

International Business Development Strategy for Restaurants Canada, April 1, 2021 to March 31, 2024

EXECUTIVE SUMMARY

Restaurants Canada is a 75-year-old national, not-for-profit association headquartered in Toronto and representing Canada's diverse and dynamic foodservice industry. Restaurants Canada is the largest membership organization of its kind with over 30,000 members. The national association serves the unique needs of the foodservice industry. Restaurants Canada has a commitment to inclusion and anti-racism in Canadian foodservice and hospitality. Members include independent operators to regional and national chains, including restaurants, bars, caterers, franchisors, hotels, institutions, food trucks, convenience stores and industry suppliers.

OUR VISION: The most valued partner of the restaurant and foodservice industry

OUR MISSION: Uniting our members to advance the full potential of the foodservice industry.

Benefits of membership in Restaurants Canada includes: Savings through group buying programs with exclusive discounts; Access to in-depth research and support toolkits; Networking and education opportunities at industry conferences, webinars, and events. Print and digital updates on key Foodservice industry issues; Restaurants Canada owns and publishes Menu magazine, Canada's premier Foodservice and Hospitality magazine and owns and manages the "RC Show", which is Canada's largest, internationally recognized, and audited Foodservice trade show. Where 20,000 industry professional gather annually to shop, taste, connect and learn to grow their businesses.

The Foodservice and Hospitality Industry in Canada is a \$93 Billion industry that employs 1.2 million Canadians directly (and 283,700 indirectly), represents 120,000 restaurants, bars, hotels, and caterers, achieves \$32 Billion in annual food and beverage sales and 22 million daily visits to foodservice establishments, institutions, and hotels. The industry is constantly changing and challenged to adapt to new trends at a non-stop pace. This past year this industry has been one of the hardest hit industries due to Covid 19. The industry will need help to rebuild, reinvent and reconnect over the coming months. Restaurants Canada wants to be there and leading the way to help the recovery.

The RC Show is Canada's leading food and beverage event produced by Restaurants Canada. RC Show is held annually in Toronto and in 2020 attracted 20,000 trade attendees and 1,100 exhibitors. Due to the global pandemic, the RC Show was transitioned to a virtual show RC Show 2021 ONLINE Live from February 28 to March 2, 2021.

The show was an industry first and a resounding success with over 8,000 attendees embracing innovative virtual technology by Canadian company Nextech AR. Attendees received unlimited access to insights, inspiration and revenue-generating ideas from 150+ industry experts and with 60 hours of educational programming and networking opportunities.

Show highlights included: Quality engagement over 4 days; 8 pavilions, 5 Feature Areas; 3 Stages, 3 Competitions; 5,807 unique logins; 12,759 Lobby visits; 3,969 Exhibit Hall visits; 67,860 booth visits; 4,023 1:1 meetings; 4,706 business cards shared; 60+ hours of world-class content; 11,024 stage visits and 128 media resulting in over 100M media impressions.

Attendees could also source innovative solutions from over 120 trusted export-ready Canadian suppliers and global companies looking to enter the Canadian market. The interactive Exhibit Hall allowed business to be conducted through live chat opportunities, 1:1 meetings and demonstrations.

The 2021 RC Show was one of the only international events in the food service industry to happen in any format in 2021 and similar concept shows in Europe, Latin America and North America have been cancelled or postponed including the National Restaurant Association Show in Chicago. The RC team

believed the industry certainly needed leadership at this time and the opportunity to come together to rebuild, reinvent, reconnect and feed the recovery.

Hosting the RC Show Online in 2021, successfully launched a world class platform for bringing the industry in Canada and internationally together. The team is looking to return to a live format again next year and combined with a hybrid approach, to expand reach from February 27 - March 1, 2022 as they look to touch even more operators across the country.

Restaurants Canada and the RC Show have had limited international focus and engagement until recently. This has included occasional educational presentations by International speakers. Outside of Canada, staff, Board and members periodically attend international trade shows, such as the Host Milan show and the National Restaurant Association show in Chicago. The intention is to ensure leading edge products/ideas are brought back to help Canadian operators as well as making connections with quality buyers and influencers.

The International Buyers program and the virtual attendance at the RC Show 2021 brought 75 international buyers, press and speakers from the target countries of Brazil, UK, Italy, Mexico and the US thanks to the support of CanExport Associations. This was the first international foray for Restaurants Canada. This program was successful for expanding the international presence, knowledge and business opportunities for the Association and its members and exhibitors, the majority of who are export-ready SME's. This international activity has forced the organization to understand the need to have an "official" long-term International Business Development Strategy.

The 3 Year International Business Development Strategy is one part of a plan to build back a stronger, more resilient industry that continues to reflect our country's incredible diversity, depth, talent and innovation in Canada and around the globe. We need to put Canada's culinary cuisine and products "on the global map". The International Business Development Strategy focuses on key trading partner countries; the US, Mexico, Brazil, Italy, UK in years one to three, with the addition of Peru in year two and Germany in year three :

The 3-Year International Business Development Strategy was approved by the Executive Committee of the Board of Directors of Restaurants Canada on March 30, 2021.

SECTOR ANALYSIS

1. Sector Overview

Restaurants Canada is a 75-year-old national, not-for-profit association headquartered in Toronto and representing Canada's diverse and dynamic foodservice industry. Restaurants Canada is the largest membership organization of its kind with 30,000 members, and the only national association that serves the unique needs of the foodservice industry. Restaurants Canada members include independent operators to regional and national chains, including restaurants, bars, caterers, franchisors, hotels, institutions, food trucks, convenience stores and industry suppliers.

The goal of Restaurants Canada is to proactively seize opportunities and overcome challenges. We unite our members from coast to coast, through services, research, programs, education and advocacy to create a strong and vibrant restaurant and food service industry.

The Foodservice and Hospitality Industry in Canada is a \$93 Billion industry that employs 1.2 million Canadians directly (and 283,700 indirectly), represents 120,000 restaurants, bars, hotels and caterers, achieves \$32 Billion in annual food and beverage sales and 22 million daily visits to foodservice establishments, institutions and hotels. Before the pandemic, the foodservice sector was Canada's fourth-largest employer.

The restaurant industry is constantly changing and challenged to adapt to new trends at a non-stop pace in all business and world climates but has also been one of the hardest hit industries due to Covid 19 including:

- Restaurants Canada's trade show, RC Canada could not operate physically in 2021 and had to transition to a smaller virtual event with a loss of revenue from exhibitors and attendees.

- The largest number of Restaurants Canada members are independent operators and impacted by Covid 19.
- Half of Canada's restaurants are at risk of closing in six months.
- Eight out of 10 restaurants are either losing money or barely scraping by.
- Before the pandemic, the foodservice sector was Canada's fourth-largest employer, directly employing over 1.2 million people.
- Women make up 58% of the restaurant workforce.
- 31% of restaurant owners, operators and staff belong to a visible minority.
- Half of all Canadian restaurants are run by people who came here as immigrants.
- More than 800,000 workers in the Canadian foodservice sector lost their jobs or had their hours of work reduced to zero and the job losses continue.
- Restaurants are the number 1 source of first jobs for young Canadians.
- Restaurants are a significant economic driver for the Canadian economy.

The pandemic has also created opportunities for change and growth including:

- Adoption of expanded technology by all sectors.
- Emphasis on safety and sanitation and supply chain networks.
- Focus on healthy, sustainable, local food options.
- New delivery methods including online food ordering and delivery and in-house delivery programs.
- Expansion of ghost kitchens and virtual restaurants.
- Rise of virtual brands and off-premise sales and outdoor dining.
- Movement from full-service to limited service formats.
- Continued growth of retail foodservice channels.
- Increased Interest in global cuisines.
- Learning to do business in this new norm.

Restaurants Canada and the RC Show have had limited international focus and engagement until recently with occasional educational presentations by International speakers and attendance of staff, Board and members periodically at international trade shows such as the Host show in Milan and the National Restaurant Association in Chicago. The International Buyers program and the virtual attendance at the RC Show 2021 of 75 international buyers, press and speakers from the target countries of Brazil, UK, Italy, Mexico and the US thanks to the support of CanExport Associations was the first international foray for Restaurants Canada. This program was successful for expanding the international presence, knowledge and business opportunities for the Association and its members and exhibitors, the majority of who are export-ready SME's.

2. Areas of focus

Chains & Independent Operators represent the following categories:

Bakery, Café, Deli; Banquet Hall, Event Venue; Bar, Tavern, Pub, Night Club; Casual, Family, Fine Dining; Catering; Conference, Convention Centre; Consultant; Contract Foodservice; Convenience; Culinary School; Distributor, Dealer, Broker, Supplier, Wholesaler; Fast Casual, Quick Service; Food Truck; Grocery Store; Ghost/Virtual Kitchen; Government; Health Care, Institution, School; Hotel, Motel, Resort, Airline; Recreation, Golf Club, Fitness Club; Retail; Theme Park, Sport & Entertainment Venue

Industry suppliers and RC Show Exhibitors represent the following categories:

Apparel / Uniforms: *Chef Coats / Aprons; Footwear / Shoes/ Hats / Caps; Protective Gear; Restaurant & Waiter Uniforms*

Beverages: *Beer; Cider; Coffee; Non-Alcoholic Beverages; Sparkling Wine / Champagne / Prosecco; Spirits / Liquor; Tea; Wine*

Decor / Furnishings / Furniture: *Art / Decorations / Fixtures / Furnishings; Awnings / Canopies / Tents; Carpets /Flooring; Chairs / Stools / Tables; Drapery / Window Coverings; Lighting Fixtures & Accessories; Patio - Accessories / Equipment / Furniture*

Education: *Association / Government / Trade; Education / Training; Magazines / Publications*

Equipment: *Baking Equipment & Supplies; Banquet Service; Bar Equipment; Barbeque / Smoker; Beverage Dispensing Equipment; Blast Chiller / Fast Freezer; Blenders / Juicers / Processors; Coffee / Tea Equipment*

Cold Storage & Transport Systems: *Combi-Ovens / Steamers; Concession Equipment & Supplies; Cooktops - Induction / Gas / Electric / Ceramic; Countertop Appliances; Dishwashing Equipment & Supplies; Display Cases.*

Equipment Parts / Service; Fryers / Deep Fryers: *Griddles / Grills / Rotisseries; High-Speed Ovens; HVAC - Heating / Ventilation / Air Conditioning; Ice Cream Equipment & Supplies; Ice Machines / Ice Makers; Laundry Equipment & Supplies; Microwave Ovens; Pizza Equipment & Supplies; Refrigerators / Freezers; Sous Vide / Vacuum Packaging; Toasters / Toaster Ovens; Waste Disposal Systems; Water Filtration & Purification Systems*

Food: *Appetizers / Hors d'oeuvres / Tapas; Asian Products; Baked Goods; Baking Ingredients; Bases / Dressings / Sauces / Syrups; Beef Products; Bread / Buns / Tortillas; Breakfast Items; Canned Goods; Cheese & Cheese Products; Chocolate Products; Condiments; Confectionary Items / Snack Foods; Dairy Products; Dairy Substitutes; Deli Meat Desserts / Cakes / Sweets; Eggs / Egg Products; Ethnic / International Products; Fries / Potato Products; Frozen Foods; Gluten-Free Products; Grains / Quinoa / Rice; Halal / Kosher; Herbs / Spices / Seasonings; Meat Products; Oils / Vinegars; Pasta; Pizza Products; Plant-Based Products; Pork Products; Poultry Products; Produce - Fruits / Vegetables; Seafood Products; Soup / Soup Bases; Specialty Products; Sugar / Sweeteners / Vegan; Vegetarian Products*

Hotel / Motel / Inn: *Amenities; Beds / Mattresses*

Services: *Architects / Engineers / Interior Design; Broker/ Agent; Consultants; Dealers; Distributors; Energy Providers / Natural Gas; Franchise; Group Buying; Insurance; Loyalty & Reward Programs; Pest Control*

Supplies: *Bar Supplies & Accessories; Catering Items; Cleaning & Sanitizing Supplies; Cookware - Pots / Pans; Eco-friendly / Environmental / Sustainable; Food Packaging / Disposable Products; Knives / Knife Sharpeners; Labeling Systems; Marketing Materials & Promotional Items; Menus; Packaging Supplies; Personal Protection Equipment (PPE); Shelving / Storage; Vehicles*

Tableware / Holloware: *Cutlery / Silverware; Dinnerware / Serve ware; Drinkware / Glassware; Napkins / Linens / Tablecloths / Textiles; Plate ware / China; Smallwares*

Technology: *Accounting & Financial Systems; Apps – Software; Communication & Paging Systems; Digital Menus / Signage; Electronics / Televisions; Entertainment / Music; HR Management Systems; Online Business Solutions; POS Systems; Security Systems*

Industry Suppliers who are Restaurants Canada members and RC Show Exhibitors are primarily SME's, the majority of who are Export Ready and selling any of the above products and services via buying groups, agents and distributors.

Restaurants Canada has received input from industry supplier members and exhibitors via one-on-one conversations with staff during the last year and at the show. Restaurants Canada was also in contact by email with all the Trade Commissioners in the target countries of Italy, UK, Brazil, Mexico, and the U.S. who specialize in agriculture and wine/beer/spirits to obtain suggestions and contacts for the Incoming International Buyers program for the RC Show (Virtual), February 28 to March 3, 2021 and updated them on the planned incoming International Buyers program for 2022 at the RC Show (planned to be Virtual and In-Person) from Feb. 27 to March 2, 2022.

INTERNATIONAL CONTEXT

1. Economic Forecast & Sector Focus - Canada

Restaurants Canada 2020-2025 Long Term Forecast

Prepared by Chris Elliott, Senior Economist, Restaurants Canada

Commercial foodservice sales in Canada are forecast to improve to \$61.4 billion in 2021. This represents an 11.8% increase compared to 2020 but still remains 20% below pre-COVID-19 levels.

In the first quarter of 2021, sales were expected to remain weak due to containment measures across the country. On a seasonally adjusted basis, sales are forecast to be \$13.0 billion in Q1 2021, relatively unchanged from Q4 2020. In terms of percentage change, Q1 2021 sales would remain 31% lower than Q1 2019.

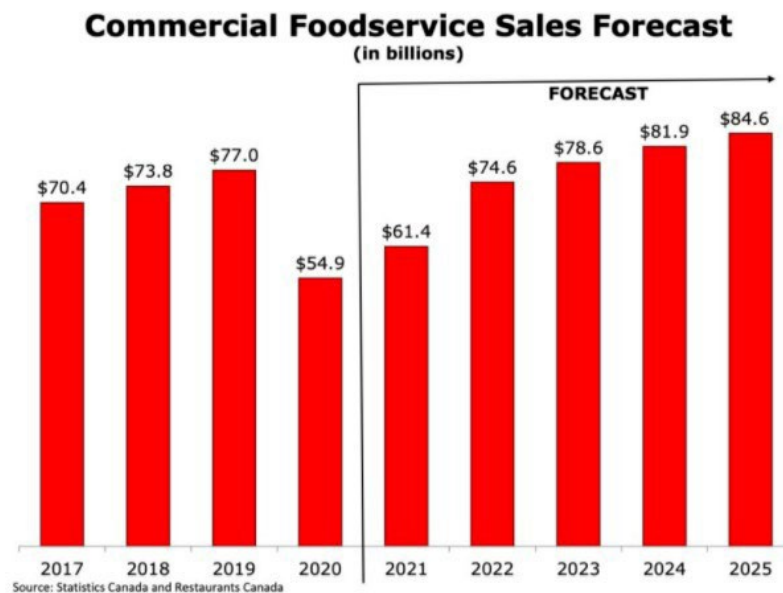
Commercial foodservice sales in Canada are forecast to improve modestly in Q2 2021, up to \$14.6 billion. Although this represents a 45% increase over Q2 2020, sales would still be 24% below Q2 2019 levels. As more people are vaccinated and containment measures are lifted, foodservice sales are forecast to climb in Q3 2021 to \$16.2 billion. With most Canadians vaccinated and as life slowly returns to normal, commercial foodservice sales are forecast to climb to \$17.1 billion in Q4.

In 2022, commercial foodservice sales in Canada are forecast to grow to \$74.6 billion. This will represent a 21% increase over 2021 but will remain 3% below 2019 levels.

In 2023, the commercial foodservice industry is forecast to grow by 5% to \$78.6 billion. This will be the first year that foodservice sales will be higher than 2019 levels, as we will see improved spending at restaurants, caterers and drinking places by households, businesses, and tourists.

By 2025, commercial foodservice sales are forecast to grow to \$84.6 billion.

In order to forecast foodservice sales, Restaurants Canada relies on a series of econometric models. Based on historical and projected data from the Conference Board of Canada, these models include real GDP, total consumer spending, population growth and other economic indicators. In addition to economic factors, foodservice sales are strongly influenced by historical spending habits. While economic conditions remain a vital influence on foodservice spending, Restaurants Canada’s forecasting models have been updated to factor in the repercussions of COVID-19.



2. Economic Forecast & Sector Focus – Globally

Summary from a Presentation on the Global Restaurant Industry Amidst the Pandemic by David Henkes, Senior Principal of Technomic at the RC Show 2021

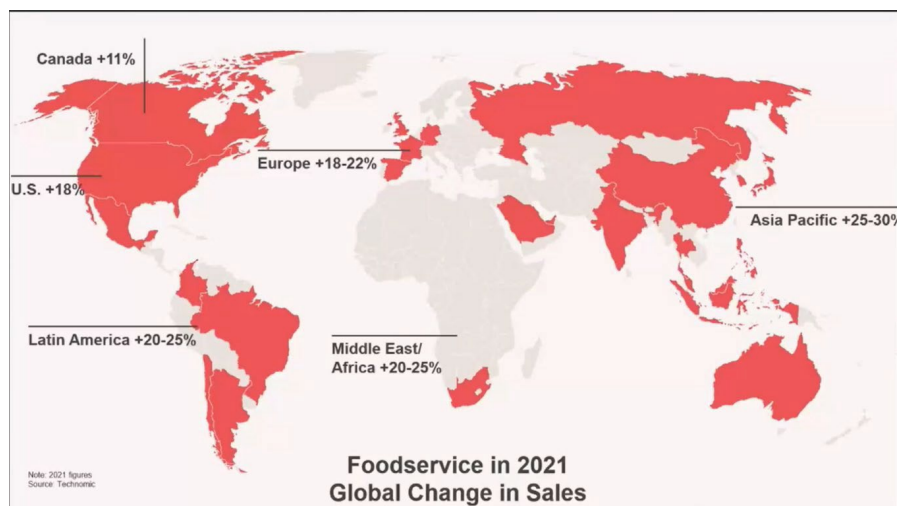
- **Global Change in Foodservice Sales in 2020**
Canada - 28%
U.S. - 26%
Latin America – 33%

Europe – 35%
Middle East/Africa – 27%
Asia Pacific -23%

- **Sector Change in 2020**
Restaurants & Bars – 29%
Hotels – 39%
Retail Foodservice – 6%

Expected Growth in Value of the Global Foodservice industry in 2021 +20 to 25%

- **Sector Change in 2021**
Restaurants & Bars + 22 – 27%
Hotels + 30 – 35%
Retail Foodservice + 8 to 12%
- **Global Change in Foodservice Sales in 2021**
Canada +11%
U.S. +18%
Latin America +20 – 25%
Europe + 18 – 22 %
Middle East/Africa + 20 – 25%%
Asia Pacific - + 25 – 30%



3. Target Markets & Target Clients

Year One – April 1 2021 to March 31, 2022

Target Countries – US, Mexico, Brazil, Italy, UK

Year Two – April 1, 2022 to March 31, 2023

Target Countries – Continue with US, Mexico, Brazil, Italy, UK + Add Peru

Year Three – April 1, 2023 to March 31, 2024

Target Countries – Continue with US, Mexico, Brazil, Italy, UK + Add Germany

Target Countries were selected according to many variables including trade agreements with Canada, strength of the restaurant and foodservice industry, associations and trade shows, economic potential and if applicable past relationships and compatibility regarding trends and other like areas.

Italy

Italy is a CETA (Canada-European Union Comprehensive trade Agreement) country and Restaurants Canada has developed some relationships with Italy and a few key groups including Bellavita (the leading B2B trade show dedicated to the promotion of Italian Food and beverage products and business directory and culinary institute) and HostMilano (the world leading trade fair dedicated to the world of catering and hospitality) who have participated at the RC Show. A group from Restaurants Canada also attend the HostMilano show in 2019. ITA, Italian Trade Agency is also very active in Canada. Several speakers from Italy have also shared their knowledge including Massimo Bottura (an Italian Chef and Restaurateur and the chef patron of Osteria Francescana, a three-Michelin-star restaurant in Modena Italy) who spoke recently virtually on Zero Waste, Authenticity and Sustainability at the RC Show 2021.

Italy has a strong foodservice industry which includes 160,000 restaurant businesses and over \$90 billion (CAD) in sales annually. There is also a very important and active association, FIC, Federazione Italiana Cuochi (The Italian Federation of Chefs) with 20,000 members including professional cooks, chef patrons, restaurateurs, professors, students, hotels and institutions and annually organizes 500 events across Italy.

Mexico

Mexico is a CUSMA (Canada United States Mexico Agreement) country and shares geographic and food values with Canada and Mexican food is very popular. The language would require some translation and interpretation but many in Mexico also speak English. The size of the industry includes 178,000 full-service restaurants and 3,000 restaurant chains. The Consulate General of Mexico is also active in the Canadian market. The Mexico foodservice market value was \$46 billion CAD in 2020. Mexico also has a strong Restaurant Association, AMR, Asociacion Mexican de Restaurantes (Mexican Restaurant Association) and many food-focused trade shows including Abastur, the largest trade show for suppliers and buyers for the hotel, restaurant, café and catering industries.

US

The United States is a CUSMA (Canada United States Mexico Agreement) country and our closest trading partner with similar language and social and cultural values. The US has over 660,000 restaurants and the food service market in the US has a value of over \$1 trillion CAN. The National Restaurant Association headquartered in Washington, DC is a very strong association with 40,000 members representing over 500,000 restaurants across the U.S. The NRA also has an annual trade show – the National Restaurant Association Show held in Chicago. Many Restaurants Canada members have attended or participated in this show in past years. Speakers from the U.S. have shared their knowledge and insights at recent RC Shows including Daniel Meyer, CEO of Union Square Hospitality Group and Jim Treiving, Chair of Boston Pizza at the RC Show 2021.

Brazil

Brazil is the largest country in South America with over 915,000 restaurants. The language would require some translation and interpretation but many in Brazil also speak some English. The value of the foodservice market in Brazil is \$147 Billion CAN. ApexBrasil, the Brazilian Trade and Investment Promotion Agency and the Brazil-Canada Chamber of Commerce are active in the Canadian market. Brazil has several strong associations including Abrasel, Associação Brasileira de Bares e Restaurantes (The Brazilian Association of Bars and Restaurants) which represents more than 6 million companies in 27 states of Brazil and ANR, Associação Nacional de Restaurantes, (the National Restaurant Association) which represents 9,000+ associated commercial companies throughout Brazil. Anufood Brazil is an annual International Trade show for the Food and Beverage Sector held in Sao Paulo.

UK

The UK's new trade agreement with Canada is the Canada-United Kingdom Trade Continuity Agreement. The restaurant and food service and hospitality industry in the UK is strong and includes 108,147 restaurants and cafes, is the 3rd largest private-sector employer in the UK, employs 2.9 million people and generates 225 Billion dollars CAD in economic activity. The UK Trade & Investment/British Consulate-General is very active in Canada. The UK also has several important trade associations including BFBi, Brewing, Food, & Beverage Industry Suppliers Association and FDF, Food & Drink Federation and UK Hospitality. There are also several important trade shows including Food & Drink Expo,

The Restaurant Show and HRC, Hotel, Restaurant & Catering Show.

Peru

Peru is one of the smaller countries in South America but is active in the foodservice industry and has over 200,000 restaurants with a value \$2 trillion CAD worth of food. Peruvian food and drinks continue to grow in popularity in Canada and North America and is an important niche market. The Peruvian-Canadian Chamber of Commerce is very active in the Canadian market and created a Peru Pavilion at the RC Show in 2021 to highlight Peruvian cooking, cocktails and coffee tastings. Demonstrations and education programs were shared by Executive Chef Jorge Munoz showcasing Peruvian Cuisine and Peruvian mixologist Gregory Smith highlighted Pisco cocktail sampling. Peru also has a strong association, Ahora Peru Asociación Peruana de hoteles, restaurantes, y afines (The Peruvian Association of hotels, restaurants.)

We see Peru acting as a "gateway" to key South American markets. The focus on Peru in Year 2 of the IBD Strategy will continue the expansion of the collaboration with the Peruvian-Canadian Chamber of Commerce already started in a small way.

Germany

Germany is a CETA (Canada-European Union Comprehensive Trade Agreement) country and has very close alliances with Canada and the majority of Germans speak more than one language including English. The food and beverage industry in Germany is the fourth-largest industry sector in Germany – generating production value of 266 billion CAD. The Canadian German Chamber of Industry and Commerce is active in Canada. The Bar Convent Berlin is the largest trade fair for the bar and beverage industry. Bar owners, bartenders, distributors, and manufacturers from around the globe visit BCB in Berlin annually to make new contacts, find out about product innovations and take part in seminars. DEHOGA, Deutscher Hotel- und Gaststättenverband (German Hotel and Restaurant Association) is large association representing 224,000 companies, 63,000 members and a workforce of 1.8 million.

The focus on Germany in Year 3 will target the wine, beer and spirits industry and the business opportunities in this growing and important category of Restaurants Canada and the RC Show.

INTERNATIONAL STRATEGY

1. Strategic Objectives, Desired Outcomes & Tactical Actions

The objectives of Restaurants Canada's International Business Development Strategy are to ensure the Canadian Restaurant, Foodservice & Hospitality Industry:

- Remains strong, diversified, educated and knowledgeable on the latest global trends, information, and insights.
- Ensures Canada stays top of mind on the world stage for all products and services in all sectors.
- Provides support and export training so the majority of members have the tools and export expertise to compete internationally.
- Profiles Canadian celebrities including chefs and business success stories and innovations.
- Expands the size and scope of new and potential business opportunities through connections with key associations, buying groups, trade commissions and consulate offices through events, conferences, trade shows and meetings.
- Promotes Canadian expertise through promotions, articles and connections with media.
- Coordinates events and missions to foreign markets via trade shows and conferences
- Coordinates incoming buyers' program (virtual and in-person) to attend Restaurants Canada's RC Show in 2022, 2023 and 2024 and create programs including matchmaking, 1:1 meetings, tours, networking events and access to awards, demonstrations and educational programs (RC Show 2021 was successful with the support of CanExport Associations and RC Show 2022 has already been approved for CanExport Associations funding.)

- Embarks on dual sharing of insights and market intelligence.
- Undertakes to develop research on the Global market similar to the 2020 to 2025 Canadian Economic Outlook Study and 2020 Foodservice Facts created by Restaurants Canada.
- Provides expert speakers for international events and invite international speakers to share expertise at RC events.
- Has the expertise, tools and technology for selling online are available
- Shares knowledge between countries through conferences, trade shows, meetings, education, speakers.
- Connects to Trade Commissions, Associations, Stakeholders, Buying Groups, Purchasing Agents, and Media in Target Countries.
- Provides Export Training for Canadian SME's including topics such as research and development on international markets for food service and restaurant products, sales, marketing, tariffs, e-commerce, and shipping.
- Plans to have members or staff attend international events (virtual or in-person)
- Create a public relations and marketing program.
- Commits to respond and alter direction in a timely manner internationally.

MEASUREMENT OF RESULTS

Restaurants Canada's will do surveys with members and RC Show exhibitors and participants to obtain marketing intelligence and specific information in order to evaluate the success of the International Business Development Strategy. The success can be measured in a variety of ways depending on the type, size and goal of companies as well as their sector, product or services including;

- Number of business opportunities
- Quality of connections
- Identifying prospective sales leads
- Number of meetings facilitated
- Actual Sales by members
- Opportunity to create partnerships.
- Potential for finalizing licensing agreements and joint venture relationships.
- Connections with potential agents, distributors, buying groups.
- Access to knowledge and market intelligence
- Access to new trends, revenue generating ideas and best practices.
- Access to new target markets and buyers
- Increased exposure to International Clients
- Increased export training
- Increasing the overall number of export-ready SME's

CONCLUSION

Restaurants Canada has a special opportunity to actively promote the skills, expertise, innovation and the unique products and services of its members, RC Show exhibitors and the Canadian foodservice and hospitality industry to the world. The International Business Development Strategy and the focus on key global target markets over 3 years is vital to the success of the program. It takes several years to nurture and grow connections with the right groups in order to obtain the desired results.

The International Business Development Strategy will be reviewed annually by the Executive Committee of the Board of Directors of Restaurants Canada and modified or expanded as required. The IBD Strategy will be shared with members and the industry under on the Restaurants Canada website, www.restaurantscanada.org and on the RC Show website at www.rcshow.com.

The 3-Year International Business Development Strategy was approved by the Executive Committee of the Board of Directors of Restaurants Canada on March 30, 2021.