments and the educational community must take to equip Canadian global business practitioners with the knowledge, skills, and abilities they need now, and to generate immediate and rapid growth in the number of global business specialists in Canada.

## 2 Change

International trade is changing swiftly and radically. The days of straightforward binary transactions between one seller and one buyer are quickly vanishing. A new kind of trade has emerged—integrative trade.

Integrative trade is a global system in which exports and imports of goods, information, services and services related to goods are moved across borders via value chains. These value chains are powered by investments, partnerships and business relationships developed to deliver shared value to all participants in these intricate trade channels.

Just as the very best global business professionals take advantage of the power and possibilities of this new brand of trade, we at the Forum for International Trade Training embrace this change. Two examples of our work illustrate our specialized efforts to help emerging global business practitioners understand and fully exploit integrative trade.

First, we put together a competency framework for integrative trade. This framework—development of which was spearheaded by our integrative trade task force made up of business experts—identifies the ten competencies that global business practitioners must have to be successful in integrative trade:

- International business development
- International business operations and planning
- Intercultural aspects of integrative trade
- Political and policy environment
- International risk management
- International investment
- International-trade and supply-chain finance
- Global value and supply-chain management
- International-trade law
- International-trade compliance

These ten competencies outline a series of precise knowledge, skills and abilities. Yet the competencies are not tied to specific roles or jobs. Instead, they are broad attributes that cover essential activities that global business practitioners must carry out to thrive in integrative trade. In this way, our



Our integrative trade diagnostic tools empower global business practitioners and entrepreneurs to assess the level of their individual or organizational integrative trade competencies.

Integrative trade is a global system in which exports and imports of goods, information, services and services related to goods are moved across borders via value chains.

competency framework enables the talents of workers to correspond with the very nature of integrative trade—swift, radical, continual change.

We at FITT then designed two integrative trade diagnostic tools—one for businesses, one for individuals. These software tools empower global business practitioners and entrepreneurs to assess the level of their individual or organizational integrative trade competencies. Each tool captures information supplied by individuals and businesses and uses these data to generate reports. These detailed reports analyze responses from users, note the degree of knowledge, skills and abilities for each competency, and identify any gaps that exist between what an individual or company workforce knows and what they need to know.

Armed with their detailed assessments, global business practitioners and entrepreneurs can take action—immediately and confidently—to bridge any gaps in their individual or workforce competencies. Students can use them to assume greater control over their educations and career planning. And educators can use results from assessments to develop curricula that address the competencies needed by global business professionals today and in the future.

# 3 Intelligence

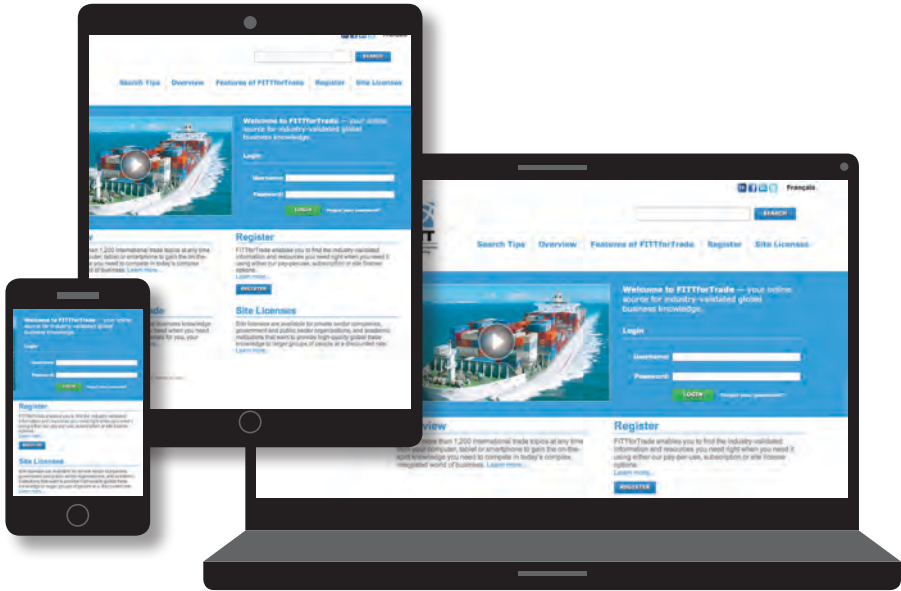
Information is the lifeblood of global business. All owners of flourishing global businesses appreciate how indispensable current and verified facts, figures and statistics are to international-trade success. These business leaders use these data to perform such tasks as understanding the needs of foreign consumers, identifying the most promising overseas markets, and equipping workers in their enterprises with the knowledge, skills and abilities they need to tackle the rigors of international trade.

We at the Forum for International Trade Training understand the value of intelligence to transform fledging businesses into thriving global enterprises. This awareness propelled us to create FITTforTrade, an ever-changing, ever-growing, searchable web-based information treasury that contains our organization's vast body of international-trade knowledge. Everything we've learned and continue to uncover, everything we know to be true and every resource that we've either created ourselves, or has been created by others, is available through FITTforTrade.

We've also put together an industry-led content-advisory panel to set out clear guidelines that we at FITT will follow to validate any new information available through FITTforTrade.

Our devotion to promote, foster and expand intelligence throughout the field of global business makes FITTforTrade the most current and comprehensive aggregation of industry-validated international-trade information and resources available today. Owners of global businesses rely on this practical, ready-to-use resource to find immediate answers to virtually all international-trade questions, create personal libraries of customized global business knowledge and bundle their search findings into digital documents and webscreens.

Available via any device, **FITForTrade** is the world's most comprehensive collection of industry-validated international-trade intelligence.



Educators depend on FITForTrade too. They use it to gather global trade content and store this data in digital files for students to access—a process that enhances classroom learning.

We also make FITForTrade available in ways that are as intelligent as the content it houses. Global business entrepreneurs, teachers and students access FITForTrade on all devices—desktop and laptop computers, tablets, smartphones—and select the global trade knowledge they need from a range of formats—textbooks, articles, videos and webinars—to suit a variety of learning styles. Now that's intelligent intelligence.

# 4 Practicality

Seasoned global business professionals rely on international-trade training tools and resources that communicate no-nonsense information, knowledge and insights in a way that practitioners and students can access easily and apply right away. We at the Forum for International Trade Training swear by this same principle of practicality. Our faith is reflected vividly in FITTskills and Going Global—the knowledge and skills-development programs that we’ve created to help thousands of global businesspeople gain the insights they need to get started in international trade.



The eight FITTskills courses enable ambitious global business practitioners to bridge gaps in their knowledge, increase their international-trade savvy, gain a competitive edge, bring greater professional value to their firms and propel their businesses and careers.

FITTskills is ideal for global business practitioners who want to refine their skills and heighten their knowledge in specific trade-related disciplines such as market-entry, international-trade management and trade law. The eight FITTskills courses enable ambitious global business practitioners to bridge gaps in their knowledge, increase their international-trade savvy, gain a competitive edge, bring greater professional value to their firms and propel their businesses and careers.

The full suite of FITTskills courses contains up-to-date industry-validated international-trade information on more than 800 topics. Equally important, we offer access to this valuable information and knowledge in ways that fit a variety of lifestyles and schedules.





Many successful companies and respected organizations provide FITTskills training to their employees via specialized group sessions; and thousands of students annually take FITTskills courses in classrooms of our educational partners.

More than 10,000 people have taken a FITTskills course since its creation. And hundreds of global business practitioners each year access FITTskills online. Many successful companies and respected organizations such as Export Development Canada and the Trade Commissioner Service provide FITTskills training to their employees via specialized group sessions. And thousands of students annually take FITTskills courses in classrooms of our educational partners.

For people who are new to international trade, we at FITT offer Going Global. It's a series of workshops that introduce budding global business practitioners to topics such as supply-chain management, cultural aspects of international trade, international-trade finance, marketing and market research. These introductory workshops enable people to gain a solid understanding of the core subjects of global business and, in so doing, make it possible for them to not only increase their exposure to international-trade activity, but also acquire more advanced knowledge through our in-depth, specialized FITTskills courses—perhaps eventually achieving designation as a Certified International Trade Professional (CITP).

Practical knowledge and skills that are delivered in practical ways. At FITT, we value all shades of practicality.

# 5 Professionalism

Global business professionals want learning and training programs that give them up-to-date knowledge, current skills and ready access to real-world networks of trade specialists. Canada's very best global business professionals insist on education that's functional because they're always on the outlook to acquire the latest thinking, cultivate new ways of understanding enduring challenges and take advantage of exciting business opportunities.

That's not all. They also want their learning and training programs to enable them to earn credentials that are respected and recognized throughout Canada and around the world.

We at the Forum for International Trade Training understand the resolve and aspirations of global business professionals. We're professionals too—world-renowned experts in developing and delivering officially approved international-trade training that gives professionals knowledge, skills and resources they need to improve their professional expertise, strengthen the business capacity of their firms and advance their careers.

Our work to develop and promote the Certified International Trade Professional (CITP) designation epitomizes our devotion to the foremost standards of professionalism in the international-trade sector. Recognition as a CITP is the highest achievement that a businessperson can reach in the world of international trade. Global business professionals earn this coveted designation by completing the FITTskills courses—or equivalency thereof—complying with a rigorous code of conduct and undergoing a regular regime of additional professional development every year.

“ Many of Canada’s most successful businesspeople are Certified International Trade Professionals. I’m proud to be one of them. ”

**Bruno Morin**

GLOBAL MARKET MANAGER  
AXENS CANADA



It’s hard work. Yet global business professionals find the rewards of CITP designation to be profound. This world-class designation equips them with the sweeping knowledge and skills they require to thrive as global business experts. It also enhances their value to employers, accelerates their careers and connects them to a network of fellow exceptional trade professionals.

Perhaps most important, the CITP designation gives global business professionals the ability to express the quality that makes them such successful trade practitioners in the first place—they demand excellence from themselves and have an unrelenting drive to exceed not only their competitors but also their own performances of the past.

Designation as a CITP enhances a global business professional’s value to his or her employer, accelerates his or her career and connects him or her to a network of fellow exceptional trade professionals.

# 6 Partnership

The emerging world of integrative trade means that no single global businessperson can thrive let alone survive on their own. Global businesspeople today must participate in extensive global supply chains that add value and perform vital functions related to products and services being traded. These supply chains include multiple partners in a variety of disciplines. Investors, suppliers, freight forwarders, customs brokers and many more are integral players in the success of firms that sell their products and services globally.

Partnerships are vital contributors to our success at the Forum for International Trade Training and the actions we take on behalf of global business professionals. We work closely with numerous partners in many fields:

- **We interact with people from small and medium-sized enterprises** to understand their evolving professional needs and therefore what new products and services we must create or existing ones we must change.
- **We team up with government departments and agencies** to acquire the latest international-trade information and knowledge to power our training products and services.
- **We collaborate with educators** to create courses that provide students and workers with the knowledge, skills, abilities and experiences they need to understand and appreciate the complexities of integrative trade.



Our partnerships not only involve these key players, but our partners also benefit from these relationships:

- **Global business practitioners** use them to access training, skills development and learning experiences that are informed by accurate information from governments and active participation and input from global businesses.
- **Business owners and operators** rely on them to position their firms for growth by updating their employees' skills and knowledge.
- **Schools and their students** take advantage of them by connecting directly with global business professionals who enrich learning and provide numerous recruitment and placement opportunities.
- **Governments** depend on our partnerships to reach and influence global business professionals with information, resources and services that enable these global businesspeople to increase their ability to compete in international markets.

We at FITT are working diligently every day to enhance our partnerships so that they're of increasing value to global business professionals. Our efforts include the partnerships we've forged to help us guide and fund our initiatives. In these ways and many others to come, we will continue to express the abiding value of partnership.

Our partnership model enables us to join forces with only those organizations that can deliver real benefits to employers, global business professionals and students.

# Go to FITT.ca

You've discovered the qualities we value most. Now take advantage of the activities, resources, products and services that are the results of these traits and make us an authority on how to carry out business around the globe. They're available right now at FITT.ca.

Our website is continually evolving to make it possible for us to share all that we know, all that we create and all that we do. So visit FITT.ca regularly. It provides global business practitioners, entrepreneurs and students with all the resources they need to get themselves trade ready today.

- **Take one or all eight of the FITTskills courses** and hone your talents in specific aspects of international trade.
- **Learn how to earn recognition as a Certified International Trade Professional**, the world's leading designation for global business practitioners.
- **Register for FITTforTrade** and access our organization's extensive and always-growing body of international-trade knowledge and information.
- **Discover the full range of international-trade credentials we offer** to meet the precise demands of global business practitioners and students.
- **Receive customized information and training sessions** for your workforce.
- **Sign up for Going Global**, a series of short workshops that introduces the complexities of international trade.
- **Get learning materials** to support your needs as an instructor.




At **FITT.ca** we share all that we know, all that we create and all that we do.

This array of products and services is just the beginning of what we at the Forum for International Trade Training will produce for our stakeholders in the years to come. For as they change, grow and adapt to remain at the top of their game, so will we.

# We're different from any other organization in Canada

Global business professionals are the most adaptable and nimble businesspeople found anywhere. They regularly modify their operations and plans to respond immediately to altered circumstances or conditions. More often than not, successful international-trade experts carry out these modifications to meet the ever-changing needs of their customers, as well as those of their partners in their global supply chains.

At the Forum for International Trade Training, we appreciate the value of being quick on our feet. We're ready and eager to focus sharply and strictly on the needs of our industry and—more precisely—the people and organizations within it. This emphasis inspires us to consult widely, think deeply and plan carefully. Above all else, we are compelled to be flexible in how we anticipate and respond to the needs of our stakeholders—the people and companies involved in international trade.



We focus sharply and strictly on the needs of our industry and—more precisely—the people and organizations within it.



Throughout the past 20 years, we have changed, but our reputation and mission remain constant. We're a respected, industry-driven authority on global trade. We provide reliable, timely, industry-vetted knowledge and practical resources to advance the practice of international business. Our unique activities support global business practitioners, employers, and educators and their students. We at FITT:

- **identify and promote** essential international-trade knowledge and insights about competency-related gaps that most commonly impeded the success of businesses;
- **develop, deliver and promote** international-trade training and other trade-enabling knowledge, skills and ability-building products and services;
- **respond** to the specific industries, trade sectors and disciplines to build the knowledge, skills and abilities required by practitioners and businesses to become more competitive in international trade; and
- **develop** proficiency standards for successful international trade, a credential system for practitioners and accreditation for academic providers that meet FITT standards.

# We're trusted by global business practitioners, employers and students

The customers we serve, professionals we certify and partners we collaborate with appreciate and depend on the qualities that we at the Forum for International Trade Training value:

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"I've seen the positive impact that FITT training can provide to businesses and their workers. Our company has collaborated with FITT for more than a decade, taking advantage of FITTskills, Going Global workshops and the CITP professional designation program to educate corporate workforces to become competitive exporters throughout the global marketplace.

Our organization also embraces FITT programs directly, hiring interns who have completed them and encouraging our personnel and clients to take them. I strongly encourage people in the field of international trade to take FITT training to prepare themselves for global business."

**Pernille Fischer Boulter**, CITP  
PRESIDENT AND CEO  
KISSERUP INTERNATIONAL TRADE ROOTS INC.

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"Many talented owners of Canadian SMEs have developed products and services with significant huge potential globally. Yet these entrepreneurs often lack key knowledge, skills and abilities they must have to expand their sales and success beyond Canada and nearby markets in the United States.

FITT provides business owners and their workforces with training tools and learning resources to gain the knowledge, skills and abilities they need. Equipped with a newfound command of international trade, these businesses are positioned ideally to extend their reach into new markets, create more jobs at home and strengthen our economy. Few organizations in Canada enable SMEs to succeed in such a tangible way. FITT can and does."

**Murray Morgan**, CITP

PROFESSOR OF  
INTERNATIONAL  
BUSINESS  
FANSHAWE COLLEGE

PRESIDENT AND CEO  
MURRAY MORGAN  
MARKETING

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"I have plenty of know-how and experience gained from more than 20 years working in several high-profile international-trade positions in the public and private sectors. Yet since I've gone out on my own as an independent private trade consultant, nothing I've done has been more valuable to me than earning my designation as a Certified International Trade Professional.

Being a CITP gives me a tremendous amount of credibility—instantly. Even better, my CITP designation brings me regular business. Case in point: I just started delivering a second round of training to a group of government officials from Africa. I was hired because of my experience working in that continent and because of my designation as a proven trade professional."

**Doreen Conrad**, CITP  
CERTIFIED INTERNATIONAL TRADE CONSULTANT  
DOREEN CONRAD CONSULTING

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"I highly recommend FITTskills courses. They sharpened my skills to analyze the level of export readiness of my customers and their thoroughness when preparing their business plans and market-entry strategies. The courses also broadened my knowledge of sources of market research and opened up new networks of international and domestic contacts. In these ways, FITTskills enabled me to become a better professional and help my clients reach their exporting goals."

**Josephine Back**, CITP  
FORMER DIRECTOR OF TRADE FINANCE  
GLOBAL TRANSACTION BANKING  
SCOTIABANK

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"FITTskills courses offered by the World Trade Center Arkansas are highly practical, informative and perfect for me. I'm confident my FITT Diploma will open a multitude of professional doors and give me a competitive advantage in pursuing a career with a Fortune 500 company.

I'm sure they're perfect for you too. I recommend FITTskills to anyone who is pursuing a business degree at any level, anyone looking to start a business or expand their business internationally and anyone simply looking to expand their professional business knowledge and add to their set of skills."

**Chris Traxson**  
WALTON COLLEGE OF BUSINESS  
UNIVERSITY OF ARKANSAS

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"After graduating from the business program at George Brown College, I had a decision to make. To further my education in global business, should I apply to a university program or complete FITTskills?

My decision to go with FITTskills was the best decision I've ever made. The courses gave me all the practical training and knowledge I needed to move seamlessly from academia to the business world. Already, I've played a big role in getting two start-ups into new markets and helping several Canadian companies expand overseas. I simply couldn't have done it so quickly and well without FITTskills."

**Giovanni Gonzalez**, CITP/FIBP  
PRIVATE GLOBAL-BUSINESS CONSULTANT

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