

# Freight Brokerage

Startup VISA  
CANADA



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# EXECUTIVE SUMMARY

Company is an innovative startup that aims to establish a centralized freight and supply chain solution provider in Canada. This Startup is the brainchild of XXXX who has more than five years of experience as an entrepreneur and would be spearheading this initiative with five other professionals. The management team of this business will be as follows:

- XXXX as Chief Executive Officer
- XXXX as Head of Business Development
- XXXXX as Head of Technology
- XXXX as Head of Finance
- XXXX as Head of Operations
- XXXX as Head of Marketing

The team has the required experience and expertise to develop the UBER of freight management and brokerage services. We aim to create this startup in Canada where the freight brokerage industry is worth more than CAD 12 billion and is expected to grow at a rate of 3.4% which is more than the anticipated GDP growth rate of Canada which is 2.9%. Thus, we are transforming an industry which is worth more than CAD 12 billion with an aim to reduce cost for businesses, increase efficiency and create meaningful innovation in the industry. XXXX along with his partners will be equal owners of this business and they are seeking a designated organization for sponsoring this venture that would allow them to get startup visa, settle with their families in Canada and work on this innovative startup business. The team has all the required elements that will help it to grow this business model in Canada's technology hub.

The revenue model of this business is simple, and commission based. We will be charging on an average 6% of commission from the revenues generated on our web-based and app for freight services. With our experience in this market, we have a network of more than 20,000 carriers to create great supply chain efficiency for our customers. This network, combined with our industry leading technology and unmatched service will be the key to our growth. Our company is authorized by FMCSA and has DOT authority of freight brokerage that further enhances our value in this industry and will help us to provide high-quality freight services to customers.

We will be working towards ensuring that our Customer support services, easy payment options, easy Quick pay options, weekend loads, 24/7 services, efficient mobile application, technology driven processes and continuous development in our platform makes us better than other brokerage companies in the market. Currently, XXXX and his team is looking for approval of their startup visa that will enable them to establish this innovative and forward-looking business model in Canada. They will be working with designated organizations for the development of their idea thereby enabling them to create employment in Canada while generating the below revenues & profits for the Canadian economy. They have developed the below projected financial model for their proposed business:

<b>Description</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Revenue	458,700	2,556,652	3,645,174	5,197,146	7,409,888
Expenses	588,870	2,532,371	3,551,052	5,111,288	7,237,269
Profit	(130,170)	24,281	94,121	85,858	172,619
Bank Balance	39,530	68,511	167,332	252,490	427,709

# MISSION & VISION



Our mission is to create an innovative freight management platform that would increase efficiency for our customers and would reduce their freight cost ensuring their sustainable growth.



Our vision is to use technology to revolutionize Canadian freight management system that would provide real-time freight quotes to customers, aligning them with freight service providers and creating an efficient eco-system.

# UNIQUE SELLING POINT

## Centralized Freight Platform

We aim to create a centralized freight platform for customers across Canada where they can request freight services, get quote from multiple vendors, book freight service through the app, make online payment and ensure complete freight supply chain through our innovative freight platform.



Our pricing will be highly competitive as we aim to reduce cost for customers, create efficiency for getting new clients for our suppliers and developing a robust business model within the freight industry.



Our team has extensive experience in technology development, marketing, operational management, and innovative solution designing. This is our unique selling proposition in the market as entire team is experienced in freight and logistics business.



We aim to collaborate with industry players but understanding their needs within the freight industry, providing them innovative solutions and creating growth for them.

# KEY TO SUCCESS



Company will aim to achieve success through focus on following;

- Implementing marketing strategy to increase platform awareness and increasing brand image
- Creating scalability in operations through getting vessel operators, freight managers, trucking companies and other logistics businesses on the platform
- Ensuring effective operational management and client satisfaction for long-term growth of the business
- Expanding operations across North America that will further help in scaling the solution for major global freight services

**Marketing**

**Scalability**

**Operational Management**

**Global expansion**



# Business Model

Startup Visa Requirements  
Value Proposition  
Customer Needs  
Our Solution  
Service Description  
Pricing Strategy  
SWOT Analysis



Draft of the Ogsc

# STARTUP VISA REQUIREMENTS

## Innovative Solution

The primary element for getting approval of a startup visa is to ensure that Canada receives innovative ideas that can be used to develop a business model that can support and grow the economy. Our business idea is to create an innovative solution within the Company by aligning more than 20,000 vendors on our platform where they can provide freight services including sea freight, air freight, trucking and other related services to businesses, startup companies, individuals and other organizations within Canada. This solution will completely transform the Canadian freight industry through use of technology, providing low-cost services and ensuring prompt customer services. Our Company will use industry leading technology that would enhance value creation for our customers and will help develop sustainable growth for the company.

## Job Creation

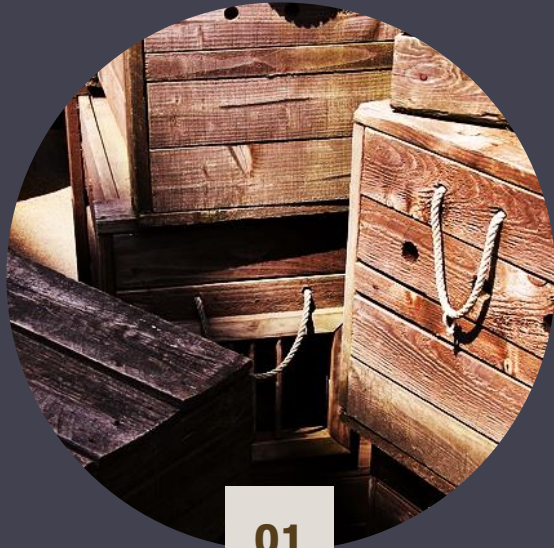
The startup visa's second requirement is to ensure job creation in Canada. Our business model is not dependent on providing just a freight supply chain management platform, rather it aims to create jobs for the local economy through marketing our brokerage services across Canada and further expanding roots in the United States through keeping Canada as our Head Office. Our business model includes hiring around 3 individuals in the first year and increasing our staff strength to more than 12 by the end of the fifth year of operations. Thus, our business model is aimed towards creating employment in Canada by using technology and creating a robust supply chain business for Canadian businesses. This will provide a substantial boost to the Canadian economy as technology will create jobs and will make the country secure. XXXX and his team will be working towards creating jobs and providing long-term sustainable growth in Canada.

## Scalability

The third component of a Canadian startup visa is to create scalability and a business model that would create growth in Canada. Our business model relates to developing a robust platform for businesses across Canada with a focus on reducing cost for businesses, providing them options for their freight requirements and helping them to efficiently manage their supply chain network. We believe that this startup will impact through its innovative and technology-enabled platform that will create scalability in our operations and will help us grow over time. Our operations are focused on improving freight management in Canada, providing superior customer services and enhancing user experience by providing all supply chain services under one mobile application. We believe that our platform is scalable to expand into multiple regions along with creating new employment opportunities for Canadian citizens and residents and developing a sustainable business model.



# VALUE PROPOSITION



**01**

Our platform utilizes cloud-based real-time technology where the system provide customers with multiple options as per their freight requirements, connect them with freight vendors and ensure real-time freight management services.



**02**

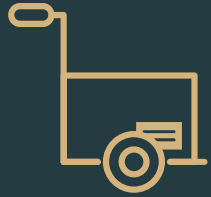
Our integrated platform will have more than 20,000 vendors from across the globe providing freight and logistics services to customers across Canada and will help provide multiple options to customers through one mobile application.



**03**

We will provide real-time tracking of the shipments that will help the customers in getting their shipment information without any delay. This will improve value creation and efficiency in supply chain management for businesses across Canada.

# CUSTOMER NEEDS



Our experience in the Company has helped us to understand that the customer need following major services:

- Timely freight services with tracking services
- One-window solution for all freight needs
- Cost reduction with aim to increase their profitability and decrease overall freight cost

# Logistics and Shipping

# OUR SOLUTIONS



## Integrated Platform

We will develop a unique business model that will integrate entire supply chain for the customers. All their freight service requirements including less than truck load can be fulfilled through our integrated freight services business model.



## Competitive Pricing

We are offering highly competitive pricing to our customers with aim to reduce overall freight cost in Canada, increasing our revenues, developing innovative business model and creating loyal customer base for the company.



## Efficient Supply Chain

We provide efficient supply chain for our customers that will include 24/7 customer services that can be accessed through the app/ web platform as well as our phone network.



# SERVICE DESCRIPTION

Our freight services will include the following major services:

- Truckload van: We will provide customers with access to significant qualified van capacity, including a drop and hook trailer fleet exceeding 13,000 trailers with an average age of approximately 5 years.
- Stepdeck, heavy & specialized: Our vast array of vendors have specialized equipment includes: flatbeds, stepdecks, double drops, extendables, multi-axles, steerables, lowboys with 40-80 ton capacity, RGN units, Schnabels, beam, perimeter and blade trailers.
- Less-than-truckload: We will provide industry leading LTL capacity providers to deliver on-time, cost-effective, less-than-truckload van and flatbed services across Canada.
- Expedited & emergency: As an industry leader, our clients can expect safe, reliable emergency, disaster and expedited transportation services 24 hours a day, 365 days a year.
- Border crossing: We will provide an exclusive network of Canadian independent agents and Canadian owner-operators who are CSA and FAST-certified. We service all points into, out of and within Canada.
- Air freight: Our vendors will expedite clients' shipments using a wide range of TSA-approved capacity including commercial cargo aircraft and carriers, as well as air charters at major airports.
- Rail Intermodal: Our freight vendors will have access to major North American railroads and stack train operators and can offer reliable door-to-door service that extends throughout and into the U.S., Canada and Mexico.



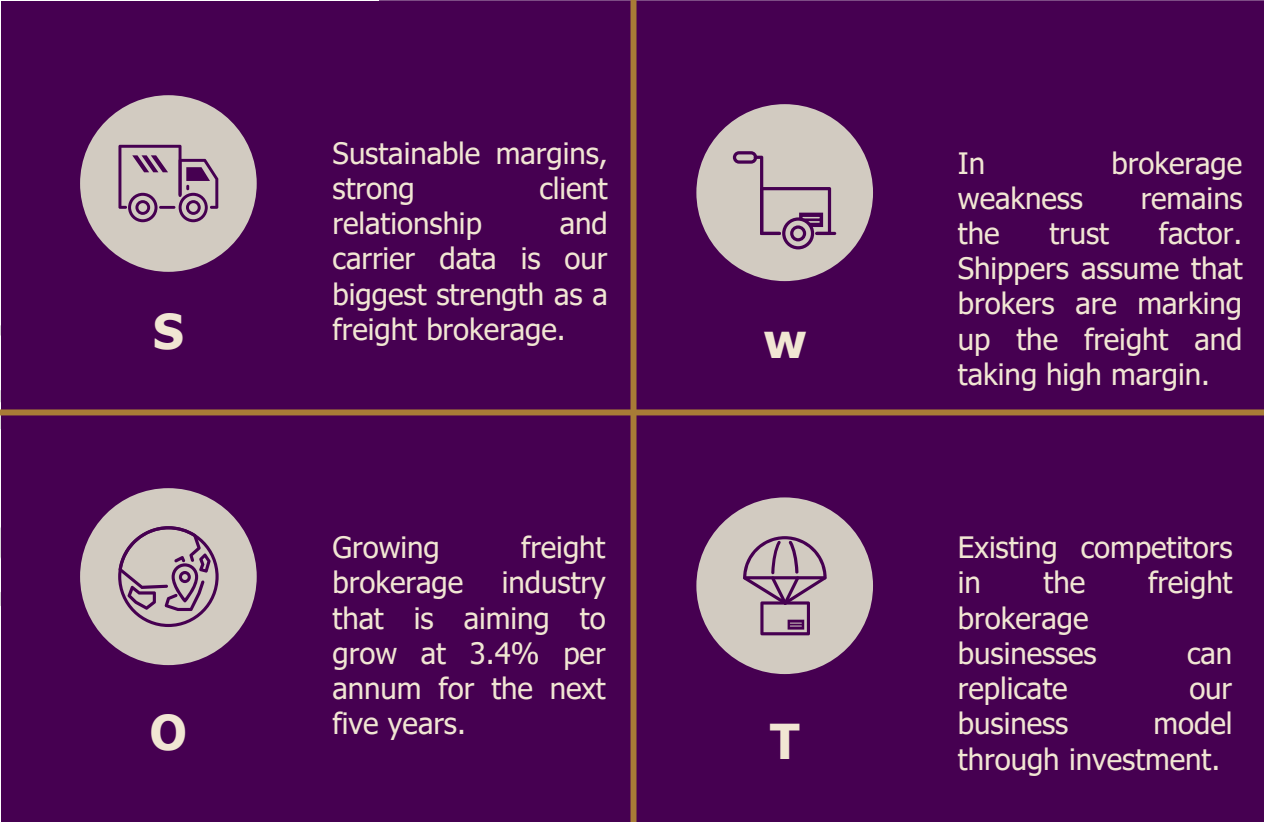
# PRICING STRATEGY

The pricing that is set for our business depends on a number of different factors, including complexity or pick profile, location, total spend, end customer profile, value of product and many other details. However, the variance in rates is minimal due to the focus on cost effective solutions for new and startup businesses as well as existing and large clients. We will start with low pricing model and will move on to medium segment. We follow lowest pricing strategy and variance in rates will be minimal as our focus is on cost effective solutions for our customers. This will help us to develop loyal client base across Canada, increase value for the shareholders and create sustainable growth opportunities for our company across Canada.



# SWOT ANALYSIS

We aim to completely transform the freight brokerage industry by introducing new technologies, aligning more than 20,000 vendors within the industry, providing them cost-effective solution and creating new growth opportunities for the Canadian businesses by reducing their costs in these uncertain times.



# Market Research

- Overview
- Key Trends
- Industry Summary
- Key External Drivers
- Current Market Performance
- Industry Outlook
- Demand Determinants
- Major Markets
- Business Locations
- Key Success Factors
- Major Competitors



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# INDUSTRY OVERVIEW

**\$** **\$12.2BN**  
REVENUE

Annual Growth 2015–2020    Annual Growth 2020–2025  
**0.3%**                              **3.4%**

Annual Growth 2015–2025



**7.7%**  
PROFIT  
MARGIN

Annual Growth 2015–2020  
**-1.9pp**

Annual Growth 2015–2020



**\$** **\$940.4M**  
PROFIT

Annual Growth 2015–2020  
**-4.0%**

Annual Growth 2015–2020



**4,403**  
BUSINESSES

Annual Growth 2015–2020    Annual Growth 2020–2025  
**-0.9%**                              **1.0%**

Annual Growth 2015–2025



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# KEY TRENDS

## Freight Volume

The volume of goods in need of brokerage services has climbed and it has increased industry growth prospects in medium to long term.

## Global Economy

Global economy is expected to grow in late 2021 and 2022 with global vaccination drive expected to increase and things are expected to get back to pre-COVID times.

## Service Integration

The transportation sector has transitioned toward providing integrated logistics services that is helping grow the industry.

## COVID-19 and Logistics

COVID-19 has increased logistics and freight requirements for medical supplies, food products and other related supplies.

## Industry Demand

Rising demand for industry services will encourage companies to enter the industry. Demand for industry services is expected to expand at a relatively quick pace.

## Technology Growth

Growth in technology help the growth of the industry and will help brokerage firms to increase their revenues.

# INDUSTRY SUMMARY

## **Just in time: Resumed growth in consumer spending is expected to spur rising trade activity**

The Freight Forwarding Brokerages and Agencies industry in Canada arranges the transportation of cargo, helping manufacturers, importers and wholesalers ship cargo in the most timely and cost-effective manner. Industry operators advise clients on shipment rates and trade routes and subcontract transportation services to truck, rail, marine and air freight carriers.

Additionally, industry participants provide customs brokering services, helping importers determine commodity classifications and calculate the value of shipments. Consequently, demand for industry services is largely determined by domestic and international trade volumes, as well as the propensity of businesses to outsource freight forwarding and customs brokering operations.

Industry revenue is expected to rise an annualized 0.3% to \$12.2 billion over the five years to 2020. This includes expected decline of 10.4% in 2020 alone amid the COVID-19 (coronavirus) pandemic. Strengthening consumer spending through much of the period drove growth in domestic shipments, while improving conditions in the global economy propelled imports and exports.

However, the pandemic is expected to cause consumer spending and the total value of trade to fall over the five years to 2020, offsetting good performance earlier in the period.

Additionally, with the manufacturing sector experiencing volatile performance during the reporting period, exports for the industry's key markets are expected to offset the overall increase in the total value of imports. Consequently, industry profit experienced similar volatility, resulting in a decline over the five years to 2020. The industry is expected to grow more quickly over the five years to 2025.

Resumed growth in consumer spending is expected to spur rising trade activity. Additionally, recovering industrial activity is expected to aid in recovering trade, as imports will continue to drive the industry. Moreover, there is expected to be an increase in demand for companies that arrange the transportation of inputs and finished products, particularly as regulations become more complex and supply chains become increasingly globalized. Moving forward, industry participants are expected to benefit from rising corporate profit, which will enable businesses to continue outsourcing freight forwarding services. Ultimately, industry revenue is forecast to increase at an annualized rate of 3.4% to \$14.5 billion over the five years to 2025.

# KEY EXTERNAL DRIVERS

## **Total trade value**

The industry provides services to importers and exporters, so a higher total trade value between Canada and the rest of the world generally boosts demand for industry services and revenue. The total value of trade is expected to decrease in 2020.

## **Consumer spending**

Consumer spending drives manufacturing and retail activity, which subsequently influences the volume of commercial goods in need of industry services. Consequently, an increase in consumer spending typically leads to a rise in industry revenue. Consumer spending is expected to decrease in 2020, but less so than other drivers, representing a potential opportunity for the industry.

## **Industrial capacity utilization**

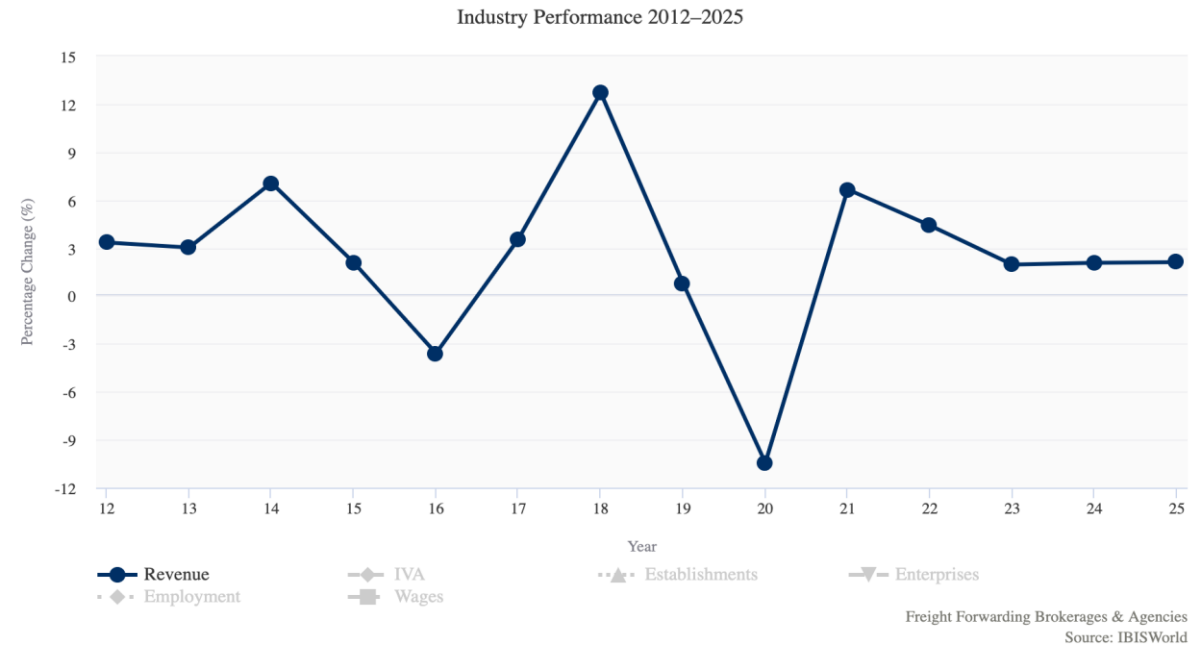
Industrial capacity utilization measures the proportion of actual industrial output to potential output. Since the industry plays a vital role in the transportation of manufactured goods and inputs, an increase in industrial capacity utilization typically indicates that demand for manufactured goods is rising, thereby increasing demand for industry services. Industrial capacity utilization is expected to decrease in 2020, posing a potential threat to the industry.

## **Corporate profit**

Industry operators act as intermediaries between businesses that require shipment of inputs and final products and third-party carriers that transport cargo. Higher corporate profit enables companies to outsource freight transportation arrangement and customs brokerage to industry operators. Corporate profit is expected to decrease in 2020.

# CURRENT MARKET PERFORMANCE

The Freight Forwarding Brokerages and Agencies industry in Canada has experienced uneven growth over the five years to 2020, with dips in 2016 and 2020 combined with strong growth in 2017 and 2018. Industry operators act as intermediaries between shippers and carriers by providing freight forwarding and customs brokering services. These companies arrange the transport of cargo through subcontracted truck, rail, marine and air freight carriers on behalf of clients, ensuring the best rates, routes and modes of transportation in terms of prices, convenience and time. In addition, industry operators handle the regulatory requirements and proper transportation of the shipment, including customs regulations. As the Canadian economy experienced volatile performance from commodity prices and the industrial capacity utilization rate during the five-year period, domestic demand has favoured more imports.



Moreover, continued economic improvements in the United States have caused international freight volumes to rise, bolstering demand for industry services. Consequently, industry revenue is expected to increase an annualized 0.3% to \$12.2 billion over the five years to 2020. This includes an expected decline of 10.4% in 2020 alone amid the COVID-19 (coronavirus) pandemic. The pandemic has severely depressed trade activity as a result of rising economic uncertainty, cutting into demand for industry services. In recent years, the unemployment rate in Canada has experienced a steady decline through much of the period, supporting the nation's per capita disposable income to increase an annualized 1.7% during the five-year period. With per capita disposable income increasing, more consumers are expected to purchase more items, supporting multiple markets to continue trading activity. At the same time, expanding housing markets in several major metropolitan areas have significantly encouraged consumer spending, which is expected to increase an annualized 0.3% to over the five years to 2020 after growing strongly prior to the coronavirus pandemic. As a result of increased spending, retail sales have risen and manufacturers have increased production to meet demand. In turn, due to a rise in economic activity, more goods have been transported, resulting in higher demand for industry services. Additionally, economic expansion in the United States has bolstered Canadian trade activity. Total trade value is expected fall over the five years to 2020, though it was forecast to grow prior to the pandemic, causing the volume of freight in need of the industry's customs services to expand. Growing complexity regarding the transportation of goods, in addition to rising customer expectations for fast shipping for the growing number of purchases placed online, has increased demand for industry operators to help manufacturers, importers and wholesalers navigate international regulations and manage global supply chains.

# INDUSTRY OUTLOOK

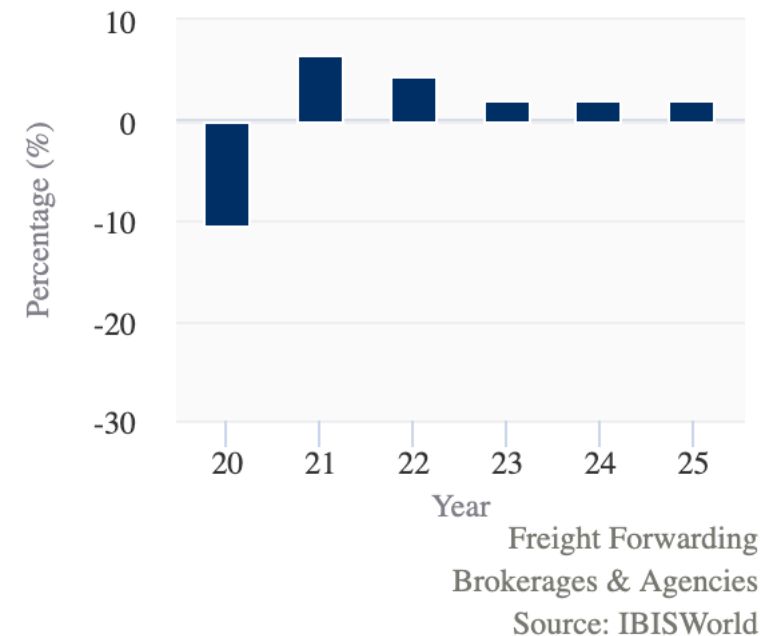
The Freight Forwarding Brokerages and Agencies industry in Canada is projected to experience accelerated growth over the five years to 2025, despite the domestic economy's volatile growth. Operators arrange the transport of cargo through subcontracted truck, rail, marine and air freight carriers on behalf of clients, acting as intermediaries between shippers and carriers by providing freight forwarding and customs brokering services. With the industrial capacity utilization rate expected to recover strongly, along with the economy at large as the COVID-19 (coronavirus) pandemic subsides. Despite this, IBISWorld projects industry revenue to increase at an annualized rate of 3.4% to \$14.5 billion over the five years to 2025.

## Economic projections

As trade activity rises, companies involved in logging, mining, manufacturing and construction will require freight forwarders and customs brokers to transport raw materials and other inputs at various points in their supply chain, as well as to ship finished goods both domestically and internationally. In addition, strengthening consumer spending on commercial goods will help spur growth in domestic and international shipments. To this end, the total value of trade between Canada and the rest of the world is expected to increase from coronavirus-era lows, generating significant demand for industry services. Moreover, as manufacturers, importers and wholesalers benefit from increasing corporate profit, these companies are anticipated to continue outsourcing freight forwarding and customs brokering services to industry operators, rather than performing these functions in-house.

In particular, logistics services provided by industry operators will continue to grow in importance as a result of increasingly complex regulations and globalized supply chains. While the 2020 coronavirus recession dampened freight volumes and demand for industry services, demand is anticipated to climb over the coming years. The economic downturn has primarily affected Canada's commodity sectors, while the rest of the economy has been relatively insulated, with Canadian GDP expected to pick up again. Moreover, consumer spending is projected to continue growing in the coming years, increasing at an annualized rate of 3.1% over the five years to 2025. As a result of these factors, consumers are expected to continue purchasing commercial goods. At the same time, Canadian trade activity is expected to pick up steam as the United States economy grows and the Canadian dollar remains relatively weak, causing Canadian goods to remain inexpensive for businesses and consumers in the United States. As a result of increased trade and consumer spending, more goods are expected to be transported within, to and from Canada, increasing freight volume and demand for industry services.

Industry Outlook  
2020–2025



# DEMAND DETERMINANTS

**Demand for services in the Freight Forwarding Brokerages and Agencies industry in Canada closely follows trends in domestic and international trade volumes.**

The greater the volume of trade, the greater the need for transportation arrangement and document preparation services. Demand for industry services is largely influenced by the volume of imports into Canada, which increases demand for industry services regarding customs regulations for production inputs and finished goods. At the same time, stronger growth in exports due to emerging market demand is slowly shifting the focus of industry services toward exported goods.

The manufacturing sector depends on timely and reliable deliveries of raw materials and semi-finished inputs for production. This sector also requires finished goods to be transported to warehouses or distribution centres. Freight forwarders can arrange for the transportation of production inputs and finished goods to domestic or overseas markets. The trend toward just-in-time (JIT) inventories has increased demand for transportation services as manufacturers seek smaller and more frequent deliveries. JIT enable companies to improve profitability by purchasing materials only as needed and reduce inventory costs. In turn, these companies require freight forwarding brokerages and agencies more often, boosting demand for this industry.

Demand for industry services is also affected by competition from other logistics providers. Shipping carriers, such as couriers and trucking companies, are increasingly trying to integrate supply chain services and become one-stop shops for logistics services, which causes demand for industry services to be diverted to external competitors.

Demand for industry services is expected to fall sharply amid the COVID-19 (coronavirus) pandemic. Total international trade is forecast to fall sharply amid supply chain disruptions and rising economic uncertainty. As a result, there are fewer goods that need to be moved, reducing the need for forwarding brokerages.

# MAJOR MARKETS

**Operators in the Freight Forwarding Brokerages and Agencies industry in Canada provide services to manufacturers, importers and wholesalers in a range of markets.**

## **Metals, minerals and energy products**

Arranging the transport of metals, minerals and energy products is projected to represent 29.7% of industry revenue in 2020. This market includes goods such as iron ore, petroleum, liquefied natural gas (LNG) and coal. Due to geopolitical and environmental risks associated with the transport of these items, producers, importers and other stakeholders generally require the assistance of industry operators to arrange safe and cost-effective transportation. With majority of trade activity for this segment deriving from imports, IBISWorld expects this segment to have decreased as a share of revenue over the past five years as import activity slowed due to the COVID-19 (pandemic).

## **Automobiles, parts and other transportation equipment**

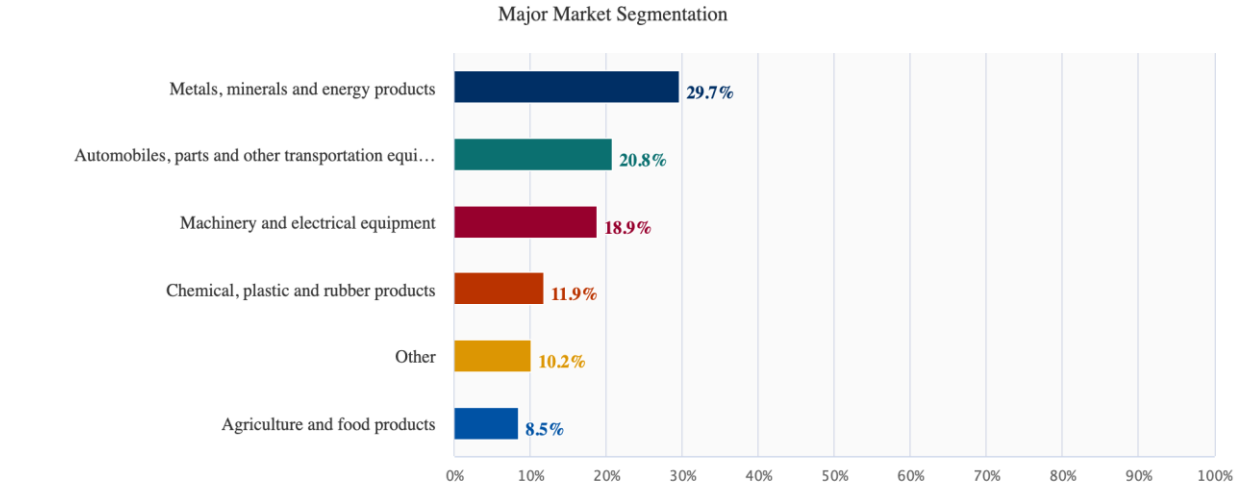
Arranging the domestic and international transport of automobiles, parts and other transportation equipment is expected to account for the second-largest share of industry revenue, generating 20.8% of the industry's total revenue in 2020.

This market has decreased as a share of revenue over the past five years as the automotive industry has experienced volatile performance due to commodity prices and key operators leaving the industry.

## **Machinery and electrical equipment**

Arranging the transport of machinery and electrical equipment is expected to generate 18.9% of industry revenue in 2020.

This market segment includes computer and electronic products, which are frequently assembled from components made in several countries. As a result, industry operators assist manufacturers, importers and wholesalers in this market with supply chain management and document preparation. This market has increased as a share of industry revenue over the past five years, as manufacturing of computers and other technology products have increased drastically during that period.



2020 INDUSTRY REVENUE

**\$12.2bn**

Freight Forwarding Brokerages & Agencies  
Source: IBISWorld

# BUSINESS LOCATIONS

Operators in the Freight Forwarding Brokerages and Agencies industry in Canada tend to be located close to manufacturers, importers and wholesalers, as well as truck, rail, marine and air carriers. For this reason, industry establishments are concentrated in larger centres of population and industrial activity and in major trade hubs. To this end, most freight forwarding brokerages and agencies are located in Ontario, Quebec and British Columbia.

## Ontario

Ontario has the largest share of industry establishments, accounting for 44.7% of establishments in 2020. The province is home to 38.8% of Canada's population and generates a large proportion of the country's manufacturing revenue. Moreover, Ontario has several key transportation links with Canada's largest trading partner, the United States, including the Great Lakes and the Detroit-Windsor Tunnel. As a result, the province accounts for a significant portion of domestic and international trade volumes, attracting both customers and carriers to the region.

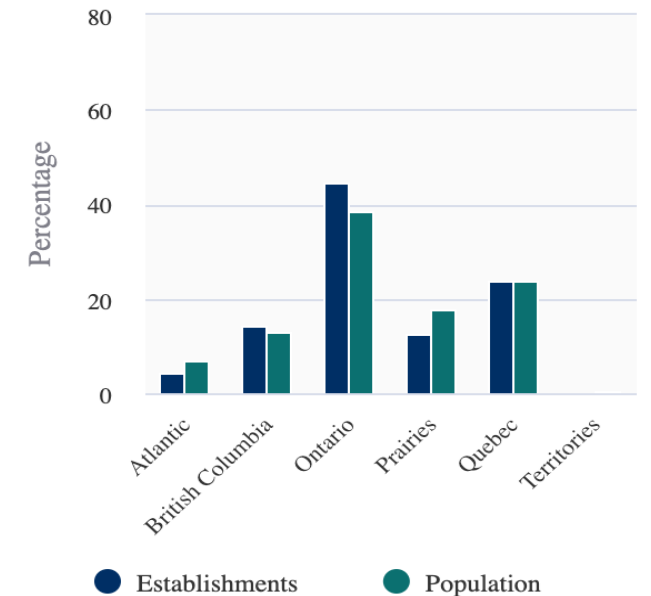
## Quebec

Quebec has the second-largest share of industry establishments in 2020, accounting for 23.9% of total industry establishments. The province is the second-most populous in Canada and is also a manufacturing hub. Quebec also has several key transportation links with the United States, including the Saint Lawrence Seaway and the Port of Montreal. Consequently, the province is an important trade centre in Canada, housing a significant number of freight forwarding and customs brokering customers in addition to third-party carriers.

## British Columbia

British Columbia is expected to account for 14.3% of industry establishments in 2020. The province accounts for Canada's third-largest population and the third-largest city, Vancouver. In addition, British Columbia represents 13.5% of the population. The province also has abundant natural resources, requiring the transport of forest, agricultural and mining products. Moreover, Vancouver is home to the rail terminus and the Port of Vancouver, which is the largest in Canada. For these reasons, the province is another major trade centre with high demand for freight forwarding and customs brokering services.

Distribution of Establishments vs Population

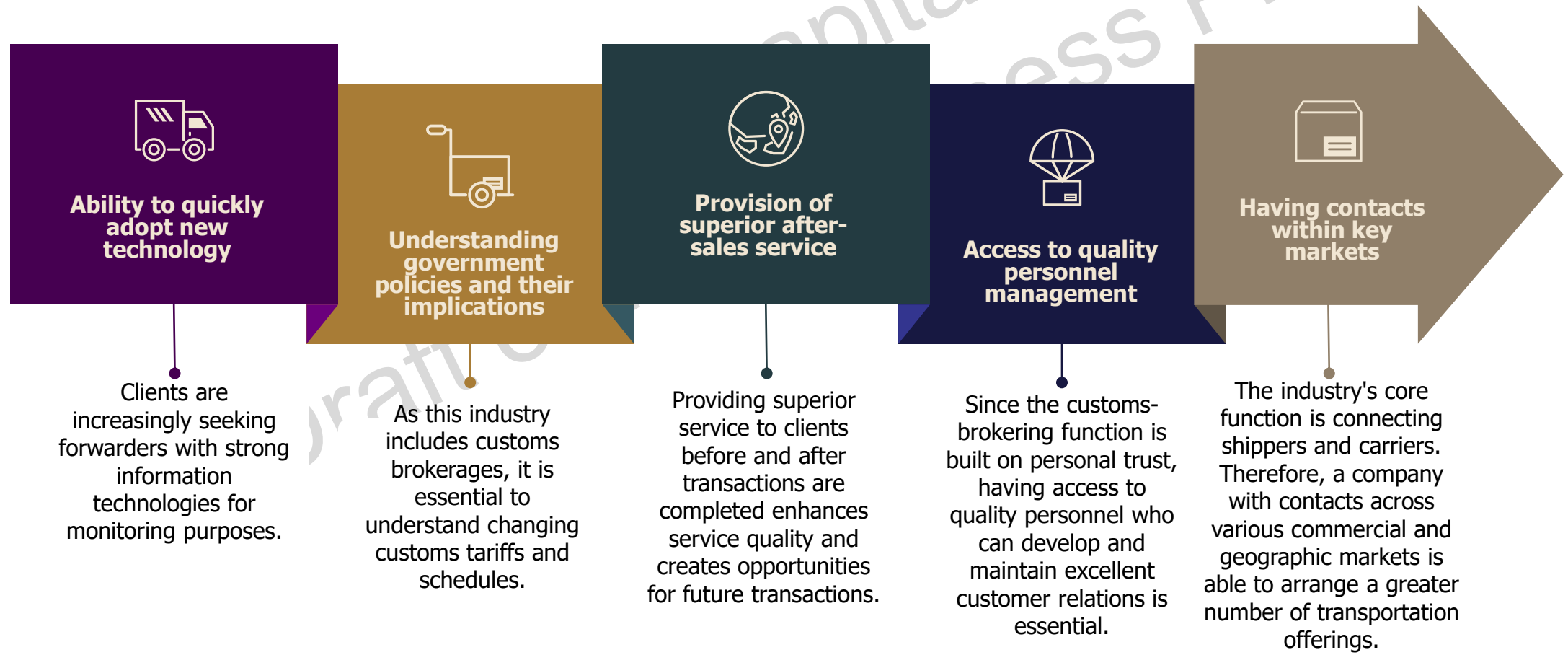


● Establishments ● Population

Freight Forwarding  
Brokerages & Agencies  
Source: IBISWorld



# KEY SUCCESS FACTORS



# MAJOR COMPETITORS

## **United Parcel Service Inc.**

Market Share: 9.4%

Founded in 1907 as a private messenger and delivery service in Seattle, United Parcel Service Inc. (UPS) has grown to become the world's largest package delivery company. Headquartered in Atlanta, the company delivered more than 21.9 million packages each day to businesses and individuals in over 220 countries in 2019 (latest data available). UPS is also a global leader in logistics, developing solutions for clients that lower costs, improve services and customize supply chain oversight. In addition to shipping, the company offers industry-relevant services, such as freight forwarding and customs brokering. UPS reported global revenue of \$93.0 billion, with \$10.4 billion in operating profit, which is defined as earnings before interest and taxes, in 2019 (latest data available). UPS' Canada operations were established in 1975 and are headquartered in Mississauga, ON. The company's industry-relevant operations consist of 62 facilities.

UPS separates its operations into three segments, which include US domestic package, international package and supply chain and freight. The supply chain and freight business includes the company's forwarding and logistics services that are industry relevant, representing nearly 70.0% of the supply chain and freight business segment. UPS is one of the world's largest domestic air freight carriers and international air freight forwarders. As a leading nonvessel-operating common carrier, the company also provides waterborne full container load and less-than-container load shipments between most major ports worldwide. In addition, UPS is one of the largest customs brokerages globally by both employees and cargo volume. In addition to freight forwarding and customs brokerage, the company provides a range of logistics solutions. The company has purposely developed businesses with complementary services that enable customers to store, import, export or transport freight entirely through UPS. For this reason, UPS provides distribution services that help to streamline supply chains for companies in the healthcare, high-tech, retail and aerospace industries, minimizing their capital investment and positioning their products closer to their customers. Furthermore, UPS acquired several businesses over the five years to 2020 to remain competitive, with Marken Limited (Marken) and Sandler & Travis Trade Advisory Services Inc. (STTAS) being industry relevant. These purchases are expected to expand the company's footprint and add more market-centric solutions.

# MAJOR COMPETITORS

## **Kuehne + Nagel International AG**

Market Share: 5.9%

Founded by August Kuehne and Friedrich Nagel in 1890, Kuehne + Nagel International AG (KN) has grown from a traditional international freight forwarder into one of the world's largest supply chain logistics providers. Headquartered in Switzerland, the company has over 800 offices and over 99,000 employees in more than 100 countries. KN separates its business into four segments, which include air freight, sea freight, overland and contract logistics. KN primarily provides services to the aerospace, automotive, electronics, energy and healthcare markets. The company's global revenue reached \$33.8 billion in 2019 (latest data available).

KN's operations in Canada consist of 24 offices and over 1,800 employees. These operations account for less than 15.0% of the total staff in the company's Americas division, with the majority of employees based in the United States and Mexico. KN offers a range of logistics solutions and freight monitoring services via KN Login, the company's global information system. The company arranged cargo transport for over 1.6 million tonnes of air cargo and more than 4.9 million twenty-foot equivalent units of waterborne freight in 2019 (latest data available). These shipments were planned, controlled and measured according to the International Air Transport Association's Cargo 2000 procedures, enabling clients to monitor shipments from beginning to end within the company's network. For sea freight forwarding, KN partners with leading carriers and provides customized services, including less-than-container load and customs clearance and brokerage services. The company also arranges the transport of full truckload and less-than-truckload freight overland through specialized networks.

KN strategically acquired several businesses to remain competitive and increase production capacity over the five years to 2020. For instance, a pivotal acquisition was the company purchasing a transportation brokerage based in the United States, ReTrans Inc. (ReTrans), in 2015. This enabled the company to have direct access with North American railroad companies, specifically in the United States and Canada. In addition, the company acquired Commodity Forwarders Inc. and Quick International Courier, which are both anticipated to expand the company's footprint and breadth of coverage.

# MARKETING PLAN

Marketing Mix  
Marketing Objectives  
Marketing Strategy  
Social Media Marketing Strategy  
Other Digital Marketing Strategy  
Operational Roadmap



Draft of the  
Ogsc

# MARKETING MIX

## Product/Services

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

## Price

The pricing strategy of our freight brokerage service will be competitive in this market. Initially, we will be keeping the margin low that will help us to gain market share, increase our presence and create loyal customer base. We will aim to create scalability that will help increase our revenues 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 Company, its benefits for the customers and the efficiency we create for their businesses.

## Place

We will establish this business in the Canada through Startup Visa enabling the partners to develop this business in one of the most robust freight brokerage market globally as Canada relates to United States which is another major market for the Company.

# MARKETING OBJECTIVES

## Growing Revenues

Achieving revenue growth by increasing it from CAD 500,000 in the first year to more than CAD 2.6 million (industry average) by the end of fifth year of operations.



## Market Share

Working on getting marketing share from competitors by developing our customer services, enhancing out freight management technology and creating value for our client's supply chain network.



## Customer base

Developing loyal customer base by increasing from 30 customers in the first quarter of our operations to more than 250 by the end of 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 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 STRATEGY

## **Direct Marketing Activities**

One of the most important business tasks is to perform direct marketing activities for our Company across Canada. Our marketing team will be working towards executing following major activities:

- Developing strategy that would create awareness of our Company with 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, helping them to use our website/ mobile app to get freight rates; and
- Develop a marketing strategy to connect with meat processors, automobile manufacturers, growers, distributors, wholesalers, construction companies and other major businesses across Canada.

## **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 efficient freight brokerage as per their schedule and creating win-win business transactions
- A pricing point with low end pricing with aim to capture major market share in next five to eight years and creating new growth opportunities for the business that will help in enhancing our market reach, increasing our branding and help develop sustainable customer base for our startup business.

## **Participation in Marketing Events**

Our marketing strategy will include participating in various supply chain and freight events to showcase our supply chain services, our web based tracking platform, our payment mechanism, mobile application based freight management 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 deal in helping us get the required exposure from the market and will help us to highlight our expertise in such freight management, enabling greater customer interaction and highlighting supply chain enhancement through our platform that would help create long-term client satisfaction.

# SOCIAL MEDIA MARKETING STRATEGY

## YouTube

We will create videos of our mobile and web-based platform for freight management. This will help us to provide users with our innovative platform through YouTube videos.



## Pinterest

Our Pinterest channel will include pictures and information about our freight app and platform that will help clients to manage their freight shipments 24/7.



## Vimeo

We will create videos of our mobile and web-based platform for freight management. This will help us to provide users with our innovative platform through Vimeo videos.



## Facebook

Our Facebook marketing strategy will help us to market our freight services to a wide audience across Canada.



## LinkedIn

We will also use LinkedIn to connect with customers and businesses across Canada that will help us to increase our visibility and create sustainable growth.



## Twitter

We will use Twitter to execute the marketing activities, highlight our app and web platform for freight services that will help us to remain close to our target customer segment.





# MARKETING STRATEGY

## SEO Marketing Strategy

We will use SEO to improve our freight services presence across Canada so that it ranks high in search engine results for keywords and phrases related to the 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 assessment, learning, skill enhancement, 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 app/ web-based platform, our 24/7 customer services, 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 that 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 freight management 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.

# OPERATIONAL ROADMAP



Our first operational roadmap is to raise the investment of CAD 200,000 from a designated organization in Canada. We aim to present our idea and the business plan to one of the designated organizations that will help the Company's team to get the visas for all our founders and create sustainable business model.

We aim to develop an innovative infrastructure for our supply chain services that will include 24/7 app platform where customers can manage their supply chain requests and get timely freight services. Our platform can help them to make instant payments, track their shipments and achieve growth in their operations.

Our third milestone is to ensure that all staff hiring is evaluated and only necessary staff is 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 platform, provide 24/7 tracking to the customers. This will help customers to obtain value from our services and will help in achieving long-term sustainable growth over time.

Our fourth milestone is to start our operations in Canada with this freight management Startup. We aim to start developing our application and infrastructure by second quarter and starting our pilot operations by third quarter. We aim to kickstart our full scale options by the fourth quarter of the first year that will enable us to generate revenue from this business and achieve sustainable growth over time.

# FINANCIAL PLAN

Initial Investment  
Revenue Model  
Income Statement  
Cash Flow Statement  
Balance Sheet  
Fixed Assets  
Benchmark Analysis



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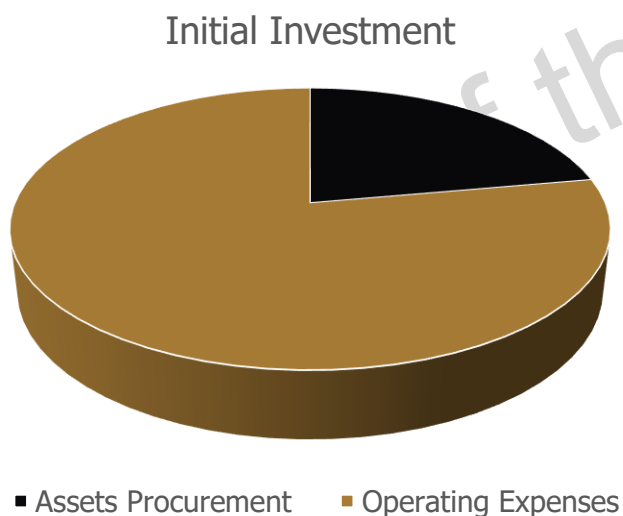
# INITIAL INVESTMENT

## FUNDING REQUIREMENT & SOURCES OF FUNDING

The company will need an investment of CAD 200,000 for starting the operations of this business venture in Canada. This funding will be secured by our CEO through his personal resources.

The funding requirements have been assessed based on marketing of our behavior recognition system and includes salaries payment which is pivotal for hiring employees and achieving long-term sustainable growth.

The contribution of CAD 200,000 is to be made by the founders as well as potential designated organizations that will contribute their part as investors in the business. The potential usage of the investment proceeds will involve hiring of the team that can work towards creating growth opportunities for the business.



Assets Procurement	Amount
Computers	CAD 27,000
Software (including integration)	CAD 15,000
Office Equipment	CAD 5,000
<b>Total Assets</b>	<b>CAD 47,000</b>
<b>Operating Expenses</b>	
Salaries	CAD 130,000
Web hosting & cloud service	CAD 2,000
Rent & Utilities	CAD 16,000
Legal & Professional	CAD 5,000
Office Expenses	CAD 12,000
<b>Total Operating Expenses</b>	<b>CAD 165,000</b>
<b>Total Investment</b>	<b>CAD 212,000</b>
Assets Procurement	CAD 47,000
Operating Expenses	CAD 165,000
<b>Initial Investment</b>	<b>CAD 212,000</b>

# REVENUE MODEL

Our revenue model is simple but driven with technology. We will be developing a web platform and a mobile application that would be used by our customers enabling greater flexibility in managing their freight requests. Our platform will allow them to request their freight orders, our vendors that will be connected to the app can fulfill the orders through providing their quotes and once the customer agree they have the option to make online payment through the application.

We will be earning from commission income that will be around 6% of the selling price and is also minimum in the industry. Our aim is to provide lowest Company across Canada, increasing our customer base and generating revenues for the business. We have developed a monthly revenue model based on monthly freight loads for the next five years which is as follows:

<b>Monthly loads</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>	<b>Month 10</b>	<b>Month 11</b>	<b>Month 12</b>
Year 1	0	0	0	0	0	0	0	0	0	40	46	53
Year 2	55	56	58	60	61	63	65	67	69	71	73	76
Year 3	78	80	83	85	88	90	93	96	99	102	105	108
Year 4	111	114	118	121	125	129	133	136	141	145	149	154
Year 5	158	163	168	173	178	183	189	195	200	206	213	219

<b>Monthly revenue</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>	<b>Month 10</b>	<b>Month 11</b>	<b>Month 12</b>
Year 1	0	0	0	0	0	0	0	0	0	132,000	151,800	174,900
Year 2	180,147	185,551	191,118	196,851	202,757	208,840	215,105	221,558	228,205	235,051	242,103	249,366
Year 3	256,847	264,552	272,489	280,663	289,083	297,756	306,688	315,889	325,366	335,126	345,180	355,536
Year 4	366,202	377,188	388,503	400,159	412,163	424,528	437,264	450,382	463,893	477,810	492,145	506,909
Year 5	522,116	537,780	553,913	570,530	587,646	605,276	623,434	642,137	661,401	681,243	701,680	722,731

# INCOME STATEMENT

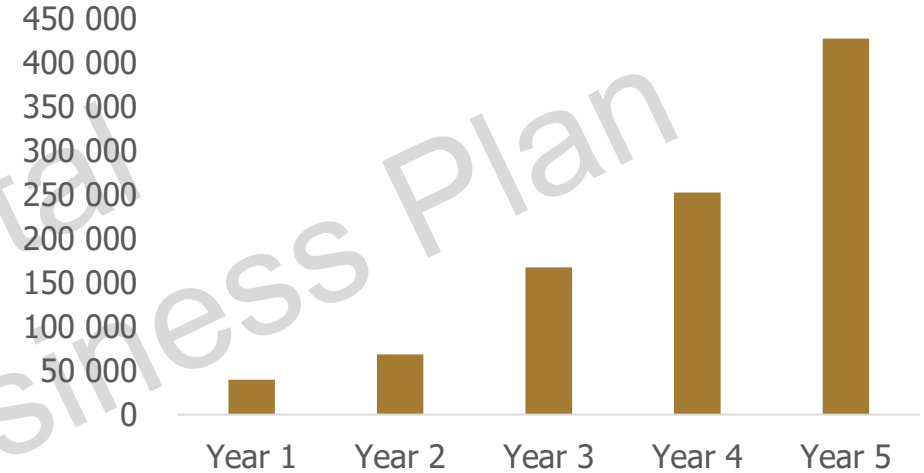
Description	Year 1	Year 2	Year 3	Year 4	Year 5
Total revenue	458,700	2,556,652	3,645,174	5,197,146	7,409,888
Total cost	417,000	2,324,229	3,313,794	4,724,678	6,736,262
<b>Gross profit</b>	<b>41,700</b>	<b>232,423</b>	<b>331,379</b>	<b>472,468</b>	<b>673,626</b>
Operating Expenses					
Salaries	130,000	143,000	157,300	286,165	373,346
Marketing	4,170	23,242	33,138	47,247	67,363
Rent & Utilities	16,000	16,800	17,640	18,522	19,448
Depreciation	4,700	4,700	4,700	5,300	5,600
Legal & Professional	5,000	6,000	7,200	8,640	10,368
Office Expenses	12,000	14,400	17,280	20,736	24,883
<b>Total Operating Expenses</b>	<b>171,870</b>	<b>208,142</b>	<b>237,258</b>	<b>386,610</b>	<b>501,007</b>
<b>Net Profit</b>	<b>(130,170)</b>	<b>24,281</b>	<b>94,121</b>	<b>85,858</b>	<b>172,619</b>



# CASH FLOW STATEMENT

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Net Profit	(130,170)	24,281	94,121	85,858	172,619
Add: Noncash items					
Depreciation	4,700	4,700	4,700	5,300	5,600
<b>Cash flow from operations</b>	<b>(125,470)</b>	<b>28,981</b>	<b>98,821</b>	<b>91,158</b>	<b>178,219</b>
Investing activities					
Purchase of assets	(47,000)	0	0	(6,000)	(3,000)
<b>Cash flow from investment</b>	<b>(47,000)</b>	<b>0</b>	<b>0</b>	<b>(6,000)</b>	<b>(3,000)</b>
Financing Activities					
Investment	212,000	0	0	0	0
<b>Financing cash flows</b>	<b>212,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash flow for the year</b>	<b>39,530</b>	<b>28,981</b>	<b>98,821</b>	<b>85,158</b>	<b>175,219</b>
<b>Accumulated cash balance</b>	<b>39,530</b>	<b>68,511</b>	<b>167,332</b>	<b>252,490</b>	<b>427,709</b>

Accumulated cash balance

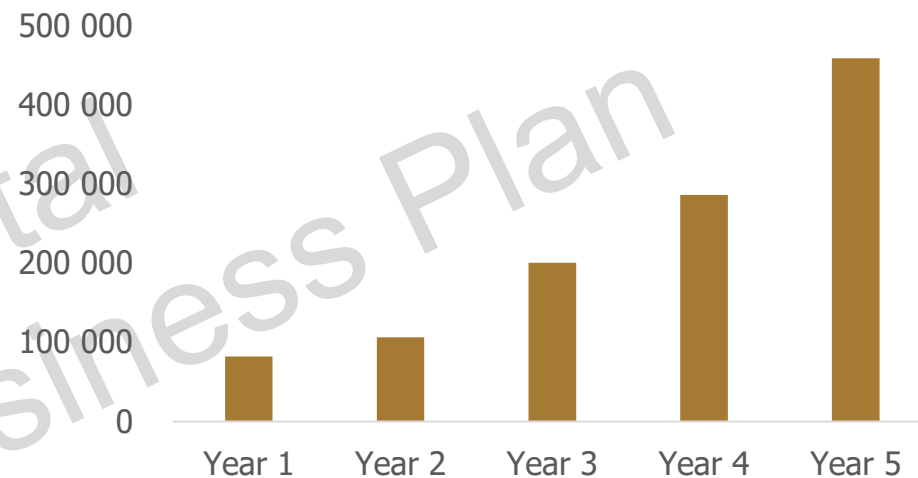


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# BALANCE SHEET

Description	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Assets</b>					
Cash & Cash Equivalents	39,530	68,511	167,332	252,490	427,709
Premises and Equipment	42,300	37,600	32,900	33,600	31,000
<b>Total Assets</b>	<b>81,830</b>	<b>106,111</b>	<b>200,232</b>	<b>286,090</b>	<b>458,709</b>
<b>Equities and Liabilities</b>					
<b>Equities</b>					
Paid-up Capital	212,000	212,000	212,000	212,000	212,000
Accumulated Reserves	(130,170)	(105,889)	(11,768)	74,090	246,709
<b>Total Equity &amp; Liabilities</b>	<b>81,830</b>	<b>106,111</b>	<b>200,232</b>	<b>286,090</b>	<b>458,709</b>

Total Assets

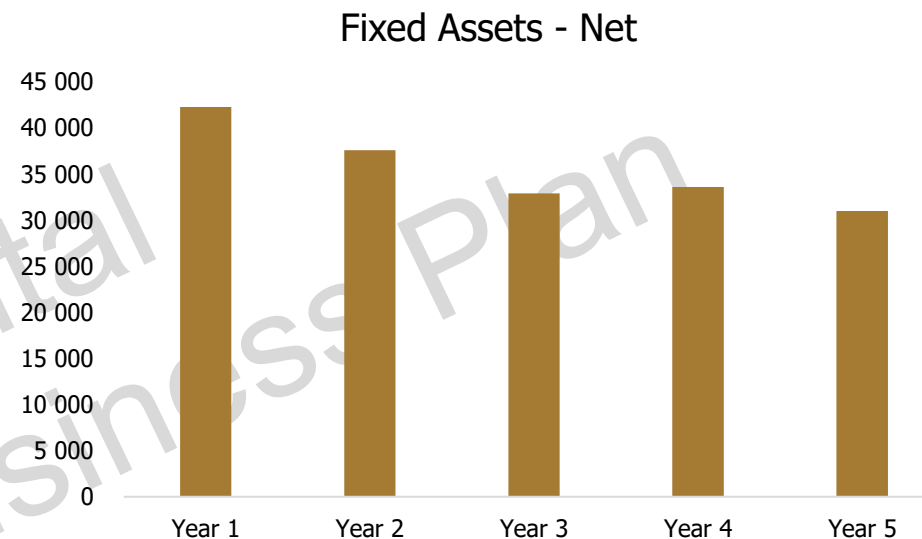


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# FIXED ASSETS

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Computers	27,000	27,000	27,000	33,000	36,000
Software (including integration)	15,000	15,000	15,000	15,000	15,000
Office Equipment	5,000	5,000	5,000	5,000	5,000
<b>Total Assets</b>	<b>47,000</b>	<b>47,000</b>	<b>47,000</b>	<b>53,000</b>	<b>56,000</b>
Depreciation	4,700	4,700	4,700	5,300	5,600
Accumulated Depreciation	4,700	9,400	14,100	19,400	25,000
<b>Fixed Assets - Net</b>	<b>42,300</b>	<b>37,600</b>	<b>32,900</b>	<b>33,600</b>	<b>31,000</b>



# BENCHMARK ANALYSIS

We have performed a comprehensive analysis of our projected income statement against the industry benchmark within the freight and brokerage industry. The major variations and analysis are as follows:

- Industry wages are approximately 3181% of the revenue whereas our wages in the initial year will be significantly higher than the industry average. This is mainly due to the development phase of our platform. We expect the wages to reduce below industry averages mainly as our focus is on increasing revenues and creating scalability that would help us in generating substantial revenues and thus that would make the wage portion lower in terms of percentages.
- Purchases are expected to be around 69% of the revenue as per the industry benchmarks. We expect our purchases to be beyond 90% as we aim to keep only 6% gross profit and thus our major expenses will be towards managing operating expenses and payments to freight service providers.
- Our depreciation will close to the benchmark index in the first year but is expected to reduce moving forward.
- We have kept marketing expenses close to the industry benchmarks to ensure that we increase our presence across the market and create new growth opportunities for the business.
- Our profits are expected to be lower than the industry in the first five years. We are developing a unique platform for the freight industry and thus in the initial years we will have lower level of net profits but as we move forward with our growth strategy we aim to increase our profits and develop sustainable growth for the organization.

<b>Description</b>	<b>Benchmark</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Wages	18.00%	28.34%	5.59%	4.32%	5.51%	5.04%
Purchases	69.30%	94.62%	91.71%	91.58%	91.47%	91.38%
Depreciation	1.30%	1.02%	0.18%	0.13%	0.10%	0.08%
Marketing	0.60%	0.91%	0.91%	0.91%	0.91%	0.91%
Rent & Utilities	3.20%	3.49%	0.66%	0.48%	0.36%	0.26%
Profit	7.70%	-28.38%	0.95%	2.58%	1.65%	2.33%

# ASSUMPTIONS

We have prepared the entire financial model based on certain assumptions. We have documented the major assumptions in the below table which are as follows:

- We estimate the salary increase to be nearly 10% per annum
- We expect monthly freight loads to increase as follows:
  - Year 1: 15%
  - Year 2 to Year 5: 3%
- Our average freight price per freight load is expected to be CAD 3,300 and margin will be around 6% i.e., CAD 200 per load.
- Our average cost per load i.e., amount to be given to freight service provider will be around 94% i.e., CAD 3,100 per load
- Investment required is CAD 212,000 out of which CAD 47,000 will be used for procurement of assets and CAD 165,000 will be used for operational expenses.
- The founders will be working for the residual interest of the business and will not be taking any salaries in the initial five years of our operations.
- Hiring plan needs to be followed in order to generate revenues and developing the business
- App and platform development will start from the first month whereas pilot operations will start from 7<sup>th</sup> month.
- Commercial operations will be started from 10<sup>th</sup> month of operations after testing the system for 3 months.

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# MANAGEMENT PLAN

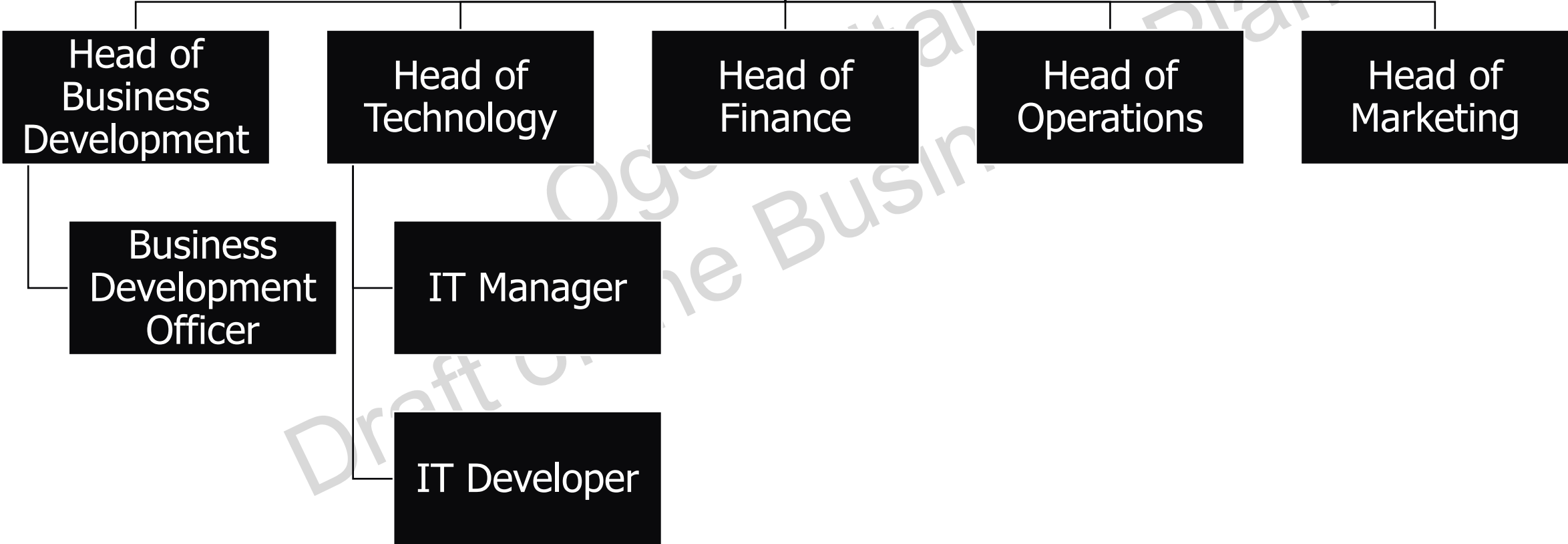
Organizational Structure  
Personnel Plan  
Management Team  
Job descriptions



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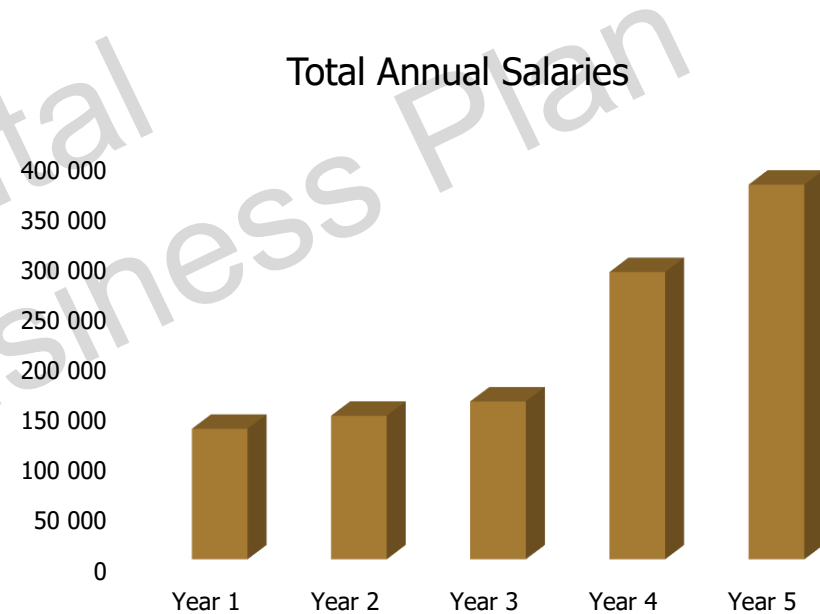
# ORGANIZATIONAL STRUCTURE

Chief Executive Officer



# PERSONNEL PLAN

Description	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Total Yearly Personnel</b>					
Chief Executive Director	1	1	1	1	1
Head of Business Development	1	1	1	1	1
Head of Technology	1	1	1	1	1
Head of Finance	1	1	1	1	1
Head of Operations	1	1	1	1	1
Head of Marketing	1	1	1	1	1
Business Development Officer	1	1	1	2	3
IT Manager	1	1	1	1	1
IT Developer	1	1	1	2	2
<b>Total Yearly Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>12</b>
<b>Yearly Salaries</b>					
Chief Executive Director	0	0	0	0	0
Head of Business Development	0	0	0	0	0
Head of Technology	0	0	0	0	0
Head of Finance	0	0	0	0	0
Head of Operations	0	0	0	0	0
Head of Marketing	0	0	0	0	0
Business Development Officer	40,000	44,000	48,400	106,480	175,692
IT Manager	45,000	49,500	54,450	59,895	65,885
IT Developer	45,000	49,500	54,450	119,790	131,769
<b>Total Annual Salaries</b>	<b>130,000</b>	<b>143,000</b>	<b>157,300</b>	<b>286,165</b>	<b>373,346</b>



# MANAGEMENT TEAM

**XXX**

**Chief Executive Officer**

XXXX  
XXXX  
XXXX  
XXXX  
XXXX

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# MANAGEMENT TEAM

**XXXX**

**Head of Business Development**

XXXX  
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# MANAGEMENT TEAM

**XXXXX**

**Head of Technology**

XXXX

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# MANAGEMENT TEAM

**XXXX**

**Head of Finance**

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# MANAGEMENT TEAM

**XXXXX**

**Head of Operations**

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# MANAGEMENT TEAM

**XXXXX**

**Head of Marketing**

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# JOB DESCRIPTIONS

## Chief Executive Officer

- Develop high quality business strategies and plans ensuring their alignment with short-term and long-term objectives
- Lead and motivate subordinates to advance employee engagement develop a high performing managerial team
- Oversee all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and mission
- Make high-quality investing decisions to advance the business and increase profits
- Enforce adherence to legal guidelines and in-house policies to maintain the company's legality and business ethics
- Review financial and non-financial reports to devise solutions or improvements
- Build trust relations with key partners and stakeholders and act as a point of contact for important shareholders
- Analyze problematic situations and occurrences and provide solutions to ensure company survival and growth
- Maintain a deep knowledge of the markets and industry of the company

## Head of Business Development

- Develop a growth strategy focused both on financial gain and customer satisfaction
- Conduct research to identify new markets and customer needs
- Arrange business meetings with prospective clients
- Promote the company's products/services addressing or predicting clients' objectives
- Prepare sales contracts ensuring adherence to law-established rules and guidelines
- Keep records of sales, revenue, invoices etc.
- Provide trustworthy feedback and after-sales support
- Build long-term relationships with new and existing customers
- Develop entry level staff into valuable salespeople

# JOB DESCRIPTIONS

## Head of Technology

- Oversee all technology operations (e.g., network security) and evaluate them according to established goals
- Devise and establish IT policies and systems to support the implementation of strategies set by upper management
- Analyze the business requirements of all departments to determine their technology needs
- Purchase efficient and cost-effective technological equipment and software
- Inspect the use of technological equipment and software to ensure functionality and efficiency
- Identify the need for upgrades, configurations or new systems and report to upper management
- Coordinate IT managers and supervise computer scientists, technicians and other professionals to provide guidance
- Control budget and report on expenditure
- Assist in building relationships with vendors and creating cost-efficient contracts

## Head of Finance

- Forecast monthly, quarterly and annual results
- Approve or reject budgets
- Conduct risk management
- Evaluate and decide on investments
- Supervise a team of Accountants
- Allocate resources and manage cash flows
- Conduct profit and cost analyses
- Develop secure procedures to maintain confidential information
- Ensure all accounting activities and internal audits comply with financial regulations
- Consult board members about funding options
- Recommend cost-reducing solutions

# JOB DESCRIPTIONS

## Head of Operations

- Formulate business strategy with others in the executive team
- Design policies that align with overall strategy
- Implement efficient processes and standards
- Coordinate customer service operations and find ways to ensure customer retention
- Ensure compliance with local and international laws (e.g. data protection)Oversee the implementation of technology solutions throughout the organization
- Manage contracts and relations with customers, vendors, partners and other stakeholders
- Evaluate risk and lead quality assurance efforts
- Oversee expenses and budgeting to help the organization optimize costs and benefits
- Mentor and motivate teams to achieve productivity and engagement
- Report on operational performance and suggest improvements

## Head of Marketing

- Craft strategies for all Marketing teams, including Digital, Advertising, Communications and Creative
- Prepare and manage monthly, quarterly and annual budgets for the Marketing department
- Set, monitor and report on team goals
- Design branding, positioning and pricing strategies
- Ensure our brand message is strong and consistent across all channels and marketing efforts (like events, email campaigns, web pages and promotional material)Analyze consumer behavior and determine customer personas
- Identify opportunities to reach new market segments and expand market share
- Craft quarterly and annual hiring plans
- Monitor competition (acquisitions, pricing changes and new products and features)Coordinate sales and marketing efforts to boost brand awareness
- Participate in the quarterly and annual planning of company objectives