



## Reference of Internship

This letter serves to confirm that Marcus Walter (born 22.09.1990 in Neuss) has carried out an internship from 09.04.2018 – 14.12.2018 at Deutsche Telekom AG in the department of Technology & Innovation in the Business Communication team.

Deutsche Telekom AG is one of the world's leading telecommunications and information technology service companies. It has above 200 million customers and offers them all kinds of products and services for connected life and work. Deutsche Telekom has an international focus and is represented in approximately 50 countries. In 2017 it had 225,000 employees and EUR 69.2 billion of revenues.

Mr. Walter supported us in the field of product development, marketing planning, proposition definition and development of business strategies. He especially covered the field of hosted cloud PBX with products like DeutschlandLAN Skype for Business. During the assignment, he undertook the following tasks:

- Successful implementation of multiple marketing communication projects, e.g. Enterprise Mobility Solutions webpage, flyer, sales material
- Supporting idea generation and proposition development for innovative communication products based on design thinking methods
- Calculating a forward-looking business case to define new price matrix based on actual cost and customer growth
- Development of pricelists for platform enhancements, like contact center, protected collaboration and video interoperation
- Testing and evaluating of unified collaboration and communication innovations
- Evaluation of a Business Intelligence solution - Microsoft Power BI
- Development of automated monthly KPI reporting based on Microsoft Excel scripts
- Ensuring legal customer and server licensing to comply with Microsoft CSP/SPLA contract
- Packaging Skype for Business clients to comply with Microsoft license requirements
- Moderating regular joint calls with multiple departments including agenda definition, minutes and tracking of action points via social media project tools and Wiki's.

Mr. Walter has performed all assigned tasks to our full satisfaction. He was flexible for new topics and always interested in new challenging tasks. Furthermore, he was highly self-motivated, and his good knowledge allowed him to deliver excellent results in satisfying quality. His very good analytical skills enabled him to manage even complicated tasks under time pressure. His interest to learn about new topics enabled him to build up personal contacts across multiple departments. Mr. Walter receives this certificate at the end of his internship. We would like to thank Mr. Walter for his commitment at Deutsche Telekom AG and wish him all the best for the future.

Bonn, 14<sup>th</sup> of December 2018

Robert Zehder  
Vice President Voice Products

Thorsten Martens  
Head of Business Communication

Deutsche Telekom AG

Address Landgrabenweg 151, 53262 Bonn

Contact Phone: +49 228 181-0, Telefax: +49 228 181-71914, Internet: [www.telekom.com](http://www.telekom.com)

Management Board Timotheus Hötting (Chairman),

Reinhard Clemens, Niek Jan van Damme, Thomas Dannenfeldt, Srini Gopalan, Claudi Nemat

Registered Amtsgericht Bonn HRB 6794, Registered office: Bonn; VAT identification no. DE 123475223



Luciano Brunelli Suits GmbH, Königsallee 2b, 40212 Düsseldorf

## **Praktikumszeugnis**

Herr Walter, geboren am 22.09.1990, wohnhaft in Mönchengladbach, war vom 09.02.2016 bis 09.06.2016 als Praktikant in unserem Unternehmen Luciano Brunelli GmbH tätig.

Zu seinem Aufgabengebiet gehörten insbesondere die nachfolgenden aufgeführten Tätigkeiten:

- Assistieren von Strategischer Planung, Entwicklung und Koordination von Kommunikationsstrategien und Marketingkampagnen
- Operative Umsetzung von Marketingprojekten
- Direkte online Kundenbetreuung und Beratung
- Assistieren bei der Optimierung der relevanten B2B- und B2C-Kanäle
- Contenterstellung und Community Management auf Social Media Plattformen (insbesondere Facebook und Instagram)
- Mithilfe bei Planung und Umsetzung verschiedener Projekte (z.B. Rabattaktionen)
- Erstellung von Texten und News Lettern
- Außenkommunikation mit verschiedenen Partnern

Herr Walter war ein stets sehr engagierter, verantwortungsbewusster und zuverlässiger Mitarbeiter. Seine Aufgaben führte er zu jederzeit mit großem Erfolg aus und realisierte mit großem persönlichen Einsatz beharrlich die gesteckten Ziele.

Sein hervorragendes und fundiertes Fachwissen nutzte er auch in schwierigen Situationen stets systematisch und effektiv. Besonders erwähnenswert sind seine sehr guten Kenntnisse im Bereich Social Media, die er im Rahmen seiner Tätigkeiten äußerst erfolgreich anwendete.

Herr Walter verfügt darüber hinaus über sehr gute Kenntnisse im digitalen Bereich, die er im Rahmen mehrerer Projekte überaus erfolgreich anwendete. Seine Kenntnisse in verschiedenen Bereichen des Vertriebs und Marketing bei der Gewinnung neuer Partner und Kunden haben in jeder Hinsicht unsere vollste Anerkennung gefunden.

Herr Walter war in höchstem Maße zuverlässig und genoss unser vollstes Vertrauen. Die ihm übertragenen Aufgaben führte er stets selbstständig, effizient und mit äußerster Sorgfalt zu unserer vollsten Zufriedenheit aus. Herr Walter brachte oft eigene Ideen an und hat maßgeblich dazu beigetragen unsere Social Media Strategien neu zu konzipieren, sowie erfolgreich umzusetzen.

Sein freundliches, aufgeschlossenes und sehr hilfsbereites Wesen wurde von Vorgesetzten, Kollegen und Kunden sehr geschätzt. Sein Verhalten gegenüber Vorgesetzte, Mitarbeiter, Kunden und Partnern war stets einwandfrei.

Wir danken ihm für seine stets guten Leistungen und bedauern sein Praktikumsende sehr. Für seinen weiteren Berufs- und Lebensweg wünschen wir ihm alles Gute und weiterhin viel Erfolg. Wir würden uns freuen, Herrn Walter in Zukunft wieder in unserem Unternehmen begrüßen zu dürfen.

Düsseldorf, den 27.06.2016



## BẢNG ĐIỂM QUÁ TRÌNH INTERIM ACADEMIC TRANSCRIPT

Họ và tên: <b>MARCUS WALTER</b> <i>Full name</i>	MSSV: <b>EX16136</b> <i>Roll No.</i>
---	---

Ngành: <b>Hình thức đào tạo: Exchange Program</b> <i>Major: Mode of study:</i>	Ngày cập nhật: <b>30/12/2016</b> <i>Updated date: 30<sup>th</sup> Dec 2016</i>
---	---

TT <i>No.</i>	Môn học <i>Subject</i>	Tín chỉ <i>Credits</i>	Điểm số <i>Grade</i>	Học kỳ <i>Term</i>
1	Entrepreneurship	6	7.9	FA16
2	E-Commerce	6	7.2	FA16
3	Applied Graphic Design	6	8.0	FA16
4	Vietnamese Culture	6	8.2	FA16
5	Vietnamese Language	6	8.2	FA16

$\Sigma$ Số tín chỉ nợ $\Sigma$ Fail credits	$\Sigma$ Số tín chỉ đã học $\Sigma$ Credits studied	$\Sigma$ Số tín chỉ tính điểm trung bình tích lũy $\Sigma$ Credits for academic average	Điểm trung bình tích lũy <i>Grade point average</i>
0	30	30	7.9

TRƯỜNG ĐẠI HỌC FPT  
FPT University



Hoàng Văn Chung  
Director, FPT International Student  
Exchange Center (FISEC)

*Note:* Marks for physical education and on the job training are not included in the grade point average.

*Abbreviations:* SU: Summer term, SP: Spring term, FA: Fall term. F: Fail, \*: transfer credit

04.39.02-BM/DH/HDCV/FU 1/EX16136





The Examination Board, established for International Marketing of the Fontys International Business School, part of Fontys University of Applied Sciences, certifies that

**Marcus Thomas Walter**

born on 22 September 1990 in Neuss, Germany

successfully completed the exams of the Bachelor's Degree programme

**Marketing Management**

(registered name: Commerciële Economie)

with the main subject of **International Marketing**

in the year 2019.

The graduate is authorised to use the degree Bachelor of Science.

The examination, which covered the subjects as mentioned overleaf, was conducted in virtue of the Education and Examination Regulation as laid down by the Governing Board in accordance with the requirements as decreed in the Higher Education and Research Act (VHW, Stb. 593, 1992).

Date of the latest accreditation report of the programme concerned: December, 2014.

The programme is registered in the Central Register of Higher Education Study Programmes with number: 34402.

2440105-2019-2-001577

**VENLO, 24 January 2019**

The Examination Board:

Chair:  
M.M.H. Simonis LL.M.

Secretary:  
L. Böhrer, B Com

The candidate:



The certificate concerning

## Marcus Thomas Walter

who successfully completed the exams of the Bachelor's Degree programme  
**Marketing Management** with the main subject of **International Marketing**,  
applied to the following units of study:

Major : Marketing Management  
Minor : Studying Abroad

### Units of Study:

Statistics  
Marketing Law  
Strategic Marketing  
Foreign Language  
Brand Management  
Sustainable Innovation  
Business English  
Mini Company  
Marketing Controlling  
Marketing Synthesis  
Marketing Research  
Consumer Behaviour  
Economics and Methodology  
SPSS  
Study Career Management  
Work Placement  
B2B Marketing  
Retail and Services Marketing  
Customer Relationship Management  
Management Skills and Ethics  
Sales  
Marketing Communication  
E-Marketing  
Organizational Activities  
Graduation Assignment

2440105-2019-2-001577

De volgende elementen kenmerken de echtheid van dit document:

1. De microtekst in het vierkante paarse vlak van het logo onderaan het document. Als u dit vlak 10 keer of meer vergroot wordt de tekst leesbaar.
2. Een zilverfoliестrip rechts op het document. In de zilverfolie is het monogram van Fontys Hogescholen (de letter 'F' met Fontysvis) uitgespaard.
3. Een uniek nummer links naast het monogram, tevens uitgevoerd in laserperforatie. Bij twijfel over de echtheid van het document kunt u bij Fontys Hogescholen verifiëren of de naam en het nummer corresponderen.
4. In het papier zit een wereldwijd beschermd watermerk.



*This Diploma Supplement follows the model developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.*

## 1. Information identifying the holder of the qualification

- 1.1 **Given name(s) and Family name** : Marcus Thomas Walter  
 1.2 **Date of birth** : 22 September 1990  
 1.3 **Place of birth** : Neuss, Germany  
 1.4 **Student identification number / code** : 2440105

## 2. Information identifying the qualification

### 2.1 Name of the qualification:

Getuigschrift Hoger Beroepsopleiding (Degree Certificate of Higher Professional Education);  
 Degree: Bachelor of Science;  
 Nationally accepted title: Baccalaureus (bc)

### 2.2 Main field of study:

Commerciële Economie (Marketing Management), registered in the "Centraal register opleidingen hoger onderwijs" (CROHO) Central Register of Higher Education Study Programmes; Registration No. 34402.  
 Main Subject : International Marketing

### 2.3 Name and status of awarding institution:

Fontys Hogescholen; public University of Applied Sciences, state recognized institution, falling within the scope of the Higher Education and Research Act (WHW Stb. 593, 1992 and subsequent amendments and supplements)

### 2.4 Name and status of institution:

Fontys Hogescholen; public University of Applied Sciences, state recognized institution, falling within the scope of the Higher Education and Research Act (WHW Stb. 593, 1992 and subsequent amendments and supplements)

### 2.5 Language of instruction:

German

## 3. Information on the level of the qualification

### 3.1 Level of qualification:

Bachelor's Degree; University of Applied Sciences; First cycle National Qualifications Framework for Higher Education; Level 6 EQF for LLL.

### 3.2 Official length of programme:

4 years; study load in ECTS-credits: 240

### 3.3 Access requirement(s):

For Dutch students: VWO, HAVO or MBO. Prospective students with a foundation year degree or an institute of higher education degree may also enrol at the hogeschool.  
 For German Students: Fachhochschulreife (or equivalent).  
 For students of other nationalities: senior high school diploma/GCE or equivalent. Foreign certificates have to be validated. See "Requirements for Admission to Higher Education" of "The Education System in the Netherlands". In order to be able to follow the Dutch study programme successfully, prospective students with a certificate issued outside the Netherlands, must demonstrate, that their command of the Dutch language should be at 'Staatsexamen NT2-level (Dutch as second language, programme II, higher education). For the English study programme (IBMS) the command of the English language should be at Proficiency level [e.g. TOEFL 550 or IELTS 6.0].

## 4. Information on the contents and results gained

### 4.1 Mode of study:

Full-time, including work placements and / or research

#### 4.2 Programme requirements:

A graduate of International Marketing is able to operate in an international business environment. He/She has a broad knowledge in the field of marketing science. On this fundament he/she can fulfill the following professional roles: Marketing manager, Marketing & sales assistant, Market researcher, Product manager, Sales manager, Account manager, Self-employed businessman, Consultant, Marketing communication manager and Export manager. The main instrument for assessing a student's progress is the 'tentamen'. This is a written or oral test in one subject. 'Tentamens' are taken at various times throughout the degree programme. A cluster of exams are related to a certain competence. Throughout the degree programme student performance in presentations, reports and during the traineeship / internship is continually assessed. As a part of the graduation requirements of programmes, the report from the traineeship / internship and the graduation project of the main subject must be approved. On top of the major of 210 credits the student has completed one minor of 30 credits. The minor enables the student to either deepen or broaden his competencies within his professional context.

#### 4.3 Programme details:

The first year of every programme is referred to as the 'propedeuse', which serves as a foundation, orientation and selection phase. In addition to lectures, seminars, and independent study, students are required to complete an internship or work placement (stage) which takes up part of the third year of study, as well as a final project or a thesis, in the fourth year (see transcript of credits).

#### 4.4 Grading scheme:

##### Grading system in the Netherlands

Dutch grades range from 1 (very poor) to 10 (outstanding); a 6 is a pass. It should be noted that 9s and 10s are rarely given. On final lists, grades are normally rounded off (above 0.5 is rounded up and below 0.5 is rounded down, thus a 5.5 equals a 6 equals a pass, whereas a 5.4 equals a fail.) However, on exams and course work, it is customary to get a grade that has not been rounded off. The Dutch grading system is listed in the table below.

Grade	In words NL	Abbr. NL	Meaning EN	Abbr. EN
10	Uitmuntend	U	Outstanding	O
9	Zeer Goed	ZG	Very Good	VG
8	Goed	G	Good	G
7	Ruim Voldoende	RV	More than Satisfactory	MS
6	Voldoende	V	Satisfactory	S
5	Twijfelachtig	T	Almost Satisfactory	AS
4	Onvoldoende	O	Unsatisfactory	U
3	Zeer onvoldoende	ZO	Very Unsatisfactory	VU
2	Slecht	S	Poor	P
1	Zeer slecht	ZS	Very Poor	VP

Expression NL	Abbr. NL	Meaning EN	Abbr. EN
Behaald	BEH	Pass	PA
Niet Behaald	NB	Fail	F
Vrijstelling	VR	Exemption	EX

Grade Distribution Table

Study programme: <b>Bachelor Marketing Management</b> , register number 34402					
Reference group: 3 previous academic years 2014-2015 - 2016-2017, number of passing grades: 27830					
Fontys School: Fontys International Business School					
Grade:	5.5-6.4	6.5-7.4	7.5-8.4	8.5-9.4	9.5-10
%	29.0%	31.0%	25.0%	13.0%	2.0%
Cum. %	100.0%	71.0%	40.0%	15.0%	2.0%

See: <https://www.fontys.nl/GradeDistribution> for information on the Grade Distribution at Fontys Hogescholen.

#### 4.5 Overall classification of the qualification:

met goed gevolg (Successfully)

### 5. Information on the function of the qualification

#### 5.1 Access to further study:

The 'Getuigschrift Hoger Beroepsonderwijs' gives access to several types of further study: Shortened university study programmes leading to the university 'getuigschrift'; Related master degree programmes; Post-HBO courses of varying length.

#### 5.2 Professional status:

HBO graduates are fully qualified to practise their profession without further study, licensing or registration with a professional association.



## Diploma Supplement Transcript of Credits (see No. 4.2/4.3.)

DEGREE PROGRAMME: Bachelor Marketing Management  
(registered name: Bachelor Commerciële Economie)

Given name and Family name : Marcus Thomas Walter  
Date, place of birth : 22 September 1990 in Neuss, Germany  
Date of qualification : 24 January 2019  
Student identification number : 2440105  
Certificate identification number : 2440105-2019-2-001577

	<b>Subject name</b>	<b>Subject name in English</b>
Major	: Commerciële Economie	Marketing Management
Main Subject	: International Marketing	International Marketing
Minor	: Buitenlandminor	Studying Abroad

### Course components

Code	Subject name	Subject name in English	Date	Grades	ECTS
	<u>Propaedeutic phase</u>	<u>Propaedeutic phase</u>			
P01MD13F	Project Organisation of Businesses	Project Organisation of Businesses	01/06/2014	7.5	5
P02MD13F	Marketing Processes	Marketing Processes	06/06/2014	5.5	5
P03MD13F	Accounting	Accounting	02/06/2014	6.9	5
P04MD13F	International Business	International Business	05/09/2014	5.5	5
P05MD13F	Business Mathematics	Business Mathematics	10/06/2015	8.1	5
P06MD13F	Business English I	Business English I	01/02/2014	EX	2
P07MD13F	Foreign Language I / Law	Foreign Language I / Law	15/09/2014	6.1	2
P08MD13F	Study Career Management	Study Career Management	28/01/2015	PA	2
P09MD13F	Project Business Plan	Project Business plan	07/12/2014	5.8	5
P10MD13F	Marketing Analysis	Marketing Analysis	08/12/2014	6.5	6
P11MD13F	Economic Research	Economic Research	12/12/2014	5.7	5
P12MD13F	Economics	Economics	15/12/2014	8.7	5
P13MD13F	Social and Communication Skills	Social and Communication Skills	16/01/2015	5.8	2
P14MD13F	Business English II	Business English II	15/01/2015	6.0	2
P15MD13F	Foreign Language II / ICT	Foreign Language II / ICT	14/01/2015	5.7	2
P16MD13F	Law	Law	10/12/2014	6.7	2
	<u>Main phase</u>	<u>Main phase</u>			
H01MD13	Statistiek	Statistics	01/06/2015	5.5	4
H02MD13	Marketing Law	Marketing Law	02/06/2015	5.5	4
H03MD13	Strategic Marketing	Strategic marketing	02/07/2015	6.3	5
H04MD13	Foreign Language III	Foreign Language III	28/06/2016	6.0	2
H05MD13	Brand Management	Branding	28/01/2016	7.3	5
H06MD13	Sustainable Innovation	Sustainable Innovation	07/07/2015	5.9	3
H07MD13	Business English III	Business English III	15/12/2015	7.3	6
H08MD13	Mini-Company	Mini Company	18/01/2016	8.0	8
H09MD13	Marketing controlling	Marketing controlling	16/12/2015	6.1	4
H10MD13	Marketing Synthesis	Marketing Synthesis	14/12/2015	7.8	4
H11MD13	Marketing research	Marketing research	14/12/2015	5.8	3
H12MD13	Foreign Language IV	Foreign Language IV	13/01/2016	6.0	2
H13MD13	Consumer Behaviour	Consumer Behaviour	13/07/2017	6.7	4
H14MD13	Economics & Methodology	Economics & Methodology	11/07/2017	6.3	3
H15MD13	SPSS	SPSS (Standardized Statistical Program)	22/01/2016	6.3	3
H16MD13	Study Career Management	Study Career Management	11/01/2016	PA	2
H17MD13	Work Placement	Work placement	20/02/2018	5.9	28

2440105-2019-2-001577



Code	Subject name	Subject name in English	Date	Grades	ECTS
	<u>Graduation phase</u>	<u>Graduation phase</u>			
A01MD13	B2B Marketing	B2B Marketing	05/07/2017	7.4	4
A02MD13	Retail & Services Marketing	Retail & Services Marketing	06/06/2017	5.5	5
A03MD13	Customer Relationship Management	Customer Relationship Management	09/06/2017	6.6	4
A04MD13	Management Skills and Ethics / HRM	Management Skills	14/06/2017	7.9	4
A05MD13	Sales	Sales	10/07/2017	5.5	4
A06MD13	Marketing Communication	Marketing Communication	11/07/2017	5.5	4
A07MD13	E-Marketing	E-Marketing	06/06/2017	5.7	4
A10MD13	Study Career Management	Study Career Management	03/12/2018	PA	1
A11MD13	Organizational Activities	Organizational Activities	10/11/2017	PA	2
A12MD13	Graduation Assignment	Graduation Assignment	24/01/2019	6.2	28
	<u>Minor group</u>	<u>Minor group</u>			
2557FMBUIT	Buitenlandminor	Studying Abroad	09/02/2017	PA	30
	<b>Totaal aantal behaalde ECTS-studiepunten</b>	<b>Total number of ECTS-credits achieved</b>			<b>240</b>

## Diploma Supplement Appendix Competences

DEGREE PROGRAMME: Bachelor Marketing Management  
(registration number and name: 34402 "Bachelor Commerciële Economie")  
Valid for qualification date: 24 January 2019

Competences	Performance indicators level Main phase competent	Performance indicators level Graduate competent	Performance indicators Level Start competent
DC1 <b>Product development:</b> Initiating, creating and producing products and services, independently and entrepreneurially.	<u>The student is able to:</u> - identify and trace new developments, taking account of all stakeholders, and translate these into products or services; - name basic knowledge characteristics and elements for products and brands; - see market opportunities and generate creative ideas; - employ the technique of brainstorming and other creativity techniques; - together with others, prepare a basic plan for a business; - together with others, sell a simple product or service.	<u>The student is able to:</u> - generate product ideas and develop product concepts in complex situations - together with others, turn a creative idea into a product/service - further develop or adapt existing products. - formulate marketing objectives for a product/brand. - draw up and monitor budgets for products. - chart out cultural differences in product introduction GER/NED. - together with others, form and run an enterprise. - together with others put together a complete business plan and test this according to legal aspects.	<u>The student is able to:</u> - record the positioning of a product/brand in the target market; - independently derive and apply relevant mix instruments from the strategic positioning; - monitor and control the success of implemented marketing activities; - manage relationships with other functions and harmonise processes; - account for own product choices; - independently establish a business.
DC2 <b>Market research:</b> Preparing, implementing, interpreting, assessing and evaluating market research	<u>The student is able to:</u> - use basic knowledge of traditional (market) research methods; - employ mathematical and statistical knowledge in service of the traditional (market) research methods; - deploy knowledge of ICT tools; - formulate a study question based on a given problem outline; - execute a routine quantitative or qualitative market survey; - produce a simple report with statistical calculations at descriptive level; - interpret research by third parties.	<u>The student is able to:</u> - solve a complex practical problem in a group, on the basis of market research; - independently draw up a study plan including budget and accounting for the choice for the study; - use ICT tools such as SPSS; - carry out desk research; - use in-depth statistical knowledge for market research; - make estimates from different points of view; - produce a report with graphic representations and account for the study results to the client; - evaluate the completed study.	<u>The student is able to:</u> - Independently and professionally solve a practical problem using market research; - account for the choice of a particular method; - acquire new research skills; - combine market research knowledge and database/crm customer knowledge; - issue advice and derive recommendations; - produce a report including graphic representations, accounting for the methods employed, conclusions and recommendations - present study results including conclusions and recommendations.



DC3	<b>Business and environment analysis:</b> For a business, on the one hand identifying the strengths and weaknesses based on analysis of the internal business processes and culture as part of the value chain, and on the other hand the threats and opportunities on the local, national and/or international market on the basis of relevant national and international trends.	<u>The student is able to:</u> - determine which data are needed to carry out an analysis; - deploy knowledge of relevant analysis techniques (Portfolio, Porter, Ansoff, STEP etc.); - carry out a limited internal and external analysis (quick scan) based on a given problem outline; - write and present a simple report.	<u>The student is able to:</u> - draw up an analysis plan based on a given context; - interpret consumer behaviour (interdisciplinary knowledge); - draw up and implement an extensive SWOT analysis, together with others, from a given context; - identify strategic options on the basis of the SWOT analysis; - report on and underpin an account for the selected method choice, for the recommendations, also in financial, ethical and sustainability terms.	<u>The student is able to:</u> - independently draw up an analysis plan based on a complex context; - independently draw conclusions on the basis of limited information; - assess strategic options for the (international) market on the basis of the analysis; - write a detailed report accounting for the approach and the recommendations for the follow-up process.
DC4	<b>Marketing strategy and policy:</b> Developing marketing policy for an (international) organisation and the ability to underpin the choices made.	<u>The student is able to:</u> - understand the existing marketing policy of an organisation; - apply his basic knowledge of marketing strategies and marketing instruments; - chart out the market opportunities for a product or service; - translate market opportunities into short-term objectives; - design an action plan for achieving these objectives;	<u>The student is able to:</u> - name a number of options based on a SWOT analysis; - chart out the relationship between objective, strategy and mix level; - formulate a number of SMART marketing objectives for the short or medium term; - carry out marketing controlling; - design a marketing plan for achieving these objectives;	<u>The student is able to:</u> - independently execute, monitor and control marketing activities; - take and account for decisions in respect of marketing activities in a complex context; - draw up or adjust marketing objectives for the medium to long term; - design a marketing plan for achieving these objectives including STP and the marketing instruments deployed in that connection; - determine a system of evaluation of results.
DC5	<b>Marketing planning and execution:</b> Drawing up, executing, adjusting and evaluating plans based on marketing policy	<u>The student is able to:</u> - list the elements of a marketing plan (objective/ strategy/mix) based on given marketing problem outline, together with others, identify changes for one or more functional areas in an organisation; - develop, draw up and underpin a marketing plan (communication plan/sales plan) form a limited given context, together with others; - draw up budgets.	<u>The student is able to:</u> - based on an overall marketing problem outline, together with others, analyse changes for all functional areas of the organisation; - develop, draw up and underpin a marketing plan (or a subplan derived from that plan) on the basis of a given marketing policy in the framework of a complex real-life situation (B2C); - account for own choices in respect of the plan; - monitor and adjust progress.	<u>The student is able to:</u> - independently analyse and investigate all functional areas of the organisation from the point of view of a complex marketing problem outline; - independently and professionally develop, implement, adjust and evaluate a marketing plan and subplans; - draw up a marketing plan for B2B, trade, service provision and non-profit organisations; - fully account for a plan; - convincingly present a marketing plan to the management and other target groups.

DC6	<b>Relationship management:</b> Maintaining business relationships for purchasing, sales and service provision	<u>The student is able to:</u> - sell a simple product on the basis of a good value proposition; - chart out business relationships; - generate understanding within internal and external business relationships; - establish, develop and maintain relationships, both verbally and in writing; - execute an analysis of the effectiveness of the sales organisation, and estimate which sales channels (on and offline) should be deployed; - work using CRM methods and the accompanying databases.	<u>The student is able to:</u> - translate the existing marketing policy into a CRM concept; - draw up an effective purchasing/sales strategy and organisation; - hold consultative customer interviews; - undertake effective negotiations - produce a sales folder with all relevant information; - draw up and evaluate a specific sales account or supplier plan including financial accounting.	<u>The student is able to:</u> - independently establish and maintain a CRM system; - analyse data from the CRM system; - maintain (international) business relationships; - identify relevant criteria for customer data; - hold effective sales negotiations in the framework of sustainable customer relationships in a B2B or B2C environment.
DC7	<b>Communication:</b> Communicating in at least one foreign language, taking account of cultural differences	<u>The student is able to:</u> - communicate at main phase competent level using verbal and written expression skills in economic Dutch/German; - generate an understanding of cultural differences; - express himself at level B1 in English using verbal and written skills (simple business conversation, simple business letter).	<u>The student is able to:</u> - communicate at graduation phase competent level using verbal and written expression skills in economic Dutch/German; - independently chart out cultural differences; - communicate at level B2 in English using verbal and written expression skills.	<u>The student is able to:</u> - communicate at start competent level using verbal and written expression skills in economic Dutch/German; - respond and make use of differences in culture; - communicate at start competent level (B2) using verbal and written expression skills in English (e.g. drawing up a marketing plan) and in an interview respond adequately to cultural differences.



DC8	<b>Marketing communication:</b> On and offline communication with marketing target groups	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- generate understanding of communication target groups;</li> <li>- provide an overview of communication instruments and media;</li> <li>- draw up a communication mix based on a given theme, together with others;</li> <li>- draw up a simple media plan;</li> <li>- take account of the ethical boundaries of marketing communication.</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- draw up a briefing for an external communication agency;</li> <li>- take consumer behaviour as a starting point for communication;</li> <li>- understand the relationship between off and online instruments;</li> <li>- draw up a communication plan based on a given strategic context.</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- draw up a briefing for an external communication agency;</li> <li>- take consumer behaviour as a starting point for communication;</li> <li>- understand the relationship between off and online instruments;</li> <li>- draw up a communication plan based on a given strategic context.</li> </ul>
DC9	<b>Leadership and management:</b> Manage a project, business component, business process or company	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- generate understanding of relevant aspects of management (e.g. leadership styles);</li> <li>- establish a simple project organisation;</li> <li>- chair meetings in a project group;</li> <li>- take charge in producing an action plan;</li> <li>- generate limited understanding of his own management skills;</li> <li>- name the basic elements of project management.</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- develop understanding of his own working style and that of others;</li> <li>- analyse business processes;</li> <li>- manage a limited project;</li> <li>- specify in detail the elements of project management;</li> <li>- manage a simple conflict situation in a project group;</li> <li>- adequately respond to unexpected events that disrupt processes in a project group.</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- identify complex business processes;</li> <li>- respond to and make use of strengths and weaknesses of (project) staff;</li> <li>- deal with differences in working styles;</li> <li>- independently manage a complex project, with a clear result focus;</li> <li>- take important decisions;</li> <li>- independently take action.</li> </ul>
DC10	<b>Interpersonal competence:</b> Direct communication in the commercial professional field	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- generate understanding of the structuring of an organisation and organisation models;</li> <li>- comply with agreements on time and the result to be delivered, and deliver a visible contribution to the group result;</li> <li>- participate actively in the group process and cooperate as a colleague, in a professional environment;</li> <li>- report clearly and in a structured manner taking account of correct use of language and the use of modern ICT tools;</li> <li>- provide a short descriptive presentation using ICT.</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- work towards a result in an organisation, and lay out his own work processes;</li> <li>- actively participate in setting objectives and work agreements;</li> <li>- take on the role of chairman and secretary at a meeting;</li> <li>- revise various types of documents, and express himself correctly in writing, in a manner that suits the target group;</li> <li>- express himself well verbally, in contacts at different levels;</li> <li>- provide a lively presentation</li> </ul>	<u>The student is able to:</u> <ul style="list-style-type: none"> <li>- work proactively in an organisation and independently take decisions on organisation targets;</li> <li>- take on the role of team leader, provide information, hold consultations and generate support;</li> <li>- specify and analyse different team roles in a group;</li> <li>- express complex issues clearly and in a structured manner;</li> <li>- provide a coherent presentation on a complex subject.</li> </ul>

DC11	<b>Intrapersonal competence:</b> Intrapersonal communication as a professional in the commercial field	<u>The student is able to:</u> - develop a marketing feel; - generate and control his own development in respect of learning, result-based working, initiative-taking and independent performance; - draw up his own SMART objectives; - under supervision, document his own development in a portfolio; - plan his own activities in a simple situation; - present the results of his own work.	<u>The student is able to:</u> - develop his own professional attitude as a marketer; - control and direct himself; - independently expand knowledge and skills in his specialist field, in a systematic manner; - account for his own choices; - consider and reflect on and take responsibility for his own actions, demonstrating involvement and critical self-evaluation; - independently set and achieve targets in a more complex situation; - translate feedback and self-reflection into an improvement plan.	<u>The student is able to:</u> - discuss marketing aspects at start competent level; - formulate, direct and monitor his personal development plan; - take up his own marketing attitude; - take account of marketing ethical aspects; - analyse his own situation, learn under his own direction, and continuously acquire new skills; - remain up to date on the latest developments in the field; - independently formulate SMART objectives, quality criteria and deadlines in a complex situation.
FC1	<b>Internationalisation:</b> The skill to adopt an adequate and flexible approach to expectations from a communication partner from a different culture. Recognising cultural differences and interferences between his own culture and that of the other person. The ability to remain aware of his own identity and cultural background in contacts with other cultures.	<u>The student is able to:</u> - demonstrate knowledge and understanding of the most important international economic issues; - identify intercultural problems.	<u>The student is able to:</u> - reflect methodically and substantively on international economic issues; - methodically and responsibly analyse these international economic issues; - demonstrate understanding, tolerance and responsibility in intercultural questions.	<u>The student is able to:</u> - demonstrate personal responsibility in managing intercultural differences in his professional actions; - approach international economic questions in an academic manner; - communicate professionally on intercultural questions.



FC2	<b>Globalisation and sustainability:</b> The ability, when taking actions and decisions, to not only consider the short-term return but also social, ecological and globalisation interests and their value. The focus is on ethical issues in relation to the economy. The ability to recognise the different interests of stakeholders and shareholders, and to respond accordingly.	<u>The student is able to:</u> - demonstrate basic knowledge of the relationship between economic issues and ethical sustainable business practice (people, profit, planet and poverty).	<u>The student is able to:</u> - independently and analytically approach specific questions relating to sustainability and responsible management.	<u>The student is able to:</u> - head up an approach to sustainable, ethically responsible solutions to economic questions; - communicate professionally on sustainability aspects of economic questions.
-----	---	---	---	---



Student : Walter, Marcus  
Student number : 2440105

RE: Average grade

Fontys International Business School hereby officially declares that  
aforementioned student has successfully completed the Bachelor study  
International Marketing with an average grade of:

**6,3**

The average grade is based on the Main Phase and Graduation Phase  
results \*.

Venlo, 18 February 2019

*\*The average grade of phases II and III is calculated by weighing the credits multiplied by the obtained grades per modul (including the Work Placement and the Graduation Assignment), divided by the number of credits. This only applies to minors graded from 1 to 10. Moduls graded as "passed" (new code 'PA' or old code 'V') and exemptions are not included in the calculation of the average grade.*