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**YYYY Company Limited**  
**Intra Company Transfer Work Permit Supporting Document**  
**Business Plan**  
**XXXXX**

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▶ **Executive Summary**

## Executive Summary

XXXXX is an experienced professional in the logistics and freight industry and has more than 12 years of experience while working as the managing director of YYYY Company Ltd, Tema, Ghana.

YYYY Company Limited will be operating a 100% owned subsidiary in Canada with an investment of nearly CAD 200,000, in order to operate in the growing logistics and freight services industry in Canada. YYYY Company Limited will be transferring the services of Mr. XXXXX from the parent company in Ghana to the subsidiary in order to manage the operations in Canada.

The company aims to establish this subsidiary in Canada, where the freight brokerage industry is worth more than CAD 26 billion and is expected to grow at a rate of 3.8%, which is more than the anticipated GDP growth rate of Canada, at 2.9%.

Mr. XXXXX has been working with the parent company for the past 12 years and fulfills all the requirements under the intra company transfer regulations. The company will be working towards ensuring that our customer support services, technology-driven processes and continuous development in our logistics services makes us better than other freight companies in the market. Mr. XXXXX expects that, once his intra company transfer work permit is approved by the immigration authorities, he will move to Canada and work on the transformation of the business in the country. Following are the preliminary financial projections developed for the subsidiary:

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	CAD 300,000	CAD 360,000	CAD 432,000	CAD 518,400	CAD 622,080
Net Profit	(CAD 32,000)	(CAD 4,720)	CAD 25,342	CAD 26,575	CAD 69,629
Cash Balance	CAD 45,600	CAD 54,480	CAD 93,422	CAD 133,597	CAD 216,826



**CAD 216K**

Cash balance after 5 years of operations



**20%**

Growth in annual revenue



**75%**

Gross profit



**7%**

Average net profit after depreciation



**CAD 69K**

Net profit – 5<sup>th</sup> year



▶ **Affiliate Company Summary**

## **Affiliate Company Summary**

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### **Company Summary**

YYYY Company Limited (known simply as YYYY) is a limited liability company incorporated in 2009 under Act 179. The company is in the business of haulage, clearing and forwarding and is based at the Port of Tema. YYYY possesses at least twelve years of experience conveying containers for large companies, including GPHA (Ghana Port and Harbour Authority) in Ghana, Sodcom Burkina in Burkina Faso, Maersk, B5 Plus, etc. Starting in 2009 with a small number of clients, YYYY has grown to become one of the most reliable Tema-based haulage, clearing and forwarding companies.

### **Integrity**

Being honest throughout the service delivery process is a non-negotiable value at YYYY. In particular, we respect the varied interests of our clients and therefore we never compromise on being very honest in handling their documents and consignments.

### **Commitment**

We are very committed to what clients engage us to do. We are consequentially committed to everything that empowers us to honour the engagement in a manner that projects us as good corporate citizens.

### **Timeliness**

Timely delivery is a key in succeeding in all business sectors but particularly so in the logistics industry, where each moment of delay draws the owner (and therefore the agent) closer to incurring demurrage and rent charges, for example. Indeed, as a value, timeliness cascades from the upper echelon to the shop floor. The authorized capital of YYYY Company Limited is GH¢ 500,000,000 and the issued capital is GH¢ 10,000. Mr. XXXXX is the 100% owner of YYYY Company Limited. Mr. XXXXX is the key person who is primarily responsible for managing the operations of the Affiliate Company. He has worked to expand the reach of the business across Ghana over the past 12 years since starting the company in 2009. His experience and expertise in business management is second to none and this is the reason his business generates substantial profits, as highlighted in his financial statements. YYYY is customs licensed registered company, also registered with Canada ports and harbours authority as freight forwarder and transport company. YYYY is a member of Canada-Ghana chamber of commerce in Ghana since 2017. XXXXX is customs clearing proficiency certificate holder and an international logistics and transport certificate holder. Team in Ghana is made of a managing director (myself), a General operation manager, 2 office assistants, 6 drivers and 4 field clearing staff.

## **Affiliate Company Summary**

**Financial Summary – 2020 & 2021**

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## **Affiliate Company Summary**

### **Affiliate's Registration Documents**

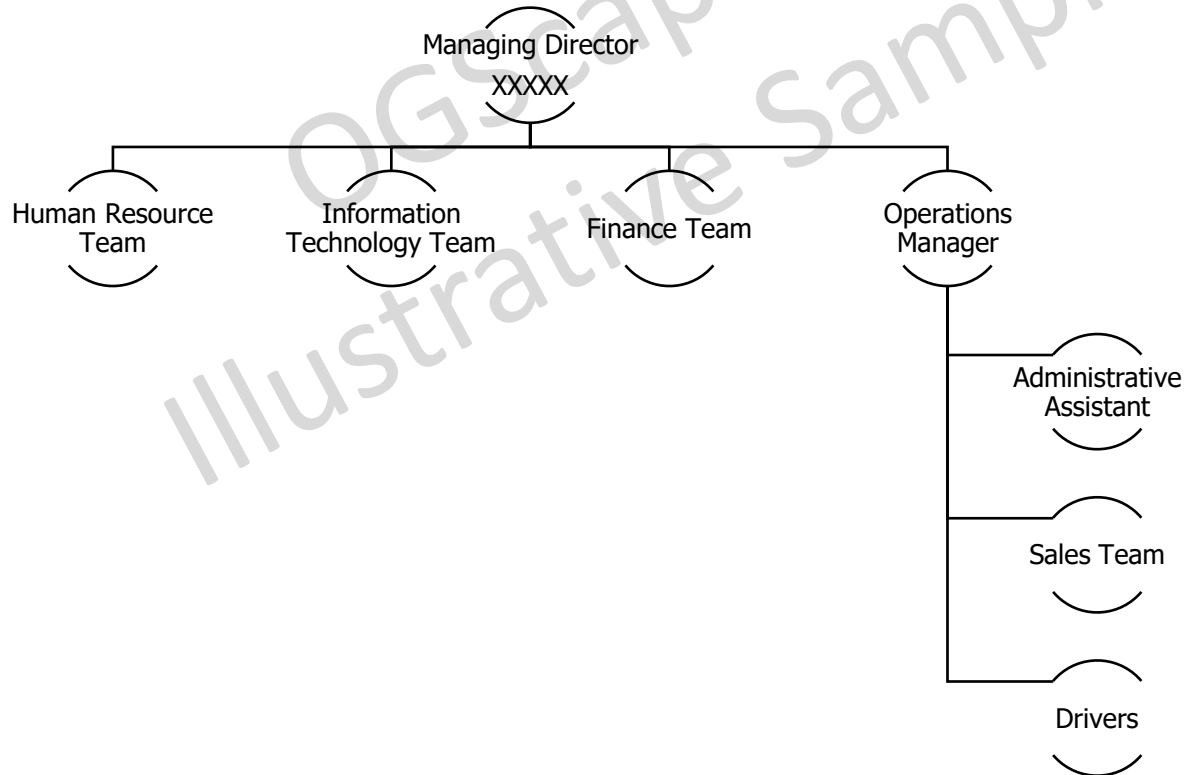
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## Affiliate Company Summary

### Affiliate Company's Team

YYYY Company Ltd, Tema, Ghana (the Affiliate Company) has a well-established team that manages freight and logistics services in Ghana and provides a complete supply chain to high-end customers across the country. They have been able to develop a sustainable business, as the Affiliate Company has generated revenues in excess of CAD 300,000 in the year 2020. This certainly highlights the potential that this team has, and the Affiliate Company expects the management team to develop another sustainable business in Canada through YYYY's Canadian entity. Following is the Affiliate Company's organizational structure:



## **Affiliate Company Summary**

### **Need for the Beneficiary's Presence in YYYY Company Ltd, Tema, Ghana**

XXXXX has been the key for the growth of the Affiliate Company in Ghana and he will use his experience in developing the Canadian business.

Mr. XXXXX has coordinated the proper resources, both internal and external, to ensure the continued growth of the Affiliate Company. He has identified and implemented new business opportunities that have helped the Affiliate Company to increase its revenue to more than CAD 300,000 (GH¢ 1.595 million). He has led and managed the team of highly qualified and experienced heads of departments and other professionals to maximize the growth and profitability of the Affiliate Company. He has also provided direction for the sales, technical, and other teams to achieve challenging targets and objectives. His major achievements include overseeing the operations of the Affiliate company and managing its compliance with legal and regulatory bodies/requirements, ensuring high-quality logistics and freight services from Ghana to across the globe. His utmost hard work and dedication has helped the Affiliate Company to achieve growth in its business.

YYYY Company Ltd will have a 100% shareholding in YYYY Company Canada. Thus, this makes YYYY Company Ltd an affiliate company, i.e., parent company, of the proposed Canadian entity. Mr. XXXXX will purchase two trucks from the investment of the parent company and will use the remaining amount to establish the operations. The company aim to generate revenues of CAD 300,000 in the first year, which he aims to increase to more than CAD 600,000 by the end of the fifth year of operations. Although the revenue projections are significantly on the lower side, he expects to use his experience to increase the revenue and develop a sustainable organization. YYYY Company Limited wants to transfer Mr. XXXXX to Canada as it would help to increase its market size, develop new customer segments, explore the North American trucking industry, and develop a sustainable revenue stream for the business.

Thus, Mr. XXXXX is seeking an intra company transfer work permit, which would allow him to move into a relatively new territory, understand the business dynamics, manage the operations, and diversify the revenue streams for YYYY Group. He will use his experience to develop a proper team that will focus on increasing the market presence of the freight services and generating revenue for the business.

## **Affiliate Company Summary**

### **Canadian Intra Company Transfer Work Permit**

YYYY Company Ltd, Tema, Ghana, i.e. the Affiliate Company, will be transferring the services of Mr. XXXXX through the Canadian intra company transfer work permit to facilitate the operations of YYYY Canada Limited (the Company).

This transfer will be made to facilitate the transfer of this employee from the Ghanaian company to the affiliated Canadian company. Mr. XXXXX holds 100% of the shares in YYYY Company Ltd, Tema, Ghana and the parent company will own 100% of the shares in YYYY Canada Limited. The approval of this type of work permit will encourage the transmission of knowledge from Ghana's senior-level management of the Affiliate Company to Canada, which will help to market the Affiliate Company's trucking business to a much larger Canadian market.

This permit will also allow the applicant to have his spouse accompany him on an open work permit. Thus, Mr. XXXXX will be able to get his spouse to Canada and settle together, as well as developing the operations of YYYY in Canada.

Mr. XXXXX meets the following requirements and is eligible for a Canadian intra company transfer work permit:

- Has worked for a foreign company for at least one year on a full-time basis: He has worked on a full-time basis for the Affiliate Company for more than 10 years.
- Holds a specialized knowledge position or a senior or managerial position: Mr. XXXXX is the managing director of the Affiliate Company and is responsible for the entire operations management for the Affiliate Company.
- Has been offered a position with a Canadian branch, affiliate or subsidiary/parent of the foreign company: Mr. XXXXX will join as managing director of YYYY Canada Limited.

Thus, the applicant fulfills all three requirements of the Canadian intra company transfer work permit.



- ▶ **YYYY Canada Limited**

## **YYYY Canada Limited**

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### **Ownership & Location**

#### **Proposed location**

YYYY Canada Limited will operate through an office located at:

XXXXXXXXXX

Mr. XXXXX will operate in Canada from the port city of Saint John that will enable him to manage operations efficiently.

The initial operations are expected to be relatively limited and thus there is no need to have a large physical office for the management of operations. Mr. XXXXX expects to work on developing an office space that will be used to operate in New Brunswick and other Canadian provinces. He will work with the other team members to identify a potential location for the office, get the required approvals and agreements in place, along with ensuring that we can easily reach our target market from the location.

#### **Ownership**

YYYY Company Limited will be the 100% owner of this company. They will invest CAD 200,000, which will be used to purchase trucks, start operations, hire human resources and develop this logistics and freight trucking business in Canada. Mr. XXXXX will work on an intra company transfer work permit, which will allow him to transfer from the Affiliate Company in Ghana to work as the managing director of YYYY Canada Limited. This will allow him to use his experience and expertise to establish operations in Canada and generate long-term revenue growth for the business.

Once the the company is registered and opening a corporate account is opened Mr. XXXXX will transfer CAD200,000.00 to the account before applying for the work permit. He also has plans to send more funds from Ghana in the future depending on the operational increase and growth in revenues.

# **YYYY Canada Limited**

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## **Business and Service Description**

### **Haulage**

We will provide inland container haulage with our fleet of two trucks, capable of hauling between 20- and 40-foot containerized cargoes. We will obtain relevant licenses and approvals to help us to operate this business, including getting the required approvals to enable the business to operate in ports and other similar areas.

### **Clearing & Forwarding**

We aim to become a bonded customs house agent and register ourselves with the relevant authorities to provide such services at Canadian ports. Here, we will specialize in the transit regime, where our tasks will include, but will not be limited to, documentation, valuation, compliance, release/delivery, and examination.

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# Business Model

## Operational Flows

### Pricing Strategy

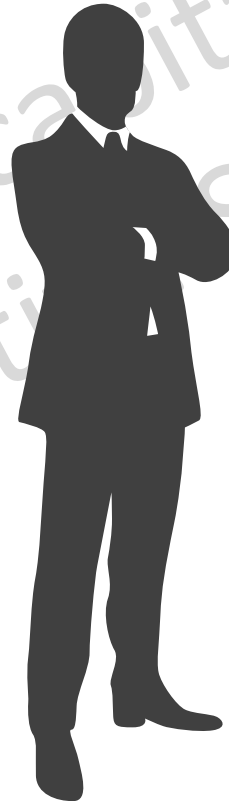
Our pricing strategy will be in line with the local competition, but the management plans to reduce it initially to get new customers to use our logistics services and help us increase our market share.

### Establishing Partnerships

The management plans to develop partnerships with large wholesalers, which will help us increase our brand presence across Canada.

### IT Maintenance

The company will use outsourced IT vendors to manage the website that will help us to remain connected with our customers, as they can let us know their requirements through the website.



### Marketing

The management aims to perform extensive marketing targeting manufacturers, wholesalers and retailers across Canada, which will help the brand to gain recognition across Canada.

### Insurance

The company will have third-party insurance for this business, as it will help reduce any potential unforeseen losses.

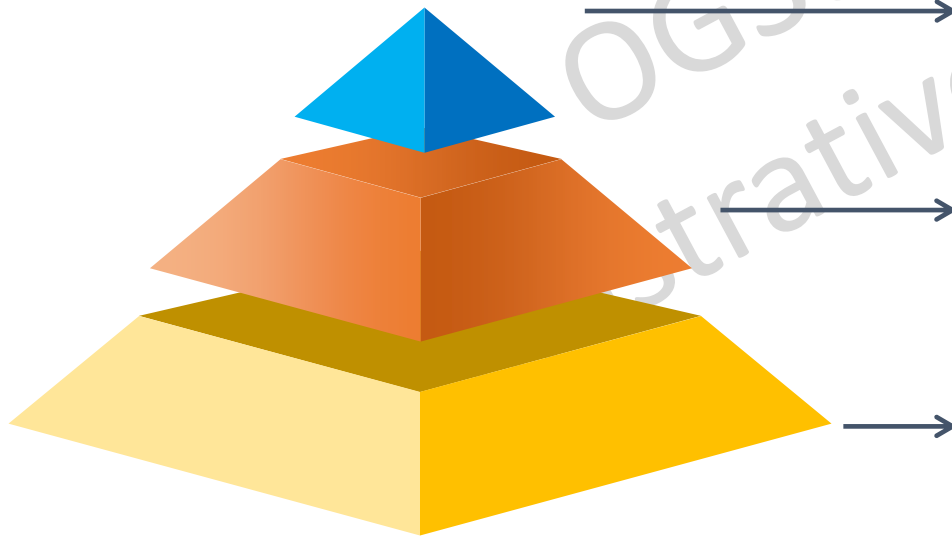
### Financial Management

The management will create a financial plan aligned with operational flow, which will help to achieve sustainability in financial management.

# Business Model

## Business Strategies

The company will work towards generating more than CAD 300,000 revenue in the first year after getting the intra company transfer work permit approval for its executive. The management has developed the business strategies below to help the expansion of the trucking services across Canada, along with further developing new opportunities to expand our business.



### Strategic

- Establish strong relationships with local manufacturers, fuel companies, wholesalers, customs agents, traders and other businesses that require freight forwarding, trucking and warehousing services.
- Help local wholesalers to get access to competitive logistics services, reducing margins and developing relationships.

### Managerial

- Assess the number of deals on a monthly basis, monitoring the service with high turnover, and evaluating manufacturers' and dealers' requirements.
- Ensure that the operations are managed efficiently, trucks arrive on time, customers are well informed and customer service is improved.

### Tactical

- Provide excellent customer service to all our customers to help increase repeat sales and generate revenue for the business.
- Build a good reputation by adhering to high-quality trucking services, ensuring customer satisfaction and increasing their loyalty.



# Business Model

## Business Strategies

### Customer Management Strategies

- ✓ Our strategy is to ensure that the management can understand customer needs, identifying their trucking and freight requirements and providing them with high-quality services at competitive pricing.
- ✓ The company wants to identify major wholesalers and retailers across Canada, identifying their freight service needs, helping them with managing their shipments and ensuring timely supply chain management.
- ✓ We aim to provide customers with excellent customer service where they will be heard, any issue will be resolved, and their suggestions are incorporated in our trucking service management.

### Human Resource Strategies

- ✓ Our team will create four new jobs in Canada, including three in the first year of operations and another one in the fourth year of operations.
- ✓ Mr. XXXXX's approval for an intra company transfer work permit will provide an opportunity to the company as it will have an experienced management team with more than 10 years of experience in the trucking and freight business.
- ✓ The company aims to provide human resource opportunities to Canadians that will increase their learning and growth while working with us. We will also develop their career path for long-term growth in the organization.

### Long-term Partnership Strategies

- ✓ Exclusive distribution rights from manufacturers for selective cities will help us to work with large wholesalers and distributors. The management's strategy is to increase volume, which can be done through developing strategic ties with large wholesalers for major manufacturing cities requiring daily services.
- ✓ Developing long-term partnerships with automotive manufacturers in Canada would help increase brand awareness and recognition of our trucking and freight services that they will require.
- ✓ Developing partnerships with local manufacturers can help us to get their regular freight distribution work and earn substantial revenue for the business.

# Business Model

## Milestones

### Short-term Milestones

- ▶ Invest in the business and get the human resources aligned, ensuring business strategy implementation.
- ▶ Hire three full-time employees in year 1 and create an opportunity for another employee in year 4 of operations.
- ▶ Increase the revenue through developing partnerships with local manufacturers, dealers, wholesalers and distributors by highlighting our trucking and freight services.



### Long-term Milestones

- ▶ Establish the business and reputation locally by increasing collaboration with large wholesalers and retailers, which will enhance service supply across Canada.
- ▶ Develop the business in New Brunswick with the goal of increasing market share, creating local freight service capabilities and generating revenue for the business.
- ▶ Expand the business model by establishing multiple local wholesaler dealers and working with them to reduce their freight cost and get their work, enabling us to grow this business in Canada.



# Economic Impact

## Canadian Economy

### Short-term Impact

- ▶ Immediate investment of CAD 200,000 through cash injection for the purchase of trucks and managing other operations of the company.
- ▶ YYY Y will hire three full-time employees in the company to create growth and new opportunities for the business.
- ▶ Contribute to the growing economy of the country through capital investment as well as through creating employment opportunities in Canada.



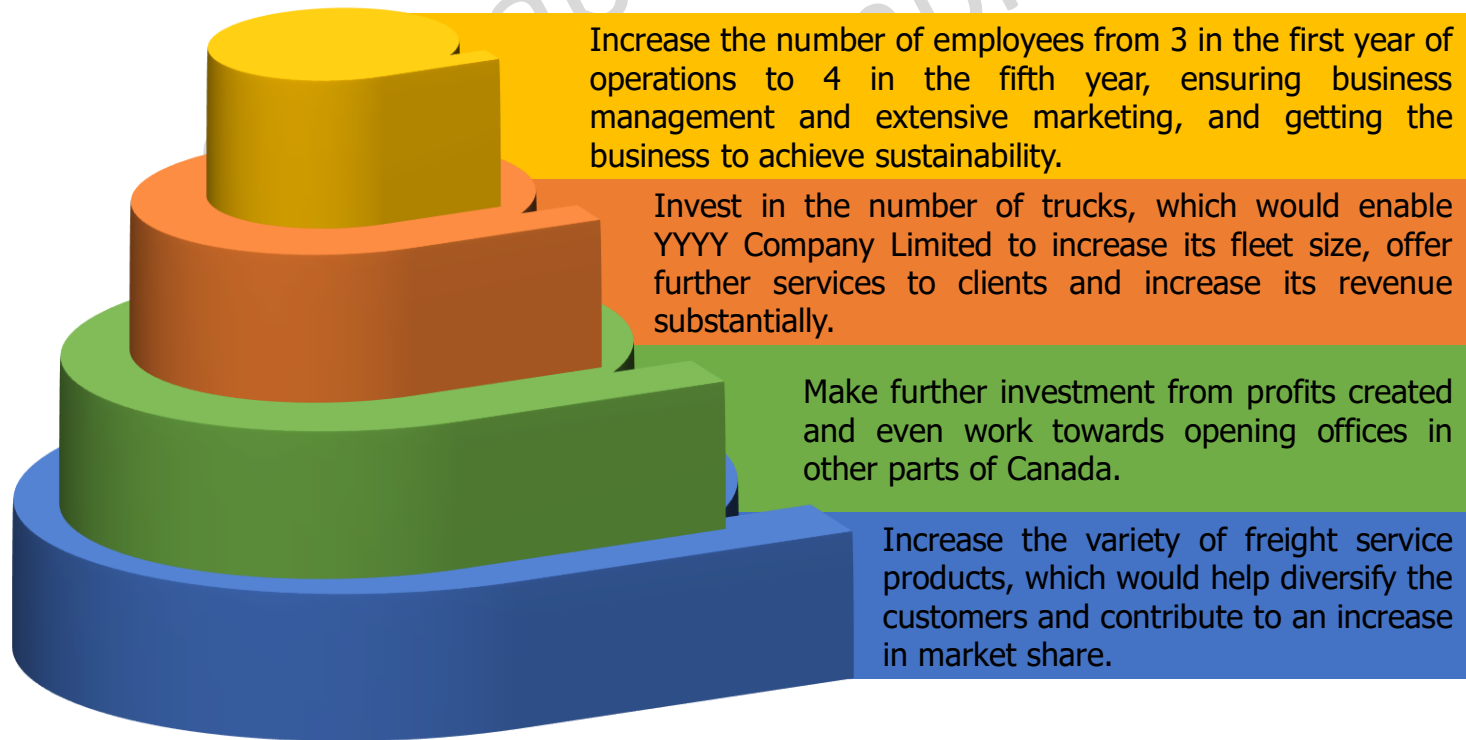
### Long-term Impact

- ▶ Increase in the overall GDP of Canada by developing new trucking services and providing high-quality customer services in Canada.
- ▶ Increase the employment opportunities by increasing the number of trucks, hiring more drivers and operations staff, working on growing the entity and achieving sustainable growth.
- ▶ Contribute to the economy by increasing employment and establishing an organization that can grow over time through providing high-quality services to customers and ensuring product compliance with customer specification.

## Business Model

### Further Development

The primary strategy for future development will be to increase the number of customers across Canada, by understanding their freight needs, providing them with customized solutions and working towards developing a sustainable freight service business in Canada. The strategy will help the business to create a sustainable model for long-term income generation in Canada. I want to ensure that the business invests the return earned from the Canadian economy back in the country and work towards creating new employment and growth opportunities in the country.



# Marketing

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## SWOT Analysis

### *Strengths*

- The management, headed by Mr. XXXXX, has more than 10 years of experience in the freight service business. His experience of developing a growing business in Ghana is a clear highlight of his career. His strong management is a strength for the business and will help the company to generate revenue from the Canadian market.
- An investment of CAD 200,000 into a growing Canadian economy will give the company an edge. The business will invest in two trucks along with hiring three employees to start the business and grow our operations.
- Sustainable margins, strong client relationships and carrier data are our biggest strengths as a freight/trucking service provider.

### *Weaknesses*

- Starting a business in a new place has its own challenges and thus initially it will be difficult to get new customers. Therefore, the company has emphasized creating a robust marketing strategy that includes developing relationships with manufacturers and wholesalers to help generate revenue for the business.
- In freight service, a weakness remains the trust factor. Shippers assume that trucking companies are marking up the freight and taking a high margin.

### *Opportunities*

- Growing freight brokerage industry that is aiming to grow at 3.8% per annum for the next five years.

### *Threats*

- High competition from other local freight companies will be a threat to the business and thus can impact our revenue.
- Existing competitors in the freight business can replicate our business model through investment.



► **Industry & Market Analysis**

# Industry & Market Analysis

## Industry Overview

**\$26.4BN**  
REVENUE

Annual Growth 2015–2020

**0.4%**

Annual Growth 2020–2025

**3.8%**

Annual Growth 2015–2025



**11.3%**  
PROFIT MARGIN

Annual Growth 2015–2020

**-3.4pp**

Annual Growth 2015–2020



**\$3.0BN**  
PROFIT

Annual Growth 2015–2020

**-4.8%**

Annual Growth 2015–2020



**41,886**  
BUSINESSES

Annual Growth 2015–2020

**3.7%**

Annual Growth 2020–2025

**3.7%**

Annual Growth 2015–2025



## Industry & Market Analysis

### Industry Summary

#### **Rolling along: Price-based competition will likely put downward pressure on the industry profit margin**

The long-distance freight trucking industry in Canada is expected to experience marginal growth at an annualized rate of 0.4% to reach \$26.4 billion over the five years to 2020. As economic conditions began to recover after a decline in global commodity prices in late 2014, industrial, retail and trade activity have climbed for the majority of the current period. The need to move goods between manufacturers and retailers has increased, boosting demand for industry services. However, the economic ramifications stemming from the COVID-19 (coronavirus) pandemic are expected to cause a decline of 16.0% in industry revenue in 2020. This can be attributed to expectations of reduced consumer spending and reduced manufacturing activity.

Two major industry trends include continued merger and acquisition activity and improved inventory control. The largest industry operators have continued to acquire smaller companies, whether it be for entering new geographic markets or increasing overall capacity to cope with increased demand. The industry has also benefited from the proliferation of the just-in-time (JIT) inventory management system, which encourages manufacturers to purchase inputs only as they are needed in the production process, instead of purchasing ancillary goods that must be kept in storage. This shift has strengthened demand for industry services, as the JIT system causes manufacturers to demand more frequent shipments of inputs. However, the industry has contended with rising internal price-based competition. Also, rail transportation remains an attractive alternative to long-distance trucking due to its relative fuel efficiency and ability to transport goods in greater quantities.

Over the five years to 2025, industry revenue is expected to increase at an annualized rate of 3.8%, reaching \$31.8 billion. A low base level stemming from an expected revenue decline in 2020 and a subsequent economic recovery are the reasons for strong growth moving forward. Overall economic recovery should lead to increased trade, manufacturing and retail activity that will likely stimulate revenue growth over the next five years. Operators are expected to also be challenged by a growing shortage of truck drivers. Long hours away from home and an aging workforce are projected to put pressure on carriers' ability to fill job openings. As a result, industry operators will have to pay higher wages to compensate. This, combined with price-based competition, will likely put downward pressure on the industry profit margin.



## Industry & Market Analysis

### Key External Drivers

#### **Total retail sales**

Many industry operators transport goods for clients in the retail sector, which is one of the primary sources of industry revenue. Consequently, a climb in retail sales leads to stronger demand for industry services. Total retail sales are expected to decrease in 2020, posing a potential threat to the industry.

#### **Total trade value**

Trade accounts for a significant portion of Canada's economy, with most traded goods being transported by trucks. As a result, trade levels are strongly correlated with this industry's performance. An increase in the total value of trade indicates that more goods are being transported to and from Canada, resulting in greater demand for industry services. Total trade value is expected to decrease in 2020.

#### **Industrial capacity utilization**

Industrial capacity utilization measures the proportion of actual industrial output to potential output. Since the long-distance freight trucking industry in Canada plays a vital role in the transportation of manufactured goods and inputs, the industry is heavily reliant on manufacturing activity. A decreasing utilization rate typically indicates that demand for manufactured goods is declining, thereby decreasing demand for freight trucking. Industrial capacity utilization is expected to decrease in 2020.

#### **External competition for the truck transportation sector**

Industry operators experience significant competition from other transportation industries. For example, ocean, air and rail transportation all compete with industry operators for demand from downstream clients. When the price of fuel increases, customers will generally switch to more fuel-efficient methods of transportation. External competition for the truck transportation sector is expected to decline alongside the industry in 2020, representing a potential opportunity for the industry.

## Industry & Market Analysis

### Industry Outlook

**The long-distance freight trucking industry in Canada is projected to experience strong growth over the five years to 2025, with total industry revenue forecast to grow at an annualized rate of 3.8% to \$31.8 billion.**

A recovery in the Canadian and global economy is expected, which is the reason for the majority of the industry's growth, as revenue will be starting from a low base level due to the COVID-19 (coronavirus) pandemic in 2020. In addition, rising levels of consumer spending are expected to fuel manufacturing and retail activity in coming years. In fact, the total value of retail sales is expected to increase an annualized 2.2% over the next five years, reaching an all-time high of \$617.2 billion. Consequently, more goods will need to be transported, increasing demand for industry services. Furthermore, economic growth in the United States will likely generate significant trade activity, with the total trade value forecast to grow at an annualized rate of 4.4% over the five years to 2025. However, increased internal price-based competition will likely pressure industry profit, particularly for smaller operators.

#### **Increased competition**

Rising competition, combined with customers' increasing preference to outsource their logistics operations, is expected to encourage further consolidation among the industry's largest carriers, with major companies acquiring smaller competitors to expand their market share and service offerings.

In coming years, companies that have a greater geographic reach and can provide logistics services will find it easier to win contracts. Additionally, customers that outsource their logistics operations to industry players will find it costly to switch carriers, benefiting large companies that have the scope to secure such deals. While consolidation activity will likely limit industry participation growth, the industry's low barriers to entry and strengthening demand for industry services will encourage a significant number of operators to enter the market over the next five years. Furthermore, larger carriers will still hire smaller companies to reach certain geographic regions or when the larger company does not have enough trucks to satisfy demand. Overall, the number of industry enterprises is projected to climb at an annualized rate of 3.7% to 50,260 companies over the five years to 2025.

## Industry & Market Analysis

### Local Freight Trucking Canada

Demand for the Canadian Local Freight Trucking industry's services is expected to rise as the Canadian economy is expected to recover from the lows of 2020.

Moving forward, overall growth in the Canadian economy will likely include a rise in retail spending and steady growth in international trade volumes, causing demand for industry services to increase. In addition, the industry is expected to continue benefiting from the proliferation of just-in-time (JIT) inventory management and logistics outsourcing. Overall, industry revenue is forecast to increase at an annualized rate of 3.7% to \$11.4 billion over the five years to 2025. However, it must be noted that the industry is starting off at a low base level as a result of COVID-19 (coronavirus) pandemic.

#### Growing demand

As the Canadian economy is likely to experience growth over the next five years, the national unemployment rate is expected to decrease from its historic high in 2020 and the Consumer Confidence Index is projected to increase at an annualized rate of 6.9%, encouraging Canadian consumers to increase spending on a wide variety of consumer goods. In fact, the total value of retail sales in Canada is expected to grow at an annualized rate of 3.2% over the five years to 2025, generating demand for trucking companies that transport manufacturing inputs and finished consumer products. Moreover, industry operators are expected to continue benefiting from increased trade activity, as the relatively weak Canadian dollar continues to make Canadian goods relatively affordable for foreign consumers, stimulating Canadian export activity. In turn, increased export volumes will likely bolster demand for industry operators, as the Canadian Trucking Alliance estimates that more than 55.0% of all trade between Canada and the United States, which is Canada's largest trading partner, is transported by trucks. Overall, the total value of Canadian trade activity is forecast to increase at an annualized rate of 3.7% over the next five years, supporting industry revenue growth. Moving forward, industry operators are also expected to benefit from an increasingly complex supply chain. For example, the proliferation of JIT inventory management among manufacturers and retailers will likely lead to increased trucking activity by reducing the size of shipments and increasing the number of deliveries. Moreover, this development may also add complexity to already elaborate supply chains. As a result, more downstream companies are expected to outsource their supply chain operations to third-party operators, such as local freight truckers. Ultimately, the market for industry operators will likely expand over the coming years.

## Industry & Market Analysis

### Long Freight Trucking Canada

The Long-Distance Freight Trucking industry in Canada is projected to experience strong growth over the five years to 2025, with total industry revenue forecast to grow at an annualized rate of 3.8% to \$31.8 billion.

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## Industry & Market Analysis

### Industry Regulations

#### Technology changes

**In 2017, the US Federal Motor Carrier Safety Administration (FMCSA) enacted a federal mandate requiring all US commercial driving operations to be equipped with electronic logging devices, or ELDs.**

ELDs replace paper logs and automatic on-board recording devices (AOBRDs) with automated ELD technology that synchronizes with a vehicle's engine. While the technology makes it easier and faster to accurately track, manage and share records of driving data, ELDs are expensive to install and maintain. The FMCSA estimates the cost of an ELD is \$500.00 per year, per truck. First announced in 2017, the Canadian Council of Motor Transportation Administrators (CCMTA) finalized an ELD rule in 2019 similar to the US rule. The Canadian Trucking Alliance (CTA) requested Canada's ELD mandate be fully enforced by the fourth quarter of 2019, with existing devices permitted until June 2021. Currently, Canada-based carriers are required to observe the ELD mandate within US borders. Therefore, numerous industry operators have already installed ELD systems throughout their fleet to facilitate cross-border transport. During the beginning of the outlook period, industry enterprises will continue to invest in updates to comply with the mandate, which will require more capital expenditure.

#### Employment pressure

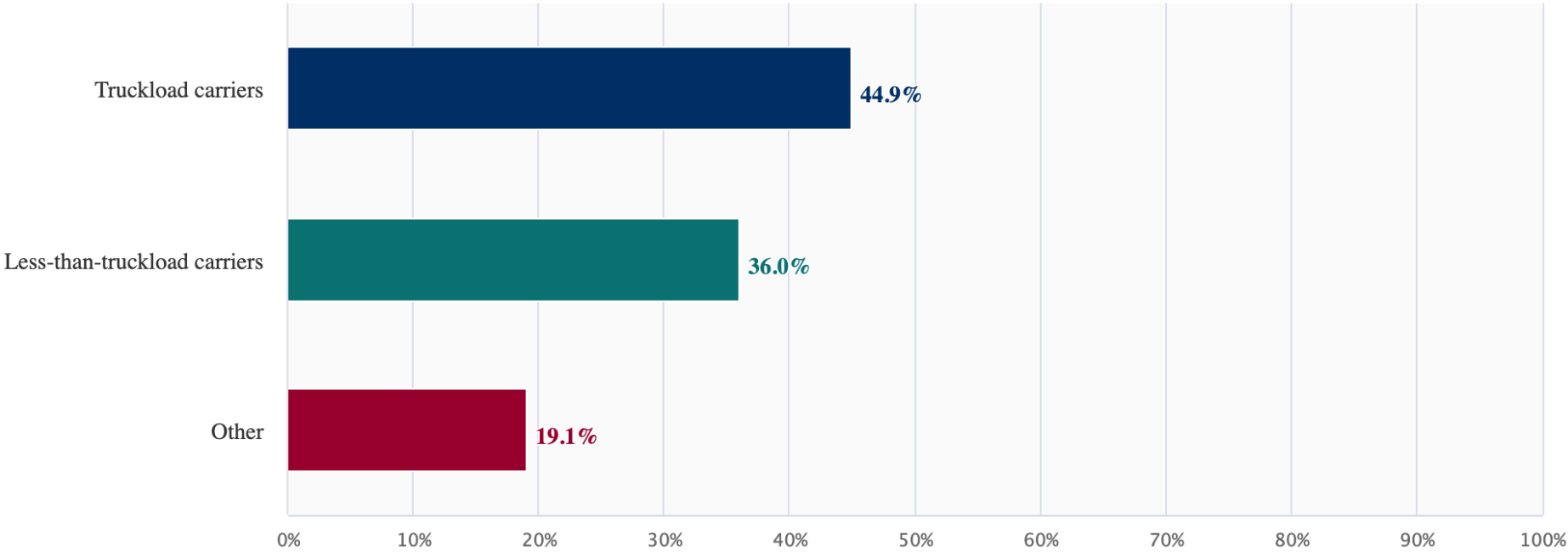
**According to the CEO of Trucking HR Canada, 42.0% of industry operators experienced employment turnover below 30.0% and the top employers averaged at an estimated 15.0%.**

However, some of this turnover occurs within the industry itself when a trucker changes employers. The industry has a high level of turnover primarily due to working conditions, including relatively low wages and long hours. Truck drivers also exit the industry due to a lack of qualifications; the seasonal nature of some trucking; health problems, such as stress and back pain; and the desire to hold a job that does not involve travelling. Trucking in Canada can prove dangerous and difficult, with winter bringing slippery road conditions. Moreover, many drivers are 55 or older and are expected to retire over the next five years. Therefore, the labour shortages industry operators already experience will likely intensify in coming years. As a result, wages will have to rise to attract and retain workers, with the total value of industry wages projected to climb at an annualized rate of 3.5% to \$5.9 billion over the five years to 2025, further pressuring the industry profit margin.

# Industry & Market Analysis

## Product Segmentation

Products and Services Segmentation



2020 INDUSTRY REVENUE

**\$26.4bn**

Long-Distance Freight Trucking  
Source: IBISWorld

## Industry & Market Analysis

### Industry – Products

Services in the long-distance freight trucking industry in Canada can be segmented into two primary groups, which include truckload freight, or shipments weighing more than 4,536.0 kilograms, and less-than-truckload (LTL) freight, which includes shipments that weigh between 45.0 kilograms and 4,536.0 kilograms.

Companies may specialize in just one of these services, though it is common for industry operators to provide both truckload and LTL services. Additionally, many operators supplement these activities with services that are not directly associated with long-distance freight trucking, such as the shipment of climate-controlled containers and a variety of value-added services.

#### **Truckload carriers**

Truckload shipments represent the largest source of revenue for operators, accounting for an estimated 44.9% of industry revenue in 2020.

Truckload carriers often dedicate entire trucks to one customer and make door-to-door deliveries of goods, enabling operators to minimize labour and fuel costs for a given shipment. These carriers generally travel directly to the place of delivery, which eliminates the need for a complex network of terminals and shortens the delivery time. Truckload carriers also have relatively low start-up costs because companies do not need intermediate freight consolidation facilities.

#### **Less-than-truckload carriers**

Less-than-truckload (LTL) carriers transport small shipments from multiple customers on a single truck and then route the goods through a series of terminals where freight is transferred to other trucks with similar destinations.

These carriers often consolidate and deconsolidate numerous orders at individual service centres based on the time sensitivity of the freight being shipped. LTL is relatively labour intensive because shipments are loaded and unloaded multiple times. However, recent improvements in on-board navigation and logistics software have enabled many operators to coordinate and transport freight faster and with greater accuracy. LTL services are expected to account for 36.0% of industry revenue in 2020.

## Industry & Market Analysis

### Demand Determinants

**Demand determinants for services provided by the long-distance freight trucking industry in Canada include trends in industrial production, retail and wholesale sales, personal consumption and construction activity.**

To a lesser extent, the volume of imports and exports also influences demand for long-distance trucking.

The industry is also affected by the location of industrial production. Domestic production is typically more important to trucking activity than the transportation of imported goods because a good produced entirely in Canada requires more industry freight movements during the production process than an import. For example, a domestic manufacturer will have raw materials trucked to them before shipping to a distribution centre, which will then forward the package to a retailer or consumer. Imported goods eliminate the first step of this process.

The level of trade also influences industry demand. As more goods are traded, manufacturers and wholesalers have greater need for long-distance trucking services. Along the same lines, government policies and trade barriers can also affect demand. Additionally, a rising number of manufacturers have switched to just-in-time inventory management, a process that relies on small shipments of goods being transported more frequently. This has led many trucking operators and manufacturers to form close relationships that have developed into long-term contracts. However, the COVID-19 pandemic has severely affected trade in 2020, as demand for products has fallen in Canada. According to 2020 data from the Canada Border Services Agency, the number of trucks entering Canada from the United States fell 33.0% between April 20, 2020 and April 26, 2020, compared with the same period last year. The industry still provides an essential service, as deemed by the government, but downstream businesses that are nonessential have not been operating, and have thus not placed orders for goods to be delivered.

Over the five years to 2020, the industry has experienced significant competition from alternative forms of ground transportation with regard to fuel costs. However, external competition is minimal because each mode of transportation is limited by its own infrastructure. For example, railroads are restricted to using railways and trucks are forced to use roads. Rail transportation poses the biggest threat to the industry because it is more fuel efficient than trucking and can carry larger loads. Nevertheless, long-distance trucking will not become obsolete, largely due to its ability to ship goods door-to-door, which is a key advantage over trains.



## Industry & Market Analysis

### Major Players

#### **TFI International Inc.**

Market Share: 2.7%

Based in Montreal, TFI International Inc. (TFI International) is considered Canada's largest trucking company. The company is publicly traded on the Toronto Stock Exchange and had 17,150 employees at the end of 2019 (latest data available). TFI International also operates more than 25,500 trailers and 7,770 tractor units across Canada and the United States, and has a network of wholly owned subsidiaries. These subsidiaries operate in four segments, which include package and courier, less-than-truckload, truckload and logistics. In 2019, overall company revenue totalled \$5.2 billion, with an estimated two-thirds coming from the company's truckload and less-than-truckload segments.

The less-than-truckload segment's operating companies include Canadian Freightways Limited, Concord Transportation Inc., Kingsway Transport, La Crete Transport Ltd., Quik X Transportation Inc., McMurray Serv-U Expediting Ltd. and others. The company offers conventional and specialized services. However, only conventional services are relevant to the industry. The company has recently acquired various trucking companies as it attempts to expand its geographic reach and service selection. In 2016 alone, TFI International acquired XPO Logistics Inc., Hyphen Transportation Management Inc., National Fast Freight Inc. and several other transportation and logistics companies. In 2018, the company acquired Quebec-based Normandin Transit Inc. for \$55.9 million. TFI International is projected to generate \$700.0 million in industry-relevant revenue in 2020.

#### **TransX Group of Companies**

Market Share: 1.7%

The TransX Group of Companies (TransX) was founded in 1963 to haul general freight and livestock within Manitoba. Today, the company operates 12 terminals across North America and handles an estimated 72,000 shipments per month. TransX is engaged in a variety of industry-relevant operations, including long-distance truckload, less-than-truckload, intermodal and flat deck transportation. The company also employs 3,000 workers and maintains a vehicle fleet of 1,500 trucks and 4,000 trailers. TransX is estimated to generate \$451.2 million in industry-relevant revenue in 2020.

## Industry & Market Analysis

### Major Players

#### **Mullen Group Ltd.**

Market Share: 1.3%

Headquartered in Okotoks, AB, Mullen Group Ltd. (Mullen Group) is a network of wholly owned companies and limited partnerships that supplies trucking and logistics services to clients in Canada, the United States and Mexico. The company went public in 1993 and currently operates 34 business units. Of these units, 16 are involved in providing oilfield-related services and 18 provide general trucking and logistics services. The company's trucking and logistics segment is the only segment that provides industry-relevant services, making up 69.0% of the company's total revenue in 2019 (latest data available). Mullen Group is also estimated to employ over 6,100 workers across its corporate office and subsidiaries. IBISWorld estimates that the company's industry-relevant revenue will reach \$332.6 million in 2020.

#### **Bison Transport Inc.**

Market Share: 1.2%

Incorporated in 1969 with just 18 tractors and 32 employees, Bison Transport Inc. (Bison) is currently one of the largest carriers in Canada, operating over 1,700 tractors and employing an estimated 2,900 workers. Based in Winnipeg, MB, Bison offers truckload transportation, logistics management, warehousing and distribution services to a variety of clients. The company also maintains an industry-relevant long-haul division, which operates irregular routes across Canada and the United States. In 2020, Bison is projected to generate industry-relevant revenue of \$305.1 million.



▶ **Marketing**

# Marketing

## Pricing Strategy / Sales Strategy / Promotion Strategy

### Product/Services

The company aims to market its innovative freight services that will help customers to effectively place their land, sea and air freight orders through our trucks, where our customer service will help us achieve growth in this competitive industry.

### Price

The pricing strategy of our freight service will be competitive in this market. Initially, we will be keeping the margin low to help us to gain market share, increase our presence and create a loyal customer base. We will aim to create scalability to help increase our revenue and achieve profitability.



### Promotion

Our promotion strategy will include various marketing activities to be performed by the company, where we will use digital marketing activities to increase recognition of the freight services, its benefits for the customers and the efficiency we create for their businesses.

### Place

We will establish this business in Canada through an intra company transfer, enabling Mr. XXXXX to transfer his services from Ghana to Canada and develop this company in Saint John.

# Marketing

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## Promotion Strategy

### Direct Marketing Activities

One of the most important business tasks is to perform direct marketing activities for our freight services across Canada. Our marketing team will execute the following major activities:

- Develop a strategy to create awareness of our freight services with the aim to provide complete supply chain solution management to businesses across Canada and help them achieve sustainable growth over time.
- Develop a direct marketing strategy that will help us create relations with customers, getting them to use our freight services.
- Develop a marketing strategy to connect with automobile manufacturers, growers, distributors, wholesalers, construction companies and other major businesses across Canada to manage their long-distance freight services.

### Customer Base Development

Our marketing strategy involves creating a loyal and consistent client base that will help us establish our position in the market by providing:

- Constant communication with them, understanding their requirements for freight, trucking, loading/unloading, cranes and other related supply chain services and providing them with efficient freight services as per their schedule and creating win-win business transactions.
- A pricing point with low-end pricing with the aim to capture a major market share in the next five to eight years and create new growth opportunities for the business that will help in enhancing our market reach, increasing our branding and developing a sustainable customer base for our start-up business.

### Participation in Marketing Events

Our marketing strategy will include participating in various supply chain and freight events to showcase our trucking and logistics services, and the technology that we aim to implement in modernizing the Canadian freight services. We believe that these marketing events will play a great role in helping us get the required exposure from the market and will help us to highlight our expertise in freight management, enabling greater customer interaction and highlighting supply chain enhancement through our platform to help create long-term client satisfaction.

## Marketing

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### Marketing Objectives

#### **Growing Revenue**

Achieve revenue growth by increasing it from CAD 300,000 in the first year to more than CAD 600,000 (industry average) by the end of the fifth year of operations.

#### **Market Share**

Work on getting marketing share from competitors by developing our customer services, enhancing our truck freight services and creating value for our clients' supply chain network.

#### **Customer base**

Develop a loyal customer base by increasing from 30 customers in the first quarter of our operations to more than 250 by the end of the fifth year of operations. Having a loyal customer base will help achieve sustainable growth for the business.

#### **Brand Awareness**

Our marketing objectives include developing awareness of our brand, creating a loyal presence across Canada, meeting customers regularly, highlighting our customer services and developing frequent interactions with them that will help achieve brand awareness across Canada.

# Marketing

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## Marketing Strategy

### SEO Marketing Strategy

We will use SEO to improve our freight services website across Canada so that it ranks high in search engine results for keywords and phrases related to supply chain management, freight services, trucking services, 24/7 freight and supply chain etc. We will use SEO to intercept every member of our target audience, especially farmers, wholesalers and manufacturers, no matter where they are located across Canada. The reason is that almost every target user begins their search for freight services, logistics etc. with a search engine. The following statistics help our case of using SEO as a major digital marketing strategy:

- Less than 10 percent of searchers advance to the second page of search results
- Over 30 percent of searchers click on the first result

### Content Marketing Strategy

We will use content marketing in our business to focus on reaching, engaging, and connecting with businesses via content. This content, which will include videos, blog posts, infographics, and more, provides value regarding our supply chain management system to our valued customers. It will provide them with information on our 24/7 customer service, our value proposition, and the overall benefit that businesses will receive from subscribing to our services across Canada. The overall goal of our content marketing strategy as a digital media strategy is to provide valuable information to our target audience, increase traffic, and generate conversions for the platform. Our content marketing will also focus on optimizing our content for search engines to improve our visibility in search results, which will help in reaching more businesses across Canada. The content marketing strategy will also help us to reach growers, wholesalers, businesses, manufacturers and other retailers that require trucking services as it will help us to create scalability for our platform. Our content marketing strategy will help us in the following manner:

- Content marketing generates 54 percent more leads than traditional marketing.
- Over 60 percent of users prefer companies that create content.

## Marketing

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### Operational Roadmap

#### Investment

Our first operational roadmap is to raise the investment of CAD 200,000 through our parent company in Ghana. We aim to use this investment to develop this business, procure the trucks required for the business and develop this 100%-owned company in Canada. The company will be owned by YYYY Company Limited, and the subsidiary will have Mr. XXXXX as the intra company transfer employee from Ghana to Canada, to help the Canadian firm to establish operations in Canada.

#### Infrastructure

We aim to develop an innovative infrastructure for our supply chain services that will include 24/7 customer service, where customers can get trucking services to manage their supply chain round the clock and get timely freight services.

#### Staffing

Our third milestone is to ensure that all staff hiring is evaluated and only necessary staff are hired, as per our internal requirements. We want to ensure that trained staff are hired in Canada to help us improve the quality of our trucking & freight services and provide 24/7 customer service. This will help customers to obtain value from our services and will help in achieving long-term sustainable growth over time.

#### Operations

Our fourth milestone is to start our operations in Canada with two trucks in the initial year, which will be owned by YYYY Company Canada, which will be 100% owned by YYYY Company Limited Ghana. We aim to start developing our network by the third quarter and start our pilot operations soon after getting the intra company transfer work permit approval. We aim to kickstart our full-scale options by the fourth quarter of the first year, which will enable us to generate revenue from this business and achieve sustainable growth over time.





- ▶ **Sources of Funds and Financial Plan**

## Sources and Uses of Funds

### Sources and Uses of Funds

The total investment made in the business is around CAD 200,000, to be made by YYYY Company Limited, which owns a 100% share of YYYY Canada i.e. the Company. The total investment will help the Company to fund the capital expenditure along with ensuring that a subsidiary is established in Canada that would advance YYYY's international ambitions of developing a multinational freight trucking business. The Company will be purchasing two freight trucks amounting to CAD 130K and the remaining CAD 70K will be used for operational expenses as shown below:

Particulars	Amount (CAD)
<b>Uses of Funds</b>	
Capital Assets	CAD 136,000
Salaries	CAD 33,000
Rent & Utilities	CAD 10,000
Marketing	CAD 3,500
Working Capital	CAD 17,500
<b>Total Investment</b>	<b>CAD 200,000</b>
<b>Sources of Funds</b>	
Personal Investment	CAD 200,000
<b>Total Investment</b>	<b>CAD 200,000</b>

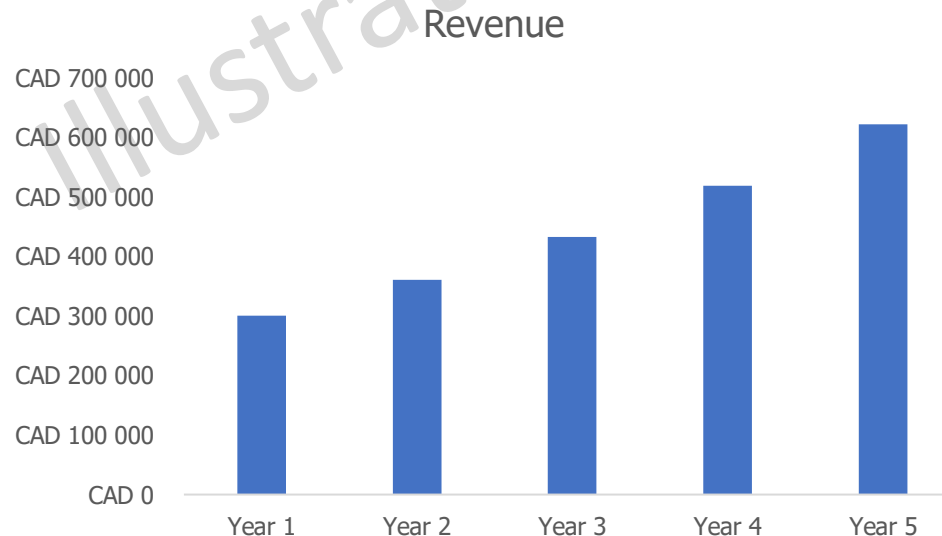
Particulars	Amount (CAD)
<b>Capital investment</b>	
Trucks	CAD 130,000
Laptop	CAD 4,000
Furniture	CAD 2,000
<b>Total Capital Investment</b>	<b>CAD 136,000</b>

## Financial Plan

### Revenue Growth

We have developed a comprehensive revenue growth projection taking into account other businesses working in the freight logistics industry. The average revenue generated by the businesses in this industry is approximately CAD 527K (as per IBISWorld) and we aim to achieve that level over the next five years. We have developed optimistic revenue projections and the company's strategy of increasing market penetration and developing new partnerships with wholesalers and retailers. The following is our revenue projections for the next five years:

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	300,000	360,000	432,000	518,400	622,080



## Financial Plan

### Projected Income Statement

The management has developed the projected income statement below after taking into account the potential revenue that the business will be generating for the next five years. The major expense relates to the cost of sales as it is around 25% of the total revenue. The company has used the IBISWorld cost structure to arrive at most of the projections, since the official data is reliable and can be used to understand the scope of logistics services across Canada. Below is the projected income statement:

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>	<b>300,000</b>	<b>360,000</b>	<b>432,000</b>	<b>518,400</b>	<b>622,080</b>
(Less) Cost of Sales	75,000	90,000	108,000	129,600	155,520
<b>Gross Profit</b>	<b>225,000</b>	<b>270,000</b>	<b>324,000</b>	<b>388,800</b>	<b>466,560</b>
(LESS) EXPENSES					
Salary (Owner)	40,000	40,800	41,616	42,448	43,297
Personnel Plan (Employees)	132,000	134,640	137,333	179,344	182,931
Advertising/Marketing	2,400	2,880	3,456	4,147	4,977
Depreciation and Amortization	13,600	13,600	13,600	13,600	13,600
Rent & Utilities	39,000	46,800	56,160	67,392	80,870
Other Expenses	30,000	36,000	43,200	51,840	62,208
<b>TOTAL EXPENSES</b>	<b>257,000</b>	<b>274,720</b>	<b>295,365</b>	<b>358,772</b>	<b>387,883</b>
NET PROFIT BEFORE TAXES	(32,000)	(4,720)	28,635	30,028	78,677
INCOME TAXES	0	0	3,293	3,453	9,048
<b>Net Profit After Tax</b>	<b>(32,000)</b>	<b>(4,720)</b>	<b>25,342</b>	<b>26,575</b>	<b>69,629</b>

## Financial Plan

### Projected Cash Flow

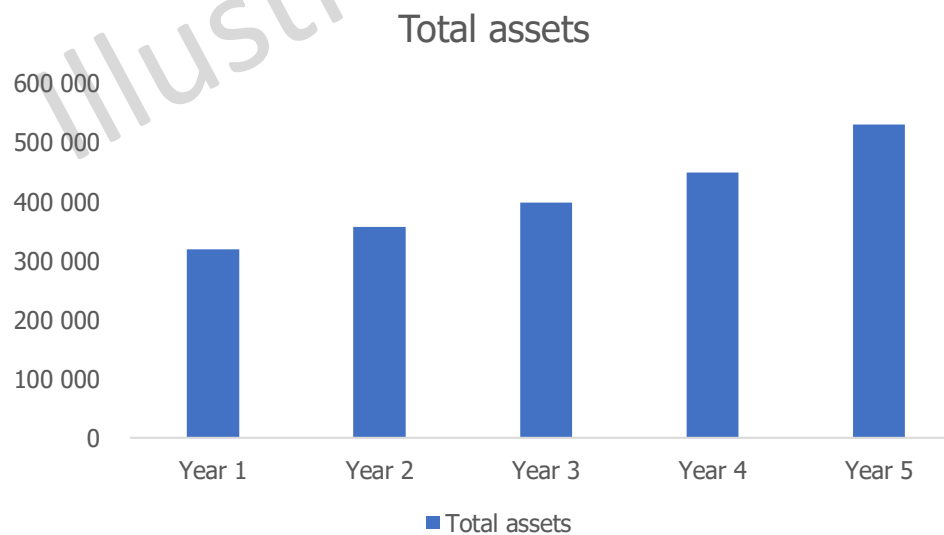
The management has developed a comprehensive cash flow analysis that will help it understand the annual cash requirement and help manage liquidity efficiently. The management expect the cash balance to reach approximately CAD 216K by the end of fifth year of operations. The following is the projected cash flow statement:

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Profit After Tax	(32,000)	(4,720)	25,342	26,575	69,629
Depreciation	13,600	13,600	13,600	13,600	13,600
Total Cash from Operations	(18,400)	8,880	38,942	40,175	83,229
Cash from Investing Activities	(136,000)	0	0	0	0
Total Cash from Investing	(136,000)	0	0	0	0
Cash from Financing Activities					
Investment	200,000	0	0	0	0
<b>Cash flow for the year</b>	<b>45,600</b>	<b>8,880</b>	<b>38,942</b>	<b>40,175</b>	<b>83,229</b>
<b>Cumulative cash balance</b>	<b>45,600</b>	<b>54,480</b>	<b>93,422</b>	<b>133,597</b>	<b>216,826</b>

## Financial Plan

### Projected Balance Sheet

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Cash	45,600	54,480	93,422	133,597	216,826
Fixed assets	122,400	108,800	95,200	81,600	68,000
<b>Total assets</b>	<b>168,000</b>	<b>163,280</b>	<b>188,622</b>	<b>215,197</b>	<b>284,826</b>
Liabilities & equities					
Equity capital	200,000	200,000	200,000	200,000	200,000
Accumulated earning	(32,000)	(36,720)	(11,378)	15,197	84,826
<b>Total liabilities &amp; equities</b>	<b>168,000</b>	<b>163,280</b>	<b>188,622</b>	<b>215,197</b>	<b>284,826</b>



## Financial Plan

### Fixed Assets Schedule

The company will be investing CAD 136,000 into capital assets, which include two trucks, laptops and furniture for our proposed office location at XXXX. The fixed assets schedule will be as follows:

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
Trucks	CAD 130,000	CAD 130,000	CAD 130,000	CAD 130,000	CAD 130,000
Laptop	CAD 4,000	CAD 4,000	CAD 4,000	CAD 4,000	CAD 4,000
Furniture	CAD 2,000	CAD 2,000	CAD 2,000	CAD 2,000	CAD 2,000
Total assets	CAD 136,000	CAD 136,000	CAD 136,000	CAD 136,000	CAD 136,000
Depreciation	CAD 13,600	CAD 13,600	CAD 13,600	CAD 13,600	CAD 13,600
Accumulated depreciation	CAD 13,600	CAD 27,200	CAD 40,800	CAD 54,400	CAD 68,000
Fixed Assets - Net	CAD 122,400	CAD 108,800	CAD 95,200	CAD 81,600	CAD 68,000



## Financial Plan

### Benchmark Analysis

The management has prepared an industry benchmark analysis and have compared it with the projected financial statements:

- Our wages will be higher than the industry as we will be hiring a dedicated operations manager in the first year and another administrative assistant in the fourth year of operations along with two drivers who will be working with us from the first year of operations. The management believes that the wages will be higher than the industry but it's important to ensure that the operations grow the revenue and achieve the intended growth
- Industry purchases are kept at 25% of revenue and similarly we have also accounted for the purchases at 25% of revenue.
- Depreciation expenses, marketing and rent expense will be largely in line with the industry benchmarks.
- Our profit rate will be lower than industry initially, but we will reach around 11%, which is an industry average, by the end of the fifth year of operations.

Description	Industry Benchmark	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	100%	100%	100%	100%	100%	100%
Cost of Sales	25%	25%	25%	25%	25%	25%
Salaries	19%	57%	49%	41%	43%	36%
Marketing	1%	1%	1%	1%	1%	1%
Rent & Utilities	13%	13%	13%	13%	13%	13%
Depreciation	4%	5%	4%	3%	3%	2%
Other Expenses	27%	10%	10%	10%	10%	10%
Profit	11%	-11%	-1%	6%	5%	11%



## Financial Plan

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### Assumptions

- Our business will be able to generate CAD 300K in the first year and we aim to increase it by 20% annually due to our high quality of customer service and client management.
- The company will hire an operations manager and two drivers in the first year of operations as per the personnel plan along with another administrative assistant in the fourth year of operations.
- The company will be spending CAD 136K on the procurement of capital assets.
- The company has considered industry benchmarks to develop the financial model.

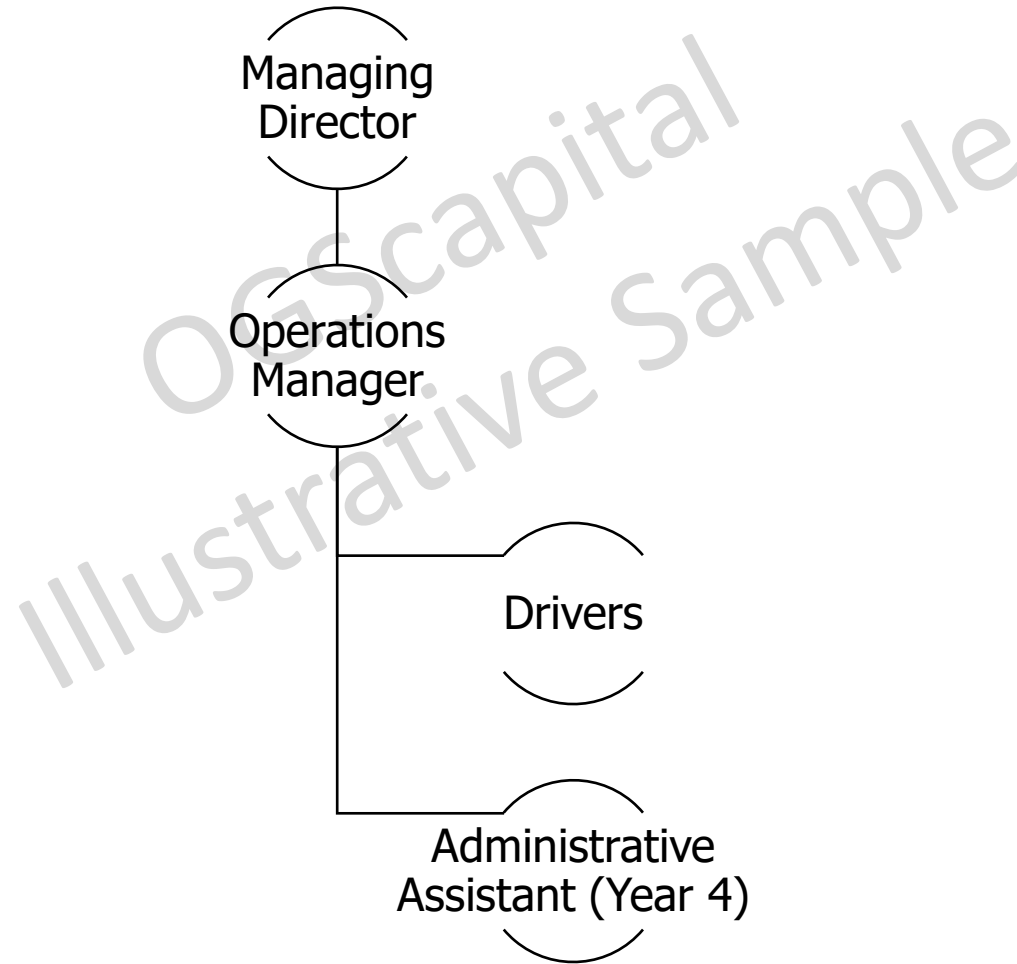
OGScapital  
Illustrative Sample



- ▶ **Management Team**

## People Case

### Organizational Structure



## People Case

### Compensation Plan

Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Staffing Plan</b>					
Managing Director	1	1	1	1	1
Operations Manager	1	1	1	1	1
Administrative Assistant	0	0	0	1	1
Driver	2	2	2	2	2
Total Personnel	4	4	4	5	5
Particulars	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Annual Salaries</b>					
Managing Director	CAD 40,000	CAD 40,800	CAD 41,616	CAD 42,448	CAD 43,297
Operations Manager	CAD 50,000	CAD 51,000	CAD 52,020	CAD 53,060	CAD 54,122
Administrative Assistant	CAD 0	CAD 0	CAD 0	CAD 39,265	CAD 40,050
Driver	CAD 82,000	CAD 83,640	CAD 85,313	CAD 87,019	CAD 88,759
Total salary	CAD 172,000	CAD 175,440	CAD 178,949	CAD 221,792	CAD 226,228



## People Case

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### Hiring Plan

#### **Operations Manager**

0731 - Managers in transportation

Skill level = 0

- Plan, organize, direct, control and evaluate the activities of companies or departments responsible for coordinating, arranging and monitoring the transportation and movement of goods
- Arrange for shipping documentation and oversee the scheduling and dispatching of goods and the tracking and tracing of goods in transit
- Set performance goals, oversee the setting of transportation service rates and monitor revenue
- Develop plans and procedures for the transportation and storage of goods
- Negotiate with carriers, warehouse operators and insurance company representatives for services and preferential rates
- Control the departmental budget
- Recruit personnel and oversee their training

## People Case

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### Hiring Plan

#### **Administrative Assistant**

1241 - Administrative assistants

Skill level = B

- Prepare, key in, edit and proofread correspondence, invoices, presentations, brochures, publications, reports and related material from machine dictation and handwritten copy
- Open and distribute incoming regular and electronic mail and other material and co-ordinate the flow of information internally and with other departments and organizations
- Schedule and confirm appointments and meetings of employer
- Order office supplies and maintain inventory
- Answer telephone and electronic enquiries and relay telephone calls and messages
- Set up and maintain manual and computerized information filing systems
- Determine and establish office procedures
- Greet visitors, ascertain nature of business and direct visitors to employer or appropriate person
- Record and prepare minutes of meetings
- Arrange travel schedules and make reservations
- May compile data, statistics and other information to support research activities
- May supervise and train office staff in procedures and in use of current software
- May organize conferences

## People Case

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### Hiring Plan

#### Driver

7511 - Transport truck drivers

Skill level = C

- Transport finished goods and raw materials over land to and from manufacturing plants or retail and distribution centres
- Inspect vehicles for mechanical items and safety issues and perform preventative maintenance
- Plan routes and meet delivery schedules
- Document and log work/rest periods and kilometres spent driving and retain fuel/toll receipts
- Input "macros" into our automated system for each stage of the loading and unloading process
- Comply with truck driving rules and regulations (size, weight, route designations, parking and break periods) as well as with company policies and procedures
- Maneuver trucks into loading or unloading positions
- Collect and verify delivery instructions
- Report defects, accidents or violations

## People Case

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### Management Team

#### PERSONAL DETAILS

**NAME:** XXXXX - Managing Director

**ADDRESS:**

**EMAIL:**

#### EDUCATION QUALIFICATIONS:

- XXXXXX

#### EXPERIENCE

YYYY Company Limited, Tema Ghana

#### Areas of Expertise

Business management, operations management, financial management

#### Job Description

- Creating, communicating, and implementing the company's vision, mission, and overall direction
- Leading the development and implementation of the overall business strategy
- Formulating and implementing the strategic plan that guides the direction of the logistics business across New Brunswick initially and then expanding it across Canada
- Overseeing the complete operation of the the company in accordance with the direction established in the strategic plans
- Evaluating the success of the operations through continuous monitoring of sales and ensuring that monthly and quarterly targets are achieved
- Representing the company for civic and professional association responsibilities and activities in the local community, the state, and at the national level
- Participating in industry-related events or associations that will enhance his leadership skills, the company's reputation, and the potential for success.