

International Business Development Strategy for Restaurants Canada, April 1, 2024, to March 31, 2027

EXECUTIVE SUMMARY

Restaurants Canada is an 80-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 27,248 members. The national association is the voice of the diverse and dynamic foodservice and hospitality industry, serving the unique needs of businesses across the country and supporting the success of the industry. Restaurants Canada has a commitment to inclusion and anti-racism in Canadian foodservice and hospitality and focuses on key initiatives like sustainability, nutrition, food safety, food waste and mental health. Members include independent operators to regional and national chains, including restaurants, bars, caterers, franchisors, hotels, institutions, food trucks, convenience stores and industry suppliers.

VISION: Vibrant and thriving restaurant and foodservice communities across Canada.

MISSION: The champion that unites our industry and fuels success through Advocacy, Connection, and Support.

Benefits of membership in Restaurants Canada include: 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 over 20,000 industry professionals gather annually to shop, taste, connect and learn to grow their businesses in Canada and internationally.

The Foodservice and Hospitality Industry in Canada is still recovering from the impact of Covid-19 but continues to recover and grow and currently is a CAD\$114 billion industry and employing 1.2 million Canadians directly, representing 98,000 food service businesses, and is the fourth largest employer in the country. Despite the growth in sales, this is not translating to the bottom line for most restaurants due to escalating expenses and consumers concerned about spending amid rising costs and interest rates. Restaurants Canada continues to lead the way for this ever-evolving industry, that requires continuous improvement and growth and pushes the boundaries of what's possible and embraces challenges, trends, and innovation.

The RC Show in 2023 returned to pre-pandemic success with a vibrant 3-day in person show which attracted over 22,000 Canadian and International trade attendees and featured 9 curated pavilions, 8 world-class competitions, 7 stages of programming and 3 major networking events. The RC Show spanned over 350,000 square feet and showcased more than 1,000 booths, featuring trusted brands and 100's of Canadian SME's who displayed what the future holds for the industry from innovative technology solutions and robotics to upcycled and sustainable dinnerware, labour and wellness solutions, the latest food and beverage trends, and everything in between. The RC Show in 2024 and beyond will continue to grow and remain successful.

Restaurants Canada and the RC Show have continued to grow their international connections and collaboration during the 2021 to 2024 period. This has included dialogue with international associations and trade agencies, international pavilions at the RC Show and educational presentations by international speakers. Attendance and advance missions to international trade shows including: SIAL in Paris; Bar Convent in Germany; HOST in Milan; and the National Restaurant Association show in Chicago. This has

all been successful for research and making connections with quality buyers and influencers for future and ongoing export business opportunities. The International Buyers program has continued to grow with the support of Global Affairs CanExport Associations program. These programs were 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 successful international activity has compelled Restaurants Canada to further continue with an International Business Development Strategy and update their new IBD Strategy for 2024 to 2027.

The new 3 Year International Business Development Strategy, 2024 to 2027 is one part of a plan to continue 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. Restaurants Canada will continue 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, Germany, Peru in years one to three, with the addition of CPTPP countries of Japan in year one, Malaysia in year two and Australia in year three.

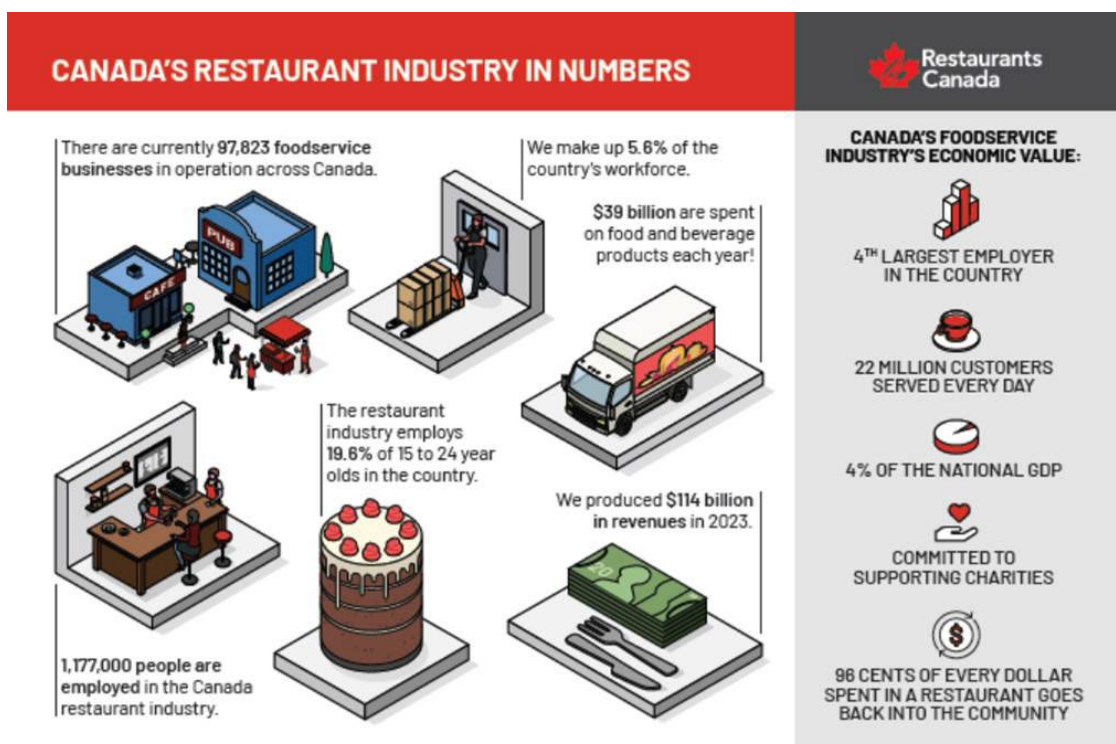
SECTOR ANALYSIS

1. Sector Overview

Restaurants Canada is an 80-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 27,248 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 in Canada and Internationally.

The Foodservice and Hospitality Industry in Canada is a CAD\$114 billion industry that employs 1.2 million Canadians directly, represents 98,000 food service businesses (bars, restaurants, hotels and caterers), serves 22 Million customers daily, and is the fourth largest employer in the country. Additional statistics are included in the Infographic below and in the attached Canadas Restaurant Industry in Numbers Infographics.



The restaurant industry is constantly changing and challenged to adapt to new trends at a non-stop pace in all business and world climates. The restaurant industry has been one of the hardest hit industries due to Covid 19 but with the support of Restaurants Canada is rebounding and has continued to take advantage of 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-premises 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 continued to grow their international focus with the support of Global Affairs CanExport Associations program. This program continues to be successful for expanding the international presence, knowledge and business opportunities for the Association and its members and exhibitors, with many 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 with many who are SME's and Export Ready and selling any of the above products and services via buying groups, agents, and distributors.

Restaurants Canada continues to receive input from industry supplier members and exhibitors via one-on-one conversations with staff during the last few years and at the RC Show. Restaurants Canada has been in contact by email or in person on missions at International Trade Shows (Bar Convent, Germany; National Restaurant Association show, Chicago; SIAL, Paris France) with Trade Commissioners in the target countries of Italy, UK, Brazil, Mexico, U.S., Peru, Germany who specialize in agriculture and wine/beer/spirits to obtain suggestions and contacts for International Incoming Buyers program to RC Shows and future Outgoing Missions to International Shows.

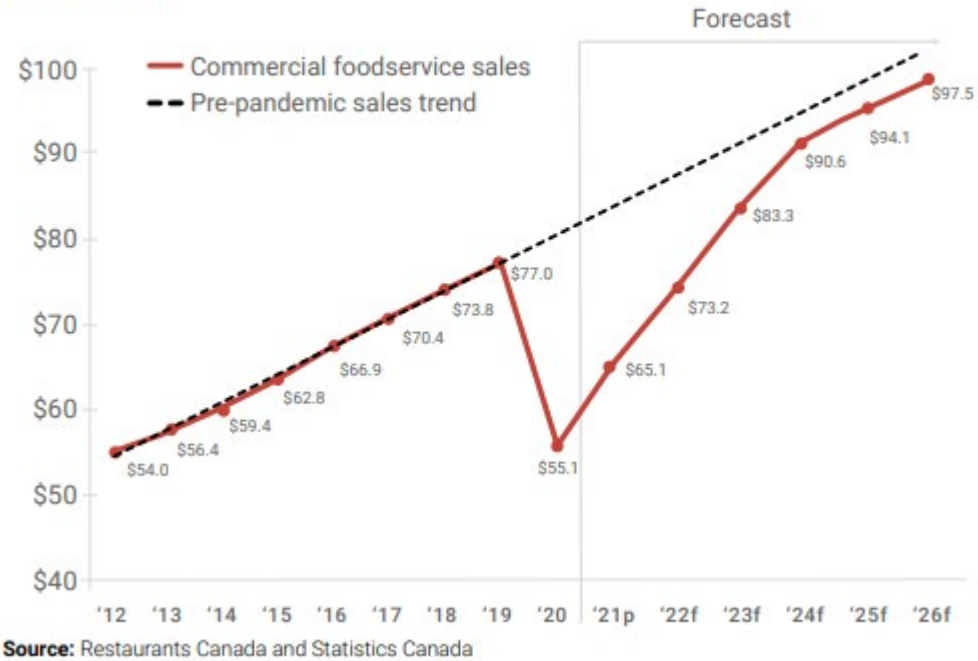
INTERNATIONAL CONTEXT

Restaurants Canada with the support of the Conference Board of Canada has created a very detailed Foodservice Industry Forecast for 2022-2026. This Forecast is attached to the IBD Strategy as an additional resource.

Some of the highlights include:

- A return in consumer confidence, business dining and tourists will help Canada's foodservice industry return to pre-pandemic levels in 2023, with annual sales forecast to rise to CAD\$83.3 billion.
- By 2026, commercial foodservice sales are projected to increase to more than CAD\$97.5 billion due to a rebound in spending by consumers, businesses, and tourists.
- 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.

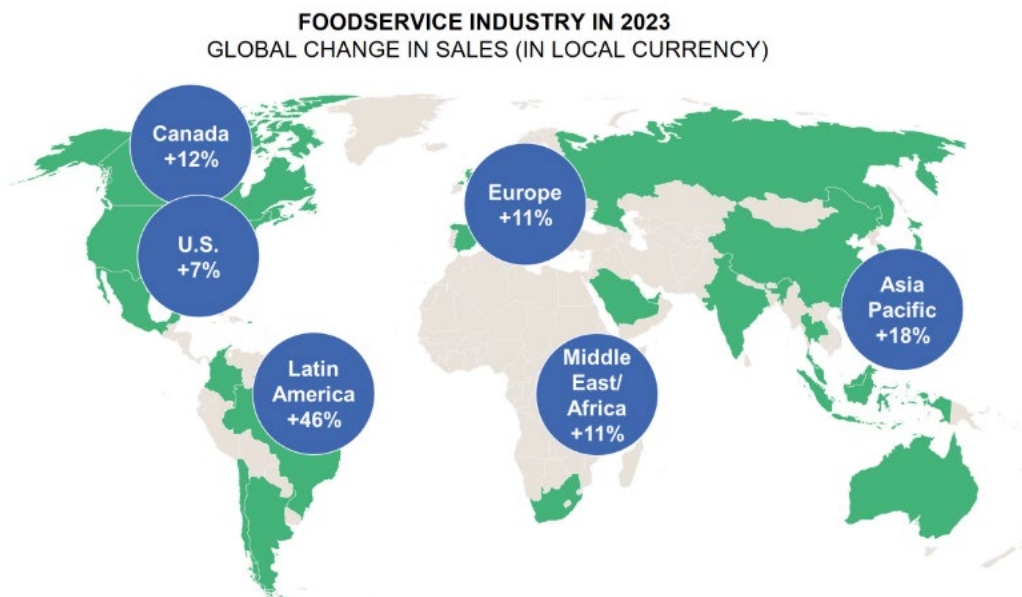
Commercial Foodservice Sales Forecast (in billions)



1. Economic Forecast – Globally

Based on Foodservice Sales by Region in 2023

- **Global Change in Foodservice Sales in 2023**
 - Canada +12%
 - U.S. +7%
 - Latin America +46%
 - Europe +11%
 - Middle East/Africa +11%
 - Asia Pacific +18%



2. Target Markets & Target Clients

Target Countries for the IBD Strategy for 2024 to 2027 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. Due to Covid-19, Restaurants Canada was not able to fully execute the IBD Strategy of 2021 to 2024 and continues the same country focus, all of whom continue to have merits and synergy with Canada. Additionally, one CPTPP (Comprehensive and Progressive Agreement for Trans-Pacific Partnership) country has been added per year.

Year One – April 1, 2024 to March 31, 2025

Target Countries – US, Mexico, Brazil, Italy, UK, Peru, Germany + Japan.

Year Two – April 1, 2025 to March 31, 2026

Target Countries – Continue with US, Mexico, Brazil, Italy, UK, Peru, Germany + Malaysia.

Year Three – April 1, 2026 to March 31, 2027

Target Countries – Continue with US, Mexico, Brazil, Italy, UK, Peru, Germany + Australia.

Italy

Italy is a CETA (Canada-European Union Comprehensive Trade Agreement) country and Restaurants Canada has continued to develop relationships with Italy and a few key groups including NewH Milan (the Hospitality Design Association), 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 attended the HostMilano show in 2019, 2021 and 2023 and Restaurants Canada and NewH Milan also co-sponsored a networking reception for the RC members and NewH members during the 2023 show. 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.) An International Restaurant Design panel at the RC Show 2024 will include the President of NewH Milan. Italy has a strong foodservice industry which includes 158,274 Restaurant Operators (including 395 Michelin-starred restaurants) and was valued in 2024 at over CAD\$140 billion. 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) and CPTPP (Comprehensive and Progressive Agreement for Trans-Pacific Partnership) country and shares geographic and food values with Canada and Mexican food continues to be very popular. The language requires some translation and interpretation but many in Mexico also speak English. The size of the industry includes over 600,000 restaurants (no Michelin star restaurants yet.) The Consulate General of Mexico is also active in the Canadian market. The Mexico foodservice market value was CAD\$122 billion in 2024. Mexican food is a growing segment around the world and over 11% of restaurants serve Mexican food in the U.S. 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 749,404 restaurants (including 200 Michelin Star Restaurants) and the food service market in the US has a value of over CAD\$11 trillion. 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 and in 2023, 2 members of Restaurants Canada had a successful advance mission to the NRA show and collaborations have started between the two associations. Speakers from the U.S. have shared their knowledge and insights at recent RC Shows including; Daniel Meyer, CEO of Union Square Hospitality Group; Jim Treiving, Chair of Boston Pizza; Yuta Makino, Chef from Hawaii; Adenah Bayoh, Restaurateur, NYC; Michael LaMarca, CEO Master Pizza Franchise Group; Scott Weiner, President Scott's Pizza and Will Guidara, Founder, Make It Nice Hospitality Group.

Brazil

Brazil is the largest country in South America with over 2 million 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 CAD\$23.5 billion. 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. Roberto Smeraldi, an International Chef, Environmentalist from Brazil shared his expertise as a speaker recently at the RC Show in 2022. The Brazilian Trade and Investment Promotion Agency (Apex-Brasil) joined the RC Show in 2021 and continues to participate in 2024.

UK

The UK's 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 over 88,000 restaurants and cafes, is the 3rd largest private-sector employer in the UK, employs 2.9 million people and generates CAD\$135 billion 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. The following UK experts spoke at recent RC Show in 2022 and 2023 including Douglas McMaster, Chef, Author, Speaker, Zero Waste Restaurants; Adam Simmond, Chef, and Kris Hall, Founder & President, The Burnt Chef Project.

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 CAD\$9.6 billion. 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 starting 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.) Johnny Schuler, International Chef from Peru spoke at the RC Show in 2022. The focus on Peru continues at the RC Show 2024 with a program entitled, "Discover Peru's Gastronomic Heritage: A Culinary Exploration" created via a collaboration with the Peruvian Canadian Chamber of Commerce and the Embassy of Peru.

Germany

Germany is a CETA (Canada-European Union Comprehensive Trade Agreement) country and has very close alliances with Canada and most 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 CAD\$180 billion and includes 70,619 restaurants. The Canadian German Chamber of Industry and Commerce is active in Canada. The Bar Convent Berlin show is the largest trade fair for the bar and

beverage industry and 2 members of Restaurants Canada took a successful advance mission to this show in 2022. Bar owners, bartenders, distributors, and manufacturers from around the globe visit BCB in Berlin annually to make new contacts and find out about product innovations and take part in seminars. DEHOGA, Deutscher Hotel- und Gaststättenverband (German Hotel and Restaurant Association) is a large association representing 224,000 companies, 63,000 members and a workforce of 1.8 million.

CPTPP

The following countries, Japan, Malaysia, and Australia are all part of CPTPP (Comprehensive and Progressive Agreement for Trans-Pacific Partnership,) a free trade agreement (FTA) in-force between Canada and 10 other countries in the Indo-Pacific region and a growing focus for export and trade for Canada.

Japan

Japan is a CPTPP (Comprehensive and Progressive Agreement for Trans-Pacific Partnership) country and has close alliances with Canada via political, economic, and cultural ties, common values and shared interests. Trade and economic relations between Canada and Japan have been steadily expanding. Japan is the world's third largest national economy and one of Canada's most important economic and commercial partners. Japan is Canada's fourth largest trade partner in terms of bilateral merchandise trade (2022). The CPTPP eliminates or reduces tariffs on most key Canadian exports to Japan, including for agriculture and agri-food and seafood. Japan has a food service market of CAD\$357 billion and 953,000 restaurants. Japan also has a strong national association, the Japan Restaurant Association which has been promoting the cuisine of Japan via education, trade shows and tourism. The major Restaurant and Foodservice show is Hoteres & Foodex which is held annually in Kansai, Japan.

Malaysia

Malaysia is a CPTPP country and is Canada's fourth-largest 2-way merchandise trading partner in the Association of Southeast Asian Nations (ASEAN) region. Malaysia is a significant economic partner, and it plays an important role in advancing Canada's trade diversification efforts in the region including the focus on agriculture and processed foods. Malaysia has a food service market of CAD\$17.5 billion and 850,000 restaurants. Malaysia has a very strong association, the International Food & Beverage Association and an important trade show, Malaysia International Food & Beverage Trade Fair held annually in Kuala Lumpur. Malaysian cuisine reflects its multi-ethnic population.

Australia

Canada and Australia enjoy strong and multifaceted bilateral relations. Canada regularly consults with Australia to advance common interests on international issues, based on their policy convergence in many areas, including defence and security, trade, economic growth, migration, transportation, Indigenous, social, cultural, academic, and regional issues. Canada's commercial relationship with Australia is strong and diversified and Canadian exports were valued at CAD\$3.1 billion. The food service market in Australia is valued at CAD\$84 billion and includes 54,000 restaurants and employs 350,000 people. Restaurant & Catering Australia (R&CA) is an important industry body representing owners and operators of restaurants, cafes, coffee shops, catering companies, and takeaway businesses. Foodservice Australia is the leading food industry show which is held annually in Sydney. Tony Hunter, a Food Futurist from Australia was a very popular speaker at the 2022 RC Show.

INTERNATIONAL STRATEGY

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 most members have the tools and export expertise for competing 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 to attend Restaurants Canada's RC Show in 2024 and create programs including matchmaking, 1:1 meetings, tours, networking events and access to awards, demonstrations and educational programs (RC Show 2021, 2022, 2023 was successful with the support of CanExport Associations and RC Show 2024 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 2022 to 2026 Long term Forecast created by Restaurants Canada and the Conference Board of Canada.
- Provides expert speakers for international events and invites international speakers to share expertise at RC events.
- Has the expertise, tools, and technology for selling online.
- 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 and Intellectual Property 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 informal surveys with members and RC Show exhibitors and participants to obtain marketing intelligence and specific information 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 new 3-year International Business Development Strategy, 2024 to 2027 will build on the success of the IBD Strategy, 2021 to 2024 and expand the focus on the key selected global target markets. It takes years to nurture and grow connections with the right groups to obtain the desired results.

The International Business Development Strategy will be reviewed regularly 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 on the Restaurants Canada website, www.restaurantscanada.org and on the RC Show website at www.rcshow.com.