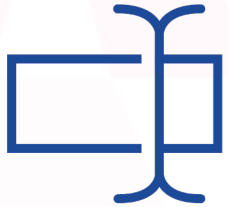
Before We Start....

You can mute and unmute yourself throughout the session

Phone: Press *6
Computer: ALT+A

If you wish to speak, please use the “raised hand” icon in your Zoom toolbar and the moderator will unmute you.



Hover over your name and click “More” to rename yourself to: First name – Company Name

Click on the **Chat** icon if you have any technical issues

We strongly encourage you to keep your video on during the session.

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

ATLANTIC – TAP DIGITAL 2023

Day 1 – January 16, 2023

NATIONAL FOUNDING PARTNERS

RBC EDC

NATIONAL ADVISORY PARTNER

bdc

SUPPORTING PARTNER

Canada

PROGRAM CREATORS

TORONTO REGION BOARD OF TRADE

WORLD TRADE CENTRE® TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

ATLANTIC – TAP DIGITAL

PARTNERS

Grant Thornton
An instinct for growth™

RDP

COX & PALMER
The difference is a great relationship

Botree

Symplicity Designs

WE•US•THEM

InXpress®
Your Promise. Our Business.

NATIONAL FOUNDING PARTNERS

RBC

EDC

NATIONAL ADVISORY PARTNER

bdc

SUPPORTING PARTNER

Canada

PROGRAM CREATORS

TORONTO REGION BOARD OF TRADE

WORLD TRADE CENTRE® TORONTO

InvestNOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

Welcome and Website Review

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

RBC EDC bdc Canada TORONTO REGION BOARD OF TRADE WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

COMPANY INTRODUCTIONS

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

RBC EDC bdc Canada TORONTO REGION BOARD OF TRADE WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

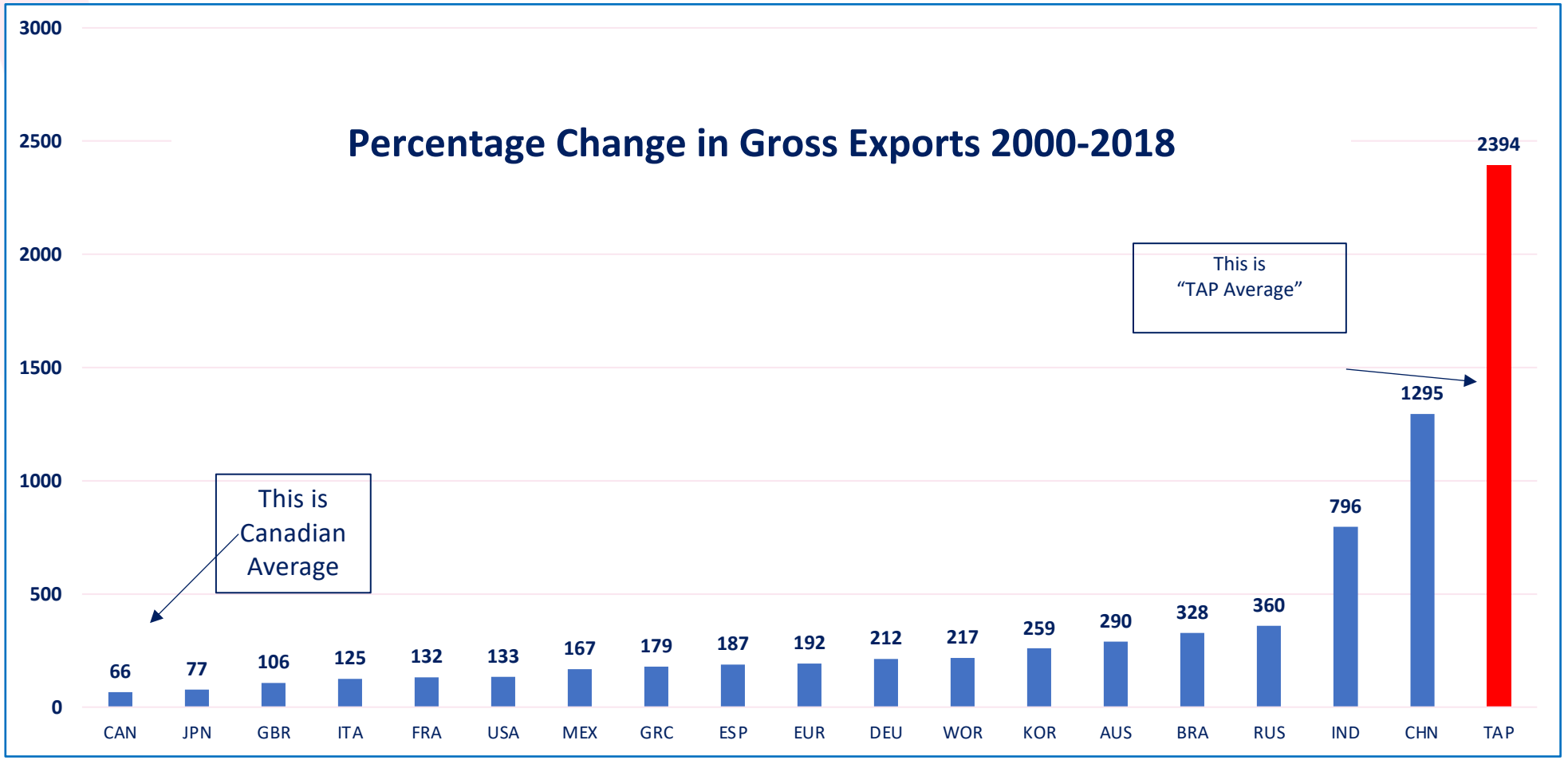
HALIFAX CHAMBER OF COMMERCE

INTRODUCTIONS

- Name
- Company Name
- What do you do?
- Ideal Customer
- Value Proposition
- Target Export Market

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

AVERAGE EXPORT SALES RESULTS ATTAINED BY TAP COMPANIES (PRE-COVID)



TAP data added based on demonstrated average export growth rate among TAP graduates of 33%, extrapolated over 18 years. For illustrative purposes only.

NATIONAL FOUNDING PARTNERS NATIONAL ADVISORY PARTNER SUPPORTING PARTNER PROGRAM CREATORS

* Source: World Bank, Cambridge Calculations, 2019

TAP

CANADA'S TRADE ACCELERATOR PROGRAM

TAP SUCCESS STORY VIDEO

CANADA'S TRADE ACCELERATOR PROGRAM

NATIONAL FOUNDING PARTNERS

RBC

EDC

NATIONAL ADVISORY PARTNER

bdc

SUPPORTING PARTNER

Canada

PROGRAM CREATORS

TORONTO REGION BOARD OF TRADE

WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

TAP CANADA'S TRADE ACCELERATOR PROGRAM

CASE STUDY:
International Market Entry Strategies

TRADE ACCELERATOR PROGRAM

NATIONAL FOUNDING PARTNERS

RBC EDC

NATIONAL ADVISORY PARTNER

bdc

SUPPORTING PARTNER

Canada

PROGRAM CREATORS

TORONTO REGION BOARD OF TRADE

WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

CASE STUDY

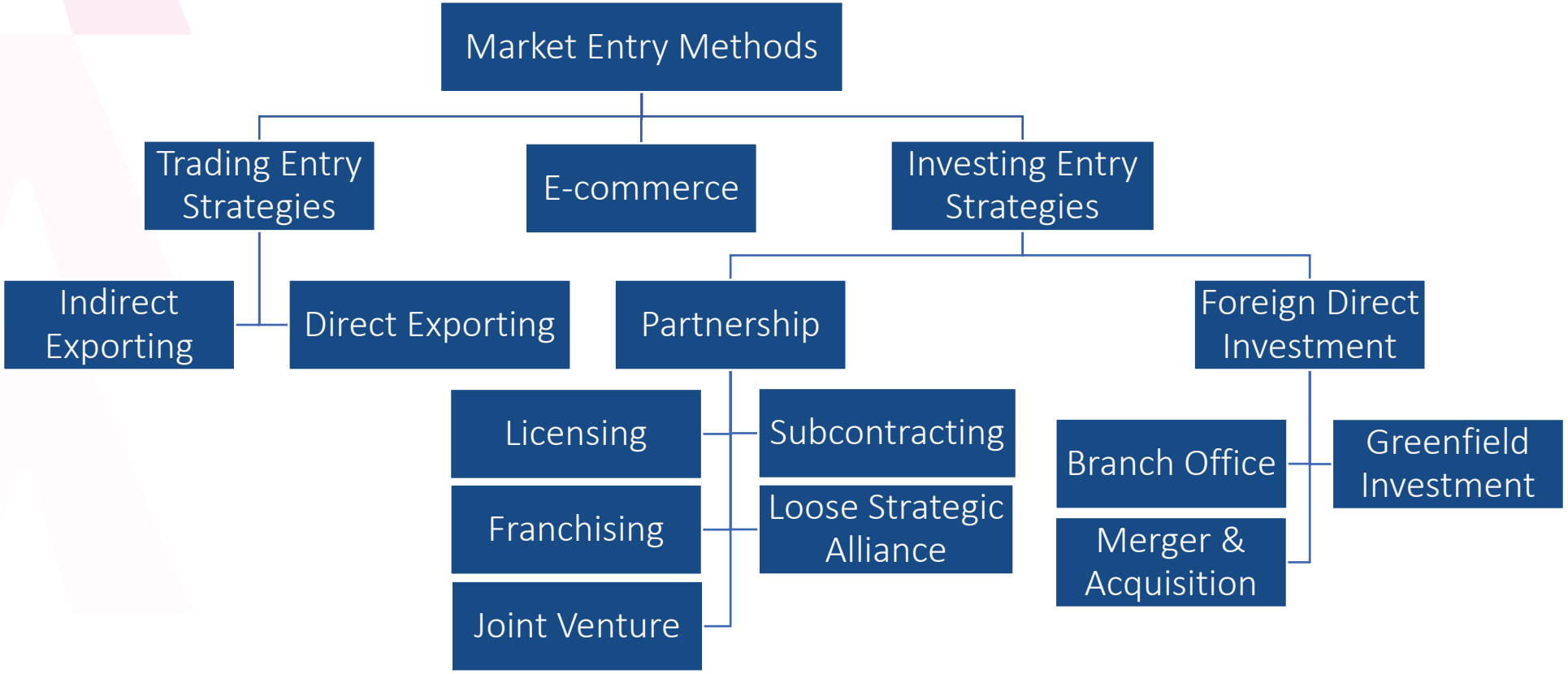
MARKET ENTRY STRATEGY

Your company just got a hot e-lead via your website from a potential buyer in Germany. They want your service, and if the sale is finalized it would be worth $120,000 to your company's bottom line. Your head salesperson is excited and is pushing you hard to complete the deal.

What do you do next?

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE® TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

INTERNATIONAL MARKET ENTRY: 4 + 1 MAIN OPTIONS



NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

10 Factors to Consider When Selecting Your Target Market

1. Market size
2. Market trends
3. International Trade Agreements with Canada
4. Tariff / Non-tariff barriers
5. Supply chain / Logistical issues
6. Competition
7. Cultural tendencies and preferences
8. Sales cycle / Time horizon
9. In-house capabilities
10. Personal preferences (yours!)

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

TAP CANADA'S TRADE ACCELERATOR PROGRAM

TRADE ACCELERATOR PROGRAM

WORKSHOP:
International Market Entry Strategies

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

RBC EDC bdc Canada TORONTO REGION BOARD OF TRADE WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

MARKET ENTRY STRATEGY – GROUP 1

SELLING DIRECTLY TO END USERS VS SELLING THROUGH INTERMEDIARIES

What key factors make it appropriate to sell directly to your consumers and which ones would indicate that selling through some form of intermediary / distribution channel is appropriate?

What are the pros and cons of selling direct, vs through distribution channels / intermediaries or eCommerce?

What different forms of intermediaries are available to exporters, and how do they differ?

Provide one example of a company that should be exporting directly and one example of a company that should be selling through distribution.

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

MARKET ENTRY STRATEGY – GROUP 2

PARTNERSHIP VS FOREIGN DIRECT INVESTMENT

You can either enter a market on your own or through some form of partnership, either with someone in the region, or on the ground in your target market.

What options may be available to companies that are willing and able to enter a market on their own? What are the pros and cons of entering a market in this manner?

Provide one example of a company that should consider FDI.

What forms of partnership may be available to exporters entering a new market? What are the pros and cons of each? What risks exist in partnering with other companies?

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

MARKET ENTRY STRATEGY – GROUP 3

E-COMMERCE/DIGITAL MARKETING

Please describe the factors that would indicate that a company should be using e-commerce/ digital marketing.

Describe the pros and cons of this sales channel, and provide an example of a company that should be using this channel.

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

BDC – INTERNATIONAL EXPANSION

Leanne MacLean

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

RBC EDC bdc Canada TORONTO REGION BOARD OF TRADE WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

International Expansion

Presented to:

CANADA'S TRADE ACCELERATOR PROGRAM

Leanne MacLean
Senior Account Manager

01.
Who we are

Canada’s development bank.

We help entrepreneurs succeed

Flexible financing

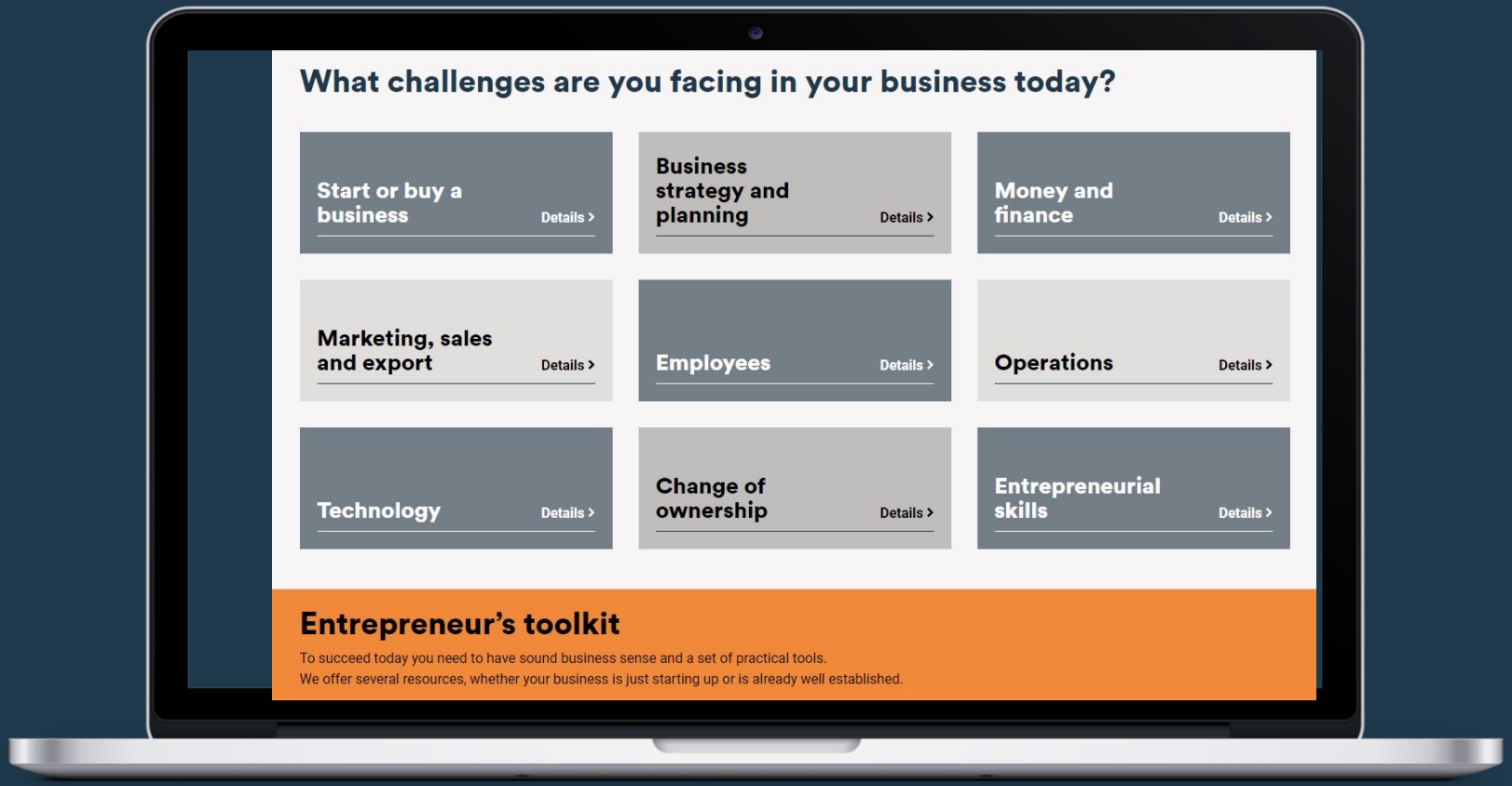
Business loans
tailored to the entrepreneur

Advisory services

Expert advice for a better,
more profitable business

Smart capital

Access to specialized
investment solutions



Free business advice on bdc.ca

Tariff Finder

Exporting eBook

Business Assessments

02.
Where to begin?

We exist to promote entrepreneurship

Benefits of exporting

Exporting may be a complex undertaking, but its benefits are undeniable:

1. Increased revenue
2. Faster growth
3. Increased productivity and competitiveness
4. Better ability to weather economic ups and downs
5. Better connections
6. Ability to stay in business longer
7. Improved innovation

The planning process

Three major steps | Step 1

01. Assessment

Assess your current state

- ➔ Analyze your performance
- ➔ Identify your strengths and weaknesses
- ➔ Conduct thorough market research
- ➔ Identify the opportunities and threats
- ➔ Assess your competitors and define your positioning

02. Strategize

Strategic planning workshop

- ➔ Choose the direction you want for your business
- ➔ Make decisions with a clear 360º view of your business
- ➔ Determine your strategies and make a realistic, ambitious plan

03. Execute

Follow-up

- ➔ Communicate the strategic plan to your wider team
- ➔ Engage with teams to execute the action plans
- ➔ Hold regular status update meetings to monitor progress

The planning process

Three major steps | Step 2

01. Assessment

Assess your current state

- ➔ Analyze your performance and culture
- ➔ Identify your strengths and weaknesses
- ➔ Conduct thorough market research
- ➔ Identify the opportunities and threats
- ➔ Assess your competitors and define your positioning

02. Strategize

Strategic planning

- ➔ Choose the direction you want for your business
- ➔ Make decisions with a clear 360º view of your business
- ➔ Determine your strategies and make a realistic, ambitious plan

03. Execute

Follow-up

- ➔ Communicate the strategic plan to your wider team
- ➔ Engage with teams to execute the action plans
- ➔ Hold regular status update meetings to monitor progress

The planning process

Three major steps | Step 1

01. Assessment

Assess your current state

- ➔ Analyze your performance and culture
- ➔ Identify your strengths and weaknesses
- ➔ Conduct thorough market research
- ➔ Identify the opportunities and threats
- ➔ Assess your competitors and define your positioning

02. Strategize

Strategic planning workshop

- ➔ Choose the direction you want for your business
- ➔ Make decisions with a clear 360º view of your business
- ➔ Determine your strategies and make a realistic, ambitious plan

03. Execute

Follow-up

- ➔ Communicate the strategic plan to your wider team
- ➔ Engage with teams to execute the action plans
- ➔ Hold regular status update meetings to monitor progress

Benefits of a structured expansion plan

1. Speed up your market entry
2. Cut your learning curve
3. Save time, money and effort
4. Identify and offset risks
5. Avoid mishaps that could damage relationships
6. Reinforce your credibilty
7. Know your ROI
8. Feel more confident about your venture

Blind spots to watch out for

Financial capacity and agility

Cultural differences

Intensity and dynamics of competition

Legal and regulatory requirements

Skill sets and HR capacity

Delivery and logistics

Choice of target market

Partner selection

Where can you we Start?

Let’s build a foundation

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

Q & A

NATIONAL FOUNDING PARTNERS

RBC

EDC

NATIONAL ADVISORY PARTNER

bdc

SUPPORTING PARTNER

Canada

PROGRAM CREATORS

TORONTO REGION BOARD OF TRADE

WORLD TRADE CENTRE TORONTO

Invest NOVA SCOTIA

HALIFAX CHAMBER OF COMMERCE

TRADE ACCELERATOR PROGRAM

TAP CANADA'S TRADE ACCELERATOR PROGRAM

BDC – BUSINESS MODEL CANVAS

Leanne MacLean

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

Business Model Canvas

Now let’s talk about you!

The business model

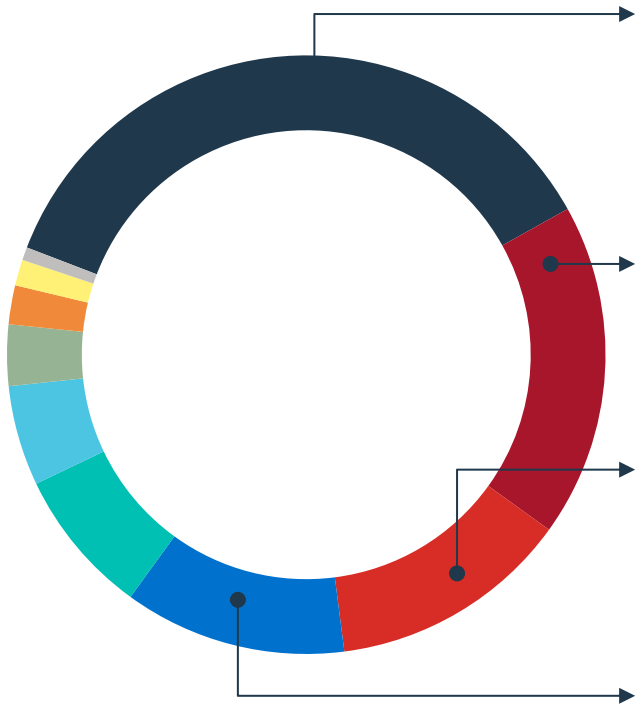
→ **A business model describes the rationale of how an organization creates, delivers, and captures value**

→ **The business model canvas allows you to:**

- develop a shared understanding of our customers, offer, infrastructure, and financial viability
- facilitate description and discussion by using a common language
- easily manipulate business models to create new strategic alternatives

TOP 10
Business mistakes

- **10** Ignoring social media
- **09** Failing to ask for help
- **08** Spending too much money
- **07** Not making sure you have enough money 3.3%
- **06** Chasing investors, not customers 5.4%
- **05** Not having the right co-founder 7.9%



1 Building something nobody wants

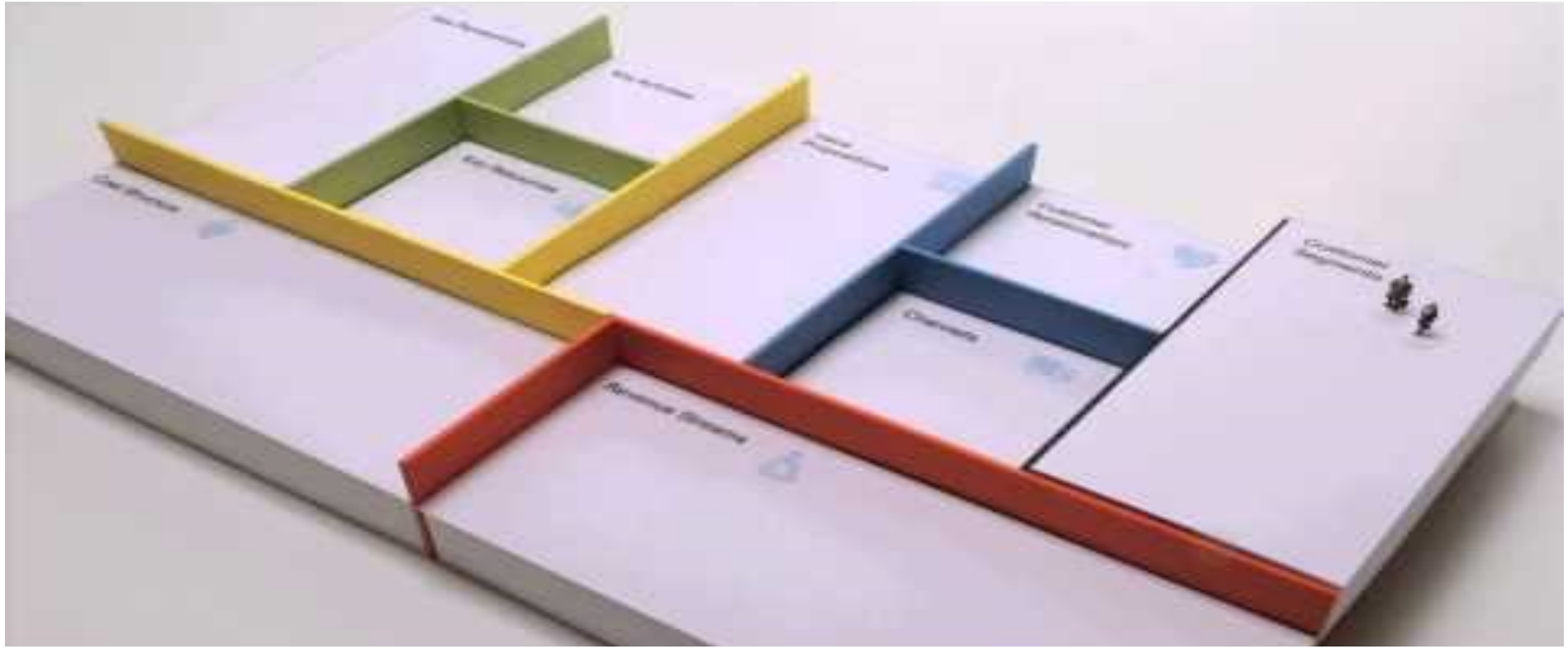
2 Hiring poorly

3 Lack of focus

4 Fail to execute Sales & Marketing

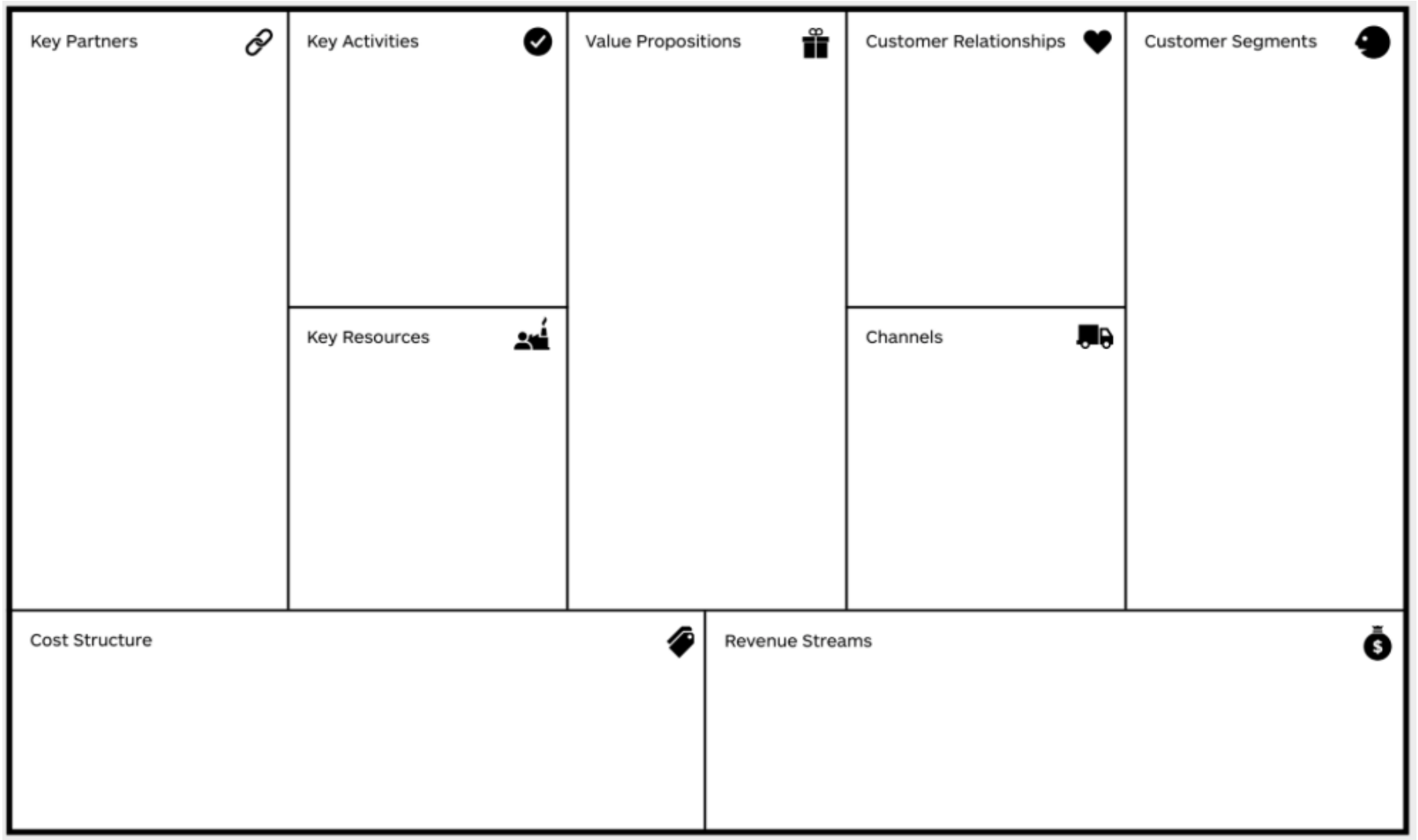
SOURCE: Strategyzer | 100firsthints.com

The BMC Explained



https://www.youtube.com/watch?v=QoAOzMTLP5s

Business Model Canvas



The business model canvas

Designed for: *Designed by:*

8. key partners

- Who are our Key Partners?
- Who are our Key Suppliers?
- Which Key Resources are we acquiring from partners?
- Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS

Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

7. key activities

- What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?

CATEGORIES

Production
Problem Solving
Platform/Network

6. key resources

- What Key Resources do our Value Proposition require? Our Distribution Channels? Customer Relationships? Revenue Streams?

TYPES OF RESOURCES

Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

2. value propositions

- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve?
- What bundles of products and services are we offering to each Customer Segment?
- Which customer needs are we satisfying?

CHARACTERISTICS

Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

4. customer relationships

- What type of relationship does each of our Customer Segment expect us to establish?
- Which ones have we established?
- How costly are they?

Personal assistance, Self-service, Automated Services, Communities

3. channels

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them?
- Which ones are most cost-efficient?

PHASES: *Awareness, Evaluation, Purchase, Delivery, After Sales*
TYPES: Sales force, Web sales, Own stores, Partner stores, Wholesaler

1. customer segments

- For whom are we creating value?
- Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

9. cost structure

- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

IS YOUR BUSINESS MORE *Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) or Value Driven (focused on value creation, premium value proposition)*
SAMPLE CHARACTERISTICS: *Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope*

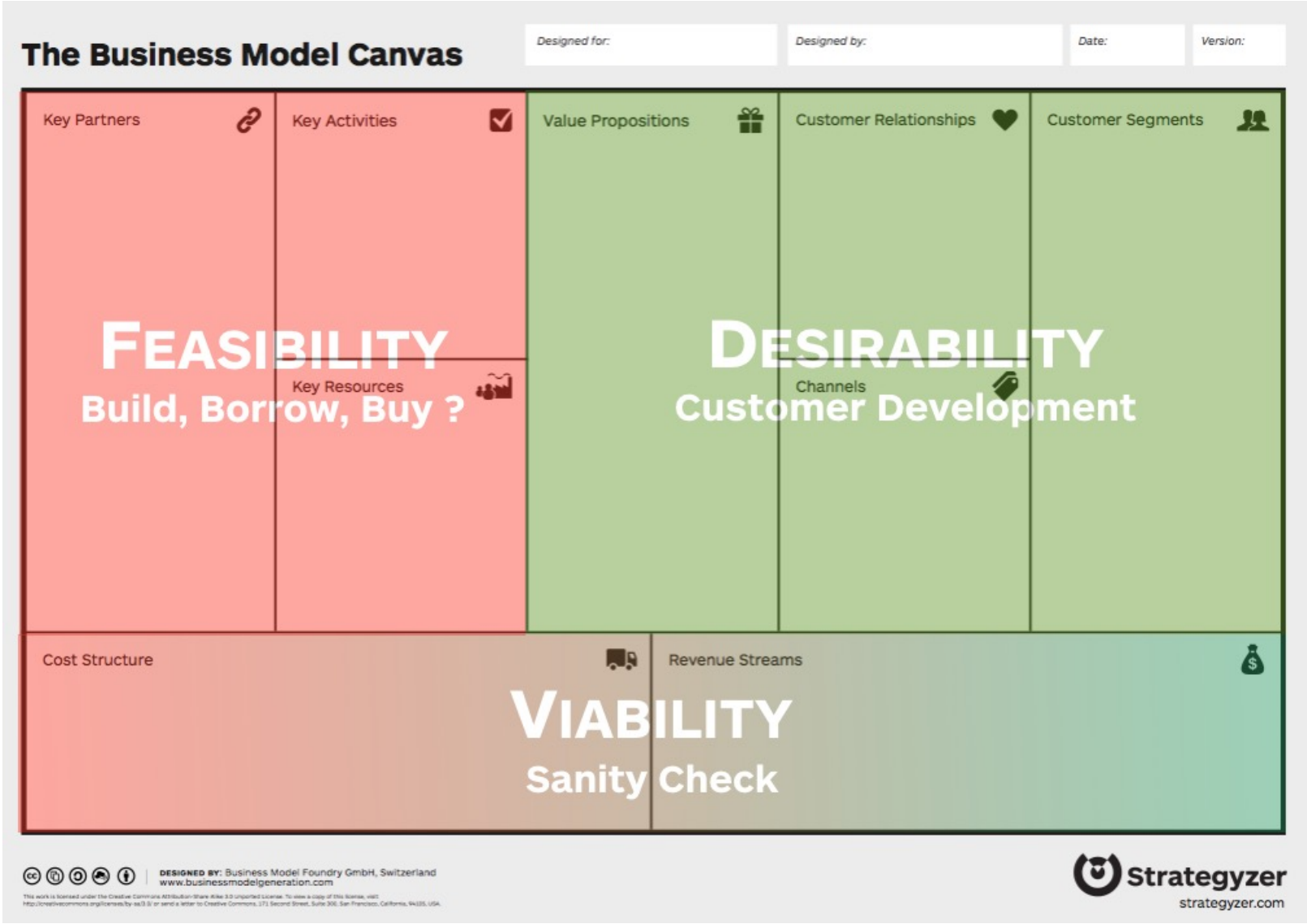
5. revenue streams

- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?

TYPES: *Asset sale, Usage Fee, Subscription Fees, Lending/Renting/Leasing, Licencing, Brokerage fees, Advertising*

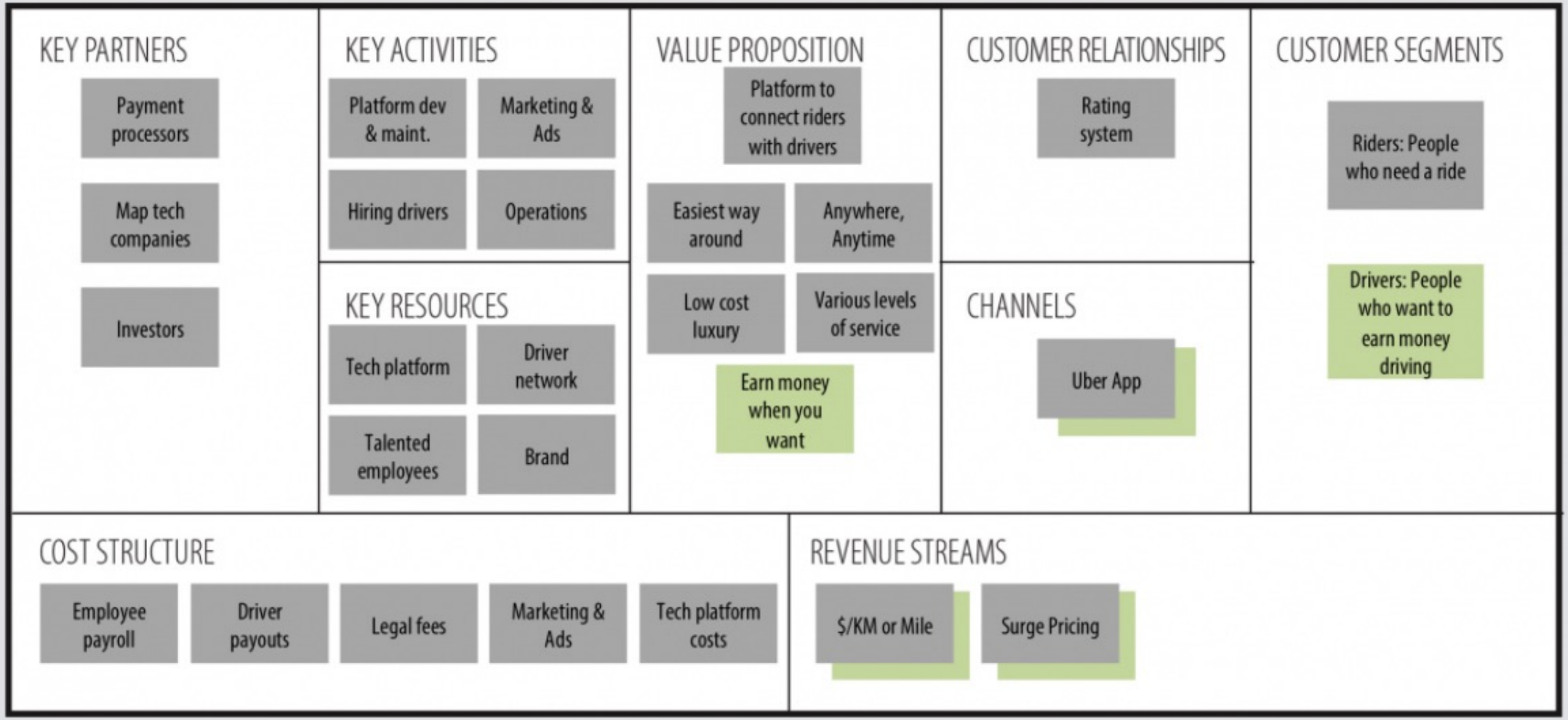
Date: *Version:*

In Summary


The Business Model Canvas
Designed for:
Designed by:
Date:
Version:
Key Partners
Key Activities
Value Propositions
Customer Relationships
Customer Segments
FEASIBILITY
Build, Borrow, Buy ?
Key Resources
DESIRABILITY
Channels
Customer Development
Cost Structure
Revenue Streams
VIABILITY
Sanity Check
DESIGNED BY: Business Model Foundry GmbH, Switzerland
www.businessmodelgeneration.com
Strategyzer
strategyzer.com

BUSINESS MODEL CANVAS

UBER



DESIGNED BY **BUSINESS MODEL FOUNDRY AG**

This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.
http://creativecommons.org/licenses/by-sa/4.0 or send a letter to Creative Commons,
171 Second Street, Suite 300, San Francisco, California, 94105, USA.

Strategyzer
strategyzer.com

Starbucks Business Model

Key Partnerships

- Coffee growers

- Specialized coffee machine makers

Key Activities

- Marketing
- R&D

- Supply Chain management

Key Resources

- People
- Brand

- Packaging and bottling plants

Value Propositions

- Unique coffee co-created with customer

- Third place between the home and the office

- A place to hangout with friends, do homework

Customer Relationships

- Long term

- Loyal

Channels

- Retail stores

Customer Segments

- Coffee affectionados

- Mobile professionals

- Students

Cost Structure

- Coffee and milk

- Marketing & R&D

- Rent

- People costs

Revenue Streams

- Retail sales

TAP CANADA'S TRADE ACCELERATOR PROGRAM

WORKSHOP:
Sketch out Business Model Canvas

TRADE ACCELERATOR PROGRAM

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

TAP CANADA'S TRADE ACCELERATOR PROGRAM

SURVEY – DAY 1

NATIONAL FOUNDING PARTNERS

NATIONAL ADVISORY PARTNER

SUPPORTING PARTNER

PROGRAM CREATORS

TRADE ACCELERATOR PROGRAM

Tomorrow's Topics

- **Canadian Trade Commissioner Service**
- **ACOA Resources**
- **Innovation Canada Resources**
- **Invest Nova Scotia Resources**
- **Export Plan Focus: Strategy & Company Analysis**

NATIONAL FOUNDING PARTNERS
RBC
EDC
NATIONAL ADVISORY PARTNER
bdc
SUPPORTING PARTNER
Canada
PROGRAM CREATORS
TORONTO REGION BOARD OF TRADE
WORLD TRADE CENTRE TORONTO
InvestNOVA SCOTIA
HALIFAX CHAMBER OF COMMERCE